



Chief Enrollment Management Officer and Vice Provost Leadership Profile

Winter 2026



WittKieffer

Executive Summary

At Montclair State University, education is a catalyst for opportunity, community strength, and positive change—hallmarks of its mission and purpose. Montclair seeks a visionary Chief Enrollment Management Officer and Vice Provost to drive a bold, data-informed enrollment strategy. As New Jersey's second largest and one of its most diverse institutions, Montclair is redefining what it means to be a university with a public purpose, creating transformational opportunities for students and partnering with communities to make a difference. Amid historic growth and unmatched momentum, this is an opportunity to shape the future of a university on the rise.

Montclair State University (Montclair) is a nationally recognized Research Doctoral University that empowers students, faculty, and researchers to exceed expectations and drive innovation. Montclair delivers the instructional and research resources of a large public university in a supportive, sophisticated, and diverse academic environment. Building on 118 years of distinguished history, Montclair today has 14 colleges and schools serving more than 23,000 undergraduate and graduate students with more than 300 doctoral, master's, and baccalaureate degree programs. On July 1, 2023, [Bloomfield College officially became part of Montclair State University as Bloomfield College of Montclair State University](#), providing an affordable, high-quality, and transformative liberal arts educational experience in a small, supportive setting with the resources of a doctoral research university.

Montclair ranks #9 among national universities for social mobility and #11 in graduation rate performance—the rate at which students outperform the anticipated graduation rate of those with similar backgrounds at other schools. Montclair is a designated R2 Doctoral Research Hispanic Serving Institution (HSI), one of only two in New Jersey, the largest HSI in the state, and the largest HSI north of Florida and east of Chicago. Situated just 12 miles from New York City, on a beautiful 252-acre suburban campus, the University welcomes a diverse student population representing 42 U.S. states and territories and 75 countries. The University boasts a second campus located in downtown Bloomfield, just 7 miles from the Montclair campus. As an HSI, Montclair State University is a majority-minority-serving institution, with over 50% of the freshman class identifying as such. More than 40% of incoming freshmen are the first in their families to pursue higher education, and over 55% are Pell eligible. Montclair ranks in the top 13% of 4,500 postsecondary institutions in the U.S. for return on investment, and the University received the [2026 Carnegie Community Engagement \(CE\) Classification](#).

Reporting dually to the President and Provost and serving as a key member of the senior leadership team, this visionary leader will align enrollment goals with Montclair's mission of access, academic excellence, and public impact. The Chief Enrollment Management Officer (CEMO) will drive innovation in enrollment strategies, embrace emerging technologies, and foster collaboration to develop new programs, reach underserved populations, and strengthen partnerships with local, regional, and global communities. In doing so, the CEMO will provide strategic leadership and vision for a capable and effective team in Undergraduate and Graduate Admissions, Student Financial Aid, Office of the Registrar, Global Engagement, Red Hawk Central (the University's integrated student services hub), Early College Programs, and Enrollment Management data and technology systems.

The successful candidate will be a strategic thinker, collaborative leader, and persuasive communicator—capable of leveraging data and insight to shape the University's future. They will bring intellectual agility, energy, and passion for public higher education and will embody Montclair State University's values of inclusion, innovation, and service to the public good. They will demonstrate innovative and original ideas to sustain Montclair's enrollment in the current challenging environment. They will demonstrate curiosity and familiarity with the most current innovations including the use of AI, automated services, and data-driven analytics to achieve better results for students and the University.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.

Role of the Chief Enrollment Management Officer and Vice Provost

Reporting dually to the President and Provost, the Chief Enrollment Management Officer and Vice Provost (CEMO) serves as a key member of the University's senior leadership team, providing strategic vision, leadership, and coordination for all aspects of enrollment management.

The CEMO will play a pivotal role in aligning the University's enrollment goals with its mission to advance access, academic excellence, and public impact. This leader will guide a data-informed, student-centered approach to recruitment, financial aid, retention, and degree completion that supports Montclair's continued transformation and its service to the populations of New Jersey, the region, and international partnerships.

Montclair seeks an individual with a record of accomplishment and innovation who is eager to experiment with and embrace new technologies, new approaches, and new formats. The CEMO must be prepared to collaborate to inform the creation of new programs, identify underserved populations within institutions of higher education, and build long-term relationships between the University and diverse communities of learners.

To strengthen collaboration between enrollment strategy and academic planning, this position holds a dual designation as Chief Enrollment Management Officer and Vice Provost. Units reporting to the CEMO will be housed within the Division of Academic Affairs, enabling close alignment between academic programs, student services, and enrollment operations. The CEMO, therefore, reports to the provost. Given the strategic centrality of enrollment to the University, the CEMO maintains a direct and highly collaborative partnership with the President, characterized by ongoing strategic dialogue and joint stewardship of the University's enrollment priorities and key initiatives.

