NJIT BOARD OF TRUSTEES PUBLIC SESSION MEETING

Thursday, July 18, 2019



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.

NEW JERSEY INSTITUTE OF TECHNOLOGY BOARD OF TRUSTEES PUBLIC SESSION July 18, 2019 4:00 PM

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 June 6, 2019 meeting of the Board of Trustees) [Pg. 6]

3. Public Comments

4. Action Items

- A. Approve Resolution to Adopt FY 2020 Budget [Pg. 11]
- B. Approve Resolution for FY 2020 Tuition & Fees [Pg. 14]

5. Reports

- A. President's Report (J. Bloom)
- **B.** Report of Annual Academic & Research Assessment (F. Deek)
- C. Report of Development & Alumni Relations FY2019 Fundraising Update (K. Alexo) [Pg. 23]
- D. Operating Statement Year to Date (E. Bishof) [Pg. 31]
- E. Schedule of Short Term Investments (E. Bishof) [Pg. 38]
- F. Report of Clery Crime Data (A. Christ) [Pg. 40]
- G. Report of Upcoming Calendar of Events (S. DePalma) [Pg. 44]

6. Announcement of Next Meeting [Pg. 46]

Chair to read resolution regarding Closed Session to discuss Personnel, Legal, Real Estate and Contract Matters to be held on Thursday, September 26, 2019, 2:00 PM, Eberhardt Hall, NJIT Alumni Center Board Room.

Announce next public meeting: Thursday, September 26, 2019 4:00 PM, Eberhardt Hall NJIT Alumni Center Board Room.

Adjourn Public Meeting

1. NOTICE OF MEETING TO PUBLIC

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

"NOTICE OF THIS MEETING WAS PROVIDED TO THE PUBLIC AS REQUIRED BY THE NEW JERSEY PUBLIC MEETING ACT, IN THE SCHEDULE OF MEETING DATES OF THE BOARD OF TRUSTEES OF THE NEW JERSEY INSTITUTE OF TECHNOLOGY WHICH WAS MAILED AND SENT ELECTRONICALLY TO THE STAR LEDGER, THE HERALD NEWS, AND THE VECTOR ON JUNE 29, 2018, AND POSTED ON THE UNIVERSITY WEBSITE. THIS SCHEDULE WAS ALSO MAILED AND SENT ELECTRONICALLY TO THE COUNTY CLERK ON JUNE 29, 2018 FOR FILING WITH THAT OFFICE AND POSTING IN SUCH PUBLIC PLACE AS DISIGNATED BY SAID CLERK."

2. APPROVE MINUTES OF JUNE 6, 2019 BOARD OF TRUSTEES MEETING

NEW JERSEY INSTITUTE OF TECHNOLOGY BOARD OF TRUSTEES MINUTES OF PUBLIC MEETING (June 6, 2019) DRAFT

The meeting was called to order by Chair DePalma at 11:00 a.m. in Eberhardt Hall, NJIT Alumni Center Boardroom, NJIT Campus, Newark, N.J. In attendance were Chair DePalma, Vice Chairs Cohen, DeCaprio, Raia and Taylor, and Board Members Bone, Cistaro, Hu and Montalto. Absent: Board Members Dahms, Garcia and Toft.

Senior Administration Present: In attendance were President Bloom, Provost and Sr. Executive Vice President Deek, Sr. Vice President and Treasurer Bishof, Sr. Vice President Sebastian, Vice Presidents Alexo, Christ, Nynens and Dean Boger and Vice President and Secretary Stern.

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 June 28, 2018, and posted on the University on June 28, 2018 for filing with that office and posting in such public place as designated by said Clerk."

- 2. By a motion duly made by Mr. Taylor, seconded by Mr. Cistaro and unanimously approved, the Board approved the public minutes of the meeting of April 11, 2019, with abstentions from those members not in attendance at such meeting.
- 3. Ms. Beverly Glasgow spoke during the public comments portion of the meeting. She stated that she has seen tremendous growth, and is aware of plans and strategies, but she feels that the administration acts like a hardened bureaucracy with no concern for students. She stated that this may be her experience as she is not part of a community that advocates for students and she feels that other institutions have more of an open door policy. She feels that the staff are trying to get rid of her and she feels powerless. She wants other staff besides the Dean of Students Office to be able to handle her problems, and on a number of occasions she is told there is nothing that the university can do to help her. She wants an Office of Ombudsman, and a Town Hall Schedule. She thanked the Board. Mr. DePalma responded that we have a vibrant and robust Dean of Students office. He hears different experiences from students, though he stated that this did not mean her issues did not happen. He stated that he appreciates her comments and coming to address the Board today.
- 4. The Board issued a congratulatory proclamation to Dr. Sagnik Basuray, recently elected as a Senior Member of the National Academy of Inventors.

- 5. BY A MOTION DULY MADE BY DR. DECAPRIO, SECONDED BY MR. COHEN AND UNANIMOUSLY APPROVED, the BOARD voted to APPROVE THE RESOLUTION FOR PROMOTIONS TO RANK OF DISTINGUISHED PROFESSOR, PROFESSOR, AND ASSOCIATE PROFESSOR WITH TENURE AND GRANTING TENURE.
- 6. BY A MOTION DULY MADE BY MS. MONTALTO, SECONDED BY MR. BONE AND UNANIMOUSLY APPROVED, the BOARD voted to APPROVE RESOLUTION TO AUTHORIZE EXPENDITURES FOR ELECTRICITY AND NATURAL GAS FOR FY 2020.
- 7. BY A MOTION DULY MADE BY MR. CISTARO, SECONDED BY MR. TAYLOR AND UNANIMOUSLY APPROVED, the BOARD voted to APPROVE RESOLUTION TO AUTHORIZE CERTAIN UNIVERSITY OFFICIALS TO EXECUTE CONTRACTS.
- 8. BY A MOTION DULY MADE BY DR. DeCAPRIO, SECONDED BY MR. CISTARO AND UNANIMOUSLY APPROVED, the BOARD voted to APPROVE RESOLUTION TO AUTHORIZE EXCLUSIVE LICENSE OF UNIVERSITY PROPERTY (OCULOMOTOR TECHNOLOGIES, INC.).
- 9. President Bloom gave his report to the Board, calling the Board's attention to the State Plan for higher education; the last report was in 2010. The report addresses opportunities, innovation, and the future of the university. The State budget will include a \$3.7 million supplemental appropriation to NJIT for the medical device cluster initiative. We've met the criteria for an additional \$1.2 million in funding. NJIT focuses upon initiatives that are critical to the workforce, and the cost of delivering our programs is double the cost of other disciplines. Dr. Bloom discussed recent news, referencing the handouts; this has been a record year of student and faculty awards, and he gave credit to the efforts of the Provost's office. This improves our national visibility, and these efforts are important to our long term visibility. Dr. Bloom also discussed the naming of the College of Architecture and Design; it was a major accomplishment, and a substantial gift. Aside from the important gift, the brand name of Hillier and his association with the university is important to the university going forward.
- 10. Provost Deek turned the Report on Intangible Assets over to Dr. Atam Dhawan, Sr. Vice Provost. Dr. Dhawan gave a slide presentation and updated the Board. We are going through a transformation with regard to our strategy on patents and licensing. We are narrowing our focus to those patents with market value and potential. We've had an overall decrease in the number of patents, both because certain patents are expiring and we are more selective in what we patent, often waiving inventions back to the faculty inventors. As we focus on quality, we are filing fewer non-provisionals, reducing traffic in the pipeline, as we shift strategy. We look to Vice President Nynens for his efforts on furthering commercial potential. With the Provost's approval, we are starting translational grant, seed grants, and identifying angel investors who will work with the faculty. One concept is \$50,000 grants to develop a business plan an connect to angel investors.
- 11. Vice President Alexo gave a report on Development and Alumni Relations, calling the Board's attention to the fundraising progress report on page 29. As of May 31st, we are at \$15.25 million,

