NJIT BOARD OF TRUSTEES
PUBLIC SESSION MEETING

Thursday, February 8, 2018

PLEASE BRING TO MEETING

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

Mission

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

- in undergraduate, graduate, and continuing professional ***education***, preparing students for productive careers and amplifying their potential for lifelong personal and professional growth;

- in the conduct of ***research*** with emphasis on applied, interdisciplinary efforts encompassing architecture, the sciences, including the health sciences, engineering, mathematics, transportation and infrastructure systems, information and communications technologies;

- in contributing to ***economic development*** through the state's largest business incubator system, workforce development, joint ventures with government and the business community, and through the development of intellectual property;

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

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

Vision

A preeminent engineering, design, science and technology university known for research and education fostering innovation, entrepreneurship, and engagement.

NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
PUBLIC SESSION

February 8, 2018
4:00 PM

Call to Order
Attendance / Quorum

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

2. **Minutes** (Approve minutes of the November 9, 2017 meeting of the Board of Trustees) **[Pg. 6]**

3. **Public Comments**

4. **Presentation:** (F. Deek) **[Pg. 11]**
   - **A.** Congratulatory Proclamation to Yun-Qing Shi - Named a 2017 Fellow of National Academy of Inventors
   - **B.** Congratulatory Proclamation to Kamalesh Sirkar - Recipient of the 2017 Alan S. Michaels Award for Innovation in Membrane Science and Technology
   - **C.** Congratulatory Proclamation to Louis Lanzerotti - Recipient of the 2017 Arthur M. Bueche Award
   - **D.** Congratulatory Proclamation to Somenath Mitra - Recipient of the 2017 Award for Outstanding Achievements in Analytical Chemistry

5. **Action Items**
   - **A.** Approve Resolution to Modify Real Estate Exchange Between Claremont & NJIT **[Pg. 19]**
   - **B.** Approve Resolution to Purchase Life Sci. Engineering Ctr. Research Equipment Over $1M Threshold **[Pg. 21]**
   - **C.** Approve Resolution to Substitute $481K with ELF Grant Funds Previously Allocated for Auditorium Sound/Lighting to Telecommunications Equipment Purchases **[Pg. 23]**
   - **D.** Approve 2018-2019 Faculty Sabbatical Requests **[Pg. 25]**
   - **E.** Approve Resolution for Name Change of Engineering Science Program to General Engineering **[Pg. 39]**
   - **F.** Approve Resolution for NJII's For Profit LRSP Healthcare Innovation Solutions (HIS) **[Pg. 41]**
   - **G.** Approve Resolution to Authorize Exclusive License of University Intellectual Property **[Pg. 43]**

6. **Reports**
   - **A.** President's Report (J. Bloom) **[Pg. 45]**
   - **B.** Report on Spring 2018 Enrollment (F. Deek)
   - **C.** Report from Faculty Senate (F. Deek)
   - **D.** Report of Development's Fund-Raising Growth Strategies (K. Alexo) **[Pg. 65]**
   - **E.** Operating Statement Year to Date (E. Bishof) **[Pg. 83]**
   - **F.** Schedule of Short Term Investments (E. Bishof) **[Pg. 90]**
   - **G.** Report on Clery Crime Data (A. Christ) **[Pg. 92]**
   - **H.** Schedule of 2018-2019 Trustee Meetings (S. DePalma) **[Pg. 96]**
   - **I.** Report on Upcoming Calendar of Events (S. DePalma) **[Pg. 98]**

7. **Announcement of Next Meeting [Pg. 100]**

Chair to read resolution regarding Closed Session to discuss Personnel, Legal, Real Estate and Contract Matters to be held on Thursday, April 12, 2018, 2:00 PM, Eberhardt Hall, NJIT Alumni Center Board Room.

Announce next public meeting: Thursday, April 12, 2018 4:00 PM, Eberhardt Hall NJIT Alumni Center Board Room.

Adjourn Public Meeting

1. NOTICE OF MEETING TO PUBLIC

BOARD OF TRUSTEES

STATEMENT TO BE READ AT THE OPENING OF EACH

MEETING OF THE BOARD OF TRUSTEES

"NOTICE OF THIS MEETING WAS PROVIDED TO THE PUBLIC AS REQUIRED BY THE NEW JERSEY PUBLIC MEETING ACT, IN THE SCHEDULE OF MEETING DATES OF THE BOARD OF TRUSTEES OF THE NEW JERSEY INSTITUTE OF TECHNOLOGY WHICH WAS MAILED AND SENT ELECTRONICALLY TO THE STAR LEDGER, THE HERALD NEWS, AND THE VECTOR ON AUGUST 9, 2017, AND POSTED ON THE UNIVERSITY WEBSITE. THIS SCHEDULE WAS ALSO MAILED AND SENT ELECTRONICALLY TO THE COUNTY CLERK ON AUGUST 9, 2017 FOR FILING WITH THAT OFFICE AND POSTING IN SUCH PUBLIC PLACE AS DISIGNATED BY SAID CLERK."

2. APPROVE MINUTES OF THE NOVEMBER 9, 2017 MEETING

NEW JERSEY INSTITUTE OF TECHNOLOGY
BOARD OF TRUSTEES
MINUTES OF PUBLIC MEETING (DRAFT)
(November 9, 2017)

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

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

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

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

2. By a motion duly made by Dr. Sugla, seconded by Mr. Beachem and unanimously approved, the Board approved the minutes of the Public Meeting of September 21, 2017, with abstentions from those members not in attendance at such meeting.

3. Ms. Stern noted that there were no members of the public registered to speak.

4. The Board of Trustees Student Scholarship presentation was carried to a future meeting.

5. BY A MOTION DULY MADE BY DR. DeCAPRIO, SECONDED BY MR. BONE AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION OF NEW NOMINEES FOR HONORARY DOCTORATE DEGREE CANDIDATES.

6. BY A MOTION DULY MADE BY MR. CISTARO, SECONDED BY MR. BONE AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY ("NJIT") TO REVISE THE AWARD OF THE PROGRAM MANAGEMENT CONTRACT FOR VARIOUS CAMPUS CAPITAL PROJECTS.

7. BY A MOTION DULY MADE BY MR. TAYLOR, SECONDED BY DR. SUGLA AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY ("NJIT") TO APPROVE THE AGREEMENT FOR SALE OF REAL ESTATE FOR THE ACQUISITION OF 200-214 WARREN STREET,

BLOCK 403, LOT 23, NEWARK, NEW JERSEY FROM WARREN STREET DEVELOPMENT, LLC.

8. BY A MOTION DULY MADE BY MR. CISTARO, SECONDED BY MR. TAYLOR, AND UNANIMOUSLY APPROVED, with an abstention from Mr. Beachem, THE BOARD VOTED TO APPROVE THE EXTENSION OF THE CONDITIONAL DESIGNATION OF THE PRC GROUP FOR THE DEVELOPMENT OF THE MLK GATEWAY, BLOCK 43, LOTS 38, 39, 40, 41, 46, 48, BLOCK 2857, AND BLOCK 2858.

9. BY A MOTION DULY MADE BY DR. SUGLA, SECONDED BY MR. RAIA AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION FOR PRESIDENT'S CONTRACT EXTENSION.

10. BY A MOTION DULY MADE BY MR. BONE, SECONDED BY MR. CISTARO AND UNANIMOUSLY APPROVED, the Board voted to APPROVE RESOLUTION FOR WORKERS COMPENSATION CONTRACT AND EMPLOYERS LIABILITY INSURANCE.

11. President Bloom gave his report to the Board, referencing the materials distributed at the meeting and his report in Closed Session. NJBIZ published his article "Quality Workforce is Essential for STEM Economy" discussing the importance of college affordability while cautioning against simple solutions that negatively impact the economic health of our State. He also discussed an article highlighting the achievement of Dr. Louis Lanzerotti, distinguished research professor of physics, for his receipt of the 2017 Arthur M. Bueche Award from the National Academy of Engineering (NAE), citing Dr. Lanzerotti's extraordinary impact on science and policy. Dr. Bloom also reported our success in teaming with IBM to deliver digital technologies and education through the Martin Tuchman School of Management and its Business Analytics Lab. NJIT is the first and only IBM University to date. In other achievements, NJIT was named as one of three New Jersey universities in the list of US News and World Reports top universities in the world. Dr. Bloom further noted that as a result of the NMMI proposal process, NJII joined Rutgers University to form a Joint Continuous Manufacturing Institute to advance manufacturing technology in the pharmaceutical industry. Addressing national issues, Dr. Bloom stated that we are following the developments with respect to tax code changes that could impact higher education.

12. Provost Deek and Dr. Dhawan gave a report on Research and Growth Strategies. Dr. Deek began by highlighting the growth trajectory in external academic research awards, which increased 76% from FY 2014 to FY 2017 to its current level of $56 million. Our number of invention disclosures, which previously dropped from FY 2014 to FY 2016, increased to a new high of 51 invention disclosures in FY 2017. We currently have 221 unexpired patents, 64 non-provisional pending patents (as well as an additional 6 under conversion) and 39 provisional pending patents. Dr. Dhawan explained the academic research strategies that led to this success, including a reorganization within the Research Office, and the implementation of a distributed services model in the proposal submission process. These include transforming the proposal submission process to an online system, including on-line invoicing, billing and grant management, employing "research ambassadors" to the departments, utilizing faculty

advisory committees in the strategic planning process, giving $2 million in seed grants to faculty and students and reinvesting in overhead return. He also pointed out the interdisciplinary research synergy efforts in the establishment of NJIT research institutes. With respect to IP and Patents, the IP Committee is now expanded to include faculty and engages in a technical and marketing assessment in making patent determinations. We engage both an individual marketing strategy for our patents as well as an overall portfolio strategy. Dr. Bloom noted that these improvements and achievements make us highly competitive in getting research grants. At this time, we will exceed our 2020 targets. Dr. Sugla exited the meeting at this point.

13. Dr. Deek gave a Report on the University Senate. The shared governance process is functioning as planned and as we hoped for. It serves as an important information exchange. The Middle States Association has cited this, as well as our Strategic Planning process as points of pride for NJIT.

14. Vice President Alexo gave an update on our FY 2018 fundraising effort and goals, which are summarized in the Board materials. Our NEXT campaign level has increased to almost $190 million as of 10/31/17, towards the overall goal of $200 million. We continue to increase in alumni participation (7.2% as of the end of FY 2017) and undergraduate alumni participation (9.39% as of the end of FY 2017). Our cash and deferred gifts are trending upwards, excluding a significant gift-in-kind last year that elevated overall levels. Board Member Cistaro called the Board's attention to schedule of upcoming events, encouraging Board participation.

15. Treasurer Bishof discussed the Operating Statement Year to Date, as well as the Schedule of Short Term Investments. The September close reports are in the Board book, and we are on target to meet our tuition projections. We are doing well with working capital in our cash reserves and are attaining attractive short term interest rates.

16. Vice President Christ gave a report on Clery Crime Data, referencing the report contained in the Board materials.

17. Chair DePalma reviewed the meeting schedule for FY 2018, noting that the Schedule for FY 2019 will be discussed at February's Board Meeting. He also called the Board's attention to the Schedule of Upcoming Event. Commencement for 2018 will be on Tuesday, May 15th.

18. At 4:30 p.m., the Public Session was adjourned.

3. PUBLIC COMMENTS

4A. CONGRATULATORY PROCLAMATION TO YUN-QING SHI - NAMED A 2017 FELLOW OF NATIONAL ACADEMY OF INVENTORS

PROCLAMATION

recognizing

DR. YUN-QING SHI

WHEREAS, *The National Academy of Inventors (NAI)* annually elects to the rank of NAI Fellow named inventors on U.S. patents and those nominated by their peers for outstanding contributions in areas such as patents and licensing, innovative discovery and technology, significant impact on society, and support and enhancement of innovation, and

WHEREAS, Dr. Yun-Qing Shi, Professor of Electrical and Computer Engineering, was evaluated by the 18 members of the 2017 Selection Committee, which encompassed NAI Fellows, U.S. National Medals recipients, National Inventors Hall of Fame inductees, members of the National Academies of Sciences, Engineering, and Medicine and senior officials from the USPTO, National Institute of Standards and Technology, Association of American Universities, American Association for the Advancement of Science, Association of Public and Land-grant Universities, Association of University Technology Managers, and National Inventors Hall of Fame, among other organizations, and

WHEREAS, Dr. Shi was elected as one of the 155 renowned academic inventors to NAI Fellow status,

NOW, THEREFORE, the Board of Trustees of New Jersey Institute of Technology, on behalf of the entire university community, extends its congratulations to Dr. Shi for his accomplishment and salutes him for his distinguished contributions.

February 8, 2018

Joel S. Bloom
President

Stephen P. DePalma '72
Chair, NJIT Board of Trustees

4B. CONGRATULATORY PROCLAMATION TO KAMALESH SIRKAR - RECIPIENT OF THE 2017 ALAN S. MICHAELS AWARD FOR INNOVATION IN MEMBRANE SCIENCE AND TECHNOLOGY

PROCLAMATION

recognizing

DR. KAMALESH SIRKAR

WHEREAS, *The North American Membrane Society (NAMS)* bestows the Alan S. Michaels Award to honor the late Dr. Michaels and to recognize individuals who have made outstanding innovations and/or exceptional lifetime contributions to membrane science and technology, and

WHEREAS, NAMS recognized Dr. Kamalesh Sirkar, Distinguished Professor in the Chemical and Materials Engineering Department, for this award and noted his "long and distinguished career that has included making fundamental contributions to the field of membrane science and engineering, from membrane fabrication to transport processes and performance of membrane systems, and his lifelong service to the membrane separations community,"

NOW, THEREFORE, the Board of Trustees of New Jersey Institute of Technology, on behalf of the entire university community, extends its congratulations to Dr. Sirkar for his accomplishment and salutes him for his distinguished contributions.

February 8, 2018

Joel S. Bloom
President

Stephen P. DePalma '72
Chair, NJIT Board of Trustees

4C. CONGRATULATORY PROCLAMATION TO LOUIS LANZEROTTI – RECIPIENT OF THE 2017 ARTHUR M. BUECHE AWARD

PROCLAMATION

recognizing

DR. LOUIS LANZEROTTI

WHEREAS, *The National Academy of Engineering (NAE)* annually bestows the Arthur M. Bueche Award to honor an engineer who has shown dedication in science and technology, as well as active involvement in determining U.S. science and technology policy, promoting technological development, and contributing to the enhancement of the relationship between industries, government, and universities, and

WHEREAS, NAE recognized Dr. Louis Lanzerotti, Distinguished Research Professor in Physics, for this award and noted his participation in "the building, testing, and calibration of radiation instruments for first-generation geosynchronous telecommunications satellites…[to help] develop robust space-based communications and science systems, and [contribute] to many NASA space missions that have allowed us to expand our knowledge of the universe",

NOW, THEREFORE, the Board of Trustees of New Jersey Institute of Technology, on behalf of the entire university community, extends its congratulations to Dr. Lanzerotti for his accomplishment and salutes him for his distinguished contributions.

February 8, 2018

Joel S. Bloom
President

Stephen P. DePalma '72
Chair, NJIT Board of Trustees

4D. CONGRATULATORY PROCLAMATION TO SOMENATH MITRA – RECIPIENT OF THE 2017 AWARD FOR OUTSTANDING ACHIEVEMENTS IN ANALYTICAL CHEMISTRY

PROCLAMATION

recognizing

DR. SOMENATH MITRA

WHEREAS, *The Eastern Analytical Symposium & Exhibition (EAS)* annually presents an individual with the American Microchemical Society Benedetti Pichler Award for outstanding achievement in analytical chemistry, and

WHEREAS, the EAS honored Dr. Somenath Mitra, Distinguished Professor of Chemistry and Environmental Science with this award at their November 2017 event, recognizing his many accomplishments, including his current research focusing on separation techniques, membrane separations, sample preparation and nanotechnology applications in water and energy,

NOW, THEREFORE, the Board of Trustees of New Jersey Institute of Technology, on behalf of the entire university community, extends its congratulations to Dr. Mitra for his accomplishment and salutes him for his distinguished contributions.

February 8, 2018

Joel S. Bloom
President

Stephen P. DePalma '72
Chair, NJIT Board of Trustees

5A. APPROVE RESOLUTION TO MODIFY REAL ESTATE BETWEEN CLAREMONT & NJIT

RESOLUTION OF THE NEW JERSEY INSITUTE OF TECHNOLOGY ("NJIT") MODIFYING THE REAL ESTATE EXCHANGE BETWEEN CLAREMONT PROPERTIES, INC. AND NEW JERSEY INSTITUTE OF TECHNOLOGY

WHEREAS, New Jersey Institute of Technology owns Block 2835, Lot 30 which measures 0.1191 acres in Newark, NJ which is north of the NJIT campus on Lock Street, and,

WHEREAS, there is an opportunity to exchange this parcel in an effort at assemble contiguous properties for future development needs of the University and provide valuable overflow parking in the near term, and,

WHEREAS, Claremont Properties, Inc. is the contract purchaser of Block 2836, Lot 20 and 21, commonly known as 19 – 21 Lock Street, which measure a total of 0.1918 acres from the the Newark Housing Authority and desires to exchange these properties for the NJIT owned Block 2835, Lot 30 to facilitate their future development activities in the area, and,

WHEREAS, NJIT will acquire an additional 0.0727 acres of property and 9.12 lf of frontage through the exchange and maintain significant property ownership in this area north of the main campus, and,

WHEREAS, the Board of Trustees previously approved an exchange of real estate on July 20, 2017 for the NJIT parcel, however Claremont Properties, Inc. was unable to acquire the properties to be exchanged, and,

WHEREAS, all fees related to the property exchange with the exception of any legal assistance and due diligence performed by NJIT will be paid by Claremont Properties, Inc, and,

NOW THEREFORE IT BE RESOLVED that the Board of Trustees authorizes the administration to execute the contract of real estate exchange, as reviewed and approved by outside counsel, for the exchange of Block 2835, Lot 30 from NJIT to Claremont Properties, Inc. in exchange for Block 2836, Lot 20 and 21, commonly known as 19-21 Lock Street;

NOW THEREFORE IT BE FURTHER RESOLVED that resolution 2018-4 of the NJIT Board of Trustees for real estate exchange, as approved on July 20, 2017, is superseded by this resolution.

