



New Jersey City University
Board of Trustees
2039 Kennedy Boulevard
Jersey City, NJ 07305-1597
njcu.edu

**New Jersey City University Board of Trustees
PUBLIC MEETING AGENDA**

**September 12, 2022
5:30 P.M.**

Agenda

- I. Roll Call
- II. Welcome newly appointed student trustees (swearing-in)
- III. Approval of Public Meeting Minutes
- IV. Chair’s Report
- V. Acting President’s Report
 - A. Fall 2022 Enrollment Update (B. Rohdin)
 - B. FY23 Financial Update (B. Durant)
- VI. Committee Chair Reports
 - A. Executive Committee (Action Items)
 - 1. Personnel | Compensation Topics
New Hires, Temporary Appointments, Temporary to Permanent, Salary Adjustments
 - 2. Resolution Ratifying Acting President Appointment
 - 3. Resolution for Professor Emeritus designations
 - 4. Resolution Dissolving the Department of Elementary and Secondary Education and Renaming it the Department of Teaching, Learning, and Literacy.
- VII. Old Business
- VIII. New Business
- IX. Next Regular Public Meeting – Tuesday, February 21, 2023, to convene in executive session.
- X. Adjournment

SCHEDULE

4:00 p.m. Executive Session
 5:30 p.m. Public Session – New Jersey City University
 2039 John F. Kennedy Boulevard, Jersey City
 Hepburn Hall, Gothic Lounge Room 202,

**New Jersey City University
Board of Trustees
June 27, 2022**

Public Session

ATTENDING:

Mr. Joseph Scott, Chair
Mr. Luke Visconti, Vice Chair
Dr. Steven Chang (Zoom)
Mr. Edward Fowlkes (Zoom)
Mr. Thyquel Halley, *student trustee voting*
Mr. James Jacobson
Mr. Carlos Lejnieks
Rafael Perez (Zoom)
Dr. Irene Trowell-Harris (Zoom)
Dr. Edward Whittaker (Zoom)
Dr. Sue Henderson, *ex officio*
Mr. Andrés Acebo, Chief of Staff and Secretary to the Board of Trustees

Absent - Ms. Brianna Esteves, *student trustee non-voting*

Mr. Acebo welcomed the public who joined at the NJCU Main Campus – Gothic Lounge.

The meeting was called to order at 5:32 PM by Mr. Acebo.

NOTICE OF MEETING

Mr. Acebo 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 June 22, 2022. Notice of this meeting was also posted on the University's email system and website.

MINUTES

Mr. Acebo requested a motion to approve the Minutes from the April 25, 2022 Board Meeting. The motion was moved by Mr. Visconti and seconded by Mr. Lejnieks. (Yes-Mr. Scott, Mr. Chang, Mr. Fowlkes, Mr. Halley, Mr. Jacobson, Mr. Lejnieks, Mr. Perez, Dr. Trowell-Harris, Mr. Visconti, Dr. Whittaker; No-None; Abstention-None). The motion passed.

CHAIR'S REPORT

Mr. Scott thanked the members of the Board for their dedicated support of the University's mission, and recognized Mr. Al Ramey, University Counsel, who is retiring after 16 years of service to NJCU. Mr. Scott also reflected on the financial challenges that the University will be confronting and aggressively addressing.

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PRESIDENT’S REPORT

Dr. Henderson thanked the Board of Trustees for their dedication to the students and provided a University update, which included recent graduation statistics and information.

REQUEST TO SPEAK

The following individual requested to speak at the public session of the board and were called forward by Mr. Acebo:

Dr. William Calathes, Professor of Criminal Justice and AFT Local Chief Negotiator and Grievance Chair, addressed the challenges the university is facing and a call to action to build back and work collaboratively to save NJCU.

AFT Local President Barbara Hildner addressed the Board noting the Professional Staff is the largest and most diverse group on campus and recognized that all share in the goal to serve our students and the pressing need that the University work collaboratively to address its financial challenges while mitigating the need for retrenchment to the greatest extent possible. Professor Hildner highlighted the ongoing collaborative work and communications and acknowledged Mr. Acebo’s efforts to bring campus constituencies together.

CWA Local 1031 Secretary-Treasurer John Polk addressed the Board noting that the Union participated in the lobbying efforts spearheaded by Mr. Acebo on behalf of the University and Senator Brian Stack’s office. He noted that the CWA calls on its fellow union colleagues to work collaboratively to ensure long term financial stability.

Student and Editor-in-Chief of The Gothic Times Mr. Haresh Oudhnarine, addressed the Board regarding the university’s finances, enrollment, facilities, and an update on rpk final report recommendations.

EXECUTIVE COMMITTEE

Mr. Acebo put forward the request to approve the action items, which included Faculty and Staff Personnel Actions: Professional Staff Promotion, Administrative Corrections: Faculty Promotion , Faculty Sabbatical Leave and New Hires; Faculty, Managerial and Professional Staff as of April 2022. The motion was moved by Mr. Visconti and seconded by Mr. Jacobson (Yes-Mr. Scott, Mr. Chang, Mr. Fowlkes, Mr. Jacobson, Mr. Lejnieks, Mr. Perez, Dr. Trowell-Harris, Mr. Visconti, Dr. Whittaker; No-None; Abstention- Mr. Halley). The motion passed.

1. Personnel | Compensation Topics

Promotion Effective: July 1, 2022

- 1. Stephany Castellanos
Professional Services Specialist 3
Child Care Center

Notes:

- 1. List is sorted alphabetically by last name.

Administrative Corrections

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Correction: Faculty Promotion to Rank Effective September 1, 2022

To Associate Professor

1. Dr. Li Xu, Finance

Notes:

1. Dr. Xu's promotion was not included at the April 25, 2022 Board of Trustees Meeting.

Correction: Sabbatical Leave (Half Academic Year Effective Spring 2023

1. Ms. Ashley Lyon, Art

Notes:

1. Ms. Lyon's Sabbatical Leave effective Fall 2022 approved at the April 25, 2022 Board of Trustees Meeting, was changed effective Spring 2023 Semester.

New Hires

Faculty Regular Appointment

1. G Douglass Barrett, Assistant Professor, Tenure Track
Media Arts Center
Effective: 9/1/2022
2. Joseph DiFiglia, Senior Lecturer, Non-Tenure Track 12-Month
Finance
Effective: 7/1/2022
3. Xiaomin Guo, Lecturer, Non-Tenure Track 12-Month
Literacy Education
Effective: 7/1/2022
4. Shamima Khan, Assistant Professor, Tenure Track
Health Science
Effective: 9/1/22
5. Martha Mooke, Assistant Professor, Tenure Track
Music, Dance and Theatre
Effective: 9/1/2022
6. David Weiss, Senior Lecturer, Non-Tenure Track 12-Month
Management
Effective: 7/1/2022

Managerial Temporary Appointments

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1. Sheila Harris-Adams, Director of Small Business Development Center
Professional Education Lifelong Learning
Effective: 5/9/2022
2. Jimmy Lau, Director of Enrollment Management
Enrollment Management
Effective: 4/25/2022

Professional Staff Regular Appointments

1. Kenneth Bollwerk, Assistant Director of Operations (Assistant Director 3)
Residence Life
Effective: 5/23/2022
2. Sandy Checo, Academic Advisor (PSS3)
University Advisement Center
Effective: 6/6/22
3. Manica Jacques, Academic Advisor (PSS3)
University Advisement Center
Effective 5/31/2022
4. Vivianne Jimenez, Academic Advisor (PSS3)
University Advisement Center
Effective: 6/6/22
5. Sarah Najdi, OSP/EOF Counselor (PSS4)
Opportunity Scholarship Program
Effective: 6/6/2022
6. Katherine Rufalo, Residence Hall Director (PSS4)
Residence Life
Effective: 6/6/2022
7. Nakiya Santos, OSP/EOF Counselor (PSS4)
Opportunity Scholarship Program
Effective: 6/6/2022

Professional Staff Temporary Appointments

1. Jennifer Macri, Interim Associate Director of Financial Aid (Assistant Director 1)
Financial Aid
Effective: 4/11/2022

Note:

1. As of the last Board meeting held on April 25, 2022
2. List is sorted alphabetically by last name

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Mr. Acebo put forward the request to approve the Resolution Authorizing the Procedure for Creating, Merging, or Dissolving Academic Departments. The motion was moved by Mr. Visconti and seconded by Mr. Scott. (Yes-Mr. Scott, Mr. Chang, Mr. Fowlkes, Mr. Halley, Mr. Jacobson, Mr. Lejnieks, Mr. Perez, Dr. Trowell-Harris, Mr. Visconti, Dr. Whittaker; No-None; Abstention- None). The motion passed.

**NEW JERSEY CITY UNIVERSITY
RESOLUTION**

CREATING, MERGING, OR DISSOLVING ACADEMIC DEPARTMENTS

WHEREAS: The Board of Trustees of New Jersey City University has general supervision over New Jersey City University (University) and has authority in matters involving the programs and degree levels to be offered by the University consistent with the University's programmatic mission and institutional plan, N.J.S.A. 18A:64-1 and -6; and

WHEREAS: Consistent with the mission of the University to provide a diverse population with an excellent university education and the institutional strategic plan which provides for the development of academic programs of the highest quality; and

WHEREAS: Each academic department is responsible for designing, creating, and scheduling courses, recommendation of staffing, monitoring the quality of instruction, recruiting students, encouraging professional development activities, evaluating faculty, and revising course offerings as needed; and

WHEREAS: The University recommends the implementation of a policy and procedure for creating, merging, or dissolving academic departments; and

WHEREAS: The University Senate has considered and, on May 2, 2022, has approved the procedure for creating, merging, or dissolving academic departments; and

WHEREAS: The University Senate-Administration Coordinating Committee has considered and, on June 13, 2022, approved the procedure for creating, merging, or dissolving academic programs; be it therefore

RESOLVED: That the Board of Trustees of New Jersey City University on June 27, 2022 hereby establishes and approves the procedure for creating, merging, or dissolving academic departments as set forth in the document attached hereto.

CREATING, MERGING, OR DISSOLVING ACADEMIC DEPARTMENTS

Definition:

A Department is the basic unit of academic administration within the University with functions and responsibilities in the following areas:

1. Initiation and design of courses and programs in areas of professional responsibility;
2. Recommendation of staffing of faculty (full-time and adjunct) and scheduling of courses to the appropriate administrator;
3. Monitoring the quality and instruction of courses and programs in areas of assigned disciplinary or professional responsibility; addition, revision, and deletion of offerings as recommended by its faculty;
4. Creating, revising, deleting course and program offerings based on assessment by its faculty;
5. Recruitment of and counseling of students; conduct of follow-up studies of students;
6. Encouragement of professional development activities;
7. Assessment and evaluation of faculty for retention, tenure, promotion and career development;
8. Administering such assigned management functions as office assignments and budget for instructional equipment, materials, and travel;

Procedure for Creating, Merging or Dissolving Academic Departments:

1. A proposal to change the status of a Department, whether by creating a new Department, dissolving a current Department, or merging two or more Departments, will include:
 - a. A statement of objectives for the change;
 - b. A statement of faculty involvement (from all relevant departments) in the proposed change;
 - c. A statement explaining the relationship of the new Department to the University’s strategic plan and its impact on other departments at the University;
 - d. A plan demonstrating the academic quality of the proposed change;
 - e. An explanation of the curricular implications of the proposed change, including for example changes in catalog designation, oversight of programs, course equivalencies for transcripts, etc.
 - f. An explanation of the budgetary implications of the proposed change (including an accounting of the faculty and staff changes entailed in the action requested).
2. The approval process follows the governing protocol established for “New Program Guidelines” (accessible here: https://www.njcu.edu/sites/default/files/pdfs/new_approval_procedures_for_academic_degree_programs_sacc_aprvd_3-2018.pdf). The current protocol was approved by the Senate on 12 February 2018 and by SACC on 28 March 2018.

