

**Review of the NJIT-Tatweer Misr Agreement for the  
“Establishment and Operation of Branch Campus” at Mostakbal City, Egypt**

**by**

**The Faculty Senate Committee on Faculty Rights and Responsibilities**

**Layek Abdel-Malek, Amitabha Bose (Chair), David Brothers, Quentin Jones, Geraldine Milano,  
Cheickna Sylla, Andrzej Zarzycki**

**Process:**

1. The CFRR was charged by the Faculty Senate (FS) on September 28, 2021 to review the NJIT-TM agreement.
2. The committee reviewed the April 11, 2021 NJIT-TM agreement, the January 8, 2021 Colliers Report and documentation provide by the FS Ad hoc Committee Chaired by Ian Gatley.
3. The committee sought and received input from Provost Fadi Deek, Vice Provost Baltzis and the Academic Deans Belfield, Gotsman, Kam, Kolarevic and Tukel.
4. The committee briefed the Faculty Senate on October 12, 2021 and the Institute Faculty on October 20, 2021 of its findings.

**Summary:**

1. Shared governance calls on all stakeholders to have an opportunity to participate in decisions that are relevant to their bodies. Creation of new academic structures, such as a new degree program or academic department are examples where Faculty Senate approval has been obtained. The April 11, 2021 NJIT-TM agreement that seeks to create a new Branch Campus violated established norms of Shared Governance at NJIT. The agreement was signed prior to any Senior Administrator seeking input or approval from the Faculty Senate. Moreover, the extent to which the Academic Deans were kept apprised of or asked to review the agreement prior to it being signed is unclear to CFRR.
2. The NJIT-TM agreement may negatively impact the accreditation status of existing BS degree programs at NJIT in NCE, HCAD, YWCC and MTSM.
3. The NJIT-TM agreement may negatively impact NJIT’s R1 status. Additionally, the agreement appears not to recognize the importance of NJIT students receiving instruction from research active faculty.
4. The NJIT-TM agreement contains many areas of ambiguity, many of which directly impact Faculty Rights and Responsibilities, including questions of Academic Freedom.
5. The NJIT-TM agreement places undue burdens on NJIT Faculty and Staff to be cognizant of and operate within the bounds of Egyptian law, potentially placing their personal freedoms at risk. Did NJIT hire an expert in International Law to vet this agreement?

6. The consultant report from Colliers, a basis for the agreement, completely ignored the role of CSLA in delivering General Education Requirements. In general, the consultant report does not address human resource costs or additional time and effort that NJIT Newark faculty and staff will have to dedicate to oversee the TM campus.

#### **Basic Recommendations:**

1. The Faculty Senate should ask President Bloom and the Board of Trustees how they propose to remedy the short falls in the agreement so that faculty rights are protected.
2. The Faculty Senate should ask President Bloom and the Board of Trustees how they propose to adjust the agreement so that NJIT's existing accreditation and R1 status are not negatively impacted.
3. The Faculty Senate should ask President Bloom and the Board of Trustees to develop processes that are in accordance with Shared Governance, involving Faculty, Academic Deans, Students and other constituent groups, to facilitate the implementation of the NJIT-TM agreement.
4. The Faculty Senate should ask President Bloom and the Board of Trustees to ensure that formal, transparent lines of communication exist so that the Faculty have the opportunity to remain informed.
5. The Faculty Senate should develop Faculty Handbook language to ensure that, in the future, creation of branch campuses requires Faculty Senate and Faculty approval.

#### **Elaboration of summary points**

1. NJIT-TM is not simply a business deal. At its essence, the agreement is to create a new academic structure in Egypt, overseen by NJIT Newark, that will offer four-year undergraduate BS degree programs that are intended to be "substantially the same" as the ones offered in Newark. Given that the Faculty, led by their Academic Deans and Chairpersons, are charged with developing and delivering the academic curriculum leading to a BS degree, Faculty Senate approval should have been obtained prior to signing the agreement. For the sake of context, all new degree programs to be offered at NJIT undergo Faculty Senate review before approval of the entire Faculty is sought. Similarly, the creation of new academic structures such as a new Department only proceeds after Faculty Senate review and Institute Faculty Approval. That the NJIT-TM agreement was signed without Faculty Senate review, for that matter, knowledge, is a sharp break from past practices of Shared Governance at NJIT. Moreover, it is unclear to CFRR the extent to which Academic Deans were consulted prior to the signing of the agreement. As the Academic

leaders of their respective colleges, the Deans play a critical role in the Shared Governance of the university.

