NJIT BOARD OF TRUSTEES
PUBLIC SESSION MEETING

Thursday, June 7, 2018

PLEASE BRING TO 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 science, technology, engineering and mathematics (STEM) as a means of improving the quality of life.

Vision

A preeminent engineering, design, science and technology university known for research and education fostering innovation, entrepreneurship, and engagement.
Call to Order
Attendance / Quorum

1. Notice of Meeting to Public (Statement to be read by the Chair, a requirement of the NJ Open Public Meeting Act) [Pg. 4]

2. Minutes (Approve minutes of the April 12, 2018 meeting of the Board of Trustees) [Pg. 6]

3. Public Comments

4. Action Items
   A. Approve Resolution for Promotion to Rank of Distinguished Professor, Professor, and Associate Professor with Tenure [Pg. 11]
   B. Approve Resolution to Authorize Expenditures for Electricity and Natural Gas for FY2019 [Pg. 15]
   C. Approve Resolution of New Jersey Institute of Technology (“NJIT”) Approving the Extension of the Conditional Designation of the PRC Group for the Development of the MLK Gateway, Block 43 Lots 38, 39, 40, 41, 46, 48, Block 2857, and Block 2858 [Pg. 18]
   D. Approve Resolution to Amend Bylaws of the Board of Trustees [Pg. 24]

5. Reports
   A. President’s Report (J. Bloom)
   B. Report on NJII/ EDC (D. Sebastian) [Pg. 46]
   C. Report on Intangible Asset (F. Deek / A. Dhawan) [Pg. 58]
   D. Report of FY2018 Fundraising Update (K. Alexo) [Pg. 66]
   E. Report of Operating Statement Year to Date (E. Bishof) [Pg. 72]
   F. Report of Schedule of Short Term Investments (E. Bishof) [Pg. 79]
   G. Report on Clery Crime Data (A. Christ) [Pg. 81]
   H. Schedule of 2018-2019 Trustee Meetings (S. DePalma) [Pg. 85]
   I. Report on Upcoming Calendar of Events (S. DePalma) [Pg. 87]

6. Announcement of Next Meeting [Pg. 89]

Chair to read resolution regarding Closed Session to discuss Personnel, Legal, Real Estate and Contract Matters to be held on Thursday, July 19, 2018, 2:00 PM, Eberhardt Hall, NJIT Alumni Center Board Room.

Announce next public meeting: Thursday, July 19, 2018 4:00 PM, Eberhardt Hall NJIT Alumni Center Board Room.

Adjourn Public Meeting
1. NOTICE OF MEETING TO PUBLIC
"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 AND SENT ELECTRONICALLY TO THE STAR LEDGER, THE HERALD NEWS, AND THE VECTOR ON AUGUST 9, 2017, AND POSTED ON THE UNIVERSITY WEBSITE. THIS SCHEDULE WAS ALSO MAILED AND SENT ELECTRONICALLY TO THE COUNTY CLERK ON AUGUST 9, 2017 FOR FILING WITH THAT OFFICE AND POSTING IN SUCH PUBLIC PLACE AS DESIGNATED BY SAID CLERK."
2. APPROVE MINUTES OF APRIL 12, 2018 MEETING
NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
MINUTES OF PUBLIC MEETING (DRAFT)
(April 12, 2018)

The meeting was called to order by Chair DePalma at 4 p.m. in Eberhardt Hall, NJIT Alumni Center Boardroom, NJIT Campus, Newark, N.J. In attendance were Chair DePalma, Vice Chairs DeCaprio and Raia, Board Members Bone, Cistaro, Montalto, Taylor and Toft. Absent: Vice Chair Garcia and Board Members Cohen, Poddar and Sugla.

Administrative members in attendance were President Bloom, Provost and Sr. Executive Vice President Deek, Sr. Vice Presidents Bishop and Sebastian, Vice Presidents Alexo, Christ and Iyer, Vice President/Secretary Stern and Dean Boger.

1. In accordance with the New Jersey Open Public Meetings Act, Chair DePalma read the following statement:

   “Notice of this Meeting was provided to the public as required by the New Jersey Open Public Meeting Act, in the Schedule of Meeting Dates of the Board of Trustees of the New Jersey Institute of Technology which was mailed and sent electronically to the Star Ledger, the Herald News and the Vector on August 9, 2017, and posted on the University website. This Schedule was also mailed and sent electronically to the County Clerk on August 9, 2017 for filing with that office and posting in such public place as designated by said Clerk.”

2. BY A MOTION DULY MADE BY MR. CISTARO, SECONDED BY DR. DECAPRIO and unanimously approved by those present at such meeting, the minutes of the public meeting of February 8, 2018 were approved.

3. Beverly Glasgow, an NJIT graduate student spoke at the public comments portion of the meeting. She stated that as a student since 2015, she was thrilled by the improvements on campus, but due to constraints these improvements were not always privy to her. She stated that in an organization that supports diversity, attention is not always paid to the exceptions. She is here today to give voice to the needs of the student body, and her experience is that students are just told “no” in cases that appear from time to time. She further stated that it was her impression that the culture of improvement is not student centered.

4. BY A MOTION DULY MADE BY MR. CISTARO, SECONDED BY MR. BONE AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION GRANTING EMERITUS STATUS TO PHIL BEACHEM AND ANTHONY KNAPP. Chair DePalma stated that he spoke with both former Board members and that were honored and appreciative. President Bloom added that we will recognize them at the Commencement ceremonies, and will plan an event to honor them.

5. BY A MOTION DULY MADE BY MR. BONE, SECONDED BY MR. CISTARO AND UNANIMOUSLY APPROVED, the BOARD voted to APPROVE RESOLUTION HONORING STEVE CORDES AND ANTHONY SLIMOWICZ, amending the language in
the resolution to include citation to Mr. Slimowicz’s service as Chair of the Presidential Search Committee in 2011-2012.

6. BY A MOTION DULY MADE BY DR. DECAPRIO, SECONDED BY MR. TAYLOR AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION FOR BS IN FORENSIC SCIENCE.

7. BY A MOTION DULY MADE BY MS. MONTALTO, SECONDED BY MR. CISTARO AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION AWARDING HONORARY DEGREES TO DR. LEAH H. JAMIESON, RICHARD SWEENEY ’81, AND MAYOR RAS BARAKA.

8. BY A MOTION DULY MADE BY MR. DAHMS, SECONDED BY MR. BONE AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION TO ADOPT THE 2018 FACILITIES MASTER PLAN UPDATE.

9. BY A MOTION DULY MADE BY MR. DAHMS, SECONDED BY MS. MONTALTO AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION TO AWARD THE CONSTRUCTION MANAGEMENT PROFESSIONAL SERVICES CONTRACT FOR THE MAKERSPACE AT NJIT PHASE II.

10. Dr. Bloom deferred his report, referencing his remarks in the Closed Session.

11. Joseph Stanley, PE, PP ’78 NCE ’85, President of the NJIT Alumni Association gave a report to the Board. He discussed the leadership pipeline for Alumni Board positions, and noted that the Alumni Association recently modified their bylaws. The positions will include a President, a first Vice President and a second Vice President, who will in turn ascend to the presidential role. On July 1st, the President will be Dennis Cremniecki, PE, NCE ’82; the First Vice President will be Ralph Jiminez CCS ’02, and the Second Vice President will be Vatsal Shal, PhD, NCE ’08, NCE ’09 and NCE ’15. Mr. Stanley will be a Vice President at large, and Siddhartha Bala CLSA ’96 will have a one year term.

Mr. Stanley explained that last month the Alumni Council met and considered what alumni could do for the university. It was a good meeting, and they decided on three goals with the assistance of Provost Deek. First, they will plan a Provost/Alumni Association speaker series, to bring in successful alumni to address the students at exclusive events of up to 25 student. The second goal is to assist in providing project management skills to students, including communication skills, which will start at the freshman level. The third goal is to work with Career Development to bring in Human Resource professionals from companies to help student work on marketable skills.

Mr. Stanley also reminded the Board of Alumni Weekend, schedule for May 18th to May 20th and encouraged all to attend. There will be wine-tasting, a baseball game at Bears Stadium, a barbecue, and the Alumni Achievement awards. Attendance is tracking ahead of last year. Board Members Cistaro will be recognized as a “Golden Highlander.”
12. Vice President Alexo gave an update on FY 2018 Fundraising. Our engagement of alumni has “moved the needle” in terms of our fundraising efforts. He referred to the Board materials which provides the updated numbers. At the end of March, our overall philanthropic commitments for the year total approximately $10.6 million. We should meet the goal of $200 million in the Comprehensive Campaign by the end of the fiscal year. Dr. Alexo discussed FY 2018 goals, alumni participation as well as upcoming events. On April 18th, we will have NJIT Board Day and all were encouraged to attend.

13. Mr. Bishop reported on the Operating Statement Year to Date and Schedule of Short Term Investments, which are in the Board materials, which he reviewed with the Board. Referencing the revenue statement on p. 39 of the Board materials, Mr. Bishop discussed where we stand as of the end of March. We have reached our targeted revenues, and are at or above our projections. At this point in time, we do not have concerns or variances with projections. With respect to the Schedule of Short Term Investments, Mr. Bishop referred to the year-to-year comparisons on cash and cash equivalents, highlighting the improvement in our cash management position. We have improved our collections, receivables, our grant management processes and student payments.

14. Mr. Christ gave a report on the Clery Crime Data, which was provided to the Board in the materials. There are no significant issues to report.

15. Chair DePalma called the Board’s attention to the Schedule of Meetings which appears in the Board materials, noting that the Board Retreat on June 7th may extend to 5 p.m. He asked that Board Members plan accordingly.

16. The Chair announced that the next regularly scheduled Closed Session would be convened on Thursday, June 7, 2018 at 9 a.m. at Eberhardt Hall Alumni Center Board Room, to discuss personnel, real estate, legal and contractual 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 matters involving personnel, real estate, legal and contractual matters on Thursday, April 12, 2018 at 9:00 a.m., Eberhardt Hall Board Room.

The next regularly scheduled Public Session of the Board will take place on Thursday, April 12, 2018 at 11:00 a.m., Eberhardt Hall Board Room, following the Closed Session of the Board. There will be a Board Retreat immediately following.

17. By a motion made by Mr. Cistaro, seconded by Mr. Taylor and unanimously approved, the public session was adjourned at 4:55 p.m.
3. PUBLIC COMMENTS
4A. APPROVE RESOLUTION FOR PROMOTION OF RANK OF DISTINGUISHED PROFESSOR, PROFESSOR, AND ASSOCIATE PROFESSOR WITH TENURE
STATEMENT

RESOLUTION TO APPROVE PROMOTIONS TO THE RANK OF PROFESSOR, ASSOCIATE PROFESSOR WITH TENURE, AND GRANTING OF TENURE

By approving recommendations for promotion and tenure, New Jersey Institute of Technology recognizes faculty members whose accomplishments in leadership, service, and teaching excellence, after a rigorous review by their peers as well as university administration, consistent with the policies and procedures outlined in the Faculty Handbook, are of such caliber that they warrant the distinction of this recognition resulting in their recommendation for promotion and/or tenure.

The administration recommends these actions. The attached resolution has been prepared for your consideration.
RESOLUTION TO APPROVE PROMOTIONS TO THE RANK OF PROFESSOR, ASSOCIATE PROFESSOR WITH TENURE, AND GRANTING OF TENURE

WHEREAS by awarding promotion and tenure, New Jersey Institute of Technology recognizes faculty members whose accomplishments in leadership, service, and teaching excellence, after a rigorous review by their peers as well as university administration, consistent with the policies and procedures outlined in the Faculty Handbook, are of such caliber that they warrant the distinction of this recognition resulting in their recommendation for promotion and/or tenure, and

WHEREAS the accomplishments of the following individuals display patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the department, the university, and the profession, and are to be promoted to the rank of Professor: Yassine Boubendir, Yi Chen, Janice Daniel, Joerg Kliewer, and Georgeen Theodore, and

WHEREAS the accomplishments of the following individuals display patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the department, the university, and the profession, and are to be promoted to the rank of Associate Professor with tenure: Cesar Bandera, Wenbo Cai, Martina Decker, Cristiano Dias, Casey Diekmann, Xiaoning Ding, Simon Garnier, Alexei Khalizov, Jesse LeCavalier, Alison Lefkovitz, and Siva Nadimpalli, and

WHEREAS the accomplishments of the following individual display patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the department, the university, and the profession, and are to be granted tenure: Maria Hurtado de Mendoza, and

WHEREAS the accomplishments of the following individuals display patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the profession, and are to be appointed with tenure: Hao Chen and David Venerus, and

WHEREAS the administration recommends that said promotions and tenure be granted;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees approves the promotion and tenure recommendations noted below:

<table>
<thead>
<tr>
<th>Name</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yassine Boubendir</td>
<td>Promotion to Professor</td>
</tr>
<tr>
<td>Yi Chen</td>
<td>Promotion to Professor</td>
</tr>
<tr>
<td>Janice Daniel</td>
<td>Promotion to Professor</td>
</tr>
<tr>
<td>Joerg Kliewer</td>
<td>Promotion to Professor</td>
</tr>
<tr>
<td>Georgeen Theodore</td>
<td>Promotion to Professor</td>
</tr>
<tr>
<td>Cesar Bandera</td>
<td>Promotion to Associate Professor with Tenure</td>
</tr>
<tr>
<td>Wenbo Cai</td>
<td>Promotion to Associate Professor with Tenure</td>
</tr>
<tr>
<td>Martina Decker</td>
<td>Promotion to Associate Professor with Tenure</td>
</tr>
<tr>
<td>Name</td>
<td>Status</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>Cristiano Días</td>
<td>Promotion to Associate Professor with Tenure</td>
</tr>
<tr>
<td>Casey Diekman</td>
<td>Promotion to Associate Professor with Tenure</td>
</tr>
<tr>
<td>Xiaoning Ding</td>
<td>Promotion to Associate Professor with Tenure</td>
</tr>
<tr>
<td>Simon Garnier</td>
<td>Promotion to Associate Professor with Tenure</td>
</tr>
<tr>
<td>Alexei Khalizov</td>
<td>Promotion to Associate Professor with Tenure</td>
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<tr>
<td>Jesse LeCavalier</td>
<td>Promotion to Associate Professor with Tenure</td>
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<tr>
<td>Alison Lefkowitz</td>
<td>Promotion to Associate Professor with Tenure</td>
</tr>
<tr>
<td>Siva Nadimpalli</td>
<td>Promotion to Associate Professor with Tenure</td>
</tr>
<tr>
<td>Maria Hurtado de Mendoza</td>
<td>Granting of Tenure</td>
</tr>
<tr>
<td>Hao Chen</td>
<td>Appointment with Tenure</td>
</tr>
<tr>
<td>David Venerus</td>
<td>Appointment with Tenure</td>
</tr>
</tbody>
</table>

Holly C. Stern, Esq.
General Counsel/Vice President of Legal Affairs and Secretary to the Board of Trustees
New Jersey Institute of Technology

June 7, 2018
4B. APPROVE RESOLUTION TO AUTHORIZE EXPENDITURES FOR ELECTRICITY AND NATURAL GAS FOR FY 2019
STATEMENT
RESOLUTION TO AUTHORIZE EXPENDITURES FOR
ELECTRICITY AND NATURAL GAS, FY 2019

There exists a need to purchase electricity and natural gas for the campus from PSE&G and other
electricity and natural gas suppliers and transporters. Shown below is the actual cost for FY

<table>
<thead>
<tr>
<th></th>
<th>Actual FY 2016</th>
<th>Actual FY 2017</th>
<th>Projection FY 2018</th>
<th>Projection FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utility Cost - $ for Natural Gas &amp; Electricity ($000's)</td>
<td>$6,546,205</td>
<td>$6,389,144</td>
<td>$6,502,563</td>
<td>$7,008,600</td>
</tr>
<tr>
<td>Sq. Ft. (000's)</td>
<td>3,026</td>
<td>3,481</td>
<td>3,688</td>
<td>3,593</td>
</tr>
<tr>
<td>Utility Cost $/sq. ft.</td>
<td>$2.16</td>
<td>$1.84</td>
<td>$1.76</td>
<td>$1.95</td>
</tr>
<tr>
<td>Cost of Electricity $/kwh</td>
<td>$0.13</td>
<td>$0.12</td>
<td>$0.12</td>
<td>$0.12</td>
</tr>
<tr>
<td>Cost of Natural Gas $/Therm</td>
<td>$0.81</td>
<td>$0.81</td>
<td>$0.89</td>
<td>$0.89</td>
</tr>
</tbody>
</table>

Currently NJIT is on target to be well below the FY 2018 Board approved Electricity/Natural Gas budget of $7,609,000.