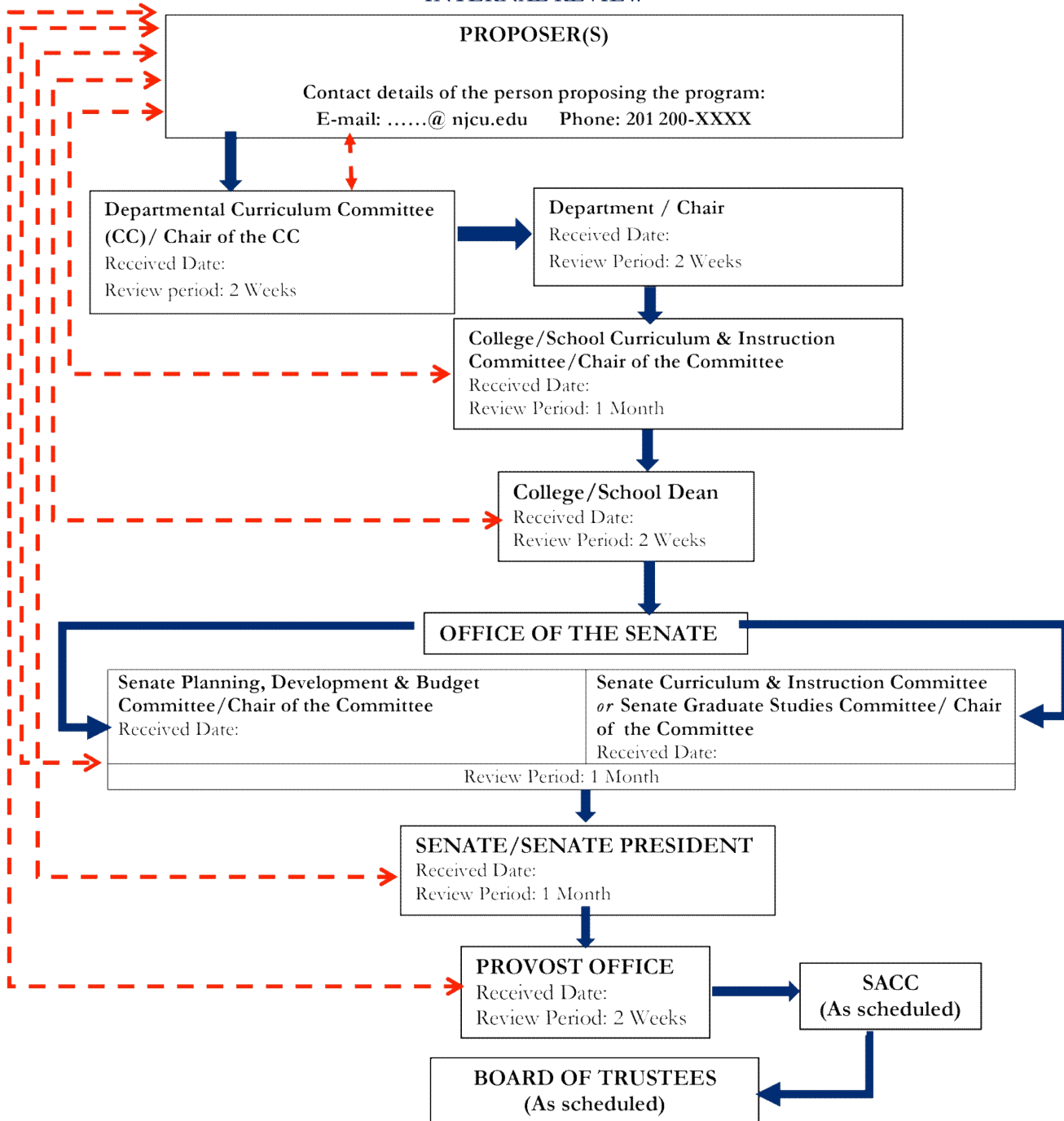
Senate Impact

1. In the case of a new Department being created, the Department becomes an academic unit of a college according to the above definition and is eligible to elect a senator and alternate to membership of the University Senate.
2. In the case of Departments merging, the new Department retains a single senator and alternate; and a new at-large position is created for every reduction resulting from the merger.

C&I Approved: March 30, 2022
PD&B Approved: April 19, 2022
Senate Approved: May 2, 2022
SACC Approved:

NEW APPROVAL PROCEDURES FOR ACADEMIC DEGREE PROGRAMS

INTERNAL REVIEW



Explanations:

- Dark Blue (Thick, Solid line): Moving Forward
- Red (Thin, Dashed line): Returned for Comments and Modifications

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- *Modified version will be returned to the corresponding level*

New Approval Procedures for Academic Degree Programs, Internal Review

CHECKLIST * electronic workflow is in progress

REVIEWER		Received DATE	Comments with Notification DATE	PROPOSER	
Department Curriculum Committee			<ul style="list-style-type: none"> • Accepted as is • Modifications o Minor revision o Major Revision DATE:	Received DATE:	Resubmission DATE
Department / Chair			<ul style="list-style-type: none"> • Accepted as is • Modifications o Minor revision o Major Revision DATE:	DATE:	Resubmission DATE
College/School Curriculum & Instruction Committee			<ul style="list-style-type: none"> • Accepted as is • Modifications o Minor revision o Major Revision DATE:	DATE:	Resubmission DATE
College/School Dean			<ul style="list-style-type: none"> • Accepted as is • Modifications o Minor revision o Major Revision DATE:	DATE:	Resubmission DATE
Concurrent Submissions	Senate Planning, Development and Budget Committee		<ul style="list-style-type: none"> • Accepted as is • Modifications o Minor revision o Major Revision DATE:	DATE:	Resubmission DATE
	Senate Curriculum & Instruction Committee / Graduate Studies Committee		<ul style="list-style-type: none"> • Accepted as is • Modifications o Minor revision o Major Revision DATE:	DATE:	Resubmission DATE
Senate President			<ul style="list-style-type: none"> • Accepted as is • Modifications o Minor revision o Major Revision DATE:	DATE:	Resubmission DATE
Provost Office			<ul style="list-style-type: none"> • Accepted as is • Modifications o Minor revision o Major Revision DATE:	DATE:	Resubmission DATE

Explanations:

- Minor revisions are returned to the chair of the corresponding committee for review
- Major revisions are returned to the corresponding committee for review

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Instructions with Further Explanations

The attached flowchart and checklist were developed as part of the new approval procedures for academic degree programs. These guidelines summarize the necessary steps and provide an expected timeline. The flowchart is colorcoded: the **dark blue (thick, solid)** lines represent a proposal moving forward, while the **thin red arrows (dashed lines)** depict comments and modifications.

The checklist will ensure that proposer(s) and relevant committees keep track of submitted proposals. Proposer(s) and committee chairs are expected to acknowledge the received dates, while proposer(s) are asked to record resubmission dates. Modified proposals are expected to be returned to the levels at which requests for modifications are made.

Once proposals are reviewed, committees should provide any necessary feedback to the proposer(s). Proposals may be “accepted as is” and move forward to the next step. If a proposal is “accepted with minor revisions,” then the revised version of the proposal will be re-examined by the relevant committee chair. If a proposal is returned for “major revisions,” then it will be re-examined by the relevant committee.

All approving parties will be notified and receive a copy of the revised proposal if significant changes are made after approval at a given level.

The clock on the expected timeline will stop during summer and winter breaks.
The chair’s signature indicates that majority of the department has approved the proposal.

The committee must, within the specified timeframe, approve a program or return the program for comments or modification. In such case, timelines shall be binding. However, a committee chair may ask for a one-time extension (for two weeks). The reasons for not completing the review process within a specified timeframe should be elaborated upon clearly by a committee chair. Required approval for an extension can be granted by the President of the University Senate or Senate Liaison of the Office of the Provost. The deadlines are binding, and this process applies to all undergraduate and all graduate degree programs which are not yet approved.

As approved by the University Senate April 12, 2010 (and then approved by SACC February 2011), program proposer(s) must adhere to the structure outlined in the current Academic Issues Committee Manual of the NJ Presidents’ Council (<http://njpc.org/>).

Finance and Audit Committee

Mr. Durant provided a year-end review on FY22. He noted that the University’s unaudited FY22 financials projected a \$13.8M year-end deficit driven by continued declining enrollment and its impact on net-tuition revenue and yet to be realized cost-containment right-sizing needs. Mr. Durant recommended the adoption of a FY23 interim 90-day budget to aggressively and affirmatively address the fiscal exigency. He noted that the University would be moving towards a modified-cash budget to conservatively address liquidity constraints considering projected and necessarily budgeted enrollment decline that only appreciates revenue when realized rather on standard accrual expectations. The FY23 90-day interim budget will focus on a \$20M+ anticipated deficit based on projected enrollment decline and modified-cash budget standards.

Mr. Acebo put forward the request to approve the Resolution Authorizing the FY 2023 Tuition and Fee Schedule. The motion was moved by Mr. Jacobson and seconded by Mr. Visconti. (Yes-Mr. Scott, Mr. Chang, Mr. Fowlkes, Mr. Halley, Mr. Jacobson, Mr. Lejnieks, Mr. Perez, Dr. Trowell-Harris, Mr. Visconti, Dr. Whittaker; No-None; Abstention- None). The motion passed.

**BOARD RESOLUTION
TUITION AND FEE RATE
2022/2023 ACADEMIC YEAR**

WHEREAS: The State Colleges and Universities have been authorized to establish tuition and fee rates and set rates for room and board, and

WHEREAS: The tuition and fee increases are contingent on the final approved State budget, and

WHEREAS: The University administration has recommended a tuition increase of 3.0% for undergraduate, graduate, and doctoral rates for the 2022/2023 academic year, and

WHEREAS: The Finance and Audit Committee has reviewed the proposed tuition and fee rate structure and fiscal year 2023 budget and recommended adoption, be it therefore

RESOLVED: That the New Jersey City University Board of Trustees on June 27, 2022 hereby approves the tuition and fee rate structure, as attached to this resolution, for the 2022/2023 academic year.

