

New Jersey City University
Board of Trustees Public Meeting
Date: December 4, 2023
Time: 5:00pm
Location: GSUB Room 129

Public Session Minutes

ATTENDING:

Mr. Luke Visconti, Chair (In-Person)
Dr. Steven Chang (Zoom)
Mr. Carlos Lejnieks (In-Person)
Dr. Irene Trowell-Harris (Zoom)
Dr. Edward Whittaker (In-Person)
Mr. David Valica – *Student Trustee, Non-Voting* (In-Person)
Ms. Ashley Pottinger – *Student Trustee, Voting Member* (In-Person)
Dr. Meriem Bendaoud – *Ex Officio* (In-Person)
Dr. Helen Dao – *Ex Officio* (In-Person)
Mr. Peter Hernandez (In-Person)
Mr. Andrés Acebo, Interim President – *Ex Officio* (In-Person)
Ms. Monica de los Rios – *Secretary to the Board of Trustees* (In-Person)
Mr. Henry Amoroso – *State Appointed Monitor* (In-Person)

ABSENT:

Mr. Rafael Perez
Mr. Edward Fowlkes

Ms. de los Rios welcomed the public who were present at the public meeting, at the NJCU Gilligan Student Union Building - Room 129.

The meeting was called to order at 5:19 PM by Ms. de los Rios.

NOTICE OF MEETING

Ms. de los Rios noted that the time, date, location, and agenda for this meeting were mailed to the Jersey Journal, the Star-Ledger, Office of the Secretary of State, Senate Majority Office, Council of New Jersey State College Locals and the New Jersey Association of State Colleges and Universities on November 28, 2023. Notice of this meeting was also posted on the University's email system and website.

APPROVAL OF MINUTES

Mr. Visconti requested a motion to approve the Minutes from the September 11, 2023 Board Meeting. The motion was made by Mr. Lejnieks and seconded by Mr. Hernandez. (Yes – Mr. Visconti, Dr. Chang, Mr. Lejnieks, Dr. Whittaker, Dr. Trowell-Harris, Dr. Bendaoud, Dr. Dao, Ms. Pottinger, Mr. Hernandez; No – None; Abstention – None; Absent – Mr. Perez, Mr. Fowlkes). The motion passed.

BOARD CHAIR'S REPORT

Mr. Visconti reviewed items related to personnel and stated that he is pleased with the University's financial progress. Chairman Visconti stated that has been meeting regularly with Mr. Amoroso and that the Board will be evaluating President Acebo's performance with the Executive Committee before the holiday break. The Executive Committee, which will include two Board Members, Dr. Bendaoud, and Mr. Valica, will review President Acebo's comprehensive self-assessment.

PRESIDENT'S REPORT **UNIVERSITY UPDATE**

Interim President Acebo stated that the prime objective when asked to fill this role was to lead and effectuate strategic organization, recovery, and revitalize the NJCU community. Pres. Acebo explained that he was charged with four (4) goals when he took office in January of 2023:

1. Lead strategic executive reorganization and right sizing of the University;
2. Manage and reduce \$23 million structural operating deficit;
3. Securing legislative appropriation for stabilization funding; and
4. Strengthen shared governance and reinvigorate community and stakeholder engagement.

President Acebo stated that NJCU has met and exceeded these goals, and he highlighted certain achievements, including:

- Stronger labor/managerial relations;
- First ever project labor agreement;
- Hosted first ever job fair;
- Reduced academic portfolio by 35% – a deliberate action that was needed and over-due;
- Reallocation of resources;
- Became the most transfer friendly institution in NJ by overhauling its general education curriculum;
- Created a CONNECT program with HCCC;
- Entered into a license agreement with RWJBH; and
- Secured \$10 million stabilization funding

In closing, President Acebo stated that some of the challenges faced this year were not unique to this institution – but are sector-wide. It is the hope and aspirations of the people that cross this campus and put faith in our stewardship, that cannot be reproduced. The value of this institution is not in its real estate but in its people.