In FY18, factors having a positive impact on cost include:

- Installation of energy efficient LED lighting throughout campus for security and efficiency improvements
- Continued use of Solar Energy in Oak Hall and Campus Center
- Scheduling of Building Systems operations based on schedule of actual events
- An unseasonable cool spring resulting in less cooling load on campus buildings
- Closure of one-half of the floors at the parking deck during the Summer

Factors having a negative impact on cost include:

- An unseasonable cold heating season resulting in more heating load on campus buildings
- The completion and full opening of the Wellness and Event Center with Fleisher Athletic Center still operating half the year
- Additional demand by faculty researchers for 24/7 temperature certainty in laboratories requiring additional HVAC equipment run time
- Expiring electricity contract will result in some budget uncertainty in late FY19
- Increases in transmission, delivery and fuel surcharges are variable and trending higher
RESOLUTION TO AUTHORIZE EXPENDITURES FOR ELECTRICITY AND NATURAL GAS FOR FY 2019

WHEREAS, there exists a need to purchase electricity and natural gas through Public Service Electric & Gas Company, Direct Energy, Engie Resources and other electricity and natural gas providers; 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 $7,008,600; and

WHEREAS, funds for these utilities have been provided in the FY 2019 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 $7,008,600 or such lesser amounts as may be included in the Approved FY 2019 Budget.

Holly C. Stern, Esq.
General Counsel and Secretary to the Board of Trustees
New Jersey Institute of Technology

June 1, 2018
Board Resolution 2018-XX
4C. APPROVE RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY ("NJIT") APPROVING THE EXTENSION OF THE CONDITIONAL DESIGNATION OF THE PRC GROUP FOR THE DEVELOPMENT OF MLK GATEWAY, BLOCK 43, LOTS 38, 39, 40, 41, 46, 48, BLOCK 2857, AND BLOCK 2858
NEW JERSEY INSTITUTE OF TECHNOLOGY

STATEMENT

RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY ("NJIT")
APPROVING THE EXTENSION OF THE CONDITIONAL DESIGNATION
OF THE PRC GROUP FOR THE DEVELOPMENT OF THE MLK GATEWAY,
BLOCK 43 LOTS 38, 39, 40, 41, 46, 48, BLOCK 2857, AND BLOCK 2858

Background:
In September 2007, NJIT, in cooperation with other area stakeholders, created the NJIT Campus Gateway Plan for the redevelopment and rehabilitation of approximately 21.5 acres of land located within the City of Newark in order to serve as a gateway between the NJIT campus and existing neighborhoods and enhance the quality of life of both NJIT and existing residential communities.

In November 2017, the Board of Trustees of NJIT extended the conditional designation of the PRC Group, located in West Long Branch, New Jersey for the MLK Gateway Phase of the NJIT Campus Gateway Plan through June 2018. To date, PRC has made good progress with the investigation, analysis, and due diligence on the MLK Gateway Phase of the project.

The PRC Group is moving forward with the design of the redevelopment on the 240 MLK property, the initial component of the MLK Gateway phase. Currently, we are negotiating the final business terms for the Development and Operating agreements between NJIT and the PRC Group. They will apply for approvals through the Newark Central Planning Board, City of Newark Landmarks and Historic Preservation Commission, and the NJ State of New Jersey Historic Preservation office, in the coming months and will begin the demolition of the existing structures once they receive approvals from the City.

In addition, the PRC Group has been diligent in their pursuit of Saint Michael’s Medical Center (SMMC), a major property holder, to negotiate the final land sale, but progress with SMMC has been extremely slow. They have pursued other properties within the designated blocks and have reached a tentative agreement with one landowner. NJIT, PRC Group, and the City of Newark are working toward acquisition of the property on the corner of MLK Blvd. and James Street, a key component in the early development of the western portion of the MLK Gateway Phase. We anticipate some resolution on the west side in the coming months and expect PRC to continue their effort to date.

Implication:

- Granting an extension of the conditional developer designation provides exclusivity to PRC Group allowing for the appropriate development analysis, investigation, and due diligence to be completed.
• If progress is not deemed satisfactory, NJIT has the right to terminate or let expire this conditional designation.

• NJIT will negotiate a Development and Operating Agreement with the PRC Group for the initial component of the MLK Gateway Phase, commonly known as 240 MLK Blvd, an NJIT owned property, by the July 2018 Board of Trustees meeting.

**Recommendation:**

Grant the extension of the conditional developer designation through July 20, 2018 with a condition of a complete and executable Development and Operating agreement be presented to the Board of Trustees at their July 19, 2018 meeting for approval. In addition, PRC will provide an update to the administration prior to the July Board of Trustees meeting, allowing analysis of progress to date on the entitlements and west side phases.
RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY ("NJIT")
APPROVING THE EXTENSION OF THE CONDITIONAL DESIGNATION
OF THE PRC GROUP FOR THE DEVELOPMENT OF THE MLK GATEWAY,
BLOCK 43 LOTS 38, 39, 40, 41, 46, 48, BLOCK 2857, AND BLOCK 2858

WHEREAS, on November 9, 2017, the NJIT Board of Trustees extended the conditional designation of the PRC Group as developers of the MLK Gateway Sub-Project through June 9, 2018; and

WHEREAS, substantive progress continues to be made in the negotiations between New Jersey Institute of Technology and the development team; and

WHEREAS, additional time is necessary to negotiate the terms of the development and operating agreement on Phase 1 of the MLK Gateway Sub-project, plan the project outcomes, negotiate property acquisition, finalize development details, and procure entitlements from the Newark Central Planning Board, City of Newark Landmarks and Historic Preservation Commission, and the NJ State of New Jersey Historic Preservation office;

NOW, THEREFORE, BE IT RESOLVED THAT THE NEW JERSEY INSTITUTE OF TECHNOLOGY BOARD OF TRUSTEES HEREBY:

1. Extends the previously issued conditional designation of the PRC Group as the developer of the MLK Gateway sub-project, in its entirety, until July 20, 2018.

2. Requires the final negotiation of the development and operating agreement for the 240 MLK property and its presentation to the Board of Trustees for review no later than June 22, 2018, allowing action at their July 19, 2018 meeting.

3. Conditionally designates the CGF Entity, with PRC Group as a partner therein, to carry out the redevelopment of the Project, subject to the following conditions:

   (i) The proposal for the Project shall be subject to the consideration of and approval by this Board of Trustees in its sole discretion.

   (ii) CGF and PRC Group, or affiliates thereof, shall enter into a mutually acceptable joint venture agreement forming the CGF Entity that complies with the Redevelopment Agreement.

   (iii) NJIT and the CGF Entity shall enter into the Development Agreement and an Operating and/or Joint Venture LLC Agreement on terms and conditions to be considered by and if the Board deems them appropriate to be approved by this Board of Trustees in its sole discretion.

   (iv) PRC Group shall provide interim updates to NJIT on the status of the development of its proposal, and the Board reserves its right to
terminate or let expire the designation if the Board concludes that there has not been sufficient evidence of progress on the satisfaction of these conditions. The update shall be provided on or before June 22, 2018.

4. Affirms that all conditions in the June 9, 2016, June 1, 2017, and November 9, 2017 resolutions remain valid and binding.

5. Grants no rights to PRC Group with respect to the Project other than the right to negotiate exclusively as described above and in prior resolutions of the Board, and grants no rights to the development of same, any such rights to be established exclusively in the Development Agreement, Parking Agreement, and Joint Venture/LLC Agreement if same can be agreed upon by and between the parties.

Holly C. Stern, Esq.
General Counsel/Vice President of Legal Affairs and Secretary to the Board of Trustees
New Jersey Institute of Technology

June 7, 2018
Board Resolution 2018-XX
APPENDIX A – PROJECT TASKS

1. Provide a conceptual design of the MLK Gateway Development, both east and west components, in conformance with the NJIT Gateway Redevelopment Plan, Broad Street Station District Redevelopment Plan, and the Redevelopment Agreement between the City of Newark and New Jersey Institute of Technology including, but not limited to, the following:
   a. Quantity of commercial and retail space square footage and potential uses
   b. Types and counts of residential units
   c. Quantity and layout of parking spaces for educational, hospital, and development use

2. Create a phasing plan with milestone dates outlining the progression of the development through completion.

3. Develop a pro-forma analysis of each phase of the development denoting all sources and uses of funds, proposed rental rates, development fees, and profits.

4. Conduct and/or review the available information on the following:
   a. Environmental investigation
   b. Geotechnical investigation
   c. Title searches
   d. Land survey

5. Hold meetings with the following constituent groups to outline the project intent and timeline:
   a. James Street Commons Historic District Community Group
   b. City of Newark Deputy Mayor for Economic and Housing Development
   c. St. Michael’s Medical Center (Prime Healthcare)

6. Pursue negotiated sales contracts on the following parcels:
   a. St. Michael’s Medical Center Parking Facility (in progress)
   b. City owned parcels (in progress)
   c. Auto Body Shop
   d. Provisions Distributor (in progress)

7. Create the framework for a draft Development, Parking, and Operating agreement between the parties.
4D. APPROVE RESOLUTION TO AMEND BYLAWS OF THE BOARD OF TRUSTEES
BY-LAWS OF THE BOARD OF TRUSTEES
of
NEW JERSEY INSTITUTE OF TECHNOLOGY
The successor
of
Schools for Industrial Education
of
Newark, New Jersey
Originally Adopted by the Board of Trustees on
March 20, 1959
2017, and 2018 with technical revisions made in 2000
ARTICLE I. GENERAL

Section 1. Name: The name of the entity pursuant to the laws of the State of New Jersey (N.J.S.A. 18A:64E) is legislatively designated as New Jersey Institute of Technology, (hereinafter referred to in these By-Laws as NJIT).

Section 2. Location: NJIT is located in Newark, New Jersey. Nothing contained in these By-Laws shall prevent the holding of meetings or the transaction of business pertinent to NJIT at some other place, either within or outside of New Jersey, upon such notice as is proper and otherwise in accordance with New Jersey’s Open Public Meeting’s Act.

Section 3. Fiscal Year: The Fiscal Year of NJIT shall be from July 1st to June 30th.

ARTICLE II. MEMBERS OF THE BOARD OF TRUSTEES AND THEIR POWERS

Section 1. Number of Trustees and Their Appointments: Membership of the Board of Trustees shall consist of the Governor, or his designee, and the Mayor of Newark, as ex officio nonvoting members, up to 15 citizens of the State appointed by the Governor with the advice and consent of the Senate. The Board shall recommend potential new members to the Governor. The composition and size of the Board of Trustees shall be determined by the Board. The terms of office of appointed members shall be for four years which shall commence on July 1 and expire on June 30. All Trustees shall serve after the expiration of their terms until their successor shall have been appointed and qualified. Trustees appointed by the Governor may be removed from the office by the Governor, for cause, after notice and opportunity to be heard.

The Board of Trustees, in its discretion and at the recommendation of the Nominating Committee, may grant the status of Trustee Emeritus(a) to those retiring Board Members who have made distinguished contributions to the Board, and have served at least ten years on the Board. Trustee Emeritus appointments shall be for an initial term of three (3) years, which may be renewed at the end of the initial term for an additional three (3) years, for a maximum of six (6) years. Trustees Emeriti shall receive notifications of Board meetings and university events, and may attend Board meetings (in a non-voting capacity) at the invitation of the Board. They may also be nominated to serve on Board Committees.

Section 2. Powers: In addition to any and all powers conferred by applicable statutes, the Board of Trustees shall have authority as provided by general law consistent with and required for the effective fulfillment of the objectives and purposes of NJIT.1 The Board shall have authority to delegate to Officers of the Board and Committees thereof and to Officers of NJIT, such powers not otherwise forbidden by law to be so delegated.

Section 3. Custody of Funds: The Board of Trustees shall have the custody of NJIT’s funds and securities and shall designate the depositories of such funds and securities. The Board shall also designate who shall sign checks or withdrawals on depositories and who shall transfer title to securities.

Section 4. Vacancies: Vacancies in the Board of Trustees shall be reported to the Governor of the State of New Jersey and filled by appointment as set out in Section 1 above for the unexpired term only. Recommendations by the Board to the Governor are authorized and expected.

ARTICLE III. OFFICERS OF THE BOARD AND NJIT

Section 1. Officers: The Officers of the Board of Trustees shall consist of a Chairperson and one or more Vice-Chairpersons, who shall be members of the Board and who shall be elected at the annual meeting in July and continue in office until the next annual meeting or until a successor has been elected or appointed, whichever later occurs. The Board may, in its discretion, designate a Chair-Elect to succeed to the position of Chair. There shall be a Secretary and a Treasurer to the Board, annually appointed by the Board, who also may be an Officer of NJIT. There may be an Assistant Secretary and/or an Assistant Treasurer to the Board as specially appointed by the Board for a term to be determined by the Board. There shall be a President of NJIT and such other officers of NJIT as shall be approved and appointed by the Board, consistent with law. The President of NJIT shall be the chief executive officer to the Board, and may be the Secretary or Treasurer to the Board, but shall not be a member of the Board.

Section 2. Duties of the Officers: The duties and responsibilities of the Officers of the Board of Trustees and NJIT shall be as follows:

A. An Honorary Chairperson of the Board, if and when appointed, shall be a former Chairperson of the Board and a member of the Board and shall perform such duties as may be specifically assigned from time to time at the direction of the Chairperson of the Board, or the Board of Trustees.

