



Montclair State University

CONNECTING to TOMORROW

STRATEGIC PLAN PROGRESS REPORT

DECEMBER 2013

CONNECTING TO TOMORROW

Adopted in 2011 after a two-year, campus-wide effort, the Montclair State University Strategic Plan outlines five broad goals, each addressing a set of key challenges and actions necessary to ensure the University's future success. They are:

- 1. Connecting students with a successful future**
- 2. Connecting people and ideas**
- 3. Connecting to place**
- 4. Connecting globally**
- 5. Meeting challenges and opportunities on the way to tomorrow**

The University has moved swiftly to implement these goals through a wide range of initiatives, the results of which are summarized in the following pages.

This document highlights our reaffirmation to fully realizing the vision set forth in the Strategic Plan and writing the next chapter of this remarkable institution.



Susan A. Cole
President

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

Enrollment and Graduation

- The University is at 97.3 percent of its goal to enroll 20,000 students by 2016, with enrollment of 19,464 as of fall 2013.
- Female students, who represent 61 percent of the Montclair State University undergraduate population, have already achieved the 2016 strategic objective of a 70 percent six-year completion rate.

Assessment and Accreditation

- In 2012, the Middle States Commission on Higher Education recognized the University for its “student-oriented philosophy” and its student learning outcomes assessment, technology, budgeting and student service initiatives.
- All academic departments participate in a Five-year External Review cycle and, as a result, departments have enhanced and improved curricula and programs.
- The Conference on College Composition and Communication has twice awarded Writing Program Certificates of Excellence to Montclair State writing programs: in 2011 to the First-Year Writing Program of the Department of English and in 2013 to the Center for Writing Excellence, a campus-wide personalized teaching, learning and research center and one of only six such centers to have ever received this recognition.

A complete listing of our academic programs can be found on our website, montclair.edu/catalog



Programs

- The School of Communication and Media was established within the College of the Arts on July 1, 2012. The School houses the following majors: Audio/Sound Design, Communication and Media Arts, Electronic Journalism, Filmmaking, Health Communication, Organizational Communication, Public Relations, Sports Media and Journalism, and Television Production.
- Online programs and courses. The first two fully online degree programs (an MA in Educational Leadership and an MA in Child Advocacy) were launched in spring 2013. In addition to fully online programs, traditional students can take advantage of online and hybrid courses. As of fall 2013, 6.56 percent of all course sections are being offered in fully online or hybrid formats, which exceeds the 2013 goal of 5 percent.
- Accelerated MBA. Launched in the fall of 2012, this completely redesigned executive-style program is offered on alternate weekends at the Meadowlands Campus of Bergen Community College in Lyndhurst, New Jersey, and includes international visits to world business centers around the globe.

Student Experience

- The Heights, Montclair State University's newest residence hall complex and the largest student residence hall in the state of New Jersey, opened in fall 2011 and currently houses nearly 2,000 students in four wireless-equipped, state-of-the-art, suite-style buildings.
- As of fall 2013, 84 percent of entering first-year students were enrolled in Learning Communities. Additionally, a sophomore year experience is in full operation, promoting exploration of majors and careers.

GOAL 2

CONNECTING PEOPLE AND IDEAS

The intellectual activity that characterizes Montclair State University is dependent on the connections that yield new fields of inquiry and link the University to the larger world.

Centers

- Feliciano Center for Entrepreneurship. Launched in 2012 with a \$1 million gift from Edwin and Mimi Feliciano, the Center's mission is to develop programs and offerings that address the entrepreneurial needs and proclivities — both practical and aspirational — of students at all levels and from every discipline.
- Center for Autism and Early Childhood Mental Health. Established in September 2011, the Center offers professional development, education, clinical services and research in the areas of autism, infant and early childhood development and mental health. It has been awarded \$2.7 million over five years by the New Jersey Governor's Council for Medical Research and Treatment of Autism.
- Center for Research and Evaluation on Education and Human Services. Founded in 2012, the Center conducts state-of-the-art evaluation and applied research to enhance program planning and outcomes in education, health, and human services.
- The following research and academic centers are housed in the College of Science and Mathematics:
 - Bristol-Myers Squibb Center for Science Technology and Learning
 - Center for Quantitative Obesity Research
 - Passaic River Institute
 - Red Hawk Mathematics Learning Center
 - Sokol Institute for Pharmaceutical Life Sciences
 - The PSEG Institute for Sustainability Studies

Additional information about these research centers and institutes can be found at montclair.edu/csam/centers-institutes



Grant Activity

- Total external funding for FY 2013 was \$9.05 million. Major awards received thus far in FY 2014 include funding for the Robert Noyce Teacher Scholarship Program (\$1.5 million) and the New Jersey Child Welfare Training Partnership (\$1 million).