COMMITTEE REPORTS

1. EXECUTIVE COMMITTEE ***Personnel | Compensation***

Chair Visconti asked for a motion to move the personnel and staff action items. The motion was made by Mr. Whittaker and seconded by Mr. Lejnieks. (Yes - Mr. Visconti; Mr. Chang; Mr. Lejnieks; Dr. Trowell-Harris; Dr. Whittaker; Ms. Pottinger; No – none). The motion passed.



Board of Trustees
Public Session

Faculty and Staff Personnel Actions

Managerial Staff Regular Appointments

1. Tatiana Reyes, Director, Graduate Admissions
Admissions
Salary: \$88,000
Effective: 10/10/2023

Managerial Temporary to Permanent Appointments

1. Sheila Harris-Adams, Director, Small Business Development Center
Guarini Institute
Salary: \$100,000 (Grant Funded Position)
Effective: 10/16/2023

Professional Staff Regular Appointments (RECLASSIFICATIONS)

1. Samantha Amorino, Assistant to the Dean, Professional Studies
Dean, Professional Studies
Salary: \$54,706.69- Professional Services Specialist 4
Effective: 10/23/2023
2. Dominique Smith, New Student Programs & Special Initiatives, Director
Admissions
Salary: \$86,641.14
Effective: 10/21/2023

New Hires

Faculty Temporary Appointments (Leave Replacement)

1. Jeanette Baubles, Assistant Professor
Educational Leadership
Salary: \$ 86,641.14
Effective: 1/2/2024

Managerial Regular Appointments

1. Ray Arroyo, Assistant Director, Building Services
FCM
Salary: \$ 90,000
Effective: 12/4/2023



**Board of Trustees
Public Session**

Professional Staff Regular Appointments

1. Jorge Fernandez, Associate Director, Transfer Admissions
Admissions
Salary: \$69,984.76- Professional Services Specialist 2
Effective: 10/10/2023

 1. Cindy Gerez, Financial Aid Counselor
Financial Aid
Salary: \$ 60,454.95- Professional Services Specialist 3
Effective: 11/20/2023

 3. Rosaury Gomez, Counselor
Pre-College Programs
Salary: \$ 54,706.70- Professional Services Specialist 4 (Grant Funded Position)
Effective: 11/6/2023

 4. Nicole Leibowitz, Assistant Director, Graduate Admissions
Admissions
Salary: \$66,653.48- Professional Services Specialist 2
Effective: 10/02/2023
-

2. **FINANCE AND AUDIT COMMITTEE**
FY 2024 Operating Budget Update

PRESENTATION BY BRIAN FITZPATRICK, CFO

Mr. Fitzpatrick began by stating that his predecessor budgeted a \$23 million shortfall. NJCU entered the budget season with a shortfall of \$8.1 million, which was later adjusted to a \$6.1 million shortfall. Mr. Fitzpatrick's upcoming presentation will address where the University stood at the end of October 2023.

NJCU

FY 2024 Financial Update

December 4, 2023



NJCU, in December 2022, had an estimated structural operating deficit of \$22.7M. In fiscal year 2024, the Board approved a budgeted structural deficit of \$8.1M on June 26, 2023. Then, the Board approved an amended conservative budget deficit of \$6.1M (without State of NJ Stabilization funds) on September 11, 2023.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
REVENUES	Audited	Audited	Audited	Budget	Proposed Budget
Tuitions & Fees	99,034,000	96,878,000	92,545,000	82,831,000	82,183,000
Auxiliary Enterprises	3,591,000	1,703,000	2,927,000	2,500,000	2,534,000
Less Institutional Scholarships	(9,576,000)	(10,717,000)	(14,293,000)	(14,000,000)	(13,201,000)
Federal, State & Private Grants	4,544,000	4,262,000	6,265,000		1,499,000
State Appropriation	21,532,000	26,692,000	30,924,000	33,913,000	27,906,000
State Paid Fringe Benefits	24,258,000	25,777,000	23,916,000	19,400,000	18,077,000
Stimulus Funds	5,523,000	27,187,000	16,747,000	-	-
All Other Revenue	3,661,000	1,140,000	3,722,000	4,242,000	4,192,000
Total Revenue	152,567,001	172,922,000	162,753,000	128,886,000	123,190,000
EXPENSES	Audited	Audited	Audited	Budget	Proposed Budget
Salaries and Wages	92,439,000	83,840,000	88,581,000	79,075,000	73,833,000
Fringe Benefits	23,745,000	26,363,000	22,348,000	19,961,000	18,826,000
Insurance	499,000	424,000	478,000	469,000	470,000
Utilities	2,894,000	2,728,000	3,273,000	4,850,000	4,350,000
Other Non-Personnel Expense	27,979,000	26,717,000	23,623,000	20,970,000	23,744,000
CARES/HEERF Direct Payments	3,894,000	6,582,000	7,183,000	5,751,000	
Bad Debt & Other Student Aid	3,626,000	3,461,000	2,284,000	-	
Interest on Debt	6,421,000	5,972,000	6,246,000	-	
Depreciation	10,554,000	10,559,000	10,529,000	10,477,000	10,105,000
Total Expenses	\$ 172,051,000	\$ 166,646,000	\$ 164,545,000	\$ 141,553,000	\$ 131,328,000
Surplus/Deficit	\$ (19,483,999)	\$ 6,276,000	\$ (1,792,000)	\$ (12,667,000)	\$ (8,138,000)