The CEMO will have operational responsibility and provide strategic leadership in the following areas: Undergraduate and Graduate Admissions, Student Financial Aid, Office of the Registrar, Global Engagement, Red Hawk Central (the University's integrated student services hub), Early College Programs, and Enrollment Management data and technology systems. The CEMO will work closely with the Vice President for Communications and Marketing and the Managing Director of Montclair Unbound to ensure alignment on strategy.

Key responsibilities for the CEMO include, but are not limited to the following:

- Building an organizational culture that promotes a service-driven mindset and embraces innovation through continuous learning and self-assessment.
- Leading the development and execution of a comprehensive, data-informed strategic enrollment plan that aligns with institutional goals and academic priorities.



- Establishing short- and long-term enrollment objectives across all academic levels and colleges, integrating undergraduate, graduate, transfer, and non-traditional student pipelines.
- Fostering a culture of collaboration, accountability, and continuous improvement within enrollment management units.
- Overseeing the development and dissemination of actionable enrollment data, dashboards, and reports to inform decision-making across the University.
- Monitoring and responding to state, national, and international demographic and educational trends, ensuring Montclair remains agile and competitive.
- Identifying and implementing innovative recruitment, retention, and financial aid strategies that reflect the University's access and excellence mission.
- Building and sustaining partnerships with internal and external stakeholders, including K-12, community college, and workforce partners, to expand and diversify enrollment pipelines.
- Leading with change management principles, ensuring teams are supported through evolving practices and organizational structures.



Enrollment Management at Montclair State University

In fall 2025, Montclair State University enrolled the highest total enrollment in its history, 23,603 students, including 19,065 undergraduates and 4,538 graduate students. More than 55% of Montclair's students identify as underrepresented minorities. It is New Jersey's largest Hispanic-Serving Institution, serving more Latinx students than any other university in the state. Over 55% of students were Pell eligible, and the percentage was even higher for Bloomfield College, with more than 70% Pell eligible students. The graduation rates of this diverse student body outperform state and national benchmarks, earning Montclair State University a #9 ranking among national universities in social mobility and a #11 ranking for graduation performance rate.

The University has also seen a significant rise in its international student population. Students hail from 75 countries, and international enrollment has risen from nearly 300 students in the fall of 2020 to close to 1,000 students in 2025, reflecting Montclair's ascending global recognition.

The Fall 2025 Fact Book can be found [here](#).

The [Division of Enrollment Management](#) is committed to supporting students throughout their academic journey from pre-enrollment to graduation. With a strong focus on innovation and leveraging the best of technology, the division strives for excellence by collaborating and developing strategic partnerships, internally and externally, to further support Montclair students and the University's strategic plan in access, academic quality, diversity, equity and inclusion.

Undergraduate Admissions

For the class that entered in Fall 2025, the [Office of Undergraduate Admissions](#) received over 26,400 applications and enrolled 4,065 first-time first-year students.

Montclair reviews applications on a rolling basis. There are two ways to apply: Montclair State Application and The Common App. The latter is for freshman applicants only. Prospective students can only apply to one location – either Montclair or Bloomfield.

Special Programs:

- [Early Bird Program](#)
- [Advanced Standing Freshman](#)

In fall 2025, Montclair State University welcomed 1,388 [transfer students](#) from a pool of more than 3,500 applicants. Removing unnecessary obstacles that deter promising students from the opportunities of a four-year degree has been a long-standing goal for the University. [Montclair 2+2](#) is a program that guarantees admission to the University for students who enroll at various community colleges and complete an associate's degree. The University offers opportunities to transfer into traditional degree programs as well as unique pre-professional or online degree completion programs specifically designed to help students gain a competitive edge before they enter the job market. Those programs include Online Nursing Program, Teaching Program, Pre-Law Program, and Pre-Med Program. Montclair State University has also signed [specialized transfer articulation and agreements](#) with community colleges.

[Project Restart](#) is a university initiative to support students who are returning to college to complete their degree. Program participants have access to dedicated staff to help navigate enrollment, academic success coaching, financial support for out-of-pocket costs including book stipends and childcare vouchers, and assistance to explore whether prior experiences would warrant college credit. In fall 2025, Montclair welcomed back 321 stop-out/readmit students.

Graduate Admissions

Each academic program at Montclair has its own application requirements and deadlines. The [Office of Graduate Admissions](#) supports students through their application journey.

For fall 2025, the Office processed more than 5,800 applications for master's and doctoral programs, accepted over 4,900 students and enrolled 1,555 new students. Out of the 4,538 total graduate students enrolled for fall 2025, 91.5% were enrolled in degree programs.

