STRATEGIC PLAN 2025
PROJECT SOAR

MONTCLAIR STATE
UNIVERSITY

2025 STRATEGIC PLAN

STUDENT SUCCESS

| FOSTERING STUDENT TRANSFORMATION | GROWING THROUGH DIVERSITY AND ACCESS | DISCOVERY AND APPLICATION OF KNOWLEDGE |

ENTREPRENEURIAL STRATEGY
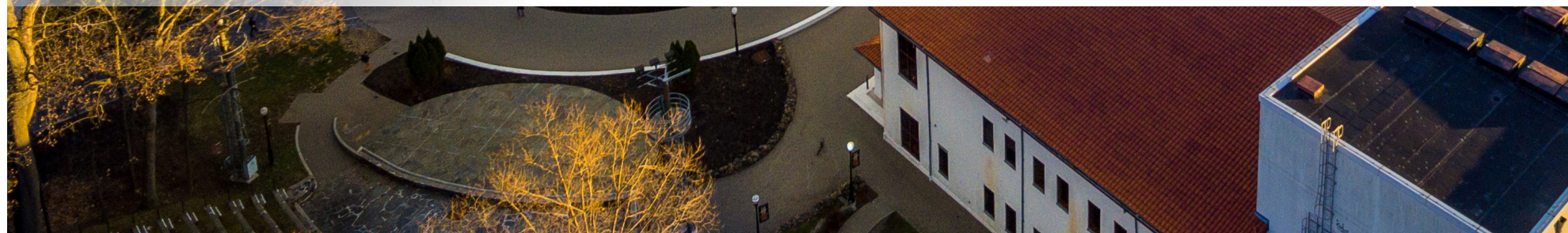
PILLAR ONE: FOSTERING STUDENT TRANSFORMATION

1.1 Create and sustain high quality, rigorous, and competitive academic programs that serve student needs and continue to elevate the institution's reputation

1.2 Increase engagement through participation in an expanded range and variety of campus experiences and support activities available to students

1.3 Identify and craft signature transformative student experiences that contribute to a distinct identity for the University across both curricular and co-curricular programming

1.4 Leverage new services and technologies to ensure timely completion of degrees

1.5 Expand programs and services that improve students' opportunities for life-long success and engaged citizenship, and increase the University's commitment to their continued relationship as alumni

1.6 Increase awareness of the University's identity and impact, and enhance its reputation

PILLAR TWO: GROWING THROUGH DIVERSITY AND ACCESS

2.1 Capitalize on the historic strength of diversity in the institution and continue to grow that strength as the State increases its diversity

2.2 Reaffirm and maintain the University's long-standing commitment to affordability

2.3 Ensure that the university provides full access, for students, alumni, faculty and staff to all activities that make the university an engaging community

2.4 Assure that the University's diversity, inclusiveness and provision of affordable access to excellence are conveyed clearly and consistently.

PILLAR THREE: DISCOVERY AND APPLICATION OF KNOWLEDGE

3.1 Improve and upgrade business processes, facilities, and technological resources in support of research

3.2 Increase external research funding

3.3 Expand and enhance the reputation and impact of University research

2025 STRATEGIC PLAN
PROJECT SOAR

MONTCLAIR VISION

By 2025 Montclair State University will be nationally recognized as a premier public university, serving 25,000 students with programs from bachelor's to PhD. 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.

The 2002 Mission Statement (**montclair.edu/about-montclair/missionstatement**) remains relevant and inspiring for the next generation of the University's growth.

MONTCLAIR STATE VALUES

- **Success:** Continually promoting academic excellence and post-graduate achievement

- **Access:** Proactively employing strategies to level the playing field for students seeking further education

- **Innovation:** Embracing innovation, experimentation, and creativity for excellence and efficiency

- **Social Justice:** Understanding and working to dismantle barriers to the opportunities and privileges appropriate to all residents of New Jersey

- **Sustainability:** Building practices and programs for long-term survival and flourishing of the University

- **Community:** Connecting to community through strategic partnerships, collaborations, and services

PATH TO THE PLAN

Beginning in Fall 2017 the University launched an extensive program of data gathering, analysis and consultation which resulted in PROJECT SOAR. This journey helped us understand our history, values, and accomplishments; our place in higher education in the state, region, and nation; and the ways we have been successful in moving the University from its inception more than 110 years ago to today. With advice and assistance of an external consultant, this
process included:

- A review of the 2011 strategic plan and our signature accomplishments under it;

- An analysis of findings and recommendations from our 2016 successful Middle States Commission of Higher Education accreditation (MSCHE) report and study;

- A thorough environmental scan of relevant demographic predictors, labor market projections, technology developments in classroom instruction and program delivery modes (including active learning, low-residency, partially online and fully online programs), comparative degree production data among New Jersey institutions, and State funding expectations, all of which contributed to an understanding of the University's market position;

- Two summit discussions with campus leadership, including faculty, staff and administrators;

- A SWOT analysis based on input from more than 550 University community members;

- Three presentations to and discussions with the Board of Trustees;

- Many dynamic conversations and extended working sessions by the Committee on University Effectiveness (CUE) and five Design Teams charged with shaping key success outcomes and strategies;

- Two public fora to which the University community were invited for open discussion of the draft plan;

- An extensive benchmarking study and comparison of universities through which 11 universities were identified that reflected significant achievements in areas of interest to Montclair State's growth.

This dynamic and comprehensive process was inclusive of the full University community, and it modeled the values we expect to cultivate in our University culture and in our students. The process enabled a rich and broad reflection of the pathway of change that has brought us to the current day.

"The process enabled a rich and broad reflection of the pathway of change that has brought us to the current day."

VISION FOR STUDENT SUCCESS

Building on the successes of its previous Plan**, CONNECTING TO TOMORROW: VISION, CREATIVITY, ADAPTABILITY,** Montclair State University will found its new Plan on three guiding "Pillars" or themes, each pointing toward and promoting student success at every level of the institution: *Fostering Student Transformation; Growing Through Diversity and Access; Discovery and Application of Knowledge.*

Student success will be supported by the interconnections and interactions of these three pillars. These drivers of effort will help us to focus our attention, commit resources, develop strategies and tactics to achieve preferred outcomes, and measure evidence of our successes. They inform and call out the priorities for resource allocation and decision-making to 2025.

CHAMPIONING STUDENT SUCCESS

Over all the Pillars, strategies and success measures of our Plan hovers the single unifying intention: student success, defined both within the Montclair State University experience and following graduation in their diverse and multiple careers. Numerous studies (such as the Georgetown University Center on Education and the Workforce Reports), that continue to confirm the lifetime income value of degrees and the still-growing burdens of student debt in achieving those degrees, urge graduation as soon as possible. This Plan assumes both of those realities for contemporary students and proposes to prioritize University strategies and resources most effectively and efficiently to deliver the highest quality degrees at the maximum value. Montclair State is justly proud of its proven ability to deliver the highest quality education at a price that is among the most affordable in the region.

This Plan will sustain and strengthen that value proposition by enhancing even further the quality of the student experience and learning outcomes, by increasing revenue generation from diverse sources, and by positioning Montclair State University as an institution of choice for talented students from New Jersey and beyond.

In light of the growth in academic programs, facilities, research and enrollments under the previous Plan, the University will focus its resources to support student success in a future characterized by mobility and change. Through synchronization of our human resources and expanded data systems, we will both motivate student intellectual development and catch at-risk students before they fail, enabling us fully to live up to the hallmark "small college" feel that has made this large University the institution of choice for generations of New Jersey families. A personalized and individualized approach will be extended to non-traditional students through degree-completion programs, new graduate programs, and multi-modal instructional models, to bring Montclair State's total population to 25,000 students by 2025, contributing meaningfully to the skilled workforce demands of New Jersey and beyond. And finally, our dedication to our graduates will be life-long, supporting them with career services, networking and continued learning opportunities throughout their careers, and making Montclair State University their permanent partner for success.

"Student success, defined both within the Montclair State University experience and following graduation, is our unifying intention."

