

Montclair State University

2015 STRATEGIC PLAN PROGRESS REPORT

connecting to tomorrow





The background image shows an aerial view of the Montclair State University campus during sunset. The campus features several buildings with red roofs, green lawns, and paved walkways. In the distance, a dense forest and city skyline are visible under a sky filled with scattered clouds.

CONNECTING TO TOMORROW

Montclair State set an ambitious set of goals for the University community in 2011, with development of our University-wide strategic plan, *Connecting to Tomorrow*.

We are pleased to provide this annual update on our progress. It is an impressive record of gains made in building bridges between academic success and achieving one's career and life goals, of connecting globally, and of growing our capacity to conduct life-changing research, exploration and scholarly achievement. It is a testament, as well, to continuing progress toward engaging with and improving communities — our communities of students, neighbors and partners in New Jersey and beyond.

Forward progress and momentum at Montclair State is remarkable. In the space of just a few months, we have received our largest philanthropic gift in history — \$20 million to support the Feliciano School of Business — opened two major buildings for teaching and research, moved up within the Carnegie Institution rankings of American universities from master's level designation to the advanced level of Research Doctoral 3 and qualified as a Hispanic-serving institution.

We are pleased with the measurable progress made in just four years, and steadfast in our ongoing commitment to the vision set forth in the strategic plan. I extend my gratitude to the many faculty, staff, students and partners who have contributed to the forward momentum of this exceptional institution.



SUSAN A. COLE
PRESIDENT
MONTCLAIR STATE UNIVERSITY

GOAL 1

CONNECTING STUDENTS TO A SUCCESSFUL TOMORROW

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 stimulate a level of intellectual curiosity which will help our graduates become lifelong learners.



ENROLLMENT AND GRADUATION

- The first public university in New Jersey to be entirely standardized test optional for admission.
- Exceeded the undergraduate enrollment targets for 2016, with a total of 20,465 students including 16,336 undergraduates as of fall 2015.
- 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 2015, 100 percent of sophomore and upper-class transfer students completed a mandatory transfer student orientation which served as their initial acclimation experience to the University.
- The six-year graduation rate for our 2009 entering cohort of full-time, first-time undergraduates is 65.6 percent. This is the highest cohort graduation rate recorded at the University, and nearly 2 percentage points higher than the previous maximum graduation rate of 63.8 percent posted by the 2008 cohort. Women have already surpassed the 2016 six-year retention goal of 70 percent with a rate of 70.8 percent. The six-year graduation rate of 57.4 percent for males also represents a maximum graduation rate for that group.

ASSESSMENT AND ACCREDITATION

Accreditation reaffirmed in 2015 for the following:

- The Association to Advance Collegiate Schools of Business (AACSB):
 - BS in Accounting
 - BS in Business Administration
 - MBA
 - MS in Accounting
- Accreditation Council for Education in Nutrition and Dietetics (ACEND) of the Academy of Nutrition and Dietetics: Didactic Program in Dietetics and Dietetic Internship (Department of Health and Nutrition Sciences)
- Computer Accreditation Commission of ABET: The Computer Science BS with a concentration in Professional Studies

- Council on Education for Public Health (CEPH): Master of Public Health
- The College of the Arts is one of only a handful of institutions across the country that are accredited by all four of the national arts accreditation agencies, i.e. the National Associations of Schools of Art and Design, Dance, Music and Theatre.

STUDENT EXPERIENCE

- *Athletics:* The men's and women's soccer teams participated in the NCAA Championships in the fall of 2014, with the women's team advancing to the sectional round. The women's basketball team advanced to the NCAA Final Four in Michigan, and finished third in the country. Men's lacrosse won the Skyline Conference Championship and qualified for the NCAA Tournament last spring. Montclair State University won New Jersey Athletic Conference championships in men's soccer, women's soccer and women's basketball. Five track athletes qualified for the NCAA Outdoor Championship.
- Student athletes continued to maintain an overall grade point average over 3.0. There were 42 new members inducted into the National Athletic Honor Society in spring 2015, with 229 members of the 3.0 club and 107 dean's list members from fall 2014.
- The new residence halls remain at full occupancy with a waiting list. Current occupancy is 5,179.
- The September 2014 census data confirmed the current Educational Opportunity Fund first-year retention rate of 89.1 percent exceeds the University's strategic goal of 88 percent.