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

February 8, 2018

Board Resolution 2018-XX

5B. APPROVE RESOLUTION TO PURCHASE LIFE SCI. ENGINEERING RESEARCH EQUIPMENT OVER $1M THRESHOLD

RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY ("NJIT") TO APPROVE THE PURCHASE OF RESEARCH EQUIPMENT TO BE INSTALLED IN THE LIFE SCIENCES AND ENGINEERING CENTER

WHEREAS, on March 6, 2013, the Board of Trustees approved the undertaking and implementation of the Integrative Life Sciences and Engineering Laboratory Building project, and,

WHEREAS, the project was approved by the New Jersey Secretary of Higher Education and funding was provided through the 2013 Higher Education Capital Facilities Grant Programs, and,

WHEREAS, $4,000,000 of the project funding was provided through the Higher Education Equipment Leasing Fund (ELF) to purchase teaching, learning, and research equipment as it related to the overall project goals and objectives, and,

WHEREAS, the Senior Vice Provost for Research, after evaluation by the Director of the Otto York Center, respective deans, faculty, students, and staff, approved the selection of a Transmission Electron Microscope (TEM) and a Scanning Electron Microscope (SEM) based on the criteria of the research being performed by multiple disciplines in the new facility, and,

WHEREAS, the total expenditure related to the equipment requires authorization by the Board of Trustees per the NJIT Fiduciary Responsibility Policy, and,

NOW THEREFORE IT BE RESOLVED, that the Board of Trustees of New Jersey Institute of Technology authorizes the administration to purchase the above referenced equipment for a cost not to exceed $1,688,843 from JEOL USA. Inc.

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

February 8, 2018
Board Resolution 2018-XX

5C. APPROVE RESOLUTION TO SUBSTITUTE $481K WITH ELF GRANT FUNDS PREVIOUSLY ALLOCATED FOR AUDITORIUM SOUND/LIGHTING TO TELECOMMUNICATIONS EQUIPMENT PURCHASES

RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY ("NJIT") TO AUTHORIZE AND APPROVE CERTAIN SUBSTITUTIONS AND ADDITIONS IN THE 2013 HIGHER EDUCATION EQUIPMENT LEASING FUND PROGRAM LEASE AGREEMENT FOR THE CENTRAL KING BUILDING AND REQUESTING APPROVAL FROM THE NEW JERSEY SECRETARY OF HIGHER EDUCATION FOR SUCH CHANGES

WHEREAS, on March 6, 2013 the Board of Trustees of New Jersey Institute of Technology approved the undertaking of the STEM Hub Central King Building project, and,

WHEREAS, the project was approved by the New Jersey Secretary of Higher Education and funding was provided through the 2013 Higher Education Capital Facilities Grant Program, and,

WHEREAS, $3,107,902 of the project funding was provided through the Higher Education Equipment Leasing fund to purchase teaching, learning, and research equipment as it related to the overall project goals and objectives, and,

WHEREAS, as the project progressed, funds were reallocated from the restoration of the auditorium space to the higher priority teaching, learning, and research spaces, in order to complete these areas on budget, and,

WHEREAS, the Administration determined a need for additional telecommunications equipment to support the teaching, learning, and research in the Central King Building, which can be funded from the $480,001 in funds previously allocated to the auditorium stage lighting, equipment, and sound system, and,

WHEREAS, the total expenditure related to the equipment will not exceed the original Higher Education Equipment Leasing Fund project budget of $3,107,902, and

WHEREAS, the approval of substitutions, deletions, or additional equipment purchases require Board of Trustees approval prior to the formal approval from the New Jersey Educational Facilities Authority and/or the New Jersey Secretary of Higher Education in accordance with the Rules and Procedures for Implementation of the Higher Education Equipment Leasing Fund Act (N.J.A.C. 9A:14), and,

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees authorize the Administration to make application for approval to substitute the funds as described above from the Higher Education Capital Facilities Grant Program, Higher Education Equipment Leasing Fund from the New Jersey Education Facilities Authority and/or the New Jersey Secretary of Higher Education in accordance with the Rules and Procedures for Implementation of the Higher Education Equipment Leasing Fund Act (N.J.A.C. 9A:14) and allow the Administration to execute modifications to the leasing documents are required to facilitate the expenditure.

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

February 8, 2018

Board Resolution 2018-XX

5D. APPROVE 2018-2019 FACULTY SABBATICAL REQUESTS

NJIT New Jersey Institute of Technology

University Heights
Newark, NJ 07102-1982
973-596-3220
973-642-4079 fax

Fadi P. Deek
Provost and Senior Executive Vice President

To: Joel S. Bloom

From: Fadi P. Deek
Provost and Senior Executive Vice President

RE: Sabbatical Leave Recommendations for AY 2018-2019

Date: February 8, 2018

Following our standard procedure of inviting proposals for sabbaticals, nineteen proposals were received from faculty members for sabbatical leave to be taken during Academic Year 2018-2019. These proposals were carefully evaluated by the University Committee on Sabbaticals. Based upon recommendations of the deans, the chairs, and the committee, and my own review of the proposals, I recommend that the following nineteen faculty members be approved for sabbatical leave for the period indicated:

Cristian Borcea	Computer Science	2018-2019
Zeynep Celik	CoAD	Fall 2018
Raj Dave	Chemical, Biological, Pharmaceutical Engineering	2018-2019
Roy Goodman	Mathematics	2018-2019
Shidong Jiang	Mathematics	2018-2019
Carol Johnson	Humanities	2018-2019
Abdallah Khreishah	Electrical & Computer Engineering	2018-2019
Andrew Klobucar	Humanities	Fall 2018
Eun Jung (Alice) Lee	Biomedical Engineering	2018-2019
Ji Meng Loh	Mathematics	2018-2019
Rajiv Mehta	MTSM	2018-2019
Farzan Nadim	Biology	2018-2019
Taro Narahara	CoAD	2018-2019
Vincent Oria	Computer Science	2018-2019
N.M. Ravindra	Physics	Fall 2018
Roberto Rojas-Cessa	Electrical & Computer Engineering	Spring 2019
Catalin Turc	Mathematics	Spring 2019
Yuan Young	Mathematics	2018-2019
Wen Zhang	Civil & Environmental Engineering	Spring 2019

NJIT New Jersey Institute of Technology

University Heights
Newark, NJ 07102-1982
973-596-3220
973-642-4079 fax

Fadi P. Deek
Provost and Senior Executive Vice President

To: Members of the Board of Trustees

From: Fadi P. Deek
Provost and Senior Executive Vice President

RE: Sabbatical Leave Recommendations for AY 2018-2019

Date: February 8, 2018

Pursuant to the Faculty Handbook and with the concurrence of Dr. Bloom, I recommend that the nineteen faculty members listed on the attached memo be awarded sabbatical leaves during academic year 2018-2019. Nineteen proposals were submitted.

As stated in the handbook:

> "NJIT's sabbatical leave policy exists to enhance the professional development and increase the research and scholarly production of Faculty by relieving them of their teaching and service responsibilities for a semester or an academic year."

I believe that those faculty members recommended for sabbatical leave during the academic year 2018-2019 will be enriched by this opportunity to immerse themselves in creative, scholarly, and research activities and will thus enhance not only their value to NJIT, but this university's image as well.

NJIT

The number of sabbatical leaves awarded since 1993-1994 is shown in the table following.

History of Sabbatical Leaves

Academic Year	Total New Leaves
AY 1993 - 1994	13
AY 1994 - 1995	15
AY 1995 - 1996	13
AY 1996 - 1997	14
AY 1997 - 1998	12
AY 1998 - 1999	14
AY 1999 - 2000	15
AY 2000 - 2001	4
AY 2001 - 2002	13
AY 2002 - 2003	17
AY 2003 - 2004	20
AY 2004 - 2005	9
AY 2005 - 2006	9
AY 2006 - 2007	13
AY 2007 - 2008	14
AY 2008 - 2009	16
AY 2009 - 2010	6
AY 2010 - 2011	10
AY 2011 - 2012	12
AY 2012 - 2013	8
AY 2013 - 2014	7
AY 2014 - 2015	8
AY 2015 - 2016	13
AY 2016 – 2017	8
AY 2017 - 2018	9

NJIT

SABBATICAL PROPOSALS FOR ACADEMIC YEAR 2018-2019

SUMMARY

BOARD OF TRUSTEES

FEBRUARY 8, 2018

Dr. Cristian Borcea, Department of Computer Science

Cristian Borcea is a Professor in the Department of Computer Science. He joined NJIT in 2004, was awarded tenure in 2009, and promoted to full Professor in 2016. He is applying for his second full-year sabbatical leave for AY 2018-2019, with the previous one completed in AY 2011-2012. Dr. Borcea will spend his sabbatical leave at the National Institute of Informatics in Tokyo, Japan, and the University Politehnica of Bucharest, Romania. In collaborating with the hosts in the two organizations, Dr. Borcea will develop new methods for mobile computing, sensing, and vehicular networking. This visit is expected to result in 4-5 publications in journals or top conferences, 2 research proposals to funding agencies, and continued collaborations with the visited institutions. Professor Borcea has a strong track record on the subjects he plans to study, and his research has been well supported by multiple NSF grants. Given Professor Borcea's impressive record of research productivity and well-justified proposal, the committee highly recommends his sabbatical leave application. The proposed use of sabbatical time should enhance his productivity and reputation.

Dr. Zeynep Celik, College of Architecture and Design

Zeynep Celik is a Distinguished Professor in the College of Architecture and Design. She joined NJIT in 1990 as an Associate Professor, was promoted to full Professor in 1996, and then was promoted to Distinguished Professor in 2005. She took her first sabbatical leave during AY 1997-1998, her second leave in AY 2004-2005, and most recently in AY 2011-2012. She is applying for her fourth sabbatical leave to be taken during the Fall semester of 2018. Dr. Celik has proposed to write a new book entitled Cities of the Levant: From Ottoman Rule to French and British, "To reveal the complicated and concealed cross-cultural exchanges during the interwar period, focusing on historically rich cities, among them Damascus, Aleppo, Jerusalem, Beirut and Bagdad," 300 pages and 150 figures. She has obtained a letter of interest from the University of Texas Press for the proposed publication, which is consistent with the procedures of an academic press. Professor Celik has written five books on similar subjects. The committee believes that Dr. Celik's research scholarship and proposed book are an excellent purpose and outcome for a sabbatical leave. It will continue to enhance Professor Celik's reputation in the field of Architectural History and Urbanism, as well enhance the reputation of the New Jersey Institute of Technology.

NJIT

Dr. Rajesh Dave, Otto H. York Department of Chemical, Biological, and Pharmaceutical Engineering

Rajesh Dave is a Distinguished Professor in the CBPE department. He joined NJIT in 1985 as an Assistant Professor, was promoted with tenure to Associate Professor in 1992, then promoted to full Professor in 1998, and was ultimately promoted to Distinguished Professor in 2006. He has taken 3 sabbaticals: AY 1994-1995; AY 2003-2003; AY 2011-2012. He proposes to spend his sabbatical during AY 2018-2019 at two locations: Indian Institute of Science (IISc), Bangalore; and Indian Institute of Technology, Bombay (IITB). The objectives of his sabbatical leave are: 1) Translating US-based pharmaceutical innovation to Personalized Medicine delivery in India; and 2) Demonstrating particle engineering for precision Personalized Medicine delivery via drug loaded thin films and 3D printing. He has been a very productive member of the faculty with outstanding records of publishing (157 refereed articles, 155 conference papers), 33 patents, and service in a leading role at NSF-ERC and the New Jersey Center for Engineered Particles. Professor Dave has two active grants funded by NSF and NIH related to his proposed sabbatical research. The sabbatical experience will greatly benefit NJIT and NSF-ERC partner institutes. It will also positively impact the STEM workforce development in the USA through better cross-disciplinary training. The outcomes of this sabbatical include running an international workshop on Precision Medicine; submission of at least eight or more journal papers; and publishing of a special issue of Advanced Powder Technology, an Elsevier Journal, as the Managing Guest Editor. The committee believes that Dr. Dave's research plan is an excellent use of sabbatical leave.

Dr. Roy Goodman, Department of Mathematical Sciences

Roy Goodman is an Associate Professor in the Department of Mathematical Sciences. He began at NJIT as an Assistant Professor in 2002, and received tenure and promotion to Associate Professor in 2008. He took his first sabbatical leave during AY 2010-2011, which he spent at the Technion in Haifa, Israel. He is applying for his second sabbatical leave to be taken during the 2018-2019 academic year. Dr. Goodman has proposed to conduct research at the Dynamical Systems Laboratory of Maurizio Porfiri at New York University's Tandon School of Engineering in Brooklyn, NY (an invitation is included with his application). There he will collaborate with Professor Porfiri on problems in applied Dynamical Systems, and with another visitor, Jeremy Marzuola (UNC Mathematics) on problems in quantum graph theory. Dr. Goodman also plans to initiate new work on parametrization methods for numerically computing invariant manifolds, and on applying dynamical systems theory to so-called time crystals. These projects are all relevant to a grant proposal that Dr. Goodman submitted in November 2017. The expected outcomes will be future grant proposals, publication of research articles in

quality peer-reviewed journals, and the acquisition of new knowledge and skills by interaction with the sabbatical collaborators. The Committee believes that Dr. Goodman's proposed research is a very good use of sabbatical leave. He has been a productive and collegial faculty member to date, with 21 peer-reviewed journal articles, 3 research grants, 1 patent, and significant departmental service. His proposed visit to NYU will foster long-term collaborations and will enhance the visibility of both Dr. Goodman and NJIT.

Dr. Shidong Jiang, Department of Mathematical Sciences

Shidong Jiang is a Professor in the Department of Mathematical Sciences. He began his Assistant Professor appointment at NJIT in 2004, received promotion to Associate Professor with tenure in 2010, and promotion to full Professor in 2017. He took his first sabbatical leave during AY 2011-2012. He is applying for his second sabbatical leave to be taken during the 2018-2019 academic year. Dr. Jiang proposes to conduct research at the Flatiron Institute of the Simons Foundation in New York, NY, and at the Beijing Computational Science Research Center (BCSRC), where he will pursue research projects relevant to his expertise in Integral Equations, fast algorithms, and scientific computing. Dr. Jiang has very strong supporting letters from the Director of the Flatiron Institute and from his collaborator at BCSRC, both offering additional financial support. The expected outcomes will be future grant proposals, publication of scholarly research articles in quality peer-reviewed journals, the acquisition of new knowledge and skills by interaction with the sabbatical collaborators, and the forming of new collaborations (particularly at the Flatiron Institute). The Committee believes that Dr. Jiang's proposed research plan is an excellent use of sabbatical leave. He has been a very productive faculty member to date, with 31 peer-reviewed journal articles, 5 research grants, and significant service to the community via organization of workshops and mini-symposia. His proposed visits will boost the reputation of both Dr. Jiang and NJIT.

Dr. Carol Johnson, Department of Humanities

Carol Johnson is an Associate Professor in the Department of Humanities. She joined NJIT in 2002 as a Visiting Professor and in 2004 as an Assistant Professor. She was promoted to Associate Professor with tenure in 2009. Dr. Johnson took her first sabbatical leave in the spring of 2012. She is applying for her second sabbatical leave to be taken during the 2018-2019 academic year. Dr. Johnson has proposed a digital humanities project, on which she has been working since 2015. The title of the project is "The Online Database of the Judicial Notebooks of John Hyde and Sir Robert Chambers, 1174-1798". She plans to produce an online database containing the records and testimony from 72 court notebooks (~22,000 pages) written by judges on the first

Supreme Court in India. Images of each page will be displayed side-by-side with text transcriptions in an editable Wiki, enabling scholars to correct, add references, and further collaborate. The open-source, online database will be permanently housed at NJIT. Other sections of the website will include a history of the first Supreme Court in India, brief biographies of the judges and attorneys, sample annotated court cases, and a robust search function. The Committee believes that Dr. Johnson's research agenda is an excellent and innovative use of sabbatical leave. She is a respected scholar in her field, with one book chapter and 7 journal articles. Her proposed project fits NJIT's Vision 2020 mission well. It will be a significant contribution to humanistic scholarship and will greatly enhance NJIT's reputation.

