Vision
To be a preeminent public polytechnic research university with local and global impact.

Mission
NJIT, the state’s public polytechnic research university, is committed to excellence and global impact through:

- Education—preparing diverse students for positions of leadership as professionals and as citizens through innovative curricula, committed faculty, and expansive learning opportunities
- Research—advancing knowledge to address issues of local, national, and global importance with an emphasis on high impact basic, applied, and transdisciplinary scholarship
- Economic development—anticipating the needs of business, government, and civic organizations to foster growth, innovation, and entrepreneurship
- Engagement—applying our expertise to build partnerships, serve our community, and benefit society as a whole

These four elements guide NJIT in contributing solutions for the grand challenges of the future and improving the quality of life today.

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

Excellence
We innovate in the pursuit of excellence in all that we do and continue to improve in order to meet and sustain the highest standards of performance.

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

Civility
We treat each other with respect and with dignity.

Sustainability
We develop responsibly and respect the needs of future generations.

Social Responsibility
We pride ourselves on engagement and partnerships to enhance the communities in which we live.

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

Communication
We strive to share information and understand each other’s perspectives.
NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
PUBLIC SESSION
June 10, 2021
11:00 AM

Call to Order
Attendance / Quorum

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

II. Minutes (Approve minutes of the April 1, 2021 meeting of the Board of Trustees) [Pg. 6]

III. Public Comments

IV. Action Items
A. Approve Resolution for Recommendations for Promotion and Tenure [Pg. 12]
B. Approve Resolution for MS In Biology of Health [Pg. 15]
C. Approve Resolution for Changes to Bylaws of the University Senate [Pg. 20]
D. Approve Resolution for Changes to the Constitution of the University Senate [Pg. 23]
E. Approve Resolution for New Department of Data Science [Pg. 26]
F. Approve Resolution to Authorize Expenditures for Electricity and Natural Gas [Pg. 29]
G. Approve Resolution Recognizing Edward Bishof for Years of Service to NJIT [Pg. 32]

V. Reports
A. President’s Report (J. Bloom)
   • NJIT Venture Capital Fund [Pg. 35]
   • VP for Student Affairs & Dean of Students [Pg. 43]
   • NJIT-Tatweer Initiative Status [Pg. 46]
B. Report from NJII (S. Nynens) [Pg. 74]
C. Report of FY21 Fundraising Progress to Date (K. Alexo) [Pg. 86]
D. Monthly Financial Status Report as of April 30, 2021 (E. Bishof) [Pg. 97]
E. Report of Clery Crime Data (A. Christ) [Pg. 103]
F. Report of Upcoming Calendar of Events (R. Cohen) [Pg. 108]

VI. Announcement of Next Meeting [Pg. 111]
A. Chair to read resolution regarding Closed Session to discuss Personnel, Legal, Real Estate and Contract Matters to be held on Thursday, July 22, 2021, 2:00 PM, Campus Center Atrium.*

   Announce next public meeting: Thursday, July 22, 2021, 4:00 PM, Campus Center Atrium.

Adjourn Public Meeting

*Subject to Board ratification
I. Notice of Meeting to Public (Statement to be read by the Chair, a requirement of the NJ Open Public Meeting Act)
“NOTICE OF THIS MEETING WAS PROVIDED TO THE PUBLIC AS REQUIRED BY THE NEW JERSEY PUBLIC MEETING ACT, WHICH WAS MAILED AND SENT ELECTRONICALLY TO THE STAR LEDGER, THE HERALD NEWS, AND THE VECTOR ON MARCH 22, 2021 AND POSTED ON THE UNIVERSITY WEBSITE. THIS SCHEDULE WAS ALSO MAILED AND SENT ELECTRONICALLY TO THE COUNTY CLERK ON JUNE 3, 2021 FOR FILING WITH THAT OFFICE AND POSTING IN SUCH PUBLIC PLACE AS DESIGNATED BY SAID CLERK.”
II. Minutes (Approve minutes of the April 1, 2021 meeting of the Board of Trustees)
NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
MINUTES OF PUBLIC MEETING
APRIL 1, 2021 (DRAFT)

The meeting was called to order by Chair Cohen at 4:00 p.m. at the Agile Strategy Lab, Central King Building, as well as by electronic means through a dedicated WebEx meeting line which was publicly advertised. In attendance were: Chair Cohen, Vice-Chairs Clayton (by WebEx), DeNichilo, Montalto and Taylor, and Board Members Baynes, Cistaro (by WebEx), Dahms, Hu (by WebEx), Maser (by WebEx), Stamatis (by WebEx) and Toft.

Senior Administration Present: In attendance were President Bloom, Provost and Sr. Executive Vice President Deek, Sr. Vice President and Treasurer Bishof, Sr. Vice President Christ, Vice Presidents Alexo, McLeod and Nynens, Dean Boger, Chief Strategy Officer Golden and Vice President and Secretary Stern (all in person).

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

“Notice of this Meeting was provided to the public as required by the New Jersey Open Public Meeting Act, in the Schedule of Meeting Dates of the Board of Trustees of the New Jersey Institute of Technology which was sent electronically to the Star Ledger, the Herald News and the Vector on March 22, 2021, and posted on the University website on March 22, 2021 for filing with that office and posting in such public place as designated by said Clerk.”

2. Public Comments:

Secretary Stern noted that there was no one from the public registered to speak.

3. By a motion duly made by Ms. Clayton, seconded by Mr. Stamatis and unanimously approved, the Board approved the public minutes of the meeting of February 11, 2021.

4. BY A MOTION DULY MADE BY MS.CLAYTON, SECONDED BY DR. BAYNES AND UNANIMOUSLY APPROVED, the BOARD voted to adopt the RESOLUTION FOR 2021 HONORARY DEGREE RECIPIENTS.

5. BY A MOTION DULY MADE BY MR. DeNICHILO, SECONDED BY DR. BAYNES AND UNANIMOUSLY APPROVED, the BOARD voted to adopt the RESOLUTION TO AWARD EMERITUS STATUS TO LAWRENCE RAIA.

6. BY A MOTION DULY MADE BY MR. DeNICHILO, SECONDED BY DR. BAYNES AND UNANIMOUSLY APPROVED, the BOARD voted to adopt the RESOLUTION FOR THE MFA IN DIGITAL DESIGN.
7. BY A MOTION DULY MADE BY MR. DeNICHILO, SECONDED BY MR. DAHMS AND UNANIMOUSLY APPROVED the BOARD voted to adopt the RESOLUTION FOR THE MS IN DIGITAL DESIGN.

8. BY A MOTION DULY MADE BY MS. CLAYTON, SECONDED BY DR. BAYNES AND UNANIMOUSLY APPROVED, the BOARD voted to adopt the RESOLUTION FOR TATWEER BRANCH CAMPUS AGREEMENT.

9. BY A MOTION DULY MADE BY MS. MONTALTO, SECONDED BY MR. DAHMS AND UNANIMOUSLY APPROVED the BOARD voted to adopt the RESOLUTION FOR A 10 YEAR LEASE AMENDMENT FOR SPACE TO EXPAND THE NJIT AT JERSEY CITY FACILITY.

10. BY A MOTION DULY MADE BY MR. DAHMS, SECONDED BY MR. MASERA AND UNANIMOUSLY APPROVED the BOARD voted to adopt the RESOLUTION TO AWARD A GENERAL CONSTRUCTION CONTRACT FOR THE RENOVATIONS AND IMPROVEMENTS AT THE MICROFABRICATION INNOVATION CENTER, PHASES 2 AND 3.

11. BY A MOTION DULY MADE BY MR. MASER, SECONDED BY MR. TAYLOR AND UNANIMOUSLY APPROVED the BOARD voted to adopt the RESOLUTION FOR PRESIDENTIAL SEARCH COMMITTEE.

12. BY A MOTION DULY MADE BY DR. BAYNES, SECONDED BY MS. MONTALTO, AND UNANIMOUSLY APPROVED, except that MR. DAHMS AND MR. TOFT abstained from the vote, the BOARD voted to adopt the RESOLUTION FOR THE EXECUTION OF A GROUND LEASE, FACILITY LEASE AND PROPERTY MANAGEMENT AGREEMENT SUPPORTING A PUBLIC PRIVATE PARTNERSHIP WITH CHF-NEWARK, LLC FOR THE PURPOSES OF CONSTRUCTING A RESIDENCE HALL AND PARKING ON UNIVERSITY PROPERTY.

12. BY A MOTION DULY MADE BY MR. MASER, SECONDED BY MR. TAYLOR AND UNANIMOUSLY APPROVED the BOARD voted to adopt the RESOLUTION FOR THE AWARD OF THE GENERAL CONSTRUCTION CONTRACT FOR THE RENOVATIONS AND IMPROVEMENTS AT CULLIMORE LECTURE HALL #1.

13. BY A MOTION DULY MADE BY MR. TOFT, SECONDED BY MS. MONTALTO AND UNANIMOUSLY APPROVED the BOARD voted to adopt the RESOLUTION FOR FACULTY APPOINTMENT WITH TENURE.

14. **President’s Report:**

Dr. Bloom discussed the recently signed agreement with the President of Ben-Gurion University; Governor Murphy oversaw the signing along with State representatives. We will be offering degree programs, primarily Masters degree programs, in our Jersey City location. There will be opportunities for faculty and student exchange, as well as research opportunities. This is consistent with the goals of our 2025 Strategic Plan, “Building on a Strong Foundation.”
We also plan to establish a branch campus in Egypt, with Tatweer-Misr, and will vote on a resolution today to enter into an Agreement. This month, Dr. Bloom and Mr. Nynens will be going to Egypt to meet with our counterparts and to officially sign the Agreement. There will be opportunities to generate revenue for the university in addition to offering the academic programs. Dr. Bloom called the Board’s attention to testimony he gave on behalf of NJIT, contained on p. 98 of the Board materials, prepared with the help of Dr. Deek and the Office of Institutional Effectiveness. Our message is that we are unique as a polytechnic institution, and the cost of STEM education is 60 – 100% greater than that of other institutions of higher education. States such as Oregon and Colorado utilize a more progressive approach to funding STEM education to factor in the increased costs of delivery. Other states will use a multiplier to fund STEM education. STEM is unquestionably important to NJ business and industry. Dr. Bloom advocated that NJIT be separated out from the public institutions of higher education when it comes to funding, and to fund us accordingly. He thanked the Board for their support.