and it is anticipated that we will surpass the \$16 million mark. We have one month left to the fiscal year, and cash and deferred gifts total \$12.1 million, with a number of cash gifts coming in over the next few weeks. We are focused on the undergraduate alumni participation rate, as this factors into our rankings in US News & World Report. We've surpassed last year's rate, and are at 9.25%, compared to the same time last year. Our goal is 10.3%; the national average for public universities is 7.75%. Our goals are reached by increased fundraising and prudent investments.

- 12. Treasurer Bishof gave a report on the Operating Statement Year to Date and the Schedule of Short Term Investments. We will end the year in good shape financially. We've increased the return on our short term investments year to year by \$12.9 million. These are record numbers for the university.
- 13. Vice President Christ reported on the Clery Crime Data, set forth in the Board materials at pages 46-47. Since the last report, there have been some issues with auto theft, and theft of possessions from autos, and drinking offenses, but nothing more.
- 14. Chair DePalma referenced the Schedule of 2019-2020 Trustee Meetings. In addition to the meetings, we will be hosting the VOICE Summit in July, and anticipate 7000 in attendance. Chair DePalma also noted the dates for Convocation in September, and the November 8th Celebration event, encouraging all to attend. Vice Chair Raia reported that we had a successful dinner dance during the Alumni Weekend at the Wellness and Events Center, and the venue was outstanding; this is an excellent venue for future events.
- 15. The Chair announced that the next regularly scheduled Closed Session will be convened on Thursday, July 18, 2019 at 2:00 p.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, July 18, 2019 at 2:00 p.m., Eberhardt Hall Board Room.

The next regularly scheduled Public Session of the Board will take place on Thursday, July 18, 2019 at 4:00 p.m., Eberhardt Hall Board Room, following the Closed Session of the Board.

16. The public session was adjourned at 11:40 a.m. and the Board continued to reconvene in Closed Session.

3. PUBLIC COMMENTS

4A. APPROVE RSOLUTION TO ADOPT FY2020 BUDGET

STATEMENT

RESOLUTION TO ADOPT FY 2020 OPERATING AND CAPITAL BUDGETS

The administration has carefully developed Operating and Capital Budgets for FY 2020, examining revenue and expense options. Following an iterative, consultative process, the resulting FY 2020 Operating Budget is a balanced budget which provides for the allocation of available resources consistent with the university's 2020 Vision Strategic Plan.

The currently authorized spending limit to a single vendor during FY 2020, without further Board approval is currently \$1,000,000. This authorized spending limit covers the three categories of expenditure within the approved operating budget e.g. operating budget, capital budget, and restricted funds budget.

NEW JERSEY INSTITUTE OF TECHNOLOGY RESOLUTION TO ADOPT FY 2020 OPERATING AND CAPITAL BUDGETS

WHEREAS, the administration has developed balanced Operating and Capital Budgets, and

- WHEREAS, the administration has presented said Budgets to the Audit and Finance and the Buildings and Grounds Committees respectively and to the Executive Committee, and
- WHEREAS, said Committees of the Board have reviewed same and recommend acceptance of the administration's proposed Budgets, and
- WHEREAS, the Board of Trustees have set the FY 2020 Schedule of Tuition and Fees, and
- WHEREAS, the recommended spending limits from the Budgets to single vendors during the fiscal year without further Board approval, in accordance with the University Purchasing Policies, are established to provide fiscal control and promote fair and reasonable contracting practices, and
- **NOW, THEREFORE BE IT RESOLVED,** that the Board of Trustees adopts the FY 2020 Operating and Capital Budgets, and
- **BE IT FURTHER RESOLVED,** that the administration's authorized spending limits within the approved operating budget to a single vendor during the fiscal year without further Board approval, and subject to University Purchasing Policies is \$1,000,000.

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

July 18, 2019

4B. APPROVE RESOLUTION FOR FY 2020 TUITION & FEES

STATEMENT SCHEDULE OF TUITION AND FEES

The proposed Schedule of Tuition and Fees for FY 2020 has been carefully reviewed and has been the subject of a public hearing as required by Law. The Legislature and Governor have acted to establish the base appropriation. The FY 2020 base State appropriation is \$40.355 million.

Shown below are the FY 2019 and proposed FY 2020 per semester tuition and mandatory fees for full-time, in-state undergraduates attending NJIT, which results in a 1.94% increase.

UNDERGRADUATE IN-STATE FULL - TIME, PER SEMESTER

							1	otal	Total
	F	Y19 Appro	oved	F	20 Propos	sed		\$Δ	°∕o ∆
	Tuition	Fees	Total	Tuition	Fees	Total			
NJIT	\$7,087	\$ 1,582	\$ 8,669	\$ 7,224	\$ 1,613	\$ 8,837	\$	168	1.94%

For comparison purposes, the Rutgers Engineering undergraduate, in-State tuition and fee rates per semester are displayed below:

	F	Y19	9 Appro	ved	l	F	Y20 Pro	pos	ed		\$ Δ	Λ	
Rutgers	Tuition		Fees		Total	Tuition	Fees		T	otal			
Engineering	\$6,647	\$	1,593	\$	8,240	TBD	TE	BD	\$	-			

A resolution to adopt the proposed Schedule of Tuition and Fees has been prepared for your consideration.

