

# MONTCLAIR STATE

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# UNIVERSITY

## Annual Institutional Profile Report

Fall 2011

September, 2011

## **PREFACE**

Now in its second century, Montclair State University has earned a national reputation for excellence and innovation. The University offers a broad array of undergraduate and graduate programs in the liberal arts and sciences, as well as in professional fields in business, the arts, and education. Recent recognition of the University's quality has come from Forbes Magazine, which again recognized Montclair State University as one of the top public post-secondary institutions in New Jersey.

Montclair State is currently in a period of significant growth and development with growing enrollments, new programs, new faculty, and expanding physical facilities. As the University enters its second century, it takes pride in its rich history of bold educational innovation, inspired teaching, and vital service to the state.

### **Institutional Mission**

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

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

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

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

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



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Dr. Susan A. Cole  
President  
Montclair State University

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## **II. DATA BY CATEGORY**

### A. Accreditation Status

Montclair State University is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools. In addition, the National Council for the Accreditation of Teacher Education (NCATE) has granted accreditation for the preparation of elementary and secondary school teachers as well as administrative and school service personnel. Programs leading to certification are approved by the New Jersey Department of Education using the standards of the National Association of State Directors of Teacher Education and Certification.

Other academic accreditations include:

- AACSB International — The Association to Advance Collegiate Schools of Business (baccalaureate and graduate degree programs in business, School of Business)
- Commission on Accreditation of Allied Health Education Programs (Athletic Training major, BS, Department of Exercise Science and Physical Education, College of Education and Human Services)
- Commission on Accreditation for Dietetics Education of the American Dietetic Association (Didactic Program in Dietetics, Baccalaureate level; Dietetic Internship, Department of Health and Nutrition Sciences)
- Computing Accreditation Commission (CAC) of the Accreditation Board for Engineering and Technology (ABET) (Computer Science major, concentration in Professional Computing, BS, Department of Computer Science, College of Science and Mathematics)
- Council for the Accreditation of Counseling and Related Education Programs (CACREP) – Counseling, M.A.
- Council on Academic Accreditation (CAA) in Audiology and Speech-Language Pathology of the American Speech Language Hearing Association (ASHA). CAA has accredited the M.A. concentration in Speech-Language Pathology; and the doctoral program in Audiology (ScD) in the Department of Communication Sciences and Disorders, College of Humanities and Social Sciences
- National Association of Schools of Art and Design (Fine Arts major, concentrations in Art History, Fine Arts Education, Studio, BA; Fine Arts/Studio major and concentrations in Industrial Design and in Filmmaking, BFA; Fine Arts major, concentration in Studio, MA; Studio Art major, MFA, Department of Art and Design, College of the Arts)
- National Association of Schools of Dance (Dance major and concentration in Musical Theatre, BFA, Department of Theatre and Dance, College of the Arts)

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- National Association of Schools of Music (Music Therapy major, BA; Music major, concentrations in Musical Theatre, Performance, Theory/Composition, BMus; Music major, concentrations in Music Education, Music Therapy, Performance, and Theory/Composition, MA, John J. Cali School of Music, College of the Arts)
- National Association of Schools of Theatre (Theatre major with concentrations in Acting and in Production/Design, BFA; Theatre major with concentrations in Arts Management, Production/Stage Management, and Theatre Studies, MA, Department of Theatre and Dance, School of the Arts)

Program approvals include:

- American Alliance for Health, Physical Education, Recreation, and Dance (AAHPERD)/American Association for Health Education (AAHE): Health Education major, BS, initial teacher certification, P-12
- American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD)/National Association for Sport and Physical Education (NASPE): Physical Education major, BS, initial teacher certification, P-12
- American Bar Association: Justice Studies major, Paralegal Studies concentration, BA. Paralegal Studies minor; Post-baccalaureate Certificate Program in Paralegal Studies
- American Chemical Society: Biochemistry major, BS; Chemistry major, BS. Chemistry minor; Chemistry major, MS; Chemistry major, Biochemistry concentration, MS
- American Dietetic Association: Nutrition and Food Science major, concentration in Dietetics, Bachelor of Science; Pre-professional Practice Program (AP4)
- American Music Therapy Association: Music Therapy major, BA; Music major, concentration in Music Therapy, MA
- Council for Exceptional Children: Early Childhood Special Education major, MEd; Learning Disabilities major, MEd; Learning Disabilities Teacher-Consultant, post-master's certification; Communication Sciences and Disorders major, concentration in Speech-Language Pathology, MA
- Educational Leadership Constituent Council (ELCC): Educational Leadership major, MA
- International Reading Association (IRA): Reading major, MA; Reading, post-baccalaureate initial teacher certification, P-12; Reading Specialist, post-baccalaureate educational services certification, P-12
- National Association for the Education of Young Children (NAEYC): Family and Child Studies major, concentration in Early Childhood, BA, initial teacher certification, P-3
- National Association for Music Therapy: Music Therapy major, BA

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- National Council for the Social Studies (NCSS): Anthropology major, BA, initial teacher certification, 7-12; History major, BA, initial teacher certification, 7-12; Political Science major, BA, initial teacher certification, 7-12; Sociology major, BA, initial teacher certification, 7-12; Geography major, BA, initial teacher certification, 7-12; Economics major, BA, initial teacher certification, 7-12; Social Studies, MAT, initial teacher certification, 7-12; Social Studies, post-baccalaureate teacher certification, 7-12
- National Council of Teachers of English (NCTE): English major, BA, initial teacher certification, 7-12; English, MAT, initial teacher certification, 7-12; English, post-baccalaureate teacher certification, 7-12
- National Council of Teachers of Mathematics (NCTM): Mathematics major (BS), initial teacher certification, 7-12; Mathematics, MAT, initial teacher certification, 7-12; Mathematics, post-baccalaureate teacher certification, 7-12
- Teachers of English to Speakers of Other Languages (TESOL): Linguistics major BA, initial teacher certification, P-12; Teaching English as a Second Language, MAT, initial teacher certification, P-12; Teaching English as a Second Language, post-baccalaureate teacher certification, P-12

B. Number of Students Served

Fall 2010 Undergraduates

In fall 2010, 14,383 undergraduates enrolled at Montclair State University (see Table II.B.1). This headcount was up 1.7% from fall 2009, and 38.2% from fall 2001.

**Table II.B.1: Undergraduate Enrollment by Attendance Status, Fall 2010**

	Number	Percent
<b>Full-time</b>	<b>12,271</b>	<b>85.3%</b>
<b>Part-time</b>	<b>2,112</b>	<b>14.7%</b>
<b>Total</b>	<b>14,383</b>	<b>100.0%</b>

The proportion of undergraduates studying full-time also rose over the 10-year period. The percent of undergraduates enrolled full-time increased nearly 9 percentage points, from 76.8% in fall 2001 to 85.3% in fall 2010.

Fall 2010 Graduate Students

Montclair State University enrolled 4,019 graduate students in fall 2010 (see Table II.B.2). This graduate student headcount was down 0.03% from fall 2009, and up 16.5% from fall 2001.

**Table II.B.2: Graduate Enrollment by Attendance Status, Fall 2010**

	Number	Percent
<b>Full-time</b>	<b>1,182</b>	<b>29.4%</b>
<b>Part-time</b>	<b>2,837</b>	<b>70.6%</b>
<b>Total</b>	<b>4,019</b>	<b>100.0%</b>

The proportion of graduate students studying full-time was higher than 10 years earlier. The percent of graduate students enrolled full-time rose nearly 11 percentage points, from 18.5% in fall 2000 to 29.4% in fall 2010.

FY10 (12-Month) Unduplicated Enrollments

Montclair State University enrolled over 21,627 students during the course of the entire 2009-2010 year (see Table II.B.4). The 12-month full-time equivalent (FTE) enrollment was 15,814.

**Table II.B.4: Unduplicated Enrollment, FY10 (IPEDS 12-Month)**

	Headcount	Credit Hours	FTE
<b>Undergraduate</b>	<b>16,388</b>	<b>403,690</b>	<b>13,456</b>
<b>Graduate</b>	<b>5,239</b>	<b>56,579</b>	<b>2,357</b>
<b>Total</b>	<b>21,627</b>	<b>460,269</b>	<b>15,814</b>



C. Characteristics of Undergraduate Students

Fall 2010 Freshmen

A total of 13,133 individuals applied for admission as first-time freshmen to Montclair State University in fall 2010, up 84% from fall 2001. The University admitted 49.7% of these applicants, and 2,190 of those who were admitted to the University enrolled as freshmen for a yield of 33.5%. The fall 2010 admissions yield was approximately 6.6 percentage points lower than in fall 2001.

Fall 2010 freshmen entered MSU as either regular admits, special admits, or students admitted through the Educational Opportunity Fund (EOF) program. By admitting students using different admissions categories, the University fulfilled the hopes and aspirations of more of its applicants. Of MSU's 2,171 full-time, first-time students (IPEDS cohort), 88% were Regular Admits, 5% were admitted through the EOF program, and 7% were Special Admits (see Table II.C.1).

MSU's fall 2010 full-time, first-time students (IPEDS cohort) had an average combined (Math and Critical Reading) SAT score of 1,010. Regularly admitted full-time entrants had a mean SAT score of 1,024, while EOF entrants and special admits had mean combined SAT's of 852 and 935, respectively. For all full-time students (IPEDS cohort), the average math SAT score (512) exceeded the average critical reading (497) and writing (504) scores (see Table II.C.1).

**TABLE II.C.1: Mean Math, Reading & Writing SAT for First-Time IPEDS Cohort, by Admission Status and Overall, Fall 2010**

Type	Full-Time				Part-Time			
	Number	Math	Read	Write	Number	Math	Read	Write
Regular	1,912	519	505	512	14	518	520	505
EOF	107	434	419	431	1	430	410	470
Special	152	482	453	464	4	430	380	370
All	2,171	512	497	504	19	507	504	494
Missing	-	66	66	70	-	3	3	3

In fall 2010, Montclair State University used the College Board's suite of Accuplacer tests to assess college readiness in elementary algebra. College readiness in writing was initially assessed using the SAT essay and writing scores, in combination, followed by a faculty review of early writing samples.