AN ENTREPRENEURIAL STRATEGY

Underlying the pillars, strategies and success measures is a single aspiration: to be ceaselessly innovative and demonstrably effective in every process that will improve academic quality, promote student success and augment institutional communication and efficiency. American higher education has experienced several periods of significant change, similar to what, today, is referred to as disruption. In the past, institutions that were established primarily for the training of teachers and support of agriculture were transformed into institutions providing educational programs in a wide range of professions. Institutions that were established to educate a very small percentage of the population opened their doors to the vast majority of the nation's high school graduates. Huge investments in research were initiated, a massive system of financial aid was implemented where none previously existed, and quickly evolving developments in technology transformed the instruction, the research initiatives, and the administration of universities across the nation. The current time is also a period of change, and, as Montclair State has grown and transformed itself to meet the changing needs of society throughout its history, it will continue to do so by drawing on its energized entrepreneurial spirit, prepared to seize the new day with yet unseen and unknown opportunities, while staying true to its fundamental values and never failing to place student success as its foremost goal. The University has been and will continue to be both nimble and thoughtful in making the continuing adjustments essential to maintaining its vital relevance for both transmitting cultural traditions, creating new knowledge, meeting emerging market demands, and serving the higher education needs of an evolving world.

Our goals are ambitious but achievable. To accomplish them by 2025, we must adopt an entrepreneurial, nimble, innovative and risk-rewarding approach to all aspects of the University's programs and operations. This entrepreneurial attitude will speed up time-tables and require alertness, excellent communication, and collaboration across divisions. This responsive, change-ready culture will be transformative, enabling timely creation of new programs and strategies supported by data and the timely recycling of other programs and strategies that are unsupported by student demand or university mission. Analytics already in production and reaching across University divisions will arm leaders and innovators with methods for evaluating initiatives for their effectiveness, value, and resource allocation.

In an entrepreneurial culture, innovative thinking allows for experimentation, and therefore risks unsuccessful ideas as well as successful ones, with individuals recognized and valued for engaging as well as succeeding. Ideas, programs, and initiatives will rise with their successes, and the people who invent and promote them will understand their responsibility to plan strategically and shrewdly while also understanding that every innovative idea, program, or initiative will not flourish and those that fail following our best efforts must be promptly discarded. These values -- innovation, creativity, efficiency, and data-informed decision making -- are characteristic of vital institutions and compatible with flourishing careers.

"Drawing on our energized entrepreneurial spirit, Montclair State will seize the new day with its yet unseen and unknown opportunities."

PILLAR ONE | **Fostering Student Transformation**

PILLAR ONE: Fostering Student Transformation

The University's branded student experience will provide all students with well-resourced educational, co-curricular, and student life experiences that transform their concepts of individual potential and prepare them successfully to engage and excel in careers that benefit and contribute to society; that are fully aligned with their personal goals and talents; that develop professional expertise and the capacity for life-long learning and that establish lifelong connections with their peers, the community and the University. The University will be intentional in supporting the engagement of all students in demonstrated high-impact teaching and learning practices and robust co-curricular programming.

Objective 1.1
Create and sustain high quality, rigorous, and competitive academic programs that serve student needs and continue to elevate the institution's reputation

STRATEGIES	SUCCESS MEASURES
a) By 2025, refine the undergraduate and graduate academic portfolio to include new programs that emphasize professional competence and leadership skills in growth areas in the region, including STEM fields, health, media, and management	1.1.1. Increased relevance, demand for, and academic quality of undergraduate and graduate programs leading to a degree or certificate from the baseline in AY2019-20
b) Redesign the liberal arts core curriculum with renewed dedication to ensuring competencies in digital technologies; media literacy; analytical reading; skillful writing; oral communication; critical thinking; historical consciousness; and civic and ethical awareness, anchoring these competencies in best assessment practices	1.1.2. Increased student performance levels on the Collegiate Learning Assessment Plus (CLA+) instrument, both in terms of the percent of students who meet basic competencies, as well as in terms of the relative performance of MSU students versus students from peer institutions
c) Adopt the use of personal graduation portfolios that students will curate from their first day of classes, as a repository and record of all their academic and co-curricular activities over the course of their education	1.1.3 . Increased percent of freshmen and seniors who describe the rigor of their courses at MSU as "Very High" or "High" on the National Survey of Student Engagement (NSSE) instrument
d) Expand the development of effective student-focused transfer programs with community colleges	1.1.4. Improved University standing, and the standing of its academic programs, as determined in select national rankings, from baselines in AY2019-20
e) Create innovative, flexible and mediated teaching and study spaces that will enable teacher experimentation with and use of new technologies and pedagogical techniques, fostering increased student engagement, collaboration and active learning both during and outside of classroom hours	1.1.5. Increased number of online programs leading to a degree or certificate from the baseline of AY2019-20
f) Develop degree completion programs, online programs, and alternative scheduling of programs and courses to support student access and success	1.1.6. Increased delivery of programs in fully online mode by 100% over the baseline of programs in 2019-20

