

# LEADERSHIP PROFILE

THE SEARCH FOR  
THE 9TH PRESIDENT



**Montclair  
State  
University**





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of our beautiful campus:

[montclairstateuniversity.smugmug.com/Gallery](http://montclairstateuniversity.smugmug.com/Gallery)





## THE OPPORTUNITY

The Board of Trustees of Montclair State University is seeking nominations and applications for the position of President. This leader will succeed Dr. Susan A. Cole, who will retire in July 2021 after 23 years of extraordinary contributions to the University.

Montclair State University is an R2 research institution ranked in the top tier of national universities. Building on a distinguished history dating back to 1908, the University today has 10 colleges and schools that serve 21,000 undergraduate and graduate students with more than 300 doctoral, master's and baccalaureate programs. Situated on a beautiful, 252-acre suburban campus just 12 miles from New York City, Montclair State welcomes a very diverse population of students and delivers the instructional and research resources of a large public university in a supportive and sophisticated

academic environment that has a feeling of community that is more typical of a smaller institution.

Over the past decade, the University's enrollment has more than doubled, and Montclair State has taken its place as one of New Jersey's most successfully diverse institutions while expanding its degree offerings and earning national and state recognition as a research university. In recent years, the University has created a number of important research centers and institutes, as well as four new schools and colleges: the School of Communication and Media, home to one of the nation's most advanced media production facilities and over 1,000 students; the John J. Cali School of Music, which together with the Department of Theatre and Dance has gained a national and international reputation for educating performing artists; University College, which serves

close to 2,000 pre-major students; and a new, highly innovative School of Nursing.

Montclair State University is enjoying an exciting period of transition and growth and has elevated aspirations for its future. The University has built considerable momentum in recent decades, and the new president will be expected to build on that momentum, achieving wide recognition for Montclair State as a distinctive and distinguished member of the nation's public research universities. The Board of Trustees is seeking an experienced, forward-looking and progressive leader who will be presented with the following opportunities for professional and personal fulfillment:

- Serve as the leader of a campus "on the move" which has made exciting gains in enrollment, programs, facilities and reputation;
- Collaborate regularly with an exceptional and nimble team of administrators,





faculty and staff in perfecting Montclair State's value proposition, which is its ability to deliver the highest quality of academic programs at affordable costs;

- Participate in the entrepreneurial spirit that has enabled the University to successfully develop many innovative programs and services, and create new ways to further serve the region's needs;
- Interact regularly with and serve as a role model for the University's highly diverse, engaged and caring students, who are appreciative of Montclair State's academic and co-curricular programs and eager to apply these resources to their own growth and development;
- Partner with the region's leaders – government, private sector, industry, academic, media and community – to convey Montclair State's commitment to improving the well-being and prosperity of the state; and

- Work and reside in a vibrant metropolitan area that provides for the highest quality of life and a diversity of people, resources and activities.

### THE UNIVERSITY

Montclair State University opened its doors in 1908 as New Jersey State Normal School at Montclair, housed entirely in a single building, College Hall, now a newly renovated campus centerpiece. In the decades since, the institution has served generations of students, many the first in their families to achieve a higher education.

The University has grown and flourished in ways that would have been hard to imagine 112 years ago. From the first class of 187 students, it now serves 21,000 graduate and undergraduate students in 300 programs offered by 10

schools and colleges. Montclair State employs more than 4,000 faculty and staff members and is New Jersey's second-largest university.

The 23-year tenure of Dr. Susan A. Cole has been a time of remarkable growth and transformation during which the University has grown stronger, larger and more complex, rising from a well-respected regional master's institution with an almost entirely commuter student population to become a doctoral research university with a sizable residential student population and a growing national reputation.

Under President Cole's leadership, the University hired hundreds of new faculty, opened four new schools and colleges, constructed extensive new academic space, built housing for some 5,000



**This year's freshman class, geographically, hails from 22 states, plus Puerto Rico and the Virgin Islands, and all 21 New Jersey counties.**

students, reconstructed the entire energy infrastructure of the 252-acre campus, modernized facilities to support 21st-century teaching, learning and research, and added a train station providing direct access to midtown Manhattan.

Earlier this year, the University completed the most successful development campaign in its history, raising \$82 million from 20,000 alumni, friends, and corporate and foundation donors. This funding will sustain student scholarships, support faculty research and provide the next president with a strong foundation on which to build.

Across all the decades and amidst all the growth, however, Montclair State

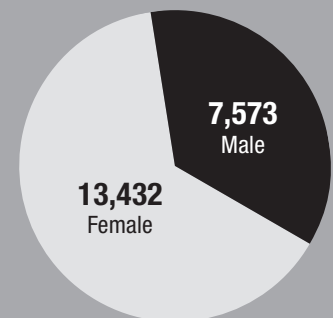
has always remained true to the ideals on which it was founded: providing a rigorous, affordable education that is accessible to all students, regardless of their means, and which prepares them to serve society and to lead lives of purpose and meaning.

#### STUDENTS AND CAMPUS LIFE

Montclair State's student body reflects, in every way, the diversity of New Jersey and the society it serves. Coming from virtually every demographic and socioeconomic group, from big cities and small towns, students arrive on a campus where everyone feels included and welcomed.

The University has cultivated an intentional effort to enhance its inclusivity over nearly

#### BY THE NUMBERS



**16,374**  
Undergraduate  
Students

**4,631**  
Graduate  
Students



five decades under a series of presidents. It began in 1973 with President David W.D. Dickson – the first African American appointed to head a four-year New Jersey higher education institution. Twenty-one years later, Irvin Dexter Reid, the University's second African American president, led efforts to elevate Montclair State from a college to a university. Its first female president, Susan A. Cole, appointed in 1998, committed the University to reflect the diverse population of New Jersey and created the President's Commission on Affirmative Action, Equal Opportunity and Diversity.

The evolution includes building stronger bridges to surrounding communities and creating partnerships with local schools, governments, businesses and nonprofit organizations to address the challenges of cities like Newark, Orange and Paterson. Faculty and students are engaged in coursework and research projects that address a range of urban concerns, including clean water, criminal justice reform, public health, sustainability

and equity in K-12 education. In addition, performances in the College of the Arts are open to the public and outreach programs connect the University and communities through dance, theater and music.