Exhibit A, attached to this statement, compares the FY2019 Board approved rates to the proposed FY2020 rates.

Attachment A of the Board of Trustees FY2020 Tuition and Fees resolution reflects a complete list of proposed FY 2020 Tuition and Fees.

Total

NEW JERSEY INSTITUTE OF TECHNOLOGY Schedule of Tuition & Fees

<u>EXHIBIT A</u> <u>Summary Change - In-State Full Time Undergraduate</u>

			DIFFE	RENCE
	FY 2019	FY 2020	From FY19	Approved
	Approved	Proposed	AMOUNT	PERCENT
Full-Time Per Semester Tuition	\$ 7,087	\$ 7,224	\$ 137	1.93%
Full-Time Per Semester Fees	\$ 1,582	\$ 1,613	\$ 31	1.96%
Full-Time Per Semester Tuition and Fees	\$ 8,669	\$ 8,837	\$ 168	1.94%

Complete Schedule of Mandatory Tuition and Fees

			DIFFEF	RENCE
	FY 2019	FY 2020	From FY19	Approved
TUITION	Approved	Proposed	AMOUNT	PERCENT
Undergraduate				
In-State				
Full-Time Per Semester	\$7,087	\$7,224	\$137	1.93%
Part-Time Per Credit	\$539	\$549	\$10	1.86%
Out-Of-State				
Full-Time Per Semester	\$14,793	\$15,080	\$287	1.94%
Part-Time Per Credit	\$1,265	\$1,289	\$24	1.90%
Graduate				
In-State				
Full-Time Per Semester	\$10,116	\$10,312	\$196	1.94%
Part-Time Per Credit	\$1,101	\$1,122	21	1.91%
Out-Of-State				
Full-Time Per Semester	\$14,980	\$15,270	\$290	1.94%
Part-Time Per Credit	\$1,583	\$1,613	\$30	1.90%
MANDATORY FEES – Per Semester				
Full-Time (12 or More Credits)				
University Fee	\$1,527	\$1,558	\$31	2.03%
Undergraduate Student Senate - Activities Fee	\$55	\$55	\$0	0.00%
Graduate Student Association - Activities Fee	\$44	\$44	\$0	0.00%
TOTAL UNDERGRADUATE	1,582	1,613	31	1.96%
TOTAL GRADUATE	1,571	1,602	31	1.97%
Part-Time				
Per Credit:				
University Fee	\$180	\$184	\$4	2.22%
Undergraduate Student Senate - Activities Fee	\$6	\$6	\$0	0.00%
Graduate Student Association - Activities Fee	\$5	\$5	\$0	0.00%
TOTAL UNDERGRADUATE PER	186	190	4	2.15%
TOTAL GRADUATE PER CREDIT	185	189	4	2.16%

NEW JERSEY INSTITUTE OF TECHNOLOGY Schedule of Tuition & Fees

1

EXHIBIT A (Continued)

	UNDERGI	RADUATE	GRAD	UATE
PER OCCURRENCE FEES				
	FY 2019 Approved	FY 2020 Proposed	FY 2019 Approved	FY 2020 Proposed
Application/Re-admission/Non-Matriculation	\$75	\$75	\$75	\$75
Late Registration	100	100	100	100
Late Payment Penalty	500	500	500	500
Payment Plan Set-up	100	100	100	100
Payment Plan Late Fee	100	100	100	100
Thesis	N/A	N/A	75	75
Dissertation	N/A	N/A	100	100
Maintaining Registration	25	25	50	50
Matriculation (1)	160	160	160	160
Commencement	120	120	120	120
Parking				
· Part-time Commuter- less than 12 credits (per semester)	182	182	182	182
· Full-time Commuter - 12 credits or greater (per semester)	325	325	325	325
· On- Campus Resident (per semester)	490	490	490	490
Health Insurance (2) *	1,806	1,543	1,806	1,543
International Student Fee (per semester)	125	125	125	125
Optional Practical Training Application Fee	200	200	200	200
First Year Student Fee	230	230	N/A	N/A
Transfer Student Orientation	30	30	N/A	N/A
ID Card Replacement	25	25	25	25
E-Transcript	7	7	7	7

* Indicates change from previous year

(2) Health Insurance:

NJIT requires all domestic undergraduate students carrying 12 or more credits, domestic graduate students carrying 9 or more credit hours, and all F1/J1 holding students carrying 1 or more credit hours have health insurance that is compliant with the Patient Protection and the Affordable Care Act (PPACA) legislation. If a student cannot demonstrate that they have insurance they must purchase the insurance from a program offered by NJIT.

Domestic Undergraduate and Masters level students carrying at least 3 credits and Doctoral students carrying at least 1 Doctoral Dissertation credit can voluntarily participate in student health plan.

NEW JERSEY INSTITUTE OF TECHNOLOGY PROPOSED TUITION & FEE SCHEDULE 2019-2020

Attachment A

ACADEMIC YEAR 2019/2020

·	RESIDE	NT	NON-RESIDEN	T
UNDERGRADUATE	Tuition	Fee ⁽¹⁾	Tuition	Fee ⁽¹⁾
Part-time (Less than 12 credit hours per semester)	\$549 per credit	190	\$1,289 per credit	190
Full-time (12 to 19 credit hours per semester)	7,224 per semester	1,613	15,080 per semester	1,613
Each credit hour over 19 credits per semester	549 per credit		1,289 per credit	
GRADUATE Part-time (Less than 12 credit hours per semester)	1,122 per credit	189	1,613 per credit	189
Full-time (12 to 19 credit hours per semester)	10,312 per semester	1,602	15,270 per semester	1,602
Each credit hour over 19 credits per semester	1,122 per credit		1,613 per credit	

WINTER SESSION 2019/2020 AND SUMMER SESSION 2020

	RESID	ENT	NON-RESIDE	ENT
	Tuition	Fees Per	<u>Tuition</u>	<u>Fees Per</u>
	Per Credit	Term	Per Credit	<u>Term</u>
Undergraduate	549	190	1,289 per credit	190
Graduate	1,122	189	1,613 per credit	189

SPECIAL PROGRAMS:

e - Tuition Program (Tuition Per Credit)	1,307	(Plus \$189 per credit mandatory fees)
Picatinny UG Program (Tuition Per Credit)	611	(Plus \$110 per semester registration fee)
Picatinny GR Program (Tuition Per Credit)	1,118	(Plus \$110 per semester registration fee)
Executive Management Program	67,000	(Beginning with the Fall 2017 cohort)
Typical Student On-Campus Room And Board	12,955	Weighted average increase of 1.4%

(1) Fee consists of university fee and student activities fee.