FY 2024 ADJUSTED BUDGETS

	FY 2024	FY 2024	FY 2024	FY 2024	FY 2024	2nd QTR.	FY 2024
REVENUES	Approved Budget	Budget Adjustments	Adjusted Budget	Unbudgeted State Funding	Proposed Budget	Budget Adjustments	Working Budget
Tuitions & Fees	\$ 82,183,000	\$ (2,500,000)	\$ 79,683,000	\$ -	\$ 79,683,000	\$ 2,567,000	\$ 82,250,000
Auxiliary Enterprises	2,534,000	1,346,000	3,880,000		3,880,000		3,880,000
Less Tuition Waivers and Discounts	(13,201,000)	2,500,000	(10,701,000)		(10,701,000)	1,500,000	(9,201,000)
Federal, State & Private Grants	1,499,000		1,499,000		1,499,000		1,499,000
State Appropriation	26,406,000		23,586,000		23,586,000		23,586,000
State Stabilization Funds	-		-	10,000,000	10,000,000		10,000,000
State Paid Fringe Benefits	18,077,000	(291,250)	17,785,750		17,785,750	450,000	18,235,750
OBA Payments	1,500,000		4,320,000	2,307,000	6,627,000	1,500,000	8,127,000
All Other Revenue	4,192,000		4,192,000		4,192,000		4,192,000
Total Revenue	123,190,000	1,054,750	124,244,750	12,307,000	136,551,750	6,017,000	142,568,750
EXPENSES	Approved Budget	Budget Adjustments	Adjusted Budget	Unbudgeted State Funding	Proposed Budget	Budget Adjustments	Working Budget
Salaries and Wages	73,832,511	(1,165,000)	72,667,511		72,667,511	1,800,000	74,467,511
Fringe Benefits	18,825,577	(641,250)	18,184,327		18,184,327	450,000	18,634,327
Insurance	470,000		470,000		470,000		470,000
Utilities	4,350,000		4,350,000		4,350,000		4,350,000
Other Non-Personnel Expense	23,744,615		23,744,615		23,744,615	100,000	23,844,615
Depreciation	10,105,000		10,105,000		10,105,000		10,105,000
Total Expenses	131,327,703	(1,806,250)	129,521,453	-	129,521,453	2,350,000	131,871,453
Surplus/Deficit	\$ (8,137,703)	\$ 2,861,000	\$ (5,276,703)	\$ 12,307,000	\$ 7,030,297	\$ 3,667,000	\$ 10,697,297