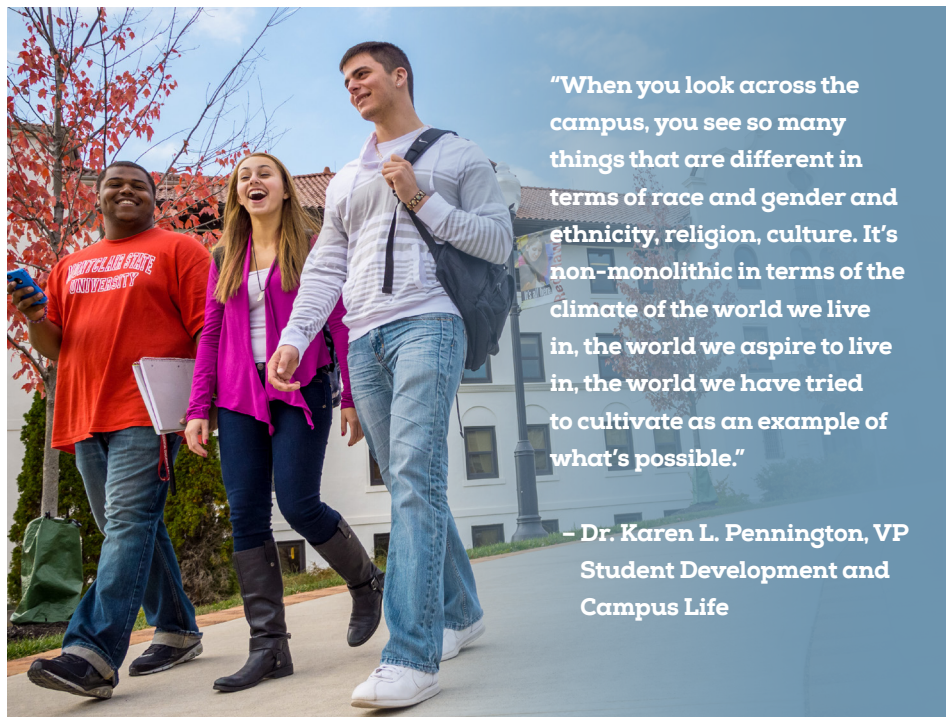
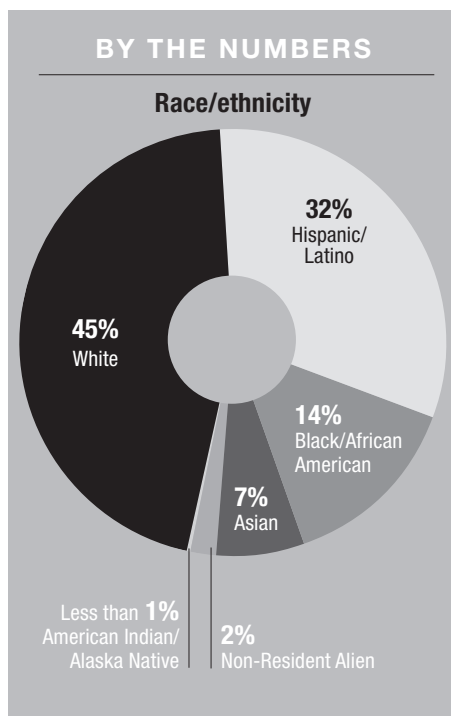
The University has experienced considerable success in recruiting, retaining and graduating students of color. The U.S. Education Trust honored Montclair State as a "Top Gap Closer" for increasing graduation rates for minority students, and several national rankings, including *U.S. News & World Report*, *Forbes* and *Washington Monthly*, have recognized the University as one of the top schools for social and economic mobility.

Another bright spot has been significant growth in Hispanic student enrollment. Montclair State now enrolls more Latinx undergraduates than any other New Jersey higher education institution, has been recognized as one of the Top 100 Colleges for Hispanics each

year for the past 18 years by *Hispanic Outlook on Education* magazine, and has been officially designated by the U.S. Department of Education as a Hispanic-Serving Institution. This recognition emphasizes the University's commitment to Latinx students and their families in increasing access to college, and achieving academic and career success. A recent \$2 million National Science Foundation grant will create new experiential learning opportunities in STEM fields for Hispanic students.

Montclair State serves many lower-income and first-generation students. The highly successful Educational Opportunity Fund (EOF) program, which recently marked its 50th anniversary, is a national model for creating access and opportunity for highly motivated students from disadvantaged backgrounds, who are provided support and guidance to reach their educational goals.

The University has been consistently named one of the most LGBTQ+ friendly campuses by respected organizations



**"When you look across the campus, you see so many things that are different in terms of race and gender and ethnicity, religion, culture. It's non-monolithic in terms of the climate of the world we live in, the world we aspire to live in, the world we have tried to cultivate as an example of what's possible."**

**– Dr. Karen L. Pennington, VP Student Development and Campus Life**





such as College Consensus and Campus Pride Index, in recognition of its commitment to making the campus safe and an ideal learning environment for all students through programs like Safe Space, which trains staff, faculty and student leaders, and the LGBTQ Center, which provides education and cultural opportunities.

Montclair State's demographic shift also includes a steady increase in student qualifications. The grade point average of admitted freshmen (currently 3.27) continues to move upward, as does the

rigor in their high school curricula. The Presidential Scholars Program attracts diverse and talented in-state students to campus, while the National Student Scholarship draws high-achieving, out-of-state students by providing them with in-state tuition rates.

#### **ROBUST CAMPUS EXPERIENCE**

Montclair State has a strong, positive campus culture, defined by a student-focused and team-oriented ethos and high levels of pride and engagement among students, faculty and staff.

Throughout all the growth and transformation, the University has kept its caring and warm spirit while maintaining a focus on providing resources for health, wellness, safety, and personal and academic development. Montclair State gives its students a level of personal attention and support characteristic of smaller institutions, something not often found on large research university campuses. Students recognize and appreciate this culture and in return are incredibly loyal to their alma mater.





Multiple campus activities and traditions enhance school spirit and enrich the student experience, including a very strong NCAA Division III athletic program, intramural and club sports; indoor and outdoor recreation programs; flag raisings and Homecoming; and a beloved mascot, Rocky the Red Hawk, who often roams the campus in a golf cart driven by one of his student helpers. The Center for Student Involvement organizes everything from Broadway trips to Greek Life and events to help assure that Montclair State's sizable commuter population is as well-engaged as its residential population. The Office of Social Justice and Diversity fosters a welcoming and inclusive spirit and supports student activism across campus. Students have multiple opportunities to expand their leadership skills, make new friends and experience college at its fullest through participation in more than 120 organizations, including student government, academic clubs, the student newspaper and radio station,

and cultural, artistic, spiritual, political, issues-oriented, cultural and community service organizations.

Montclair State provides a wide range of support services geared to helping students succeed academically. The recently created University College provides an academic home for pre-major (undeclared) students and expanded advising resources to help students stay on track academically and graduate in a timely fashion. The Academic Support Center provides a wide range of tutoring and skill-building programs, and Red Hawk Central is a "one-stop shop" that makes it easy for busy students to access a wide range of support services without having to visit multiple offices.

The Office of the Dean of Students offers resources and connections to campus services for students who feel alone, disconnected, stressed, afraid and struggling with a myriad of

problems. These campus services, which include Campus Recreation, Center for Leadership and Engagement, Center for Student Involvement, Counseling and Psychological Services (CAPS), Health Promotion, Social Justice and Diversity, University Health Center, the Red Hawk Food Pantry, and a community-focused University Police Department, are designed to help students thrive.

In fact, Montclair State's community prides itself on going above and beyond for students. For example, this spring, when the pandemic suddenly separated students from their accustomed support networks on campus, campus professionals made a personal phone call to each of the University's 21,000 students to check in, see how they were doing and offer a connection to services. In addition, the University assured that students who needed access to laptops or Wi-Fi had them, through a free loaner program. An important pivot this year has



been to deliver services within a virtual environment, including tele-counseling and virtual engagement activities, with special attention to the challenges faced by students who live in multi-generational homes, work extended hours and share caregiving responsibilities.

