

**NJIT BOARD OF TRUSTEES  
PUBLIC SESSION MEETING**

**Thursday, July 25, 2024**



**PLEASE BRING TO MEETING**

**NEW JERSEY INSTITUTE OF TECHNOLOGY  
BOARD OF TRUSTEES  
PUBLIC SESSION  
July 25, 2024  
4:00 – 5:00 PM  
AGENDA**

**Call to Order**

**Attendance/Quorum**

- I. Notice of Meeting to Public** (Statement to be read by the Chair, a requirement of the NJ Open Public Meeting Act) **[pg. 5]**
- II. Minutes** (Approve minutes of the May 23, 2024 meeting of the Board of Trustees) **[pg. 7]**
- III. Public Comments**
- IV. Presentations:**
  - A.** Postgraduate and Career Opportunities – Student Experience
- V. Action Items**
  - A.** Approve Resolution to Appoint 2024-2025 Trustees and Officers **[pg. 18]**
  - B.** Approve Resolution to Adopt FY2025 Annual Operating and Capital Budget **[pg. 20]**
  - C.** Approve Resolution to Adopt FY2025 Tuition and Fees **[pg. 23]**
  - D.** Approve Resolution to Authorize a Line of Credit with TD Bank **[pg. 33]**
  - E.** Approve Resolution to Authorize Distribution of Funds to Support AI @ NJIT **[pg. 37]**
  - F.** Approve Resolution for Proposed Changes to the Faculty Handbook **[pg. 39]**
  - G.** Approve Resolution for Promotion to the Rank for Distinguished Professor, Professor, Associate Professor with Tenure, and Appointment with Tenure **[pg. 95]**
  - H.** Approve Resolution to Authorize Expenditures for Carpentry Contracting Services in FY2025 **[pg. 104]**
  - I.** Approve Resolution to Authorize Expenditures for HVAC and Plumbing Contracting Services in FY2025 **[pg. 107]**
  - J.** Approve Resolution to Authorize Expenditures for Electrical Contracting Services in FY2025 **[pg. 110]**
  - K.** Approve Resolution to Award of the General Construction Contract for the Martinson Hall Renovation **[pg. 113]**
  - L.** Approve Resolution for the Lease of 25,000 GSF of Research Laboratory Space at the Northern Science and Technology Center, Kenilworth, NJ to Support the Expansion of Research **[pg. 117]**
  - M.** Approve Resolution for the Sale of Block 2835, Lot 7, Newark, NJ **[pg. 121]**
- VI. Reports**
  - A.** Chair’s Report (R. Cohen)
  - B.** President’s Report (T. Lim)
  - C.** Final FY2024 Fundraising and Engagement Results (K. Alexo) **[pg. 127]**
  - D.** Chief Financial Officer Report (C. Brennan) **[pg. 132]**
  - E.** Clery Crime Data (A. Christ) **[pg. 144]**
  - F.** Report of Upcoming Calendar of Events (R. Cohen) **[pg. 151]**

## **VII. Announcement of Next Meeting [pg. 154]**

- A.** Chair to read resolution regarding Closed Session to discuss Personnel, Legal, Real Estate and Contract Matters to be held on Thursday, September 19, 2024, 11:00 am, CKB Agile Strategy Lab.

Announce next public meeting: Thursday, September 19, 2024, 1:00 pm, CKB Agile Strategy Lab.

**Adjourn Meeting**



## **Vision**

NJIT will transform the public polytechnic research university experience into an Innovation Nexus through unparalleled education, limitless innovation, and pioneering research to cultivate a diverse community of leaders and professionals.

## **Mission**

NJIT advances the state of New Jersey, the nation, and the world through its contributions as an Innovation Nexus:

- **Public Polytechnic University**—by harnessing the power of experiential learning to transform a diverse community of students into leaders, innovators, and global citizens.
- **Research Leader**—by advancing knowledge through high-impact basic, applied, and transdisciplinary research, and by developing technological solutions that advance the state-of-the-art and drive economic growth.
- **Innovation Partner**—by anticipating the needs of industry, government, and civic organizations to spur growth, innovation, and entrepreneurship.
- **Inclusive Workplace**—by engaging diverse colleagues whose differences build a strong community dedicated to accomplishing our vision.
- **Community Member**—by applying our technological expertise to serve and elevate the communities that NJIT calls home.

## **Core Values**

As Highlanders, our core values reflect our beliefs, guide our behavior, shape our culture, and establish a sense of community and common purpose.

### **Excellence**

We pursue excellence in all that we do in order to meet and sustain the highest standards of performance.

### **Integrity**

We conduct ourselves honestly and ethically.

### **Civility**

We treat one another with dignity and respect the opinions and viewpoints of others.

### **Sustainability**

We operate and innovate in a way that promotes stewardship of resources for present and future generations.

### **Social Responsibility**

We engage with the communities in which we live, study, and work to benefit society as a whole.

### **Diversity**

We create a sense of belonging by celebrating the differences of individuals so that all members of our community feel included and empowered.

### **Collaboration**

We recognize that individual skills and expertise are strengthened through cooperation and teamwork.

### **Courage**

We move forward by overcoming uncertainty, taking on challenges, and making sacrifices for the common good.

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

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

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“NOTICE OF THIS MEETING WAS PROVIDED TO THE PUBLIC AS REQUIRED BY THE NEW JERSEY PUBLIC MEETING ACT, WHICH WAS SENT ELECTRONICALLY TO THE STAR LEDGER, THE HERALD NEWS, AND THE VECTOR ON JULY 15, 2024 AND POSTED ON THE UNIVERSITY WEBSITE. THIS SCHEDULE WAS ALSO SENT ELECTRONICALLY TO THE COUNTY CLERK ON JULY 15, 2024 FOR FILING WITH THAT OFFICE AND POSTING IN SUCH PUBLIC PLACE AS DESIGNATED BY SAID CLERK.”

**II. Minutes (Approve minutes of the May 23, 2024 Meeting of the Board of Trustees)**

**NEW JERSEY INSTITUTE OF TECHNOLOGY  
BOARD OF TRUSTEES  
MINUTES OF PUBLIC MEETING  
May 23, 2024 (DRAFT)**

The meeting was called to order by Chair Cohen at 11:12 a.m. in the Agile Strategy Lab, Central King Building, NJIT Campus. In attendance were: Chair Cohen, Vice-Chairs Clayton, DeNichilo, Shah (via Zoom), Stamatis and Toft, and Board Members Baynes, Charters, Dahms, Maser and Montalto.

**Senior Administration Present:** In attendance, President Lim, Sr. Vice Presidents Christ and Brennan, NJIT President Johnson, Vice Presidents Alexo, Boger, Golden and Wozencroft, Interim Vice President for Human Resources Wilson, Chief of Staff Hageman, Chief External Affairs Officer Garretson, Chief Diversity Officer Jones and Vice President and Secretary Stern.

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

“Notice of this Meeting was provided to the public as required by the New Jersey Open Public Meeting Act, in the Schedule of Meeting Dates of the Board of Trustees of the New Jersey Institute of Technology which was sent electronically to the Star Ledger, the Herald News and the Vector on May 9, 2024, and posted on the University website on May 9, 2024 for filing with that office and posting in such public place as designated by said Clerk.”

2. **Minutes:**

BY A MOTION DULY MADE BY MR. DeNICHILLO, SECONDED BY MR. TOFT AND UNANIMOUSLY APPROVED BY THOSE MEMBERS IN ATTENDANCE AT THAT MEETING, THE BOARD APPROVED THE PUBLIC MINUTES OF APRIL 4, 2024.

3. **Public Comments:** Secretary Stern noted that there were two public speakers registered to speak.

Mr. Ahmad Mokhemar introduced himself to the Board. He is a senior student at the Albert Dorman Honors College, in the Pre-Health Program, and President of the United Mission and Relief and non-profit charity organization. He stated he is not here to tell a story but rather the reality to he, his family and his fellow Palestinians have been facing both here and abroad. He is a Palestinian-American, as both his parents are from Palestine. His mother’s family was evacuated into a neighboring Arab Country and his father’s family live as refugees in Gaza after they were exiled in 1948. When his father was still a child, his grandfather’s aunt was killed by Israeli soldiers when they were cleansing the village as she was protecting him, and his father was wounded by the bullet. He presently has 45 relatives who are still remaining in Gaza, including his grandparents, aunts, uncles and cousins. The last time he was in Gaza was in 2022. It’s very difficult to gain access to Gaza. All



immigration is controlled by the Israeli state, and no Gazans are allowed in except in rare and exceptional circumstances. The conditions in Gaza were difficult even before the ongoing offensive, with high unemployment, hunger and poverty due to year of Israeli siege and blockade, however, the people remained resilient and kept a optimistic attitude and persevering despite the circumstances, always willing to share what little they had. There was a bombing campaign that lasted three days in 2022. These air raids were recurring. He related his experience during the air raid that occurred during that visit, noting that this had become normal for the people in Gaza, including children. After a temporary ceasefire was declared, people began to recoup, rebuild and life went back to normal. He was amazed by the perseverance and patience of the people in Gaza, even though their society was in despair. When the Israeli offensive began last October, his family and other Palestinians were overcome by anxiety of what would happen to their homes and their families. Communications were sparse and they would get updates, hoping that their names would not be mentioned among the martyrs. The news was rarely good, and his family refused to leave their home in Central Gaza, ardent in their commitment to their land and their principles. On January 6<sup>th</sup>, his family received the news they had been dreading, that the IDF had bombed their neighbor's house, severely injuring his uncles and cousins who were doing yard work. One cousin was injured and another killed instantly; his two uncles were severely injured, but unable to receive adequate medical care as the hospitals in Gaza were operating at minimum efficiency with a low level of supplies, personnel and space. Both uncles passed away from their injuries. His cousins and uncles were kind, respected men who deserved to live and cared for their families, and leave behind their children. This leaves him in a position of anguish and guilt. He attends NJIT, which through its investments and partnership with Ben Gurion University, has a hand in the blood that is being spilled and his family members who are being killed. Ben Gurion University plays a critical role in arming the Israeli military with surveillance equipment that is being used to propagate the oppression and slaughter of my people, my family and the families of other Palestinian students all over campus. If the NJIT code of ethics and mission statements are worth anything more than pleasantries and administrative filler, then the Board of the University will move to cut all ties with that institution which props up the Israeli war machine that has caused so much grief to himself and the other Palestinian students. We know you have seen us and heard us. He noted the students who hold up and don symbols of solidarity with the Palestinian students. He also stated that NJIT is the home to some of the most talented and hardworking students he has ever met, so we should be gathering our efforts to help people in need. He urged the Board to make the right decision against forces of oppression and their supporters to preserve an environment of safety, dignity, compassion and respect for everyone at the institution.

4. Chair Cohen thanked Mr. Mokhemar for his comments and invited the next speaker. Mr. Ahmad Jamhour. He is a recent graduate of NJIT. He stated that it was hard to continue speaking after hearing about the atrocities that Mr. Mokhemar and his family faced first hand, but he is not alone, stating there are hundreds at NJIT, and present at the meeting today, with discrete ties to what's been going on in the last year and 75 years prior. The partnership NJIT and Ben Gurion University poses severe and problematic moral questions.

BGU develops technology for the IDF which is used indiscriminately against families such as Ahmad's, himself and the students in the back of the room. The Israeli Government imposes conditions upon Palestinians in the West Bank that directly result in famine and epidemics, resulting in war crimes according to international law. The United States is extremely complicit in crimes by the IDF. This is highlighted by the acknowledgment of its private role in technological development for the IDF, which views BGU as central to its technological development. Continuation of this partnership would not only undermine the integrity of our institution but also exacerbated the suffering of those afflicted and suffering by these violations of international law. The impact that this has had on the mental health of himself and his fellow colleagues is immense and indescribable. He is from the West Bank, not Gaza, but has lost countless family members, have had members of his family unjustly incarcerated without trial, for no reason. He has a cousin who has not had any contact with for the past six months since his arrest, and don't know whether he is alive. This is the reality for all of the Palestinians before you attending the university. This has been going on for 75 years, and created generational trauma for the Palestinians at NJIT. The Palestinian struggle for self-determination is not a one-off struggle, it is a struggle felt by the Black community, by the Latin American community, by the Italian-American community and by many other communities throughout the course of American history, and ours is no different from theirs. We seek nothing but self-determination. When you have been viewed as subhuman for so long, it is only right that you feel the anguish and do everything in your power to make sure that moral obligations are met by those institutions you are part of. It is our collective responsibility as NJIT members to not contribute to or endorse these actions, atrocities, war crimes as deemed by the United Nations ongoing against Palestinian people and the community at NJIT and their families. As members of the NJIT community, we must stand united with our commitment to uphold the most ethical and moral standards as we possibly can, and we dismiss any gray areas. He is urging the Board and all the members in front of me to add a divestment resolution from Ben Gurion University as an agenda item to the next Board of Trustees meeting to be held on July 25<sup>th</sup>. He thanked the Board for its time. Chair Cohen thanked Mr. Jamhour for his comments.

5. **Pre-College/EOP Program Student Experience:** Dr. Jacqueline Cusack thanked the Board for the opportunity to celebrate student success through the Math Success Initiative and the Forensic Science Initiative. Our students' achievements were fostered by the support they receive from the collaboration between the staff of the Center for Pre-College Programs and faculty and staff from the Department of Mathematical Sciences in the College of Science and Liberal Arts. Leadership is crucial to any impactful effort, such as MSI and FSI. She stated she was privileged to have Dean Kevin Belfield as an all-in partner in both of these initiatives. She also acknowledged those members of the MSI internal team who are present to stand, and thanked them. She then introduced Elliot Ampofo, a member of the first cohort of student in the FSI from July 2022 to May 2023, and he's featured in a video about the research projects he was engaged in during that timeframe. She called everyone's attention to his background, which was outlined in the Board materials, and then asked Mr. Ampofo to introduce himself to tell his story.

Mr. Ampofo stated he was originally born and raised in Ghana, and came to America four years ago, starting high school within a week. His guidance counselor provided him with the opportunity to sign up for the FSI program. Then this summer they did a lot of projects. They got to learn more about forensic science, such as how to get fingerprints, and DNA using hair. They got to do a lot of lab work, which was amazing. And they basically introduced them to NJIT in general. They got to work with professors who are working on different research efforts. They used cyclic volumetry to detect dopamine in the blood which was eye-opening. It was amazing and he was introduced to biomedical engineering. This made him apply to NJIT to study biomedical engineering and through the process, thanks to Dr. Weller and other people with the pre-college program, who helped them with their applications and the students received a one-on-one interview with the admissions board. That helped him get into this awesome school. This past summer, he went to basic training, so he did not get to start in the Fall semester, but he came in January and dove right in. He hopes to come back next Fall as well. Through the program, they would introduce them to all the departments in the school and showed them where to get help when they need tutoring. They met most of the Deans in the school, and were welcomed with open arms, and introduced them to a lot of stuff that makes the school more interesting to come to. From the one semester he has attended, he loves this school. He was also taught how to succeed by building links, getting to know people, and getting study groups. They gave them helpful tips on how to succeed at NJIT. Chair Cohen asked questions, highlighting his US Army basic training; Mr. Ampofo replied that it helped him pay for school, where he wants to major in biomedical engineering. He then plans to go to medical school and become a cardiothoracic surgeon. He added that most of the students don't have as much information as he received, and it would be helpful if there were a class to get to know the nooks and crannies of NJIT to help them succeed; many would benefit from forensic science as well. Once you get to experience everything, you want to come here. Chair Cohen thanked him for being this model student as he is starting off, and wished him success in his career.

Steph Pitti was the next student to speak. He was a participant in the first cohort of the Math Success Initiative, from 2019 to May 2020, and he was in the graduating class of NJIT last week. He is a graduate of the Hillier College of Architecture and Design, and will share details of his experience at NJIT. He related his experience as a student who was born and raised in Newark, and shared a story of what happened to him today on his way to campus, when he was asked for directions by a driver of a passing vehicle. He rode with the woman driving in order to assist her in making her appointment, even though it was out of the way, and they shared stories. At the end of the ride, the woman was amazed that he was an NJIT student from Newark. Newark students have different life experiences and backgrounds, with many having limited opportunities. The pre-college MSI give students opportunities that see them as more than statistics. He has already made connections on campus, and met Dr. Lim a couple of times already. These connections have enabled him to become the person he is today, and he has several advisors from HCAD. MSI assisted with the FAFSA forms, which was important because their parents were not familiar with those. The NJIT help really pushed us along the way. There are now more than 100 Newark students. He thanked the university for creating a safe space and an environment where the students of Newark can have opportunities that their high school classmates didn't, and that allowed him to focus in school where other people cannot.

Chair Cohen thanked him, noting that a lot of us have been doing this for a long time. We do this to serve the mission of this university, which is over 100 years old. Part of our mission is to serve the City of Newark, and we are not going to forget about Newark now. When you see the 2030 Strategic Plan, Newark is very prominent. We are not satisfied with our success to date, but want to double down and do more. Mr. Pitti agreed that while the program sounded interesting when he became aware of this in high school, he never thought at the time it would run this deep into his life. He was prepared for college readiness during the summer, and was taught the hints and clues of what it means to be a college student even before going to class, which levelled the playing field. Mr. Cohen mentioned that he may have seen him at a robotics event at Newark Technology High School, a very STEM-based school. Mr. Cohen commended the students and the faculty, and expressed a wish for more students to come here. He noted that we could talk about what we want for the success of this university, but it is about the students, and how students lead the university. He expressed appreciation for his comments and wished him luck. Mr. Cohen also thanked Dr. Cusack and the team, remarking that the pre-college program is one of the crown jewels of the university, and a lot of credit is due to her and her selfless efforts, as well as the efforts of the team she built, which is one of the pride and joys of the university.

6. BY A MOTION DULY MADE BY MR. STAMATIS, SECONDED BY MR. DeNICHILLO AND UNANIMOUSLY APPROVED, THE BOARD APPROVED A RESOLUTION FOR NJII TO HOLD ANNUAL MEETING PRECEDING THE NJIT ANNUAL MEETING.
7. BY A MOTION DULY MADE BY MR. TOFT AND SECONDED BY MR. MASER AND UNANIMOUSLY APPROVED, THE BOARD VOTED TO ADOPT THE RESOLUTION AUTHORIZING REVISIONS TO AMENDMENT TO AGREEMENT BETWEEN NEW JERSEY INSTITUTE OF TECHNOLOGY AND TATWEER MISR FOR UNIVERSITY INSTITUTIONS.
8. BY A MOTION DULY MADE BY MR. DAHMS AND SECONDED BY MR. DeNICHILLO AND UNANIMOUSLY APPROVED, THE BOARD VOTED TO APPROVE A RESOLUTION TO AUTHORIZE EXPENDITURES FOR ELECTRICITY AND NATURAL GAS FOR FY 2025.
9. BY A MOTION DULY MADE BY DR. BAYNES, AND SECONDED BY MR. DAHMS AND UNANIMOUSLY APPROVED, THE BOARD VOTED TO APPROVE A RESOLUTION TO AUTHORIZE RENOVATIONS AND IMPROVEMENTS ASSOCIATED WITH THE TIERNAN 109/206 MATERIALS ENGINEERING LAB.
10. BY A MOTION DULY MADE BY MR. MASER AND SECONDED BY MR. DAHMS AND UNANIMOUSLY APPROVED, THE BOARD VOTED TO APPROVE THE RESOLUTION TO RENEW WORKERS COMPENSATION/EMPLOYEE LIABILITY AND AUTOMOBILE INSURANCE.
11. **Chair Report:** Chair Cohen noted that in the interests of time, he will keep his remarks brief. He commended all those involved in the graduation events, including students, faculty and administration as well as our Public Safety Department. The graduation went on for quite a period of time, and family, friends and those who went enjoyed it. We had spectacular people that we gave honorary degrees to. When we do everything we do, and

then you see the students, and where they are heading post graduation, it does give us a sense of pride to be a part of this university, and quite often is a good motivator for himself. We are in a very good place at this university. We strive into the future as we move forward with the Strategic Plan, but to all those involved with the graduation, and the preparation that take place months in advance, the Board offers a hearty thank you.

12. **President's Report:** Dr. Lim noted that he will also be brief in his remarks. He reported that we enjoyed four uplifting commencement ceremonies recently, including honoring Masters and PhD students on campus. We celebrated the undergraduate Commencement exercises at the Prudential Center. We had approximately 3,500 students graduate in the Class of 2024, 2,000 undergraduate and about 1,500 MS and PhD students who walked during the commencement last week. He thanked all the trustees, faculty, administrators and staff who made this ceremony very special for all our students. He is very happy to share that we have named Dr. Jamie Payton, Professor and Chair of the Department of Computer and Information Sciences at Temple University as our next Dean of the Ying Wu College of Computing. She will join NJIT on July 1, 2024. Dr. Payton will be charged with supporting NJIT's 2030 Strategic Plan by driving enrollment and growth, deepening research and curriculum partnership with NJIT's other colleges, further diversifying the student body, faculty and staff and managing alumni, donor and corporations. We continue our search for the Vice President of Human Resources, General Counsel and the HCAD Dean as well. One of the main priorities of the Strategic Plan 2030 (as you all know) is student success. That our first and foremost priority. We are moving forward with several initiatives under the priority, including a student success nexus which will be launched by the Provost and Dean of Students this summer. The creation and enhancement of the Student Space will also be accomplished, made possible by relocating several non-student facing administrative offices to 494 Broad Street in Newark. This will optimize resources and hence operational efficiencies and provide a cutting-edge environment for the academic units. Dr. Lim reported that NJIT has the best return on investment for graduates of any public college in the State of New Jersey, at just under a quarter million dollars within a decade of graduation, according to an analysis of Bloomberg News. Bloomberg placed NJIT at second among all Garden State colleges, behind only Princeton University. With respect to Goldwater Scholars, from an estimated pool of over 5,000 college sophomores and juniors, two NJIT students – Danna Valentina Sanchez Hernandez and Owen West – have been named Goldwater Scholars this year by the Barry Goldwater Scholarship and Excellence in Education Foundation. The scholarship is recognized as among the country's most prestigious for STEM undergraduates pursuing research careers. Dr. Lim also offered congratulations to our Chair, Robert Cohen, who will be honored with three awards this year, two of which he can share: early next month, as the STEM Distinguished Honoree from the Northern New Jersey Council of the Boy Scouts of American, and as a Fellow of the National Academy of Inventors in June.
13. **FY2024 Engagement and Fundraising Progress to Date:** Vice President Alexo congratulated Chair Cohen, and thanked him for bringing greater visibility to the university. The reports are found beginning at p. 36 in the Board materials; in the interests of time, he will give a quick thumbnail sketch of where we are in the last months of FY 2024. We in very good shape in terms of new gifts and pledges, and we've already surpassed where we finished in FY 2023. We've got a little more than \$16 million in the bank, as of April 30<sup>th</sup>. We had a very good month of April. Our President secured a very significant gift to support our research efforts in AI and we received a few other significant gifts from alumni and

friends. We are also tracking ahead of where we were last year at this time, and are on our way to hitting our goal of \$13.5 million for the year. We've essentially achieved our goal for new gifts and pledges to the endowment, thanks to one of those gifts that came in April. We have a goal of hitting \$7.5 million. We're at \$7.467 million and there have been some gifts that came in this month which are not reflected here, which put us well over that number. We are also tracking towards surpassing our goals for increasing the number of alumni donors giving to their alma and alumni engagement. We have about a half a point to go to hit our goal. Dr. Alexo invited questions and comments.

14. Chair Cohen noted this was impressive, and the alumni engagement seems to be getting better and better, asking Dr. Alexo what he attributes this to. Dr. Alexo replied that it has to do with offering a diversity of programming, rather than doing the same types of activities. They sought the input of alumni as to what they wanted to see, and what would get alums to engage with their alma mater. Then we listen and plan accordingly. By doing a greater variety of events, attendance is up. Dr. Lim acknowledged the efforts of First Lady Gina Lim, who is present today at the meeting. Dr. Alexo was asked how we are tracking graduates. Dr. Alexo explained that we have their contact information and activity, and have the young alumni group to focus on their needs. We actually created a position about a year ago that focuses on student engagement and young alumni relations. That position seeks to connect our current students, treating them essentially as alumni who are still in residence with our most recent graduates. We've done a lot of activities, and secured a lot of the contact information so we have their NJIT email addresses. We have done a better job in the last couple years especially in the last 12 months of garnering that type of information, as we go forward to make sure that our communications are being received by our newly minted alumni. The sooner we get them engaged in activities, the better. He mentioned the upcoming day at the races at Monmouth Park on June 15<sup>th</sup> as an example, noting tickets are still available.

15. **Chief Financial Officer Report:** Sr. Vice President Brennan reported that we will be ending the year with a much smaller margin relative to last year, and that is a result of the contracts and retroactive payments that have been paid out this current fiscal year. For that reason, our cash balance year-over-year is also down, although we are in a relatively solid position, with our cash at about \$175 million for the month close. Again, that is down over last year, due to the retroactive payments due under the negotiated labor agreements, and those number will continue to trend down through the end of the fiscal year through summer until our case is replenished. As Dr. Alexo reported earlier, while our endowment is down over last month, at \$166.8 million, we are up \$17 million over this time last year. Ms. Brennan was asked if there are any concerns we should know about? She replied that for FY 2025, our biggest concern right now are enrollment deposits. There is some vulnerability just because of the national FAFSA situation affecting all colleges and universities. Our deposits for Fall are fluid, and we are running behind targets. Associate Provost Gross can better speak better to that. In terms of budget development, we are continuing to watch the situation, and that's where we have some vulnerability. But, as we sit here today, our projected enrollment is a good number, and if we hit our enrollment targets, our budget development is moving along. Dr. Gross noted that the FAFSA situation has delayed some of their approvals, and as a result, students are delaying their decision. Nationally, the FAFSA

situation was caused by the implementation of the FAFSA Simplification Act. That Act reduced the number of questions from hundreds, to just under a hundred so that families didn't have to manually input their tax information. However, while the form was supposed to be available to families in December, this didn't happen, causing the current problem. Ultimately, how it impacts us is just a matter of timing, as opposed to a financial risk.

**16. Clery Crime Data:**

Sr. Vice President Christ reviewed the Clery Crime Statistics, which are included in the Board materials. In terms of part one offenses, we are down 80% year over year. Overall, we are down 38%, a continuing good news story on the part 2 offenses. We are down year over year from a Clery perspective, and we are up just 4% from the uniform crime report. That's driven by the criminal mischief incidents that we talked about last meeting. Kia and Hyundai have fixed the issue with their vehicles, easing the number of thefts from their vehicles, so when cars are broken into, the perpetrators realize that they can't steal them – but instead, damage the vehicle. So, now it becomes a criminal mischief complaint rather than a theft by auto. And, to clarify, this is not happening on campus, but in the surrounding areas which we are still required to include in our reports. Mr. Christ was asked to what he attributes these drops in incidents. Mr. Christ answered that this is due to full staffing within the Public Safety Department. We have an incredible team of people that you see around us today, and we are nearly at full staff. We have a tremendous culture within the Department that are working extremely hard to make sure we are safe 24/7/365. It is an absolutely remarkable group.

**17. Report of Upcoming Calendar of Events:** Chair Cohen reviewed the upcoming Calendar of Events for the Board, encouraging attendance by all.

18. Chair Cohen announced that the next regularly scheduled Closed Session, will convene on July 25, 2024 at 2:00 p.m. to discuss personnel, real estate, legal and contractual matters. The following resolution was read and approved by all Trustees present:

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

NOW THEREFORE, BE IT RESOLVED, that the Board of Trustees shall have a Closed Session to discuss matters involving personnel, real estate, legal and contractual matters on Thursday, July 25, 2024 at 2:00 p.m.

The next regularly scheduled Public Session of the Board will take place on Thursday, July 25, 2024 at 4:00 p.m.

19. The Public Session was adjourned at 12:03 p.m.

### **III. Public Comments**



## **IV. Presentations: Postgraduate and Career Opportunities – Student Experience**

**V. Action Items**

- A. Approve Resolution to Appoint  
2024-2025 Trustees and Officers

**RESOLUTON TO APPOINT 2024-2025 TRUSTEES AND OFFICERS**

**WHEREAS**, the bylaws of the Board of Trustees provides that at its annual meeting in July, the Board elects Officers of the Board as set forth in Article III, Section One;

**WHEREAS**, the Board sought expressions of interest by Board Members to Officer position;

**NOW THEREFORE, BE IT RESOLVED**, that the following Trustees and Officers are hereby appointed to serve in the positions stated for the 2024-2025 fiscal year.

Board Chair: Robert C. Cohen

Vice Chairs: Norma J. Clayton  
Nicholas (Nick) DeNichilo  
Dhiraj Shah  
Demetrios (Jim) Stamatis  
Dennis Toft

Treasurer: Catherine Brennan

Secretary: Holly Stern

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

July 25, 2024  
Board Resolution No. \_\_\_\_\_

## **V. Action Items**

- B. Approve Resolution to Adopt FY2025 Annual Operating and Capital Budget

## **STATEMENT**

### **RESOLUTION TO ADOPT FY 2025 ANNUAL OPERATING AND CAPITAL BUDGETS**

The administration has developed Operating and Capital Budgets for FY 2025, examining revenue and expense options. The budget was developed in an iterative, transparent, and consultative process including an update to the university community via a public hearing on 7/25/24, and periodic updates to the Executive and Audit and Finance Committees of the Board of Trustees.

The currently authorized spending limit to a single vendor during FY 2025, without further Board approval is currently \$1,000,000. This authorized spending limit covers the three categories of expenditure within the approved operating budget e.g. operating budget, capital budget, and restricted funds budget.

**NEW JERSEY INSTITUTE OF TECHNOLOGY  
RESOLUTION TO ADOPT FY 2025 ANNUAL OPERATING AND CAPITAL  
BUDGETS**

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

**WHEREAS**, the administration has presented said Budgets to the Audit and Finance, and Executive Committees, and

**WHEREAS**, said Committees of the Board have reviewed same and recommend acceptance of the administration's proposed Budgets, and

**WHEREAS**, the Board of Trustees have set the FY 2025 Schedule of Tuition and Fees and Room and Board rates, and

**WHEREAS**, the recommended spending limits from the Budgets to single vendors during the fiscal year without further Board approval, in accordance with the University Purchasing Policies, are established to provide fiscal control and promote fair and reasonable contracting practices, and

**NOW, THEREFORE BE IT RESOLVED**, that the Board of Trustees adopts the annual FY 2025 Operating and Capital Budgets, and

**BE IT FURTHER RESOLVED**, that the administration's authorized spending limits within the approved operating budget to a single vendor during the fiscal year without further Board approval, and subject to University Purchasing Policies is \$1,000,000.

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

July 25, 2024  
Board Resolution No. \_\_\_\_\_

## **V. Action Items**

- C. Approve Resolution to Adopt FY2025 Tuition  
And Fees

**NEW JERSEY INSTITUTE OF TECHNOLOGY  
STATEMENT  
SCHEDULE OF TUITION AND FEES AND ROOM AND BOARD RATES**

The proposed Schedule of Tuition and Fees and Room and Board Rates for FY 2025 has been carefully reviewed and has been the subject of public hearing as required by Law.

Shown below are the FY 2024 approved and FY 2025 proposed per semester tuition and mandatory fees for full-time, in-state undergraduates attending NJIT, which results in a 4.6% increase.

**UNDERGRADUATE IN-STATE  
FULL - TIME, PER SEMESTER**

	<b>FY24 Approved</b>			<b>FY25 Proposed</b>			<b>Total</b>	<b>Total</b>
	<b>Tuition</b>	<b>Fees</b>	<b>Total</b>	<b>Tuition</b>	<b>Fees</b>	<b>Total</b>	<b>\$ Δ</b>	<b>% Δ</b>
Tuition	\$ 7,808		\$ 7,808	\$ 8,167		\$ 8,167	\$ 359	4.6%
Mandatory Fees		\$ 1,672	\$ 1,672		\$ 1,749	\$ 1,749	\$ 77	4.6%
Student Activities Fee		\$ 31	\$ 31		\$ 71	\$ 71	\$ 40	129.0%
<b>Total</b>			<b>\$ 9,511</b>			<b>\$ 9,987</b>	<b>\$ 477</b>	<b>5.0%</b>

Shown below are the FY 2024 approved and FY 2025 proposed per semester room and board rates.

**ROOM RATES, PER SEMESTER**

	<b>FY24 Approved</b>		<b>FY25 Proposed</b>		<b>Total</b>	<b>Total</b>
	<b>Standard Double</b>		<b>Standard Double</b>		<b>\$ Δ</b>	<b>% Δ</b>
Residence Halls	\$ 4,830		\$ 4,975		\$ 145	3.00%
Maple Hall	\$ 5,930		\$ 6,227		\$ 297	5.00%

**BOARD RATES, PER SEMESTER**

	<b>FY24 Approved</b>		<b>FY25 Proposed</b>		<b>Total</b>	<b>Total</b>
	<b>Meal Plan</b>		<b>Meal Plan</b>		<b>\$ Δ</b>	<b>% Δ</b>
Meal Plans	\$ 2,223		\$ 2,325		\$ 102	4.60%

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

Additional Exhibits/Attachments:

Exhibit A, compares the FY 2024 approved tuition and fees to the FY 2025 proposed rates.

Attachment A details the FY 2025 tuition and mandatory fees by student level as well as a complete list of tuition/fees for special programs, and other per occurrence fees.

Exhibit B, compares the FY 2024 and FY 2025 approved room rates, as well as the FY 2024 approved board rates to the FY 2025 proposed board rates.

Attachment B details the FY 2025 room and board rates by room type and meal plan.



**NEW JERSEY INSTITUTE OF TECHNOLOGY  
RESOLUTION TO ADOPT FY 2025 SCHEDULE OF  
TUITION AND FEES AND ROOM AND BOARD RATES**

- WHEREAS,** after review of the FY 2025 Budget; and
- WHEREAS,** the FY 2025 Schedule of Tuition and Fees and Room and Board Rates has been reviewed and increases recommended; and
- WHEREAS,** pursuant to law, there has been a Public Hearing on the subject of the FY 2025 Tuition and Fees and Room and Board Rates Schedule; and
- WHEREAS,** for full time in-state undergraduate students, the per semester tuition increase is \$359 resulting in a 4.60% increase; and
- WHEREAS,** for full time in-state undergraduate students, the per semester mandatory fee increase is \$77 resulting in a 4.60% increase; and
- WHEREAS,** for full time in-state undergraduate students, the per semester student activity fee increase is \$40 resulting in a 129.0% increase; and
- WHEREAS,** the per semester residence hall room rate increase is 3.00% for all buildings except Maple Hall, where the increase is 5.00%; and
- WHEREAS,** the per semester board rate increase is 4.60%; and
- WHEREAS,** the complete FY 2025 Schedule of Tuition and Fees rates are shown on Attachment A; and
- WHEREAS,** the complete FY 2025 Schedule of Room and Board rates are shown on Attachment B;
- NOW, THEREFORE, BE IT RESOLVED** that the Board of Trustees sets the FY 2025 Schedule of Tuition and Fees as shown on Attachment A and the FY25 Room and Board Rates as shown on Attachment B.

