

**MONTCLAIR STATE UNIVERSITY
SELF-STUDY DESIGN
PREPARED FOR
THE MIDDLE STATES COMMISSION ON HIGHER EDUCATION**

Table of Contents

I.	INSTITUTIONAL PROFILE	p.2
II.	UNIVERSITY ADMINISTRATION/MISSION STATEMENT	p.3
III.	NATURE AND SCOPE OF THE STUDY – AT THE CENTENNIAL: MONTCLAIR STATE UNIVERSITY’S STRATEGIC PLAN	p.5
IV.	SPECIFIC GOALS AND OBJECTIVES	p.10
V.	ORGANIZATIONAL STRUCTURE OF THE STEERING COMMITTEES AND SUBCOMMITTEES.....	p.11
VI.	CHARGE TO THE SUBCOMMITTEES.....	p.18
VII.	OUTCOMES ASSESSMENT	p.23
VIII.	INVENTORY OF SUPPORT DOCUMENTS	p.25
IX.	TIMETABLE	p.27
X.	EDITORIAL STYLE AND FORMAT.....	p.28
XI.	OUTLINE OF THE SELF-STUDY REPORT	p.29
XII.	PROFILE OF THE EVALUATION TEAM	p.32

**MONTCLAIR STATE UNIVERSITY
SELF-STUDY DESIGN
PREPARED FOR
THE MIDDLE STATES COMMISSION ON HIGHER EDUCATION**

I. INSTITUTIONAL PROFILE

Montclair State University, New Jersey's second largest and fastest-growing university, is located in Montclair, New Jersey, where it serves more than 16,000 students. In its nearly 100 years of existence, Montclair State University has achieved distinction in many ways through the undergraduate, master's, doctoral, and professional degree programs now distributed among five major teaching units: The College of Education and Human Services; College of Science and Mathematics; The College of Humanities and Social Sciences; the School of Business; and the School of the Arts. A Graduate School oversees graduate operations for the campus including master's degrees, post-baccalaureate professional programs, and doctoral degrees.

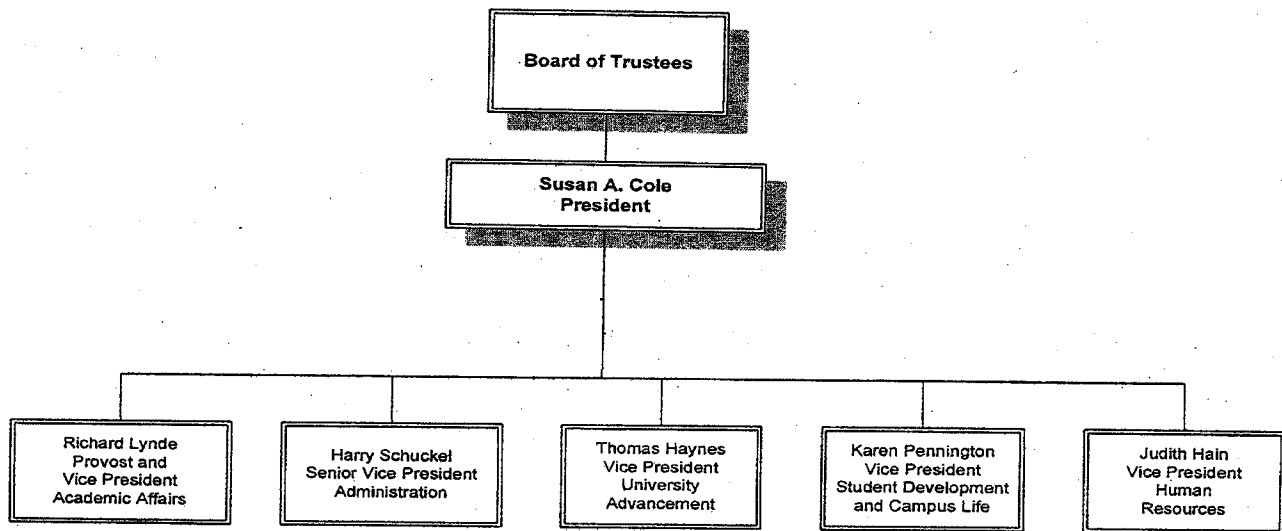
Students from 33 states and 102 countries study at Montclair State University. Their numbers include approximately 10,100 bachelor's students, 2300 master's students, and 42 doctoral students, 500 certificate/certification students, and 3400 non-degree students. Eighty-one percent of the undergraduate students are full time and sixty-one percent are women. Of the graduate and professional students, sixty-one percent are full-time and over seventy-two percent are female.