Global Engagement

The [Office of Global Engagement \(OGE\)](#) is the University's primary resource of services to all incoming and current F-1 and J-1 students. Besides assisting incoming students with their application process, the office also supports new and returning students with all their immigration questions.

Red Hawk Central

[Red Hawk Central](#) is the front-line service and support for the offices of [Student Accounts](#), [Financial Aid](#) and the [Registrar](#). The goal of Red Hawk Central is a centralized location for all student services. They are a one-stop shop for completing important student services and answering any questions or concerns students may have.

Student Financial Aid

Montclair prides itself on being affordable and accessible. New Jersey residents pay just \$7,839 in tuition per semester for a full-time bachelor's degree program. Undergraduate cost details are available [here](#). Master's degree programs offer a competitive rate of \$909 per credit, and the doctoral degree programs are an excellent value at \$792 per credit. Montclair also offers incentive rates for specific programs—as low as \$585 per credit for many of its online certificate programs. Graduate cost details are available [here](#). Students submit the FAFSA to apply for aid.

In 2025, Montclair State University distributed a total of \$280 million in financial aid, including \$23 million in institutional aid.

Key Financial Aid Statistics & Information:

- Overall Aid: About 82% of students get financial aid, with an average total award of around \$18,181.
- Grant Focus: Federal grants (e.g., Pell), state grants, and university grants cover significant portions of aid, with over 46% of students receiving Pell Grants.
- First-Year Students (Fall 2024): Average need-based aid was \$14,375 for first-year students, with 61% receiving need-based aid.
- Tuition-Free Programs: The Red Hawk Advantage Award offers free tuition and fees for eligible NJ residents in their freshman/sophomore years. The Garden State Guarantee offers free tuition and fees for eligible NJ residents in their junior/senior years.
- Merit Scholarships: High-achieving students can qualify for competitive Presidential Scholarships.

Office of the Registrar

The Office of the Registrar provides support to students, alumni, faculty, staff, and other constituents. The office is responsible for designing and implementing efficient systems for registration, class scheduling and room assignments, creating and maintaining accurate academic records, and ensuring the integrity of a Montclair State

University degree, while supporting the mission and goals of the University and complying with the State of New Jersey and other regulatory agencies.

Early College Scholars Programs, Summer Sessions, and Winter Session

Through Montclair's [Early College Program](#), academically ambitious high school students have an exciting opportunity to experience the rigors and expectations of college by participating in one of the University's specialized programs.

[Summer Sessions](#) provides undergraduate and graduate course offerings during the months of May through August. Courses are open to Montclair students, visiting students, and high school students through Early College Programs.

[Winter Session](#) provides undergraduate and graduate course offerings during the three-to-four-week winter break. Montclair students and students visiting from other colleges and universities are eligible to attend.



Opportunities and Expectations for Leadership

Montclair State University defines what it means to be a university with a public purpose — one that not only creates transformational opportunities for students but also partners with communities to make a difference in the lives of others. This distinctive approach continues to attract students, propelling Montclair to become New Jersey's second largest institution of higher learning, and one of its most diverse. The CEMO will champion the University's commitment to student success by working hand-in-hand with senior administrators, faculty, and staff to provide compassionate, culturally relevant, and competent leadership and guidance around diversity, equity, and inclusion initiatives.

Enrollment has been a top institutional priority, backed by significant investment in people, technology, and strategy. Under President Koppell's leadership, Montclair has strengthened its enrollment team, expanded financial aid resources, and adopted innovative partnerships such as CollegeVine to enhance reach and engagement. The University is also in the midst of a major systems transformation, overhauling its student information system to implement Workday Student—a next-generation platform set to go live within the year. These investments underscore Montclair's unwavering commitment to building a modern, data-driven enrollment enterprise that supports access, affordability, and student success.

To propel Montclair State University's bold trajectory forward, the Chief Enrollment Management Officer will address the following interconnected priorities:

Strategic Integration

With Enrollment Management situated within Academic Affairs and reporting jointly to the President and Provost, this new dual reporting structure underscores the University's commitment to enrollment as a strategic partner to the academic enterprise. The CEMO will work collaboratively to align enrollment strategies with academic priorities, unifying undergraduate, graduate, online, and international agendas into a cohesive vision. This leader will build trust with deans, faculty committees, and administrative partners; communicate transparently; and respond nimbly as opportunities emerge. The CEMO will also provide critical market insight as new academic programs are considered, ensuring a hand-in-hand partnership that connects program development with student demand. Success will be defined by a campus-wide enrollment strategy that supports academic goals, visible integration with academic planning, and measurable gains in new student growth, retention, and graduation.