NEW JERSEY INSTITUTE OF TECHNOLOGY TUITION & FEE SCHEDULE 2019 - 2020

Attachment A (Continued)

PER OCCURRENCE FEES	UNDERGRADUATE	GRADUATE
Application/Re-admission/Non-Matriculation	\$75	\$75
Late Registration	100	100
Late Payment Penalty	500	500
Payment Plan Set-up	100	100
Payment Plan Late-Fee	100	100
Thesis	N/A	75
Dissertation	N/A	100
Maintaining Registration	25	50
Matriculation (1)	160	160
Commencement (1)	120	120
Parking		
· Part-time Commuter: less than 12 credits (per semester)	182	182
· Full-time Commuter: 12 credits or greater (per semester)	325	325
· On- Campus Resident (per semester)	490	490
Health Insurance (2)	1,543	1,543
International Student Fee (per semester)	125	125
Optional Practical Training Application Fee	200	200
First Year Student Fee	230	N/A
Transfer Student Orientation	30	N/A
ID Card Replacement	25	25
E-Transcript	7	7

(1) A one-time matriculation fee will be assessed to all new matriculating students (full or part-time) beginning with their first registration (fall 2014 semester). Students assessed this fee would not be assessed the commencement fee once they apply for graduation. The commencement fee will being assessed to all students who had been previously registered prior to fall 2014 semester.

(2) NJIT requires that all, domestic undergraduate students carrying 12 or more credits, domestic graduate students carrying 9 or more credit hours, and all F1/J1 holding students carrying 1 or more credit hours have health insurance that is compliant with the Patient Protection and the Affordable Care Act (PPACA) legislation. If a student cannot demonstrate that they have insurance they must purchase the insurance from a program offered by NJIT.

Domestic Undergraduate and Masters level students carrying at least 3 credits and Doctoral students carrying at least 1 Doctoral Dissertation credit can voluntarily participate in student health plan. Some of the features of the insurance program include:

- · Co-insurance: Students are responsible for 10% of the in-network cost
- Student's maximum out of pocket cost will be \$3,500
- Student pays \$15 for generic drugs
- Network Size: 1.2M health care professionals, 690,000 primary care doctors & specialists and 5,700

NEW JERSEY INSTITUTE OF TECHNOLOGY RESOLUTION TO ADOPT FY 2020 SCHEDULE OF TUITION AND FEES

- WHEREAS, after review of the FY 2020 Budget, it has been determined that additional revenues are required to provide necessary resources, and
- WHEREAS, the FY 2020 Schedule of Tuition and Fees has been reviewed and increases recommended, and
- WHEREAS, pursuant to law, there has been a Public Hearing on the subject of the FY 2020 Tuition and Fees Schedule, and
- WHEREAS, for full time In-State undergraduate students, the per semester tuition increase is \$137 and the per semester mandatory fee increase is \$31, resulting in a 1.94% overall tuition and mandatory fee increase totaling \$168 per semester, and
- WHEREAS, the complete FY 2020 Schedule of Tuition and Fees is shown on Attachment A.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees sets the FY2020 Schedule of Tuition and Fees as shown on Attachment A.

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

July 18, 2019

5A. PRESIDENT'S REPORT

5B. REPORT OF ANNUAL ACADEMIC & RESEARCH ASSESSMENT

5C. REPORT OF DEVELOPMENT & ALUMNI RELATIONS FY2019 FUNDRAISING UPDATE



Eberhardt Hall – Boardroom July 18, 2019

NJIT Board of Trustees **Development & Alumni Relations FY2019 Fundraising Update**



Development & Alumni Relations FY2019 Goals

- Overall philanthropic commitments (i.e., outright cash gifts, whole pledges, giftsin-kind, planned gifts, including documented bequest intentions): \$16 million
- Cash and irrevocable deferred gifts (i.e., outright cash gifts, pledge payments, gifts-in-kind, and irrevocable planned gifts): \$13.5 million
- Unrestricted gift income (annual fund): \$1.25 million
- Overall alumni participation rate: 8.2%
- Undergraduate alumni participation rate: 10.3%
- Percentage of alumni with an engagement score of 4 or higher: 17%



FY2019 Fundraising Progress Report

July 1, 2018 – May 31, 2019

	FY19 as of 5/31/2019	FY19 GOAL	% to GOAL	FY18 as of 5/31/2018	FY18 FINAL	FY19 v FY18 Increase / (Decrease)
1. Overall Philanthropic Commitments	\$15,241,737	\$16,000,000	95%	\$11,159,386	\$14,919,944	\$4,082,351
2. Cash and Deferred	\$13,183,663	\$13,500,000	98%	\$11,202,748	\$12,136,283	\$1,980,915
3. Annual Fund	\$849,794	\$1,250,000	68%	\$2,085,628	\$2,117,677	(\$1,235,834)
4a. Alumni Participation	7.15%	8.20%	87%	6.97%	7.36%	0.18%
# of Alumni Donors	4,047	4,638	87%	3,775	3,989	272
4b. Undergraduate Alumni Participation	9.25%	10.30%	%06	8.72%	9.17%	0.53%
# of Undergraduate Alumni Donors	3,384	3,770	%06	3,029	3,185	355



2

FY2019 Fundraising Progress Report July 1, 2018 – May 31, 2019

	Giving by Purpose		Address of the Owner, where the Party of the
Purpose	Overall Philanthropic <u>Commitments</u>	Cash and Deferred	
Unrestricted	\$717,308	\$849,794	
Current Restricted	\$2,793,859	\$3,057,012	
Endowment	\$10,429,766	\$6,096,035	
Capital	\$1,300,804	\$3,180,823	and the second s
Total	\$15,241,737	\$13,183,663	



FY2019 Fundraising Progress Report

July 1, 2018 – May 31, 2019

	Giving by College Area	
College Area	Overall Philanthropic <u>Commitments</u>	Cash and Deferred
General University	\$3,794,902	\$5,212,780
Athletics	\$336,449	\$361,146
CoAD	\$6,258,407	\$228,757
CSLA	\$906,855	\$648,382
HON	\$1,212,633	\$1,095,517
MTSOM	\$386,803	\$895,363
NCE	\$1,993,879	\$4,239,414
YWCC	\$351,809	\$502,304
Total	\$15,241,737	\$13,183,663