---

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

July 25, 2024

**NEW JERSEY INSTITUTE OF TECHNOLOGY**  
**Schedule of Tuition & Fees**

**EXHIBIT A**

**Summary Change - In-State Full Time Undergraduate**

	FY 2024 Approved	FY 2025 Proposed	DIFFERENCE	
			From FY24 Approved AMOUNT	PERCENT
Full-Time Per Semester Tuition	\$ 7,808	\$ 8,167	\$ 359	4.60%
Full-Time Per Semester Fees	\$ 1,672	\$ 1,749	\$ 77	4.60%
Full-Time Per Semester Student Activities Fee	\$ 31	\$ 71	\$ 40	129.03%
<b>Full-Time Per Semester Tuition and Fees</b>	<b>\$ 9,511</b>	<b>\$ 9,987</b>	<b>\$ 476</b>	<b>5.00%</b>

**Complete Schedule of Mandatory Tuition and Fees**

TUITION	FY 2024 Approved	FY 2025 Proposed	DIFFERENCE	
			From FY24 Approved AMOUNT	PERCENT
<b>Undergraduate</b>				
<b>In-State</b>				
Full-Time Per Semester	\$ 7,808	\$ 8,167	\$ 359	4.60%
Part-Time Per Credit	\$ 595	\$ 622	\$ 27	4.60%
<b>Out-Of-State</b>				
Full-Time Per Semester	\$ 16,264	\$ 17,012	\$ 748	4.60%
Part-Time Per Credit	\$ 1,392	\$ 1,456	\$ 64	4.60%
<b>Graduate</b>				
<b>In-State</b>				
Full-Time Per Semester	\$ 11,267	\$ 11,785	\$ 518	4.60%
Part-Time Per Credit	\$ 1,226	\$ 1,282	\$ 56	4.60%
<b>Out-Of-State</b>				
Full-Time Per Semester	\$ 16,659	\$ 17,425	\$ 766	4.60%
Part-Time Per Credit	\$ 1,760	\$ 1,841	\$ 81	4.60%
<b>Doctoral (PHD)</b>				
<b>In-State</b>				
Full-Time Per Semester	\$ 12,913	\$ 13,507	\$ 594	4.60%
Part-Time Per Credit	\$ 1,420	\$ 1,485	\$ 65	4.60%
<b>Out-Of-State</b>				
Full-Time Per Semester	\$ 18,304	\$ 19,146	\$ 842	4.60%
Part-Time Per Credit	\$ 1,954	\$ 2,044	\$ 90	4.60%
<b>MANDATORY FEES – Per Semester</b>				
<b>Full-Time (12 to 19 credit hours per semester)</b>				
Campus Facilities	\$ 975	\$ 1,020	\$ 45	
Technology Infrastructure	\$ 313	\$ 327	\$ 14	
Student Services	\$ 384	\$ 402	\$ 18	
<b>SUBTOTAL - MANDATORY FEE(S)</b>	<b>\$ 1,672</b>	<b>\$ 1,749</b>	<b>\$ 77</b>	<b>4.60%</b>
Undergraduate Student Senate - Activities Fee	\$ 31	\$ 71	\$ 40	129.03%
Graduate Student Association - Activities Fee	\$ 20	\$ 44	\$ 24	120.00%
<b>TOTAL UNDERGRADUATE</b>	<b>\$ 1,703</b>	<b>\$ 1,820</b>	<b>\$ 117</b>	<b>6.87%</b>
<b>TOTAL GRADUATE</b>	<b>\$ 1,692</b>	<b>\$ 1,793</b>	<b>\$ 101</b>	<b>5.96%</b>
<b>TOTAL DOCTORAL</b>	<b>\$ 20</b>	<b>\$ 44</b>	<b>\$ 24</b>	<b>* 120.00%</b>
<b>Part-Time (Less than 12 credit hours per semester)</b>				
Per Credit:				
Campus Facilities	\$ 115	\$ 148	\$ 33	
Technology Infrastructure	\$ 37	\$ 39	\$ 2	
Student Services	\$ 45	\$ 71	\$ 26	
<b>SUBTOTAL - MANDATORY FEE(S)</b>	<b>\$ 197</b>	<b>\$ 258</b>	<b>\$ 61</b>	<b>30.96%</b>
Undergraduate Student Senate - Activities Fee	\$ 3	\$ 6	\$ 3	100.00%
Graduate Student Association - Activities Fee	\$ 2	\$ 5	\$ 3	150.00%
<b>TOTAL UNDERGRADUATE PER CREDIT</b>	<b>\$ 200</b>	<b>\$ 264</b>	<b>\$ 64</b>	<b>32.18%</b>
<b>TOTAL GRADUATE PER CREDIT</b>	<b>\$ 199</b>	<b>\$ 263</b>	<b>\$ 64</b>	<b>32.33%</b>
<b>TOTAL DOCTORAL PER CREDIT</b>	<b>\$ 2</b>	<b>\$ 5</b>	<b>\$ 3</b>	<b>* 150.00%</b>

\*Indicates a change from previous year

**NEW JERSEY INSTITUTE OF TECHNOLOGY**  
**Schedule of Tuition & Fees**

**EXHIBIT A (Continued)**

PER OCCURRENCE FEES	UNDERGRADUATE		GRADUATE	
	FY 2024 Approved	FY 2025 Proposed	FY 2024 Approved	FY 2025 Proposed
Application/Re-admission/Non-Matriculation	\$75	\$75	\$75	\$75
Late Registration	100	100	100	100
Late Payment Penalty *	500	250	500	250
Payment Plan Set-up *	100	50	100	50
Payment Plan Late Fee *	100	75	100	75
Credit by Examination (CBE)	50	50	50	50
Thesis	N/A	N/A	75	75
Dissertation	N/A	N/A	100	100
Maintaining Registration	25	25	50	50
Matriculation	160	160	160	160
Parking				
· Part-time Commuter- less than 12 credits (per semester)	182	182	182	182
· Full-time Commuter - 12 credits or greater (per semester)	325	325	325	325
· On-Campus Resident (per semester)	490	490	490	490
Health Insurance (Intercollegiate Student Athletes)	2,387	2,387	2,387	2,387
Health Insurance (1)	1,937	1,937	1,937	1,937
International Student Fee (per semester)	125	125	125	125
Optional Practical Training Application Fee	200	200	200	200
First Year Student Fee	230	230	N/A	N/A
Transfer Student Orientation	30	60	N/A	N/A
ID Card Replacement	25	25	25	25
E-Transcript	8	8	8	8
CSLA Lab Fee **		50		50
NCE Lab Fee **		60		60
Duplicate Diploma	50	50	50	50

\* Indicates change from previous year

\*\* Indicates new fee

**(1) Health Insurance:**

NJIT requires all domestic undergraduate students carrying 12 or more credits, domestic graduate students carrying 9 or more credit hours, and all F1/J1 holding students carrying 1 or more credit hours have health insurance that is compliant with the Patient Protection and the Affordable Care Act (PPACA) legislation. If a student cannot demonstrate that they have insurance they must purchase the insurance from the program offered by NJIT. Intercollegiate student athletes is an additional \$450.

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

**NEW JERSEY INSTITUTE OF TECHNOLOGY  
TUITION & FEE SCHEDULE 2024-2025**

**Attachment A**

**ACADEMIC YEAR 2024/2025**

<b>UNDERGRADUATE</b>	<b>RESIDENT</b>		<b>NON-RESIDENT</b>	
	<u>Tuition</u>	<u>Fee</u>	<u>Tuition</u>	<u>Fee</u>
Part-time (Less than 12 credit hours per semester)	\$622 per credit	264 <sup>(1)</sup>	\$1,456 per credit	264 <sup>(1)</sup>
Full-time (12 to 19 credit hours per semester)	8,167 per semester	1,820 <sup>(1)</sup>	17,012 per semester	1,820 <sup>(1)</sup>
Each credit hour over 19 credits per semester	622 per credit		1,456 per credit	
<b>GRADUATE</b>				
Part-time (Less than 12 credit hours per semester)	1,282 per credit	263 <sup>(1)</sup>	1,841 per credit	263 <sup>(1)</sup>
Full-time (12 to 19 credit hours per semester)	11,785 per semester	1,793 <sup>(1)</sup>	17,425 per semester	1,793 <sup>(1)</sup>
Each credit hour over 19 credits per semester	1,282 per credit		1,841 per credit	
<b>DOCTORAL (PHD)</b>				
Part-time (Less than 12 credit hours per semester)	1,485 per credit	5 <sup>(1)</sup>	2,044	5 <sup>(1)</sup>
Full-time (12 to 19 credit hours per semester)	13,507 per semester	44 <sup>(1)</sup>	19,146	44 <sup>(1)</sup>
Each credit hour over 19 credits per semester	1,485 per credit		2,044	

**WINTER SESSION 2024/2025 AND SUMMER SESSION 2024**

	<b>RESIDENT</b>		<b>NON-RESIDENT</b>	
	<u>Tuition Per</u>	<u>Fees Per</u>	<u>Tuition Per</u>	<u>Fees Per Term</u>
Undergraduate	622	264 <sup>(1)</sup>	1,456	264 <sup>(1)</sup>
Graduate	1,282	263 <sup>(1)</sup>	1,841	263 <sup>(1)</sup>
Doctoral	1,485	5 <sup>(1)</sup>	2,044	5 <sup>(1)</sup>

<b>SPECIAL PROGRAMS:</b>	<u>Tuition Per</u>	
Graduate 100% Online Programs	1,143	100% online only designated graduate programs; No mandatory fees per credit
Undergraduate 100% Online Programs	537	100% online only designated undergraduate programs; No mandatory fees per credit
NJIT @ Jersey City Programs	982	Satelite location special rate; Plus mandatory fees per credit
Dual Enrollment Partnership Program	150	Pre-College program; No mandatory fees per credit
Academy College Courses Program	622	Pre-College program; No mandatory fees per credit

<sup>(1)</sup> Fee consists of mandatory fees per semester on Exhibit A.

**NEW JERSEY INSTITUTE OF TECHNOLOGY  
TUITION & FEE SCHEDULE 2024 - 2025**

**Attachment A (Continued)**

PER OCCURRENCE FEES	UNDERGRADUATE	GRADUATE
Application/Re-admission/Non-Matriculation	\$75	\$75
Late Registration	\$100	\$100
Late Payment Penalty	\$250	\$250
Payment Plan Set-up	\$50	\$50
Payment Plan Late-Fee	\$75	\$75
Credit by Examination (CBE)	\$50	\$50
Thesis	N/A	\$75
Dissertation	N/A	\$100
Maintaining Registration	\$25	\$50
Matriculation	\$160	\$160
Parking		
· Part-time Commuter: less than 12 credits (per semester)	182	182
· Full-time Commuter: 12 credits or greater (per semester)	325	325
· On- Campus Resident (per semester)	490	490
Health Insurance (1)	1,937	1,937
Health Insurance (Intercollegiate Student Athletes)	2,387	2,387
International Student Fee (per semester)	125	125
Optional Practical Training Application Fee	200	200
First Year Student Fee	230	N/A
Transfer Student Orientation	60	N/A
ID Card Replacement	25	25
E-Transcript	8	8
CSLA Lab Fee	50	50
NCE Lab Fee	60	60
Duplicate Diploma	50	50

1) NJIT requires that all, domestic undergraduate students carrying 12 or more credits, domestic graduate students carrying 9 or more credit hours, and all F1/J1 holding students carrying 1 or more credit hours have health insurance that is compliant with the Patient Protection and the Affordable Care Act (PPACA) legislation. If a student cannot demonstrate that they have insurance they must purchase the insurance from the program offered by NJIT. Intercollegiate student athletes is an additional \$450.

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

Some of the features of the insurance program include:

- Co-insurance: Students are responsible for 10% of the in-network cost for illnesses and injuries
- Student's maximum out of pocket cost will be \$3,500
- Hospital Emergency Room: \$100 copayment per visit; policy year deductible applies
- Student pays \$15 for generic drugs
- Network Size: 1.3M health care professionals, 6,500 hospitals in the United HealthCare plan
- United HealthCare has national name recognition

**NEW JERSEY INSTITUTE OF TECHNOLOGY**  
**Schedule of Room and Board Rates**

**EXHIBIT B**  
**Summary Change - Room and Board Rates**

	<u>FY 2024</u> <u>Approved</u>	<u>FY 2025</u> <u>Proposed</u>	<u>DIFFERENCE</u>	
			<u>From FY24 Approved</u> <u>AMOUNT</u>	<u>PERCENT</u>
Residence Halls <sup>(1)</sup>	\$ 4,830	\$ 4,975	\$ 145	3.00%
Maple Hall <sup>(1)</sup>	\$ 5,930	\$ 6,227	\$ 297	5.00%
Meal Plans <sup>(2)</sup>	\$ 2,223	\$ 2,325	\$ 102	4.60%

<sup>(1)</sup> Based on the rate of a standard double room

<sup>(2)</sup> Based on meal plan A

**Complete Schedule of Room and Board Rates**

<u>ROOM TYPE</u>	<u>Dorm</u>	<u>FY 2024</u> <u>Approved</u>	<u>FY 2025</u> <u>Approved</u>	<u>DIFFERENCE</u>	
				<u>From FY24 Approved</u> <u>AMOUNT</u>	<u>PERCENT</u>
Double	ADHC	\$ 4,960	\$ 5,109	\$ 149	3.00%
	CYPRESS	\$ 4,830	\$ 4,975	\$ 145	3.00%
	LAUREL	\$ 4,830	\$ 4,975	\$ 145	3.00%
	OAK	\$ 4,830	\$ 4,975	\$ 145	3.00%
	REDWOOD	\$ 4,620	\$ 4,759	\$ 139	3.00%
Double - Private Bath	ADHC	\$ 5,090	\$ 5,243	\$ 153	3.00%
	CYPRESS	\$ 4,950	\$ 5,099	\$ 149	3.00%
RA	ADHC	\$ 4,820	\$ 4,965	\$ 145	3.00%
	CYPRESS	\$ 4,820	\$ 4,965	\$ 145	3.00%
	LAUREL	\$ 4,820	\$ 4,965	\$ 145	3.00%
	OAK	\$ 4,820	\$ 4,965	\$ 145	3.00%
	REDWOOD	\$ 4,820	\$ 4,965	\$ 145	3.00%
	Maple Hall	\$ 7,060	\$ 7,413	\$ 353	5.00%
Single - Community Bath	REDWOOD	\$ 5,310	\$ 5,469	\$ 159	3.00%
Single - Private Bath	ADHC	\$ 6,140	\$ 6,324	\$ 184	3.00%
	CYPRESS	\$ 6,010	\$ 6,190	\$ 180	3.00%
	LAUREL	\$ 6,010	\$ 6,190	\$ 180	3.00%
Single - Shared Bath	ADHC	\$ 5,800	\$ 5,974	\$ 174	3.00%
	CYPRESS	\$ 5,650	\$ 5,820	\$ 170	3.00%
	LAUREL	\$ 5,650	\$ 5,820	\$ 170	3.00%
	OAK	\$ 5,650	\$ 5,820	\$ 170	3.00%
Single -"C" Shared Bath	LAUREL	\$ 5,540	\$ 5,706	\$ 166	3.00%
Triples	CYPRESS	\$ 3,620	\$ 3,729	\$ 109	3.00%
	LAUREL	\$ 3,620	\$ 3,729	\$ 109	3.00%
	REDWOOD	\$ 3,470	\$ 3,574	\$ 104	3.00%
Greek Double - Owned	Greek Village	\$ 4,830	\$ 4,975	\$ 145	3.00%
Greek Double - Rented	Greek Village	\$ 4,960	\$ 5,109	\$ 149	3.00%
S1- Studio Apt (Private)	Maple Hall	\$ 8,660	\$ 9,093	\$ 433	5.00%
A1- 1BR/1BA Apt Double	Maple Hall	\$ 6,740	\$ 7,077	\$ 337	5.00%
B1- 2BR/1BA Apt (Private)	Maple Hall	\$ 7,280	\$ 7,644	\$ 364	5.00%
B2- 2BR/2BA Apt Double	Maple Hall	\$ 5,930	\$ 6,227	\$ 297	5.00%
D1- 4BR/2BA Apt (Private)	Maple Hall	\$ 7,190	\$ 7,550	\$ 360	5.00%

**NEW JERSEY INSTITUTE OF TECHNOLOGY**  
**Schedule of Room and Board Rates**

**EXHIBIT B (Continued)**

Meal Plan Description	Meal Plan Type	FY 2024 Approved	FY 2025 Proposed	DIFFERENCE From FY24 Approved	
				AMOUNT	PERCENT
Continuous Unlimited Dining, 10 Guest entries; and \$0 Tech Bucks	A Plan	\$2,223	\$2,325	\$102	4.6%
Continuous Unlimited Dining, 10 Guest entries; and \$100 Tech Bucks	B Plan	\$2,323	\$2,425	\$102	4.4%
Continuous Unlimited Dining, 10 Guest entries; and \$200 Tech Bucks	C Plan	\$2,423	\$2,525	\$102	4.2%
Continuous Unlimited Dining, 10 Guest entries; and \$400 Tech Bucks	D Plan	\$2,623	\$2,725	\$102	3.9%
Continuous Unlimited Dining, 10 Guest entries; and \$600 Tech Bucks	E Plan	\$2,823	\$2,925	\$102	3.6%
80 Anytime Meals Per Semester, 10 guest entries; and \$400 Tech Bucks	F Plan	\$1,517	\$1,568	\$51	3.4%
Tech Bucks Only	G Plan	\$1,414	\$1,414	\$0	0.0%
80 Anytime Meals Per Semester, 10 guest entries; and \$0 Tech Bucks	H Plan	\$1,117	\$1,168	\$51	4.6%
5 meals per week, Breakfast and/or Lunch entry	J Plan	\$873	\$913	\$40	4.6%

**NEW JERSEY INSTITUTE OF TECHNOLOGY**  
**Schedule of Room and Board Rates**

**Attachment B**

**ACADEMIC YEAR 2024/2025 - PER SEMESTER RATES**

<u>ROOM TYPE</u>	<u>DORM</u>	<u>RH Capacity</u>	<u>Rates</u>
Double	ADHC	320	5,109
	CYPRESS	392	4,975
	LAUREL	470	4,975
	OAK	142	4,975
	REDWOOD	178	4,759
Double - Private Bath	LAUREL	4	-
	ADHC	16	5,243
	CYPRESS	5	5,099
RA	ADHC	8	4,965
	CYPRESS	14	4,965
	LAUREL	17	4,965
	OAK	4	4,965
	REDWOOD	5	4,965
	Maple Hall	12	7,413
Single - Community Bath	REDWOOD	6	5,469
Single - Private Bath	ADHC	-	6,324
	CYPRESS	9	6,190
	LAUREL	12	6,190
Single - Shared Bath	ADHC	16	5,974
	CYPRESS	-	5,820
	LAUREL	71	5,820
	OAK	21	5,820
Single -"C" Shared Bath	LAUREL	8	5,706
Triples	CYPRESS	-	3,729
	LAUREL	-	3,729
	REDWOOD	-	3,574
Greek Double - Owned	Greek Village	24	4,975
Greek Double - Rented	Greek Village	181	5,109
S1- Studio Apt (Private)	Maple Hall	2	9,093
A1- 1BR/1BA Apt Double	Maple Hall	38	7,077
B1- 2BR/1BA Apt (Private)	Maple Hall	76	7,644
B2- 2BR/2BA Apt Double	Maple Hall	224	6,227
D1- 4BR/2BA Apt (Private)	Maple Hall	196	7,550

<u>MEAL PLAN</u>	<u>TYPE</u>	<u>Rates</u>
Continuous Unlimited Dining, 10 Guest entries; and \$0 Tech Bucks	A Plan	2,325
Continuous Unlimited Dining, 10 Guest entries; and \$100 Tech Bucks	B Plan	2,425
Continuous Unlimited Dining, 10 Guest entries; and \$200 Tech Bucks	C Plan	2,525
Continuous Unlimited Dining, 10 Guest entries; and \$400 Tech Bucks	D Plan	2,725
Continuous Unlimited Dining, 10 Guest entries; and \$600 Tech Bucks	E Plan	2,925
80 Anytime Meals Per Semester, 10 guest entries; and \$400 Tech Bucks	F Plan	1,568
Tech Bucks Only	G Plan	1,414
80 Anytime Meals Per Semester, 10 guest entries; and \$0 Tech Bucks	H Plan	1,168
5 meals per week, Breakfast and/or Lunch entry	J Plan	913



## **V. Action Items**

- D. Approve Resolution to Authorize a Line of Credit with TD Bank



University Heights  
Newark, NJ 07102-1982  
973-596-5763  
catherine.brennan@njit.edu

**Catherine Z. Brennan**  
*Senior Vice President for Finance and  
Chief Financial Officer*

TO: Members of the A&F Committee

FROM: Catherine Z. Brennan  
Senior Vice President for Finance & CFO

DATE: July 3, 2024

SUBJECT: Background on TD Line of Credit

---

This memorandum is to provide you with background regarding the enclosed resolution seeking Board of Trustee approval to establish a \$50 million line of credit (LOC) with TD Bank.

As you may recall from our conversations last year (during discussions regarding the adoption of the University's cash management investment policy), the committee had suggested the Administration put in place a LOC as a prudent business practice. And while the University's cash position remains strong and we do not anticipate the need to access this LOC, we are recommending putting the line in place in the unlikely event of an emergent need for cash.

Over the last several months, we have twice issued pricing solicitations for a LOC via Janney Montgomery while working collaboratively with the Office of General Counsel to perform due diligence on the proposals received. After obtaining the latest round of pricing and terms from three banks, TD's proposal was the most advantageous in both respects.

In summary, NJIT will pay upfront fees and legal expenses totaling roughly \$15,000 as well as an unused fee on funds not drawn of 6.5bps, which equates to \$32,500 assuming we never utilize the line. In addition, NJIT will maintain \$2.5 million of operating cash in a newly opened money market account at TD Bank as a condition of the terms.

The protracted process of putting the line in place reflects an initial failed negotiations process with JPMorgan (JPM). While the pricing with JPM was favorable (and nearly identical to TD Bank's pricing), JPM would not relent on certain legal provisions, including the right of refusal for the university to issue ANY additional debt without JPM's pre-approval regardless of whether or not we utilized or executed on the LOC. Obviously, those terms were unacceptable to the university, requiring us to restart the entire solicitation process.

The current resolution authorizes the Administration to establish the LOC with TD Bank. Should the need to draw upon the line arise (again, unexpected), the Administration would additionally notify the A&F committee and BOTs in advance of such a transaction.

Please let me know if you have any questions or concerns.

## **STATEMENT**

### **RESOLUTION TO ESTABLISH A \$50 MILLION LINE OF CREDIT WITH TD BANK**

The attached Board resolution authorizes NJIT Administration to establish a \$50,000,000 line of credit with the TD Bank. This line of credit may be renewed annually.

The University's cash position remains strong and there is no anticipated need to access this line of credit; however, it is prudent business practice to have such a vehicle in place in the unlikely event of an emergent need for cash.

**NEW JERSEY INSTITUTE OF TECHNOLOGY  
RESOLUTION TO APPROVE A \$50 MILLION LINE OF CREDIT WITH TD BANK**

**WHEREAS**, it is prudent business practice to maintain a sufficient Line of Credit available to the University to ensure financial stability in the unlikely event of an emergent need for cash; and

**WHEREAS**, the current cash position of the University remains strong; and

**WHEREAS**, the University has performed appropriate due diligence and competitive pricing and terms in securing the proposal submitted to the Board of Trustees; and

**NOW, THEREFORE BE IT RESOLVED**, that the Board of Trustees authorizes the President or Senior Vice President for Finance and Chief Financial Officer in the name, and on behalf of the University, to establish a line of credit with TD Bank totaling \$50,000,000, and to execute all documentation as may be necessary related to the line of credit, which is expected to be renewed annually.

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

July 25, 2024  
Board Resolution No. \_\_\_\_\_

## **V. Action Items**

- E. Approve Resolution to Authorize  
Distribution of Funds to Support AI @ NJIT

**RESOLUTION TO AUTHORIZE DISTRIBUTION OF FUNDS TO SUPPORT AI @  
NJIT**

**WHEREAS**, the institution has developed a comprehensive plan to advance the adoption and application of artificial intelligence to the educational, research, and operational missions of NJIT under the umbrella effort titled “AI @ NJIT”;

**WHEREAS**, a donor agreement was entered into by the President of NJIT and the Vice President of Development and Alumni Relations resulting in a gift of \$3 million and this gift supports the creation of the Grace Hopper Artificial Intelligence Research Institute at NJIT, a component of the overall umbrella effort;

**WHEREAS**, that gift of \$3 million and the gift agreement supports the NJIT Strategic Plan developed as part of an NJIT-wide process in consultation with the broader NJIT community;

**WHEREAS**, it is the considered view of the Board of Trustees, President, and Provost that it is in the strategic interest of NJIT to expand our institutional investment in artificial intelligence;

**WHEREAS**, it is in the best interest of NJIT to effectuate the allocation of up to \$7 million to support the AI @ NJIT initiative;

**NOW THEREFORE, BE IT RESOLVED**, that the NJIT Board of Trustees does hereby authorize and approve the allocation of up to \$7 million for the foregoing purposes, and further authorizes NJIT administrative members and officials to take all necessary steps, including the execution of any necessary documents, to effectuate this allocation and distribution.

---

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

July 25, 2024  
Board Resolution No. \_\_\_\_\_

## **V. Action Items**

- F. Approve Resolution for Proposed Changes to the Faculty Handbook

## STATEMENT

### RESOLUTION TO APPROVE PROPOSED CHANGES TO THE FACULTY HANDBOOK

As part of an ongoing review, the Faculty Senate and NJIT Faculty have approved changes to the June 2023 *Faculty Handbook*.

These changes are part of an ongoing effort to update the *Faculty Handbook* to reflect improved academic processes and needed language updates.

The Administration presents these changes to the Board for discussion. It is recommended that the changes be approved. The attached resolution has been prepared for your consideration.



**RESOLUTION TO APPROVE PROPOSED CHANGES TO THE FACULTY  
HANDBOOK**

**WHEREAS** the Faculty Senate and NJIT Faculty have approved proposed changes to the June 2023 *Faculty Handbook*; and

**WHEREAS** these changes are part of an ongoing effort to update the *Faculty Handbook* to reflect improved academic processes, updated links, and needed language updates; and

**WHEREAS** the proposed changes update the *Faculty Handbook*;

**NOW, THEREFORE BE IT RESOLVED**, that the Board of Trustees approves the recommended changes to the *Faculty Handbook*.

---

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

July 25, 2024  
Board Resolution No. \_\_\_\_\_

## Proposed Changes to the Faculty Handbook

The changes below have been approved by both the Faculty Senate and Institute Faculty, as appropriate, at meetings during the 2023-2024 Academic Year. They are hereby presented by the Faculty Senate President to the Provost and President for final approval by the Board of Trustees.

### Proposed Handbook Change: 2.3.1 Tenure Track Faculty Ranks

~~Note: The term “scholarly research” may be taken to include alternative demonstrations of individual achievement in disciplines and sub-disciplines in which different standards prevail, such as the production of a body of original, creative, and professionally recognized work by Faculty with fields of expertise in architecture, theater, creative writing, and the arts.~~

Note: The term “scholarly research” may include a variety of creative academic activities. Examples of creative academic activities include, but are not limited to, transdisciplinary and multidisciplinary work, research translation, peer-reviewed publications, invited talks at international conferences, authorship of books and book chapters, acquisition of intellectual property and patents, commercialization of research, technology transfer, licensing technology, contribution to pre-college, undergraduate and graduate education related activities, and the production of original, creative, and professionally recognized work in architecture, management, design, theater, creative writing, community outreach, social impact and the arts.

### Proposed Handbook Change: 4.5.3 The University Committee on Promotion and Tenure

**Rationale:** Currently, the Faculty handbook states that recommendations by the UPTC shall be submitted to Department Chairpersons, who then communicate the decision to the candidate. However, in academic units without departments, such as MTSM, there is no Department Chair, and thus the FH provides no mechanism for transmittal of the recommendation of the UPTC to the candidate. Obviously, this error is due to the fact that in academic units with Departments, the Department Chair is the Chair of the Department P&T Committee, and thus one and the same. To avoid confusion, this motion changes ‘Department Chairperson’ to ‘Chairperson of the Department (or College or School) P&T.’

Note also that the Department P&T is responsible for appealing on behalf of a candidate that is not recommended by the UPTC. Therefore the Chair of the Department (or College or School) P&T Committee *must* be notified in a timely manner.

Because this motion is not substantive change (i.e., it corrects a typographical error) to Faculty Handbook, the Faculty Senate Executive recommends that this change need not be approved by the Faculty at an Institute Faculty Meeting.

### 4.5.3 The University Committee on Promotion and Tenure

#### 4.5.3.3 Procedures

##### 4.5.3.3.3 Submission of Recommendations

The University Committee on Promotion and Tenure Chairperson is responsible for passing on the Committee's decisions to the Provost, and to each candidate's Dean and ~~Department Chairperson~~ Chairperson of the Department

(or College or School) P&T Committee. A negative decision must be accompanied by a written rationale. The ~~Department Chairperson~~Chairperson of the Department (or College or School) P&T Committee will inform each person recommended by the Department P&T Committee of the status of his or her candidacy.

#### 4.5.3.3.4 Appealing a Recommendation

##### *4.5.3.3.4.1 Appeals by the Department*

In the event of a difference of opinion between the two committees, the Department P&T Committee may, if it wishes, submit additional materials and written arguments supporting its position to the Dean, who reviews these materials and arguments and submits them to the University Committee on Promotion and Tenure with an evaluation of their merit. If, after consideration of this new information, the University Committee on Promotion and Tenure votes to sustain its original decision, the Department P&T Committee's recommendation, the Dean's evaluation, and the University Committee on Promotion and Tenure's decision will be sent to the Provost. If the University Committee votes to reverse its decision, a positive recommendation will at this point be sent to the Provost.

#### **Proposed Handbook Change: 4.4.3.1 Annual Review**

Faculty at the rank of Associate Professor are eligible for consideration for promotion to the rank of Full Professor each year, unless the following two conditions hold: (1) they were under review for promotion to the rank of Full Professor by the university Promotion and Tenure Committee during the previous calendar year; and (2) this review did not culminate in a positive recommendation by the NJIT President to the Board of Trustees for promotion to the rank of Professor.

Faculty at the rank of Associate Professor and shall be reviewed annually by their Department P&T Committees

#### **Proposed Handbook Change: 4.4.4 Promotion to Distinguished Professor**

Faculty at the rank of Full Professor are eligible for consideration for promotion to Distinguished Professor each year, unless the following two conditions hold: (1) they were under review by the Distinguished Professors Review Subcommittee of the University P&T Committee during any of the previous two years; and (2) this review did not culminate in a positive recommendation by the NJIT President to the Board of Trustees for promotion to the rank of Distinguished Professor.

Nominations for promotion to the rank of Distinguished Professor may be made directly to the Provost by any member of the Faculty or by a Department P&T Committee. The Provost transmits such nominations to the Distinguished Professors Review Subcommittee of the University P&T Committee.

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# FACULTY HANDBOOK

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# NJIT

New Jersey Institute of Technology

~~July 2020~~  
~~(Updated June 2023)~~  
25 July 2024

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## **ENDORSEMENTS**

The Faculty of the New Jersey Institute of Technology, upon recommendation of the Provost and the President of the University and approval of the Board of Trustees, sets forth the rules and regulations contained in this Faculty Handbook for its governance and guidance. The purpose of this handbook is to outline Faculty and Instructional Staff rights, privileges, responsibilities, and obligations and to facilitate effective communication among all components of the University in order to best support the University's mission. All changes to the Faculty Handbook must be approved by the Board of Trustees on the recommendation of the President of the University, in accordance with the procedures set forth in the Constitution and Bylaws of the Faculty Senate.

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~~Daniel E. Bunker-Allen-Thomas~~, Faculty Senate President

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~~Atam Dhawan~~ ~~John A. Pelesko~~, ~~Interim~~ Provost and Senior ~~Executive~~ Vice President ~~for Academic Affairs~~

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Teik C. Lim, President

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Robert Cohen, Chair Board of Trustees

**PART ONE**  
**UNIVERSITY ADMINISTRATION AND SHARED GOVERNANCE**

**1.1 The Board of Trustees**

The NJIT Act of 1995 (Chapter 400 Laws of N.J. 1995; approved January 10, 1996) declares that “the exercise by the university of the powers conferred by this Act shall be deemed to be public and essential government functions necessary for the welfare of the State and the people of New Jersey.”

The Board of Trustees is the governing board of the University and consists of the Governor (or the Governor’s designee) and the Mayor of Newark as *ex officio* non-voting members, in addition to a maximum of 15 citizens of the State, appointed by the Governor with the advice and consent of the Senate.

Regular meetings of the Board are held throughout the year and are open to the public. A schedule of Board meetings, along with minutes of the meetings, resolutions, and the Board’s Bylaws, can be viewed on the Board’s [website](#).

**1.2 Administrative Officers for Academic Affairs**

**1.2.1 The President**

The President is the chief executive officer of the University. Appointed by and subject to the authority of the University’s Board of Trustees, the President has primary responsibility for all educational and administrative functions of the University.

**1.2.2 The Provost and Senior Executive Vice President**

The Provost and Senior Executive Vice President (hereafter: “the Provost”) is the chief academic officer of the University and serves at the pleasure of the President, to whom he/she reports. The Provost serves as Acting President when the President is absent.

**1.2.3 Deans**

Deans are the chief academic officers of their respective Colleges or Schools and serve at the pleasure of the Provost, to whom they report.

**1.2.4 Department Chairpersons**

Academic Departments are headed by Chairpersons who report directly to, and serve at the pleasure of, the Dean of the college in which the Department is located. Chairpersons are responsible for the effective operation of their Departments in accordance with the Faculty Handbook, Department Bylaws, and collective bargaining agreement policy, where applicable.

**1.3 Organizational Chart**

A current organizational chart of the administration of the University may be found [here](#).

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**1.4 Shared Governance**

After several years of planning by Faculty, Administrators, Staff, Students, and Alumni under the direction of Provosts Ian Gatley and Fadi Deek, and with the approval of the Board of Trustees upon the recommendation of President Joel Bloom, a system of shared governance went into effect at NJIT in September 2014.

**1.4.1 The Faculty Senate and the University Senate**

The cornerstone of the new governance structure is a dual-senate system consisting of a Faculty Senate—replacing the Faculty Council (1966–2014) as the duly constituted

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representative body of the NJIT Faculty—which has responsibility for academic issues and issues of concern to the Faculty, and a University Senate, which has responsibility for non-academic issues.

*1.4.1.1 Shared Governance Documents*

Authoritative versions of the family of shared governance documents may be consulted through the following links:

~~[Board of Trustees Bylaws](#)~~

~~[Policy on Shared Governance Board of Trustees Bylaws](#)~~

~~[Policy on Shared Governance](#)~~

[Constitution of the Faculty Senate](#)

[Faculty Senate Bylaws](#)

[Constitution of the University Senate](#)

[University Senate Bylaws](#)

*1.4.1.2 Openness and Transparency*

Except in special circumstances defined in their constitutions and bylaws, the Faculty Senate and the University Senate shall conduct their business at meetings that are open to the entire university community, and both senates shall publicize their activities and accomplishments on their websites:

[Faculty Senate website](#) (including the authoritative text of the Faculty Handbook)

[University Senate website](#)

*1.4.1.3 Participation by Stakeholders*

Both the Faculty Senate and the University Senate draw strength and wisdom from various groups and constituencies that make up the University community, including Faculty, Instructional Staff, administrators, staff, undergraduate and graduate students, and alumni. These constituent groups or stakeholders are represented by the following organizations:

~~[Lecturers and Educators Congress \(LEC\)](#)~~

~~[Staff Council](#)~~

~~[Administrators Council](#)~~

~~[Student Senate](#)~~

~~[Student Senate](#)~~

[Graduate Students Association \(GSA\)](#)

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[NJIT Alumni Association](#)  
[NJIT Alumni Association](#)

#### 1.4.1.4 Committee Structure

Both the Faculty Senate and the University Senate rely on a committee structure which complements the work of other committees that report directly to the President, the Provost, and other senior administrators.