Further, the Division of Student Development and Campus Life recognizes the ongoing need to address personal circumstances that may create barriers for students. It has developed many ongoing initiatives and programs to support students struggling with financial, housing and health-related challenges. Students can use a well-stocked food pantry, build a career wardrobe through Rocky's Closet, and receive physical and mental health care on campus.

## ACADEMIC PROGRAMS

Montclair State offers a wide and deep portfolio of 300 academic programs at the bachelor's, master's and doctoral levels, including several that have achieved national reputations. The portfolio includes 38 five-year bachelor's/master's programs and 14 4+1 MBA programs.

The University's entrepreneurial spirit and external orientation have enabled it to quickly develop and launch some 160 new undergraduate, graduate and certificate programs in the past five years. New programs span virtually every discipline, from business to the social sciences, education, technology and health care, and include innovative multidisciplinary offerings that combine the humanities with business and health care.

## College of the Arts

A state-designated Center of Excellence in the Arts, the College of the Arts offers more than 50 graduate and undergraduate majors, minors and concentrations through the John J. Cali School of Music, the School of Communication and Media, the Department of Art and Design, and the Department of Theatre and Dance. Programs in Musical Theatre, Dance (undergraduate and graduate) and Music Therapy (undergraduate and graduate) have gained national recognition, while strong but lesser-known programs in Product Design and Theatre Design & Technology consistently see 100 percent job placement rates for graduates. The College is accredited by all four national arts accreditation agencies.

### John J. Cali School of Music

The School of Music presents more than 300 performances each year, with over 100 of those streamed worldwide. Students regularly perform off-campus in prestigious venues like Carnegie Hall, often sharing the stage with professional ensembles like the New Jersey Symphony Orchestra. International tours have taken student ensembles from Austria to Australia. Artists-in-residence include the Shanghai Quartet as well as 2020 Avery Fisher Prize winner Anthony McGill of the New York Philharmonic.

### School of Communication and Media

Housed in the most technologically advanced broadcast and media production facility at any university in the nation, the School covers the complete communication and media landscape with degree programs in film and television, sports media, strategic communications, journalism, and media and communication





studies. Co-curricular opportunities include WMSC-FM, *The Montclarion* newspaper and website, and *The Montclair News Lab* weekly news program. Student productions have been recognized with two Emmy Awards and an Edward R. Murrow Award. Alumni are active and visible throughout the media industries on both coasts and around the country. The School is also home to the Center for Cooperative Media, a national leader in helping news media organizations collaborate with each other.

### College of Education and Human Services

The College of Education and Human Services – with eight academic departments and five centers – created the first doctoral program at Montclair State in the late 1990s and now has three PhD programs in Teacher Education and Teacher Development, Counseling, and Family Science and Human Development.

The College was awarded \$14.1 million in external grant funding in 2019-20.

Montclair State's teacher education program has a long and distinguished history and is recognized as one of the best in the country by *U.S. News & World Report*, which also ranks the Online Educational Leadership program No. 22 nationally. The College has formal partnerships with 33 school districts in northern New Jersey that pay a fee to join the Montclair State University Network for Educational Renewal – a nationally recognized school-university partnership. The College's educator preparation programs explicitly seek to enroll future teachers and leaders of color consistent with the demographics of the New Jersey student population.

Among the College's many other outstanding programs are Counseling, Nutrition, Dietetics, Food Science, Family Science and Human Development, Exercise Science, and Public Health.

Alumni are on the front lines of the coronavirus crisis in health-related positions as well as in public schools. The Center for Autism and Early Childhood Mental Health is a leader in providing services and consultation in New Jersey.

### College of Humanities and Social Sciences

A nexus of curricular innovation, the College of Humanities and Social Sciences melds traditional humanities with other disciplines to provide undergraduate and graduate students a competitive edge in the workplace. The University's largest academic unit, the College hosts 20 majors, 50 minors and 13 world languages. Its award-winning faculty, including a MacArthur Foundation Fellow, have engaged students through transdisciplinary programs as well as five-year BA/MA, BA/MS, and BA/MBA programs in fields such as history, psychology, linguistics, and language and business. Select interdisciplinary programs include Gender, Sexuality



### ONLINE ACCOLADES

***U.S. News & World Report***  
2020 Best Online Programs  
rankings:

**Master of Arts in Educational Leadership:** No. 1 in New Jersey and No. 25 in the nation

**Master of Business Administration (MBA):** Rose 43 spots in a single year, now tied at No. 88 out of 321

**Master of Science in Information Technology with a concentration in Applied Information Technology** – in its first year of eligibility – ranked in the No. 45-58 category

**Educational Administration and Supervision concentration:** No. 22





and Women's Studies; International Studies; Environmental Justice; Medical Humanities; Language, Business and Culture; and Child Advocacy and Policy. The College offers doctoral programs in Clinical Psychology, Industrial/Organizational Psychology, and Audiology.

#### **College of Science and Mathematics**

The College of Science and Mathematics provides academically rigorous programs that include hands-on research experiences for students. About 90 percent of students are engaged in student-faculty research, much of which is externally funded. Active research funding is about \$15 million, including prestigious NSF CAREER awards and a NASA Minority University Research and Education Project fellowship. The College is home to the PSEG Institute for Sustainability Studies; Sokol Institute for

Pharmaceutical Life Sciences; New Jersey Center for Water Science and Technology; Clean Energy and Sustainability Analytics Center; and Professional Resources in Science and Mathematics, whose external partnerships help grow New Jersey's innovation ecosystem. The College is also leading a statewide effort to innovate the teaching of math, funded by Math for America.

The College offers programs in biology, chemistry and biochemistry, marine biology and coastal sciences, computer science, physics and astronomy, earth and environmental science, mathematics education, applied math and statistics, and mathematical science. It has two doctoral programs: Environmental Science and Management, and Mathematics Education.

#### **Feliciano School of Business**

The Feliciano School of Business has achieved a prominent place in the state and the larger region. Fully accredited by the AACSB, the School has approximately 3,500 students, and its six academic departments offer an array of degrees, including a BS in Business Administration with 11 concentrations, an MS in Accounting, and a number of MBA offerings.

Home to the Feliciano Center for Entrepreneurship & Innovation and the MIX Lab, a 3D printing and innovation center, the School also features a financial trading floor and Bloomberg terminals, providing transformative learning opportunities for students. For the first time, the *Princeton Review* included the Online MBA and traditional MBA in its annual rankings for 2021. The Online MBA is listed in the *U.S. News & World*



*Report* rankings and also earned the top spot among New Jersey programs from College Consensus.

### School of Nursing

The School of Nursing was established in 2016 to meet the region's growing demand for highly qualified nurses. Accredited by the Commission on Collegiate Nursing Education, the School offers specialized facilities, including mediated classrooms, a nursing skills lab, an anatomy lab, a home care lab, a mock quarantine room, and high-fidelity

simulation labs outfitted with computer interfaced mannequins. A new online MSN program provides concentrations in clinical trials research, nursing education, and, in collaboration with the Feliciano School of Business, in nursing administration.

The School of Nursing is actively participating in Nursing Now, a three-year global campaign to improve world health by engaging nurses in directly addressing 21st-century health challenges. The School's specific focus, as part of

this campaign, will be on service and education in the University's surrounding communities.