REVENUES	AHM	Open Positions	Waivers	OBA	Total
Tuitions & Fees	\$ 2,567,000				\$ 2,567,000
Auxiliary Enterprises					-
Less Tuition Waivers and Discounts			1,500,000		1,500,000
Federal, State & Private Grants					-
State Appropriation					-
State Stabilization Funds					-
State Paid Fringe Benefits	525,000	(75,000)			450,000
OBA Payments				1,500,000	1,500,000
All Other Revenue					-
Total Revenue	3,092,000	(75,000)	1,500,000	1,500,000	6,017,000
EXPENSES	AHM	Open Positions	Waivers	OBA	Total
Salaries and Wages	2,100,000	(300,000)			1,800,000
Fringe Benefits	525,000	(75,000)			450,000
Insurance					-
Utilities					-
Other Non-Personnel Expense	100,000				100,000
CARES/HEERF Direct Payments					-
Bad Debt & Other Student Aid					-
Interest on Debt					-
Depreciation					-
Total Expenses	2,725,000	(375,000)	-	-	2,350,000
Surplus/Deficit	\$ 367,000	\$ 300,000	\$ 1,500,000	\$ 1,500,000	\$ 3,667,000

The most significant current issue is Capital. As previously noted, investment in Capital has been inadequate for many years and has not spent its annual depreciation expense in the last five years. This five-year deficit totals more than \$30M.

The proposed capital requirements for HVAC, elevators, and related items are estimated to be more than \$49M. This does not include any technology, classroom, or dormitory upgrades.

NJCU does not have the debt capacity to borrow funds to correct this issue. NJCU's leadership is developing strategies to defease its current outstand bond debt.