Dr. Abdallah Khreishah, Department of Electrical and Computer Engineering

Abdallah Khreishah is an Associate Professor in the Department of Electrical and Computer Engineering. He joined NJIT in 2012 and was tenured and promoted to Associate Professor in 2017. This is his first sabbatical leave application, to be taken during the 2018-2019 academic year. Dr. Khreishah proposes to spend his sabbatical at three places: CISCO in San Jose, CA; the Qatar Computing Research Institute (QCRI) in Qatar; and KAUST in Saudi Arabia. The objective of his sabbatical leave is to collaborate with faculty at these three institutions, and subsequently to improve, raise funds for, and hopefully commercialize his proposed novel idea of visible-light communications backscattering. As a result of the sabbatical, several top-tier conference and journal papers as well as research grants will be written and submitted. It will also help recruit a number of quality graduate student applicants from KAUST. The Committee believes that Dr. Khreishah's research agenda represents an excellent use of sabbatical leave. He has been a productive faculty member with one book chapter, 48 journal articles, 40 conference papers, and 3 active NSF grants as the PI. His proposed visits to these three institutions will foster long-term collaboration and will grow Dr. Khreishah's career as well as enhance NJIT's reputation.

Dr. Andrew Klobucar, Department of Humanities

Andrew Klobucar is an Associate Professor in the Department of Humanities. He joined NJIT in 2008 as an Assistant Professor and was promoted to Associate Professor with tenure in 2013. He is the current President of the NJIT Faculty Senate. He is applying for his first sabbatical leave to be taken during the fall 2018 semester. Dr. Klobucar has proposed a digital humanities project titled, "Click and Read: Digital Reading Practices and New Media Technology in the Writing Classroom". His research will use surveys and data to investigate new methods for revising and improving reading and writing in the classroom using electronic media formats. He will also present papers at three key

conferences during the proposed sabbatical period, to disseminate his work and to stimulate important new collaborations. He intends to complete drafts of the NJIT-based article and a separate book proposal by December 2018; additional draft proposals for any collaborative work undertaken during his sabbatical period will be prepared and readied for publication. The Committee believes that Dr. Klobucar's research agenda is a creative and excellent use of sabbatical leave, with the potential for directly impacting teaching at NJIT. Dr. Klobucar is a respected scholar in his field with 1 book, 5 book chapters and 14 journal articles published to date. His proposed project will have impact across the global educational community beyond NJIT. It will represent a significant contribution to humanistic scholarship, which will enhance NJIT's international scholarly reputation.

Dr. Eun Jung (Alice) Lee, Department of Biomedical Engineering

Alice Lee is an Associate Professor in the Department of Biomedical Engineering. She joined NJIT in 2011 as an Assistant Professor, and was promoted to Associate Professor with tenure in 2017. She plans to take her first sabbatical in AY 2018-2019. She has been invited to work with respected expert Dr. Christine Mummery at Leiden University Medical Center, the Netherlands, to collaborate on regenerative medicine projects involving human embryonic stem cells to improve our understanding of mechanisms for cardiovascular disease and repair. Her ultimate goal is to establish a research program at NJIT using human embryonic stem cells and patient-specific induced pluripotent stem (iPS) cells for treatment and regeneration of human tissue. Dr. Lee has been a productive faculty member with 14 journal articles, 36 refereed conference abstracts and a successful research funding record, which includes her active grants from NSF (CAREER award), NIH and AHA (American Heart Association). The outcomes of her proposed sabbatical include: building a stronger research program providing additional opportunities for research funding; developing collaborative programs and raising NJIT's profile internationally; and attracting more talented graduate students to NJIT. The committee believes that Dr. Lee's agenda represents an excellent use of the sabbatical leave.

Dr. Ji Meng Loh, Department of Mathematical Sciences

Ji-Meng Loh is a statistician and Associate Professor in the Department of Mathematical Sciences. He was appointed as a tenured Associate Professor at NJIT in 2012, following prior experience at AT&T Labs and on the faculty of Columbia University. He is applying for his first sabbatical leave to be taken during the 2018-2019 academic year. Dr. Loh has applied (with a collaborator in Human Ecology and Africana Studies at Rutgers) to the Russell Sage Foundation Visiting Scholars' Program to conduct research on social science problems pertaining to the social determinants of health in African-

American communities. If this application is successful, carrying out the proposed research will occupy his entire sabbatical. In the event that the application is not successful Dr. Loh has alternative plans to spend a semester at Amazon Labs working with Dr. Dean Foster, senior Research Scientist, on sales forecasting problems, and to visit existing collaborators at Iowa State University (to work on spatial data analysis and sampling) and at Seoul National University (to work on statistically-efficient density estimation and regression). Correspondence with the proposed sabbatical collaborators is included in the package. Depending on the success of the proposal application to the Russell Sage Foundation, expected outcomes include: creating measures of social liabilities and assessing associations with health and health behaviors in the studied communities; creating measures of neighborhood changes (e.g. gentrification) and assessing associations with health; and producing peer-reviewed scholarly research articles to disseminate findings. The Committee believes that Dr. Loh's proposed research plan is an exciting and excellent use of sabbatical leave. He has been a valuable faculty member to date, with 44 peer-reviewed journal articles, 4 research grants, and significant service to the Department as Director of NJIT's Statistical Consulting Laboratory. His proposed sabbatical research will advance the field and will raise the national and international profile of both Dr. Loh and NJIT.

Dr. Rajiv Mehta, Martin Tuchman School of Management

Rajiv Mehta is a Professor of Marketing in the Martin Tuchman School of Management. He joined NJIT in 1999 as an Associate Professor, was granted tenure in 2004, and was then promoted to full Professor in 2008. He took his first sabbatical leave in AY 2011-2012. He is applying for his second sabbatical leave to be taken during the 2018-2019 academic year. The proposed primary research project is to study Japanese Keiretsu relationships and inter-firm ties. The proposed secondary research project is to study international strategic distribution channel alliances in Japan. He will visit Hiroshima University during the proposed sabbatical period. He intends to gather secondary data on Japanese Keiretsu relationships and ties, and primary data from manufacturer-exporters located in the Hiroshima metropolitan area. This data-driven study will be well aligned with the Martin Tuchman School's research thrust into business data analytics and data science. At least 4-5 (or more) academic journal articles are anticipated, with presentations at national and international conferences. The Committee believes that Dr. Mehta's research agenda is an excellent use of sabbatical leave. He is a respected scholar in his field with 3 books, 46 journal articles and dozens of conference papers and presentations. His proposed projects will help enhance our understanding of Japanese Keiretsus, important organizational structures, and their impacts on inter-firm dynamics and Japan's economy as a whole. His visit to Hiroshima University will also help build future academic collaboration and faculty exchange programs between NJIT and

Hiroshima University, and develop future student exchange programs between the two institutions.

Dr. Farzan Nadim, Department of Biological Sciences

Fazan Nadim is a Professor in the Department of Biological Sciences. He joined NJIT in 1998 as an Assistant Professor, was promoted to Associate Professor with tenure in 2001, and most recently promoted to full Professor in 2006. He took his first sabbatical leave in AY 2004 -2005. He is applying for his second sabbatical leave to be taken during the 2018-2019 academic year. His proposed primary research project is to learn how to work with a genetic model system by conducting research involving zebrafish to complement his current research in neurobiology. He also plans to learn about the Enteric Nervous System (ENS), an important but little-studied component of the human nervous system. He will work with Dr. Abdel El Manira, Professor of Neuroscience at the Karolinska Institute and a member of the Royal Swedish Academy of Sciences, during the proposed sabbatical period. Upon returning to NJIT in Fall 2019, he plans to write an external grant proposal to fund research in zebrafish locomotion. He is a respected scholar in his field with 19 book chapters, 69 journal articles, and numerous conference papers and presentations. The new skills that he will develop are expected to lead to scholarly publications, grant proposals and several new transnational research collaborations. The Committee believes that Dr. Nadim's research agenda is an excellent use of sabbatical leave.

Dr. Taro Narahara, College of Architecture and Design

Taro Narahara is an Associate Professor in the College of Architecture and Design. He joined NJIT in 2010 as an Assistant Professor, and was promoted to Associate Professor with tenure in 2016. He is applying for his first sabbatical leave, to be taken during the 2018-2019 academic year. Professor Narahara has proposed to visit and engage in joint research and education projects at the Material Process and Systems (MaP+S) Group at Harvard Graduate School of Design (GSD); and the Computation Group, Department of Architechture, MIT. He also proposes to engage in joint research projects at the Attractiveness Computing Lab of the University of Tokyo and at the WISSENARCHITEKTUR Laboratory of Knowledge Architecture at Technische Universitat (TU) Dresden. The focus of the research is the relationship between digital design and architectural computing. He has letters of invitation and support from Professor Martin Bechthold, Harvard GSD; Professor Takehiko Nagakura, MIT; Professor Toshihiko Yamazaki, University of Tokyo; and Professor Jorg Noenning, TU Dresden. Professor Narahara has been co-PI on a recent NSF grant (PI Professor Richard Foulds, NJIT), among six other research projects in the past four years. The expected

sabbatical outcomes include: research prototypes and publications based upon the collaborative projects; joint research proposals; and collaborative teaching projects with NJIT and the other institutions. The committee believes that the proposed collaborative research and education projects provide excellent purpose and outcomes for a sabbatical leave. The projects will enhance Dr. Narahara's reputation in the field of Computation and Architectural Design, as well as the reputation of the New Jersey Institute of Technology.

Dr. Vincent Oria, Department of Computer Science

Vincent Oria is a Professor in the Department of Computer Science. He joined NJIT as an Assistant Professor in 2000, was awarded tenure and promoted to Associate Professor in 2006, and then promoted to full Professor in 2016. He is applying for his second full-year sabbatical leave for 2018-2019, with the previous one completed in AY 2008-2009. Dr. Oria will spend his sabbatical leave in the National Institute of Informatics in Tokyo, Japan, IRISA in France, and Stellenbosch University, South Africa. In collaborating with his hosts in these organizations, Dr. Oria will study the problems related to the curse of dimensionality in high-dimensional databases with application to similarity search, clustering and feature ensembles. This visit is expected to result in more efficient and effective solutions for similarity search and feature mining, promotion of the interdisciplinary international research community focused on the issues surrounding dimensionality and scalability, and establishment of a new collaboration in South Africa. Professor Oria has a strong track record on the subjects he plans to study, and his research has been well supported by NSF grants and other funding agencies. This use of sabbatical time should significantly enhance his productivity and NJIT's reputation.

Dr. Nuggehalli M. Ravindra, Department of Physics

Nuggehalli Ravindra is a Professor of the Department of Physics. He joined NJIT as an Assistant Professor in 1987, was promoted to Associate Professor with tenure in 1989, and then was promoted to full Professor in 1996. His previous sabbatical leave was in the fall semester of 2002. He is applying for a one-semester sabbatical leave in Fall 2018. The goals of his sabbatical project are: 1) visit industry and national labs to finalize collaborative efforts in the areas of new turbines/windmills, integrated solar photovoltaics for low-power needs and semiconductor manufacturing; 2) work with federal agencies, national labs and local industry on transitioning the technology that has been developed in the lab to industry collaborations; 3) complete the first book in the Book Series on Materials for Energy Conversion under contract with Springer. He has received strong endorsement from the Department Chair and the CSLA Dean. Key outcomes will be: establishing new collaborations with industry for transitioning technologies developed in

the lab to industry collaborations; identifying sources of long-term funding by working with federal agencies, national labs and local industries; and completing the book on Materials for Energy Conversion. He has been an outstanding faculty member with four books, two book chapters, 49 journal articles (since 2010), and 15 research grants ($1.9M in total). The Committee believes that Dr. Ravindra's research agenda is an excellent use of sabbatical leave, and will enhance his visibility as well as NJIT's reputation.

Dr. Roberto Rojas-Cessa, Department of Electrical and Computer Engineering

Roberto Rojas-Cessa is a Professor in the Department of Electrical and Computer Engineering. He joined NJIT in 2002 as an Assistant Professor, was promoted to Associate Professor with tenure in 2007, and then was promoted to full Professor in 2017. He took his first sabbatical leave during AY 2009-2010. He is applying for his second sabbatical leave to be taken during Spring 2019. Dr. Rojas-Cessa has planned to visit Instituto Tecnologico Superior de Acayucan (ITSA) in Mexico, and National Institute of Information and Communications Technology (NICT) in Japan, to carry out new research that could potentially be used to generate competitive proposals on emerging topics in networking, to be submitted to federal sponsors. Specifically, he will conduct research on Information-Centric Networking based on Intelligent Mechanisms at ITA, and Network Virtualization at NICT. The Committee believes that Dr. Rojas-Cessa's research agenda represents an excellent use of sabbatical leave. He has been a productive faculty member with two books, two book chapters, 40 journal articles, 97 conference papers, and 16 issued patents. He currently has one active NSF grant as PI and another grant from CRRC as a co-PI. His proposed visits to ITSA and NICT will foster long-term collaborations and will enhance Dr. Rojas-Cessa's visibility as well as NJIT's reputation.

Dr. Catalin Turc, Department of Mathematical Sciences

Catalin Turc is an Associate Professor in the Department of Mathematical Sciences. He joined NJIT in 2012 and received tenure in 2015. He is applying for his first sabbatical leave, for one semester in Spring 2019. He proposes to visit the Institute of Mathematical and Computational Engineering, School of Engineering, Pontificia Universidad Catolica de Chile (PUC), Santiago, Chile. His sabbatical project is to work with his collaborators on implementation and extension of a new mathematical method in the open-source software BEM++, and to develop software that can be used for numerical simulation of High-Intensity Focused Ultrasound (HIFU) used as a non-invasive treatment technique for a wide range of cancers. He has obtained a strong letter of interest from the Pontificia Universidad Catolica de Chile. He has been a productive faculty member with a book chapter, 22 journal articles and 8 research grants. The Committee believes that the proposed several high-quality scientific publications, recruitment of graduate students,

and development of a strong international team for pursuing greater research opportunities will be an excellent outcome of his sabbatical leave.

Dr. Yuan-Nan Young, Department of Mathematical Sciences

Yuan-Nan Young is a Professor of the Department of Mathematical Sciences. He joined NJIT in 2004 as an Assistant Professor, was promoted to Associate Professor with tenure in 2010, and then was promoted to full Professor in 2017. He is applying for his first sabbatical in the academic year 2018. He proposes to visit the Center for Computational Biology of the Flatiron Institute of the Simons Foundation, NYC, to expand his research program on the mathematical and computational modeling of the biomechanics of the primary cilium, and on the mechano-chemical processes triggered during mechanosensing. He has demonstrated impressive research output and activity with a book chapter, 49 journal articles, 52 conference talks and 8 research grants to date. The outcome of his sabbatical leave will be several high-quality scientific publications; two submitted grant proposals; and the forging of academic links between NJIT and other scientific institutions such as the NIH and New York University. The Committee believes that Dr. Young's research agenda is an excellent use of sabbatical leave.

Dr. Wen Zhang, Department of Civil and Environmental Engineering

Dr. Zhang is an Associate Professor in the Department of Civil and Environmental Engineering. He joined NJIT in 2012 as an Assistant Professor, and was promoted to Associate Professor with tenure in 2017. He is applying to take his first sabbatical leave during Spring semester 2019 to work with Professor Somasundaran, the La von Duddleson Krumb Professor in the Department of Minerals, Metals and Mineral Engineering at Columbia University. The goal of his sabbatical is to explore new research in surface and colloid chemistry working with Professor Somasundaran, who is a recognized expert in interfaces and colloidal chemistry. The proposed new research areas are highly correlated to Dr. Zhang's existing research interests and to his core research strength in environmental nanotechnology. The interface studies to be carried out are important for advancing environmental science and environmental engineering applications. During the semester of the sabbatical leave, Dr. Zhang will also attend an advanced surface/colloid chemistry course, conduct research, mentor students, and write joint proposals and research papers. He has been a productive faculty member at NJIT, with 57 journal articles and 47 conference papers. He has one active NSF grant as PI. The Committee believes that Dr. Zhang's research agenda is an excellent use of sabbatical leave.

5E. APPROVE RESOLUTION FOR NAME CHANGE OF ENGINEERING SCIENCE PROGRAM TO GENERAL ENGINEERING

RESOLUTION TO APPROVE THE NOMENCLATURE CHANGE FOR THE B.S. IN ENGINEERING SCIENCE DEGREE PROGRAM TO THE B.S. IN GENERAL ENGINEERING DEGREE PROGRAM

WHEREAS, the Board of Trustees has examined materials provided by the President of the university relative to a proposed nomenclature change for the B.S. in Engineering Science to the B.S. in General Engineering, and

WHEREAS, the Faculty Senate has reviewed and acknowledged this nomenclature change, and

WHEREAS, the Board is satisfied that the proposed nomenclature change requires no additional resources; and

WHEREAS, the Board of Trustees attests to the foregoing.

NOW THEREFORE BE IT RESOLVED that the Board of Trustees approves the nomenclature change for the B.S. in Engineering Science to the B.S. in General Engineering.