The current membership of Faculty Senate standing committees can be found [here](#). The current membership of University Senate standing committees can be found [here](#). The current membership of committees that report directly to the President, the Provost, and other senior administrators can be found [here](#).

### **1.4.2 Meetings of the Faculty**

#### 1.4.2.1 General Guidelines for Calling and Conducting Faculty Meetings

In accordance with Section 7.3 of the Constitution of the Faculty Senate and Section V.B of the Faculty Senate Bylaws, regular meetings of the NJIT Faculty shall be convened and conducted by the Faculty Senate at least once each semester in order to convey information to the Faculty, solicit Faculty opinions, and vote on action items, including proposed substantive changes to the Faculty Handbook. Procedures relating to meetings of the Faculty shall be conducted in accordance with those sections of the Constitution and Bylaws of the Faculty Senate.

#### 1.4.2.2 Additional Offices

The Executive Committee of the Faculty Senate may appoint Faculty members as officers to assist with the administration of meetings of the Faculty, including a Secretary of the Faculty to take minutes and keep records and a Parliamentarian to provide guidance on procedure.

## **PART TWO** **THE FACULTY AND INSTRUCTIONAL STAFF**

### **2.1 General Statements on Faculty**

#### **2.1.1 Maintenance of Academic Standards**

The role of the Faculty is integral to shared university governance. It is the Faculty's responsibility to oversee and maintain appropriate academic curricular standards. In cooperation with the university administration, the Faculty assures stakeholders that students are held to standards commensurate with the degrees they pursue. Working within the structure of degree programs, Faculty members maintain, and periodically adjust, requirements and standards for degrees.

#### **2.1.2 Expectations for Instruction, Scholarly Research, and Service**

Effective instruction, scholarly research, and community service are the responsibility of the Faculty. To this end, Faculty members are expected to perform appropriate instruction by helping students understand current practice within their disciplines. As members of the larger academic community, Faculty members are expected to contribute through research and scholarly activities to the advancement of their disciplines. Faculty members are also

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expected to participate in varied service activities which strengthen the university.

To ensure that the activities of Faculty are known and recognized, Faculty members are required to file annual reports. University administration is responsible for designing the reporting process so that Faculty contributions are recognized.

### **2.1.3 Faculty Rights**

In order for Faculty to fulfill the expectations that derive from their positions within the university, they should be provided with an environment conducive to teaching, scholarly research, and service. Faculty should expect to undertake a level of teaching, scholarly research, and service comparable to that of Faculty in benchmark universities.

Faculty members work within an environment of academic freedom, including freedom from external pressures to conform to restricted intellectual, pedagogical, or political orientations to their duties. Faculty should be able to participate in governance activities, such as membership in Faculty Senate and collective bargaining through the Professional Staff Association, without hindrance.

Faculty members should have access to privileges traditionally associated with research universities. Such privileges include sabbatical leaves and leaves of absence, as well as support for grant applications, grant administration, and travel related to conferences and research activities.

### **2.1.4 Professional Staff Association**

In accordance with Chapter 303, Public Laws of 1968, the Rules and Regulations of the Public Employment Relations Commission (PERC), the university has officially recognized the NJIT Professional Staff Association (PSA) as the exclusive representative for collective negotiations on behalf of all full-time teaching and administrative personnel who qualify for membership in the Association. Further information about the NJIT PSA may be obtained at the [PSA website](#).

## **2.2 Membership in the Faculty**

### **2.2.1 Membership in the Faculty**

The Faculty consists of all individuals holding the ranks of Assistant Professor, Associate Professor, Professor, and Distinguished Professor at NJIT, including administrators who hold those ranks. As presiding officer of the University, the President is a member of the Faculty. As noted in Section 2.3.4, Faculty from other universities who serve as Chairpersons of Federated Departments are considered members of the NJIT Faculty for the duration of their terms.

### **2.2.2 Voting Membership at Faculty Meetings**

The voting membership at Faculty meetings consists of all members of the Faculty as defined in Section 2.2.1 above as well as certain administrators who do not otherwise qualify as members of the Faculty. These administrators are the Vice President for Academic Support and Student Affairs, the Dean of Students, the University Librarian, and any others who are agreed upon by the President of the University and the Executive Committee of the Faculty Senate.

## **2.3 Definition of Faculty Ranks**

### **2.3.1 Tenure-Track Faculty Ranks**

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#### 2.3.1.1 Assistant Professor

This position is intended primarily for individuals near the start of their academic careers, who are expected to make substantial contributions to the University in teaching, scholarly research, and service. Assistant Professors serve a period of time, normally not to exceed seven years, while being considered for promotion and tenure. An Assistant Professor may be recommended for promotion before becoming eligible for tenure. A recommendation for tenure of an Assistant Professor must be accompanied by a recommendation for promotion to Associate Professor.

#### 2.3.1.2 Associate Professor

This position is intended for individuals who have established a record of excellence in teaching, scholarly research, and service. An individual may be appointed as an untenured Associate Professor with a tenure eligibility date specified or as a tenured Associate Professor. An Associate Professor may be recommended for promotion in any year subsequent to initial appointment.

#### 2.3.1.3 Professor

This position is intended for individuals who have built a sustained record of excellence in teaching, scholarly research, and service, and whose accomplishments are nationally recognized in their field(s) of expertise.

#### 2.3.1.4 Distinguished Professor

This position is intended for individuals whose accomplishments significantly exceed those of Professors, and include a sustained record of nationally and internationally recognized preeminence in their field(s) of expertise.

~~Note: The term "scholarly research" may be taken to include alternative demonstrations of individual achievement in disciplines and sub-disciplines in which different standards prevail, such as the production of a body of original, creative, and professionally recognized work by Faculty with fields of expertise in architecture, theater, creative writing, and the arts.~~

Note: The term "scholarly research" may include a variety of creative academic activities. Examples of creative academic activities include, but are not limited to, transdisciplinary and multidisciplinary work, research translation, peer-reviewed publications, invited talks at international conferences, authorship of books and book chapters, acquisition of intellectual property and patents, commercialization of research, technology transfer, licensing technology, contribution to pre-college, undergraduate and graduate education related activities, and the production of original, creative, and professionally recognized work in architecture, management, design, theater, creative writing, community outreach, social impact and the arts.

### **2.3.2 Sponsored/Endowed Chairs**

These externally-funded positions are intended for individuals with notable records and expertise in a specific field of academic research. The holder of a sponsored chair may or may not be tenured at the University.

### **2.3.3 Professors Emeriti**

#### **2.3.3.1 Definition and Criteria of Emeriti Status**

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Faculty members who have served the University with distinction may be granted the honorary title of Professor Emeritus or Professor Emerita upon retirement. Professors Emeriti do not have voting privileges at Department and Faculty Meetings.

#### 2.3.3.2 Procedure for Awarding Emeriti Status

Recommendations for awarding this title originate in the Department or Academic Unit in which the retiree has a primary affiliation, through a procedure articulated in the Department Bylaws. Recommendations are sent to the appropriate Dean and then to the Provost for approval. Immediately after granting approval, the Provost shall notify the retiree of his/her appointment.

#### 2.3.3.3 Appeal Process

Faculty members who have not received notification of appointment to Emeriti status by the end of the second semester following the date of their retirement may submit an appeal in writing to the Provost, indicating the reasons why they believe they qualify for Emeriti status according to the policy and procedures stated in Section 2.3.3 in the Faculty Handbook and in their Department's bylaws. Within fifteen business days after receiving such an appeal, the Provost shall make a decision in writing (with copies to the Department Chairperson and the Dean) about whether to accept or reject the appeal, including his/her reason(s) for the decision.

### 2.3.4 Associate Faculty Members

This designation is granted to all Faculty from other universities who are members of Federated Departments, as defined in Section 3.4. Associate Faculty Members have the right to attend NJIT Faculty meetings with voice, but not vote. However, Faculty from other universities who serve as Chairpersons of Federated Departments are full voting members of the NJIT Faculty for the duration of their terms as Chairpersons.

### 2.3.5 Graduate Faculty

All NJIT Faculty members are members of the Graduate Faculty. For the rules governing admission of others to the Graduate Faculty, along with information about the privileges and responsibilities of Graduate Faculty membership, see the [Guidelines for Graduate Faculty at NJIT](#). The Guidelines for Graduate Faculty at NJIT may be amended by the Faculty Senate with the approval of the Provost.

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## 2.4 Faculty Appointments and Affiliations

### 2.4.1 Faculty Appointments

#### 2.4.1.1 Search Process

##### 2.4.1.1.1 General Guidelines

All Faculty hiring must be in compliance with Department and University goals. Equal employment opportunity considerations shall be a component of all Faculty searches and recruitment procedures. For further information, see the University's [Faculty Search and Selection Guidelines](#).

##### 2.4.1.1.2 Faculty Searches

When a Faculty position becomes available in a Department, the Department Chairperson oversees the hiring process, which includes establishing an appropriately diverse Department search committee; searching for candidates (including targeted recruitment practices); screening applicants; inviting

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promising candidates to the campus for presentations and meetings with members of the Department, appropriate Faculty outside the Department, and the administration (normally including the Dean); obtaining external references; soliciting opinions from members of the Department and others; and convening the Department P&T Committee to determine appropriate Faculty rank and tenure status of finalists, as well as to make the final decision about which candidate(s) to recommend for appointment. (Department Bylaws may specify the roles of the Chairperson and other Faculty in the Department in this process.) At the end of the process, the Department sends the Dean a recommendation, along with a ranked list of other acceptable candidates from the search. After the Dean has conferred with the Department Chairperson and approved one or more candidates for hire, a recommendation is sent to the Provost.

#### 2.4.1.2 Appointment Letter

An offer of a Faculty position becomes official only when an appointment letter is sent to a candidate from the Provost. The appointment letter contains important details on the offer, including Faculty rank, tenure status (see Section 2.4.1.3), departmental affiliation(s), salary, and information about additional resources that may be made available to the candidate upon hire. In the event that—after a reasonable and specified period of time, during which the terms in the appointment letter may be renegotiated to the mutual agreement of both parties—a candidate declines to accept an offer, or does not reply within a specified period of time, the Provost may send a new appointment letter to the next candidate in the ranked list approved by the Department and the Dean—and so on until a candidate accepts an offer by signing the original or a revised appointment letter from the Provost and returning it to NJIT.

#### 2.4.1.3 Tenure Status upon Appointment

When a new Faculty member is hired without tenure, the appointment letter from the Provost specifies the details of tenure eligibility. A new Faculty member hired at the rank of Associate Professor or Professor may be appointed with tenure with the approval of the Department P&T Committee, the Dean, and the Provost. In such cases, the appointment letter from the Provost specifies that the appointment is being offered with tenure, although (as in all cases) the award of tenure is ultimately made by the Board of Trustees upon the recommendation of the President.

#### 2.4.1.4 Appointment at the Rank of Distinguished Professor

Appointment at the rank of Distinguished Professor requires the approval of the Distinguished Professors Review Subcommittee of the University P&T Committee (see Section 4.4.4).

### **2.4.2 Policy on Change of Department Affiliation**

In most cases Faculty appointments are made to a specific Department or Academic Unit at NJIT, which is a Faculty member's primary affiliation. Faculty members may change their Department or Academic Unit affiliation if their request is approved by the Promotion and Tenure Committee of the receiving Department or Academic Unit, by the Dean (or Deans, if the change involves two different Colleges or Schools), and by the Provost.

### **2.4.3 Joint Appointments**

In pursuit of multidisciplinary activities in teaching, scholarly research, or both, a Faculty member may seek a joint appointment in more than one Department or Academic Unit.

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2.4.3.1 Application and Approval Process for Joint Appointments

A request for a joint appointment shall be initiated by the Faculty member and addressed to the Chairpersons of both Departments or Academic Units. To be implemented, the request must be supported by both Chairpersons, by both Department P&T Committees, by the Dean of the College or School (or by both Deans, if more than one College or School is involved), and by the Provost. Upon approval, the Provost shall send a letter containing the terms of the joint appointment to the Faculty member, copied to the affected Chairperson(s) and Dean(s).

2.4.3.2 Primary and Secondary Affiliation

Each joint appointment involves a primary and a secondary affiliation, which must be specified at the time the joint appointment is made.

2.4.3.2.1 Promotion and Tenure, Sabbatical Leaves, and Performance-Based Salary Increases

The Department or Academic Unit with which a Faculty member has a primary affiliation is responsible for evaluations and recommendations for promotion and tenure, sabbatical leaves, and performance-based salary increases. The Department or Academic Unit with which a Faculty member has a secondary affiliation contributes to these processes through recommendations to the primary Department or Academic Unit.

2.4.3.2.2 Teaching and Research

Teaching assignments and research programs for Faculty with joint appointments are negotiated between the Faculty member and the Chairpersons of both Departments or Academic Units.

2.4.3.2.3 Committees and Meetings

A Faculty member with a joint appointment is expected to serve on committees and attend meetings in the Department or Academic Unit with which he/she has a primary affiliation. Service on committees and attendance at meetings in the Department or Academic Unit in which he/she has a secondary affiliation is voluntary, but the Faculty member should be invited to Department meetings. Faculty members with joint appointments do not have voting rights in Departments or Academic Units in which they have secondary affiliations unless the Department bylaws specify that they do.

2.4.3.3 Joint Appointment with a Research Center or Interdisciplinary Program

A Faculty member may request a joint appointment with a Research Center or with an interdisciplinary program. In such cases the application and approval process is the same as in Section 2.4.3.1, except that the Director of the Research Center or interdisciplinary program assumes the role of the Chairperson of the Department or Academic Unit where the Faculty member has a secondary affiliation. In such cases, the Faculty member, the Chairperson of the Department or Academic Unit in which the Faculty member has his/her primary affiliation, and the Director of the Research Center or interdisciplinary program jointly determine the responsibilities of the Faculty member, and the Director provides input regarding promotion and tenure, sabbatical leaves, and performance-based salary increases.

2.4.3.4 Joint Appointment outside NJIT

A request for a joint appointment with a Department or program at another college or

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university not Federated with NJIT shall be reviewed and negotiated on an individual basis.

#### 2.4.3.5 Continuation and Dissolution of Joint Appointments

Continuation of a joint appointment is by common agreement of all the parties involved in the application and approval process. Dissolution of a joint appointment shall occur if any of those parties requests it, with the Provost making a final judgment in case of disagreement among the parties. If a joint appointment is dissolved, the Faculty member remains a member of the Department or Academic Unit in which he/she has a primary affiliation.

## **2.5 Instructional Staff**

### **2.5.1 General Statements on Instructional Staff**

The Instructional Staff consists of members of the University community who hold non-tenure-track academic positions, including University Lecturers, Senior University Lecturers, Visiting Professors, Research Professors, Research Associates, Post-Doctoral Fellows, Adjunct Instructors, Affiliated Faculty Members, and Professors of Practice. The extent of their role in departmental governance is determined by the bylaws of the Department or Academic Unit of appointment, subject to policies and stipulations in the Faculty Handbook. Members of the Instructional Staff do not have voting privileges in Faculty meetings.

### **2.5.2 Instructional Staff Positions**

#### *University Lecturer*

This full-time, non-tenure-track position is designed to support the instructional role of the Faculty and to provide a degree of flexibility, allowing the University to achieve its goals. Intended primarily as a teaching position, the position of University Lecturer can be used to fill an administrative position in special circumstances. Both evaluation and consideration for advancement are managed by the Department or Academic Unit of appointment, subject to provisions contained in the Collective Agreement between NJIT and the PSA.

#### *Senior University Lecturer*

This full-time non tenure-track position is reserved for University Lecturers whose record of sustained instructional excellence warrants advancement to a senior rank. Both evaluation and consideration for advancement are managed by the Department or Academic Unit of appointment, subject to provisions contained in the collective agreement between NJIT and the PSA. Senior University Lecturers may also participate in varied service activities which strengthen the university.

#### *Visiting Professor (including Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor, and Visiting Distinguished Professor)*

These full-time positions are temporary appointments, normally designed for individuals who hold academic appointments at other universities or research centers. Appointments are managed by the host Department or Academic Unit.

#### *Research Professor/Research Associate (including Distinguished Research Professor, Research Professor, Research Associate Professor, Research Assistant Professor, Senior Research Associate, Research Associate, Research Assistant, Post-Doctoral Fellow)*

These full-time positions support the research role of the Faculty. Both evaluation and consideration for advancement are managed by the Department or Academic Unit.

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*Adjunct Instructor*

Adjuncts are hired on a term-by-term, part-time basis to fill specific teaching needs. Both evaluation and consideration for advancement are managed by the Department or Academic Unit of appointment.

*Affiliated Faculty Member*

This honorific designation is reserved for individuals who are not NJIT employees and are not paid for their services by NJIT, but rather participate voluntarily in Faculty-directed activities involving research or instruction, such as serving on thesis and dissertation committees, mentoring students, participating in curriculum review and strategic planning activities, and assisting with international programs. Affiliated Faculty Members are appointed to three-year, renewable terms on the recommendation of the Chairperson of an academic Department or the Director of a degree program, subject to the approval of the appropriate School or College Dean and the Provost. At the discretion of the University, Affiliated Faculty Members may appear on Department or program websites, may identify themselves as Affiliated Faculty Members outside NJIT, and may be granted access to specific resources at NJIT, such as library privileges and guest parking privileges when they are on campus for relevant activities.

*Professor of Practice*

This full-time or part-time non-tenure-track position is intended for accomplished professionals who possess state-of-the-art expertise in contemporary practice in fields such as business, industry, government, the arts, and the professions. Appointments are made for one semester or one year in accordance with the policies and procedures of the hiring Department or Academic Unit, and may be extended for up to three years based on an annual review by the Department or Academic Unit.

**PART THREE**  
**ACADEMIC UNITS AND THEIR ADMINISTRATION**

**3.1 Colleges, Schools, and Departments**

As a research University, NJIT is structured into traditional Academic Units: Colleges (or Schools) and Departments. There are six Colleges, five of which are the locus of regular Faculty appointments. Each College is led by a Dean, reporting to the Provost. The Newark College of Engineering (NCE), the College of Science and Liberal Arts (CSLA), and the College of Computing Sciences (CCS) contain multiple academic Departments, each headed by a Department Chairperson. The College of Architecture and Design (CoAD) consists of a School of Architecture and a School of Art + Design. The School of Management (SoM) consists of a single Academic Unit. The Albert Dorman Honors College (ADHC) is designed to meet the needs of Honors students. Though it is led by a Dean, there are no Faculty appointments in ADHC.

**3.2 Department Bylaws**

Note: "Department Bylaws" refers to bylaws of academic Departments as well as to bylaws of Colleges or Schools that do not contain Departments.

**3.2.1 Purpose of Department Bylaws**

Each Department shall operate according to bylaws which set forth its organization and the procedures for conducting its internal affairs, including voting membership, administrative

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structure, procedures for calling and conducting Department meetings, Department committees, procedures for nominating Faculty for Emeritus/Emerita status, and the procedure for amending the bylaws. Department Bylaws are intended to foster and encourage the widest possible degree of Faculty participation in the governance of the Department, create an atmosphere that is conducive to open and collegial discussion of all major issues affecting the daily operation and future development of the Department, and provide opportunities for service and for professional growth in teaching and research within the spectrum of the Department's activities for every Faculty member in a fair and equitable way.

### **3.2.2 Default and Customized Department Bylaws**

The Faculty Senate and the Provost shall formulate and maintain Default Department Bylaws which shall be posted on the Provost's website. Each Department shall either adopt the Default Department Bylaws or adopt customized Department Bylaws of its own construction which conform to the format of the Default Department Bylaws.

### **3.2.3 Adoption and Amendment of Department Bylaws**

Only Faculty (as defined in Section 2.2.1) with a primary affiliation in the Department or Academic Unit are eligible to vote for adoption or amendment of Department Bylaws, inclusive of Faculty who are on leave (subject to University personnel policies and regulations), but exclusive of Faculty who hold administrative positions at the level of Dean or above. Adoption or amendment of Department Bylaws requires a two-thirds majority of the votes cast at a duly constituted Department meeting. The proposed bylaws or amendments must be distributed to the Department members in writing at least ten business days before the vote.

### **3.2.4 Review of Department Bylaws by the Dean and the Faculty Senate**

Following adoption or amendment of Department Bylaws, the Department Chairperson shall submit the new or revised bylaws (in which amendments to existing bylaws appear as track changes) to the Dean, the President of the Faculty Senate, and the Provost. The Dean and the Faculty Senate shall review the bylaws for conformity with the Faculty Handbook and other Approved University Policy (including the Collective Agreement between NJIT and the PSA and any other policies adopted by the Faculty and approved by the Board of Trustees) and submit their written reviews to the Provost (copied to the Department Chairperson) within fifteen business days after receiving the new or revised bylaws from the Department. Department Bylaws shall not conflict with or contravene any provisions of Approved University Policy.

### **3.2.5 Role of the Faculty Senate in Facilitating Approval**

The Faculty Senate shall, upon request, provide assistance to academic Departments for the purpose of attaining approval of their Department Bylaws.

### **3.2.6 Approval of Department Bylaws by the Provost**

After receiving the reviews from the Dean and the Faculty Senate, the Provost shall review the bylaws. If the Provost determines that the bylaws are acceptable, the Provost shall, within fifteen business days after receiving the reviews of the bylaws from the Faculty Senate and the Dean, provide the Department Chairperson with written notice (copied to the Dean and the President of Faculty Senate) that the Department Bylaws are approved as submitted.

If the Provost determines that any part of the Department Bylaws is unacceptable, the Provost shall, within fifteen business days, provide the Department Chairperson with a written notice

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setting forth each unacceptable passage, with an explanation of the problem(s). The Provost shall also send a copy of this correspondence to the Dean and the President of the Faculty Senate.

After receiving this correspondence, the Department may prepare revisions and submit them to the Provost. Department Bylaws shall go into effect upon approval by the Provost.

### **3.2.7 Posting of Approved Bylaws**

The bylaws of each Department, after being adopted by the Department and approved by the Provost, shall be posted on the Department's website, and a record shall also be kept in the Provost's office. Department Bylaws should show the date of final approval by the Department and by the Provost in their current form under the heading at the top in the following format: "Approved by the Department on [date]" and "Approved by the Provost on [date]."

## **3.3 Selection and Appointment of Department Chairpersons**

### **3.3.1 Principle of Chair Selection**

Department Chairpersons are nominated by their Departments and appointed by the Dean of the College.

### **3.3.2 Term of Department Chairpersons**

#### 3.3.2.1 Standard Term

The standard term of a Department Chairperson is three years, beginning on July 1 of the year in which the election occurs and ending on June 30 three years later.

#### 3.3.2.2 Shortened or Lengthened Term

If an election occurs because a Department Chairperson has not completed his/her term, then the appointment takes effect immediately, but the term of appointment is considered to be three years from July 1 of that calendar year.

#### 3.3.2.3 Consecutive Terms and Term Limits

Department chairpersons are normally limited to three consecutive terms. A Department chairperson who seeks to be a candidate for reelection to a fourth (or higher) consecutive term requires authorization by a two-thirds vote of all Faculty in the Department who are eligible to vote, including those on leave (see Section 3.3.4). In such cases, the Department Chairperson must inform the Dean of his/her intention to run for another term as Department Chairperson by March 15 of the last year of his/her third (or higher) consecutive term. By March 31 the Dean organizes a special referendum on the Department Chairperson's eligibility to run for another term, using anonymous electronic voting.

### **3.3.3 Eligibility to Serve as Department Chairperson**

All tenured Faculty with a primary affiliation in a Department at or above the rank of Associate Professor are eligible to serve as Department Chairperson, except those who hold an administrative position at or above the level of Associate Dean.

### **3.3.4 Eligibility to Vote in the Chair Selection Process**

Only Faculty (as defined in Section 2.2.1) with a primary affiliation in a Department are eligible to vote for Department Chairperson, inclusive of Department Faculty on leave (subject to University personnel policies and regulations), but exclusive of Department Faculty who hold administrative positions at the level of Dean or above.

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### 3.3.5 Procedures for Selecting a Department Chairperson

#### 3.3.5.1 Standard Procedure

The Standard Procedure is used unless the Alternative Procedure (as outlined in Section 3.3.5.2) has been authorized by the Dean of the College, in consultation with the Department.

##### 3.3.5.1.1 Appointment of the Elections Coordinator (EC) and Timing of the Selection Process

When the position of Department Chairperson is about to become vacant—either because the term of the current Chairperson is expiring or because the current Chairperson is unable to complete his/her term—the Dean of the College notifies the Provost, who selects an Elections Coordinator (EC) from outside the Department to oversee the process. In the event that a current Chairperson's term in ending on June 30, the appointment of the EC must occur no later than April 1 of that year.

The election procedure shall normally conclude within twenty-five business days of the EC's appointment. The Dean should be consulted if this time frame requires an extension.

##### 3.3.5.1.2 Preparation of the List of Eligible Candidates

Within five business days of appointment, the EC circulates to all eligible voting Faculty in the Department a list of all Faculty who are eligible to serve as Department Chairperson. No later than five business days from the date of this distribution, eligible Faculty members who wish to be candidates for Department Chairperson must notify the EC in writing of their intention.

If a Department wishes to select its Chairpersons by means of rotation, this objective can be achieved, as long as the process is clearly described in the Department Bylaws.

##### 3.3.5.1.3 The Election Process

Within ten business days of being appointed, the EC distributes the final list of candidates to all Faculty in the Department who are eligible to vote. The EC supervises a general election by secret ballot according to one of the following procedures: (1) voting at a Department meeting; (2) voting by anonymous paper ballots in sealed envelopes; or (3) electronic voting, using an anonymous electronic voting program. If the voting procedure is not specified in a Department's bylaws, it is determined by the EC from among these three options. Whichever voting procedure is used, all Faculty who are eligible to vote must have the opportunity to do so.

If the vote occurs at a Department meeting, eligible Faculty must be given five business days notification of the location, date and time of the meeting. If the vote occurs by paper ballot or electronically, then the voting window must be at least five business days. Clear instructions on where to deposit paper ballots must be provided. With any method of voting, the EC shall determine where, when, and how ballots will be counted, and shall provide this information to all eligible voters.

##### 3.3.5.1.4 Determination of the Department's Nominee

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A candidate who is selected by a majority of the total number of eligible voters in the Department (not just a majority of the votes cast) is declared the Department's nominee, and the EC forwards his/her name to the Dean of the College for approval.

If, in the case of three or more candidates, no candidate wins enough votes to be the Department's nominee, the EC promptly conducts a run-off election between the two candidates with the highest number of votes, using the same method of voting as in the original election.

If no candidate wins enough votes to be the Department's nominee in a general election with fewer than three candidates or in a run-off election between two candidates, the EC shall conduct a new general election one time, with a new list of eligible candidates, using the same selection process and method of voting as in the original election.

#### 3.3.5.1.5 Appointment by the Dean

The Dean has sole authority to appoint the Department's nominee as the Department Chairperson. If the Dean chooses not to appoint the Department's nominee, the case is remanded to the Provost. If the Provost cannot bring about a resolution, the Provost and the Dean determine whether the Department should hold a new election for an internal Department Chairperson according to the Standard Procedure (Section 3.3.5.1) or conduct a search for an internal or external Department Chairperson according to the Alternative Procedure (Section 3.3.5.2). An Interim Department Chairperson may be appointed if necessary (Section 3.3.6).

#### 3.3.5.1.6 Departmental Failure to Nominate a Candidate

If a Department fails to nominate a candidate through the procedures outlined in Sections 3.3.5.1.1–3.3.5.1.4, the Dean appoints the Department Chairperson, with the approval of the Provost.

#### 3.3.5.2 Alternative Procedure

The Alternative Procedure is only used when the Dean, in consultation with the Department, has authorized a search for a new Department Chairperson. In such searches, both internal and external candidates are eligible to apply. Except where noted below, such searches follow the guidelines for Faculty searches set down in Section 2.4.1.

##### 3.3.5.2.1 Formation of a Search Committee

The Department elects a Search Committee, normally consisting of five Faculty members. Faculty from other Departments and representatives from other stakeholder groups may be included in the Search Committee, but the Search Committee should include at least one Faculty member from the Department at the ranks of Assistant Professor, Associate Professor, and Professor/Distinguished Professor unless the small size of the Department precludes doing so. The Dean makes up to two additional appointments to the committee.

##### 3.3.5.2.2 The Search Process

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*3.3.5.2.2.1 Identification of Candidates*

The Dean of the College charges the Search Committee and provides a budget for advertising and for bringing finalist candidates to the campus. Finalist candidates meet with the Search Committee; the current Department Chairperson or Interim Chairperson; the Department P&T Committee; directors and coordinators of the Department’s programs; other Department Faculty; the Dean of the College; and, if possible, the Provost.

*3.3.5.2.2.2 Recommendation of Candidates*

After the finalist candidates have visited the campus, the Search Committee must ascertain from the Department P&T Committee that candidates from outside the University qualify to be recommended for tenure upon appointment at the rank of Associate Professor or above. The Search Committee then makes its recommendations to the dean, who convenes a Department meeting. The Department receives the Search Committee’s recommendation(s) and, after thorough consideration, determines the acceptable candidate(s) for the appointment. If any of the recommended candidates are from outside the University, the Department P&T Committee also sends the Dean a recommendation to make a hire at the appropriate Faculty rank (Associate Professor or higher), with tenure, in accordance with Section 2.4.1.3.

*3.3.5.2.2.3 Appointment of the Chairperson*

With the approval of the Provost, the Dean of the College selects the successful candidate from the Department’s list of nominees. If the successful candidate is already a member of the Faculty of NJIT, the Provost issues an appointment letter to the Chair position. If the successful candidate is from outside NJIT, the Provost issues an appointment letter both to the Faculty and to the Chair position. An appointment to the Faculty is made under the same terms as other Faculty appointments (see Section 2.4.1). Appointment to the Chair position includes the condition of appointment to a three-year term as Department Chairperson.

**3.3.6 Acting and Interim Department Chairpersons**

When the position of Department Chairperson becomes vacant, either for a fixed period of time (e.g., due to illness or a sabbatical leave) or indefinitely (e.g., due to resignation or long-term disability), the Dean of the College, in consultation with the Department, appoints an Acting or Interim Chairperson respectively. The Acting Chairperson serves until the Chairperson reassumes the post. The Interim Chairperson serves until appointment of a new Department Chairperson, but for no longer than one year. Both Interim and Acting Chairpersons perform all the duties of the office, including chairing the Department P&T Committee. If unforeseeable circumstances require the extension of an Interim Chairperson’s term of office, the Dean, in consultation with the Department and with the approval of the Provost, may renew the appointment for up to one additional year from the date of original appointment as Interim Chairperson.

**3.4 Federated Departments**

**3.4.1 Basic Principle of Federation**

Upon the recommendation of the Faculty, and with the approval of the administration, an

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academic Department or other Academic Unit may federate with an academic Department or Academic Unit of another university (e.g., Rutgers University, Newark) in order to offer an expanded program or provide better services to students and Faculty. The resulting "Federated Department" exists as a full-fledged academic Department at both universities. The appellation "Federated Department" recognizes that each such Department has been created out of two separate Departments or Academic Units, one at NJIT and the other at another university.

### **3.4.2 Status of Faculty in Federated Departments**

Where a Federated Department or program has been created between NJIT and another university, the Faculty members retain full membership in their Departments at the primary university. Recommendations regarding promotion and tenure and performance-based salary increases are made through the Promotion and Tenure process at the home university, with input from the other university. Teaching assignments, committee activity, scholarly research, leaves, support for publication and for travel to conferences are all based in the Department of the primary university.

### **3.4.3 Formation and Dissolution of Federated Departments with Rutgers-Newark**

#### 3.4.3.1 Procedure for Forming Federated Departments

Whenever a majority of the Faculty in an academic Department or Academic Unit at NJIT and a majority of the Faculty in an academic Department or Academic Unit at Rutgers-Newark each vote to establish a Federated Department with each other, a proposal to federate will be brought to the NJIT Faculty Senate and, upon approval, to a meeting of the NJIT Faculty. The recommended federation will be presented to the administrations of both universities for final approval.

#### 3.4.3.2 Procedure for Dissolving Federated Departments

Federated Departments will review the issue of federation every three years. If, during a review, either a majority of the members of any one unit comprising a Federated Department, or a two-thirds majority of the full membership of a Federated Department, vote in favor of dissolution, the administrations of NJIT and Rutgers-Newark will meet to discuss the merits of, and steps to dissolve, the federation as quickly as feasible. Furthermore, the NJIT and Rutgers-Newark administrations retain their independent managerial right to dissolve a Federated Department.

### **3.4.4 Chairpersons of Federated Departments with Rutgers-Newark**

Federated Departments with Rutgers-Newark may have Department Chairpersons who administer the entire Federated Department or separate NJIT and Rutgers Department Chairpersons who each have the authority and responsibilities of Department Chairpersons at their respective universities. Department Chairpersons of the first kind are considered members of the Faculty at both universities for the duration of their terms (see Section 2.2.1), but Department Chairpersons of the second kind are considered members of the Faculty only at their home universities.

### **3.4.5 Promotion and Tenure Procedures for Federated Departments with Rutgers-Newark**

#### 3.4.5.1 The Committee Chairperson

The appropriate Department Chairperson of each Federated Department shall be the Chairperson of that Department's Promotion and Tenure Committee at NJIT and Personnel Committee at Rutgers-Newark. However, a Department Chairperson from

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Rutgers-Newark shall not vote when NJIT Faculty members are under consideration, just as a Department Chairperson from NJIT shall not vote when Rutgers Faculty members are under consideration.

3.4.5.2 Committee Composition and Procedures

3.4.5.2.1 NJIT Faculty

When NJIT Faculty members are under consideration by a Federated Department, the membership, duties, and procedures of the Federated Department's Promotion and Tenure Committee shall be in accordance with Section 4.5.2, using the criteria in Sections 2.3 and 4.2. In addition to the P&T Committee, tenured Rutgers Faculty in the Federated Department who are of equal or higher rank than that proposed for a candidate for appointment, reappointment, or promotion shall be non-voting participants in the promotion and tenure process. Their evaluation of the candidate will be recorded in the form of a memorandum that will accompany the committee's formal recommendation.

3.4.5.2.2 Rutgers-Newark Faculty

When Rutgers-Newark Faculty members are under consideration by a Federated Department, the membership, duties, and procedures of the Federated Department's Personnel Committee (i.e., P&T Committee) shall be in accordance with Section V of the Faculty Bylaws of Rutgers-Newark. Tenured NJIT Faculty in the Federated Department who are of equal or higher rank than that proposed for a candidate for appointment, reappointment, or promotion shall be non-voting participants in the personnel process; their evaluation of the candidate will be recorded in the form of a memorandum that will accompany the committee's formal recommendation.

3.4.5.3 Determination of Promotion and Tenure/Personnel Committee and Procedures

3.4.5.3.1 Special Circumstances at the Inception of a Federated Department

Faculty members who are tenure-track at the inception of the Federated Department shall have the choice at the beginning of tenure evaluation of being evaluated only by Faculty members who would have evaluated them if federation had not occurred, with or without vote as set forth above. If the Faculty member chooses the latter method and the Chairperson of the Federated Department is not a tenured member of his or her home institution, the Dean of the College in which the federated Faculty member was appointed shall select one of the tenured members of the home institution to act as Chairperson of the P&T Committee.

3.4.5.3.2 Circumstances after a Federated Department Has Been Established

With regard to all other members of a Federated Department, including tenure-track Faculty hired after the inception of a Federated Department, the P&T Committee and procedures of the Federated Department shall be in effect.