15. Report from Alumni Association:

Ralph Jiminez ’02, President of the Alumni Association, made a report to the Board. He thanked the Board for the opportunity to appear before them. He graduated NJIT with a BA in Information Systems; this is his first year as President of the Alumni Association. There are three key areas of the Alumni Association focus: (1) the expansion of Alumni Engagement Groups, and an effort to diversify those groups, recognizing new leadership from the EOP alumni group, the Black Alumni Association and Waves (women and alumnae volunteering in education and STEM on behalf of Alumni Assn.); (2) Collaboration (focusing on increasing the breadth and quality of communications to and from alumni) and (3) continuing the digital pivot. They are moving the needle in increasing alumni engagement, and he invited questions from the Board. Chair Cohen asked how many people are on the Board. Mr. Jiminez responded that there are 21, including 5 officers. Dr. Bloom added that we ought to think about getting alumni on a number of professional associations in New Jersey. Vice President Alexo noted that we have twelve corporate alumni clubs.

16. Report of FY 2021 Fundraising Progress to Date:

Vice President Alexo called the Board’s attention to the fundraising reports in the Board materials. At the end of February, we were in line with our fundraising levels at the same time last year. Our overall philanthropic commitments, however, are ahead by $1.2 million. We have two significant gifts, one from Steve Kalafer, and a $400,000 gift from the Martinson Family Foundation (for which he credited Dr. Deek’s efforts). We are working on a verbal commitment of a gift in excess of $6 million, which we anticipate finalizing soon. By our next Board meeting, we will be well ahead of our efforts for last year. Dr. Alexo discussed alumni giving rates; we want to stay above the rate of 10%. While our appeals started to drop, we expect them to pick up and expect to finish the fiscal year higher than the prior year.

17. Monthly Financial Status Report as of February 28, 2021

Treasurer Bishof confirmed that our financial status is stable at this point in time.

18. Report of Clery Crime Data:
Sr. Vice President Christ reported on the Clery Crime Data, referencing the data in the Board materials. We have no major issues at this time, and this reflects the low population on campus. We are utilizing the approach of a 24-month look back in terms of reporting. There will be a new version for the July meeting, and nothing of significance to report.

19. **NJIT Commencement:**

Dr. Deek discussed Commencement 2021, which will be a hybrid event with a small in-person ceremony on May 18th with the Honorary Doctoral candidates, and will be recorded. The Governor recently announced some changes in terms of relaxing restrictions for gatherings. The Deans will preside at individual ceremonies for the schools, and the giving of diplomas to the graduates will be recorded. There will be no guests inside the facility; the families of the graduates will be able to be present on campus. The information and plans are being finalized right now, as we watch for state guidance with respect to safety.

20. **Report of Upcoming Calendar of Events:**

Chair Cohen reviewed the Calendar of Events with the Board, which is at p. 129 of the Board materials. The Scholarship Brunch on April 30th is virtual, and will involve a level of interactivity with the scholarship recipients.

21. Chair Cohen announced that the next regularly scheduled Closed Session, will be convened on June 10, 2021 at 1:00 p.m. to discuss personnel, real estate, legal and contractual matters. The following resolution was read and approved by all Trustees present:

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

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees shall have a Closed Session to discuss matters involving personnel, real estate, legal and contractual matters on Thursday, June 10, 2021 at 1:00 p.m.

The next regularly scheduled Public Session of the Board will take place on Thursday, June 10, 2021 at 4:00 p.m.

22. The Public Session was adjourned at 4:35 p.m.
III. Public Comments
IV. Action Items
   A. Approve Resolution for Recommendations for Promotion and Tenure
STATEMENT

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

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

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

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

WHEREAS the accomplishments of the following individuals display patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the department, the university, and the profession, and are to be promoted to the rank of Distinguished Professor: Michel Boufadel and Alexander Kosovichev, and

WHEREAS the accomplishments of the following individuals display patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the department, the university, and the profession, and are to be promoted to the rank of Professor: Ecevit Bilgili and Laurent Simon, and

WHEREAS the accomplishments of the following individuals display patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the department, the university, and the profession, and are to be promoted to the rank of Associate Professor with tenure: Senjuti Basu Roy, Brooke Flammang, Michael Lee, Cong Wang, and Haisu Zhang, and

WHEREAS the accomplishments of the following individuals display patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the profession, and are to be granted tenure: Bin Chen, Ioannis Koutis, Mengyan Li, and Zuofeng Shang, and

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

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

Michel Boufadel  Promotion to Distinguished Professor
Alexander Kosovichev  Promotion to Distinguished Professor
Ecevit Bilgili  Promotion to Professor
Laurent Simon  Promotion to Professor
Senjuti Basu Roy  Promotion to Associate Professor with Tenure
Brooke Flammang  Promotion to Associate Professor with Tenure
Michael Lee  Promotion to Associate Professor with Tenure
Cong Wang  Promotion to Associate Professor with Tenure
Haisu Zhang  Promotion to Associate Professor with Tenure
Bin Chen  Granting of Tenure
Ioannis Koutis  Granting of Tenure
Mengyan Li  Granting of Tenure
Zuofeng Shang  Granting of Tenure

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

June 10, 2021
Board Resolution No.
IV. Action Items
   B. Approve Resolution for MS In Biology of Health
STATEMENT

New Jersey Institute of Technology (NJIT) proposes a Master of Science in Biology of Health in order to prepare students who choose to pursue additional premedical educational opportunities in the form of post-baccalaureate premedical programs, which are designed to provide graduate-level health sciences and basic biomedical training, and further cultivate students’ intellectual development. This is a post-baccalaureate premedical program intended to support students’ transition to professional school.

The proposed program will build on the existing strength of NJIT in offering a wide range of foundational biomedical courses at the graduate level, which will enhance the academic records of students, as well as a range of graduate level courses with more specific medical and applied health science content that will broaden the students' outlook and understanding of medical and related professions.

The program will also integrate with NJIT’s existing pre-health advising program, especially the intensive application mentoring that has yielded great success with our undergraduate students (an acceptance rate of 89% in medically-related schools over the last eight years). Ten years ago, NJIT hired a dedicated pre-health advisor, and four years later created the Pre-Health Program in the Office of the Provost naming the advisor Program Director. The Program Director coordinates the activities of self-identified pre-health students, guides them through the application process, and is chair of the Pre-Health Committee. Made up of faculty and staff, the Pre-Health Committee helps the Director coach, interview and evaluate students applying to all health professions, and is the formal entity behind the 'committee letter' of recommendation that most health professional schools prefer to receive. Students in the proposed MS program will engage in this same process.

Post-baccalaureate premedical programs enable applicants to medical and other health professions schools (e.g., dentistry, physical therapy, physician assistant, podiatry, etc.) to complete additional coursework in the foundational sciences, demonstrate their ability to succeed in graduate-level studies, and prepare for national admissions examinations. Locally, this program will help to meet the growing demand for medical education amid scarce supply and, more broadly, it will help to address the nation’s increasing physician shortage, which is projected to be between approximately 55,000 and 140,000 by 2033.

Furthermore, post-baccalaureate premedical programs play a key role in helping to increase the number of medical school matriculants from underrepresented minority groups or who are economically or educationally disadvantaged, one of the Association of American Medical College’s four primary mission areas. NJIT has a well-established culture of inclusiveness, serving a high percentage of first-generation college students, as well as underrepresented ethnic and racial minority students. Building on this diversity and culture of inclusiveness, the
expectation is that the proposed program would enhance efforts to increase diversity amongst medical professionals, who in turn are more likely to practice in underserved and minority communities.

The proposed program is within the mission of the university, aligning with NJIT’s commitment to the pursuit of excellence in education and research. The program will prepare students for productive careers and amplify their potential for lifelong personal and professional growth. The program proposal has received the approval of all appropriate shared governance bodies of the university, is not unduly duplicative of other programs offered in the State of New Jersey, and has been the subject of a Program Announcement issued to institutions of higher education in the State of New Jersey without getting any notice of concern from them.
RESOLUTION TO APPROVE THE MS IN BIOLOGY OF HEALTH

WHEREAS, the Board of Trustees has examined materials provided by the President of the University relative to a proposed program leading to the MS in Biology of Health; and

WHEREAS, the Board is satisfied that the proposed program is within the mission of the university, has received approval of the appropriate shared governance bodies of the university, is not unduly duplicative of other programs offered in the State of New Jersey and that the proposed program has been the subject of a Program Announcement issued to institutions of higher education in the State of New Jersey, and further, that the incremental costs of the new program will be covered from the tuition and fees of new students; and

WHEREAS, the Board of Trustees attests to the foregoing;

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees approves the MS in Biology of Health.

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

June 10, 2021
Board Resolution No.
IV. Action Items
   C. Approve Resolution for Changes to Bylaws of the University Senate
STATEMENT

RESOLUTION TO APPROVE PROPOSED CHANGES TO THE UNIVERSITY SENATE BYLAWS

As part of an ongoing review, the University Senate has approved proposed changes to the July 21, 2016 University Senate Bylaws.

The changes address corrections to titles for members of the Administration holding positions in the University Senate.

The Administration presents these changes to the Board for discussion. It is recommended that these changes be approved.
RESOLUTION TO APPROVE PROPOSED CHANGES TO THE UNIVERSITY SENATE BYLAWS

WHEREAS the University Senate has approved proposed changes to the July 21, 2016 University Senate Bylaws, and

WHEREAS these changes address corrections to titles for members of the Administration holding positions in the University Senate;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees approves these recommended changes to the University Senate Bylaws.

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

June 10, 2021
Board Resolution No.
IV. Action Items
   D. Approve Resolution for Changes to the Constitution of the University Senate
STATEMENT

RESOLUTION TO APPROVE PROPOSED CHANGES TO THE CONSTITUTION OF THE UNIVERSITY SENATE

As part of an ongoing review, the University Senate has approved proposed changes to the February 6, 2014 Constitution of the University Senate.