Incoming freshmen whose SAT-Math scores were below 550, or who failed to attain at least a B-score in Algebra II in high school, were required to take the Accuplacer elementary algebra portion of Accuplacer. Everyone's SAT-W and SAT-essay scores were examined for possible placement into developmental writing; followed by a faculty review of writing samples.

Between 2007 and 2010, the number of undergraduates enrolled in one or more remedial courses declined 63%, while the number of full-time, first-time students in remediation declined 64%.

**Table II.C.2: Enrollment in Remedial Courses, Fall 2010**

<b>Total Fall 2010 Undergraduate Enrollment</b>	<b>Number of Students Enrolled in One or More Remedial Courses</b>	<b>Percent of Total</b>
<b>14,383</b>	<b>524</b>	<b>3.6%</b>
<b>Total Number of Full-time, First-time Students</b>	<b>Number of FTFT Students Enrolled in One or More Remedial Courses</b>	<b>Percent of FTFT Students Enrolled in One or More Remedial Course</b>
<b>2,171</b>	<b>377</b>	<b>17.4%</b>
<b>Remedial Subject Area</b>	<b>Number of FTFT Students Enrolled in</b>	<b>Percent of FTFT Students Enrolled in</b>
<b>Reading</b>	<b>0</b>	<b>0.0%</b>
<b>Writing</b>	<b>159</b>	<b>7.3%</b>
<b>Math Computation</b>	<b>0</b>	<b>0.0%</b>
<b>Elementary Algebra</b>	<b>259</b>	<b>11.9%</b>

A survey administered to fall 2010 first-time freshmen revealed that over 90% considered MSU their first or second choice among colleges. The survey also revealed that the top three reasons freshmen chose MSU were: a) its good academic reputation (64%), b) the success of its graduates in finding good jobs (51%), and c) its affordability (49%).

The profile of the fall 2010 entering class reflects the continuing commitment of the University to an ethnically and racially diverse student body. Excluding unknowns, 10% of first-time undergraduates identified themselves as African American, 7% as Asian, and 22% as Latino/a. Nearly 2% of first-time students were non-resident aliens, and over 57% were female.

#### Fall 2010 Undergraduates

In fall 2010, a total of 18,402 students attended Montclair State University. Of this total, 14,383 (or 78.2% of all enrollees) were registered as undergraduates. The number of undergraduates attending the University rose 16% between fall 2006 and fall 2010. Over 85% of fall 2010 undergraduates attended the University full-time, up three percentage points from fall 2006. MSU's undergraduates were racially/ethnically diverse. Excluding unknowns, nearly 23% of undergraduates identified themselves as Latino/a, 10% as African American, 6% as Asian, 56% White, and 4% non-resident aliens (see Table II.C.3.a).

**TABLE II.C.3.a: Undergraduate Enrollment by Race/Ethnicity, Fall 2010**

	Full-time		Part-time		Total	
	Number	Percent	Number	Percent	Number	Percent
Native Amer.	13	0.1%	7	0.3%	20	0.1%
African Amer.	1,061	8.6%	227	10.7%	1,288	9.0%
Asian	711	5.8%	105	5.0%	816	5.7%
Latino/a	2,488	20.3%	457	21.6%	2,945	20.5%
White	6,259	51.0%	1,039	49.2%	7,298	50.7%
Non-Res. Alien	417	3.4%	54	2.6%	471	3.3%
Unknown	1,322	10.8%	223	10.6%	1,545	10.7%
<b>Total</b>	<b>12,271</b>	<b>100.0%</b>	<b>2,112</b>	<b>100.0%</b>	<b>14,383</b>	<b>100.0%</b>

In fall 2010, 60% of all undergraduates were female, and the average age of the undergraduate population was 22.5 years (see Tables II.C.3.b and II.C.3.c).

**TABLE II.C.3.b: Undergraduate Enrollment by Sex, Fall 2010**

	Full-time		Part-time		Total	
	Number	Percent	Number	Percent	Number	Percent
Female	7,377	60.1%	1,295	61.3%	8,672	60.3%
Male	4,894	39.9%	817	38.7%	5,711	39.7%
<b>Total</b>	<b>12,271</b>	<b>100.0%</b>	<b>2,112</b>	<b>100.0%</b>	<b>14,383</b>	<b>100.0%</b>

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**TABLE II.C.3.c: Undergraduate Enrollment by Age, Fall 2010**

	Full-time		Part-time		Total	
	Number	Percent	Number	Percent	Number	Percent
Less than 18	24	0.2%	26	1.2%	50	0.3%
18-19	3,596	29.3%	41	1.9%	3,637	25.3%
20-21	4,744	38.7%	188	8.9%	4,932	34.3%
22-24	2,767	22.5%	675	32.0%	3,442	23.9%
25-29	703	5.7%	466	22.1%	1,169	8.1%
30-34	226	1.8%	225	10.7%	451	3.1%
35-39	68	0.6%	133	6.3%	201	1.4%
40-49	108	0.9%	229	10.8%	337	2.3%
50-64	33	0.3%	112	5.3%	145	1.0%
More than 64	2	0.0%	17	0.8%	19	0.1%
Unknown	0	0.0%	0	0.0%	0	0.0%
<b>Total</b>	<b>12,271</b>	<b>100.0%</b>	<b>2,112</b>	<b>100.0%</b>	<b>14,383</b>	<b>100.0%</b>

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During FY2010, MSU's undergraduates received financial aid from Federal, State, University, and private sources. Aid took multiple forms, from grants and scholarships, through loans and waivers. For those who needed financial assistance, the MSU Alumni Association and the MSU Foundation sponsored a number of scholarships, and special MSU program awards were substantial, amounting to nearly \$5.6 million during FY10. During the same fiscal year, Federal grants, loans, and work-study programs amounted to over \$88 million.

During FY10, MSU distributed over \$26 million in state-funded financial aid, including both scholarships and NJCLASS loans (see Table II.C.4). A total of 5,399 awards were made to MSU students, including 3,480 TAG Awards, 741 NJCLASS Loans, and 719 EOF Awards.

**Table II.C.4: Financial Aid from Federal, State & Institution-Funded Programs, FY2010**

	Recipients	\$ Dollars	\$/Recipient
<b><u>STATE PROGRAMS</u></b>			
<b>TAG</b>	3,480	\$16,314,000	\$4,688
<b>EOF</b>	719	\$835,000	\$1,161
<b>Distinguished Scholars</b>	197	\$179,000	\$909
<b>Urban Scholars</b>	135	\$121,000	\$896
<b>NJCLASS Loans</b>	741	\$8,148,000	\$10,996
<b>NJ Stars</b>	127	\$674,000	\$5,307
<b>OSRP</b>	0	\$0	--
<b><u>FEDERAL PROGRAMS</u></b>			
<b>Pell Grants</b>	4,446	\$18,480,000	\$4,157
<b>College Work Study</b>	570	\$726,000	\$1,274
<b>Perkins Loans</b>	134	\$237,000	\$1,769
<b>SEOG</b>	675	\$774,000	\$1,147
<b>Stafford Loans (Subsidized)</b>	7,163	\$29,278,000	\$4,087
<b>Stafford Loans (Unsubsidized)</b>	8,049	\$28,509,000	\$3,542
<b>PLUS Loans</b>	862	\$8,704,000	\$10,097
<b><u>INSTITUTIONAL PROGRAMS</u></b>			
<b>Grants/Scholarships</b>	1,274	\$5,622,000	\$4,413
<b>Loans</b>	0	\$0	\$0

Of MSU's 2,190 first-time students who entered in fall 2010, 97% were New Jersey residents (see Table II.C.5). Most were from Bergen (20.3%), Essex (12.5%), and Passaic (11.9%) counties.

<b>Table II.C.5: First-Time Student Enrollment by State of Residence, Fall 2010</b>			
<b>State Residents</b>	<b>Non-State Residents</b>	<b>Total Students</b>	<b>% State Residents</b>
<b>2,125</b>	<b>65</b>	<b>2,190</b>	<b>97.0%</b>

Fall 2010 Graduate Students

Of the 18,402 students who attended Montclair State University in fall 2010, 4,019 (22%) were graduate students. Graduate student enrollment rose more than 8% between fall 2006 and fall 2010.

Most graduate students (71%) attended MSU part-time, taking fewer than nine credits per semester. Seventy-two percent of fall 2010 graduate students were female, and the average age of the graduate student population was 32 years. Excluding unknowns, 9% of graduate students identified themselves as African American, 5% as Asian, 10% as Latino/a, 73% as White, and 3% as non-resident aliens. Nearly 94% of MSU's graduate students are New Jersey residents.

D. Student Outcomes

Sixty-two percent of all full-time, first-time freshmen who entered MSU in the fall of 2004 earned a degree within six years of entry (see Table II.D.1.a). Six-year graduation rates were 57% or higher for all racial/ethnic groups, with White students having the highest graduation rate of 63%.

**TABLE II.D.1.a: Four-, Five-, and Six-Year Graduation Rates of Fall 2004 Full-Time, First-Time Freshmen by Race/Ethnicity**

	Graduated in 4 Years		Graduated in 5 Years		Graduated in 6 Years	
	Number	Percent	Number	Percent	Number	Percent
<b>African Amer.</b>						
Cohort=196	54	27.6%	103	52.6%	111	56.6%
<b>Asian</b>						
Cohort=121	34	28.1%	64	52.9%	73	60.3%
<b>Latino/a</b>						
Cohort=282	86	30.5%	154	54.6%	174	61.7%
<b>White</b>						
Cohort=1,056	327	31.0%	602	57.0%	667	63.2%
<b>Non-Res. Alien</b>						
Cohort=35	16	45.7%	17	48.6%	21	60.0%
<b>Other*</b>						
Cohort=48	17	35.4%	25	52.1%	30	62.5%
<b>Total</b>						
Cohort=1,738	534	30.7%	965	55.5%	1,076	61.9%

\* Includes Native American and Unknown Race/Ethnicity.