FY2019 Fundraising Progress Report

July 1, 2018 – May 31, 2019

	Giving by Donor Type	
Donor Type	Overall Philanthropic <u>Commitments</u>	Cash and Deferred
Board of Trustees	\$256,413	\$174,131
Board of Overseers	\$8,611,952	\$1,792,698
Alumni	\$2,438,296	\$4,698,743
Corporations	\$2,592,225	\$4,766,328
Foundations	\$357,825	\$732,096
Friends	\$518,418	\$496,268
Other	\$466,608	\$523,398
Total	\$15,241,737	\$13,183,663



9/14: Colorado Alumni: Rockies v. Padres Game and Brewfest (Denver, CO) 9/14: NY Metro Alumni: Annual Clipper Charter Cruise (Battery Park, NYC) 7/27: Alumni Summer Reunion: QuickChek Balloon Fest (Readington, NJ) 7/18: Jersey Shore Alumni Meetup (Rooney's, Long Branch, NJ) 7/25: Miami Alumni Meetup (North Italia Restaurant, Miami, FL) 8/3: Houston Alumni: Astros v. Mariners Game (Houston, TX) Upcoming Events 4/3/20: Annual Scholarship Brunch 5/29-5/31/20: Alumni Weekend Save the Date



5D. OPERATING STATEMENT YEAR TO DATE



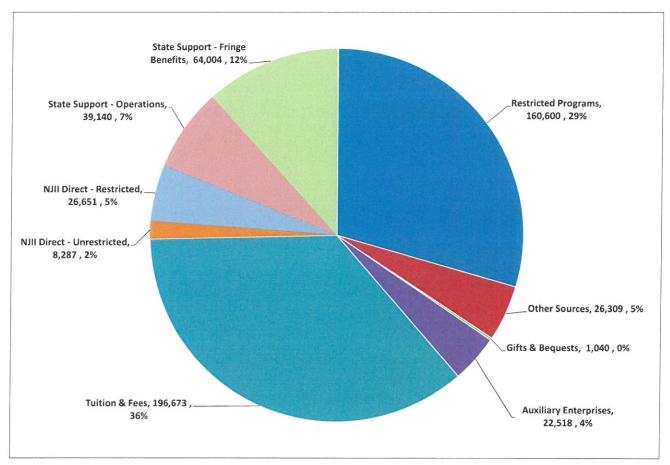
New Jersey Institute of Technology Statement of Revenue & Expenditures FY2019 As of June 30, 2019 (Pre-Close)

Board of Trustees



FY19 TOTAL BUDGET: \$545,222

REVENUE DISTRIBUTION

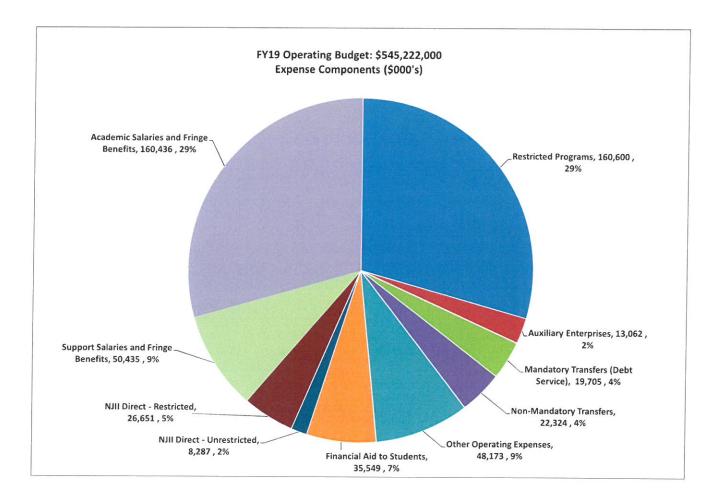


Student Tuition & Fees represent 69.5 % of unrestricted, controllable revenues (excludes State Fringes, Medical Device Innovation Cluster Appropriation, Restricted Programs, and NJII Direct)



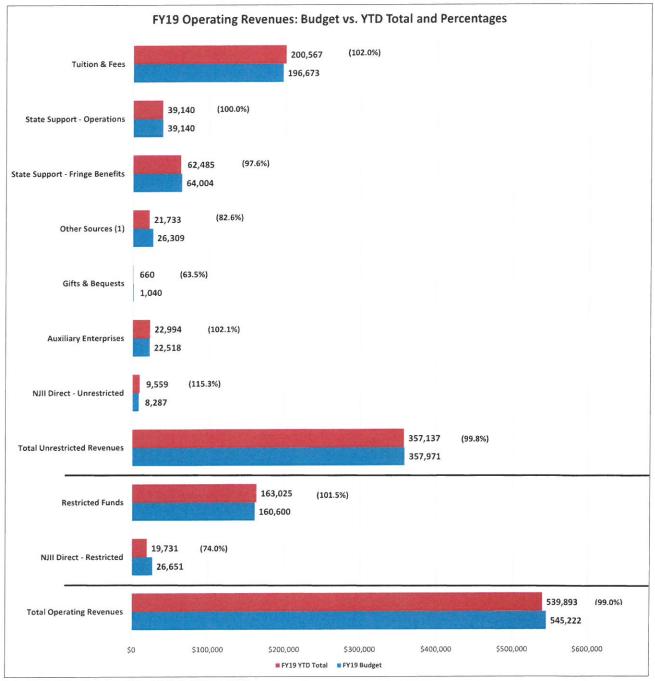
FY19 TOTAL BUDGET: \$545,222

EXPENSE DISTRIBUTION





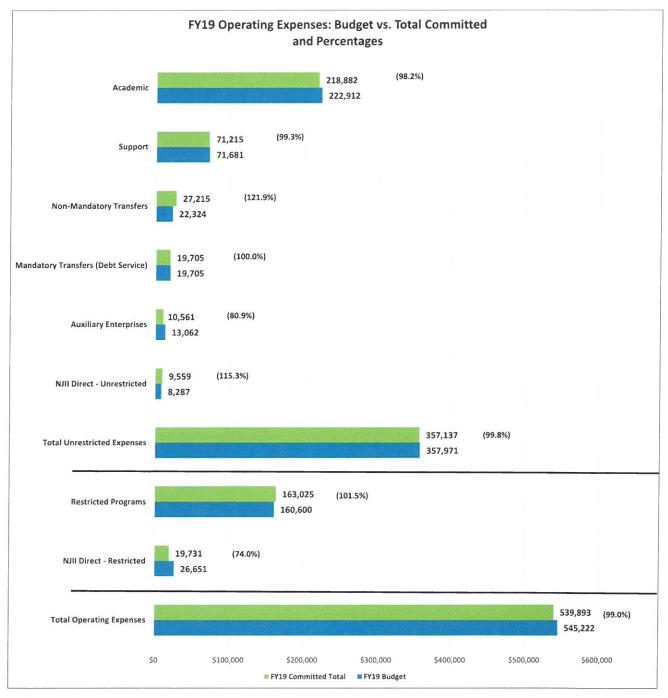
REVENUES



(1) Budget in Other Sources includes \$8,558K of Allocated Balances.