The changes address corrections to titles for members of the Administration holding positions in the University Senate, a corrected listing of definition of Senior Staff members, as well as an increase in the number of voting members of the Senate.

The Administration presents these changes to the Board for discussion. It is recommended that these changes be approved.
RESOLUTION TO APPROVE PROPOSED CHANGES TO THE CONSTITUTION OF THE UNIVERSITY SENATE

WHEREAS the University Senate has approved proposed changes to the February 6, 2014 Constitution of the University Senate,

WHEREAS these changes address corrections to titles for members of the Administration holding positions in the University Senate, a corrected listing of definition of Senior Staff members, as well as an increase in the number of voting members of the Senate;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees approves these recommended changes to the Constitution of the University Senate.

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

June 10, 2021
Board Resolution No.
IV. Action Items
   E. Approve Resolution for New Department of Data Science
STATEMENT

RESOLUTION TO APPROVE PROPOSED DEPARTMENT OF DATA SCIENCE

The Ying Wu College of Computing (YWCC) strategic plan for 2020-2025 calls for significant growth of the College, with the aim to double student enrollment at all levels by 2025. Data Science (DS) is a major strategic direction for the College and is deemed an area worthy of investment by both industry and government that will allow the College to reach this goal. YWCC, in collaboration with the Department of Mathematical Sciences, currently offers a very successful MS in Data Science program and is preparing to launch a BS in Data Science program in Fall 2021. Furthermore, YWCC faculty have been receiving significant external funding for Data Science projects from both federal agencies and private companies and an initiation of a doctoral program in Data Science is anticipated for the near future. A new department of Data Science (DS) within YWCC will be a natural evolution to host the BS Data Science and MS Data Science programs, as well as the faculty working in Data Science. This new department will bring national/international visibility to YWCC programs, which is vital to grow their enrollments. This visibility is also expected to help YWCC faculty research in terms of grant funding and national/international collaborations. In addition, the new department will reduce the number of students and programs currently handled by the Department of Computer Science (close to 1,000 students).

Establishing a new department in a growth area will place NJIT among the national pioneers in Data Science. Growing student population is consistent with NJIT’s desire to maximize revenue through enrollment of more STEM students, while hiring of new faculty and conducting funded research will contribute to NJIT’s ability to maintain R1 status.
RESOLUTION TO APPROVE PROPOSED DEPARTMENT OF DATA SCIENCE

WHEREAS the Ying Wu College of Computing (YWCC) strategic plan for 2020-2025 calls for significant growth of the College, with the aim to double student enrollment at all levels by 2025, and

WHEREAS Data Science (DS) is a major strategic direction and is deemed an area worthy of investment by both industry and government, and

WHEREAS YWCC currently offers (in collaboration with the Department of Mathematical Sciences) a very successful MS in Data Science program and is preparing to launch a BS in Data Science program in Fall 2021. Furthermore, YWCC faculty have been receiving significant external funding for Data Science projects from both federal agencies and private companies, and

WHEREAS a new department of Data Science within YWCC will be a natural evolution to host the BS Data Science and MS Data Science programs, as well as the faculty working in Data Science, and

WHEREAS this new department will bring national/international visibility to YWCC programs, which is vital to grow their enrollments, and

WHEREAS establishing a new department in a growth area will place NJIT among the national pioneers in Data Science, and

WHEREAS the proposed department has received approval of the appropriate shared governance bodies of the university and the administration recommends creation of this new department;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees approves the creation of the Department of Data Science.

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

June 10, 2021
Board Resolution No.
IV. Action Items
   F. Approve Resolution to Authorize Expenditures for Electricity and Natural Gas
STATEMENT
RESOLUTION TO AUTHORIZE EXPENDITURES FOR ELECTRICITY AND NATURAL GAS, FY 2022

There exists a need to purchase electricity and natural gas for the campus from PSE&G and other electricity and natural gas suppliers and transporters. Shown below is the actual cost for FY 2019, FY 2020 and projections for FY 2021 and FY 2022.

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<th>Actual FY 2019</th>
<th>Actual FY 2020</th>
<th>Projection FY 2021</th>
<th>Projection FY 2022</th>
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<td>Sq. Ft. (000’s)</td>
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<td>Utility Cost $/sq. ft.</td>
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<tr>
<td>Cost of Electricity $/kwh</td>
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</tr>
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<td>Cost of Natural Gas $/Therm</td>
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<td>$0.94</td>
<td>$0.94</td>
<td>$0.98</td>
</tr>
</tbody>
</table>

Currently NJIT is on target to be lower than the FY 2021 Board approved Electricity/Natural Gas budget of $6,900,000.

In FY21, factors having a positive impact on cost include:

- An electricity commodity purchasing contract with Engie Resources providing budget certainty through June 1, 2022.
- Installation of energy efficient LED lighting throughout campus for security and efficiency improvements
- Continued use of Solar Energy in Oak Hall and Campus Center
- Scheduling of Building Systems operations based on schedule of actual events
- Electric curtailment contract with CPower Energy through April 1, 2022
- University campus operations shut down in March 2020 due to COVID-19

Factors having a negative impact on cost include:

- Increases in transmission, delivery and fuel surcharges are variable and trending higher
- New tariffs have been proposed by PSE&G for resiliency improvements and energy efficiency programs which will result in a higher cost to consumers.
- Increase in outside air building ventilation attributed to COVID-19
RESOLUTION TO AUTHORIZE
EXPENDITURES FOR ELECTRICITY
AND NATURAL GAS FOR FY 2022

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

WHEREAS, a cost effective combination of suppliers and transporters will be used to provide needed utilities; and

WHEREAS, it is estimated that amounts will not exceed $7,300,000; and

WHEREAS, funds for these utilities have been provided in the FY 2022 budget;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of New Jersey Institute of Technology authorizes the Administration to execute the necessary contracts to purchase these utilities in an amount not to exceed $7,300,000 or such lesser amounts as may be included in the Approved FY 2022 Budget.

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

June 10, 2021
Board Resolution No.
IV. Action Items

G. Approve Resolution Recognizing Edward Bishof for Years of Service to NJIT
WHEREAS, EDWARD J. BISHOF, SR., New Jersey Institute of Technology’s Sr. Vice President for Finance and Chief Financial Officer, began his career at NJIT on May 16, 1988; and

WHEREAS, EDWARD J. BISHOF, SR., through his service as Treasurer to the Board of Trustees and to the Audit & Finance Committee, has brought innovation, transparency, and sustained success to the complex financial operations of our university; and

WHEREAS, EDWARD J. BISHOF, SR., has led a team of professionals that created the financial model for our 2020 Vision strategic plan;

WHEREAS, EDWARD J. BISHOF, SR., drove dramatic improvement in treasury and cash management that resulted in interest income of $3.6 million annually; and

WHEREAS, EDWARD J. BISHOF, SR., engaged closely with the Joint Investment Committee and our endowment portfolio management group to increase the market value of NJIT’s endowment from $95.8 million at the end of Fiscal Year 2015 to $153.4 million as of February 2021; and

WHEREAS, EDWARD J. BISHOF, SR., helped NJIT manage the financial challenges of the current pandemic in a commendable manner through difficult circumstances;

WHEREAS, EDWARD J. BISHOF, SR., leading the university’s financial controls, has allowed NJIT to achieve the success it has to date, and be positioned on a path of further growth and continuous improvement.

NOW, THEREFORE, BE IT RESOLVED, that this body grants the Chief Financial Officer Emeritus title and expresses its profound gratitude and deepest appreciation to EDWARD J. BISHOF, SR. for his dedication, leadership, and hard work, and generosity throughout his tenure at NJIT; and

BE IT FURTHER RESOLVED, that this body hopes EDWARD J. BISHOF, SR. will remain an integral participant in the NJIT community; and
BE IT FURTHER RESOLVED, that this body wishes EDWARD J. BISHOF, SR., much joy and success in his future endeavors; and

BE IT FURTHER RESOLVED, that this Resolution be incorporated into the minutes of this meeting of June 10, 2021, with a copy conveyed to EDWARD J. BISHOF, SR., as tangible evidence of its persona and official sentiment,

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

June 10, 2021
Board Resolution No.
V. Reports
   A. President’s Report
      • NJIT Venture Capital Fund
      • VP for Student Affairs & Dean of Students
      • NJIT-Tatweer Initiative Status
Leading Universities across the world have identified the need to foster and nurture high-growth innovation and their own entrepreneurial communities. These efforts result in the commercialization of research, start-up businesses, business and industry relationships as well as attract increased student enrollment, faculty mentoring of students, and create future fundraising financial opportunities.

NJIT, as a public polytechnic and “R1” Carnegie Classified university has the building blocks to accelerate the high-growth ecosystem including NJII (New Jersey Innovation Institute) in Newark as Stanford did in Silicon Valley, Carnegie Mellon did in Pittsburgh, or MIT did in Boston. Currently, a missing piece is a university investment fund.

**Mission**
Catalyze and accelerate a stronger NJIT entrepreneurial community by providing capital, access, and network for NJIT affiliated companies. The Fund will help NJIT become a leader in university and research driven entrepreneurship, providing a pathway to support invention commercialization by faculty and researchers.

**Management and Oversight**
The NJIT Innovation Venture Fund will be managed and executed by an Operations Team, Technical Advisory Committee, Investment Committee, and Student Fellows. Each bring specific skills to the project and are assigned specific responsibilities.
Operations Team
The Operations Team will be responsible for the day-to-day management of the Fund, recruiting and marketing, reporting, accounting, legal, and fund deployment. In addition to current NJII Entrepreneurship team members, the Operations Team will require a Fund Manager. The Operations Team will be primarily responsible for sourcing, initial vetting, and executing potential investments. The key team members will include and be responsible for the following:

- **NJII General Manager for Entrepreneurship** will provide operational oversight, manage the team and budget, recruit the Technical and Investment Committees and coordinate quarterly engagements, and manage communication with NJIT. William Lutz fills this role.
- **Director of Entrepreneurial Growth**, will support the setup and launch of the fund, including managing the hiring of the Fund Manager, legal setup, coordinating with MTSM for student fellows, building relationships with follow-on or co-investment firms, and establishing procedures for sourcing and due diligence. Chelsea Samuelson fills this role.
- **NJIT Fund Manager**, who will run day-to-day operations for the Fund. This individual will have an investment background, will be full-time dedicated to the Fund, and will be employed by NJII as part of the Entrepreneurship team. The Fund Manager will lead fund deployment, including sourcing and vetting ventures, deploying capital to ventures (after selection by the investment committee), actively managing the portfolio, tracking and reporting on metrics, communicating with partners, and managing the Student Fellows. This is a new position for this project.