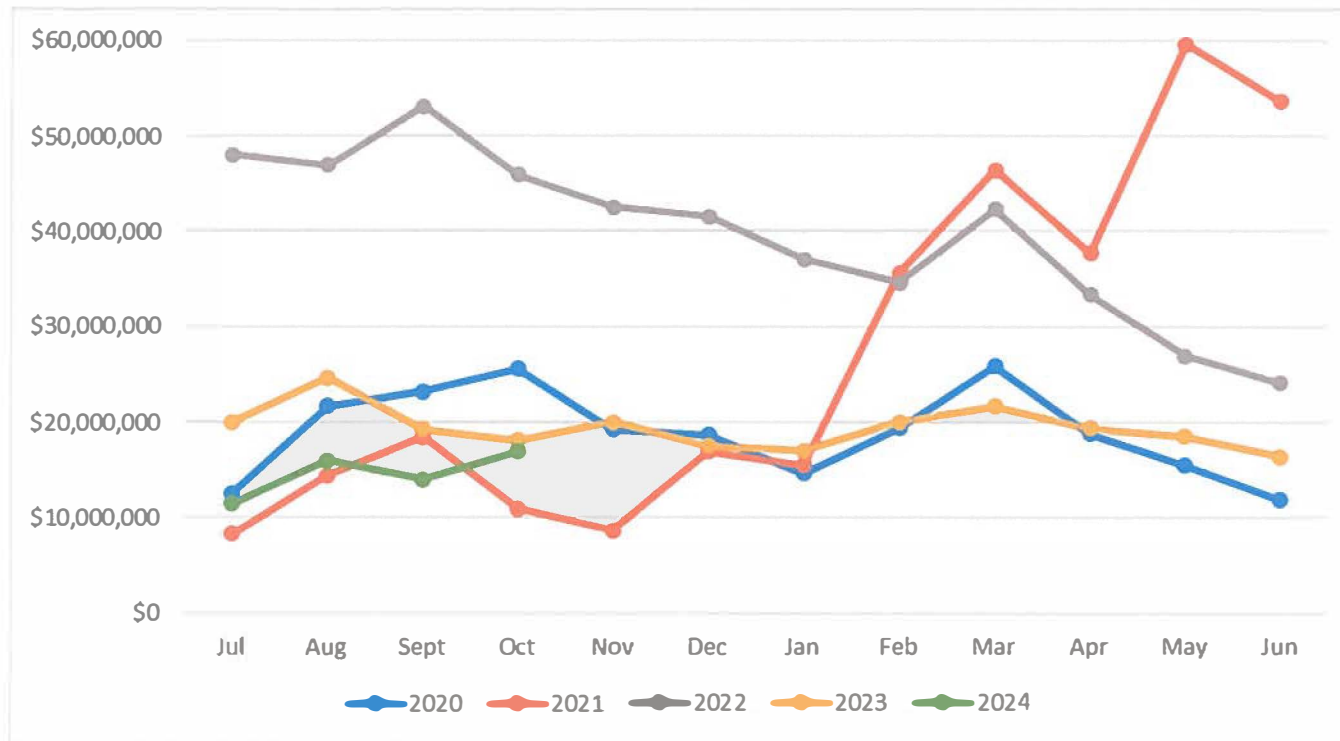
New Jersey City University - Admin and Finance - Capital Project Request - Fiscal Year 2025						
Project Priority #	Project Title	Project Description and Justification	Building Name	Issues	Requestor Department	Budget Request
1	Boiler Plant Operations Facility - High-Pressure Steam Boilers 1- Replacement	Jurisdictional Violations are pending due to catastrophic infrastructure failure. High pressure steam boilers - NJCU is required to operate a primary and secondary boiler with (1) additional backup boiler to ensure compliance with FM Global concerns for lack of or no heat to building that can potentially cause freeze exposure and property damages.	Main Campus	NJCU is renting a backup boiler to avoid total loss of building usage and catastrophic infrastructure failure. No heat also creates unhealthy conditions for our students, faculty, and staff when optimal temps can't be managed. we would be forced to close buildings.	Facilities and Construction Management	\$ 4,000,000
2	HVAC Infrastructure Replacement - Chiller Assembly and Components - Rossey Hall Building	30 yr.+ Steam Chiller requires replacement due to catastrophic infrastructure failure. Aged HVAC infrastructure is causing unhealthy conditions for our students, faculty, and staff when optimal temps can't be managed which is necessary to balance air flow in the building.	Rossey Hall	The aged and failing HVAC system is causing financial impact to NJCU - renting of air-cooled chiller, repairing faulty unit-vent FCUs, HVAC controls, and multiple coil problems - steam lines, space valves and related for heating.	Facilities and Construction Management	\$ 4,000,000
3	Campus-Wide HVAC Building Management System (BMS) - Upgrades and Repairs - data and mechanical	Aged HVAC infrastructure is causing unhealthy conditions for our students, faculty, and staff when optimal temps can't be managed - upgrades in infrastructure will avoid break-downs with proactive alerts. The Building management system (BMS) provides automated control of energy efficiency and occupant comfort from a single digital interface. BMS monitors and controls electrical and mechanical services, such as HVAC and lighting.	Campus-Wide	HVAC Building Management System (BMS) - requires constant costly repairs from proprietary vendor and parts have become obsolete. We are unable to maintain proper classroom temps for students which is impacting learning and retention.	Facilities and Construction Management	\$ 3,000,000
4	Campus-Wide Security Enhancements to exterior doors and entrances	Lockdown strategies play a critical role in ensuring the safety, security, and wellness of students, faculty, and staff for needed reassurance that measures are in place to help protect their safety, security, and well-being of injury or harm from active shooters, terrorism, or related threats.	Campus-Wide	Locking down a school helps isolate potential threats and restricts their movement within your buildings, limiting their ability to harm others.	Facilities and Construction Management	\$ 1,500,000
5	Vodre Hall - Elevator # 1, 2, and # 3 Infrastructure Replacement	Potential ADA Violations can happen due to aged infrastructure causing several elevators to break-down making repairs difficult due to obsolete parts.	Vodre Hall	Elevator infrastructure is constantly breaking down and has been difficult to fix due to obsolete and aged infrastructure.	Facilities and Construction Management	\$ 1,500,000