B. The Chairperson of the Board shall be the chief executive officer of the Board of Trustees and shall be authorized to perform such duties as are normally incident to the office of the Chairperson of a New Jersey public corporate entity and consistent with applicable law. The Chairperson shall preside at all meetings of the Board and decide all questions of order. It shall be the Chairperson’s duty to require that the By-Laws are complied with in letter and spirit, and that the duties of the executive Officers of NJIT, are properly entered into and executed. The Chairperson shall, for and on behalf of the Board and NJIT, sign all instruments, contracts, evidence of indebtedness, diplomas and other documents authorized by the Board. The Chairperson may, when and where formally authorized by the Board, delegate such duties to the President of NJIT, or such other Officers at NJIT as determined prudent to act on the Chairperson’s behalf. The Chairperson of the Board shall also perform such other duties as these By-Laws shall hereafter prescribe or as may be, from time to time, delegated to the Chairperson by the Board.
C. A Vice Chairperson of the Board of Trustees, in case of absence or disability of the Chairperson of the Board, shall perform the duties of the Chairperson of the Board. In the absence or disability of both the Chairperson of the Board and Vice Chairperson, the Board shall appoint a Chairperson pro tempore who shall perform the duties of the Chairperson of the Board.

D. The President of NJIT shall be the chief executive and administrative officer of NJIT. It shall be the President's duty to execute and make effective the policies, orders, decisions and other acts of the Board of Trustees in administering NJIT. The President shall also have such authority and perform such duties as may be delegated or conferred by the Board or by the Chairperson of the Board. The President shall attend all regular meetings of the Board, unless excused by the Board.

The Board is vested with the authority to appoint and fix the term of office of the President. Presidential search procedures shall be conducted in accordance with the Board's statutory authority to appoint the President and to determine the President's duties, pursuant to N.J.S.A. 18A:64E-18(g). The Board shall establish written guidelines for the search process. The Board shall develop and adopt the Presidential position profile at the time of the commencement of the search. The search process shall recognize the role of shared governance and shall include procedures which are inclusive of a broad representation of the university community.

E. The Secretary shall attend all meetings of the Board of Trustees, unless excused by the Board, and shall keep accurate records of meetings. The Secretary shall transmit to each Trustee, a copy of the minutes of all meetings of the Board, and make same available to the public as appropriate and consistent with New Jersey’s Open Public Meetings Act. The Secretary shall give notice to the members of the Board of all meetings of the Board. The Secretary shall be the custodian of records, books, deeds, contracts, documents and papers of the Board. The Secretary shall attest, by his or her signature, all instruments, contracts and documents executed by the duly authorized Officers of the Board on behalf of and in the name of NJIT or the Board. The Secretary shall have custody of the corporate seal and be responsible for its proper use in authenticating documents.

F. The Assistant Secretary shall have such authority and perform such duties as may be delegated or conferred by the Board of Trustees or by the Chairperson of the Board, or by the President of NJIT.

G. The Treasurer shall have responsibility for maintaining complete and accurate accounts or receipts and disbursements of NJIT and for assuring that all money and other valuable effects are deposited as designated by the Board of Trustees. The Treasurer shall make an annual report at the annual meeting.
and submit at each regular meeting a summary statement in writing of receipts and disbursements and of such changes as may have been made in the invested funds of securities of NJIT.

II. The Assistant Treasurer shall have such authority and perform such duties as may be delegated or conferred by the Board of Trustees or the Chairperson of the Board or the Treasurer.

ARTICLE IV. COMMITTEES OF THE BOARD

Section 1. Standing and Special Committees: The Board of Trustees may create such standing and special committees as the Board from time to time shall deem appropriate. In consultation with the President of NJIT, the Chairperson shall appoint the members of all standing and special committees and liaisons to Board of Overseers Committees and designate the Chairpersons of such Committees at each annual meeting. The Chair shall fill vacancies in all standing and special Committees and liaison positions as they arise. Unless and until otherwise provided for in these By-Laws, there shall be the following standing committees: appointed annually by the Chairperson:

1.1 Executive Committee – The Executive Committee consists of the Chair, the Chair-Elect and the Vice-Chair(s) of the Board. If there is only one Vice-Chair serving, the Chair of the Audit and Finance Committee shall serve as the second Vice-Chair. The Executive Committee may act, if necessary, on behalf of the Board, subject to subsequent ratification of the Board and consistent with the Open Public Meetings Act. The Executive Committee is responsible for oversight of governmental relations, personnel, executive compensation and strategic and long-range planning. The Executive Committee shall also serve as the Compensation Committee, having the responsibility to establish and evaluate the compensation and performance measures for the President, Vice-Presidents and other senior administrators of the university. The Executive Committee shall further serve as the Governance Committee, that oversees matters directly affecting the governance of the university, including the periodic review and update of the Board bylaws.

1.2 Building and Grounds Committee – The Building and Grounds Committee considers and makes recommendations to the Board concerning campus master planning, and facilities planning, including property acquisition, new construction and renovation, and landscaping.

1.3 Academic Affairs and Research Committee – The Academic Affairs and Research Committee is responsible for matters concerning the quality of education and research mission of the university. Regarding education, the committee makes recommendations to the Board pertaining to the teaching and learning environment as well as the academic programs and curricula aiming to promote students' academic success, personal development, positive experience, and satisfaction. Student enrollment and support services are also considered. Regarding research, the committee reviews and discusses substantive issues pertaining to research, scholarship, creative work, and business and technology development. Of particular
interest are ensuing appropriate institutional policies in support and recognition of faculty work, adequate infrastructures, and relevant services for all types of scholarly activities at the university. In addition, the committee assesses progress towards the implementation of the strategic plan. Sub-committees of the Research and Academic Affairs Committee may be formed as appropriate to respond to emerging demands within the scope of committee oversight.

**Advancement Committee** – The Advancement Committee considers and makes recommendations to the Board concerning development, including fund raising campaigns, marketing and public relations, and alumni relations programming.

**1.4 Audit and Finance Committee** – The Audit and Finance Committee assists the Board in its financial and regulatory compliance oversight. This Committee considers and makes recommendations to the Board concerning the annual budget, audit results, risk analysis, financial commitments and transactions requiring Board approval, including borrowing, consistent with the Audit Committee Charter. The Audit and Finance Committee shall also serve as the liaison for receiving the independent auditor’s report. The Chairperson of the Committee shall have accounting or related financial management expertise and the Board shall endeavor to ensure that a majority of the members of the committee shall have such expertise.

**1.5 Nominating Committee** – The Nominating Committee recommends to the Board candidates for officers of the Board to be elected or appointed. Additionally, the Nominating Committee makes recommendations to the Board of potential members of the Board to be recommended to the Governor for appointment to the Board.

**1.6 Campus Life Committee** – The quality of campus life is of utmost importance to the overall success of our students. While many units on campus provide opportunities for active participation outside the classroom, it is the Vice Provost for Academic Affairs and the Dean of Students and Campus Life that provide leadership in this area. Its mission is to continually assess and improve the quality of the student experience in programs, services, activities and facilities as they impact the sense of community, recruitment, learning, engagement, retention, and graduation. Its objectives are to cultivate a courteous and welcoming campus climate, enhancing student satisfaction and success. The Campus Life Committee develops a service-focused message for all staff and faculty following the systematic examination of current practices. It examines and modifies university academic and non-academic policies, procedures and practices lending consistency and fairness to the continuing process of improving campus life. The Campus Life Committee expanded a service center to promptly address student questions and direct students to appropriate offices as needed, streamlining and tracking efforts to meet student’s needs. It has also facilitated sustainable and supported campus events and experiences such as athletics, and academically oriented teams like debating and chess, engaging the entire university community and enhancing campus life. Finally, the Campus Life Committee continually monitors campus security to provide a safe environment for students.
1.7 Joint Committee on Investments – The Joint Committee on Investments oversees the joint investment portfolio of NJIT and the Foundation at NJIT and reports on an annual basis to the Board on the performance of the investments and makes recommendations to the Board concerning management of the Investment portfolio, as required by the Board. In emergent situations, the Joint Committee on Investments may take immediate action as necessary and prudent, in which case the Board of Overseers will be informed as soon as possible of the actions taken for their consideration and/or possible ratification. Similarly, the Board of Trustees shall be informed of such actions as soon as possible. The Board directs members of the Joint Committee on Investments who are members of the Board of Trustees to represent the consensus of the Board on the Joint Committee on Investments. A member of the Audit and Finance Committee shall serve on the Joint Committee on Investments, in addition to one or more members who may be appointed by the Chairperson of the Board of Trustees.

1.8 New Jersey Innovation Institute (“NJII”) Committee: This Committee serves as the institutional oversight for the relationship between NJIT and NJII, its single member 501(c)(3) subsidiary. Its membership shall be, at a minimum, the three (3) NJIT Trustees serving as Board representatives on the NJII Board of Directors. The Committee will keep the NJIT Board of Trustees apprised of the programs and activities of NJII, its contributions as the lead for NJIT’s economic development mission element, and its impact on the university’s other mission elements as well as the local, state and national economies. The Committee will bring to the attention of the Board any contractual, legal, staffing or other matters that require the Board’s consideration, and the members will assist NJII as appropriate, in accomplishing its mission on behalf of NJIT.

1.9 Gateway Committee: This Committee, in coordination with the Building and Grounds Committee, reviews and makes recommendations to the Board concerning actions in support of the NJIT Gateway Development Plan. This includes review of specific property development plans within the Gateway area and the overall impact of such plans on the Gateway area, as well as designation of property developers. The Committee shall also review and make recommendations regarding the acquisition and development of property by third party developers, as well as assess the progress of such development.

The Standing Committees shall be advisory in nature and shall have no authority to take any action on behalf of the Board of Trustees. They shall make proposals and recommendations concerning their respective spheres to the Board for its consideration.

Section 2. Trustee Liaisons

There shall be liaisons appointed to the Board of Overseers of the Foundation at New Jersey Institute of Technology to the following Board of Overseers Committees: Development & Alumni Relations and Strategic Communications and Marketing Committee. These appointments shall be made by the Chairperson of the Board as set forth in Section 1.
ARTICLE V. MEETINGS OF THE BOARD OF TRUSTEES

Section 1. Meetings and Notice of Meetings: Regular meetings of the Board of Trustees shall be held at least four (4) times per year, unless as any meeting members of the Board vote to cancel or postpone a future scheduled meeting. The time and place of the meetings shall be set by the Board. Notice of the regular meetings, naming the time and place thereof shall be given by the Secretary by mail to every member at their last known address at least one (1) week in advance of the scheduled meeting, and shall be noticed to the public in accordance with the New Jersey Open Public Meetings Act.

Section 2. Annual Meeting: The regular July meeting of the Board of Trustees shall be the annual meeting of the Board, unless and until such other time as the Board may designate, as properly noticed and scheduled.

Section 3. Special Meetings: Special meetings of the Board of Trustees may be called by the Chairperson, Vice-Chairperson, or by any three (3) Trustees on at least forty-eight (48) hours notice to each Trustee, and the public, disclosing the time, date and location of the meeting; and its agenda to the extent known and whether formal action is contemplated at the meeting.

Section 4. Nominating Committee: By April 1st of each year, the Chairperson of the Board of Trustees shall appoint a Nominating Committee of the Board which shall, not less than thirty (30) days before the date of the annual meeting in July, cause to be distributed to the members of the Board a report recommending candidates for office to be elected or appointed at the annual meeting. Nominations from the floor shall nevertheless be permitted at the annual meeting. Members of the Nominating Committee shall be eligible for nomination as officers of the Board.

Section 5. Quorum: A quorum shall consist of a majority of the filled, constituted membership of the Board of Trustees. All decisions of the Board shall require a quorum and must be made by majority vote of the members of the Board present.

Section 6. Order of Business: The order of business at all regular or special meetings of the Board of Trustees shall be consistent with the mandates of the Open Public Meetings Act.

ARTICLE VI. AMENDMENTS

Any By-Law of the Board of Trustees may be amended or repealed by a vote of a majority of all members of the Board, notice thereof having been given to the members of the Board at least one (1) month before being acted upon, provided, however, that the requirement of one (1) month’s notice may be suspended by the unanimous vote of the members of the Board attending a meeting at which a quorum is present.

ARTICLE VII. INDEMNIFICATION OF TRUSTEES AND OFFICERS
Each Trustee of the Board, or Officer, now or hereafter serving on the Board of Trustees, or on behalf of NJIT, or serving any other organization or entity at the request of the Board because of NJIT's interest therein, or their heirs, executors, administrators and any other legal representative of any such Trustee or Officer, shall be indemnified and held harmless by NJIT from and against all costs and expenses which may be imposed upon or reasonably incurred by the Trustee or Officer in connection with or resulting from any claim, action, suit or proceeding in which the Trustee or Officer may be involved by reason of the Trustee or Officer being or having been a Trustee or Officer of the Board, or of any such other organization or entity, whether or not the Trustee or Officer continues to be a Trustee or Officer at the time such costs and expenses are imposed or incurred. The right to indemnification set forth in this Article is subject to the terms of the University Policy on Indemnification.

ARTICLE VIII. ACTION IN THE EVENT OF EMERGENCY

Section 1. Powers and Duties of Officers: In the event of a national emergency declared by the President of the United States or the person or persons performing their functions, which emergency prevents, affects or may prevent or affect normal operations, the Board of Trustees shall have the power, in the absence or disability of any of the officers of NJIT or upon the refusal of any Officer to act, to delegate and prescribe such Officer's powers and duties to any other Officer or to any Board member or person employed by the Board for that purpose.

Section 2. Powers and Duties of Board Members: In the event of a state of disaster of sufficient severity to prevent or seriously affect the conduct or management of the affairs and business of NJIT by the Board of Trustees and Officers as contemplated by the By-Laws, any two (2) or more available members of the Board shall have the power and authority vested in the Board for the conduct of the affairs and business of NJIT during the period when it is impossible to conduct such business in the normal way.

Section 3. Succession of Officers: The Board of Trustees shall from time to time determine the succession and authority with respect to the management of NJIT in the event that, due to such emergency, any Officer is unable to assume or to continue the Officer's normal executive duties or cannot be located.

ARTICLE IX. MISCELLANEOUS

Section 1. Gender Neutrality: All reference in these By-Laws to one gender designate either gender as appropriate to the incumbent.
BY-LAWS OF THE BOARD OF TRUSTEES
of
NEW JERSEY INSTITUTE OF TECHNOLOGY
The successor
of
Schools for Industrial Education
of
Newark, New Jersey
Originally Adopted by the Board of Trustees on
March 20, 1959
2017 and 2018 with technical revisions made in 2000
ARTICLE I. GENERAL

Section 1. Name: The name of the entity pursuant to the laws of the State of New Jersey (N.J.S.A. 18A:64E) is legislatively designated as New Jersey Institute of Technology, (hereinafter referred to in these By-Laws as NJIT).

Section 2. Location: NJIT is located in Newark, New Jersey. Nothing contained in these By-Laws shall prevent the holding of meetings or the transaction of business pertinent to NJIT at some other place, either within or outside of New Jersey, upon such notice as is proper and otherwise in accordance with New Jersey’s Open Public Meeting’s Act.

Section 3. Fiscal Year: The Fiscal Year of NJIT shall be from July 1st to June 30th.

ARTICLE II. MEMBERS OF THE BOARD OF TRUSTEES AND THEIR POWERS

Section 1. Number of Trustees and Their Appointments: Membership of the Board of Trustees shall consist of the Governor, or his designee, and the Mayor of Newark, as ex officio nonvoting members, up to 15 citizens of the State appointed by the Governor with the advice and consent of the Senate. The Board shall recommend potential new members to the Governor. The composition and size of the Board of Trustees shall be determined by the Board. The terms of office of appointed members shall be for four years which shall commence on July 1 and expire on June 30. All Trustees shall serve after the expiration of their terms until their successor shall have been appointed and qualified. Trustees appointed by the Governor may be removed from the office by the Governor, for cause, after notice and opportunity to be heard.