### University College

Designed for the approximately 2,000 freshman and sophomore students who have not selected a major, University College allows students to explore academic and career options as "pre-major" students. University College provides an academic home where these students can tap into the support, guidance and programs they need to







explore and discover the areas that interest them most. Once University College students declare a major, they move seamlessly on to the college or school of that major, well prepared to progress to completion of a degree.

### The Graduate School

The Graduate School supports more than 100 master's and doctoral programs and works with all academic units to foster continued growth in graduate enrollment, which currently comprises 22 percent of overall enrollment. New and growing programs include Applied Mathematics, Business Administration, Business Analytics, Child Advocacy and Policy, Clinical Psychology, Computational Linguistics, Counseling, Cybersecurity, Nursing, Public Health, Social Research and Analysis, and Social Work.

### THE FACULTY

A strong faculty (more than half hired in the last 20 years) includes gifted teachers and research-active scholars, who received a record-breaking \$22.4 million in external grant funding for the fiscal year 2020 – an amount that has been growing each year. Thanks to their work, in 2019 the University was designated by the Carnegie Classification as an R2 – Doctoral University – High Research Activity and by the state as a New Jersey Public Research University. The hallmark of the Montclair State faculty is that they were recruited to be, and they are, both talented and committed teachers and brilliant scholars, researchers and artists.

Research by faculty scientists and scholars is taking place around the globe – from discovering the earliest known draft of the King James Bible in England, to saving endangered lemurs in Madagascar, to investigating Antarctic climate change – and helping solve the mysteries of space. Faculty are developing drug therapies for age-related memory loss, combating toxic algal blooms, examining racial bias

and human trafficking, pioneering new methods for teaching math, and studying how coronavirus is affecting Latinx communities.

The University's online institutional repository, Digital Commons, connects the research, scholarly and creative work of the University community to a global audience. It provides unlimited free access to some 6,000 scholarly publications and creative works, data sets and other materials produced by Montclair State's faculty, staff and students, and it enables researchers and students to find collaborators. Uploaded work ranges from a dissertation on refugee resettlement in the U.S. to archives of the student-run *Montclarion* newspaper dating back to 1948. Traffic to Digital Commons has grown 31 percent in the last year, and people from 191 countries have visited. Additionally, Montclair State University is among six leading New Jersey universities contributing to "Research with NJ," a scientific research database created to support the continued development of New Jersey's innovation economy.





**95%**  
of faculty hold  
highest degrees  
in their fields

Research is funded by a growing and varied list of federal, state, local and private sponsors, including the National Science Foundation, National Institutes of Health, U.S. Department of Education, National Institute of Justice, National Endowment for the Humanities and National Endowment for the Arts.

The faculty's growing reputation for research excellence enhances the University's competitiveness and improves its ability to attract external grants and recruit high-quality faculty, postdoctoral fellows and graduate students.

Faculty include many recipients of NSF CAREER Awards, the most prestigious award in support of early career faculty in research and education, a MacArthur Foundation Fellow (a "Genius Grant" awardee), two Emmy winners, a Pulitzer finalist, and nationally and internationally recognized experts on countless topics ranging from clean energy analytics to educational disparities to disease



During the coronavirus pandemic, faculty in the performing arts, in the John J. Cali School of Music and in the Department of Theatre and Dance, turned the Red Hawk Parking Deck, the Amphitheater, and campus quads into outdoor rehearsal and performance spaces, and changed performances from live venues to broadcast performances.

mechanisms and therapies to the neuroscience of second language acquisition.

During the coronavirus pandemic, in a year like no other, Montclair State's faculty discovered innovative and safe solutions to sustain the University's academic community with as much in-person, on-campus instruction and activities as possible under the circumstances. They

are also actively engaged in helping New Jersey solve pressing COVID-related issues, including modeling the pandemic's progression under different scenarios, helping K-12 teachers adapt to online delivery, addressing racial and ethnic disparities, and regularly sharing their expertise with the public in news media interviews.





College Hall – Montclair State's iconic, original home – reopened in fall 2020 after a loving and thorough renovation, expansion and modernization that brings together all student services. While maintaining the original look, including mission-style red roof tiles and decorative tin ceilings, it has been redesigned with a soaring glass-walled atrium for student gathering. Discovered during the renovation, a message in a bottle left by bricklayers symbolized the muscle and sweat that brought higher education to life, and generated worldwide news headlines about Montclair State.

## FACILITIES

Montclair State's 252-acre campus spans three townships in two counties and comprises 76 buildings, totaling 3.9 million gross square feet.

Under President Cole, Montclair State constructed some 3 million square feet of space, including new buildings to house its music, communications and business schools, and the College of Science and Mathematics, as well as two theaters and an art gallery, two parking decks, and a train station with direct service to midtown Manhattan. It also significantly modernized and renovated many academic spaces, and built the first and largest public-private student housing complex in the state, increasing residential capacity from 2,300 to 5,200 beds.

To support its growth and lay the groundwork for its future development, Montclair State completely rebuilt its energy infrastructure and became one of only a few universities in the nation, and the first in New Jersey, to achieve energy independence with its own microgrid.



Dedicated to research and instruction in the environmental and pharmaceutical life sciences, the Center for Environmental and Life Sciences is home to the PSEG Institute for Sustainability Studies, Sokol Institute for Pharmaceutical Life Sciences, New Jersey Center for Water Science and Technology, electron microscopy and GIS suites, as well as classrooms and labs for active and collaborative research.



The School of Communication and Media is equipped with a multi-platform "newsroom of the future," along with a 150-seat presentation hall, integrated media lab, film screening room, 4K broadcast studios, and acting and dance studios.





## LOCATION

Montclair State's location in one of the most dynamic metropolitan regions in the world is a strategic asset, allowing the institution to provide an extraordinary range of opportunities to its students and to engage corporations, nonprofit organizations and cultural institutions in its mission. The New York Philharmonic recently recorded its "Holiday Brass" concert in the campus's historic Amphitheater. Corporate executives, prominent journalists and even ambassadors to the United Nations regularly speak on campus, and the University has a long history as a sponsor of the Institute of International Education's Scholar Rescue and Fulbright programs.

Midtown Manhattan is just 12 miles away and is easily reached by train, bus and car. Newark Liberty International Airport, one of the nation's busiest airports, is about 30 minutes away. New Jersey Transit trains stop at two stations on campus and offer easy connections to

Amtrak's Northeast Corridor line, linking Boston, New York City, Philadelphia and Washington, D.C.

The campus is located in Montclair, New Jersey, one of the most attractive and desirable parts of the greater New York City metropolitan area, a place that is home to a well-educated and diverse population, providing an opportunity for the new president to build an influential network. Montclair is known for its grand old homes and tree-lined streets. It boasts a thriving arts scene, acclaimed restaurants, boutique shopping and year-round cultural events, many of which take place on campus.


Montclair State connects with the surrounding communities in several ways. Neighbors have easy access to the University's superb cultural, artistic and intellectual programming, including the critically acclaimed PEAK Performances series at the Alexander Kasser Theater, art exhibitions at the George Segal Gallery,

lectures by prominent writers, music lessons, and more than 200 student and professional musical performances each year at the John J. Cali School of Music.