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

February 8, 2018

5F. APPROVE RESOLUTION FOR NJII'S FOR PROFIT LRSP HEALTHCARE INNOVATION SOLUTIONS (HIS)

RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY ("NJIT") TO SUPPORT THE CREATION OF A FOR-PROFIT SUBSIDIARY OF NJII

WHEREAS, on March 20, 2014, the Board of Trustees enacted a resolution authorizing the creation of the New Jersey Innovation Institute ("NJII") as a non-profit organization under Section 501(c)3 of the Internal Revenue Code;

WHEREAS, one of the purposes of creating NJII was to connect the intellectual property with the production focus of industry, and to enhance the economic development of the State of New Jersey;

WHEREAS, NJII has successfully developed intellectual property collectively referred to as Measures Management tools and techniques that originated from work conducted solely by NJII staff;

WHEREAS, the commercialization of this intellectual property is best conducted through a taxable subsidiary of NJII;

WHEREAS, NJIT and NJII have sought appropriate advice from their Internal Auditors, Baker Tilly, who have proposed that NJII institute a limited risk service provider (LRSP) model to monetize the intellectual property while protecting the tax exempt status of NJIT and NJII, which would further allow for the potential income to flow back to NJIT and NJII;

WHEREAS, the establishment of a for profit subsidiary of NJII in the form of a LSRP is authorized by NJIT's enabling legislation and consistent with its public mission;

NOW THEREFORE IT BE RESOLVED that upon the approval of the NJII Board of Directors, the Board of Trustees of NJIT authorizes the Administration to take such action as is necessary or desirable to support the creation of a taxable subsidiary of NJII for the limited purpose of commercializing the Measures Management tools, and to enter into additional agreements or provide such documentation as may be necessary to implement and further the establishment of a for-profit subsidiary of NJII for the stated purposes;

BE IT FURTHER RESOLVED that a copy of this resolution and minutes of the public meeting reflecting the action to support NJII's formation of a for-profit subsidiary for the stated purposes be forwarded to the Governor of the State of New Jersey, as set forth in N.J.S.A. 18A:64E-18(s)(1).

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

February 8, 2018

Board Resolution 2018-XX

5G. APPROVE RESOLUTION TO AUTHORIZE EXCLUSIVE LICENSE OF UNIVERSITY INTELLECTUAL PROPERTY

RESOLUTION TO AUTHORIZE EXCLUSIVE LICENSE OF UNIVERSITY INTELLECTUAL PROPERTY

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

WHEREAS, the Administration recommends the exclusive licensing of certain identified NJIT Intellectual Property to Applied Membrane Technology, Inc. for a royalty percent of net product sales containing the Intellectual Property, payment of patent costs incurred after execution of the license, plus a royalty percent of net product sales through sublicensing;

NOW THEREFORE BE IT RESOLVED by the Board of Trustees of New Jersey Institute of Technology that the proposed exclusive licensing of the Intellectual Property (Reference Numbers 03-039 and 16-017) by NJIT is hereby approved; and

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

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

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Date

6A. PRESIDENT'S REPORT

Toward a Brighter Economy and the Design-Savvy Workforce That Will Build it, NJIT Opens Makerspace

Written by: Tracey Regan, *Monday 11th December 2017*

Partners from government and industry joined the NJIT community this week to celebrate the opening of Makerspace at NJIT, a training-focused, rapid prototyping facility that is central to both the university's hands-on learning mission and its growing relationship with New Jersey's manufacturing community.

The 10,000-sq.-ft. space operates equipment ranging from small 3D printers to large industrial machining centers, such as precision measurement and laser cutting machines.

Moshe Kam, dean of NJIT's Newark College of Engineering (NCE), said the move from computer simulation in the teaching of engineering to hands-on practice is essential, noting, "It's easy to teach engineering with simulators ... but it will only take you so far in becoming a successful practicing engineer."

Plans to add electronic devices, a wood shop, a paint booth and soldering machines, among other equipment, and to double the space, are underway.

The "industry-relevant" design, prototyping and practice skills that students will pick up in the facility constitute the "hands-on experience employers want to see," observed Robert Cohen '83, '84, '87, vice president and general manager of R&D for Stryker Orthopaedics' reconstructive division, chair of the NCE Board of Visitors and an enthusiastic backer of the Makerspace.

Students also eagerly anticipate the edge the facility will provide to the university's competitive teams, such as the Baja SAE club, which experienced a dizzying ascent over the past three years from dormancy to a heady perch in global rankings this year: Number 6.

"I have great confidence and excitement for Baja and the other teams," said Matthew Emmerson '17, past captain of the SAE Baja Team, who will receive his B.S. degree in mechanical engineering this month.

Christopher Eugenio '19, a mechanical engineering major and the team's incoming captain, demonstrated how quickly a student could create a new part on a Flow machine waterjet, which uses high-pressure water and an abrasive – engineered sand – to cut through metal. He produced the NJIT logo in about 10 minutes.

"We'll be making suspension components, a custom gear box and gears – we'll probably use all of the machines in here. It's going to really help us in the troubleshooting phase when we can fix a part on the fly, by printing a new one in a couple of hours. Our sponsors have been wonderful, but the turnaround is a little longer when you have to send your designs out."

Senator Teresa Ruiz, an assistant majority leader in the New Jersey Senate, called the makerspace a "creative space" likely to entice students to math and science, helping to address what she calls "the gap we're not filling" between unacceptable pockets of unemployment and unmet demand for workers in STEM sectors.

Indeed, Joseph Taylor, former chairman and CEO of Panasonic Corp. of North America and a member of the NJIT Board of Trustees, recalled the scarcity of engineers during a growth period 30 years ago as a "limiting factor" in the company's expansion.

"This is a no-brainer to make an investment in the next generation of leaders," added Ruiz, who chairs the Senate Education Committee and was a supporter of the $10 million allocation from state coffers that helped Makerspace at NJIT become a reality.

NJIT President Joel S. Bloom called the Makerspace a "dual-use facility" that would create a "workforce of the future," while also serving the needs of industry, "particularly manufacturing businesses."

The facility will provide opportunities for industrial partners to participate as mentors, trainers, and instructors, for companies to collaborate with students and faculty members on research and development projects, and for employees to receive customized training tailored to their needs.

"This is what this space means to me: a place for hands-on learning that will encourage what we're trying to do in the state of New Jersey – bring manufacturing back to our cities," said state Senator Ronald Rice.

Key features of the NJIT Makerspace will include:

- Product design and prototyping
- Industry Standard Computer Aided Design (CAD) and Machining (CAM) Software
- CNC machining
- Additive manufacturing (3D printing)
- Metalwork and welding
- Electronics design, assembly, and manufacturing
- Industrial metrology (measurement and verification)

ESSEX COUNTY

Newark believes it has a real shot to score Amazon HQ

Posted January 18, 2018 at 04:35 PM | Updated January 18, 2018 at 08:48 PM

By Karen Yi | NJ Advance Media

The news ricocheted across the city Thursday morning, blowing up in people's news alerts and urgent text messages: Newark was officially on the map.

In a much-needed salute for a city reaching for its renaissance, Newark was named one of 20 finalists for Amazon's second headquarters.

"It's a story that Amazon could tell about how they were a part of expediting a city's growth, a city that is like a phoenix in the fire, moving forward consistently despite all the obstacles," Mayor Ras Baraka said, as he lauded the news. "Amazon gets to come here and expedite that and be a part of fashioning and forming that American story of a Newark city that has been 50 years in the making."

Philadelphia and New York City are also in the running, but Newark's leaders aren't worried.

"We have the amenities of New York without the problems of New York," Baraka said. "I said good luck to everybody but Newark is exactly where Amazon should be ... we feel like we won already."

Governor Phil Murphy
New Jersey's innovation economy is ready for takeoff! Any business that sets foot in our state is making a smart decision. We are committed to investing in our people and our communities - @amazon would thrive in Newark with its talent, resources and space https://www.amazon.com/b?ie=UTF8&node=17044620011 ...
1:35 PM - Jan 18, 2018

Around the state, politicians and leaders in tech and education buzzed with excitement at the prospect of 50,000 jobs and the $5 billion investment that will come with Amazon's HQ2. Former Gov. Chris Christie endorsed Newark's bid over other cities in the state.

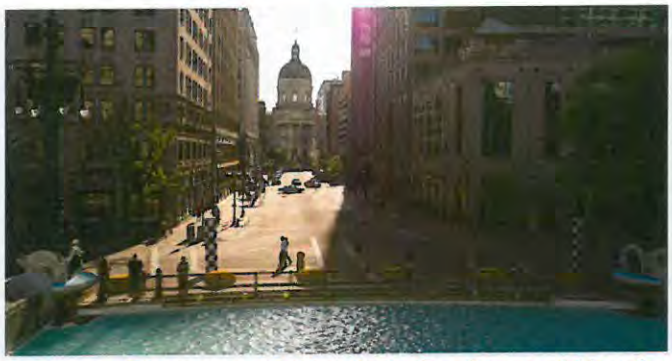
Newly inaugurated Gov. Phil Murphy said Newark making the shortlist "proves New Jersey's amazing strengths and potential to once again be a global driver of technology and innovation."

"While today certainly is good news, our work is not done," he said in a statement. "We are going to continue to press our case for Amazon to come to Newark."

Senator Bob Menendez

Glad Newark is in the top 20 for #AmazonHQ2! Newark is a strategic transportation hub, w/ top schools like @NJIT & @Rutgers_Newark and is already home to @audible_com. Investing in NJ's diverse, highly educated workforce is always a smart bet, @JeffBezos https://www.nytimes.com/2018/01/18/technology/amazon-finalists-headquarters.html?_r=0 ...

10:35 AM - Jan 18, 2018



Amazon Chooses 20 Finalists for Second Headquarters

The list released Thursday leaned toward cities in the Midwest and on the East Coast, and away from the tech-saturated hubs of the West Coast.

nytimes.com

The state is offering a $7 billion incentive plan, with $2 billion of that in city-specific tax waivers and abatements.

State Senate President Stephen Sweeney, D-Gloucester, said he believes the plan — which the state Legislature passed earlier this month — helped Newark make the list.

"We put in concrete what we intend to do," Sweeney told NJ Advance Media. "I think (today's news) is great to hear. And hopefully we make it to the finals."

Jon Whiten, vice president of the New Jersey Policy Perspective, said Newark would make a prime location for the headquarters, but remained wary of the "steep price tag."

"By putting at least $5 billion, and potentially several billion dollars more, in taxpayer dollars on the table so early in the game, New Jersey has ensured that is returns will be minimized if Amazon were to ultimately choose the state," he said in a statement. "Merely blowing the lid off already out-of-control corporate tax break policies comes at a hefty price tag for New Jersey's future."

Newark Mayor Ras Baraka and Aisha Glover, CEO of the Newark Community Economic Development Corporation.

In Newark, the stakes are high.

Newarkers hold 18 percent of all jobs in the city, according to a report from New Jersey Institute for Social Justice. In Baltimore, residents hold 33 percent of jobs; in Detroit, that number is 25 percent, the 2017 report said.

"We're looking at this as Amazon truly being an anchor and having a ripple effect on the economy," said Aisha Glover, who heads the Newark Community Economic Development Corporation, and helped put together the city's application. She projected another 70,000 to 100,000 ancillary jobs would come with Amazon's flush of employees.

Glover said the city would "hold their feet to the fire" to ensure Newarkers get a large share of Amazon's projected jobs.

"We want them to hire Newark residents. The win for us is to get Newark residents hired, to get them employed," Baraka said.

Baraka is pushing local training initiatives to create a pipeline for the tech industry. The city already has 20 miles of city-owned high-speed web infrastructure and 50,000 college students.

"Newark is an incredible and beautiul place, it is not a bus stop, it is a destination," he said. Companies like Audible, Panasonic and soon Mars Wrigley operate in the city.

"In the last decade, Newark has experienced unparalleled growth, paving the way for many new companies to call our city home," U.S. Sen. Cory Booker, D-N.J., and former Newark mayor, said in a statement.

"A Newark HQ2 would mean tens of thousands of local jobs, a boost to our regional economy and small businesses, and an opportunity for Amazon to take a tremendous stake in the continued transformation of our great city."

Seth Wenig | AP

The city's anchor education institutions -- Rutgers Newark and NJIT -- said they were ready to fill Amazon's work needs with a fully trained and diverse crop of students.

"We have the talent," said Joel Bloom, president of NJIT. "We're the pipeline, we know that at least nearly a third of the engineers in the state of New Jersey are the alumni of NJIT. This is an intensely science and technology state."

Bloom said while Newark was well-known in the tech world, the rest of the country is finally waking up to everything the city has to offer.

"It's one of 20 locations being seen around the world, Amazon is a massive global company, this is a global list that Newark, N.J. is on," he said. "It's just an eye opener for a lot people."

Joe D@Joe_D_EssexExec

Making it to the next level for consideration is a testament to the thorough and comprehensive plan that highlights the advantages of Newark, as well as the ongoing revitalization of the downtown area and residential neighborhoods. We look forward to welcoming Amazon.
10:50 AM - Jan 18, 2018

Arcelio Aponte, senior vice chancellor and CFO for Rutgers-Newark, said the tech industry as a whole could benefit should Amazon pick Newark.

"That particular industry suffers from an inability to diversify its workforce and that's been a challenge nationally," he said. "Rutgers Newark ... will help meet that industry's need."

On campus, 19 percent of students are African American and 26 percent are Hispanic.

"If Amazon waned to make a statement about the future of this country, about the future of our youth, then Newark is the right location for it," Aponte said. "It really will have the type of impact that they're looking to have in a city."

Joel S. Bloom, President of New Jersey Institute of Technology speaks during a a ceremony to celebrate the new Wellness and Events Center on the school's Newark campus. (Patti Sapone | NJ Advance Media for NJ.com)

Tech leaders say they're already seeing Newark as a growing hub.

"All cylinders are firing now. We're really delighted with the efforts and the traction and all the real estate development that are making it a real tech hub in this state," said James Barrood, CEO of New Jersey Tech Council, a nonprofit trade association.

"The future is very bright for Newark," he said. Even without Amazon, Barrood said tech companies will still be drawn to Newark's other anchor institutions like Audible (owned by Amazon).

Don Katz, founder and CEO of Audible, said Thursday's announcement "further validates the transformation we are so proud to be a part of for the past decade."

"I have been a believer in Newark's comeback and the city's advantages as a burgeoning tech and innovation hub since Audible relocated to Newark in 2007," he said in a statement.

Amazon News

Today we are announcing the communities that will proceed to the next step in the HQ2 process. Getting from 238 to 20 was very tough – all the proposals showed tremendous enthusiasm and creativity http://www.amazon.com/amazonhq2

9:06 AM - Jan 18, 2018

Newark officials say they plan to continue working with its public and private partners to push positive messaging and branding to "make sure that people understand all the diversity in the city and everything that the city has to offer," Glover, of NCEDC, said.

"We're not going to send them a cactus," Baraka added -- a jab to Tucson, Arizona's reported gesture.

Newark has not hired any consultants to help its Amazon bid, nor does it plan to, she added.

"We're here because we expected to be here and we deserve to be here. We have the tech talent, infrastructure, diversity and location," Glover said.

Signing Ceremony for Coestablishment of
Smart Technology Center
Between Triumph Group and

Signing Ceremony for Coestablishment of
Smart Technology Center
Between Triumph Group and
New Jersey Institute of Technology
凯盛集团和新泽西理工大学

New Jersey Institute of Technology

OFFICE OF UNIVERSITY ADMISSIONS, NEWARK, NJ 07102 • ADMISSIONS: 973-596-3300 • FAX: 973-596-3461

CAMPUS LIFE	
Quality of Life Rating	**78**
Fire Safety Rating	**99**
Green Rating	**60***
Type of school	Public
Affiliation	No Affiliation
Environment	Metropolis

STUDENTS	
Total undergrad enrollment	7,336
% male/female	78/22
% from out of state	3
% frosh from public high school	85
% frosh live on campus	53
% ugrads live on campus	31
# of fraternities (% ugrad men join)	18 (6)
# of sororities (% ugrad women join)	6 (6)
% African American	8
% Asian	22
% Caucasian	34
% Hispanic	21
% Native American	<1
% Pacific Islander	<1
% Two or more races	3
% Race and/or ethnicity unknown	6
% international	5
# of countries represented	65

ACADEMICS	
Academic Rating	**69**
% students returning for sophomore year	88
% students graduating within 4 years	25
% students graduating within 6 years	61
Calendar	Semester
Student/faculty ratio	17:1
Profs interesting rating	67
Profs accessible rating	65

Most classes have 20–29 students.

MOST POPULAR MAJORS

Mechanical Engineering; Information Technology; Architecture

ABOUT THE SCHOOL

Newark-based New Jersey Institute of Technology (NJIT) has doubled the size of its campus within the past decade, in a direct answer to the call for more STEM-oriented skill sets in the workplace. This mid-sized public research university offers more than 50 undergraduate degrees in six specialized schools and colleges, and is constantly developing new curriculums to adapt to the marketplace. It spent $140 million on research expenditures in 2017. The industrious types who go to NJIT all recognize that their four years are all about "putting your best work forward so that you can achieve what you want in life after graduation" and find that classes here mean that they are "constantly supplied with knowledge applicable to my field" and "constantly challenged." Professors "bring practical knowledge to even the [driest] lectures." One of NJIT's greatest strengths is the help and support on offer, including "a math tutoring center, physics tutoring center, and a writing center where you can have your papers looked at and looked over," in order to receive feedback on the paper.