The Board of Trustees, in its discretion and at the recommendation of the Nominating Committee, may grant the status of Trustee Emeritus(a) to those retiring Board Members who have made distinguished contributions to the Board, and have served at least ten years on the Board. Trustee Emeritus appointments shall be for an initial term of three (3) years, which may be renewed at the end of the initial term for an additional three (3) years, for a maximum of six (6) years. Trustees Emeriti shall receive notifications of Board meetings and university events, and may attend Board meetings (in a non-voting capacity) at the invitation of the Board. They may also be nominated to serve on Board Committees.

Section 2. Powers: In addition to any and all powers conferred by applicable statutes, the Board of Trustees shall have authority as provided by general law consistent with and required for the effective fulfillment of the objectives and purposes of NJIT.1 The Board shall have authority to delegate to Officers of the Board and Committees thereof and to Officers of NJIT, such powers not otherwise forbidden by law to be so delegated.

Section 3. Custody of Funds: The Board of Trustees shall have the custody of NJIT’s funds and securities and shall designate the depositaries of such funds and securities. The Board shall also designate who shall sign checks or withdrawals on depositaries and who shall transfer title to securities.

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Section 4. Vacancies: Vacancies in the Board of Trustees shall be reported to the Governor of the State of New Jersey and filled by appointment as set out in Section 1 above for the unexpired term only. Recommendations by the Board to the Governor are authorized and expected.

ARTICLE III. OFFICERS OF THE BOARD AND NJIT

Section 1. Officers: The Officers of the Board of Trustees shall consist of a Chairperson and one or more Vice-Chairpersons, who shall be members of the Board and who shall be elected at the annual meeting in July and continue in office until the next annual meeting or until a successor has been elected or appointed, whichever later occurs. The Board may, in its discretion, designate a Chair-Elect to succeed to the position of Chair. There shall be a Secretary and a Treasurer to the Board, annually appointed by the Board, who also may be an Officer of NJIT. There may be an Assistant Secretary and/or an Assistant Treasurer to the Board as specially appointed by the Board for a term to be determined by the Board. There shall be a President of NJIT and such other officers of NJIT as shall be approved and appointed by the Board, consistent with law. The President of NJIT shall be the chief executive officer to the Board, and may be the Secretary or Treasurer to the Board, but shall not be a member of the Board.

Section 2. Duties of the Officers: The duties and responsibilities of the Officers of the Board of Trustees and NJIT shall be as follows:

A. An Honorary Chairperson of the Board, if and when appointed, shall be a former Chairperson of the Board and a member of the Board and shall perform such duties as may be specifically assigned from time to time at the direction of the Chairperson of the Board, or the Board of Trustees.

B. The Chairperson of the Board shall be the chief executive officer of the Board of Trustees and shall be authorized to perform such duties as are normally incident to the office of the Chairperson of a New Jersey public corporate entity and consistent with applicable law. The Chairperson shall preside at all meetings of the Board and decide all questions of order. It shall be the Chairperson’s duty to require that the By-Laws are complied with in letter and spirit, and that the duties of the executive Officers of NJIT, are properly entered into and executed. The Chairperson shall, for and on behalf of the Board and NJIT, sign all instruments, contracts, evidence of indebtedness, diplomas and other documents authorized by the Board. The Chairperson may, when and where formally authorized by the Board, delegate such duties to the President of NJIT, or such other Officers at NJIT as determined prudent to act on the Chairperson’s behalf. The Chairperson of the Board shall also perform such other duties as these By-Laws shall hereafter prescribe or as may be, from time to time, delegated to the Chairperson by the Board.
C. A Vice Chairperson of the Board of Trustees, in case of absence or disability of the Chairperson of the Board, shall perform the duties of the Chairperson of the Board. In the absence or disability of both the Chairperson of the Board and Vice Chairperson, the Board shall appoint a Chairperson pro-tempore who shall perform the duties of the Chairperson of the Board.

D. The President of NJIT shall be the chief executive and administrative officer of NJIT. It shall be the President’s duty to execute and make effective the policies, orders, decisions and other acts of the Board of Trustees in administering NJIT. The President shall also have such authority and perform such duties as may be delegated or conferred by the Board or by the Chairperson of the Board. The President shall attend all regular meetings of the Board, unless excused by the Board.

The Board is vested with the authority to appoint and fix the term of office of the President. Presidential search procedures shall be conducted in accordance with the Board’s statutory authority to appoint the President and to determine the President’s duties, pursuant to N.J.S.A. 18A:64E-18(g). The Board shall establish written guidelines for the search process. The Board shall develop and adopt the Presidential position profile at the time of the commencement of the search. The search process shall recognize the role of shared governance and shall include procedures which are inclusive of a broad representation of the university community.

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F. The Assistant Secretary shall have such authority and perform such duties as may be delegated or conferred by the Board of Trustees or by the Chairperson of the Board, or by the President of NJIT.

G. The Treasurer shall have responsibility for maintaining complete and accurate accounts or receipts and disbursements of NJIT and for assuring that all money and other valuable effects are deposited as designated by the Board of Trustees. The Treasurer shall make an annual report at the annual meeting
and submit at each regular meeting a summary statement in writing of receipts and disbursements and of such changes as may have been made in the invested funds of securities of NJIT.

H. The Assistant Treasurer shall have such authority and perform such duties as may be delegated or conferred by the Board of Trustees or the Chairperson of the Board or the Treasurer.

ARTICLE IV. COMMITTEES OF THE BOARD

Section 1. Standing and Special Committees: The Board of Trustees may create such standing and special committees as the Board from time to time shall deem appropriate. In consultation with the President of NJIT, the Chairperson shall appoint the members of all standing and special Committees and liaisons to Board of Overseers Committees and designate the Chairpersons of such Committees at each annual meeting. The Chair shall fill vacancies in all standing and special Committees and liaison positions as they arise. Unless and until otherwise provided for in these By-Laws, there shall be the following standing committees:

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implementation of the strategic plan. Sub-committees of the Research and Academic Affairs Committee may be formed as appropriate to respond to emerging demands within the scope of committee oversight.

1.4 Audit and Finance Committee – The Audit and Finance Committee assists the Board in its financial and regulatory compliance oversight. This Committee considers and makes recommendations to the Board concerning the annual budget, audit results, risk analysis, financial commitments and transactions requiring Board approval, including borrowing, consistent with the Audit Committee Charter. The Audit and Finance Committee shall also serve as the liaison for receiving the independent auditor’s report. The Chairperson of the Committee shall have accounting or related financial management expertise and the Board shall endeavor to ensure that a majority of the members of the committee shall have such expertise.

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1.6 Campus Life Committee – The quality of campus life is of utmost importance to the overall success of our students. While many units on campus provide opportunities for active participation outside the classroom, it is the Vice Provost for Academic Affairs and the Dean of Students and Campus Life that provide leadership in this area. Its mission is to continually assess and improve the quality of the student experience in programs, services, activities and facilities as they impact the sense of community, recruitment, learning, engagement, retention, and graduation. Its objectives are to cultivate a courteous and welcoming campus climate, enhancing student satisfaction and success. The Campus Life Committee develops a service-focused message for all staff and faculty following the systematic examination of current practices. It examines and modifies university academic and non-academic policies, procedures and practices lending consistency and fairness to the continuing process of improving campus life. The Campus Life Committee expanded a service center to promptly address student questions and direct students to appropriate offices as needed, streamlining and tracking efforts to meet student’s needs. It has also facilitated sustainable and supported campus events and experiences such as athletics, and academically oriented teams like debating and chess, engaging the entire university community and enhancing campus life. Finally, the Campus Life Committee continually monitors campus security to provide a safe environment for students.

1.7 Joint Committee on Investments – The Joint Committee on Investments oversees the joint investment portfolio of NJIT and the Foundation at NJIT and reports on an annual basis to the Board on the performance of the investments and makes recommendations to the Board concerning management of the Investment portfolio, as required by the Board. In emergent situations, the Joint Committee on Investments may take immediate action as necessary and prudent, in which case the Board of Overseers will be informed as soon as
possible of the actions taken for their consideration and/or possible ratification. Similarly, the Board of Trustees shall be informed of such actions as soon as possible. The Board directs members of the Joint Committee on Investments who are members of the Board of Trustees to represent the consensus of the Board on the Joint Committee on Investments. A member of the Audit and Finance Committee shall serve on the Joint Committee on Investments, in addition to one or more members who may be appointed by the Chairperson of the Board of Trustees.

1.8 New Jersey Innovation Institute ("NJII") Committee: This Committee serves as the institutional oversight for the relationship between NJIT and NJII, its single member 501(c)3 subsidiary. Its membership shall be, at a minimum, the three (3) NJIT Trustees serving as Board representatives on the NJII Board of Directors. The Committee will keep the NJIT Board of Trustees apprised of the programs and activities of NJII, its contributions as the lead for NJIT's economic development mission element, and its impact on the university's other mission elements as well as the local, state and national economies. The Committee will bring to the attention of the Board any contractual, legal, staffing or other matters that require the Board's consideration, and the members will assist NJII, as appropriate, in accomplishing its mission on behalf of NJIT.

1.9 Gateway Committee: This Committee, in coordination with the Building and Grounds Committee, reviews and makes recommendations to the Board concerning actions in support of the NJIT Gateway Development Plan. This includes review of specific property development plans within the Gateway area and the overall impact of such plans on the Gateway area, as well as designation of property developers. The Committee shall also review and make recommendations regarding the acquisition and development of property by third party developers, as well as assess the progress of such development.

The Standing Committees shall be advisory in nature and shall have no authority to take any action on behalf of the Board of Trustees. They shall make proposals and recommendations concerning their respective spheres to the Board for its consideration.

Section 2. Trustee Liaisons

There shall be liaisons appointed to the Board of Overseers of the Foundation at New Jersey Institute of Technology to the following Board of Overseers Committees: Development & Alumni Relations and Strategic Communications and Marketing Committee. These appointments shall be made by the Chairperson of the Board as set forth in Section 1.

**ARTICLE V. MEETINGS OF THE BOARD OF TRUSTEES**

Section 1. Meetings and Notice of Meetings: Regular meetings of the Board of Trustees shall be held at least four (4) times per year, unless as any meeting members of the Board vote to cancel or postpone a future scheduled meeting. The time and place of the meetings shall be set by the Board. Notice of the regular meetings, naming the time and place thereof shall be given by the
Secretary by mail to every member at their last known address at least one (1) week in advance of the scheduled meeting, and shall be noticed to the public in accordance with the New Jersey Open Public Meetings Act.

Section 2. Annual Meeting: The regular July meeting of the Board of Trustees shall be the annual meeting of the Board, unless and until such other time as the Board may designate, as properly noticed and scheduled.

Section 3. Special Meetings: Special meetings of the Board of Trustees may be called by the Chairperson, Vice-Chairperson, or by any three (3) Trustees on at least forty-eight (48) hours notice to each Trustee, and the public, disclosing the time, date and location of the meeting, and its agenda to the extent known and whether formal action is contemplated at the meeting.

Section 4. Nominating Committee: By April 1st of each year, the Chairperson of the Board of Trustees shall appoint a Nominating Committee of the Board which shall, not less than thirty (30) days before the date of the annual meeting in July, cause to be distributed to the members of the Board a report recommending candidates for office to be elected or appointed at the annual meeting. Nominations from the floor shall nevertheless be permitted at the annual meeting. Members of the Nominating Committee shall be eligible for nomination as officers of the Board.

Section 5. Quorum: A quorum shall consist of a majority of the filled, constituted membership of the Board of Trustees. All decisions of the Board shall require a quorum and must be made by majority vote of the members of the Board present.

Section 6. Order of Business: The order of business at all regular or special meetings of the Board of Trustees shall be consistent with the mandates of the Open Public Meetings Act.

ARTICLE VI. AMENDMENTS

Any By-Law of the Board of Trustees may be amended or repealed by a vote of a majority of all members of the Board, notice thereof having been given to the members of the Board at least one (1) month before being acted upon, provided, however, that the requirement of one (1) month’s notice may be suspended by the unanimous vote of the members of the Board attending a meeting at which a quorum is present.

ARTICLE VII. INDEMNIFICATION OF TRUSTEES AND OFFICERS

Each Trustee of the Board, or Officer, now or hereafter serving on the Board of Trustees, or on behalf of NJIT, or serving any other organization or entity at the request of the Board because of NJIT’s interest therein, or their heirs, executors, administrators and any other legal representative of any such Trustee or Officer, shall be indemnified and held harmless by NJIT from and against all costs and expenses which may be imposed upon or reasonably incurred by the Trustee or Officer in connection with or resulting from any claim, action, suit or proceeding in which the Trustee or Officer may be involved by reason of the Trustee or Officer being or having been a Trustee or Officer of the Board, or of any such other organization or entity, whether or not the
Trustee or Officer continues to be a Trustee or Officer at the time such costs and expenses are imposed or incurred. The right to indemnification set forth in this Article is subject to the terms of the University Policy on Indemnification.

ARTICLE VIII. ACTION IN THE EVENT OF EMERGENCY

Section 1. Powers and Duties of Officers: In the event of a national emergency declared by the President of the United States or the person or persons performing their functions, which emergency prevents, affects or may prevent or affect normal operations, the Board of Trustees shall have the power, in the absence or disability of any of the officers of NJIT or upon the refusal of any Officer to act, to delegate and prescribe such Officer’s powers and duties to any other Officer or to any Board member or person employed by the Board for that purpose.

Section 2. Powers and Duties of Board Members: In the event of a state of disaster of sufficient severity to prevent or seriously affect the conduct or management of the affairs and business of NJIT by the Board of Trustees and Officers as contemplated by the By-Laws, any two (2) or more available members of the Board shall have the power and authority vested in the Board for the conduct of the affairs and business of NJIT during the period when it is impossible to conduct such business in the normal way.

Section 3. Succession of Officers: The Board of Trustees shall from time to time determine the succession and authority with respect to the management of NJIT in the event that, due to such emergency, any Officer is unable to assume or to continue the Officer’s normal executive duties or cannot be located.

ARTICLE IX. MISCELLANEOUS

Section 1. Gender Neutrality: All reference in these By-Laws to one gender designate either gender as appropriate to the incumbent.
RESOLUTION TO AMEND BYLAWS OF THE BOARD OF TRUSTEES

WHEREAS, in furtherance of its review of best practices in Board governance, the Board of Trustees ("Board") wishes to amend the Board bylaws to make changes to the current Committee structure and clarify certain language related to Committee appointments;

WHEREAS, these amendments will enable the Board to continue to govern in the best interests of the university;

NOW THEREFORE, BE IT RESOLVED, that the bylaws be amended as follows:

1. Article IV (Committees of the Board), Section 1 (Standing and Special Committees) is hereby amended to read as follows:

   Section 1. Standing and Special Committees: The Board of Trustees may create such standing and special committees as the Board from time to time shall deem appropriate. In consultation with the President of NJIT, the Chairperson shall appoint the members of all standing and special Committees and liaisons to Board of Overseers Committees and designate the Chairpersons of such Committees at each annual meeting. The Chair shall fill vacancies in all standing and special Committees and liaison positions as they arise. Unless and until otherwise provided for in these By-Laws, there shall be the following standing committees:

2. Article IV, (Committees of the Board) Section 1 (Standing and Special Committees) is further amended to enumerate the subparagraphs describing the Committees as 1.1 through 1.9.