2. The NJIT-TM agreement calls for a “branch campus” in Egypt (Preamble (E) of Agreement). The term branch campus holds different meanings for different accrediting bodies, including Middle States, and for the State of New Jersey. Moreover ABET, AACSB and NAAB all make a distinction between a branch campus that operates independently of the main campus and an off-site or satellite campus where faculty, students and staff at the off-site location are integrated into the activities of the main campus. It is not clear if the branch campus as envisioned in the NJIT-TM agreement fits either of these definitions. However as noted in section 4.2 (1) “NJIT will have complete control over instruction, curriculum planning, examination and academic assessment at the Branch”; and 4.2 (11), it is an obligation of NJIT to “Grant students who successfully complete a Program and satisfy all relevant requirements to obtain NJIT’s Bachelor of Science degree with the same academic qualifications and similar wording offered by NJIT in the USA.” These points suggest that an accrediting body may treat the TM campus as satellite campus that is not fully independent of NJIT Newark. This could have potentially negative consequences for the accreditation of our Newark based programs. Dean Moshe Kam received a reply from ABET (included as an appendix in this report) to an email on this issue and was told:

*“A fundamental aspect of accreditation is that all programs (and paths to completion within a program) must meet all applicable criteria and policy requirements. APPM Section I.E.1 emphasizes this and Section I.D.1.f highlights the requirements for the Self Study Report submitted for an accreditation review to include “information about all methods of program delivery, all possible paths to completion of the degree, and remote offerings”. This requirement means that the entire program would be impacted by a negative finding in any one of the paths.*

*As NJIT is in the process of designing a new offering it is not possible to be specific with respect to how your institution would need to address the requirements for pursuing accreditation of the non-US location. The same program name implies that there would be one common program across venues, with the second venue constituting a different path to degree completion than the home campus.”*

Deans Kolarevic and Tukul shared similar concerns about programs offered by HCAD and MTSM (see Appendix).

If NJIT-TM is fully independent of the main campus, then its programs would have to undergo a separate accreditation that would not impact our existing accreditation.

Finally, based on email interactions with Provost Deek and Vice Provost Baltzis, it is unclear to CFRR what type of approval NJIT is seeking from Middle States for the NJIT-TM campus (see Appendix).

3. NJIT's Carnegie classification as a Research I university is based on annual total numbers of awarded doctoral degrees, total research expenditures, and critically, per capita research activity. The addition of instructors and/or faculty employed as "In-country Personnel" by Tatweer Misr who presumably will not be held to the same research expectations of our faculty will likely lower our per capita research activity, thus jeopardizing our R1 status. Additionally, students at the Newark campus benefit from being in a research rich environment where they can be active participants in research projects of the faculty. The NJIT-TM agreement is unclear in whether it will afford that same benefit to students at the Egypt campus.
4. There are several points of concern related to faculty responsibility and the rights of NJIT-TM faculty/lecturers:
  - a. What is the process and requirements to hire faculty for Egypt's branch? Are they "In country personnel" or NJIT employees?
  - b. The agreement calls for an NJIT employed Executive Director or Dean to be hired to oversee the TM campus (19.5). What is the relationship of this individual to existing NJIT Academic Deans and Department Chairs? For example, are NJIT Department Chairs required to report to the TM Executive Director? Is the TM Executive Director required to consult with Department Chairs directly or do they first contact the appropriate NJIT Academic Dean? The agreement states that the TM Executive Director will have direct day-to-day control and authority concerning employment matters for NJIT's (expatriate) employees. Does this mean that NJIT educators at TM no longer will enjoy the protection of their Chair, Dean and Provost?
  - c. To whom do the Department Chairs in Egypt of a certain program report? The organizational chart shows that they have a dotted line to relevant chairpersons at NJIT (and the CSLA Dean for GER consideration), meaning that there is no obligation for them to do so. If they are not accountable to chairpersons at NJIT, then how is NJIT supposed to oversee curriculum and academic assessment as called for in 4.2 (1) of the Agreement? And why is there no requirement for direct reporting to NJIT's Academic Deans in the degree granting areas (HCAD, MTSM, NCE and YWCC)?
  - d. The agreement calls for NJIT educators to be present at the branch campus (4.2.3). Who determines which employees will go? Will the teaching duties of these instructors be determined according to the Provost's approved Teaching Assignment Criterion or will there be a separate agreement? The Colliers report calls for a steady state of 13 faculty and 13 lecturers to be present at

