

1. Notice of Meeting to Public

BOARD OF TRUSTEES

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

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

**2. Approve Minutes of the
June 3, 2010 Meeting
of the Board of Trustees**

**NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
MINUTES - PUBLIC SESSION (DRAFT)
(June 3, 2010)**

1. The meeting was called to order by Chairperson Wielkopolski, at 12:05 p.m. Other Trustees in attendance were Vice Chairs DeCaprio and DePalma, and Board Members Beachem, Bone, Cistaro, Knapp, O'Brien Sugla and Wolff. Also in attendance were President Altenkirch, Mr. Mauermeyer, Board Treasurer, and Ms. Holly Stern, Board Secretary.

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

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

2. Chairperson Wielkopolski then recognized the two individuals who had registered to speak before the Board. The first speaker introduced himself as Willie Araujo. He stated that he was a carpenter at NJIT, and was turning to the Board for its guidance and expertise. He claimed he was harassed at work, and brought his complaints to his supervisors' attention. He also stated that bullying and harassment was a way of life at NJIT. While his supervisor is no longer employed by NJIT, he stated that the harassment started when he came forward. He noted that he previously ran for Mayor of Edison Township.

Iris Araujo spoke next. She stated that she was married to Willie for 20 years, and that he is dedicated and hardworking. This has affected her and their family. She stated that she is frightened, and that her husband had a nervous breakdown in the shop. Her family has been going through so much, and nothing has been done. She concluded by stating that she doesn't want this to happen to anyone else.

Addressing the speakers, Chairperson Wielkopolski stated that it was not routine for the Board to discuss personnel matters in the public session. She stated that she would speak with the administration and provide an update.

3. Chairperson Wielkopolski thanked Dr. Sebastian for his service to the university as Interim Provost, noting that he did a great job in handling both of his positions.

She directed the administration to prepare a resolution expressing the Board's appreciation to Dr. Sebastian. She then welcomed Dr. Ian Gatley, as NJIT's new Provost.

2. BY A MOTION DULY MADE BY MR. BEACHEM, SECONDED BY MR. SUGLA AND UNANIMOUSLY PASSED, the minutes of the April 8, 2010 meeting of the Board of Trustees were approved, with two typographical corrections noted as follows:
 - Page 2, paragraph 6, second subparagraph should read "second round" of Federal funding rather than "second road";
 - Page 2, paragraph 10, "drafting a PFP" should read "drafting an RFP";
3. BY A MOTION DULY MADE BY DR. DeCAPRIO, SECONDED BY MR. SUGLA AND UNANIMOUSLY PASSED, the Board voted to APPROVE THE PROMOTION AND TENURE RECOMMENDATIONS FOR 2009-2010.
4. BY A MOTION DULY MADE BY DR. DeCAPRIO, SECONDED BY MR. BONE AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION TO ESTABLISH MS IN PHARMACEUTICAL MATERIALS PROCESSING.
5. BY A MOTION DULY MADE BY MR. WOLFF, SECONDED BY MR. BONE AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION TO AUTHORIZE EXPENDITURE FOR ELECTRICITY AND NATURAL GAS FOR FY 2011. As amended to add "or such lesser amounts as may be included in the approved FY 2011 budget.
6. BY A MOTION DULY MADE BY MR. WOLFF, SECONDED BY MS. WIELKOPOLSKI AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION TO RENEW STUDENT HEALTH INSURANCE, with the following amendment from the resolution appearing in the Board book: The phrase in the Fifth "Whereas" clause consisting of "and the lump sum Intercollegiate Athletic Policy is not to exceed \$350,000," the phrase "and \$350,000 lump sum for the Athletic Policy" are deleted.
7. BY A MOTION DULY MADE BY MR. BEACHEM, SECONDED BY MR. BONE AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION TO UPDATE BANK AND FINANCIAL INSTITUTIONS ACCOUNT AUTHORIZATIONS.
8. BY A MOTION DULY MADE BY DR. DeCAPRIO, SECONDED BY MR. DePALMA AND UNANIMOUSLY PASSED, the Board voted to APPROVE RESOLUTION TO ESTABLISH GATEWAY PROJECT SPECIAL PURPOSE CORPORATIONS. The Board requested that the Administration come before the

Board at the next meeting with drafted Bylaws for the for-profit corporation, prior to their being voted upon by the newly formed corporation.

9. President Altenkirch gave a report on the status of budget, tuition and fee schedule for FY 2011. We expect a reduction in State funding of \$7.438 million, and a 4% cap on tuition and fee increases. Therefore, we are looking for cuts to the budget of approximately \$6.5 million. Looking at the unrestricted budget, we have looked at the cuts from three scenarios to minimize impact and meet the reductions. In the process of reviewing the scenarios, we will make decisions on what is possible.
10. Dr. Dees gave a report on gifts and fundraising activities. The magazine has won awards for the second year in a row. Alumni dollars are up 9%, though the number of alumni donors is down. Nationally, university donations are down 15%, so we are doing well considering the current economic climate. The Phonathon yielded 10% more pledges. 6% of those solicited refused, citing the current litigation. Overall our alumni remain loyal. We have cleaned out our data base. We are working on an additional \$1 million gift. The Leadership Council will meet again on the 16th of September. Last year was the inaugural meeting to acquaint the Council on the campaign program. This year, we will make assignments with respect to implementing the program.
11. Treasurer Mauermeyer reported on the Operating Statement Year to Date and Schedule of Short Term Investments, referring to the board materials. The revenues are close to the adjusted budget. With respect to State appropriations, we don't know what the State is going to do in June yet, and we will continue to watch. Financial aid has been completed, with awards made. On the supplemental schedule, we are on budget on all items. Drawing the Board's attention to the column headed "Current Year Commitments" we want to be sure not to overcommit, and to provide carry-forward funds for the next fiscal year.

With respect to Short Term Investments, we are looking at alternatives. We are looking at the concentration of funds, particularly with Wachovia Bank. The appropriate check is put in that account at the close of business at the end of the month.
12. At 12:40 p.m., the Board went into closed session to discuss the personnel issue raised at the public portion of the meeting.
13. The Board went back into open session at 12:45. The Chairperson announced that the next scheduled closed session would be convened on Thursday, July 15, 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, July 15, 2010 at 9:30 AM, Eberhardt Hall Board Room.

The next Public Session of the Board will take place on Thursday, July 15, 2010 at 11:00 AM, Eberhardt Hall Board Room, following the Closed Session of the Board.

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

3. Public Comments

**4A. Approve Resolution to Set
FY 2011 Schedule of Tuition
and Fees**

**STATEMENT
SCHEDULE OF TUITION AND FEES**

The proposed Schedule of Tuition and Fees for FY 2011 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 basic appropriation. The FY 2011 base State appropriation is \$37.696 million.

Shown below are the FY 2010 and proposed FY 2011 per semester tuition and fees for full-time, in-state undergraduates for NJIT and for the Rutgers University engineering program. The proposed complete schedule of Tuition and Fees is shown on Attachment A, while Exhibit A shows a comparison between the FY 2010 and proposed FY 2011 rates.

**UNDERGRADUATE
FULL - TIME, PER SEMESTER**

	TUITION		REQUIRED FEES	
	FY 10	FY 11	FY 10	FY 11
NJIT	\$ 5,408	\$ 5,624	\$ 1,020	\$ 1,061
RUTGERS ENGINEERING	\$ 5,300	TBD	\$ 1,170	TBD

The proposed changes in fees are intended to support increased levels of service and expense. The proposed changes in fees would increase the required fees for a full time undergraduate by \$41 or 4% per semester.

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

**RESOLUTION TO SET FY 2011 SCHEDULE OF
TUITION AND FEES**

WHEREAS, after review of the FY 2011 Budget, it has been determined that additional revenues are required to provide necessary resources, and

WHEREAS, the FY 2011 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 2011 Tuition and Fees Schedule, and

WHEREAS, the complete FY 2011 Schedule of Tuition and Fees is shown on Attachment A.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees sets the FY 2011 Schedule of Tuition and Fees as shown on Attachment A.

15-Jul-2010

NEW JERSEY INSTITUTE OF TECHNOLOGY
Schedule of Tuition & Fees

EXHIBIT ASummary Change - In-State Full Time Undergraduate

	FY 2010	FY 2011	DIFFERENCE	
	<u>Approved</u>	<u>Proposed</u>	<u>AMOUNT</u>	<u>PERCENT</u>
Full-Time Per Semester Tuition	\$ 5,408	\$ 5,624	\$ 216	4.0%
Full-Time Per Semester Fees	\$ 1,020	\$ 1,061	\$ 41	4.0%
Full-time In-State Tuition and Fees	\$ 6,428	\$ 6,685	\$257	4.0%

Complete Schedule of Mandatory Tuition and Fees

TUIITION	FY 2010	FY 2011	DIFFERENCE	
			<u>AMOUNT</u>	<u>PERCENT</u>
Undergraduate				
<u>In-State</u>				
Full-Time Per Semester	\$5,408	\$5,624	\$216	4.0%
Part-Time Per Credit	412	\$428	16	3.9%
<u>Out-Of-State</u>				
Full-Time Per Semester	10,280	10,900	620	6.0%
Part-Time Per Credit	879	932	53	6.0%
Graduate				
<u>In-State</u>				
Full-Time Per Semester	7,100	7,526	426	6.0%
Part-Time Per Credit	772	818	46	6.0%
<u>Out-Of-State</u>				
Full-Time Per Semester	10,084	10,690	606	6.0%
Part-Time Per Credit	1,064	1,128	64	6.0%
FEES – Per Semester				
<u>Full-Time (12 or More Credits)</u>				
Registration	\$80	\$90	\$10	12.5%
Academic Facilities	478	494	16	3.3%
Technology Infrastructure	175	190	15	8.6%
Student Services	65	65	0	0.0%
Student Senate Activities – Undergraduate	55	55	0	0.0%
Student Senate Activities – Graduate	40	40	0	0.0%
Athletics	145	145	0	0.0%
Health	22	22	0	0.0%
TOTAL UNDERGRADUATE	1,020	1,061	41	4.0%
TOTAL GRADUATE	1,005	1,046	41	4.1%
<u>Part-Time</u>				
Per Credit:				
Academic Facilities	\$50	\$53	\$3	6.0%
Technology Infrastructure	22	24	2	9.1%
Student Services	9	9	0	0.0%
Student Senate Activities - Undergraduate	6	6	0	0.0%
Student Senate Activities - Graduate	4	4	0	0.0%
Athletics	13	13	0	0.0%
TOTAL UNDERGRADUATE PER CREDIT	100	105	5	5.0%
TOTAL GRADUATE PER CREDIT	98	103	5	5.1%
Part-Time Per Semester:				
Health Services	\$22	\$22	\$0	0.0%
Registration	80	84	4	5.0%
TOTAL PER SEMESTER	102	106	4	3.9%

**NEW JERSEY INSTITUTE OF TECHNOLOGY
PROPOSED TUITION & FEE SCHEDULE 2010 - 2011**

Attachment A

UNDERGRADUATE	RESIDENT	NON-RESIDENT
Less than 12 credit hours per semester	\$428	\$932
12 to 19 credit hours per semester	5,624	10,900
Each credit hour over 19	428	932
 GRADUATE		
Full-time	7,526	10,690
Part-time	818	1,128
 SUMMER SESSION 2011		
Undergraduate	428	932
Graduate	818	1,128

FEES PER SEMESTER:

	TOTAL (A,B)	REGIS- TRATION	ACADEMIC FACILITIES	TECHNOLOGY INFRA- STRUCTURE	STUDENT SERVICES	STUDENT ACTIVITIES	ATHLETICS	HEALTH
12 or more credits								
Undergraduate	1,061	90	494	190	65	55	145	22
Graduate	1,046	90	494	190	65	40	145	22
Less than 12 Credits PLUS	106	84						22
Per credit								
Undergraduate	105		53	24	9	6	13	0
Graduate	103		53	24	9	4	13	0
Per Term								
Winter/Summer Sessions	170	90	60	20	0	0	0	0

(A) - In addition, students will be charged \$312 for legislated health insurance coverage, which will be refunded if the student can provide proof of insurance. International students will pay \$354.

(B) - In addition, there is a \$125 per semester charge for international students.

SPECIAL PROGRAMS:

e - Tuition Program	915
Executive Management Program	57,500
Typical Student On-Campus Room And Board	10,184

**NEW JERSEY INSTITUTE OF TECHNOLOGY
TUITION & FEE SCHEDULE 2010 - 2011**

Attachment A (Continued)

PER OCCURRENCE FEES	UNDERGRADUATE	GRADUATE
Application/Re-admission/Non-Matriculation	\$70	\$65
Late Registration	100	100
Late Payment	100	100
Deferred Payment Plan	50	50
Schedule Change	25	25
Make-up Exam	50	50
Re-instatement	200	200
Thesis	N/A	75
Dissertation	N/A	100
Maintaining Registration	25	50
Commencement	110	110
BJUT English Placement Test		125
Parking		
· Part-time (per semester)	100	100
· Full-time (per semester)	195	195
Health Insurance (1)		
· In-State and Out-Of-State	312	312
· International Students	354	354
First Year Student Fee	200	N/A
Transfer Student Orientation	15	N/A
Distance Learning (per semester)	85	85

(1) Health insurance coverage is refundable if the student can provide proof of insurance.

**4B. Approve Resolution to Adopt
FY 2011 Operating and Capital
Budgets**

Statement Resolution to Adopt FY 2011 Operating and Capital Budgets

The administration has carefully developed Operating and Capital Budgets for FY 2011, examining revenue and expense options. Following an iterative, consultative process, the resulting FY 2011 Operating Budget is a balanced budget which provides for the allocation of available resources consistent with the university mission.

The authorized spending limits remained unchanged from the FY 2010 amounts.

**Resolution to Adopt FY 2011
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 Committee, and

Whereas, the Audit and Finance Committee of the Board has reviewed same and recommends acceptance of the administration's proposed Budgets, and

Whereas, the Board of Trustees have set the FY 2011 Schedule of Tuition and Fees, and

Whereas, the recommended spending limits from the Budgets to single vendors during the fiscal year without further approval are:

- for university accounts \$750,000;
- for capital accounts within the Approved Capital Budget and
- for Research Contracts as approved by the external source

Now Therefore Be It Resolved that the Board of Trustees adopts the FY 2011 Operating and Capital Budgets, and

Be It Further Resolved that the administration's authorized spending limits from the Budgets to single vendors during the fiscal year without further approval are as follows:

- for university accounts \$750,000;
- for capital accounts the Approved Capital Budget and
- for Research Contracts as approved by the external source

15 July 2010

DRAFT
New Jersey Institute of Technology

FY2011 Proposed Budget

As of 7/7/2010

Submitted to Audit and Finance Committee, Board of Trustees

DRAFT New Jersey Institute of Technology

FY2011 Budget Overview

- Elimination of \$3.0 million in FY10 one-time Federal stimulus funds
- FY11 Governor recommended appropriation of \$37.7 million, \$4.8 million less than FY10 actual funding received
- Projected enrollment increase resulting in \$2.3 million of additional tuition & fee revenue
- \$5.6 million in additional tuition and fee revenue generated from a 4% academic year tuition and required fee increase for in-state undergraduates, 6% for all others
- \$830k increase in student awards, consistent with strategic plan objectives
- No State funding of FY11 salary program costs of \$5.3 million, including annualization of FY10 partial year funded positions

Draft New Jersey Institute of Technology

FY2011 Budget Overview (cont.)