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**New Jersey City University
FY 2023 Tuition and Fees Recommendation**

	FY22		FY23 Potential 3.00% Increase	
	In-state	Out-of-state	In-state	Out-of-state
Undergraduate Tuition				
Tuition Per Credit	433.15	776.20	446.15	799.50
Tuition Per Semester	6,496.90	11,642.20	6,691.80	11,991.45
Accelerated Nursing				
Tuition Per Semester	11,391.70	15,715.85	11,733.45	16,187.35
Nursing Fee Per Semester	1,304.60	1,304.60	1,343.75	1,343.75
BFA-Dance NJCU/Joffrey Ballet				
Tuition Per Credit	433.15	433.15	446.15	446.15
Tuition Per Semester	6,496.90	6,496.90	6,691.80	6,691.80
Graduate On-site				
Tuition Per Credit	774.45	1,234.75	797.70	1,271.80
Graduate Online				
Tuition Per Credit	774.45	774.45	797.70	797.70
DSc. Security Studies				
Tuition Per Credit	1,116.35	1,116.35	1,149.85	1,149.85
Tuition Per Semester	6,697.90	6,697.90	6,898.85	6,898.85
Program Fee Per Credit	110.90	110.90	114.25	114.25
Program Fee Per Semester	665.50	665.50	685.45	685.45
Ed.D. Educational Tech Leadership				
Tuition Per Credit	1,116.35	1,116.35	1,149.85	1,149.85
Tuition Per Semester	6,697.90	6,697.90	6,898.85	6,898.85
Program Fee Per Credit	110.90	110.90	114.25	114.25
Program Fee Per Semester	665.50	665.50	685.45	685.45
Ed.D. Community College Leadership				
Tuition Per Credit	983.45	983.45	1,012.95	1,012.95
Mandatory Fees				
Student Activity Fee Per Credit	2.90	2.90	3.00	3.00
Student Activity Fee Per Semester	87.50	87.50	90.15	90.15
	FY 2022		FY2023 Potential 3.00% Increase	
	In-state	Out-of-state	In-state	Out-of-state
Meal Plans⁽²⁾			2,407.40	
G1	2,337.30	2,337.30		2,407.40

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G5	2,337.30	2,337.30	2,407.40	2,407.40
Housing⁽²⁾				
CO-OP - Double	4,530.45	4,530.45	4,666.35	4,666.35
Vodra - Double	4,530.45	4,530.45	4,666.35	4,666.35
Vodra - Single	5,332.60	5,332.60	5,492.60	5,492.60
West Campus Village - Double	5,332.60	5,332.60	5,492.60	5,492.60
West Campus Village - Single	5,912.15	5,912.15	6,089.50	6,089.50

Notes

(1) All numbers rounded to the nearest \$0.05

**New Jersey City University FY 2023 Tuition and Fees
Recommended Program & Course Fee Increases**

Name of Course		Type of Course Fee	FY22	FY2023 Recommended Increase
ART 111	3-D Design	Lab/Material Fee	50.00	125.00
ART 125	Ceramics and Civilization	Lab/Material Fee	45.00	60.00
ART 150	Empower Tools	Lab/Material Fee	45.00	50.00
ART 185	Computer Graphics	Lab/Material Fee	15.00	65.00
ART 207	Painting Fundamentals	Lab/Material Fee	15.00	65.00
ART 212	Metalsmithing I	Lab/Material Fee	50.00	150.00
ART 216	Sculpture I	Lab/Material Fee	65.00	225.00
ART 218	Jewelry I	Lab/Material Fee	50.00	125.00
ART 219	Life Drawing	Lab/Material Fee	25.00	100.00
ART 222	Ceramics II	Lab/Material Fee	100.00	125.00
ART 230	Photography I	Lab/Material Fee	75.00	160.00
ART 235	Illustration I	Lab/Material Fee	120.00	130.00
ART 236	Advanced Illustration	Lab/Material Fee	15.00	65.00
ART 237	Typography	Lab/Material Fee	20.00	65.00
ART 238	Drawing for Designers and Illustrators	Lab/Material Fee	65.00	80.00
ART 241	Self: I as Body	Lab/Material Fee	50.00	125.00
ART 243	Rendering Techniques	Lab/Material Fee	180.00	190.00
ART 244	Large Format Photography	Lab/Material Fee	75.00	150.00
ART 283	Communication Design Techniques	Lab/Material Fee	15.00	65.00
ART 303	Ceramics III	Lab/Material Fee	100.00	125.00
ART 304	Ceramics Sculpture	Lab/Material Fee	100.00	125.00
ART 305	Life Drawing II	Lab/Material Fee	25.00	100.00
ART 307	Relief Printing	Lab/Material Fee	65.00	100.00
ART 308	Intaglio Printing	Lab/Material Fee	65.00	100.00
ART 309	Introduction to Printmaking: Screen Printing	Lab/Material Fee	65.00	100.00
ART 310	Digital Illustration	Lab/Material Fee	15.00	65.00
ART 311	Lithography and Digital Printing	Lab/Material Fee	65.00	100.00
ART 312	Metalsmithing II	Lab/Material Fee	50.00	150.00
ART 315	Book and Magazine Design	Lab/Material Fee	15.00	65.00
ART 316	Sculpture II	Lab/Material Fee	65.00	225.00
ART 319	Jewelry II	Lab/Material Fee	50.00	125.00
ART 320	Classical Animation	Lab/Material Fee	15.00	20.00
ART 324	Casting for Jewelers	Lab/Material Fee	50.00	150.00
ART 343	Advertising Design	Lab/Material Fee	15.00	65.00
ART 344	Advanced Advertising Design	Lab/Material Fee	15.00	65.00
ART 350	Photography II	Lab/Material Fee	75.00	150.00
ART 351	Color Photography	Lab/Material Fee	75.00	150.00
ART 353	Documentary Photojournalism	Lab/Material Fee	75.00	110.00
ART 354	Photographics	Lab/Material Fee	75.00	110.00
ART 356	Advanced Darkroom Techniques	Lab/Material Fee	75.00	150.00

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ART	358	Advanced Digital Imaging	Lab/Material Fee	75.00	110.00
ART	402	Sculpture III	Lab/Material Fee	75.00	225.00
ART	404	Figure Painting	Lab/Material Fee	25.00	100.00
ART	406	Advances Ceramics	Lab/Material Fee	100.00	125.00
ART	409	Enameling for Jewelers	Lab/Material Fee	50.00	125.00
ART	410	Advanced Jewelry	Lab/Material Fee	50.00	125.00
ART	412	Advanced Printmaking	Lab/Material Fee	65.00	100.00

ART	422	Packaging Design	Lab/Material Fee	15.00	65.00
ART	425	Digital Illustration II	Lab/Material Fee	15.00	65.00
ART	444	Photography as a Fine Art	Lab/Material Fee	25.00	65.00
ART	447	Corporate Publication Design	Lab/Material Fee	15.00	65.00
ART	448	Information Design	Lab/Material Fee	15.00	65.00
ART	520	Foundations and Goals in Art Education	Lab/Material Fee	15.00	75.00
ART	616	Advertising Design I	Lab/Material Fee	15.00	65.00
ART	617	Advanced Advertising Design	Lab/Material Fee	15.00	65.00
ART	626	Studio Sculpture	Lab/Material Fee	75.00	115.00
ART	627	Printmaking I	Lab/Material Fee	65.00	100.00
ART	628	Advanced Printmaking and Book Arts	Lab/Material Fee	65.00	100.00
ART	633	Ceramics I	Lab/Material Fee	50.00	100.00
ART	634	Ceramics II	Lab/Material Fee	100.00	125.00
ART	635	Jewelry I	Lab/Material Fee	50.00	125.00
ART	636	Jewelry II	Lab/Material Fee	50.00	125.00
ART	637	Photography I	Lab/Material Fee	75.00	150.00
ART	638	Advanced Photography	Lab/Material Fee	75.00	150.00
ART	641	Life Drawing Studio	Lab/Material Fee	25.00	100.00
ART	662	Preparation of Art for Printing	Lab/Material Fee	15.00	65.00
ART	663	Typography	Lab/Material Fee	15.00	65.00
ART	664	Illustration	Lab/Material Fee	15.00	65.00
ART	665	Advanced Illustration	Lab/Material Fee	15.00	65.00
ART	669	Metalsmithing I	Lab/Material Fee	50.00	150.00
BIOL	130	Principles of Biology I	Lab/Material Fee	25.00	35.00
BIOL	131	Principles of Biology II	Lab/Material Fee	25.00	35.00
BIOL	230	Cell Biology	Lab/Material Fee	25.00	35.00
BIOL	231	Comparative Anatomy	Lab/Material Fee	25.00	35.00
BIOL	236	Principles of Anatomy and Physiology I	Lab/Material Fee	25.00	35.00
BIOL	237	Principles of Anatomy and Physiology II	Lab/Material Fee	25.00	35.00
BIOL	301	General Physiology	Lab/Material Fee	25.00	35.00
BIOL	303	Microbiology	Lab/Material Fee	25.00	35.00
BIOL	304	Genetics	Lab/Material Fee	25.00	35.00
BIOL	305	Histology	Lab/Material Fee	25.00	35.00
BIOL	402	Ecology	Lab/Material Fee	25.00	35.00
BIOL	418	Scanning Electron Microscopy	Lab/Material Fee	25.00	35.00

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BIOL 450	Biology Research	Lab/Material Fee	25.00	35.00
CHEM 225	Forensic Science Lab	Lab/Material Fee	35.00	50.00
CHEM 307	Bio Chem I	Lab/Material Fee	35.00	50.00
CHEM 308	Biochemistry II	Lab/Material Fee	35.00	50.00
CHEM 412	Inorganic Chemistry Lab	Lab/Material Fee	35.00	50.00
CHEM 430	Spectroscopic Identification of Organic Compounds	Lab/Material Fee	35.00	50.00
CHEM 2205	Analytical Chemistry Laboratory	Lab/Material Fee	35.00	50.00
CHEM 2208	Organic Chemistry II Lab	Lab/Material Fee	35.00	50.00
CHEM 3305	Phy Chem I Rec/Lab	Lab/Material Fee	35.00	50.00
CHEM 3306	Phy Chem II Rec/Lab	Lab/Material Fee	35.00	50.00
CHEM 3316	Instr Meth Of Analysis Lab	Lab/Material Fee	35.00	50.00

BOT Public Session, June 27, 2022

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Mr. Acebo put forward the request to approve the Resolution Authorizing the FY 2023 New Program and Course Fees in Support of a Doctoral Program in Community College Leadership and Graduate and Undergraduate Programs in Music, Art, Biology, and Chemistry. The motion was moved by Mr. Jacobson and seconded by Mr. Scott. (Yes-Mr. Scott, Mr. Chang, Mr. Fowlkes, Mr. Halley, Mr. Jacobson, Mr. Lejniaks, Mr. Perez, Dr. Trowell-Harris, Mr. Visconti, Dr. Whittaker; No-None; Abstention- None). The motion passed.