- TM. What if no existing NJIT faculty wish to go? Will the university hire tenured/tenure-track faculty for this purpose? Will departments have a say over whether these faculty will actually be members of their department?
- e. The agreement is silent with respect to the extent to which “NJIT faculty” at international branches have rights to cast votes pertaining to issues at the main campus.
  - f. The agreement is silent regarding the shared-governance expectation for the NJIT-TM branch.
  - g. The agreement is silent regarding the set of academic freedoms we believe NJIT-TM branch faculty should enjoy.
  - h. The agreement is silent regarding the creation of mechanisms to preempt conflicts between NJIT Faculty rights and the legal rights of individuals living and working at international branches.
  - i. The agreement is silent regarding mechanisms for branch campus promotion and tenure.
  - j. CFRR has many concerns regarding Section 5 of the Agreement about Intellectual Property. The Faculty Senate committee on Research, Scholarship and Creative Academic Activity is looking further into this issue.
  - k. The agreement is unclear regarding the extent to which TM faculty will have the opportunity and facilities to integrate research and teaching.
5. Section 19.6 states the NJIT will be solely responsible for student conduct and discipline matters relating to academic operations. Will this be overseen by our Dean of Students office? Will the NJIT Student Senate play a role in this oversight? 19.6 states that all USA campus-based policies apply to the extent permissible by Egyptian Laws. Thus, NJIT educators and Dean of Students staff will be required to know Egyptian Law to know whether a violation of our academic policy is allowed to be pursued under Egyptian Law. Section 19.6 also states that NJIT will be primarily responsible for addressing non-academic student misconduct and discipline matters, including those that violate Egyptian Laws. What happens when a student’s conduct is at odds with NJIT policy but not Egyptian Law? Or alternatively, when a student violates Egyptian Law that is itself not at odds with NJIT policy? What happens when the actions of an NJIT employee during the context of normal teaching duties are consistent with NJIT policy, but violate Egyptian law? Does section 4.1 (18) apply?
6. General Education Requirements are a hallmark of the curriculum for NJIT students. It is our common core. Given that most of the GER is overseen and delivered by CSLA, Dean Belfield of CSLA prepared an overview showing that CSLA will need to oversee the hiring of at least 47 lecturers or faculty and 3 Administrators to be able to manage the projected enrollment of NJIT-TM by year 7 (see Appendix). The Colliers Report

makes no mention of the teaching or administrative costs associated with delivering General Education Requirements. Further, the Colliers Report is silent regarding the role and costs of NJIT administrative staff residing in the Registrars or Admissions offices, to name only a few.

## **Appendix**

1. Email correspondence between CFRR and Provost Deek about the status of the Middle States and New Jersey Department of Higher Education applications.
2. Email correspondence between CFRR and Vice Provost Baltzis about accreditation and Middle States approval.
3. Email correspondences between CFRR and Deans Gotsman, Kam, Kolarevic and Tukul
4. Email correspondence from Dean Belfield concerning the CSLA report about GER and non-GER courses for the TM campus.
5. The CSLA report about GER and non-GER courses for the TM campus.
6. CFRR presentations on 10/12/2021 and 10/20/2021 to the Faculty Senate and Institute Faculty, respectively.



Bose, Amitabha &lt;bose@njit.edu&gt;

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## Question about the TM NJIT agreement

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**Deek, Fadi** <fadi.deek@njit.edu>

Thu, Sep 30, 2021 at 11:54 AM

To: "Bose, Amitabha" &lt;bose@njit.edu&gt;

Cc: Fadi Deek &lt;Fadi.Deek@njit.edu&gt;, "Rosato, Anthony" &lt;Anthony.Rosato@njit.edu&gt;

Good morning, Amit.

We have applications pending with both the State as well as the MSCHE. These went in about a month ago. I expect that we will hear something in about another month. There may be a possibility the approvals are granted outright or one or both may ask for more information before final decisions are made.

Thank you,  
Fadi

**Fadi P. Deek**

Provost & Senior Executive Vice President  
Distinguished Professor of Informatics & Mathematical  
Sciences

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On Sep 30, 2021, at 11:48 AM, Bose, Amitabha <bose@njit.edu> wrote:

Dear Fadi,

As you know from Tuesday's FS meeting, CFRR was asked to look over the TM-NJIT agreement for a Branch Campus in Egypt as well as the Ad Hoc Committee's findings to provide our perspective to the FS. CFRR had a meeting this morning and an immediate question that arose regards Preamble (G) on page 2 of the TM-NJIT agreement. Namely, NJIT is supposed to have obtained approval from Middle States and the NJ Dept of Higher Education by August 2021 in order for the program to begin in Fall 2022. CFRR would like to know if those approvals have yet been obtained; if not, are they expected to be obtained and if so, by what date.

Thanks, Amit





Bose, Amitabha <bose@njit.edu>

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## Accreditation Question regarding NJIT-TM

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Basil Baltzis <baltzis@njit.edu>

Thu, Oct 7, 2021 at 5:30 PM

To: "Bose, Amitabha" <bose@njit.edu>

Dear Amit,

What I have learnt since you wrote to me is that there is now agreement between NJIT and TM that NJ State approval will suffice for issues related to Egyptian law. This means that we will not be seeking Middle States approval for a formal branch campus, although the terminology used will be "branch campus" in a loose sense. A formal branch campus needs to have much authority and independence than what the agreement tries to accomplish. As a result, for Middle States and other formal reporting/accreditation purposes in the US the entity in Egypt will be an additional location. Regarding Middle States, when the issue of accreditation comes up again in 2030, they have the right to visit the entity in Egypt but they may also choose to not do so.