DOCTORAL PROGRAMS

THE UNIVERSITY OFFERS SEVEN DOCTORAL PROGRAMS:

- Audiology (AuD)
- Communication Sciences and Disorders (PhD)
- Counselor Education (PhD)
- Environmental Management (PhD)
- Family Studies (PhD)
- Mathematics Education (PhD)
- Teacher Education and Teacher Development (PhD)



GOAL 1 CONTINUED

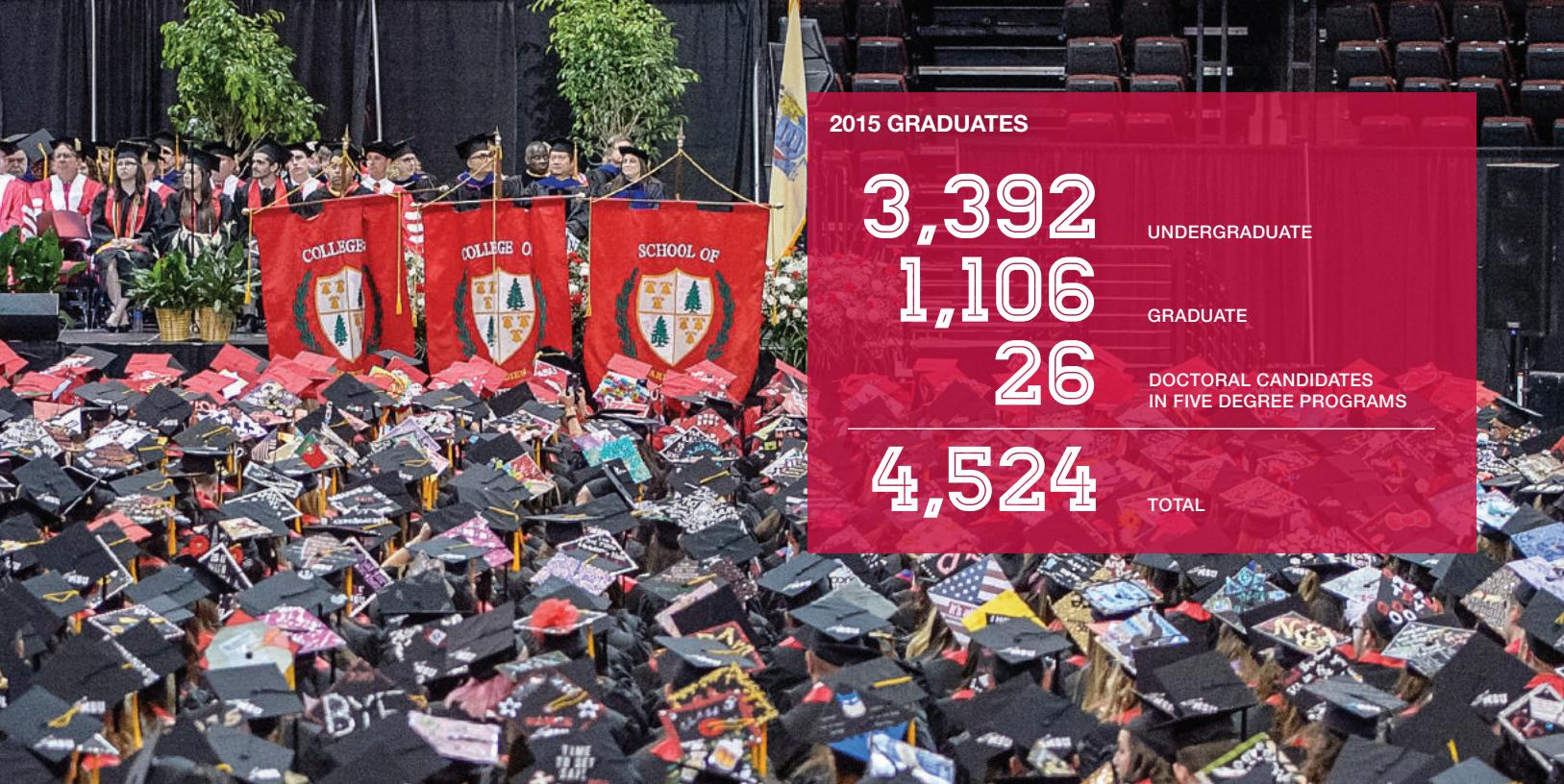
AFFORDABLE TUITION

- Montclair State University remains one of the most affordable of New Jersey's public institutions.
- In-state undergraduate tuition increased minimally in FY 2016. The University's FY 2016 annual full-time undergraduate in-state tuition and fee cost of \$12,044 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 2015-2016 Academic Year for need-based and merit-based grants and scholarships will represent a 61 percent increase over funding levels from the 2011-2012 academic year.
- In fall 2015, the University provided need-based and merit-based aid to approximately 590 incoming freshmen, compared to 265 students five years ago, a 122 percent increase.
- The Give Something Back Foundation — through its Founder and CEO, Robert Carr — presented a \$1 million check to Montclair State University President Susan A. Cole, for

scholarships to 50 local ninth graders that will cover their four-year college costs in the future.

FACULTY

- *University Authors:* 39 publications including 36 new books, two DVDs and one film were recognized at the annual reception in April 2015.
- Appointed 20 new tenure-track faculty in 16 academic departments.
- Brigid Harrison, professor of Political Science and Law, was named to PolitickerNJ's Power List, ranking her 20th within the state's political scene.
- The National Endowment for the Humanities awarded one of 80 national fellowship awards to Professor of French Elizabeth Emery to complete a book with the working title, *Clémence d'Ennery: A Female Connoisseur in the Age of Male Collecting*.
- Associate Professor of English Jeffrey Alan Miller discovered the earliest known draft of the King James Bible, a notebook that dates



from 1604 to 1608. Experts called it perhaps the most significant archival find relating to the King James Bible in decades.

- Collaboration with the College of Science and Mathematics and the New Jersey Department of Environmental Protection to forge a stronger working relationship and to better inform the New Jersey EPA of the College's individual and collective expertise.
- Jennifer Brown Urban and Miriam Linver, associate professors in Family and Child Studies and co-directors of the Research on Evaluation and Developmental Systems Science Lab, received a \$1,796,560 grant from the John Templeton Foundation for their project, titled "Inspiring Youth Purpose through Reflection on the Laws of Life: Improving, Implementing, Evaluating & Researching the Inspire>Aspire Poster Program."