**NEW JERSEY CITY UNIVERSITY
RESOLUTION**

**AUTHORIZATION CONCERNING THE ESTABLISHMENT AND APPROVAL
OF FEES IN SUPPORT OF: A DOCTORAL PROGRAM IN COMMUNITY
COLLEGE LEADERSHIP AND GRADUATE AND UNDERGRADUATE
PROGRAMS IN MUSIC, ART, BIOLOGY, AND CHEMISTRY**

WHEREAS: The boards of trustees of the State colleges and universities are empowered to establish fees in support of the performance of their respective institution missions, N.J.S.A. 18A:3B-6c; and

WHEREAS: New Jersey City University provides: a doctoral program in Community College Leadership requiring a program fee; graduate and undergraduate programs in music (instrumental, vocal, and performance) which require a practice facility's fee; programs in applied music which may require support via piano accompaniment or the electronic music laboratory, which matters require fee support; and programs in Art, Biology, and Chemistry which have associated laboratory and materials requirements which require fee support; and

WHEREAS: The Administration recommends the establishment of fees to support the specialized costs and requirements of these academic programs; and

WHEREAS: The Finance and Audit Committee of the Board of Trustees of New Jersey City University has considered the Administration's proposal for the establishment and approval of fees related to the specialized costs and requirements of the academic programs, be it therefore

RESOLVED: That the Board of Trustees of New Jersey City University on June 27, 2022 hereby establishes and approves the fees for the academic programs, for the purposes and in the amounts described in the schedule attached hereto; and be it further

RESOLVED: That the President may establish policies and procedures concerning the imposition and use of fees related to specialized costs and requirements of academic programs; and be it further

RESOLVED: That the President may from time to time review the adequacy and appropriateness of the fees established by this resolution and make adjustments and shall include the fees, as adjusted, in the schedule of fees submitted as a part of the Board of Trustees' annual review and approval of tuition and fees.

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New Jersey City University FY 2023 Tuition and Fees Public Hearing

New Program & Course Fees

DOCTORAL PROGRAMS	Description of Fee	Amount per Credit
Ed.D. in Community College Leadership Program	Program Fee	49.00
		Amount per Student
GRADUATE PROGRAMS	Description of Fee	Amount per Student
Performance-Multi-Style Strings, M.M.	Practice Room Fee	80.00
Performance-Classical Instrumental, M.M.	Practice Room Fee	80.00
Performance-Classical Vocal, M.M.	Practice Room Fee	80.00
Performance-Composition, M.M.	Practice Room Fee	80.00
Performance-Jazz, M.M.	Practice Room Fee	80.00
Performance-Multiple Woodwinds, M.M.	Practice Room Fee	80.00
		Amount per Student
UNDERGRADUATE PROGRAMS	Description of Fee	Amount per Student
Music, BA	Practice Room Fee	80.00
Music, Minor	Practice Room Fee	80.00
Music-Music Business, B.A.	Practice Room Fee	80.00
Music-Music Education, B.M.	Practice Room Fee	80.00
Music-Musical Theatre, B.A.	Practice Room Fee	80.00
Performance-Classical-Instrumental (other than piano), B.M.	Practice Room Fee	80.00
Performance-Classical-Instrumental (piano), B.M.	Practice Room Fee	80.00
Performance-Classical-Voice, B.M.	Practice Room Fee	80.00
Performance-Jazz Studies, B.M.	Practice Room Fee	80.00
		Amount per Student
SPECIALIZED COURSE FEES	Description of Fee	Amount per Student
ART 110 2-D Design	Lab/Material Fee	65.00
ART 115 Drawing Studio I	Lab/Material Fee	65.00
ART 145 Websites for Everyone	Lab/Material Fee	50.00
ART 213 Technical Drawing	Lab/Material Fee	65.00
ART 233 Preparation of Art for Printing	Lab/Material Fee	65.00
ART 245 Color Theory	Lab/Material Fee	150.00
ART 270 Acts of Resistance: DIY + Making	Lab/Material Fee	75.00

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ART	271	Body Adornment	Lab/Material Fee	50.00
ART	280	Creative Cartoons and Comics	Lab/Material Fee	20.00
ART	300	Portrait Painting	Lab/Material Fee	50.00
ART	357	Digital Imaging in Photography	Lab/Material Fee	110.00
ART	451	Location Photography	Lab/Material Fee	75.00
ART	621	Painting Studio I	Lab/Material Fee	65.00
ART	667	Advanced Ceramics	Lab/Material Fee	125.00
ART	668	Advanced Jewelry	Lab/Material Fee	125.00
ART	670	Advanced Metalsmithing	Lab/Material Fee	150.00
BIOL	232	Invertebrate Zoology	Lab/Material Fee	35.00
BIOL	406	Molecular Genetics	Lab/Material Fee	35.00
CHEM	220	Environmental Chemistry	Lab/Material Fee	50.00
CHEM	420	Food Chemistry	Lab/Material Fee	50.00
CHEM	425	Nanomaterial and Microelectronic Fabrication	Lab/Material Fee	50.00
CHEM	1110	Introduction to Nanotechnology Laboratory	Lab/Material Fee	50.00
MDT	122	Applied Music I	Piano Accompaniment Fee	260.00
MDT	123	Applied Music II	Piano Accompaniment Fee	260.00
MDT	222	Applied Music III	Piano Accompaniment Fee	260.00
MDT	223	Applied Music IV	Piano Accompaniment Fee	260.00
MDT	268	Computer Music I	Electronic Music Lab Fee	50.00
MDT	269	Computer Music II	Electronic Music Lab Fee	50.00
MDT	322	Applied Music V	Piano Accompaniment Fee	260.00
MDT	323	Applied Music V	Piano Accompaniment Fee	260.00
MDT	324	Applied Music VI	Piano Accompaniment Fee	260.00
MDT	325	Applied Music VI	Piano Accompaniment Fee	260.00
MDT	422	Applied Music VII	Piano Accompaniment Fee	260.00
MDT	423	Applied Music VII	Piano Accompaniment Fee	260.00
MDT	424	Applied Music VIII	Piano Accompaniment Fee	260.00

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MDT	425	Applied Music VIII	Piano Accompaniment Fee	260.00
MDT	507	Graduate Computer Music	Electronic Music Lab Fee	50.00
MDT	512	Technology in Music Performance and Composition	Electronic Music Lab Fee	50.00
MDT	621	Graduate Applied Music Major I	Piano Accompaniment Fee	260.00
MDT	622	Graduate Applied Music Major II	Piano Accompaniment Fee	260.00
MDT	623	Graduate Applied Music Major III	Piano Accompaniment Fee	260.00
MDT	629	Graduate Applied Music Major IV	Piano Accompaniment Fee	260.00

BOT Public Session, June 27, 2022

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Mr. Acebo put forward the request to approve the Resolution Authorizing the FY 2023 Bid Advertising Annual Waivers. The motion was moved by Mr. Jacobson and seconded by Mr. Scott. (Yes-Mr. Scott, Mr. Chang, Mr. Fowlkes, Mr. Halley, Mr. Jacobson, Mr. Lejniaks, Mr. Perez, Dr. Trowell-Harris, Mr. Visconti, Dr. Whittaker; No-None; Abstention- None). The motion passed.

**BOARD RESOLUTION
BID ADVERTISING ANNUAL WAIVERS FISCAL YEAR 2023**

WHEREAS: Pursuant to the New Jersey State Contracts Law (NJSA 18A: 64-52 et seq.) the University must advertise for bids on all contracts for goods and services which exceed \$100,000 except under circumstances specified in the statute where bids may be waived, and

WHEREAS: As permitted by the statute, the University seeks authorization of the Board of Trustees to contract without bidding with vendors that the University expects to do business within Fiscal Year 2023 because there are no alternatives and/or the State allows for waivers, and

WHEREAS: Whenever and wherever possible, the University intends to test the appropriateness of dealing with any given contract vendor by seeking alternate bids for the goods and services with other vendors, if available, and

WHEREAS: The University is requesting a bid advertising waiver for the attached list of such vendors and estimated expenditure amounts for Fiscal Year 2023 which will help ensure the continued efficient operation of the University, be it therefore

RESOLVED: That the Board of Trustees of New Jersey City University on this 27th day of June 2022 does hereby approve the attached list of bid advertising waivers for Fiscal Year 2023.

BOT Public Session, June 27, 2022

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TO: Members of the Finance and Audit Committee
 FROM: Aaron Aska, Chief Operating Officer
 DATE: June 15, 2022
 RE: Fiscal Year 2023 Waivers of Advertising

The New Jersey State College Contracts Law requires that the University advertise for bids on all contracts for goods and services which exceed \$100,000. Exceptions may be authorized by the Board of Trustees under certain circumstances such as establishing contracts with vendors that are sole source providers and it is not practicable for the University to bid, or for the existence of proprietary products. In the last several years, in order to make the waiver process more efficient, the University requested pre-approval of the bid advertising waivers anticipated for the fiscal year.

The University is requesting approval of the waivers that are required for fiscal year 2023. Attached is a list of anticipated waivers and associated amounts from fiscal year 2022, the total amount of purchase orders issued and the related amounts expended, as well as a brief justification and the estimated expenditure for fiscal year 2023. While this list includes all anticipated waivers at this time, it is possible that additional waiver requests may be submitted during the course of the fiscal year if needed.

The University continues to proactively evaluate existing purchasing contracts to seek additional opportunities for bidding where feasible. It is the University’s intent to continue to test the choice of vendors that we engage contractually by seeking alternate bids whenever possible.

New Jersey City University Annual Waiver Request Fiscal Year 2023

	NJ Statute	Vendor	Waiver Description	FY22 Request	FY22 Paid	FY23 Request	Department	Justification	Years Active
1	18A:64-56a.08	Jersey City Municipal Utilities Authority	Supply of water and sewage service. Board of Public Utilities jurisdiction regarding pricing.	\$600,000	\$580,000	\$600,000	Facilities & Construction	Board of Utilities Jurisdiction	10+
2	18A:64-56a.08	PSE&G	Supply electricity and transmission of natural gas and electricity.	\$1,200,000	\$1,200,000	\$1,200,000	Facilities & Construction	Board of Utilities Jurisdiction	10+
3	18A:64-56a.6	EBSCO Subscription Service and Publishing	Library databases, scholarly journal subscriptions, e-books and print books	\$225,000	\$150,000	\$175,000	Library	Copyrighted Library Materials. Current and archival issues of journals and multidisciplinary databases	10+
4	18A:64-56a.19	CBord, Inc.	Software maintenance fees, database management fees, entitlement credits, help desk fees and access hardware needs and replacements.	\$150,000	\$150,000	\$130,000	Business Services	Proprietary - Sole Source: Software licensing and maintenance for card access, campus card program. Mobile apps: GetFoods, MobileID and GetFunds.	10+
5	18A:64-56a.19	Oracle PeopleSoft, Inc.	Software maintenance and support fees for applications that power the University’s information systems: Oracle Budget Enterprise Planning Management (EPM) System , Oracle PeopleSoft Enterprise Resource Planning System (ERP) system including Campus Solutions (Student Administration), Human Capital Management, Financial Management, eProcurement and Enterprise Campus Portal , Oracle’s Taleo Talent Acquisition System	\$425,000	\$425,000	\$687,500	Information Technology	Information Technology- Proprietary - Sole Source - Enterprise information systems are critical to University administrative functions. These integrated systems manage the information between all business functions.	10+

BOT Public Session, June 27, 2022

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Mr. Acebo put forward the request to approve the Resolution Authorizing the FY 2023 Interim Operating Budget. The motion was moved by Mr. Visconti and seconded by Mr. Jacobson. (Yes-Mr. Scott, Mr. Chang, Mr. Fowlkes, Mr. Halley, Mr. Jacobson, Mr. Lejnieks, Mr. Perez, Dr. Trowell-Harris, Mr. Visconti, Dr. Whittaker; No-None; Abstention- None). The motion passed.