Market Competitiveness & Multi-Segment Growth

Montclair is deeply committed to expanding access to higher education through bold innovation and new pathways that meet students where they are. Guided by a mission to serve learners at every stage of life, Montclair is reimagining how education can be delivered—through flexible modalities, strategic partnerships, and creative solutions that remove barriers and open doors for all. This commitment drives efforts to reach traditional students, transfer students, adult learners, and international students with programs and experiences that align with their goals and circumstances.

The leader will compete aggressively across local, regional, national, and international markets—keenly attuned to enrollment management trends and able to test, learn, and scale what works. Priorities include strengthening transfer pipelines from two-year colleges (dual admission, co-advising, credit transparency); reengaging adults and “some college, no degree” learners with flexible onramps; and reimagining international recruitment with distinctive approaches. Close partnership with Montclair Unbound will expand multimodality options (online, hybrid, asynchronous, face-to-face) aligned to student need. Success will be defined by market-share gains and improved yield across segments, growth in transfer and adult learner starts, sustainable international enrollment with country diversification, and strong student satisfaction and course success across modalities. The CEMO will leverage data-driven insights to shape program development, target the most promising markets, and strategically manage the enrollment funnel to drive stronger yields.

Digital & Process Transformation

The CEMO will lead the people, process, and policy changes required to implement Workday Student—Admissions and Financial Aid, going live in spring 2026, and the Registrar, in fall 2027—while supporting units at different stages of readiness. This includes redesigning workflows, strengthening data integrity, and ensuring staff feel informed and supported through change. Success will be defined by on-time go-lives, high adoption and data quality, reduced cycle times (applications, packaging, registration), improved student and staff experience, and uninterrupted performance across recruitment, aid, and records.

Graduate Expansion & Program Portfolio Innovation

With graduate enrollment management now in scope, the CEMO will accelerate growth where demand is strongest—by building pathways from other institutions into Montclair’s master’s and professional doctorate programs (e.g., new DNP and PsyD programs) and by developing unconventional offerings such as executive and non-degree education. Working closely with deans and faculty, the leader will institute transparent portfolio management—identifying under-enrolled courses and programs, supporting improvement plans, and, when warranted, facilitating sunsetting. Success will be defined by sustained graduate growth and net revenue gains, faster time-to-market for new programs, a portfolio aligned with labor-market and learner demands, and strengthened research-aligned enrollment.

Analytics, Financial Aid Strategy & Student Success

The leader will build a modern analytics ecosystem—dashboards, segment-level forecasting, and customized tools (including AI-enabled chatbots) that improve responsiveness and conversion. Financial aid will be led strategically, balancing access and affordability with disciplined discounting to optimize net tuition revenue and persistence. Enrollment management will extend beyond recruitment to retention and completion, with targeted, equity-minded interventions developed in concert with student success teams and faculty. Success will be defined by funnel conversion gains, shorter response times, improved FAFSA throughput, rising first-year and transfer retention, higher four- and six-year graduation rates, narrowed equity gaps, and demonstrable ROI from aid and technology investments.



Multi-Campus Unification & Collaborative Leadership (Montclair + Bloomfield)

Operating across multiple locations, the CEMO will respect campus cultures while building a unified strategy to stabilize and grow Bloomfield (currently ~630), where many students are first-generation. The leader will coordinate marketing, recruitment, and aid across sites; ensure clear visibility into how broader university changes affect enrollment; and actively partner with fellow VPs to anticipate risks and align actions. Success will be defined by reversing Bloomfield’s enrollment decline and, in collaboration with academic affairs, improving persistence and completion, coherent execution across campuses and silos (undergraduate, graduate, online, international), and a collaborative cabinet culture that moves the enterprise in the same direction.

Professional Qualifications and Personal Qualities

Montclair seeks an experienced higher education leader, collaborative partner, strategic thinker, and persuasive communicator to serve as its next Chief Enrollment Management Officer and Vice Provost. A bachelor's degree and at least 10 years of progressively responsible leadership experience in higher education enrollment management or a closely related area are required. An advanced degree is preferred. In addition, the ideal candidate will bring many of the following professional qualifications and personal attributes:

- **Enrollment Management Expertise:** Demonstrated success in developing and implementing comprehensive, data-informed enrollment strategies that produce measurable and sustainable outcomes. Proven ability to manage complex administrative operations, including staff leadership, budget oversight, process transformation, and cross-divisional collaboration. Advanced data literacy and facility with modern enrollment technologies, automated systems, AI-enabled tools, and analytics platforms that strengthen decision-making and enhance the student experience.
- **Mission Alignment:** Deep understanding of and commitment to the mission, values, and evolving needs of a large, diverse public research university. Appreciation for serving a majority-minority student population, including first-generation and Pell-eligible students, and a demonstrated commitment to equity, access, and student success as foundational principles of enrollment management.
- **Vision and Innovation:** Ability to articulate a forward-looking enrollment vision grounded in institutional priorities and demographic realities. Intellectual curiosity, entrepreneurial thinking, and a willingness to embrace emerging technologies, test new strategies, and pursue creative solutions that advance institutional goals.
- **Collaborative Leadership:** Demonstrated ability to work effectively with faculty, deans, staff, senior leadership, and external partners in a highly collaborative academic environment. Skilled in collaboration across organizational, national, and cultural boundaries. Strong interpersonal and communication skills, coupled with the ability to build trust, foster shared ownership, and cultivate partnerships across academic and administrative units. Commitment to leading in a manner that reflects Montclair's values of inclusion, transparency, and shared purpose.
- **Management and Organizational Effectiveness:** Record of motivating and developing high-performing teams through clear expectations, supportive coaching, and measurable accountability. Ability to evaluate and refine organizational structures, improve data integrity and workflows, and create a culture of continuous improvement within enrollment management units. Agility to navigate a large, diverse, mission-driven public university.
- **Analytical Acumen and Technological Fluency:** Expertise in predictive modeling, forecasting, segmentation, and performance measurement to inform strategy and optimize recruitment, aid, and retention outcomes. Demonstrated ability to leverage technology—including CRM platforms, SIS systems, automation tools, and AI-supported communication systems—to increase efficiency and strengthen student pathways.
- **Communication Excellence:** Exceptional oral and written communication skills, with the ability to articulate institutional strengths and enrollment priorities to diverse audiences both on and off campus. Effective and confident communicator with students and families, faculty and staff, senior administration, and external partners.
- **Personal Qualities:** Integrity, sound judgment, resilience, adaptability, and a student-centered orientation. Energetic, collaborative, and mission-driven, with a strong work ethic and the ability to lead with empathy, creativity, and resolve. Openness to new ideas and a genuine commitment to fostering inclusive excellence across the University.

About Montclair State University

Overview

Montclair State University is a nationally recognized Research Doctoral University that empowers students, faculty, and researchers to exceed expectations and drive innovation. Montclair State University delivers the instructional and research resources of a large public university in a supportive, sophisticated, and diverse academic environment. Building on 118 years of distinguished history, Montclair today has 14 colleges and schools that serve more than 23,000 undergraduate and graduate students with more than 300 doctoral, master's, and baccalaureate degree programs.

Montclair ranks among the top 10 universities nationally for social mobility and is noted among the top 12 for its exceptional student outcomes, which far exceed expert predictions. Montclair is a designated R2 Doctoral Research Hispanic Serving Institution (HSI) – one of only two in New Jersey and the largest in the state. Situated just 12 miles from New York City on a beautiful 252-acre suburban campus, the University welcomes a diverse student population representing 42 U.S. states and territories and 113 countries. The University boasts a second campus located in downtown Bloomfield, just 7 miles from the Montclair campus. As an HSI institution, Montclair State University serves a majority-minority population. More than 40% of new undergraduate students are the first in their families to pursue higher education, and nearly 44% are Pell eligible. Montclair also ranks in the top 13% of 4,500 postsecondary institutions in the U.S. for return on investment.

Mission

Montclair State University is a public-serving institution, advancing the common good

- by broadening access to rigorous education and exceptional learning opportunities for a diverse population, rich in talent, dedication, and ambition.
- by challenging and supporting students and employees in an inclusive and respectful environment where learners can grow and flourish as collaborative, compassionate citizen-leaders.
- by advancing research to deepen understanding of our shared challenges and cultivating human creativity to develop innovative solutions.
- by forming partnerships to enhance prosperity, democracy, and well-being in the communities we serve.

Commitments

Provide Access and Excellence

We teach students how to learn by engaging them in the classroom and beyond, through research and hands-on experiences, extracurriculars, and public service. We operate efficiently to keep tuition affordable, and we deliver education flexibly to help students balance family, work, and school.

Offer Expertise with Humility

We work as true partners with the communities we serve, leveraging the University's knowledge and resources to help them meet their goals while valuing their contributions and learning alongside them as peers.

Embrace Discourse and Fairness

We treat everyone fairly and respectfully and honor the rights of all humans. We value and encourage respectful discourse, recognizing that the exchange of ideas and the dissemination of new knowledge sustains discovery and is fundamental to democracy.

Innovate with Integrity

We respond flexibly and nimbly to changing circumstances, foster creativity, take intelligent risks, and actively seek new approaches while holding each other accountable and using wisely the resources entrusted to us.