Over 94% of all full-time, first-time undergraduates who entered MSU in fall 2009 re-enrolled in spring 2010, and 81% returned in fall 2010 (see Table II.D.2).

**TABLE II.D.2: Third-Semester Retention of First-Time Undergraduates**

	Original Cohort	Retained		Not Retained	
	Number	Number	Percent	Number	Percent
<b>Full-time</b>	2,101	1,706	81.2%	395	18.8%
<b>Part-time</b>	16	8	50.0%	8	50.0%
<b>Total</b>	2,117	1,714	81.0%	403	19.0%

### Transfer Student Outcomes

Of the 967 students who entered MSU as full-time transfer students in fall 2004, 54% earned their degrees within three years, 70% earned degrees within four years, and 77% earned degrees within six years. The six-year graduation rate for fall 2004 full-time transfer students who entered as freshmen was 68%, while 73% of those who entered as sophomores, 83% of those who entered as juniors, and 85% of those who entered as seniors also earned a degree within six-years. The one-year retention rate for full-time transfer students who entered in fall 2009 was 87%.

### Other Student Outcomes

A survey of recent graduates revealed that, one year after graduation, 21% of respondents were enrolled in graduate school, and 88% were gainfully employed. A majority (89%) of employed alumni said they were contributing to the State's economy by working in New Jersey, and over 70% said they held jobs that were "somewhat" to "very" related to their MSU majors.

Montclair State University participates in the Voluntary System of Accountability (VSA) that is co-sponsored by the Association of Public and Land-grant Universities (APLU) and the American Association of State Colleges and Universities (AACSB) with support from the Lumina Foundation. As indicated on the VSA web site ([www.voluntarysystem.org](http://www.voluntarysystem.org)) "The Voluntary System of Accountability is an initiative by public 4-year universities to supply basic, comparable information on the undergraduate student experience to prospective students, families, and other higher education stakeholders through a common web report – the College Portrait." MSU is one of only six institutions in New Jersey that voluntarily share information about student outcomes to all interested parties, clearly demonstrating our commitment to both data transparency and the continuous improvement of student learning outcomes. Montclair State University's VSA College Profile can be viewed at [www.collegeportraits.org](http://www.collegeportraits.org) by clicking on "College Portraits," and selecting New Jersey under the "Colleges by State" tab.

Local assessment efforts are led by the Committee on University Effectiveness (CUE). During the past year, CUE collected student learning outcome goals, information on assessment methods, and assessment data from academic departments related to learning in the major, and assessed student learning in general education using the Collegiate Learning Assessment (CLA) instrument.

The 2010-2011 CLA results were very positive, showing clear freshman to senior learning gains, as well as favorable performance, particularly for seniors, relative to the national data from 184 participating institutions. Faculty will closely analyze the results during the coming academic year to determine ways to improve learning in general education even further.

During the current year, CUE will reach out to non-academic units to involve them in the assessment of even broader areas of institutional effectiveness. Information on goals and objectives, assessment methods, and assessment results will be collected and stored in TracDat.

CUE's efforts are also informed by information gathered from students through the University's participation in the National Survey of Student Engagement (NSSE), the Noel-Levitz Student Satisfaction Inventory, and the Cooperative Institutional Research Program (CIRP) surveys of



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entering freshman and exiting seniors. Faculty and staff perspectives on student outcomes are revealed through the Faculty Survey of Student Engagement (FSSE), the Higher Education Research Institute (HERI) survey of faculty, and the Noel-Levitz Institutional Priorities Survey. These national surveys are supplemented with a number of local surveys of alumni, entering transfer and graduate students, and University employees (both faculty and staff).

E. Faculty Characteristics

In fall 2010, Montclair State University employed 569 full-time faculty members (see Table II.E.1).

<b>TABLE II.E.1: Full-time Faculty by Race/Ethnicity, Sex, Tenure Status, and Academic Rank, Fall 2010</b>															
	<b>Female</b>					<b>Male</b>					<b>Total</b>				
	<b>Professor</b>	<b>Associate</b>	<b>Assistant</b>	<b>Other</b>	<b>Total</b>	<b>Professor</b>	<b>Associate</b>	<b>Assistant</b>	<b>Other</b>	<b>Total</b>	<b>Professor</b>	<b>Associate</b>	<b>Assistant</b>	<b>Other</b>	<b>Total</b>
<b>Native Amer.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Tenured	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Untenured	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>African Amer.</b>	<b>5</b>	<b>7</b>	<b>11</b>	<b>0</b>	<b>23</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>16</b>	<b>11</b>	<b>13</b>	<b>15</b>	<b>0</b>	<b>39</b>
Tenured	5	7	7	0	19	6	6	1	0	13	11	13	8	0	32
Untenured	0	0	4	0	4	0	0	3	0	3	0	0	7	0	7
<b>Asian</b>	<b>3</b>	<b>13</b>	<b>11</b>	<b>0</b>	<b>27</b>	<b>20</b>	<b>11</b>	<b>10</b>	<b>0</b>	<b>41</b>	<b>23</b>	<b>24</b>	<b>21</b>	<b>0</b>	<b>68</b>
Tenured	3	10	1	0	14	18	10	3	0	31	21	20	4	0	45
Untenured	0	3	10	0	13	2	1	7	0	10	2	4	17	0	23
<b>Latino/a</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>1</b>	<b>19</b>	<b>5</b>	<b>9</b>	<b>2</b>	<b>0</b>	<b>16</b>	<b>9</b>	<b>16</b>	<b>9</b>	<b>1</b>	<b>35</b>
Tenured	4	6	2	0	12	5	7	2	0	14	9	13	4	0	26
Untenured	0	1	5	1	7	0	2	0	0	2	0	3	5	1	9
<b>White</b>	<b>59</b>	<b>63</b>	<b>49</b>	<b>12</b>	<b>183</b>	<b>75</b>	<b>75</b>	<b>52</b>	<b>3</b>	<b>205</b>	<b>134</b>	<b>138</b>	<b>101</b>	<b>15</b>	<b>388</b>
Tenured	55	52	14	0	121	71	68	12	1	152	126	120	26	1	273
Untenured	4	11	35	12	62	4	7	40	2	53	8	18	75	14	115
<b>Non-Res. Alien</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>18</b>	<b>0</b>	<b>19</b>
Tenured	0	0	0	0	0	0	1	1	0	2	0	1	1	0	2
Untenured	0	0	14	0	14	0	0	3	0	3	0	0	17	0	17
<b>Missing</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>1</b>	<b>10</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>9</b>	<b>3</b>	<b>6</b>	<b>10</b>	<b>1</b>	<b>19</b>
Tenured	0	1	0	0	1	1	4	1	0	6	1	5	1	0	6
Untenured	0	1	7	1	9	2	0	2	0	4	2	1	9	1	13
<b>Total</b>	<b>71</b>	<b>92</b>	<b>99</b>	<b>14</b>	<b>276</b>	<b>109</b>	<b>106</b>	<b>75</b>	<b>3</b>	<b>293</b>	<b>180</b>	<b>198</b>	<b>174</b>	<b>17</b>	<b>569</b>
Tenured	67	76	24	0	167	101	96	20	1	218	168	172	44	1	385
Untenured	4	16	75	14	109	8	10	55	2	75	12	26	130	16	184

The number of full-time faculty increased 20% from fall 2005 (N=474) to fall 2010 (N=569). From fall 2005 to fall 2010, the number of full-time male faculty members rose 9% (268 to 293), while the number of full-time female faculty members increased 34% (206 to 276).

MSU's full-time faculty was augmented by a highly-trained cadre of adjunct professors, visiting specialists, administrators, and professional staff. In fall 2010, full-time faculty taught 52% of all course sections, while adjunct faculty taught 42%, and staff taught 6% (see Table II.F.2).

No. of Sections	# taught by F-T Faculty	% taught by F-T Faculty	# taught by P-T Faculty	% taught by P-T Faculty	# taught by Others	% taught by Others
3,821	1,995	52.2%	1,603	42.0%	223	5.8%

Table II.E.3 shows IPEDS headcounts of fall 2010 employees in instructional titles. Note that the IPEDS headcount of full-time instructional staff (569) includes employees on paid leaves (e.g., sabbaticals), while excluding employees on unpaid leaves (i.e., not all of these 569 taught in the fall).

Total No. of Faculty	No. Full-Time	Pct. Full-Time	No. Part-Time	Pct. Part-Time
1,530	569	37.2%	961	62.8%

F. Characteristics of the Trustees

1. Race/Ethnicity and Gender of Governing Board

	White	Black	Hispanic	Asian	American Indian	Non-Res Alien	Unknown	Total
Male	11	2						13
Female	4							4
Total	15	2	0	0	0	0	0	17

2. Members of the Board of Governors and/or Trustees

Name	Title	Affiliation
Jonathan Aronoff	Student	Montclair State University
Susan L. Blount	Senior Vice President and General Counsel	Prudential Financial, Inc.
Rose C. Cali	Education Advocate	Founder, Yogi Berra Museum and Learning Center
Michael L. Carter	Managing Director	Barclays Capital
Francis M.C. Cuss	Senior Vice President	Bristol-Myers Squibb Company
Mitchell E. Hersh	President and CEO	Mack-Cali Realty
George J. Hiltzik	Senior Executive	N.S. Bienstock, Inc.
Douglas L. Kennedy	President, NJ Division	Capital One Bank
Ralph A. LaRossa	President and CEO	PSE&G
Thomas Maguire	Senior Vice President	Verizon Telecom
John L. McGoldrick	Chairman of the Board	Zimmer Holdings
William T. Mullen	President	NJ State Building and Construction Trades Council AFL-CIO
Christine L. Padilla	Owner and Consultant	BIT Solutions, LLC
Preston D. Pinkett III	Chief Executive Officer	City National Bank of New Jersey
J. Thomas Presby	Partner	Compass Partners
Susan A. Cole, <i>ex officio</i>	President	Montclair State University
Alexei Bychkov, <i>ex officio</i>	Student	Montclair State University

3. URL

If your organization has a web site that includes information on your governing board, please report the URL.