- \$4.7 million reduction to operating accounts
- \$1.4 million increase (16%) in utilities, which is a combination of rate increases and the addition of the Central King Building
- Additional \$2.8 million to support facility projects, total budget of \$8.8 million
- Added 230 beds to residence hall capacity with average room rate increase of 3% and an average board rate increase of 4%
- 5% continued steady growth in restricted grants and contracts

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FY2011 Revenue Operating Budget

	FY2009 <u>Committed</u>	FY2010 <u>Projected Commitments</u>	FY2011 <u>Proposed Budget</u>	FY2011 \$Δ <u>From FY10 Commitments</u>	FY2011 %Δ <u>From FY10 Commitments</u>
INCOME DETAIL - UNRESTRICTED OPERATIONS					
REGULAR TUITION	89,846	96,645	103,049	6,404	6.6%
REGULAR FEES	13,102	14,276	15,363	1,087	7.6%
OTHER TUITION	2,328	1,943	1,880	(63)	-3.2%
SUBTOTAL REGULAR TUITION	105,276	112,864	120,292	7,428	6.6%
STATE APPROPRIATIONS:					
STATE APPROPRIATION	42,685	42,481	37,696	(4,785)	-11.3%
SALARY PROGRAM	1,273	-	-	-	0.0%
STATE SUPPORTED FRINGES	24,519	26,335	28,417	2,082	7.9%
TOTAL STATE APPROPRIATIONS	68,477	68,816	66,113	(2,703)	-3.9%
OTHER SOURCES:					
OTHER FEES & ASSESSMENTS	3,872	3,232	2,946	(286)	-8.8%
INVESTMENTS & UNRESTRICTED GIVING	2,283	1,300	1,400	100	7.7%
AUXILIARIES	12,480	13,101	15,171	2,070	15.8%
NON-RECURRING CARRYFORWARD SAVINGS	-	-	3,575	3,575	0.0%
ALLOCATED BALANCES - PO's	-	-	2,320	2,320	0.0%
UNRESTRICTED RESEARCH ACTIVITIES	11,232	10,850	11,554	704	6.5%
SUBTOTAL OTHER SOURCES	29,867	28,483	36,966	8,483	29.8%
TOTAL REVENUE - CURRENT OPERATIONS	203,620	210,163	223,371	13,208	6.3%
RESTRICTED PROGRAMS (NET OF OPERATIONS)	67,661	71,044	74,596	3,552	5.0%
TOTAL OPERATING INCOME BUDGET	271,281	281,207	297,967	16,760	6.0%

DRAFT New Jersey Institute of Technology

FY2011 Expense Operating Budget

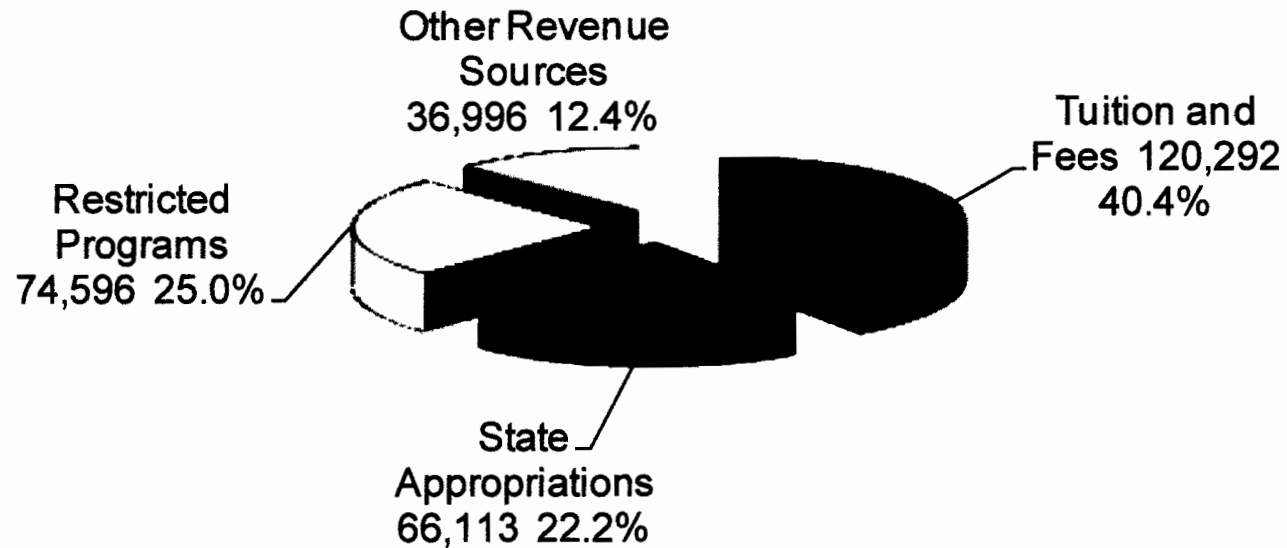
	FY2009 <u>Committed</u>	FY2010 Projected <u>Commitments</u>	FY2011 Proposed <u>Budget</u>	FY2011 \$Δ From FY10 <u>Commitments</u>	FY2011 % Δ From FY10 <u>Commitments</u>
ACADEMIC & PROGRAM AREA SALARIES	80,799	81,469	83,704	2,235	2.7%
ACADEMIC & PROGRAM AREA FRINGE BENEFITS	21,196	22,859	25,021	2,162	9.5%
TOTAL ACADEMIC AREA	101,995	104,328	108,725	4,397	4.2%
SUPPORT AREA SALARIES	20,077	20,485	21,761	1,276	6.2%
SUPPORT AREA FRINGE BENEFITS	5,299	5,715	6,651	936	16.4%
TOTAL SUPPORT AREA	25,376	26,200	28,412	2,212	8.4%
TOTAL PERSONNEL	127,371	130,528	137,137	6,609	5.1%
<u>NON-PERSONNEL</u>					
RESTRICTED USE BUDGETS:					
UTILITIES	9,049	8,941	10,386	1,445	16.2%
INSURANCE	1,660	1,715	1,925	210	12.2%
LIBRARY COLLECTIONS	1,119	1,099	1,209	110	10.0%
STUDENT AWARDS	17,325	20,170	20,601	431	2.1%
REST. TRANS., DEBT SVC. & OTHER	21,021	23,262	25,370	2,108	9.1%
COST REC. & CHG. BACKS	(407)	(523)	(514)	9	-1.7%
SUBTOTAL RESTRICTED USE BUDGETS	49,767	54,664	58,977	4,313	7.9%
GENERAL OPERATING BUDGETS:					
EQUIPMENT	3,119	2,899	3,170	271	9.3%
MATERIALS/SUPPLIES	2,595	2,673	2,926	253	9.5%
TRAVEL/CONFERENCES	2,462	2,419	1,833	(586)	-24.2%
PROFESSIONAL SERVICES	6,124	5,877	6,050	173	2.9%
FACILITY MAINTENANCE, REPAIRS, RENTALS & LEASES	4,142	4,187	4,354	167	4.0%
COMPUTER HARDWARE, SOFTWARE, AND MAINTENANCE	1,318	1,458	1,498	40	2.7%
GENERAL ADVERTISING	996	906	875	(31)	-3.4%
OTHER OPERATING EXPENSES	5,726	4,552	5,384	832	18.3%
SUBTOTAL GENERAL OPERATING EXPENSES	26,482	24,971	26,090	1,119	4.5%
TOTAL NON-PERSONNEL	76,249	79,635	85,067	5,432	6.8%
BUDGET RESERVES	-	-	1,167	1,167	
TOTAL OPERATING EXPENSE BUDGET	203,620	210,163	223,371	13,208	6.3%
RESTRICTED PROGRAMS (NET OF OPERATIONS)	67,661	71,044	74,596	3,552	5.0%
TOTAL OPERATING EXPENSES	271,281	281,207	297,967	16,760	6.0%

New Jersey Institute of Technology

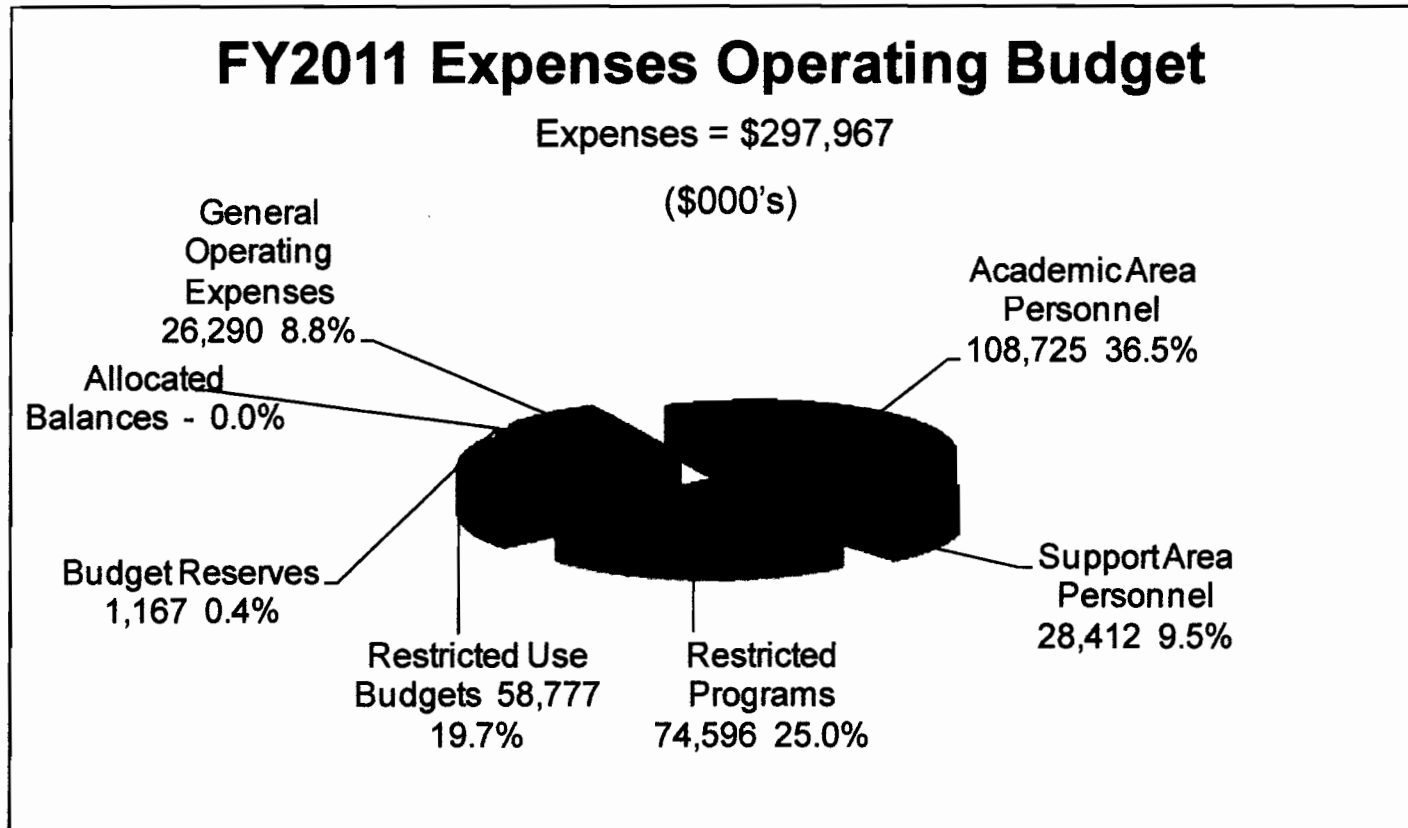
FY2011 Revenue Operating Budget

Revenue = \$297,967

(\$000's)



New Jersey Institute of Technology



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****DRAFT** FY 2011 Proposed Facilities Budget/ Cash Disbursements (\$000's)**

Resources:	FY2009 Approved	FY 2010 Approved	FY 2010 Released	FY2011 Proposed	FY2012+ Pending
Base Budget - Plant projects	2,956			6,500	6,500
FY11 Supplemental Budget				2,308	
Gift Income		800	800		325
Plant Fund	4,870	6,000	2,550	747	
Total Resources	7,826	6,800	3,350	9,555	6,825
Projected Disbursements:					
Expanded SOA studio space Fall 08	2,300				
Tiernan, GITC and York Updates/Relocations	880	780	780		750
SOA Studios / Related Relocations		50	50		
SOA Idea Factory					
Classrooms Upgrades	100			100	100
Painting				100	
Colton Computational Biology Lab					60
Tiernan Fume Hood Upgrade 2 labs	250				
Biology Labs		250	250		
New Class rooms 2nd Fenster		1,550			
Naimoli Rec Center		2,060	1,500	2,500	
Rehab - CAPE Upper Level		270			270
Jim Wise Library Work Space		30	30		
Bathroom Fixtures and Plumbing Replacements	100	100		100	
Phase 1, Central King Building (CKB)				5,500	2,500
Academic Departments	100	100	-		250
Food Services Update	486				
BB Locker Room Rehab		300	300	-	
Training Room/ Locker Room Upgrades	100			-	325
Replace kitchenettes - Oak Hall (1/2)	375				
Faculty Hall EPA Compliance - Ductwork Replace Air Handler	55				
Oak Hall - Upgrade Valves/Control System - New Chiller/Pumps Required		380			
Roof Replacements		340	50	350	
MEP Upgrades (Mechanical, Electrical, Plumbing)				285	
Elevators Upgrade		390	50	120	
Administrative Computing System	300				
Cullimore Boiler Room/MEP Upgrades	80				
Student Mall Boiler Replacement	80				
Kupfrian Installation of New Boiler	150				
Oak Hall - Replace Rooftop Heat Recovery Unit	100				
Other Projects	500	200	340	500	6,700
Total Projected Disbursements	7,826	6,800	3,350	9,555	10,955
Net	0	0	0	0	(4,130)



4C. Approve Faculty Appointment with Tenure



New Jersey Institute of Technology
University Heights
Newark, NJ 07102-1982
973.596.3220
973.642.4079 fax
ian.gatley@njit.edu

Ian Gatley, Ph.D.
Provost and Senior Vice President
for Academic Affairs

To: Robert A. Altenkirch
President

From: Ian Gatley
Provost *Ian Gatley*

Re: Tenure for Dr. Michael Halper, Department of Information Systems

Date: June 10, 2010

We have completed a search to fill a faculty position in the College of Computing Sciences (CCS). I am pleased to recommend that Dr. Michael Halper be appointed to the NJIT Faculty starting Fall 2010 at the rank of Professor with tenure in the Department of Information Systems (IS).