BANG FOR YOUR BUCK

A return on an NJIT investment is a beautiful thing, and the school is among the top 1 percent in the United States for occupational earnings power. "Great job placement and high starting salaries" are a huge draw for most who attend. "Financial aid is very helpful" for many at NJIT—it is "unmatched" for honors students—and allows good students to focus on the academic tasks at hand. Students can apply for a variety of need- and merit-based scholarships, including the $1,000 Governor's Urban Scholarship for high-achieving New Jersey residents, the $7,260 Engineering Technology Scholarship for academically talented transfer and out-of-state students, and the $2,500 William S Guttenberg '44 Endowed Scholarship to be used toward tuition, books, fees and/or residency for each qualified student.

STUDENT LIFE

NJIT has "a very diverse campus" and more than half of all first years and around a quarter of all undergraduates live there with commuters constantly streaming throughout. Students admit they are "more work than play," but the school "has a very active and fun resident community." One of the central social hubs on campus is the game room, where students "can come and relax, play some billiards, or even go bowling on their six-lane bowling alley." Soccer and basketball are popular, and these busy, "highly independent" students have "a plethora of different activities for student to take part in." The closeness to New York City is "a major plus" and "can provide the socialization needed when you have some free time."

CAREER

A big selling point of NJIT is "the prestige of it and how many companies love NJIT students: it is "a magical place to learn engineering." Many of the faculty have worked at Bell Labs and other nearby research think tanks and "have supreme hands-on engineering experience" and connections. The Career Development Services Office makes sure students are prepared via workshops, practice interviews, and two career fairs (and preparatory sessions), and are very good at providing students with job experience. "There are a lot of connections with companies that will give students internships and full-time positions," says one. Essentially, "if you make it through the academic program you will get a job." Of all of the New Jersey Institute of Technology alumni visiting PayScale.com, 52 percent report that their jobs make the world a better place.

New Jersey Institute of Technology

FINANCIAL AID: 973-596-3479 • E-MAIL: ADMISSIONS@NJIT.EDU • WEBSITE: WWW.NJIT.EDU

GENERAL INFO

Activities: concert band, dance, drama/theater, literary magazine, marching band, musical theater, radio station, student government, student newspaper, yearbook, Student Organization. 70 registered organizations, 10 honor societies, 5 religious organizations. 15 fraternities, 7 sororities. **Athletics (Intercollegiate):** *Men:* baseball, basketball, cheerleading, cross-country, fencing, soccer, swimming, tennis, track/field (outdoor), track/field (indoor), volleyball. *Women:* basketball, cheerleading, cross-country, fencing, soccer, swimming, tennis, track/field (outdoor), track/field (indoor), volleyball. **On-Campus Highlights:** Campus Center, Van Houten Library, Zoom Fleisher Athletic Center, East Building—Admissions, Student Mall.

FINANCIAL AID

Students should submit: FAFSA. Priority filing deadline is 2/15. The Princeton Review suggests that all financial aid forms be submitted as soon as possible after October 1. *Need-based scholarships/grants offered:* Federal Pell, FSEOG, state scholarships/grants, private scholarships, college/university scholarship or grant aid from institutional funds, United Negro College Fund. *Loan aid offered:* Direct Subsidized Loans, Direct Unsubsidized Loans, Direct PLUS loans, State Loans. Applicants will be notified of awards on a rolling basis beginning 11/15. Federal Work-Study Program available. Institutional employment available.

BOTTOM LINE

Tuition for in-state students is $13,906 for a full course load, and $28,926 for out-of-state residents. Full-time students can expect an additional $2,992 in fees. Ninety-six percent of incoming undergraduates receive financial aid with the average undergraduate need-based scholarship totaling $12,789.

CAREER INFORMATION FROM PAYSCALE.COM	
ROI Rating	88
Bachelors and No Higher	
Median starting salary	$60,800
Median mid-career salary	$119,700
At Least Bachelors	
Median starting salary	$61,800
Median mid-career salary	$122,800
% alumni with high job meaning	52
% STEM	71

SELECTIVITY	
Admissions Rating	**88**
# of applicants	7,222
% of applicants accepted	59
% of acceptees attending	26

FRESHMAN PROFILE	
Reported SAT (pre-2016 redesign)	
Range SAT Critical Reading	520–630
Range SAT Math	590–680
Range SAT Writing	500–620
Concordant SAT	
Range SAT EBRW	570–680
Range SAT Math	610–710
Range ACT Composite	23–29
Minimum paper TOEFL	550
Minimum internet-based TOEFL	79
Average HS GPA	3.6
% graduated top 10% of class	31
% graduated top 25% of class	61
% graduated top 50% of class	88

DEADLINES	
Regular	
Deadline	3/1
Nonfall registration?	Yes

FINANCIAL FACTS	
Financial Aid Rating	**78**
Annual in-state tuition	$13,906
Annual out-of-state tuition	$28,926
Room and board	$13,300
Required fees	$2,992
Average UG need-based scholarship	$12,789
% needy frosh rec. need-based scholarship or grant aid	96
% needy UG rec. need-based scholarship or grant aid	96
% needy frosh rec. non-need-based scholarship or grant aid	59
% needy UG rec. non-need-based scholarship or grant aid	33
% needy frosh rec. need-based self-help aid	61
% needy UG rec. need-based self-help aid	74
% frosh rec. any financial aid	96
% UG rec. any financial aid	87
% UG borrow to pay for school	64
Average cumulative indebtedness	$40,967
% frosh need fully met	15
% ugrads need fully met	8
Average % of frosh need met	58
Average % of ugrad need met	52

NJIT

Message from President Joel S. Bloom

Dear NJIT Community Members,

Now that the Spring semester has begun, I would like to welcome you back to campus and share some important updates. I hope you enjoyed the holiday season and are, as am I, ready for an exciting and productive semester.

I will begin with the most recent news we have received, which is that Amazon has included Newark, NJ, among 20 finalists in the search for its second North American headquarters. Approximately 240 cities throughout the United States and Canada responded to Amazon's request for proposals, and Newark is one of the few that remain in contention for the 50,000 jobs and more than $5 billion in investment that Amazon has projected. Along with a strong and growing industrial base and multi-modal transportation hubs, a strength of Newark's candidacy is its abundance of talent in the technology fields and the capacity for NJIT and other universities to collaborate with industry.

Our commitment to such partnerships has a long history and took an important step forward recently, with the opening of Makerspace at NJIT. This facility will enhance the learning and creativity of our students; will foster collaborations among students, faculty, and businesses; and will be an engine for economic growth. It will provide opportunities for industrial partners to participate as mentors, trainers and instructors; and students will learn real world, tangible skills such as product design and prototyping, manual and computerized metal and wood work, industrial metrology, and

computer aided design. In addition, companies will be able to partner with students and faculty members on research and development projects or send employees for customized training tailored to their needs.

Our university's ability to work so closely with industry and to prepare the next generation of technology industry leaders requires investment in facilities like Makerspace as well as the other buildings we recently have completed, but it also requires exceptionally talented faculty. So, I want to point out that, in addition to numerous other awards, NJIT has set a record this year regarding the number of faculty who have received National Science Foundation CAREER Awards. Shawn Chester, Brittany Hamfeldt, Sagnik Basuray, and Esra Buyuktahtakin are the four who earned this distinction, which helps expand awareness of the extraordinary work happening at NJIT. I am looking forward to increasing the numbers of our faculty who achieving national recognition, including induction into national academies. These honors bring great distinction to our university.

This week, New Jersey inaugurated its new governor, the Honorable Philip Murphy. We are looking forward to working with the governor and his team to accomplish their many goals. Governor Murphy is knowledgeable of the important role NJIT plays in workforce and economic development and believes we should have a strong voice in the policy decisions that affect STEM education. NJIT has $1.74B economic impact annually on the State of New Jersey; we are conducting critical research in the areas of healthcare, transportation, cybersecurity, civil infrastructure, big data, national defense, advanced manufacturing, and many other sectors; we are preparing the future workforce with the skills that are essential for success in the tech economy and, in doing so, are more successful than any university in the country at helping its lowest-income students realize upward economic mobility, as reported by *The New York Times*. We have a great deal to offer the state, and I am encouraged by Governor Murphy's recognition of NJIT as an exemplar in STEM education.

In addition to building NJIT's relationship with our state's new leadership, I continue to work closely with New Jersey's congressional delegation on a number of matters. Most important among them, at present, is the effort to

address the Deferred Action for Childhood Arrivals (DACA) program. NJIT has approximately 50 DACA students who are talented, positive contributors to our campus community. The diversity of NJIT is one of its great strengths. We know that difference is a catalyst for learning and human development, which occur through collaboration, questioning, analysis, and debate. These actions result in a deeper understanding of people, enhanced capability to solve problems of all types, and opportunities to improve quality of life for all. NJIT's DACA students are emblematic of the strength that is gained through diversity. They were born in more than 18 different nations, are majoring in disciplines across the academic spectrum, are represented in every class from freshman to senior as well as our graduate programs, and they maintain a cumulative grade point average above a 3.0. We will continue to advocate aggressively for the DACA students at NJIT and all across our nation.

There is much work to be done on all fronts for NJIT, if we are to continue our upward trajectory. This spring, Provost Fadi Deek and I will begin the campus conversation about our next strategic plan, which will take us beyond the year 2020 and bring our planning process into alignment with the new Middle States accreditation cycle. I hope as many of you as possible will become engaged in that process as opportunities arise. We have a great deal to be proud of and a great deal more to accomplish. Thank you for all you have done and continue to do for NJIT. I wish you a productive and rewarding semester.

Joel S. Bloom
President
NJIT

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It's easy to update your Email Preferences. Be sure to add alumni@njit.edu to your address book or safe senders list so our emails get to your inbox. You may also review our Privacy Policy.

NJIT

Vice President for Human Resources Announcement

NJIT community members,

I am very pleased to announce the appointment of Chitra Iyer as our new vice president for human resources, effective February 19, 2018. Chitra brings more than 20 years of cross-functional human resources experience with 15 years leading human resources operations. She also has certification as a Human Capital Strategist and is a Human Capital Institute Certified Compensation Professional. Chitra currently serves as regional associate vice chancellor for administration at the University of South Florida in St. Petersburg, where she leads the Office of Human Resources, works with institutional leadership in advancing the strategic plan, and partners with USF system leaders on a number of initiatives. Prior to joining USFSP, Chitra was at The Ohio State University for 11 years, culminating with her role as chief human resources officer for the College of Arts and Sciences. Chitra received her undergraduate degree from Albion College and a law degree from the University of Detroit.

Chitra said the following to me regarding her interest in joining the NJIT community, "I am thrilled to join NJIT, an institution with great promise and potential, talented faculty and staff, and accomplished students. My passion is to create workplaces that inspire people to lead lives of impact, and I look forward to working with the NJIT team in building a preeminent engineering, design, science and technology university known for research and education that fosters innovation, entrepreneurship, and engagement."

I thank the search committee co-chairs, Holly Stern and Andrew Christ, the committee and the NJIT community members who participated in the search process and thereby produced excellent candidates.

Please join me in welcoming Chitra to NJIT and in supporting her very important work as vice president for human resources and as a member of the university's senior leadership team.

6B. REPORT ON SPRING 2018 ENROLLMENT

6C. REPORT FROM FACULTY SENATE

6D. REPORT OF DEVELOPMENT'S FUND-RAISING GROWTH STRATEGIES

NJIT Board of Trustees

February 8, 2018
2:00 pm-4:00 pm
320 Eberhardt Hall

NJIT New Jersey Institute of Technology

Office of Development & Alumni Relations

FY2018 Goals

- Overall philanthropic commitments (i.e., outright cash gifts, whole pledges, gifts-in-kind, planned gifts, including documented bequest intentions): **$14 million**
- Cash and irrevocable deferred gifts (i.e., outright cash gifts, pledge payments, gifts-in-kind, and irrevocable planned gifts): **$12 million**
- Unrestricted gift income (annual fund): **$1.04 million**
- Overall alumni participation rate: **8.2%**
- Undergraduate alumni participation rate: **10.4%**
- Develop a **system to measure alumni engagement** and begin conducting market research targeting under-engaged alumni to evaluate programming and interests.

FY2018 Fundraising Progress to Date

Overall Goals

	FY18 as of 12/31/17	FY18 GOAL	% to GOAL	FY17 as of 12/31/16	FY17 FINAL	FY18 v FY17 Increase / (Decrease)
1. Overall Philanthropic Commitments	$8,398,447	$14,000,000	60%	$6,807,264	$13,561,758	$1,591,183
NJIT NEXT Campaign Progress	*$194,497,555*	*$200,000,000*	*97%*	*$178,975,439*	*$186,099,108*	*$15,522,116*
2. Cash and Deferred	$7,566,237	$12,000,000	63%	$7,903,508	$12,077,786	($337,271)
3. Annual Fund	$1,668,878	$1,040,000	160%	$628,799	$906,053	$1,040,079
4a. Alumni Participation	4.60%	8.20%	56%	4.72%	7.20%	-0.12%
# of Alumni Donors	*2,490*	*4,443*	*56%*	*2,504*	*3,815*	*(14)*
4b. Undergraduate Alumni Participation	5.76%	10.40%	55%	6.19%	9.39%	-0.43%
# of Undergraduate Alumni Donors	*1,999*	*3,612*	*55%*	*2,031*	*3,082*	*(32)*

FY2018 Fundraising Progress to Date

Overall Philanthropic Commitments: Detail (NJIT NEXT Campaign)

	As of June 30, 2016	As of June 30, 2017	As of December 31, 2017
Comprehensive Campaign Total	**$172,524,974**	**$186,099,108**	**$194,497,555**
# Donors	20,620	21,941	22,511
Gifts	$47,033,750	$53,507,050	$56,668,180
Pledges	$58,192,621	$65,293,455	$70,530,772
Grants	$67,298,603*	$67,298,603*	$67,298,603*

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

NJITNEXT
Campaign for
NEW JERSEY INSTITUTE
OF TECHNOLOGY

FY2018 Fundraising Progress to Date

Cash and Deferred: Detail

Comparison of Total Giving Year to Dec-31	2016	2017	2018
All Sources	$6,360,555	$7,903,508	$7,566,236
All Sources without Gifts in Kind	$6,061,094	$5,663,370	$6,804,482
Matching Gifts	$35,939	$23,294	$35,110

Comparison of Giving by Constituent Category Year to Dec-31

	2016			2017			2018		
Category	$ Giving	%	Donors	$ Giving	%	Donors	$ Giving	%	Donors
Alum	$3,009,860	47.32	2,589	$2,620,670	33.16	2,504	$1,633,575	21.59	2,490
Corp	$1,901,920	29.90	132	$1,749,492	22.14	203	$3,707,449	49.00	192
Foundation	$432,894	6.81	16	$211,467	2.68	28	$307,896	4.07	26
Friends	$633,221	9.96	573	$492,630	6.23	453	$1,561,895	20.64	419
Other	$382,660	6.02	22	$2,829,250	35.80	29	$355,422	4.70	28
Total	*$6,360,555*	*100*	*3,332*	*$7,903,508*	*100*	*3,217*	*$7,566,237*	*100*	*3,155*

Upcoming Events

- 2/8: Young Alumni Association Mock Interviews with Career Development Services (NJIT)
- 2/15: Alumni Pre-Game at Jacksonville (Miller's Ale House, Jacksonville, FL)
- 2/28: Young Alumni Networking Reception (Panasonic HQ, Newark, NJ)
- 3/4: Yankees Spring Training (Steinbrenner Field, Tampa, FL)
- 3/21: NCE Salute to Engineering Excellence (Nanina's in the Park, Belleville, NJ)
- 3/22: CoAD Design Showcase (NJIT)
- 4/4: Speed Networking (NJIT)
- 4/10: NY Metro Speaking of Careers (Amazon HQ, NYC)
- 4/27: Annual Scholarship Brunch (NJIT)
- 5/18: Annual Cornerstone Brunch (NJIT)
- 5/18-5/20: Alumni Weekend

"Cultivating a Culture of Philanthropy"

A few tell-tale signs of a culture of philanthropy:

1. Most people in the organization act as ambassadors and engage in relationship building.
2. Everyone at the organization promotes philanthropy and can articulate the case for giving.
3. Fund development is viewed and valued as a mission-aligned and mission-necessary program of the organization.
4. Organizational systems are established to support and thank donors.
5. Organization's leader is committed and personally involved in fundraising.
6. Board members are personally invested and financially supportive.

"Cultivating a Culture of Philanthropy"

A few questions:

1. To what extent does NJIT have a culture of philanthropy? What might we be missing?
2. Are fundraising and philanthropy widely understood and valued at NJIT?
3. Are our fundraising efforts focused on building deep relationships over time, not just asking for money when it's needed?
4. What can we do to improve the culture – or make it more of a culture of philanthropy?
5. What, specifically, can the Board do to support this effort, beginning with this committee?

AGB ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES

TRUSTEESHIP MAGAZINE

< PREVIOUS ARTICLE NEXT ARTICLE >

Cultivating a Culture of Philanthropy: How Boards Can Make a Difference

BY JIM LANIER, GRANT CALLERY AND PETER N. SMITS

JULY/AUGUST 2014

TAKEAWAYS

More institutions are paying greater attention to the specific ways that boards can help cultivate philanthropy among their key constituencies.