6	MS Windows 11 Computer Refresh and the Cisco Data Network Upgrade	Approximately 80% of the University's windows computers do not have the resources to support Microsoft Windows 11. Approximately 20% of the computers have been upgraded over the past 2 years and will support Microsoft Windows 11. Windows 10 will go end of support in October of 2025. This request is for the funding to replace 900 desktop and laptop computers as well as the current data network was installed in 2014 with an expected life span of 10 years. The two core Cisco 6800 switches will go end of support in 2026 and the 3850 Cisco Catalyst access switches will go end.	Main Campus, School of Business & Squire Hall	Will not be able to get support and receive security updates from the manufacture leaving this equipment vulnerable to security issues.	Information Technology	\$ 2,720,000
7	Steam and Condensate High-pressure Underground Piping Replacement - Campus Wide	Our aged steam and condensate lines have become catastrophic infrastructure failure the underground steam and condensate piping continues to leak and fracture-NJCU is required to ensure compliance with concerns for lack of or no heat to building that can potentially cause freeze exposure and property damages.	Campus-Wide	All steam and condensate lines are over 80 years old and require replacement.	Facilities and Construction Management	\$ 5,000,000
8	Boiler Plant Operations Facility - High-Pressure Steam Boiler# 2- Replacement	Jurisdictional Violations are pending due to catastrophic infrastructure failure. High pressure steam boilers - NJCU is required to operate a primary and secondary boiler with (1) additional backup boiler to ensure compliance with FM Global concerns for lack of or no heat to building that can potentially cause freeze exposure and property damages.	Main Campus	NJCU is renting a backup boiler to avoid total loss of building usage and catastrophic infrastructure failure. No heat also creates unhealthy conditions for our students, faculty, and staff when optimal temps can't be managed. we would be forced to close buildings.	Facilities and Construction Management	\$ 4,000,000
9	GSUB - Elevator # 1, 2, and # 3 Infrastructure Replacement	Potential ADA Violations can happen due to aged infrastructure causing several elevators to break-down making repairs difficult due to obsolete parts.	Gillian Student Union Building	Elevator infrastructure is constantly breaking down and has been difficult to fix due to obsolete and aged infrastructure.	Facilities and Construction Management	\$ 1,500,000
10	HVAC Infrastructure Replacement - Chiller Assembly and Components - Grosznicke & Guarini Library Building	30 yr.+ Steam Chiller requires replacement due to catastrophic infrastructure failure. Aged HVAC infrastructure is causing unhealthy conditions for our students, faculty, and staff when optimal temps can't be managed which is necessary to balance air flow in the building.	Grosznicke & Guarini Library	The aged and failing HVAC system is causing financial impact to NJCU - renting of air-cooled chiller, repairing faulty unit-vent FCUs, HVAC controls, and multiple coil problems - steam lines, space valves and related for heating.	Facilities and Construction Management	\$ 8,000,000
11	Frank J. Guarini Library - Elevator # 1, and # 2 Infrastructure Replacement	Potential ADA Violations can happen due to aged infrastructure causing several elevators to break-down making repairs difficult due to obsolete parts.	Frank J. Guarini Library	Elevator infrastructure is constantly breaking down and has been difficult to fix due to obsolete and aged infrastructure.	Facilities and Construction Management	\$ 1,000,000