Dr. Halper will assume the position of the Director of the Information Technology (IT) Program which is currently without a Director. The IT Program, for the AY 2009-2010 had c. 500 students enrolled (this includes 15 graduate students enrolled in the new MS in IT Administration & Security). We expect enrollment to grow in the coming academic year. The program needs academic leadership. Its current academic staff consists of University Lecturers and Adjuncts with one exception, James McHugh of Computer Science (CS) is on "loan" to the IT program.

Dr. Halper currently holds a tenured position as a Professor at Kean University. He received his Ph.D. degree in 1993 from NJIT. Both the Promotion and Tenure Committee in the Department of Information Systems and the Dean of CCS strongly support this tenured appointment.

Dr. Halper is in an excellent position to play a leadership role in IT. He has been involved in CS and IT for over 30 years. He has done research in different areas of computing – both theory and practice. In fact, he has built software systems including a large software system for creating and manipulating object database schemas (over 30K lines of C++ code). This combination of theory and practice is important for ensuring the quality of the IT curriculum.

Dr. Halper is very familiar with our IT Program since he has been on the Advisory Board of the IT Program since 2007.

In his position as the Director of the IT Program, Dr. Halper's charter will be to grow and strengthen the IT Program. Here are some items he will be working on:

- Accreditation of the BS in IT. Unlike the BS degrees in CS and IS, the BS in IT is not accredited. ABET recently started accrediting IT degrees. Dr. Halper has experience with accreditation since he was part of the team at Kean University that was overseeing their effort to get their CS degree accredited.
- Upgrading the quality of the IT courses and their delivery.
- Revamping the IT curriculum to ensure that topics required by ABET are covered.
- Implementing processes to ensure ABET accreditation.
- Developing new courses critical for the IT Program, e.g., system administration.
- Introducing new specializations (with relevant courses) as and when needed, for example, Health IT.
- Working with industry toward the goal of developing co-op and internship opportunities.
- Exploring new avenues for recruiting and increasing enrollment.
- Growing the MS in IT Administration & Security.

Dr. Halper has had much success as a researcher. His research record includes a recent grant from the National Institutes of Health with funding from the National Cancer Institute on "Efficient Estimation Methods for Censored Survival Data." Dr. Halper has already published twelve peer reviewed papers, and this funding and publication record bodes very well for valuable future research contributions.

Dr. Halper also has teaching experience at all levels of graduate and undergraduate computing courses. He received very high teaching evaluations at Kean University.

In summary, Dr. Michael Halper's professional credentials, accomplishments, and interests fit well with NJIT's desire to strengthen its IT Program. We are confident that he will be a great success at NJIT.

**4D. Approve By-Laws for
Gateway Corporations**

Resolution to Approve By-Laws for Gateway Development Corporations

Whereas, the Board of Trustees has approved the establishment of two corporations to facilitate the implementation of the Gateway Development Project, subject to review and approval of the By-Laws for same, and

Whereas, the first corporation named Campus Gateway Development, Inc will be established as a for- profit entity and the second corporation named Gateway Foundation, Inc will be established as a non-profit entity, and

Whereas, External counsel has prepared the necessary By-Laws (Exhibit A) for each corporation, and

Whereas, the administration recommends the approval of the By-Laws, and

Whereas, there may need to be minor changes to the By-Laws to accommodate State filing regulations

Now Therefore Be It Resolved that the Board of Trustees approves the By-Laws in the same or substantially the same form as shown in Exhibit A, provided that the changes are deemed necessary and meet legal requirements in the opinion of counsel.

15 July 2010

**BYLAWS
OF
CAMPUS GATEWAY DEVELOPMENT, INC.**

ARTICLE I

NAME AND ACTIVITIES

I.1 Name. The name of the organization, Incorporated under the laws of the State of New Jersey, shall be "Campus Gateway Development, Inc." which shall be referred to hereinafter as the "Corporation". It was incorporated pursuant to the provisions of the New Jersey Business Corporation Act, N.J.S.A. 14A:1-1, *et seq.* (the "Act").

I.2 Purposes. The Corporation is organized for promoting and effectuating economic development, aesthetic improvement, quality of life and the redevelopment and rehabilitation of the University Heights neighborhood of Newark and for any and all of the other purposes specified in the Act.

ARTICLE II

OFFICES AND REGISTERED AGENT

II.1 Registered Office. The address of the registered office of the Corporation in New Jersey shall be as registered with the State of New Jersey, Department of Treasury, and shall be at such location as the Board of Directors may from time to time determine.

II.2 Other Offices. The Corporation may also have offices at such other places within or outside the State of New Jersey as the Board of Directors may from time to time appoint and the Purpose of the Corporation may require.

II.3 Registered Agent. The agent of the Corporation registered with the State of New Jersey shall have a business address identical with the registered office of the Corporation. The Registered Agent shall ensure that the Corporation files an Annual Report with the State of New Jersey and remains in good standing.

ARTICLE III

SHAREHOLDERS

III.1 Shareholder. The sole shareholder of the Corporation shall be the New Jersey Institute of Technology.

III.2 Annual Meeting of Shareholders. The annual meeting of shareholders shall be held on the date and time and at the location to be fixed by the Board of Directors, at which the shareholders shall elect a Board of Directors, each Director to serve for one year, and conduct such other business as may properly come before the meeting. Each shareholder shall be entitled to one vote, in person or by proxy, for each share of stock registered in his or her name.

III.3 Regular Shareholders Meetings. All regular meetings of the shareholders shall be held at a time and place as shall be designated by resolution of the Board of Directors or as set forth in a notice of the meeting.

III.4 Quorum, Proxies, and Voting. A majority in amount of the stock issued and outstanding represented by the holder in person or by proxy shall be requisite at every meeting to constitute a quorum for the election of Directors or for the transaction of other business. Shareholders may vote at all meetings either in person or by proxy in writing. Voting upon all questions at all meetings of the shareholders shall be by shares of stock and not per capita.

III.5 Special Meetings of Shareholders. Special meetings of the shareholders may be called, on notice, by the President or any three members of the Board.

III.6 Notice of Meetings. Written notice stating the place, date, time and purpose of the annual meeting shall be given, either personally or by mail, commercial courier service, facsimile, or e-mail, not less than ten (10) nor more than sixty (60) days before the date of the meeting, to each shareholder entitled to vote at such meeting. Special meetings shall be called in the same manner, except on not less than two (2) days notice.

III.7 Action without Meetings.

(a) Unless otherwise provided in the Corporation's Certificate of Incorporation or by the Act, and in accordance with Section 14A:5-6 of the Act, any action required or permitted to be taken by stockholders may be taken without a meeting, without prior notice and without a vote, if consents in writing, setting forth the action so taken, shall be signed by the holders of outstanding stock having not less than the minimum number of votes that would be necessary to authorize or take such action at a meeting at which all shares entitled to vote thereon were present and voted and shall be delivered to the Corporation by delivery to its registered office in New Jersey by hand or certified or registered mail, return receipt requested, to its principal place of business or to an officer or agent of the corporation having custody of the book in which proceedings of meetings of stockholders are recorded. Each such written consent shall bear the date of signature of each stockholder who signs the consent. No written consent shall be effective to take the corporate action referred to therein unless

written consents signed by a number of stockholders sufficient to take such action are delivered to the Corporation in the manner specified in this paragraph within sixty days of the earliest dated consent so delivered or as otherwise required by Section 14A:5-6 of the Act.

(b) If action is taken by consent of stockholders and in accordance with the foregoing, there shall be filed with the records of the meetings of stockholders the writing or writings comprising such consent.

(c) If action is taken by less than unanimous consent of stockholders, prompt notice in accordance with Section 14A:5-6 of the Act of the taking of such action without a meeting shall be given to those who have not consented in writing and a certificate signed and attested to by the Secretary that such notice was given shall be filed with the records of the meetings of stockholders.

(d) In the event that the action which is consented to is such as would have required the filing of a certificate under any provision of the Act, if such action had been voted upon by the stockholders at a meeting thereof, the certificate filed under such provision shall state, in lieu of any statement required by such provision concerning a vote of stockholders, that written consent has been given under Section 14A:5-6 of the Act and that written notice has been given as provided in such Section.

ARTICLE IV

BOARD OF DIRECTORS

IV.1 Terminology. The Board of Directors shall consist of all of the Directors of the Corporation and is referred to herein as the Board of Directors or the Board, such terms being interchangeable.

IV.2 Management. The business and the affairs of the Corporation shall be directed, controlled and managed by the Board which shall be the governing body of the Corporation.

IV.3 General Powers of Directors. The management of the business, property, and affairs of the Corporation shall be under the direction of the Board of Directors. In the management and control of the business, property, and affairs of the Corporation, the Board is hereby vested with all powers possessed by the Corporation itself insofar as this delegation of authority is not inconsistent with the laws of the State of New Jersey, the Corporation's Certificate of Incorporation, or these Bylaws. The Board shall have discretionary power to determine what constitutes net earnings, profits, and surplus, what amount shall be reserved for working capital and for any other purposes,

and what amount shall be declared as dividends. Such determinations by the Board shall be final and conclusive.

IV.4 Specific Powers of Directors. In addition to the powers conferred by the last preceding paragraph, and other powers conferred by law, the Board of Directors shall have the following powers:

(a) To make and change rules and regulations, not inconsistent with these Bylaws, for the management of the Corporation's business, property, and affairs.

(b) To purchase or otherwise acquire or dispose of any property, rights or privileges which the Corporation is authorized to acquire or dispose of, at such price and on such terms and conditions and for such consideration, as they shall from time to time deem appropriate.

(c) At their discretion, to pay for any property or rights acquired by the Corporation, either wholly or partly in money or in stocks, bonds, debentures or other securities or property of the Corporation.

(d) To create, make and issue mortgages, bonds, deeds of trust, trust agreements, and negotiable or transferable instruments and securities, secured by mortgage or otherwise, and to do every other act and thing necessary to effectuate the same.

(e) To appoint and at their discretion remove or suspend such officers, agents or servants, permanently or temporarily, as they may deem appropriate, and to determine their duties, and fix, and change their compensation.

(f) To confer by resolution upon any appointed officer of the Corporation the power to choose, remove or suspend such subordinate officers, agents or servants.

(g) To appoint any person or persons to accept and hold in trust for the Corporation any property belonging to the Corporation, or in which it is interested, or for any other purpose, and to execute and do all such duties and things as may be requisite in relation to any such trust.

(h) To determine who shall be authorized on the Corporation's behalf to sign bills, notes, receipts, acceptances, endorsements, checks, releases, contracts, and documents.

(i) To provide for the management of the affairs of the Corporation, at home or abroad, in such manner as they deem appropriate, and in particular, to delegate any of the powers of the Board in the course of the business of the Corporation to any

standing or special committee of the Board, or to any officer or agent, and to appoint any persons to be the agents of the Corporation, with such powers (including the power to sub-delegate), and upon such terms as they may deem appropriate.

IV.5 Numbers, Election and Terms of Office.

(a) The Board shall consist of not less than three (3) and not more than eleven (11) individuals with the actual number of Directors to be set from time to time by resolution of the Board of Directors.

(b) The Board shall include the individuals serving in the following capacities for New Jersey Institute of Technology:

President;
Senior Vice President for Administration and Treasurer;
Vice President for Academic and Student Services;
Associate Vice President for Finance and Controller;
Associate Treasurer.

(c) One member of the Board shall be designated by the Board of Trustees of New Jersey Institute of Technology.

(d) The Directors shall be elected by the shareholders at their Annual Meeting.

(e) All Directors shall retain their respective offices as Directors until their successors shall be duly elected and qualified, except Directors who are removed or who resign from office whose tenures as Directors shall terminate upon their resignation or removal.

IV.6 Governance of the Board. The Board shall be governed by the Chairperson of the Board elected annually by the Board at its Annual Meeting from those Directors elected at said meeting.

(a) It shall be the duty of the Chairperson of the Board to:

(1) Exercise overall supervision of Board affairs, be a voting member, and preside at all meetings of the Board;

(2) Provide leadership to the Board and its committees in the formulation, development and evaluation of the Corporation's policies and goals; and

(3) Serve as liaison between the President and the Board and work with the President on a continuing basis.

IV.7 Compensation of Directors. Directors, as such, shall not receive any salary for their services, but, by resolution of the Board, expenses of attendance, if any, may be allowed for attendance at each regular or special meeting of the Board; provided, that nothing herein contained shall be construed to preclude any Director from serving the Corporation in any other capacity and receiving compensation therefor.

IV.8 Interested Directors and Officers.

(a) No contract or transaction between the Corporation and one or more of its Directors or officers, or between the Corporation and any other corporation, partnership, association, or other organization in which one or more of the Corporation's Directors or officers are directors or officers, or are otherwise interested, shall be void or voidable solely for this reason, or solely because the Director or officer is present at or participates in the meeting of the Board of Directors or committee thereof which authorizes the contract or transaction, or solely because his or their votes are counted for such purpose, if:

(1) The material facts as to his relationship or interest and as to the contract or transaction are disclosed or are known to the Board or the committee, and the Board or committee in good faith authorizes the contract or transaction by the affirmative votes of a majority of the disinterested Directors, even though the disinterested Directors be less than a quorum; or

(2) The material facts as to his relationship or interest and as to the contract or transaction are disclosed or are known to the stockholders entitled to vote thereon, and the contract or transaction is specifically authorized, approved or ratified in good faith by vote of the stockholders; or

(3) The contract or transaction is fair and reasonable as to the Corporation as of the time it is authorized, approved or ratified by the Board, a committee thereof or the stockholders.

(b) Common or interested Directors may be counted in determining the presence of a quorum at a meeting of the Board or of a committee which authorizes the contract or transaction.

IV.9 Resignation of Directors. Any Director may resign from office, with or without cause, by delivering a written statement of resignation to the President of the Corporation or Chairperson of the Board. Any such resignation shall take effect, at the

option of the Board, immediately upon its receipt or at a later date, if a later effective date for the resignation is specified in the notice of resignation.

IV.10 Vacancies on the Board of Directors. The Board of Directors may at any meeting fill any vacancy, including a vacancy resulting from the enlargement of the Board, for a term ending at the date of the next Annual Meeting of shareholders at which time a Director shall be elected to fill the vacancy in the manner prescribed by section IV.4 hereof.

IV.11 Annual and Regular Meetings of Directors. An annual meeting of the Board of Directors shall be held immediately following the annual meeting of shareholders at the place where each meeting of the shareholders is held or at each other place, date and hour as a majority of the newly elected Directors may designate. At such meeting, the Board of Directors shall elect officers of the Corporation, and conduct such other business as may properly come before the meeting. In addition to such annual meeting, the Board of Directors shall have the power to fix by resolution or notice the place, date and hour of other regular meetings of the Board.