**3.4.6 Federated Department Bylaws**

3.4.6.1 Creation of Federated Department Bylaws

Each Federated Department shall devise Department Bylaws, which may not contradict the NJIT Faculty Handbook, the corresponding document at the other academic institution, or the applicable collective bargaining agreements of either university.

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3.4.6.2 Approval of Federated Department Bylaws

The bylaws of a Federated Department will be considered to be in effect when they have fulfilled the stipulations in Section 3.2 and the equivalent regulations for approval of Department Bylaws at the other university.

**3.4.7 Status of Federated Departments and Their Faculties**

3.4.7.1 Faculty Status in the Event of Dissolution

Should a Federated Department be dissolved, NJIT Faculty shall retain full Faculty status in the NJIT Department out of which the Federated Department was formed, or in another appropriate Department as determined by NJIT.

3.4.7.2 Policies Applicable to Faculty

All NJIT policies applicable to Faculty, including collective bargaining agreements, will be fully retained for NJIT Faculty in Federated Departments.

**3.5 Restructuring of Academic Units**

**3.5.1 Principles**

To allocate its resources effectively, the University may from time to time merge, reduce or discontinue Academic Units (defined in Section 3.1) when they are no longer central to the University's mission or when resources must be allocated to other units deemed more critical to its mission. Such changes are hereafter referred to as restructuring.

Although it is expected that changes in the academic structure of the University through merger, reduction, or discontinuance of Academic Units will occur infrequently, they are potentially disruptive, so that procedures are needed to ensure fair treatment of Faculty, staff, and students housed in the affected units. The procedures are outlined in Section 3.5.5. To the extent that similar issues arise in the creation of new Academic Units (including splitting an existing unit into two), these procedures should apply to those cases also.

**3.5.2 Definitions**

- "Academic Unit" refers to a department, school, or college within the University.
- "Program reduction" refers to the elimination of part of an Academic Unit, such as a sequence of courses, a track or specialty, or a major program of study within an Academic Unit.
- "Merger" refers to the joining of the Faculty of two or more Academic Units through administrative action, one consequence of which could be program reduction.
- "Discontinuance" refers to the elimination of an Academic Unit.

**3.5.3 Responsibility and Duties of the President**

The NJIT Board of Trustees has ultimate responsibility for approval of the University's mission, role, and scope, and for the degree programs offered by the University. The Board delegates to the President responsibility for administration of the University and its programs of instruction, research, and service. Decisions to restructure Academic Units are the responsibility of the President. The President has the duty to seek the advice of administrators and Faculty within the University in considering such decisions and to ensure that all Faculty and staff who might be affected by such restructuring are consulted before a final decision is made, and to ensure that the decision takes into account the rights and needs of current Faculty, staff, and students.

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### 3.5.4 Role of the Faculty Senate

In cases where the proposed restructuring can be accomplished without significant impact on Faculty appointments, the role of the Faculty Senate shall be limited to responsibilities described in section 2.1 of the Faculty Handbook. In cases that do result in significant impact on Faculty appointments (e.g., termination or significant change of duties of a tenured or tenure track appointment before the end of the time specified for that appointment in the Faculty Handbook), an ad-hoc committee (referred to hereafter as the committee) formed under the auspices of the Faculty Senate shall represent Faculty interests, with the intention of ensuring appropriate reassignment of impacted Faculty. The function of the committee will be to oversee the procedures laid out in Section 3.5.5, step 3a, to ensure that the Provost receives objective and unbiased information on the matter. The committee shall consist of seven tenured Faculty members, with four members appointed by the Faculty Senate and three appointed by the Provost. The Provost shall not appoint any person who is currently a Dean, Assistant or Associate Dean, Assistant or Associate Provost, or Vice President. To ensure committee objectivity, due diligence will be given regarding each appointment to the committee to avoid real or apparent conflicts of interest. In particular, no members shall be appointed from Academic Units directly affected by the restructuring, and no more than two of the members appointed by either the Faculty Senate or the Provost shall be Faculty members of the same college or school. The committee elects its own chairperson from among its members.

### 3.5.5 Procedure

When a Dean, after consultation with the Provost and any other appropriate Deans or department chairs, believes it necessary to consider restructuring of an Academic Unit, the procedure herein shall be followed. In cases where the restructuring above is a merger, reduction, or discontinuance of colleges or schools, the Provost shall perform the duties assigned to the Dean in this document, and the first recommendation shall be made to the President rather than to the Provost.

1. The Dean shall convene a meeting of the appropriate Faculty of the affected units. At this meeting the Dean shall explain the reasons for considering restructuring and propose the terms and conditions of any changes in Faculty status resulting from the proposed restructuring, such as termination of Faculty positions, reassignment of Faculty, modifications in research or teaching assignments, changes in reporting channels, or retraining that would be provided to facilitate continued employment of Faculty. The Dean shall ask the Faculty to introduce any information in support of continuation of the Academic Unit or to suggest alternatives. This information may be conveyed to the Dean orally or in writing, individually or in groups, and must be received within a reasonable period of time following the meeting (normally two weeks). In addition, any Faculty member with tenure who believes that reassignment or modifications in research or teaching assignments is tantamount to termination of his/her appointment with the University (hereafter referred to as *impacted Faculty*) shall inform the Dean in writing, providing reasons for his/her concern, within this same period of time. If, after a reasonable period following the meeting with the unit in question (normally two weeks), the Dean decides to pursue the proposed merger or discontinuance, and there are no impacted Faculty, he or she shall proceed to step 2. If the Dean has received written responses from impacted Faculty, he or she shall proceed to step 2a.

2. The Dean shall convey the reasons for considering the restructuring, along with a summary of all responses received, to the Provost, Deans, and the Faculty Senate. It is expected that the

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Provost will consult with the UCRC, Graduate Council, and CAA regarding academic and administrative impact of the proposed restructuring. A copy of the summary conveyed by the Dean shall be available to the Faculty in the office of the Academic Unit under consideration. Such notification is to provide opportunity to identify consequences that may have been overlooked or elicit suggestions for alternatives. The Dean shall allow a reasonable period (normally thirty days during the fall and spring semester) for these groups to respond. If, after receiving any responses from these groups, the Dean decides to proceed with consideration of the restructuring, and no Faculty appointments are to be terminated, the Dean shall proceed to step 3.

3. The Dean shall submit a recommendation to the Provost. This recommendation shall include all information and advice regarding the proposed restructuring that has been offered by individuals or groups, including the report of the Committee and vote of the Faculty if step 3a has been invoked. In all cases, the Dean's recommendation shall include proposed provisions to allow students already enrolled to complete their degree requirements.

4. The Provost is responsible for reviewing the recommendation for restructuring from the Dean, and for ensuring that all steps in these procedures have been followed. The Provost may ask for additional information or clarification concerning items included in the Dean's recommendation, and may seek advice from knowledgeable parties on campus or elsewhere. The Provost shall make a final recommendation to the President, which recommendation shall be made public.

5. The President, after studying the recommendation from the Provost, and obtaining any additional information, clarifications, or advice that he or she thinks necessary, shall make the decision whether to restructure the Academic Units. If the President decides to restructure units, provisions shall be made to allow students already enrolled to complete their degree requirements. Every effort will be given to finding continued employment at the University for administrative, technical, or clerical staff members whose jobs might be lost.

2a. If the Dean has received written notice from affected Faculty in step 2, the Dean shall inform the Faculty Senate. Within a reasonable period (normally two weeks), the Dean shall convene a second meeting of the Faculty of the affected units, with members of Faculty Senate invited, and convey to them a summary of whatever information has been assembled and the alternatives suggested. The Dean shall provide a written statement explaining plans for all impacted Faculty members. If the Dean's plan is accepted by the impacted Faculty members, the Dean shall proceed to step 2. Otherwise, the Dean shall continue with step 3a.

3a. Those impacted Faculty not satisfied by the Dean's written plan shall indicate their concerns to the Dean in writing within a reasonable period (normally two weeks), requesting that the restructuring be reviewed by the Faculty Senate, and the committee shall be constituted. The purpose of the committee's work shall be to provide objective and unbiased information on the matter to the Faculty Senate and the Provost. The Faculty Senate shall request the committee to determine whether the restructuring is based on sound educational considerations. Examples of factors that may be considered include program viability (based on demand for a program and the potential for growth), and the need to avoid duplication, or to effect economies in management, or to strengthen related programs. An Academic Unit's record of excellence will be a consideration in decisions regarding soundness of the restructuring, but will not be the sole deciding factor. The committee shall have a summary of all data gathered and shall have access to the original materials from which the summary has

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been compiled. The committee is free to gather other material at its discretion; it may seek advice from knowledgeable parties on campus or elsewhere. Normally the committee should complete its work within thirty days. The committee shall convey its report to the Faculty Senate, who then shall make a recommendation regarding acceptance. The report and the Faculty Senate acceptance recommendation will be presented to the University Faculty who will vote on concurrence. The committee's report, together with the Faculty Senate's recommendation and the vote of the Faculty, shall be conveyed to the Dean, who shall then proceed to step 3.

## **PART FOUR** **PROMOTION AND TENURE**

### ***4.1 General Principles Governing the Promotion and Tenure Process***

The promotion and tenure process is governed by the principles of collegiality, professionalism, and integrity. Faculty under review have the right to be treated respectfully throughout the process, to be told clearly and regularly what is expected of them in order to obtain promotion and tenure, and to be judged fairly at each stage of review. Faculty have the responsibility to submit all necessary materials in a timely fashion, including annual summaries of scholarly research, service, and teaching activities and accomplishments, and more comprehensive dossiers or portfolios that document all achievements and contributions by the Faculty member at the time of the Third Year Review, during the period of tenure eligibility, and whenever a Faculty member is under consideration for promotion.

### ***4.2 Criteria and Grounds for Assessment***

#### ***4.2.1 General Considerations***

To be considered for promotion to a higher rank, or for tenure, a Faculty member must meet the criteria stated in Sections 2.3.1 and 4.2.2. Additional discipline-specific criteria for promotion and tenure will be determined by the Department P&T Committees, as described in Section 4.5.2.3.1.

All evaluations and all recommendations to the Provost shall be made by the Department and University Committees on Promotion and Tenure (P&T Committees) and the Deans, in accordance with the current procedures adopted by the Faculty.

#### ***4.2.2 Teaching Effectiveness, Scholarly Research, and Service***

##### ***4.2.2.1 Teaching Effectiveness***

As teaching is central to the purpose of the New Jersey Institute of Technology, its effective practice is an essential and primary criterion in the evaluation of the qualifications of every Faculty member.

The principal grounds for assessment include student evaluations; peer evaluations; development of new courses, curricula, and course materials; nominations and awards for teaching excellence; evidence of successful mentoring of students, as demonstrated by senior theses and projects, master's theses, doctoral dissertations, and other student academic accomplishments; and letters from former students that may have been solicited by the Department Chairperson (see Section 4.2.3 below).

##### ***4.2.2.2 Scholarly Research***

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As a public research university, NJIT expects all Faculty to make substantial contributions to scholarly research\* in their fields of expertise.

The principal grounds for assessment include peer-reviewed books, articles, book chapters, and creative works; other publications and performances that are not peer-reviewed; citations and published reviews of a Faculty member's scholarly research; honors and awards that recognize a Faculty member's scholarly research; prestigious, competitive fellowships and grants; invited lectures; conference talks and posters; professional practice; and external peer review letters, solicited by the Department Chairperson, which testify to a Faculty member's accomplishments in scholarly research (see Section 4.2.3 below).

\* See the definition of "scholarly research" in the note appended to section 2.3.1.

#### 4.2.2.3 Service

In addition to teaching and research, all Faculty members are expected to make substantial contributions to their Departments and degree programs, their Colleges or Schools, and the university as a whole, as well as to their professional disciplines. Relevant service to the community is also valued.

The principal grounds for assessment include membership on Department, College/School, and university committees; achievements relating to establishing and running academic programs, including program administration and recruiting; contributions to NJIT student activities, such as career mentoring, athletics, and serving as advisor of a student society; participation in NJIT pre-College programs; professional service to one's discipline(s) (especially in a leadership capacity); including involvement with professional societies, service to scholarly journals, providing evaluations of manuscripts or applications for grant agencies (e.g., NSF, NIH, NEH) or publishers; professional consulting that contributes to the reputation of a Faculty member and NJIT; and public or community service, such as contributions to public agencies; and letters from Faculty, administrators, and/or former students, solicited by the Department Chairperson, which testify to a Faculty member's accomplishments in service (see Section 4.2.3 below).

### **4.2.3 Reference Letters**

Two categories of reference letters are used in the promotion and tenure process: (1) external peer review letters, which mainly evaluate a Faculty member's contributions to scholarly research, and (2) additional reference letters, which mainly evaluate a Faculty member's contributions to teaching and service.

#### 4.2.3.1 External Peer Review Letters

Documentation of accomplishments in scholarly research requires reference letters from recognized experts in a Faculty member's field(s). Such letters should be solicited by the Chairperson of the Department P&T Committee in consultation with the members of the Department P&T Committee. Some of the peer reviewers should be chosen from a list submitted by the candidate, while others should be selected by the Department P&T Committee. None should be colleagues at NJIT. A Faculty member under review may request that certain potential reviewers not be chosen.

If the Department P&T Committee recommends a Faculty member for promotion

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and/or tenure, all peer review letters that have been received must be included with the materials that the Department transmits to the Dean (i.e., the Department P&T Committee may not include some reference letters and exclude others). The letters should be accompanied by information about the professional qualifications of each of the peer reviewers and by copies of all communications with them in regard to this matter. Peer reviewers should be assured that their letters are kept confidential, shown only to those directly involved in the promotion and tenure process (with exceptions only in response to lawfully executed and issued subpoenas), and not shown to the candidate. After the promotion and tenure process is complete, the letters are held in safe keeping by the Provost.

#### 4.2.3.2 Additional Reference Letters

The Department P&T Committee may solicit additional reference letters from among Faculty and administrators with whom a Faculty member has interacted closely, at NJIT or another institution. Such letters are mainly intended to testify to a Faculty member's contributions to institutional and professional service activities.

The Department P&T Committee may also solicit additional reference letters from a Faculty member's former students, in order to provide evidence about a Faculty member's contributions to teaching and student-related service activities.

All additional reference letters must be solicited by the Chairperson of the Department P&T Committee, not by Faculty members under review. However, Faculty members under review may provide the Chairperson with the names and addresses of, and the nature of his/her interaction with, the individuals whom they would like the Chairperson to contact for this purpose. If a Department P&T Committee recommends a Faculty member for promotion and/or tenure, all additional reference letters solicited in this manner—along with copies of all communications in regard to them— must be included among the materials sent to the Dean (i.e., the Department P&T Committee may not include some reference letters and exclude others).

Additional reference letters from students must be kept confidential, and students should be assured that this is the case. Other additional reference letters may or may not be considered confidential, depending on Department policy and arrangements with the writer of each reference letter.

### **4.3 Tenure**

#### **4.3.1 Tenure Policy**

Academic tenure is granted to Faculty members who have demonstrated their fitness for permanent membership on the Faculty by means of a record of excellence in teaching, scholarly research, and service. Such Faculty are characterized not only by their past accomplishments but also by the promise of outstanding future achievement.

Although tenured Faculty members may serve as administrators, their tenure applies only to their Faculty position, not to their administrative position.

#### **4.3.2 Awarding of Tenure**

The Board of Trustees grants tenure on the recommendation of the President of the University. Although tenure may sometimes be granted at the time of appointment, to well-qualified Faculty who join the university at or above the rank of Associate Professor (see

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Section 2.4.1.3), tenure is more commonly granted only after a series of rigorous reviews and evaluations by Department P&T Committees, Deans, the University Committee on Promotion and Tenure, and the Provost. Tenure becomes effective on the first day of the academic year following the granting of tenure by the Board of Trustees.

#### **4.3.3 Tenure-Track Period (TTP)**

The term TTP shall refer to the period during which the Faculty member holds a tenure-track appointment at NJIT prior to being tenured. During the TTP, the Faculty member is evaluated for tenure.

Appointment during the TTP shall normally be for a period of one year at a time and is subject to renewal. The TTP always begins at the start of the academic year in the fall. For persons hired at mid-year, the TTP will commence at the start of the following academic year.

Unless the TTP has been extended according to the procedures discussed below, the TTP shall not exceed seven years, which is the standard TTP for an Assistant Professor. During the TTP, a decision must be reached to either award tenure or terminate appointment. In the latter case, a terminal-year appointment would be within the allowed TTP.

##### 4.3.3.1 Shortened Tenure-Track Period

The TTP of untenured Faculty who are appointed with a prior record of teaching and research may be the standard seven years or a shorter period, but not less than four years. In such cases, the duration of the TTP is determined at the time of hire by mutual agreement of the Provost—acting on the recommendation of the hiring Department P&T Committee and the Dean—and the candidate for a Faculty position.

##### 4.3.3.2 Extended Tenure-Track Period

In special circumstances, such as an event that severely impedes a Faculty member's ability to perform his/her professional duties for a period of time (including an illness to a Faculty member or a member of his/her family, or primary care given to a newborn or newly adopted child), the TTP may be extended. Normally, such an extension can occur only once during the TTP and can last no more than one year. Exceptions to this rule can be granted by the Provost.

In order to receive an extension of the TTP, a Faculty member must submit a written request to the Department P&T Committee in a timely fashion, explaining in detail the reason(s) for the request. The Department P&T Committee reviews the request and makes a recommendation to the Dean. The Dean forwards the Faculty member's request and the Department P&T Committee's recommendation, along with the Dean's own recommendation, to the Provost, who either authorizes or denies the extension.

If a request for an extension of the TTP is made during the Third Year Review, no extension will be granted unless the review results in reappointment.

Application for a leave of absence for personal reasons, or election to use the University's Active-Service Modified-Duties Policy to care for a newborn or newly adopted child, does not obligate an untenured Faculty member to apply for an extension of the TTP, nor does it replace the requirement for a formal, written request, should the Faculty member desire a TTP extension.

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#### **4.3.4 Tenure in Relation to Promotion during the Tenure-Track Period**

Untenured Faculty members who hold the rank of Assistant Professor are also evaluated for promotion to Associate Professor (see Sections 2.3.1.1–2.3.1.2) during the TTP. The award of tenure and promotion to the rank of Associate Professor normally occur simultaneously. In exceptional circumstances, an Assistant Professor may be promoted to Associate Professor prior to receiving tenure, but an Assistant Professor cannot receive tenure prior to being promoted to Associate Professor.

#### **4.3.5 Eligibility for Tenure**

The period of eligibility for tenure refers to the specific year(s) within the TTP in which a Faculty member can be considered for, and granted, tenure.

##### 4.3.5.1 Faculty with a Standard (7-Year) Tenure-Track Period

###### 4.3.5.1.1 Tenure Consideration during the Fifth Year

A Faculty member with a 7-year TTP will be first eligible for tenure consideration during the fifth year. If the Department P&T Committee decides not to recommend a Faculty member for tenure during the fifth year, no tenure recommendation shall be forwarded to the Dean at this time. In general, recommendation for tenure in the fifth year should be reserved for Faculty members who have exceptional credentials by this time. It should not be viewed as a trial period for consideration during the sixth year, and there should be no stigma attached to not being recommended for tenure in the fifth year.

###### 4.3.5.1.2 Tenure Consideration during the Sixth Year

If a Faculty member has not been tenured in the fifth year or had his/her TTP extended according to the stipulations in Section 4.3.3.2, the Department P&T Committee must forward a recommendation to the Dean in the sixth year, either for or against tenure. The sixth year is the last year of tenure eligibility.

###### 4.3.5.1.3 Right of Appeal and Terminal Year

If a Faculty member in the sixth year of tenure eligibility has not been recommended for tenure by his/her Department P&T Committee, the Faculty member may seek reconsideration of the decision by the Department P&T Committee (see Section 4.5.2.3.5), and then, if necessary, may appeal directly to the Dean and the University Committee on Promotion and Tenure (see Section 4.5.2.3.6). If tenure is denied, a terminal one-year appointment shall be given for the subsequent year. That is, the last year of the TTP becomes the terminal year.

##### 4.3.5.2 Faculty with an Extended (8-year) Tenure-Track Period

In the case of a Faculty member whose TTP has been extended through the process stated in Section 4.3.3.2 above, tenure consideration follows the same pattern as in Section 4.3.5.1, except that the sixth year is the first year of tenure eligibility; the seventh year is the second year of tenure eligibility; and if tenure is not granted, the eighth year becomes the terminal year.

##### 4.3.5.3 Faculty with a Shortened (4–6 year) Tenure-Track Period

In the case of a Faculty member whose TTP has been shortened through the process stated in section 4.3.3.1, the first year of tenure eligibility will be the penultimate year of the TTP (e.g., if the TTP is four years, tenure eligibility occurs during the third year). A formal review for tenure must be conducted at this time, and the recommendation of

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the Department P&T Committee shall be forwarded to the Dean. If tenure is denied, a terminal one-year appointment shall be given for the subsequent year, subject to the right of appeal stated in Section 4.5.2.3.6. That is, the last year of the TTP becomes the terminal year.

#### **4.3.6 Evaluation of Untenured Faculty**

##### 4.3.6.1 Annual Review

A review of the progress of untenured Faculty shall be made each year by the Department Chairperson, in consultation with the Department P&T Committee. The result of that review must be communicated to the Faculty member in writing. The Faculty member should be made aware of the Department P&T Committee's expectations for tenure and promotion, and every effort should be made to suggest strategies for helping the Faculty member to attain that goal.

##### 4.3.6.2 Third Year Review

During the third year of the TTP, the Department P&T Committee carries out an intensive, documented review of a Faculty member's progress toward tenure and promotion. The Third Year Review evaluates all aspects of a Faculty member's professional activities and accomplishments and is similar to a tenure review during the period of Tenure Eligibility, except that no reference letters are sought from outside or inside the university. The Faculty member under review shall be formally apprised of the results of the Third Year Review by the Department Chairperson, who sends the written review to the Dean of the College, who forwards it to the Provost.

If the Third Year Review establishes that satisfactory progress is being made, the review normally includes a recommendation to the Dean for retaining the Faculty member until the period of Tenure Eligibility. If the Third Year Review concludes that a Faculty member's progress is unsatisfactory, the Department P&T Committee may recommend to the Dean either to terminate the appointment or to re-appoint with conditions that must be met in order to continue the appointment until the period of Tenure Eligibility.

##### 4.3.6.3 Tenure Eligibility Review

During the period of tenure eligibility, the Department P&T Committee shall conduct an intensive documented review of a Faculty member's qualifications for tenure—including external peer review letters and additional reference letters—and shall make a recommendation to the Dean, in accordance with Section 4.5.2.3.3.

#### **4.3.7 Non-Reappointment and Appeal Prior to the Tenure Eligibility Period**

##### 4.3.7.1 Non-Reappointment

Every untenured Faculty member shall be considered for reappointment by his or her Department P&T Committee on an annual basis. The Department recommendation is then submitted to the appropriate Dean, and by the Dean to the Provost. If the Department recommendation is for non-reappointment, due to a failure of the Faculty member to meet the Department's performance standards regarding teaching, scholarly research, and service, and if the Dean and Provost concur, the Faculty member shall receive a notice of terminal assignment consistent with the controlling collective bargaining agreement.

##### 4.3.7.2 Notification and Appeal

If a Department P&T Committee makes a preliminary decision to recommend an

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untenured Faculty member for non-reappointment, the Department Chairperson must inform the affected Faculty member prior to taking any further action. At that time the Chairperson must also inform the Faculty member that he or she has the right to submit a written appeal. If, after considering an appeal, the Department P&T Committee votes to recommend non-reappointment, this recommendation is forwarded by the Chairperson to the Dean and then to the Provost in a file containing a written statement of the reasons for the recommendation and any appeal letter of the Faculty member. This file must be reviewed by both the Dean and the Provost before a terminal appointment letter is sent to the Faculty member.

#### **4.3.8 Staff Reduction**

Should reduction in the full-time teaching staff become necessary, those holding tenure shall be given preference for continued employment over those not holding tenure and shall be retained as far as practicable according to seniority. In the event staff is rehired, tenured staff shall be rehired first, according to seniority. No individual reductions in base salary are to be made for persons on tenure unless fiscal exigencies warrant a salary decrease for all members of the staff, and then such reduction in salary shall be on an equitable basis.

#### **4.3.9 Removal Procedures**

If conditions arise that, in the opinion of the President of the University, may warrant removal of a tenured Faculty member, the Faculty member has the option of bringing the case before the Executive Committee of the Faculty Senate. This committee shall report to the Faculty Senate at a meeting in closed session to decide on a course of action. The Faculty Senate will then submit its final report to the Board of Trustees, which will make a final determination.

### **4.4 Promotion**

#### **4.4.1 Awarding of Promotion**

All academic promotions are conferred by the Board of Trustees on the recommendation of the President, after a series of rigorous reviews and evaluations by Department P&T Committees, Deans, the University Committee on Promotion and Tenure, and the Provost.

#### **4.4.2 Promotion to Associate Professor**

As stated in Sections 2.3.1.1 and 4.3.4 above, the process of promotion from Assistant Professor to Associate Professor is normally identical to the process of earning tenure, although in exceptional circumstances a Faculty member may be promoted to Associate Professor before receiving tenure.

#### **4.4.3 Promotion to Professor**

##### 4.4.3.1 Annual Review

Faculty at the rank of Associate Professor are eligible for consideration for promotion to the rank of Full Professor each year, unless the following two conditions hold: (1) they were under review for promotion to the rank of Full Professor by the university Promotion and Tenure Committee during the previous calendar year; and (2) this review did not culminate in a positive recommendation by the NJIT President to the Board of Trustees for promotion to the rank of Professor.

and Faculty at the rank of Associate Professor shall be reviewed annually by their Department P&T Committees.

##### 4.4.3.2 Recommendation for Promotion to Professor

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If, after a full, intensive, and documented review—including external peer review letters and additional reference letters—a Department P&T Committee determines that an Associate Professor meets the criteria for the rank of Professor (see section 2.3.1.3), it may make a recommendation for promotion to the Dean, in accordance with the procedures stated in Section 4.5.2.3.3.

#### **4.4.4 Promotion to Distinguished Professor**

Faculty at the rank of Full Professor are eligible for consideration for promotion to Distinguished Professor each year, unless the following two conditions hold: (1) they were under review by the Distinguished Professors Review Subcommittee of the University P&T Committee during any of the previous two years; and (2) this review did not culminate in a positive recommendation by the NJIT President to the Board of Trustees for promotion to the rank of Distinguished Professor.

Nominations for promotion to the rank of Distinguished Professor may be made directly to the Provost by any member of the Faculty or by a Department P&T Committee. The Provost transmits such nominations to the Distinguished Professors Review Subcommittee of the University P&T Committee. The Distinguished Professors Review Subcommittee is comprised of 7 faculty members who are not a member of the University P&T Committee. There must be at least one representative from each of the five Colleges or Schools. There shall be two representatives from each of the two Colleges or Schools with the largest numbers of tenured and tenure-track faculty. No representative shall hold an administrative title at or above the level of Associate Dean. All members must have tenure at the rank of Distinguished Professor when possible. If not possible, a faculty member at the rank of Professor with tenure may serve on the Distinguished Professors Review Subcommittee. Four members of the Distinguished Professors Review Subcommittee are chosen by the Provost from a slate nominated by Faculty Senate. The other three members are appointed by the Provost. The Provost will strive for a maximum range of disciplines and Departments to be represented on this Subcommittee. Members serve three-year, staggered terms.

The Distinguished Professors Review Subcommittee processes and reviews all such nominations along with the external and internal reference letters, including the Department Chair's and the Dean's, and will make a recommendation on promotion to the Provost, who confers with the President. Reference letters must be solicited for nominees for promotion to Distinguished Professor that are recommended by a 2/3 majority of the senior members\* of the P&T committee of their department. The President then makes recommendations for promotion to the Board of Trustees.

\* Those eligible to vote for promotion to Full Professor

#### **4.5 Promotion and Tenure Procedures**

##### **4.5.1 Guidelines and Notifications**

Not later than September 15 each year, the Provost shall transmit to all Faculty and Instructional Staff, academic Departments, Colleges and Schools—as well as post in an accessible location—guidelines, including any changes in procedures that may have resulted from Faculty or Administrative action, the PSA Contract, or Affirmative Action, concerning:

- Promotion and Tenure
- Reappointment and termination or non-renewal of contract
- Third Year Review of tenure-track Faculty

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These guidelines shall specify the procedures to be followed, and the deadlines to be met, in the preparation and submission of dossiers containing the credentials of each Faculty member under review, the solicitation of external reference letters, the formulation of discipline-specific criteria for promotion and tenure, the processes for reappointment and termination or non-renewal of contracts, and other relevant information. No material in support of recommendations for any category shall be due before October 15.

Also not later than September 15, the office of the Provost shall notify Faculty of the procedure and deadline for completing the Faculty Annual Report, documenting their research, service, and teaching activities and accomplishments for the previous academic year.

#### **4.5.2 The Department Promotion and Tenure (P&T) Committee, and the Role of the Deans**

##### 4.5.2.1 Membership

###### 4.5.2.1.1 Composition

###### *4.5.2.1.1.1 General Principle of Composition in All Academic Units*

The Department P&T Committee shall consist of all tenured Faculty with primary appointments in the Department, except administrators above the level of Associate Dean. In a College or School without Departments, the College or School P&T Committee shall consist of all tenured Faculty with primary appointments in the College or School, except administrators above the level of Associate Dean.

###### *4.5.2.1.1.2 Composite Department P&T Committee*

Each Department P&T Committee must have at least three members at or above the rank of Professor. If necessary, the Dean and the Department Chairperson shall jointly recommend to the Provost one (or if necessary, two or three) eligible Faculty members, as defined in 4.5.2.1.1.1, at or above the rank of Professor from outside the Department to make up the requisite three members, normally serving three-year renewable terms. In the case of Federated Departments, one of these individuals may be a colleague of appropriate rank in the Federated Department. All Composite Department P&T Committees must be approved by the Provost.

###### 4.5.2.1.2 Chairperson

###### *4.5.2.1.2.1 Department Chairperson as Chairperson of the Department P&T Committee*

Unless subject to the exception noted in Section 4.5.2.1.2.2 below, the Department Chairperson, serves as the Chairperson of the Department P&T Committee and is involved in deliberations and voting on all matters, regardless of rank.

###### *4.5.2.1.2.2 Exception When the Department Chairperson Is an Associate Professor*

An Associate Professor who is serving as Department Chairperson and is himself/herself being considered for promotion or annual review must recuse himself/herself from all participation in his/her own case. In such instances, the Professors and Distinguished Professors shall elect among themselves an Acting Chairperson of the Department P&T Committee for this purpose only. The Acting Chairperson shall assume all duties and

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responsibilities relating to these cases, including communications, actions, and appeals, and his/her appointment shall end as soon as these cases have been resolved.

#### *4.5.2.1.2.3 Chairperson of a College or School P&T Committee*

The P&T Chairperson in a College or School without departments shall be a Professor or Distinguished Professor elected annually by the College or School P&T Committee. In such cases the Dean of the College or School does not participate in deliberations or voting in the P&T Committee on cases involving promotion and tenure. The P&T Committee may invite the Dean to make a presentation to the committee. The Chairperson of the P&T Committee reports to the Dean, who performs the same role in the promotion and tenure process as the Deans of the other colleges.

#### 4.5.2.2 Duties

The Department P&T Committee jointly makes all decisions regarding recommendations for Faculty hiring, evaluation, promotion, tenure, and termination or non-renewal of contract within the Department. Specifically the Department P&T Committee will

- Provide advice and concurrence to the Department P&T Committee Chairperson in the hiring of Faculty.
- Communicate through its Chairperson each case of termination or non-renewal of contract with the Dean of the College or School concerned before sending a recommendation to the Dean.
- Review the records, including Faculty Annual Reviews, of all Department members who are candidates for promotion and/or tenure, to determine who meets the requirements for promotion and/or tenure.
- Assist the Chairperson in evaluating each Faculty member who is not a member of the Department P&T Committee.
- Conduct a Third Year Review of each non-tenured Faculty member during his/her third year since hire.
- Make promotion and tenure recommendations to the Dean of the College or School, who sends them to the University Committee on Promotion and Tenure.

#### 4.5.2.3 Procedures

##### 4.5.2.3.1 Compliance, Criteria and Confidentiality

All decisions on promotion and tenure must be in compliance with Department and university goals. Affirmative action considerations shall be a component of these decisions. Each Department P&T Committee will determine criteria for promotion and tenure consistent with the discipline(s) represented in the Department and with the general university criteria specified in the Faculty Handbook, and those criteria will be transmitted with each candidate's dossier to the Dean, according to the guidelines distributed by the Provost (see Section 4.5.1). The Department P&T Committee must maintain adequate written records of its deliberations. In view of the sensitive nature of the proceedings of the Department P&T Committee, confidentiality shall be maintained by the members of the committee. All communications shall be made through the Department P&T Committee Chairperson. During the period of committee deliberations, it is deemed inappropriate for candidates to discuss their status except with the Department P&T Committee Chairperson or the full committee.

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#### 4.5.2.3.2 Voting Procedure

All members of a Department P&T Committee shall be eligible to deliberate and vote on all matters under consideration by the committee, with the following exceptions: (1) Tenured Associate Professors serving as Department Chairpersons are subject to the restriction in Section 4.5.2.1.2.2; (2) Tenured Associate Professors shall not participate in deliberations and voting on annual review of tenured Associate Professors and on cases involving promotion above their rank. After discussions of the qualifications of all candidates for promotion, tenure, reappointment and termination, the committee will vote on the candidates in accordance with the established criteria. Candidates for promotion and tenure receiving a majority will be recommended, with the numerical vote recorded. The vote of the Chairperson will be specified and included in any recommendation sent to the Dean. The individual votes of other members of the Department P&T Committee will not be identified.

#### 4.5.2.3.3 Submission of Recommendations

Recommendations for tenure and for promotion to the ranks of Associate Professor or Professor are submitted to the Dean. Before any reports are submitted to the Dean, the Department P&T Committee Chairperson must notify each Faculty member being considered, in writing, of the Department P&T Committee's decision, and each Faculty member shall be given an opportunity to meet with the Department P&T Committee to review his or her case (see Section 4.5.2.3.5).

The Department P&T Committee Chairperson shall submit recommendations and supporting material to the Dean no later than the dates specified for the various categories by the Provost (Section 4.5.1). Any material submitted by the candidate to the Department P&T Committee Chairperson after the dates specified by the Provost will be accepted, but with no assurance that it will affect the deliberations of the University Promotion and Tenure Committee. A minority report supported by at least one third of the Department P&T Committee may accompany any recommendation. All reports, both majority and minority, will be available to every member of the Department P&T Committee before submission to the Dean.

#### 4.5.2.3.4 Action by the Dean

After receiving the supporting material from the Department P&T Committee, the Dean renders a judgment on the case (recommended or not recommended), supported by a written evaluation, which is added to each candidate's dossier. The Dean then submits the dossier to the University Committee on Promotion and Tenure and sends a copy of his/her judgment and evaluation to the Chairperson of the candidate's Department P&T Committee, for distribution to the entire committee.

#### 4.5.2.3.5 Reconsideration of a Negative Recommendation

A member of the Faculty who has held the rank of Assistant Professor or Associate Professor for at least five years and who has been eligible for consideration for promotion for at least two years, or who is in his/her last year of eligibility for consideration for tenure but has failed to receive a majority

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recommendation from his/her Department P&T Committee, may request and must be granted an opportunity to meet with the Department P&T Committee prior to the submission of its recommendations to the Dean. At this meeting, the Faculty member may present, orally and in writing, the reasons why he/she believes a recommendation for tenure, and/or promotion is warranted.

