

**NJIT BOARD OF TRUSTEES**  
**Thursday, April 8<sup>th</sup>, 2010**

**PUBLIC SESSION MEETING**



**NEW JERSEY INSTITUTE OF TECHNOLOGY**

**BOARD OF TRUSTEES PUBLIC SESSION**

**April 8, 2010, 11:00 AM**

**Call to Order**

1. **Notice of Meeting to Public** (statement to be read by the Chair, a requirement of the NJ Open Public Meeting Act)

2. **Public Comments**

3. **Action Items**

A. Approve minutes of the February 18, 2010 meeting of the Board of Trustees

B. Approve Resolution to Authorize Exclusive License of University Intellectual Property

C. Approve appointment of Ian Gatley as Distinguished Professor of Physics with Tenure

4. **Reports**

A. Report on Intangible Assets (Donald Sebastian)

B. FY10/FY11 Budget/Enrollment Update (Robert Altenkirch)

C. NCAA Activities Report (Robert Altenkirch)

D. Central High School (Robert Altenkirch)

E. NJIT Campus Gateway Plan (Robert Altenkirch)

F. Status of Strategic Plan/Middle States Self Study (Robert Altenkirch)

G. Operating Statement Year to Date (Henry Mauermeyer)

H. Schedule of Short Term Investments (Henry Mauermeyer)

I. Report on Endowment (Henry Mauermeyer)

J. Report of Gifts and Fund Raising Activities (Charles Dees)

5. **Announcement of Next Meeting**

Chair to read resolution regarding Closed Session to discuss Personnel, Real Estate and Contract Matters to be held on Thursday, June 3, 2010, 9:30 AM, Eberhardt Hall NJIT Alumni Center Board Room.

Announce next public meeting: Thursday, June 3, 2010, 11:00 AM, Eberhardt Hall NJIT Alumni Center Board Room

**Adjourn Public Meeting**

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

**Mission**

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

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

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

**Vision**

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

# **1. Notice of Meeting to Public**

**BOARD OF TRUSTEES**

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

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

## **2. Public Comments**

**3A. Approve Minutes of the  
February 18, 2010 Meeting  
of the Board of Trustees**

**NEW JERSEY INSTITUTE OF TECHNOLOGY  
BOARD OF TRUSTEES  
MINUTES - PUBLIC SESSION (DRAFT)  
(February 18, 2010)**

1. The meeting was called to order by Chairperson Wielkopolski, at 12:15 p.m. Other Trustees in attendance were Vice Chairs DeCaprio and DePalma (telephonically) , and Board Members Beachem (telephonically), Bone, Cistaro, O'Brien, Wolff and Sugla. Also in attendance were President Altenkirch, Mr. Mauermeyer, Board Treasurer, and Ms. Holly Stern, Board Secretary.

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

“Notice of this meeting was provided to the public as required by the New Jersey Meeting Act, in the schedule of meeting dates of the Board of Trustees of New Jersey Institute of Technology which was mailed to the Star Ledger, The Herald News and Vector on January 21, 2010. The Schedule was also mailed to the City Clerk of Newark on January 21, 2010, for filing with that office and posting in such public place as designated by said Clerk.”

2. BY A MOTION DULY MADE BY MR. SUGLA, SECONDED BY MR. BONE AND UNANIMOUSLY PASSED, the minutes of the November 5, 2009 meeting of the Board of Trustees were approved.
3. BY A MOTION DULY MADE BY MR. CISTARO, SECONDED BY MS. O'BRIEN AND UNANIMOUSLY PASSED, the Sabbatical Leave applications recommended by the Interim Provost to the Board of Trustees, with the concurrence of the President, were approved.
4. BY A MOTION DULY MADE BY MR. BONE, SECONDED BY MR. CISTARO AND UNANIMOUSLY PASSED, the Board voted to APPROVE THE RESOLUTION TO AUTHORIZE NEW BS IN BIOCHEMISTRY.
5. BY A MOTION DULY MADE BY MR. SUGLA, SECONDED BY DR. DeCAPRIO AND UNANIMOUSLY PASSED, the Board voted to APPROVE THE RESOLUTION SELECTING AN EXTERNAL AUDITOR, as amended to specify that KPMG has proposed to perform the required audit and NCAA review for a base fee of \$187,500 and \$15,000, respectively (the same fees as the two previous years).

6. BY A MOTION DULY MADE BY MR. CISTARO, SECONDED BY MR. BONE AND UNANIMOUSLY PASSED, the Board voted to APPROVE AN EXCLUSIVE LICENSE OF UNIVERSITY INTELLECTUAL PROPERTY.
7. BY A MOTION DULY MADE BY MR. WOLFF, SECONDED BY MR. DePALMA AND UNANIMOUSLY PASSED, the Board voted to APPROVE GUIDELINES FOR GRADUATE FACULTY AT NJIT.
8. Dr. Altenkirch provided an update on the MD Degree joint program with St. George's University. We've been working for a year on developing a joint degree program with St. George's. The proposal for a joint degree involves St. George's teaching the first two years, with NJIT offering the second two years through clinical rotations. The joint degree would show both seals on the degree. St. George's is an alternatively accredited medical school. We plan to move forward to submit this proposal for approval by the Board of Medical Examiners.
9. Dr. Altenkirch also provided an update on progress of the Middle-States Self Study. We had a Middle States visit in 2002, and we are preparing for the upcoming visit in 2012. We are in good shape with the self-study document; a draft is due in Fall of 2011. The first step in the process is to complete a self-study design. The draft will be sent to Middle States in the next week, and we are preparing for a visit from a Middle States representative on March 9<sup>th</sup>. We would like to have one Board Member involved. Chair Wielkopolski indicated that she would be available. It was agreed that it would be best if the Chair were present. Dr. Altenkirch noted that Dr. Norbert Elliot is doing a very good job as Chair.
10. Dr. Altenkirch next reported on the purchase of Central High School. There had been some question regarding the closing date. It was recently determined that Central High School is not needed for swing space, so that closing will proceed by June 30, 2010. We are in the process of pulling together the documents necessary for closing.
11. With respect to the NJIT Campus Gateway Plan, Dr. Altenkirch reported that things are moving along. We signed the Master Development Agreement with Jones Lang LaSalle, who in turn entered into a joint venture agreement. The outreach program has been submitted to the City, and the phasing plan has been filed. The first phase involves the Greek Village and the parking at St. Michael's. The joint venture will release an RFP for the Greek Village this Spring. JLL will do the parking deck themselves.
12. Dr. DeCaprio discussed the Honorary Doctorate Degrees for 2010. There are two honorary doctorate degree candidates, Mr. Ralph Izzo, the Chair/CEO of PSE & G, and Dr. Leon Smith, who is one of the best know physicians in the State.

13. Treasurer Mauermeyer discussed the Operating Year to Date and the Schedule of Short Term Investments. He referred to the materials set forth in the meeting materials, and noted there is almost no money to be made overnight in the current climate. Also, the State changed its appropriations schedule from payment by the first of the month until the end of the month.
14. Vice President Bloom reported on Spring '10 enrollment. The final enrollment number is 8,363, which exceeded our expectations. We had 8,840 this past Fall, anticipate an enrollment in excess of 9,000 for this Fall semester, projecting approximately 4,000 applicants. The growth rate of the graduate applicant pool and the transfer pool is relatively flat.
15. Dr. Dees reported on gifts and fund raising activities, and made available the revised report of gifts and fundraising activities. Donations are down 31% in terms of dollars and the donor count is down 4%, due to the economy. This follows national trends, and is fairly good, comparatively. In this area, you do not know when you might be getting a windfall. We follow a cultivation strategy of staying in touch with past donors, electronically and in writing. The activities of the former Alumni Association have had an impact upon our fundraising activities; it was cited in 700 out of 3,700 refusals. Other activities include reviewing our "do not call" files, and estate planning targeted for planned giving. In that regard, we are moving down the age for the target audience. Assistant Vice President for Planned Giving, Monique Pryor is making a presentation for the Board of Overseers.
16. The Chairperson announced that the next scheduled closed session would be convened on April 8, 2010, at 9:30 AM, at Eberhardt Hall Alumni Center Board Room, to discuss personnel, real estate and contract matters. The following resolution was read and approved by all Trustees present.

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees shall have a Closed Session to discuss such matters as personnel, real estate and contract matters on Thursday, April 8, 2010 at 9:30 AM, Eberhardt Hall Board Room.

The next Public Session of the Board will take place on Thursday, April 8, 2010 at 11:00 AM, Eberhardt Hall Board Room, following the Closed Session of the Board.

17. The meeting was adjourned at 12:48 pm.

**3B. Approve Resolution to  
Authorize Exclusive License  
of University Intellectual  
Property**

**STATEMENT OF INFORMATION FOR  
EXCLUSIVE LICENSE OF NJIT INVENTION DISCLOSURES  
April 8, 2010**

**Introduction**

As part of its Intellectual Property ("IP") Program, NJIT assesses the commercial value of its Intellectual Property to determine the most appropriate avenue to achieve a return on its investment. Options include the exclusive licensing of Intellectual Property.

A subsidiary of Intellectual Ventures ("IV"), has expressed interest in acquiring an exclusive license to the NJIT Invention Disclosure listed below for the life of each patent issued by the USPTO and/or foreign jurisdiction.

As the exclusive license of the Invention Disclosures and patent applications derived therefrom for the life of the patent essentially represents a disposition of NJIT property, the Board of Trustees is being asked to approve the same. A Resolution has been prepared for consideration.

**Background of Intellectual Ventures**

IV is a private company founded in 2000 by Nathan Myhrvold and Edward Jung, both former executives of Microsoft. The purpose of the company is to invest in innovations and technologies across a broad spectrum of industries (i.e., technology, biotechnology, consumer electronics, nanotechnology and others). IV has also acquired inventions and related IP from a combination of individual inventors, government agencies, and universities. IV's business plan is to group all acquired patents into clusters of like technology and then license the patents to potential users and/or infringers of each technology cluster. The goal is to derive more value than is likely to be attained from the licensing of any individual patent.

**Current Licensing Offer**

At its April 10, 2008 meeting the Board of Trustees authorized the execution of a one year Master Patent License Agreement, which was executed on August 15, 2008, and has since been renewed for an additional year.

This request is for the exclusive license of an additional Invention Disclosure with right to sublicense. IV will pay for all on-going patent prosecution costs levied by the USPTO and/or foreign jurisdictions, including issuance fees on allowed patents as well as maintenance fees that become due on any and all issued patents. If any of the patents are sublicensed to third parties, NJIT will also receive an annual royalty payment. The individual Invention Disclosures included in this sixth request under the new Master License Agreement is found below.

**System and Method for Frame-Based Scheduling Scheme for Input-Queued Switches with Guaranteed QoS and Low Complexity** (Inventors: Nirwan Ansari and JingJing Zhang) NJIT Reference Number 09-076.

After NJIT's reimbursement of associated out-of-pocket expenses, if any, the remaining net amount derived from the transaction shall be shared with the inventors pursuant to NJIT's current Patent Policy.

**RESOLUTION TO AUTHORIZE EXCLUSIVE LICENSE OF  
UNIVERSITY INTELLECTUAL PROPERTY**

WHEREAS, the Board of Trustees of New Jersey Institute of Technology is empowered to direct and control the disposition of NJIT intellectual property if deemed necessary or advisable to carry out the goals of NJIT; and

WHEREAS, the Board of Trustees at its April 10, 2008 approved the execution of a one year Master Patent License Agreement with a subsidiary of Intellectual Ventures, which was executed on August 15, 2008 and subsequently renewed for an additional year; and

WHEREAS, a subsequent transaction under such Master Patent License Agreement is for the exclusive licensing of certain identified NJIT Intellectual Property.

NOW THEREFORE BE IT RESOLVED by the Board of Trustees of New Jersey Institute of Technology that the proposed exclusive licensing of the Intellectual Property (Reference Number 09-076) by NJIT is hereby approved; and

THEREFORE BE IT FURTHER RESOLVED by the Board of Trustees of New Jersey Institute of Technology, that the Senior Vice President for Research & Development is hereby authorized to execute any and all agreements or documents on behalf of NJIT to consummate such licensing transactions.