IV.12 Special Meetings. Special meetings of the Board may be called by the Chairperson of the Board, the President, or any three Directors.

IV.13 Notice of Meeting. Notice of the Annual Meeting, regular meetings and any special meetings of the Board shall be mailed or sent by fax or electronic mail to the Directors at least ten (10) days but not more than sixty (60) days before the meeting except for regular meetings for which no notice is required. Notice of any meeting shall not be necessary for any person who attends the meeting or who signs a written waiver of notice before or after the meeting is held. Any person who does not protest proper notice prior to the conclusion of a meeting shall be deemed to have waived notice of such meeting.

IV.14 Voting and Quorum of Directors for Transacting Business. A majority of the Board shall constitute a quorum at a meeting of the Board. A majority of the voting members of any committee of the Board shall constitute a quorum for the transaction of business of such committee. Whenever less than a quorum is present at any duly noticed meeting of the Board, or of any committee of the Board, a majority of those present may adjourn the meeting without notice of such adjournment other than by announcement at the meeting. No such meeting shall be reconvened following adjournment until proper notice under these Bylaws has been given to each of the Directors of the time and place of such reconvened meeting. Each Director shall have one (1) vote on each matter submitted to the Board of Directors for his/her vote, consent, waiver, release or other action. The affirmative vote of a majority of the Directors or committee members present at any meeting of the Board or committee, respectively, at which there is a quorum shall be the act of the Board or of the

committee, respectively, except when a larger vote may be required by the laws of the State of New Jersey, these Bylaws, or the Certificate of Incorporation of the Corporation. A Trustee of the Corporation who is present at a meeting of the Board of Trustees, at which action on any matter is before the Board for a vote, shall be presumed to have assented to the action taken unless he votes against such action or abstains from voting because of an asserted conflict of interest.

IV.15 Actions by Unanimous Written Consent. Any action required or permitted at any meeting of the Board or any committee thereof may be taken without a meeting, without prior notice and without a vote if all of the Directors or members of the committee, respectively, entitled to vote thereon consent in writing. Said written consents shall be filed with the minutes of the proceedings and shall have the same effect as a vote for all purposes.

IV.16 Conference Telephone. A member of the Board or of any committee may participate in a meeting by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear one another. Participation in a meeting in this manner constitutes presence in person at the meeting.

IV.17 Creation of Committees. The Board of Directors may, by resolution passed by a majority of the whole Board, designate one or more committees that shall have such functions and may exercise such power of the Board of Directors as can be lawfully delegated and to the extent provided in the resolution or resolutions creating such committee or committees.

IV.18 Meetings. Regular meetings of a committee may be held without notice at such time and at such place as shall from time to time be determined by resolution of the committee, and special meetings of a committee may be called by any member thereof upon two (2) days' notice to the other members of such committee, or on such shorter notice as may be agreed to in writing by each of the other members of such committee, given either personally or in the manner provided in these Bylaws pertaining to notice for Board meetings.

IV.19 Vacancies. Vacancies on any committees shall be filled by the Board of Directors then in office at any regular or special meeting of the Board of Directors.

IV.20 Quorum. At all meetings of committees, a majority of the committee's members in good standing shall constitute a quorum for the transaction of business.

IV.21 Manner of Acting. The acts of a majority of the members in good standing of a committee present at any meeting at which there is a quorum shall be the act of such committee.

IV.22 Minutes. The committees shall keep regular minutes of their proceedings and report the same to the Board of Directors when required.

ARTICLE V

OFFICERS OF THE CORPORATION

V.1 Officers. The officers of the Corporation shall consist of a President, a Secretary, a Treasurer and such other officers as the Board may from time to time determine. Any person may hold more than one office, but no officer shall execute, acknowledge or verify any instrument in more than one capacity if the instrument is required by law or by the Bylaws to be executed, acknowledged or verified by two or more officers.

V.2 Election and Term of Office. Officers for the Corporation shall be elected at the Annual Meeting of the Board of Directors, by the vote of a majority of the Board elected at such meeting. Each officer shall be elected for a term of one (1) year. The duties of the President, the Secretary and the Treasurer are set forth in sections V.5 through V.7 hereof.

V.3 Removal. Any officer may be removed by the affirmative vote of a majority of the Directors at any regular or special meeting of the Board.

V.4 Vacancies. In the event of the death, resignation, removal or other inability to serve of any officer, the Board shall appoint a successor who shall serve until the expiration of the normal term of such officer or until his or her successor shall be elected or appointed.

V.5 President. The President shall have general and active management of the business, property, and affairs of the Corporation; he shall see that all orders and resolutions of the Board are carried into effect. He shall have general superintendence and direction of all the other officers of the Corporation, and he shall see that their duties are properly performed. He shall have the general powers and duties of supervision and management usually vested in the office of the President of a Corporation.

V.6 Secretary. The Secretary shall keep full minutes of all meetings of the stockholders and Directors; he shall be ex officio Secretary of the Board of Directors; he shall attend all sessions of the Board, shall act as clerk thereof, and record all votes and the minutes of all proceedings in a book to be kept for that purpose, and shall perform

like duties for committees when required. He shall give, or cause to be given, notices of all meetings of the stockholders of the Corporation and of the Board of Directors, and shall perform such other duties as may be prescribed by the Board of Directors or President, under whose supervision he shall be.

V.7 Treasurer. The Treasurer shall have the care and custody of the funds of the Corporation, and shall have and exercise, under the supervision of the Board of Directors, all powers and duties commonly incident to the office of Treasurer including, keeping full and accurate accounts of receipts and disbursements in books belonging to the Corporation, and depositing all moneys and other valuable effects in the name and to the credit of the Corporation, in such depositories as may be designated by the Board of Directors. He shall disburse the funds of the Corporation as may be ordered by the Board or authorized officers, taking proper vouchers for such disbursements, and shall render to the President and Directors, at the regular meetings of the Board, or whenever they may require it, an account of all his transactions as Treasurer and of the financial condition of the Corporation.

V.8 Duties of Officers May be Delegated. In case of the absence of any officer of the Corporation, or for any other reason that the Board may deem sufficient, the Board may delegate the powers or duties of such officer to any other officer, or to any Director for the time being, provided a majority of the entire Board concur therein. The Board may also appoint any subordinate officer as it deems appropriate.

ARTICLE VI

EXCULPATION AND INDEMNIFICATION

VI.1 Exculpation. No Director or officer shall be personally liable to the Corporation for damages for breach of any duty owed to the Corporation, except that this provision shall not relieve a Trustee or officer from liability for any breach of duty based upon an act or omission (1) in breach of such person's duty of loyalty to the Corporation, (2) not in good faith or involving a knowing violation of law, or (3) resulting in receipt by such person or an improper personal benefit.

VI.2 Rights of Indemnification. The Corporation shall indemnify and advance expenses of any person (an "Indemnitee") who is or was a director, officer, employee or agent of the Corporation to the full extent permitted by the laws of the State of New Jersey, as they exist on the date hereof or as they may hereafter be amended. The Corporation shall indemnify an Indemnitee who was or is involved in any manner (including, without limitation, as a party or witness) in any threatened, pending or completed investigation, claim, action, suit or proceeding, whether civil, criminal, administrative, arbitative, legislative or investigative (including, without

limitation, any action, suit or proceeding by or in the right of the Corporation to procure a judgment in its favor) (a "Proceeding"), or who is threatened with being so involved, by reason of the fact that he or she is or was a director or officer of the Corporation or, while serving as a director or officer of the Corporation, is or was at the request of the Corporation also serving as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise (including, without limitation, any employee benefit plan), against all expenses (including attorneys' fees), judgments, fines, penalties, excise taxes and amounts paid in settlement actually and reasonably incurred by the Indemnitee in connection with such Proceeding, provided that, there shall be no indemnification hereunder with respect to any settlement or other nonadjudicated disposition of any threatened or pending Proceeding unless the Corporation has given its prior consent to such settlement or disposition. The right of indemnification created by this Section shall be a contract right enforceable by an Indemnitee against the Corporation, and it shall not be exclusive of any other rights to which an Indemnitee may otherwise be entitled. The provisions of this Section shall inure to the benefit of the heirs and legal representatives of an Indemnitee and shall be applicable to proceedings commenced or continuing after the adoption of this Section, whether arising from acts or omissions occurring before or after such adoption. No amendment, alteration, change, addition or repeal of or to these Bylaws shall deprive any Indemnitee of any rights under this Section with respect to any act or omission of such Indemnitee occurring prior to such amendment, alteration, change, addition or repeal.

VI.3 Insurance. The Corporation, with the approval of the Board, may purchase and maintain insurance on behalf of any person who is or was a Director, officer, employee or agent of the Corporation and on behalf of the Corporation against any liability asserted against him, her, or the Corporation and incurred by him, her, or the Corporation in any such capacity, or arising out of his or her status as such, whether or not the Corporation would have the power to indemnify him or her against such liability under the provisions of this Article.

VI.4 Advice of Counsel. Neither the Corporation nor its Directors, officers, employees or agents, nor any person acting on its behalf shall be liable to anyone for any determination as to the existence or absence of conduct which would provide a basis for making or refusing to make any payment under this Article or for taking or omitting to take any other action under this Article, if such determination, action or omission is made in reliance upon the advice of counsel.

VI.5 References Included. Each reference herein to Directors, officers, employees or agents shall be deemed to include references to former Directors, officers, employees or agents and their respective heirs, executors and administrators. The indemnification hereby provided shall not be exclusive of any other rights to which any person may be entitled, including any right under policies of insurance that may be

purchased and maintained by the Corporation or others, with respect to claims, issues, or matters in relation to which the Corporation would not have the power to indemnify such person under the provisions of this Article.

ARTICLE VII

STOCK

VII.1 Ownership. The shares of stock of the Corporation shall be either represented by certificates or uncertificated. Each holder of stock of the Corporation shall, upon request of the Corporation, be provided with a stock certificate signed by the President and also by the Treasurer or by the Secretary. Any and all signatures upon a certificate may be facsimiles. The certificates of shares shall be in such form as shall be prescribed by the Board of Directors.

VII.2 Transfers of Stock. All transfers of the stock of the Corporation shall be made upon the books of the Corporation by the holder of the shares in person, or by his legal representatives. Certificates of stock shall be surrendered and cancelled at the time of transfer and new certificates issued as appropriate. The Corporation shall be entitled to treat the registered holder of any share as the absolute owner thereof and, accordingly, shall not be bound to recognize any equitable or other claim to, or interest in, such share, on the part of any other person, whether or not it shall have express or other notice thereof, save as expressly provided by the statutes of New Jersey.

VII.3 Loss of Certificates of Stock. In the case of loss, mutilation, or destruction of an issued and outstanding certificate of stock, a duplicate certificate may be issued upon such terms as the Board of Directors may prescribe.

ARTICLE VIII

AMENDMENTS

VIII.1 Amendments. These Bylaws may be amended by the Board at any regular or special meeting called for that purpose, provided said changes have been circulated to the Directors ten (10) days before the called meeting. A vote of at least two-thirds of the Directors present and voting shall be sufficient to enact such amendments.

ARTICLE IX

GENERAL PROVISIONS

IX.1. Construction. Unless these Bylaws expressly or by clear construction or implication so provide, nothing contained in these Bylaws is intended to or shall limit, qualify, or restrict any power or authority granted or permitted to corporations by the Act. References in these Bylaws to the Certificate of Incorporation shall include all amendments thereto unless specifically excepted. Should any of the provisions of these Bylaws be held unenforceable or invalid for any reason, the remaining provisions shall be unaffected by such holding.

IX.2. Books and Records. The Corporation shall keep correct and complete books and records of account, and shall keep minutes of the proceedings of its Board and Committees.

IX.3. Checks, Bank Accounts and Investments. The monies and other assets of the Corporation shall be deposited in the name of the Corporation in such bank or banks or financial institution(s) or trust companies as the Board shall designate, and shall be drawn from such accounts only by check or money transfer with proper signatory authority, as shall be determined by resolution of the Board. The funds of the Corporation may be retained in whole or in part in cash or be invested and reinvested from time to time in such property, real, personal or otherwise, including stocks, bonds or other sureties, as the Board may from time to time authorize.

IX.4. Fiscal Year. The fiscal year of the Corporation shall be the period beginning on January 1 of each calendar year and ending on December 31 of the same calendar year.

These bylaws were adopted by resolution of the Board of Directors of the Corporation on [date] _____:

**BYLAWS
OF
CAMPUS GATEWAY FOUNDATION, INC.**

ARTICLE I

NAME AND ACTIVITIES

I.1 Name. The name of the organization, incorporated under the laws of the State of New Jersey, shall be "Campus Gateway Foundation, Inc." which shall be referred to hereinafter as the "Corporation". It was incorporated pursuant to the provisions of the New Jersey Nonprofit Corporation Act, N.J.S.A. 15A:1-1, *et seq.* (the "Act").

I.2 Purposes. The Corporation is organized exclusively for charitable purposes within the meaning of section 501 (c) (3) of the Internal Revenue Code, or the corresponding section of any future federal tax code (the "Code"), including without limitation, the purpose (the "Purpose") of promoting and effectuating economic development, aesthetic improvement, quality of life and the redevelopment and rehabilitation of the University Heights neighborhood of Newark, New Jersey.

I.3 Uses of Resources. The Corporation shall be committed to using all of its resources for the accomplishment of the Purpose set forth in section I.2 hereof, and the Corporation shall not accumulate income for any other purposes.

ARTICLE II

OFFICES AND REGISTERED AGENT

II.1 Registered Office. The address of the registered office of the Corporation in New Jersey shall be as registered with the State of New Jersey, Department of Treasury, and shall be at such location as the Board of Trustees may from time to time determine.

II.2 Other Offices. The Corporation may also have offices at such other places within or outside the State of New Jersey as the Board of Trustees may from time to time appoint and the Purpose of the Corporation may require.

II.3 Registered Agent. The agent of the Corporation registered with the State of New Jersey shall have a business address identical with the registered office of the Corporation. The Registered Agent shall ensure that the Corporation files an Annual Report with the State of New Jersey and remains in good standing.

ARTICLE III

MEMBERS

The Corporation shall have no members entitled to vote on any matter. Any provision of the Act, or any other provision of law requiring notice to, the presence of, or the vote, consent or other action by members of the Corporation, shall be satisfied by notice to, the presence of, or the vote, consent or other action by the Board of Trustees.

ARTICLE IV

BOARD OF TRUSTEES

IV.1 Terminology. The Board of Trustees shall consist of all of the Trustees of the Corporation and is referred to herein as the Board of Trustees or the Board, such terms being interchangeable.

IV.2 Management. The business and the affairs of the Corporation shall be directed, controlled and managed by the Board which shall be the governing body of the Corporation.