Technical Advisory Committee
The Technical Advisory Committee will be responsible for vetting, evaluating, and communicating the technical merits of relevant investment proposals. The deep technical knowledge required to evaluate research-driven companies is a vital element to the operation of a university-based investment fund.

The Committee will have seven appointed members for a three-year term and will call upon others in the University or business community for expertise as needed. Each of the NJIT College Deans, as well as the Senior Vice Provost for Research, will appoint a Technical Advisory Committee member.

The Technical Advisory Committee will be convened as part of the vetting process. The Operations Team is responsible for convening the Technical Advisory Committee no less than twice-annually and will provide informational material in advance of the Committee meeting for review.

Investment Committee
The Investment Committee will meet quarterly and make final investing decisions based on the vetting process conducted by the Operations Team and Technical Advisory. The Committee will include both NJIT university leadership as well as external professional investors, entrepreneurs, business leaders, and technologists.

There will be five individuals on the Investment Committee including:
• The President of NJIT or their appointed representative,
• Two members of the NJIT Board of Trustees or their appointed representative(s), and
• Two representatives from the venture investment community.
The two representatives from the venture investment community will be recommended by the Operations Team and approved by the other committee members.

Any and all investment projects must meet two qualifications:
1. Three of five Investment Committee members voting to invest.
2. One individual on the committee who is willing to champion the investment, acting as a mentor for the project. Mentorship activities can be delegated to someone on the Operations Team, Technical Advisory Committee, or the Investment Committee.

Student Fellows
Annually, through a competitive application process, two students will be selected to support the Operating Team. These students will operate as Venture Fund Fellows. Their primary duties will be to conduct due diligence on the investment prospects, direct marketing, supporting fund-related events, background market research, as well as engaging portfolio companies post-investment. The Operations Team will be responsible for recruiting, selecting, and managing these Fellows.

Investment Strategy
The NJIT Innovation Venture Fund invests in companies with a strong tie to the NJIT community. A “strong tie” includes any of the following:

• At least one founder was a professors or staff once employed by NJIT, but within five years of employment
• At least one founder is a matriculated NJIT students no more than one year until graduation
• At least one founder is an NJIT Alumni
• Companies licensing NJIT Intellectual Property

Focusing on our community allows the Fund to build and support the development of a stronger and wider NJIT entrepreneur network. The fund is industry-agnostic and seeks companies with diverse teams, big problems, technical solutions, and high-growth business models.

Target companies must meet the following criteria:

• Type: High-Growth technology with potential scalability of financial returns
• Stage: Incorporated business that is actively raising capital
• Products or services with demonstrated market traction
• Have not raised previous capital in excess of $250,000

Legal Structure
The fund vehicle will be established as a Limited Liability Partnership; NJII will serve as the management firm. The investment firm will be established with legal counsel from Reitler, Kailas & Rosenblatt or McCarter & English.
Innovation Fund Legal Structure
A potential strategy to decrease legal and compliance expenses is a partnership with an existing venture capital firm: Newark Venture Partners, Alpha Ventures, Edison Partners, or Tech Council Ventures. In this case, the fund vehicle would act as a sidecar investment vehicle under an existing and established venture fund. This would significantly reduce the administrative and reporting requirements of the fund, reducing or eliminating the need to hire consulting firms for accounting, bookkeeping, and legal advice.

Operating Activities
The Operating Activities will be executed by the Operations Team and will focus on the following objectives: 1) Fund setup and launch, 2) sourcing ventures, 3) vetting ventures and conducting due diligence, 4) deploying investments, and 5) managing the portfolio. Each category is further detailed and described below.

1. Fund Setup & Launch
Upon approval for the Fund, the Operations Team will hire a Fund Director, incorporate the fund, establish baseline investment forms, finalize participants for the Investment and Technical Committees, coordinate with the Highlander Angel Network, coordinate with established investment firm for sidecar (if applicable), establish relationships with other investment firms and angel groups, setup a website or page on NJIT to include application information, and run a NJIT focused kick of event to raise early awareness.

2. Sourcing Ventures
There will be an ongoing effort to source viable, high quality ventures. At launch, faculty, current students, and alumni will be targeted through the following channels:
   - 2x Information Sessions/quarter – 1 virtual and 1 in-person
   - Direct Email Outreach to NJIT Alumni Entrepreneurship list
   - Research Showcase Presentation
   - Research Newsletter Inclusion
   - IP Committee and EDLA Committee recommendation
   - Inclusion in VentureLink newsletter and programming
3. **Vetting Ventures and Due Diligence**
With guidance from the Fund Manager, the Operations Team will establish a set of early vetting criteria and more robust due diligence to gauge potential as ventures move through the selection process. This criteria and processes (research, meeting with ventures, etc) will be used by the Fund Manager and Student Fellows to analyze market potential and venture value. The due diligence process will allow the Investment Committee to see only ventures with the greatest commercial potential and make the final decision on which ventures receive in investment.

4. **Deploying Investments**
After the Investment Committee votes to invest, the Operations Team will issue funds, complete contractual requirements, and initiate SEC reporting requirements.

5. **Managing and Supporting Portfolio Investments**
Portfolio investments are required to be monitored by the Fund. This will include annual meetings (virtual or in-person), quarterly metric reporting, and follow-on funding notifications, as appropriate.

In addition to reporting and tracking requirements required by federal agencies, business incubation support will be required by each investment. Inventors and founders will be required to meet with one of the Operations Team members quarterly, utilize the VentureLink coworking space (free of charge) for a minimum of one year, and present at an annual symposium.

**Operating Budget**
The Operating Budget will be $215,000 per year, allocated into the following categories.

<table>
<thead>
<tr>
<th>Category</th>
<th>Expenditure</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Staff Costs</td>
<td>$175,000</td>
<td>100% FTE - Fund Manager&lt;br&gt;10% FTE - Will Lutz&lt;br&gt;20% FTE - Chelsea Samuelson</td>
</tr>
<tr>
<td>Legal &amp; Accounting</td>
<td>$30,000</td>
<td>Investment Note Creation&lt;br&gt;SEC Reporting Requirements&lt;br&gt;Legal Formation Docs</td>
</tr>
<tr>
<td>Marketing &amp; Supplies</td>
<td>$10,000</td>
<td>Sourcing and recruiting&lt;br&gt;Portfolio management</td>
</tr>
</tbody>
</table>

Once a standardized investment note is drafted, legal and accounting costs should decrease to $10,000 after the first year.
**Investment Process**

NJIT Innovation Venture Fund’s vetting process is initiated by professors, researchers, students and alumni through the submission of an online application. Applications are pre-screened by the student fellows with oversight by the Managing Director. The Operations Team completes an initial scoring assessment based on objective criteria. This assessment is returned to the teams as a way of feedback to improve upon their concept. Concepts that meet the minimum threshold move to technical due diligence.

The majority of the concepts will be research based or include highly technical concepts. For this reason, the next step is a Technology Advisory Committee review of the company’s materials and assessment of the merits of the underlying technology. These assessments can be released to the applying team for feedback on an individual basis by technical evaluator.

In parallel to the Technical Advisory Committee evaluation, the Operations Team and Fund Fellows will conduct due diligence including an investment-style pitch and feedback session in preparation for the Investment Committee evaluation. The Operations Team will prepare an investment memo that summarizes the opportunity and highlights potential pitfalls.

The final process is a pitch to the Investment Committee. Each committee member will vote to either invest, defer, or reject the concept. The Operations team will prepare a feedback document based on the Investment Committee’s evaluation for the team’s continued development. Projects selected for investment will then be referred to the Operations Team for a standardized term sheet.

**Deal Structure**

NJIT Innovation Venture Fund investments will be structured as a SAFE, Simple Agreement For Equity, with standard, non-negotiable, founder-friendly terms. All parties involved understand that this is a risky investment, first into a venture. The investment size will be standard $75,000 convertible termsheet. There will not be opportunities for follow-on investment.

**Fund Model and Performance**

The Fund will separate operational funding from investment capital. Although there will be a carry component on profit, the fund will not charge traditional management fees and the
Operations Team will be funded through a pre-defined allocation. With this model, expected fund performance would be on par with established Venture Capital firms. We believe it is possible to reduce risk exposure and improve returns utilizing a Revenue Based Investment model with a long conversion horizon.

**Basic Terms**

Based on industry norms set by other technical universities, the investment fund should follow the following format:

- Commit to 10 years of deployment.
- Plan on a maximum of six investments per year of a standard $75,000 SAFE investment for an expected $450,000 total deployment. This investment note should be drawn from endowment funds through its management firm.
- Each year draw $215,000 from operational budget.

