Excellence earns recognition

#19 in Social Mobility
*U.S. News & World Report, 2021*

One of “America’s Top Colleges”
*Forbes, 2021*

A Top Producer of Minority Graduates
*Diverse: Issues in Higher Education*

Top 100 Colleges & Universities for Hispanics
*Hispanic Outlook on Education*

Best of the Best for LGBTQ students
*Campus Pride*

Top 100 Public Research University
*U.S. News & World Report*

One of the Best Colleges for Your Money
*Money, 2020*

Among “America’s Best Bang for the Buck” Colleges
*Washington Monthly, 2021*

No. 32 Online MBA Program
*Princeton Review*

Top 100 online degree programs in business and information technology.
*U.S. News & World Report, 2021*

#2 Master’s in Public Health and #4 MBA program in New Jersey.
*U.S. News & World Report, 2022*

One of 35 Hispanic Serving Institution Fulbright Leaders
*U.S. Dept. of State, 2021*

One of America’s greenest campuses.
*The Princeton Review Guide to Green Colleges, 2021*

Top 20 Online Master’s Programs in education and education administration.
*U.S. News & World Report, 2021*
Governor’s Budget Address
• Propose FY2023 general and fringe benefit appropriations
• Propose student financial aid

President’s Leadership Council
• Propose range of tuition and fees increases based on projected revenue, enrollment, and budget requests

Tuition & Fees Hearing
• Opportunity for input from students and public

New Jersey State Legislature
• Approve state appropriations and financial aid support
• May also establish tuition and fee increase guidelines

President’s Leadership Council
• Consider input from Hearing
• Review legislative budget outcomes
• Approve tuition and fee request

Montclair Board of Trustees
• Review and approve tuition and fee request
Montclair has a history of low annual adjustments for undergraduate tuition.

Full-time Tuition and Fees for New Resident Undergraduate Students (FY 2010 – FY 2022)
Montclair undergraduate tuition and fees remain low across resident and non-resident student groups compared to its New Jersey public peers

Full-time Tuition and Fees for Undergraduate Students (AY2021-2022)
Montclair graduate tuition and fees are second lowest for resident and lowest for non-resident student groups compared to its New Jersey public peers.
Graduation Rates: marginalized students do better at Montclair

Percentage earning bachelor’s degree in 6 or fewer years
(Cohort 2014)

<table>
<thead>
<tr>
<th></th>
<th>NJ Publics</th>
<th>Montclair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>52%</td>
<td>70%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>59%</td>
<td>63%</td>
</tr>
<tr>
<td>Pell Grant recipients</td>
<td>59%</td>
<td>65%</td>
</tr>
</tbody>
</table>
Tuition and Fees make up 58% of Montclair’s Total Sources of Revenue

Sources of Revenue (FY2022 Budget, $448 Million)

- Tuition & Fees, $261M, 58%
- State Appropriations, $102M, 23%
- Auxiliary Enterprises, $61M, 14%
- Other Sources, $24M, 5%
Tuition and Fee revenue has increased by 127% since FY 2006, while general operating state support has increased by only 14%.

State Appropriations and Tuition & Fees Revenue in Millions (FY 2006 – FY 2023)

1. Montclair Fiscal Year 2022 Budget
2. State of New Jersey Proposed Fiscal Year 2023 Budget
Montclair students remain underfunded compared to their New Jersey public research peers, as well as the other four-year New Jersey senior public peers.

FY23 Proposed General State Appropriations per 12-month Student FTE (2019-20)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Appropriations per 12-month Student FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rutgers University</td>
<td>$6,615</td>
</tr>
<tr>
<td>Research Institutions (average)</td>
<td>$6,115</td>
</tr>
<tr>
<td>New Jersey City University</td>
<td>$5,180</td>
</tr>
<tr>
<td>New Jersey Institute of Technology</td>
<td>$4,351</td>
</tr>
<tr>
<td>All Institutions (average)</td>
<td>$4,351</td>
</tr>
<tr>
<td>William Paterson University</td>
<td>$4,351</td>
</tr>
<tr>
<td>The College of New Jersey</td>
<td>$4,351</td>
</tr>
<tr>
<td>Kean University</td>
<td>$4,351</td>
</tr>
<tr>
<td>Ramapo College of New Jersey</td>
<td>$3,047</td>
</tr>
<tr>
<td>Montclair State University</td>
<td>$3,047</td>
</tr>
<tr>
<td>Stockton University</td>
<td>$2,464</td>
</tr>
<tr>
<td>Thomas Edison State University</td>
<td>$2,250</td>
</tr>
</tbody>
</table>