URL <http://www.montclair.edu/bot/>

G. A Profile of the Institution

Montclair State University offered the following programs and majors at the undergraduate and graduate levels in fall 2010:

<b>FALL 2010 ACTIVE DEGREE PROGRAMS</b>	
<b>DEGREE PROGRAMS</b>	<b>CIP CODE*</b>
<b><i>BACHELOR OF ARTS</i></b>	
ANTHROPOLOGY	450201
BROADCASTING	090701
CLASSICS	161201
CHILD ADVOCACY	440701
COMMUNICATION STUDIES	090101
DANCE EDUCATION	131324
ECONOMICS	450601
ENGLISH	230101
FAMILY AND CHILD STUDIES	190101
FASHION STUDIES	500407
FINE ARTS	500701
FRENCH	160901
GENERAL HUMANITIES	240103
GEOGRAPHY	450701
HISTORY	540101
ITALIAN	160902
JURISPRUDENCE	229999
JUSTICE STUDIES	309999
LATIN	161203
LINGUISTICS	160102
MUSIC THERAPY	512305
PHILOSOPHY	380101
POLITICAL SCIENCE	451001
PSYCHOLOGY	420101
RELIGIOUS STUDIES	380201
SOCIOLOGY	451101
SPANISH	160905
THEATRE STUDIES	500501
WOMEN'S & GENDER STUDIES	050207
<b><i>BACHELOR OF FINE ARTS</i></b>	
ANIMATION AND ILLUSTRATION	500499
DANCE	500301
FILMMAKING	500602
FINE ARTS/STUDIO	500701
GRAPHIC DESIGN	500409
MUSICAL THEATRE	500901
THEATRE	500501

**FALL 2010 ACTIVE DEGREE PROGRAMS (cont.)**

<b>DEGREE PROGRAMS</b>	<b>CIP CODE*</b>
<b><i>BACHELOR OF MUSIC</i></b>	
MUSIC	500903
<b><i>BACHELOR OF SCIENCE</i></b>	
AQUATIC AND COASTAL SCIENCES	309999
ATHLETIC TRAINING	510913
BIOCHEMISTRY	260202
BIOLOGY	260101
BUSINESS ADMINISTRATION	520201
CHEMISTRY	400501
COMPUTER SCIENCE	110101
GEOSCIENCE	400601
HEALTH EDUCATION	131307
INFORMATION TECHNOLOGY	110103
MATHEMATICS	270101
MOLECULAR BIOLOGY	260402
NUTRITION AND FOOD SCIENCE	190501
PHYSICAL EDUCATION	131314
PHYSICS	400801
SCIENCE INFORMATICS	309999
<b><i>MASTER OF ARTS</i></b>	
APPLIED LINGUISTICS	160102
CHILD ADVOCACY	440701
COMMUNICATION SCIENCES & DISORDERS	510201
COUNSELING	131101
EDUCATIONAL LEADERSHIP	130401
EDUCATIONAL PSYCHOLOGY	421801
ENGLISH	230101
ENVIRONMENTAL STUDIES	030103
EXERCISE SCIENCE & PHYSICAL EDUCATION	131314
FAMILY AND CHILD STUDIES	190101
FINE ARTS	500701
FRENCH	160901
HEALTH EDUCATION	131307
HISTORY	540101
LAW AND GOVERNANCE	229999
MUSIC	500901
PSYCHOLOGY	420101
PUBLIC & ORGANIZATIONAL RELATIONS	090101
READING	131315
SPANISH	160905
TEACHING MIDDLE GRADES MATHEMATICS	131311
THEATRE	500501

<b>FALL 2010 ACTIVE DEGREE PROGRAMS (cont.)</b>
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<b>DEGREE PROGRAMS</b>	<b>CIP CODE*</b>
<b><i>MASTER OF SCIENCE</i></b>	
ACCOUNTING	520301
AQUATIC AND COASTAL SCIENCES	309999
BIOLOGY	260101
CHEMISTRY	400501
CHEMISTRY: CHEMICAL BUSINESS	400501
COMPUTER SCIENCE	110101
GEOSCIENCE	400601
MATHEMATICS	270101
MOLECULAR BIOLOGY	260204
NUTRITION AND FOOD SCIENCE	190501
PHARMACEUTICAL BIOCHEMISTRY	260202
STATISTICS	270501
<b><i>MASTER OF ARTS IN TEACHING</i></b>	
TEACHING	130101
<b><i>MASTER OF BUSINESS ADMINISTRATION</i></b>	
BUSINESS ADMINISTRATION	520201
<b><i>MASTER OF EDUCATION</i></b>	
EARLY CHILDHOOD & ELEMENTARY EDUC.	139999
INCLUSIVE EARLY CHILDHOOD EDUCATION	131015
LEARNING DISABILITIES	131011
SPECIAL EDUCATION	131001
TEACHER LEADERSHIP	139999
<b><i>MASTER OF FINE ARTS</i></b>	
STUDIO ART	500702
<b><i>MASTER OF PUBLIC HEALTH</i></b>	
PUBLIC HEALTH	512201
<b><i>DOCTOR OF EDUCATION (Ed.D.)</i></b>	
PEDAGOGY & PHILOSOPY	130101
TEACHER EDUCATION & TEACHER DEVELOPMENT	131299
<b><i>DOCTOR OF PHILOSOPY (Ph.D.)</i></b>	
COUNSELOR EDUCATION	139999
ENVIRONMENTAL MANAGEMENT	030201
<b><i>DOCTOR OF AUDIOLOGY (Au.D.)</i></b>	
AUDIOLOGY-CLINICAL	510202
<b><i>DOCTOR OF SCIENCE (Sc.D.)</i></b>	
AUDIOLOGY-RESEARCH	510202

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In addition, the following certificates were offered at the undergraduate and/or graduate level:

Accounting, graduate  
Advanced Counseling, graduate  
American Dietetic Association, graduate  
Artist Diploma, graduate  
Child Advocacy, graduate and undergraduate  
CISCO, graduate and undergraduate  
Collaborative Teaching for Inclusive Settings, graduate  
Conflict Management in the Workplace, graduate  
Environmental Justice, undergraduate  
Finance, graduate  
Food Safety Instructor, graduate  
Gerontology, undergraduate  
Geographic Information Science, graduate  
Human Sexuality Education, graduate  
International Business, graduate  
Makeup Artistry, undergraduate  
Management, graduate  
Management Information Systems, graduate  
Marketing, graduate  
Molecular Biology, graduate  
New Literacies, Digital Technologies, and Learning, graduate  
Nutrition and Exercise Science, graduate  
Object Oriented Computing, graduate  
Paralegal Studies, graduate  
Performer's Certificate, graduate  
Physical Education, graduate  
Physical Science, graduate  
School Business Administrator, graduate  
School Counseling, graduate  
Substance Awareness Coordinator, graduate  
Supervisor, graduate  
Teacher of Preschool through Grade 3, graduate  
Teaching English to Speakers of Other Languages, graduate  
Teaching Middle Grades Mathematics, graduate  
Teaching Writing, graduate  
Translation and Interpretation in Spanish, graduate and undergraduate  
Water Resource Management, graduate



H. Major Research and Public Service Activities

Montclair State University serves the citizens of New Jersey and its local communities in numerous ways that are described more fully in Appendix 1, “2010-2011 Economic Impact Report: Providing Educational Innovation and Vital Service to New Jersey.” First and foremost, the University prepares New Jersey’s youth to lead socially responsible, professionally rewarding, and personally enriching lives. Beyond that, the University’s faculty and staff serve as a rich, human resource to both the State and the communities in which they reside, and the University’s facilities and programming, particularly in the arts, provide cultural enrichment to residents across New Jersey. Finally, expenditures and investments attributable to the University have a significant impact on both State and local economies and job markets.

Responding to a National Science Foundation (NSF) survey of research expenditures, Montclair State University reported FY10 expenditures amounting to nearly \$2.3 million. Research expenditures from Federal sources rose over 26% from FY09, while overall research expenditures rose over 30% between FY09 and FY10.

**TABLE II.H.1: R&D Expenditures, FY10 [1]**

<b>Source of Funds</b>	<b>Amount</b>
<b>U.S. Federal Government</b>	<b>\$1,876,000</b>
<b>State and Local Government</b>	<b>\$27,000</b>
<b>Business</b>	<b>\$19,000</b>
<b>Institutional Funds</b>	<b>\$204,000</b>
<b>Grand Total of Academic R&amp;D Expenditures (All Disciplines and Sources)</b>	<b>\$2,255,000 [2]</b>

[1] Source: NSF Survey of R&D Expenditures at Universities and Colleges (Form #411).

[2] While this grand total accurately depicts research and development grant expenditures for FY10, the actual grants portfolio for MSU for FY10 was over \$9 million.”

Montclair State University has enjoyed great success in recruiting and retaining outstanding faculty. The University’s 569 full-time faculty members, and all those who support them in part-time instructional roles, represent the heart and soul of the institution. Without them, none of the excellent outcomes described above could be achieved.

During the 2010-2011 academic year, faculty members were actively engaged in research, scholarship, and other forms of artistic and creative expression, while also performing service to the University and wider communities. A sampling of these activities revealed that MSU faculty

published over 20 books and several hundred articles, book chapters, and reviews; received numerous federal, state and local grants; and produced exhibitions and other performance art.

Appendix 2 of this report is a brochure titled “University Authors April 2011,” which describes books published by Montclair State University faculty during the past year. Appendix 3, titled “Peer-Reviewed Publications April 2011,” provides information on articles published by faculty in peer-reviewed journals. Both were compiled by the Office of the Provost and staff from the Harry A. Sprague Library.

The following section of this report presents additional faculty activities and accomplishments during the 2010-2011 academic year.

### Selected Montclair State University Faculty Accomplishments

#### **School of Business**

Atal, Vidya, Bar, T. (2010). Prior Art- To Search or Not to Search. *International Journal of Industrial Organization*, 28(5), 507-521.