*This sums to a total pledge of $6.75 MM over 10 years, broken down to $2.15MM of operational budget and $4.6MM of deployed capital. This would put NJIT among the leading entrepreneurial technical universities in the United States.*

### Fund Size and Quantity (Fig. 1)

<table>
<thead>
<tr>
<th>Years Operating</th>
<th>Invested Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>$450,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Check Size</th>
<th>Total Investments</th>
</tr>
</thead>
<tbody>
<tr>
<td>$75,000</td>
<td>60</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Carry</th>
<th>Investments per year</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
<td>6</td>
</tr>
</tbody>
</table>

### Annual Cash Flows (Fig. 2)

<table>
<thead>
<tr>
<th>Fund Manager (100%)</th>
<th>Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>$175,000</td>
<td>$665,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Admin, Legal, etc.</th>
<th>Annual Operational Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$40,000</td>
<td>$215,000</td>
</tr>
</tbody>
</table>

### Performance Scenario (Fig. 3)

<table>
<thead>
<tr>
<th>Conversion Discount</th>
<th>Conversion Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
<td>$90,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Seed Valuation</th>
<th>Fund Equity Stake @ Seed</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,000,000</td>
<td>9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dilution Rate (per follow on round)</th>
<th>Pre-exit Dilution</th>
</tr>
</thead>
<tbody>
<tr>
<td>40%</td>
<td>0.70%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Rounds Before Exit</th>
<th>Investment Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>$8,748,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Survivability Rate</th>
<th>Years to Exit</th>
<th>Pre-exit Dilution</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.0%</td>
<td>10</td>
<td>0.70%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Exit Valuation</th>
<th>Portfolio Co Exits</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,250,000,000</td>
<td>3</td>
</tr>
</tbody>
</table>

### Lifetime Performance (Fig. 4)

<table>
<thead>
<tr>
<th>Portfolio Performance</th>
<th>Pledge Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$26,244,000</td>
<td>$6,650,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DPI (Distributions to Paid-In-Capital)</th>
<th>Total Capital Invested</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.9</td>
<td>$4,500,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IRR</th>
<th>Total Operational Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.2%</td>
<td>$2,150,000</td>
</tr>
</tbody>
</table>

Figures 1 and 2 in the table above describe capital deployment which would support 60 new ventures created. Figures 3 and 4 describe a potential performance scenario with assumed East Coast new venture conversion estimations.

This model implies a 3.9x distribution to paid-in-capital and an estimated annualized return on revenue of 12.2%. The biggest unknown in anticipating return is the performance and exit
scenarios. These are nearly impossible to predict. These models assume standard values for the investment industry in the Mid Atlantic Area.

Although the above assumed fund performance is an excellent outcome, making the project self-sustaining, our primary goal is to encourage and support a culture of entrepreneurial commercialization at the university.

**Summary**

With assumptions that are standard in the venture investment community, it is possible to create an operational fund vehicle with a competitive and financially viable model while at the same time supporting and growing the NJIT entrepreneurship community.

With the right leadership and management, the NJIT Innovation Fund could have an outsized impact on the NJIT Entrepreneurial Community and an evergreen legacy.


**POSITION**

**Position:** Vice President of Student Affairs and Dean of Students

**Job Title, if different:**

**Reporting Relationship:** Reports directly to the President

**DESCRIPTION**

Reporting to the President, the Dean of Students and Vice President of Student Affairs is the senior student-affairs officer and chief student advocate of the university and advises the President on all matters pertaining to student affairs and improving the quality of campus life. The Dean/Vice President is responsible for providing leadership and general management of units in the division:

- Office of Student Life; Fraternity and Sorority Life; Residence Life; Community Service and Development; Student Conduct; Center for Counseling and Psychological Services; and works closely with the Director of Student Health Services; Chief Diversity Officer; and serves as liaison for the Dining and Food Services, and the Campus Bookstore(s). Partners with campus leaders, faculty, students, staff, and internal and external constituencies to ensure programming supports the university’s values and strategic goals.

- Acts as the primary student advocate to the campus and to the President, representing the needs of the student body to the various constituent groups and advocating for resources to fulfill those needs. The Dean shall promote positive student satisfaction and relations by maintaining effective lines of communication with student leaders.

- Ensures divisional compliance with the institutional mission by reviewing and approving unit plans, goals and objectives, service activities, and working with the Provost and senior staff.

- Develops and maintains a properly coordinated delivery of essential student services by organizing the various units and sub-units in a logical, non-duplicative, and effective manner to best meet the work requirements of the division and the needs of the student body.

- Assures the prompt and effective delivery of student services by monitoring workloads throughout the division and prioritizing staffing needs accordingly.

- Enables division employees to perform their assigned tasks by coordinating the annual budget and retaining executive authority over all budgets within the Division of Student Affairs.
• Encourages high morale and quality student service through a leadership style of continuous quality improvement which causes employees to strive for the achievement of annually established goals and objectives.

• Manages the achievement of division goals by developing effective controls to guide work effort toward expected outcomes.

• Supports positive relations for the university by communicating and interacting with city, state, and other officials in matters related to Student Affairs.

• Supports the overall success of Student Affairs by participating in fundraising activities for the division and serving on university committees as appropriate.

• Supports the advancement of Diversity, Equity and Inclusion efforts in support of students.

• Facilitates a work environment that encourages knowledge of, respect for, and development of skills to engage with those of other cultures or backgrounds.

• Supports and assists the President by providing regular reports, developing resolutions for approval of the President and action by the Board of Trustees, serves as liaison to the Campus Life Trustee Committee, and completing other tasks and duties as assigned.

• Attends Board meetings and presents at Board of Trustees meeting.

• Oversees advisory committees processes and ensures advisory committees meet at least annually or as required by program guidelines.

• Responsible for the quality of student life on the NJIT campus through the exercise of leadership on student issues and the management of services to all students, undergraduates and graduates, full and part-time, residents and commuters.

• Will serve as the university's Title IX Coordinator and is responsible for the implementation of the Title IX program for students and coordinating NJIT’s compliance with the regulations of the Title IX, the Clery Act, the Violence Against Women Act, and the Campus Sexual Violence Elimination Act.

• Performs other related duties as assigned.

This list of duties and responsibilities is not intended to be all-inclusive and may be expanded to include other duties or responsibilities as deemed necessary.
For the purposes of personnel management, performance assessment, and span of control, the VP directly supervises:

- Executive Director, Student Life
- Associate Dean of Students for Community Development
- Associate Dean of Students for Judicial Affairs
- Director, Counseling Services
- Director, Residence Life
- Liaison to Follett Bookstore and Gourmet Dining.
- Dotted Line to Chief Diversity Officer and Director, Health Services
During this past decade, NJIT has achieved continuous improvement, significant growth and increasing prominence as a public polytechnic university. We have done so by recruiting over 150 new faculty, doubling our research expenditures, expanding our curriculum for the current and anticipated professions, increasing enrollment by nearly 50%, adding 1,000,000 sq. ft. to the campus facilities at a cost of over $500,000,000 and increasing the expenditures for capital repair and replacement by more than 5000%. This growth trajectory has been achieved by successful academic and financial leadership and the on-going support of the broader campus community, including the senior staff and academic leadership, faculty, staff, students, alumni and friends of the university. We have used two strategic plans for 2020 and 2025 that have been developed with the input of hundreds of community members in order to identify priorities, strategies, tactics and key performance indicators (KPIs) to guide the implementation of those plans. In the 2025 strategic plan, there is a tactic of “NJIT Global” which includes in-person, converged and remote learning. The Egypt initiative with Tatweer Misr is a significant component of the NJIT global focus, carries a relatively low level of risk, and has been in the planning stages for three years. During that time the partnership has seen multi-layered revisions, as is expected when engaging international partners.

Given NJIT’s commitment to Shared Governance, the Egypt initiative has been discussed at multiple forums over the past three years and has involved the Faculty, University and Student Senates; the Board of Trustees and Overseers; as well as Senior Staff. The initiative evolved from an invitation by Ocean County College (OCC) to partner with them in response to the Egyptian International Branch Campus (IBC) Law of 2018. OCC would offer the lower division courses and NJIT the upper division on a branch campus in Egypt. Each institution would offer its respective degree, an associate’s degree from OCC and baccalaureate degree from NJIT. The IBC law provided for partnering with an Egyptian company to incent the development of the branch campus. After multiple visits to Egypt, Tatweer Misr was selected as a development partner. At a subsequent meeting with the Minister of Higher Education, it was stated that the Egyptian Presidential Decree would be proffered only to an internationally ranked senior higher education institution. Therefore, OCC could not be included in the decree. Over the past year, a final draft of the agreement involving multiple individuals from NJIT, Tatweer Misr and Colliers has been developed. On April 1, 2021 the final draft was approved by the NJIT Board of Trustees.

In a similar NJIT Global initiative, an agreement was signed with Ben Gurion University (BGU), an Israeli institution. This agreement developed as a result of a visit to BGU by this President in 2018. It provides for NJIT to host, at its Jersey City site, the establishment of the Future Technologies Institute and jointly conducted graduate education and research. Like the successes achieved in the 2020 Strategic Plan, “NJIT Global” is an important tactic for the next decade in order to generate additional revenue, international recognition, and prominence.

The following is a brief Q & A and the opportunity to view a video about Tatweer Misr as well as a “final draft Agreement” between NJIT and Tatweer Misr.

1. What is the risk of an NJIT branch campus being established in Mostakbal City, Egypt?
Two independent reports by internationally renowned strategic financial consultants, the first completed by Ernst & Young, have considered this issue. The E&Y report includes an in-depth analysis of the existing international campuses in Egypt, the economic climate, the demand for higher education, IBC expansion, risks and mitigations. It found:

● The macroeconomics environment in Egypt is favorable, with a growing middle-class, for higher education. Egyptian students currently are paying the NJIT tuition and fees as well as those of the American University Cairo.
● The IBC law has created a favorable climate for international universities to establish branch campuses in Egypt.
● Egypt Strategy Vision 2030 aims to improve the standard of higher education via internationalization.
● Egyptian students have a preference for an international education, specifically American, with currently very few pathways to the U.S.
● The proposed curriculum of business, engineering, and IT is in great demand, and is expecting double digit growth of ~10%.
● The proposed university campus is in Mostakbal City, within the greater New Cairo Administrative Capital and will be well connected with new bus and electric trains.
● The development being built by Tatweer Misr will include an educational zone with K-12 international feeder schools, universities, and premium residential units for ~10,000 people.

The summary dashboard provided by Ernst & Young was highly favorable for a branch campus in Egypt, given the economic climate, the demand and competition, and the local partnership with Tatweer.

The second report was completed by Colliers International, a strategic development and financial management company. It conservatively projected the growth of enrollment to over 3,300 students for eight undergraduate majors to be phased in over three years. The terms of the NJIT-Tatweer agreement are 10 years with a simple financial arrangement for offering the undergraduate degree programs; NJIT receiving 5% of the gross revenue from tuition and fees for years 1-5, projected to yield an average of $1.5M (U.S.)/year; and for years 6-10, 6% of the gross tuition and fees for an average of $4.3M (U.S.)/year. There is a 10-year contract renewal in the agreement. These conservative projections of revenue do not include other educational offerings and revenues, e.g., graduate education or training. At the start of the branch campus, NJIT will be offering high demand non-credit training and economic development services through NJII to accommodate Egypt’s rapidly growing population and developing economy.