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

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Date

**3C. Approve Appointment of  
Ian Gatley as Distinguished  
Professor of Physics with Tenure**

### **Dr. Ian Gatley**

Dr. Ian Gatley has been remarkably successful as an astronomer and physicist, as an academic administrator and innovator, and as a grant-getter.

Born in England, he received his B.Sc. with 1st class honors in Physics from Imperial College, University of London in 1972. That year he moved to California, where he was given the opportunity to study with Eric Becklin, Michael Werner and Gerry Neugebauer on board NASA's *Kuiper Airborne Observatory*. His many subsequent contributions to infrared astronomy have frequently involved the development and deployment of new technology and novel teaming arrangements, often including national and international collaborations.

After receiving his Ph.D. in Physics from California Institute of Technology in 1978, Dr. Gatley served as astronomer and project manager with the United Kingdom Infrared Telescope at Hilo, Hawaii and later led the infrared astronomy program at the National Optical Astronomy Observatories in Tucson, Arizona. As chair of the National Optical Astronomy Observatories Infrared Steering Committee Dr. Gatley led a multi-million dollar collaboration funded by the US Naval Observatory and the National Optical Astronomy Observatories to develop the world's largest InSb infrared detector array (the first megapixel device, with a format of 1024 x 1024 pixels). This detector (code named Aladdin) was adopted by many of the major observatories around the world, and a large number of state-of-the-art scientific instruments were designed and built specifically to take advantage of its superior performance. Among a versatile suite of new instruments, Dr. Gatley and his team developed the first color infrared camera for Kitt Peak National Observatory in collaboration with the Space Telescope Science Institute.

After he moved to Rochester Institute of Technology in 1997 to become Director of the Chester F. Carlson Center for Imaging Science, Dr. Gatley led the deployment of an Aladdin-based camera to a telescope located at the geographic South Pole. An initial NSF grant of \$50,000 for the "data pipeline" from the South Pole led to a successful proof of concept for an approach to data capture and management that ultimately spawned the "Data Cycle System for the Stratospheric Observatory for Infrared Astronomy", and multiple awards totaling more than \$1.7M to Dr. Gatley's team at RIT. Building on this growing strength in astronomy, RIT subsequently developed a new Ph.D. program in Astrophysical Sciences and Technology.

Dr. Gatley's leadership in the Carlson Center dramatically improved the fiscal landscape and achieved a marked increase in sponsored research expenditures, which grew by a million dollars a year under his leadership. Dr. Gatley's initial appointment at RIT also made him Associate Director of the New York State-supported *Center for Electronic Imaging Systems*. From this position he co-authored a winning \$14 million proposal for a New York State Strategically Targeted Academic Research (NYSTAR) Center, *The IT Collaboratory*. This thriving collaboration with the University at Buffalo's *Institute for Lasers, Photonics and Biophotonics* and the NYS College of Ceramics at Alfred University integrates nano-material science, microsystems, photonics, remote sensing systems, and information technologies.

Following his appointment as Dean of the College of Science, Dr. Gatley continued as a leader in the growth of sponsored research at RIT. In 2003 the college received an \$8 million grant for the Center for Bioscience Education and Technology. Many diverse and highly talented faculty members were recruited to the college during Dr. Gatley's tenure as dean, and the research dollars won per faculty member increased sharply. Dr. Gatley has also taken a special interest in reinforcing the culture of undergraduate research for all students, particularly those in the honors program. And in his latest RIT appointment, under Dr. Gatley's leadership, the RIT Center of Student Innovation has been highlighted as an example of RIT's quest to become a global "Innovation University" that will serve as a hub and clearing-house of RIT innovation resources.

Dr. Gatley's scholarship has been cited approximately 5000 times, and his h-index is 42.

## Curriculum Vitae: Dr. IAN GATLEY

### HOME ADDRESS

99 Waterford Way  
Fairport, NY 14450

### BUSINESS PHONE & EMAIL

(585) 475-4021 gatley@cis.rit.edu

### EDUCATION

- Ph.D. Physics. California Institute of Technology. 1978.
- B.Sc. 1st class honors. Physics. Imperial College, University of London. 1972

### SCHOLARSHIPS

- Robert A. Millikan Fellow, Caltech 1972-3
- Earl C. Anthony Fellow, Caltech 1972-3
- Industrial Fellow, Imperial Chemical Industries, England 1968-72

### PROFESSIONAL HISTORY

**2009 – present:** Director of the Center for Student Innovation & Undergraduate Research Support, Rochester Institute of Technology

**2002 – 2009:** Dean, College of Science, Rochester Institute of Technology

- Served as chief academic, fiscal, and administrative officer for a college with an annual budget in excess of \$20M, with more than 130 tenured and tenure-track faculty.
- Established a strong undergraduate research program including a summer honors initiative prior to the freshman year.
- Implemented pedagogical reforms in calculus leading to dramatic measurable improvements in student success.
- Served on the RIT Strategic Planning Steering Committee and co-chaired the RIT Strategic Planning Scholarship Task Force.
- Recruited a strong team of research faculty, including the faculty of a novel Ph.D. program in *Astrophysical Science & Technology*.

**1997 – 2002:** Director, Chester F. Carlson Center for Imaging Science, Rochester Institute of Technology

- Doubled the contract value of sponsored research in the Center over a three-year period.
- Gained membership for RIT in the 85-member Universities Space Research Association (USRA) and established with USRA the Data Cycle System program for NASA's Stratospheric Observatory for Infrared

**Astronomy (SOFIA).**

- Established an international collaboration in Color Science between the Rochester Institute of Technology, Chiba University, Japan, and University of Derby, England.
- As Associate Director of a NY State Center for Advanced Technology, the *Center for Electronic Imaging Systems (CEIS)*, was responsible for the shift to Request-for-Proposal-based operation that quadrupled the number of proposed activities in a single year.
- Served on the Proposal Review Committee of the Hubble Space Telescope.

**1986 to 1997: Astronomer, Infrared Astronomy Program, National Optical Astronomy Observatories, Tucson, AZ.**

- Chaired the NOAO Infrared Steering Committee, building array-based cameras and spectrometers that have improved science productivity by factors of millions.
- Led a million dollar collaboration between the US Naval Observatory and the National Observatory to develop Aladdin 1024 x 1024 InSb arrays.
- Coordinated NOAO instrument outsourcing to a university department, resulting in cost savings and improved efficiency through sharing of expertise and experience.
- Developed the first simultaneous multicolor IR array camera for Kitt Peak Observatory.
- Pioneered the use of PtSi array detectors for astronomical imaging.
- Infrared Core Team Member of the National Research Council Astronomy and Astrophysics Survey Committee NAS/NRC, 1989-91.

**1979 to 1986: Senior Principal Scientific Officer, United Kingdom Infrared Telescope, Hilo, HI.**

- Discovered molecular hydrogen emission from the center of the Galaxy.
- Supported hundreds of visitors in their research at the Mauna Kea

**Observatory.**

- Discovered fluorescent molecular hydrogen emission from Photo-Dissociation Regions.
- Established collaboration between UKIRT and Nobeyama Observatory,

**Japan.**

- Measured Submillimeter Extensions of the Solar Limb during 1981 Kuiper Observatory Solar Eclipse Mission to Japan .
- Discovered a protostar in the Large Magellanic Cloud.

**1977 to 1979: Postdoctoral Fellow, Caltech, Pasadena, CA.**

- Discovered the Galactic center circum-nuclear ring from the Kuiper Airborne Observatory.
- Observed the Large Magellanic Cloud on the first Kuiper Australia

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deployment.

- Obtained first measurements of extended dust envelopes around emission line stars in collaboration with University of Arizona team on Kuiper Airborne Observatory.

## **SEMINARS AND INVITED TALKS**

- Plenary Session of the American Astronomical Society
- Plenary Session of the International Society for Optical Engineering
- The International Astronomical Union
- The Royal Astronomical Society
- NATO Conference, Whistler, B.C., Canada
- Jodrell Bank Observatory, Manchester, England
- University of Derby, England
- University of London, England
- University of Edinburgh, Scotland
- Institute of Space and Astronautical Sciences, Tokyo, Japan
- Kyoto University, Japan
- Chiba University, Japan
- The Australian National University
- The University of Melbourne, Australia
- Space Telescope Science Institute
- Cornell University
- University of Hawaii
- The Ohio State University
- Penn State University
- University of California at Los Angeles
- University of Massachusetts at Amherst
- California Institute of Technology
- Massachusetts Institute of Technology

## **SERVICE TO THE SCIENTIFIC COMMUNITY**

- Proposal Review Committee, Hubble Space Telescope
- Proposal Review Committees, National Science Foundation
- Proposal Review Committees, NASA
- Telescope Allocation Committee, Kitt Peak National Observatory
- External Advisory Committee, Center for Astrophysical Research in Antarctica
- External Advisory Committee, Astronomy Department, Boston University
- Referee for professional journals including *Nature*, *The Astrophysical Journal*, *The Astronomical Journal*, *Monthly Notices of the Royal Astronomical Society*, and *Astronomy and Astrophysics*.

## **PROFESSIONAL SOCIETIES**

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- **American Astronomical Society**
  - **International Astronomical Union**
  - **Society of Imaging Science and Technology**

## **GRANTS, CONTRACTS & STRATEGIC INITIATIVES AT RIT**

- **Principal Investigator for the RIT-led international effort that offered infrared astronomical opportunities to the world's astronomers from the South Pole for an entire winter**
- **Principal Investigator for the RIT-led Data Cycle System development effort for NASA's SOFIA observatory (*SOFIA is the Stratospheric Observatory for Infrared Astronomy – a NASA project to fly a large telescope in a 747. This multi-year project has brought well in excess of a million dollars to RIT, and was major step towards founding the RIT's Laboratory for Image Algorithms and Systems (LIAS) in the Chester F. Carlson Center for Imaging Science.*)**
- **Advocate for RIT membership in USRA, the Universities Space Research Association, an international organization whose charter is to be "...an entity in and by means of which universities and other research institutions may cooperate with one another, with the Government of the United States, and with other organizations toward the development of knowledge associated with space science and technology."**
- **Member of the RIT Strategic Planning Steering Committee, and co-author (with former Dean of Business Thomas Hopkins and others) of the Scholarship Task Force report for the RIT Strategic Plan for 2005-2015 -- *Category-of-One University: Uniquely Blending Academic Programs with Experiential Learning for Students' Success.***
- **Co-author of the proposal for *The IT Collaboratory* (with VP for Research Donald Boyd, former Dean of Engineering Paul Petersen, and others) -- a proposal that won \$14 million from New York State to construct a new building and established RIT as a designated New York State Star Center -- that is, a *Strategically Targeted Academic Research Center***
- **Co-author of the proposal for *CBET – The Center for Bioscience Education and Technology* – (with Dr Douglas Merrill and others) that raised \$14 million in state and local support for construction of a new building**
- **Developer and team leader for a summer honors program that doubled the number of honors students enrolled in the college of science in each of two successive years, and that has by now been adopted to increase honors' enrollment by a total of four RIT colleges to date.**
- **Advocate to the RIT Trustees for the creation of two new PhD programs – *Color Science* and *Astrophysical Science & Technology***

## **Publications by Ian Gatley**

Harvey, P. M., Gatley, I., Werner, M. W., Elias, J. H., Evans, N. J., Zuckerman, B., Morris, G., Sato, T. and Litvak, M. M., "Dust and Gas in the Orion Molecular Cloud: Observations of 1-Millimeter Continuum and 2-Centimeter H<sub>2</sub>CO Emission," *Ap. J.* 189, L87 (1974).

Gatley, I., Kieffer, H., Miner, E. and Neugebauer, G., "Infrared Observations of Phobos from Mariner 9," *Ap. J.* 190, 497 (1974).

Gatley, I., Becklin, E. E., Neugebauer, G. and Werner, M. W., "Infrared Observations of Comet Kohoutek (1973f)," *Icarus* 23, 561 (1974).