EXPENDITURES BY PROGRAM



(1) FY19 Committed includes YTD actual expenses, balance of FY19 current salary commitments and open purchase orders.



FY19 Operating Expenses: Budget vs. Total Committed and Percentages (97.8%) 156,938 Academic Salaries and Fringe Benefits 160,436 (94.7%) 47,752 Support Salaries and Fringe Benefits 50,435 (100.6%) 35,751 **Financial Aid to Students** 35,549 (103.1%) 49,656 **Other Operating Expenses** 48,173 (121.9%) 27,215 Non-Mandatory Transfers 22,324 (100.0%) 19,705 Mandatory Transfers (Debt Service) 19,705 (80.9%) 10,561 **Auxiliary Enterprises** 13,062 (115.3%) 9,559 NJII Direct - Unrestricted 8,287 357,137 (99.8%) Total Unrestricted Expenses 357,971 163,025 (101.5%) **Restricted Programs** 160,600 19,731 (74.0%) NJII Direct - Restricted 26,651 539,893 (99.0%) **Total Operating Expenses** 545,222 \$0 \$100,000 \$200.000 \$400,000 \$500,000 \$600,000 \$300,000 FY19 Committed Total FY19 Budget

EXPENDITURES BY CATEGORY

(1) FY19 Committed includes YTD actual expenses, balance of FY19 current salary commitments and open purchase orders.

5E. SCHEDULE OF SHORT TERM INVESTMENTS

NEW JERSEY INSTITUTE OF TECHNOLOGY CASH AND CASH EQUIVALENTS AND INVESTMENTS <u>AS OF JUNE 30, 2019</u> (Dollars in thousands)

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Cash and cash equivalents:		WELLS FARGO		PFM		JP MORGAN <u>CHASE</u>		TOTAL		6/30/2018 <u>TOTAL</u>
	¢	00 051	¢	00	¢	0 500		00 040		40.070
Money market funds	۵_	86,051	\$_	69	\$	2,522	≯ .	88,642	\$	13,070
		86,051		69		2,522		88,642		13,070
Investments:										
Mutual equity funds		897		15,343		-		16,240		23,419
Mutual bond funds		498		10,143		-		10,641		64,915
Corporate equity securities		-		-		-		-		
Hedge and other investment funds		62		-		-		62		196
Certificate of deposit	12	-	_	-		-		-		500
	<u></u>	1,457	_	25,486		-		26,943	_	89,030
Total	\$_	87,508	\$_	25,555	\$	2,522	\$	115,585	\$_	102,100