NJIT has no financial obligation for the establishment or operation of the campus, including for the instructional, student support services, or any other personnel. In fact, all personnel will be employees of the Tatweer Misr Education Institute (TMEI), except for the campus leader; an NJIT Vice Provost/Campus President will be an NJIT employee. NJIT will be reimbursed by TMEI for that cost.

No faculty or staff will be required to travel to Egypt or to provide instructional or other services for the branch campus. Should a staff or faculty member choose and be approved to provide instruction or services to the branch campus, the department will be reimbursed for their time by

47
the TMEI. The selection, approval and supervision of all personnel at NJIT’s Egypt branch campus will be the responsibility of NJIT.

Clearly, there is risk in any new endeavor, but based on the two independent reviews, it appears to be low. There is likely a greater risk to NJIT if there is not a timely completion and implementation of the agreement.

2. Why is NJIT pursuing this Branch Campus?

The NJIT administration, with Board of Trustees approval, is pursuing the strategy of a branch campus in Egypt for some of the same reasons that universities like American University, Carnegie Mellon, Cornell, Duke, Georgia Tech, Georgetown, Northwestern, Rochester Institute of Technology, Texas A&M and about 70 additional U.S. universities have established branch campuses. Several of these branch campuses are in the Middle East. The rationale for a branch campus typically includes:

A. Altruism and belief in a global community
B. National and international visibility and reputation
C. Collaborative research for the solutions to global problems
D. Workforce education and training
E. Student exchanges and recruiting
F. Faculty exchanges and recruiting
G. Revenue generation

Based on a number of factors, NJIT needs to continue to generate additional revenue beyond tuition and fees, state and federal funds, and auxiliary services. NJIT is an 80+% STEM university, the only one in the state of New Jersey. NJIT offers the costliest of STEM disciplines. Depending on the STEM major, NJIT’s cost is 60-100% more than liberal arts and social science majors. Unlike other of the polytechnic universities, e.g., MIT, VPI, which offer large programs for education majors in science, mathematics as well as sociology and other disciplines, NJIT has minimal low-cost majors. Over the past decade, we have significantly grown our revenue through aggressive financial leadership. For example, NJII, which at one time was thought of as a risky initiative, has added to our revenue, reputation and significantly contributed to NJIT becoming an R1 research university. Over the longer term, to sustain the continuous improvement of NJIT, we need additional sources of revenue, including a branch campus, like the other highly ranked universities listed above. The offer in Egypt is absolutely the right source of revenue, at the right time, and should be implemented.

3. Why is NJIT pursuing this branch campus in Egypt in partnership with Tatweer Misr?

When the government of Egypt established the IBC law, it invited international universities to partner with identified developers to develop and operate higher education branch campuses in Egypt, particularly in or near the new Capital City that is under construction. The City of Mostakbal is within the footprint of the Greater New Capital City and in the midst of a population forecasted to be over 10 million people and growing, with a significant population under 20 years of age, as compared to America’s declining population of under 20 year-olds, particularly in the Northeast.
Tatweer Misr is a real estate development company valued at over a billion dollars and is currently developing four large high-end residential communities, including one in Mostakbal (see video here https://drive.google.com/drive/folders/1M58dyNxb48bRtj01uZm2uhUU9WEhPjfB). The CEO of Tatweer is a Cornell University educated Ph.D. HAUD (History of Architecture and Urban Development) and had been a faculty member in the department before returning to Egypt to start Tatweer Misr. It is his vision to build a 400-acre mixed use development of residences as well as educational, cultural and recreational facilities in Mostakbal City. There will be a 90 acre educational zone (dba Tatweer Misr Education Institute), home to the NJIT branch campus. The plan for NJIT includes a 400,000 sq. ft. facility on 13 acres. Also in the education zone will be two K-12 schools, including Kings College, a British private school which will offer a STEM Academy. Other universities are planned to be added, but not in NJIT disciplines. The funding for the development, Bloomfields (named prior to NJIT’s involvement), has been secured from shareholders by Tatweer Misr. I met with investors and the bank when I was in Egypt earlier in April 2021. NJIT has zero commitment toward the payment for the funding.

4. When is the NJIT branch campus scheduled to begin operations?

As per the “draft final” agreement between NJIT and Tatweer Misr, the NJIT branch campus in Egypt for undergraduate degree programs could begin as early as Academic Year 2022-2023. It is more likely to begin in September 2023, due to necessary accreditations and approvals in Egypt and New Jersey as well as the development of the course schedule, hiring of personnel, and the completion of the start-up campus facilities. The initial schedule will include three degree programs (Construction Management, Information Technology, Medical Informatics) with additional ones to be phased-in during the subsequent two years (year 2: Business, Civil Engineering, Concrete Technology; year 3: Architecture, Manufacturing Engineering Technology).

Multiple accreditation/approval processes will be completed prior to the final receipt of the Egyptian Presidential Decree. The initial review for the decree has begun with the signing of the final draft of the NJIT-Tatweer Misr agreement. A decree will be issued following the approval by the New Jersey Secretary of Higher Education and a preliminary one by the Middle States Commission of Higher Education.

There is much support for the NJIT branch campus in Egypt. The U.S. Government via the Ambassador to Egypt, the United Nations Secretariat, the NJIT Board of Trustees, the Board of Overseers, faculty, students, staff and alumni, particularly those of Egyptian descent, have lauded this initiative. Any questions, concerns or comments, can be sent to me via email. Should you want to review the current “final draft” of the NJIT-Tatweer Misr Agreement, it is posted on the Presidential website. I look forward to your support and hearing from you.

Thank you,

Joel S. Bloom
NJIT Branch Campus @ Egypt Organizational Chart (NJIT BC@Egypt)
Since its inception in 2014, Tatweer Misr has been a vital catalyst for change, delivering incomparable value through exemplary projects that master all facets of development.

Boasting a wealth of industrial and technical expertise, Tatweer Misr has been offering an innovative outlook on integrated living to strongly emerge as a leading real-estate developer in Egypt, fulfilling the rising demand on mixed-use projects that enrich the life of its communities.

Committed to design excellence, innovation and sustainability, Tatweer Misr’s unique edge lies in its comprehensive solution-oriented approach spanning quality construction, landmark design and architecture, unique landscaping and an abundance of lifestyle amenities aimed at fostering the growth of its residents.
Rolling out on 415 acres of land, Bloomfields is the most charming and interconnected green town in Mostakbal City. Always on the rise, and in search for fresh bold ideas, the development surrounds you with sweeping views over lush sun-kissed parks, open-air galleries, top-notch education, a burgeoning cultural scene, as well as world-class facilities, and a sustainable lifestyle inspired by the best integrated ecosystems in the world. Designed to offer something just for everyone, Bloomfields is Tatweer Misr's prime innovative project in Cairo that's set to become Egypt's hotbed for startups, entrepreneurs, as well as makers and doers who wish to execute flawlessly at home, in the office or at the gym. Boasting one-of-a-kind functions, and top-notch amenities at every doorstep, Bloomfields is carefully planned to make life easier, and more enjoyable without having to commute.
### BLOOMFIELDS - KEY FIGURES & THEME

<table>
<thead>
<tr>
<th>Launch</th>
<th>March 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed by</td>
<td>2030</td>
</tr>
<tr>
<td>Delivery to Start</td>
<td>2022</td>
</tr>
<tr>
<td>Total Residential Units</td>
<td>Around 10,000</td>
</tr>
<tr>
<td>University Campus/International Schools</td>
<td></td>
</tr>
<tr>
<td>Total Project Cost</td>
<td>33 Billion EGP</td>
</tr>
<tr>
<td>Construction start date</td>
<td>2019</td>
</tr>
</tbody>
</table>

**SUSTAINABILITY: (for planet)**
- Energy Efficiency
- Mobility Solutions
- Water Treatment & Desalination plants
- Alternative Energy Generation

**QUALITY OF LIFE: (for people)**
- Dynamic Masterplan designed to combine the heart of life with the heart of science
- Integrated community (work, play, study)
- Entrepreneurial College Town
- Innovative Architecture
- Lively commercial center
Minutes Away from Everywhere Bloomfields enjoys a strategic location just minutes away from everywhere. The Development is nestled between Cairo’s New Administrative Capital and New Cairo. The project provides direct access to the New Capital’s fast train station and the New Capital’s International Airport, and also enjoys a strategic location only 45 minutes away from Ain El Sokhna and can be easily accessed via the City’s major ring roads.
MASTER PLAN

Master-planned by world-renowned Italian architect Gianluca Pelufo, and Partners in collaboration with Egyptian architect Raef Fahmy, BLOOMFIELDS projects an innovative vision inspired by the tree of life, and the natural balance it represents. Designed to combine the heart of life with the heart of science, the development branches out to introduce a lively commercial center, grounded by an impressive college town. The heart of science spreads out to boast a variety of gated residential neighborhoods; each clustered in the shape of a leaf to reflect an original evergreen, suitable theme. Bloomfields’ masterplan is peacefully nestled into lush open fields to afford total privacy and equal views for all residents alike, while providing unmatched interconnectivity through action-packed linked bridges that take integrated living in Egypt to new heights.
“We must educate our young generation to ensure they understand that they are not destined to be job seekers, and they can be job creators.”
THE COLLEGE TOWN CAMPUS
GREEN AREA ON THE PROMENADE BRIDGE, DIVIDING THE BUS FROM THE PEDESTRIAN AND BIKE PATH

PARTIALLY COVERED AREA WITH BUSSTOP
THANK YOU
V. Reports
   B. Report from NJII
Climbing Higher Together
2021 GOALS

1. Create clear value propositions
2. Drive internal operational excellence
3. Enhance financial performance
6 Divisions

- Healthcare: 46 Team members
- Professional and Corporate Education: 3 Team members
- Entrepreneurship: 5 Team members
- Defense and Homeland Security: 13 Team members
- Biopharma: 13 Team members
- Data and Technology: 3 Team members
6 departments