STUDENTS

Ninth Annual Student Research Symposium

- Showcases and rewards outstanding student scholarship and student research.

- 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.
- 230 poster, oral and multimedia projects

Internships

- The Feliciano School of Business placed 181 students in internships, a 28 percent increase over 2014. Internships vary from positions for accounting majors with some of the top firms in the field to hospitality management internships as far afield as the National Conference Center in Virginia.
- The School of Communication and Media placed 136 students in internships in 84 different communication, media and nonprofit organizations and government agencies. Examples include production assistant positions at HBO, CNBC and CBS, and corporate internships at Madison Square Garden and Gucci.

GOAL 2

CONNECTING PEOPLE AND IDEAS

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 milieu of ideas, old and new, is nurtured and shared by the community.



NATIONAL HONORS AND RANKINGS EARNED IN 2015

- U.S. News & World Report's 2016 edition of *America's Best Colleges* ranks Montclair State #34 among the best regional universities in the North — up from #50 the previous year.
- Forbes' 2015 edition of *America's Top Colleges* also includes Montclair State in its rankings.
- Students interested in Feliciano School of Business programs will find Montclair State listed in the 2016 edition of *The Best 295 Business Schools* published by *The Princeton Review*.
- In 2015, Montclair State was ranked among the top 30 percent of the nation's education schools by *U.S. News & World Report*, one of only two institutions in New Jersey to be nationally ranked.
- Ranked among America's greenest campuses in *The Princeton Review's* 2015 edition of its *Guide to 353 Green Colleges*.
- For the 17th consecutive year, Montclair State was designated one of the "Top 100 Colleges for Hispanics" by *The Hispanic Outlook in Higher Education Magazine*, earning the second-highest ranking in New Jersey.
- Included in the Campus Pride "Top 25 LGBTQ-Friendly Colleges and Universities" list.
- Named to the Interfaith Honor Roll for participation in the President's Interfaith and Community Service Campus Challenge.
- Montclair State's Center for Leadership Development and Campus Connections is the recipient of the 2015 Leadership 500 Award.
- Montclair State's exceptional and affordable education to its students earned it a spot on *Money* magazine's 2015 list of the nation's "50 Colleges that Add the Most Value."