Embrace Local and Universal Aspirations

We are a national university that is proud to be of, by, and for New Jersey. We serve our state's dynamic, varied communities while also fulfilling our obligations to serve our country, our planet, and the enduring truths that bind humanity as one.

Key University Facts

- Founded as the New Jersey State Normal School at Montclair in 1908.
- Located in the New Jersey communities of Montclair, Little Falls, and Clifton.
- Montclair campus encompasses 252 acres.
- Over 300 majors, minors, concentrations, and certificate programs.
- Over 300-degree programs.
- 23,603 total students, the largest enrollment in Montclair history, with 19,065 undergraduate students and 4,538 graduate students.
- 22 residential communities capable of housing 5,200 students.
- Student-to-teacher ratio: 17 to 1
- Average class size: 25
- A Carnegie-designated high research activity (R2) and community-engaged doctoral university.
- Recent faculty awards and honors include a MacArthur "Genius" Grant, a Carnegie Fellowship, and multiple National Science Foundation Early Career Award winners.



Academics

In addition to a broad range of traditional programs, Montclair State University offers programs in more contemporary and evolving areas, such as Molecular Biology, Nutritional Science, Public Health, Child Advocacy, Animation and Visual Effects, Recording Arts and Production, Data Science, Business Analytics as well as cross-disciplinary programs in areas such as justice studies, sustainability, computational linguistics, and math education. Montclair has a doctoral program in Teacher Education and Teacher Development that is one of the very few in the nation that explicitly prepares educators of teachers. Montclair offers a Ph.D. in Environmental Management, which combines interdisciplinary research in the sciences, as well as Ph.D. programs in Industrial and Organizational Psychology and Clinical Psychology. Montclair State University also offers an Au.D. in Audiology, which is housed in one of the finest clinical and research facilities in the tri-state region.

[Montclair Unbound](#), the internal online program management unit for fully asynchronous online learning, reimagines higher education for today's learners by removing barriers, expanding access, and creating flexible, high-quality pathways to success. Grounded in Montclair State University's public mission and commitment to the common good, Unbound combines the strengths of in-person learning, asynchronous online study, and real-time distance interaction to meet students where they are—in their lives, their communities, and their careers. At its heart, Montclair Unbound is a movement to redefine what inclusive higher education can—and should—look like: bold in vision, rooted in opportunity, powered by technology, and committed to helping every learner succeed.

Colleges and Schools

The instructional programs of Montclair are currently distributed among the following colleges and schools:

- [Bloomfield College](#)
- [College of the Arts](#)
- [College for Community Health](#)
- [College for Education and Engaged Learning](#)
- [College of Humanities and Social Sciences](#)
- [College of Science and Mathematics](#)
- [Feliciano School of Business](#)
- [John J. Cali School of Music](#)
- [College of Communication and Media](#)
- [School of Computing](#)
- [School of Nursing](#)
- [The Graduate School](#)
- [University College](#)



Financial and Operational Highlights

- Montclair's annual budget for the current fiscal year is nearly \$700 million.
- To support its commitment to affordability, Montclair has consistently maintained tuition rates among the lowest of the four-year public colleges and universities in the state and increased scholarship funding by more than 63 percent over the past five years.
- Keeping low tuition rates has been challenging in a state that historically does not fund its institutions well. While general operating support allocated by the State of New Jersey has increased by almost one-third in the current fiscal year, state appropriations fund only 21% of the operating budget today, compared to 46% in 2001.
- Credit ratings agencies continue to rate Montclair as a financially strong and stable university. Moody's currently rates Montclair as A2, and Fitch as A+ with a stable outlook.
- Montclair has enjoyed much recent success in developing additional revenue sources. Extramural research funding has trended strongly upward, reaching a record high of \$22 million received in the most recent fiscal year.
- Philanthropy is also becoming a more important source of funding. The Soar campaign, which concluded on June 30, 2020, raised \$82 million (exceeding its goal of \$75 million). The campaign, the largest in the University's history, was fueled by gifts from 20,000 donors. It contributed to the endowment's growth, which is now over \$100 million.

Leadership

Jonathan GS Koppell, President



Jonathan GS Koppell, Montclair State University's ninth president, is a nationally recognized scholar of policy, organization, and management with a reputation as a visionary leader in higher education emphasizing public service and solutions-oriented engagement in the community.

Before taking office at Montclair State on August 2, 2021, Koppell served as Dean of Arizona State University's Watts College of Public Service and Community Solutions and Vice Provost for Public Service and Social Impact, leading the nation's largest comprehensive public affairs college. He also led the College to significantly improve its student retention and graduation rates through new and innovative counseling and student-support initiatives.

Noting this pivotal moment in higher education, Koppell says he sees Montclair State, "with its deep commitment to serving the public interest and advancing student success, as having an opportunity to define the future."