Sources and notes:
1. Integrated Postsecondary Education Data System (IPEDS)
2. State of New Jersey Proposed Fiscal Year 2023 Budget
3. Averages exclude Montclair.
Montclair students have remained underfunded over the past two decades

General State Appropriations per Student FTE (12-month)

Source: Integrated Postsecondary Education Data System (IPEDS)
* State of New Jersey Proposed Fiscal Year 2023 Budget
Montclair expends less resources per degree awarded than its New Jersey senior public peers

Total NACUBO Functional Expenses* per Degree Awarded (FY 2020)

* Total Expenses exclude Auxiliary enterprises, Hospital services, and Independent operations.
One-half of Montclair’s operating revenue supports Instruction, Research, Academic Support and Student Services

Uses of Revenue (FY2022 Budget, $448 Million)

<table>
<thead>
<tr>
<th>EXPENDITURE CATEGORY</th>
<th>FY2022 Budget</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Fringe Benefits</td>
<td>279,890,976</td>
<td>62.5%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>31,665,114</td>
<td>7.1%</td>
</tr>
<tr>
<td>Services and Fees</td>
<td>31,204,944</td>
<td>7.0%</td>
</tr>
<tr>
<td>Financial Aid</td>
<td>24,417,803</td>
<td>5.5%</td>
</tr>
<tr>
<td>Utilities</td>
<td>21,992,886</td>
<td>4.9%</td>
</tr>
<tr>
<td>Materials, Supplies &amp; Equipment</td>
<td>15,280,812</td>
<td>3.4%</td>
</tr>
<tr>
<td>Food and Dinings Services</td>
<td>13,530,274</td>
<td>3.0%</td>
</tr>
<tr>
<td>Operating Reserves/Other Expenses</td>
<td>8,187,645</td>
<td>1.8%</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>6,629,626</td>
<td>1.5%</td>
</tr>
<tr>
<td>Garden State Guarantee Reserves</td>
<td>5,472,000</td>
<td>1.2%</td>
</tr>
<tr>
<td>Student &amp; Employee Travel</td>
<td>4,052,626</td>
<td>0.9%</td>
</tr>
<tr>
<td>Advertising and Marketing</td>
<td>3,047,221</td>
<td>0.7%</td>
</tr>
<tr>
<td>Transfers to Plant Fund</td>
<td>2,453,000</td>
<td>0.5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>447,824,927</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

62% of expenditures pays for employee salaries and benefits
Montclair operates with on average 20% less staff per student than its New Jersey senior public peers and 42% less than the other research institutions.

FTE Employees Per 100 FTE Students (FY 2011 – FY 2020)

Source: Integrated Postsecondary Education Data System (IPEDS)
Montclair has the highest full-time equivalent enrollment per state-authorized position

12-month FTE Enrollment (2019-20) per FY 2023 Authorized Position*

Sources:
1. Integrated Postsecondary Education Data System (IPEDS)
2. State of New Jersey Proposed Fiscal Year 2023 Budget
* Fringe benefit appropriations are based on the number of state-authorized positions
Montclair’s Pell recipients receive the least support in state-authorized positions*

New Jersey Senior Public Colleges and Universities (FY2022 Authorized Positions, Fall 2020 Enrollment)

Source: Integrated Postsecondary Education Data System (IPEDS)

* Fringe benefit appropriations are based on the number of state-authorized positions
Montclair’s underrepresented minority students receive the second lowest support in state-authorized positions*

New Jersey Senior Public Colleges and Universities (FY2022 Authorized Positions, Fall 2020 Enrollment)

Source: Integrated Postsecondary Education Data System (IPEDS)