Since according to US law we will be having an additional site, we have more of a saying in how things run in Egypt. The issue of accreditation by the various professional associations (ABET and others) has not yet been fully examined. Moshe believes (and I agree) that if the name of an engineering degree is the same, then ABET needs to visit all sites and ensure all are worthy of accreditation. I think it would be best if you reached to Moshe, Branco and Oya to get their opinion about the issue. I am not mentioning Craig since they are also under ABET.

Just for the record, let me say that using the term "branch campus" loosely is not uncommon. Rutgers – Newark is known as a branch campus of Rutgers but formally it is identified as an additional location of Rutgers.

I hope this helps.

Best,

Basil

Basil C. Baltzis, Ph.D.

Senior Vice Provost for

Academic Affairs & Student Services, and

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**From:** Bose, Amitabha <[bose@njit.edu](mailto:bose@njit.edu)>  
**Sent:** Tuesday, October 5, 2021 2:23 PM  
**To:** Basil C. Baltzis <[basil.c.baltzis@njit.edu](mailto:basil.c.baltzis@njit.edu)>  
**Subject:** Accreditation Question regarding NJIT-TM

Hi Basil,

At last week's FS meeting, CFRR was asked to look over the TM-NJIT agreement for a Branch Campus in Egypt as well as the Ad Hoc Committee's findings (chaired by Ian Gatley) to provide our perspective to the FS. At the FS meeting, there was a discussion to the effect that given that the same degree would be offered by NJIT to students in Newark and Egypt, ABET would have to separately ascertain that each campus meets the accreditation standard; failure of one means failure of both. Is this correct? If yes, is there anything in the 4/11/2021 written agreement between NJIT and TM indicating that the TM Branch Campus would have to undergo an accreditation study or how this would be managed? Presumably the same set of questions arise for Architecture and Management degree accreditations. We view this issue as being part of CFRR's purview given that it is a major responsibility of faculty and administration to ensure that ABET (and other) accreditation is received. Any insight you can provide on this matter would be greatly appreciated.

Best, Amit

**NEWARK COLLEGE OF ENGINEERING**

Moshe Kam, Ph.D., P.E.  
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Professor Anthony Rosato, Chair  
NJIT Faculty Senate

20 October 2021

Dear Professor Rosato:

Please review the following exchange with Dr. D. Bowman of ABET concerning ABET accreditation of a program offered in multiple venues.

The bottom line is that, should we offer the same program in the US and in Egypt, we will need to ensure that all paths to the degree conferred to graduates of the program, both at the US venue and at the Egypt venue, satisfy all applicable ABET requirements (ABET's General Criteria and Program Criteria). The accreditation of the whole program at both venues would hinge on its 'weakest link,' regardless of the venue where the weakest link was discovered.

An example of such a program would be the one leading to a Bachelor of Science degree in Civil Engineering. At the present it is offered in Newark only, but in the future it may also be offered in Mostakbal City.

Please note that what Dr. Bowman writes below after the words "If another institution is involved" is inapplicable to us at the present time. The complications Bowman describes there occur only if *another academic institution* is involved with the academic program, a situation that (to the best of my knowledge) is not planned by us. Moreover, Bowman's discussion (at the end of his message) about possibly starting a separate program with a different name for accreditation purposes appears to contradict the plans for the campus in Egypt.

Sincerely,



Moshe Kam, Ph.D, P.E,  
Professor and Dean

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From Dr. D. Bowman, ABET to Moshe Kam, NJIT  
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Dr. Kam,

I am responding to the following request you sent to ABET:

*I am writing from the Newark College of Engineering (NCE) at NJIT.*

*At present all NCE's ABET accredited engineering and engineering technology programs are offered at the NJIT Newark campus. Recently a preliminary design exercise was started that calls for offering some of the same programs in the future, with the same title and the same degree, in a second venue outside the United States.*

*We are trying to explain authoritatively to the designers of this future second venue what are the full ABET accreditation ramifications. Specifically, we are looking for the official statements that ABET makes in its binding accreditation policy documents on this or closely related subjects (ABET accreditation of the same program offered in multiple venues). These official statements were not easy to find on ABET's website, and therefore we ask that you please help us by providing the exact policy documents and reference to the relevant paragraphs covering the issue at hand.*

RESPONSE: The authoritative policy documentation when seeking ABET accreditation is the Accreditation Policy and Procedure Manual (APPM) applicable at the time of the accreditation review. This document does not change frequently so using the current (2021-2022) APPM provides a good reference for future planning. It is available online at <https://www.abet.org/accreditation/accreditation-criteria/accreditation-policy-and-procedure-manual-appm-2021-2022/>  
All APPM references in this email at to the current APPM.