Over the last two decades, Montclair State has grown to become one of the largest and most successfully diverse public research universities in New Jersey, and Koppell plans to build on this foundation in "bold, imaginative ways that contribute to the prosperity, health, and well-being of New Jersey and the nation."

Known as one of the most entrepreneurial leaders at ASU, an institution that is widely regarded as one of the nation's most innovative universities, Koppell guided Watts College to add some 20 new degree programs, greatly expand its online offerings and global programs, launch a unique joint college in Hainan, China, and create the nation's first Public Service Academy. National rankings skyrocketed under his leadership, with numerous programs now rated in the top 10 nationally.

Koppell is a firm believer that public universities play a fundamental role in advancing society. At ASU, Koppell built productive partnerships with community organizations and launched innovative programs to serve the public interest, increasing student access and success, advancing diversity among the faculty and college leadership, and greatly enhancing research expenditures and philanthropic support.

Koppell also brings to Montclair State a national reputation as a leading scholar of policy, organization, and management. He earned doctoral and master's degrees in political science from the University of California, Berkeley, and a baccalaureate degree in government from Harvard University. At ASU he held the endowed Lattie and Elva Coor Presidential Chair as Professor of Public Administration and Policy and is a Fellow of the National Academy of Public Administration. At Montclair State, he is a tenured faculty member in political science.

Professor Koppell's research and writing broadly examines the design and administration of complex organizations in the public, private, and nonprofit sectors. His book "World Rule: Accountability, Legitimacy and the Design of Global Governance" reveals the hidden world of "global governance organizations" such as the World Trade Organization, the International Organization for Standardization, and the International Accounting Standards Board that have more effect on our daily lives than we might imagine. Both his academic articles and previous book, "The Politics of Quasi-Government" address many of the key policy issues of the moment; including government involvement in for-profit enterprise, regulation of financial institutions, and corporate governance.

Before becoming dean at ASU, Koppell was Director of its School of Public Affairs. He began his academic career at Yale University, where he held faculty appointments in the School of Management and led the Milstein Center for Corporate Governance Performance.

He serves on the boards of several nonprofit organizations and has been a visiting scholar at the Brookings Institution, a Markle Fellow at the New America Foundation, and a Fulbright Lecturer in Shanghai, China. He is the author of books and articles on global governance institutions, public-private hybrid organizations, and corporate governance.

Fatma Mili, Ph.D., Interim Provost



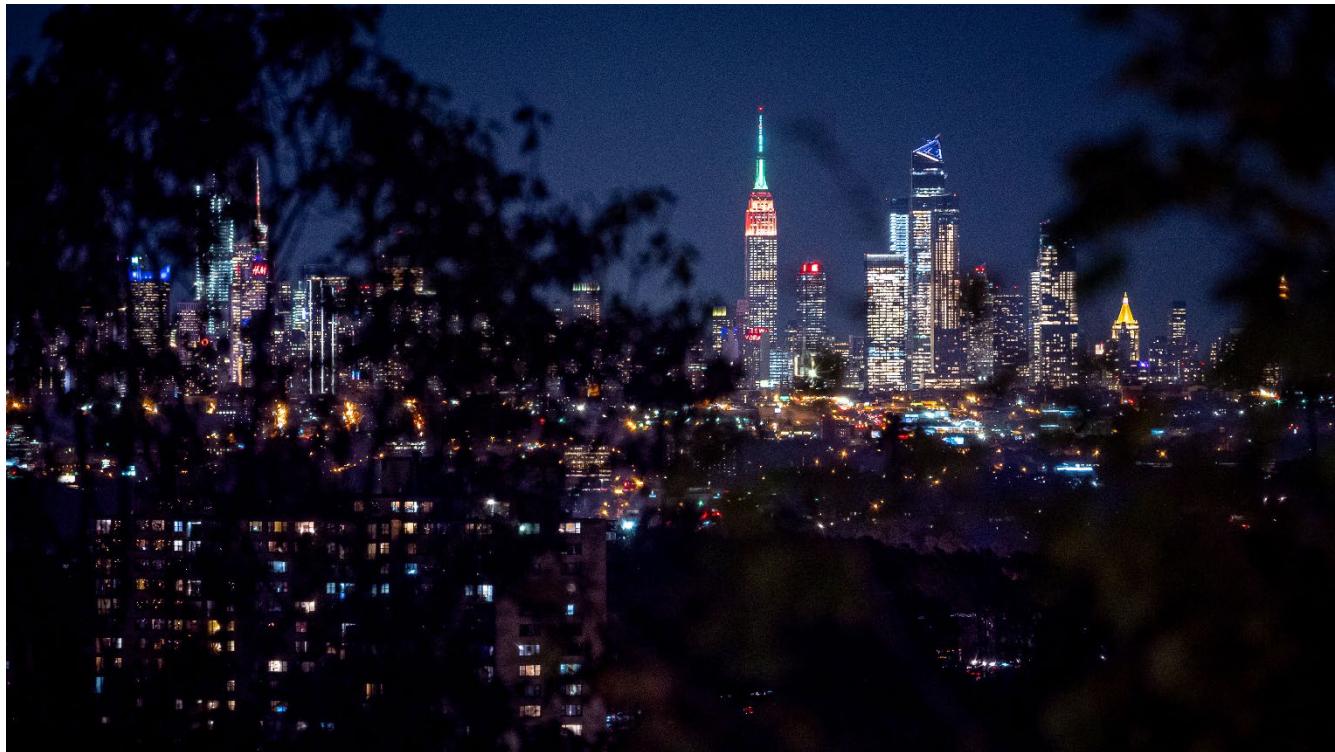
Fatma Mili, PhD, was named interim provost and senior vice president for academic affairs at Montclair State University, effective January 2, 2026. She serves in that role in addition to her current role as interim dean of Montclair's College of Humanities and Social Sciences.