Gatley, I., Becklin, E. E., Matthews, K., Neugebauer, G., Penston, M. V. and Scoville, N., "A New Infrared Complex and Molecular Cloud in Orion," *Ap. J.* 191, L121 (1974).

Werner, M. W., Gatley, I., Harper, D. A., Becklin, E. E., Loewenstein, R. F., Telesco, C. M. and Thronson, H. A., "One Arc Minute Resolution Maps of the Orion Nebula at 20, 50, and 100 Microns," *Ap. J.* 204, 420 (1976).

Becklin, E. E., Beckwith, S., Gatley, I., Matthews, K., Neugebauer, G., Sarazin, C. and Werner, M. W., "Infrared Studies of an Ionization Front Region in the Orion Nebula," *Ap. J.* 207, 770 (1976).

Ennis, D., Becklin, E. E., Beckwith, S., Elias, J., Gatley, I., Matthews, K., Neugebauer, G. and Willner, S. P., "Infrared Observations of Nova Cygni 1975," *Ap. J.* 214, 478 (1977).

Gatley, I., Becklin, E. E., Werner, M. W. and Wynn-Williams, C. G., "Airborne Far Infrared Observations of the Galactic Center Region," *Ap. J.* 216, 277 (1977).

Beckwith, S., Persson, S. E. and Gatley, I., "Detection of Molecular Hydrogen Emission from Five Planetary Nebulae," *Ap. J.* 219, L33 (1978).

Gatley, I., Becklin, E. E., Werner, M. W. and Harper, D. A., "Far Infrared Observations of HII Regions Near the Galactic Center," *Ap. J.* 220, 822 (1978).

Werner, M. W., Becklin, E. E., Gatley, I., Ellis, M. J., Hyland, A. R., Robinson, G. and Thomas, J., "Far Infrared Observations of Large Magellanic Cloud HII Regions," *MNRAS* 184, 365 (1978).

Gatley, I., Harvey, P. M. and Thronson, H. A., "Far Infrared Observations of HII Regions in M33," *Ap. J.* 222, L133 (1978).

Beckwith, S., Gatley, I., Matthews, K. and Neugebauer, G., "Molecular Hydrogen Emission from T Tauri Stars," *Ap. J.* 233, 141 (1978).

Harvey, P. M., Campbell, M. F., Hoffmann, W. F., Thronson, H. A. and Gatley, I., "Infrared Observations of NGC 2071 (IRS) and AFGL 490: Two Low Luminosity Young Stars," *Ap. J.* 229, 990 (1979).

Thronson, H. A., Harvey, P. M. and Gatley, I., "Star Formation at a Front: Far-Infrared Observations of AFGL 333," *Ap. J.* 229, L133 (1979).

Harvey, P. M., Thronson, H. A. and Gatley, I., "Far-Infrared Observations of Optical Emission-Line Stars: Evidence for Extensive Cool Dust Clouds," *Ap. J.* 231, 115 (1979).

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Soifer, B. T., Neugebauer, G. and Gatley, I., "The Near-Infrared Reflectivity of the Dark and Light Faces of Iapetus," *A. J.* 84, 10 (1979).

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## **4A. Report on Intangible Assets**

**NJIT Board of Trustees**  
Intangible Asset Review

Dr. Donald H. Sebastian, Sr. Vice President for Research & Development  
Judith A. Sheft, Assoc Vice President for Technology Development  
April 8, 2010

NJIT's activities in patents and licensing continue the upward trend established since the restructuring of the Office of Technology Development (OTD) and the implementation of the new Patent Policy in 2003. Invention Disclosures have tripled from < 30 in 2003 to ~90 the past two fiscal years. One of the metrics NJIT uses to compare its performance to other US universities is the number of Invention Disclosures per million dollars of Sponsored Research. For the past three years this ratio has been .9 or better. In 2008 NJIT ranked 7th of 150 US universities responding to the AUTM survey with a ratio of 1.04 Invention Disclosures per million dollars of Sponsored Research. The pipeline of patent application pending with the USPTO also continues to grow (193 as of February 2010). Table 1 summarizes the activity for the past 3.5 fiscal years. The number of issuing patents is also increasing (on average patents issue 3 to 4 years after a Non-Provisional Patent Application is submitted to the USPTO). The addition of an in-house patent attorney has enabled us to cost effectively handle a large number of provisional patents filings.

**Table 1. Patent Statistics**

	FY 07	FY 08	FY 09	FY 10
Invention Disclosures	73	93	84	53
US Patent Applications*	69	65	100	44
US Issued Patents	9	11	14	16**

\* Includes conversions; \*\*includes both issued and allowed

The other significant change coming out of the restructuring of the OTD is the growth in licensing revenues, which increased from only \$16K in 2003 to an average of \$400,000 annually for the past five fiscal years. FY10 is expected to be \$487,500. During the past 12 months we have begun to receive the milestone payments due upon issuance of the 65 patents our primary licensee is prosecuting on behalf of NJIT (12 such payments were received in the last 12 months and we expect this income flow to continue for the next couple of years as the other patents in the portfolio issue). We are also negotiating several other projects we hope will bear substantial fruit in the near future and are exploring other opportunities for our expanding portfolio of licensable IP.

**Table 2. License Statistics**

	FY 07	FY 08	FY 09	FY 10
License & Option Agreements	103	103	117	92
License Income	\$315K	\$334K	\$448k	\$487k

NJIT's performance in management of its IP assets relative to a comparable set of institutions (Drexel, Lehigh, Michigan Tech, Northeastern, Rensselaer, Rice and Stevens) is above average. Based on 2009 reporting for FY2008, NJIT ranks above or average in 6 of 11 metrics: 36% better in Sponsored Research dollars (SR\$), 46% better in number of Invention Disclosures (IDs), 19% better in the ratio of IDs to SR\$, 239% better in number of Licenses & Options, 147% better in

number of Licenses & Options yielding income, and even in number of issuing patents. Our number of new US Patents filed and Licensing Revenues generated are both over 80% of this group's average, while our Legal Fees are less than 40% of their average, indicating NJIT is doing a better job of leveraging other people's money to finance our patent prosecution expenses than the others.

The Office of Technology Development participated in several external venues this past year to showcase various NJIT technologies available for licensing: NJEN Poster Exhibit at Princeton, NJTC Venture Conference, NJTC Regional Commercialization Conference in Wilmington DE, and the Venture Forum/Faculty Pitch Fair at Rutgers. These venues have resulted in our attracting several new parties with whom we are now in early licensing and/or sponsored research discussions.

OTD also continues to work with faculty members who have expressed interest in forming ventures based on the technology developed at NJIT: biofuel cells, SmartCampus, energetic materials, wind generated electric power, and environmental monitors. We also encourage both students and faculty interested in starting a venture to participate in the periodic Venture Acceleration Boot Camps run by the NJIT Center for Innovation Acceleration and the EDC Incubator.

Since our last review 24 new US Patents have either been granted or allowed, as follows (in ten of these cases the patent prosecution expenses were paid by the licensee):

06-018 Enhancing Sonic Imaging with Low Transient Pulse Shaping; Timothy N. Chang and Biao Cheng; US Patent Number 7,492,668 Issued February 17, 2009

05-020 System and Method for Steganalysis; Yun-Qing Shi and Guorong Xuan; US Patent Number 7,496,210 Issued February 24, 2009

03-032 Highly Selective Membrane Systems and Methods for [Use in] Protein Ultrafiltration; Kamalesh K. Sirkar and Meredith Feins; US Patent Number 7,497,950 Issued March 3, 2009

05-032 Vector Sensors for Underwater Acoustic Communication; Ali Abdi and Shuang Quan Wang; US Patent Number 7,505,367 Issued March 17, 2009

03-011 NanoComposite Energetic Powders Prepared by Arrested Reactive Milling; Edward L. Dreyzin and Mirko Schoenitz; US Patent Number 7,524,355 Issued April 28, 2009

02-016 DIV Wireless Network Assisted GPS System; Sirin Tekinay and Woo-Jin Choi; US Patent Number 7,532,158 Issued May 12, 2009

03-002 Polymer Coating / Encapsulation of Nanoparticles Using a Supercritical Antisolvent Process; Rajesh N. Dave, Robert Pfeffer and Yu Lu Wang; US Patent Number 7,537,803 Issued May 26, 2009

06-019 A Space-Time Mobile Speed Estimator Using Multiple Antennas; Hong Zhang and Ali Abdi; US Patent Number 7,541,976 Issued June 2, 2009

06-052 MEMS Fiber Optic Microphone; Ken K. Chin, Guan-Hua Feng, Yan Sun and Harry T. Roman (PSEG); US Patent Number 7,561,277 Issued July 14, 2009

05-003 A Thermoset Epoxy Polymers from Renewable Resources; Anthony J. East, Michael Jaffe, Yi Zhang and Luiz H. Catalani; US Patent Number 7,619,056 Issued November 17, 2009

03-025 A Waveform Sensing /Regulating Fluid Flow Value; Dentcho V. Ivanov and Joe Madsen(Children's Hospital of Boston); US Patent Number 7,618,391 Issued November 17, 2009

04-023 Equal BER Power Control for Uplink MC-CDMA with MMSE Successive Interference Cancellation; Yehekel Bar-Ness and Mizhou Tan; 7,620,096 Issued November 17, 2009

04-006 System and Method for Reversible Data Hiding Based on Integer Wavelet Spread Spectrum; Yun-Qing Shi and GuoRong Xuan; USPTO sent Notice of Allowance on December 11, 2009

06-001 Intersection Ontologies for Organizing Data; Yehoshua Perl and James Geller; US Patent Number 7,636,702 Issued December 22, 2009

03-030 DIV System and Method for Robust Lossless Data Hiding and Recovering from the Integer Wavelet; Yun-Qing Shi, Zhi-Cheng Ni, and Dekum Zou Zou; USPTO sent Notice of Allowance on December 29, 2009

05-027 Fractal Structured Nanoagglomerates as Filter Media; Robert Pfeffer, Rajesh N. Dave, Stanislav S. Dukhin, Jose A. Quevedo and Quan Yu ;US Patent Number 7,645,327 issued January 12, 2010

07-048 (combined with 05-019) Method of Assembly Using Array of Programmable Magnets; N. M. Ravindra, Sudhakar Shet, Vijay Kasisomayajula; USPTO sent Notice of Allowance on February 1, 2010

06-033 Method For Identifying Marked Content, Such As By Using A Class-Wise Non-Principal Component Approach; Yun-Qing Shi and Guorong Xuan; USPTO sent Notice of Allowance on February 4, 2010

02-013 DIV System and Method for Nanoparticle and Nanoagglomerate Fluidization; Robert Pfeffer, Rajesh N. Dave, Caroline H. Nam, Guangliang Liu, Jose A. Quevedo, Qun Yu, and Chao Zhu; US Patent Number 7,658,340 Issued February 9, 2010

07-060 Method of Forming Nanotube Vertical Field Effect Transistor; Reginald C. Farrow and Amit Goyal; USPTO sent Notice of Allowance on February 9, 2010

05-023 Functional Coating Compositions of Perfluoroalkyl Metallo Perfluoro-Phthalocyanine Compounds; Sergiu M. Gorun; US Patent Number 7,670,684 Issued March 2, 2010

04-029 Microwave Induced Functionalization of Single Wall Carbon Nanotubes; Somenath Mitra and Zafar Iqbal USPTO sent Notice of Allowance on March 2, 2010

05-016 DIV Solid Hollow Fiber Cooling Crystallization Systems and Method; Kamalesh K. Sirkar and Dimitrios Zarkadas; USPTO sent Notice of Allowance on March 2, 2010

06-031 Mobile Speed and Doppler Frequency Estimation Using Cyclostationarity, Ali Abdi and Hong Zhang; USPTO sent Notice of Allowance on March 9, 2010

**4B. FY10 / FY11 Budget  
Enrollment Update**

**New Jersey Institute of Technology**  
**FY11 Budget Development**  
**FY11 Initial Budget Scenarios**  
**As of 3/25/2010**  
**(\$000's)**