For sports fans, Montclair State fields 18 highly competitive NCAA Division III athletics programs and is the home venue for the New Jersey Jackals minor league baseball team and professional soccer's New York Red Bulls II. The University welcomes its neighbors to skate at its Ice Arena and enjoy the Yogi Berra Museum & Learning Center, which honors one of Montclair's most beloved residents.

The University also offers many academic engagement opportunities, including pre-college summer programs for children and teens, dual enrollment agreements with two local high schools, and the Weston Science Scholars program, which places Montclair High School students in college science courses taught by Montclair State faculty.





Our network of external institutional partnerships creates transformational opportunities for our students, inclusive of opportunities for hands-on learning, research, discovery and, ultimately, employment.

## STRATEGIC PLAN

The University's newest five-year strategic plan, published last year, provides a road map of opportunities for the new president to shape strategies and guide tactics. The guiding pillars are: Fostering Student Transformation, Growing Through Diversity and Access, and Discovery and Application of Knowledge.

The plan supports the campus community's shared vision: to be nationally recognized as a premier public university, serving 25,000 students with programs from bachelor's to PhD, providing our students with a welcoming, supportive and responsive experience that enables post-graduate success, continuing to be affordable and accessible, acclaimed for research contributions, valued for community and business partnerships, fiscally sound and nimble in business practices, and diverse in students and employees.

The plan is structured around three guiding "Pillars" or themes, each pointing toward and promoting student success at every level of the institution. It is built on the foundation of an entrepreneurial mindset that empowers the University to be persistently innovative and demonstrably effective in the promotion of every policy and practice that will improve academic quality, promote student success and augment institutional communication and efficiency.

## FINANCIAL RESOURCES

Montclair State's annual budget for the current fiscal year is \$430 million. Expenses have grown by an average of less than 2 percent annually over the past five years through conservative fiscal management.

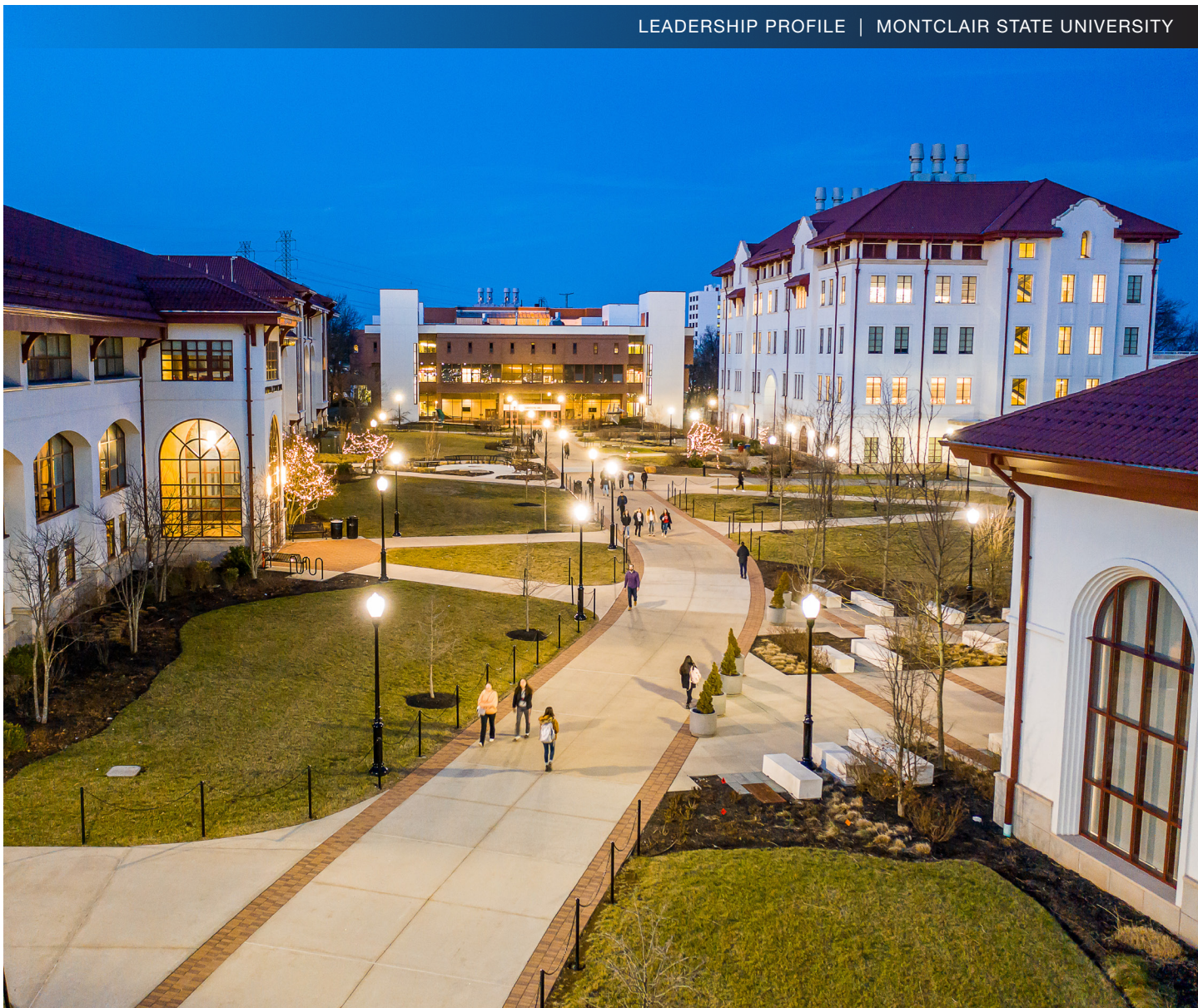
Remaining affordable and accessible, while providing an excellent education, have remained core values for the University throughout its history. To support its commitment to affordability,

the University has consistently maintained tuition rates among the lowest of the four-year public colleges and universities in the state, and increased scholarship funding by more than 63 percent over the past five years.

Keeping low tuition rates has been challenging in a state that historically does not fund its institutions well. While general operating support allocated by the State of New Jersey has increased by almost one-third in the current fiscal year, state appropriations fund only 21 percent of the operating budget today, compared to 46 percent in 2001. To fund major strategic priorities, the University has been vigilant and careful about how it spends, and it has excelled at finding opportunities to improve the efficiency and cost-effectiveness of its operations.

Tuition and fees are the largest sources of funding for the University. For many years enrollment grew significantly. The undergraduate student population has





now levelled off, but graduate enrollment continues to grow substantially, reaching record highs both last year and this year.

Credit ratings agencies continue to rate the University as a financially strong and stable university. Moody's currently rates the University as A2, and Fitch as A+ with a stable outlook.

The University has enjoyed much recent success at developing additional revenue sources. Extramural research funding has trended strongly upward, reaching a record high of \$22 million received in the most recent fiscal year, including major

federal grants for projects designed to improve the inclusion of students with disabilities in K-12 education, investigate an enzyme that is thought to play a role in memory disorders, and strengthen the spatial abilities of people with Down's syndrome, among many other topics.