**BOARD RESOLUTION
FISCAL YEAR 2022/2023 INTERIM BUDGET**

WHEREAS: State Colleges and Universities have been authorized to establish revenue, expense, and capital budget projections for the 2022/2023 fiscal year; and

WHEREAS: The New Jersey City University Board of Trustees on June 27, 2022 approves the tuition rates, room and board rates, and rates for other fees for the 2022/2023 academic year; and

WHEREAS: Due to circumstances which could not be anticipated, together with the low but still developing enrollment projections and the continuing uncertainty in still developing information relevant and necessary for an accurate estimate of available revenues including the University’s base appropriation; and

WHEREAS: The University has prepared an interim budget for the first three months (July 1, 2022 through September 30, 2022) of fiscal year 2022/2023 in the amount of \$29,302,074 in order to provide a financial structure to support necessary operational and capital expenditures during the interim period and address an enrollment impacted fiscal emergency during which time it is anticipated that data and information necessary for making reasonable estimates or projections of enrollment and available revenues will become available to permit development and approval of a final budget for fiscal year 2022/2023; and

WHEREAS: The Finance and Committee has reviewed the interim budget and recommends adoption, be it therefore

RESOLVED: That the New Jersey City University Board of Trustees on June 27, 2022 does hereby approve the fiscal year 2022/2023 Interim Budget.

OLD BUSINESS

Nothing to report

NEW BUSINESS

Nothing to report

NEXT MEETING

The next Board meeting will be held on September 12, 2022. Mr. Acebo requested a motion for the board to move into executive meeting session prior to the public session in order to discuss confidential personnel matters and contractual matters. The motion was moved by Mr. Visconti and seconded by Mr. Lejnieks. (Yes-Mr. Scott, Mr. Chang, Mr. Fowlkes, Mr. Halley, Mr. Jacobson, Mr. Lejnieks, Mr. Perez, Dr. Trowell-Harris, Mr. Visconti, Dr. Whittaker; No-None; Abstention- None). The motion passed.

The minutes of the executive session will become available to the public when there is no longer a need for confidentiality regarding these matters.

BOT Public Session, June 27, 2022

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ADJOURNMENT

There being no further business to come before the Board, Mr. Acebo requested a motion for the board to adjourn the meeting. The motion was moved by Mr. Scott and seconded by Mr. Visconti. (Yes-Mr. Scott, Mr. Chang, Mr. Fowlkes, Mr. Halley, Mr. Jacobson, Mr. Lejnieks, Mr. Perez, Dr. Trowell-Harris, Mr. Visconti, Dr. Whittaker; No-None; Abstention- None). The motion passed and the meeting was adjourned.

Respectfully submitted,

Andrés Acebo
Chief of Staff and Assistant Counsel (Labor)
Secretary to the Board of Trustees

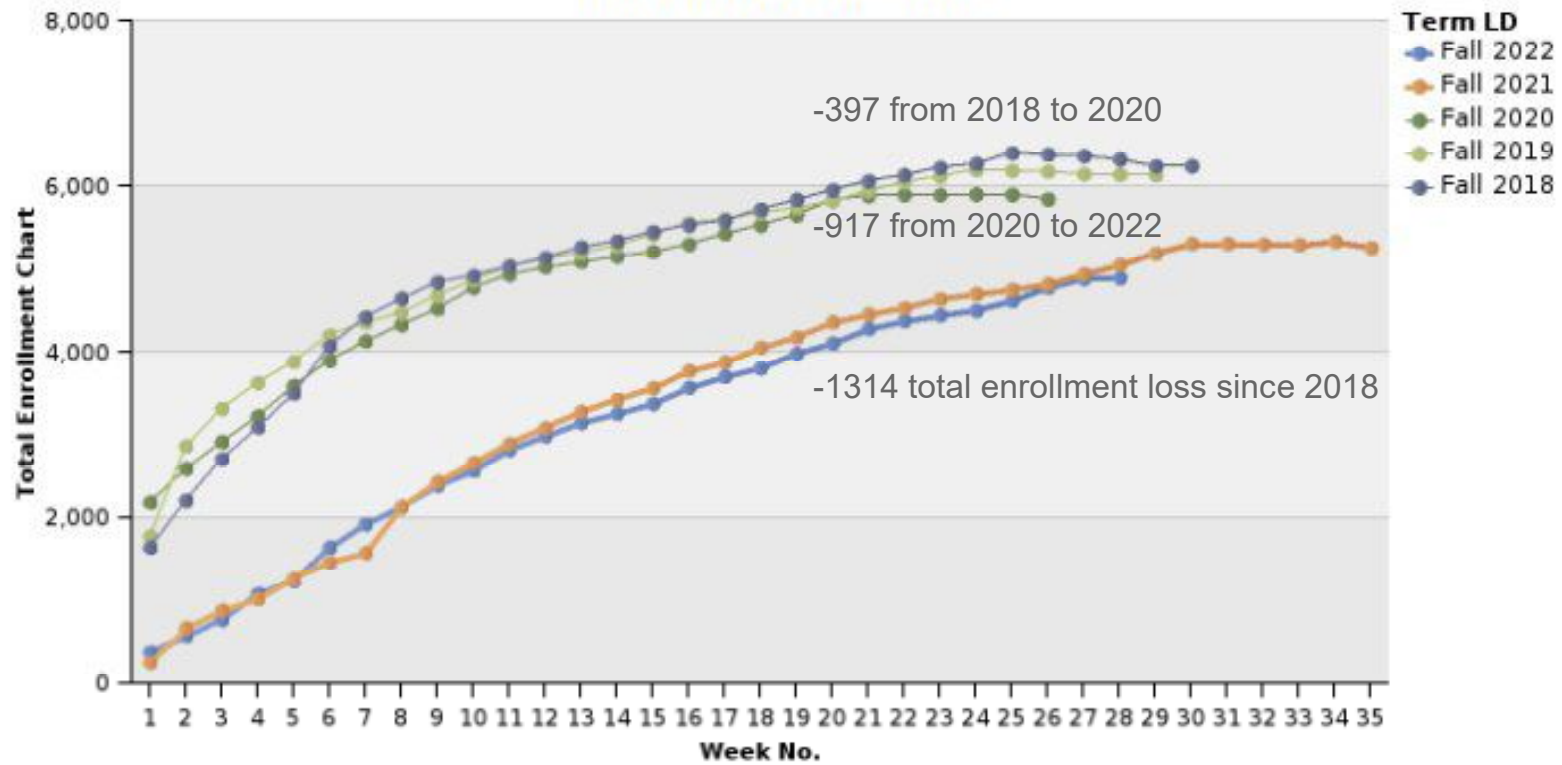
Enrollment Update

- Board of Trustees – September 12, 2022



Undergraduate Enrollment Weekly Tracking (Fall 2018-2022)

Total Enrollment - Chart



Fall 2022 Enrollment Tracking - 9/7/2022

(Final Fall 2022 Enrollment Census is not until 10/3/22. These data are for tracking and estimating purposes.)

	Fall 2022	Fall 2021	Difference	Percent
	9/7/2022	9/7/2021		Change
New Undergraduate	1567	1610	-43	-2.7%
New Freshmen	833	802	31	3.9%
New Transfer	494	555	-61	-11.0%
Readmissions	240	253	-13	-5.1%
Continuing Undergraduate	3327	3693	-366	-9.9%
Total Undergraduate	4894	5303	-409	-7.7%
New Graduate	646	660	-14	-2.1%
Continuing Graduate	1009	993	16	1.6%
Total Graduate	1655	1653	2	0.1%
University Total	6549	6956	-407	-5.9%
Fort Monmouth	195	306	-111	-36.3%
Main Campus/SOB	6354	6650	-296	-4.5%

Fall 2022 New Freshmen Characteristics (8/18/2022)

Year Cohort	2020 Census #	2021 Census #	2022 (8/18/22) #	1-Year Change %	2-Year Change %
Male	464	362	363	0.3%	-21.8%
Female	611	398	460	15.6%	-24.7%
In-State	1,048	735	782	6.4%	-25.4%
Out-of-State	27	26	41	57.7%	51.9%
Students of Color	925	643	703	9.3%	-24.0%
Newark (5 mi. radius)	212	129	156	20.9%	-26.4%
Hudson County	510	425	448	5.4%	-12.2%
Northern NJ (not Hudson or Newark)	236	134	134	0.0%	-43.2%
Central and South NJ	91	46	45	-2.2%	-50.5%
FAFSA Filers	1,040	736	648	-12.0%	-37.7%
Households: \$750,000 or More	57	38	50	31.6%	-12.3%
Households: \$250,000 - \$749,999	146	108	125	15.7%	-14.4%
Households: \$100,000 - \$249,999	158	130	114	-12.3%	-27.8%
Households: \$50,000 - \$100,000	115	60	66	10.0%	-42.6%
Households: Less than \$50k	410	297	317	6.7%	-22.7%

Summary and 2023-2024 Outlook

- NJCU will likely see another year of declining overall enrollment
 - Compounding effect of this year's enrollment decline
 - Continual impact of community college enrollment declines
 - Increasing competition due to state-wide enrollment declines
- NJCU would need to increase new student enrollment in 2023-2024 by nearly 25% in order to remain level with this year's enrollment without any improvement in retention.
- It is promising that NJCU saw gains in the Fall 2022 incoming class in Hudson County, as well as with students of color and low income students. These cohorts make up the core of our student body. We expect these number to improve yet again for 2023-2024.
- NJCU needs to be laser focused on retention efforts to make up for enrollment losses
 - Sustained affordability programs
 - Concerted focus on the student experience inside and outside the classroom
 - Sustained safety net services that recognize that even the students who didn't stop out of college during the pandemic are realizing more hardships than ever.



FY 2023 Budget Plan

New Jersey City University

9/12/22

Summary of Income Statements FY 2017 to FY 2022

From FY2017 to FY2022, NJCU experienced multiple years of structural deficits. Contributing factors include:

1. A significant increase in tuition discounting.
2. Tuition revenue shortfalls due to a shrinking enrollment market caused year-over-year enrollment declines totaling more than 15%, dramatically accelerated by the COVID-19 pandemic.
3. Increased fixed costs due in part to an aggressive expansion of NJCU's geographic footprint, as well as significant growth in academic and athletic programming.