IV.3 Duties of Board of Trustees. The Board shall manage all of the affairs, the property and funds of the Corporation, and shall have the duty and authority to do and perform all acts consistent with these Bylaws, the Certificate of Incorporation of the Corporation and any amendments thereto, and the laws of the State of New Jersey including, without limitation, the authority to:

- (a) Set the objectives and goals of the Corporation and define the role it should play in accomplishing its Purpose;
- (b) Establish policies and programs for the Corporation in accordance with approved objectives and goals;
- (c) Adopt a long-range master plan for the orderly development of the policies and programs;
- (d) Establish controls to ensure that approved policies and programs are implemented;
- (e) Consider and approve annual operating and capital budgets for implementing plans and programs;

(f) Provide for the adequate financing of operations by ensuring sufficient revenue, establishing sound financial policies and enforcing controls over expenditure policies;

(g) Establish investment policies for all investable capital of the Corporation and review the implementation of such policies; and

(h) Elect the individuals who shall serve as officers of the Corporation.

IV.4 Numbers, Election and Terms of Office.

(a) The Board shall consist of not less than three (3) and not more than eleven (11) individuals with the actual number of Trustees to be set from time to time by resolution of the Board of Trustees.

(b) The Board shall include the individuals serving in the following capacities for New Jersey Institute of Technology:

President;

Senior Vice President for Administration and Treasurer;

Vice President for Academic and Student Services;

Associate Vice President for Finance and Controller;

Associate Treasurer.

(c) One member of the Board shall be designated by the Board of Trustees of New Jersey Institute of Technology.

(d) The Trustees shall be elected at the Annual Meeting of the Board of Trustees, by the vote of a majority of the Board then in office.

(e) All Trustees shall retain their respective offices as Trustees until their successors shall be duly elected and qualified, except Trustees who are removed or who resign from office whose tenures as Trustees shall terminate upon their resignation or removal.

IV.5 Governance of the Board. The Board shall be governed by the Chairperson of the Board elected annually by the Board at its Annual Meeting from those Trustees elected at said meeting.

(a) It shall be the duty of the Chairperson of the Board to:

(1) Exercise overall supervision of Board affairs, be a voting member, and preside at all meetings of the Board;

(2) Provide leadership to the Board and any committees in the formulation, development, and evaluation of the Corporation's policies and goals; and

(3) Serve as liaison between the President and the Board and work with the President on a continuing basis.

IV.6 Compensation. No Trustee shall receive any compensation for his or her services as a Trustee. The foregoing shall not prevent the Board from providing reasonable compensation to a Trustee for the providing of goods or services to the Corporation if such contract is in the best interest of the Corporation and is on fair and reasonable terms, as determined by a vote of Trustees not having a material financial interest in the matter. The Board may reimburse any Trustee for expenses actually and necessarily incurred in the performance of his or her duties as a Trustee.

IV.7 Conflicts of Interest.

(a) Any conflict of interest on the part of any Trustee shall be disclosed to the Board of Trustees.

(b) Any Trustee having a conflict of interest shall not vote on the matter subject to such conflict, but shall be counted in determining the quorum for action by the Board on such matter, and shall be absent from the meeting during deliberation and voting on such matter after stating his or her position and responding to any questions on the matter. The minutes of the meeting shall reflect that a disclosure was made, and the abstention from voting on such matter. Any new Trustee will be advised of this policy upon undertaking the duties of his/her office.

(c) The Board shall adopt a Conflict of Interests Policy consistent with this section IV.7 of these Bylaws.

IV.8 Removal or Suspension of Trustees.

(a) Any Trustee may be removed or suspended from office, for cause, by the vote of at least two-thirds of the Trustees.

(b) Prior to such removal or suspension of a Trustee, he or she shall be entitled to make an appearance at a meeting of the Board of Trustees and be heard on the subjects under consideration. Such appearance shall not constitute a formal hearing and the Trustee shall not be entitled to be represented by counsel at such meeting. The removal of any Trustee shall take effect immediately upon the conclusion of the action by the Board. Trustees removed from office shall not retain their respective offices as Trustees until their successors shall be duly appointed or elected and qualified.

(c) The Chairperson of the Board of Trustees shall have the authority, whenever action must be taken immediately in the best interest of the Corporation, to summarily suspend any member of the Board of Trustees, pending the appearance provided for in subsection (b) of this section **IV.8**, which shall not be unduly delayed.

IV.9 Resignation of Trustees. Any Trustee may resign from office, with or without cause, by delivering a written statement of resignation to the President of the Corporation or Chairperson of the Board. Any such resignation shall take effect, at the option of the Board, immediately upon its receipt or at a later date, if a later effective date for the resignation is specified in the notice of resignation.

IV.10 Vacancies on the Board of Trustees. The Board of Trustees may at any meeting fill any vacancy, including a vacancy resulting from the enlargement of the Board, for a term ending at the date of the next Annual Meeting at which time a Trustee shall be elected to fill the vacancy in the manner prescribed by section **IV.4** hereof.

IV.11 Meetings of the Board of Trustees. The Board shall meet no fewer than five times a year. At the Annual Meeting, which may run concurrently with a regular meetings, the Board shall be elected, the officers of the Corporation shall be elected, the Chairperson of the Board shall be elected, and the Chairperson shall appoint members of any committees for approval by a majority of the Board. The term of office for Trustees, the Chairperson and the officers elected and appointed as provided herein shall begin immediately. The date, time, and place of the Annual Meeting and regular meetings shall be fixed by resolution of the Board.

IV.12 Special Meetings. Special meetings of the Board may be called by the Chairperson of the Board, the President, or any three Trustees.

IV.13 Notice. Notice of the Annual Meeting, regular meetings and any special meetings of the Board shall be mailed or sent by fax or electronic mail to the Trustees at least ten (10) days but not more than sixty (60) days before the meeting except for regular meetings for which no notice is required. Notice of any meeting shall not be necessary for any person who attends the meeting or who signs a written waiver of notice before or after the meeting is held. Any person who does not protest proper notice prior to the conclusion of a meeting shall be deemed to have waived notice of such meeting.

IV.14 Voting and Quorum of Trustees for Transacting Business. A majority of the Board shall constitute a quorum at a meeting of the Board. A majority of the voting members of any committee of the Board shall constitute a quorum for the transaction of business of such committee. Whenever less than a quorum is present at any duly noticed meeting of the Board, or of any committee of the Board, a majority of those

present may adjourn the meeting without notice of such adjournment other than by announcement at the meeting. No such meeting shall be reconvened following adjournment until proper notice under these Bylaws has been given to each of the Trustees of the time and place of such reconvened meeting. Each Trustee shall have one (1) vote on each matter submitted to the Board of Trustees for his/her vote, consent, waiver, release or other action. The affirmative vote of a majority of the Trustees or committee members present at any meeting of the Board or committee, respectively, at which there is a quorum shall be the act of the Board or of the committee, respectively, except when a larger vote may be required by the laws of the State of New Jersey, these Bylaws, or the Certificate of Incorporation of the Corporation. A Trustee of the Corporation who is present at a meeting of the Board of Trustees, at which action on any matter is before the Board for a vote, shall be presumed to have assented to the action taken unless he votes against such action or abstains from voting because of an asserted conflict of interest.

IV.15 Actions by Unanimous Written Consent. Any action required or permitted at any meeting of the Board or any committee thereof may be taken without a meeting, without prior notice and without a vote if all of the Trustees or members of the committee, respectively, entitled to vote thereon consent in writing. Said written consents shall be filed with the minutes of the proceedings and shall have the same effect as a vote for all purposes.

IV.16 Conference Telephone. A member of the Board or of any committee may participate in a meeting by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear one another. Participation in a meeting in this manner constitutes presence in person at the meeting.

ARTICLE V

OFFICERS OF THE CORPORATION

V.1 Officers. The officers of the Corporation shall consist of a President, a Secretary, a Treasurer and such other officers as the Board may from time to time determine. Any person may hold more than one office, but no officer shall execute, acknowledge or verify any instrument in more than one capacity if the instrument is required by law or by the Bylaws to be executed, acknowledged or verified by two or more officers.

V.2 Election and Term of Office. Officers of the Corporation shall be elected at the Annual Meeting of the Board of Trustees, by the vote of a majority of the Board elected at such meeting. Each officer shall be elected for a term of one (1) year. The

duties of the President, the Secretary and the Treasurer are set forth in sections V.5 through V.7 hereof.

V.3 Removal. Any officer may be removed by the affirmative vote of a majority of the Trustees at any regular or special meeting of the Board.

V.4 Vacancies. In the event of the death, resignation, removal or other inability to serve of any officer, the Board shall appoint a successor who shall serve until the expiration of the normal term of such officer or until his or her successor shall be elected or appointed.

V.5 President. The President shall be the chief executive officer of the Corporation. He or she shall be responsible to the Board for the planning, direction and development of the Corporation within the framework of programs approved by the Board. The President may enter into and execute in the name of the Corporation contracts or other instruments in the regular course of business or contracts or other instruments not in the regular course of business which are authorized, either generally or specifically, by the Board. He or she shall direct and coordinate the administration and management of the Corporation. The President shall have the power to hire employees of the Corporation and to terminate the employment of employees of the Corporation, except officers of the Corporation. The President shall supervise the maintenance of the Corporation's books of account and its annual financial statements.

V.6 Secretary. The Secretary shall have the authority to enter into and execute in the name of the Corporation contracts or other instruments in the regular course of business or contracts or other instruments not in the regular course of business which are authorized, either generally or specifically, by the Board. The Secretary shall keep accurate corporate records, including minutes of all proceedings of the Board and its committees.

V.7 Treasurer. The Treasurer shall maintain the financial books and records of the Corporation and shall provide financial information to the Board, review reports of the Corporation's financial position and transactions with the Board, and provide sufficient information to enable the Board to evaluate the financial affairs of the Corporation. The Treasurer shall have the authority to enter into and execute in the name of the Corporation contracts or other instruments in the regular course of business or contracts or other instruments not in the regular course of business which are authorized, either generally or specifically, by the Board.

ARTICLE VI

COMMITTEES

VI.1 Creation of Committees. The Board of Trustees may, by resolution passed by a majority of the whole Board, designate an Executive Committee and one or more other committees.

VI.2 Executive Committee. The Executive Committee (if there is one) shall consult with and advise the officers of the Corporation in the management of its affairs and shall have and may exercise, to the extent provided in the resolution of the Board of Trustees creating such Executive Committee, such powers of the Board of Trustees as can be lawfully delegated by the Board.

VI.3 Other Committees. The Board of Trustees may designate other committees that shall have such functions and may exercise such power of the Board of Trustees as can be lawfully delegated and to the extent provided in the resolution or resolutions creating such committee or committees.

VI.4 Meetings. Regular meetings of the Executive Committee and other committees may be held without notice at such time and at such place as shall be determined by resolution of the Executive Committee or such other committees, and special meetings of the Executive Committee or such other committees may be called by any member thereof upon two (2) days' notice to the other members of such committee, or on such shorter notice as may be agreed to in writing by each of the other members of such committee, given either personally or in the manner provided in these Bylaws pertaining to notice for Board meetings.

VI.5 Vacancies. Vacancies on the Executive Committee or on other committees shall be filled by the Board of Trustees then in office at any regular or special meeting of the Board of Trustees.

VI.6 Quorum. At all meetings of the Executive Committee or other committees, a majority of the committee's members in good standing shall constitute a quorum for the transaction of business.

VI.7 Manner of Acting. The acts of a majority of the members in good standing of the Executive Committee or other committees present at any meeting at which there is a quorum shall be the act of such committee.

VI.8 Minutes. The Executive Committee and the other committees shall keep regular minutes of their proceedings and report the same to the Board of Trustees when required.

ARTICLE VII

EXCULPATION AND INDEMNIFICATION

VII.1 Exculpation. No Trustee or officer shall be personally liable to the Corporation for damages for breach of any duty owed to the Corporation, except that this provision shall not relieve a Trustee or officer from liability for any breach of duty based upon an act or omission (1) in breach of such person's duty of loyalty to the Corporation, (2) not in good faith or involving a knowing violation of law, or (3) resulting in receipt by such person or an improper personal benefit.

VII.2 Indemnification. The Corporation shall indemnify, in the manner and to the full extent permitted by the Act, any "corporate agent" of the Corporation (as such term is defined in Section 15A:3-4 of the Act) who was or is a party to, or is threatened to be made a party to, any "proceeding" (as such term is defined in said Section 15A:3-4), whether or not by or in the right of the Corporation, by reason of the fact that such person is or was a corporate agent of the Corporation. Where required by law, the indemnification provided for herein shall be made only as authorized in the specific case upon a determination that indemnification of the corporate agent is proper in the circumstances. To the full extent permitted by law, the indemnification provided herein shall include "expenses" (as such term is defined in said Section 15A:3-4) and in the manner provided by law, including the receipt of any undertaking that may be required by law, any such expenses may be paid by the Corporation in advance of the final disposition of such proceeding. The indemnification provided herein shall not be deemed to limit the right of the Corporation to indemnify any other person for any such expenses, nor shall it be deemed exclusive of any other rights to which any person seeking indemnification from the Corporation may be entitled under any agreement, corporate resolution, or otherwise, both as to action in such person's official capacity, and as to action in another capacity while holding such office.

VII.3 Insurance. The Corporation, with the approval of the Board, may purchase and maintain insurance on behalf of any person who is or was a Trustee, officer, employee or agent of the Corporation and on behalf of the Corporation against any liability asserted against him, her, or the Corporation and incurred by him, her, or the Corporation in any such capacity, or arising out of his or her status as such, whether or not the Corporation would have the power to indemnify him or her against such liability under the provisions of this Article.

VII.4 Advice of Counsel. Neither the Corporation nor its Trustees, officers, employees or agents, nor any person acting on its behalf shall be liable to anyone for any determination as to the existence or absence of conduct which would provide a basis for making or refusing to make any payment under this Article or for taking or

omitting to take any other action under this Article, if such determination, action or omission is made in reliance upon the advice of counsel.

VII.5 References Included. Each reference herein to Trustees, officers, employees or agents shall be deemed to include references to former Trustees, officers, employees or agents and their respective heirs, executors and administrators. The indemnification hereby provided shall not be exclusive of any other rights to which any person may be entitled, including any right under policies of insurance that may be purchased and maintained by the Corporation or others, with respect to claims, issues, or matters in relation to which the Corporation would not have the power to indemnify such person under the provisions of this Article.

ARTICLE VIII

AMENDMENTS

VIII.1 Amendments. These Bylaws may be amended by the Board at any regular or special meeting called for that purpose, provided said changes have been circulated to the Trustees ten (10) days before the called meeting. A vote of at least two-thirds of the Trustees present and voting shall be sufficient to enact such amendments.