GRANT RECOGNITION

- The University received 68 awards from more than 50 separate federal, state, private and foreign sponsors. Total external funding for FY 2015 was \$8.4 million. Including future years, these awards total \$21.2 million.
- \$20 million anonymous gift to the Feliciano School of Business
- Awards for FY 2016 total a record \$7.9 million thus far.

- Gradschools.com ranked Montclair State's Special Education programs in the top 25 nationwide in its 4th Annual Fall 2015 Rankings of the Top Special Education Graduate Programs.

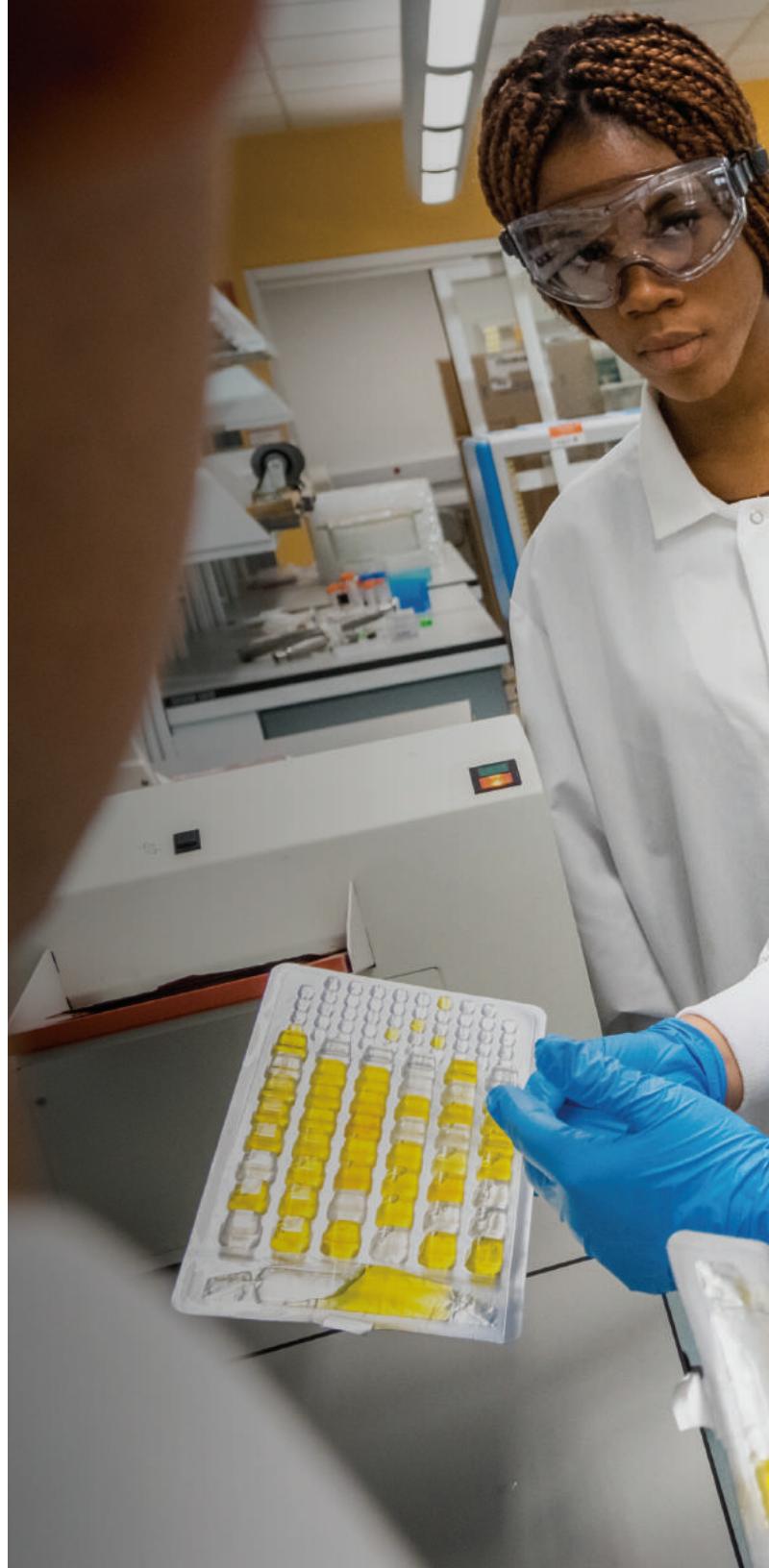
SIGNIFICANT GRANT ACTIVITY

- **Five-year, \$6 million grant** titled "Newark Montclair Urban Teacher Residency Program." This innovative apprenticeship-based program, renewed in 2015, provides on-site education, intensive classroom experiences with a master teacher and three years of mentoring and professional development in the schools where residents are hired to teach.
- **National Endowment for the Humanities national fellowship award** to Elizabeth Emery, professor of French in the Department of Modern Languages and Literatures, to complete a book with the working title, *Clémence d'Ennery: A Female Connoisseur in the Age of Male Collecting*.
- **A \$720,000 contract** from the New Jersey Department of Children and Families to prepare and deliver infant mental health professional development trainings to a wide range of infant and early childhood staff in the 10 counties most affected by Superstorm Sandy.
- **A five-year, \$553,000 grant** from the National Science Foundation for "Opening Pathways, Engaging and Networking in Chemistry in Northern New Jersey" (OPEN-NJ). OPEN-NJ will award 51 \$10,000 yearly scholarships to students admitted to the MS programs in chemistry, chemistry with a concentration in biochemistry, and pharmaceutical biochemistry. The program will serve as a model for enabling biology BS graduates to transition into MS degree programs in chemistry and biochemistry.
- **A \$700,000 sub-award** from Rutgers University/NJ Department of Children and Families for the "New Jersey Child Welfare Training Program" for 2014-2015. The Robert D. McCormick Center for Child Advocacy and Policy provides training for area directors, assistant directors, local office managers and case work supervisors employed by the New Jersey Division of Youth and Family Services in Essex, Union, Hudson, Bergen and Passaic counties.
- **A three-year, \$300,000 grant** from the National Science

GOAL 2 CONTINUED

Foundation for “RUI: Transport of Inertial Particles in Time-Dependent and Stochastic Flows.” Undergraduate and graduate students will research the challenges of positioning autonomous vehicles in the ocean, where unpredictable and variable currents, seasonal variability, weather events and other random influences must also be accounted for.