Philanthropy is also becoming a more important source of funding. The Soar campaign, which concluded on June 30, 2020, raised \$82 million (exceeding its goal of \$75 million), of which \$43 million will support academic programs, professorships and research initiatives, and \$11 million will enhance athletics,

expand career and academic support services, and address the most pressing needs of students. Some \$28 million will support 91 new scholarship funds, 34 of which are endowed. The campaign, the biggest in University's history, was fueled by gifts from 20,000 donors. It helped to increase the institution's endowment to more than \$90 million, the highest it has ever been.





## GOVERNANCE

### Board of Trustees

The purpose of the Board of Trustees of Montclair State University is to hold the University in trust for the public, representing the public interest in governance, policies and development of the University within the spirit and intent of the laws and regulations governing the Board and the University.

### TRUSTEES

#### *Voting Members*

Ms. Rose C. Cali  
 Ms. Mary Comito  
 Dr. Francis M.C. Cuss, Chair  
 Mr. Jean Marc de Grandpre  
 Mr. George J. Hiltzik  
 Mr. Lawrence R. Inserra, Jr., Secretary  
 Mr. Douglas L. Kennedy  
 Mr. Ralph A. LaRossa  
 Mr. William T. Mullen  
 Mr. Preston D. Pinkett III  
 Mr. Kent Sluyter, Vice Chair  
 Ms. Fathia Balgahoom, Student

#### *Non-voting Members*

Dr. Susan A. Cole, President  
 Ms. Faith Victor, Student

#### *Faculty Representative*

Dr. Elizabeth Emery

### Officers of the University

- Susan A. Cole, President
- Joseph A. Brennan, Vice President for Communications and Marketing
- Shawn M. Connolly, Vice President for University Facilities
- Colleen Coppla, Vice President for Development
- Candace C. Fleming, Vice President for Information Technology
- Mark J. Fleming, University Counsel
- Willard P. Gingerich, Provost and Vice President for Academic Affairs
- Wendy W. Lin-Cook, Vice President for Enrollment Management
- Donna McMonagle, Vice President for Finance and Treasurer
- Karen L. Pennington, Vice President for Student Development and Campus Life
- David Vernon, Vice President for Human Resources

### Deans

- Lora Billings, PhD  
 Dean, College of Science and Mathematics
- Daniel A. Gurskis, MFA  
 Dean, College of the Arts
- Kimberly Hollister, PhD  
 Dean, Feliciano School of Business

- Tamara F. Lucas, PhD  
 Dean, College of Education and Human Services
- Peter Kingstone, PhD  
 Dean, College of Humanities and Social Sciences
- Janice Smolowitz, DNP, EdD, PhD, RN, ANP-BC, DCC  
 Dean, School of Nursing
- Scott Herness, PhD  
 Vice Provost for Research and Dean, The Graduate School
- David Hood, PhD  
 Associate Provost for Undergraduate Education and Dean, University College
- Judith Lin Hunt, DLS  
 Dean, Library Services
- Margaree Coleman-Carter, PhD  
 Dean of Students

### University Senate

The University Senate provides a forum for the faculty, administrators, librarians, administrative professionals, professional staff, clinical/instructional specialists and students to discuss and recommend policy on academic, administrative and student affairs issues to the Administration. The University Senate is a forum for all represented and non-represented groups and individuals to voice their issues and concerns to the community.









## THE ROLE OF THE PRESIDENT

The next President of Montclair State University will be an engaged, inspiring leader with a demonstrated commitment to Montclair State's heritage, mission and core values. The President will advance these values by building on the University's traditions and strengths, actively seeking consensus among all its constituencies, and exercising superb management and decision-making skills. The President will communicate effectively with both internal and external constituencies, articulating clearly and passionately Montclair State's mission and strategic aspirations. The President will work effectively with the Board Chair and Trustees in pursuit of the strategic initiatives that will further strengthen the University and the community.

The President will embrace the faculty's longstanding commitment to excellence in teaching, complemented by an increasing quantity and quality of scholarship and research, and display an understanding of the essential synergy between the two. The President will strengthen and foster a vibrant and diverse community of students, faculty and staff, enhancing relationships with alumni, community leaders, elected officials, the business

community and others closely associated with the University. Finally, the President will lead by modeling character, passion, integrity and a firm belief in the pursuit of knowledge.

In support of these essential functions, the President will:

- Articulate the mission and core values of Montclair State University;
- Ensure that the University pursues and achieves excellence in its academic endeavors, including but not limited to its undergraduate and graduate academic offerings; the research, scholarship and creative activities of the faculty; and the achievement and success of its students;
- Build a constructive environment of working collaboration among all the academic and administrative units of the University to develop and implement strategies for continued success;
- Appoint such executive officers and administrative leaders as deemed necessary;
- Personally interact with local, regional and state elected officials to further their appreciation for the value that Montclair State University provides to the citizens of the region and the State of New Jersey and to secure the appropriate

state support as a leading public research university;

- Strengthen partnerships with area school districts and other institutions of education, the business community, and residents of the local and regional communities, with an entrepreneurial spirit that helps build new revenue streams and increases student enrollment and achievement;
- Encourage alumni involvement in the University and its activities; and
- Lead aggressive efforts to raise funds from individual donors, private and nonprofit sources, government grants, corporations and foundations. The President's principal role in this regard is to ensure that donors recognize the significance of their potential gifts and how those gifts will help the University accomplish its goals.

## OPPORTUNITIES AND EXPECTATIONS FOR PRESIDENTIAL LEADERSHIP

The University's strategic plan states, "By 2025 Montclair State University will be nationally recognized as a premier public university, serving 25,000 students with programs from bachelor's to doctoral. It will provide students with a welcoming, supportive and responsive student experience that enables post-graduate





success. It will continue to be affordable and accessible, acclaimed for its research contributions, locally valued for its community and business partnerships, fiscally sound and nimble in its business practices, and diverse in its students and employees.”

This aspiration builds upon the impressive gains that Montclair State has made over the past decade in enrollment, facilities, programs, research and reputation, which have dramatically strengthened its profile as a public research university. The next chapters of growth, however, will most likely not be as tangible. Montclair State’s infrastructure is now quite robust, and it provides the University with a strong foundation to optimize its programs and services and further blossom into the nationally prominent institution it clearly aspires to be. During this next stage of the University’s development, the President of Montclair State University will place particular emphasis on strategic imperatives defined in the new Strategic Plan:

### **1. Build out Montclair State’s strategic plan and vision for the future**

Montclair State’s current road map for continued progress is Project Soar, a strategic plan approved by the Board of

Trustees in 2019 to guide the institution through 2025. The plan calls for the University to harness its considerable momentum in order to fulfil its promise, and to leverage its distinctive strengths in order to gain competitive advantages.

The new President will have the opportunity to build on the foundations of this plan to shape and articulate a strong strategic vision for the University’s future. She or he will find a shared sense of excitement about the potential of the institution among Montclair State’s faculty, staff, trustees, alumni and friends, and draw upon the wealth of their expertise and talent to increase institutional visibility and enhance student success.