Board members are best able to positively shape a culture of philanthropy by focusing their energy on mission and vision, leadership, alignment between advancement goals and the institution's strategic direction, and donor engagement.

Colleges and universities that are especially high-performing in the philanthropic arena focus on effectively

telling stories about the positive impact donors have on the institution and its mission.

When he was a boy, the great philanthropist Andrew Carnegie made his first penny by reciting Robert Burns's long poem, "Man Was Made to Mourn." Once in a Sunday school class, he is said to have remarked, "Look after the pence, and the pounds will take care of themselves."

This man, who set new standards for philanthropy and trusteeship, and who tried to give away all of his money and die penniless, would be astonished by research by the Boston College Center on Wealth and Philanthropy that reveals that, between 2007 and 2061, an estimated $59 trillion—divided among heirs, charities, estate taxes, and estate closing costs—will be passed on from 116 million American households in the greatest wealth transfer in our nation's history.

According to *Giving USA 2014*, philanthropy in this country is on the rebound from the recent recession, if modestly. Total charitable giving in 2013 was up an estimated 4.4 percent, to $335 billion, the fourth consecutive year of growth. Giving by individuals was up 4.2 percent, and by foundations, a solid 5.7 percent. Corporate giving decreased 1.9 percent, but giving by bequest was up 8.7 percent. The single largest influence on these increases was gifts made by wealthy donors.

After the staggering effects of the Great Recession, that is welcome news for boards. Board members have historically played a distinct role in helping to foster an effective environment for fundraising. And today, more and more institutions are beginning to pay greater attention to how boards can help cultivate a culture of philanthropy on their campuses.

In fact, a small but growing body of literature has started to examine exactly what constitutes a culture of philanthropy. It is commonly recognized that cultures of philanthropy are most prevalent in nonprofit organizations, and that everyone in the organization bears some responsibility for improving the organization's attitude toward philanthropy. Simone Joyaux, a consultant for nonprofits on fundraising and board development, has written that a culture of philanthropy embodies attitudes, understanding, and behavior—and that only when a healthy culture is established can fundraising be truly effective.

Too often we translate "culture of philanthropy" to mean how much money a donor or group of donors gives. But the concept is much bigger. Pentagon planners use the term "force multiplier" to describe creative and nontraditional ways a particular weapon system or strategy can be used to multiply its normal effectiveness by powers of two, five, or even 10. That's what a culture of philanthropy surrounding an organization becomes: the "X" in multiplying the normally expected capacity.

In such a culture, mission matters. James Gregory Lord has proclaimed in *The Raising of Money: Thirty-five Essentials Every Trustee Should Know* (Philanthropic Quest International, 1983) that "organizations have no needs." Rather, as he explains it, people have needs. Society has needs. Successful institutions solve their problems by focusing their unique resources and talents toward solving the needs of people and society.

Laura Arrillaga-Andreessen, founder and chair of the Stanford Center on Philanthropy and Civil Society, reminds us that a "philanthropist is anybody who wants to give their time, energy, or resources to help others." With that in mind, in active cultures of philanthropy, the focus is on the outcomes from the gift and not the money. Contributions, however big or small, count and have an impact on lives and society.

Colleges, universities, and charitable organizations all sprang up around noble missions to assist people in need or to improve the human condition within society. Yet, over the years, staff members, buildings, and programs were added at many institutions to the point that presidential and board conversations began to focus on the needs of the institution rather than the noble mission upon which it was founded. Almost unnoticed, presidents and boards became managers of large complex corporate entities with multiple layers of staff, unions, and fiduciary responsibilities. The development program was often looked upon as another revenue stream to close the income gap for ever-expanding budgets.

As the old saying goes, however, bigger (and more complex) does not always mean better, nor does it necessarily attract philanthropy. **The fact is, institutions that are most successful in attracting gift investments are those that can articulate the nobility of their mission and demonstrate their ability to deliver upon that mission in a caring and efficient manner.**

Consistently high-performing philanthropic entities of any size are mission-focused and steeped in an environment of openness and trust. The organization has a spirit that is shared by leaders, by staff at all levels, and by volunteers—not just by a strong president or an affluent board. Each member of the enterprise understands that he or she owns the mission and delivers on it every day. From the grounds crew to senior managers, everyone recognizes that their responsibilities are about more than a paycheck.

QUESTIONS ABOUT CULTURE FOR BOARDS

If board members want to address the culture-of-philanthropy issue more specifically on their own campuses, they might start with questions like these:

1. If leadership really begins at the top, what would a culture of philanthropy look and feel like for our board? How can we discuss the answers candidly and create a strategy for change?

2. What type of process should we initiate to examine and assess our institutional culture and to define changes we want to consider?

3. Do the actions and priorities demonstrated by our senior staff provide a model of collaborative and engaging styles that aligns well with the institution's vision and mission?

4. Are we transparent, and do we effectively steward gifts and encourage genuine engagement among volunteers and donors?

5. What would a culture of philanthropy look and feel like for our staff, our volunteers, and our donors?

Much of the value of questions is not simply the answers. It is also the dialogue that the questions engender among boards and key campus stakeholders.

THE VITAL IMPORTANCE OF STORYTELLING

Today, one cannot take for granted that internal or external constituencies understand the relationships among mission, performance, and philanthropy—and their combined impact on individual lives and the community. Research suggests that, increasingly, donors see themselves as "value investors rather than just doing good." They want to see the direct impact and results of their gifts. Thus, colleges and universities that are especially high-performing in the philanthropic arena pay attention to good storytelling.

AGB President Richard D. Legon suggests that "learning to be a good storyteller should be a highly valued attribute to which every trustee should aspire." The best stories are not scripted by the communications department. They are genuine narratives based on conversations with various stakeholders. Good storytelling depends on good listening. Well-told stories are today's equivalent of the biblical parables of old, connecting the dots of mission, performance, and impact. The stories add a human touch, credibility, and sometimes even magic.

A few years ago, leaders at the University of Iowa Foundation challenged themselves to better engage students, faculty members, and staff members in the philanthropic process. After many conversations with stakeholders, it became clear that the process had to become more personalized. They found that even those members of the university family who benefit directly from philanthropy—in the form of scholarships, new buildings and labs, arenas, faculty enrichment, and travel funds—generally did not associate those items with gifts or donors.

Those discussions led to the creation of "Phil the Philanthropist," a fictional character who began to tell the story about the value of gifts around the Iowa campus through the "Phil Was Here" project. As Lynette Marshall, president of the University of Iowa Foundation and the university's chief development officer, describes, "The Student Philanthropy Group took a leadership role and added such energy and fun to 'Phil Was Here.'" Phil's stories and the success of the concept led to an annual philanthropy day where Phil's images show up all around the campus, sharing the stories of how individual donors and gifts have benefited and provided opportunities for current and future students and staff members. And, according to Marshall, "Phil is making an impact. Engagement, storytelling, and giving among students, faculty members, and staff members have all risen significantly since Phil joined the team."

Phil the Philanthropist spotlights another component for high-performing institutions. They treat internal constituencies as insiders and partners in the process. A culture of philanthropy is embedded when the members of the internal and the extended family of the institution—trustees, faculty and staff members, students, and volunteers—understand and articulate the enriching stories that reflect the mission and values of the college or university.

Guilford College, founded by Quakers in Greensboro, N.C., has a different slant on philanthropy day. Based on the prior year's fundraising success, Kent John Chabotar, who just retired in June as president, describes it: "We single out this special day in early March to tell our students that the rest of the academic year has been paid for by donors. We put up signs all over campus about the importance of gifts and how they built the building next to the sign. We host our scholarship luncheon for scholars and donors and other events for the college community to celebrate philanthropy and to showcase the incredible imprint that the generosity of our donors makes upon the lives of our students, our faculty members, and the various communities we serve."

Who would be number one in the "culture of philanthropy" category among American colleges and universities if we ranked them for it? One could get a large number of nominations for the title. Fortunately, many institutions are mission-focused and add great value to the lives they touch. Historically, private colleges and universities have been more effective at promoting and sustaining cultures of philanthropy. But the publics are gaining. If the 40-year pattern continues, by the end of 2015, over one-half of all philanthropic gifts going to American higher education institutions will be directed toward public colleges and universities.

However, if you want to learn about creating and sustaining a culture of philanthropy from an institution that has spent many decades perfecting the model, find a friend who is a University of Notre Dame graduate. Ask her to share with you some stories about why Notre Dame remains so relevant in her life. Ask her why she always makes her annual gift to her college. Ask her why she always takes calls from young alumni in her community to offer advice, and why as a successful business professional, she feels called to shout across the street, even in strange cities, to anyone wearing a Notre Dame shirt or cap, "Go Irish!"

Some higher education leaders suggest that a "culture of philanthropy" is synonymous with a "culture of engagement." Internal and external constituencies respond best when they see a clarity of purpose and evidence that demonstrates the mission is being delivered on in meaningful ways. Armed with information, confident in the direction of the organization, and treated as a partner, staff members and volunteers become increasingly engaged. They share the stories.

In their book, *Leading with Soul: An Uncommon Journey of Spirit* (Jossey-Bass, 2011), Lee G. Bolman and Terrence E. Deal note, "The stories become truer than true." They suggest it is not the written rules of the organization that define it; rather, the real culture is defined by how the majority of the "insiders act and feel about the place every day and the stories they share about their experiences." We know that people are drawn to passion and enthusiasm. Where the idealized narrative of an institution is supported on a daily basis by the way people act in carrying out their individual responsibilities, that environment becomes increasingly supportive of a culture of philanthropy.

SOME SPECIFIC BOARD RESPONSIBILITIES

In order to contribute to an environment that encourages philanthropy, boards have a responsibility to help shape the institution's overall fundraising direction and activities. They should:

- *Request appropriate planning.* Fundraising must be based upon the institution's prior history and specific plans. The board should help to shape, approve, and monitor the institution's long-range plan and priorities and be a full partner in setting institutional goals and direction. From those goals and that direction, fundraising priorities become clear.
- *Confirm the importance of fundraising as part of the institution's financial model.* The institution's internal and external constituencies must clearly understand the need for fundraising and philanthropic support. Governing and foundation boards play vital roles in conveying to various constituencies the link between the institution's mission and its fundraising priorities.
- *Ensure an adequate budget.* The board must ensure that the budget contains sufficient human and programmatic resources to support continuing development activities as well as periodic comprehensive campaigns.

Other board roles include:

Monitoring Fundraising Success. The board, primarily through the work of the development committee, should:

- *Establish and review metrics.* Each institution's board, in conjunction with advancement staff, should develop metrics that seek to measure specific development priorities and that are appropriate to the situation, goals, and mission of that particular college or university.
- *Understand the cost of fundraising and its return on investment.* It is important when comparing costs to make sure the comparison is as close to "apples to apples" as possible. Specific ways to calculate overhead and expenses can vary significantly from one institution to the next. Moreover, boards should consider fundraising and its costs as an investment that requires time and resources to grow.

Evaluating Leadership. The president of the institution or the institutionally related foundation is the "chief fundraiser." He or she is ultimately responsible for ensuring that an organization's fundraising efforts are appropriately aligned with institutional priorities; that advancement offices are adequately and ably staffed by competent professionals; and that board members have the research, information, and staff support they need to be effective advocates and fundraisers. In addition, at most institutions, the president participates directly in soliciting key donors.

Advocating for Support. Boards must have a good understanding of their institution's history, mission, priorities, needs, and values in order to advocate for and secure financial support. Well-informed board members are better able to interpret an institution's needs and values to a wide range of current and potential donors.

Individual board members also can help build a culture of philanthropy by identifying and cultivating potential supporters, soliciting gifts, and making personal donations.

—excerpted and adapted from The Board's Role in Fundraising, *by Patricia P. Jackson (AGB Press, 2013).*

KEY CHARACTERISTICS OF A PHILANTHROPIC CULTURE

Perhaps the most intriguing questions for today's boards are: 1) What exactly are the characteristics of a healthy culture of philanthropy? and 2) Which of those characteristics can boards help to identify and grow?

As part of a dissertation literature review, Kevin Reeds, a doctoral student at Northeastern University, catalogued 28 characteristics of a campus culture of philanthropy. Understanding the need to determine the relative importance and ranking of those characteristics, the Council for Advancement and Support of Education (CASE) then commissioned a worldwide survey of chief advancement officers. The survey results were published in the April 2013 issue of *Currents* magazine. Respondents were asked to rank the characteristics in the order of their importance to a healthy culture of philanthropy. They identified the following as the 10 most important characteristics:

1. Leadership of the organization;
2. Fundraising goals that are aligned with the institution's mission;

3. A commitment to stewarding gifts;
4. Engaged volunteers and donors;
5. Clear and concise mission and vision statements;
6. Donors with capacity and interest in major gifts;
7. Quality of academic programs;
8. Opportunities for alumni to engage with the institution;
9. Quality and reputation of the faculty; and
10. Demonstrated need for philanthropic support.

From that array of characteristics, boards are best able to positively shape a campus culture of philanthropy by focusing their energy on:

- **Mission and vision.** Boards are responsible for partnering with the CEO to shape, approve, and periodically review the institution's vision, mission, and values to ensure they remain relevant. The commitment to fulfilling and modeling those enabling statements drives the institutional agenda. Leaders that allow an institution to stray, even temporarily, from the strategic alignment declared by its vision, mission, and values are destined to lose the trust and support of its stakeholders, including its donors.
- **Leadership.** The role of the board in selecting and evaluating the campus chief executive officer is paramount. In addition, a philanthropic organization has absolutely no room for even the appearance of unethical behavior, and the board must consistently set the bar high. Conflicts of interest at the board or officer level must be addressed immediately. The best board members are invested stakeholders who would never expect or use their position as an entitlement for special treatment. The bottom line: A culture of philanthropy cannot exist without strong, trusted leadership at all levels.
- **Aligned advancement goals.** For the board, president, and the advancement committee, this alignment of advancement goals with the strategic direction of the institution is crucial. To engender credibility from stakeholders, the institution's multiyear priorities and annual fundraising goals must clearly line up with the strategic plan laid out by institutional leaders.
- **Engagement.** Trustees set the standard for committed engagement by all volunteers. And volunteers are most happy and productive when they are treated as insiders and partners. Resourceful volunteers can help philanthropic organizations reach unimaginable heights when the goals are clear and they have a shared vision and shared responsibilities for achieving it. High-performing campus communities demonstrate a visible commitment to serving others and a spirit that champions not simply the success of a project, but also the impact of its achievement on the institution's ability to fulfill its mission. In today's environment, with the spotlight focused more than ever on cost and efficiency in higher education, the role of the board in identifying, measuring, and building a campus culture of philanthropy is vitally important. In its approach and actions, the board can demonstrate the value of Carnegie's words: "Wealth produces the greatest net benefit when it is administered carefully."

SHOULD YOUR BOARD HAVE A GIVING POLICY?

By T. Grant Callery

Boards often struggle with whether or not to adopt a formal giving policy for their members. The development of such a policy will generally fall to the committee on governance or trusteeship.

That institutions follow no universal pattern when it comes to having a policy and the nature of such a policy is evidenced by the data in AGB's 2010 publication, *Policies, Practices, and Composition of Governing Boards of Independent Colleges and Universities*. It reported that institutions are evenly split between those that require annual contributions of their board members and those without such a requirement and that, of those that choose to have a requirement, about two-thirds designate no "minimum give."

How, then, should boards determine whether a formal policy on giving is appropriate for their institution? While it is axiomatic that trustees are generally expected to support their institutions financially, several factors must be balanced in determining whether to put that expectation into the form of a written policy. On its face, it would seem that having a giving policy has no significant downside. As boards work through the issue, however, they usually find it to be more complicated than it might first appear and that tradeoffs must be considered.

The purpose of a giving policy should be to enhance, or at least stabilize, contributions on the part of board members and to set clear expectations. That, however, must be balanced with the fact that, almost universally, boards are seeking to increase their diversity by recruiting members of different ages, occupations, and racial and ethnic backgrounds. The creation of a giving policy can add challenges to that effort. The analysis that the board should undertake is whether the return on investment resulting from the policy outweighs the possible loss of recruiting flexibility.

Once the board decides that a policy should be adopted, it can take a number of approaches, but it should consider a few key questions.

Should board members be required to give a certain amount? Some boards simply choose to state in a written policy that each board member will contribute to the best of his or her ability to annual funds and campaigns during his or her term of board membership. Other boards try to ensure that the institution will be at the top of each board member's charitable-giving hierarchy by including a statement in the policy to the effect that the institution will be among his or her top two or three philanthropic priorities. That approach works well for some institutions, but it assumes that board members will be philanthropic enough to ensure that, if the institution is among the top tier of their overall giving, it will generate contributions at the level of board expectations.

Similarly, some policies include a required "minimum give." Such a minimum required amount can subject the institution to the law of unintended consequences if it is not properly articulated and explained to prospective board members. A minimum giving amount can be seen as constituting a "safe harbor" amount for certain board members whose financial capabilities are greater.

Will the policy apply to all board members or only to those in certain categories? For example, should it apply to student, faculty, or young alumni trustees? Should it apply to members who do not have personal relationships with the institution but have been recruited for expertise strategically important to the board?