PILLAR ONE: **FOSTERING STUDENT TRANSFORMATION**

STRATEGIES	SUCCESS MEASURES
a) Promote maximum access to internship opportunities and cooperative educational experiences for all students	1.2.1. Increased levels of engagement across a range of campus experiences as measured by student-reported activity and satisfaction on national surveys (i.e. The Freshman Survey, the College Senior Survey, the Ruffalo Noel-Levitz Student Satisfaction Index, and the National Survey of Student Engagement)
b) Enhance superior academic performance through expansion of Honors options and societies within majors, and support for applications to premier post-secondary opportunities such as Fulbright, Gates-Cambridge, Gilman, Marshall, Mitchell, Rhodes, Schwarzman and Truman scholarships	1.2.2. Increased levels of engagement across a range of campus experiences as measured by recorded memberships, attendance at academic events, and other measures of participation
c) Increase communication and participation in activities and programs focused on increasing the well-being of students to support the development of the whole student	1.2.3. Expanded range of student organizations and events, and increased participation rates
d) Achieve national stature as a top NCAA Division III institution	1.2.4. Increased student use of academic and other support services and facilities over baselines established in AY2019-20
e) Promote and support student engagement with professional societies, social clubs and interest groups that evolve as the student body evolves	1.2.5. Increased conference championships and participation in Division III NCAA playoffs, increased attendance at athletic events, and robust success in the recruitment of student athletes
	1.2.6. Increased degree completion rates and higher academic achievement of student athletes over baselines established in AY2019-20
	1.2.7. Increased student success in winning competitive post-graduate scholarships and fellowships

Objective 1.2

Increase engaged student participation in an expanded range and variety of campus experiences and support activities

PILLAR ONE: FOSTERING STUDENT TRANSFORMATION

Objective 1.3
Identify and craft signature transformative student experiences that contribute to a distinct identity for the university across both curricular and co-curricular programming

STRATEGIES	SUCCESS MEASURES
a) Provide curricular and co-curricular programming to prepare graduates for the world of work and lay a foundation for the continued acquisition of knowledge and skills that assure competence in an evolving work environment	1.3.1. Measure those activities and experiences assessed by the CLA+, the National Survey of Student Engagement, or the Higher Education Research Institute that yield the greatest gain scores, or value-added, from entry to graduation for Montclair State University students
b) Assure curricular and co-curricular experiences that require teamwork, leadership, problem solving and decision making, cultural competence, and creative thinking	1.3.2. Increased number of new programs and experiences that, based upon analysis of existing, highly transformative programs, appear to have the most potential to transform students academically or personally
c) Leverage the range of cultural experiences offered by the university to engage students in activities that enhance learning through the arts, athletics, and programming available to all community members	1.3.3. Realized acquisition of international Fulbright awards by students
d) Enhance student experience through career development activities that link both curricular and co-curricular programming to alumni and post-graduate success	1.3.4. Increased student participation in UN Academic Impact programs and in the Higher Education Sustainability Initiative (HESI)
e) Enhance the development of badging opportunities to promote skill development, curricular and co-curricular opportunities, and skills important for life after Montclair	
f) Increase high impact experiences by expanding access to and participation in national and international programs that broaden understanding of the nation in the world	

PILLAR ONE: FOSTERING STUDENT TRANSFORMATION

Objective 1.4
Leverage new services and technologies to ensure timely completion of degrees

STRATEGIES	SUCCESS MEASURES
a) Assure intentional degree program design in every program to enable timely completion to degree for all students	1.4.1. Increase first-semester retention to 95%, and sustain that level of success once achieved
b) Develop robust university analytics for monitoring and promoting student and alumni success, including EAB Navigate, First Destination Survey, and other platforms	1.4.2. Increase first-year retention to 85%, and sustain that level of success once achieved
c) Establish a senior level Enrollment Management Group that uses data to research and manage multiyear enrollment, retention and graduation goals that are supported by the institution	1.4.3. Increase four-year graduation rates to 60%, and sustain that level of success once achieved.
	1.4.4. Increase the six-year graduation rate to 80% and increase that level of success once achieved

