In the past year, we have made impressive strides toward achieving the goals outlined in the 2011 Montclair State University Strategic Plan, *Connecting to Tomorrow*.

To **build bridges** between our students’ academic success and the realization of their career and life goals, we have secured millions of dollars in grants and contracts in support of a variety of programs and research across multiple disciplines. As part of our objective to **connect globally**, we have welcomed a number of international Fulbright Students from a variety of locales, including Afghanistan, Indonesia, Iraq, Mozambique, Pakistan, Philippines, Russia, Rwanda, South Africa, Spain, Tunisia and Uzbekistan.

As we continue to move the University forward, we are aggressively **increasing our research and academic space** to meet the needs of our growing campus community. This expansion includes a new Center for Environmental and Life Sciences – a $55 million, 100,000-square-foot, LEED® Silver-certified science facility – and a $66 million, 143,000-square-foot facility for our School of Business. Both are slated to open in fall 2015.

Above all, we remain steadfast in our commitment to fulfilling the vision set forth in the Strategic Plan and continuing to move this exceptional institution forward.

Susan A. Cole
President
Above all else, the University must prepare its students to be productive, enlightened and engaged citizens. This goal is dependent on the existence of academic programs that conform to the highest disciplinary standards, that set the highest expectations for students and that stimulate a level of intellectual curiosity which will help Montclair State graduates become lifelong learners.

Enrollment and Graduation
- Exceeded the undergraduate enrollment targets for 2016, with a total of 20,022 students including 15,885 undergraduates as of fall 2014.
- At the graduate level, made consistent gains in enrollment since 2011. The University is 83 percent of the way toward its target of enrolling 5,000 graduate students by 2016.
- In 2014, 99 percent of sophomore and upperclass transfer students completed a mandatory transfer student orientation experience which served as their initial acclimation experience to the University.

Assessment and Accreditation
- Invited to be in the first cohort of 15 institutions to test and implement the new standards as part of the Collaborative Implementation Project of the Middle States Commission on Higher Education, the first comprehensive revision of standards by any regional accreditor.
- Reaccreditation affirmed in:
  - All teacher education programs by Council for the Accreditation of Educator Preparation (CAEP).
  - Dance by National Association of Schools of Dance (NASD).

Programs
- The University now offers seven doctoral programs in:
  - Audiology (AuD)
  - Communication Sciences and Disorders (PhD)
  - Counselor Education (PhD)
  - Environmental Management (PhD)
  - Family Studies (PhD)
  - Mathematics Education (EdD)
  - Teacher Education and Teacher Development (EdD)
- Over 7 percent of the University’s credit hours are now generated in online/hybrid courses and over 13 percent of students are enrolled in a fully online course.

2014 GRADUATES
Undergraduate 3,197
Master’s 1,096
Total 4,293
2014 saw the granting of degrees to 31 doctoral candidates in six degree programs, the highest number in University history.

**Student Experience**

- Athletics: The field hockey, men's soccer and women's basketball teams advanced to the Elite 8 rounds of their respective NCAA championships while women's soccer reached the Sweet 16 round. The women's softball team advanced to the finals and ultimately finished sixth in the country. Field hockey, women's basketball, softball and men's lacrosse won conference championships.
- Student athletes attained an overall grade point average just over 3.0 and boasted 225 student athletes in the 3.0 Club and 52 new inductees to the National Athletic Honor Society. Seven Montclair State student athletes were named as Capital One Academic All Americans.
- The new residence halls remain at full occupancy with a waiting list. Current occupancy is 4,980.
- The September 2013 census data confirmed the current Educational Opportunity Fund first-year retention rate of 92 percent, which exceeds the University strategic goal of 88 percent.

**Affordable Tuition**

- Despite flat state general appropriations for the fourth year in a row, Montclair State University remains one of the most affordable of New Jersey's public institutions.
- In-state undergraduate tuition increased by two percent in FY 2015, the smallest percentage increase in more than 30 years. The University's FY 2015 annual full-time undergraduate in-state tuition and fee cost of $11,540 was the third lowest among New Jersey's 10 traditional senior public institutions and 12 percent less than the average tuition and fee rate.
- Expenditures for the 2014-2015 Academic Year for need- and merit-based grants and scholarships will represent a 56 percent increase over funding levels from the 2011-2012 academic year.
- In fall 2014, the University provided need- and merit-based aid to approximately 580 incoming freshmen, compared to 265 students four years ago, a 119 percent increase.

**Faculty**

The University placed 34 new tenure-track faculty in 22 academic departments this year.

University Authors: 40 new book and media titles were recognized at the annual reception in April 2014.