The President will lead the implementation of the vision for what the future could bring for Montclair State, drawing on knowledge of best academic practices nationally, an understanding of and engagement with the issues facing institutions of higher education in these volatile times, a global perspective, and a clear understanding of the keys to institutional and student success in a foreseeable future. In short, the President must be able to rally Montclair State’s key constituencies around a shared vision for

the University and must then provide the leadership necessary to make that vision a reality. At the same time, the President must be vigilant in responding to external and internal changes in the environment (not the least of which are the implications of the current global pandemic) that might necessitate a modified or even new strategy, and be prepared to lead the development and execution of such changes.

### **2. Build broader awareness of Montclair State University’s distinctive identity**

Since 2000, Montclair State has been transformed from a very good regional university known primarily for its respected teacher preparation program into an impressive national doctoral university offering a wide array of academic programs and enriching experiences, delivered by a distinguished professoriate to a student body increasingly drawn from all over the country.

This transformation has been recognized and celebrated by its core stakeholders (faculty, students, staff, alumni and its immediate community partners), and within the state and the nation, there is growing awareness of Montclair





State's size and prominence. The new President will play a lead role in helping build broader and fuller awareness of the University.

A clearer, more distinctive brand and identity will help position the University as a "destination" school for first-time and transfer students who will be successful in meeting the academic rigor of its programs. It will also build alumni pride and enhance Montclair State's standing with its key external partners and funders, including the Governor and the legislature.

### **3. Serve as Montclair State University's "Champion" in outreach and advocacy**

The President is the face and voice of Montclair State University in representing its interests to external partners. The University's success in building its reputation and resources is directly impacted by the effectiveness of its external advocacy and engagement – with the legislature, the Governor and state administration, the private sector, donors, and leaders in key New Jersey/ New York communities. This outreach will need to be intensified, as public resources become tighter and the expectations of these internal and external stakeholders

become sharper. The President must be able to navigate the New Jersey political landscape and build positive working relationships with elected officials and community/business leaders.

The next President will need to convey to all stakeholders a clear and enthusiastic personal embrace of Montclair State. To succeed, the President must possess a thorough knowledge of the University's strengths and potential, and have the ability to communicate these strengths to others.

### **4. Recognize and cultivate Montclair State's remarkable diversity**

One of Montclair State's greatest strengths is the diversity of its student body. More than 50 percent self-identify as students of color and large numbers are first-generation and/or Pell-eligible. The University is widely known for being highly inclusive and has been recognized as one of the nation's most LGBTQ+ friendly campuses, and is officially designated as a Hispanic-Serving Institution. This profile provides a unique opportunity for Montclair State to achieve a greater appreciation by its key public and private stakeholders of the extent to which the institution serves as an active

means of economic and social mobility in the state. The new President will want to build on this rich diversity, to ensure that Montclair State continues to expand educational opportunities for – and champions the recruitment and retention of – its students through enhanced academic offerings, program quality and institutional support resources.

The President will seek opportunities to build on this foundation with strategic, equitable and inclusive approaches that lead to greater social mobility and career readiness for Montclair State's diverse community. Attention should be given to further developing social responsibility policies and practices so that students are comfortable in knowing that what is important to them is important to the University. Achieving this will increase Montclair State's reputation for being safe and inclusive, further enhance student engagement, contribute to retention and graduation rates, and eventually the growth of a highly engaged, robust network of alumni and donors.

Finally, the President should invest appropriate resources and attention to ensure that the diversity of the University's faculty and staff is appropriately representative.





### 5. Sharpen Montclair State University's enrollment strategy

The University has experienced significant enrollment growth over many years. Yet in light of intensifying competition from other universities in New Jersey and from surrounding states – and vastly complicated with the implications of the COVID pandemic – the new President must be closely engaged with strategic efforts to ensure sustainable enrollment levels (and associated revenues) through a focused enrollment management strategy.

In support of this, the President must lead ongoing refreshes of the University's enrollment strategy that will keep the Board and senior leadership team aligned in support of an enrollment plan that properly balances admission standards for student quality with an enrollment yield that provides tuition and housing revenues necessary to sustain the University's budget.

### 6. Build and steward Montclair State University's resources

In light of declining state appropriations for public higher education and the desire to keep tuition increases at a minimum, the new President will be expected to work with the University community to

identify and develop new, sustainable revenue streams that will be critical to the quality of Montclair State's academic and co-curricular programs, the depth of its faculty and staff expertise, and the attractiveness of its facilities.

Enhanced philanthropy will be a key revenue strategy. The University has been successful in developing a culture of fundraising over the past decade and has grown its endowment to more than \$90 million. An alumni base of more than 130,000 (about half of whom graduated in the last 20 years) provides the capacity to develop new major gift prospects as well as to increase annual giving. The President will provide hands-on leadership for philanthropy, invest time in cultivating and stewarding current and future donors, and raise the visibility of philanthropy within the University community.

The President will also need to carefully oversee Montclair State's finances in order to ensure its continued fiscal health and sustainability. The University has a reputation for excellent fiscal management, reflected by its current bond ratings, and has always been prudent with its resources. Nevertheless, the financial implications of the pandemic are yet to

be calculated, and the President will need to be especially attentive to budget and performance matters in the immediate years ahead.

### 7. Build relationships and partnerships with key internal constituents

The President must be engaged with the University's internal communities and convey a personal and visible commitment to fostering a collaborative, respectful culture that unites students, faculty and staff in a spirit of shared governance in support of the common mission of ensuring Montclair State's future success.

Montclair State is well-served by a Board of Trustees that has significant statutory autonomy and authority. It is comprised of well-respected, successful community and business leaders, many of whom have a personal connection to Montclair State. The Trustees are strongly committed to the University's future, and to supporting and serving as a resource for the President. The incoming President will want to quickly establish a partnership with the Board, understand its needs and expectations, and adopt proactive planning and communications protocols that strengthen the partnership on an ongoing basis.





## PRESIDENTIAL QUALIFICATIONS AND QUALITIES

First and foremost, Montclair State University's President embraces, embodies and champions the community's collective values. The ideal candidate for the position must therefore appreciate the history, culture and spirit of this distinctive institution. It is essential that the President convey a passion for Montclair State's character and be willing and able to enthusiastically communicate its strengths and priorities and serve as its champion.

Montclair State's President must demonstrate a managerial approach that emphasizes clear and open communication, team orientation, the ability and willingness to delegate authority and hold people accountable, and a commitment to the "servant leadership" model. The next President must combine these attributes with creativity, the ability to assess and undertake calculated risk, a tolerance for ambiguity and nuance, optimism, a sense of self-confidence, humility and humor. Like most effective leaders, Montclair State's President must be able to balance the need to engage in appropriate levels of collaboration and consultation with the essential ability to make timely and informed decisions.

The President will expend considerable time and energy working with external constituencies to generate the resources the University needs to carry on and expand its operations and enhance its profile. This will include fundraising as well as interactions with print, broadcast and online media, and a sensitivity to the impact those interactions will have on the University. In building these external relationships, the President will also demonstrate considerable skill and experience as a communicator and negotiator, and will possess the diplomatic dexterity, political savvy, courage of convictions, self-awareness and exquisite judgment necessary for superb leadership.

### Professional Qualifications

#### *Academic Credentials*

A doctorate or other terminal degree is strongly preferred. Candidates should have a demonstrated record of successful executive leadership, credentials and/or experience sufficient to warrant the respect and complete confidence of University stakeholders.