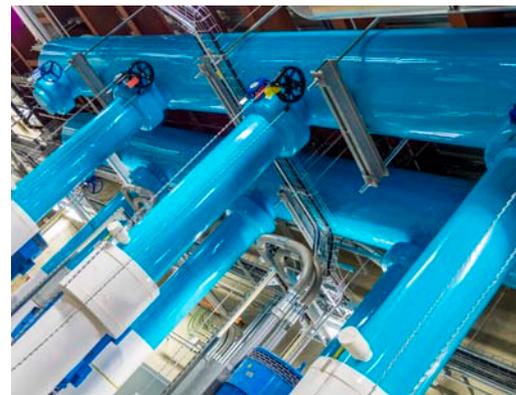


GOAL 3

CONNECTING TO PLACE

Montclair State is committed to extending its scholarly, technical, intellectual, professional and cultural resources for the benefit of the communities we serve. As a leader in civic engagement, the University will continue to demonstrate an ethic of community service for our students. Montclair State also will model environmentally responsible and sustainable business practices, working to reduce the University's carbon footprint.

- *Center for Cooperative Media.* Assisted by funding from the Dodge and Knight Foundations, the Center was established within the new School of Communication and Media to expand dissemination of news and information throughout the state and to support collaboration among New Jersey news providers.
- *Alexander Kasser Theater.* The University's public theater experienced an increase in attendance of 18 percent between 2011 and 2013, attracting audiences from New York and New Jersey.
- *School Arts Programming.* The College of the Arts FY 2013 programming for K-12 schools increased by 35 percent over FY2011 to 38 productions, serving an audience of 27,000 students from 91 New Jersey schools.
- *Woodrow Wilson New Jersey Teaching Fellowships.* In partnership with the Woodrow Wilson Foundation, Montclair State is one of five universities in the state to receive this prestigious grant, which attracts talented individuals to careers in teaching math and science.
- *Combined Heating, Cooling and Power (CHCP) Plant.* Montclair State's new CHCP plant went online in September of 2013. The new facility provides the 250-acre core campus with cost-effective and energy-efficient delivery of steam for heat, chilled water for air conditioning and natural gas-fired generation of electricity through a new underground energy distribution system.
- *Montclair State University Network for Educational Renewal.* One of the foremost university-school partnerships in the nation, the Network promotes the simultaneous renewal of schools and teacher education through collaboration between and among the University and its 30 school district partners.
- *Installation of solar panels.* A Board of Public Utilities grant of \$2.6 million in 2011 supported the installation of two solar farms, one on the main campus and one at the New Jersey School of Conservation.



Recent STEM Education projects in the College of Science and Mathematics and the College of Education and Human Services have expanded to include over \$4.7M million in new grants for the following:

- “Montclair State University Noyce Teacher Scholarship Program,” funded by the National Science Foundation (NSF).
- “NECST Program: Networking and Engaging in Computer Science and Information Technology Program,” funded by NSF.
- “Research in Undergraduate Institutions: Automatic Idiom Recognition,” funded by NSF.
- “Incorporation of Research Skills into the Undergraduate Biochemistry Curriculum to Create Extraordinary Scientists for the Modern Research Environment,” funded by NSF’s “Transforming Undergraduate Education in STEM” program.
- “LSAMP: The Garden State Alliance for Minority Participation,” funded by a sub-award from Rutgers University (prime award from NSF).
- “Research in Undergraduate Institutions: Issues in Modeling Gravitational-Wave Sources,” funded by NSF.
- “Transdisciplinary Environmental Science Research on Forest Lakes in Northwest New Jersey,” funded by an NSF “Research Experience for Undergraduates” site grant.
- “Noyce at Montclair: Preparing the Effective Elementary Mathematics Teacher,” funded by NSF.
- “CUSP and PRISM: Creative University-School Partnerships and Professional Resources in Science and Mathematics,” funded by the New Jersey Department of Education, a Math and Science partnership.
- “Newark 5th and 6th Grade Mathematics Professional Development,” funded by the Newark Public Schools sub-award from federal “Race to the Top” funding.
- “WIPRO Science Education Fellowship Program,” funded by Wipro Technologies.
- “The Art of Physics,” funded by the American Physical Society.