5F. REPORT OF CLERY CRIME DATA

e 2018 2019 2018 2019 2019 % Change 0 0 0 0 0 0 0% 1 0 0 0 1 1 0% 1 0 0 0 1 1 0% 1 0 0 1 1 0% 0% 1 N/A N/A 1 0 -100% 1 N/A N/A 1 0 -100% 1 0 4 0 4 400% 1 N/A N/A 22 22 0% Mauto N/A N/A 22 20% 23 Iheft 0 1 0 2 0% Muto N/A N/A 22 2 0% Iheft 0 1 0 2 0% Iheft 0 1 0 2 2 <th>Reported Crir</th> <th>mes Part</th> <th>l Offense:</th> <th>s 01/01</th> <th>19 thru</th> <th>04/30/19</th> <th>Reported Crimes Part Offenses 01/01/19 thru 04/30/19 Comp. To Same Period in 2018</th>	Reported Crir	mes Part	l Offense:	s 01/01	19 thru	04/30/19	Reported Crimes Part Offenses 01/01/19 thru 04/30/19 Comp. To Same Period in 2018
Clery Clery UCR UCR OC 0% 0 0 0 1 1 0% 0% 0 0 0 1 1 0% 0% 0 0 0 1 1 0% 0% 0 0 0 1 0 -100% 0% 0 1 0 4 0 -100% 0% 0 3 0 3 300% 0% 0% 0 1 0 3 0 3 300% 0 3 0 3 333 32% 0 1 0 2 0% 0% 0 3 5 9 8 -11% 0 10 10 2 20% 0% 0 3 1 3 2 2% 0 10 3 1 3 2 <	Crime Type	2018	2019	2018	2019	% Change	
$ \begin{array}{ c c c c c c c c c c c c c c c c c c c$		Clery	Clery	UCR	UCR		NOLES
$ \begin{array}{ c c c c c c c c c c c c c c c c c c c$	Murder	0	0	0	0	%0	No Change
$ \begin{array}{ c c c c c c c c c c c c c c c c c c c$	Robbery	0	0	1	1	%0	No Change
N/A N/A 1 0 -100% 0 4 0 4 00% 0 3 0 3 00% 0 3 0 3 00% 0 1 0 3 00% 0 1 0 22 0% 0 1 0 2 0% 0 1 0 2 0% 0 1 0 2 0% 0 1 0 2 0% 0 8 25 33 32% mes Part II Offenses $01/01/19$ thru $04/30/19$ 0% -70% 0 3 5 9% -11% 3 5 9% -11% -70% 10 N/A N/A 10 -70% $33 1 3 -51\% -54\% N/A N/A N/A 0 $	Aggravated Assault	•	0	1	1	%0	No Change
0 4 0 4 400% 0 3 0 3 300% 0 3 0 3 300% 0 3 0 3 300% 0 1 0 3 300% 0 1 22 22 0% 0 1 0 22 20% 0 1 0 2 20% 0 8 25 33 32% mes Part II Offenses 01/01/19 thru<04/30/19	Simple Assault	N/A	N/A	1	0	-100%	Zero for 2019
0 3 0 3 300% N/A N/A N/A 22 22 0% 0 1 0 1 0 3 300% 0 N/A N/A 22 22 0% 0 1 0 2 20% 20% 0 8 25 33 32% mes Part II Offenses 01/01/19 thru 04/30/19 C 2 20% 2 N/A N/A 13 6 -54% 10 34 10 -70% 2 11 3 5 3 2 10 34 10 -70% 2 11 3 1 3 5 11 3 1 3 2 11 3 1 0 -70% 13 6 3 0 -57% 10 0 0 0 0 0	Sex Crimes	0	4	0	4	400%	One Crime is Sex Contact in WEC with Arrest, two alleged sexual assaults @ Sigma Pi Houses.
N/A N/A 22 22 0% 0 1 0 22 20% 0 8 25 33 32% mes Part II Offenses 01/01/19 thru 04/30/19 C 23 32% mes Part II Offenses 01/01/19 thru 04/30/19 C 24 10 3 5 9 8 -11% N/A N/A 13 6 -54% 24 10 34 10 -70% 24 10 34 10 -70% 24 10 34 10 -70% 24 10 34 10 -70% N/A N/A 7 3 -57% 0 0 0 0 0% -57% N/A N/A 4 0 -400% -57% 0 0 0 0 0 -57% 0 11 0 0 -50% -57%	Burglary	0	m	0	m	300%	Increase Year to date. Weston Caught in Act
0 1 0 2 200% 0 8 25 33 32% Mes Part II Offenses 01/01/19 thru 04/30/19 C 2 3 5 9 8 -11% 3 5 9 8 -11% N/A N/A 13 6 -54% 24 10 34 10 -70% 24 10 34 10 -70% 24 10 34 10 -70% 0 3 1 3 -57% N/A N/A 7 3 -57% 0 0 0 0 0% -70% 0 0 1 0 -100% -57% 0 1 0 -100% -57% -57% 0 0 1 0 -100% -57% 0 0 1 0 -57% -57% 0	Theft / Theft From Auto	N/A	N/A	22	22	%0	No Change
0 8 25 33 32% mes Part II Offenses 01/01/19 thru 04/30/19 C 3 5 9 8 -11% 1 3 5 9 8 -11% 1 13 5 9 8 -11% 1 14 N/A N/A 13 6 -54% 1 24 10 34 10 -70% -70% 1 0 <td< td=""><td>Motor Vehicle Theft</td><td>0</td><td>1</td><td>0</td><td>2</td><td>200%</td><td>Food truck vendor vehicle left personal vehicle running and unattended on one of the thefts.</td></td<>	Motor Vehicle Theft	0	1	0	2	200%	Food truck vendor vehicle left personal vehicle running and unattended on one of the thefts.
Mes Part II Offenses 01/01/19 thru 04/30/19 C 3 5 9 8 -11% 3 5 9 8 -11% N/A N/A 13 6 -54% 24 10 34 10 -70% N/A N/A 7 3 -57% 0 0 0 0 0% N/A N/A 7 3 -57% 0 0 1 0 -400% 0 0 1 0 -57% 2018 Clery 2019 Clery -57% -57%	Total Crimes	0	8	25	33	32%	Increase Year to date
3 5 9 8 -11% N/A N/A 13 6 -54% 24 10 34 10 -70% 24 10 34 10 -70% N/A N/A 7 3 -57% N/A N/A 7 3 -57% 0 0 0 0 0% N/A N/A 4 0 -400% N/A N/A 4 0 -50% 20 0 1 0 -100% 27 18 69 30 -57% 2018 Clery 2019 Clery 0 0 -57% 0 0 0 0 -57% 0 0 0 -57% -57% 0 0 0 -57% -57%	Reported Crim	nes Part I	Offe	s 01/01	/19 thru	04/30/19	Lo
N/A N/A 13 6 -54% 24 10 34 10 -70% N/A N/A 7 3 -57% N/A N/A 7 3 -57% 0 3 1 3 200% 0 3 1 3 200% 0 0 0 0 0% N/A N/A 4 0 -400% 0 0 1 0 -100% 27 18 69 30 -57% 2018 Clery 2019 Clery 0 0 -57% 0 0 0 0 -57% -57%	Drug Related Crimes	£	ß	6	8	-11%	All closed by arrest
24 10 34 10 -70% N/A N/A 7 3 -57% 0 3 1 3 57% 0 3 1 3 200% 0 0 0 0 0% 0 0 0 0 0% N/A N/A 4 0 -400% 0 0 1 0 -400% 27 18 69 30 -57% 2018 Clery 2019 Clery -57% - 0 0 0 - - - 2018 Clery 2019 Clery - - - - 0 0 0 0 - - - - 2018 Clery 2019 Clery 0 0 - <td>Criminal Mischief</td> <td>N/A</td> <td>N/A</td> <td>13</td> <td>9</td> <td>-54%</td> <td>Overall Decrease</td>	Criminal Mischief	N/A	N/A	13	9	-54%	Overall Decrease
N/A N/A 7 3 -57% 0 3 1 3 -57% 0 3 1 3 200% 0 0 0 0 0 0 0 0 0 0% N/A N/A 4 0 -400% 0 0 1 0 -400% 27 18 69 30 -57% NIIT Fire Log 01/01/19 thru 04/30/19 Comp. To Sar -57% - 2018 Clery 2019 Clery 0 0	Drinking Law Offenses	24	10	34	10	-70%	Overall Decrease due to lower frat row turnout
0 3 1 3 200% 0 0 0 0 0 0% N/A N/A 4 0 -400% 1 0 0 0 1 0 -400% 1 27 18 69 30 -57% 1 NJIT Fire Log 01/01/19 thru 04/30/19 Comp. To Sar 2018 Clery 2019 Clery 0 0	Driving Under Influence	N/A	N/A	7	æ	-57%	Overall Decrease
0 0 0 0 0 0% N/A N/A N/A 4 0 -400% N 0 0 1 0 -400% 27 18 69 30 -57% NIT Fire Log 01/01/19 thru 04/30/19 Comp. To Sar 2018 Clery 0 0 0 0 0 0 0 -57%	Harassment	0	ß	1	3	200%	Overall Increase
N/A N/A 4 0 -400% 0 0 0 1 0 -400% 27 18 69 30 -57% -57% NJIT Fire Log 01/01/19 thru 04/30/19 Comp. To Sar 2018 Clery 2019 Clery 0 0	Weapons Possession	0	0	0	0	%0	No Change
0 0 1 0 -100% 27 18 69 30 -57% NJIT Fire Log 01/01/19 thru 04/30/19 Comp. To Sar 2018 Clery 2019 Clery 0 0 0 0	Trespassing	N/A	N/A	4	0	-400%	Overall Decrease
27 18 69 30 -57% NJIT Fire Log 01/01/19 thru 04/30/19 Comp. To Sar 2018 Clery 2019 Clery 0 0 0 0	Domestic Violence Acts	0	0	1	0	-100%	Overall Decrease
NJIT Fire Log 01/01/19 thru 04/30/19 Comp. To Sar 2018 Clery 2019 Clery 0 0	Total	27	18	69	30	-57%	Overall Decrease
2018 Clery 2019 Clery		NJIT Fire L	-	19 thru 0	4/30/19	Comp. To Sa	ime Period in 2018
	Type	2018 Clery	2019 Clery				
	Arson	0	0				These stats are subject to change after full and
	Active Fire	0	0				final review of reports for UCR.