PILLAR ONE: FOSTERING STUDENT TRANSFORMATION

Objective 1.5
Expand programs and services that improve students' opportunities for life-long success and engaged citizenship, and increase the University's commitment to their continued relationship as alumni

STRATEGIES	SUCCESS MEASURES
a) Create advanced on-line portals and self-service functions to support the availability of essential student and alumni resources – Red Hawk Central, Academic Advisement, Career Services, Technical Support Services	1.5.1. Increased number and percent of students who participate in experiential learning activities including co-ops, internships, clinical practice, study abroad and other programs that include a significant real-world component
b) Develop University-wide career counseling protocols to guide all students toward successful post-graduation careers, leveraging relationships with alumni, their employers and other external partners	1.5.2. Increased number and percent of students who visit Career Services for career counseling or self-assessments, or who take advantage of job fairs and other employment-related activities
c) Develop a reliable tracking system for post-graduate success in careers and subsequent degree attainment	1.5.3. Increased training opportunities, courses, and other non-credit services for professional and career development offered by Colleges and Schools
d) Create mechanisms to better connect students and alumni for mutually beneficial activities	1.5.4. Increased number of Montclair State University alumni participating in courses or activities sponsored by College or School continuing education programs
e) Strengthen alumni relations activities with coordinated efforts across the university	1.5.5. Increased number and percent of Bachelor's degree recipients who further their education by enrolling in accredited graduate programs
	1.5.6. Increased number and percent of Bachelor's degree recipients who earn Master's and/or Doctoral degrees
	1.5.7. Increased number and percent of students who volunteer to participate in activities sponsored by the Center for Community Engagement
	1.5.8. Increased number and percent of students who vote

PILLAR ONE: FOSTERING STUDENT TRANSFORMATION

Objective 1.6

Increase awareness of the University's identity and impact, and enhance its reputation

STRATEGIES	SUCCESS MEASURES
a) Craft a clear and authentic brand narrative for the University, convey this narrative consistently and effectively to all key audiences using a strategic mix of paid advertising, earned news coverage, owned channels and social networking	1.6.1. Improvements in name recognition, brand awareness, and favorable perceptions by key audiences, as measured by survey research 1.6.2. Growth in news coverage of key brand drivers (e.g. faculty research and expertise, student accomplishments, and institutional impact on the state/nation/world) and improvements in channel-specific metrics

PILLAR TWO | Growing through Diversity and Access

PILLAR TWO: **Growing through Diversity and Access**

Montclair State University will sustain an inclusive environment where all students and employees have the opportunity to thrive and which embraces and realizes the opportunities inherent in the rich diversity of the University community.

STRATEGIES	SUCCESS MEASURES
Objective 2.1 **Capitalize on the historic strength of diversity in the institution and continue to grow that strength as the State expands its diversity** a) Revitalize and re-charge the President's Commission on Affirmative Action given our successes (e.g., HSI, LBGTQ status, etc.) to further champion diversity and inclusiveness b) Continue to refine the University's student recruitment practices to attract and recruit applicants that are fully reflective of the diversity of New Jersey, including under-served socio-economic students, all racial and ethnic groups, and national and international students for whom Montclair State can be a welcoming community c) Develop, administer, and analyze a regularly deployed climate survey instrument to guide enhancements of the campus environment and culture d) Continue to implement and improve hiring and retention practices for executive, faculty, and staff from a full range of diverse populations e) Improve the usefulness of annual performance reviews for all employees, and offer mentorship and organizational development training and support for employees and groups	2.1.1. Achieve racial and ethnic diversity levels (number and percent) among students that match the diversity among 18- to 24-year-olds in the State 2.1.2. Achieve racial and ethnic diversity levels (number and percent) among non-faculty employees that match the diversity of employed New Jersey residents 2.1.3. Achieve racial and ethnic diversity levels (number and percent) among faculty that match the diversity of Ph.D. recipients in their respective disciplines 2.1.4. Reduce variation among admission rates across racial and ethnic groups so that none of the differences show statistical or practical significance 2.1.5. Reduce variation among retention and graduation rates across racial and ethnic groups so that none of the differences show statistical or practical significance 2.1.6. Continue to enhance student and employee opinions regarding the campus climate for diversity in both absolute and relative terms