- **A two-year, \$139,995 sub-award** from the New Jersey Sea Grant Consortium for “A Green Technology for Nutrient and Metals Reduction in New Jersey Coastal Waters.” The project will develop new “green” storm water BMP technologies to reduce the loadings of storm water-induced nutrients and toxic metals to coastal waters.
- **An \$83,342 contract** from the New Jersey Department of Environmental Protection for “Impact of Hurricane Sandy: Threats to Communities and Ecosystems from Storm-Induced Mobilization of Toxic Compounds.” The project will address the problem of storm-induced remobilization and availability of contaminants to coastal food-webs, specifically those of the Passaic River estuary tributary, and the potential for impacts on human and ecosystem health.
- **A \$50,000 grant** from the Spencer Foundation in support of research and writing of a book, *An African American Dilemma: The Problem of School Integration and Civil Rights in the North*, a social history of northern black debates over school integration.
- **A \$49,275 Small Business Innovation Research (SBIR) Phase I grant** from the National Institutes of Health in partnership with a local small business to conduct research on predicting placental risks earlier in pregnancy.
- **A \$25,000 grant** from the New Jersey Council for the Humanities for “Rescue in Budapest: The 70th Anniversary of Raoul Wallenberg’s Mission to Save the Last Jews of Europe.” The program presented a series of lectures, panels and films that commemorated Raoul Wallenberg’s mission to Budapest.
- The Sokol Institute for Pharmaceutical Life Sciences received **continued funding from Celgene** for its collaborative work on examining kinase inhibitors as a control mechanism for various parasitic diseases.





GOAL 3

CONNECTING TO PLACE

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.



INTEGRATING WITH THE COMMUNITY

The Center for Community Engagement houses a wide array of programs and projects that foster community engagement and democratic practice. The Center works to maximize the University's new Carnegie classification as a community-engaged campus — a site for applied teaching, learning and scholarship among collaborative partners. The CCE has partnered with nonprofit and faith-based organizations, local schools, government agencies and civic associations to address real issues of public concern.

- Through programs such as the Emerging Leaders Learning Community and the Leadership Development through Civic Engagement minor; through national service initiatives such as the Bonner Leader and EECO AmeriCorps programs; and through large, placed-based initiatives like the Orange university-assisted community school project.
- In partnership with the Orange, New Jersey, Board of Education and University and community partners, the Orange Community School Initiative works to carry out a broad community engagement strategy to address the pressing educational, social and health needs of students and families of the Rosa Parks and Oakwood Community Schools.