Accounting and Finance: 3 Team members
Legal: 4 Team members
Marketing and Business Development: 3 Team members
Information Technology: 10 Team members
Human Resources: 2 Team members
Operations: 5 Team members
Create clear value propositions

- New websites (60% increase in web traffic)
- New offerings (911, AI police, COVID testing)
- Targeted lead campaigns
- Active social media
- Monthly newsletters
- New corporate intranet
- Regular townhall meetings
Drive internal operational excellence

OPERATIONAL
• Successfully repaired key relationships
• Settled major disputes
• Introduced a strict culture of compliance & ethics
• Major cost reduction program
• Centralized Purchasing
• Standardized and streamlined policies
• VL Vacancy rate 21% vs. 38% market

ORGANIZATION
• Transitioned accounting, legal, grant management and HR functions from NJIT to NJII
• Right-sized team

NEW TOOLS / PROCESSES
• New accounting, HR and grant management systems
• New learning management system
• New or updated internal policies
Enhance financial performance

• Despite the pandemic, we delivered excellent results. Cost savings and exemplary performance, especially within Healthcare and Biopharma division, drove results.
Climbing Higher Together
V. Reports
   C. Report of FY21 Fundraising Progress to Date
FY2021 Fundraising Report as of May 15, 2021

Executive Summary

Kenneth Alexo, Jr.
Vice President, Development & Alumni Relations

- **Overall Philanthropic Commitments**: As noted in the attached report, the university secured a total of $9.2 million in outright cash gifts, new pledges, gifts-in-kind, and planned gifts, including documented bequest intentions, through April 30, 2021.

  During the first two weeks of May, however, three significant commitments totaling $7.6 million were booked. **With a month and a half left in the fiscal year, overall philanthropic commitments thus stand at $16.8 million** – $3.3 million more than the total final amount raised in FY20 and just about even with FY19’s final result ($16.9 million).

  Based upon new gifts, pledges, and planned gifts expected to close before June 30, it is likely that NJIT will reach its FY21 goal in this category, which is $18 million.

- **Cash and Deferred**: As has been the case for much of the year, outright cash gifts, pledge payments, gifts-in-kind, and irrevocable planned gifts (e.g., charitable gift annuities, charitable remainder trusts, etc.) for the current fiscal year continue to trend behind where we were last year at this time. We have thus far brought in $7.6 million, which represents 54% of our $14 million goal. By contrast, through the first ten months of FY20, we were at $10.8 million. Two gifts constitute the primary difference between this year’s and last year’s numbers in this category: a $2.7 million estate gift received and recorded in the fall of 2019 and a $2 million pledge payment made in April 2020.

  We anticipate receiving **at least $4 million in outright cash gifts and pledge payments** between now and June 30, 2021, which will considerably bolster our cash and deferred total.

  Cash gifts and pledge payments to NJIT’s endowment – the overall value of which exceeded $156.7 million as of April 30, 2021, another record-high for the university – thus far total a little more than $4 million.

- **Annual Fund**: Cash gifts to the annual fund and the Highlander Student Emergency Fund (HSEF) totaled $794,642, as of May 1, 2021. This amount represents 72% of our $1.1 million goal for FY21, and puts us about $123,000 ahead of last year at this time. This positive
difference is largely attributable to an increase in giving to the HSEF, for which $187,000 has been raised since July 1, 2020.

- **Alumni Participation Rates:** As of May 1, 2021, both the overall and undergraduate-only alumni giving rates remain ahead of where we were at this time in FY20. The overall rate stands at 5.65% (compared to 5.33% last year), while the undergrad-only rate is 6.70% (about two-tenths of a percentage point ahead of last year). We need roughly 1,600 alumni to make gifts in the final three months of FY21 in order to achieve our goal for the overall participation rate (8.4%), and 1,400 alumni who earned an undergraduate degree at NJIT to do so in order to reach our goal of 10.5% for the undergrad-only giving rate. (The latter number is the one that is used by *U.S. News & World Report* in its annual rankings of colleges and universities.)

Both of these numbers should receive a significant boost from the NJIT Day of Giving on May 19 and from the various appeals, both print and digital, that were recently sent or are scheduled to be sent before the end of the fiscal year on June 30.
NJIT Board of Trustees

Development & Alumni Relations
FY2021 Fundraising Progress to Date

June 10, 2021
Development & Alumni Relations

FY2021 Goals

• Overall philanthropic commitments (i.e., outright cash gifts, whole pledges, gifts-in-kind, planned gifts, including documented bequest intentions): $18 million

• Cash and irrevocable deferred gifts (i.e., outright cash gifts, pledge payments, gifts-in-kind, and irrevocable planned gifts): $14 million

• Unrestricted gift income (annual fund), plus Highlander Student Emergency Fund: $1.1 million

• Overall alumni participation rate: 8.4%

• Undergraduate alumni participation rate: 10.5%

• Percentage of alumni with an engagement score of 4 or higher: 18.5%
## FY2021 Fundraising Report

### July 1, 2020 - April 30, 2021

<table>
<thead>
<tr>
<th>Category</th>
<th>FY21 as of 4/30/2021</th>
<th>FY21 GOAL</th>
<th>% to GOAL</th>
<th>FY20 as 4/30/2020</th>
<th>FY20 FINAL</th>
<th>FY21 v FY20 Increase / (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Overall Philanthropic Commitments</td>
<td>$9,158,029*</td>
<td>$18,000,000</td>
<td>51%</td>
<td>$8,067,782</td>
<td>$13,583,990</td>
<td>$1,090,247</td>
</tr>
<tr>
<td>2. Cash and Deferred</td>
<td>$7,564,286</td>
<td>$14,000,000</td>
<td>54%</td>
<td>$10,803,059</td>
<td>$15,829,896</td>
<td>($3,238,773)</td>
</tr>
<tr>
<td>3. Annual Fund plus HSEF</td>
<td>$794,642</td>
<td>$1,100,000</td>
<td>72%</td>
<td>$671,363</td>
<td>$759,602</td>
<td>$123,279</td>
</tr>
</tbody>
</table>

| 4a. Alumni Participation                      | 5.65%                 | 8.40%         | 67%       | 5.33%             | 8.16%           | 0.32%                             |
|                                              | # of Alumni Donors    | 3,261         | 4,904     | 67%               | 3,037           | 4,618                            | 224 |

| 4b. Undergraduate Alumni Participation       | 6.70%                 | 10.50%        | 64%       | 6.52%             | 10.35%          | 0.18%                             |
|                                              | # of Undergraduate Alumni Donors | 2,508         | 3,929     | 64%               | 2,399           | 3,787                            | 109 |

* Does not include three pledges totaling $7.6 million, booked between May 1 and May 15, 2021.
## FY2021 Fundraising Report

**July 1, 2020 – April 30, 2021**

### Giving by Purpose

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Overall Philanthropic Commitments</th>
<th>Cash and Deferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$463,459</td>
<td>$504,244</td>
</tr>
<tr>
<td>Current Restricted</td>
<td>$4,205,440</td>
<td>$2,398,934</td>
</tr>
<tr>
<td>Endowment</td>
<td>$4,409,566</td>
<td>$4,079,472</td>
</tr>
<tr>
<td>Capital</td>
<td>$79,564</td>
<td>$581,636</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$9,158,029</strong></td>
<td><strong>$7,564,286</strong></td>
</tr>
</tbody>
</table>
## FY2021 Fundraising Report
### July 1, 2020 – April 30, 2021

### Giving by College Area

<table>
<thead>
<tr>
<th>College Area</th>
<th>Overall Philanthropic Commitments</th>
<th>Cash and Deferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>General University</td>
<td>$3,807,670</td>
<td>$2,052,045</td>
</tr>
<tr>
<td>Athletics</td>
<td>$1,548,880</td>
<td>$284,084</td>
</tr>
<tr>
<td>HCAD</td>
<td>$165,109</td>
<td>$223,331</td>
</tr>
<tr>
<td>CSLA</td>
<td>$54,184</td>
<td>$54,379</td>
</tr>
<tr>
<td>HON</td>
<td>$761,747</td>
<td>$686,782</td>
</tr>
<tr>
<td>MTSOM</td>
<td>$150,083</td>
<td>$995,612</td>
</tr>
<tr>
<td>NCE</td>
<td>$2,458,230</td>
<td>$2,784,721</td>
</tr>
<tr>
<td>YWCC</td>
<td>$212,128</td>
<td>$483,332</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$9,158,029</strong></td>
<td><strong>$7,564,286</strong></td>
</tr>
</tbody>
</table>
## FY2021 Fundraising Report

**July 1, 2020 - April 30, 2021**

<table>
<thead>
<tr>
<th>Donor Type</th>
<th>Overall Philanthropic Commitments</th>
<th>Cash and Deferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Trustees</td>
<td>$214,267</td>
<td>$254,267</td>
</tr>
<tr>
<td>Board of Overseers</td>
<td>$1,620,588</td>
<td>$996,697</td>
</tr>
<tr>
<td>Alumni</td>
<td>$3,985,299</td>
<td>$2,334,484</td>
</tr>
<tr>
<td>Corporations</td>
<td>$1,617,452</td>
<td>$2,056,412</td>
</tr>
<tr>
<td>Foundations</td>
<td>$646,100</td>
<td>$947,687</td>
</tr>
<tr>
<td>Friends</td>
<td>$808,010</td>
<td>$466,322</td>
</tr>
<tr>
<td>Other</td>
<td>$266,313</td>
<td>$508,417</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$9,158,029</strong></td>
<td><strong>$7,564,286</strong></td>
</tr>
</tbody>
</table>
Recent and Upcoming (Virtual) Events
njit.edu/development/events

- **April 30**: Scholarship Brunch: The Virtual Experience (www.njit.edu/development/donor-events)
- **May 20-22**: Alumni Weekend (hybrid) (http://njitalumniweekend.com/)
- **June 3**: Museum of Flight - Civilian Aircraft Tour (virtual)
- **June 10**: Tour of the Barnes Museum (virtual)
- **June 16**: South Jersey: Fishing Charter (Belmar, NJ)
- **July 10**: NYC Metro: Van Gogh – The Immersive Experience (NYC)
- **July 24**: NJ Lottery Balloon Festival 2021 (Whitehouse Station, NJ)
- **August 14**: DC Metro Alumni: Wine Tasting at Loew Vineyards (Mt. Airy, MD)
V. Reports
   D. Monthly Financial Status Report
      as of April 30, 2021
EXECUTIVE SUMMARY

The Executive Summary provides the status of three important financial measures, the FY21 annual budget, cash balances, and investments and managed endowment.