#### *Financial Acumen*

Experience in managing the financial and budgeting operations of a complex organization is a prerequisite for this position. Prior financial management

experience will provide the foundation for effectively overseeing all major business aspects of the University. An understanding of the importance of building an enterprise risk management framework, including, but not limited to financial audit, and some experience of determining and utilizing mitigation strategies would be an advantage.

#### *Research*

In order to continue the momentum gained through the designation of Montclair State as an R2 ("High Research Activity") university – and to gain access to new sources of extramural funding – the President should have a direct understanding of the important ways that research productivity in significant areas contributes to the realization of the inherent knowledge-creation mission of a great university, and a commitment to advancing faculty scholarship and creative work.

#### *Higher Education Issues, Economics and Trends*

The President should be fluent in the current and emerging topics in higher education, particularly those that are relevant to a national public university like Montclair State. This acumen should include a working knowledge of changing





university financial models, enrollment trends, intercollegiate athletics and instructional delivery technologies and methodologies.

#### *Philanthropy*

Expanding resources is vital to the progress of Montclair State, and the President must play a key role as an engaged champion for philanthropy, setting the strategic direction and being personally engaged. The President will have demonstrated both a talent and an enthusiasm for fundraising, a passion for Montclair State's mission, and the personal and social skills that enable successful donor relationships.

#### *Community Involvement*

Montclair State must constantly be sensitive to its community presence and image, and the President must have a high level of involvement and visibility in the region. This carries a special obligation for the University – through its President – to play a significant role in the economic and community development of the surrounding area. Experience in partnering with community organizations and serving on nonprofit boards would be among the indicators that the new President would

possess the skills and interests necessary to succeed in this portion of the role.

#### *Advocacy*

As a public institution, Montclair State's fortunes are regularly affected by how its external stakeholders perceive its value to its immediate region and the State of New Jersey. The President must be a skillful communicator with the relationship skills, political acumen and "street smarts" necessary to position the University effectively and positively with political, business and civic leaders.

#### *Marketing and Communications*

Much of the University's future success and strategic direction require additional external visibility and a broader, fuller awareness of its distinctive identity. The new President must lead and support the charge to continue enhancing the University's reputation not only regionally, but nationally as well. Experience in overseeing public relations and marketing programs and campaigns that propelled an organization forward, and in communicating publicly on behalf of an organization, would be beneficial to the new President.

#### *University Governance*

Working knowledge of governance practices is essential, and having that experience in a university setting would be preferred, as would be direct experience leading within a collective bargaining environment. Working with boards and understanding how they operate can be learned rapidly once in the position, but having that knowledge in advance would help the new President to quickly develop a collaborative partnership with Montclair State's Board of Trustees.

The President should possess the ability to balance the strong executive leadership needed to ensure that decisions are made in a timely and fair manner with sensitivity to the context of shared governance, faculty tenure, collective bargaining and academic freedom at Montclair State. This includes seeking appropriate input for major decisions; reaching out to faculty, staff and students and encouraging their engagement in campus matters; and conveying a collaborative leadership style.

#### *Information Technology*

In today's world of rapid technological advances and applications, a working knowledge of the direction and possibilities of information technology





would be very useful in steering advances and shaping communications at Montclair State. While this is primarily at an oversight level, some personal knowledge of technology and social media applications and trends would be beneficial.

#### **Personal Attributes**

**Academic Excellence** – commitment to an environment where teaching and student success remain a priority, with a strong research and scholarly focus integrated into that agenda.

**Executive Disposition** – conveying an image that is consistent with Montclair State's values; demonstrating the qualities, traits, work ethic, high energy and demeanor that command leadership respect.

**Enhanced Communications** – ability to present ideas and messages in a cogent fashion, whether in one-on-one, small group or large audience forums. Must inspire, energize and enthuse audiences. Also demonstrate thoughtful and reflective listening skills.

**Progressive Thinking and Behavior** – conveying an entrepreneurial outlook that encourages new ways of approaching problems and opportunities, and a willingness to foster and incite change

in organizations, practices and culture. Implementing change diplomatically.

**Drive for Results** – setting high goals for personal and group accomplishment; using measurement methods to monitor progress toward goal attainment; tenaciously working to meet or exceed those goals while deriving satisfaction from the process of goal achievement and continuous improvement.

**Valuing Diversity** – commitment (in both word and deed) to diversity, inclusion, equity and the ability to articulate a strong rationale for their importance to effective learning at Montclair State. Encouraging a culture of diverse thought and comfortably participating in campus conversation about social issues that impact the University community.

**Change Management** – the capacity to identify new areas for transformation and to inspire Montclair State's many constituents to explore and achieve new possibilities.

**Student Orientation** – in harmony with the student success theme of the Strategic Plan, a commitment to keeping students at the center of Montclair State's programs and operations, with their academic and holistic development the ultimate goal.

**Authenticity** – a genuineness which engenders trust, encompasses integrity and self-confidence, but conveys humility. Empathy for the very real struggles that many students face. A person who takes their role but not themselves very seriously.

**Visibility and Approachability** – a willingness and interest to participate in campus life, including attending academic, cultural and athletic events, with an equal investment of time spent externally in the community. A high level of comfort in encouraging – and accepting – insights, feedback, suggestions (and criticism!) from a myriad of Montclair State stakeholders.

**Personal Values** – a leader who exhibits and embodies integrity, collegiality, leadership development, support of scholarship and enthusiasm. A leader who values participating in a campus community that honors tradition, embraces intelligent growth, and reflects the collegiality, respect, mutual support and warmth of a family. Above all, a leader who has the courage and conviction to make the necessary decisions in a compassionate way to ensure Montclair State's long-term success.





### PROCEDURE FOR CANDIDACY

Confidential inquiries, nominations and applications are invited. Review of applications will begin in February 2021 with the goal of announcing the new President in late spring 2021. For fullest consideration, applicant materials should be received by February 1, 2021. Candidates should provide a resume or curriculum vitae and a letter of application that addresses the responsibilities and requirements described in this Leadership Profile. These materials should be submitted electronically using the [WittKieffer candidate portal](#).

The entire search process provides confidentiality to all candidates. References will not be contacted until after first round interviews and not without prior knowledge and approval of candidates. Questions or nominations can be directed to Montclair State's consultants at WittKieffer: John K. Thornburgh, Robin Mamlet and Alejandra Gillette-Teran at: [MontclairStatePresident@wittkieffer.com](mailto:MontclairStatePresident@wittkieffer.com).

*The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled or quoted in part from Montclair State University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.*

Additional information on Montclair State University: [www.montclair.edu](http://www.montclair.edu)

### EEO/AA Statement

Montclair State University is an Equal Opportunity/Affirmative Action institution with a strong commitment to diversity.

For more information, visit

[www.montclair.edu/human-resources/about-us/eo-aa-and-diversity/](http://www.montclair.edu/human-resources/about-us/eo-aa-and-diversity/)

Please visit our gallery for more photos of our beautiful campus:

[montclairstateuniversity.smugmug.com/Gallery](http://montclairstateuniversity.smugmug.com/Gallery)