Some boards, in adopting policies, specifically allow for limited exceptions where a particular candidate brings to the table vital skills or qualities. Some also place a numerical or percentage cap on

the exceptions that can be granted. Further, some boards allow their members either to "give or get" their contributions, which can provide a level of relief for members without the wherewithal to make cash contributions.

Boards must, therefore, attempt to balance the positive and negative aspects of the answers to each of these questions and determine the best course of action for their particular situation.

Whatever approach a board decides to pursue, it is important to ensure that the president and board chair engage in frank conversations with potential board members as a part of the recruitment process, based upon their knowledge of a candidate's giving history and ability to contribute. They should establish realistic expectations and commitments on the part of the candidate.

That is true whether a formal policy is adopted or not. Such discussions can mitigate the unintended consequences previously described, and they are central to good board administration and establishing a level of clarity that will benefit both the institution and individual board members.

T. Grant Callery is a board member of Marietta College and a former executive vice president and general counsel of the Financial Industry Regulatory Authority.

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ABOUT THE AUTHOR ▸

James L. Lanier, a senior fellow and consultant at AGB, is former vice chancellor for institutional advancement and president and CEO of the East Carolina University Foundation. Peter N. Smits is vice president emeritus at California State University at Fresno and a senior fellow at CASE.

RELATED

AS VOLUNTEER ENGAGEMENT INCREASES, SO MAY FUNDRAISING DOLLARS

5 FUNDRAISING TIPS

6E. OPERATING STATEMENT YEAR TO DATE

NJIT New Jersey Institute of Technology

New Jersey Institute of Technology
Statement of Revenue & Expenditures
FY2018
As of January 31, 2018

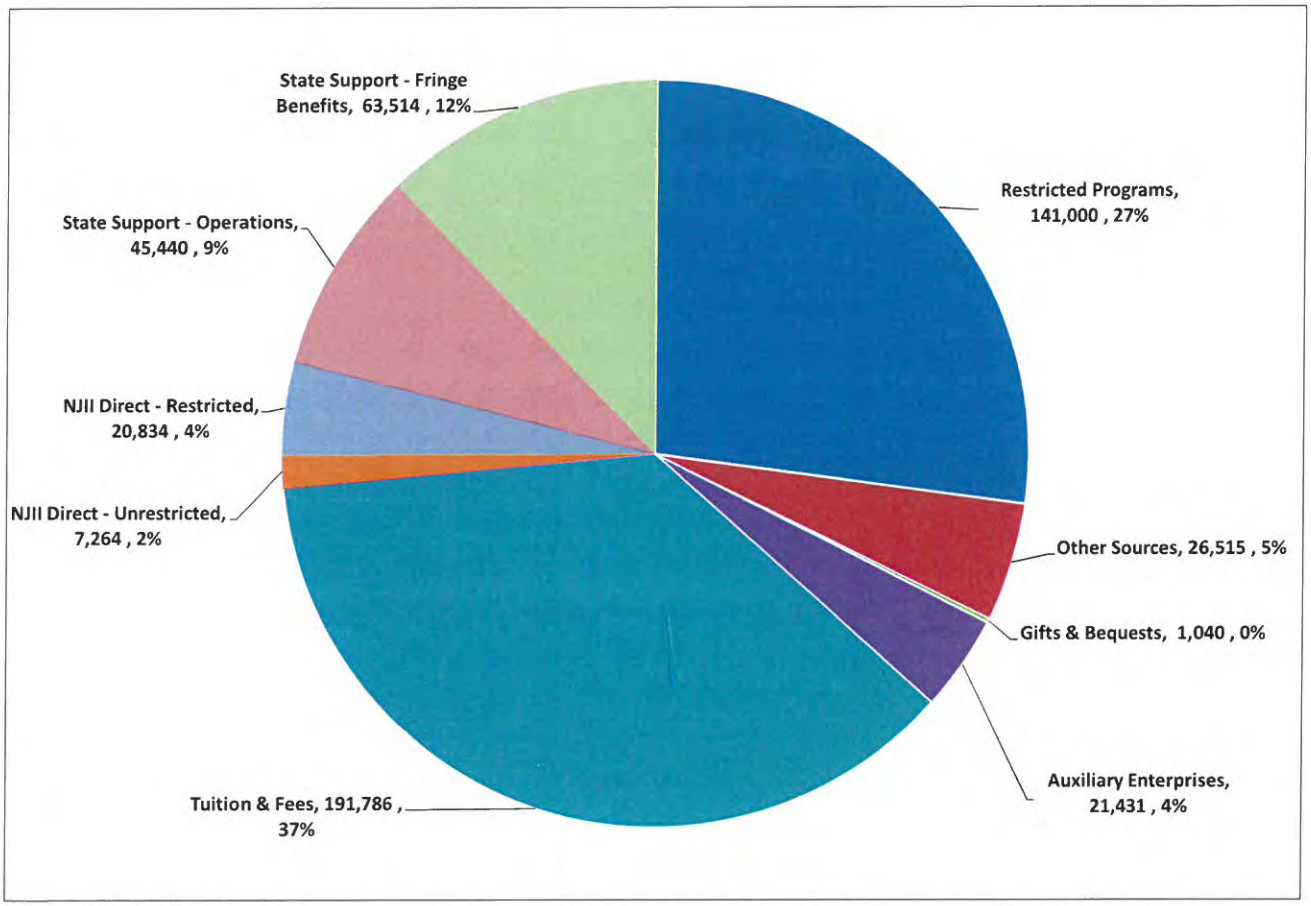
Board of Trustees

NJIT

NEW JERSEY INSTITUTE OF TECHNOLOGY
STATEMENT OF CURRENT FUND REVENUES AND EXPENDITURES
FOR THE SEVEN MONTHS ENDED JANUARY 31, 2018
(DOLLARS IN THOUSANDS)

FY18 TOTAL BUDGET: $518,824

REVENUE DISTRIBUTION



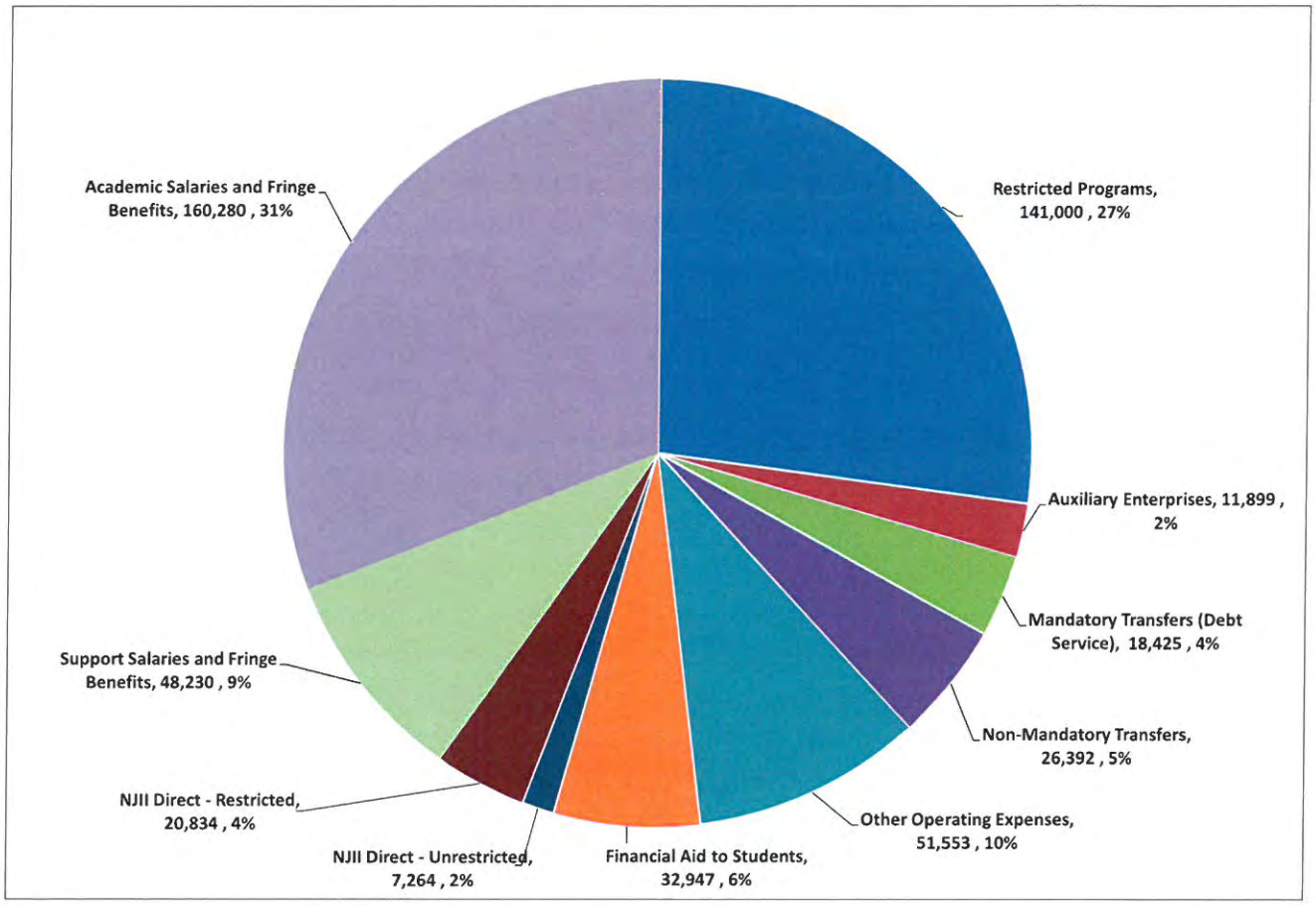
Student Tuition & Fees represent 69.5 % of unrestricted, controllable revenues (excludes State Fringes, Makerspace Appropriation, Restricted Programs, and NJII Direct)

NJIT

NEW JERSEY INSTITUTE OF TECHNOLOGY
STATEMENT OF CURRENT FUND REVENUES AND EXPENDITURES
FOR THE SEVEN MONTHS ENDED JANUARY 31, 2018
(DOLLARS IN THOUSANDS)

FY18 TOTAL BUDGET: $518,824

EXPENSE DISTRIBUTION



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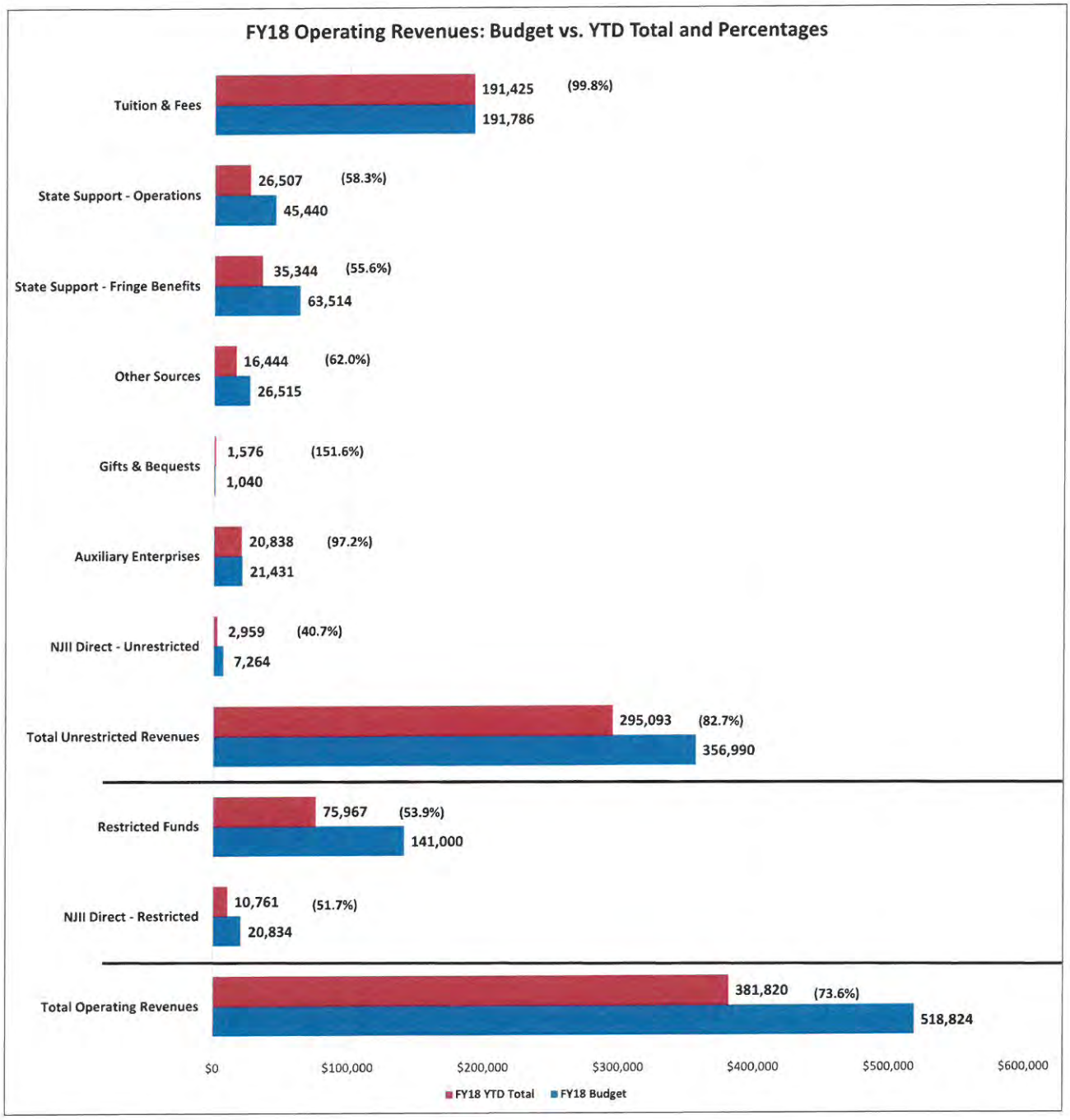
NEW JERSEY INSTITUTE OF TECHNOLOGY
STATEMENT OF CURRENT FUND REVENUES AND EXPENDITURES
FOR THE SEVEN MONTHS ENDED JANUARY 31, 2018
(DOLLARS IN THOUSANDS)

REVENUES



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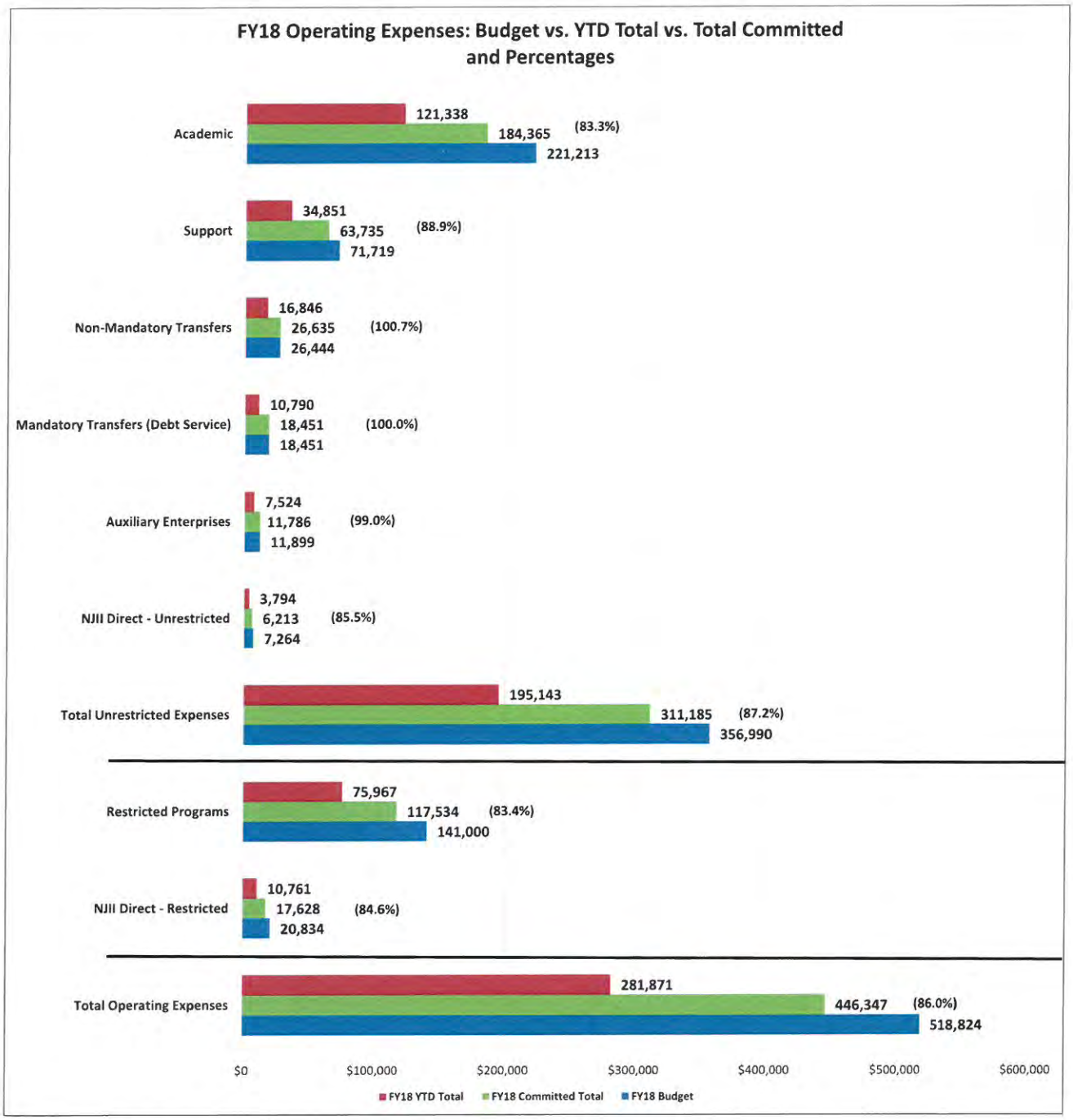
NEW JERSEY INSTITUTE OF TECHNOLOGY
STATEMENT OF CURRENT FUND REVENUES AND EXPENDITURES
FOR THE SEVEN MONTHS ENDED JANUARY 31, 2018
(DOLLARS IN THOUSANDS)