ARTICLE IX

DISSOLUTION

IX.1 Dissolution. In the event that the Corporation is dissolved, its net assets shall be distributed in the discretion of the Board to NJIT. If NJIT does not enjoy exempt status under the provisions of Section 501(c)(3) of the Code then the assets shall be distributed to the Foundation at NJIT. If the Foundation at NJIT does not enjoy exempt status under the provisions of Section 501(c)(3) of the Code then the assets shall be distributed to any corporation or other organization formed under any law to carry out purposes similar to those of this Corporation; provided that at the time of distribution the organization or organizations to which such distribution is made shall enjoy exempt status under the provisions of Section 501(c)(3) of the Code. If for any reason distribution as provided above cannot be carried out, such net assets shall be distributed to such other organization or organizations enjoying exempt status under the provisions of Section 501(c)(3) of the Code as may be selected by the United States District Court for the District of New Jersey.

ARTICLE X

GENERAL PROVISIONS

X.1. Construction. Unless these Bylaws expressly or by clear construction or implication so provide, nothing contained in these Bylaws is intended to or shall limit, qualify, or restrict any power or authority granted or permitted to nonprofit Corporations by the Act. References in these Bylaws to the Certificate of Incorporation shall include all amendments thereto unless specifically excepted. Should any of the provisions of these Bylaws be held unenforceable or invalid for any reason, the remaining provisions shall be unaffected by such holding.

X.2. Books and Records. The Corporation shall keep correct and complete books and records of account, and shall keep minutes of the proceedings of its Board and Committees; and shall keep at its registered office or principal place of business, a record of its Trustees, names and addresses of all Trustees, a copy of the application for tax-exemption, with all correspondence to and from the IRS in connection with the application, and a copy of the annual reports of the corporation filed with the IRS for the previous three years. Such records must be disclosed to the public upon request in accordance with IRS public disclosure requirements.

X.3. Checks, Bank Accounts and Investments. The monies and other assets of the Corporation shall be deposited in the name of the Corporation in such bank or banks or financial institution(s) or trust companies as the Board shall designate, and shall be drawn from such accounts only by check or money transfer with proper signatory authority, as shall be determined by resolution of the Board. The funds of the Corporation may be retained in whole or in part in cash or be invested and reinvested from time to time in such property, real, personal or otherwise, including stocks, bonds or other sureties, as the Board may from time to time authorize.

X.4. Fiscal Year. The fiscal year of the Corporation shall be the period beginning on January 1 of each calendar year and ending on December 31 of the same calendar year.

These bylaws were adopted by resolution of the Board of Trustees of the Corporation on [date] _____:

**4E. Approve Resolution to
Authorize Athletic Insurance**

STATEMENT

NJIT Intercollegiate Accident Insurance Policy Coverage

NJIT pays for the intercollegiate accident insurance coverage via the general operating budget of the Physical Education Department. The NCAA provides an intercollegiate catastrophic accident insurance plan to NJIT at no cost. They mandate for the 2010 -2011 academic year that member institutions maintain an intercollegiate athletic policy with a benefit of at least \$90,000 to fulfill the deductible of the NCAA insurance program. The NCAA insurance program responds to medical expenses for an individual claim that exceeds the \$90,000 threshold.

Marketing of Insurance Renewal

At the instructions of the university, TL Groseclose secured competitive quotes from the insurance market. This renewal process faced the following programmatic issues:

1. The NCAA requirement to raise the maximum benefit of the university policy from \$75,000 to \$90,000.
2. Insurance carriers that specialize in sports insurance typically target a 55% to 65% loss experience and they use the last three full years of claims to calculate a renewal position. The NJIT average loss experience for the last three years is 165%.

Three Years of Paid NJIT Intercollegiate Accident Insurance Claims is as follows:

<u>Policy Year</u>	<u>Premium</u>	<u>Claims</u>	<u>Loss Experience</u>
2005-2006	\$ 88,546	\$ 260,290	294%
2006-2007	\$ 97,400	\$ 47,273	49%
2007-2008	\$ 105,642	\$ 165,755	152%
2008-2009	\$ 110,080	To early to calculate	

The following quotations from the market were secured:

<u>Carrier</u>	<u>Proposed Premium</u>
Security Mutual Life Insurance Company (SML)	\$341,493 (initial)
	\$310,000 (revised – see remarks below)
Mutual of Omaha (NCAA insurance provider)	\$345,000
QBE	\$383,077
Berkley Insurance (StarNet)	\$420,168
Nationwide	\$433,075

The most favorable quote was secured from Security Mutual Life Insurance Company of New York (SML), our current carrier. This quote includes an 8% broker fee which is viewed as reasonable by the university risk consultant Richard L. Myers, ARM.

Although we had a quote for the required coverage, T.L. Groseclose and the NJIT Athletic Department continued negotiations with a major physical therapy and out-patient surgical center that provides services to the NJIT athletes. As a result several service fees will be discounted. Based upon these revised fees, Security Mutual Life Insurance Company has reduced its renewal premium to \$310,000.

Options including self-insurance were explored. It does not appear to be cost effective at this time given the high level of claims.

TL Groseclose

For many years, the NJIT student accident and sickness and sports claims have been processed from TL Groseclose office located near Princeton New Jersey. Their personnel are in constant communication with the NJIT Athletic Department and risk management operations to understand and address the challenges as NJIT moves into Division One competition and recruits student athletics from all over the world.

TL Groseclose Associates, Inc. exclusively specializes in student, athletic, and participant accident insurance. In addition to being an insurance agency, they are an insurance broker, and a third party claims administrator. They currently work with over 30 colleges and universities several of which sponsor Division I teams. Approximately 20 of their clients are in New Jersey and include Seton Hall University, Monmouth University, Rider University, Georgian Court University and Saint Peter's College.

In addition, TL Groseclose assists the university management and the Athletic Department by providing the NJIT Athletic Department with:

- Assistance with monitoring of loss experience and analyzing the areas where the highest volume of NJIT intercollegiate sports claims are generated and making recommendations to reduce these costs in the future.
- Assistance in negotiating reduced treatment rates charged by surgical centers and rehabilitation facilities.
- Assistance to service providers by identifying groups in which they can participate which will result in lower fees for NJIT.

The university assesses the services offered by TL Groseclose by annual reviews with the NJIT Athletic Department and Student Health Center operations. In addition, the services provided and insurance placement premiums are reviewed by the university risk management consultant to insure reasonable of service levels and premiums charged.

**RESOLUTION TO AUTHORIZE
RENEWAL OF INTERCOLLEGIATE ATHLETIC INSURANCE**

WHEREAS, there exists a continuing need to provide accident insurance for athletic activities,
and

WHEREAS, the NCAA mandates that for the 2010-2011 academic year that member
institutions maintain an athletic insurance policy and that the maximum benefit be
\$90,000 increased from the current level of \$75,000, and

WHEREAS, TL Groseclose Associates, Inc. on behalf of the university solicited competitive
quotes from the athletic insurance market, and

WHEREAS, Security Mutual Life Insurance Company submitted the lowest responsible quote,
and

WHEREAS, there will be funds budgeted for this purpose in Fiscal Year 2011.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees authorizes the President
and Treasurer to renew the Intercollegiate Athletic Insurance Policy through TL
Groseclose Associates, Inc. in an amount not to exceed \$310,000.

July 15, 2010

**4F. Approve Resolution to Authorize
Intent to Finance Certain
Capital Expenditures**

Statement – Resolutions regarding the financing of certain capital expenditures and the refinancing of a portion of extant debt.

As part of a review of potential savings the current tax-exempt debt was reviewed. While the analysis is not yet completed it appears that a portion of the debt can be refinanced. If it is beneficial to refinance, it may be cost effective to finance the acquisition and at least the initial phase of renovations as part of the refinancing package. While it would add to our debt, it should not affect our ratings or ability to meet the debt service requirements. The analysis is now underway to get specific financial proposals.

In order to preserve the option to use tax-exempt financing it is necessary for the Board to confirm its intent to use tax-exempt financing, but it does not require that the financing be executed. This action needs to be taken within six months of NJIT incurring costs.

The NJ Educational Facilities Authority is the vehicle through which NJIT has issued all its bond related debt. They have prepared a resolution for your consideration. The language is needed to comply with IRS codes with respect to tax exempt debt financing.

The bond issue that may be refinanced is the 2004 Series G. The principal remaining at June 30 2009 was \$ 72.6 million, including three term bonds the last of which is for \$21.2 million with final maturity due in FY 2032. Based on the preliminary review by EFA, it does not appear beneficial to refinance all the term bonds.

The resolutions drafted EFA are permissive in nature and do not require that any financing or refinancing take place. The Audit and Finance Committee will review the relevant material and provide guidance on the financial viability of the proposed financing and refinancing.

**NEW JERSEY INSTITUTE OF TECHNOLOGY
NEWARK, NEW JERSEY**

**RESOLUTION OF THE BOARD OF TRUSTEES OF NEW JERSEY INSTITUTE
OF TECHNOLOGY DECLARING ITS OFFICIAL INTENT WITH RESPECT
TO THE REIMBURSEMENT OF EXPENDITURES FOR PROJECT COSTS
FROM PROCEEDS OF BONDS TO BE ISSUED BY THE NEW JERSEY
EDUCATIONAL FACILITIES AUTHORITY**

WHEREAS, the Board of Trustees (the "Board") of New Jersey Institute of Technology (the "Institute") expects to undertake and implement a project consisting of acquiring the facility described in Schedule A hereto and rehabilitating and renovating the facility in one or more phases (the "Capital Project"); and

WHEREAS, the Institute has determined that the Capital Project will benefit the Institute and assist in serving the ongoing needs of its students and the operation of the Institute; and

WHEREAS, the Board has determined to finance the Capital Project through the issuance by the New Jersey Educational Facilities Authority (the "Authority") of one or more series of its revenue bonds; and

WHEREAS, the Capital Project may be financed through the issuance by the Authority of (i) bonds which bear interest which is not-included in gross income for federal income tax purposes ("Tax-Exempt Bonds"); (ii) taxable Build America Bonds or taxable Recovery Zone Economic Development Bonds authorized by the American Recovery and Reinvestment Act of 2009 P.L. 111 – 5 (respectively, "Build America Bonds" and "Recovery Zone Economic Development Bonds"); or (iii) a combination of Tax-Exempt Bonds, Build America Bonds and/or Recovery Zone Economic Development Bonds (such Tax-Exempt Bonds, Build America Bonds and Recovery Zone Economic Development Bonds are referred to collectively herein as "Authority Bonds"); and

WHEREAS, the Authority Bonds will be issued in one or more series and in one or more transactions over the next three years, the proceeds of which will be loaned to the Institute;

WHEREAS, the Institute may pay for certain costs of the Capital Project ("Project Costs") with funds of the Institute prior to the issuance of the Authority Bonds; and

WHEREAS, the Institute desires to preserve its right to treat an allocation of proceeds of the Authority Bonds to the reimbursement of Project Costs paid prior to the issuance of the Authority Bonds as an expenditure for such Project Costs to be

reimbursed for purposes of Sections 103 and 141-150 of the Internal Revenue Code of 1986, as amended ("Code").

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of New Jersey Institute of Technology as follows:

Section 1. The Board reasonably expects the Institute to reimburse its expenditure of Project Costs paid prior to the issuance of the Authority Bonds with proceeds of the Authority Bonds.

Section 2. This resolution is intended to be and hereby is a declaration of official intent to reimburse the expenditures for Project Costs paid prior to the issuance of the Authority Bonds with the proceeds of the Authority Bonds in accordance with Treasury Regulations Section 1.150-2.

Section 3. The maximum principal amount of Authority Bonds expected to be issued to finance the Capital is \$20,000,000 (including financing costs), which Authority Bonds may be issued in one or more series and in one or more transactions over the next three years.

Section 4. The Project Costs to be reimbursed with the proceeds of the Authority Bonds will be costs which satisfy the requirements of Section 150 of the Code for reimbursement.

Section 5. No reimbursement allocation will employ an "abusive arbitrage device" under Treasury Regulations Section 1.148-10 to avoid the arbitrage restrictions or to avoid the restrictions under Sections 142 through 147 of the Code. The proceeds of the Authority Bonds used to reimburse for Project Costs, or funds corresponding to such amounts, will not be used in a manner that results in the creation of "replacement proceeds," including "sinking funds," "pledged funds," or funds subject to a "negative pledge" (as such terms are defined in Treasury Regulations Section 1.148-1) of the Authority Bonds or another issue of debt obligations of the Authority, other than amounts deposited into a "bona fide debt service fund" (as defined in Treasury Regulations Section 1.148-1).

Section 6. All reimbursement allocations will occur not later than 18 months after the later of (i) the date the expenditure from a source other than the Tax-exempt Obligations is paid, or (ii) the date the Project is "placed in service" (within the meaning of Treasury Regulations Section 1.150-2) or abandoned, but in no event more than 3 years after the expenditure is paid.

Section 7. This resolution will take effect immediately.

SCHEDULE A

Description of the Facility

Central High School is located adjacent to the NJIT campus. The building was recently vacated by the Newark Board of Education as the then current students were transferred to a newly constructed high school. Approximately 210,000 square feet, the main building was completed in 1909. An addition to house a gymnasium and a swimming pool were completed by 1974.

The project includes the acquisition of and renovations to the building. The building will require renovations to bring the building up to current building codes. NJIT plans to complete the work in phases. The initial phase would be to develop class rooms on the second floor for the fall 2010. Work would include installation of fire detection and suppression systems, code required upgrade to elevator and rest rooms and refurbishment of the existing class rooms. Work is projected to be completed on adjacent floors to provide additional class room space for fall 2011

**NEW JERSEY INSTITUTE OF TECHNOLOGY
NEWARK, NEW JERSEY**

RESOLUTION OF THE BOARD OF TRUSTEES OF NEW JERSEY INSTITUTE OF TECHNOLOGY AUTHORIZING AND APPROVING A PROJECT CONSISTING OF REFINANCING OF CERTAIN OUTSTANDING BONDS (THE "REFUNDING PROJECT") AND UNDERTAKING, IMPLEMENTING AND FINANCING THE ACQUISITION OF A FACILITY FOR ACADEMIC PURPOSES AND THE RENOVATION THEREOF IN ONE OR MORE PHASES (THE "CAPITAL PROJECT"); AUTHORIZING AND APPROVING UNDERTAKING AND IMPLEMENTING THE FIRST PHASE OF THE CAPITAL PROJECT AND THE FINANCING THEREOF OF THE REFUNDING PROJECT THROUGH ISSUANCE BY THE NEW JERSEY EDUCATIONAL FACILITIES AUTHORITY OF REVENUE BONDS; AUTHORIZING THE SUBMISSION TO THE NEW JERSEY STATE LEGISLATURE OF ANY NON-REVENUE PRODUCING COMPONENTS OF THE FIRST PHASE OF THE CAPITAL PROJECT AND THE FINANCING THEREOF IN ACCORDANCE WITH N.J.S.A. 18A:72A-27.3; AUTHORIZING AND APPROVING THE EXECUTION AND DELIVERY OF ONE OR MORE LOAN AGREEMENTS AND MORTGAGES WITH THE NEW JERSEY EDUCATIONAL FACILITIES AUTHORITY AND ALL OTHER NECESSARY DOCUMENTS AND/OR INSTRUMENTS IN CONNECTION WITH THE ISSUANCE BY THE AUTHORITY OF SUCH REVENUE BONDS; AND AUTHORIZING CERTAIN OFFICERS OF THE INSTITUTE TO UNDERTAKE ALL OTHER NECESSARY AND DESIRABLE ACTIONS IN CONNECTION WITH THE IMPLEMENTATION OF THE PROJECT AND THE FINANCING AND REFINANCING THEREOF.