Historical Revenues, Expenses, Changes in Net Position (dollars in thousands)

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY2022
	(Audited)	(Audited)	(Audited)	(Audited)	(Audited)	(Unaudited)
Operating Revenues	102,717	101,930	101,415	100,900	95,097	96,400
Nonoperating Revenues	49,651	63,087	57,111	53,827	80,965	53,286
Less Operating Expenses	(161,778)	(175,509)	(170,768)	(165,630)	(160,674)	(152,170)
Less Nonoperating Expenses	(7,500)	(7,159)	(7,485)	(8,581)	(9,337)	(11,357)
Add Capital Grants and Gifts	19,520	4,027	3,172	-	225	-
Increase (decrease) in net position	2,610	(13,624)	(16,555)	(19,484)	6,276	(13,841)

Net Position Summary

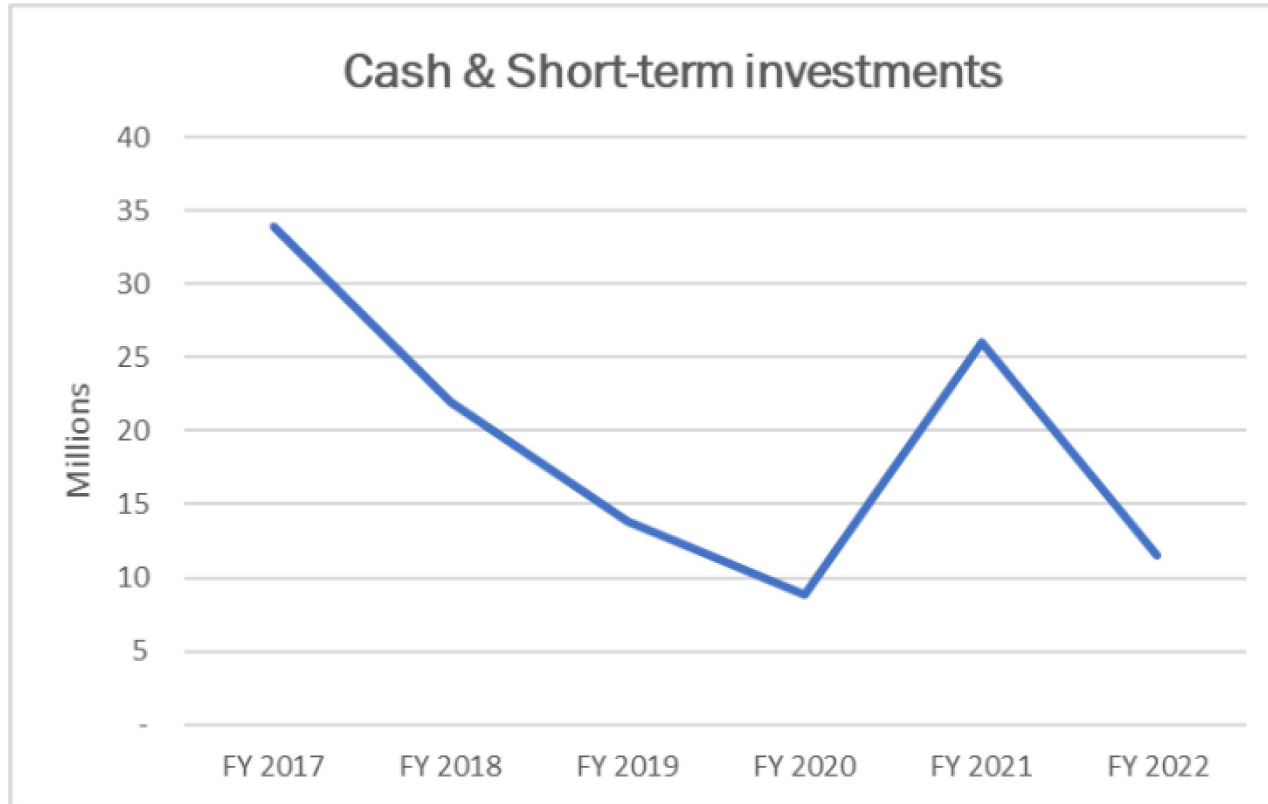
- The media has recently referred to NJCU’s Net Position as a “surplus”. Net position is not a surplus
- Net position is also being discussed without the necessary context. Media sources fail to mention GASB 68, a new pension-related accounting standard that was required by the governmental accounting standards board (GASB), beginning in 2015.
- NJCU’s Net Position is currently negative (\$61M), but only because of GASB 68. NJCU’s Net Position would be \$84M without the 2015 change in accounting standards.

Fiscal Year	Physical			Total	Less GASB68 Impact	Adjusted Net Position
	Plant	Restricted	Unrestricted			
2014	57,299	8,252	43,167	108,718	-	-
2015	60,303	6,967	(72,798)	(5,528)	(115,406)	109,878
2016	57,452	5,019	(82,823)	(20,352)	(122,498)	102,146
2017	74,030	5,076	(96,848)	(17,742)	(134,320)	116,578
2018	86,110	5,155	(122,631)	(31,366)	(141,520)	110,154
2019	89,446	5,183	(142,550)	(47,921)	(145,259)	97,338
2020	85,970	5,378	(158,753)	(67,405)	(146,401)	78,996
2021	81,262	4,446	(146,837)	(61,129)	(144,952)	83,823

Notes:

- 1) Adopted GASB 68 - Pensions in 2015
- 2) Unrestricted includes long-term pension liability

Cash Position FY 2017 to FY 2022



Item	FY 2017 (Audited)	FY 2018 (Audited)	FY 2019 (Audited)	FY 2020 (Audited)	FY 2021 (Audited)	FY 2022 (Unaudited)
Cash	27,585,256	15,535,028	9,772,147	8,153,780	51,117,860	21,605,652
Short-Term Investments	6,340,379	6,428,744	4,060,454	4,130,804	2,632,393	2,633,952
Unspent Stimulus Funds	-	-	-	(3,407,004)	(27,676,909)	(12,771,307)
Total Cash/Cash Equivalents	33,925,635	21,963,772	13,832,601	8,877,580	26,073,344	11,468,297

Key Performance Indicators

How does NJCU compare to Other Small, Public Universities?

New Jersey City University - Key Performance Indicators Executive Dashboard

Key Performance Indicator	New Jersey City University	Average, Small Public University (55)	Difference
Demographic			
Fall 2021 Headcount	6,918	6,634	284
Fall 2021 FTE	5,900	5,611	289
% of Enrollment that is Undergraduate	82.1%	86.0%	-3.9%
Total Undergraduate Costs	\$28,398	\$20,955	\$7,443
% of UG Students Awarded Pell (18-19)	59.0%	35.6%	23.5%
Financial Health			
Total Cash & Investments to Operating Expenses	0.4	1.4	(1.0)
Monthly Days Cash On Hand	101	192.6	(91.6)
Operating Margin %	12.80%	4.20%	8.6%
Annual Debt Service Coverage Ratio	1.6	3.7	3.7
Government Appropriations per Student	\$7,582	\$9,180	(\$1,598)
Cost Structure			
Instructional Expenses as % of Total Core Expenses	38.0%	43.7%	-5.7%
Institutional Support Expenses as a % of Total Core Expenses	14.0%	14.9%	-0.9%
Academic Support Expenses as a % of Total Core Expenses	7.0%	9.6%	-2.6%
Salaries, Wages & Benefits as a % of Total Expenses	61.0%	56.0%	5.0%
Salaries & Wages for Instruction as a % of Total Instruction	75.0%	59.87%	15.1%
Salaries & Wages for Institutional Support as a % of Total I.S.	54.0%	49.24%	4.8%
Student-to-Faculty Ratio	14	15.38	(1.4)
Market Demand			
Admissions Yield	17.0%	27.6%	-10.6%
Net Tuition Per Student	\$12,341	\$9,285	\$3,056
Average Net Price for Students Awarded Aid	\$14,029	\$14,450	(\$421)
Total Tuition Discount (%)	40.40%	41.10%	-0.7%
Total Applicants	6,545	5,667	878
Total Enrolled	1,077	1,014	63
Student Success			
6-year Graduation Rate	36.00%	52.49%	-16.5%
Full-Time Retention Rate	77.00%	75.87%	1.1%

FY 2023 Budget Outlook (dollars in thousands)

Due to current financial and enrollment trends, NJCU is projecting a structural budget deficit of **\$22.6 million** for FY 2023 on a modified-cash budgetary basis. The projected budget reflects an 8% decline in enrollment, partially offset by an overall 3% tuition rate increase.

	FY 2022	FY 2023	\$	%
Revenues	Estimate	Base Budget	Change	Change
Tuition & Fees	86,485	82,500	(3,985)	-4.61%
Auxiliary Enterprises	2,935	2,500	(435)	-14.82%
Institutional Scholarships	(14,445)	(14,000)	445	-3.08%
Federal, State & Private Grants	2,253	3,000	747	33.16%
State Appropriation	30,924	33,824	2,900	9.38%
State Paid Fringe Benefits	21,619	21,000	(619)	-2.86%
Other Revenue/Real Estate Proceeds	3,160	2,650	(510)	-16.14%
Total Revenues	132,931	131,474	(1,457)	-1.10%
Expenses				
Salaries and Wages	88,491	87,478	(1,013)	-1.14%
Fringe Benefits	22,378	21,400	(978)	-4.37%
Insurance	477	600	123	25.79%
Utilities	3,273	3,000	(273)	-8.34%
Other Non-Personnel Expense	34,109	28,946	(5,163)	-15.14%
Debt Service	9,374	8,710	(664)	-7.08%
Capital Outlays	4,027	4,000	(27)	-0.67%
Total Expenses	162,129	154,134	(7,995)	-4.93%
Surplus(Deficit)	(29,198)	(22,660)	6,538	

FY 2023 Budget Outlook: Physical Plant and Infrastructure Needs

NJCU has identified at least **\$25.93M** in **critical** infrastructure needs.

Location	Type	Request	Estimated Cost
Hepburn Hall	Critical Needs	(2) qty High Pressure Boilers	2,000,000
Hepburn Hall	Critical Needs	(1) qty Roof Mounted - Air Handler Unit	350,000
Hepburn Hall	Critical Needs	Steam and Condensate Underground Piping from Boiler Plant to Garage	500,000
Grossnickle	Critical Needs	Electrical System, Plumbing system, sprinkler system	20,000,000
Rossey	Critical Needs	(1) qty Air Cooled Chiller Assembly for HVAC	500,000
JMAC	Critical Needs	(2) qty low pressure boilers	250,000
VAB	Critical Needs	(1) Cooling Tower Assembly	250,000
Library	Critical Needs	(1) Air Cooled Chiller Assembly - HVAC	750,000
Library	Critical Needs	Water Main Piping Replacement	150,000
Charter School	Critical Needs	(2) qty low pressure boilers	250,000
Vodra Hall	Critical Needs	Air conditioning units upgrades	350,000
Coop Dorm	Critical Needs	(1) Elevator Assembly	500,000
West Campus V.	Critical Needs	Heating Concerns and upgrades	75,000
SUBTOTAL			25,925,000

FY 2023 Budget Outlook

Physical Plant and Infrastructure Needs

NJCU has identified another **\$479,500** in basic capital and infrastructure needs.