EXPENDITURES BY PROGRAM

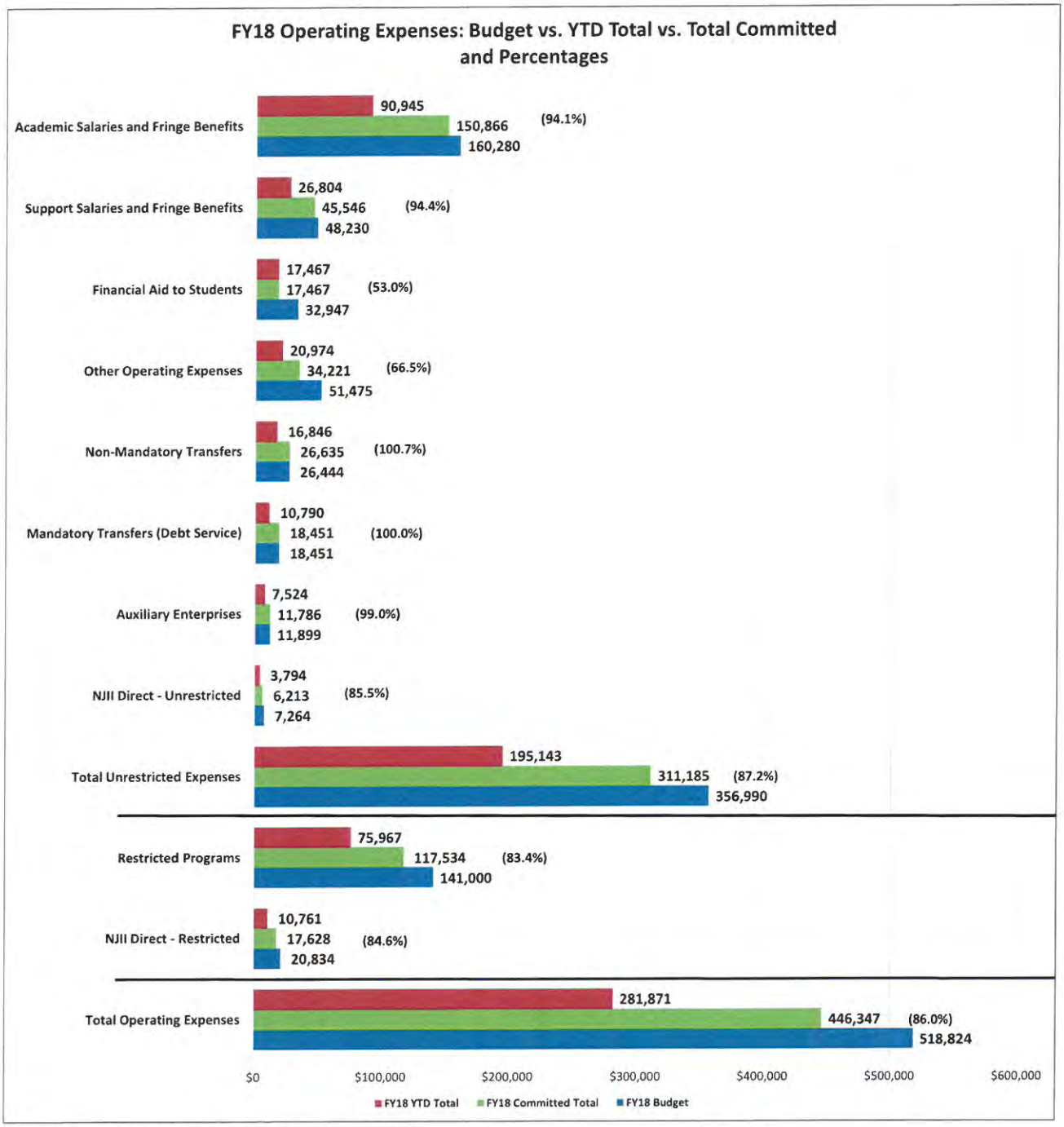


(1) FY18 Committed includes YTD actual expenses, balance of FY18 current salary commitments and open purchase orders.

NJIT

NEW JERSEY INSTITUTE OF TECHNOLOGY
STATEMENT OF CURRENT FUND REVENUES AND EXPENDITURES
FOR THE SEVEN MONTHS ENDED JANUARY 31, 2018
(DOLLARS IN THOUSANDS)

EXPENDITURES BY CATEGORY



(1) FY18 Committed includes YTD actual expenses, balance of FY18 current salary commitments and open purchase orders.

6F. SCHEDULE OF SHORT TERM INVESTMENTS

NEW JERSEY INSTITUTE OF TECHNOLOGY
CASH AND CASH EQUIVALENTS AND INVESTMENTS
AS OF DECEMBER 31, 2017
(Dollars in thousands)

	WELLS FARGO	JP MORGAN CHASE	CITY NATIONAL BANK	TOTAL	12/31/2016 TOTAL
Cash and cash equivalents:					
Money market funds	$ 12,841	$ 2,324	$ 286	$ **15,451**	$ 34,998
	12,841	2,324	286	**15,451**	34,998
Investments:					
U.S. Treasury and government agency bonds	4,517	-	-	**4,517**	5,169
Mutual equity funds	7,367	-	-	**7,367**	7,864
Mutual bond funds	73,344	-	-	**73,344**	42,753
Corporate equity securities	14,844	-	-	**14,844**	5,592
Corporate debt securities	1,368	-	-	**1,368**	1,370
Certificate of deposit	-	-	500	**500**	500
	101,440	-	500	**101,940**	63,248
Total	$ 114,281	$ 2,324	$ 786	$ **117,391**	$ **98,246**

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

$14.0 million-Focus on cash management in reducing outstanding funds with State of New Jersey Building Our Future program, timing of reimbursement from PFM of bond funded project expenditures and increased investment income.

$5.0 million-GDS WEC construction offset funds and FY17 debt service savings transferred to plant fund reserves.

6G. REPORT ON CLERY CRIME DATA

Monthly Crime Reports December 31st 2016 to December 31st 2017

Crime	Dec.	Jan.	Feb.	Mar	Apr	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Murder-UCR	0	0	0	0	0	0	0	0	0	0	0	0	0
Murder-Clery	0	0	0	0	0	0	0	0	0	0	0	0	0
Robbery-UCR	0	0	0	0	1	0	0	0	0	1	0	0	0
Robbery-Clery	0	0	0	0	1	0	0	0	0	1	0	0	0
Aggravated Assault-UCR	0	0	0	1	0	0	0	0	0	0	0	0	0
Aggravated Assault-Clery	0	0	0	0	0	0	0	0	0	0	0	0	0
Simple Assault-UCR	0	1	0	1	2	1	0	0	0	1	1	0	1
Sex Crimes-UCR	0	0	0	0	0	0	0	0	0	1	0	1	0
Sex Crimes-Clery	0	0	0	0	0	0	0	0	0	1	0	1	0
Burglary-UCR	1	2	1	0	1	0	0	0	0	0	0	0	0
Burglary-Clery	1	2	1	0	1	0	0	0	0	0	0	0	0
Theft / Theft from Auto-UCR	8	6	5	9	10	4	5	3	6	7	6	8	9
Theft of Auto -UCR	1	1	0	1	0	0	0	0	0	0	0	0	0
Theft of Auto -Clery	0	1	0	0	0	0	0	0	0	0	0	0	0
Drug Related Crimes-UCR	1	0	4	5	1	2	1	1	3	3	2	1	1
Drug Related Crimes-Clery	1	0	4	1	1	1	0	0	2	1	2	1	0
Criminal Mischief-UCR	2	0	0	1	0	2	0	3	2	0	3	1	0
Drinking Law Offenses-UCR	1	1	1	2	3	0	1	0	0	19	6	0	0
Drinking Law Offenses-Clery	0	1	0	2	1	0	0	0	0	7	6	0	0
Driving Under Influence-UCR	0	1	0	1	0	1	0	0	0	0	1	1	2
Harassment-UCR	0	0	0	1	1	3	0	1	0	0	1	0	0
Harassment-Clery	0	0	0	1	1	3	0	1	0	0	0	0	0
Weapons Possession-UCR	0	0	0	0	0	1	0	0	0	0	0	0	0
Weapons Possession-Clery	0	0	0	0	0	0	0	0	0	0	0	0	0
Trespassing-UCR	0	0	0	2	0	3	0	0	0	0	0	0	0
Domestic Violence -UCR	0	0	0	2	1	1	0	0	0	0	0	0	0
Domestic Violence -Clery	0	0	0	1	1	1	0	0	0	0	0	0	0
Arson - Clery	0	0	0	0	0	0	0	0	0	0	0	0	0
Total UCR	14	11	11	25	20	18	7	8	11	32	20	12	13
Total Clery	2	4	5	5	6	5	0	1	2	10	8	2	0

Monthly Crime Reports December 31st 2015 to December 31st 2016

Crime	Dec.	Jan.	Feb.	Mar	Apr	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Murder-UCR	0	0	0	0	0	0	0	0	0	0	0	0	0
Murder-Clery	0	0	0	0	0	1	0	0	0	0	0	0	0
Robbery-UCR	0	0	0	0	0	2	1	0	0	0	0	0	0
Robbery-Clery	0	0	0	0	0	1	1	0	0	0	0	0	0
Aggravated Assault-UCR	0	0	0	0	0	0	0	0	0	0	0	0	0
Aggravated Assault-Clery	0	0	0	0	0	0	0	0	0	0	0	0	0
Simple Assault-UCR	0	1	4	0	1	1	0	0	2	1	1	0	0
Sex Crimes-UCR	0	0	0	0	0	0	0	0	0	3	0	0	0
Sex Crimes-Clery	0	0	0	0	0	0	0	0	0	3	0	0	0
Burglary-UCR	0	0	0	1	3	0	1	0	1	1	0	0	1
Burglary-Clery	0	0	0	1	3	0	0	0	1	1	0	0	1
Theft / Theft from Auto-UCR	10	4	12	7	8	11	4	5	3	10	11	9	8
Theft of Auto -UCR	0	1	0	0	1	0	0	0	0	0	1	0	1
Theft of Auto -Clery	0	1	0	0	1	0	0	0	0	0	1	0	0
Drug Related Crimes-UCR	5	3	3	6	7	7	2	0	0	7	5	1	1
Drug Related Crimes-Clery	2	3	3	3	3	2	1	0	1	3	3	1	1
Criminal Mischief-UCR	2	2	0	1	3	0	1	2	2	2	0	1	2
Drinking Law Offenses-UCR	1	7	8	5	5	0	0	0	0	20	1	1	1
Drinking Law Offenses-Clery	0	0	0	0	0	0	0	0	0	0	0	0	0
Driving Under Influence-UCR	0	0	0	1	1	1	0	1	0	0	0	0	0
Harassment-UCR	0	0	1	0	0	0	0	0	0	0	0	1	0
Harassment-Clery	0	0	1	0	0	0	0	0	0	0	0	1	0
Weapons Possession-UCR	0	0	0	2	0	0	0	0	0	0	0	1	0
Weapons Possession-Clery	0	0	0	2	0	0	0	0	0	0	0	1	0
Trespassing-UCR	2	0	0	0	0	2	0	0	0	2	0	0	0
Domestic Violence -UCR	0	0	1	0	1	0	0	0	0	2	0	0	0
Domestic Violence -Clery	0	0	1	0	1	0	0	0	0	1	0	0	0
Arson - Clery	0	0	0	0	0	0	0	0	0	0	0	0	0
Total UCR	20	18	29	23	30	24	9	8	10	46	19	14	14
Total Clery	2	6	5	6	8	4	2	0	2	8	4	3	2

Reported Crimes Part I Offenses 01/01/17 thru 12/31/2017 Comp. To Same Period in 2016

Crime Type	2016 Clery	2017 Clery	2016 UCR	2017 UCR	% Change	Notes
Murder	1	0	0	0	0%	317 MLK
Robbery	2	2	3	2	-33%	All Cleared by Arrest 2017
Aggravated Assault	0	0	0	1	0%	Result of pursuit cleared by arrest
Simple Assault	N/A	N/A	13	8	-39%	Overall Decrease of Crime to Date
Sex Crimes	3	2	3	2	-33%	One may be classified unfounded, pending
Burglary	7	5	8	4	-50%	2 of 4 cleared by arrest in 2017.
Theft / Theft From Auto	N/A	N/A	89	76	-15%	Overall Decrease of Crime to Date
Motor Vehicle Theft	1	1	4	2	-50%	One was reported stolen and recovered as a result of a pursuit in 2017. Subject arrested.
Total Crimes	14	10	120	95	-21%	Overall Decrease of Crime to Date represents an actual 51% reduction in crime since 2013 at 194 UCR's.

Reported Crimes Part II Offenses 01/01/17 thru 12/31/17 Comp. To Same Period in 2016

Drug Related Crimes	23	15	48	20	-58%	All drug related crimes are closed by arrest. 2017
Criminal Mischief	N/A	N/A	14	11	-21%	
Drinking Law Offenses	0	21	33	27	-18%	Includes open container, underage drinking, serving minor. All Cleared by summonses.
Driving Under Influence	N/A	N/A	4	8	100%	All Cleared by Arrest 2017
Harassment	3	6	4	6	50%	
Weapons Possession	3	0	3	1	-67%	All Cleared by Arrest 2017
Trespassing	N/A	N/A	4	5	25%	All Cleared by Arrest 2017
Domestic Violence Acts	3	4	2	6	200%	All cleared by arrest or exceptionally 2017
Total	32	46	112	84	-25%	Overall Part II decrease

NJIT Fire Log 01/01/17 thru 12/31/17 Comp. To Same Period in 2016

Type	2016 Clery	2017 Clery		Notes
Arson	0	0		These stats are subject to change after full and final review of reports for UCR.
Active Fire	0	0		

6H. SCHEDULE OF 2018-2019 TRUSTEE MEETINGS

NJIT BOARD OF TRUSTEES
2018 – 2019 SCHEDULE OF MEETINGS

2018 Board Meetings

February 8, 2018
April 12, 2018
June 7, 2017 ***(BOT Mtg. /Retreat)***
(No Committee meetings)
9 – 11 AM (Closed Session)
11 AM -12 PM (Public Session)
1 – 4 PM (Retreat)
July 19, 2018
September 20, 2018
November 8, 2018

2019 Board Meetings

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

Scheduled Meeting Times

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

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

Meeting Agenda Items

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

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

June: Intangible Asset Review; NJII Report; Proposed Budget (Federal Cost Accounting); Promotion and Tenure; Enrollment and Growth Strategies; Retreat; BOT Officer Nominations & Following Year Committee Interest; President's Performance Goals & Objectives; Clery Crime Data

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

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

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

Note: All meetings are scheduled to be held in the Eberhardt Hall NJIT Alumni Center Board Room

2-8-18

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6I. REPORT ON UPCOMING CALENDAR OF EVENTS

NEW JERSEY INSTITUTE OF TECHNOLOGY

Calendar of Events

March 2018 – August 2018

NCE Salute to Engineering Excellence	March 21, 2018 6:00 PM Newark National Building
CoAD Design Showcase 2018	March 22, 2018 6:00 PM SOA Gallery
Board of Visitor's Day / Dana Knox Research Showcase	April 18, 2018 ***(new date)*** (Details to follow)
Scholarship Brunch	April 27, 2018 11:00 AM Atrium (Campus Center)
Pre Commencement Reception	May 14, 2018 6:00 PM
Commencement	May 15, 2018 8:00 AM arrival
Alumni Weekend	May 18 - 20, 2018
New Faculty Reception	August 29, 2018

7. CLOSING STATEMENT

BOARD OF TRUSTEES

RESOLUTION RE: CLOSED SESSION TO DISCUSS PERSONNEL MATTERS, REAL ESTATE, LEGAL AND CONTRACTUAL MATTERS.

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

NOW, THEREFORE, BE IT RESOLVED, THAT THE BOARD OF TRUSTEES SHALL HAVE A CLOSED SESSION TO DISCUSS MATTERS INVOLVING PERSONNEL, REAL ESTATE, LEGAL AND CONTRACTUAL MATTERS TO TAKE PLACE ON APRIL 12, 2018, AT 2:00 PM, EBERHARDT HALL NJIT ALUMNI CENTER BOARD ROOM.