	<u>Scenario 1:</u>		<u>Scenario 2:</u>	
	<u>% Δ</u>	<u>\$ Δ</u>	<u>% Δ</u>	<u>\$ Δ</u>
<b><u>Resources Changes:</u></b>				
<b>Student Tuition and Fees:</b>				
FY11 Base Tuition Adjustment	-1.3%	(1,196)	-1.3%	(1,196)
Projected Enrollment Δ (264)	2.4%	2,228	2.4%	2,228
Tuition Rate Increase	5.0%	4,598	10.0%	9,197
Total Other Tuition	3.6%	174	4.0%	204
Required Fees	7.1%	1,006	12.1%	1,718
	6.0%	<u>6,811</u>	10.8%	<u>12,151</u>
<b>Government Appropriations:</b>				
FY10 March Base Reduction Δ	-6.3%	(2,653)	-6.3%	(2,653)
FY11 State Appropriation Δ	-4.2%	(1,776)	-4.2%	(1,776)
Federal ARRA Funds	-100.0%	<u>(3,009)</u>	-100.0%	<u>(3,009)</u>
Total Change	-16.5%	<u>(7,438)</u>	-16.5%	<u>(7,438)</u>
Other Changes	3.4%	1,892	3.4%	1,892
<b>Total Changes in Resources</b>	0.6%	<u>1,265</u>	3.1%	<u>6,605</u>
<b><u>Expense Changes:</u></b>				
<b>Other Required Budget Changes:</b>				
Student Awards	2.5%	512	5.0%	1,024
Capital Projects	33.3%	1,500	-11.1%	(500)
Salary Program	4.5%	4,654	4.5%	4,654
Other Changes	2.5%	1,402	2.5%	1,402
<b>Total Expense Changes</b>	3.8%	<u>8,068</u>	3.1%	<u>6,580</u>
<b>Total Impact to FY11 Budget</b>	-3.2%	<u><u>(6,803)</u></u>	0.0%	<u><u>25</u></u>

## **4C. NCAA Activities Report**

## NCAA Activities

### NJIT Athletics Highlights for 2009-10

As of March 23, 2010 including fall and winter sports to date  
with additional honors anticipated

Nine NJIT student-athletes were named to the **Great West Conference (GWC) all-academic teams**—they were: Joe Ju (men's cross country); Cara Constantino, Iulia Doci, Daisy Gallegos, and Kelsey Johnson (women's cross country); Christi Taylor (women's soccer); and, Sabrina Baby, Katrina Hornstein, and Erica Schultz (women's volleyball)

#### **Men's basketball**

Finished 10-21, improving from 1-30 the previous year

Ten wins were the most in NJIT's Division I era

Won a quarterfinal game in the Great West Conference Tournament

Jheryl Wilson and Chris Flores named 2nd team all-GWC, Isaiah Wilkerson named all-GWC honorable mention; Flores named to all-GWC newcomer team; Flores named GWC Freshman on the Year by *Sporting News*

#### **Cross country**

Christian Baumbach finished first in 101st annual IC4A University cross country race. This is, by far, the greatest individual achievement in school history in a running sport. Umar Saeed finished 10th in the same race and as a result, Baumbach and Saeed were all-East. (Some of the other universities in the race included: Fordham, Hofstra, Holy Cross, Manhattan, Pitt, Rutgers, Seton Hall, and Temple).

Baumbach finished first in Great West Conference championship race, hosted by NJIT

#### **Men's soccer**

Most wins (5) since program began Division I play

Five players named all-Atlantic Soccer Conference (ASC). Rahim Stennett was 1st team, while four players made second team.

The team advanced to second round play in the ASC tournament for a second consecutive year.

### **Women's basketball**

Posted an 11-18 record, the most wins in NJIT's Division I era

Jessica Gerald was named all-Great West Conference 1st team. Taiwo Oyelola was all-GWC honorable mention.

Gerald, a junior, passed the 1,000-point career threshold, becoming the first-ever 1,000-point scorer to play her entire career at the Division I level.

### **Women's cross country**

US Track and Field and Cross Country Coaches' Association honored NJIT as an all-Academic team for its team GPA of 3.06

### **Women's soccer**

Great West Conference East Division regular season champion (4-1-1)

7-9-2 overall record was NJIT's best in its Division I era

NJIT hosted the Great West Conference postseason tournament

Sadie Mele was Great West Conference Defensive Player of the Year (East Division)

Mele, Cielianna Pasiciel, and Piper Lunan were all-Great West Conference (East Division)

### **Women's Volleyball**

Team record was 17-11 overall, including 7-5 in the Great West Conference

Led NCAA Division I in team digs per set

Sabrina Baby led NCAA Division I in individual digs per set

Baby was named 3rd team ESPN The Magazine Academic All-America. She is the first NJIT student-athlete to earn Academic All-America at the Division I level

Baby was Great West Conference Defensive Player of the Year

Baby and Renata Pandolfo were all-Great West Conference first team honorees and Fernanda Lima was named to the all-newcomer team in the GWC.

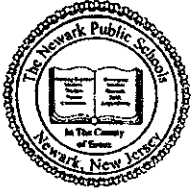
### **Fencing**

The fencing teams qualified a combined 13 student-athletes (8 men/5 women) to compete in the NCAA Mid-Atlantic Regional's; the final step before the national championships

### **Swimming**

Both men's and women's swimming teams were again recognized by the CSCAA – College Swim Coaches Association of America- as Division I Scholar All-American Teams.

## **4D. Central High School**



Dr. Clifford B. Janey  
State District Superintendent

**THE NEWARK PUBLIC SCHOOLS**  
Office of the State District Superintendent  
2 Cedar Street  
Newark, New Jersey 07102-3091  
Phone: 973-733-7333  
Fax: 973-733-6834  
www.nps.k12.nj.us



Bret Schundler  
Acting Commissioner of Education

March 4, 2010

Robert A. Altenkirch  
President  
New Jersey Institute of Technology  
University Heights  
Newark, NJ 07102

Re: Sale of old Central High School

Dear Mr. Altenkirch:

This is in response to your letter of January 29, 2010.

Thank you for your kind agreement to waive the requirement that NPS provide NJIT with one (1) year notice if it intends to extend the closing beyond June 30, 2010, provided that NPS provides NJIT with formal written notification, not later than March 5, 2010, of its intent to extend the closing date to June 30, 2011.

This is to advise that NPS does not intend to extend the closing beyond the June 30, 2010 date set forth in the Sale and Purchase Agreement.

Sincerely,

Dr. Clifford B. Janey  
Superintendent

CBJ:ks

MAR 9 2010

*Changing Hearts and Minds to Value Education*

## **4E. NJIT Campus Gateway Plan**

JOSH M. MANN  
MEMBER, NJ BAR  
DIRECT DIAL No.: 973-889-4128  
E-MAIL ADDRESS: JMMANN@PBNLAW.COM

March 19, 2010

**VIA ELECTRONIC MAIL AND LAWYERS SERVICE**

David A. Clark, Esq.  
Gluck Walrath LLP  
428 Riverview Plaza  
Trenton, NJ 08611

Re: *New Jersey Institute of Technology*  
Our File No.: 04075.72029

Dear Dave:

This correspondence serves as the response on behalf of New Jersey Institute of Technology ("NJIT") to your February 17, 2010 letter outlining additional information requested by the City of Newark regarding the information to be supplied pursuant to Section 3.2(a) of the Redevelopment Agreement dated October 19, 2009 ("RDA").

1. Detailed Concept Plan

Section 3.2 of the RDA requires NJIT to submit "a detailed Concept Plan (if materially different than the NJIT Gateway Plan) for Phase I of the Project and a Phasing Schedule and Construction Schedule for each of the Phases of the Project..." At this juncture, the Concept Plan for Phase I is not materially different from the NJIT Gateway Plan. If any details regarding the Concept Plan change, we will inform the City promptly. We do anticipate that elements of the Concept Plan for Phase I will likely change upon the completion of various studies we are advised are currently being conducted by St. Michael's Medical Center. Our development partner Jones Lang LaSalle ("JLL") has been in constant contact with St. Michael's and is being kept abreast of their plans and progress. We can report that a coordinated effort between NJIT, through its development partner JLL, and St. Michael's is currently progressing at a prioritized pace.

The February 17<sup>th</sup> correspondence also seeks confirmation that the Concept Plan is in conformance with the Broad Street Station Area Redevelopment Plan. The Gateway Plan and Broad Street Station Area Redevelopment Plan are in conformance, noting the zoning change with respect to limiting the use of the brownstones on the west side of Martin Luther King Boulevard between James Street and Central Avenue to exclude cafes, coffee houses, bars and restaurants.

100 SOUTHGATE PARKWAY, P.O. BOX 1997  
MORRISTOWN, NJ 07962-1997  
TELEPHONE (973) 538-4006  
FAX (973) 538-5146  
www.pbnlaw.com

2. Phasing Schedule for All Phases/Construction Schedule

Much of NJIT's Gateway Plan efforts have focused on advancing Phase I through the scores of steps involved in this complicated large-scale redevelopment. Considerable progress has been made. As stated previously, JLL and St. Michaels have had a series of meetings and are currently finalizing a deal structure by which NJIT, JLL and St. Michael's will commence Phase I design, approvals and construction. The process is obviously complicated and St. Michael's decision making process on issues arising from this complex "partnership" has accelerated.

I enclose three detailed phasing schedules that, together, outline the estimated schedules for completion of Phase I. First, we offer a detailed Phasing and Construction Schedule as to the Greek Village and rehabilitation of brownstones along Martin Luther King Boulevard. An RFP will be issued in April, 2010 seeking interest in the development of the Greek Village, followed closely by identifying development partners for the brownstone inventory. JLL is scheduling meetings with local developers regarding the renovation of the various brownstones. Community outreach as per the Business Reporting and Outreach Plan ("BROP"), submitted to Newark with edits for your client's review this past March 4, 2010, will begin upon the City's approval of the BROP.

The second detailed Phasing and Construction Schedule is for the Parking Garage and associated retail and residential improvements on the corner of Martin Luther King Boulevard and Orange Street (the St. Michael's Parking Lot). This schedule includes limited information that we have been able to obtain from St. Michael's to date. It involves significant community outreach that will commence upon the approval of the Phasing Plan.

The third detailed Phasing and Construction Schedule concerns the historic buildings located within the St. Michael's campus. The main attraction of this portion of Phase I is the old hospital building, which would be preserved and renovated in accordance with the Gateway Plan.

JLL informs us that St. Michael's has reviewed the proposed schedule and no objections have been raised at this time. It is possible that the schedule may change upon the completion of St. Michael's Master Plan, which is currently in process, and following further discussions between the parties regarding the coordination of development programs.

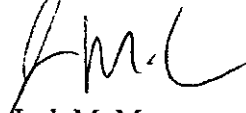
Each of the three above referenced Phasing and Construction Schedules should be considered "Sub-Phases" as defined in the RDA. Should the opportunity present itself, portions of the later Phases may be pushed into Phase I as a separate Sub-Phase. The flexibility provided under the RDA and the continued support of the City are vital in ensuring the project's success.

This correspondence presents a detailed timeframe for the completion of Phase I. Your letter of February 17<sup>th</sup> requested that NJIT elaborate "on the necessary actions required for each building" and

the "implementation tasks... within each phase." It is impossible to presently provide information beyond what has already been provided concerning the later phases. NJIT intends to facilitate the construction of the later Phases in accordance with the Redevelopment Agreement and the previously provided schedules. NJIT and JLL have had contacts with certain property owners within the Gateway Plan footprint whose properties are anticipated to be redeveloped or purchased in later Phases. We welcome contact from any other property owner within the footprint, and will continue our outreach efforts.

We welcome the opportunity to discuss these matters further, particularly our plans for Phase I. We look forward to your continued support and enthusiasm for University Heights and its potential.