The College of Science and Mathematics' Visiting Scientists program had its busiest year to date with more than 70 faculty visits to K-12 classrooms in New Jersey, sharing their disciplinary expertise with a total of 14 individual schools.

COLLOQUIUM SERIES

WNBC Channel 4 Chief Meteorologist Janice Huff (pictured at left) received the Allen B. DuMont Broadcaster of the Year Award and participated in the School of Communication and Media's Colloquium Series. Huff was interviewed by Associate Professor of Television and Media Marc Rosenweig for a special edition of *Carpe Diem*, the School's award-winning weekly news magazine program, and discussed her distinguished career in media and the emerging challenges on the job.

Collaboration with the College of Science and Mathematics and the New Jersey Department of Environmental Protection has forged a stronger working relationship.

CARNEGIE PERFORMANCE

In 2015, the John J. Cali School of Music established its first graduate student string quartet. This ensemble-in-residence made its Carnegie Hall debut in March 2015 and is supported by a grant from the Lydia Bergen Foundation.

PEAK PERFORMANCES IN THE NEWS

December 2015: *The New York Times* raved about Liz Gerring's *Horizon* at Peak Performances. Alastair Macaulay, dance critic for *The New York Times*, wrote "This is one of the most marvelous performances in New York dance today," and called choreographer Gerring's work "invariably compelling."

THE WILLIAM DAWSON AWARD FOR PROGRAMMATIC EXCELLENCE

- The Awards Committee of the Association of Performing Arts Presenters unanimously voted Jedediah Wheeler, executive director for Arts and Cultural Programming, as the 2015 awardee.
- Presented to an individual or organization for quality, innovation and vision of program design, audience-building and community involvement efforts.

EXTENDING THE ARTS

The College of the Arts has expanded its geographic reach by offering programs that serve students beyond its New Jersey base. The first-of-its-kind, low-residency MFA in Dance offers a unique graduate experience to mid-career dancers from seven states; and the college's collaboration with East China Normal University is yielding a certificate program dedicated to art and music students visiting from their Chinese home institution.

GOAL 4

CONNECTING GLOBALLY

To meet the challenge of career success in a global community, the University provides an educational experience which 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 OF INTERNATIONAL EDUCATION (IIE)

- Scholar Rescue Fund host partner since 2006, one of the first in the U.S., singled out for special recognition.
- With matching funds from the Institute of International Education, 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

- Hosted six Fulbright Scholars from Brazil, Nigeria, Russia and Ukraine.
- In 2015, 22 international graduate Fulbright students from Afghanistan, Indonesia, Iraq, Mozambique, Pakistan, Papua New Guinea, Philippines, Russia, Rwanda, South Africa, Spain, Tunisia and Uzbekistan are studying at Montclair State.
- The University hosted 70 visiting scholars from more than 15 countries.

GENERATION STUDY ABROAD

In 2015, Montclair State joined with the Institute of International Education and more than 600 institutions and organizations around the world to become a member of Generation Study Abroad. The program's goal is to double the number of U.S. students studying abroad by the end of the decade.

GLOBAL BUSINESS PRACTICES

The Weekend MBA program is one of the only programs in the region to offer a required international trip to observe business practices in emerging countries. Since the 10-day, faculty-led requirement was added to the curriculum in 2012, 14 cohorts have visited Argentina, Brazil, Chile, China, Ecuador, Greece, Hong Kong, India, Singapore, South Africa, South Korea, Spain, Peru, Thailand, Turkey and Vietnam. The experience focuses on the competitive, political and cultural components of the global marketplace.

THE VILLA OF THE ANTONINES

Sponsored by the Center for Heritage and Archaeological Studies and the Department of Classics and General Humanities, this fieldwork project explores the remains of a Roman imperial villa located along the route of the ancient Via Appia, adjacent to the modern town of Genzano di Roma, in the Alban Hills, 10 miles from Rome.



On the basis of literary references and the discovery of several busts of Antonine emperors that today are on display in the renowned Capitoline Museums in Rome, the villa is believed to have been the property of the second-century CE imperial family of the Antonines.