12	Professional Studies Building - Elevator # 1, and # 2 Infrastructure Replacement	Potential ADA Violations can happen due to aged infrastructure causing several elevators to break-down making repairs difficult due to obsolete parts.	Professional Studies Building	Elevator infrastructure is constantly breaking down and has been difficult to fix due to obsolete and aged infrastructure	Facilities and Construction Management	\$ 1,000,000
13	JMAC - Roofing Replacement	Replacement of 30+ year old roof that has been patched several times over and had become problematic.	John Moore Athletic Center	If roof is not replaced, water will intrude interior and destroy the gym useability.	Facilities and Construction Management	\$ 2,700,000
14	Hepburn Hall - Elevator and Infrastructure Replacement	Potential ADA Violations can happen due to aged infrastructure causing several elevators to break-down making repairs difficult due to obsolete parts.	Hepburn Hall	Elevator infrastructure is constantly breaking down and has been difficult to fix due to obsolete and aged infrastructure	Facilities and Construction Management	\$ 500,000
15	IT Infrastructure Secondary Data Center Relocation	Secondary data center to support all storage and compute applications. Current data center must be relocated from UACHS to JMAC. due to future plans - required to provide services in case of primary data center failure.	John Moore Athletic Center	This helps recover data in case of primary hardware failures, accidental deletion, cyberattacks and natural disasters. Servers are backed-up daily and archived offsite for long term retention.	Facilities and Construction Management	\$ 500,000
16	Hepburn Hall - Flat Roof and Slate Roof Repels	Replacement of 90+ year old roof that has been patched several times over and have become problematic.	Hepburn Hall	If roof is not replaced, water will intrude interior and destroy the useability.	Facilities and Construction Management	\$ 3,100,000
17	GSUB - Roof Replacement	Replacement of 30+ year old roof that has been patched several times over and have become problematic.	Gilligan Student Union Building	If roof is not replaced, water will intrude interior and destroy the gym useability.	Facilities and Construction Management	\$ 2,500,000
18	Grossnickle Hall - Roof Replacement	Replacement of 50+ year old roof that has been patched several times over and have become problematic.	Grossnickle	If roof is not replaced, water will intrude interior and destroy the useability.	Facilities and Construction Management	\$ 1,100,000
19	Vodra Hall - Roof Replacement	Replacement of 50+ year old roof that has been patched several times over and have become problematic.	Vodra Hall	If roof is not replaced, water will intrude interior and destroy the useability.	Facilities and Construction Management	\$ 1,400,000
20	Fries Hall - Roof Replacement	Replacement of 50+ year old roof that has been patched several times over and have become problematic.	Fries Hall	If roof is not replaced, water will intrude interior and destroy the useability.	Facilities and Construction Management	\$ 900,000
21	Fries Hall - Elevator and Infrastructure Replacement	Potential ADA Violations can happen due to aged infrastructure causing several elevators to break-down making repairs difficult due to obsolete parts.	Fries Hall	Elevator infrastructure is constantly breaking down and has been difficult to fix due to obsolete and aged infrastructure	Facilities and Construction Management	\$ 500,000
22	Co-Op Hall Dormitory - Elevator and Infrastructure Replacement	Potential ADA Violations can happen due to aged infrastructure causing several elevators to break-down making repairs difficult due to obsolete parts.	Co-Op Hall Dormitory	Elevator infrastructure is constantly breaking down and has been difficult to fix due to obsolete and aged infrastructure	Facilities and Construction Management	\$ 500,000
23	Emergency Generator for Life-Safety Systems - Boiler Plant Operations Facility	Back-up generator to power physical plant and infrastructure in the event of power loss.	Main Campus	Outages due to weather-related reasons such as storms and severe weather, cold and ice, hurricanes, tornados, etc. would cause major problems to buildings if power is lost.	Facilities and Construction Management	\$ 250,000
24	Boiler Plant Operations Facility - High-Pressure Steam Boiler # 4 - Replacement	Jurisdictional Violations are pending due to catastrophic infrastructure failure. High pressure steam boilers - NJCU is required to operate a primary and secondary boiler with (1) additional backup boiler to ensure compliance with FM Global concerns for lack of or no heat to building that can potentially cause freeze exposure and property damages.	Main Campus	NJCU is renting a backup boiler to avoid total loss of building usage and catastrophic infrastructure failure. No heat also create unhealthy conditions for our students, faculty, and staff when optimal temps can't be managed. we would be forced to close buildings	Facilities and Construction Management	\$ 4,000,000
25	Vodra Hall - Concrete around retaining walls and foundation cracking repairs	Concrete around retaining walls and foundation is cracking due to shrinkage, settlement, expansion, contraction, and water intrusion	Vodra Hall	The longer they go unrepaired, foundation cracks will start letting in water, ultimately threatening the structural integrity of the building	Facilities and Construction Management	\$ 250,000
						\$ 51,420,000