Crime	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar	Apr	May
Murder-UCR	0	0	0	0	0	0	0	0	0	0	. 0	0
Murder-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Robbery-UCR	0	0	0	0	0	0	0	0	0	0	0	
Robbery-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Aggravated Assault-UCR	0	0	0	0	1	0	0	0	1	0	0	c
Aggravated Assault-Clery	0	0	0	0	0	0	0	0	0	0	0	c
Simple Assault-UCR	0	0	1	1	9	1	0	0	0	0	c	
Sex Crimes-UCR	0	0	0	1	0	0	0	0	1	1	0	-
Sex Crimes-Clery	0	0	0	1	0	0	0	0	1	1	0	-
Burglary-UCR	0	2	0	0	-	0	2	1	1	0	0	
Burglary-Clery	0	2	0	0	-	0	2	1	1	0	0	
Theft / Theft from Auto-UCR	4	7	5	9	10	5	3	9	0	5	4	9
Theft of Auto -UCR	0	0	0	0	0	0	0	1	1	0	0	0
Theft of Auto -Clery	0	0	0	0	0	0	0	1	0	0	0	0
Drug Related Crimes-UCR	4	2	2	2	m	2	2	ŝ	2	1	0	0
Drug Related Crimes-Clery	1	0	0	0	m	1	1	2	1	1	0	0
Criminal Mischief-UCR	0	0	2	1	m	2	0	3	1	2	0	0
Drinking Law Offenses-UCR	0	1	1	27	10	12	0	3	0	0	5	2
Drinking Law Offenses-Clery	0	0	0	20	10	11	0	3	0	0	5	2
Driving Under Influence-UCR	0	0	0	0	0	0	2	0	0	1	0	2
Harassment-UCR	0	1	1	0	-	0	0	1	1	2	0	0
Harassment-Clery	0	1	1	0	-	0	0	0	1	2	0	0
Weapons Possession-UCR	0	0	0	0	0	0	0	0	0	0	0	0
Weapons Possession-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Trespassing-UCR	1	0	2	1	0	0	0	0	0	0	0	0
Domestic Violence -UCR	0	0	0	0	1	1	0	0	0	0	0	0
Domestic Violence -Clery	0	0	0	0	0	1	0	0	0	0	0	0
Arson - Clery	0	0	0	0	0	0	0	0	0	0	0	0
Total UCR	6	13	14	39	36	23	6	18	∞	12	6	13
Total Clerv		•										

Crime	June	ylul	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar	Apr	May
Murder-UCR	0	0	0	0	0	0	0	0	0	0	•	0
Murder-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Robbery-UCR	0	0	0	1	0	0	0	0	0	0		0
Robbery-Clery	0	0	0	1	0	0	0	0	0	0	0	-
Aggravated Assault-UCR	0	0	0	0	0	0	0	0	0	0	0	1
Aggravated Assault-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Simple Assault-UCR	0	0	0	1	1	0	ч	0	H	0	0	0
Sex Crimes-UCR	0	0	0	1	0	1	0	0	0	0	0	0
Sex Crimes-Clery	0	0	0	1	0	1	0	0	0	0	0	0
Burglary-UCR	0	0	0	0	0	0	0	0	0	0	0	0
Burglary-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Theft / Theft from Auto-UCR	5	3	9	7	9	8	6	4	S	2	9	æ
Theft of Auto -UCR	0	0	0	0	0	0	0	0	0	0	0	0
Theft of Auto -Clery	0	0	0	0	0	0	0	0	0	0	0	0
Drug Related Crimes-UCR	1	1	3	3	2	1	1	2	0	ŝ	æ	m
Drug Related Crimes-Clery	0	0	2	1	2	1	0	1	0	1	1	-
Criminal Mischief-UCR	0	3	2	0	3	1	0	2	2	4	m	m
Drinking Law Offenses-UCR	1	0	0	19	9	0	0	9	9	9	10	6
Drinking Law Offenses-Clery	0	0	0	7	9	0	0	0	1	0		0
Driving Under Influence-UCR	0	0	0	0	1	1	2	2	1	1	2	7
Harassment-UCR	0	1	0	0	1	0	0	0	0	1	-	0
Harassment-Clery	0	1	0	0	0	0	0	0	0	1	-	0
Weapons Possession-UCR	0	0	0	0	0	0	0	0	0	0	0	0
Weapons Possession-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Trespassing-UCR	0	0	0	0	0	0	0	0	1	1	0	1
Domestic Violence -UCR	0	0	0	0	0	0	0	0	0	0	1	0
Domestic Violence -Clery	0	0	0	0	0	0	0	0	0	0	-	0
Arson - Clery	0	0	0	0	0	0	0	0	0	0	0	0
Total UCR	7	~	11	32	20	12	13	16	16	18	27	19
Total Clery	0	1	2	10	80	2	0	-	-	2	4	2

5G. REPORT OF UPCOMING CALENDAR OF EVENTS

NEW JERSEY INSTITUTE OF TECHNOLOGY

Calendar of Events

July 2019 - November 2019

Board of Trustees meeting

Voice Summit

Pancakes with the President

Convocation

Board of Trustees meeting

Homecoming

Board of Trustees meeting

Celebration

Eberhardt Hall

July 18

July 22-25, 2019 NJIT Campus

September 3 Campus Center

September 11 Wellness and Events Center

September 26 Eberhardt Hall

October 5 NJIT Campus

November 7 Eberhardt Hall

November 8

6. CLOSING STATEMENT

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 SEPTEMBER 26, 2019, AT 2:00 PM, EBERHARDT HALL NJIT ALUMNI CENTER BOARD ROOM.