#### 4.5.2.3.6 Appealing a Negative Recommendation

If, after further deliberation, the Department P&T Committee upholds its original decision and if, upon notification (which shall be within one week), the affected Faculty member does not accept this decision, he/she may submit an appeal in writing, along with any pertinent material, to the Dean, who transmits it to the University Committee on Promotion and Tenure with an evaluation. This shall be done no sooner than one week and no later than eight weeks after the meeting with the Department P&T Committee, which must be advised of the Faculty member's action. The Department P&T Committee may forward a report supporting its decision to the Dean, who transmits it to the University Committee on Promotion and Tenure with an evaluation. A minority report of one or more members may also be submitted. For promotion, the Faculty member may exercise the appeal procedure described above once every three years; for tenure, only in the last year of eligibility for consideration for tenure.

### **4.5.3 The University Committee on Promotion and Tenure**

#### 4.5.3.1 Membership

The University Committee on Promotion and Tenure is to be constituted so as to have three members directly appointed by the Provost and four members chosen by the Provost from a slate nominated by Faculty Senate. The Provost will strive for a maximum range of disciplines and Departments to be represented on this Committee. All members must have tenure at the rank of Professor or higher. Three rules will be applied to determine the composition of the University Committee on Promotion and Tenure: (1) there shall be at least one representative from each of the five Colleges or Schools, (2) there shall be two representatives from each of the two Colleges or Schools with the largest numbers of tenured and tenure-track Faculty, and (3) no representative shall hold an administrative title at or above the level of Associate Dean. The University Committee on Promotion and Tenure will select its Chairperson each year.

Members will serve three-year terms and will not be eligible to serve more than three years in any consecutive six-year period. This shall not include time served as a replacement for a member who was unable to complete his or her term. In March of every year, or whenever necessary, each Department will nominate a candidate for each Faculty Senate-designated Committee vacancy. The name of the nominee is then to be submitted to the Faculty Senate. By May 1, the Faculty Senate will recommend to the Provost, from among the names submitted to it, two persons for each available position. The Provost will make the final choice from these recommendations. In the event that a committee member is unable to complete his or her term, the same procedure will be employed to secure a replacement, who will serve only to the end of the unexpired term.

A member of the University Committee on Promotion and Tenure shall not sit on a Department P&T Committee while serving on the University Committee on Promotion and Tenure, except to participate in deliberations not related to promotion and tenure.

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He or she shall not be a party to any deliberations by a Department P&T Committee which might involve discussions and decisions on matters that have to be reported to the University Committee on Promotion and Tenure.

#### 4.5.3.2 Duties

The University Committee on Promotion and Tenure will receive and consider the recommendations from the Department P&T Committees and the Deans' evaluations pertaining to promotion and tenure, and will pass along to the Provost any Department P&T Committee recommendations in addition to its own recommendations. The University Committee on Promotion and Tenure may also serve as an advisory body to the President if requested. The University Committee on Promotion and Tenure must maintain adequate written records of its deliberations.

#### 4.5.3.3 Procedures

##### 4.5.3.3.1 Confidentiality

Members of the University Committee on Promotion and Tenure must maintain strict confidentiality. Any questions regarding committee business shall be directed to its Chairperson alone.

##### 4.5.3.3.2 Voting

The University Committee on Promotion and Tenure will discuss and vote on all the candidates recommended for promotion or tenure. Department P&T Committee recommendations supported by a majority of the University Committee are sent directly to the Provost.

##### 4.5.3.3.3 Submission of Recommendations

The University Committee on Promotion and Tenure Chairperson is responsible for passing on the Committee's decisions to the Provost, and to each candidate's Dean and Chairperson of the Department (or College or School) P&T Committee~~Department Chairperson~~. A negative decision must be accompanied by a written rationale. The Chairperson of the Department (or College or School) P&T Committee~~Department Chairperson~~ will inform each person recommended by the Department P&T Committee of the status of his or her candidacy.

##### 4.5.3.3.4 Appealing a Recommendation

###### 4.5.3.3.4.1 Appeals by the Department

In the event of a difference of opinion between the two committees, the Department P&T Committee may, if it wishes, submit additional materials and written arguments supporting its position to the Dean, who reviews these materials and arguments and submits them to the University Committee on Promotion and Tenure with an evaluation of their merit. If, after consideration of this new information, the University Committee on Promotion and Tenure votes to sustain its original decision, the Department P&T Committee's recommendation, the Dean's evaluation, and the University Committee on Promotion and Tenure's decision will be sent to the Provost. If the University Committee votes to reverse its decision, a positive recommendation will at this point be sent to the Provost.

###### 4.5.3.3.4.2 Appeals by a Candidate

The University Committee will consider the merit of all appeals by individual

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Faculty members (see Section 4.5.2.3.6) and will transmit its findings to the Dean, who will in turn transmit them to the Department P&T Committee Chairperson, who informs the individual Faculty member concerned. If a majority of the University Committee finds an appeal to have merit, the Dean will ask the Department P&T Committee to reconsider its original decision. If the Department P&T Committee reverses its decision, the name of the affected Faculty member will be added to, and ranked with, any others recommended in the same category.

If the Department P&T Committee reaffirms its original decision, the University Committee on Promotion and Tenure will evaluate the Faculty member's credentials in the same way it would evaluate those of Faculty members recommended in the ordinary way for promotion, tenure, or both. However, at least five of the seven members of the University Committee on Promotion and Tenure must support any recommendation before it may be construed as a positive recommendation to be sent to the Provost.

#### 4.5.4 Final Recommendations by the Provost and the President

Upon receiving the recommendations from the University Committee on Promotion and Tenure and the appeals from Department P&T Committees (see Section 4.5.3.3.4.1), the Provost may confer with the University Committee on Promotion and Tenure for clarification, if necessary, and confers with the President. The President makes the final recommendations for promotion and tenure to the Board of Trustees for approval.

### **ADDENDUM TO PART FOUR**

#### **TENURE POLICIES THAT APPLY TO FACULTY HIRED AFTER SEPTEMBER 1, 2016**

##### ***A4.1 Number of Times a Faculty Member May Be Considered for Tenure***

An Assistant Professor may be considered for tenure by the University Committee on Promotion and Tenure only once, normally in the sixth year in that rank at NJIT. An untenured Associate Professor may be considered for tenure by the University Committee on Promotion and Tenure only once, normally in the fourth year in that rank at NJIT.

##### ***A4.2 Early and Late Consideration for Tenure***

An Assistant Professor may be considered for tenure by the University Committee on Promotion and Tenure as early as the fourth year (or in exceptional circumstances, even earlier), while in cases of illness, family care, and other specified and approved reasons for extending the period of tenure, consideration may occur as late as the seventh year (see Section 4.3.3.2). Untenured Associate Professors are also eligible for early or extended tenure consideration. Both Assistant Professors who assume their positions with previous experience and untenured Associate Professors may negotiate a specific year of tenure consideration at the time of hire, as stated in their contract hiring letters from the Provost, provided it is no later than the sixth year for Assistant Professors or the fourth year for Associate Professors. In all cases, the terminal year for a Faculty member who is denied tenure occurs in the year after tenure is denied.

##### ***A4.3 Opportunity to Withdraw Tenure Dossier***

If an Assistant Professor or untenured Associate Professor has been recommended for tenure by his/her Department P&T Committee before the last year of tenure eligibility, the Dean shall send his/her judgment ("recommended" or "not recommended") and written evaluation of the case to the

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Department Chairperson before sending them and the candidate's dossier to the University Committee on Promotion and Tenure. The Department Chairperson shall immediately inform the candidate whether the judgment of the Dean is "recommended" or "not recommended." Within five business days after receiving the Dean's judgment, the candidate may withdraw his/her dossier by providing a written request to the Department Chairperson and Dean. If the dossier is withdrawn in this manner, the Faculty member shall remain eligible for tenure consideration in the following year.

## **PART FIVE** **TEACHING**

### ***5.1 Course Syllabi and Instructors' Office Hours***

#### **5.1.1 Course Syllabi**

Every NJIT course should have a course syllabus, available to the students electronically by the first day of class. Course syllabi should contain information on (1) the course (e.g., number, title, prerequisites/co-requisites, description, meeting-by-meeting outline), (2) course outcomes (see Section 5.1.1.1 below), (3) the instructor (e.g., name, contact information, and office hours—see Section 5.1.2 below), (4) required and optional materials (e.g., title, author, edition, publisher, and ISBN number of assigned texts), (5) tests and assignments, and (6) the course grading policy. Syllabi should also contain a statement on academic integrity (see Section 5.1.1.2 below).

##### **5.1.1.1 Course Outcomes**

Course outcomes refer to measurable knowledge and skills that students acquire in each course. Measures of student learning (i.e., homework, quizzes, exams, projects, papers) should be linked to course outcomes.

##### **5.1.1.2 Academic Integrity**

NJIT maintains a rigorous policy on academic integrity in all its courses and student work, embodied in the [University Code on Academic Integrity](#). Faculty should also consult the document titled [Best Practices related to Academic Integrity](#), which is maintained on the Provost's website.

#### **5.1.2 Instructors' Office Hours**

Faculty and Instructional Staff should post their scheduled office hours for each course online and at their office, and they should be available to students during those hours.

### ***5.2 Examinations and Assessment***

#### **5.2.1 Importance of Early and Periodic Assessment**

Tests and other assignments should be returned in a timely fashion so that students know their status in the class. All instructors should grade and return a significant amount of students' work prior to the deadline for withdrawal from classes.

#### **5.2.2 Final Examinations**

In courses with final examinations, the final exam typically constitutes approximately one-third of the total course grade and must be given during the University final exam period. Modifications to the final exam schedule must be approved in writing by the Department

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Chairperson, and modified examination times must occur within the University final exam period. Other regulations relating to final and other major examinations, including the policy for resolving final exam conflicts, shall be approved by the Faculty Senate and the Provost and posted on the Provost's website.

### **5.2.3. Examinations in Online Courses**

Examinations in online courses must be scheduled at times that are most convenient for students in the class, recognizing that students may be living in different time zones and that most students have full-time jobs during the daytime.

### **5.3 Mentoring of Faculty and Instructional Staff in regard to Teaching**

Each Department shall devise and implement plans for mentoring its Faculty and Instructional Staff in order to improve their teaching and the delivery of the curriculum. Such plans should include constructive feedback on teaching performance and review of course evaluations and course materials, including the assessment of syllabi and assignments. Faculty and Instructional Staff shall have an opportunity to express their views on ways to improve administrative and technological support, classroom management, curriculum development, and other relevant components of teaching.

### **5.4 Course Evaluations**

Every semester the University shall conduct student evaluations of all courses, using an evaluation form and a procedure approved by the Faculty Senate and the Provost. These evaluations are intended to improve the quality of instruction and for use in promotion and tenure evaluations of Faculty and reviews of Instructional Staff. They may also be used in the process of determining merit salary increases and for selecting Faculty and Instructional Staff for teaching awards. Any other uses of course evaluations require the permission of individual Faculty and Instructional Staff.

### **5.5 Course Scheduling and Class Meetings**

#### **5.4.1 General Principle of Course Scheduling**

Academic departments should assign course schedules to their Faculty in coordination with the registrar, in a manner that—to the greatest possible extent—reduces randomness in the process, increases scheduling continuity and convenience, and takes into account both the diverse needs and policies of different academic departments and the special needs of students and Faculty relating to research, teaching, and personal circumstances.

#### **5.4.2 Course Preferences**

Each semester, Faculty members should have an opportunity to indicate their teaching preferences, and these should be considered by the Chairperson and the Associate Chairperson when teaching assignments are made. Faculty members should normally receive teaching assignments requiring no more than two different preparations, and no Faculty member should receive an assignment requiring more than three different preparations. University Lecturers and Senior University Lecturers should normally receive teaching assignments requiring no more than three different preparations.

#### **5.4.3 Evening Classes**

Faculty hired after February 1, 1965, may be required to teach one evening per week as part of their regular teaching load. Faculty hired prior to February 1, 1965, may teach one evening per week for extra compensation.

#### **5.4.4 Class Meetings and Cancellations**

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All classes should meet at their scheduled time and location unless special arrangements have been made with the Registrar's Office with the approval of the Department Chairperson. Individual classes should not be cancelled without the consent of the Department Chairperson. No classes should be scheduled during the University common hours without the approval of the Provost.

## **5.6 Teaching Loads**

### **5.5.1 Teaching Assignment Criteria (TAC)**

Teaching loads for each semester shall be assigned by the Department Chairperson in accordance with each Department's Teaching Assignment Criteria (TAC) and the Collective Agreement between NJIT and the PSA. Each Department shall formulate, and periodically review, its own TAC, using contact hours rather than courses, and submit it to the Dean for approval. Each Department's TAC shall go into effect when approved by the Department, the Dean, and the Provost. Modifications to the TAC require approval by the Department, the Dean, and the Provost.

### **5.5.2. Teaching Load Transparency**

TAC and load justification documents shall be maintained in Departments for three years and shall be made available to any NJIT Faculty member upon request. The teaching loads of individual Faculty members in each Department shall be made available to the Faculty of the University every semester and shall be forwarded to the Faculty Senate.

### **5.5.3 External Teaching**

A full-time member of the Faculty or Instructional Staff who wishes to teach a course during the academic year at another institution, in industry, or in the Division of Continuing Professional Education must submit a request to the Department Chairperson. If the Chairperson does not approve, the Chairperson shall, in a timely fashion, inform the Faculty member or member of the Instructional Staff in writing of his/her reasons. The Faculty member or member of Instructional Staff may appeal the Chairperson's decision to the Dean, who makes the final decision.

## **5.7 Class Attendance**

The policy for class attendance by students shall be determined by the Faculty Senate and the Provost and posted on the Provost's website. It is the responsibility of all instructors to keep a record of attendance, as necessary, in order to comply with the policy.

## **5.8 Attendance at Commencement Exercises**

Members of the Faculty and Instructional Staff should make every effort to attend annual commencement exercises. Every Department/Academic Unit should have substantial representation at commencement, including sufficient personnel to assist with the marshaling of students and other necessary functions.

## **PART SIX** **FACULTY DEVELOPMENT**

As a research university, NJIT expects its Faculty to achieve a high level of performance in research and scholarship, and "to contribute through research and scholarly activities to the advancement of

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their disciplines” and of economic development in the state of New Jersey and the nation (see Section 2.1.2). The University in turn provides various forms of support and encouragement for this purpose. “Faculty members should have access to privileges traditionally associated with research universities. Such privileges include sabbatical leaves and leaves of absence, as well as support for grant applications, grant administration, and travel related to conferences and research activities.” (see Section 2.1.3)

### **6.1 Academic freedom**

Faculty shall be free to pursue their research and publish their results.

### **6.2 Maintenance of Research Facilities**

Laboratories and other facilities essential to Faculty research and teaching shall be maintained by the University at a level sufficient to foster research productivity and excellence in graduate education.

### **6.3 Research Support**

To the greatest extent possible, the university shall provide support for ongoing research when Faculty members or their laboratories experience gaps in external funding. Such support may be used to maintain and improve the research environment (e.g., maintenance of equipment, purchasing of supplies, student support, and conference or research travel).

### **6.4 Faculty Mentoring**

Each Department shall devise and implement plans for mentoring its untenured Faculty toward the attainment of tenure and, beyond that, toward a productive and fulfilling career at NJIT. Such plans should include monitoring and encouraging their progress as researchers and scholars, providing personal guidance and support from senior Faculty, improving their performance as instructors, and ensuring that they have the necessary time and resources to accomplish these goals.

### **6.5 Participation in Professional and Learned Societies and Conferences**

Faculty and Instructional Staff are urged to attend meetings of professional and learned societies and other academic conferences. University funds permitting, all or part of the expenses for attending these meetings, including travel and accommodation costs and registration fees, should be paid if Faculty members participate in a panels, present papers, are active as officers of the sponsoring society, or perform other important duties.

### **6.6 Publication Assistance**

Funds may be available from the University for covering the cost of manuscripts and subventions related to the publication of scholarly articles or books.

### **6.7 Sabbatical Leave**

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.

#### **6.7.1 Eligibility**

To be eligible for a sabbatical leave, a Faculty member must have tenure and must have served a minimum of six continuous years on the NJIT Faculty. No Faculty member shall have more than one sabbatical leave within any seven-year period.

#### **6.7.2 Terms**

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6.7.2.1 Duration, Salary, and Benefits

A sabbatical leave may be granted for an academic year at 80% of salary or for a semester with full pay, with all rights and benefits of regular employment continuing in either option.

6.7.2.2 Commitment to Return after a Sabbatical Leave

The acceptance of a sabbatical leave obligates the recipient to serve as a member of the Faculty for at least one year following the completion of a two-semester sabbatical leave or for at least one semester following the completion of a one-semester sabbatical leave, or else to reimburse the University for all salary paid during the sabbatical leave. Exceptions to this policy sought by Faculty members require a formal waiver granted by the President on the recommendation of the Provost.

**6.7.3 The Application Process**

6.7.3.1 Provost's Memo, Timeline, and Criteria

In a memo to the Faculty in early September, the Provost shall distribute the requirements for sabbatical leave applications and list the deadlines for all steps in the process. This memo and other information on the sabbatical procedure, including relevant deadlines, consistent with the policy articulated in this section of the Faculty Handbook, shall also be posted on the Provost's website. The documents posted on the website shall include the criteria for granting sabbatical leaves, which can be amended by the Faculty Senate with the approval of the Provost.

6.7.3.2 Submission of Applications by Faculty Members

Eligible Faculty members applying for a sabbatical leave shall submit to their Department Chairpersons by the appointed deadline an electronic application consisting of all the documents identified in the [Guidelines for Sabbatical Leave Applications](#) on the Provost's website. Changes to the Guidelines for Sabbatical Leave Applications must be approved by the Faculty Senate and the Provost.

6.7.3.3 Review and Recommendation by Department Chairpersons and Deans

Department Chairpersons shall review the applications for sabbatical leave from Faculty in their Departments and shall transmit electronically to the Dean those that they approve by the appointed deadline, along with their recommendation letters (with copies to the appropriate applicants). Each recommendation letter should include a statement on the value of the applicant's sabbatical leave plan for the applicant's career and the Department's scholarly research profile, as well as a statement on the impact of the recommended sabbatical leave on the normal functioning of the Department. By the appointed deadline, the Dean shall transmit electronically all applications to the Chairperson of the University Committee on Sabbaticals, along with the recommendations of the Department Chairpersons and the Dean. The Dean shall send a copy of his/her recommendation letter to the Department Chairperson and the applicant.

6.7.3.4 Opportunity for Faculty Members to Update Applications

By the appointed deadline, applicants for a sabbatical leave may submit to the University Committee on Sabbaticals (with copies to their Department Chairperson and Dean) an additional statement that contains relevant new information supporting the application.

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6.7.3.5 Review and Recommendation by the University Committee on Sabbaticals

The University Committee on Sabbaticals consists of Faculty from a wide range of Departments and Colleges/Schools, appointed by the Provost to serve for fixed terms. After receiving and rigorously reviewing all sabbatical leave applications, and after duly considering the recommendations from Department Chairpersons and Deans, the committee shall, by the appointed deadline, (1) provide the Provost with a list that ranks and categorizes all the applications as Highly Recommended, Recommended, or Not Recommended, and (2) provide each applicant with the committee's decision on his/her application accompanied by a written explanation (with copies to the appropriate Department Chairperson and Dean).

6.7.3.6 Right of Appeal to the University Committee on Sabbaticals

In the event that an applicant is not recommended for a sabbatical leave by the University Committee on Sabbaticals, the applicant may, by the appointed deadline, send an appeal to the Chairperson of the committee in writing (with copies to the Department Chairperson and the Dean), responding to the committee's written explanation. The Department Chairperson and the Dean may also send the Chairperson of the committee letters in support of the appeal within the same time frame. The committee shall respond to each appeal in writing by the appointed deadline (with copies to the Department Chairperson and the Dean).

6.7.3.7 Recommendation by the Provost and Approval by the Board of Trustees

After reviewing the applications and the recommendations of the University Committee on Sabbaticals, the Provost shall make recommendations to the President of the University, who shall present the recommendations to the Board of Trustees at their February meeting for final approval. If any of the Provost's recommendations should differ from those of the University Committee on Sabbaticals, the Provost shall provide the committee with a written explanation of the grounds for his/her action in each case (with copies to the Dean, the Department Chairperson, and the applicant). The Provost shall subsequently notify all applicants and their Department Chairpersons of the final decision of the Board of Trustees.

**6.7.4 Post-Sabbatical Leave Reports**

6.7.4.1 Submission and Review of Post-Sabbatical Reports

No later than the end of the first semester following their return after a sabbatical leave, all Faculty members shall submit to their Department Chairpersons a report on their activities and accomplishments during their sabbatical leaves. After reviewing each post-sabbatical report, the Department Chairperson shall forward it to the Dean, who shall then forward it to the Chairperson of the University Committee on Sabbaticals (with a copy to the Provost). After the committee has reviewed the post-sabbatical report along with any comments made by the Department Chairperson and the Dean, the Chairperson of the committee shall send a letter to the Faculty member (with copies to the Provost, Dean, and Department Chairperson), indicating whether the committee approves the Faculty member's post-sabbatical report.

6.7.4.2 Unsatisfactory Post-Sabbatical Reports

In the event that the University Committee on Sabbaticals finds a Faculty member's post-sabbatical report unsatisfactory, the committee's letter shall contain the reasons for this decision. In such cases, the Faculty member may appeal within ten working

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days of receiving the committee's letter. Such an appeal should address the objections raised in the committee's letter and may include a revised post-sabbatical report. The committee will then render its final judgment in a letter to the Faculty member (with copies to the Department Chairperson, the Dean, and the Provost). A post-sabbatical report that is considered unsatisfactory by the University Committee on Sabbaticals may have a prejudicial effect on any future applications for sabbatical leave by the Faculty member.

#### **6.7.5 Preservation of Records**

All applications, recommendations, formal correspondence, and supporting materials relating to sabbatical leaves and post-sabbatical leave reports shall be kept on file by the Provost's office.

#### **6.8 Competitive Fellowship Leave Program**

In order to encourage Faculty to apply for and obtain prestigious national and international fellowships, the University maintains a [Competitive Fellowship Leave Program](#). Changes in the Competitive Fellowship Leave Program require the approval of Faculty Senate and the Provost.

#### **6.9 Unpaid Leave of Absence**

Full-time members of the Faculty or Instructional Staff may at their own request be granted a leave of absence without compensation for a specific period of time and for a specific purpose. Details of the policy, contained in the Collective Agreement between NJIT and the PSA, are posted [here](#).

#### **6.10 Active-Service Modified-Duties Policy**

NJIT is committed to helping its Faculty maximize their productivity by obtaining an appropriate balance between academic and family life. The Active-Service Modified-Duties Policy serves this end by providing support to Faculty following the birth or adoption of a child. Details of the policy, contained in the Collective Agreement between NJIT and the PSA, are posted [here](#).

## **PART SEVEN**

### **THE ROLE OF THE FACULTY IN SELECTING AND EVALUATING ADMINISTRATORS**

#### **7.1 Selection of Administrators**

In accordance with the objectives of shared governance, the following policies and procedures define the involvement of Faculty in the selection of administrators whose work has a direct impact on academic affairs.

##### **7.1.1 Administrative Positions included in this Section**

1. *President of the University* (reporting to the Board of Trustees)
2. *Provost and Senior Executive Vice President* (reporting to the President of the University)
3. *Deans of Degree-Granting Colleges and Schools* (reporting to the Provost)
4. *Senior Vice Provost for Research* (reporting to the Provost)
5. *Senior Vice Provost for Academic Affairs & Student Services\** (reporting to the Provost)
6. *Vice Provost for Graduate Studies\** (reporting to the Provost)
7. *Vice Provost for Undergraduate Studies\** (reporting to the Provost)
8. *Vice Provost & Chief Information Officer\** (reporting to the Provost)

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- 9. *Dean of the Albert Dorman Honors College\** (reporting to the Provost)
- 10. *University Librarian* (reporting to the Provost)
- 11. *Vice President & Dean of Students* (reporting to the President)
- 12. *Vice Provost, Enrollment Management* (reporting to the Provost)

Note: If the titles or reporting lines of these administrative positions should change, this information shall be updated in the Faculty Handbook.

**7.1.2 Internal and External Searches**

All searches to fill administrative positions listed in Section 7.1 shall be external searches except in the following circumstances. When vacancies occur in administrative positions that are marked with an asterisk (\*) in Section 7.1.1, the Provost shall determine whether the initial search to fill the position is to be internal or external. Internal searches shall follow the same procedures as external searches except that the positions shall not be advertised outside the University. In the event that an internal search does not succeed in filling a position, an external search shall be authorized and carried out.

**7.1.3 Common Features of Administrative Searches** (other than President of the University)

7.1.3.1 Diversity and Affirmative Action

All hiring must be in compliance with University goals. Equal employment opportunity considerations shall be a component of all administrative searches and recruitment procedures.

7.1.3.2 Timing of the Search

The search committee shall normally be appointed prior to the actual vacancy, and it shall not be appointed later than three months after formal notification or creation of a vacancy.

7.1.3.3 Search Committees

Each search committee shall be constituted and charged by the administrator to whom the position reports, in consultation with the Executive Committee of the Faculty Senate. The administrator to whom the search committee reports shall also appoint the Chairperson of the search committee.

Unless otherwise specified below, the composition of search committees for administrative positions listed in Section 7.1.1 shall be as follows. Each search committee shall consist of eleven voting members: (1) Five Faculty members shall be selected by the administrator to whom the position reports from a list of at least ten nominees submitted by the Executive Committee of the Faculty Senate. Each list of nominees should be broadly representative of the diverse University community and should include Faculty members from a variety of ranks and from all Colleges and Schools. (2) Four voting members shall be selected by the administrator to whom the position reports from the University community, including at least one academic Dean. The administrator to whom the position reports may also appoint additional non-voting members from the University community or from outside the University, including professionals in the field being filled. (3) The search committee shall include as voting members at least one member of the NJIT Instructional Staff and at least one NJIT student.

7.1.3.3.1 Search Committee for the Provost and Senior Executive Vice President

The Search Committee for the Provost and Senior Executive Vice President shall be

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appointed by the President of the University in consultation with the Faculty Senate. The President shall determine the size and constitution of the search committee, but it must include (1) at least six voting members chosen by the President from a list of at least ten Faculty members formulated by the Executive Committee of the Faculty Senate. The list of nominees must be broadly representative of the diverse University community and must include Faculty members from all ranks and from all Colleges and Schools. (2) The President will also choose 2 voting members from a list of at least 6 Instructional Staff members submitted by the Lecturers and Educators Congress. The list of nominees must be broadly representative of the diverse University community and must include Instructional Staff members from all ranks and all Colleges and Schools. (3) The President shall also select three voting committee members from the University community, including at least one academic Dean and one student. (4) The President may also appoint additional non-voting members.

7.1.3.3.2 Search Committees for Deans of Degree-Granting Colleges and Schools

Dean search committees shall consist of eleven voting members chosen as follows: (1) Five Faculty members from the College or School shall be selected by the Provost from a list of at least eight nominations provided by the Executive Committee of the Faculty Senate. The list should be broadly representative of the College or School, with nominees from all constituent units and all Faculty ranks. (2) The Provost shall select two Instructional Staff members from the College or School from a list of at least 6 nominations provided by the Lecturers and Educators Congress. The list should be broadly representative of the College or School, with nominees from all constituent units and ranks. (3) Two Faculty members from outside the College or School shall be selected by the Provost from a list of at least four nominees provided by the Executive Committee of the Faculty Senate. (4) The Provost shall select two additional voting members from the University, including at least one academic Dean. (5) The Provost may appoint additional non-voting members from the University, including members of staff and students. The Provost may also appoint appropriate non-voting members from outside the University, including a member of the College or School's Board of Visitors.

7.1.3.4 The Search Procedure

The search committee shall invite at least three promising candidates to the campus to meet and discuss issues with members of the University community. At least one session shall be devoted to meeting with appropriate members of the Faculty and Instructional Staff, whose input shall be solicited and considered. When the search committee has completed its work, it shall send an unranked list of acceptable candidates to the administrator to whom it reports.

7.1.3.5 Appointment by the Provost/President for Deans, Provost, Senior Vice Provost for Research, Senior Vice Provost for Academic Affairs and Student Services

Before making the appointment, the Provost in the case of the Deans and the President in the case of the Provost and the Senior Vice Provost for Research and the Senior Vice Provost for Academic Affairs and Student Services, consults with the Department P&T Committee of the Department in which the nominee will be appointed, to determine the Faculty rank and tenure status of the appointment. The appointment must be made

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with tenure, at or above the rank of Professor. If appointment at the rank of Distinguished Professor is under consideration, the approval of the Distinguished Professors Review Subcommittee of the University P&T Committee must be obtained.”

#### **7.1.4 Selection of Other University-Wide Administrators**

In the selection of all other Vice Presidents and university-wide administrators, the President and Provost shall seek input and feedback from the Faculty Senate and appropriate Faculty members.

#### **7.1.5 Interim and Acting Positions**

##### 7.1.5.1 Interim Positions

Until a permanent replacement takes office, a vacant administrative position listed in Section 7.1.1 shall be filled by an interim officer appointed by the administrator to whom the position reports. Nominations provided by the Executive Committee of the Faculty Senate and/or by members of the Faculty shall be considered in this process. Interim appointments shall not normally be made for more than one academic year. When an interim administrator is needed for a longer period, the Executive Committee of the Faculty Senate shall be consulted about the best course of action.

##### 7.1.5.2 Acting Positions

Acting positions are short-term appointments made when the permanent appointee expects to return following a period of temporary absence due to an emergency, temporary assignment to another position, or sabbatical or other leave. Appointments to acting positions listed in Section 7.1.1 shall be made by the administrator to whom the position reports, in consultation with the Executive Committee of the Faculty Senate. Acting appointees normally should not hold office for more than one year. An acting appointment may be extended only once and only after the process for appointing a permanent or an interim administrator, as defined above, has been initiated.

#### **7.1.6 Selection of the President of the University**

##### 7.1.6.1 Constitution of the President Search Committee

The President Search Committee shall be appointed by the Board of Trustees and shall include representatives from Faculty, administration, alumni, students, and the Board itself. The Faculty members on the search committee shall be appointed from a list of nominees submitted by the Faculty Senate. This list should be broadly representative and include nominees from all Colleges and Schools.

##### 7.1.6.2 The Search Procedure

The search committee shall invite promising candidates to the campus to meet and discuss issues with the Board of Trustees and with the University community as a whole. At least one session shall be devoted to meeting with the Faculty, whose input shall be solicited and considered. When the search committee has completed its work, it shall send an unranked list of acceptable candidates to the Board of Trustees.

##### 7.1.6.3 Appointment by the Board of Trustees

Before making the appointment, the Board of Trustees shall consult with the Provost, the Dean, and the Department P&T Committee of the Department in which the nominee will be appointed, to determine the Faculty rank and tenure status of the appointment. The appointment of the President must be made with tenure, at or above the rank of

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Professor. If appointment at the rank of Distinguished Professor is under consideration, the approval of the Distinguished Professors Committee must be obtained.

**[Note: After the Board of Trustees has devised and posted a written presidential search process that articulates the role of the Faculty in the selection of a new President of the University, as recommended in the report by the consultant hired by the University, Section 7.1.6 shall be revised to document the role of the Faculty in the presidential search process.]**

***7.2 Evaluation of Provost, Vice Presidents, Deans and Chairpersons***

With the knowledge and cooperation of the President, the Faculty Senate will conduct periodic evaluations (at least every three years) by the faculty of the Provost, Vice Presidents, Deans, and Department Chairpersons. The Council, after consultation with the President, may also evaluate the performance of other administrative officers whose work impacts academic affairs. The President of the Faculty Senate is responsible for transmitting the results of these evaluations to the President in the case of the Provost, and to the Provost for all others administrative evaluations.

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## **V. Action Items**

- G. Approve Resolution for Promotion to the Rank for Distinguished Professor, Professor Associate Professor with Tenure, and Appointment with Tenure

## **STATEMENT**

### **RESOLUTION TO APPROVE PROMOTIONS TO THE RANK OF DISTINGUISHED PROFESSOR, PROFESSOR, ASSOCIATE PROFESSOR WITH TENURE, AND APPOINTMENT WITH TENURE**

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

The administration recommends these actions. The attached resolution has been prepared for your consideration.



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

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

**WHEREAS** the accomplishments of the following individuals display patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the department, the university, and the profession, and are to be promoted to the rank of Distinguished Professor: Zhi Wei and Tara F. Marhaba, and

**WHEREAS** the accomplishments of the following individuals display patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the department, the university, and the profession, and are to be promoted to the rank of Professor: Bin Chen, Cristiano Dias, Casey Diekman, Simon Garnier, Roy Goodman, Xiaobo Li, Xiayang Xu, Dantong Yu, and

**WHEREAS** the accomplishments of the following individuals display patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the department, the university, and the profession, and are to be promoted to the rank of Associate Professor with tenure: Pramod Abichandani, Jorge Fresneda, Hurian Jin, Jing Li, Simone Marras, Rebekah Rutkoff, Mathew Schwartz, Yuanwei Zhang, and

**WHEREAS** the accomplishments of the following individual displays patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the profession, and is to be appointed at the rank of Professor with tenure: Jamie Payton, and

**WHEREAS** the accomplishments of the following individuals display patterns of sustained leadership in teaching; student supervision; scholarly activities; funded research; service to the profession, and are to be appointed at the rank of Associate Professor with tenure: Zhifeng Kou, Hye Yeon Nam, and

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

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

Zhi Wei	Promotion to Distinguished Professor
Taha Marhaba	Promotion to Distinguished Professor

Bin Chen	Promotion to Professor
Cristiano Dias	Promotion to Professor
Casey Diekman	Promotion to Professor
Simon Garnier	Promotion to Professor
Roy Goodman	Promotion to Professor
Xiaobo Li	Promotion to Professor
Xiaoyang Xu	Promotion to Professor
Dantong Yu	Promotion to Professor
Pramod Abichandani	Promotion to Associate Professor with Tenure
Jorge Fresneda	Promotion to Associate Professor with Tenure
Hurian Jin	Promotion to Associate Professor with Tenure
Jing Li	Promotion to Associate Professor with Tenure
Simone Marras	Promotion to Associate Professor with Tenure
Rebekah Rutkoff	Promotion to Associate Professor with Tenure
Mathew Schwartz	Promotion to Associate Professor with Tenure
Yuanwei Zhang	Promotion to Associate Professor with Tenure
Jamie Payton	Appointment as Professor with Tenure
Zhifeng Kou	Appointment as Associate Professor with Tenure
Hye Yeon Nam	Appointment as Associate Professor with Tenure

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

July 25, 2024  
Board Resolution No. \_\_\_\_\_



To: NJIT Board of Trustees

From: Teik C. Lim  
President

Re: Promotion and Tenure Recommendations

Date: July 25, 2024

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After a year-long sequence of deliberations following the policies and procedures for promotion and tenure defined in the *Faculty Handbook*, those named below are recommended for promotion and/or tenure.