A fundamental aspect of accreditation is that all programs (and paths to completion within a program) must meet all applicable criteria and policy requirements. APPM Section I.E.1 emphasizes this and Section I.D.1.f highlights the requirements for the Self Study Report submitted for an accreditation review to include "information about all methods of program delivery, all possible paths to completion of the degree, and remote offerings". This requirement means that the entire program would be impacted by a negative finding in any one of the paths.

As NJIT is in the process of designing a new offering it is not possible to be specific with respect to how your institution would need to address the requirements for pursuing accreditation of the non-US location. The same program name implies that there would be one common program across venues, with the second venue constituting a different path to degree completion than the home campus. If another institution is involved at the second venue, as is frequently the case for non-US venues, then complications frequently arise with the requirements of APPM Section I.C.2 about institutional control, e.g. who controls the

curriculum, qualifications of instructors, and the granting of the degree that certifies completion of the program requirements. Adverse findings in these areas will potentially impact the program's home campus accreditation status. While such arrangements are possible to successfully develop they need to be formally documented and constructed considering the APPM requirements. An alternative approach would be to look at creating a separate program with a slightly different name that could pursue accreditation independently of the home campus program, thus removing potential impacts to your established programs.

If this response does not meet your need, please let me know.

Regards,  
Doug Bowman

**Douglas R. Bowman, Ph.D., P.E., F.ABET**  
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Bose, Amitabha &lt;bose@njit.edu&gt;

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## Accreditation questions regarding ARCH and NJIT-TM

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Branko Kolarevic &lt;branko@njit.edu&gt;

Fri, Oct 8, 2021 at 12:37 PM

Reply-To: branko@njit.edu

To: "Bose, Amitabha" &lt;bose@njit.edu&gt;

Cc: "Baltzis, Basil C." &lt;basil.c.baltzis@njit.edu&gt;

Hi Amit,

Thanks for reaching out. The extent of the governance and operational independence of the proposed architecture program in Cairo will be key for determining its accreditation status, as you can see below in the excerpt from the "Procedures for Accreditation" (p. 25) by the National Architectural Accreditation Board (available at <https://www.naab.org/wp-content/uploads/2020-NAAB-Procedures-for-Accreditation.pdf>):

### "6.5.1 Definitions

#### a) **Branch Campuses Requiring Separate Accreditation.**

A branch campus is a location that:

1. Is geographically apart from and independent of the accredited program offered at the main/flagship campus of the institution.
2. Is permanent.
3. Offers at least 50 percent of the curriculum leading to a NAAB-accredited degree or has a curriculum that differs significantly from that offered at the main/flagship campus.
4. Has its own faculty and administrative/supervisory organization, including committee structures.
5. Has its own budgetary and hiring authority.
6. Engages students and faculty in committees or professional organizations that are unique to the branch campus.
7. Provides opportunities for research and scholarship controlled at the branch campus.

NAAB-accredited programs offered at branch campuses must be accredited separately from those offered at the main campus (e.g., the University of California system or the University of Texas system). For the purposes of accreditation, institutional partnerships that offer a NAAB-accredited program at more than one main/flagship campus or more than one institution will be considered under this definition.

#### b) **Additional Site as Part of a Single Accredited Program.**

An additional site is a location that:

1. Is geographically apart from but not independent of the accredited program at the main/flagship campus or its organizational control and management.
  2. Has one dean and/or administrative head with overall responsibility for the program and one committee structure serving the programmatic needs of the additional site and the main campus site (i.e., one curriculum committee, one grievance committee, and one admissions committee).
  3. Integrates faculty, staff, and students into the academic, professional, and social life of the program at the main campus. This includes faculty and students from the additional sites being engaged in committees and professional organizations, and having comparable access to scholarly and research activities.
- Programs offered at a main campus and at an additional site are accredited together as a single program."

At some point a decision will have to be made which of these two options will be used for the proposed architecture program in Cairo. Both have pros and cons: a separate program in Cairo would have to go through all steps of becoming accredited, which can take years and can impact initial enrollment; an integrated program in Cairo that has a shared, single governance and operational structure with our Newark campus can jeopardize our accreditation status if it doesn't meet the accreditation criteria, i.e. if we don't have control over the curriculum, staffing, etc.

We have yet to have a proper, detailed conversation about these two options.

Branko

On 10/8/21 8:58 AM, Bose, Amitabha wrote:

Dear Branko,

At last week's FS meeting, CFRR was asked to look over the NJIT-TM agreement for a Branch Campus in Egypt as well as the Ad Hoc Committee's findings (chaired by Ian Gatley) to provide our perspective to the FS. At the FS meeting, there was a discussion to the effect that given that the same degree would be offered by NJIT to students in Newark and Egypt, accrediting agencies would have to separately ascertain that each campus meets the accreditation standard; failure of one means failure of both. Do you know if this applies to Architecture accreditation? If yes, is there anything in the 4/11/2021 written agreement between NJIT and TM indicating that the TM Branch Campus would have to undergo an accreditation study or how this would be managed? We view this issue as being part of CFRR's purview given that it is a major responsibility of faculty and administration to ensure that accreditation is received. Basil Baltzis suggested that I reach out to you. Any insight you can provide on this matter would be greatly appreciated.