Sincerely,



Josh M. Mann

JMM/

Enclosures

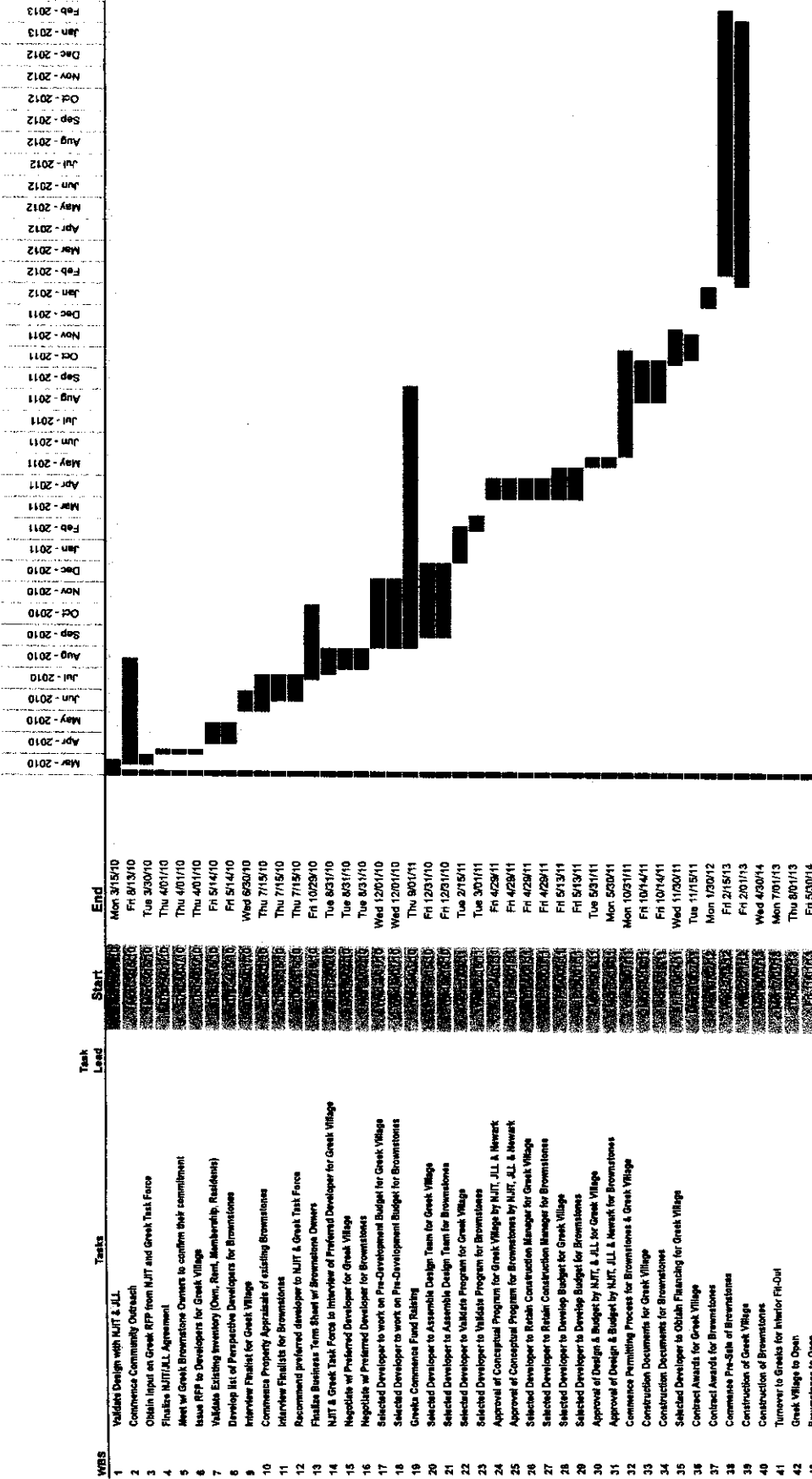
cc: Robert A. Altenkirch, Ph.D., President (via electronic mail)  
Henry Mauermeyer, Sr. VP & Treasurer (via electronic mail)  
Hon. Stefan Pryor, Deputy Mayor (via electronic mail)  
Adam Zipkin, Esq., Chief-of-Staff (via electronic mail)  
Peter J. Wolfson, Esq.  
Vito A. Gagliardi, Esq.  
Jones Lang LaSalle (via electronic mail)  
Merchant Equity Institutional Partners, LLC (via electronic mail)  
St. Michael's Medical Center c/o Terence French

# Greek Village Brownstone Schedule

Jones Lang LaSalle & Merchant Equity Institutional Partners

3/1/10  
(vertical red line)

Start Date: 3/1/2010 (Monday)



# Greek Village Brownstone Schedule

Jones Lang LaSalle & Merchant Equity Institutional Partners

3/1/10  
(vertical red line)

Start Date: 3/1/2010 (Monday)

WBS	Tasks	Task Lead	Start	End
1	Validate Design with NJIT & JLL		Mon 3/15/10	Mon 3/15/10
2	Commence Community Outreach		Fri 8/13/10	Fri 8/13/10
3	Obtain Input on Greek RFP from NJIT and Greek Task Force		Tue 3/20/10	Tue 3/20/10
4	Finalize NJIT/JLL Agreement		Thu 4/01/10	Thu 4/01/10
5	Meet w/ Greek Brownstones Owners to confirm their commitment		Thu 4/01/10	Thu 4/01/10
6	Issue RFP to Developers for Greek Village		Fri 5/14/10	Fri 5/14/10
7	Validate Existing Inventory (Own, Rent, Membership, Resiliens)		Fri 5/14/10	Fri 5/14/10
8	Develop Bid of Prospective Developers for Brownstones		Wed 6/30/10	Wed 6/30/10
9	Interview Finalist for Greek Village		Thu 7/15/10	Thu 7/15/10
10	Commence Property Appraisals of existing Brownstones		Thu 7/15/10	Thu 7/15/10
11	Interview Finalists for Brownstones		Thu 7/15/10	Thu 7/15/10
12	Recommend preferred developer to NJIT & Greek Task Force		Thu 7/15/10	Thu 7/15/10
13	Finalize Business Term Sheet w/ Brownstone Owners		Fri 10/29/10	Fri 10/29/10
14	NJIT & Greek Task Force to interview of Preferred Developer for Greek Village		Tue 8/31/10	Tue 8/31/10
15	Negotiate w/ Preferred Developer for Greek Village		Tue 8/31/10	Tue 8/31/10
16	Negotiate w/ Preferred Developer for Brownstones		Tue 8/31/10	Tue 8/31/10
17	Selected Developer to work on Pre-Development Budget for Greek Village		Wed 12/01/10	Wed 12/01/10
18	Selected Developer to work on Pre-Development Budget for Brownstones		Wed 12/01/10	Wed 12/01/10
19	Greeks Commences Fund Raising		Thu 9/03/11	Thu 9/03/11
20	Selected Developer to Assemble Design Team for Greek Village		Fri 12/31/10	Fri 12/31/10
21	Selected Developer to Assemble Design Team for Brownstones		Fri 12/31/10	Fri 12/31/10
22	Selected Developer to Validate Program for Greek Village		Tue 2/15/11	Tue 2/15/11
23	Selected Developer to Validate Program for Brownstones		Tue 3/01/11	Tue 3/01/11
24	Approval of Conceptual Program for Greek Village by NJIT, JLL & Newark		Fri 4/23/11	Fri 4/23/11
25	Approval of Conceptual Program for Brownstones by NJIT, JLL & Newark		Fri 4/23/11	Fri 4/23/11
26	Selected Developer to Retain Construction Manager for Greek Village		Fri 4/23/11	Fri 4/23/11
27	Selected Developer to Retain Construction Manager for Brownstones		Fri 4/23/11	Fri 4/23/11
28	Selected Developer to Develop Budget for Greek Village		Fri 5/13/11	Fri 5/13/11
29	Selected Developer to Develop Budget for Brownstones		Fri 5/13/11	Fri 5/13/11
30	Approval of Design & Budget by NJIT, JLL, & JLL for Greek Village		Tue 5/31/11	Tue 5/31/11
31	Approval of Design & Budget by NJIT, JLL, Newark for Brownstones		Mon 5/30/11	Mon 5/30/11
32	Commence Permitting Process for Brownstones & Greek Village		Mon 10/31/11	Mon 10/31/11
33	Construction Documents for Greek Village		Fri 10/14/11	Fri 10/14/11
34	Construction Documents for Brownstones		Wed 11/20/11	Wed 11/20/11
35	Selected Developer to Obtain Financing for Greek Village		Tue 11/15/11	Tue 11/15/11
36	Contract Awards for Greek Village		Mon 1/30/12	Mon 1/30/12
37	Contract Awards for Brownstones		Fri 2/15/13	Fri 2/15/13
38	Commence Pre-Sale of Brownstones		Fri 2/01/13	Fri 2/01/13
39	Construction of Greek Village		Wed 4/30/14	Wed 4/30/14
40	Construction of Brownstones		Mon 7/01/13	Mon 7/01/13
41	Turnover to Greeks for interior Fit-Out		Thu 8/01/13	Thu 8/01/13
42	Greek Village to Open		Fri 5/30/14	Fri 5/30/14
43	Brownstones to Open			

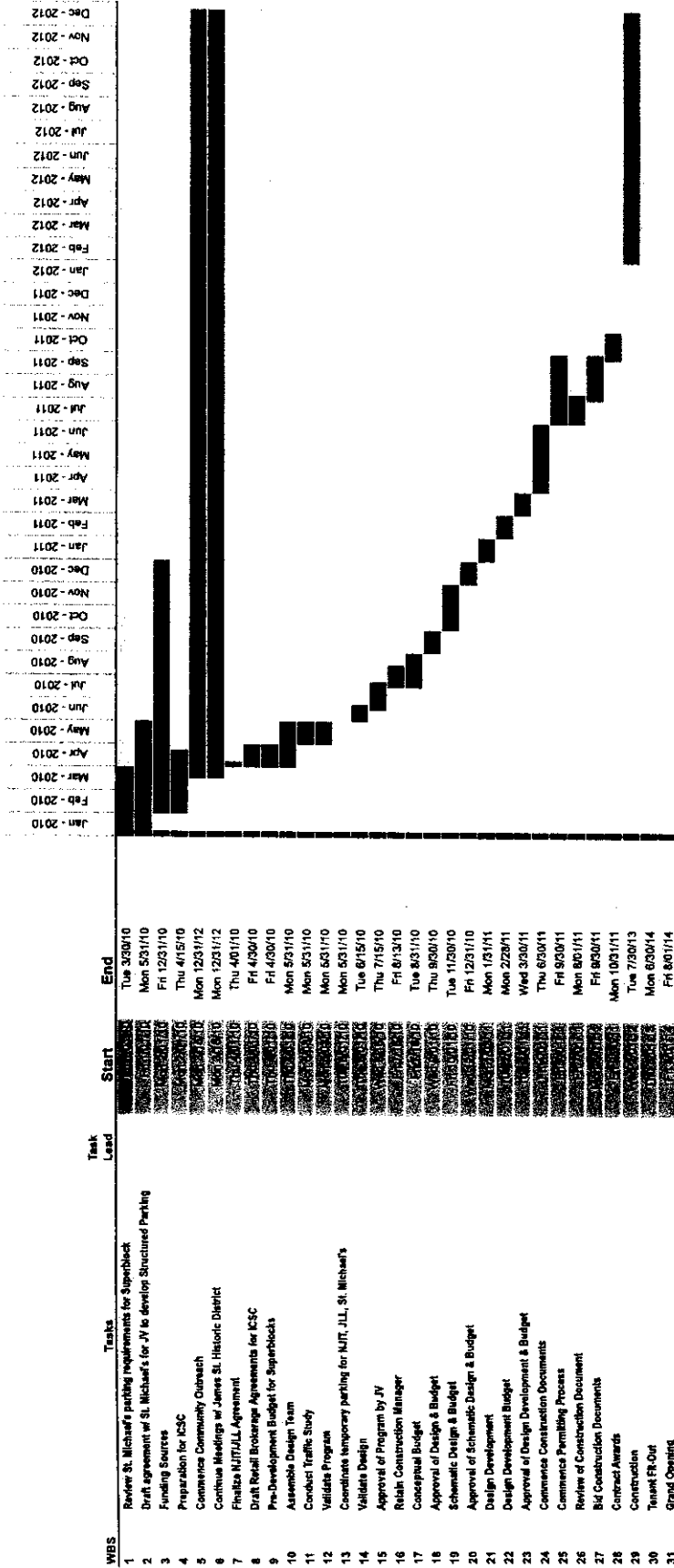


# NJIT Super Block/Parking Garage Schedule

Jones Lang LaSalle & Merchant Equity Institutional Partners

1/1/10  
(vertical red line)