Location	Type	Request	Estimated Cost
Vodra Hall	Basic Needs	Ceiling tiles throughout hallways	20,000
Vodra Hall	Basic Needs	Bathrooms- change shower curtains	55,000
Vodra Hall	Basic Needs	widow shades all rooms	18,000
Vodra Hall	Basic Needs	LED lighting building wide	70,000
Vodra Hall	Basic Needs	Redo carpets in all hallways	30,000
Coop Dorm	Basic Needs	Replace ceiling tiles	18,000
Coop Dorm	Basic Needs	LED Lighting building wide	54,000
Coop Dorm	Basic Needs	Bathrooms- change shower curtains	55,000
Coop Dorm	Basic Needs	Kitchen Cabinets	50,000
Coop Dorm	Basic Needs	Kitchen Floors	3,500
Coop Dorm	Basic Needs	Kitchen Ceiling	12,000
Coop Dorm	Basic Needs	Kitchen needs new appliances	9,000
West Campus V.	Basic Needs	Replace mirrors in music rooms	25,000
West Campus Village	Basic Needs	Fix back doors and courtyard gate to prevent use as entry/exit points	10,000
West Campus Village	Basic Needs	Front entrance turnstiles	50,000
SUBTOTAL			479,500

FY 2023 Budget Outlook

Physical Plant and Infrastructure Needs

NJCU has identified another **\$8,595,500** in **strategic** capital and infrastructure needs.

Location	Type	Request	Estimated Cost
Vodra Hall	Strategic Needs	Water fountain filtration stations; replace furniture; add kitchen; install remote access key system.	1,090,000
Coop Dorm	Strategic Needs	Renovate lobby and RA office; install water fountain infiltration systems; add TVs in lounges; entrance upgrades; add study lounge; update existing lounges and install new furniture; install additional washers and dryers; replace furniture and mattresses in all rooms; install remote access key system; add CCT cameras throughout residence hall	1,157,000
West Campus V.	Strategic Needs	Organize RHD, RA and PS office to be more student and user friendly; install CCT cameras in elevators; upgrade gym equipment; complete furniture upgrade; convert 2nd floor lounge into kitchen space; install remote access key system; wireless LAN upgrade;	582,000
School of Business	Strategic Needs	Wireless LAN Upgrade - School of Business	100,000
University-Wide	Strategic Needs	Fire Suppression System for Secondary Data Center	70,000
University-Wide	Strategic Needs	Campus Network Upgrade (Cisco)	2,000,000
University-Wide	Strategic Needs	Data Storage Network and Server Upgrade Project	500,000
University-Wide	Strategic Needs	F5 BIG IP Local Traffic Manager	200,000
University-Wide	Strategic Needs	Contignecy Funds for Inflationary Adjustments	2,896,500
<i>SUBTOTAL</i>			8,595,500
GRAND TOTAL			35,000,000

Summary of Key Points

- Multiple years of operating deficits are the result of:
 - shrinking enrollment market/declines in enrollment
 - Covid 19 pandemic
 - Increases in institutional aid
 - aggressive expansion of NJCU's real estate footprint
 - significant growth in academic and athletic programs.

- Net position has declined, due largely to a new pension-related accounting standard (GASB 68) required in 2015.

- NJCU receives **\$7,582** in government appropriations per student compared to an average is **\$9,180** for small, public universities.

- A \$22.6 million budget deficit is projected for FY 2023.

- **NJCU is requesting accelerated allotments of its state appropriation.**

- NJCU has identified at least **\$35 million** in capital/infrastructure needs



Rightsizing Phase I: Immediate Cost Containment

1. Managerial reduction-in-force
2. Vacant position eliminations
2. Salary Reductions and Furloughs
2. Organizational Consolidation
3. Operating Budget Reductions
4. Initial Academic Rightsizing

FY 2023 Budget Plan

9/12/2022

Rightsizing Phase I: Immediate Cost Containment

Timeframe for Implementation	Description of Rightsizing Effort	Impact of Decision			
		Short-Term	Long-Term	Type	Total
1 to 6 months	Contractually required union raises	538,580	-	R	538,580
	Severance/vacation payout costs	182,000	-	NR	182,000
	Eliminated 10% of active managerial workforce	(1,301,234)	-	R	(1,301,234)
	Cut salaries of upper management	(444,298)	-	R	(444,298)
	Furloughs of 5 to 15 days for 56 managers	(303,722)	-	NR	(303,722)
	Reduce adjunct instruction budget	(2,000,000)	-	R	(2,000,000)
	Reduce salary budget for student workers	(862,000)	-	R	(862,000)
	Reduced salary budget for bonuses and overtime	(360,000)	-	R	(360,000)
	Vacant position eliminations/freezes	(1,686,982)	-	R	(1,686,982)
	Operating budget cost containment	(1,954,000)	-	R	(1,954,000)
6 to 12 months	Initial Academic Program Consolidation/Discontinuation	-	(1,145,250)	R	(1,145,250)
	Consolidation of upper management structure	-	(533,094)	R	(533,094)
> 12 months	Shared-service arrangements with other Universities	TBD	TBD	R	-
	Further Academic Program Consolidation/Discontinuation	TBD	TBD	R	-
Total Savings		(8,191,656)	(1,678,344)		(9,870,000)

Note: R equals recurring savings; NR equals non-recurring savings

FY 2023 Budget Outlook (dollars in thousands)

Immediate Cost Containment

The proposed budget includes approximately **\$10M** in cost containment measures that have been identified within 60 days of the 90-day interim budget. The projected FY 2023 remains out of balance by **\$12.8M**, requiring a cash infusion from other financing sources.

	FY 2022 Estimate	FY 2023 Base Budget	FY 2023 Proposed	\$ Change	% Change
Revenues					
Tuition & Fees	86,485	82,500	82,500	-	0.00%
Auxiliary Enterprises	2,935	2,500	2,500	-	0.00%
Institutional Scholarships	(14,445)	(14,000)	(14,000)	-	0.00%
Federal, State & Private Grants	2,253	3,000	3,000	-	0.00%
State Appropriation	30,924	33,824	33,824	-	0.00%
State Paid Fringe Benefits	21,619	21,000	18,860	(2,140)	-10.19%
Other Revenue/Real Estate Proceeds	3,160	2,650	2,650	-	0.00%
Total Revenues	132,931	131,474	129,334	(2,140)	-1.63%
Operating Expenditures					
Salaries and Wages	88,491	87,478	79,562	(7,916)	9.05%
Fringe Benefits	22,378	21,400	19,260	(2,140)	10.00%
Insurance	477	600	600	-	0.00%
Utilities	3,273	3,000	3,000	-	0.00%
Other Non-Personnel Expense	34,109	28,946	27,216	(1,730)	5.98%
Debt Service	9,374	8,710	8,710	-	0.00%
Capital Outlays	4,027	4,000	3,775	(225)	5.63%
Total Operating Expenditures	162,129	154,134	142,124	(12,010)	7.79%
Operating Surplus(Deficit)	(29,198)	(22,660)	(12,790)	9,870	
Non-Operating Revenue (Expenditures)					
Other Financing Sources	0	0	12,790		
Total Non-Operating			12,790		
Net Surplus (Deficit)	(29,198)	(22,660)	0		

Summary of Rightsizing Progress to Date

- Immediate cost containment measures are being implemented that will generate approximately **\$10 million** in FY23 savings.
- NJCU has reduced its authorized employee headcount from **790 full-time positions to 752**, a 5% reduction in employee headcount within 60 days of the interim 90-day budget's adoption.
- Full-time positions were reduced through a managerial reduction-in-force, vacant position eliminations, and a “hard” freeze on other vacant positions.
- Additional cost containment measures implemented include pay-cuts to upper management, furloughs, and reductions to supplemental instruction costs (i.e., adjunct budgets).
- Operating budgets (non-personnel) are being reduced to approach base levels, generating approximately \$1.73 million of the \$10 million in savings identified to date.



FY 2023 Rightsizing Phase II Next Steps (October 1, 2022, and beyond):

1. Realign programs, resources and focus on the community of Jersey City and Hudson County
2. Acceleration of the monthly allotment of FY23's \$30M+ state budget appropriation.
3. Determine appropriate level of enrollment that the university can exceptionally serve.
4. Continue administrative & academic program right-sizing
5. Request \$35M in ARP funds for capital/infrastructure needs to address student, staff, and faculty retention and experience.
6. Request \$15M+ Higher Education Infrastructure Trust grant by October 2022 deadline.
7. Request increase to base appropriation for FY 2024.
8. Real Estate Sales
9. Ft Monmouth exit



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Discussion Materials

New Jersey City University

August 8, 2022

Discussion on NJCU Net Position

The purpose of these materials is to provide clarity regarding recent claims that NJCU leadership squandered a surplus of more than \$100M.

Recent articles suggests that NJCU has gone from a surplus of \$108M to a negative \$67M, with another \$156M in debt. The article is clearly conflating two concepts (Surplus versus Net Position), and inaccurately depicting the financial activities between 2014 and 2021. While the language in the article is referring to a surplus (which most often refers to a year - or period - when revenues exceed expenditures), the numbers quoted in the article are referring to the university's Net Position (i.e., difference between assets and liabilities) which includes debt, cash and cash equivalents, and a number of non-liquid assets, like investments in property, plant and equipment. Net position is not equivalent to a surplus.

The reference to decline in Net Position is also being discussed without appropriate context, as the article does not provide commentary on the implementation of GASB 68 a new, pension-related accounting standard that was required, beginning in 2015.

NJCU's Net Position is currently negative (\$61M), but only because of GASB 68. NJCU's Net Position would be \$84M without the 2015 change in accounting standards.

In regards to the university's debt, in FY14 the university's outstanding long-term debt was \$145M. As of the FY 2021 audit, the university's outstanding long-term debt was \$156.2M, a net increase of \$11.2M over the 7-year period mentioned in the article.

Understanding GASB 68

- The Governmental Accounting Standards Board (GASB) voted unanimously in March 2014 to implement GASB Statement No. 68, Accounting and Financial Reporting for Pensions.

- This accounting standard modifies existing financial reporting requirements as well as establishes new ones for governmental entities—including public colleges and universities—that participate in defined benefit pension plans.

- **GASB 68 dramatically changes the way that public colleges and universities account for their defined benefit pension plans.** The primary consequence is that **most institutions will have to report a much larger pension liability on their financial statements** than in the past.

- GASB 68 required two key changes, both of which negatively impacted the Net Position of Public Institutions:
 - 1) Until 2015, public colleges and universities were only required to report a pension liability to the extent that they were behind on their annual actuarially-determined payments into the pension plan. Under GASB 68, institutions have to **report a liability for the entire underfunded status of the plan.**
 - 2) Institutions now have to report **their portion** of the liability of any cost-sharing, multiple employer pension plans they participate in. Until 2015, if a public college or university has participated in a cost-sharing plan with others, it **only had to disclose the existence of the plan in a footnote, but did not have to record any liability** related to the plan.