Chang, Chiaho (2010). A Perspective of Quality Costs in a Two-Parameter Framework. *Journal of Academy of Business and Economics*, 10(4), 50-61.

Chatterjee, Patrali M. (2010). Causes and Consequences of “Order Online Pick Up In-Store” Shopping Behavior. *International Review of Retail, Distribution and Consumer Research*, 20(4), 431-448.

-- (2010). Consumer Response to Promotions in the Presence of Surcharge: Implications for Online Retailing. *Journal of Customer Behaviour*, 9(2), 117-134.

-- McGinnis, J. (2010). Customized Online Promotions: Moderating Effect of Promotion Type on Deal Value, Perceived Fairness, and Purchase Intent. *Journal of Applied Business Research*, 26(4), 13-19.

Chen, Qiyang

Wang, J., Yan, R., Chen, Q., Xing, R. (2010). Data Mining in Nonprofit Organizations, Government Agencies, and Other Institutions. *International Journal of Information Systems in the Service Sector*, 2(3), 42-52.

-- (2010). User Modeling in Adaptive Web Design. *The Business Review, Cambridge*, 12.

DiGabriele, James A.

-- (2011). An Observation of Differences in the Transparent Objectivity of Forensic Accounting Expert Witnesses. *Journal of Forensic & Investigative Accounting*, 3(2), 390-416.

-- (2011). A Chronological Cursor of Internal Revenue Service Directives and their Imprint on Business Valuation.. *Franklin Business & Law Journal*, 2011(1), 25-32.

-- (2011). Evidentiary Reliability, Valuation Standards, and Rules of Thumb.. *American Journal of Family Law*, 25(1), 16-22.

-- (2010). A Teaching Case on Financial Mediation for the Forensic Accountant.. *Journal of Forensic Studies in Accounting and Business*, 2(1), 49-56.

-- (2010). Teaching Notes: A Teaching Case on Financial Mediation for the Forensic Accountant.. *Journal of Forensic Studies in Accounting and Business*, 2(1), 57-61.

Jeffers, CPA, Agatha E.

-- Askew, S. (2010). Analyzing Financial Statements Under IFRS-Opportunities & Challenges. *Journal of Leadership, Accountability and Ethics*, 8(1), 45-56.

Danila, N., Jeffers, A., Djalaluddin, A. (2010). Risk Management Strategies in the Islamic Environment. *Journal of International Business & Economics (JIBE)*, 10(2), 131-138.

-- Mogielnicki, M. S. (2010). The Line Between Illegality & Unethical Behavior in the Goldman Sachs Subprime Mortgage Securities Case. *International Journal of Business Research (IJBR)*, 10(4), 159-169.

Yang, J., Jeffers, A. (2010). Tax Problems Arising From International E-Business. *Review of Business Research*, 10(3), 244-252.

Kay, Mark J.

Limbu, Y., Kay, M. (2010). Hybrid Detailing: A Proposed Model for Pharmaceutical Sales. *i-Manager's Journal on Management*, 5(1), 35-41.

-- (2010). Marketing and the Effects of Recessions. *Phi Kappa Phi Forum*.

Kessler, Stacey

-- Bandelli, A., Borman, W., Nelson, C., Spector, P., Penney, L. (2010). Identifying the Corporate Machiavellian: The Development and Validation of an Organizational-Based Machiavellian Scale. *Journal of Applied Social Psychology*, 40, 1868-1896.

O'Brien, K., Biga, A., Kessler, S., Allen, T. (2010). Mentoring: A meta-analysis. *Journal of Management*, 36, 537-554.

Kim, Soo Kyung

-- J.-H. (2010). Environmental management of Korean hotels: A perspective from GMs. *International Journal of Tourism Sciences*, 10(2), 55-83.

-- J.-H., Lee, J.-S. (2010). The mediating effect of trust in organization on affective organizational commitment: A perspective of leader-member exchange and perceived organizational support. *Journal of Tourism & Leisure Research*, 22(2), 487-501.

-- O'Neill, J. W., Cho, H. M. (2010). When does an employee not help coworkers? The effect of leader-member exchange on employee envy and organizational citizenship behavior. *International Journal of Hospitality Management*, 29, 530-537.

Kleinman, Gary

-- Anandarajan, A., Medinets, A., Palmon, D. (2010). A Theoretical model of cognitive and related factors that affect perceived auditor independence. *International Journal of Behavioral Accounting and Finance*, 1(3), 239-267.

Kumar, Archana

Bhardwaj, V., Kumar, A., Kim, Y.-K. (2010). Brand Analyses of U.S. Global and Local Brands in India: The Case of Levi's. *Journal of Global Marketing*, 23(1), 80-94.

Lee, H.-J., Kumar, A., Kim, Y.-K. (2010). Indian Consumers' Brand Equity toward a U.S. and Local Apparel Brand. *Journal of Fashion Marketing and Management*, 14(3), 469-485.

Lauricella, Leonard J.

Yang, J., Lauricella, L. (2010). Tax Problems of Digitized E-Business. *Journal of Internet Commerce*, 9(3), 222-242.

Limbu, Yam B.

Xu, B., Peterson, R. T., Hampton, G. M., Limbu, Y. (2011). Dissimilar New Product Pace: Product Contingency Effects. *Marketing Management Journal*, 21(1), 140-151.

Limbu, Y., Wolf, M., Lunsford, D. (2011). Consumers' Perceptions of Online Ethics and its Effects on Satisfaction and Loyalty. *Journal of Research in Interactive Marketing*, 5(1), 71-89.

Torres, I. M., Limbu, Y. (2010). Antecedents and Consequences of Attitudes toward Direct-to-Consumer Advertising of Prescription Drugs. *Journal of Current Issues and Research in Advertising*, 32(2), 59-70.

Limbu, Y., Kay, M. (2010). Hybrid Detailing: A Proposed Model for Pharmaceutical Sales. *i-Manager's Journal on Management*, 5(1), 35-41.

Peterson, R. T., Limbu, Y. (2010). Student Characteristics and Perspectives in Entrepreneurial Courses: A Profile. *Journal of Entrepreneurship Education*, 13, 65-83.

Lord, Richard

Yu, S., Lord, R. A., Webb, G. (2010). The Hot-Growth Companies: How Well Do Analysts Predict Their Performance. *Journal of Economics and Business*, 62(3), 195-219.

Yang, J., Lord, R. A. (2010). Break-even Analysis for Stock-based Compensation Plans. *International Journal of Applied Accounting and Finance*, 1(1), 9-26.

Malaga, Ross, Montano, B., Porter, D., Ord, K. (2010). A New Approach to End-of-Auction Models to Curb Sniping. *Journal of the Operations Research Society*, 61(8), 1265-1272(8).

Chatterjee, P., McGinnis, John (2010). Customized Online Promotions: Moderating Effect of Promotion Type on Deal Value, Perceived Fairness, and Purchase Intent. *Journal of Applied Business Research*, 26(4), 13-19.

Mukherjee, Avinandan

Haider, M., Mukherjee, A. (2010). Analysis of Neonatal Health in South Asia. *International Journal of Pharmaceutical and Healthcare Marketing*, 4(1), 40-59.

Mukherjee, A., Shainesh, G. (2010). The Journal of Indian Business Research: the first year and beyond. *Journal of Indian Business Research*, 2(1), 5-9.

Narasimhan, Ramesh

-- Chung, S. (2011). Impact of the Sarbanes-Oxley Act on Audit and Non-Audit Fees: A Comparative Analysis. *Journal of Global Business Development*, 3(2), 56 - 59.

-- Chung, S. (2010). Time to Redesign the Accounting Curriculum for the 21st Century: A Proposed Model of Integration. *International Journal of Global Business and Economics*, 3(2), pp. 121- 127.

Ozenbas, Deniz, San Vicente Portes, L. Capital Structure and Firm-Level Risk: Trends and Macroeconomic Implications. *Review of Business Research*, 10(4).

-- Schwartz, R., Pagano, M. (2010). Accentuated Intra-Day Stock Price Volatility: What is the Cause?. *Journal of Portfolio Management*, Winter 2010.

Wang, J., Peterson Ph.D., Richard. (2010). Make or Break? Importance of Information Technology Project Management. *International Journal of Information Technology Project Management*, 1(1), 1-4.

Ricci, Cecilia W. "Ex Post Analysis of Bad Debt Write-offs: The Case of the S&P 500". *Journal of Contemporary Business Issues*.

Romero, Silvia. (2010). Question order effect of student quizzes – Evidence from two studies in introductory financial accounting courses. *Review of Business Research*, 10(5), 211-218.

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Sintim-aboagye, Hermann H. (2010). Effect of Economic Recovery and Adjustment Policies on the Friedman-Ball Hypothesis and the Cointegration of Inflation and the Uncertainty of Inflation.. *International Journal of Business and Economics*, 10(1), 94-102.

Subramanian, Ramachandran. (2010). Moving Up the Value Chain Using Alliance-Induced Learning: A Case Study. *International Journal of Services and Operations Management*, 6(4), 443-451.

Yan, R., Wang, John. (2010). Channel integration and profit sharing in the dynamics of multi-channel firms. *Journal of Retailing and Consumer Services (Elsevier)*, 17, pp. 430-440, 17, 430-440.

Wang, J., Yan, R., Chen, Q., Xing, R. (2010). Data Mining in Nonprofit Organizations, Government Agencies, and Other Institutions. *International Journal of Information Systems in the Service Sector*, 2(3), 42-52.

Saxena, A., Wang, J. (2010). Dimensionality Reduction with Unsupervised Feature Selection and Applying Non-Euclidean. *International Journal of Data Warehousing and Mining*, 6(2), 22-40.

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Wang, Yawei, McGuire, F. A., Zhou, B. (2011). The Influence of Travel Experience on Mature Travelers' Quality of Life. *International Journal of Information Systems in the Service Sector*, 3(1), 52-64.

Zhou, B., Hsu, J., Wang, Y. (2010). GIS and GPS Applications in Emerging Economies: Observation and Analysis of a Chinese Logistics Firm. *International Journal of Information Systems and Social Change*, 1(3), 45-61.