Start Date: 1/1/2010 (Friday)



# NJIT Super Block/Parking Garage Schedule

James Lang LaSalle & Merchant Equity Institutional Partners

1/1/10  
(vertical red line)

Start Date: 1/1/2010 (Friday)

WBS	Tasks	Task Lead	Start	End
1	Review St. Michael's parking requirements for Superblock		Tue 5/20/10	
2	Draft agreement w/ St. Michael's for JV to develop Structured Parking		Mon 5/31/10	
3	Funding Source		Fri 1/23/10	
4	Preparation for EDC		Thu 4/15/10	
5	Commence Community Outreach		Mon 12/31/12	
6	Continue Meetings w/ James St. Historic District		Mon 12/31/12	
7	Finalize NJIT/JLL Agreement		Thu 4/01/10	
8	Draft Retail Brokerage Agreements for EDC		Fri 4/30/10	
9	Pre-Development Budget for Superblocks		Fri 4/30/10	
10	Assemble Design Team		Mon 5/31/10	
11	Conduct Traffic Study		Mon 5/31/10	
12	Validate Program		Mon 5/31/10	
13	Coordinate temporary parking for NJIT, JLL, St. Michael's		Mon 5/31/10	
14	Vehicles Design		Mon 5/31/10	
15	Approval of Program by JV		Tue 6/15/10	
16	Retail Construction Manager		Thu 7/15/10	
17	Conceptual Budget		Fri 8/13/10	
18	Approval of Design & Budget		Tue 8/31/10	
19	Schematic Design & Budget		Thu 9/30/10	
20	Approval of Schematic Design & Budget		Tue 11/30/10	
21	Design Development		Fri 1/23/11	
22	Design Development Budget		Mon 1/31/11	
23	Approval of Design Development & Budget		Mon 2/28/11	
24	Commence Construction Documents		Wed 3/30/11	
25	Commence Permitting Process		Thu 6/30/11	
26	Review of Construction Document		Fri 9/30/11	
27	Bid Construction Documents		Mon 8/01/11	
28	Contract Awards		Fri 9/30/11	
29	Construction		Mon 10/31/11	
30	Tenant Fit-Out		Tue 7/30/13	
31	Grand Opening		Mon 6/30/14	
			Fri 8/01/14	

**St. Michael's Historic Buildings**  
 Jones Lang LaSalle & Merchant Equity Institutional Partners

Start Date: 3/1/2010 (Monday)

WBS	Task	Task Lead	Start	End
1	Validate Design w/ NJIT, JLL, St. Michael's for Historic Buildings		Tue 5/15/11	Tue 5/15/11
2	Validate Existing Inventory at Historic Buildings		Mon 5/31/10	Mon 5/31/10
3	Draft agreement w/ St. Michael's for purchase of Historic Building		Thu 4/01/10	Thu 4/01/10
4	Finalize NJIT/JLL Agreement		Thu 4/01/10	Thu 4/01/10
5	Finalize JLL/US, Michael's Agreement for Historic Buildings		Thu 4/01/10	Thu 4/01/10
6	Commence Community Outreach		Thu 7/15/10	Thu 7/15/10
7	Commence Property Appraisals of Historic Buildings		Wed 6/30/10	Wed 6/30/10
8	Finalize Business Term Sheet w/ St. Michael's for Historic Buildings		Tue 11/30/10	Tue 11/30/10
9	Develop Pre-Development Budget for Historic Buildings		Thu 12/30/10	Thu 12/30/10
10	Design Team commences work on Historic Buildings		Tue 2/15/11	Tue 2/15/11
11	Selected JLL/MEP team Investigate Historic Tax Credits		Fri 4/29/11	Fri 4/29/11
12	Validate Program for Historic Buildings		Fri 5/13/11	Fri 5/13/11
13	Approval of Program for Historic Buildings by NJIT, JLL, Newark		Fri 9/30/11	Fri 9/30/11
14	Retain Construction Manager		Tue 5/31/11	Tue 5/31/11
15	Obtain Construction Financing		Wed 11/30/11	Wed 11/30/11
16	Approval of Design & Budget by NJIT, JLL, Newark for Historic Buildings		Fri 10/14/11	Fri 10/14/11
17	Commence Permitting Process for Historic Buildings		Fri 11/16/11	Fri 11/16/11
18	Construction Documents for Historic Buildings		Fri 2/01/13	Fri 2/01/13
19	Award Contracts for Historic Buildings		Mon 7/01/13	Mon 7/01/13
20	Commence Construction for Historic Buildings		Thu 5/01/14	Thu 5/01/14
21	Turnover to Tenants for Interior Fit-Out			
22	Historic Buildings Open			
23				

**St. Michael's Historic Buildings**  
 Jones Lang LaSalle & Merchant Equity Institutional Partners

Start Date: 3/1/2010 (Monday)

WBS	Task	Task Lead	Start	End
1	Validate Design w/ NJT, JLL, St. Michael's for Historic Buildings		Tue 3/15/11	Tue 3/15/11
2	Validate Existing Inventory at Historic Buildings		Fri 5/14/10	Mon 5/31/10
3	Draft agreement w/ St. Michael's for purchase of Historic Building		Thu 4/01/10	Thu 4/01/10
4	Finalize NJT/JLL Agreement		Thu 4/01/10	Thu 4/01/10
5	Finalize JLL/St. Michael's Agreement for Historic Buildings		Thu 4/01/10	Thu 4/01/10
6	Commence Community Outreach		Wed 8/30/10	Thu 7/15/10
7	Commence Property Appraisal of Historic Buildings		Tue 1/20/10	Wed 8/30/10
8	Finalize Business Term Sheet w/ St. Michael's for Historic Buildings		Thu 12/30/10	Tue 1/20/10
9	Develop Pre-Development Budget for Historic Buildings		Thu 12/30/10	Thu 12/30/10
10	Design Team commences work on Historic Buildings		Tue 2/15/11	Thu 12/30/10
11	Select JLL/MEP team investigate Historic Tax Credits		Fri 4/29/11	Tue 2/15/11
12	Approval of Program for Historic Buildings by NJT, JLL, Newark		Fri 4/29/11	Fri 4/29/11
13	Retain Construction Manager		Fri 5/13/11	Fri 5/13/11
14	Develop Conceptual Budget for Historic Buildings		Fri 8/30/11	Fri 8/30/11
15	Obtain Construction Financing		Tue 5/31/11	Tue 5/31/11
16	Approval of Design & Budget by NJT, JLL, Newark for Historic Buildings		Wed 11/30/11	Wed 11/30/11
17	Commence Permitting Process for Historic Buildings		Fri 10/14/11	Fri 10/14/11
18	Construction Documents for Historic Buildings		Tue 11/15/11	Tue 11/15/11
19	Award Contracts for Historic Buildings		Fri 2/01/13	Fri 2/01/13
20	Commence Construction for Historic Buildings		Mon 7/01/13	Mon 7/01/13
21	Turnover to Tenants for Interior Fit-Out		Thu 5/01/14	Thu 5/01/14
22	Historic Buildings Open			

**4F. Status of Strategic Plan /  
Middle States Self Study**

**-DRAFT-**

**NJIT Strategic Plan  
2010-2015**

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

**Mission**

NJIT is New Jersey's science and technology 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, design, the sciences, including the health and life sciences, engineering, mathematics, transportation and infrastructure systems, information and communications technologies;
- in contributing to *economic development* through the state's largest business incubator system, workforce development, joint ventures with government and the business community, and through the development of intellectual property;
- in *service* to both its urban environment and the broader society of the state and nation by conducting public policy studies, making educational opportunities widely available, and initiating community-building projects.

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

**Vision**

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

## **Core Values**

Our core values reflect our beliefs, guide our behavior, shape our culture, and in so doing establish a sense of community and common purpose.

### **Excellence**

We pursue excellence in all that we do and will be satisfied with nothing less than meeting and sustaining the highest standards of performance.

### **Integrity**

We are honest and ethical in all we do, keep our promises, and acknowledge our mistakes.

### **Student-Centered**

We care for our students as individuals and make every effort to build enduring relationships by responding to their needs.

### **Civility**

We treat each other with respect and with dignity and communicate frequently and with candor.

### **Diversity**

We celebrate the diversity of our university community and are sensitive to cultural and personal differences. We do not tolerate discrimination of any form.

## **Value Proposition**

NJIT provides accessible, affordable education for the scientific and technological professions to a diverse student body, delivers practical research results to its sponsors, and is an active participant in the life of the community in which it lives.

## **Goals**

NJIT's goals are to 1) enhance our educational programs, 2) enhance and focus our research efforts, 3) strengthen our sense of community, 4) enhance our revenue base, 5) impact the economy, and 6) strengthen our efforts in civic engagement.

## Strategic Priorities and Objectives

- ***Enhance the quality of academic and campus life for the university community.***
  - Review, revise, and further implement elements of the Landscape Master Plan
  - Improve the interior condition of buildings with an emphasis on Tiernan and Faculty Halls including laboratories and classrooms
  - Reengineer administrative processes to improve customer and student satisfaction
  - Refine outcomes assessment efforts in student learning to achieve continuous curricular improvement
  - Implement a performing arts component of campus life
  - Complete the initial block of Greek organization town houses (Phase I) in a Greek Village and provide replacement parking
  - Implement the NJIT Campus Gateway Plan according to the Redevelopment Agreement with the City of Newark
- ***Sustain a base of private support.***
  - Develop a strategic plan for the Alumni Association of NJIT by the end of FY10
  - Increase alumni participation in the Annual Fund to the benchmark for public peer institutions over the next five years
  - Successfully meet the proposed timeline to launch the quiet phase of the planned Comprehensive Campaign
  - Increase unrestricted annual gift revenue to \$1,500,000 per year over the next five years
- ***Be nationally recognized for thematic core areas of integrated research and learning in: Life and Healthcare Science and Engineering; Sustainable Systems; Digital “Everyware”; and the Design Professions. For each core area:***
  - Demonstrate increase in scholarly activities relating to thematic areas as measured by: (a) increased sponsored research (in thematic areas) by 10% compounded per annum (60% net); (b) increased publication and conference presentation count (in thematic areas) by 60%; (c) increased active Ph.D. dissertation projects (in thematic areas) by 60%
  - Demonstrate penetration of thematic area subject matter into 60% of courses offered at NJIT
  - Demonstrate expanded relations with relevant professions as measured by: (a) at least 2 major public events per year associated with each thematic area; (b) 60% increase in the headcount of non-student, non-employee visits to campus; (c) 60% increase in the

- number of NJIT-hosted professional society events on campus; (d) 60% increase in faculty reported consulting agreements (unique company relations)
- Implement at least one campus-wide integrative, demonstration environment in each of the thematic areas (6)
- ***Be nationally recognized for attracting high achieving students and faculty from diverse populations.***
  - Achieve an overall enrollment of 11,000 with an increasing percentage of graduate enrollment
  - Achieve an enrollment mix of;
    - 30% undergraduate underrepresented minorities (African-American and Hispanic)
    - 25% undergraduate Women
  - Develop a market-driven inventory of a minimum of:
    - 12 online MS degree programs
    - 6 one-year MS degree programs
    - 20 graduate certificate programs.
  - Increase the middle 50<sup>th</sup> percentile (25<sup>th</sup>-75<sup>th</sup>) for enrolled FTFTF from 480 (25<sup>th</sup>)-580 (75<sup>th</sup>) for Critical Reading to 500-600 and for Mathematics from 550-650 to 570-670
  - Benchmark current GRE and GMAT levels and establish admission criteria targets
  - Actively recruit women and minority faculty and university lecturer candidates in an effort to achieve a hiring rate of at least 25% women and minorities for the most qualified candidates
  - Maintain a minimum in the entering freshman class of:
    - 15% Dorman Honors Scholars
    - 15% Education Opportunity Program
  - Achieve an FTFTF retention rate of 86% and a graduation rate of 60%