MONTCLAIR WORLDWIDE

The number of opportunities for Montclair State students who choose to study abroad continues to grow. In 2015, nearly 400 students studied abroad through various programs worldwide. While Western Europe continues to attract the most Montclair State students, 2015 saw Montclair State students all over the world, including China, South Korea, Japan, South Africa, Chile, Costa Rica and Jordan.

GOAL 5

MEETING CHALLENGES AND OPPORTUNITIES ON THE WAY TO TOMORROW

Montclair State University continues to face challenges as it looks to the future. These include continuing decline of public funding, the challenge of keeping a college education affordable, increasing academic and research space, implementing student-friendly new technologies and providing a service-oriented student culture.



INCREASED ACADEMIC AND RESEARCH SPACE

SCHOOL OF COMMUNICATION AND MEDIA

Construction has begun on a state-of-the-art building for the School of Communication and Media and a new arts and sciences quad that will run from Richardson Hall to College Hall.

- The School of Communication and Media building will be a 105,000-square-foot facility that will join together what is now Morehead Hall and Life Hall into a single, multi-functional communications and multimedia facility.
- The new building will be equipped with a leading-edge, multi-platform “newsroom of the future,” along with a 175-seat presentation hall, ultra HD broadcast studios, integrated media lab and film screening room.
- The new arts and sciences quad will feature a center pathway lined with larger trees and bordered by lawn areas, ornamental trees and plantings, benches and seating areas.

CENTER FOR ENVIRONMENTAL AND LIFE SCIENCES

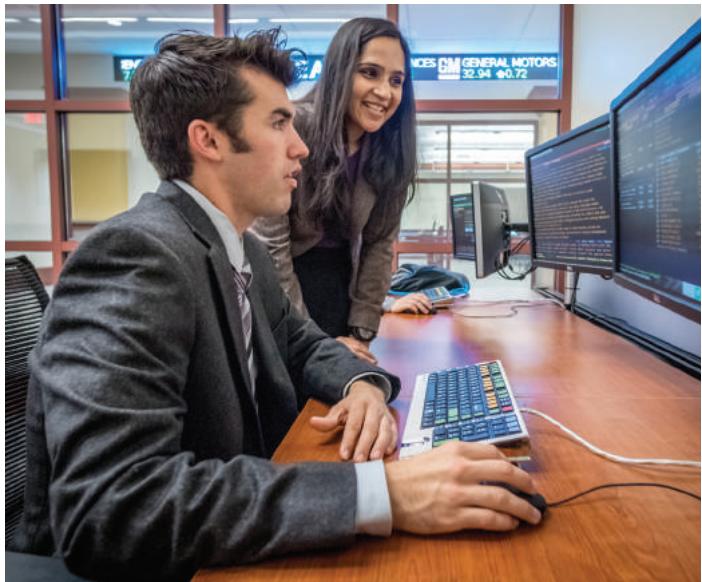
Opened September 2015

- \$55 million, 107,500-square-foot, LEED® Silver-certified science facility devoted to environmental and pharmaceutical life sciences research.
- Significantly expands the University's science research infrastructure.
- Comprehensive array of laboratories, seminar rooms, classrooms and other facilities that 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.

FELICIANO SCHOOL OF BUSINESS

Opened September 2015

- \$66 million, 143,000-square-foot, high-tech business learning environment. The six-story structure is the hub of innovative and analytical thinking, providing the tools students need to meet the global challenges of a changing world.
- Cutting-edge financial trading floor
- 12 state-of-the-art, high-tech classrooms
- 150-seat, high-tech lecture hall
- Market research labs that allow the faculty to engage and support local enterprises in better understanding the needs and expectations of their customers.
- Hub for the Feliciano Center for Entrepreneurship, which hosts 35 3D printers in a 3D printing innovation lab that is the first of its kind in the state.
- Received a \$20 million anonymous gift — the largest in University history — in support of the Feliciano School of Business.



GOAL 5 CONTINUED



TECHNOLOGY UPGRADES

ONEMONTCLAIR

- The implementation of the University's entirely new Enterprise Resource and Planning (ERP) system is well under way.
- The University continues to implement 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.

The financial system, PeopleSoft, went live July 2015.

The human resource system, Workday, will be live in mid 2016.

- Canvas, the learning management system, is fully implemented and producing excellent results.
- 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, are just a few of the benefits the OneMontclair program will deliver.



Montclair State University

1 NORMAL AVENUE | MONTCLAIR, NEW JERSEY 07043
montclair.edu