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### **College of the Arts**

Larry Weiner scripted, directed, and produced a new audio drama starring Kelli O'Hara, Shirley Jones, and Ed Asner for XM/Serius, downloadable on iTunes and available on major online bookstore sites

Dr. Jeffrey Kunkel directed the 2010 New Jersey All-State Jazz Band. Concerts were held at Trump Plaza (AC) and NJPAC (Newark).

Dr. Thomas McCauley presented a clinic titled, "This Rehearsal Is Available To You In High Definition" at the Midwest Clinic. The annual Midwest Clinic in Chicago is the largest gathering of school band and orchestra conductors in the world.

Dr. Suzanne Trauth is co-editor of "Katrina on Stage: Five Plays" (Northwestern University Press, 2011) She is also Consultant/participant on National Science Foundation grant: "Addressing Gender Barriers in STEM through Theatre of Social Engagement" (2011-2012).

This past January, Jeffrey Gall of the Cali School of Music was granted a Fulbright Award to support a teaching project in Baroque opera at the Instituto Superior de Arte del Teatro Colón in Buenos Aires from September through November 2010.

Paul Hostetter of the Cali School of Music toured China this past January and conducted works by Rachmaninoff, Dvorak, Copland, and the Yellow River Concerto with pianist Aaron Wunsch and cellist Julia Bruskin. He worked with orchestras in seven Chinese cities to critical acclaim and presented master classes at the Shanghai Conservatory and Shanghai Normal University, among other institutions.

Director of Bands Tom McCauley appeared as a guest conductor at the New York Summer Music Festival in July 2009.



Nancy Carnevale of History was elected to the Executive Council of the Immigration and Ethnic History Society and to the Executive Council of the American Italian Historical Association. She also became co-editor of a new series at Fordham University Press, “Critical Studies in Italian America.”

Janet Koehnke of Communication Sciences and Disorders was elected New Jersey’s representative to the Audiology Advisory Council of the American Speech-Language-Hearing Association.

James Woodard of History is currently on a semester-long Fulbright Fellowship in Brazil researching his next book, which is tentatively titled *A Revolution in Commerce: Business, Markets, Media, and the Making of Brazil’s “American Century”*

Last fall, work by Pat Lay of Art and Design was included in group exhibitions at the Islip Art Museum, the Long Island City Art Center, and at the Montclair Art Museum.

### **College of Education and Human Services**

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Montclair State University has been selected to participate in a National Genomics Research Initiative funded through the Howard Hughes Medical Institute and its Science Education Alliance. Drs. Sandra Adams and Kirsten Monsen (Biology and Molecular Biology) submitted the winning application to the Institute and will be spearheading the program. This project fosters collaborations between scientists and educators to transform science education nationally. The purpose of this project is for students to participate in a course to identify and characterize previously unknown bacteriophages.

Dr. Kirk Barrett (Passaic River Institute) was awarded \$373,618 over for years grant from the National Science Foundation for “MSU’s Research Experience for Undergraduates”. This grant will provide 10 students with an eight week summer educational experience through participation in transdisciplinary, hands-on field research in environmental sciences. Much of the research will take place at MSU’s field campus at the New Jersey School of Conservation.

Dr. Kirk Barrett (Passaic River Institute) was awarded funding to construct a Woodland Garden Enclosure at the Essex County Environmental Center. The project was awarded by the Essex County Parks Department with funding from the Johnette Wallerstein Institute for \$52,580. Dr. Barrett was also given funding by the Gowanus Canal Sponge Park, to construct a stormwater management facility, with PRI acting as a subcontractor for \$33,020 through an award by the New England Interstate Water Pollution Control Commission to Dlandstudo, Inc. (a NYC-based landscape design firm). He was also given funding by the Green infrastructure retrofits in the

Flushing watershed, to install a stormwater management facility along a highway in Queens, New York, awarded by the New York City Department of Environmental Protection to the Regional Plan Association, with PRI acting as a subcontractor for \$51,000.

Dr. Lora Billings (Mathematical Sciences) was awarded funding of \$133,425 from the US Department of the Army to explore the swarming behavior of many-particle systems in a noisy environment, examples of these systems include, but are not limited to, mobile sensing arrays or arrays of different platforms, like miniature submarines in the ocean and insect robots on land or air.

Dr. Paul Bologna (Biology and Molecular Biology) received a grant from the Barnegat Bay National Estuary for the “Assessment of Sea Nettle Polyps in Barnegat Bay, New Jersey,” for \$2,669. Dr. Bologna and a graduate student will examine fixed substrates, such as docks and bulkheads, and compile data that will provide critical life history information useful in predicting future population fluctuations, during this 18-month project.

Dr. Stefanie Brachfeld (Earth and Environmental Sciences) was awarded \$132,443 from the National Science Foundation for the “Acquisition of a Spinner Magnetometer and Ancillary Paleomagnetic Equipment.” This equipment will complement the existing rock-magnetic capabilities and allow faculty to conduct in-house paleomagnetic analyses in support of geosciences, environmental science, physics research, and laboratory research.

Dr. Stefanie Brachfeld (Earth and Environmental Studies) was awarded \$143,022 for the first year of a three year collaborative project entitled “Static and Shock Pressure Treatment of Synthetic Mars Basalts: Implications for Understanding the Evolution of Crustal Magnetic Anomalies”. The total grant is anticipated to be \$451,342. MSU collaborates with University of Hawaii, University of Minnesota and Harvard University to synthesize basalts of Martian composition and subject them to static and shock pressure experiments.

Dr. Stefanie Brachfeld (Earth and Environmental Studies) was awarded by the National Science Foundation in the amount of \$119,406 for her research project on Enhancing Holocene Ice Sheet and Ice Shelf Geochronology Using Geomagnetic Paleointensity Variations. The project examines the sedimentary records of climate change and magnetic field variability from Maxwell Bay, South Shetland Islands.

Dr. Stefanie Brachfeld (Earth and Environmental Studies) was given \$29,078 by the National Science Foundation in the amount of \$29,078 a continuation of Dr. Brachfeld’s project four years ago entitled Geomagnetic Paleointensity Dating and Environmental Magnetism of the McMurdo ice Shelf and Southern McMurdo Sound Paleorecords. The research team is focusing on the magnetic mineralogy in the science documentation phase of work with the goal of assessing the fidelity of the magnetic recording assemblage downcore.

Dr. Stefanie Brachfeld (Earth and Environmental Studies) was awarded by the National Science Foundation for \$400,301 on the project entitled Tracing Antarctic Sediment Transport Pathways and Antarctic Ice Sheet Stability Using Iron-Titanium oxide Magnetic and Chemical Fingerprints.

Dr. Mark Chopping (Earth and Environmental Studies) received an award from NASA in the amount of \$137,674 for the first year of a three year project entitled “A Decade of Changes in

Above-ground Live Standing Dry Biomass, Canopy Cover, Height, and Understory Density in the Southwestern U.S. from EOS MISR and MODIS". NASA expects to award \$182,386 for the entire grant. The goal of this project is to leverage previous successful research supported by the NASA Earth Observing System program to develop novel and innovative methods for mapping woody plant canopies (forests and shrubs) in the southwestern U.S.

Dr. Mark Chopping (Earth and Environmental Studies) received \$20,000 of an anticipated total \$39,975 supplemental request for the project entitled "Forest and Shrub Mapping with MISR". This project involves work on mapping of forest and shrub canopy structure (height, crown shape and fractional cover) and above-ground woody biomass for diverse environments, over limited sites and larger areas and for multiple orbits and years, using data from MISR.

Dr. Saliya DeSilva (Chemistry and Biochemistry) was awarded \$58,000 on his project entitled The Design and Study of Molecular-Scale Photonic Devices and Green Chemistry Approaches Toward Their Synthesis. Dr. DeSilva is studying several new molecules that show fluorescence modulation as a result of cation binding.

Dr. Eric Forgoston (Mathematical Sciences) received a two year grant for \$49,990 from the Naval Research Laboratory to continue his research in modeling and analyzing the dynamics of a swarm of mobile sensors operating in stochastic environments, such as the ocean, with and without communication between the swarm agents.

Dr. Evan Fuller (Mathematical Sciences) received \$15,700 for the first year of a three year National Science Foundation grant held by Rutgers. The project, entitled "Proving Styles in University Mathematics," will investigate the prevalence and correlation with success of different proving strategies used by undergraduate math majors.

Dr. Joshua Galster (Earth and Environmental Sciences) was awarded a Rutgers University's grant funded by the US Geological Survey in the amount of \$30,000 for the project entitled Identifying the Source of Excess Fine-Grained Sediments in New Jersey Rivers Using Radionuclides.

Dr. Matthew Goring (Earth and Environmental Sciences) received an equipment grant from the National Science Foundation for the "Upgrade of the Optical Inductively Coupled Plasma (ICP)," a computer system that supports geochemistry research and education in Department of Earth and Environmental Studies. The grant is for \$28,050.

Dr. Reginald Halaby (Biology & Molecular Biology) was awarded by the National Institutes of Health in the amount of \$1,483,766 for his project entitled Minority Access to Research Careers (MARC) project at MSU. The goal of the project is to increase the number of underrepresented students involved in the biomedical sciences by creating an environment conducive to research and learning.

Drs. Kirsten Monsen and Lisa Hazard (Biology & Molecular Biology) was given a New Jersey Conserve Wildlife Matching funds Grant for \$3,500 on their proposal *Prevalence of the Batrachochytrium and Ranavirus pathogens among New Jersey amphibian populations* by the New Jersey Department of Environmental Protection, Division of Fish and Wildlife.

Dr. Sandra Passchier (Earth and Environmental Studies) was awarded a three year grant for her research titled, "Expedition Objective Research: Early Pliocene Record of Antarctic Ice Rafting and Paleoenvironmental Conditions, Wilkes Land Margin, Antarctica," for \$183,565. Dr. Passchier along with a Graduate Assistant will analyze core samples from Antarctica to reconstruct Antarctica's climate and icesheet history in a time of global warming in the past.