The instructional mission of the University is carried out by 472 full-time faculty members and 588 part-time professors. Over fifty percent of the faculty currently teaching at Montclair State University have been hired in the past seven years. Of the full time professoriate, 64% have achieved tenure and 36% are on tenure track. Doctoral

degrees or other terminal degrees appropriate to the field are held by over 96% of the faculty.

II. UNIVERSITY ADMINISTRATION

The Board of Trustees is vested in the legal powers of the University while the administrative authority is given to President Susan A. Cole. In addition to the primary



administrative officers noted in the structure above, faculty, staff, and students participate in various levels of governance through appropriate and numerous university-wide, college or school specific, program specific, or student representative bodies, committees, and councils.

The mission statement approved by the Montclair State University Board of Trustees on October 31, 2002, sets explicit priorities for the University.

Montclair State University is committed to serving the educational needs of New Jersey with programs characterized by academic rigor and currency in the development of knowledge and its applications. The University will offer a comprehensive range of baccalaureate, master's, and certificate programs and a focused portfolio of doctoral programs that are closely aligned with the University's academic strengths and the needs of the state.

The University will recruit faculty with exceptional academic or professional credentials and a deep commitment to the pursuit of their development as teachers and scholars. The University will admit to study with this faculty students who have demonstrated the potential for high achievement, diligence in the pursuit of their education, and high aspirations for using their education. The University will be inexorably committed to the maintenance of a learning community that is deeply and broadly reflective of the diverse population of New Jersey.

All University programs will develop in students the ability to discover, create, evaluate, apply, and share knowledge in a climate characterized by tolerance and openness in the exploration of ideas. Curricular and co-curricular programs will cultivate the ability to think critically, to act ethically, and to become informed citizen-participants prepared to assume leadership roles in a democracy. Recognizing the increasing connectedness of the world, the University will ensure that all students develop an understanding of global issues and of their responsibilities as citizens of the world.

The University will serve as a center for the creation of new knowledge and for the development of innovative applications of existing knowledge and as a center for pedagogical and artistic excellence and creativity. The University seeks to focus the professional activities of its faculty and the educational endeavors of its students on the enduring disciplines that will continue to constitute the knowledge base of an educated citizenry in the 21st century, as well as on the more specific and changing areas of study that have particular relevance to the region served by the University.

The University will play a role beyond the campus community, partnering and collaborating at the local, state, national and international levels to make positive contributions to addressing issues of importance to society, to enable students to experience their ability to use knowledge in constructive ways in the world, and to share the rich array of intellectual and cultural resources of the University with the people of New Jersey.

Approved in Public Session by Montclair State University Board of Trustees on 10/31/02 (Replaces Mission Statement approved on 5/13/81 and revised on 4/27/94)

III. NATURE AND SCOPE OF THE SELF-STUDY – AT THE CENTENNIAL: MONTCLAIR STATE UNIVERSITY’S STRATEGIC PLAN

Since Montclair State University’s last decennial review the Board of Trustees has adopted a revised mission statement and a strategic plan has been implemented following review by the University community. In the three years since the documents were issued the University has made significant progress toward achieving the goal of attaining Doctoral/Research Intensive status. Evidence of change is most compelling in the faculty, academic programs, enrollment, and facilities, but very few aspects of the University have remained unchanged.