**Promotion to Distinguished Professor**

Zhi Wei Department of Computer Science  
Taha Marhaba Department of Civil and Environmental Engineering

**Promotion to Professor**

Bin Chen Department of Physics  
Cristiano Dias Department of Physics  
Casey Diekman Department of Mathematical Sciences  
Simon Garnier Department of Biological Sciences  
Roy Goodman Department of Mathematical Sciences  
Xiaobo Li Department of Biomedical Engineering  
Xiaoyang Xu Department of Chemical and Materials Engineering  
Dantong Yu Martin Tuchman School of Management

**Promotion to Associate Professor with Tenure**

Pramod Abichandani School of Applied Engineering Technology  
Jorge Fresneda Martin Tuchman School of Management  
Huiran Jin School of Applied Engineering Technology  
Jing Li Department of Computer Science  
Simone Marras Department of Mechanical and Industrial Engineering  
Rebekah Rutkoff Department of Humanities and Social Sciences  
Mathew Schwartz Hillier College of Architecture and Design  
Yuanwei Zhang Department of Chemistry and Environmental Science

**Appointment at the rank of Professor with Tenure**

Jamie Payton Department of Computer Science

**Appointment at the rank of Associate Professor with Tenure**

Zhifeng Kou Department of Biomedical Engineering  
Hye Yeon Nam Hillier College of Architecture and Design



**TABLE 1: RECOMMENDED FOR PROMOTION TO DISTINGUISHED PROFESSOR**

<b>Candidate</b>	<b>Department</b>	<b>Strengths</b>
Zhi Wei	Computer Science	Exceptional scholarly and professional achievements which are well recognized nationally and internationally
Taha Marhaba	Civil and Environmental Engineering	Exceptional scholarly and professional achievements, nationally and internationally recognized activities.

**TABLE 2: RECOMMENDED FOR PROMOTION TO FULL PROFESSOR**

<b>Candidate</b>	<b>Department</b>	<b>Strengths</b>
Bin Chen	Physics	Excellent publication records with several papers in Nature; substantial external grants; strong collaborative network; strong external letters; excellent advising for graduate students
Cristiano Dias	Physics	Positive collaboration with other universities; important research theme; publishing in high quality journals; good research including grants; teaching innovation using games; teaching large classes effectively
Casey Diekman	Mathematical Sciences	Good research focus; good reputation in profession; Good NSF support (Career Award and follow up grant); building relationship with community college.
Simon Garnier	Biological Sciences	Extremely positive reference letters; publish in high IF journals; H index is 29; excellent student advising and teaching

Roy Goodman	Mathematical Sciences	Significant service; positive grant funding; good teaching record; extensive external letters are detailed and supportive; upward trajectory in publishing papers
Xiaobo Li	Biomedical Engineering	Significant research focus and productivity; excellent external letter support; excellent services; Chair international conferences
Xiaoyang Xu	Chemical and Materials Engineering	Strong research record; impactful research; publish in high IF journals; Good student advising and mentoring
Dantong Yu	Martin Tuchman School of Management	Interdisciplinary research; good collaboration with national labs and other universities; good publication record; good grant record; significant contribution to the Ph.D. programs in MTSM

**TABLE 3: RECOMMENDED FOR PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE**

<b>Candidate</b>	<b>Department</b>	<b>Strengths</b>
Pramod Abichandani	Applied Engineering and Technology	Focused research; strong research, teaching and service; excellent external letters; commendable engineering education focus; owns a start-up.
Jorge Fresneda	Martin Tuchman School of Management	Excellent research; excellent publication record; good service at all levels; high impact journals; significant contribution to the Ph.D. program at MTSM
Huiran Jin	Applied Engineering and Technology	Significant contribution to course and program development; positive external review letters; Strong teaching evaluation and service
Jing Li	Computer Science	Excellent researcher; NSF career award; significant number of publications; excellent service at NJIT and



		profession; excellent external letters; emerging leader in her profession
Simone Marras	Mechanical and Industrial Engineering	External funding of ~ \$1 million; Excellent external letters
Rebekah Rutkoff	Humanities and Social Sciences	Interdisciplinary research in writing and art; brings a new dimension to NJIT campus; publishes and exhibits in prestigious venues; strong department service; excellent external letters
Mathew Schwartz	Hillier College of Architecture and Design	Strong publication record and grants and relatively high H index among HCAD faculty; innovative research focus that draw attention from various funding sources; Substantial student advising; extensive software development; strong service
Yuanwei Zhang	Chemistry and Environmental Science	Good publication record, impressive H index; interesting research; excellent teaching; good graduate advising; Co-PI for NIH grants

**Justification for the Appointment of Jamie Payton at the Rank of Professor with Tenure**

Professor Jamie Payton received her B.S. in Computer Science from the University of Tulsa in 2001, her M.S. in Computer Science from Washington University in 2004, and her Ph.D. in Computer Science from Washington University in 2006. She began her faculty career at the University of North Carolina at Charlotte as an Assistant Professor and received tenure and was promoted to the rank of Associate Professor in 2013. In 2016, she joined the faculty of Temple University and was promoted to the rank of Professor with tenure in 2021. From 2018 to the present, she served as Chair of the Department of Computer and Information Sciences at Temple University. Her research interests include pervasive computing systems for smart health and well-being, broadening participation of historically underrepresented populations in computing, and evidence-based approaches to improving computer science education. Payton co-founded the Conference on Research on Equity and Sustained Participation in Engineering, Computing, and Technology (RESPECT) research conference, establishing a venue for peer-reviewed scholarship on diversity, equity, and inclusion in computing. She is the director of the STARS Computing Corps, a national alliance for broadening participation in computing. With support from the National Science Foundation, STARS operates as a community of practice that engages



computing faculty and students with a shared commitment to take action to advance diversity, equity, and inclusion in computing. STARS has engaged 50+ colleges and universities in projects designed to promote persistence by connecting computing to community and societal impacts, reinforcing computing knowledge through teaching and practice, and developing professional, entrepreneurial, and creative skills. STARS student members have positive gains in GPA, self-efficacy, computing identity, and commitment to computing, with enhanced outcomes for women, African American/Black and Hispanic/Latinx students. Building on these experiences, Payton is also Co-PI for the NSF AI Institute on Inclusive Intelligent Technologies for Education (INVITE AI Institute), which explores foundational and use-inspired research to create equitable and inclusive AI-enabled learning systems that advance K12 STEM learning outcomes. She has been awarded over \$40M in research funding through federal grants. Her dossier was fully reviewed by the Department of Computer Science's Promotion and Tenure Committee who voted in favor of granting tenure at the time of appointment. Professor Payton has accepted appointment as Dean of the Ying Wu College of Computing, effective July 1, 2024.

#### **Justification for Appointment of Zhifeng Kou at the Rank of Associate Professor with Tenure**

Professor Kou received his bachelor's degree from the Shanghai Institute of Railway Technology in 1992, his M.S. in Engineering from Shanghai Tiedao University in 1995, his M.S. in Computer Science from North Dakota State University in 2006, and his Ph.D. in Engineering from North Dakota State University in 2006. After completing a postdoctoral appointment at Wayne State University, he joined the faculty of Wayne State University as an Assistant Professor in Radiology, in the School of Medicine, and in 2010 as an Assistant Professor in Biomedical Engineering and Radiology in the College of Engineering and the School of Medicine. He received tenure and was promoted to the rank of Associate Professor in 2016. Professor Kou has an extensive publication record and has secured over \$13M in funding. He is the holder of multiple patents and was involved in the creation of a startup company based on translational research. His dossier was fully reviewed by the Department of Biomedical Engineering's Promotion and Tenure Committee who voted in favor of granting tenure at the time of appointment.

#### **Justification for Appointment of Hye Yeon Nam at the Rank of Associate Professor with Tenure**

Professor Nam received her Bachelor of Fine Arts from Ewha Woman's University in 2002, her MFA from the Rhode Island School of Design in 2006, and her Ph.D. in Digital Media from the Georgia Institute of Technology in 2014. From 2014 to 2019, she served as an Assistant Professor at Louisiana State University and in 2020, was promoted to the rank of Associate Professor with tenure. At Louisiana State University she serves as the Director of the Computational Creativity Lab. In addition to her excellent publication record, she has had a wide range of exhibitions at galleries in New York, Georgia, California, Louisiana, and Korea. Her work has been supported by a variety of grants and she is the recipient of numerous awards. Her dossier was fully reviewed by the Hillier College of Architecture and Design's Promotion and Tenure Committee who voted in favor of granting tenure at the time of appointment.

## **V. Action Items**

- H. Approve Resolution to Authorize Expenditures for Carpentry Contracting Services in FY2025



# NEW JERSEY INSTITUTE OF TECHNOLOGY

## STATEMENT

### RESOLUTION OF THE NEW JERSEY INSTITUTE OF TECHNOLOGY TO AUTHORIZE EXPENDITURES FOR CARPENTRY CONTRACTING SERVICES IN FY2025

#### **Background:**

In February 2023, NJIT publicly procured a contract for carpentry contracting services and selected Wilk Construction, LLC to provide these services. The Request for Bid (RFB) was developed based on professional experience and industry standards for general carpentry repair, installation, and renovation services. The goals and objectives of the RFB include providing general carpentry repair, installation, and renovation services for the entire campus so that the overall campus is maintained, improved, and renewed in optimal condition for the NJIT campus community. Wilk Construction, LLC was awarded a one (1) year contract with a contract extension option of five (5) additional one (1) year terms on March 23, 2023, based on a review and analysis of the bids by Purchasing, Campus Planning, Design, and Construction, and Building Services staff.

As a consequence of NJIT's focus on capital renewal and replacement, Facilities Services and Campus Planning, Design, and Construction has a need for significant carpentry contract services to perform capital improvement projects, and routine repairs, to reduce the backlog of deferred maintenance. The administration has found Wilk Construction LLC to be responsive, cost-effective, and provide value to NJIT. Considering this, the current year expenditures to Wilk Construction, LLC for carpentry services will exceed the one-million-dollar threshold requiring Board of Trustees approval for these expenditures.

#### **Implication:**

- NJIT requires these contracted services, in combination with the full-time internal staffing plan, so that the campus infrastructure does not decline, and systems are maintained and renewed effectively, for the health, safety, and comfort of the campus community.
- NJIT desires to continue using Wilk Construction, LLC for these services based on the public bid contract that provides the best value for the New Jersey Institute of Technology.
- The funding for this work is included in the operating and capital budgets to be approved by the Board of Trustees in July 2024

#### **Recommendation:**

Authorize the administration to issue related purchase orders to Wilk Construction, LLC for the purpose of general carpentry repair, installation, and renovation services, as per the terms and conditions of the publicly procured contract, for a total not to exceed a cost of TWO MILLION DOLLARS (\$2,000,000) for work performed in FY25.

**NEW JERSEY INSTITUTE OF TECHNOLOGY**

**RESOLUTION OF THE NEW JERSEY INSTITUTE OF TECHNOLOGY TO  
AUTHORIZE EXPENDITURES FOR CARPENTRY CONTRACTING SERVICES IN  
FY2025**

**WHEREAS**, New Jersey Institute of Technology requires General Carpentry repair, installation and renovation services; and

**WHEREAS**, New Jersey Institute of Technology released a bid on February 28, 2023, and administered a public bidding process to procure and contract these services for all campus buildings; and

**WHEREAS**, after careful consideration of the bid documents, Wilk Construction, LLC was identified as the recommended vendor and has been performing these services since March, 2023; and

**WHEREAS**, it is estimated that the costs to provide these repair, installation, and renovation carpentry services will not exceed TWO MILLION DOLLARS (\$2,000,000) for FY25; and

**WHEREAS**, the funds for these expenditures have been accounted for in the FY25 Annual Operating and Capital Budgets that were adopted and authorized by the Board of Trustees on July 25, 2024; and

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees authorizes the administration to issue related purchase orders to Wilk Construction, LLC for the purpose of general carpentry repair, installation, and renovation services, as per the terms and conditions of the publicly procured contract, for a total not to exceed a cost of TWO MILLION DOLLARS (\$2,000,000) in the fiscal year 2025.

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

July 25, 2024  
Board Resolution No. \_\_\_\_\_

## **V. Action Items**

- I. Approve Resolution to Authorize Expenditures for HVAC and Plumbing Contracting Services in FY2025

# NEW JERSEY INSTITUTE OF TECHNOLOGY

## STATEMENT

### RESOLUTION OF THE NEW JERSEY INSTITUTE OF TECHNOLOGY TO AUTHORIZE EXPENDITURES FOR HVAC AND PLUMBING CONTRACTING SERVICES IN FY2025

#### **Background:**

In January 2018, NJIT publicly procured a contract for HVAC Large and Specialized Equipment Services with Binsky and Snyder to provide these services. The RFB was developed based on professional experience and industry standards for heating, ventilation, and air conditioning (HVAC) equipment. The goals and objectives of the RFB include providing inspection, preventative maintenance, repair, and installation services for all campus HVAC equipment and plumbing systems so that the overall operation of equipment and plumbing is maintained in optimal condition for the NJIT campus community. Binsky and Snyder Services, LLC was awarded a five (5) year contract on April 17, 2018, based on a review and analysis of the bids by Purchasing and Technical Services staff. On May 8, 2024, a contract amendment was executed to extend the contract through December 31, 2024.

As a consequence of NJIT's focus on capital renewal and replacement, Facilities Services and Campus Planning, Design, and Construction require significant HVAC and Plumbing contract services to perform capital improvement projects, routine maintenance, and various repairs and to reduce the backlog of deferred maintenance. The administration has found Binsky & Snyder Services LLC to be responsive, cost-effective, and provide value to NJIT. In light of this, current year expenditures to Binsky & Snyder Services, LLC for maintenance, repair, and installation services will exceed the one-million-dollar threshold requiring Board of Trustees approval for these expenditures.

#### **Implication:**

- NJIT requires these contracted services, in combination with the full-time internal staffing plan, so that the campus infrastructure does not decline, and systems are maintained preventively and effectively, for the health, safety, and comfort of the campus community.
- NJIT desires to continue using Binsky and Snyder Services, LLC for these services based on the public bid contract that provides the best value for the New Jersey Institute of Technology.
- The funding for this work is included in the operating and capital budgets to be approved by the Board of Trustees in July 2024.

#### **Recommendation:**

Authorize the administration to issue related purchase orders to Binsky & Snyder Services, LLC. For maintenance, repair, new equipment, and installation services, as per the terms and conditions of the publicly procured contract, for a total not to exceed a cost of THREE MILLION DOLLARS (\$3,000,000) for FY25.

**NEW JERSEY INSTITUTE OF TECHNOLOGY**

**RESOLUTION OF THE NEW JERSEY INSTITUTE OF TECHNOLOGY TO  
AUTHORIZE EXPENDITURES FOR HVAC AND PLUMBING CONTRACTING  
SERVICES IN FY2025**

**WHEREAS**, New Jersey Institute of Technology requires Plumbing, Heating, Ventilation, and Air Conditioning (HVAC) maintenance, repair, equipment, and installation services; and

**WHEREAS**, New Jersey Institute of Technology released a bid on January 29, 2018, and administered a public bidding process to procure and contract these services for all campus-wide buildings; and

**WHEREAS**, after careful consideration of the bid documents, Binsky & Snyder Services LLC. was identified as the recommended vendor and has been performing these services since April 2018; and

**WHEREAS**, it is estimated that the costs to provide these maintenance, repair, new equipment, and installation services will not exceed THREE MILLION DOLLARS (\$3,000,000) for FY2025; and

**WHEREAS**, the funds for these expenditures have been accounted for in the FY25 Annual Operating and Capital Budgets that were adopted and authorized by the Board of Trustees on July 25, 2024; and

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees authorizes the administration to issue related purchase orders to Binsky & Snyder Services LLC. for the purpose of maintenance, repair, new equipment, and installation services, as per the terms and conditions of the publicly procured contract, for a total not to exceed a cost of THREE MILLION DOLLARS (\$3,000,000) in fiscal year 2025.

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

July 25, 2024  
Board Resolution No. \_\_\_\_\_

## **V. Action Items**

- J. Approve Resolution to Authorize Expenditures for Electrical Contracting Services in FY2025

# NEW JERSEY INSTITUTE OF TECHNOLOGY

## STATEMENT

### RESOLUTION OF THE NEW JERSEY INSTITUTE OF TECHNOLOGY TO AUTHORIZE EXPENDITURES FOR ELECTRICAL CONTRACTING SERVICES IN FY2025

#### **Background:**

In November 2023, NJIT publicly procured a contract for electrical contracting services and selected Oxford Electrical Contractors Inc. as one of two providers of these services. The Request for Bid (RFB) was developed based on professional experience and industry standards for electrical services. The goals and objectives of the RFB include providing inspection, preventative maintenance, repair, and installation services for all campus electrical equipment and systems so that the overall operation of equipment and systems is maintained in optimal condition for the NJIT campus community. Oxford Electrical Contractors, Inc. was awarded a five (5) year contract on January 3, 2024, based on a review and analysis of the bids by Purchasing and Technical Services staff. Oxford also held the previous contract which expired at the end of 2023.

As a consequence of NJIT's focus on capital renewal and replacement, Facilities Services, and Campus Planning, Design, and Construction require significant electrical contract services to perform capital improvement projects, routine maintenance, and various repairs and to reduce the backlog of deferred maintenance. The administration has found Oxford Electrical Contractors, Inc. to be responsive, cost-effective, and provide value to NJIT. Considering this, the current year expenditures to Oxford Electrical Contractors, Inc. will exceed the one-million-dollar threshold requiring Board of Trustees approval for these expenditures.

#### **Implication:**

- NJIT requires these contracted services, in combination with the full-time internal staffing plan, so that the campus infrastructure does not decline, and systems are maintained preventively and effectively, for the health, safety, and comfort of the campus community.
- NJIT desires to continue using Oxford Electrical Contractors Inc. for these services based on the public bid contract that provides the best value for the New Jersey Institute of Technology.
- The funding for this work is included in the operating and capital budgets to be approved by the Board of Trustees in July 2024.

#### **Recommendation:**

- Authorize the administration to issue related purchase orders to Oxford Electrical Contractors Inc. for the purpose of maintenance, repair, equipment, and installation services, as per the terms and conditions of the publicly bid contract, for a total not to exceed a cost of ONE MILLION FIVE HUNDRED THOUSAND DOLLARS (\$1,500,000) for FY25.

**NEW JERSEY INSTITUTE OF TECHNOLOGY**

**RESOLUTION OF THE NEW JERSEY INSTITUTE OF TECHNOLOGY TO  
AUTHORIZE EXPENDITURES FOR ELECTRICAL CONTRACTING SERVICES IN  
FY2025**

**WHEREAS**, New Jersey Institute of Technology requires electrical maintenance, repair, equipment and installation services; and

**WHEREAS**, New Jersey Institute of Technology released a bid on November 20, 2023, and administered a public bidding process to procure and contract these services for all campus-wide buildings; and

**WHEREAS**, after careful consideration of the bid documents, Oxford Electrical Contractors Inc. was identified as a recommended vendor and has been performing these similar services since December 2014; and

**WHEREAS**, it is estimated that the costs to provide these maintenance, repair, equipment, and installation services will not exceed ONE MILLION FIVE HUNDRED THOUSAND DOLLARS (\$1,500,000) for FY2025; and

**WHEREAS**, the funds for these expenditures have been accounted for in the FY25 Annual Operating and Capital Budgets that were approved by the Board of Trustees on July 25, 2024; and

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees authorizes the administration to issue related purchase orders to Oxford Electrical Contractors Inc. for the purpose of maintenance, repair, new equipment, and installation services, as per the terms and conditions of the publicly procured contract, for a total not to exceed a cost of ONE MILLION FIVE HUNDRED THOUSAND DOLLARS (\$1,500,000) in fiscal year 2025.

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

July 25, 2024  
Board Resolution No. \_\_\_\_\_



## **V. Action Items**

- K. Approve Resolution to Award of the General Construction Contract for the Martinson Hall Renovation

# NEW JERSEY INSTITUTE OF TECHNOLOGY

## STATEMENT

### RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY TO APPROVE THE AWARD OF THE GENERAL CONSTRUCTION CONTRACT FOR THE MARTINSON HALL RENOVATION

#### **Background:**

Having a president's home on a college campus offers numerous advantages to both the institution and its community. Firstly, it symbolizes a tangible link between the university's leadership and its stakeholders, fostering a sense of connection and accessibility. This proximity allows for easier communication and interaction between the president and students, faculty, and staff, which can enhance transparency and understanding of administrative decisions. Also, the president's residence often serves as a venue for hosting important events, such as receptions, dinners, and meetings with donors or distinguished guests, thereby bolstering the university's image and fostering relationships crucial for fundraising and institutional advancement. Additionally, having the president live on campus can contribute to the overall security and vibrancy of the community, as it adds to the presence of key figures who are deeply invested in the campus's success and well-being. Overall, a president's home on campus not only enhances institutional pride but also strengthens the university's ties with its constituents while providing a central hub for fostering engagement and collaboration. For these reasons and many others, nearly all of the public and private universities in New Jersey have a President's home on or adjacent to their campuses.

To drive the 2030 Strategic Plan, discussions began to identify potential locations for a home on the NJIT campus. The Martinson Residence Hall has underutilized guest apartments that could be renovated into a larger apartment to accommodate a President's residence and was the most feasible solution in the near term. The design provides for a master bedroom and bath, an appropriately sized living room for entertaining guests, a dining room with the capacity for 12 to host dinners with donors and other dignitaries and retains a guest bedroom from the previous guest apartments. The kitchen is appointed to allow the cooking and serving of guests. An alternative to the design provided a small building addition to accommodate a private entrance and elevator on the south side of the existing building. Overall, the approximately 3,000-square-foot renovation provides an apartment appropriate for a president's home at NJIT. The total construction cost estimate developed with the assistance of an outside cost estimating firm is \$3,083,000.

In June 2024, the administration began the procurement process utilizing NJIT's prequalified list of general contractors. This public procurement process concluded on July 16, 2024, with a total of nine bids received. A thorough review of the bids submitted was conducted to ensure all known aspects of the project were understood and included. A descoping meeting will be held with the apparent low bidder prior to any contract award. As a result of this process, the administration is seeking to award the contract for general construction to M&M Construction. for the base bid only at a value of \$2,100,000 with a University contingency for unforeseen conditions or additional required scope of \$275,000 a total amount not to exceed \$2,375,000.

**Implication:**

- Awarding the contract for general construction will allow the University to move forward with the construction needed to create a new President's apartment in Martinson Hall.
- The renovation and improvements for the President's apartment provide a tangible link between the university's leadership and its stakeholders, fostering a sense of community, connection, and accessibility.
- Funding for the project will be from the NJIT FY25 budget for additional Capital Renewal and Replacement projects.

**Recommendation:**

Grant the University Administration the ability to award the contract for General Construction to M&M Construction for the base bid value of \$2,100,000.00 with a University contingency for unforeseen conditions or additional required scope of \$275,000.00, a total amount not to exceed \$2,375,000.00.

**NEW JERSEY INSTITUTE OF TECHNOLOGY**

**RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY TO APPROVE  
THE AWARD OF THE GENERAL CONSTRUCTION CONTRACT FOR THE  
MARTINSON HALL RENOVATION**

**WHEREAS**, the renovation of Martinson Hall will provide a president's residence at NJIT, creating a venue for hosting important events, such as receptions, dinners, and meetings with donors or distinguished guests, thereby bolstering the university's image and fostering relationships crucial for fundraising and institutional advancement, and,

**WHEREAS**, the administration concluded a public procurement process concluding on July 16, 2024, including the requesting of proposals from general contractors previously prequalified with NJIT for professional general contractor services for new construction and renovations, to determine the best overall value to the University, including price and other factors, and,

**WHEREAS**, to move forward with the project in an expeditious manner, it is recommended that the administration be authorized to award a lump sum contract for the base bid value of \$2,100,000.00 and subsequent amendments for general construction services, as required for unforeseen conditions or additional required scope, at a not to exceed total cost of \$2,375,000.00, and,

**WHEREAS**, the University has determined it will not award the Add Alternate No. 1, and,

**WHEREAS**, the funds for these expenditures will come from the University's FY25 budget for additional Capital Renewal and Replacement projects, and,

**NOW THEREFORE IT BE RESOLVED** that the Board of Trustees authorizes the administration to award the base bid and subsequent amendments for general construction for the renovations and improvements at Martinson Hall to M&M Construction for a lump sum contract for the base bid value of \$2,100,000.00 and subsequent amendments for general construction services, as required for unforeseen conditions or additional require scope, at a not to exceed total cost of \$2,375,000.00.

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

July 25, 2024  
Board Resolution 2024-XX

## **V. Action Items**

- L. Approve Resolution for the Lease of 25,000 GSF of Research Laboratory Space at the Northern Science and Technology Center, Kenilworth, NJ to Support the Expansion of Research

# NEW JERSEY INSTITUTE OF TECHNOLOGY

## STATEMENT

### RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY TO APPROVE THE LEASE OF 25,000 GSF OF RESEARCH LABORATORY SPACE AT THE NORTHEAST SCIENCE AND TECHNOLOGY CENTER, KENILWORTH, NEW JERSEY TO SUPPORT THE EXPANSION OF RESEARCH

#### **Background:**

The New Jersey Institute of Technology (NJIT) is embarking on an ambitious journey to establish a cutting-edge life science and technology research and innovation center at the Northeast Science and Technology Center (NEST) in Kenilworth, New Jersey called NJIT@NEST. This visionary project aims to catalyze innovation, foster collaboration, and drive economic growth in the region while positioning NJIT@NEST as a leader in transformative and translational research and development in the fields of life sciences and emerging technologies. This briefing outlines our vision for NJIT@NEST and highlights the myriad benefits it promises to bring to both the institution, the NEST Center, and the State of New Jersey.

NJIT envisions the NEST as a dynamic hub for interdisciplinary research, innovation, and education that will contribute to the advancement of science and technology while fueling economic growth in New Jersey. Our primary objectives for the NJIT@NEST are:

1. **Translational Research:** The NEST will be at the forefront of research in emerging technologies, focusing on areas such as life sciences, artificial intelligence, biotechnology, advanced manufacturing, and sustainable energy. It will be housed in the existing state-of-the-art laboratories and facilities to support groundbreaking research projects and attract top-tier researchers.
2. **Collaboration and Partnerships:** NJIT will actively engage with industry partners, government agencies, and other educational institutions to foster collaborative research initiatives. NEST will serve as a nexus for the exchange of ideas and expertise, driving innovation and entrepreneurship in the region.
3. **Education and Workforce Development:** In addition to its research mission, the NEST will potentially offer an opportunity for graduate and professional continuing educational programs and training to prepare and reskill the next generation of STEM professionals. Workforce development programs will be tailored to meet the evolving needs of the tech industry and help fill critical skill gaps.
4. **Economic Growth:** By attracting cutting-edge tech companies, startups, and research grants, the NJIT@NEST will stimulate economic growth in Kenilworth, Union County, New Jersey, and the surrounding region. It will create high-quality jobs, support local businesses, and reinforce New Jersey as a hub for innovation and collaboration.

In partnership with Onyx Equities, NJIT plans to initially occupy approximately 25,000 gross square feet of chemistry, biological, and technical research and support facilities, including laboratories, collaborative spaces, researcher offices, and advanced infrastructure, utilizing the

existing state-of-the-art facilities available at NEST to support pioneering research. These facilities provide the necessary infrastructure and redundancy to allow groundbreaking research to occur, attracting top-tier research talent.

The lease proposal received from Onyx has a projected cost of \$7.7 million over 5 years starting with a year-one cost of \$1.03 million for the lease and \$1.27 million in capital expense. Onyx will contribute approximately \$0.27 million with NJIT contributing \$1.0 million in capital. NJIT's total not to exceed expenditure will be \$8.7M over the 5 years. NJIT will have the option to renew the lease at the end of the initial 5-year term.

**Implication:**

- Leasing 25,000 gross square feet of research space will support the expansion of research in the near term without the construction of new space on campus by relocating successful and experienced researchers, thereby making space for newly hired research faculty.
- By bringing NJIT research to the NEST facility, we strive to enhance the NJIT Research, Innovation, Translation, and Entrepreneurship (RITE) ecosystem to expand collaboration with industry and external partners and increase external funding for research initiatives.
- Creating this presence at the Northeast Science and Technology Center will solidify NJIT as a key player in research within the State of New Jersey and help attract business and industry to the state in burgeoning fields.

**Recommendation:**

Authorize the Administration to negotiate the final terms and conditions of the lease, as reviewed and approved by outside counsel, for 25,000 gross square feet of research space for a 5-year term for a total, not to exceed cost to NJIT of \$8,700,000.

**NEW JERSEY INSTITUTE OF TECHNOLOGY**

**RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY TO APPROVE  
THE LEASE OF 25,000 GSF OF RESEARCH LABORATORY SPACE AT THE  
NORTHEAST SCIENCE AND TECHNOLOGY CENTER, KENILWORTH, NEW  
JERSEY TO SUPPORT THE EXPANSION OF RESEARCH**

**WHEREAS**, New Jersey Institute of Technology, as part of the 2030 Strategic Plan, is determined to strengthen our position as a premier research university by enhancing the research infrastructure to facilitate research success, and,

**WHEREAS**, the administration has examined the opportunity to avoid constructing additional on-campus research space to accommodate near-term research space needs, and,

**WHEREAS**, after careful consideration of the foregoing factors, the administration has negotiated favorable terms on a lease to provide 25,000 gross square feet of premier research space within the Northeast Science and Technology Center in Kenilworth, New Jersey, and,

**WHEREAS**, leasing 25,000 gross square feet of research space will support the expansion of research in the near term without the construction of new space on campus by relocating successful and experienced researchers, thereby making space for newly hired research faculty, and,

**WHEREAS**, the funds for these expenditures have been included in the operating (\$1.03M) and capital (\$1.0M) budgets for FY25 and will be budgeted as operating expenses in future budget years, and

**NOW THEREFORE IT BE RESOLVED** that the Board of Trustees authorizes the administration to negotiate the final terms and conditions and execute the required documents, as reviewed and approved by counsel, of the lease of 25,000 gross square feet of research space for a not-to-exceed cost of \$8,700,000, including common area maintenance, tenant utilities, and insurance, over the 10-year lease term, from Onyx Equities or its affiliated entity at the Northeast Science and Technology Park.

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

July 25, 2024  
Board Resolution No. \_\_\_\_\_



## **V. Action Items**

- M. Approve Resolution for the Sale of Block 2853, Lot 7, Newark, NJ

# NEW JERSEY INSTITUTE OF TECHNOLOGY

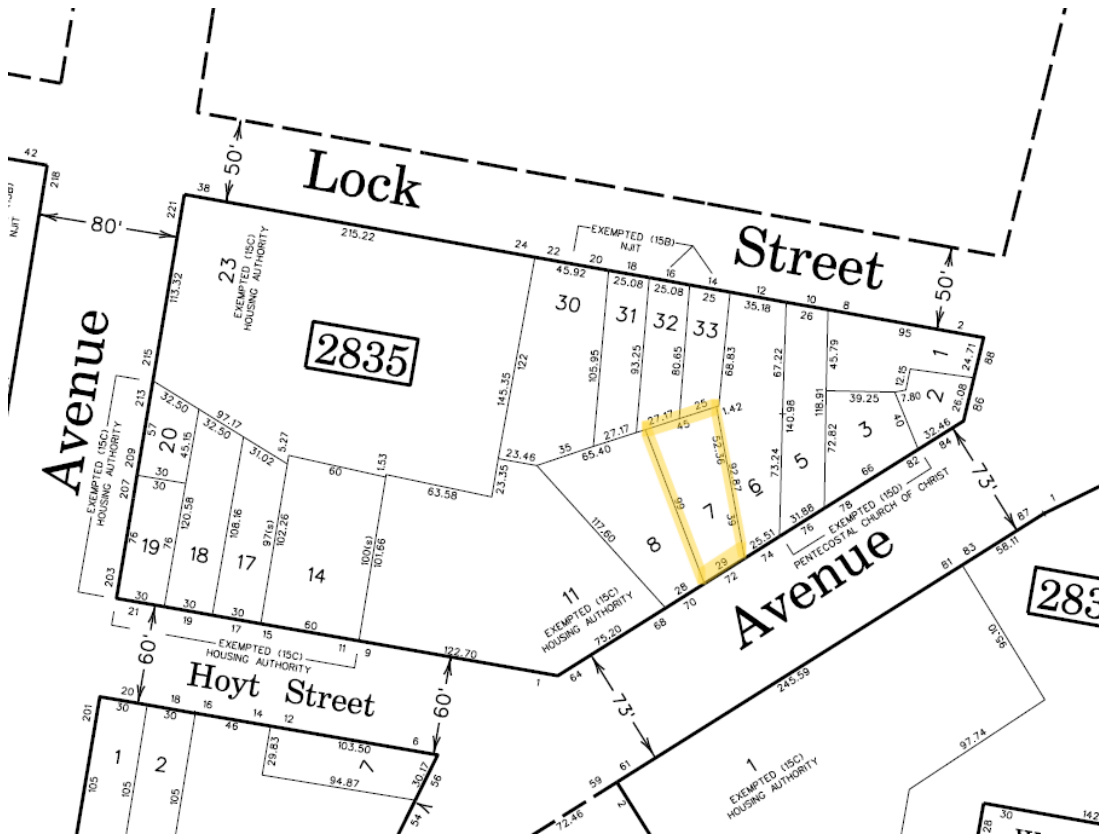
## STATEMENT

### RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY ("NJIT") APPROVING THE SALE OF BLOCK 2835, LOT 7, NEWARK, NEW JERSEY

#### Background:

New Jersey Institute of Technology, as part of the 2030 Innovation Nexus Strategic Plan, strives to develop mixed-use and community-supporting real estate through partnerships contributing to the quality of life in the surrounding area. Properties north of Central Avenue are in significant need of redevelopment and NJIT has the opportunity to assist in the development of a mixed-use project through the sale of a small, isolated parcel of land currently owned by the university. The proposed project will provide much needed housing and commercial retail uses such as restaurants or other neighborhood businesses. By supporting this development, NJIT will encourage more residents to live in the area and more foot traffic on the streets, resulting in a safer neighborhood.

NJIT and the developer, Gomes Future Estate, LLC. discussed the sale of the Block 2835, Lot 7 (commonly known as 72 Sussex Avenue) property to complete an assemblage of properties to effectuate the development. Both entities commissioned appraisals and shared the documents with each other. NJIT's appraisal, performed by Norman J. Goldberg, Inc., resulted in a valuation of \$76,000. The developer's appraisal, performed by Wilson Maclean, LLC, resulted in a valuation of \$103,000. We then negotiated to split the valuation between the two appraised values, resulting in a proposed sale price of \$89,500.



In order to execute the sale of the property, a resolution of the NJIT Board of Trustees is required.

#### Implication:

- New Jersey Institute of Technology transfers ownership of the listed property to Gomes Future Estate, LLC.
- NJIT will receive \$89,500 from the sale of the property.
- The planned future redevelopment by an affiliated entity of Gomes Future Estate, LLC will provide much needed housing and neighborhood business through their mixed-use redevelopment plan.

**Recommendation:**

Authorize the Administration to execute all closing documents required to transfer the ownership of Block 2835, Lot 7 parcel noted in this statement to Gomes Future Estate, LLC. or an affiliated entity and receive \$89,500 for future University use.