- 1) State of NJ capital infusion
- 2) State of NJ and Federal grant programs
- 3) Energy company grants and programs
- 4) Increase the budget for capital

The solution needs to be an overall combination of all these options.

- 1) Enrollment and Retention Plans
- 2) Academic Master Plan
- 3) Strategic University Plan
- 4) Live within our budget and implement reformed budget planning for FY25 & beyond
- 5) Review all options to grow and determine the ROI for student success & mission
- 6) Spend for future growth & continued mission sustainability



As of today, no funds have been drawn down from State's Stabilization funds.

60% of OBA payments will be received in November (\$4.9M).

PUBLIC COMMENT

1. Assemblywoman Angela McKnight (Senator-Elect)

Assemblywoman McKnight expressed her solid support for NJCU, assuring her continued support in her new role as Senator. She stated that the active involvement of students, collaboration with the unions, and community organizations is heartwarming – adding that she is glad to have had a role in securing stabilization funds.

She also stated that the strategic decisions of the President and his team have set NJCU on a trajectory for strength. She expressed her gratitude to the Board members for embarking on a mission to ensure a quality education for current and future students.

In closing, Assemblywoman McKnight announced that she is resigning her position as an adjunct professor at NJCU so that she can be a supporter of NJCU without a conflict of interest. Her written resignation will follow.

2. Dr. William (Bill) Calathes

Dr. Calathes stated that his ability to work with President Acebo is important. He acknowledged that the loss of jobs was difficult but appreciates the efforts that were made to preserve jobs. He shared that overall, there is a concern about the future of the University and the possible future loss of jobs. Dr. Calathes observed that he likes Brian Kirkpatrick's approach and admires the State Monitor, Henry Amoroso, and his attention to detail. Dr. Calathes ended his remarks by stating that he does not want to lose more employees.

3. Len Resto

Mr. Resto introduced himself as an alum of NJCU and added that he is the first in his family to attend college. He endorsed the revitalization plan and stated that he told the prior president that NJCU was going in the wrong direction (expensive galas turned off many alumni). He also stated that he disapproved of the School of Business and the pursuit of foreign students. In conclusion he endorsed President Acebo because he will return the University to its roots.

4. Dr. Gloria Boseman

Dr. Boseman began by announcing she has been identified as a living legend by NJ Integrated Black Nurses. So now she is not just a legend in her own mind; she has a plaque that says it! Dr. Boseman expressed her concern over the University's Mission Statement and stated that it should clearly say NJCU has received Federal Designation as a Hispanic Serving/Minority Serving Institution – and also that it is a First Generation Serving Institution.

Although her employment at NJCU has been terminated, she believes that she has an obligation to speak to important issues and will continue to come to the podium to advocate for the underrepresented.

5. Barbara Hildner

Ms. Hildner stated that she attended the Board of Trustees Retreat as a representative of the Union. She stated that the faculty and professional staff are of value to NJCU and should be recognized going forward.

STATEMENT BY HENRY AMOROSO, THE STATE-APPOINTED MONITOR

Mr. Amoroso opened his remarks by thanking the Board chair, Pres. Acebo and his team, those he met with over the last 12 weeks and students, who proved a remarkable resiliency and an absolute commitment to their learning experience. Also, he recognized that there must be a way of understanding the collective challenges that confront us. Once we collectively understand the challenges, and have a clear picture, we can work together towards a solution and that solution can always be measured by what is in the best interest of students in this geographical location who it has historically – and continues – to serve.

The work done by administration has been significant and remarkable – in cooperation with others. Notwithstanding, there remain financial challenges related to capital needs, housing, learning spaces. The capital needs are significant and didn't develop overnight. The University has a disproportionate amount of debt given the size of its budget.

Improvements made by this administration have achieved a net revenue of \$82 million per year, but it is spending an excess of \$132 million per year. The differential comes from the federal government (tuition) and state government (\$40 million) government. We are examining if this is enough -- but we need more in certain areas.

If we understand the challenges, there is an opportunity for a solution that secures the singular goal of securing an education for the people in this community and the broader community. Without that understanding, we will not solve the problem. What will solve the problem is to continue the solid stewardship of financial responsibility and our spending plan – and a pathway to present to policy makers who will make appropriate decisions. It will not work if we do not clearly see and address the challenges in a mature and understanding way – and I have seen this happening daily.

MISSION READ OUT BY PRESIDENT ACEBO

During most of the day, the Board and other members of the faculty, Foundation and Senate and had a deliberate conversation about the future and mission of this organization and an ad hoc committee was charged so that we can present at the next board of trustee meeting the mission and vision. This will be further flushed out in the work of the academic master plan. On December 15 there will be the strategic enrollment plan, a workshop on December 15, 2023; gallery walk is underway in the Gothic Lounge and encouraged the entire campus to be engaged in that work. We need to ensure there is no mission creep going forward; need to enculturate an expectation of a culture of continuous improvement and everything we do should be tracked and measured to allow us to pivot in real time so that we can course correct timely.

Adjournment

A motion to close the meeting was made and passed unanimously. The meeting ended at approximately 6:44pm.