PILLAR TWO: GROWTH THROUGH DIVERSITY AND ACCESS

Objective 2.2
Reaffirm and maintain the University's long-standing commitment to affordability

STRATEGIES	SUCCESS MEASURES
a) Maintain a business model in which tuition and fees will allow maximum student access to quality education	2.2.1. Maintain tuition and required fees at a level that is below the median for senior, public institutions in New Jersey
b) Employ strategic and cost efficient use of resources to assure sustainable delivery of the highest quality instruction at the lowest possible cost to students and their families	2.2.2. Reduce the number of students with unmet need, and the average amount of that unmet need
c) Develop and deliver training in general financial literacy and financial aid processes for all students	2.2.3. Reduce the average undergraduate student debt at graduation to a level that is the lowest among senior public institutions in New Jersey
d) Continue to advocate at the State level for more equitable TAG allocations for the University's students	2.2.4. Achieve increased TAG allocations
e) Continue to advocate at the State level for more equitable operating support for the University	2.2.5. Achieve increased State appropriation for operations
f) Increase external gifts and grants that support student scholarships	2.2.6. Achieve increased external gifts and grants to support scholarships
g) Increase efforts to reduce costs of attendance unrelated to tuition and fees	

PILLAR TWO: GROWTH THROUGH DIVERSITY AND ACCESS

Objective 2.3

Ensure that the university provides full access, for students, alumni, faculty and staff, to all activities that make the university an engaging community

STRATEGIES	SUCCESS MEASURES
a) Continue to expand accessibility to the University's digital tools, information resources, and course materials	2.3.1. All digital resources (e.g., course materials, website information, library materials, and data bases) are accessible to the entire University community
b) Address accessibility throughout the institution's facilities and public spaces to achieve ADA compliance in all physical facilities and digital services	2.3.2. All University physical facilities are accessible to the entire community
c) Communicate and encourage the effective use of innovative methods to support the diverse learning needs of disabled students, faculty, and staff	

PILLAR TWO: GROWTH THROUGH DIVERSITY AND ACCESS

STRATEGIES	SUCCESS MEASURES

Objective 2.4

Assure that the University's diversity, inclusiveness and provision of affordable access to excellence are conveyed clearly and consistently to the public

a) Publish information about diversity, inclusion and affordability in the University's digital and printed materials

b) Portray the University's inclusiveness by publishing images and stories about a broadly diverse array of students, faculty, staff and alumni

2.4.1. Improvements in awareness of the University's diversity, inclusion and affordability by key audiences, as measured by survey research

PILLAR THREE | **Discovery and Application of Knowledge through Research and Scholarship**
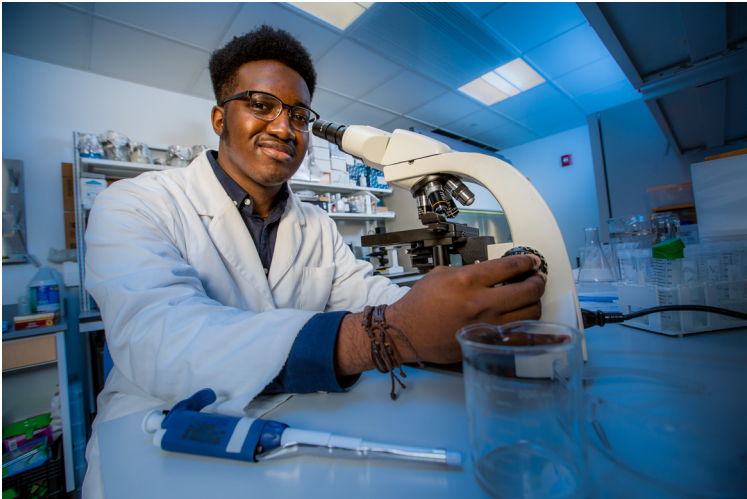
PILLAR THREE: Discovery and Application of Knowledge Through Research and Scholarship

Montclair State University will embrace and fulfill its identity as a Carnegie R2 doctoral and New Jersey public research institution, expanding both its national and international research impact, enhancing its research portfolio and reputation, driving innovation and relevant solutions for the social, economic, educational and health care challenges of the culturally diverse communities of New Jersey and the region.