Dr. Jing Peng (Computer Science) received a grant through Syracuse University funded by the US Department of Air Force in the amount of \$29,040 for a research project titled "Closed-Loop Learning Integrated Robust Information Fusion". The goal of this project is to prove a strong result for the proposed algorithm by casting it within the adversarial multi-armed bandit framework and further validating the analysis using wide area image data for persistent target tracking.

Dr. Elena Petroff (Biology and Molecular Biology) was awarded \$320,657 for a three year grant from the National Institutes of Health for the project "Interaction of ASIC and BK Channels and Its Role in Glial Proliferation". This study will determine the role of acid sensing ion channels (ASICs) as endogenous inhibitors of cell growth through inhibition of voltage activated K<sup>+</sup> channels (BK).

As co-PIs, Drs. Yang Deng, Dibyendu Sarkar and Sudipta Rakshit (Earth and Environmental Studies) received NJWRRRI grant funded for \$14,966 titled Scrap Tire and Water Treatment Residuals as Novel - Green Sorbents for Removal of Common Metals from Polluted Urban Storm Water Runoff.

Dr. Stefan Robila (Computer Science), and Dr. Michael P. Weinstein, (PSEG Institute for Sustainability Studies) were awarded a two year demonstration grant of \$218,000 to develop a Decision Support System (DSS) for data center applications. The goal of the project is the creation of a DSS that supports business and organizational decision-making intended to streamline operations and save energy and operational costs for Montclair State's data center. The team also includes Michael Oudshoorn, chair of CSAM's Computer Science Department, and Aparna Varde, Computer Science, an expert in data mining, database management and artificial Intelligence, who will supervise the graduate students on the project led by doctoral student Michael Pawlish. The grant is funded by PSEG.

Dr. Robert W. Taylor (Earth & Environmental Studies) together with PI's Jose Carandang, Jose Calleja were given Phil Pesos 100,000 on their project entitled Urban Rooftop Hydroponics for Diversified Agriculture by Angelo King Institute, Manila Philippines.

Dr. William Thomas (NJ School of Conservation) won a contract from the NJ Board of Public Utilities for \$2.65 million to install a solar power system at the School in Stokes State Forest. The system is expected to generate sufficient power for the entire facility and to produce solar renewable energy credits for sale.

Dr. David Trubatch (Mathematical Sciences) received \$142,168 for the first year of a National Science Foundation grant for the "Dynamics of Soliton Interactions and their Applications," a grant to study the nonlinear Schrödinger equation (NLS). This grant will generate additional opportunities for students to participate in leading-edge research.

Dr. Jacalyn Willis (PRISM) received \$592,000 for a three year grant for the project “CUSP: Creative University-School Partnerships – Mathematics & Science Partnership,” funded by the New Jersey Department of Education. CUSP will increase the academic achievement of students in math and science by enhancing the content knowledge and teaching skills of classroom teachers.

Dr. MeiYin Wu (Biology and Molecular Biology) received an award for \$673,530 from the U.S. Department of the Interior with funds from the U.S. Environmental Protection Agency, Great Lake Restoration Initiative program. She will be testing environmentally-sound ultrasound technology for ship ballast water treatment. The University of Vermont and the Great Ships Initiative are partners on this three year project. Dr. Wu also received \$14,138 for the first year of a three year grant from the National Science Foundation for a project entitled “Collaborative Research: Greenhouse Gas Balance of Urban Temperate Wetlands”.

Dr. Sandra D. Adams (Biology & Molecular Biology) gave a presentation on Inhibition of HSV-1 by black tea polyphenols in cultured Vero and A549 cell at the American Society for Virology Annual Conference, Minneapolis, MN. She also presented SinV in Vero Cells; Modified green tea polyphenols as a novel approach to inhibit Herpes simplex viral infections; at Metropolitan Association of College and University Biologists at Molloy College.

Dr. Mahmood Barbooti (Earth and Environmental Studies) delivered lectures on Environmental Chemistry at the Institute of International Education as part of the Scholar Rescue Fund lecture program.

Dr. Jonathan Cutler (Mathematical Sciences) gave an invited, hour-long lecture entitled "Extremal problems related to graph homomorphisms" at the 28th Brazilian Colloquium in Mathematics at the Instituto Nacional de Matematica Pura e Aplicada (IMPA) in Rio de Janeiro, Brazil in July 2011.

Dr. Yang Deng (Earth and Environmental Studies) presented a poster entitled - A new pathway to applying Zero-Valent Iron (ZVI) for environmental remediation: Bare or bimetallic Zero-Valent Iron nanoparticle/ dioxygen system (ZVI/O<sub>2</sub>) at the 2010 SERDP & ESTCP's Partners in Environmental Technology Technical Symposium and Workshop, and a poster entitled Simultaneous Oxidation of Refractory Organics and Ammonia in Landfill Leachate by Thermally Activated persulfate at the 2010 International Chemical Congress of Pacific Basin Societies.

Dr. Reginald Halaby (Biology & Molecular Biology) received an ABRCMS Judges' Travel Subsidy for the 2010 Annual biomedical Research Conference for Minority Students held in Charlotte, NC.

Dr. Lisa L. Hazard (Biology & Molecular Biology) gave a presentation on Amphibian diseases in New Jersey at the New Jersey Chapter of The Wildlife Society meeting in Waretown, NJ. Also presented Interspecific variation in behavioral aversion of sympatric temperate zone amphibians to road deicers at the Society for Integrative and Comparative Biology Annual Meeting in Salt Lake City, UT. She has also been appointed to its Student Support Committee as Vice President, MSU chapter of Phi Kappa Phi Judge for Best Student Paper competition. Dr. Hazard is a reviewer for *Herpetologica*.

Dr. Michael A. Kruge (Earth and Environmental Studies) presented a keynote talk entitled "Oil pollution in Coastal Waters" at the 28th Annual Meeting of The Society for Organic Petrology, Halifax (NS) Canada. Dr. Kruge co-chaired a session entitled "CO<sub>2</sub> sequestration and Environmental Research on Coal and Petroleum Use" at the 28th Annual Meeting of The Society for Organic Petrology, Halifax (NS) Canada.

Dr. Aihua Li (Mathematical Sciences) participated in the Joint AMS/MAA National Mathematics Meeting and gave a presentation -Cryptography, a great topic for undergraduate mathematics course in the MAA Session on Cryptology for Undergraduates. In December, she was invited to give two colloquium talks at Miami University, Ohio: Contributions of ancient Chinese mathematics, in the Department of Mathematics, and Chinese abacus and its role in mathematics education, in the Department of Educational Psychology. Dr. Li participated in the MAA-NJ/PA joint meeting and was elected as vice chair for student affairs of MAA-NJ section. She also refereed a paper for Communications in Algebra and reviewed two articles for Mathematics Review.

Dr. Michael J. Oudshoorn (Computer Science) gave a presentation on "Face-to-face to On-Line: Addressing the Concerns of the Faculty", Emerging Learning Design Conference at Montclair State University, on 23 June 2011.

He also gave a presentation on "Autonomic Computing", Department of Computer Science at Fairleigh Dickinson University on 23 March, 2011. Dr. Oudshoorn is a member of the Commissioner on the Computing Accreditation Commission of ABET Member of the Editorial Board for the journal Software Engineering, and Associate Editor of the International Journal of Computers and Their Application.

Dr. Robert S. Prezant (Biology & Molecular Biology) participated in the Medical Innovation Roundtable with Congressman Frank Pallone, Chairman of the Subcommittee on Health, Committee on Energy and Commerce. Monmouth University. He also gave a presentation on Molluscan diversity and temporal changes in an urban pond in Northern New Jersey at the American Malacological conference at Duquesne University, Pittsburgh and was a member of the panel discussing variable academic work loads at the Council of Colleges of Arts and Science Conferences in New Orleans. He also is a co-investigator for a project on "The mucous drogue line in the Asian Clam *Corbicula fluminea*: Fundamental information to understand dispersal and invasion pattern" presented at the 2<sup>nd</sup> World Conference on Biological Invasions and Ecosystem Functioning (BIOLIEF) in Mar del Plata, Argentina.

Dr. Dibyendu Sarkar was elected a Fellow of the Geological Society of America, first time ever for a Montclair State faculty. He has been invited to give a talk in the symposium "Recent Advances in Studies of Dissolved Arsenic and Other Metals in Global Hydrologic Systems" in the 123rd Annual Meeting of the Geological Society of America to be held in Minneapolis, MN Oct 9 - 12. He was elected Vice-President of the Hudson-Delaware Chapter of the Society of Environmental Toxicology and Chemistry for 2011-12. He was made the Technical Editor of the International Journal of Environmental Science and Technology. With an Impact Factor of 3.16, IJEST is one of the leading environmental science journals in the world. He was made an Associate Editor of Soil Chemistry the Soil Science Society of America Journal, a top 10 journal in soils. He was made an Adjunct Professor in the Environmental, Earth, and Ocean Sciences Department at the University of Massachusetts at Boston and an Adjunct Professor in the Biological Sciences Department at

Michigan Technological University.

Dr. Michael P. Weinstein (PSEG Institute for Sustainability Studies) gave a keynote speech at the Annual Meeting of the Alliance for Global Sustainability in January in Gothenburg, Sweden. He was also appointed member of the Working Group; Innovative Technology Steering Committee, Implementation of New Jersey's Energy Master Plan. He was a Session Chair and Discussion Moderator on *Socio-technical Systems Innovation*, Sustainable Consumption Research and Action Initiative (SCORAI), Mountain Lakes House, Princeton, NJ. He was a Keynote Speaker on *Sustaining Earth's life Support Systems While Improving Human Well-Being* at the MSU Center of Pedagogy, Annual Advance, Global Learning 2.0: Educating Students for Democracy in a Rapidly Changing World, MSU Conference Center. He was invited Speaker, Binzhou International Sustainable and Economic Development Conference Binzhou, Shandong Province, China. He was appointed Member, Science Advisory Board (SAB), NJ Department of Environmental Protection. He was the chairman and organizer of the recent PSEG ISS: International Symposium on Sustainability Studies held last fall.