WHEREAS, the Board of Trustees (the "Board") of New Jersey Institute of Technology (the "Institute") desires to approve a project (the "Project") consisting of: (a) refinancing all or a portion of the New Jersey Educational Facilities Authority Revenue Bonds, New Jersey Institute of Technology Issue, Series 2001 G (Tax-Exempt) (the "2001 G Bonds") which are designated to be refunded by a hereinafter defined Designated Officer (the "Refunding Project"); and (b) undertaking, implementing and financing the first phase of a "Capital Project" consisting of acquiring the facility described in Schedule A attached hereto and rehabilitating and renovating the facility in one or more phases (the "First Phase Capital Project"); and

WHEREAS, the Institute has determined that the Project will benefit the Institute and assist in serving the ongoing needs of its students and the operation of the Institute; and

WHEREAS, the First Phase Capital Project is expected to cost not more than \$20,000,000 (including capitalized interest and financing costs).

WHEREAS, the Board has determined to finance the Refunding Project and the First Phase Capital Project through the issuance by the New Jersey Educational Facilities Authority (the “Authority”) of one or more series of its revenue bonds; and

WHEREAS, the Refunding Project and the First Phase Capital Project may be financed through the issuance by the Authority of bonds which bear interest which is not-included in gross income for federal income tax purposes (“Tax-Exempt Bonds”); and

WHEREAS, in addition to Tax-Exempt Bonds, the First Phase Capital Project may also be financed by taxable Build America Bonds or Recovery Zone Economic Development Bonds authorized by the American Recovery and Reinvestment Act of 2009 P.L. 111 – 5 (respectively, “Build America Bonds” and “Recovery Zone Economic Development Bonds”); and

WHEREAS, in order to provide maximum flexibility and most efficient borrowing costs, the Board wishes to authorize financing the First Phase Capital Project through the issuance of Tax-Exempt Bonds or Build America Bonds, or Recovery Zone Economic Development Bonds or any combination thereof (the “Capital Project Financing Structure”); and

WHEREAS, the Tax-Exempt Bonds issued to refinance the hereinafter defined Bonds to be Refunded (the “Refunding Bonds”) and the Tax-Exempt Bonds, Build America Bonds or Recovery Zone Economic Development Bonds (the “First Phase Capital Bonds” and together with the Refunding Bonds, the “Authority Bonds”) will be issued in one or more series by the Authority; and

WHEREAS, pursuant to one or more Loan Agreements (the “Agreement”), by and between the Authority and the Institute, the Authority will lend the proceeds of the Authority Bonds to the Institute and the Institute will be obligated to make payments sufficient, inter alia, to pay debt service on the Authority Bonds; and

WHEREAS, the Board wishes to authorize the grant of a mortgage or mortgages to the Authority on real property owned by the Institute, if necessary, in connection with the financing of the Refunding Project and the First Phase Capital Project; and

WHEREAS, The Board desires to authorize certain officers of the Institute to determine the structure of the financing which is most economically advantageous to the Institute including without limitation, to designate the 2001 G Bonds to be refunded (the “Bonds to be Refunded”), to determine the Capital Project Financing Structure, and take all action necessary or beneficial to accomplish the financing of the Refunding Project and the First Phase Capital Project including the financing of capitalized interest, if any, and other costs of issuing the Authority Bonds (“Financing Costs”);

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF NEW JERSEY INSTITUTE OF TECHNOLOGY AS FOLLOWS:

SECTION 1. The Board approves the Project and authorizes undertaking and implementing the Refunding Project and the First Phase Capital Project (the "Current Project") through the issuance by the Authority of the Authority Bonds including payment of Financing Costs in an amount not to exceed \$65,000,000 in the aggregate with the cost of the First Phase Capital Project not to exceed \$20,000,000 (including Financing Costs.)

SECTION 2. The Board hereby authorizes any two of the following: the Chairperson of the Board, the Vice Chairperson of the Board, the President and the Senior Vice President for Administration and Treasurer (the "Designated Officers") to determine, in conjunction with the Authority and its bond professionals the structure of the financing which is most economically advantageous to the Institute including without limitation, to designate the 2001 G to be refunded (the "Bonds to be Refunded"), to determine the Capital Project Financing Structure and take all action necessary or beneficial to accomplish the financing of the Current Project and Financing Costs.

SECTION 3. The Board hereby authorizes the entry into the Agreement between the Authority and the Institute to secure repayment of the Authority Bonds by the Institute.

SECTION 4. The Agreement, in substantially the form as the prior agreements relating to the Bonds to be Refunded, with such changes, omissions, insertions and revisions as shall be approved by the Authority and the hereinafter Authorized Officers of the Institute are hereby approved. the Chairperson of the Board, the Vice Chairperson of the Board, the President and the Senior Vice President for Administration and Treasurer (the "Designated Officers") are each hereby authorized and directed to approve, execute and deliver the Agreement and any and all other financing documents and instruments in the name of and on behalf of the Board, in as many counterparts as may be necessary, and to affix or impress the official seal of the Institute thereon and to attest the same. Such execution and attestation to be conclusive evidence of the approval of the form and content of such Agreement and other documents and instruments necessary to undertake, implement and finance the Current Project and to pay Financing Costs including through the financing thereof. The Authorized Officers are further authorized and directed to do and perform such other acts and to take such other actions as may be necessary or required, or which the Authority may deem to be appropriate to implement the purposes of this resolution to undertake, implement and finance the Project and Financing Costs and the payment and/or repayment thereof.

SECTION 5. The Board hereby authorizes the grant to the Authority of a mortgage or mortgages on the land and buildings being financed and refinanced (or a modification of a mortgage on land and buildings being refinanced) and which the Authority deems necessary in connection with the issuance of the Authority Bonds.

SECTION 6. The Board hereby authorizes and approves the submission by the Institute of this Resolution and other supporting information to the New Jersey State Legislature relating to the financing of any non-revenue producing components of the First Phase Capital Project and authorizes the Authorized Officers to take all actions necessary to effect such submission.

SECTION 7. All resolutions, orders and other actions of the Board of the Institute in conflict with the provisions of this resolution to the extent of such conflict are hereby superseded, repealed or revoked.

SECTION 8. This Resolution shall take effect immediately; and be it further

RESOLVED: That no further approvals by the Board are necessary to implement this resolution.

RESOLUTION ADOPTED: _____, 2010

DULY CERTIFIED: _____, 2010

SCHEDULE A

Central High School is located adjacent to the NJIT campus. The building was recently vacated by the Newark Board of Education as the then current students were transferred to a newly constructed high school. Approximately 210,000 square feet, the main building was completed in 1909. An addition to house a gymnasium and a swimming pool were completed by 1974.

The project includes the acquisition of and renovations to the building. The building will require renovations to bring the building up to current building codes. NJIT plans to complete the work in phases. The initial phase would be to develop class rooms on the second floor for the fall 2010. Work would include installation of fire detection and suppression systems, code required upgrade to elevator and rest rooms and refurbishment of the existing class rooms. Work is projected to be completed on adjacent floors to provide additional class room space for fall 2011

**4G. Approve Resolution to
Authorize Update for
Bank Line of Credit**

Statement

Resolution to Authorize Line of Credit

For a number of years NJIT has maintained lines of credit with two banks with an individual or collective limit of \$6 million as a safety margin. We have never drawn on the line, but with the changes in State funding it is prudent to maintain the lines of credit.

In the past the banks could accept the standard resolution that Board has approved annually. This year, Chase has requested a resolution closer to their standard form. It does not increase the amount of the line and it still requires two signatures to authorize use of the line.

The resolution requested by Chase is attached for your consideration.



By

New Jersey Institute of Technology
a New Jersey non-profit Public Research University (the "University")

Dated: July 15, 2010

The University desires to engage in financial transactions from time to time with JPMorgan Chase Bank, N.A., and its successors and assigns (the "Bank"); and

The University desires to authorize certain of its representatives to engage in these transactions for the University; and

The University desires to ratify all past transactions and eliminate the necessity of presenting separate individual resolutions to the Bank in the future; and

The University has found that the transactions authorized by the resolutions are or will be in the University's interest and to its financial benefit.

Resolved: That any two of the following named representatives of this University whose actual signatures are shown below acting jointly:

<u>Title, if any</u>	<u>Printed Name</u>	<u>Signature</u>
<u>President</u>	<u>Robert A. Altenkirch</u>	<u>_____</u>
<u>Sr. VP and Treasurer</u>	<u>Henry A. Mauermeyer</u>	<u>_____</u>
<u>_____</u>	<u>_____</u>	<u>_____</u>
<u>_____</u>	<u>_____</u>	<u>_____</u>
<u>_____</u>	<u>_____</u>	<u>_____</u>

are authorized from time to time for the University to enter into any agreements noted below, and those agreements will bind the University. Specifically, but without limitation, each authorized person is authorized, empowered, and directed to do the following for and on behalf of the University:

1. Borrow and incur any indebtedness, negotiate and procure loans, lines of credit or letters of from the Bank in any form and in an amount not to exceed in the aggregate Six Million and 00/100 Dollars (\$6,000,000.00) and on any terms as may be agreed upon between the University and the Bank.
2. Guarantee or act as a surety for loans or other financial accommodations of any person, entity or third party to the Bank on such guarantee or surety terms as may be agreed upon with the Bank.
3. Sign and deliver to the Bank, promissory notes or notes, drafts, acceptances, guaranties, subordination agreements, assignments, applications and reimbursement agreements for letters of credit, security agreements, financing statements and any other instrument or document deemed necessary or required to carry out the authority contained in this resolution, and any one or more renewals, extensions, modifications, refinancing, consolidations or substitutions of any of the foregoing.
4. In the case of lines of credit and other extensions of credit, to designate additional or alternate individuals as being authorized to request advances and the issuance of letters of credit under such lines, and other extensions of credit, and to direct the disposition of such advances.
5. Negotiate, consent to, and sign any instrument, writing, document or other agreement with the Bank containing a provision or provisions for waiver of the right to a trial before a jury; provisions for resolution of any and all disputes, claims, actions, issues,

complaints, suits, or controversies, of any kind or nature, by arbitration; and provisions for cognovit, and confession of judgment and warrant of attorney for any indebtedness, or for any guaranty of indebtedness of the University to the Bank.

6. Do and perform such other acts and things, pay any and all fees and costs, and execute and deliver such other documents and agreements as any authorized representative of the University may in his or her discretion deem reasonably necessary or proper to carry into effect the provisions of this resolution.

Further Resolved: The University authorizes the two persons authorized above acting jointly or any other person designated by those two persons to handle the operation of all credit facilities now or hereafter provided to the University by the Bank, which operation may be handled in any manner, whether orally or in writing (including email and other forms of communication) or otherwise. The University also authorizes the Bank to pay the proceeds of any action taken pursuant to these resolutions in the manner directed by those two persons jointly authorized to act or any other person designated by those two persons, including (but not in limitation) directing the payment of such proceeds: (i) to any deposit or loan account of the University; (ii) to the order of any of such persons in an individual capacity; or (iii) to the individual credit of any such person or the individual credit of any other person; and further to direct the payment from any of the University's accounts in satisfaction of any of its obligations. The University ratifies, confirms and approves all actions previously taken by the two persons authorized to act jointly or any other person designated by those two persons. The Bank is released from any liability and shall be indemnified against any loss, liability or expense arising from its reliance on this resolution.

Further Resolved: The authority given is retroactive, and any acts referred to which were performed prior to the adoption of these resolutions are ratified and affirmed. This resolution shall be continuing, shall remain in full force and effect, and the Bank may rely on it until written notice of its revocation shall have been delivered to and received by the Bank. Any such notice shall not affect any of the University's agreements or commitments in effect at the time notice is given. The University does indemnify and hold harmless the Bank from any loss or damage incurred by the Bank by acting in reliance upon this resolution.

Further Resolved: The University will notify the Bank prior to any (i) change in the University's name; (ii) change in the University's assumed business name(s); (iii) change in the management of the University; (iv) change in the authorized signers; (v) change in the University's chief executive office address; (vi) change in the jurisdiction under which the University's business organization is formed or organized; (vii) conversion of the University to a new or different type of business entity; or (viii) change in any other aspect of the University that directly or indirectly relates to any agreements between the University and the Bank. No change in the University's name will take effect until after the Bank has been notified.

I Certify that I am the duly elected and qualified Secretary, Assistant Secretary or President of the University and the keeper of the records and the corporate seal of the University, and that the above is a true and correct copy of resolutions duly adopted at a meeting of the Board of Trustees of the University held in accordance with its by-laws, or by a legally effective instrument of action in lieu of a meeting, and that they are in full force and effect. This resolution now stands of record on the books of the University and has not been modified or revoked in any manner whatsoever.

I Further Certify that the individuals whose signatures appear above have been duly elected and are presently the incumbents of the offices set next to their respective signatures, and that the signatures are the genuine original signatures of each respectively.

I Further Certify that all statements and representations made in this resolution are true and correct.

(Signature)

Holly Stern
(Printed Name)

Secretary to the Board
(Title)

(Date Signed)

4H. Approve Appointment of Board Officers and Committee Chairs and Members

5A. Strategic Plan

**Strategic Plan with edits
from June meetings (Tactics
organized by Board Committee
review; edits to Tactics
highlighted in yellow)**

-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 service to both its urban environment and the broader society of the region, state, and nation by conducting public policy studies, making educational opportunities widely available, and initiating community-building projects.
- 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;

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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.

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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.

Vision

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

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June 2010

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.

Service Oriented

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We pride ourselves in being an engaged partner in enhancing in the communities in which we live.