Best, Amit



Bose, Amitabha <bose@njit.edu>

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## Accreditation question regarding Egypt Campus

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Thomas, Ellen J. <ellen.thomas@njit.edu>

Sat, Oct 9, 2021 at 7:09 AM

To: "Bose, Amitabha" <bose@njit.edu>, Oya Tukul <tukul@njit.edu>

Amit,

I apologize for my delayed response. I've spoken to Dean Tukul and on behalf of MTSM, here are our thoughts.

As the Egypt agreement is currently structured, with student degrees being indistinguishable, MTSM has significant concerns about the impact it will have on our AACSB accreditation.

However, AACSB just updated its standards. The new standards offer more flexibility and encourage joint collaborations. Although we haven't had a chance to fully study the new standards yet, we hope we can find a way to make them work in support of TM-NJIT. Changes to the Egypt agreement may have to include collaborations with strong local schools, for example, American University in Cairo. Joint programs or partnering with other universities in terms of curriculum development and delivery may also have to be considered.

In short, we aren't saying it can't be done, just that we will have to work on finding a way.

Best,  
Ellen

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Ellen F. Thomas, Ph.D.  
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Bose, Amitabha &lt;bose@njit.edu&gt;

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**Accreditation question regrading CCS and NJIT-TM**

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**Craig Gotsman** <gotsman@njit.edu>  
To: "Bose, Amitabha" <bose@njit.edu>  
Cc: "Halper, Michael H." <halper@njit.edu>

Sat, Oct 23, 2021 at 7:13 PM

As far as I know, TM will offer an IT program. All the YWCC programs, including the BS in IT, are accredited by ABET.

Craig

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**From:** Bose, Amitabha <bose@njit.edu>  
**Sent:** Saturday, October 23, 2021 3:09 PM  
**To:** Craig Gotsman <gotsman@njit.edu>  
**Subject:** Accreditation question regrading CCS and NJIT-TM

Dear Craig,

At the 9/28/2021 FS meeting, CFRR was asked to look over the NJIT-TM agreement for a Branch Campus in Egypt as well as the Ad Hoc Committee's findings (chaired by Ian Gatley) to provide our perspective to the FS. At the FS meeting, there was a discussion to the effect that given that the same degree would be offered by NJIT to students in Newark and Egypt, accrediting agencies would have to separately ascertain that each campus meets the accreditation standard; failure of one means failure of both. Do you know if this applies to accreditation for any of the programs that are offered at YWCC and are also proposed to be offered at NJIT-TM? If yes, is there anything in the 4/11/2021 written agreement between NJIT and TM indicating that the TM Branch Campus would have to undergo an accreditation study or how this would be managed? We view this issue as being part of CFRR's purview given that it is a major responsibility of faculty and administration to ensure that accreditation is received. Any insight you can provide on this matter would be greatly appreciated.

I apologize for my delayed inquiry to you on this issue. I was under the impression that all CCS accreditation falls under ABET so I had previously asked Moshe about the issue. And so you know, I have already received responses from Moshe, Branko, and Oya on this issue and Kevin has detailed his concerns regarding CSLA.

Best, Amit



Bose, Amitabha <bose@njit.edu>

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## CSLA Egypt Branch Campus Obligations Analysis for CFRR

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**Belfield, Kevin** <belfield@njit.edu>

Tue, Oct 12, 2021 at 12:35 PM

To: "Bose, Amitabha" <bose@njit.edu>

Amit

Attached please find a summary of CSLA's course and instructional personnel obligations to deliver GER and non-GER courses for all eight of the proposed degree programs to be offered at NJIT's Egypt campus. We have detailed data sets to back up the summary tables, and estimate that 47 University Lecturers, ca. 12 adjuncts and 3 full-time administrators (2 onsite in Egypt and 1 in the CSLA dean's office) will be needed by year 7 when the projected steady-state enrollment is achieved.

Regards,  
Kevin



**NJIT Egypt Branch Campus Faculty Projections\_Summary\_20210723.pdf**

287K

## NJIT Egypt Branch Campus Faculty Projections – CSLA FT U/Ls

Using the institute-provided enrollment projections for the NJIT branch campus (see Table 1), the following analysis details projected university lecturer (U/L) hires within the College of Science & Liberal Arts (CSLA) in order to support the branch campus's programs' gateway and general education requirement (GER) courses.

Table 2 displays the number of projected full-time instructional staff hires within the college by department and program, where relevant. Based on current enrollment projections, 47 new CSLA U/Ls will need to be hired by year 7 in order to fully support the branch campus's programs. The Departments of Humanities & Social Sciences and History comprise approximately 53% of the projected new hires while the Departments of Mathematical Sciences and Physics account for 15% each for a total of 30% of the projected new hires when taken together. These four departments combined, then, comprise nearly 85% (i.e., 40) of the projected new hires within the college.