**NEW JERSEY INSTITUTE OF TECHNOLOGY**

**RESOLUTION OF NEW JERSEY INSTITUTE OF TECHNOLOGY ("NJIT") APPROVING  
THE SALE OF BLOCK 2835, LOT 7, NEWARK, NEW JERSEY**

**WHEREAS**, New Jersey Institute of Technology (the "**University**") is a public research university, duly created and now existing under the New Jersey Institute of Technology Act of 1995, constituting Chapter 64E of Title 18A of the New Jersey Statutes Annotated, as amended and supplemented (the "**Act**");

**WHEREAS**, the University is authorized under the Act to purchase, lease, acquire by gifts, condemnation or otherwise, manage, use, control, encumber and dispose of property, or any interest therein, whether real, personal or mixed, including but not limited to, all buildings and grounds, as necessary or deemed desirable for University purposes, as deemed requisite by the Board of Trustees (the "**Board**") of the University;

**WHEREAS**, the University and the proposed purchaser completed property appraisals for Block 2835, Lot 7 on the Tax Map of the City of Newark and established a fair market value based of \$89,500 based on the average value of the two appraisals;

**WHEREAS**, NJIT, as part of the 2030 Innovation Nexus Strategic Plan, strives to develop mixed-use and community-supporting real estate through partnerships contributing to the quality of life in the surrounding area;

**NOW THEREFORE IT BE RESOLVED** that the Board authorizes the Administration to execute an Agreement for Sale of Real Estate, as reviewed and approved by counsel, for the sale of Block 2835, Lot 7 (commonly known as 72 Sussex Avenue) to Gomes Future Estate, LLC for the aggregate sum of \$89,500.

**BE IT FURTHER RESOLVED** that the Board authorize the Administration to execute any and all necessary documents and other agreements, including but not limited to a deed and affidavit of title (collectively, the "**Seller Documents**"), and take such further action as may be needed to effectuate the sale of the Lock Street Properties.

**BE IT FURTHER RESOLVED** that each of the Chairperson, Vice-Chair Person, the Secretary or Assistant Secretary of the Board, the President, the Senior Vice President for Finance and CFO, and Senior Vice President for Real Estate Development and Capital Operations (hereinafter the "**Authorized Officers**"), each acting alone, are hereby authorized to execute and delivery on behalf of the University the Seller documents, with such appropriate insertions and changes as counsel may advise and the officer of the University executing the same may approve, such approval to be evidenced by such officer's execution thereof, as necessary to effectuate the terms of this Resolution.

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

## **VI. Reports**

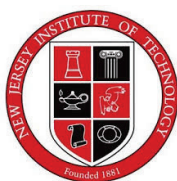
### **A. Chair's Report**

## **VI. Reports**

### **B. President's Report**

## **VI. Reports**

### **C. Final FY2024 Fundraising and Engagement Results**



## Final FY2024 Fundraising and Engagement Results Executive Summary

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

- 1. New Gifts and Pledges:** In FY24, the university secured ~\$24.4 million in outright cash gifts, new pledges, gifts-in-kind, and planned gifts, including documented bequest intentions. This amount:
  - is ~\$8.75 million more than was raised in FY23 (in which we secured \$15.6 million in new gifts and pledges);
  - is ~\$4 million above our FY24 goal of raising \$20 million in gifts and pledges; and
  - represents the single-best fundraising year in NJIT's history, surpassing the previous high of \$19.2 million in gifts and pledges secured in FY21 by more than \$5 million.

Driving this surge in philanthropic revenue were seven-figure commitments from four individual donors: a \$5 million pledge representing the single-largest gift from a living NJIT alumnus/a; a \$4 million commitment from a non-alum friend of the university; a \$2.75 million bequest intention from an alumnus to increase the endowment of an existing scholarship; and a \$1.4 million pledge from the estate of an alumnus, establishing and endowing a Highlander Promise scholarship.

- 2. Funds Received:** Outright cash gifts, pledge payments, gifts-in-kind, and irrevocable planned gifts (e.g., charitable gift annuities, charitable remainder trusts, etc.) received during FY24 totaled ~\$13.4 million – just shy of our \$13.5 million goal in this category. Our FY24 performance does represent, however, NJIT's third-best year for funds received, trailing only FY19 (\$14.1 million) and FY20 (\$15.8 million). Had we received all pledge payments due on or before June 30, 2024, funds received would have been close to \$17 million.
- 3. New Gifts and Pledges to the Endowment:** We secured almost \$13.2 million in new endowment gifts and pledges in FY24, far surpassing our goal of \$7.5 million. Continued strong performance in this area is critical to achieving the 2030 strategic plan's goal of increasing the endowment to \$300 million within the next 5-6 years.



- 4. Alumni Donors:** We set a goal of having 3,265 alumni make gifts in FY24, representing a 7% increase over FY23, in which 3,050 were donors. Thanks to a revitalized multi-platform annual giving program, which included the most successful Giving Day in NJIT history, we ended the year with 3,454 alumni donors.
  
- 5. Alumni Engagement:** Building upon a very strong FY23, NJIT continued to see more alumni engage meaningfully with their alma mater in FY24. As of the close of the fiscal year, 23.09% of the university's nearly 80,000 living alumni boasted an engagement score of 4 or higher, surpassing our target of 23%. This is up more than a full percentage point over where we finished FY23 (in which 21.63% scored 4 or higher). The increase is largely attributable to a ~60% increase in alumni event attendance over last fiscal year, as well as increases in both alumni giving and volunteering.



## Office of Development & Alumni Relations

### Final FY2024 Fundraising and Engagement Report

July 1, 2024

	FY24 as of 6/30/2024	FY24 GOAL	% to GOAL	FY23 as of 6/30/2023	FY23 FINAL	FY24 v FY23 Increase / (Decrease)
1. New Gifts and Pledges	\$24,377,281	\$20,000,000	122%	\$15,626,770	\$15,626,770	\$8,750,511
2. Funds Received	\$13,416,573	\$13,500,000	99%	\$10,900,529	\$10,900,529	\$2,516,044
3. New Gifts and Pledges: Endowment	\$13,205,812	\$7,500,000	176%	\$4,984,940	\$4,984,940	\$8,220,872
4. Alumni Donors (total number)	3,454	3,265	106%	3,051	3,051	403
5. Alumni Engagement (percentage scoring 4+)	23.09%	23%	100%	21.76%	21.76%	1.33%

## Final FY2024 Fundraising and Engagement Report

July 1, 2024

Giving by Purpose		
Purpose	New Gifts and Pledges	Funds Received
Unrestricted	\$1,334,883	\$639,576
Restricted	\$9,614,868	\$8,421,864
Endowment	\$13,205,812	\$4,335,281
Capital	\$221,718	\$19,852
<b>Total</b>	<b>\$24,377,281</b>	<b>\$13,416,573</b>

Giving by College Area		
College Area	New Gifts and Pledges	Funds Received
General University	\$10,804,335	\$6,995,148
Athletics	\$887,272	\$956,380
HCAD	\$561,376	\$587,260
CSLA	\$4,199,948	\$271,652
ADHC	\$1,120,169	\$1,299,028
MTSM	\$1,114,595	\$651,803
NCE	\$5,515,780	\$2,515,207
YWCC	\$173,806	\$140,096
<b>Total</b>	<b>\$24,377,281</b>	<b>\$13,416,573</b>

Giving by Donor Type		
Donor Type	New Gifts and Pledges	Funds Received
Board of Trustees	\$74,238	\$148,580
Board of Directors of the Foundation at NJIT	\$1,032,753	\$1,088,069
Alumni	\$13,534,115	\$3,983,294
Corporations	\$3,237,120	\$2,370,536
Foundations	\$374,904	\$339,704
Friends	\$5,681,834	\$4,397,749
Other	\$442,317	\$1,088,641
<b>Total</b>	<b>\$24,377,281</b>	<b>\$13,416,573</b>

## **VI. Reports**

### **D. Chief Financial Officer Report**



## Monthly CFO Report to the Board of Trustees As of June 30, 2024

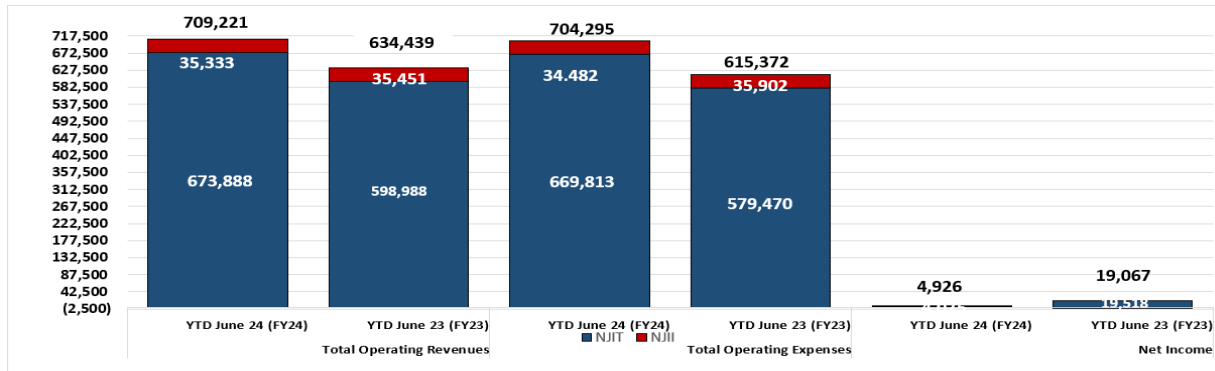
### EXECUTIVE SUMMARY

1. **The FY24 Board-Approved UNIVERSITY OPERATING BUDGET of \$686.5M is expected to have a year-end net positive operating balance of \$6.89M (1.4%) for NJIT and \$0.85M (2.2%) NJII, respectively.**
  - a. **Gross Revenues from Tuition & Fees (T&F) for FY24 finished \$7.8M or 3.1% above the approved FY24 budget.** T&F revenues from Undergraduate, Doctoral, Jersey City and the “Finish What You Started” cohorts all surpassed budgeted targets, with full-time undergraduate students producing the largest growth relative to target (+\$6.1M or +4.6%). **NJIT’s Graduate Programs (both in-person and 100% Online) underperformed for the academic year, down \$2.3M or (-3.5%) below targets.**
  - b. **Net Tuition Revenue is up +\$3.8M relative to the budget forecast,** with both T&F revenues and spending on Student Awards above target by \$7.8M and \$3.9M, respectively. The additional student awards included \$360K due to Garden State Guarantee Maintenance of Effort adjustments by NJHESAA.
  - c. **Auxiliary revenues for FY24 finished \$3.0M or 10.7% ahead of last year and \$1.6M or 5.5% above FY24 budget targets.** Overall, on-campus housing realized occupancy of 91.3% for the year, with Maple Hall realizing 98% occupancy for the second consecutive year.
  - d. **Year-to-date expenditures** reflect increased personnel costs resulting from the **union negotiations completed earlier this year** which included both retroactive (\$6.39M) and current year payments (\$7.35M).
  - e. **Restricted Program activity from research, faculty start-up funds and restricted student awards are up compared to the prior year by \$31.7M or 19.0%.** Of that amount, restricted student awards account for \$16.78M, including increases from Garden State Guarantee awards (\$9.2M), NJ TAG (\$4.0M), and PELL (\$3.2M). Research and grant-funded expenses accounted for another \$14.1M.
  - f. **Based on preliminary results for FY24, NJII will close the fiscal year with \$0.85M in operating margin, an improvement of \$1.24M versus the budget.** While total revenue was \$3.9M lower than budgeted (\$35.3M vs. \$39.2M), strong margin performance vs. budget was delivered by the following divisions due to lower than projected expenditures: Healthcare (+\$1.64M), PCE/LDI (+1.01M), and Entrepreneurship (+\$0.445M).
  
2. **CASH BALANCES** - The University’s overall cash balances totaled \$150.3M as of June compared to last year’s June balance of \$155.9M, a decrease of \$5.6M (-3.6%). This year-over-year decline is predominantly attributable to increased payroll costs, including the lump-sum retroactive payments made under recently ratified union contracts. The typical trend of cash outflows exceeding cash inflows that began in March will continue through the beginning of August, resulting in additional drawdowns from working capital cash reserves. Tuition payments are due at the end of August, at which time cash reserves will begin to be replenished. Investment income (net of fees) in June totaled \$676,000, bringing the total for the fiscal year to \$12.1M (6.8%). (Page 5).
  
3. **MANAGED ENDOWMENT** - The market value of the managed endowment as of June 2024 was at an **all-time high of \$173.0M**, compared to \$155.4M at the same time last year, an increase of \$17.6M (+11.3%). Month-over-month, the portfolio earned (+1.26%) and increased by \$0.6M. Equities made up 60% of the portfolio. Fixed income and cash equivalents totaled 29%. Alternative investments accounted for 11%. (Page 9).



## Monthly CFO Report to the Board of Trustees As of June 30, 2024

### FY2024 Annual Operating Budget Status – Revenues & Expenses (\$000's)



Revenues (\$000's)	FY2024			FY2023		
	Budget	Pre Close- YTD June 24	Projected Year-End	Budget	Pre Close- YTD June 23	Year-End
Tuition & Fees	254,486	262,218	262,202	229,099	243,397	243,397
State Appropriations	153,439	148,159	153,482	124,417	124,788	145,138
Federal Programs	-	-	-	3,900	3,301	3,301
Auxiliary Enterprises	29,541	31,102	31,173	26,467	28,097	28,232
Other Sources (ICR, Other)	17,076	17,018	18,704	20,335	20,029	23,317
Prior Year Fund Balance Usage	16,998	16,998	16,998	12,696	12,696	12,696
ERP implementation Project	9,150	-	400	N/A	N/A	N/A
NJIT Restricted Funds	166,912	198,393	198,393	157,450	166,680	166,680
<b>NJIT Operating Revenues</b>	<b>647,602</b>	<b>673,888</b>	<b>681,352</b>	<b>574,364</b>	<b>598,988</b>	<b>622,761</b>
<b>NJII Operating Revenues</b>	<b>38,878</b>	<b>35,333</b>	<b>35,333</b>	<b>28,750</b>	<b>35,451</b>	<b>35,451</b>
<b>Total Operating Revenues</b>	<b>686,480</b>	<b>709,221</b>	<b>716,685</b>	<b>603,114</b>	<b>634,439</b>	<b>658,212</b>
Expenses (\$000's)	FY2024			FY2023		
	Budget	Pre Close- YTD June 24	Projected Year-End	Budget	Pre Close- YTD June 23	Year-End
Salaries and Wages	184,573	189,125	186,907	167,351	164,904	166,216
Fringe Benefits	95,171	95,680	95,950	73,425	75,316	85,495
Student Awards	44,772	49,809	48,803	52,366	53,169	52,988
Other Operating Expenses	99,622	86,757	96,604	78,641	71,384	91,716
Capital Renewal (Facilities / IST)	22,916	25,566	22,916	21,116	24,284	24,284
Annual Debt Service	19,901	19,899	19,901	20,021	19,739	19,739
ERP implementation Project	9,150	-	400	N/A	N/A	N/A
Restricted Programs	166,912	198,393	198,393	157,450	166,680	166,680
Contribution to Operating Reserve Fund	4,584	4,584	4,584	3,994	3,994	3,994
<b>NJIT Operating Expenses</b>	<b>647,602</b>	<b>669,813</b>	<b>674,458</b>	<b>574,364</b>	<b>579,470</b>	<b>611,112</b>
<b>NJII Operating Expenses</b>	<b>38,878</b>	<b>34,482</b>	<b>34,482</b>	<b>28,750</b>	<b>35,902</b>	<b>35,902</b>
<b>Total Operating Expenses</b>	<b>686,480</b>	<b>704,295</b>	<b>708,940</b>	<b>603,114</b>	<b>615,372</b>	<b>647,014</b>
Net Income (\$000's)	FY2024			FY2023		
		Pre Close- YTD June	Projected Year-End		Pre Close- YTD June	Year-End
Net NJIT Operations		4,075	6,894		19,518	11,649
Net NJII Operations		851	851		(451)	(451)
<b>Net Total Operations</b>		<b>4,926</b>	<b>7,745</b>		<b>19,067</b>	<b>11,198</b>

Net Operating Trend Notes:

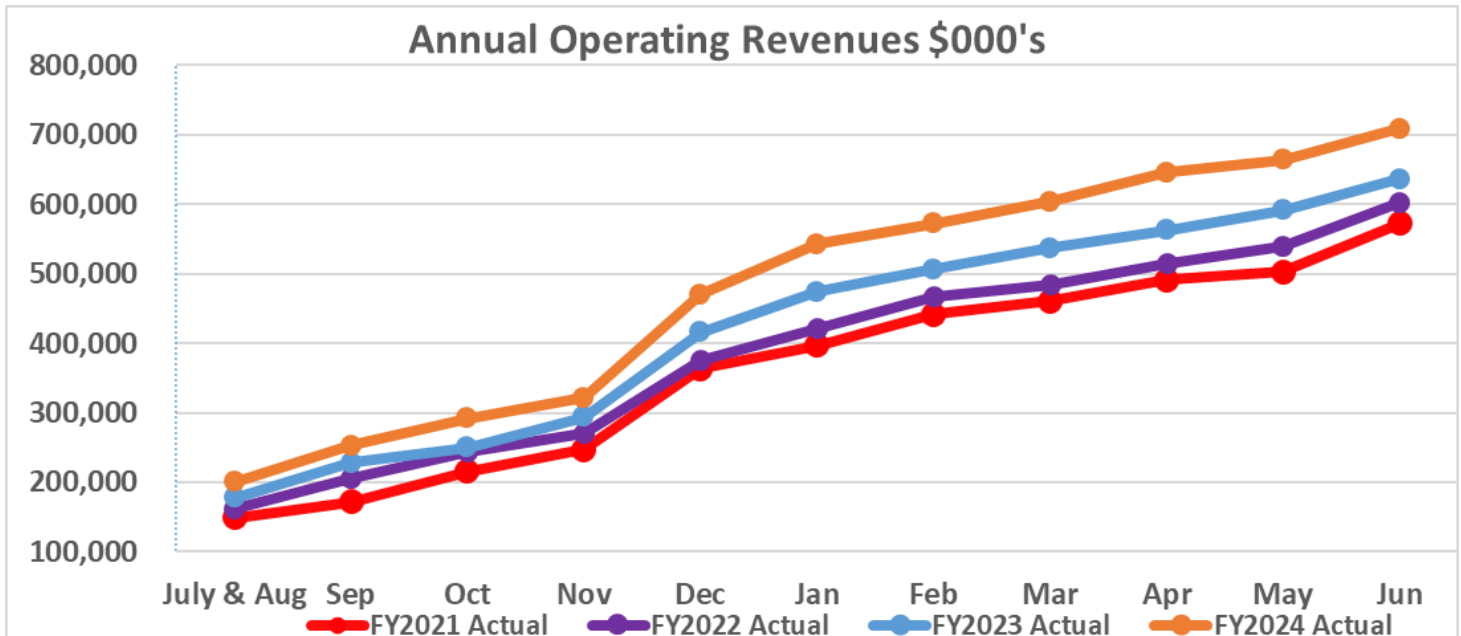
- (1) NJIT operations through June Pre-close reflect a positive net operating balance of \$4.08M, or a decrease of \$15.4M compared to the 6/30/23 close. FY24 year-end projections reflect a net operating balance of \$6.89M or a (\$4.75M) decrease compared to FY23 year-end actuals.
- (2) NJII will close the fiscal year with \$0.85M in operating margin, an improvement of \$1.24M versus the budget.



## Monthly CFO Report to the Board of Trustees As of June 30, 2024

### FY2024 Annual Operating Budget Status - Revenues (\$000's)

Revenue Category	FY2024			FY2023		
	Budget	Pre Close-YTD June 24	Projected Year-End	Budget	Pre Close- YTD June 23	Year-End
Tuition & Fees	254,486	262,218	262,202	229,099	243,397	243,397
State Appropriations	153,439	148,159	153,482	124,417	124,788	145,138
Federal Programs	-	-	-	3,900	3,301	3,301
Auxiliary Enterprises	29,541	31,102	31,173	26,467	28,097	28,232
Other Sources	17,076	17,018	18,704	20,335	20,029	23,317
Prior Year Fund Balance Usage	16,998	16,998	16,998	12,696	12,696	12,696
ERP implementation Project	9,150	-	400	N/A	N/A	N/A
NJIT Restricted Funds	166,912	198,393	198,393	157,450	166,680	166,680
<b>NJIT Operating Revenues</b>	<b>647,602</b>	<b>673,888</b>	<b>681,352</b>	<b>574,364</b>	<b>598,988</b>	<b>622,761</b>
NJIT Operating Revenues	38,878	35,333	35,333	28,750	35,451	35,451
<b>Total Operating Revenues</b>	<b>686,480</b>	<b>709,221</b>	<b>716,685</b>	<b>603,114</b>	<b>634,439</b>	<b>658,212</b>



Revenue Budget Notes:

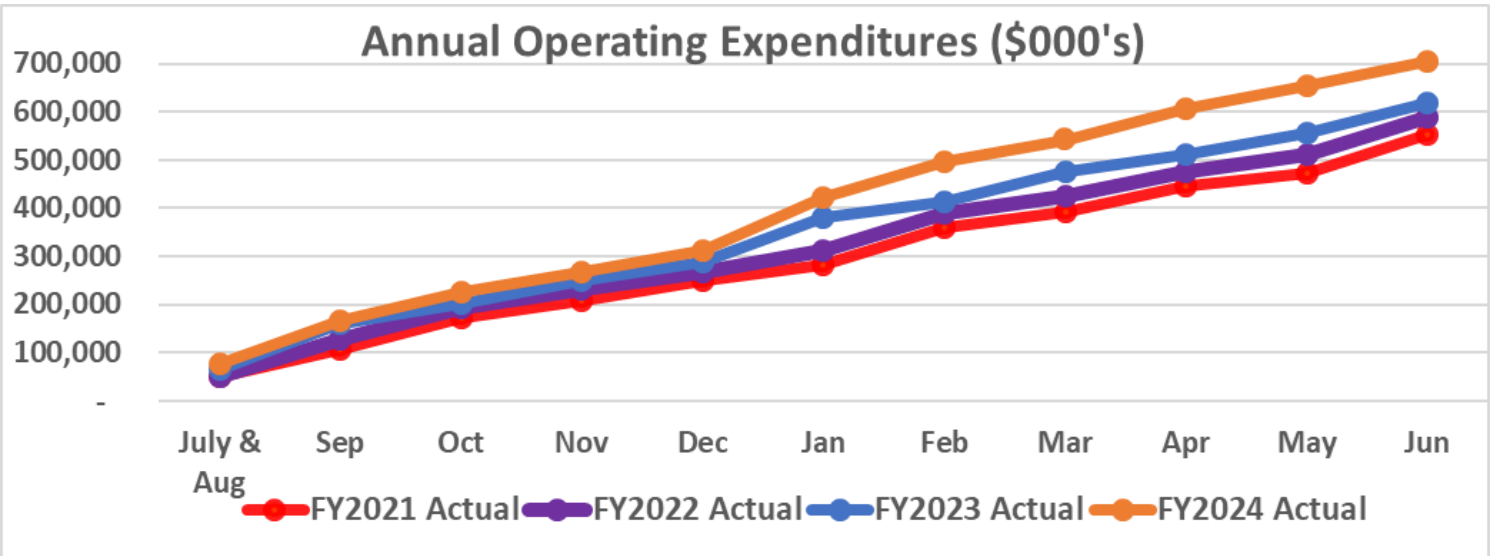
- (1) Gross Revenues from Tuition & Fees (T&F) for FY24 finished \$7.8M or 3.1% above the approved FY24 budget. T&F revenues from Undergraduate, Doctoral, Jersey City and the Finish What You Started cohorts all surpassed budgeted targets, with full-time undergraduate students producing the largest growth relative to target (+\$6.1M or +4.6%). NJIT's Graduate Programs (both in-person and 100% Online) underperformed for the academic year, down \$2.3M or (-3.5%) below targets.
- (2) Auxiliary revenues for FY24 finished \$3.0M or 10.7% ahead of last year and \$1.6M or 5.5% above FY24 budget targets. Overall, on-campus housing realized occupancy of 91.3% for the year, with Maple Hall realizing 98% occupancy for the second consecutive year.

### FY2024 Annual Operating Budget Status - Expenditures (\$000's)



## Monthly CFO Report to the Board of Trustees As of June 30, 2024

Expenditures Category	FY2024			FY2023		
	Budget	Pre Close-YTD June 24	Projected Year-End	Budget	Pre Close-YTD June 23	Year-End
Salaries and Wages	184,573	189,125	186,907	167,351	164,904	166,216
Fringe Benefits	95,171	95,680	95,950	73,425	75,316	85,495
Student Awards	44,772	49,809	48,803	52,366	53,169	52,988
Other Operating Expenses	99,622	86,757	96,604	78,641	71,384	91,716
Capital Renewal (Facilities / IST)	22,916	25,566	22,916	21,116	24,284	24,284
Annual Debt Service	19,901	19,899	19,901	20,021	19,739	19,739
ERP implementation Project	9,150	-	400	N/A	N/A	N/A
Restricted Programs	166,912	198,393	198,393	157,450	166,680	166,680
Contribution to Operating Reserve Fund	4,584	4,584	4,584	3,994	3,994	3,994
<b>NJIT Operating Expenditures</b>	<b>647,602</b>	<b>669,813</b>	<b>674,458</b>	<b>574,364</b>	<b>579,470</b>	<b>611,112</b>
NJIT Operating Expense	38,878	34,482	34,482	28,750	35,902	35,902
<b>Total Operating Expenditures</b>	<b>686,480</b>	<b>704,295</b>	<b>708,940</b>	<b>603,114</b>	<b>615,372</b>	<b>647,014</b>



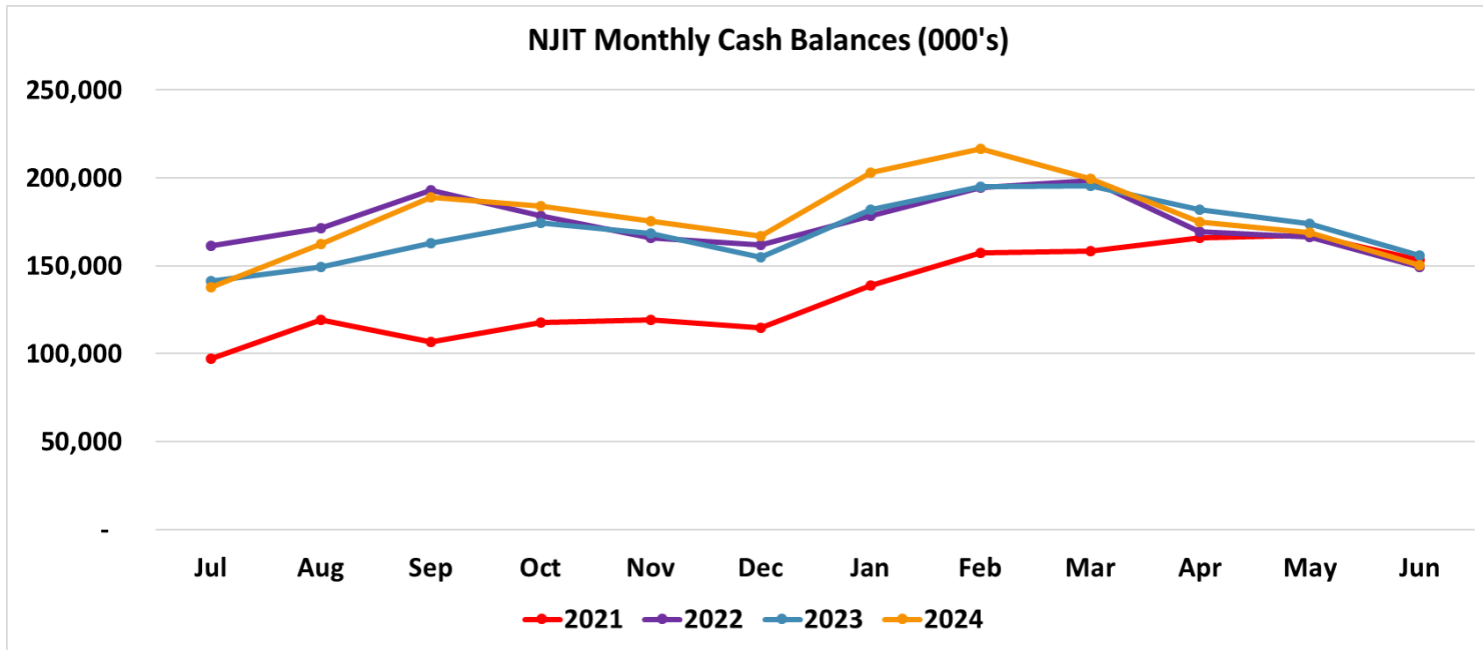
**Expenditures Budget Notes:**

- (1) In FY24, the adopted budget included a contribution to the operating reserve fund of \$4.58M (approximately 1% of operating budget with certain exclusions). This amount is transferred in 1/12 installments throughout the fiscal year.
- (2) Net Tuition Revenue is up +\$3.8M relative to the budget forecast, with both T&F revenues and spending on Student Awards above target by \$7.8M and \$3.9M, respectively. The additional student awards included \$360K due to Garden State Guarantee Maintenance of Effort adjustments by NJHESAA.
- (3) Restricted Program activity from research, faculty start-up funds and restricted student awards are up compared to the prior year by \$31.7M or 19.0%. Of that amount, restricted student awards account for \$16.78M, including increases from Garden State Guarantee awards (\$9.2M), NJ TAG (\$4.0M), and PELL (\$3.2M). Research and grant-funded expenses accounted for another \$14.1M.





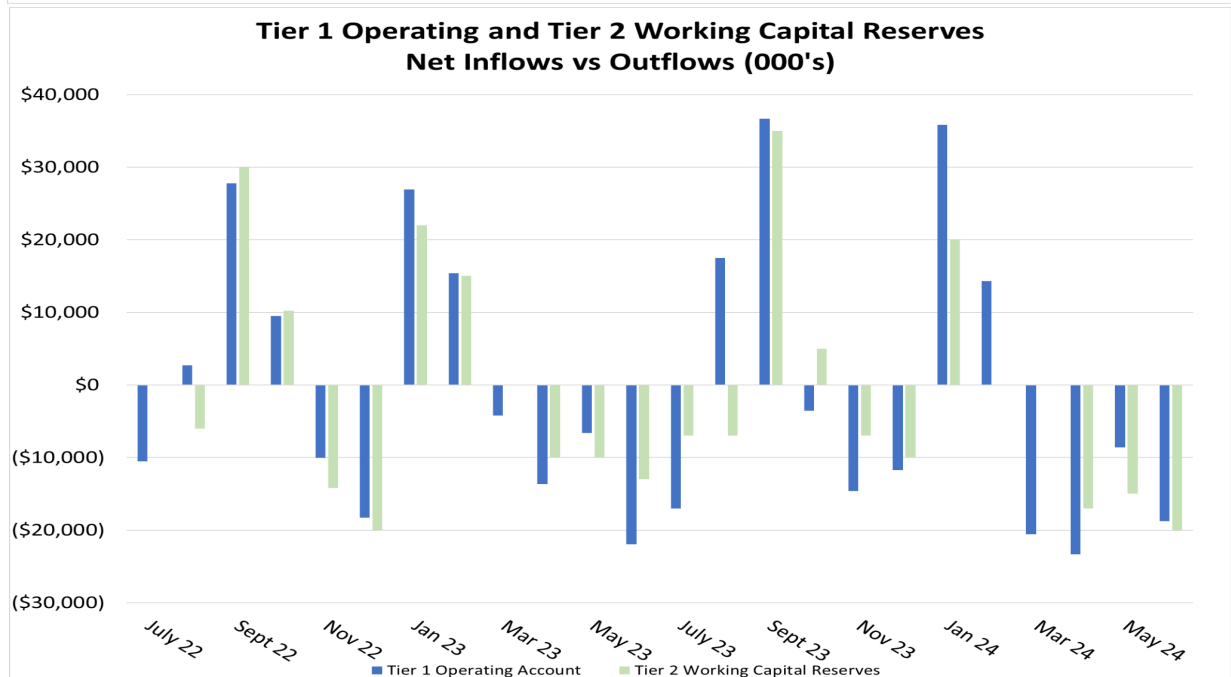
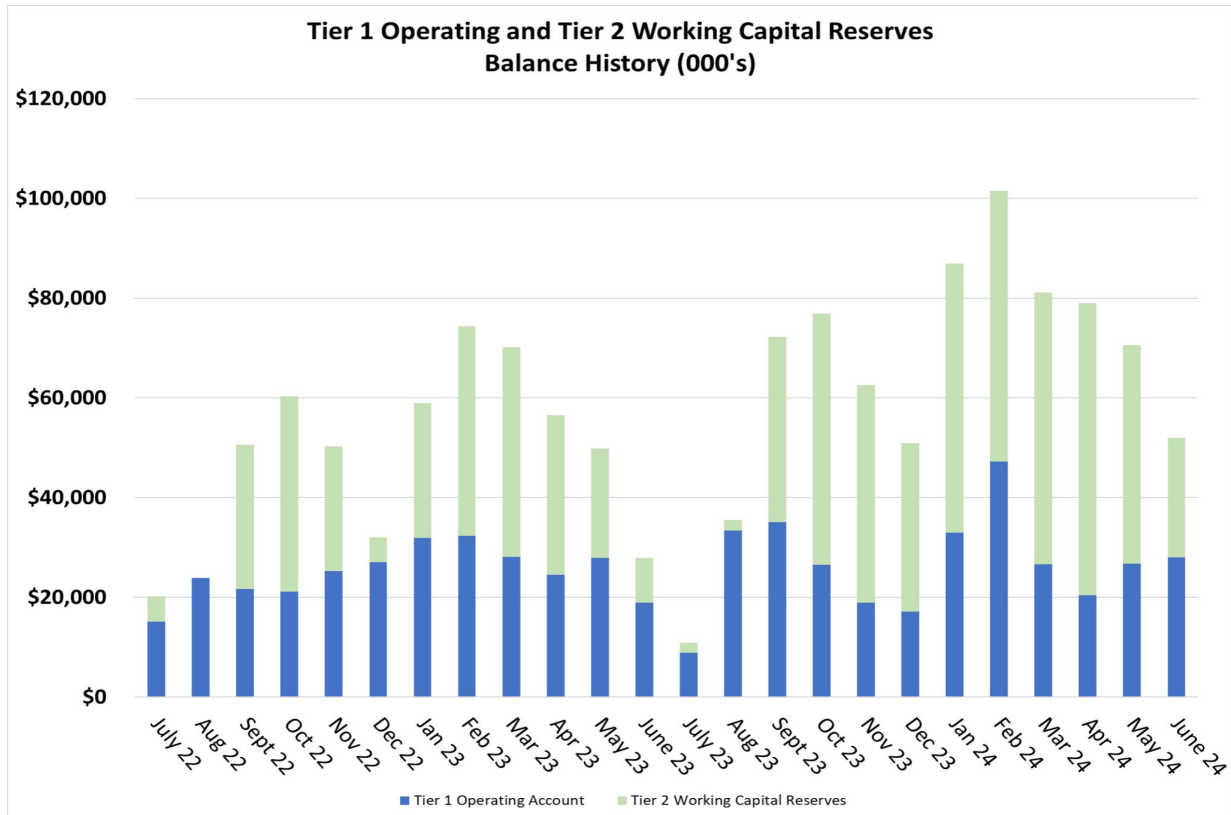
## Monthly CFO Report to the Board of Trustees As of June 30, 2024



The University's overall cash balances totaled \$150.3M as of June compared to last year's June balance of \$155.9M, a decrease of \$5.6M (-3.6%). This year-over-year decline is predominantly attributable to increased payroll costs, including the lump-sum retroactive payments made under recently ratified union contracts. The typical trend of cash outflows exceeding cash inflows that began in March will continue through the beginning of August, resulting in additional drawdowns from working capital cash reserves. Tuition payments are due at the end of August, at which time cash reserves will begin to be replenished. Investment income (net of fees) in June totaled \$676,000, bringing the total for the fiscal year to \$12.1M (6.8%).