Source: University Business

Member: FINRA & SIPC, MSRB Registrant

NJCU Net Position Trend

- **Decline in Net Position from 2014 to 2021**

- It is reasonable to attribute a \$26M decline in Net Position (\$110M to \$84M) to the decisions made by leadership between 2014 and 2021. However, it is completely inaccurate to attribute a \$175M decline in Net Position to leadership, which is what recent articles suggest.

Fiscal Year	Net Investment			Total	GASB 68 Impact	Adjusted Net Position
	in Plant	Restricted	Unrestricted			
2014	57,299	8,252	43,167	108,718		
2015 ⁽¹⁾	60,303	6,967	(72,798)	(5,528)	(115,406)	109,878
2016	57,452	5,019	(82,823)	(20,352)	(122,498)	102,146
2017	74,030	5,076	(96,848)	(17,742)	(134,320)	116,578
2018	86,110	5,155	(122,631)	(31,366)	(141,520)	110,154
2019	89,446	5,183	(142,550)	(47,921)	(145,259)	97,338
2020	85,970	5,378	(158,753)	(67,405)	(146,401)	78,996 ⁽⁵⁾
2021	81,262	4,446	(146,837)	(61,129) ⁽³⁾	(144,952) ⁽⁴⁾	83,823 ⁽⁵⁾

Notes:

- (1) Adopted GASB 68 - Pensions in 2015
- (2) Unrestricted includes long-term pension liability
- (3) As noted in FY21 Audit, pg 6
- (4) As noted in FY21 Audit, pg 8
- (5) Change of \$4.8M as noted on page 10 of the FY21 Audit

- **GASB 68**

- In the year it was implemented, GASB 68 had a \$115M negative impact on NJCU's Net Position. This was a change in reporting requirements **not** an actual decline in Net Position. In all practical respects, nothing had changed. The accounting rules simply required NJCU to show a liability that they previously were not required to. In the most recent fiscal year, the GASB 68 adjustment had a \$145M negative impact on Net Position, as indicated above.

GASB 68 Implementation Impact for Select NJ Institutions

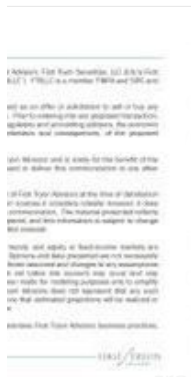
Net Position Summary

(numbers in 1,000's)

Fiscal Year	NJCU	Rutgers	Keane	WPU	NJIT
2014	108,718	3,068,354	252,691	290,778	320,275
2015	(5,528)	1,914,486	153,603	167,314	251,125
Decline in Net Position	(114,246)	(1,153,868)	(99,088)	(123,464)	(69,150)
Decline related to GASB 68	(115,406)	(1,348,471)	(135,350)	(134,800)	(109,399)

In accordance with GASB 68, beginning in 2015 universities recorded on their financial statements their proportionate share of the net pension liability and related pension amounts as determined by the State of New Jersey, Division of Pensions and Benefits. The State of New Jersey contributes to the Public Employees' Retirement System (PERS), and the Police and Firemen's Retirement System (PFRS). Historically, the State of New Jersey has directly covered pension contributions on behalf of the University and there are no current changes to this legislation.

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**Board of Trustees
Public Session**

**PCNG Committee
Agenda**

1. Personnel | Compensation Topics

- **New Hires, Temporary Appointments, Temporary to Permanent, Salary Adjustments**
 - New Hires: Managerial and Professional Staff
 - Temporary Appointments: Managerial and Professional Staff
 - Temporary to Permanent Appointments: Managerial
 - Salary Adjustments: Managerial



**Board of Trustees
Public Session**

New Hires

Managerial Regular Appointments

1. Andres Acebo, Executive Vice President & University Counsel
President's Office
Effective Date: 7/5/2022
2. Jeffrey Jordan, Senior Associate Director, External Operations & University Advancement
Athletics
Effective Date: 7/5/2022

Professional Staff Regular Appointments

1. Michael Arbitblit, Transfer & Articulation Analyst (Professional Services Specialist IV)
Enrollment Management
Effective Date: 8/1/2022
2. Tylra Cummings, Career Coach (Professional Services Specialist IV)
Dean School of Business
Effective Date: 8/3/2022
3. Barry Hart, Women's Head Wrestling Coach (Professional Services Specialist III)
Athletics
Effective Date: 7/5/2022
4. Jessica Oudhnarine, Associate Director, Development (Professional Services Specialist II)
Development-School of Business
Effective Date: 7/5/2022
5. Maglinda Perez, Associate Director, Advancement Services (Professional Services Specialist II)
Development Office
Effective Date: 4/25/22
6. Mabel Sanchez, Financial Aid Counselor (Professional Services Specialist III)
Financial Aid
Effective Date: 8/29/22
7. Silvia Serrano, Preschool Teacher (Professional Services Specialist IV)
Child Care Center
Effective Date: 6/6/2022



**Board of Trustees
Public Session**

Managerial Temporary Appointments

1. Robert Cole, Acting Director of Athletics
Athletics
Effective Date: 6/20/22
2. Theta Pavis-Weil, Director of Student Media
Campus Life
Effective Date: 7/1/2022
3. Marvin Walker, Acting Dean, College of Professional Studies
Dean of Professional Studies
Effective Date: 7/1/2022

Professional Staff Temporary Appointments

1. Barbara Ruggieri, Director, Social Services (Professional Services Specialist II)
Residence Life
Effective Date: 7/1/2022

Managerial Temporary to Permanent Appointments

1. Faith Jackson, Associate Vice President, Marketing & Communications
University Advancement-Marketing
Effective Date: 8/8/2022
2. Ira Thor, Senior Director, University Communications & Media Relations
University Advancement-Marketing
Effective Date: 8/8/2022

Managerial Salary Adjustments

1. Alice Blount-Feeney, Director, Internal Auditor & Chief Ethics Officer
Internal Auditor
Effective Date: 7/8/2022

Note:

1. As of the last Board meeting held on June 2022
List is sorted alphabetically by last name

NEW JERSEY CITY UNIVERSITY

**RESOLUTION OF THE BOARD OF TRUSTEES OF NEW JERSEY CITY UNIVERSITY
APPOINTING ACTING PRESIDENT JASON KROLL**

WHEREAS: The Board of Trustees (Board) of New Jersey City University (University) has general supervision over the University, which includes the responsibility of supervision of the University's President, pursuant to N.J.S.A. 18A:64-6 and -8; and

WHEREAS: The Board has established in its bylaws that the President of the University is the chief executive officer of the University; and

WHEREAS: The Board accepted the resignation of Dr. Sue Henderson, effective July 1, 2022, from her position as University President, pursuant to the terms of her 2017 employment agreement with the University and the Notice Waiver and Release Agreement dated June 23, 2022; and

WHEREAS: Effective June 28, 2022, the Board appointed Jason Kroll as Acting President of the University; and

WHEREAS: Mr. Kroll will serve as Acting President of the University until an Interim President or permanent successor to the role of President is appointed; and

RESOLVED: That the Board of Trustees of New Jersey City University on September 12, 2022 hereby ratifies and accepts the resignation of Dr. Sue Henderson from her position as University President and ratifies and accepts the appointment of Jason Kroll as Acting President until an Interim President or permanent successor to the role of President is appointed.

NEW JERSEY CITY UNIVERSITY

RESOLUTION GRANTING PROFESSORS EMERTI STATUS

WHEREAS: Pursuant to New Jersey City University personnel policies, board bylaws, and prevailing statutory authority, the Board of Trustees upon recommendation of the Senior Vice President and Provost and President, may provide emeritus/emerita status for a retired professor should it desire to recognize meritorious performance; and

WHEREAS: Professors Frances Levin and Winnifred McNeill have retired from New Jersey City University after more than 25 years of distinguished service to the institution's mission and its students; and

WHEREAS: Professor Levin joined the Literacy Education Department in 1996 after completing her Ph.D. from Rutgers University Graduate School of Education. Among her many achievements, as Co-Chair of the Literacy Education Department, she wrote the degree program for Interdisciplinary Studies/Literacy Studies. She also served as lead on a \$330,000 grant creating the Common Core Academy at New Jersey City University, a series of professional development workshops accompanied by in-class support and a summer institute. Throughout her remarkable career, Dr. Levin believed that effective curriculum and good teaching leads school-aged students to success. Dr. Levin continues to serve the community as a docent at the Center for Holocaust, Human Rights, and Genocide in Monmouth County. Her dedication to service and academic success personifies the University's commitment to excellence; and

WHEREAS: Professor Winifred McNeill joined the University's Art Department in 1995, where for more than a quarter century she made a particularly invaluable impact on the University's Art Teacher Certification Program. Nothing underscores that impact more than the NJCU art educator alumni network she helped establish and nurture. This network continues to bear fruit as it has helped engender a new NJCU dual enrollment program for Jersey City high school students. Professor McNeill is a former chair of the Art Department whose expertise in accreditation and assessment was instrumental in making the University one of only nine (9) accredited National Association of Schools of Arts and Design (NASAD) institutions in New Jersey; and

RESOLVED: That the Board of Trustees of New Jersey City University on September 12, 2022, designates Dr. Frances Levin and Winifred McNeill as professor emeritus/emerita of New Jersey City University with all the rights, duties, and privileges thereunto appertaining.

NEW JERSEY CITY UNIVERSITY

RESOLUTION

Dissolving the Department of Elementary and Secondary Education and Renaming it the Department of Teaching, Learning, and Literacy

WHEREAS: The Board of Trustees of New Jersey City University has general supervision over New Jersey City University (University) and has authority in matters involving the programs and degree levels to be offered by the University consistent with the University's programmatic mission and institutional plan, N.J.S.A. 18A:64-1 and -6; and

WHEREAS: Consistent with the mission of the University to provide a diverse population with an excellent university education and the institutional strategic plan which provides for the development of academic programs of the highest quality; and

WHEREAS: Each academic department is responsible for designing, creating, and scheduling courses, recommendation of staffing, monitoring the quality of instruction, recruiting students, encouraging professional development activities, evaluating faculty, and revising course offerings as needed; and

WHEREAS: The University recommends the dissolution of the Department of Elementary and Secondary Education within the College of Education; and

WHEREAS: The University recommends the consolidation of programs from the Department of Elementary and Secondary Education into the Department of Literacy and the renaming of that department as the Department of Teaching, Learning and Literacy; and

WHEREAS: The University Senate has considered and, on March 24, 2022, approved the dissolution of the Department of Elementary and Secondary Education and the composition of the new Department of Teaching, Learning, and Literacy.

RESOLVED: That the Board of Trustees of New Jersey City University on September 12, 2022 hereby approves the dissolution of the Department of Elementary and Secondary Education and the consolidation of programs within and the renaming of the Department of Literacy to the Department of Teaching, Learning, and Literacy.