The British Broadcasting Corporation has awarded a commendation for wildlife photography to Dr. Jacalyn Willis (PRISM), Gregory Willis, and Ben Dodge in the Animal Behavior category of the worldwide competition of more than 700 researchers who use camera-traps. The photo shows a mother puma escorting her two young kittens on a foray in the rainforest preserve of Gallon Jug, Belize. The photo and background on the project, part of the Rainforest Connection of the College of Science and Mathematics of Montclair State University, will be highlighted in the BBC print *Wildlife* magazine and on the BBC website. The photo is part of a conservation project that involves both long-term monitoring of mammal populations in both Belize and Panama, and a conservation education program provided by videoconference technology live and interactively from the Willis' research sites in both countries.

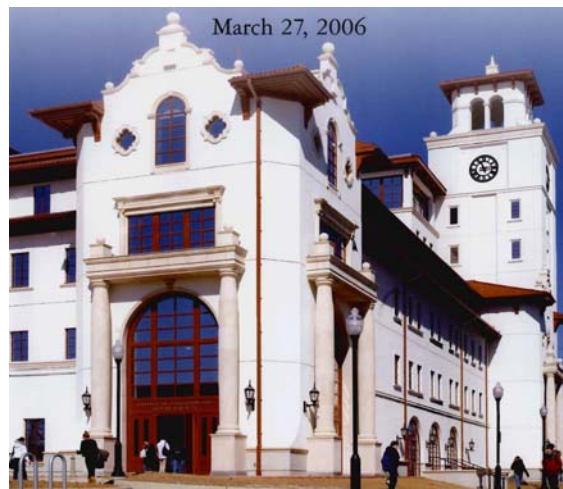
Dr. Meiyin Wu (Biology and Molecular Biology) (U.S. Patent 7799233) Invented Apparatus and Method for Ultrasound Treatment of Aquatic Organisms with co-Inventor: Junru Wu. Dr. Wu gave a presentation on Invasive Plant Management using Hydroraking at the New Jersey School of Conservation. Prepared for the joint Annual Meeting of Ecological Society of America Mid-Atlantic Chapter and the New Jersey Academy of Science, Montclair, NJ. She also presented Habitat Selection by Wood Turtle, *Glyptemys insculpta*, in New Jersey. Prepared for the joint Annual Meeting of Ecological Society of America Mid-Atlantic Chapter and the New Jersey Academy of Science. She also presented Develop a rapid detection method for bloom-forming cyanobacteria and algae. Prepared for the joint Annual Meeting of Ecological Society of America Mid-Atlantic Chapter and the New Jersey Academy of Science.

The Governor appointed Dr. Robert S. Prezant to a seven-member NJ Department of Environmental Protection Passaic River Flood Commission directed to recommend solutions to chronic flooding in the Passaic River basin. Other appointments to NJ DEP committees include Drs. Michael Weinstein and Paul Bologna to the Ecological Process Committee, Drs. Mark Chopping and Greg Pope to the Climate and Atmospheric Sciences Committee, Dr. Kirk Barrett on the Water Quality and Quality Committee and Dr. Dibs Sarkar to the Emerging Contaminants Committee. Dr. Prezant was recently elected to the Board of Directors of the R&D Council of New Jersey.

## I. Major Capital Projects

### Recently Completed Projects

**University Hall**, a major new academic building (\$80 million), was officially opened in March 2006. Opened for classes in spring 2006, this 270,000 square foot facility houses the College of Education and Human Services; office and instructional space, including a dean's suite; 125 faculty offices; eight specialized learning labs; six department offices; 28 adjunct faculty work stations; the ADP Center for Teacher Preparation and Learning Technology; the Center of Pedagogy; a Literacy Enrichment Center; and the Institute for the Advancement of Philosophy for Children. Classroom space includes eight 100-seat lecture halls and 29 classrooms with 30 to 40 seats. A Conference Center on the 7<sup>th</sup> floor of the building, providing panoramic views of the Manhattan skyline, accommodates groups of up to 500 persons. Also, all network operations and the University's data center as well as training classrooms, offices and workstations for the Office of Information Technology are housed in the facility.



In April 2006, Montclair State University hosted the grand opening celebration for **The George Segal Gallery**. Located adjacent to the Alexander Kasser Theater Complex, the 7,200-square-foot Gallery is the only gallery space named for Segal in the world. George Segal's sculpture, *Street Crossing*, was installed on The Alexander Kasser Theater plaza in anticipation of the opening.





Construction of a new 77,000 square foot student recreation center (\$23 million) was completed in March 2008. **The Recreation Center** features a six-lane swimming pool, locker rooms, two-court gymnasium with elevated running track, two racquetball courts, strength and cardio training areas, offices and a snack bar. The new facility is located at the Northern end of the campus between Blanton Hall and the Yogi Berra Museum. Modern state of the art exercise equipment has been installed in the exercise areas which are located on the first and second floor. The second floor treadmills provide the user with a breathtaking view of the New York City skyline



The **John J. Cali School of Music** is an adaptive re-use project that transforms a former dormitory and classroom building into a state-of-the-art teaching, practice and performance facility. Opened for classes in fall 2009, the School of Music creates a new “gateway” building for the campus.

Built in 1928 in the Spanish Mission Style, the building originally known as Chapin Hall served as a dormitory until a later renovation transformed it into a classroom and departmental office facility. In 2005, the University commissioned Hillier Architecture to renovate and expand the original structure to establish a new home for the John J. Cali School of Music.

The facility includes a 250-seat recital hall; teaching studios; music practice and rehearsal rooms; and faculty offices. Another goal of the project is to achieve a rating under the U.S. Green Building Council’s Leadership in Energy & Environmental Design (LEED) Sustainable Design Rating System.



Reopened in fall 2009 following extensive renovation, **Panzer Gymnasium** (approximately 70,000 gross square feet) received upgrades to the competition gym, a new building entrance (façade) on College Avenue, interior upgrades, a new electrical system, and extensive upgrades to the present HVAC system.

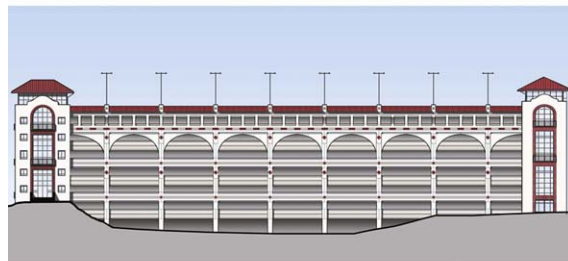


Montclair State University - Panzer Athletic Center  
January, 2008

Chicko Green White  
Architect  
Panzer  
Landscape Architects

### **CarParc Diem**

A 5-1/2 story parking structure opened in fall 2010. Located adjacent to Floyd Arena, the structure utilizes existing site conditions to provide approximately 1,100 parking spaces with a net gain of approximately 850 parking spaces. Design queues are consistent with the University's Spanish Mission Style. Advanced design elements allow for future sustainable actions to occur paralleling the activities with University Hall and the United States Green Building Council.



MSU - Parking Garage - East Elevation  
April 20, 2009

Chicko Green White  
Architect  
Panzer  
Landscape Architects

### **Frank Sinatra Hall**

Opened for occupancy in fall 2010, Frank Sinatra Hall is a 309 bed, 88,655 sq. ft., residence hall designed to meet the needs of the modern higher education student. The upper floors of the six story building each house between 45-50 sophomores in six to eight bed suites, and provide a lounge that promotes social activity among residents. The first floor includes an entry foyer, community resident director suite, three additional bedroom suites, building storage and mechanical, and a multipurpose room to hold both social and academic events. Interior space planning is designed to meet the needs of students who might be physically challenged. The design calls for

minimum energy consumption and maximum maintenance efficiency, while blending with the Spanish Mission architectural style inherent to the campus.



### **The Heights**

Pursuant to the New Jersey Economic Stimulus Act, the new student housing and dining project provides living space for 2,000 additional resident students and approximately 25,000 gross square feet of dining space on the northern portion of campus in what were formerly parking lots 22 and 23. The developer of this project was Capstone Development of Birmingham, Alabama.



### **College Avenue Promenade Project**

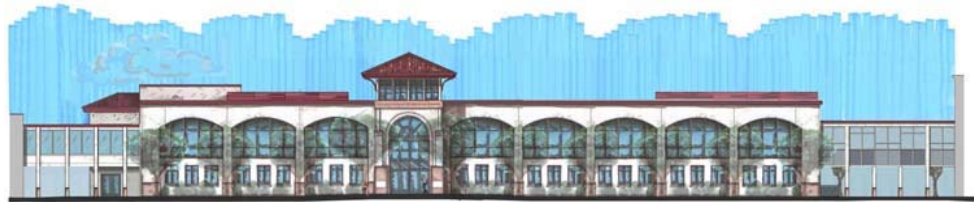
The College Avenue Promenade Project was completed in 2011. The scope of work included new landscaping, lighting, road curbing, sidewalks and site utilities in the area between Normal Avenue and the Red Hawk Deck. Also included within the parameters of the project was the reconstruction of the historic quad area between Chapin, Freeman and Russ Halls.



### **Current Projects**

#### **Finley Hall Renovation**

The project consist of complete renovation of 37,000 S.F.(\$15 million estimated) of an existing two story building down to existing structural elements and new construction to build new classrooms on the first floor and faculty offices on the second floor. The project includes construction of new entrance tower, a new elevator on the south side of the building and a new exterior wall system. This building is designated to be used by the Collage of Humanities and Social Sciences at Montclair State University



#### **Wireless Local Area Network**

The University continues to improve upon the technology infrastructure and resources available to the University community to ensure they are able to effectively carry out the University's teaching, learning and research mission.

*Annual Institutional Profile of Montclair State University, 2011*

The University is upgrading its wireless network infrastructure to the high speed, backbone class 802.11n protocol and expanding the coverage to ensure pervasive access to the University's information resources throughout the campus. This \$5 million project will ensure that members of the University community have wireless service in every residence hall, academic space, and administrative building. Coverage will extend to all outdoor areas, including parking lots and garages.