* Fringe benefit appropriations are based on the number of state-authorized positions
STRATEGIC INITIATIVES

- **Support Academic and Professional Success for Diverse Student Body**
  - Maintain principle of accessibility for all students
  - Enhance student advising programs
  - Improve retention and graduation rates
  - Develop innovative new academic programs

- **Research and Innovation**
  - Engage in solutions-focused research
  - Broaden research infrastructure
  - Provide hands on learning opportunities for both graduate and undergraduate students.
  - Increase research grants awarded from federal, state and local private sponsors

- **Partnership and Public Service**
  - Increase partnerships with government, businesses, schools, health care providers, non-profits and civic organizations.
  - Advance economic development and educational outcomes

- **Montclair Unbound**
  - Innovative new models of learning – programs that give our students the ability to learn how, when and where it works best for them. Creating new online graduate degrees, programs that combine in-person and online learning, and programs that are offered entirely off campus, like our brand new partnership at Union Community College’s University Center.
FY2023 BUDGET PRIORITIES

- **Maintain Affordability**
  - Institution-supported financial aid for undergraduates is expected to double next year, from $15.5 million to $31.0 million. Increased support for Presidential Scholarships, Housing Grants and Garden State Guarantee free-tuition program.

- **Recruit Highly Qualified New Faculty**
  - 23 New tenured-track positions approved for fall 2022

- **Employee Salary Increases**
  - Fund collective bargaining increases for union positions and salary increases for non-aligned positions (total $10.1 million).

- **Fund Inflationary Cost Increases**
  - Costs have increased due to highest inflation in forty years.

- **Address Proposed State Reduction in Operating Support**
  - N.J. Governor’s FY2023 Proposed State Budget includes a reduction in state operating support for Montclair of $10 million. The budget gap will be eliminated through a combination of budget reductions, operating efficiencies and tuition increases.
  - Work with State Legislature to restore operating support.

- **Continue to Launch Innovative New Academic Programs.**
INNOVATIVE NEW ACADEMIC PROGRAMS

2021-2022 New Programs

- **Five new B.A. disciplines**, including Film and Television, Advertising, Sports Communication, Policy Studies and Asian Language and Culture
- **Online Degree Completion Programs**, including BA in Liberal Studies, RN to BSN and BS in Business Management
- **Pre-Law and Pre-Med**
- **Seven new 4+1 degree programs**, including Mathematics/Social Research, Computer Science/Cybersecurity and Applied Math/MBA

Upcoming New Programs

- **New degree programs**, including BA in Urban Humanities, Dual Degree Program MPH/MBA and 4+1 BS/MS programs in Applied Math and Statistics
- **Undergraduate certificate** programs in Human Trafficking and Indigenous Studies
Montclair’s research award success rate and growth in research expenditures is steadily increasing.
Montclair is committed to higher education access and affordability by increasing investments in gift aid

Institutional Financial Aid in Millions (FY 2018 – FY 2023)
The University enrolled its largest freshman class in history in Fall 2021

Total Undergraduate and Graduate Enrollment (Fall 1999 – Fall 2021)
## 2021-2022 Tuition & Fees Rates

<table>
<thead>
<tr>
<th>Undergraduate (12-18 credits)</th>
<th>Resident</th>
<th>Non-Resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$6,161</td>
<td>$10,221</td>
</tr>
<tr>
<td>Fees</td>
<td>$488</td>
<td>$488</td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>$6,649</td>
<td>$10,709</td>
</tr>
</tbody>
</table>

## 2022-2023 Proposed Tuition & Fees Rate Increase

<table>
<thead>
<tr>
<th>Undergraduate (12-18 credits)</th>
<th>2021-22 Tuition &amp; Fees (per semester)</th>
<th>Proposed Percent Change</th>
<th>Proposed Amount Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident</td>
<td>$6,649</td>
<td>3% to 5%</td>
<td>$199 - $332</td>
</tr>
<tr>
<td>Non-Resident</td>
<td>$10,709</td>
<td>3% to 5%</td>
<td>$321 - $535</td>
</tr>
</tbody>
</table>
Questions?