	STRATEGIES	SUCCESS MEASURES
Objective 3.1 **Improve and upgrade business processes, facilities and technological resources in support of research**	a) Form a Research Task Force to identify and implement best practices across all aspects of research in the institution such as cost allocations, infrastructure, grants administration, policy, and protocols b) Form a Student Research Advisory Group to support and encourage diverse undergraduate and graduate students involvement in research c) Establish a Scholarly Communication Center in the Library which would leverage our Digital Commons and facilitate access to scientific journals, research databases, and sci-finder tools d) Cultivate a research-active graduate student educational culture e) Continue development of relationships and partnerships with other institutions and professional bodies that support research	3.1.1. Inefficient business processes that negatively affect research administration and operations have been identified and eliminated 3.1.2. Research facilities have met the necessary requirements of current faculty for active and productive scholarship 3.1.3. Current technology supports 95% of all faculty research agendas 3.1.4. Increase the number of students who participate in faculty research activities by 50%

PILLAR THREE: DISCOVERY AND APPLICATION OF KNOWLEDGE THROUGH RESEARCH AND SCHOLARSHIP

STRATEGIES	SUCCESS MEASURES
a) Organize and prepare Ready Respond Teams (RRTs) of researchers with interactive expertise who will be able to respond efficiently to multidisciplinary RFPs	3.2.1. Increase the number of research grant proposals submitted by faculty 10% per year over a baseline established in FY19
b) ORSP will join the Grant Resource Center in Washington, D.C. (and similar "ear-to-the-ground" organizations) to increase awareness of and prompt access to extramural sources of federal funding for research	3.2.2. Increased number of funding sources supporting research at the University over the baseline number of sources in FY19
c) Extend consulting and writing support for grants to all Colleges and Schools where potential for successful proposals is demonstrated	3.2.3. Increased number of research grants funded by the federal government by 20% over the baseline established in FY19
d) Assure that internal research funding is awarded to the most prepared and effective applicants, who will be most likely to convert this seed funding to successful external proposals	3.2.4. Increased corporate and foundation funding for research from the baseline of FY19
e) Expand activities for training/mentoring between junior/senior research faculty	3.2.5. Increased total external funding for research from the baseline of $18.4m to $22.0m
f) Fund "pump-priming" internal research grants, offer summer grant writing workshops, and provide state-of-the-art activities/resources to develop successful grant writing skills	3.2.6. Increase state and nationally funded multi-institutional research collaborations by 10% over the baseline of FY19
g) Engage the Office of Development to source private funding from corporations and other sources who will support innovative ideas for faculty research and programs	3.2.7. Increased success rate of grant proposals submitted by faculty members at all levels

Objective 3.2

Increase external funding for research

PILLAR THREE: DISCOVERY AND APPLICATION OF KNOWLEDGE THROUGH RESEARCH AND SCHOLARSHIP

Objective 3.3

Expand and enhance the reputation and impact of University research

STRATEGIES	SUCCESS MEASURES
a) Improve the media reporting and recognition of both faculty and student scholarship	3.3.1. Increased faculty peer-reviewed publications in higher quality journals and well-regarded scholarly presses
b) Fully populate and deploy Digital Commons and Research with NJ to propagate and broadcast more widely the scholarly productivity of the faculty and students	3.3.2. Demonstrated increase in the impact of faculty research and publications using standard quality metrics such as download counts, h-factor indices, citation counts, alt-impact, ResearchGate rankings, book reviews in high profile venues, etc.
c) Broaden scope of research partnerships nationally and globally	3.3.3. Student researchers will be recognized by regional and national awards for scholarship
d) Increase faculty participation in scholarly experiences, including faculty exchanges, international awards, and leadership positions in panels, and professional groups and professional societies	3.3.4. Montclair State University programs are ranked successively higher each year in valid and mission-appropriate national ranking systems
e) Launch a robust research communication program in print and online to convey the University's strengths and accomplishments in research, scholarship and creative activity	3.3.5. Faculty are recognized with increased awards from professional associations, leadership roles in those associations, and significant public distinctions
	3.3.6. Improved awareness and favorable perceptions among key audiences of the University's accomplishments in research, scholarship and creative activity over FY2109 benchmarks, as seen in positive earned news stories; web site and social media responses; downloads, citations and reviews of faculty scholarship