Strategy	Task Force	Objective(s)	Tactics	Metrics	Resources
Be recognized for attracting high achieving students and faculty from diverse populations	#12: Kathy Kelly	Overall enrollment; enrollment mix; program inventory, SAT; GRE and GMAT; freshman class; retention and graduation	Perform an analysis of reasons for student drop out and develop and implement retention tactics to address	Status of retention tactics development	Directed effort
			Assess recruitment and marketing materials and web site for redesign	Status of updating materials and web	Directed effort/Fund allocation
			Review and reassess recruiting tactics	Status of assessment	Directed effort
			Analyze prospective student demographics to recommend new programs and for revising existing programs	Status of analysis	Directed effort
			Review historical and competitive institutions benchmark data on applicant/admit/enroll ratios and admission criteria in order to "fine tune" enrollment goals	Progress on establishing benchmark peers and reviewing admission data	Directed effort
			Review historical and competitive institutions benchmark data on financial support to "fine tune" merit-based award programs	Progress on establishing benchmark peers and reviewing financial support data	Directed effort
			Examine and identify any specific obstacles in the recruitment, interview and hiring process which prevent the hiring of women and minorities and implement best practices	Progress toward identification of obstacles and implementation of best practices	Directed effort
			Develop and implement programs to support and retain women and minority faculty	Progress on development and implementation of support and retention program	Directed effort
			Establish a Faculty Diversity Committee charged with coordinating NJIT's efforts to recruit and retain women and minority faculty members	Establishment of Committee and documentation of efforts	Directed effort
	#13: Steve Tricamo	Actively recruit women and minority faculty to achieve a hiring rate of at least 25% women and minorities among qualified candidates			

Strategy	Task Force	Objective(s)	Tactics	Metrics	Resources
National recognition for thematic core areas of integrated research and learning	#10 and #11: Don Sebastian	Demonstrate penetration of thematic area subject matter into 60% of courses	Define college specific core concepts to connect with shared thematic area content	Status of courses in thematic areas	Directed effort
			Create professional Masters degrees in thematic areas of application	Degree inventory	Directed effort/Fund allocation
			Exploit new media to introduce thematically relevant material	Inventory of new media usage	Directed effort/Fund allocation
			Develop faculty training programs in instruction and instructional technology	Status of training programs	Directed effort/Fund allocation
			Establish standing faculty/staff committee to oversee curricular reform, P&T performance metrics for scholarship of instruction, effectiveness of tactics	Status of Committee	Directed effort
			Develop a web portal for thematic areas	Status and content of web portal	Directed effort/Fund allocation
			Conduct faculty searches in thematic areas	Status of searches	Directed effort/Fund allocation
			Proactively seek large-scale R&D opportunities using response teams	Number of proposals submitted/funded	Directed effort
			Establish standing faculty/staff committee to formulate P&T performance metrics for scholarship/research of integration	Status of Committee	Directed effort
			Dedicate staff function to external event management and facilitation	Status of staff assignment	Directed effort
			Develop standard event package and pricing model	Package/model stats	Directed effort
			Integrate student professional society activities with local chapters	Degree of interaction with local chapters	Directed effort
Host on-campus awareness days for key corporate partners	Number of events	Directed effort			

Strategy	Task Force	Objective(s)	Tactics	Metrics	Resources
			Expand summer internships for faculty and staff	Number of placements	Directed effort
			Establish standing faculty/staff committee to formulate P&T performance metrics for scholarship of application	Status of Committee	Directed effort
		Implement at least one campus-wide integrative demonstration environment in each of the thematic areas	Coordinate with Development to identify industrial partners to provide matching "funds"	Status of partnerships	Directed effort/Fund allocation
			Develop communication plan to generate public attention	Status of plan	Directed effort/Fund allocation
			Identify grant opportunities for curricular innovation	Number identified	Directed effort
			Seek workforce training funds for demonstration projects	Funds sought/secured	Directed effort
			Establish standing faculty/staff committee to formulate P&T performance metrics for scholarship of instruction, integration and application	Status of Committee	Directed effort

Strategic Plan 2010-2015

Strategy	Task Force	Objective(s)	Tactics	Metrics	Resources
Private support	#7: Bob Boynton	Develop a strategic plan for the Alumni Association of NJIT by end of FY10	Establish an Alumni Task Force planning group	Status of identifying planning group	Directed effort
			Use a consultant to facilitate development of a strategic plan	Status of consultant and progress toward plan development	Directed effort/Fund allocation
			Create Highlander Society, \$1,000 by tenth year after graduation, to attract young alumni	Status of giving club and membership	Directed effort
	#8 and #9: Chuck Dees	Increase alumni participation in the Annual Fund to that of benchmark peers	Establish freshman class gift program (\$5 from every member)	Number of freshmen who participate	Directed effort
			Expand phonathon program and provide opportunity to choose communication media	Phonathon participation	Directed effort/Fund allocation
			Segment lists for solicitation and validate number of individuals solicited	Number on solicitation lists and number solicited	Directed effort
			Engage faculty in Annual Fund	Number of faculty giving	Directed effort
		Meet the timeline to launch the public phase of a Comprehensive Campaign	Secure a volunteer leadership team of 20	Status of recruitment	Directed effort
			Recruit national Chair	Status of recruitment	Directed effort
			Secure 200 planned gift commitments	Number of planned gifts	Directed effort
			Raise at least 65% of Campaign goal with a leadership gift of \$10 million or more	Funds raised	Directed effort
			Conduct Campaign regional events	Events conducted	Directed effort/Fund allocation
			Develop Campaign marketing and PR materials	Number and status of materials	Directed effort/Fund allocation
		Increase unrestricted annual gift revenue to \$1.5 million per year over five years	Capture and include additional databases for cultivation and solicitation	Number in databases	Directed effort/Fund allocation
			Increase visits as part of Annual Fund	Number of visits	Directed effort/Fund allocation
			Enhance web capability for fundraising	Status of web enhancements	Directed effort/Fund allocation

Strategic Plan 2010-2015

Strategy	Task Force	Objective(s)	Tactics	Metrics	Resources	
Quality of academic and campus life	#1: Urs Gauchat	Landscape master Plan	Identify opportunities for physical improvement (estimate costs)	Number of projects	Directed effort	
			Establish and apply criteria to rank prioritize projects	Money spent	Fund allocation	
			Review standards for street furniture and other landscaping features	Progress toward developing review report		
	#2: Nick Tworischuk	Reengineer administrative processes		Reengineering methodology designed and implemented (6 finance/HR process; 6 student services process)	Reengineering methodology designed and implemented (6 finance/HR process; 6 student services process)	Directed effort
				Identify end-use satisfaction	Satisfaction surveys	Directed effort
				Review of data storage and records retention processes/systems	Schedule of data storage and records retention process reviews developed and implemented	Directed effort
				Create a standing committee for outcomes assessment	Committee creation	Directed effort
				Benchmark other universities in assessment efforts	Report on and adoption of best practices in outcomes assessment	Directed effort
				Identify commonalities in outcomes assessment among accrediting agencies and NJIT programs	Summary report	Directed effort
	#3: Norbert Elliot	Refine outcomes assessment efforts in student learning		Revise current assessment program emphasizing best practices for programs not separately accredited	Progress toward revision	Directed effort
				Create a campus-wide outcomes assessment effort	Progress toward creation of a campus-wide outcomes assessment document approved by UCRC and CAA including tracking of results from accrediting agencies	Directed effort/Fund allocation
				Launch experiments in using new technologies in outcomes assessment	Employment of electronic portfolios	Directed effort/Fund allocation
			Extend outcomes assessment efforts to graduates through Office of Alumni Relations	Progress toward launching a social media effort aimed at graduates	Directed effort/Fund allocation	

Strategy	Task Force	Objective(s)	Tactics	Metrics	Resources
	#4: Jack Gentul	Implement a performing arts component of campus life	Design two series of three one-credit courses, one series in ensemble singing and one in instrumental music  Recruit/hire adjunct faculty for voice (fall 10) and for instrumental music (spring 11)  Begin choral group fall 10 Identify practice space and equipment needs Begin instrumental group spring 11	Progress toward course development  Identify and hire adjuncts Progress toward developing group Progress toward assigning space and equipment Progress toward developing group	Directed effort/Fund allocation  Directed effort/Fund allocation Directed effort/Fund allocation Directed effort/Fund allocation Directed effort/Fund allocation
	#5: Joel Bloom	Complete the initial block of Greek organization town houses in a Greek Village and provide replacement parking	Convene a Greek Village Task Force of stakeholders to identify critical issues for development of a Greek Village  Convene a Greek Village Housing Council Designate a developer for the Greek Village  Designate a Management Agent for operations of the Village	Progress toward recommending Greek Village governance, housing needs and design, costs, funding options, land lease and reporting to the Greek community Establish membership, progress toward developing policies and procedures for operation of the Village  Designation  Designation	Directed effort  Directed effort Directed effort Directed effort
	#6: Henry Mauermeyer	Implement the NJIT Campus Gateway Plan	Complete Development contract with Jones Lang LaSalle Complete Phase #1 supplemental agreement with Jones Lang LaSalle Develop NJIT staffing to support the project Complete Phase #2 supplemental agreement with Jones Lang LaSalle Monitor progress	Signed contract  Signed agreement Status of staffing  Signed agreement Meeting phasing schedule	Directed effort  Directed effort Fund allocation  Directed effort Directed effort

# **Post-Liaison Review Workshop: Spring 2010 MSCHE Self Study Plans**

**Norbert Elliot, Steve Tricamo, Perry Deess, Ewa Solarz  
Wednesday, March 24, 9:00 AM-10:00 AM  
Campus Center 240**

# Transition: From Design to Reporting



**SELF STUDY**  
CREATING A USEFUL PROCESS  
AND REPORT

SECOND EDITION

Middle States Commission on Higher Education



**TEAM VISITS**  
CONDUCTING AND HOSTING  
AN EVALUATION VISIT

Middle States Commission on Higher Education

**NJIT**  
New Jersey's Science & Technology University

THE EDGE IN KNOWLEDGE

# New Timeline

(Excerpt of Tasks from 2010 Middle States Self Study Design)

TASK	START	END	DURATION	NOTES
Submission of self-study design to Liaison		April 6, 2010		
Working Groups Gather Data/Reports	April 1, 2010	April 30, 2011		
Working Groups Draft and Submit Report to RASC	January 1, 2011	April 30, 2011	1 year, 1 month	
Working Groups receive requests for revisions	April 30, 2011	May 31, 2011	1 month	
Working Groups submit final report	June 1, 2011	July 1, 2011	1 month	
RASC Drafts Self Study Report	July 1, 2011	August 31, 2011	2 months	
Campus community reviews draft	September 1, 2011	September 30, 2011	1 month	
NJIT Governing Board reviews draft	October 1, 2011	October 31, 2011	1 month	
Draft is final		November 1, 2011		
Team chair receives finalized draft		November X, 2011		2 weeks before visit
Team Chair visits		December X, 2011		4 months prior to visit
Self-study report finalized and sent to evaluation team		February X, 2012		6 weeks prior to visit
Evaluation team visit to NJIT		April X, 2012		usually conducted before mid-April

**4G. Operating Statement  
Year to Date**

New Jersey Institute Of Technology  
Expense Report  
For the Eight Months Ended February 28, 2010  
(Dollars In Thousands)