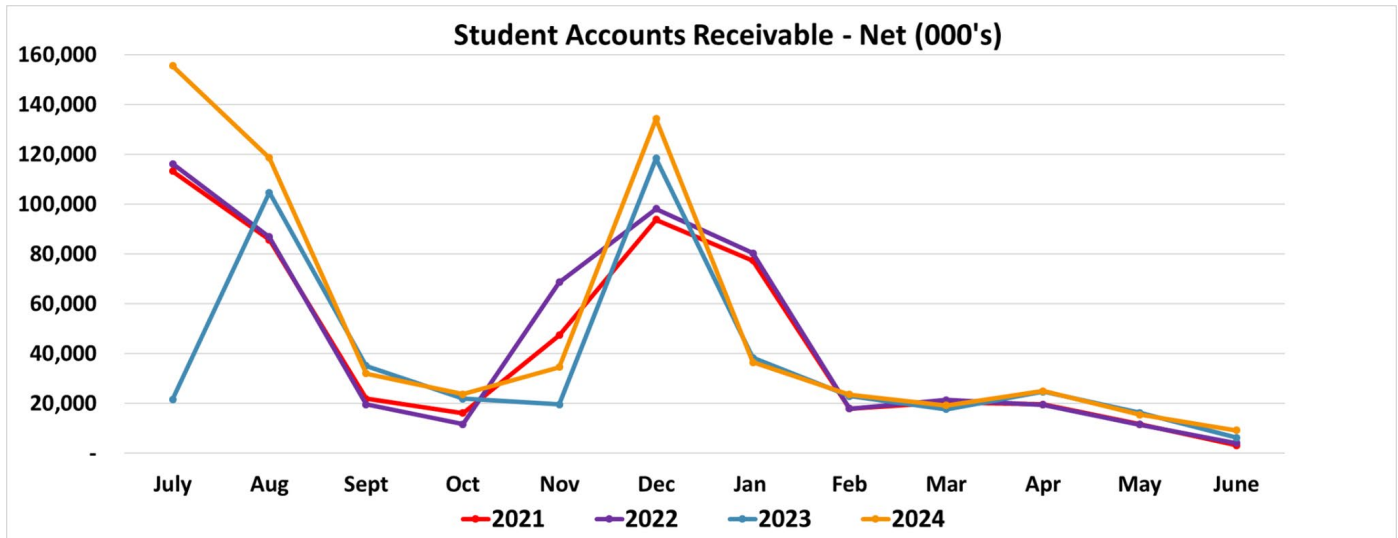


## Monthly CFO Report to the Board of Trustees As of June 30, 2024

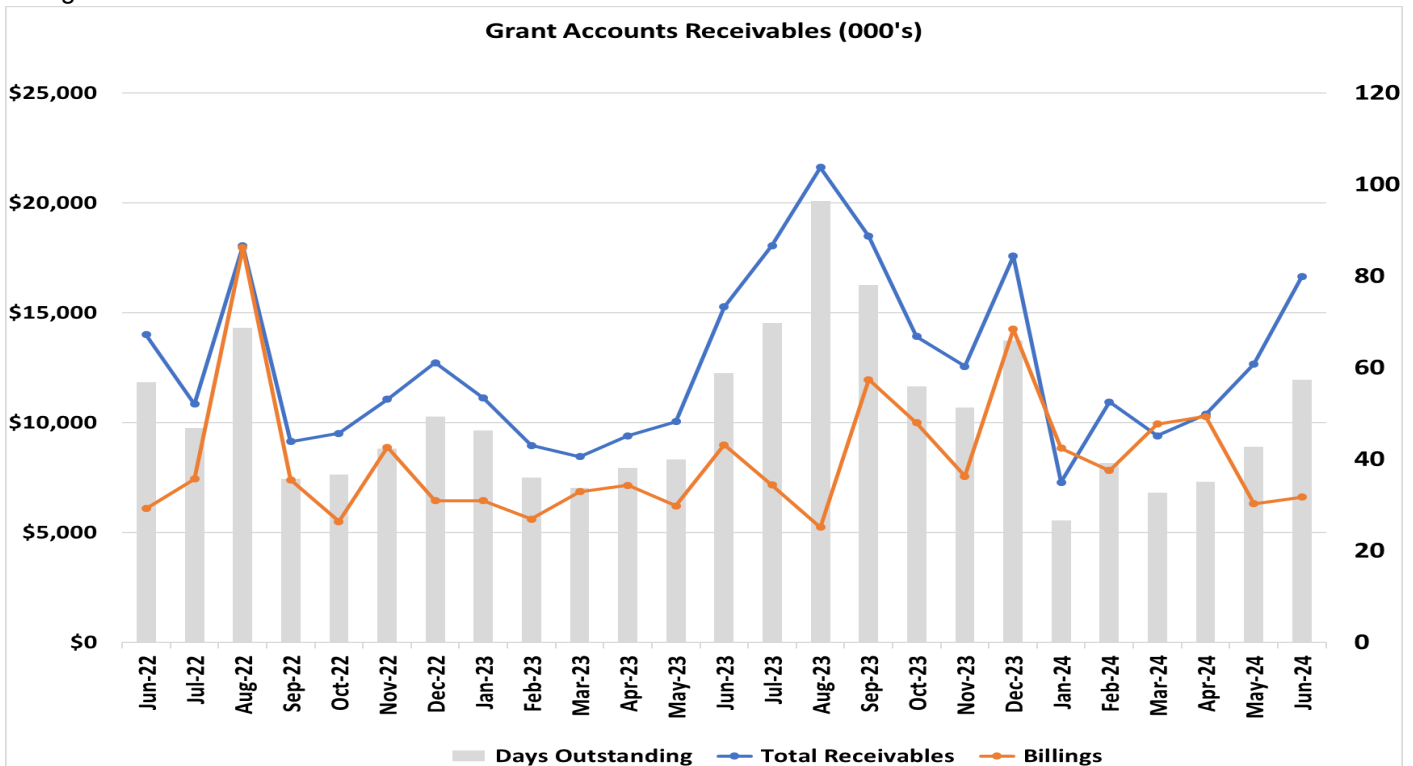




## Monthly CFO Report to the Board of Trustees As of June 30, 2024



Total Student Accounts Receivable as of June 2024 was \$9.2M, a decrease of \$6.3M compared to last month. A declining total receivable amount in the months of April, May and June is typical as payments are periodically made and no new billings occur.



Total Grant Accounts Receivable as of June 2024 was \$16.6M, an increase of \$3.9M compared to last month. Grants in unbilled status have increased for the past three months causing the days outstanding to rise; however, the increase is largely attributable to grants that are billed quarterly. The unbilled amount is projected to decline in July when the quarterly billing is processed.



## Monthly CFO Report to the Board of Trustees As of June 30, 2024

### NJIT CASH, CASH EQUIVALENTS, AND INVESTMENTS (000's)

	June 30, 2024	June 30, 2023
Cash and cash equivalents:		
Money market funds	\$ 29,866	31,395
Investments:		
Money market funds	238	199
Mutual equity funds	989	982
Corporate equity securities	37,763	43,361
Mutual bond funds	81,317	79,903
Hedge and other investment funds	81	41
	120,388	124,486
Total	150,254	155,881

#### Uses of cash, cash equivalents, and investments:

Current operations	85,304
Facilities rehabilitation projects & technology upgrades	23,659
Custodial funds	319
University strategic reserve fund	40,972

#### Cash collections & expenditures - June 2024 YTD versus June 2023 YTD

State of New Jersey student assistance payments (+15,215)	
Grant accounts receivable collections (+15,156)	
Student accounts receivable collections (+11,822)	
State of New Jersey fringe, polytech, and capital appropriations (+6,361)	
Increase in debt services & leases (-1,430)	
NJIT due to/due from (-1,997)	
Montclair State University baseball stadium payment (-2,400)	
Loss of FY23 one-time cash proceeds from Lock St. property sale (-2,751)	
Increase in payroll and operational costs, including retro salary increases (-57,247)	
Other (-419)	

#### Investment gains/(losses) - July 2023 through June 2024 (+12,063)

The FY24 adopted budget includes a contribution to the operating reserve fund equal to 1% of the NJIT unrestricted operating budget, with certain exceptions. This amount is being transferred in 1/12 installments throughout the fiscal year.



## Monthly CFO Report to the Board of Trustees As of June 30, 2024

### FOUNDATION AT NEW JERSEY INSTITUTE OF TECHNOLOGY MANAGED ENDOWMENT STATEMENT OF OPERATIONS

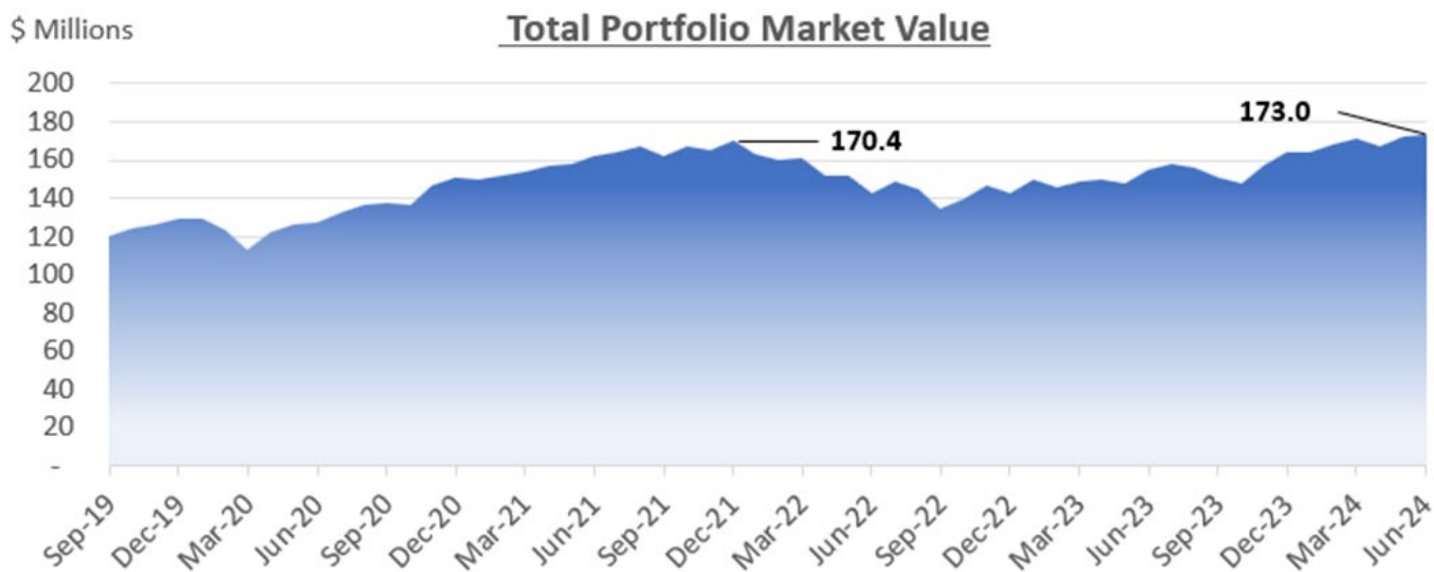
	JUNE-2024 YTD	JUNE-2023 YTD	Change	June 30,		
				2023	2022	2021
<b>Market Value at Beginning of Fiscal Year</b>	\$ 155,443,000	\$ 143,426,000	\$ 12,017,000	\$ 143,426,000	\$ 163,816,000	\$ 127,036,000
Donor additions	4,276,000	6,730,000	(2,454,000)	6,730,000	4,347,000	8,223,000
Other additions	21,000	109,000	(88,000)	109,000	50,000	-
Investment Income (Loss), net of management and investment	19,546,858	11,105,000	8,441,858	10,876,000	(19,000,000)	34,485,000
Distributions	(5,854,000)	(5,927,000)	73,000	(5,698,000)	(5,787,000)	(5,928,000)
<b>Managed Endowment Market Value at End of Period</b>	<b>173,432,858</b>	<b>155,443,000</b>	<b>17,989,858</b>	<b>155,443,000</b>	<b>143,426,000</b>	<b>163,816,000</b>
<b>Due To (From) NJIT - Unsettled</b>	<b>(384,858)</b>	<b>-</b>	<b>(384,858)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Market Value of Managed Endowment Investments at End of Period</b>	<b>\$ 173,048,000</b>	<b>\$ 155,443,000</b>	<b>\$ 17,605,000</b>	<b>\$ 155,443,000</b>	<b>\$ 143,426,000</b>	<b>\$ 163,816,000</b>
Market Value \$ increase (decrease) over beginning of fiscal year	\$ 17,605,000	\$ 12,017,000	\$ 5,588,000	\$ 12,017,000	\$ (20,390,000)	\$ 36,780,000
Market Value % increase (decrease) over beginning of fiscal year	11.33%	8.38%	2.95%	8.38%	-12.45%	28.95%
Actual FYTD returns from Investment Manager	12.1%	7.5%	4.6%	7.5%	-12.0%	26.0%

Amounts above reflect managed endowment funds. Donor additions totaled \$4.3M for the fiscal year, which is approximately 36% of the amount from the same time last year, while distributions slightly decreased by \$0.07M to \$5.85M for the fiscal year.

**Portfolio Market Value:** The portfolio increased by \$0.6M month-over-month to end June and the 2024 fiscal year at a **new all-time high of \$173.0M**.

<b>Market Value June 1, 2024</b>	<b>\$ 172,489,462</b>
<b>+ External Net Cash Flows</b>	<b>-</b>
<b>+ 1 Month Investment Return</b>	<b>558,882</b>
<b>Market Value June 30, 2024</b>	<b>\$ 173,048,344</b>

## Monthly CFO Report to the Board of Trustees As of June 30, 2024



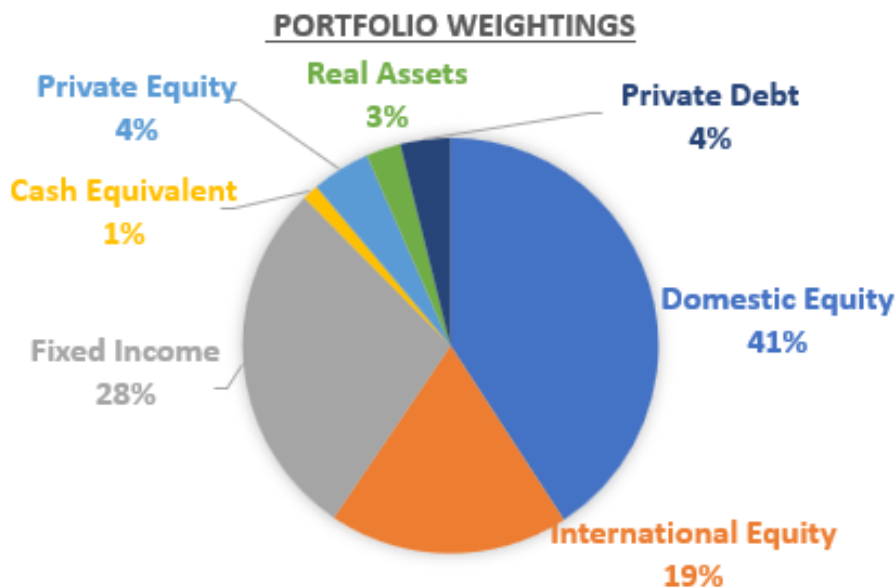
**Portfolio Performance:**\* The portfolio gained (+1.26%) in June and underperformed its benchmark return (+1.38%). The portfolio has outperformed its benchmark over the past year but underperformed over the past three years due to equity lagging behind its benchmark. Fixed income has outperformed its benchmark over the three-year period.

- 1 Month investment return =  $\$558,882 / \$172,489,462 = (+1.26\%)$  (Modified Dietz).
  - The Portfolio returned (+1.26%) vs Total Fund Benchmark (+1.38%), underperforming.
  - Domestic Equity returned (+3.14%) vs Benchmark (+3.10%), relatively performing.
  - International Equity returned (-0.58%) vs Benchmark (-0.10%), underperforming.
  - Fixed Income returned (+0.96%) vs Benchmark (+0.95%), relatively performing.
  - Cash Equivalent returned (+0.43%) vs Benchmark (+0.41%), relatively performing.
- 1 Quarter investment return = (+1.00%).
  - The Portfolio returned (+1.00%) vs Total Fund Benchmark (+1.38%), underperforming.
  - Domestic Equity (+2.86%), International Equity (+0.65%), Fixed Income (+0.34%), Cash Equivalent (+1.30%).
- 1 Year investment return = (+12.11%).
  - The Portfolio returned (+12.11%) vs Total Fund Benchmark (+11.34%), outperforming.
  - All asset classes performed positively, led by Domestic Equity (+22.20%), International Equity (+11.27%), Cash Equivalent (+5.33%) and Fixed Income (+4.44%).
  - The only asset class to outperform its benchmark was Fixed Income (+4.44%) compared to its benchmark return of (+2.63%).
- Since Inception September 1<sup>st</sup>, 2019 investment return = (+7.42% annualized).

\*The portfolio and benchmark returns specific to marketable securities are not available. Updated performance evaluations for alternative investments are not available.

## Monthly CFO Report to the Board of Trustees As of June 30, 2024

**Portfolio Asset Allocation & Weightings:** Equities made up 60% of the portfolio. Fixed income and cash equivalent totaled 29%. Alternative investments accounted for 11%.



Asset Class	Portfolio as of 06/30/24		IPS	
	Market Value	Weightings	Target	Range
Domestic Equity	70,640,563	41%	31%	11% - 51%
International Equity	32,327,065	19%	17%	0% - 37%
Fixed Income	48,614,104	28%	22%	2% - 42%
Cash Equivalent	2,153,652	1%	0%	0% - 20%
Private Equity	7,914,624	4%	10%	0% - 30%
Real Assets	4,670,882	3%	10%	0% - 30%
Private Debt	6,727,455	4%	10%	0% - 30%
<b>Total</b>	<b>173,048,345</b>	<b>100%</b>	<b>100%</b>	

## **VI. Reports**

### **E. Clery Crime Data**



## Monthly Crime Reports January 1st 2024 to December 31st 2024

Crime	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
Murder-UCR	0	0	0	0	0	0						
Murder-Clery	0	0	0	0	0	0						
Robbery-UCR	0	0	0	0	0	0						
Robbery-Clery	0	0	0	0	0	0						
Aggravated Assault-UCR	0	1	0	0	0	0						
Aggravated Assault-Clery	0	0	0	0	0	0						
Simple Assault-UCR	0	2	1	0	0	1						
Sex Crimes-UCR	0	0	0	0	2	0						
Sex Crimes-Clery	0	0	0	0	2	0						
Burglary-UCR	0	1	0	0	0	1						
Burglary-Clery	0	1	0	0	0	1						
Theft / Theft from Auto-UCR	3	5	1	5	9	4						
Theft of Auto -UCR	0	0	0	2	0	0						
Theft of Auto -Clery	0	0	0	0	0	0						
Drug Related Crimes-UCR	0	0	0	0	0	0						
Drug Related Crimes-Clery	0	0	0	0	0	0						
Criminal Mischief-UCR	1	6	4	2	1	0						
Drinking Law Offenses-UCR	0	0	0	0	0	0						
Drinking Law Offenses-Clery	0	0	0	0	0	0						
Driving Under Influence-UCR	0	0	1	1	0	1						
Harassment-UCR	0	2	0	0	1	0						
Harassment-Clery	0	1	0	0	0	0						
Weapons Possession-UCR	0	0	0	0	0	0						
Weapons Possession-Clery	0	0	0	0	0	0						
Trespassing-UCR	0	1	3	1	1	1						
Domestic Violence -UCR	0	2	0	0	2	0						
Domestic Violence -Clery	0	1	0	0	1	0						
Arson - Clery	0	0	0	0	0	0						
<b>Total UCR</b>	<b>4</b>	<b>20</b>	<b>10</b>	<b>10</b>	<b>16</b>	<b>8</b>						
<b>Total Clery</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>						

## Monthly Crime Reports January 1st 2023 to December 31st 2023

Crime	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
Murder-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Robbery-UCR	0	0	0	0	0	0	1	0	0	0	0	0
Robbery-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Aggravated Assault-UCR	0	0	0	0	0	0	0	1	0	1	0	0
Aggravated Assault-Clery	0	0	0	0	0	0	0	0	0	1	0	0
Simple Assault-UCR	2	0	2	0	2	0	1	0	0	2	0	2
Sex Crimes-UCR	1	0	0	0	0	0	0	0	1	0	0	0
Sex Crimes-Clery	0	0	0	0	0	0	0	0	1	0	0	0
Burglary-UCR	0	0	2	1	0	1	1	1	0	0	0	0
Burglary-Clery	0	0	2	1	0	0	1	1	0	0	0	0
Theft / Theft from Auto-UCR	6	4	5	8	5	1	2	0	14	7	2	4
Theft of Auto -UCR	1	1	0	1	0	1	0	0	1	1	1	0
Theft of Auto -Clery	1	1	0	0	0	0	0	0	0	1	0	0
Drug Related Crimes-UCR	1	0	0	0	1	0	0	0	0	0	1	0
Drug Related Crimes-Clery	0	0	0	0	0	0	0	0	0	0	1	0
Criminal Mischief-UCR	1	0	1	4	3	4	2	0	1	3	2	1
Drinking Law Offenses-UCR	0	0	0	0	0	0	0	0	2	0	0	0
Drinking Law Offenses-Clery	0	0	0	0	0	0	0	0	2	0	0	0
Driving Under Influence-UCR	0	2	3	4	3	0	2	0	1	1	1	0
Harassment-UCR	0	0	0	1	1	0	0	0	0	1	0	0
Harassment-Clery	0	0	0	0	0	0	0	0	0	1	0	0
Weapons Possession-UCR	0	0	0	0	0	0	0	0	0	1	0	0
Weapons Possession-Clery	0	0	0	0	0	0	0	0	0	1	0	0
Trespassing-UCR	1	1	1	1	1	0	1	1	3	1	0	1
Domestic Violence -UCR	1	1	1	0	1	0	1	0	0	1	0	0
Domestic Violence -Clery	1	0	1	0	0	0	1	0	0	1	0	0
Arson - Clery	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total UCR</b>	<b>14</b>	<b>9</b>	<b>15</b>	<b>20</b>	<b>17</b>	<b>7</b>	<b>11</b>	<b>3</b>	<b>23</b>	<b>19</b>	<b>7</b>	<b>8</b>
<b>Total Clery</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>0</b>

## Monthly Crime Reports January 1st 2022 to December 31st 2022

Crime	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
Murder-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Robbery-UCR	0	0	1	0	0	0	0	0	0	0	0	0
Robbery-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Aggravated Assault-UCR	1	0	0	0	1	0	0	0	0	1	0	1
Aggravated Assault-Clery	0	0	0	0	0	0	0	0	0	1	0	1
Simple Assault-UCR	0	2	0	0	1	0	0	0	0	3	0	0
Sex Crimes-UCR	0	0	1	0	0	0	0	0	0	1	0	0
Sex Crimes-Clery	0	0	1	0	0	0	0	0	0	1	0	0
Burglary-UCR	0	0	0	0	2	0	0	2	0	0	0	0
Burglary-Clery	0	0	0	0	2	0	0	2	0	0	0	0
Theft / Theft from Auto-UCR	2	5	3	4	6	5	1	2	6	9	7	3
Theft of Auto -UCR	0	0	0	0	1	0	0	1	0	0	0	0
Theft of Auto -Clery	0	0	0	0	1	0	0	0	0	0	0	0
Drug Related Crimes-UCR	0	0	0	1	0	0	0	1	0	0	0	0
Drug Related Crimes-Clery	0	0	0	1	0	0	0	0	0	0	0	0
Criminal Mischief-UCR	0	0	1	1	0	0	0	1	2	2	1	3
Drinking Law Offenses-UCR	0	0	0	0	0	0	0	0	1	0	0	0
Drinking Law Offenses-Clery	0	0	0	0	0	0	0	0	1	0	0	0
Driving Under Influence-UCR	1	0	1	1	2	3	1	1	2	1	0	1
Harassment-UCR	1	0	0	0	1	1	0	0	1	2	1	1
Harassment-Clery	1	0	0	0	1	1	0	0	1	2	0	0
Weapons Possession-UCR	0	0	0	0	0	0	0	0	0	1	0	0
Weapons Possession-Clery	0	0	0	0	0	0	0	0	0	1	0	0
Trespassing-UCR	1	0	0	0	1	1	0	0	2	0	1	1
Domestic Violence -UCR	0	0	0	0	0	0	0	0	0	3	0	0
Domestic Violence -Clery	0	0	0	0	0	0	0	0	0	3	0	0
Arson - Clery	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total UCR</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>15</b>	<b>10</b>	<b>2</b>	<b>8</b>	<b>14</b>	<b>22</b>	<b>10</b>	<b>10</b>
<b>Total Clery</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>8</b>	<b>0</b>	<b>1</b>

## Monthly Crime Reports January 1st 2021 to December 31st 2021

Crime	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
Murder-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Robbery-UCR	0	0	0	0	0	0	0	0	0	0	0	0
Robbery-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Aggravated Assault-UCR	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
Simple Assault-UCR	0	0	0	0	0	0	0	0	1	0	1	0
Sex Crimes-UCR	0	0	0	0	0	0	0	0	0	0	1	0
Sex Crimes-Clery	0	0	0	0	0	0	0	0	0	0	1	0
Burglary-UCR	0	1	0	0	0	0	0	0	0	0	0	0
Burglary-Clery	0	1	0	0	0	0	0	0	0	0	0	0
Theft / Theft from Auto-UCR	0	1	1	0	5	3	5	1	3	1	4	2
Theft of Auto -UCR	0	0	0	1	0	0	1	0	0	0	0	1
Theft of Auto -Clery	0	0	0	0	0	0	0	0	0	0	0	1
Drug Related Crimes-UCR	0	0	0	0	0	0	0	0	0	0	0	0
Drug Related Crimes-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Criminal Mischief-UCR	0	0	0	0	0	1	1	1	2	4	2	0
Drinking Law Offenses-UCR	0	0	0	0	0	0	0	0	0	0	0	0
Drinking Law Offenses-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Driving Under Influence-UCR	1	0	3	0	0	0	0	0	0	1	0	0
Harassment-UCR	0	0	0	0	0	0	0	0	1	0	0	1
Harassment-Clery	0	0	0	0	0	0	0	0	1	0	0	0
Weapons Possession-UCR	0	0	0	0	0	0	0	0	0	0	0	0
Weapons Possession-Clery	0	0	0	0	0	0	0	0	0	0	0	0
Trespassing-UCR	0	0	0	1	0	0	0	0	0	0	3	0
Domestic Violence -UCR	0	0	0	0	0	0	0	0	1	0	2	0
Domestic Violence -Clery	0	0	0	0	0	0	0	0	1	0	0	0
Arson - Clery	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total UCR</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>7</b>	<b>2</b>	<b>8</b>	<b>6</b>	<b>13</b>	<b>4</b>
<b>Total Clery</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>

**Clery/UCR Part I Offenses January 1st - June 30th Comparisons**

Crime Type	2021 Clery	2022 Clery	Percent Change	2021 UCR	2022 UCR	Percent Change	2022 Clery	2023 Clery	Percent Change	2022 UCR	2023 UCR	Percent Change	2023 Clery	2024 Clery	Percent Change	2023 UCR	2024 UCR	Percent Change
<b>Murder</b>	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
<b>Robbery</b>	0	0	0%	0	1	∞	0	0	0%	1	0	-100%	0	0	0%	0	0	0%
<b>Aggravated Assault</b>	0	0	0%	0	2	∞	0	0	0%	2	0	-100%	0	0	0%	0	1	∞
<b>Simple Assault</b>	N/A	N/A	N/A	0	3	∞	N/A	N/A	N/A	3	6	100%	N/A	N/A	N/A	6	4	-33%
<b>Sex Crimes</b>	0	1	∞	0	1	∞	1	0	-100%	1	1	0%	0	2	∞	1	2	100%
<b>Burglary</b>	1	2	100%	1	2	100%	2	3	50%	2	4	100%	3	2	-33%	4	2	-50%
<b>Theft / Theft From Auto</b>	N/A	N/A	N/A	10	25	150%	N/A	N/A	N/A	25	29	16%	N/A	N/A	N/A	29	27	-7%
<b>Motor Vehicle Theft</b>	0	1	∞	1	1	0%	1	2	100%	1	4	300%	2	0	-100%	4	2	-50%
<b>Total Crimes</b>	<b>1</b>	<b>4</b>	300%	<b>12</b>	<b>35</b>	192%	<b>4</b>	<b>5</b>	25%	<b>35</b>	<b>44</b>	26%	<b>5</b>	<b>4</b>	-20%	<b>44</b>	<b>38</b>	-14%

**Clery/UCR Part II Offenses January 1st - June 30th Comparisons**

<b>Drug Related Crimes</b>	0	1	∞	0	1	∞	1	0	-100%	1	2	100%	0	0	0%	2	0	-100%
<b>Criminal Mischief</b>	N/A	N/A	N/A	1	2	100%	N/A	N/A	N/A	2	13	550%	N/A	N/A	N/A	13	14	8%
<b>Drinking Law Offenses</b>	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
<b>Driving Under Influence</b>	N/A	N/A	N/A	4	8	100%	N/A	N/A	N/A	8	12	50%	N/A	N/A	N/A	12	3	-75%
<b>Harassment</b>	0	3	∞	0	3	∞	3	0	-100%	3	2	-33%	0	1	∞	2	3	50%
<b>Weapons Possession</b>	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
<b>Trespassing</b>	N/A	N/A	N/A	1	3	200%	N/A	N/A	N/A	3	5	67%	N/A	N/A	N/A	5	7	40%
<b>Domestic Violence Acts</b>	0	0	0%	0	0	0%	0	2	∞	0	4	∞	2	2	0%	4	4	0%
<b>Bias</b>	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	1	∞	0	2	∞
<b>Total</b>	<b>0</b>	<b>4</b>	∞	<b>6</b>	<b>17</b>	183%	<b>4</b>	<b>2</b>	-50%	<b>17</b>	<b>38</b>	124%	<b>2</b>	<b>4</b>	100%	<b>38</b>	<b>33</b>	-14%

<b>Type</b>	<b>2021 Clery</b>	<b>2022 Clery</b>	<b>2023 Clery</b>	<b>2024 Clery</b>	<b>Uniform Crime Report (UCR) is a synopsis of all reports taken by this agency, regardless of location. CLERY crime stats are geographical to the campus and immediate streets surrounding the campus.</b>	<b>These stats are all subject to change after full and final review of reports for UCR / Clery.</b>
<b>Arson</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

# ALICE CERTIFIED ORGANIZATION



This is to certify that  
**New Jersey Institute of Technology**  
has successfully met the requirements of the ALICE Training Institute's Certified Organization program, in active shooter response preparedness, and is hereby eligible to bear the ALICE Certified Organization mark shown above.

Certificate Issued: **July 1, 2024**

Certificate Expires: **July 1, 2025**

Certificate Number: T9858M2T

Organization: New Jersey Institute of Technology

Location: 154 Summit St.  
Newark, NJ 07102

This **Certificate of Compliance** is based on our successful review and confirmation of the following:

ALICE Certified Employees:  
**Achieved Certification Requirements**

Active Shooter Proactive Response Drill:  
**Last completed on 03/01/2024**

Proactive Response Outline in EOPs:  
**Last audited on 07/01/2024**

Issued By: ALICE Training Institute  
3593 Medina Rd  
Medina, Ohio 44256

Authorized By:

A handwritten signature in black ink, appearing to read "Greg Crane".

**Greg Crane, President**

**ALICE**<sup>®</sup>  
TRAINING INSTITUTE

## **VI. Reports**

### **F. Report of Upcoming Calendar of Events**

**NJIT BOARD OF TRUSTEES**  
**2024-2025 SCHEDULE OF MEETINGS**

<b>2024 Board Meetings</b>	<b>2025 Board Meetings</b>
<b>February 8, 2024</b> 9:00 - 10:30 am      Committee Meetings (w/breakfast) 11:00 am - 3:00 pm    Closed Session/Presentation/Lunch 3:00 - 4:00 PM        Public Session	<b>February 4, 2025 (new date)</b>
<b>April 4, 2024</b>	<b>April 3, 2025</b>
<b>May 23, 2024 Mtg./Retreat</b> <b>No Committee Meetings</b> 8:00 - 9:00 am        Breakfast 9:00 - 11:00 am      Closed Session 11:00 am - 12:00 pm   Public Session 12:00 - 1:00 pm      Lunch 1:00 - 4:00 pm        Retreat	<b>June 12, 2025 Mtg./Retreat</b> <b>No Committee Meetings</b> 8:00 - 9:00 am        Breakfast 9:00 - 11:00 am      Closed Session 11:00 am - 12:00 pm   Public Session 12:00 - 1:00 pm      Lunch 1:00 - 4:00 pm        Retreat
<b>July 25, 2024</b>	<b>July 17, 2025</b>
<b>September 19, 2024</b> 9:00 - 10:30 am      Committee Meetings (w/ breakfast) 11:00 am - 1:00 pm    Closed Session 1:00 - 2:00 pm        Public Session	<b>September 18, 2025</b>
<b>November 7, 2024</b> 9:00 - 10:30 am      Committee Meetings (w/ breakfast) 11:00 am - 3:00 pm    Closed Session/Presentation/Lunch 3:00 pm - 4:00 pm     Public Session	<b>November 6, 2025</b> 9:00 - 10:30 am      Committee Meetings (w/ breakfast) 11:00 am - 3:00 pm    Closed Session/Presentation/Lunch 3:00 - 4:00 pm        Public Session

**Scheduled Meeting Times**

- 12:00 PM - 1:30 PM      Committee Meetings (some committees may meet at alternate times)
- 2:00 PM - 3:00 PM      Executive Closed Session
- 3:00 PM - 4:00 PM      Closed Session
- 4:00 PM - 5:00 PM      Public Session

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



**NJIT Board of Trustees  
Upcoming Events**

<b>Date</b>	<b>Event</b>	<b>Location</b>
July 20, 2024	NJIT Alumni @ Bar A	Lake Como, NJ
July 25, 2024	Undergraduate Research and Innovation Summer Symposium and National Academy of Inventors-NJIT Innovation Day	NJIT
July 25, 2024	Board of Trustees Meeting	Agile Strategy Lab, CKB
July 29, 2024	South Jersey/Philadelphia Alumni: Phillies v. Yankees Game	Philadelphia, PA
August 11, 2024	Metro NYC Alumni: Yankees v. Texas Rangers Game	Bronx, NY
August 30, 2024	Martin Tuchman Aviation Lab Ribbon Cutting	NJIT
August 30, 2024	Convocation	Bloom Wellness and Events Center
September 3, 2024	Pancakes with the President	NJIT Campus Green
September 18, 2024	Barron Witherspoon Fireside Chat	Agile Strategy Lab, CKB
September 19, 2024	NJIT Board of Trustees Meeting	Agile Strategy Lab, CKB
October 10, 2024	Excellence in Research and Innovation Award Ceremony	NJIT
October 18-20, 2024	Homecoming / Alumni Weekend	NJIT
October 28, 2024	Tri-County Scholarship Fund Annual Awards Dinner (Chair Cohen being honored with the Hall of Fame Award)	Legacy Castle, Pompton Plains

Additional alumni events available at <https://www.njit.edu/development/events>.

## **VII. Announcement of Next Meeting**

**BOARD OF TRUSTEES**

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

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

**NOW, THEREFORE, BE IT RESOLVED, THAT THE BOARD OF TRUSTEES SHALL HAVE A CLOSED SESSION TO DISCUSS MATTERS INVOLVING PERSONNEL, REAL ESTATE, LEGAL AND CONTRACTUAL MATTERS TO TAKE PLACE ON THURSDAY, SEPTEMBER 19, 2024, 11:00 AM, CENTRAL KING BUILDING, AGILE STRATEGY LAB (L-70)**

**\*subject to board ratification**