An experienced educator and academic leader, Mili joined Montclair from Grand Valley State University, where she served as Provost and Executive Vice President for Academic Affairs. There, she co-led a university-wide initiative to restructure advising and strengthen and integrate all student care and student success services, and spearheaded the restructuring of the College of Engineering and Computing, creating two colleges, one for engineering and one for computing.

Prior leadership positions include serving as dean of the College of Computing and Informatics at the University of North Carolina at Charlotte, where she grew degrees awarded by 60%, and as a department chair and associate dean at Purdue University where she co-led the educational initiative that transformed the college of technology into the Purdue Polytechnic Institute, reversing a declining enrollment into unprecedented and sustained growth.

Mili holds a PhD in Computer Science from the Université Pierre et Marie Curie (Paris Sorbonne), France. Her academic research focused on software verification and validation, distributed systems, intelligent decision support, and bio-inspired computing. Her administrative and leadership focus has been on advancing Higher Education's aspiration to be the engine of progress, social justice, and social transformation through scholarship, education, and engagement.





Montclair, New Jersey

Montclair State University's park-like, 252-acre campus is primarily located in Montclair, New Jersey, a diverse suburban community of nearly 40,000 residents. A picture-perfect college town, Montclair, is filled with cafés, bistros, restaurants, boutiques, movie theaters, and art galleries. It is home to the Montclair Film Festival, the Montclair Literary Festival, and the Montclair Art Museum, which is nationally known for its diverse collections. Live theater venues include the Wellmont Theater.

Consistently named among New Jersey's best cities, Montclair is rich in cultural, recreational, and outdoor activities, including public tennis courts, skating rinks, and swimming pools. Montclair students have access to 175 acres of parks and rivers, as well as a funky, eclectic downtown area, complete with a robust arts scene and lots of great food. Montclair's public schools serve students from kindergarten through grade 12, as do many private and parochial schools. The neighboring towns of Bloomfield, Clifton, and Little Falls each offer restaurants, shops, and cultural activities to explore, while Newark – New Jersey's largest city and hub for professional sports and big-name concerts – is minutes away.

Montclair is a model for Sustainable Communities – designated a Clean Energy Leader by the N.J. Board of Public Utilities and a Climate Showcase Community by the U.S. EPA – with vigorous recycling and home composting programs, Environmental and Conservation Elements in our Master Plan, active bike and walk advocacy, a thriving Farmers Market in its 28th season, a Green Business recognition program, and a hub of public charging stations for pluggable electric vehicles. Montclair is just 12 miles west of New York City. Two campus train stations provide regular service to and from Manhattan.



Procedure for Candidacy

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Montclair State University in this search. The review of applications has begun and will continue until an appointment is made.

Application materials, nominations, and inquiries can be directed to:

Amy Crutchfield, Shelley Arakawa, J.D, and Natalie Song

Montclair-EM@wittkieffer.com

A pay range of \$280,000 – \$350,000 per year reflects what Montclair State University reasonably expects to pay for this position. Actual compensation may vary based on relevant factors such as work experience, market conditions, education/training, and skill level.

Montclair State University is committed to establishing and maintaining a diverse campus community that is representative of the State of New Jersey through inclusive excellence and equal opportunity. Montclair State University's commitment to access and equity is designed to prepare each graduate to thrive as a global citizen. As an affirmative action, equal opportunity institution we are working to support a campus-wide agenda to foster a community that both values and promotes the varied voices of our students, faculty, and staff. The University encourages candidates to apply who will contribute to the cultural tapestry of Montclair State University.