3. Article IV (Committees of the Board), Section 1.7 (Joint Committee on Investments) is modified to read as follows:

   1.7 Joint Committee on Investments – The Joint Committee on Investments oversees the joint investment portfolio of NJIT and the Foundation at NJIT and reports on an annual basis to the Board on the performance of the investments and makes recommendations to the Board concerning management of the Investment portfolio, as required by the Board. In emergent situations, the Joint Committee on Investments may take immediate action as necessary and prudent, in which case the Board of Overseers will be informed as soon as possible of the actions taken for their consideration and/or possible ratification. Similarly, the Board of Trustees shall be informed of such actions as soon as possible. The Board directs members of the Joint Committee on Investments who are members of the Board of Trustees to represent the consensus of the Board on the Joint Committee on Investments. A member of the Audit and Finance Committee shall serve on the Joint Committee on Investments, in addition to one or more members who may be appointed by the Chairperson of the Board of Trustees.
4. Article IV (Committees of the Board) is further amended to eliminate reference to the Advancement Committee, and to add reference to two new subcommittees as follows:

1.8 New Jersey Innovation Institute ("NJII") Committee: This Committee serves as the institutional oversight for the relationship between NJIT and NJII, its single member 501(c)3 subsidiary. Its membership shall be, at a minimum, the three (3) NJIT Trustees serving as Board representatives on the NJII Board of Directors. The Committee will keep the NJIT Board of Trustees apprised of the programs and activities of NJII, its contributions as the lead for NJIT’s economic development mission element, and its impact on the university’s other mission elements as well as the local, state and national economies. The Committee will bring to the attention of the Board any contractual, legal, staffing or other matters that require the Board’s consideration, and the members will assist NJII, as appropriate, in accomplishing its mission on behalf of NJIT.

1.9 Gateway Committee: This Committee, in coordination with the Building and Grounds Committee, reviews and makes recommendations to the Board concerning actions in support of the NJIT Gateway Development Plan. This includes review of specific property development plans within the Gateway area and the overall impact of such plans on the Gateway area, as well as designation of property developers. The Committee shall also review and make recommendations regarding the acquisition and development of property by third party developers, as well as assess the progress of such development.

5. Article IV (Committees of the Board) is hereby amended to add Section 2, Trustees Liaisons, to read as follows:

Section 2. Trustee Liaisons

There shall be liaisons appointed to the Board of Overseers of the Foundation at New Jersey Institute of Technology to the following Board of Overseers Committees: Development & Alumni Relations and Strategic Communications and Marketing Committee. These appointments shall be made by the Chairperson of the Board as set forth in Section 1.

Holly C. Stern, Esq.
General Counsel/Vice President of Legal Affairs and Secretary to the Board of Trustees
New Jersey Institute of Technology

June 7, 2018
Board Resolution No.
5A. PRESIDENT'S REPORT
5B. REPORT OF NJII / EDC
NJII'S ECONOMIC ENGAGEMENT ENTERPRISE: 
Coordinated, Market-Facing Capabilities

Donald H. Sebastian

The New Jersey Innovation Institute (NJII) was launched in July 2014 as an NJIT nonprofit corporation to accelerate the university's industrial technology and economic development agenda; to connect New Jersey’s research universities, business, and government to address industry challenges; and to position NJIT as a national leader among universities in supporting innovative economic development and job creation. Its Board of Directors represents the state’s public research universities, major industry trade groups, the NJ Secretary of Higher Education, and the State’s business attraction and economic development organizations. A summary of accomplishments since formation include:

- Added a total of $100M of reportable top line R&D revenue/expense over the last 4 years that by 2016 moved NJIT ahead of Drexel for the first time since they acquired their medical school, and ahead of Northeastern and New Mexico State as peer rivals in the rankings.
- Created or broadened working partnerships with two dozen major corporations, state and federal agencies as described below.
- Attracted media coverage and social media streams that put NJIT and NJII in the headlines, generated hundreds of millions of page views with equivalent ad value of several millions of dollars per year, and created roughly 50,000 new social media followers drawn from technology and business leaders relevant to NJII’s verticals.
- Created documented economic impact – like $136M in cost savings to Medicare through the HealthCare i-Lab programs with primary care physicians; training programs that ensured Celgene will keep CAR-T manufacturing in NJ and create hundreds of new jobs; and technology scouting and development projects with Lockheed that generate new product and service lines.
- Created on-ramps for NJIT students and faculty to engage in applied work like healthcare IT interns working with physician and hospital groups to drive down costs through better quality delivery; faculty working with start-up companies from inside and outside the university to accelerate growth; industry-based doctoral students doing dissertations relevant to their daily jobs; faculty diversifying from classic pharmaceutical to next generation biopharmaceutical process technology.
- Demonstrated a new model for multi-university collaboration to the benefit of government and industry.

By the end of FY2018, NJII will complete its fourth year, on budget with revenues and expenses balanced and exceeding its Vision 2020 Strategic Plan goals. With a projection of $70M in activity for FY18 (versus a 2020 goal of $60M), NJII programs add roughly $40M to the universities reportable R&D expenditures ($106M in 2014), create or enhance industry and agency partnerships for NJIT, gain national and statewide visibility, transfer several million per year from university support to NJII sustained investment in the university’s Economic Development mission element and create new opportunities for students and faculty.

NJII INNOVATION LABS (iLabs)

NJII is organized around commercial sectors, with iLabs serving as the organizational unit serving creating an industry facing agenda of innovation services. The Institute launched with five iLabs: Biotechnology & Pharmaceutical Production, Civil Infrastructure, Defense & Homeland Security, Financial Services and Healthcare Delivery Services. The objective for each is to bring together leading industries in their sector to define the “Grand Challenges” that go beyond the resources of a single company to resolve and to develop and implement a roadmap using the full suite of
Innovation as a Service techniques in collaboration with small-business clusters and the State’s academic resources.

HEALTHCARE DELIVERY SYSTEMS ILAB
Grand Challenge: The U.S. spends two-and-a-half times more any other developed country and at a faster rate. NJII is focused on re-engineering the delivery process using advanced IT tools and integrating automated medical device technology.

NJIT Strategic Themes: Data Science & Information Technology, Life Sciences & Engineering

National Healthcare Quality Programs
NJII was a national leader in the transformation of healthcare from a paper-based to digitally networked system of delivery, and is now a leader in using those assets to achieve outcomes-driven medicine. The NJ Healthcare Information Technology Extension Center was the most successful program in the country among centers run by the Office of the National Coordinator for Health Information Technology, exceeding its goal of converting 5000 primary care physicians from paper to electronic medical record systems. It is now managing a 15,000-physician program of practice transformation on a $48M federal award from the Center for Medicaid Medicare Innovation to drive the adoption of outcomes-oriented reimbursement models. The program has demonstrated $136M in cost savings and is 12 months ahead of schedule. The early success of this effort has attracted private payers like United Health, Aetna and Horizon Blue Cross to seek our assistance in practice transformation across their networks.

Statewide Healthcare Information Exchange
NJII pioneered interoperability across seven regional hospitals and then added thousands of related physician-owned systems to the Highlander Healthcare Information Exchange (HIE). Based on that experience, the NJ Department of Health and Senior Services has selected NJII to create the New Jersey Health Information Network, a statewide interconnection of public and private HIEs with Master Patient Index technology developed by NJII.

Healthcare System Innovation Program
In August 2017, Hackensack Meridian Health and the NJII opened the Agile Strategies Lab, the first incubator of its kind for health care advances in New Jersey. The lab, located on the NJIT campus in Newark, is designed to help create and launch the next wave of problem-solving in health care through better devices, improved technology and more efficient services to provide a higher quality of care, lower costs, and an enhanced patient experience.

The concept is similar to the popular ABC reality show Shark Tank – 10 companies have already pitched ideas to a panel of experts. Innovations include a device to lower risk in common surgeries and a wearable monitor to better track patients’ vitals. Hackensack Meridian Health has committed $25 million, a new revenue stream to help companies develop trailblazing products and services. This seed money will help launch ideas to the point where they can become viable and receive financing through venture capitalists.

While many of the nation’s major academic medical centers have such incubators, this venture is truly unique because it brings together entrepreneurs and innovators from life sciences, engineering and technology – not just the clinical realm. This remarkable collaboration will provide solutions to health care challenges in every sphere, not just in creating more effective medicines or treatment.

Healthcare Cluster Growth Program
NJII received a $3M grant from JP Morgan Chase’s Small Business Forward program to accelerate growth of a regional cluster of innovators in the electronic healthcare space. It has successfully taken 3 cohorts of companies through its business and cluster growth programs. As the adoption of electronic medical record technology grows and prompts related innovation, it seems clear that inserting the patient into this environment is fundamental to achieving objectives from promoting
wellness to chronic disease care. NJII's network offers scalable infrastructure for Amazon interests in deploying Echo-assisted technologies in that environment.

**CIVIL INFRASTRUCTURE ILAB**

**Grand Challenge:** The US has a significant backlog of overdue maintenance across our infrastructure systems and a pressing need for modernization. NJII brings new materials and “smart systems” technology to improve not merely replace our aging infrastructure.

**NJIT Strategic Themes:** Data Science & Information Technology, Sustainable Systems

**Newark Smart City/MetroLab**

NJII is leading the effort to develop the entire city of Newark as a testbed for new ideas in urban living from the use of Internet of Things (IoT) and other advanced IT services. The partnership with the city is recognized as part of the national MetroLab Network program launched as part of the White House’s Smart Cities Initiative in September 2015. The effort builds on the existence of widespread, city-owned fiber optic networking complemented by high speed wireless bridges to unserved areas. NJII builds on that physical infrastructure by bringing in significant software infrastructure in the form of IBM Watson data analytics, Juniper and Cisco cloud connectivity, Nokia Bell Labs video analytics and soon, a 5G wireless alpha-test deployment. Also involved is Newark-based Public Service Electric & Gas, and smaller firms: Numina, Predict Analytics, Noveda, Voice4-Impact, Aptinet Corp., and Habidatum. Collectively, these resources support developers with a rich suite of services upon which to build and demonstrate applications on a municipal scale and in the context of a real city facing all the complexities of the improving citizen experience in the face of aging infrastructure.

The activity attracted Google/Sidewalk Labs subsidiary Intersection to choose Newark as the next US deployment site for their digital Kiosks that provide free public Wi-Fi, security cameras, and display citizen services along with directed digital advertising. The LinkNYC project has put 5000 kiosks through New York City. Some examples of citizen services include real-time public transportation information connecting bus, light rail and train scheduling; air quality monitoring in areas with high incidence of pediatric asthma; street level monitoring of abandoned housing to secure the neighborhoods from illegal use; app-based couponing to support community owned businesses; and active monitoring and control of utility usage in public housing to reduce consumption without impact on quality of life. The kiosks form nodes in a broader network that can tie in traffic control cameras, parking spot management services and other applications in need of adequate proof of concept to spread into wider adoption.

**NJIT Technical Assistance to Brownfields**

NJIT provides free technical assistance to state, regional, county, tribal, and local government entities and nonprofit organizations interested in learning about, identifying, assessing, cleaning up, and redeveloping brownfield sites in EPA Region 1 (New England), Region 3 (Mid-Atlantic), and Region 4 (Southeast). NJIT’s TAB program provides assistance in every step of the brownfield redevelopment process from getting you started by: explaining environmental laws, liabilities and regulatory program requirements, providing general guidance in pursuing EPA brownfield grants assisting in preparing requests for proposals and in consultant selections providing guidance in development of strategic planning and integrating approaches to expedite brownfields cleanup and redevelopment projects; to staying on track by: providing guidance on how to manage brownfield grant projects deciphering regulatory requirements identifying site characterization methods and tools explaining the science and technology related to site assessment, remediation and site preparation activities; to getting the job done by: advising on remediation methods assisting in the development of financing strategies helping to gain community acceptance and involvement with brownfield projects. Over 200 communities in 19 states have been assisted in 4 years of operation. TAB worked with the Brownfields Coalition of the Northeast to plan and coordinate the Northeast
Sustainable Communities Workshop, played a key role in the USEPA's National Brownfields Training Conference, and collaborated with several dozen state agencies, professional associations, and nonprofits in the design and conduct of brownfield educational forums.

DEFENSE & HOMELAND SECURITY ILAB
Grand Challenge: The defense and homeland security industries face a new generation of challenges posed by asymmetric threats and terrorist activities conducted in civilian settings. Cyberdefense and unmanned systems technology are among the tools that NJIT brings to confront these challenges.

NJIT Strategic Themes: Data Science & Information Technology, Sustainable Systems

Technology Assessment & Renewal Center (TARC)
Picatinny Arsenal is the Army Research Development and Engineering Command center for munitions and armaments. During two years of productive collaborative work the TARC Team, composed of ARDEC, PPI, NJIT and NJIT professionals has demonstrated the success of Collaborative and Interactive Multi-institutional structure to advance significantly the fundamental knowledge and technology for the manufacture of munition and pyrotechnic materials – an expertise that had previously been held by contracting companies outside of DoD. The team has already produced cost savings at the BAE operated Radford munitions plant in multiples of the $10M federal investment in the first two years of the program by creating a science base for predictable, controllable, and safe Nitrocellulose plant operation producing consistently and uniformly the desired NC end products. In newly appropriated FY18 funds the work will expand to use pilot equipment and materials to advance the development of novel Foamed Celluloid manufacturing processes and the creation of a National Technical Industrial Base for the reliable production of raw material and fabricated articles. The program includes substantial work at NJIT and supports several ARDEC employees enrolled as PhD students in the university's industrial collaborative doctoral program. The program's success makes it a candidate for adoption in the DoD budget request with likely funding for a 10 year run at $10M/yr.

Advanced Development of Asset Protection Technologies (ADAPT)
In the current geopolitical environment in which the U.S. Army must operate, there is a need for advanced materials, material processes and systems that can function and survive in a variety of extreme environments that support the warfighter. The technology and application(s) need to be legacy compatible and capable of being fully integrated with future systems. The ADAPT Program is a multi-year, multi-million dollar program to capitalize on new technological break-throughs in active materials, smart coatings, nano-technology, advanced and additive manufacturing, 3D material printing, micro-electronics, etc., to develop materials and devices that meet the Army’s objectives for “smarter,” more rapidly deployable, lighter weapons systems. To meet the vision of “manufacture on demand” Rapid Fabrication on the Battlefield” RFAB will provide innovative solutions, custom design & manufacture and integrate novel technologies into functional systems for the creation and advancement of armaments and weapon systems optimized through advance and additive manufacturing. This program is a partnership with US Army Research Development and Engineering Command at Picatinny Arsenal in Rockaway, NJ. It projects to be an $8-10M program in FY18 & FY19.