Montclair State has participated in three (2007, 2010, 2013) of Harvard University's Collaborative on Academic Careers in Higher Education (COACHE) surveys on job satisfaction among faculty. Again, for the third time, probationary tenure-track faculty have rated their satisfaction with the clarity of Montclair State’s tenure processes and standards as the highest compared to our selected peer institutions and scored well within the top 30 percent compared to the entire survey cohort.

**Students**

*Student Research Symposium 2014:*

- 8th Annual
- Showcases and rewards outstanding student scholarship and research by students.
- Provides a venue for sharing research with the academic community, peers and the greater community through poster displays as well as oral and multimedia presentations.
- 250 poster, oral and multimedia projects

*Joint programs:*

- Agreement with the Essex County Environmental Center: Montclair State students have access to six miles of the Passaic River for water quality and river ecology studies.
- A joint program with St. Peter’s University enables St. Peter’s undergraduates to complete a master’s degree in computer science at Montclair State.
Montclair State University is a place where scholars — both teachers and students — can connect with their peers and each other in a disciplined exploration of ideas. The intellectual stimulation generated within the atmosphere of ideas, old and new, is nurtured and shared by the community.

**Significant Grant Activity**

- **Supporting urban STEM teachers**: A $6.2 million, five-year grant to support STEM teachers in the Newark-Montclair Urban Teacher Residency Program. The awards support partnership programs between universities and high-need school districts that will recruit, train, and support more than 11,000 teachers. The grant was the largest given to a New Jersey university.

- **Combatting bioterrorism**: Research on botulism to help prevent bioterrorism is funded by a $2.5 million, five-year contract awarded to the Sokol Institute for Pharmaceutical Life Sciences by the Defense Threat Reduction Agency of the Department of Defense.

- **PSEG Institute for Sustainability Studies**: A $1 million grant from the PSEG Foundation over three years in support of research and educational programs designed to foster a sustainable, more resilient New Jersey.

- **To Identify as Mathematicians**: A $750,000, five-year grant from the National Science Foundation’s (NSF) prestigious EARLY CAREER program for work on how adolescents come to see themselves as mathematicians.

- **Center for Autism and Early Childhood Mental Health**: This year, the Center received an enhancement award of $1.35 million, bringing the five-year grant funding for the Center to more than $2.8 million. The Center received a two-year, $720,000 grant from the New Jersey Department of Children and Families to create the “Keeping Babies and Children in Mind” project, which offers infant and early childhood mental health training and supervision to multi-disciplinary professionals in the 10 counties affected by super storm Sandy.

- **Grant from U.S. Department of State**: To encourage students to study in Latin America and the Caribbean. The $25,000 grant is part of the “100,000 Strong in the Americas Initiative” and has supported a special relationship with Universidad Mayor in Santiago, Chile.

- **A second grant from the NSF Noyce program**: The $225,804 Capacity Building Grant, is for creating an innovative degree program for students who love mathematics and have a passion for teaching children.

- **A five-year, $2.5 million Full-Service Community School Grant**: To the Office of Service Learning from the Department of Education to help fund the conversion of two low-performing schools into University-Assisted Full-Service Community Schools.
Montclair State University students explore their academic pursuits both in and out of the classroom.

**GRANT RECOGNITION**

- The University received more than 185 awards. Total external funding for FY 2014 was $7.8 million.
- Awards received thus far in FY 2015 total $5.6 million. Including future year funding, these awards total $19.6 million.
- Multiple funding agencies recognize Montclair State University’s preeminence in preparing teachers in Science, Technology, Engineering and Math (STEM).
Montclair State is committed to extending its scholarly, professional and cultural resources for the benefit of the communities we serve. Recognizing the long and effective history of the University as a national leader in civic engagement and cooperative education, we continue to model and promote an ethic of community service for our students through Service Learning.

Kasser Theater/10th Anniversary Peak Performances

- Since its opening, Kasser Theater has hosted 170 productions with 450 performances by contemporary artists from North America, Asia, Europe, South America and Australia. Highlights include 34 world premieres, 35 American premieres and 26 performances created especially for the space as well as 350 performances by Montclair State students.
- New York Times dance critic Charles Isherwood wrote, “Would it be too much to ask that Montclair State University move to Manhattan? . . . [in doing so] the quotient of innovative international theater would double overnight.”
- Two dance performances – Richard Alston’s Unfinished Business and Liz Gerring’s glacier – were named in New York Times critic Alastair Macauley’s Top 10 performances for 2013.

Integrating with the Community

The University partners with state and local governments and public and private organizations to engage the community in a variety of ways:

- Two local schools have been selected as University Magnet Schools. This collaboration provides multiple opportunities to share resources, facilities, and teaching and learning experiences at every grade level.
- Students choose from more than 20 service-learning sites ranging from health and wellness programs to child and adult services, equality and the arts.
- Sponsored National Day of Service events in Montclair, Little Falls and Paterson.