1. FY21 Annual Board-approved Operating Budget, totaling $546.7M, is projected to have a year-end positive balance of approximately $5.2M, due to the following:
   a. Tuition and fees remain above budget by +$5.0M or (+2.5%).
   b. Federal Programs will be below the budget by -$0.2M or (-1.0%). The additional $4.87M reflects the FY21 usage of the HEERF II funding; that fund balance will be applied to the FY22 operating budget.
   c. Indirect Cost Recovery, Unrestricted Interest Income and Other Revenues are projected to be above budget by +$2.9M or (+9.7%)
   d. Operating expenses are projected to end the year slightly below budget. We are planning year-end transfers of approximately $2.5M to support: $750K to fund the 2015A step-coupon bond payment, $750K increase to student bad debt, $500K insurance reserve, and $500K to establish the NJIT Venture Fund.
   e. The balance of HEERF II (CERSSA) funds totaling $4.87M and HEERF III (American Rescue Plan Act) totaling $12.18M will be applied to the FY22 budget.

2. Cash balances – The University’s overall cash balance remains strong and totals $166.1M compared to $111.8M at April 30, 2020, an increase of $54.3M. Major reasons for the year-over-year change includes:
   a. Reduced unrestricted expenses due to COVID-19
   b. Improved collection of grants receivables
   c. Increase in unrestricted investment income
   d. Reimbursement of Warren Street school acquisition price from Collegiate Housing Foundation
   e. Timing of student health insurance disbursement
   f. Timing of State appropriations and FICA reimbursement
   g. Endowment pool reimbursement
   h. Insurance recovery
   i. Decrease in student related revenue (tuition, fees and auxiliaries)
   j. One time Federal COVID-19 relief funds received

3. Investments and Managed Endowment
   a. Managed Endowment – As of April 30, 2021, the portfolio market value totals $156.7M compared to $121.9M as of April 30, 2020, an increase of $34.8M (+28.5%). Note that the current year value includes the former Alumni Association valued at $4.0M.
   b. Operating funds – Cash balances in various operating accounts have generated net investment income of $6.2M in the first ten months of FY21, compared to the annual budget of $2.168M. The market continues to experience substantial fluctuations.
(1) NJII Direct figures in this report have been updated to reflect activity through April 30, 2021.
### NEW JERSEY INSTITUTE OF TECHNOLOGY
#### FY21 ANNUAL OPERATING BUDGET STATUS
#### EXPENSES AS OF APRIL 30, 2021
#### ($000's)

<table>
<thead>
<tr>
<th>Category</th>
<th>FY21 YTD Actual</th>
<th>FY21 Committed Total</th>
<th>FY21 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Fringe Benefits</td>
<td>175,961</td>
<td>204,654</td>
<td>217,994</td>
</tr>
<tr>
<td>Financial Aid to Students</td>
<td>39,053</td>
<td>39,053</td>
<td>38,853</td>
</tr>
<tr>
<td>Other Operating Expenses</td>
<td>50,865</td>
<td>55,853</td>
<td>70,240</td>
</tr>
<tr>
<td>CRR (Facilities / IST)</td>
<td>14,485</td>
<td>17,277</td>
<td>17,277</td>
</tr>
<tr>
<td>Annual Debt Service</td>
<td>15,582</td>
<td>18,698</td>
<td>18,837</td>
</tr>
<tr>
<td>NJII Direct - Unrestricted</td>
<td>13,426</td>
<td>13,426</td>
<td>13,349</td>
</tr>
<tr>
<td>Total Unrestricted Expenses</td>
<td>309,372</td>
<td>348,961</td>
<td>376,550</td>
</tr>
<tr>
<td>Restricted Programs</td>
<td>120,921</td>
<td>159,991</td>
<td>155,000</td>
</tr>
<tr>
<td>NJII Direct - Restricted</td>
<td>14,162</td>
<td>14,162</td>
<td>15,121</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>444,455</td>
<td>523,114</td>
<td>546,671</td>
</tr>
</tbody>
</table>

(1) FY21 Committed includes YTD actual expenses, balance of FY21 current salary commitments, annual debt service payments and open purchase orders.
(2) NJII Direct figures in this report have been updated to reflect activity through April 30, 2021.
NEW JERSEY INSTITUTE OF TECHNOLOGY
CASH & INVESTMENTS AND MANAGED ENDOWMENT
YEAR - OVER - YEAR COMPARISON
($000's)

Cash and Investments

4/30/20 (FY20) 4/30/21 (FY21)

111,711 166,069

Operating cash balances invested with PFM, Wells Fargo & JP Morgan with targeted returns of 3.5% and 5.5%

Managed Endowment - Market Value

4/30/20 (FY20) 4/30/21 (FY21)

121,894 156,717

Managed by PFM Asset Management and reported to the Joint Investment Committee on a monthly basis. FY21 includes the initial investment of $3.7M from the former Alumni Association portfolio.
NEW JERSEY INSTITUTE OF TECHNOLOGY
UNRESTRICTED INVESTMENT INCOME & OPERATING CASH
($000's)

Unrestricted Investment Income

For the year ended June 30

Operating Cash Balances by Investment Fund

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Amount</td>
<td>111,771</td>
<td>106,061</td>
<td>119,205</td>
<td>118,030</td>
<td>114,583</td>
<td>157,237</td>
<td>166,069</td>
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Legend:
- Sweep
- 3.5% target
- 5.5% Target
V. Reports
   E. Report of Clery Crime Data
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</tr>
</thead>
<tbody>
<tr>
<td>Murder</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
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### Uniform Crime Report (UCR) is a synopsis of all reports taken by this agency, regardless of location. CLERY crime stats are geographical to the campus and immediate streets surrounding the campus.

These stats are all subject to change after full and final review of reports for UCR / Clery.
## Monthly Crime Reports January 1st 2019 to December 31st 2019

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V. Reports
   F. Report of Upcoming Calendar of Events
### Tentative Calendar of Events
**June – September 2021**

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<tr>
<td>NJIT Athletics Golf Outing</td>
<td>June 7, 2021</td>
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<tr>
<td>NJIT Board of Trustees Meeting/Retreat</td>
<td>June 10, 2021</td>
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<tr>
<td>Groundbreaking for Warren Street Residence Hall</td>
<td>June 10, 2021</td>
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<tr>
<td>NJIT Board of Trustees Meeting</td>
<td>July 22, 2021</td>
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<tr>
<td>Alumni Assoc. Hot Air Balloon Event</td>
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<tr>
<td>Dinner at the Blooms</td>
<td>July 17, 2021/August 19, 2021</td>
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<td>New Faculty Welcome Reception</td>
<td>August 24, 2021</td>
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<td>Campus Ctr. Atrium</td>
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<tr>
<td>Convocation</td>
<td>September 15, 2021</td>
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<tr>
<td>NJIT Board of Trustees Meeting</td>
<td>September 23, 2021</td>
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## NJIT BOARD OF TRUSTEES
### 2021-2022 SCHEDULE OF MEETINGS

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<th>2021 Board Meetings</th>
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<td><strong>April 1, 2021</strong></td>
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<tr>
<td><strong>June 10, 2021 Mtg./Retreat</strong></td>
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<td>8 - 9 AM Breakfast</td>
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<tr>
<td>9 - 11 AM Closed Session</td>
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<tr>
<td>11 AM - 12 PM Public Session</td>
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<tr>
<td>1 - 4 PM Retreat</td>
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<td><strong>July 22, 2021</strong></td>
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<td><strong>November 11, 2021</strong></td>
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<tr>
<td>8 - 9 AM Breakfast</td>
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<tr>
<td>9 - 11 AM Committee Meetings</td>
<td>9 - 11 AM Committee Meetings</td>
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<tr>
<td>11 AM - 3 PM Closed Session/Presentation/Lunch</td>
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<td>3 - 4 PM Public Session</td>
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*changed from April 8, 2021

### Scheduled Meeting Times

- 12:00 PM–2:00 PM Committee Meetings
- 2:00 PM–4:00 PM Closed Session
- 4:00 PM–5:00 PM Public Session

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

### Meeting Agenda Items

**February:** Annual Facilities Assessment; Sabbatical Reports; Sabbatical Leave Requests; Development Growth Strategies; Faculty Senate Report; Approval of Honorary Doctorates for May Graduation; Next Year BOT Calendar; Clery Crime Data

**April:** Budget Preview; Annual Financial Assessment; Alumni Association Update; Technology Infrastructure (Admin., Research & Instructional Technology); NJ Ethics Training; Year-End Pooled Endowment Performance; Clery Crime Data

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

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

**September:** Financial Audit Report; Annual Enrollment Assessment; Strategic Visibility Plan Report; President’s Annual Review; Vice Presidents’ Evaluations; Clery Crime Data

**November:** BOT Scholars; Athletics Report; College Deans Reports (2); Legislative Reports; University Senate Report; Additional Nominations for Honorary Doctorates; Clery Crime Data

*Note: All meetings are scheduled to be held in the Central King Building, Agile Strategy Lab*

*Subject to Board ratification 2-11-21*
VI. Announcement of Next Meeting
RESOLUTION RE: CLOSED SESSION TO DISCUSS PERSONNEL MATTERS, REAL ESTATE, LEGAL AND CONTRACTUAL MATTERS.

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

NOW, THEREFORE, BE IT RESOLVED, THAT THE BOARD OF TRUSTEES SHALL HAVE A CLOSED SESSION TO DISCUSS MATTERS INVOLVING PERSONNEL, REAL ESTATE, LEGAL AND CONTRACTUAL MATTERS TO TAKE PLACE ON THURSDAY, JULY 22, 2021, 2:00 PM, CAMPUS CENTER ATRIUM, NJIT*.

*subject to board ratification