New Jersey Unmanned Aircraft Systems Test Site
New Jersey created the New Jersey Unmanned Aircraft Systems Test Site (NJ UASTS) as part of the Mid-Atlantic Aviation Partnership, one of six FAA designated UAS test sites. FAA designed the national program to resolve the problems of integrating unmanned aircraft in the national airspace to ensure a safe operating environment for all flying in the airspace as well as those on the ground below. The NJ airspace in the congested northeast corridor offers unique advantages over the other six national test sites, including coastal and oceanic airspace and a combination of restricted/unrestricted airspace.
In 2016 NJII assumed responsibility for operating the New Jersey test site, organized under NJII’s Defense & Homeland Security division. It leverages NJIT’s independent authority to grant Certificates of Authorization (CoA) to permit use of the National Airspace for UAS applications. NJII established operations at Cape May County Airport (KWWD) to take advantage of the diverse set of ground and airspace environments accessible from that location – coastal, rural, agricultural and urban settings all proximate to the busy air corridor linking Boston, New York, Philadelphia, Baltimore and Washington, DC. In addition to securing CoAs, NJII provides a full array of pre-flight, in-flight, and post-flight engineering and operational services to help clients conduct successful campaigns in the New Jersey airspace. NJII can provide systems engineering services to combine platforms and payloads. It conducts flightworthiness assessments as a pre-condition of permission to fly. It assembles ground support, and air chase resources for beyond-line-of-sight operation, and it coordinated data reporting to the FAA to validate safe flight outcomes.

In concert with Atlantic Cape Community College, Stockton University, state and local economic development officials the Cape May – Atlantic City region is growing an identity as a hub of businesses relating to UAV platforms and sensors, flight support systems, pilot training, and other related businesses.

NJ UASTS has engaged in many notable demonstrations in its brief period of operation. Some recent examples follow:

In the wake of Hurricane Harvey, NJ UASTS responded to T-Mobile’s request for help in assessing cell tower damage by assembling a team of UAV providers, providing pilots and deploying a command center that was operational with days of the storm’s passing. It is also working with power utilities in Florida to assess damage from Irma.

NJ UASTS provided the flight support for American Aerospace Technologies and Verizon to demonstrate fixed-wing drones as aerial cellular communications relays allowing emergency first responders to have access to 4G LTE even when ground based systems were compromised.

Last June, NJII co-hosted a “Do Tank” – a design thinking workshop – at the Cape May-Lewes Ferry Terminal in North Cape May. It supported Flirty in staging the first-ever demonstration of off-shore delivery of emergency medical supplies to a stranded ship. It is currently working with Johns Hopkins to demonstrate the use of drones for speeding the transfer of organs for transplantation for donor to recipient hospital in urban airspace.

NJII has conducted pilot deployments of DJI drones to identify mosquito breeding grounds in Warren and Atlantic County. First identifying stagnant water accumulations in remote wooded areas, then refining surveillance to identify density of mosquito larvae from aerial reconnaissance, the team is now looking at drone delivery of mosquito control measures directly to affected sites. The threat of Zika, West Nile and other mosquito borne viruses elevates the importance of this work beyond mere pest control.

NJII is exploring the feasibility of using drones to enhance the care coordination activities of its Healthcare initiatives. Drone delivery of medication to stranded patients – housebound or immobilized individuals for whom a trip to a pharmacy is a challenge – could be part of a care regimen that ensures the patient is receiving prescribed treatments. Amazon’s reported interest in entering the pharmacy business would have a competitive advantage over established chains through leading such an initiative.

These activities serve as a magnet to attract small, entrepreneurial companies with airframe, sensor, and communications technology that benefits from easy access to the test bed and the flow of applications driven clients looking to explore the applications of unmanned systems technology. In addition to the KWWD location, there is a new science park on the edge of the FAA William J. Hughes Test Center in Pomona that will be a focal point for this emerging hub.
NJ Aerospace & Defense Coalition
The NJ Aerospace & Defense Coalition is a collaborative, bipartisan platform comprised of leaders from New Jersey industry, military, government, and academia. This multi-stakeholder group has come together to strengthen, retain and grow the NJ aerospace and defense industrial base and military installations by positioning NJ as a national resource for military innovation and support.

Procurement Technical Assistance Center (PTAC)
The NJIT Procurement Technical Assistance Center (PTAC) has delivered invaluable small business support services to twenty counties throughout the State of New Jersey since 1986. Free technical assistance is available to established New Jersey based small businesses seeking to sell their products and services to government contractors and federal, state, and local government agencies.

Operating under a cost sharing cooperative agreement between the Department of Defense and the New Jersey Institute of Technology, PTAC has leveraged the university's knowledge base and resources to provide state of the art services and technical support that have influenced over 3.3 billion dollars ($3.3B) in contract awards for our clients. As we celebrate our thirtieth year of operation, we thank NJIT, the Defense Logistics Agency, the Department of Defense, and all of our partners for making our journey and successes possible.

BIOTECHNOLOGY & PHARMACEUTICAL PRODUCTION ILAB
Grand Challenge: Despite robust overall growth, the industry faces formidable challenges as traditional producers attempt to adapt to the new culture of biotech, and biotech start-ups wrestle with high entrance stakes. NJII is creating shared infrastructure for reliable and scalable process technology.

NJIT Strategic Themes: Life Sciences & Engineering, Data Science & Information Technology,

Cell & Gene Therapy Manufacturing & Training Center
In addition to facilitating the rapid translation of laboratory science to scaled production, the center hosts training for a new generation of manufacturing worker. NJII is training 100 new workers for Celgene’s T-Cell production center to open in Summit, NJ in late 2018. NJII is working with Kite and Novartis to customize a program for their new T-Cell production sites. Pall, Panasonic and GE Healthcare are all contributing equipment and in-kind engineering services. Hackensack Meridian and Duke Clinical & Translational Science Institute are among the first to commit to using the GMP process lines as soon as they are complete. The collaborations extend through NIMBL, the new, National Institute of Standards & Technology’s national center for biopharmaceutical manufacturing led by the University of Delaware

The first cohort of Celgene trainees completed classroom training and NJII is now under contract to perform the hands-on portion of training. This is a $1M project. Three other major biopharma’s are now negotiating training programs that would account for 750-1000 new trainees.

New Jersey Continuous Manufacturing Institute
NJII and Rutgers University have formed the New Jersey Continuous Manufacturing Institute (NJCMII) to advance innovative manufacturing technologies in the pharmaceutical industry. The NJCMII serves as a center of excellence combining state-of-the-art technologies, infrastructure, facilities and technical expertise to support the development and continuous manufacturing of products for the pharmaceutical industry. In addition, it provides training, education and workforce development solutions for those who want to expand or gain additional training and expertise in pharmaceutical manufacturing.

The NJCMII facility features Process Development Pilot Plants for both solid dosage forms and biologics, as well as cGMP suites for production. In addition, it provides individual Unit Operations labs for process optimization and control, modeling and automation. It also offers designated classrooms and training labs for collaborative learning experiences and workforce development.
Roughly sixty firms participate in the program including Allergan, Amicus Pharmaceuticals, Bayer, Becton Dickinson, Celgene, EnginZyme, Johnson & Johnson Janssen Division, Merck, Novo Nordisk, Pfizer, Regeneron, Sanofi, and Vertex Pharmaceuticals. Other university partners include: Princeton, Stevens, Purdue, U. Michigan, U. Puerto Rico Mayaguez, U. Iowa and MIT.

FINANCIAL SERVICES ILAB
Grand Challenge: Technology is rapidly changing the face of the financial services industry. From back-office to consumer-facing, NJII is a partner bringing new products and services to brokers, bankers and insurers.

NJIT Strategic Themes: Data Science & Information Technology
Understanding and managing these changes can seem like a daunting task. NJII’s Financial Services iLab can identify risks and transform challenges into opportunities that lead to new rewards and a competitive advantage. Solutions are grounded by our understanding of industry needs that include disruptive new technologies like blockchain and the Internet of Things (IoT). The iLab provides an excellent testing ground for blockchain applications dealing with knowledge, intellectual capital, and the process of innovation.

In addition, the iLab is a trusted repository of data that can be made available for research without compromising privacy and without commercial exploitation. Regulators as well as corporations can perform benchmarking in areas such as High Frequency Trading. And, we offer tools to manage change - cyber security, mapping knowledge and innovation within the extended organization, addressing the skills gap and compliance.

Global Business Sustainability
The New Jersey Innovation Institute, in partnership with HealRWorld a leader in sustainability solutions, has assembled a team of experienced professionals in business, data analytics and finance to aggregate sustainability information and credit data drawn from throughout the global business ecosystem. This information is used to form a geo-analytic platform that includes supply chain linkages appropriate to both large corporations and small to mid-size enterprises. The platform is used to evaluate risk and sustainability of the corporate entity, its international supply chains and its branded products and services. By leveraging these data assets NJII is able to offer top down innovative solutions that drive the growth of sustainable businesses and consumption globally.

NJII INNOVATION CAPABILITIES
NJII engaged in several programs of direct interest to large, multinational companies. These programs help companies grow internal capabilities, like drone delivery services or supply chain efficiency. NJII’s programs also help assemble and grow regional hubs of related companies working new markets. Programs and associated test beds are located throughout the state to energize the region making it increasingly attractive as a place to live and work.

THE NJIT/NJII INNOVATION COMMERCIALIZATION FRAMEWORK
Thirty years ago, the establishment of the Enterprise Development Center (EDC) in 1988 served as a focal point for the implementation of NJIT’s economic development mission supporting the growth and development of technology and life sciences-based companies with physical facilities/pace, programming, mentoring and connections to a wide array of NJIT and external capabilities. In addition to being the first, EDC grew to be the largest technology incubator in NJ and served to symbolize NJIT’s unique mission all the while distinguishing the university in its focus on developing NJ’s high-tech and life sciences industry base. EDC has grown to 95 companies in residence that generate $145.0 million in total output for the state, supporting roughly 910 jobs and creating $3.4 million in tax revenues for New Jersey. The business initiation and growth services result in a 5-year post-graduation persistence rate of over 85% - significantly higher than the national average of under 50%.
This core program has been joined by other related program efforts, notably:

- The National Science Foundation’s i-Corps program that assists student and faculty entrepreneurs with business coaching and mentorship, and
- JPMorgan Chase’s Small Business Forward – A program to coach, connect, and create a commercialization pathway in ways that accelerates the growth of Health IT entrepreneurs with annual revenues from $250,000 to $5 million.

Now, once again, NJIT/NJII is acting as first mover and innovator with implementation underway to reposition the overall innovation commercialization effort. The rebranded framework will provide a distinctive value proposition in a fast-changing industrial technology landscape and be unique in its reach and scope. As corporate R&D increasingly focuses on product development, larger companies rely more and more on finding new technologies to commercialize from smaller companies. NJII is launching technology acceleration and technology adoption programs that create a two-sided business model in which the sponsoring large companies value access to curated cohorts of smaller companies. At the same time, the smaller companies value access to the larger companies.

Success in this overall framework stems from success in this two-sided value proposition. NJII is uniquely positioned to develop the proposed framework with over 100 employees and roughly a dozen business units each of which is led by mid-to-high level executive talent working routinely within networks of companies. The proposed strategy dovetails the current programs with related products and services made possible by NJII’s overall development to form a three-part strategy and business model. This new framework includes:

1. **EDC Incubation Space**+- Streamline and center EDC management efforts on facility management (current NJIT space and any new space) and coordinating company incubation. Revenues will be captured primarily through facility leases.

2. **Technology Acceleration** - NJII is expanding its program unit focused on instilling business acumen into high potential companies and technologies. This unit will be dedicated to providing world-class scouting, selection, development training, consulting services, programs, connections, investment opportunities, and curation for theme-based cohorts of technology startup and scale up companies. The small technology companies will receive this value in exchange for equity and success fees as payment for the services and value received.

3. **Technology Adoption** - NJII’s externally-facing iLabs and program units are well-positioned as sales channels in which to leverage corporate relationships to market Innovation-as-a-Service subscriptions. These industry-facing units contract with large companies to participate in programs and events connecting the subscribing large companies with the cohorts of smaller companies engaged in the technology acceleration programs.

NJII is preparing to execute contracts with both large companies and cohorts of small companies. As mentioned, NJII iLabs and program units provide “sales channels” and networks of relationship from which bring this two-sided business model to life. Selling both technology adoption subscriptions to bring large companies and scouting for candidate smaller companies have tested well as new products and services for NJII units to offer the numerous players with whom they are connecting in their ongoing programs and business development activities.

**SUPPLY CHAIN INITIATIVES AND NJII’S IDEATION PORTFOLIO**

The New Jersey Innovation Institute (NJII) is working with New Jersey businesses, large and small, to strengthen and diversify supply chains across the state and beyond. By taking both a top-down and bottom-up approach, we add direct value to our clients while simultaneously catalyzing a shift in New Jersey from a supply chain state to a supply network state.
Launched in 2014, NJ MarketShift (NJMS), funded by the US Department of Defense Office of Economic Adjustment, represents one of NJIT’s first programs. Through NJMS, NJIT created innovation tools and processes designed to strategically grow existing and future NJ-based defense suppliers into new markets while creating high paying skilled positions. These cutting-edge approaches now make up NJIT’s Ideation Portfolio, a toolset for supply chain visibility, innovation acceleration and new idea generation and adoption.

Fundamentally, NJ MarketShift addresses supply chain failures in the aerospace and defense industry. The tools and technologies assembled to identify, fortify and diversify these companies are not specific to the defense industry and are now being used by companies such as Arconic (Alcoa spinoff), Lockheed Martin, Hackensack Meridian Health, the United States Air Force, AtlanticCare, and others in their own supplier relations. Several of these tools are worth highlighting:

- **The MarketShift intelligence Platform (MSIP)** is one such tool that creates a business-to-business networking facility. It catalogs companies by their manufacturing capabilities and competencies rather than standard product codes, like NAICS. It includes resources like iBridge, the nation’s largest and best database of university-derived IP that can support ideation across a supply chain.
- **Market Explorer and Tech Radar** represent distinctive methodologies for market exploration and technology scouting that NJIT has co-developed with our partners at the internationally recognized Fraunhofer Institute in Germany. These technologies are designed to identify new markets for an existing technology or to identify a new technology for existing or proposed product.
- **Strategic Doing**, incubated at Purdue University for more than a decade, is at the center of several agile strategy tools and adapted to the New Jersey market. Its method is premised on network-based concepts and builds strategy quickly with measureable outcomes and strategic action plans shaped in groups working for two hours or less. Its applicability includes corporate product development, organization development, regional development, and open innovation.
- **NJIT enables and manages processes that manage Open Innovation and Technology Challenges**, in which large companies engage a number of smaller technology companies in an effort to shape a unique solution or find suppliers in a rapid engagement that opens visibility into new supplier networks.

Large corporate clients come to NJIT when “tightening” their supply chains (i.e. cultivating local partners), which allows its clients to respond faster to increasing product cycle times and customer demand. Moreover, NJIT has become an innovation partner for its clients, generating capability and leverage for cultivating and harvesting the NJ innovation ecosystem (early stage companies, university intellectual property, university research capability, etc.) to source and onboard the latest technologies. Taken together, NJIT’s clients become more agile, which creates downward pressure on small and early stage companies. As such, NJIT works with NJ suppliers and entrepreneurs to embed processes and seed behaviors that will help them better respond to the ever-changing competitive landscape and evolving demands of their customers while providing short term, yet sustainable revenue growth opportunities.