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Excellence

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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

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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

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June, 2010

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 financial position, 5) impact the economy, and 6) evoke an image of innovation, entrepreneurship, and engagement

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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, classrooms, and technology upgrades
- 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 housing (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

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➤ *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: Alternative Energy; Sustainable Systems; Applied Life Science and Engineering; Healthcare Systems; Digital "Everyware"; 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

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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 for undergraduates that is:
 - as reflective as possible of the demographics of New Jersey
 - at least 25% 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 50th percentile (25th-75th) for enrolled FTFTF from 480 (25th)-580 (75th) 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%

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**Strategic Plan 2010-2015
Executive Committee**

Strategy	Task Force	Objective(s)	Tactics	Metrics	Resources
Quality of academic and campus life	#2: Nick Tworischuk	Reengineer administrative processes	Engage in a continual review of administrative processes	Reengineering methodology designed and implemented (6 finance/HR process; 6 student services process)	Directed effort
			Identify end-use satisfaction	Satisfaction surveys	Directed effort

Strategic Plan 2010-2015
Executive Committee

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		
			#13: Steve Tricamo	Actively recruit women and minority faculty to achieve a hiring rate of at least 25% women and minorities among qualified candidates	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		

Strategic Plan 2010-2015
Academic Affairs and Research Committee

Strategy	Task Force	Objective(s)	Tactics	Metrics	Resources		
National recognition for thematic core areas of integrated research and learning	#10 and #11: Don Sebastian/Ian Gatley	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
				Demonstrate an increase in scholarly activities related to thematic areas	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
				Demonstrate expanded relations with relevant professions	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

Strategic Plan 2010-2015
Academic Affairs and Research Committee

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
			Use integrative projects as a framework for design and problem solving exercises	Status of courses affected	Directed effort
			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
 Building and Grounds Committee

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
		Interior condition of buildings	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	
	#5: Joel Bloom	Complete the initial block of Greek organization 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	Progress toward recommending Greek Village governance, housing needs and design, costs, funding options, land lease and reporting to the Greek community	Directed effort
			Create a Greek Village Housing Council	Establish membership; progress toward developing policies and procedures for operation of the Village	Directed effort
			Designate a developer for the Greek Village	Designation	Directed effort
			Designate a Management Agent for operations of the Village	Designation	Directed effort
	#6: Henry Mauermeyer	Implement the NJIT Campus Gateway Plan	Complete Development contract with Jones Lang LaSalle	Signed contract	Directed effort
			Complete Phase #1 supplemental agreement with Jones Lang LaSalle and initiate construction	Signed agreement/Construction initiated	Directed effort
			Develop NJIT staffing to support the project	Status of staffing	Fund allocation
Complete Phase #2 supplemental agreement with Jones Lang LaSalle and initiate construction			Signed agreement/Construction initiated	Directed effort	
		Monitor progress	Meeting phasing schedule	Directed effort	

Strategic Plan 2010-2015
 Advancement Committee

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
	#8 and #9: Chuck Dees	Create a culture of alumni participation in the Annual Fund to that of benchmark peers	Create Highlander Society, \$1,000 cumulative by tenth year after graduation, to attract young alumni	Status of giving club and membership	Directed effort
			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

**Final Draft Strategic Plan with
edits hidden (Tactics organized
by Strategic Priority)**

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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 *service* to both its urban environment and the broader society of the region, state, and nation by conducting public policy studies, making educational opportunities widely available, and initiating community-building projects.
- 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;

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.

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

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

Service Oriented

We pride ourselves in being an engaged partner in enhancing in the communities in which we live.

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 financial position, 5) impact the economy, and 6) evoke an image of innovation, entrepreneurship, and 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, classrooms, and technology upgrades
 - 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 housing (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: Alternative Energy; Sustainable Systems; Applied Life Science and Engineering; Healthcare Systems; Digital "Everyware". 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 for undergraduates that is:
 - as reflective as possible of the demographics of New Jersey
 - at least 25% 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 50th percentile (25th-75th) for enrolled FTFTF from 480 (25th)-580 (75th) 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	
Quality of academic and campus life	#1: Urs Gauchat	Landscape master Plan	Identify opportunities for physical improvement (estimate costs)	Number of projects	Directed effort	
		Interior condition of buildings	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		Engage in a continual review of administrative processes	Reengineering methodology designed and implemented (6 finance/HR process; 6 student services process)	Directed effort
				Identify end-use satisfaction	Satisfaction surveys	Directed effort
	#3: Norbert Elliot	Refine outcomes assessment efforts in student learning		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
				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	Progress toward course development	Directed effort/Fund allocation
			Recruit/hire adjunct faculty for voice (fall 10) and for instrumental music (spring 11)	Identify and hire adjuncts	Directed effort/Fund allocation
			Begin choral group fall 10	Progress toward developing group	Directed effort/Fund allocation
			Identify practice space and equipment needs	Progress toward assigning space and equipment	Directed effort/Fund allocation
			Begin instrumental group spring 11	Progress toward developing group	Directed effort/Fund allocation
	#5: Joel Bloom	Complete the initial block of Greek organization 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	Progress toward recommending Greek Village governance, housing needs and design, costs, funding options, land lease and reporting to the Greek community	Directed effort
			Create a Greek Village Housing Council	Establish membership; progress toward developing policies and procedures for operation of the Village	Directed effort
			Designate a developer for the Greek Village	Designation	Directed effort
			Designate a Management Agent for operations of the Village	Designation	Directed effort
	#6: Henry Mauermeyer	Implement the NJIT Campus Gateway Plan	Complete Development contract with Jones Lang LaSalle	Signed contract	Directed effort
			Complete Phase #1 supplemental agreement with Jones Lang LaSalle and initiate construction	Signed agreement/Construction initiated	Directed effort
			Develop NJIT staffing to support the project	Status of staffing	Fund allocation
			Complete Phase #2 supplemental agreement with Jones Lang LaSalle and initiate construction	Signed agreement/Construction initiated	Directed effort
			Monitor progress	Meeting phasing schedule	Directed effort

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
	#8 and #9: Chuck Dees	Create a culture of alumni participation in the Annual Fund to that of benchmark peers	Create Highlander Society, \$1,000 cumulative by tenth year after graduation, to attract young alumni	Status of giving club and membership	Directed effort
			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

Strategy	Task Force	Objective(s)	Tactics	Metrics	Resources
National recognition for thematic core areas of integrated research and learning	#10 and #11: Don Sebastian/Ian Gatley	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
		Demonstrate an increase in scholarly activities related to thematic areas	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

Strategy	Task Force	Objective(s)	Tactics	Metrics	Resources
		Demonstrate expanded relations with relevant professions	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
			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
			Use integrative projects as a framework for design and problem solving exercises	Status of courses affected	Directed effort
			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

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	
	#13: Steve Tricamo	Actively recruit women and minority faculty to achieve a hiring rate of at least 25% women and minorities among qualified candidates	Review historical and competitive institutions benchmark data on applicant/admit/enroll ratios and admission criteria in order to "fine tune" enrollment goals	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	

5B. Operating Statement Year to Date

Schedule A

New Jersey Institute Of Technology
Statement of Current Fund Revenues and Expenditures
For the Eleven Months Ended May 31, 2010
(Dollars In Thousands)

Restricted Funds				Unrestricted Funds				
FY2010 Budget	FY2010 YTD	92% of Budget FY2010	FY2009		FY2010 Budget	FY2010 YTD	92% of Budget FY2010	FY2009
				Revenues				
				<i>Education and General</i>				
					\$ 116,110	\$ 114,365	98%	101%
\$ 71,222	\$ 69,891	98%	86%	Tuition and Fees	70,470	66,104	94%	91%
				Appropriations, Contracts, Gifts	12,176	10,923	90%	84%
				Other sources	2,408	2,207	92%	44%
				Allocated Balances				
71,222	69,891	98%	86%	Total	201,164	193,599	96%	95%
				<i>Auxiliary Enterprises</i>				
					12,744	12,634	99%	98%
71,222	69,891	98%	86%	Total Revenues	213,908	206,233	96%	95%
				Expenditures				
				<i>Educational and General</i>				
					72,900	69,712	96%	96%
3,067	979			Instruction	6,300	5,780	92%	52%
44,088	39,548			Research	2,607	3,082	118%	95%
296	345			Public Service	19,300	16,479	85%	83%
307	156			Academic Support	14,000	12,776	91%	93%
1,904	1,268			Student Services	33,507	25,143	75%	100%
680	259			Institutional Support				
				Operation and Maintenance of Physical Plant	15,796	12,894	82%	75%
20,880	27,336			Financial Aid to Students	20,279	19,994	99%	95%
71,222	69,891	98%	86%	Total Educational and General	184,689	165,860	90%	91%
				<i>Transfers</i>				
					16,475	12,776	78%	119%
71,222	69,891	98%	86%	Total	201,164	178,636	89%	93%
				<i>Auxiliary Enterprises</i>				
					7,427	6,843	92%	93%
				Auxiliary Transfers	5,317	4,874	92%	92%
				Total Auxiliary	12,744	11,717	92%	92%
71,222	69,891	98%	86%	Total Expenditures & Transfers	213,908	190,353	89%	93%
				Excess Of Revenues Over Expenditures And Transfers				
\$ 0	\$ 0				\$ 0	\$ 15,880		

New Jersey Institute Of Technology
Expense Report
For the Eleven Months Ended May 31, 2010
(Dollars In Thousands)

	Current Month	FY2010 YTD	FY2010 Budget	92% of Budget		
				Actual Year to Date	Includes Prior Year	Commitments Current Year
Academic						
Salaries & Fringe Benefits	\$ 6,024	\$ 96,127	\$ 99,340	97%	94%	101%
Equipment Purchases	164	1,345	2,676	50%	95%	89%
Financial Aid to Students	10	19,994	20,279	99%	95%	99%
<i>Other Operating Expenses:</i>						
Materials & Supplies	94	1,143	1,348			
Travel & Development	206	1,787	1,589			
Library Collections	27	818	1,084			
Other General Operating	574	6,574	9,070			
Total Other Operating	901	10,322	13,091	79%	84%	89%
Total Academic	7,099	127,788	135,386	94%	93%	99%
Support						
Salaries & Fringe Benefits	2,210	26,264	29,000	91%	115%	99%
Equipment Purchases	32	255	502	51%	75%	67%
Utilities	620	7,516	10,311	73%	100%	91%
<i>Other Operating Expenses:</i>						
Materials & Supplies	160	869	1,030			
Travel & Development	94	399	370			
Other General Operating	10	2,769	6,253			
Total Other Operating	264	4,037	7,653	53%	115%	77%
Total Support	3,126	38,072	47,466	80%	112%	93%
Transfers	885	12,776	16,475	78%	100%	83%
Total Academic, Support & Transfers	11,110	178,636	199,327	90%	100%	96%
Auxiliary Enterprises	594	6,843	7,427	92%	101%	100%
Auxiliary Transfers	443	4,874	5,317	92%	100%	100%
Total Auxiliary Expenses	1,037	11,717	12,744			
FY2011 Reserve	0	0	1,837	0%	0%	0%
Total Unrestricted Expenses	12,147	190,353	213,908	89%	99%	96%
Restricted Expenses	4,939	69,891	71,222	98%	86%	123%
Total Expenses And Transfers	\$ 17,086	\$ 260,244	\$ 285,130	91%	96%	103%

5C. Schedule of Short Term Investments

NEW JERSEY INSTITUTE OF TECHNOLOGY

**SCHEDULE OF INVESTMENTS
AS OF MAY 31, 2010**

TYPE OF INVESTMENT	USBANK A/C 2556520331	WACHOVIA BANK DDA#2030109929018	CITY NATIONAL BANK Cert# 2504800	WELLS FARGO A/C 6060-6613	JP MORGAN CHASE A/C 497688	TOTAL
Bank Deposit Sweep Account				\$ 180,259		\$ 180,259
U.S. Treasury Notes				4,327,043		4,327,043
Certificate of Deposit			\$ 500,000			500,000
Prime Money Market Fund					\$ 2,286,131	2,286,131
U.S. Treasury & Agency Short Term Obligations-Disc Notes	\$ 2,307,299					2,307,299
U.S. Government Issues	1,050,742					1,050,742
Commercial Paper						-
Evergreen Inst'l Money Market Class institutional	1,153,841	\$ 17,637,000				18,790,841
TOTAL INVESTMENTS	\$ 4,511,882	\$ 17,637,000	\$ 500,000	\$ 4,507,302	\$ 2,286,131	\$ 29,442,315

Note:
Investments as of May 31, 2009 were \$36,246,914

5D. Report of Gifts and Fund Raising Activities

Summary - 2008 (7/1/2007 to 6/30/2008) vs 2009 (7/1/2008 to 6/30/2009) vs 2010 (7/1/2009 to 6/30/2010) Preliminary

Comparison of Total Giving Year to Date:

	2008	2009	2010
All Sources:	\$13,324,197	\$9,388,214	\$7,377,862
All Sources without Gifts in Kind:	\$11,247,382	\$7,745,933	\$6,431,492
Matching Gifts:	\$164,364	\$162,177	\$148,019

Category	2008			2009			2010		
	\$ Giving	%	#	\$ Giving	%	#	\$ Giving	%	#
Alum	\$2,959,415 ¹	22.21	4,638	\$2,556,375 ²	27.23	4,086	\$2,744,419 ³	37.20	3,966
Corp	\$4,158,046 ⁴	31.21	419	\$3,953,130 ⁵	42.11	358	\$3,160,020 ⁶	42.83	331
Foundations	\$3,074,615 ⁷	23.08	25	\$2,072,658 ⁸	22.08	20	\$637,306 ⁹	8.64	15
Friends	\$2,761,328 ¹⁰	20.72	817	\$598,370 ¹¹	6.37	416	\$599,529 ¹²	8.13	431
Other	\$370,793	2.78	21	\$207,681	2.21	23	\$236,589	3.21	16
Totals:	\$13,324,197	100.00	5,920	\$9,388,214	100.00	4,903	\$7,377,862	100.00	4,759

Year End Total Comparison to 2007 Base Year

	Total Dollars	% of FY 07 Funds Raised	% of Year Elapsed
2007	\$8,205,293	100%	100%
2008	\$13,324,197	163%	100%
2009	\$9,391,314	114%	100%
2010	\$7,377,862	90%	100%

¹ Alumni – Spatz bequest \$1M, Burt Bequest \$192K

² Alumni – Spatz Bequest \$977K, N. Nudenberg Bequest \$284

³ Alumni Reif Bequest \$1.5M, N. Nudenberg Bequest \$75K

⁴ Corporations – Anonymous \$1.9M

⁵ Corporations – Anonymous \$1.29M

⁶ Corporations – Anonymous \$314K

⁷ Foundations – Stabile \$1.5M, Kessler \$474K, Leir \$400K

⁸ Foundations – Stabile \$1M, Ridgefield \$505K, Kessler \$223K

⁹ Foundations – Ridgefield \$345K

¹⁰ Friends – Murawski \$1.7M, S. Nudenberg Bequest \$186K

¹¹ Friends – S. Nudenberg Bequest \$70K

¹² Friends – S. Nudenberg Bequest \$55K

5E. September Board Retreat

Chairperson's Closing Statement

BOARD OF TRUSTEES

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

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

**NOW, THEREFORE, BE IT RESOLVED, THAT THE BOARD OF TRUSTEES
SHALL HAVE A CLOSED SESSION TO DISCUSS MATTERS INVOLVING
PERSONNEL, REAL ESTATE AND CONTRACTS TO TAKE PLACE ON
SEPTEMBER 16, 2010 AT 9:30 AM, EBERHARDT HALL NJIT ALUMNI
CENTER BOARD ROOM.**