It is important to note that these projections were estimated using the enrollment criteria displayed in Table 3. Furthermore, in order to maximize an efficient allocation of resources, adjunct sections will be required for some departments and programs (see Table 4), even when a steady state operating status has been achieved (i.e., by and beyond year 7).

**Table 1. NJIT Egypt Branch Campus Ten-Year Enrollment Projections by Program**

<b>Program Name</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
<b>Medical Informatics</b>	38	73	106	137	137	137	137	137	137	137
<b>Business</b>	0	123	237	343	442	442	442	442	442	442
<b>Architecture</b>	0	0	100	193	279	359	359	359	359	359
<b>Concrete Technology</b>	0	79	152	220	283	283	283	283	283	283
<b>Civil Engineering</b>	0	146	282	408	525	525	525	525	525	525
<b>Information Technology</b>	242	467	676	870	870	870	870	870	870	870
<b>Construction Management Technology</b>	60	116	168	216	216	216	216	216	216	216
<b>Manufacturing Engineering Technology</b>	0	0	148	286	414	533	533	533	533	533
<b>Total</b>	340	1,004	1,869	2,673	3,166	3,365	3,365	3,365	3,365	3,365

**Table 2. NJIT Egypt Branch Campus Ten-Year CSLA Full-Time Instructional Staff Projections by Department**

<b>Department</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
<b>Biological Sciences</b>	1	1	1	1	1	1	1	1	1	1
<b>Chemistry &amp; Environmental Science</b>		2	2	3	3	3	3	3	3	3
<b>History and Humanities &amp; Social Sciences</b>										
HUM 101 & HUM 102	5	7	9	9	9	9	10	10	10	10
200-Level GER		1	2	2	3	3	3	3	3	3
ENG 352			2	2	2	2	3	3	3	3
300-Level GER			1	2	3	4	4	4	4	4
HIST-HSS Senior Seminar				2	3	5	5	5	5	5
<b>Mathematical Sciences</b>										
Calculus	1	4	5	5	5	5	5	5	5	5
Statistics	1	1	2	2	2	2	2	2	2	2
<b>Physics</b>	1	2	4	7	7	7	7	7	7	7
<b>Scientific Literacy GER</b>	2	2	3	3	3	3	3	3	3	3
<b>Social Sciences Literacy GER</b>					1	1	1	1	1	1
<b>Total</b>	11	20	31	38	42	45	47	47	47	47

**Table 3. Enrollment Maxima by Department & Course**

<b>Department(s) &amp; Course(s)</b>	<b>Max</b>
<b>Biological Sciences</b>	
BIOL 101, BIOL 102, & BIOL 141	78
BIOL 101A, BIOL 102A, & BIOL 141A	24
<b>Chemistry &amp; Environmental Science</b>	
CHEM 124	24
CHEM 124 & CHEM 126	78
<b>History and Humanities &amp; Social Sciences</b>	
200-Level GER	39
300-Level GER	39
HIST-HSS Senior Seminar	24
<b>Humanities &amp; Social Sciences</b>	
HUM 101 & HUM 102	24
ENG 352	24
<b>Mathematical Sciences</b>	
MATH 111, MATH 112, MATH 113, MATH 135, MATH 138, MATH 211, MATH 238, & MATH 322	34
MATH 105, MATH 279, & MATH 305	34
<b>Physics</b>	
PHYS 102, PHYS 103, PHYS 111, & PHYS 121	78
PHYS 102A, PHYS 103A, PHYS 111A, & PHYS 121A	24
<b>Scientific Literacy GER</b>	
Natural Sciences GER I & Natural Sciences GER II	78
Natural Sciences GER Lab	24
<b>Social Sciences Literacy GER</b>	
	78

**Table 4. NJIT Egypt Branch Campus Ten-Year CSLA Adjunct Section Projections by Department**

<b>Department</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
<b>Biological Sciences</b>		1	1	1	1	1	1	1	1	1
<b>Chemistry &amp; Environmental Science</b>										
<b>History and Humanities &amp; Social Sciences</b>										
HUM 101 & HUM 102										
200-Level GER										
ENG 352		1								
300-Level GER		3	2	2	2			1	2	3
HIST-HSS Senior Seminar					4		2	3		
<b>Mathematical Sciences</b>										
Calculus	6		1			1	3	3	3	3
Statistics			3	1	2	1	4	4	4	4
<b>Physics</b>			2					3	3	3
<b>Scientific Literacy GER</b>										
<b>Social Sciences Literacy GER</b>	1	2	3	3						
<b>Total</b>	<b>7</b>	<b>7</b>	<b>12</b>	<b>7</b>	<b>9</b>	<b>3</b>	<b>10</b>	<b>15</b>	<b>13</b>	<b>14</b>