**ENTERPRISE DEVELOPMENT AND THE HEALTHCARE CLUSTER GROWTH PROGRAM**

Thirty years ago, the establishment of the Enterprise Development Center (EDC) in 1988 served as a focal point for the implementation of NJIT’s economic development mission supporting the growth and development of technology- and life sciences-based companies with physical facilities/space, programming, mentoring and connections to a wide array of NJIT and external capabilities. In addition to being the first, EDC grew to be the largest technology incubator in NJ and served to symbolize NJIT’s unique mission all the while distinguishing the university in its focus on developing NJ’s high-tech and life sciences industry base. EDC has grown to 95 companies in residence that
generate $145.0 million in total output for the state, supporting roughly 910 jobs and creating $3.4 million in tax revenues for New Jersey. The business initiation and growth services result in a 5-year post-graduation persistence rate of over 85% - significantly higher than the national average of under 50%.

This core program has been joined by other related program efforts, notably:

- The National Science Foundation's i-Corps program that assists student and faculty entrepreneurs with business coaching and mentorship, and
- JPMorgan Chase's Small Business Forward – A program to coach, connect, and create a commercialization pathway in ways that accelerates the growth of Health IT entrepreneurs with annual revenues from $250,000 to $5 million.

NJII received a $1.3M grant from JP Morgan Chase's Small Business Forward program to accelerate growth of a regional cluster of innovators in the electronic healthcare space. It has successfully taken multiple cohorts of companies through its business and cluster growth programs. As the adoption of electronic medical record technology grows and prompts related innovation, it seems clear that inserting the patient into this environment is fundamental to achieving objectives from promoting wellness to chronic disease care.

NJII STRUCTURE

NJII is organized around iLabs, innovation labs, aligned with five core industry verticals: Biopharmaceutical Processing, Civil Infrastructure, Defense & Homeland Security, Financial Services and Healthcare Delivery. Each is led by a senior executive with program staff as appropriate to the needs of the client services provided. Recognizing the value and economy of scale in having solution delivery mechanisms that span the verticals, NJII has created horizontal, spanning functions in areas like ideation as a service, enterprise growth, workforce training, and data analytics.

NJII operates with a small administrative core, relying on a shared services agreement with the university to pay for financial administration, legal, marketing, human resources, and sponsored contracts support. NJII pays the full salary of key NJIT staff in those areas as well as an annual fee for additional resources provided by those university offices.

NJII was established as a separate 501c3 to afford the university certain protections from directly working with industry as well as to create a more efficient model for working with industry than possible as an entity of the State. It has taken another step by way of innovating its own business model. Having developed products and services that have value in the commercial marketplace, and created an execution and management team best equipped to grow adoption of these innovations, it has established a for-profit subsidiary - Healthcare Innovations Solution, Inc. - structured as a Limited Services Provider so as to maximize the ability to flow profits back to the non-profit parent while competing on an equal footing with other for-profits, and further insulating the university from issues of the commercial world.

As NJII grows its programs to connect to needs across the State, it will grow its footprint, and in so doing give greater visibility to NJIT outside of the greater Newark area. It is establishing a cell & gene therapy hub in an industrial park in Nutley, it will have a presence in New Brunswick for biopharmaceutical manufacturing, It is adding healthcare innovation centers in Atlantic City and Gloucester, it is conducting UAV operations in Cape May, it has been asked to establish a presence in Ft. Monmouth to grow an innovation ecosystem in the abandoned military base and to work with BellWorks, the former Bell Labs complex in Holmdel. All of these activities serve a primary goal of growing specific industrial/commercial sectors in New Jersey but an equally important role of validating NJIT as The Polytechnic of the State of New Jersey.
<table>
<thead>
<tr>
<th></th>
<th>FY18 Adopted Budget</th>
<th>FYTD Actual to 6/30/18</th>
<th>Total</th>
<th>Variance</th>
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<tbody>
<tr>
<td><strong>REVENUES</strong></td>
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<tr>
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<td>2,459,061</td>
<td>1,624,643</td>
<td>4,003,704</td>
</tr>
<tr>
<td>Defense &amp; Homeland Sec Lab</td>
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<tr>
<td>Smart Infrastructure Lab</td>
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<td>377,059</td>
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<tr>
<td>Data Analytics Lab</td>
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<td><strong>NET INCOME</strong></td>
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<tr>
<td>Income Other</td>
<td>28,097,413</td>
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5C. REPORT ON INTANGIBLE ASSETS
Annual Intangible Asset Review

NJIT Board of Trustees

June 2018
NJIT IP Assets

IP Assets = Unexpired Patents + Pending Non-Provisional and Provisional Patent Applications
IP Assets on Track: 2015 – 2018

- **Prov. Filed**
  - 2015: 35
  - 2016: 33
  - 2017: 42
  - 2018: 44

- **Non-Prov. Filed**
  - 2015: 29
  - 2016: 17
  - 2017: 19
  - 2018: 19

- **Patents issued**
  - 2015: 17
  - 2016: 30
  - 2017: 19
  - 2018: 9

- **Invention Discl.**
  - 2015: 42
  - 2016: 38
  - 2017: 51
  - 2018: 45

* (projected)
Unexpired Patents and IP Assets (Licensed/Optioned Patents)

223 Patents;
61 Pending Full Patents;
34 Pending Provisional Patents;
5 Under Conversion to Non-Provisional Patent Applications

Licensed /Optioned patents = Licensed issued patents + optioned issued patents + Pending non-provisional patent applications funded by Licensee
Research to Innovation: Tech Transfer FY18

• **Science Center's QED Proof-of-Concept Program**
  - First QED award to NJIT ($200,000): Bioactive Composite Matrix for Bone Repair; Treena Arinzeh
  - Top 10 Finalists: Micro Biochip Technology for Simple, Fast and Accurate Blood Tests; Eon Soo Lee

• **Three New University Start Ups Approved**
  - Tara Alvarez: Vision Rehabilitation Technology
  - Eon Soo Lee: Microfluidics for Disease Detection
  - Mengchu Zhou, Zhiming Ji and Chao Zhu: Vacuum Technology

• **NSF iCorps Program**
  - Vision Rehabilitation Technology: Tara Alvarez
  - Aerial Seeding Technology: Chrystoff Camacho
  - 122 teams (over 3 1/2 years) in NJIT I-Corps site program

• **National Council of Entrepreneurial Tech Transfer**
  • Startup Development Program: Structural Health Monitoring System and Associated Methods: Sotirios Ziavras
IP: Invention Disclosures to Licensing

Current Status
- Developed Enterprise Development and Licensing Administration Committee – Three startup were approved
- Created NJIT technology webpage to increase the outreach of NJIT inventions [http://www.njit.edu/research/department-intellectual-property-and-patents-0/](http://www.njit.edu/research/department-intellectual-property-and-patents-0/)
- Integrated protocol to market NJIT inventions – Initial discussion with companies for several patents are underway

Action Plan
- Promote research to entrepreneurial pathways through NSF iCorps, URI, industry-university partnerships, NJIT Highlander Angel Networks, NCET, QED proof of concepts program and IP/Investor networks
- Work with faculty to develop marketing plans
- Develop relationships with angel investors and venture partners through advisory boards and research centers and institutes.
- Increase visibility with faculty and students at tradeshows and marketing events

QED: quod erat demonstrandum
Thank You!
5D. REPORT OF FY 2018 FUNDRAISING UPDATE
NJIT Board of Trustees
Development & Alumni Relations
FY2018 Fundraising Update

June 7, 2018
11 am – 12 pm
Eberhardt Hall – Boardroom
Office of Development & Alumni Relations

FY2018 Goals

• Overall philanthropic commitments (i.e., outright cash gifts, whole pledges, gifts-in-kind, planned gifts, including documented bequest intentions): $14 million

• Cash and irrevocable deferred gifts (i.e., outright cash gifts, pledge payments, gifts-in-kind, and irrevocable planned gifts): $12 million

• Unrestricted gift income (annual fund): $1.04 million

• Overall alumni participation rate: 8.2%

• Undergraduate alumni participation rate: 10.4%

• Develop a system to measure alumni engagement and begin conducting market research targeting under-engaged alumni to evaluate programming and interests.
# FY2018 Fundraising Progress to Date

## Overall Goals

<table>
<thead>
<tr>
<th></th>
<th>FY18 as of 4/30/18</th>
<th>FY18 GOAL</th>
<th>% to GOAL</th>
<th>FY17 as of 4/30/17</th>
<th>FY17 FINAL</th>
<th>FY18 v FY17 Increase / (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Overall Philanthropic Commitments</strong></td>
<td>$10,497,106</td>
<td>$14,000,000</td>
<td>75%</td>
<td>$11,203,398</td>
<td>$13,561,758</td>
<td>($706,292)</td>
</tr>
<tr>
<td><strong>NJIT NEXT Campaign Progress</strong></td>
<td>$196,596,214</td>
<td>$200,000,000</td>
<td>98%</td>
<td>$182,352,968</td>
<td>$186,099,108</td>
<td>$14,243,246</td>
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<tr>
<td><strong>2. Cash and Deferred</strong></td>
<td>$9,954,230</td>
<td>$12,000,000</td>
<td>83%</td>
<td>$11,147,595</td>
<td>$12,077,786</td>
<td>($1,193,365)</td>
</tr>
<tr>
<td><strong>3. Annual Fund</strong></td>
<td>$1,958,482</td>
<td>$1,040,000</td>
<td>188%</td>
<td>$846,805</td>
<td>$906,053</td>
<td>$1,111,677</td>
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<tr>
<td><strong>4a. Alumni Participation</strong></td>
<td>6.75%</td>
<td>8.20%</td>
<td>82%</td>
<td>6.52%</td>
<td>7.20%</td>
<td>0.23%</td>
</tr>
<tr>
<td># of Alumni Donors</td>
<td>3,658</td>
<td>4,443</td>
<td>82%</td>
<td>3,456</td>
<td>3,815</td>
<td>202</td>
</tr>
<tr>
<td><strong>4b. Undergraduate Alumni Participation</strong></td>
<td>8.42%</td>
<td>10.40%</td>
<td>81%</td>
<td>8.71%</td>
<td>9.39%</td>
<td>-0.29%</td>
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<tr>
<td># of Undergraduate Alumni Donors</td>
<td>2,924</td>
<td>3,612</td>
<td>81%</td>
<td>2,857</td>
<td>3,082</td>
<td>67</td>
</tr>
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</table>
# FY2018 Fundraising Progress to Date

**Overall Philanthropic Commitments: Detail**  
(NJIT NEXT Campaign)

<table>
<thead>
<tr>
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<th>As of June 30, 2016</th>
<th>As of June 30, 2017</th>
<th>As of 04/30/2018</th>
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<tr>
<td>Comprehensive Campaign Total</td>
<td>$172,524,974</td>
<td>$186,099,108</td>
<td>$196,596,214</td>
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<tr>
<td># Donors</td>
<td>20,620</td>
<td>21,941</td>
<td>23,636</td>
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<tr>
<td>Gifts</td>
<td>$47,033,750</td>
<td>$53,507,050</td>
<td>$58,075,623</td>
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<td>Pledges</td>
<td>$58,192,621</td>
<td>$65,293,455</td>
<td>$71,221,988</td>
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<tr>
<td>Grants</td>
<td>$67,298,603*</td>
<td>$67,298,603*</td>
<td>$67,298,603*</td>
</tr>
</tbody>
</table>

*As of 7/1/15, grants N/A toward campaign total

Just $3.4 million shy of $200 million NEXT campaign goal.
# FY2018 Fundraising Progress to Date

## Cash and Deferred: Detail

### Comparison of Total Giving Year to May 1

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Sources</td>
<td>$9,620,649</td>
<td>$11,147,595</td>
<td>$9,954,230</td>
</tr>
<tr>
<td>All Sources without Gifts in Kind</td>
<td>$9,279,633</td>
<td>$8,906,965</td>
<td>$9,309,498</td>
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<tr>
<td>Matching Gifts</td>
<td>$131,250</td>
<td>$62,518</td>
<td>$119,502</td>
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</table>

### Comparison of Giving by Constituent Category Year to May 1

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<thead>
<tr>
<th>Category</th>
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<th>2018</th>
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<tbody>
<tr>
<td></td>
<td>Giving</td>
<td>%</td>
<td>Donors</td>
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<tr>
<td>Alum</td>
<td>$4,803,806</td>
<td>49.93</td>
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<tr>
<td>Corp</td>
<td>$2,784,713</td>
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</tr>
<tr>
<td>Foundation</td>
<td>$706,593</td>
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<tr>
<td>Friends</td>
<td>$742,247</td>
<td>7.72</td>
<td>892</td>
</tr>
<tr>
<td>Other</td>
<td>$583,290</td>
<td>6.06</td>
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</tr>
<tr>
<td>Total</td>
<td>$9,620,649</td>
<td>100</td>
<td>4,816</td>
</tr>
</tbody>
</table>
5E. REPORT OF OPERATING STATEMENT
New Jersey Institute of Technology
Statement of Revenue & Expenditures
FY2018
As of April 30, 2018

Board of Trustees
NEW JERSEY INSTITUTE OF TECHNOLOGY
STATEMENT OF CURRENT FUND REVENUES AND EXPENDITURES
FOR THE TEN MONTHS ENDED APRIL 30, 2018
(DOLLARS IN THOUSANDS)

FY18 TOTAL BUDGET: $518,824

REVENUE DISTRIBUTION

Student Tuition & Fees represent 69.5% of unrestricted, controllable revenues (excludes State Fringes, Makerspace Appropriation, Restricted Programs, and NJIT Direct)
NEW JERSEY INSTITUTE OF TECHNOLOGY
STATEMENT OF CURRENT FUND REVENUES AND EXPENDITURES
FOR THE TEN MONTHS ENDED APRIL 30, 2018
(DOLLARS IN THOUSANDS)

FY18 TOTAL BUDGET: $518,824

EXPENSE DISTRIBUTION

- Academic Salaries and Fringe Benefits, 160,280, 31%
- Restricted Programs, 141,000, 27%
- Auxiliary Enterprises, 11,899, 2%
- Mandatory Transfers (Debt Service), 18,425, 4%
- Non-Mandatory Transfers, 26,392, 5%
- Financial Aid to Students, 32,947, 6%
- Other Operating Expenses, 51,553, 10%
- Support Salaries and Fringe Benefits, 48,230, 9%
- NJIT Direct - Restricted, 20,834, 4%
- NJIT Direct - Unrestricted, 7,264, 2%
NEW JERSEY INSTITUTE OF TECHNOLOGY
STATEMENT OF CURRENT FUND REVENUES AND EXPENDITURES
FOR THE TEN MONTHS ENDED APRIL 30, 2018
(DOLLARS IN THOUSANDS)