Commitment to the Environment

The University has made substantial progress in its green efforts over the past year:

- Reduced carbon footprint by 152,605 MTCO2e
- Saved an estimated $13.6 million in operating expenses
- Moved to 100 percent recycled paper in copy machines
The University supports the community through its arts, service and environmental programs.
To meet the challenge of career success in a global community, the University provides an educational experience that enables students to internationalize their perspectives, develop the knowledge and skills to function effectively in multiple international milieus, and adapt to rapidly changing economic, social and political landscapes.

- **Scholar Rescue**: Partnership with the Institute for International Education (IIE)
  - Scholar Rescue Fund host partner since 2006, one of the first in the U.S., singled out for special recognition by IIE.
  - With matching funds from IIE, Montclair State University has provided safe harbor as well as temporary teaching positions to six scholars from Iran, Iraq, Rwanda and Syria.
  - Currently hosting two scholars from Syria.

- **Fulbright Scholars and Students**
  - Four Fulbright Students studying in Russia, Ukraine and South Korea.
  - Currently hosting 20 international graduate Fulbright Students, including 10 new students in fall 2014 and 10 continuing from 2013. This includes students from Afghanistan, Indonesia, Iraq, Mozambique, Pakistan, Philippines, Russia, Rwanda, South Africa, Spain, Tunisia and Uzbekistan.

- **“Sister City” partnership** with city of Graz, Austria, since 1949 is growing stronger through faculty exchanges with three Universities in Graz: Karl-Franzens University of Graz, Graz University of Technology and the University of Music and Performing Arts (KUG).
Montclair State is currently hosting Fulbright Student Natalia Borisenko (top) and Scholar Rescue student Makia Azizi (bottom).
Montclair State University continues to face challenges as it looks to the future. These include the continuing decline of public funding, the challenge of keeping a college education affordable, increasing academic and research space, implementing new student-friendly technologies and providing a service-oriented student culture.

**Increased Academic and Research Space**

**Morehead Hall** – thoroughly renovated 28,768-square-foot home for School of Communication and Media – opened fall 2014.

- Uses media facilities under the direction of the Broadcast and Digital Media Operations unit and includes:
  - A Multiplex News Room for journalism production.
  - A campus radio station (WMSC-FM).
  - Mediated classrooms and computer labs that support the School’s full range of instruction.

- Center for Cooperative Media: an initiative of the School of Communication and Media.
  - Strengthening the voice of New Jersey by helping news organizations work cooperatively on local issues and stories.
  - July 2014: launched the Local News Lab, a collaborative initiative focused on creating a sustainable future for local journalism that helps build and strengthen local communities.
  - Houses the following partner organizations: NJ.com, NJPR News, NJTV, NJ News Commons, NJ Spotlight, North Jersey Media Group, Patch.com, Reuters, WBGO.

**Center for Environmental and Life Sciences – opening fall 2015**

- $55 million, 100,000-square-foot, LEED® Silver-certified science facility devoted to environmental and pharmaceutical life sciences research.
- Expands the University’s science research infrastructure by 50 percent.
- Comprehensive array of laboratories, seminar rooms, classrooms and other facilities that will enable collaborative trans-disciplinary research in the pharmaceutical life sciences and environmental sciences.
- Houses the University’s Sokol Institute for the Pharmaceutical Life Sciences, the Institute for Sustainability Studies, the Passaic River Institute and the Department of Earth and Environmental Studies.
School of Business – opening fall 2015

- $66 million, 143,000-square-foot high-tech business learning environment.
- Cutting-edge financial trading floor.
- Five-story structure to be the hub of innovative and analytical thinking providing the tools students need to meet the global challenges of a changing world.
- Hub for the Feliciano Center for Entrepreneurship.

The Center for Writing Excellence received a Writing Program Certificate of Excellence from the Conference on College Composition and Communication, one of only six writing centers to have ever received this award. The Center opened its completely new, greatly expanded facility in Bohn Hall in September.

Technology Upgrades

OneMontclair

- The implementation of the University’s entirely new Enterprise Resource and Planning (ERP) systems is well underway.
- The University has selected three best-in-class systems – PeopleSoft, Banner and Workday – to manage its financial, academic and human resource processes to ensure business practices are optimized and students, faculty and staff are better served.
- Enhanced connectivity for students and faculty including mobile access, complete financial integration across all University departments, and ready access to key data to facilitate analytical decision making.

The University is aggressively expanding its research and academic space with the addition of new facilities.