GOAL 4

CONNECTING GLOBALLY

To ensure graduates' career success in a global community, the University is committed to providing an educational experience that enables students to internationalize their perspectives, develop the knowledge and skills to function effectively in a global milieu, and adapt to rapidly changing economic, social and political landscapes.

- *International Scholars.* The University hosts a total of 180 Fulbright and Visiting Scholars from South Africa, Indonesia, Pakistan, Panama, Russia, Iraq, Rwanda, East Timor, Senegal, Angola, Uzbekistan, Afghanistan, Mongolia, Ukraine and Botswana.
- *eDiplomacy Project.* Montclair State partnered with the United States Department of State to offer the first-ever interactive diplomacy and foreign service course, using live interactive video to connect Montclair State students with their peers in Turkey.
- *Kibbutzim College of Education (KCE) in Tel Aviv, Israel, Partnership.* Two online courses are offered to students in the Department of Modern Languages and Literatures in collaboration with KCE.
- *Partnership with Seoul National University of Science and Technology (SeoulTech).* Dual-degree programs have been implemented with SeoulTech in Business and Industrial Design.
- *Scholar Rescue Fund of the Institute for International Education.* Montclair State University has been a strong supporter of freedom for besieged and exiled academics through the Scholar Rescue Program, having sponsored six international scholars from four different countries since 2006.



GOALS 5

MEETING CHALLENGES AND OPPORTUNITIES ON THE WAY TO TOMORROW

Like most public institutions of higher education, Montclair State faces challenges as it looks towards the future. These include the past decline and future uncertainty of public support; the challenge of keeping a college education affordable; providing ready access to new technologies; increasing academic and research space; providing a service-oriented campus culture; preserving and communicating Montclair State's mission; and anticipating and responding to the needs of a rapidly changing world.

Increased Academic and Research Space

- **Center for Environmental and Life Sciences.** Scheduled for completion in the spring of 2015, the new \$55-million, 107,500-square-foot Center will expand the University's science research infrastructure by 50 percent. State-of-the-art classrooms and research labs will support programs and research in sustainability science, pharmaceutical biochemistry and medicinal chemistry, as well as in environmental management, environmental science, geoscience and geography.
- **Conrad Schmitt Hall.** Completed in 2013 through a gift from Conrad Schmitt, the fully renovated Schmitt Hall provides state-of-the-art facilities for Modern Languages and Linguistics; a math emporium serving 2000-plus students each semester in a computer-assisted, self-directed instructional environment; and two new radio studios, one for the University's student station and one for New Jersey-oriented media partners.
- **School of Business.** The new 143,000-square-foot School of Business building is scheduled for completion in spring 2015. The School will provide students with a \$66-million, high-tech learning environment while also facilitating dynamic partnerships with the business community and serving as a hub for the Feliciano Center for Entrepreneurship and the Institute for Corporate Social Responsibility.

Technology Upgrades

- The University received \$7.65 million in New Jersey state funding in 2013 to maintain and enhance its technology infrastructure. When combined with the University's matching funds, these improvements represent a nearly \$14-million investment in meeting teaching, learning and business needs for the next decade.
- OneMontclair. The University has begun the implementation of a complete overhaul of its enterprise systems with the goal of replacing obsolete systems, maximizing business practice efficiency, and better serving its students and faculty.
- The University made a determination to transition from Blackboard to CANVAS, a cutting-edge, open-source learning management system. The implementation will be completed in FY 2014.

Communicating the Mission

- The twice-yearly alumni magazine, *Montclair*, was redesigned, expanded and relaunched in 2012. It now reaches an audience of 125,000 alumni, prospective students, families and other constituents, and has won numerous regional and national awards.
- In fall 2013, the University launched the most extensive branding campaign in its 105-year history. The culmination of a multiyear research process, **It's all here** tells the world that the possibilities are limitless at Montclair State.

Garnering Support

- Since July 2010, the endowment of the Montclair State University Foundation has more than doubled, with an October 2013 valuation of nearly \$60 million.
- The University launched a Recent Alumni Network to provide programs and resources for graduates from 2000 to the present, who represent 37 percent of the total alumni community.







MONTCLAIR STATE

UNIVERSITY

1 Normal Avenue, Montclair, New Jersey 07043
montclair.edu