REVENUES

FY18 Operating Revenues: Budget vs. YTD Total and Percentages

- Tuition & Fees
  - FY18: 191,920
  - FY18 Budget: 191,786

- State Support - Operations
  - FY18: 37,867
  - FY18 Budget: 45,440

- State Support - Fringe Benefits
  - FY18: 50,921
  - FY18 Budget: 63,514

- Other Sources
  - FY18: 19,230
  - FY18 Budget: 26,515

- Gifts & Bequests
  - FY18: 1,666
  - FY18 Budget: 1,040

- Auxiliary Enterprises
  - FY18: 21,476
  - FY18 Budget: 21,431

- NJIT Direct - Unrestricted
  - FY18: 5,464
  - FY18 Budget: 7,264

- Total Unrestricted Revenues
  - FY18: 328,543
  - FY18 Budget: 356,990

- Restricted Funds
  - FY18: 124,364
  - FY18 Budget: 141,000

- NJIT Direct - Restricted
  - FY18: 15,735
  - FY18 Budget: 20,834

- Total Operating Revenues
  - FY18: 468,642
  - FY18 Budget: 518,824
NEW JERSEY INSTITUTE OF TECHNOLOGY
STATEMENT OF CURRENT FUND REVENUES AND EXPENDITURES
FOR THE TEN MONTHS ENDED APRIL 30, 2018
(DOLLARS IN THOUSANDS)

EXPENDITURES BY PROGRAM

FY18 Operating Expenses: Budget vs. YTD Total vs. Total Committed
and Percentages

Academic

<table>
<thead>
<tr>
<th>Budget</th>
<th>YTD Total</th>
<th>Committed</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>180,925</td>
<td>206,599</td>
<td>221,213</td>
<td>(93.4%)</td>
</tr>
</tbody>
</table>

Support

<table>
<thead>
<tr>
<th>Budget</th>
<th>YTD Total</th>
<th>Committed</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>50,165</td>
<td>64,330</td>
<td>71,719</td>
<td>(89.7%)</td>
</tr>
</tbody>
</table>

Non-Mandatory Transfers

<table>
<thead>
<tr>
<th>Budget</th>
<th>YTD Total</th>
<th>Committed</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>23,671</td>
<td>26,464</td>
<td>26,444</td>
<td>(100.1%)</td>
</tr>
</tbody>
</table>

Mandatory Transfers (Debt Service)

<table>
<thead>
<tr>
<th>Budget</th>
<th>YTD Total</th>
<th>Committed</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>15,402</td>
<td>18,451</td>
<td>18,451</td>
<td>(100.0%)</td>
</tr>
</tbody>
</table>

Auxiliary Enterprises

<table>
<thead>
<tr>
<th>Budget</th>
<th>YTD Total</th>
<th>Committed</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,217</td>
<td>11,968</td>
<td>11,899</td>
<td>(100.6%)</td>
</tr>
</tbody>
</table>

NJIT Direct - Unrestricted

<table>
<thead>
<tr>
<th>Budget</th>
<th>YTD Total</th>
<th>Committed</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,464</td>
<td>6,689</td>
<td>7,264</td>
<td>(92.1%)</td>
</tr>
</tbody>
</table>

Total Unrestricted Expenses

<table>
<thead>
<tr>
<th>Budget</th>
<th>YTD Total</th>
<th>Committed</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>285,843</td>
<td>334,501</td>
<td>356,990</td>
<td>(93.7%)</td>
</tr>
</tbody>
</table>

Restricted Programs

<table>
<thead>
<tr>
<th>Budget</th>
<th>YTD Total</th>
<th>Committed</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>124,364</td>
<td>159,606</td>
<td>141,000</td>
<td>(113.2%)</td>
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</table>

NJIT Direct - Restricted

<table>
<thead>
<tr>
<th>Budget</th>
<th>YTD Total</th>
<th>Committed</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>15,733</td>
<td>21,129</td>
<td>20,834</td>
<td>(101.4%)</td>
</tr>
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Total Operating Expenses

<table>
<thead>
<tr>
<th>Budget</th>
<th>YTD Total</th>
<th>Committed</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>425,843</td>
<td>515,236</td>
<td>518,824</td>
<td>(99.3%)</td>
</tr>
</tbody>
</table>

(1) FY18 Committed includes YTD actual expenses, balance of FY18 current salary commitments and open purchase orders.
## FY18 Operating Expenses: Budget vs. YTD Total vs. Total Committed and Percentages

<table>
<thead>
<tr>
<th>Category</th>
<th>FY18 Budget</th>
<th>FY18 YTD Total</th>
<th>FY18 Committed</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Salaries and Fringe Benefits</td>
<td>130,099</td>
<td>152,617</td>
<td>160,280</td>
<td>(95.2%)</td>
</tr>
<tr>
<td>Support Salaries and Fringe Benefits</td>
<td>37,735</td>
<td>46,466</td>
<td>48,230</td>
<td>(96.3%)</td>
</tr>
<tr>
<td>Financial Aid to Students</td>
<td>32,941</td>
<td>32,941</td>
<td>32,947</td>
<td>(100.0%)</td>
</tr>
<tr>
<td>Other Operating Expenses</td>
<td>30,315</td>
<td>38,905</td>
<td>51,475</td>
<td>(75.6%)</td>
</tr>
<tr>
<td>Non-Mandatory Transfers</td>
<td>23,671</td>
<td>26,444</td>
<td>26,444</td>
<td>(100.1%)</td>
</tr>
<tr>
<td>Mandatory Transfers (Debt Service)</td>
<td>15,402</td>
<td>18,451</td>
<td>18,451</td>
<td>(100.0%)</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>10,217</td>
<td>11,968</td>
<td>11,899</td>
<td>(100.6%)</td>
</tr>
<tr>
<td>NJIT Direct - Unrestricted</td>
<td>5,464</td>
<td>6,689</td>
<td>7,264</td>
<td>(92.1%)</td>
</tr>
<tr>
<td>Total Unrestricted Expenses</td>
<td></td>
<td>285,843</td>
<td>334,501</td>
<td>(93.7%)</td>
</tr>
<tr>
<td>Restricted Programs</td>
<td></td>
<td>124,364</td>
<td>159,606</td>
<td>(113.2%)</td>
</tr>
<tr>
<td>NJIT Direct - Restricted</td>
<td>15,735</td>
<td>21,129</td>
<td>20,834</td>
<td>(101.4%)</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td></td>
<td>425,943</td>
<td>515,236</td>
<td>(99.3%)</td>
</tr>
</tbody>
</table>

(1) FY18 Committed includes YTD actual expenses, balance of FY18 current salary commitments and open purchase orders.
5F. REPORT OF SCHEDULE OF SHORT TERM INVESTMENTS
NEW JERSEY INSTITUTE OF TECHNOLOGY
CASH AND CASH EQUIVALENTS AND INVESTMENTS
AS OF APRIL 30, 2018
(Dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>Wells Fargo</th>
<th>PFM</th>
<th>JP Morgan Chase</th>
<th>City National Bank</th>
<th>Total</th>
<th>4/30/2017 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Money market funds</td>
<td>$5,522</td>
<td>$41</td>
<td>$2,321</td>
<td>$286</td>
<td>$8,170</td>
<td>$27,381</td>
</tr>
<tr>
<td>Investments:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Treasury and government agency bonds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,186</td>
</tr>
<tr>
<td>Mutual equity funds</td>
<td>11,495</td>
<td>14,591</td>
<td>-</td>
<td>-</td>
<td>26,086</td>
<td>10,576</td>
</tr>
<tr>
<td>Mutual bond funds</td>
<td>84,747</td>
<td>8,553</td>
<td>-</td>
<td>-</td>
<td>93,300</td>
<td>64,893</td>
</tr>
<tr>
<td>Corporate equity securities</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>12,800</td>
</tr>
<tr>
<td>Corporate debt securities</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,370</td>
</tr>
<tr>
<td>Certificate of deposit</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>500</td>
<td>500</td>
<td>95,325</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>101,764</strong></td>
<td><strong>23,185</strong></td>
<td><strong>2,321</strong></td>
<td><strong>786</strong></td>
<td><strong>128,056</strong></td>
<td><strong>122,706</strong></td>
</tr>
</tbody>
</table>

Increase in cash and cash equivalents and investments results from the following:

$1.85 million - Focus on cash management in reducing outstanding funds with the State of New Jersey Building our Future program and direct lending program reimbursements, and increased investment income partially offset by increases in grants and contracts accounts receivable and amount due from the endowment fund and timing of reimbursements from the State of New Jersey relating to the TAG program.

$3.5 million - GDS WEC contribution offset funds and FY17 debt service savings transferred to plant fund reserves.
5G. REPORT ON CLERY CRIME DATA
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Murder-UCR</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Murder-Clergy</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Robbery-UCR</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Robbery-Clergy</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Aggravated Assault-UCR</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Aggravated Assault-Clergy</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Simple Assault-UCR</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Simple Assault-Clergy</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Sex Crimes-UCR</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Sex Crimes-Clergy</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Burglary-UCR</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
</tr>
<tr>
<td>Burglary-Clergy</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Theft / Theft from Auto-UCR</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>4</td>
<td>5</td>
<td>2</td>
<td>6</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Theft of Auto -UCR</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Theft of Auto -Clergy</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Drug Related Crimes-UCR</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Drug Related Crimes-Clergy</td>
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<td>0</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>2</td>
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<td>0</td>
<td>1</td>
<td>0</td>
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</tr>
<tr>
<td>Criminal Mischief-UCR</td>
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<td>0</td>
<td>3</td>
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<td>4</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Drinking Law Offenses-UCR</td>
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<td>1</td>
<td>0</td>
<td>19</td>
<td>6</td>
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<td>0</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Drinking Law Offenses-Clergy</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>7</td>
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<td>0</td>
</tr>
<tr>
<td>Driving Under Influence-UCR</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
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<td>2</td>
<td>1</td>
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<td>2</td>
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</tr>
<tr>
<td>Harassment-UCR</td>
<td>3</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>1</td>
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</tr>
<tr>
<td>Harassment-Clergy</td>
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<td>0</td>
<td>1</td>
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</tr>
<tr>
<td>Weapons Possession-UCR</td>
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<td>0</td>
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<td>0</td>
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<td>0%</td>
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<td>0%</td>
<td>2017 Stat was declared unfounded</td>
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<td>Overall Decrease of Crime to Date</td>
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<td>Overall Decrease of Crime to Date</td>
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<td>Overall Decrease of Crime to Date</td>
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<td>Total Crimes</td>
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<td>47</td>
<td>24</td>
<td>-49%</td>
<td>Overall Decrease of 49% from 2017 Year to Date.</td>
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**Reported Crimes Part II Offenses 01/01/18 thru 05/28/18 Comp. To Same Period in 2017**

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<th>Crime Type</th>
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<th>2018 Clery</th>
<th>2017 UCR</th>
<th>2018 UCR</th>
<th>% Change</th>
<th>Notes</th>
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<td>Drug Related Crimes</td>
<td>7</td>
<td>4</td>
<td>12</td>
<td>13</td>
<td>8%</td>
<td>Increase due to bulletin board damage in Oak Hall and Car Windows broken off campus with no items stolen.</td>
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<td>Criminal Mischief</td>
<td>N/A</td>
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<td>14</td>
<td>250%</td>
<td>All resulted in arrests for 2018. Increased enforcement activity.</td>
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<td>7</td>
<td>37</td>
<td>429%</td>
<td>All resulted in arrest for 2018. Traffic Unit increased activity.</td>
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<td>Driving Under Influence</td>
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<td>7</td>
<td>133%</td>
<td>All resulted in arrest for 2018. Traffic Unit increased activity.</td>
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<td>Harassment</td>
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<td>-80%</td>
<td>Overall Part II Increase (Non-public viewable statistics)</td>
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<td>41</td>
<td>76</td>
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**NJIT Fire Log 01/01/18 thru 05/28/18 Comp. To Same Period in 2017**

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<td>These stats are subject to change after full and final review of reports for UCR.</td>
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5H. SCHEDULE OF 2018-2019 TRUSTEE MEETINGS
## NJIT BOARD OF TRUSTEES
### 2018 – 2019 SCHEDULE OF MEETINGS

**2018 Board Meetings**
- February 8, 2018
- April 12, 2018
- June 7, 2018 *(BOT Mtg./Retreat)*
  - *(No Committee meetings)*
  - 9 – 11 AM *(Closed Session)*
  - 11 AM - 12 PM *(Public Session)*
  - 1 – 4 PM *(Retreat)*
- July 19, 2018
- September 20, 2018
- November 8, 2018

**2019 Board Meetings**
- February 7, 2019
- April 11, 2019
- June 6, 2019 *(BOT Mtg./Retreat)*
  - *(No Committee meetings)*
  - 9 – 11 AM *(Closed Session)*
  - 11 AM - 12 PM *(Public Session)*
  - 1 – 4 PM *(Retreat)*
- July 18, 2019
- September 19, 2019
- November 7, 2019

### Scheduled Meeting Times

- (12:00 – 2:00 PM) Committee meetings
- (2:00 – 4:00 PM) Closed session
- (4:00 – 5:00 PM) Public session

*Note: committee meetings may occur on the same day as regular BOT meeting or alternate date as determined by the committee chair.*

### Meeting Agenda Items

**February:** Annual Facilities Assessment; Spring Enrollment Assessment; Sabbatical Reports; Sabbatical Leave Requests; Development Growth Strategies; Faculty Senate Report; Next Year BOT Calendar; Clery Crime Data

**April:** Budget Preview; Annual Financial Assessment; Alumni Association Update; Cyber Security; Technology Infrastructure (On-line Library Operational & Instructional Technology); NJ Ethics Training; Year-End Pooled Endowment Performance; Clery Crime Data

**June:** Intangible Asset Review; NJII Report; Proposed Budget; Promotion and Tenure; BOT Officer Nominations & Following Year Committee Interest; President’s Performance Goals & Objectives; Clery Crime Data; Retreat

**July:** Annual Academic & Research Assessment; Annual Budget; Tuition and Fees Schedule; Annual Election of Officers; Review of Committee Chair Appointments; Nomination of Officers and Committee Chairs; Strategic Plan Progress Assessment; Clery Crime Data

**September:** Financial Audit Report; Fall Enrollment Assessment; President’s Annual Review; Senior Personnel Evaluations and Compensation Review; Clery Crime Data

**November:** Research Growth Strategies; BOT Scholars; Athletics Report; Strategic Visibility Plan Report; Baker Tilly Internal Audit Report; Legislative Reports; University Senate Report; Approval of Honorary Doctorate Candidates; Clery Crime Data

*Note: All meetings are scheduled to be held in the Eberhardt Hall NJIT Alumni Center Board Room*
5I. REPORT ON UPCOMING CALENDAR OF EVENTS
NEW JERSEY INSTITUTE OF TECHNOLOGY

Calendar of Events

August – December 2018

New Faculty Reception     August 29, 2018
6:00 PM
Eberhardt Hall, Room 112

Convocation       September 12, 2018
(Details to follow)

Highlanders Golf Outing     September 17, 2018
(Details to follow)

Celebration       November 9, 2018
(Details to follow)

University Holiday Party     December 12, 2018
3:00 PM
Campus Center Ballroom/ Gallery
BOARD OF TRUSTEES

RESOLUTION RE: CLOSED SESSION TO DISCUSS PERSONNEL MATTERS, REAL ESTATE, LEGAL AND CONTRACTUAL 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, LEGAL AND CONTRACTUAL MATTERS TO TAKE PLACE ON JULY 19, 2018, AT 2:00 PM, EBERHARDT HALL NJIT ALUMNI CENTER BOARD ROOM.