# CFRR –Brief Update on NJIT-TM agreement

## October 12, 2021

- Layek Abdel-Malek (NCE), Amitabha Bose (CSLA), David Brothers (LEC), Quentin Jones (YWCC), Geraldine Milano (LEC), Cheickna Sylla (MTSM), Andrzej Zarzycki (HCAD)
- Thanks to Ian Gatley and the Ad hoc Committee
- Also thanks to Provost Deek, Vice Provost Baltzis and Deans Kam, Kolarevic, Tukul whom we consulted



## Branch campuses will require major Faculty Handbook changes

- Development of approval processes through Shared Governance for the existence of such campuses: **NJIT-TM did not seek this approval.**
- Guaranteeing that new international branch agreements will not negatively impact existing faculty rights and responsibilities on main-campus.
- Ensuring that international branch agreements do not negatively impact NJIT's R1 status.
- Depending on the level of independence of the branch campus:
  - The “minimum” shared-governance expectation for NJIT branches.
  - The “minimum” set of academic freedoms we believe NJIT branch faculty should enjoy.
  - Mechanisms to preempt the creation of conflicts between NJIT Faculty Rights and the legal rights of individuals living and working at international branches.
  - The extent to which “NJIT faculty” at international branches have rights to cast votes pertaining to issues at the main campus.
  - Mechanisms for branch campus promotion and tenure.
  - Adherence to Departmental TAC
  - Developing processes for consultations with faculty that will ensure faculty rights and responsibilities are maintained.

# Ambiguous Issues Related to NJIT-TM agreement

- Role of Executive Director at TM and relationship to NJIT Provost, Deans and Department Chairs
- Hiring practices, distinction between In-Country and Ex-Patriate employees
- Admissions: Who is in charge of it and what standards for admission will be set
- Student academic and non-academic matters will require NJIT Dean of Students and staff and Instructional staff to be cognizant of and operate within the bounds of Egyptian Law some of which may not be consistent with US Law
- Intellectual Property – CRSCAA should be consulted
- Accreditation – Potential impact on our existing programs. Academic Deans need to be heavily involved
- Terms and conditions of employment – PSA should be consulted
- Faculty Senate should request the applications made to the NJ Department of Higher Education and Middle State Commission on Higher Education
- Faculty Senate has requested and received Collier International's consultant report: This report contains financial projections as well as estimates for the number of NJIT Faculty and Lecturers expected to be present at TM.

# CFRR –Brief Update on NJIT-TM agreement

## October 20, 2021

- Layek Abdel-Malek (NCE), Amitabha Bose (CSLA), David Brothers (LEC), Quentin Jones (YWCC), Geraldine Milano (LEC), Cheickna Sylla (MTSM), Andrzej Zarzycki (HCAD)
- Thanks to Ian Gatley and the Ad hoc Committee
- Also thanks to Provost Deek, Vice Provost Baltzis and Deans Belfield, Kam, Kolarevic, Tukul whom we consulted
- CFRR is in support of NJIT increasing its global presence, if done judiciously

# General issues related to Branch campuses

- Development of approval processes through Shared Governance for the existence of such campuses
- Guaranteeing that new international branch agreements will not negatively impact existing faculty rights and responsibilities on main-campus.
- Ensuring that international branch agreements do not negatively impact NJIT's Accreditation and R1 status. Academic Deans need to be heavily involved from the outset of any such endeavor.

Depending on the level of independence of the branch campus Faculty Handbook changes will be required to develop:

- Shared-governance procedures for NJIT branches.
- The set of academic freedoms that NJIT branch faculty should enjoy.
- Mechanisms to preempt the creation of conflicts between NJIT Faculty Rights and the legal rights of individuals living and working at international branches.
- The extent to which “NJIT faculty” at international branches have rights to cast votes pertaining to issues at the main campus.
- Mechanisms for branch campus promotion and tenure.
- Academic reporting structures
- Academic evaluation processes

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# Ambiguous Issues Related to NJIT-TM agreement

- These issues have little to do with the proposed location being Egypt
- They arise from the 1/8/2021 Colliers International Report and the 4/11/2021 NJIT-TM agreement
- Reporting relationship of TM Executive Director and “in-country personnel” to NJIT Provost, Deans and Department Chairs
- Student academic and non-academic matters will require our Faculty/Lecturers and our Dean of Students Office to be cognizant of and operate within the bounds of Egyptian Law
- Intellectual Property
- Impact on CSLA and its role in the GER completely ignored in Colliers Report
- Administrative oversight burden (and costs) on main campus not clearly articulated

# Shared Governance?

- The NJIT-TM is not just a business agreement
- In fact, it is an agreement to deliver 4-yr NJIT Academic Degrees at an off-site location
- Faculty approval through existing shared governance mechanisms should have been obtained prior to signing an agreement that commits NJIT faculty and staff to the creation of a new academic structure