President Susan Cole, who has been at the University since 1998, has provided the leadership, vision, and persistence to manage the enormous development of the University. Signs of growth and change are ubiquitous. Major academic, student, and service buildings have been built or are being renovated. Student services have been greatly expanded, student quality continues to rise, and additional new faculty lines have been filled in significant numbers. Extensive curricular review projects have been undertaken to update and enhance program offerings to attract new students and to address needs of the State. Three doctoral programs have been implemented. In the midst of all of this change, one thing has not changed—the University’s financial health remains very solid. The formal self-study document will describe and discuss these significant changes at the University from 1997 until the present in its first chapter. Chapter I will also include a review of the Montclair State University Strategic Plan

adopted in 2002-2003 and its implications relevant to the significant changes the University has undertaken.

The Strategic Plan highlights nine primary topics of endeavor for the University which are stated in the following list. Growth and Accountability are two key areas of primary interest to the University and will be explored as part of the Middle States review.

1. Teaching: Montclair State University will be a recognized center for excellence in teaching and learning.

At both the undergraduate and graduate levels, the university is continuing to improve its offerings and the quality of the faculty providing the instruction. The University has revised the General Education program, initiated doctoral programs, conducted an extensive review of master's and certificate programs and is establishing a Teaching and Learning Resource Center to support high quality instruction and assessment of learning practices.

2. Research: Montclair State University will be a source of new knowledge and the application of knowledge.

Through the acquisition of increased funds from external sources, research has been greatly enhanced in the past decade and has involved students and faculty in a variety of new endeavors. The more recently hired faculty members have come to the University with well-developed scholarly agendas and grant funded projects, ready to take advantage of the Faculty Scholarship Program along with senior professors who have contributed years of important service to the University.

3. Accessibility: Montclair State University will provide expanded opportunities within a richly diverse setting.

As the student population grows closer to the 18,000 mark, we are consciously recruiting faculty and students who reflect the state's diverse population. Additionally, within the context of a robust enrollment management program, we are building the proportion of full-time students at both the undergraduate and graduate levels and the percentage of out-of-state students attending the University.

4. Growth: Montclair State University will provide the resources to accommodate the planned expansion.

In order to support growth in the size, scope, and quality of the University's programs, Montclair State University is undertaking a number of tasks, such as:

1) selectively increasing the size of the tenured/tenure-track faculty by approximately 100 lines by 2008; 2) building and renovating buildings for classroom, office, laboratory, living and recreational space; 3) increasing access to library resources; 4) embarking on a major Centennial Capital Campaign; 5) conducting major curricular review of our graduate and professional offerings; and 6) augmenting professional, managerial, and support staff.

The ambitious \$250 million capital construction will enable us to accommodate at least 18,000 students by 2008. Currently under construction or in design are:

- An \$80 million, state of the art instructional building, known as University Hall to be the home of the College of Education and Human Services as well as Information Technology. Large lecture halls and a large conference center are also featured in the new structure to be opened in January 2006.
- A campus recreational center featuring a six lane swimming pool and state-of-the-art workout facilities to become available to students, the campus community and the public in 2006.
- Renovations are being planned for existing structures including Chapin Hall as a new music facility and Mallory and Finley as classroom and office/service spaces.

Already opened or operating as part of this unprecedented building campaign are:

- The Alexander Kasser Theater, a 500 seat state-of-the-art performance venue for musical, theater and dance events, began its inaugural season in October 2005.
- The Village at Little Falls, a state-of-the-art housing complex for 850 students, brought in students in 2003 to enjoy apartment style living and recreational facilities including a swimming pool.
- An innovative Children's Center opened with a full complement of children in the summer of 2005. The facility's programs bring together typical preschoolers with special needs children and will serve as a focal point for educators, parents, and researchers.
- A 1,100 car parking garage.
- Sixteen million dollars in campus utility upgrades.
- A New Jersey Transit train station and parking garage, giving students and faculty direct access to Manhattan, Fall 2005 (a partnership between MSU and New Jersey Transit, funded by New Jersey Transit).
- A new women's softball stadium saw its initial action in 2004.