	Current Month	FY2010 YTD	FY2010 Budget	67% of Budget		
				Actual Year to Date	Includes Prior Year	Commitments Current Year
<b>Academic</b>						
Salaries & Fringe Benefits	\$ 8,579	\$ 67,819	\$ 99,340	68%	92%	98%
Equipment Purchases	93	927	2,676	35%	59%	56%
Financial Aid to Students	8,950	19,650	20,279	97%	92%	97%
<i>Other Operating Expenses:</i>						
Materials & Supplies	84	854	1,348			
Travel & Development	172	1,088	1,589			
Library Collections	466	691	1,084			
Other General Operating	392	4,540	9,070			
Total Other Operating	1,114	7,173	13,091	55%	67%	69%
<b>Total Academic</b>	<b>18,736</b>	<b>95,569</b>	<b>135,386</b>	<b>71%</b>	<b>89%</b>	<b>94%</b>
<b>Support</b>						
Salaries & Fringe Benefits	2,212	18,239	29,000	63%	114%	96%
Equipment Purchases	3	153	502	31%	57%	37%
Utilities	711	5,379	10,311	52%	98%	91%
<i>Other Operating Expenses:</i>						
Materials & Supplies	68	522	1,030			
Travel & Development	53	220	370			
Other General Operating	327	2,675	6,253			
Total Other Operating	448	3,417	7,653	45%	109%	80%
<b>Total Support</b>	<b>3,374</b>	<b>27,188</b>	<b>47,466</b>	<b>57%</b>	<b>109%</b>	<b>92%</b>
Transfers	134	9,300	16,475	56%	100%	76%
<b>Total Academic, Support &amp; Transfers</b>	<b>22,244</b>	<b>132,057</b>	<b>199,327</b>	<b>66%</b>	<b>94%</b>	<b>92%</b>
Auxiliary Enterprises	123	4,614	7,427	62%	97%	97%
Auxiliary Transfers	443	3,545	5,317	67%	100%	100%
Total Auxiliary Expenses	566	8,159	12,744			
FY2011 Reserve	0	0	1,837	0%	0%	0%
<b>Total Unrestricted Expenses</b>	<b>22,810</b>	<b>140,216</b>	<b>213,908</b>	<b>66%</b>	<b>94%</b>	<b>92%</b>
Restricted Expenses	15,600	56,455	71,222	79%	67%	100%
<b>Total Expenses And Transfers</b>	<b>\$ 38,410</b>	<b>\$ 196,671</b>	<b>\$ 285,130</b>	<b>69%</b>	<b>87%</b>	<b>94%</b>

Schedule A

New Jersey Institute Of Technology  
Statement of Current Fund Revenues and Expenditures  
For the Eight Months Ended February 28, 2010  
(Dollars In Thousands)

Restricted Funds				Unrestricted Funds			
FY2010 Budget	FY2010 YTD	67% of Budget		FY2010 Budget	FY2010 YTD	67% of Budget	
		FY2010	FY2009			FY2010	FY2009
<b>Revenues</b>							
<i>Education and General</i>							
\$ 71,222	\$ 56,455	79%	67%	\$ 116,110	\$ 113,794	98%	102%
				70,470	46,614	66%	64%
				12,176	7,922	65%	60%
				2,408	1,605	67%	37%
<u>71,222</u>	<u>56,455</u>	79%	67%	<u>201,164</u>	<u>169,935</u>	84%	84%
				12,744	12,302	97%	94%
<u>71,222</u>	<u>56,455</u>	79%	67%	<u>213,908</u>	<u>182,237</u>	85%	84%
<b>Expenditures</b>							
<i>Educational and General</i>							
3,067	871			72,900	49,665	68%	70%
44,088	28,180			6,300	4,019	64%	39%
296	223			2,607	2,088	80%	67%
307	91			19,300	11,473	59%	60%
1,904	1,043			14,000	8,674	62%	67%
680	177			33,507	17,508	52%	71%
<u>20,880</u>	<u>25,870</u>			15,796	9,680	61%	57%
<u>71,222</u>	<u>56,455</u>	79%	67%	20,279	19,650	97%	92%
				<u>184,689</u>	<u>122,757</u>	66%	68%
				16,475	9,300	56%	66%
<u>71,222</u>	<u>56,455</u>	79%	67%	<u>201,164</u>	<u>132,057</u>	66%	68%
				7,427	4,614	62%	70%
				5,317	3,545	67%	67%
				<u>12,744</u>	<u>8,159</u>	64%	68%
<u>71,222</u>	<u>56,455</u>	79%	67%	<u>213,908</u>	<u>140,216</u>	66%	68%
<u>\$ 0</u>	<u>\$ 0</u>			<u>\$ 0</u>	<u>\$ 42,021</u>		

## **4H. Schedule of Short Term Investments**

NEW JERSEY INSTITUTE OF TECHNOLOGY

SCHEDULE OF INVESTMENTS  
AS OF FEBRUARY 28, 2010

TYPE OF INVESTMENT	USBANK A/C 2556520331	WACHOVIA BANK DDA#203010929018	CITY NATIONAL BANK Cat# 2504800	WELLS FARGO A/C 8080-8613	JP MORGAN CHASE A/C 487688	TOTAL
Bank Deposit Sweep Account				\$ 157,375	\$	157,375
U.S. Treasury Notes				4,313,756		4,313,756
Certificate of Deposit			\$ 500,000			500,000
Prime Money Market Fund					\$ 2,285,956	2,285,956
US Treasury & Agency Short Term Obligations-Disc Notes	\$ 1,307,635					1,307,635
US Government Issues	1,056,316					1,056,316
Commercial Paper	449,856					449,856
Evergreen Inst'l Money Market Class Institutional	1,702,695	\$ 28,159,000				29,861,695
<b>TOTAL INVESTMENTS</b>	<b>\$ 4,516,502</b>	<b>\$ 28,159,000</b>	<b>\$ 500,000</b>	<b>\$ 4,471,131</b>	<b>\$ 2,285,956</b>	<b>\$ 39,932,589</b>

Note:  
Investments as of February 28, 2009 were \$44,222,034

## **4I. Report on Endowment**

**Foundation at New Jersey Institute of Technology**  
**Pooled Endowment**  
**Comparison Quarter Ended 02/28/10 to 06/30/09**

	<b>Market Value 6/30/2009 (000)</b>	<b>Market Value 2/28/2010 (000)</b>	<b>Change \$</b>	<b>Change %</b>
<b><u>Large Cap Domestic Equity</u></b>				
Polen- Large Growth (6/30/05)	\$3,851	\$3,462	-\$389	-10%
Brandywine Blue- Large Growth (1-31/07)	\$2,630	\$3,602	\$972	37%
Grisant & Brown - Large Value (7/31/02)	\$5,676	\$6,801	\$1,125	20%
<b><u>Small/Mid Cap Domestic Equity</u></b>				
Westfield - Sm/Mid Growth (7/31/02)	\$2,608	\$3,325	\$717	27%
Lapides - Ms/Mid Core (2/28/07)	\$3,024	\$3,351	\$327	11%
<b><u>Fixed Income</u></b>				
PIMCO Total Return II (02/__/10)	\$0	\$4,120	\$4,120	N/A
PIMCO Total Return- II- Core Bonds (7/31/02) Note 1	\$3,813	\$1,008	-\$2,805	-74%
iBoxx Index Fund - Credit Bonds (8/31/09) Note:#1	\$1,880	\$0	-\$1,880	-100%
Lommis Sayles- Core Bonds (8/31/09)	\$0	\$2,124	\$2,124	N/A
Lazard Em Inc - Foreign Bonds (8/31/09)	\$0	\$1,054	\$1,054	N/A
TCW Total Return (3/31/09) Note #2	\$1,885	\$0	-\$1,885	-100%
<b><u>International Equity</u></b>				
Delaware - International Value ( 4/30/08)	\$2,974	\$3,368	\$394	13%
Europacific Growth - International Growth (7/31/02)	\$3,447	\$4,018	\$571	17%
Artio (JB) - International Core (9/30/05)	\$3,587	\$4,104	\$517	14%
<b><u>Private Equity &amp; Real Estate Timber</u></b>				
Metropolitan Real Estate (9/30/06)	\$185	\$105	-\$80	-43%
Hancock Timber (9/30/06)	\$1,353	\$1,130	-\$223	-16%
Hamilton Lane (10/31/06)	\$296	\$377	\$81	27%
Townsend/Penn Square 911/30/07)	\$136	\$180	\$44	32%
Goldman Sachs Distressed (6/30/08)	\$69	\$122	\$53	77%
<b><u>Opportunistic-Credit/Arbitrage</u></b>				
Pine Grove - Opp Cr/Arb FOF (7/31/04)	\$4,160	\$4,644	\$484	12%
Ironwood - Opp Cr/Arb FOF (10/31/04)	\$3,635	\$3,984	\$349	10%
<b><u>Hedge Equity Hedge Funds</u></b>				
Weatherlow - Hedge Equity FOF (10/31/07)	\$2,764	\$3,074	\$310	11%
Chilton - Hedge Equity (11/30/09)	\$0	\$2,005	\$2,005	N/A
<b><u>Cash</u></b>				
Cash Account	\$3,762	\$2,659	-\$1,103	-29%
<b>TOTAL FUND</b>	<b>\$51,735</b>	<b>\$58,617</b>	<b>\$6,882</b>	<b>13%</b>

**NOTES**

- (1) Redeemed portion of investment as a component of the investment into Chilton which invests in commodities.
- (2) Redeemed TCW Total Bond Fund in Mid December 2009 when investment was valued at \$2.1 million

## **4J. Report of Gifts and Fund Raising Activities**

**Summary - 2008 (7/1/2007 to 2/29/2008) vs 2009 (7/1/2008 to 2/28/2009) vs 2010 (7/1/2009 to 2/28/2010)**

**Comparison of Total Giving Year to Date:**

All Sources:	<b>2008</b>	<b>2009</b>	<b>2010</b>
	\$10,195,783	\$8,059,327	\$5,675,541
All Sources without Gifts in Kind:	\$8,124,572	\$6,524,675	\$4,740,144
Matching Gifts:	\$72,536	\$78,702	\$61,286

Category	2008			2009			2010		
	\$ Giving	%	#	\$ Giving	%	#	\$ Giving	%	#
Alum	\$2,518,916 <sup>1</sup>	24.71	3,901	\$2,278,307 <sup>2</sup>	28.27	3,362	\$2,130,177 <sup>3</sup>	37.53	3,132
Corp	\$3,486,147 <sup>4</sup>	34.19	265	\$3,194,197 <sup>5</sup>	39.63	265	\$2,505,843 <sup>6</sup>	44.15	233
Foundations	\$2,720,865 <sup>7</sup>	26.69	21	\$1,959,658 <sup>8</sup>	24.32	16	\$421,247	7.42	9
Friends	\$1,173,456 <sup>9</sup>	11.51	602	\$485,600	6.03	310	\$465,235	8.20	334
Other	\$296,398	2.91	15	\$141,565	1.76	17	\$153,039	2.70	13
Totals:	\$10,195,783	100.00	4,804	\$8,059,327	100.00	3,970	\$5,675,541	100.00	3,721

**Year End Total Comparison to 2007 Base Year**

	Total Dollars	% of FY 07 Funds Raised	% of Year Elapsed
2007	\$8,205,293	100%	100%
2008	\$13,324,197	163%	100%
2009	\$9,391,314	114%	100%
2010	\$5,675,541	69%	66%

<sup>1</sup> Alumni – Spatz Bequest \$1M

<sup>2</sup> Alumni – Spatz Bequest \$977K, Nudenberg Bequest \$284K

<sup>3</sup> Alumni – Reif Bequest \$1.1M, Nudenberg Bequest \$75K

<sup>4</sup> Corporations – Anonymous \$1.9M

<sup>5</sup> Corporations – Anonymous \$1.2M

<sup>6</sup> Corporations – Anonymous \$314K, FMC corp \$504K

<sup>7</sup> Foundations – Stabile \$1.5M, Leir \$400K

<sup>8</sup> Foundations – Stabile \$1M, Ridgefield %505K

<sup>9</sup> Friends – Murawski \$700K

# **Chairperson's Closing Statement**

**BOARD OF TRUSTEES**

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

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

**NOW, THEREFORE, BE IT RESOLVED, THAT THE BOARD OF TRUSTEES  
SHALL HAVE A CLOSED SESSION TO DISCUSS MATTERS INVOLVING  
PERSONNEL, REAL ESTATE AND CONTRACTS TO TAKE PLACE ON  
JUNE 3, 2010 AT 9:30 AM, EBERHARDT HALL NJIT ALUMNI  
CENTER BOARD ROOM.**