5. Technology: Montclair State University will embrace the pervasive and transforming use of technology.

With nearly two-thirds of the faculty utilizing Blackboard as their course management system, the University has entered a new age of instructional technology for the millennial learners now on campus. Course design support personnel are available to assist faculty in the creation of innovative instruction using technology. A pilot project promoting the universal use of laptops has been successfully instituted in the School of Business. The University recently became the first institution in the nation to implement a revolutionary new mobile phone program that enables students to customize their service to access all of the information and resources needed to manage their academic, community, and social lives on campus.

6. Globalization: Montclair State University will become a center for global study and understanding.

Utilizing Global Education Grants and other incentives for faculty to teach and work in international settings continues to internationalize the campus. Programs for Study Abroad experiences, visiting scholars, and special initiatives to bring students from

Afghanistan have enhanced and broadened the campus perspective to encompass much larger world borders.

7. Achievement: Montclair State University will foster a vibrant sense of community in which each student will be challenged to attain her or his full potential.

Student services continue to enrich students' campus experiences through increased recreational opportunities, efforts to increase already high retention and graduation rates, and other student centered mechanisms to ensure that students develop appropriately into well-educated, productive citizens.

8. Service: Montclair State University will serve as a resource for the local and regional community.

The University is a remarkable repository of people and program resources for the region encompassing expertise in the arts, sciences, the environment, education, professional training, business, and humanities.. Montclair State University continues to reach out to address identified needs with our counterparts in business, industry, education, artistic ventures, community building, and opportunities for P-12 students.

9. Accountability: Montclair State University will adopt a plan to measure its progress in meeting its key goals.

In order to measure our accountability and the integrity of institutional practices, a council known as the Taskforce on Assessment and University Effectiveness (TAUE) is being instituted by the Provost. The Taskforce is expected to monitor, oversee, support and promote assessment activities and analysis of effectiveness for the full range of University divisions, departments, and programs, including:

- Establishing and maintaining a library of assessment materials;
- Maintaining a comprehensive list of University assessment activities;
- Providing support and resource persons;
- Coordination of all assessment activities;

- Provision of University-wide data summaries from such sources as the National Survey of Student Engagement (NSSE), the Faculty Survey of Student Engagement (FSSE), and the one year out alumni survey; etc. in conjunction with Institutional Research
- Providing support for departmental assessment survey efforts; and
- Identifying other University assessment information needs and tools.

Montclair State University's decennial institution-wide self-study offers the University a unique opportunity to chronicle the changes that have occurred and to explore the issues associated with managing such change. Given the rapid pace of the change, the types of change, the scale of the change, and the impact of such change on our mission, we have selected to use the Comprehensive Self-Study Model with an emphasis on managing growth and change. Our goal is to examine how well Montclair State University is meeting the accreditation standards as articulated in the Commission's document, *Characteristics of Excellence*, while we explore how well we are managing the changes the institution is undergoing. In order to optimize the benefits of such an examination, these standards will be viewed within the context of our own mission and objectives and the assessment of the changes the University is undergoing.

IV. SPECIFIC GOALS AND OBJECTIVES

Montclair State University has grown in significant ways over the past 10 years and conducting the self-study provides the University with an opportunity to examine and reflect on its accomplishments. Creating a self-study also provides the means by which members of the campus community can join together to discuss how the institution can achieve its full potential by addressing areas needing attention. The discussion of such important issues follows naturally from the development and adoption of the Strategic Plan.

The four main reasons for undertaking the Middle States self-study are:

