DEAN OF THE COLLEGE OF COMMUNICATION ARTS AND SCIENCES

SUMMER 2023
LEADERSHIP PROFILE
Executive Summary

Michigan State University seeks nominations for and expressions of interest in the position of Dean of the College of Communication Arts and Sciences (ComArtSci). This is an extraordinary opportunity to join one of the world’s largest and most respected communication colleges with roots extending back more than 150 years. A community of dedicated, talented individuals at the leading edge of education, research, technology, and design in modern communication arts and sciences, MSU’s ComArtSci is a world-class pioneer in the study and application of communication for the common good.

ComArtSci is known for its vibrant intellectual culture and reputation for excellence in research and creative works, a rich tradition of innovative teaching and learning, and depth and breadth of service to industry. ComArtSci is one of seventeen degree granting colleges at Michigan State University and is home to 3,500 students across five academic units - Advertising and Public Relations, Communication, Communicative Sciences and Disorders, Media and Information, and the School of Journalism. ComArtSci also houses WKAR Public Media, one of the nation’s most distinguished public media stations. ComArtSci offers a diverse range of degrees and programs including 10 undergraduate and 11 graduate programs. Its Communication programs are ranked #3 in the world by ShanghaiRanking, and the College ranks as one of the top 10 in the world in communication and media studies according to QS World University Rankings. More information about the college can be found at https://comartsci.msu.edu/.

The Dean of the College of Communication Arts and Sciences is the executive administrator of the College and reports to the Provost and Executive Vice President for Faculty Affairs. The Dean provides executive leadership and works directly with the four department chairs, the director of the School of Journalism, and the general manager of WKAR to administer the educational, research, and service missions of the College.

In 2021 the College launched its ambitious Strategic Plan 2021-2026 to build on the many existing strengths of the College: a deep commitment to Michigan State University’s land-grant ideal of empowerment through education and outreach; ComArtSci’s vibrant intellectual culture and reputation for excellence in research & creative works; and MSU’s rich tradition of innovative teaching and learning. The new Dean will join an extraordinary group of colleagues and a global network of constituents as they continue to pursue the College’s and University’s strategic imperatives.

ComArtSci welcomes candidates who can demonstrate vision for the future of the field of communication arts and sciences, a highly collaborative and transparent leadership style, experience leading and retaining talented faculty and staff within a research-intensive environment, the capacity to lead the college’s fundraising efforts, evidence of commitment to diversity, equity, and inclusion, and a profound respect for faculty governance and excellence in teaching, research, and student success. A terminal degree relevant to a discipline or field within the communication arts and sciences, a record of scholarship and/or professional achievement worthy of designation as a Full Professor at Michigan State, and significant administrative experience within a research-intensive university or similarly complex environment are required.
Founded in 1855, Michigan State University is one of the world’s most prestigious public universities, a land grant university and member of the Association of American Universities (AAU) since 1964, known for its ability to infuse research into its teaching and to apply knowledge through its extensive engagement with communities. MSU enrolls over 50,000 students from diverse backgrounds (23% Black, Indigenous and people of color) and employs more than 6,000 faculty and staff members. The University has over 500,000 living alumni worldwide, of which 58,000 are graduates of a ComArtSci degree program.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 16.
The College of Communication Arts and Sciences (ComArtSci) is a pioneer in its own right. Established in 1955, during Michigan State’s Centennial year, ComArtSci was the first such college in the country. Today, with over 3,500 students and more than 58,000 alums, it is among the largest and most respected. With internationally ranked programs and internationally renowned faculty members, MSU’s ComArtSci prepares students for careers across a broad spectrum of the arts and sciences of communication. Employees of ComArtSci reflect diverse areas of expertise and employment types within the University, which include 15 continuing system academic specialists; 79 fixed term faculty and academic specialists; 78 tenure system faculty; and more than 100 professional, technical, and administrative support staff.

ComArtSci’s undergraduate, masters and doctoral students are enrolled in 21 programs within the college’s five units. ComArtSci prepares students for careers in areas such as communications, public relations, journalism (including broadcast and sports), game design, and communication disorders. Students and faculty work together to create feature-length films, produce award-winning news features, and become leaders in communication research. ComArtSci has the strength, skill, and talent to serve the common good nationally and globally.

The College of Communication Arts and Sciences is deeply committed to the values of diversity, equity and inclusion, which are embedded in the College’s mission, strategy, policy, and practice.

COLLEGE DEI STATEMENT:

Diversity, equity, and inclusion (DEI) are integral to our practice as communicators, storytellers, and innovators. We believe our responsibility is to foster an open and welcoming environment that aspires to attract, recruit, and sustain diverse students, faculty, and staff. Diversity is among the main drivers of institutional excellence, and we are proud to embrace and promote broad communities of knowledge, backgrounds, and experiences. Our efforts to advance DEI are guided by a shared vision grounded in a culture of caring, belonging, transparency, and accountability.

In alignment with the University’s DEI Report and Plan, we commit to actively challenging, disrupting, and dismantling systems that reinforce and maintain historical and contemporary social inequalities. We are dedicated to ongoing dialogue to strengthen our commitment to social justice, advocacy, and activism. We strive to be DEI thought leaders who inspire, influence and cultivate progress in our College and throughout the MSU community.

More information about the College may be found here:

UNDERGRADUATE PROGRAMS:  https://comartsci.msu.edu/degrees-programs/undergraduate
GRADUATE PROGRAMS:  https://comartsci.msu.edu/degrees-programs/graduate
COLLEGE ACHIEVEMENTS:  https://comartsci.msu.edu/about/history-mission-vision/pride-points
RECENT COLLEGE NEWS:  https://comartsci.msu.edu/all-articles
Research at the College of Communication Arts and Sciences has demonstrated global impact. The College addresses public problems through research and creative works in three signature areas:

- Healthy People + Healthy Planet
- Communication Technology + Digital Transformation
- Innovative Storytelling + Engaged Communities

These signature areas are engaged from many perspectives through thematic research areas:

- Computational Communication
- Game Design and Development
- Global and Multicultural Communication
- Human-Centered Technology
- Journalism, News, and Information
- Media Innovation, Design & Entrepreneurship
- Media Psychology
- Neurocognitive Communication
- Policy and Governance
- Political Communication and Civic Engagement

ComArtSci’s research is enhanced by numerous dedicated labs researching learning games, social science, media, and technology, as well as the interdisciplinary Health and Risk Communication Center, which supports the work of over 50 affiliate faculty members who study the role of communication in health behavior change and risk reduction. A list of the College’s research centers and labs can be found here: https://comartsci.msu.edu/research-creative-work/centers-and-labs

There is a strong tradition of externally funded research in the College regardless of the field of expertise or size of the partnership. Faculty productivity averages four publications annually per tenure-system faculty member, and overall College grant activity totals approximately $7 million per year. ComArtSci researchers have obtained funding from the National Science Foundation (NSF), the National Institutes of Health (NIH), the US Departments of Agriculture (USDA) and Defense (DOD), the US Agency for International Development (USAID), the Canadian government, the Ford and Robert Wood Johnson Foundations, and firms such as Microsoft, AT&T, and Google.
DEPARTMENT OF ADVERTISING AND PUBLIC RELATIONS

Degrees Offered: B.S. in Advertising Management; B.A. in Creative Advertising; B.A. in Public Relations; M.A. in Advertising & Public Relations; Ph.D. in Information and Media shared with Journalism and Media and Information.

Ranking/Awards/Recognitions: AD+PR is one of the country's largest advertising and PR programs based on faculty, research, and program offerings. It is one of the nation’s first advertising departments.

The department offers a wide range of experiential and study/education abroad opportunities, such as 42pointSEVEN, a student-run, faculty-guided integrated marketing communications agency, and the Creative Center. Further, all undergraduate students participate in community-engaged learning through their senior capstone class.

DEPARTMENT OF COMMUNICATION

Degrees Offered: B.A. in Communication; B.A. in Communication, Leadership and Strategy; M.A. in Communication; Ph.D. in Communication; minor in Sales Leadership and shared minor in PR.

Ranking/Awards/Recognitions: The department is ranked #3 in the world by ShanghaiRanking. The department has four fellows of the International Communication Association, and 2 emeriti are fellows.

The department recently launched a new major in Communication, Leadership and Strategy, reflecting their prioritization of the undergraduate experience. Nearly one third of faculty members have received internal or external awards and/or recognition for their teaching excellence.
DEPARTMENT OF COMMUNICATIVE SCIENCES AND DISORDERS

**Degrees Offered:** B.S. in Communicative Sciences and Disorders; M.A. in Communicative Sciences and Disorders; Ph.D. in Communicative Sciences and Disorders; undergraduate minor in Communicative Sciences and Disorders.

**Ranking/Awards/Recognitions:** Since 2020, CSD has added over $20 million in new research grants from the National Institutes of Health, published an average of four publications annually per faculty member, trained high-quality clinical and scholarly professionals, and demonstrated leadership in diversity, equity, and inclusion — along with many other areas of service to MSU and the field of communicative sciences and disorders.

In 2022, Michigan State University then-Provost Teresa K. Woodruff presented CSD with the inaugural Spiral of Excellence Award, recognizing the department’s excellence and overall academics.

DEPARTMENT OF MEDIA AND INFORMATION

**Degrees Offered:** B.A. in Information Science; B.A. in Media & Information; B.A. in Games and Interactive Media; M.S. in User Experience; M.A. in Media and Information; Ph.D. in Information and Media shared with AD+PR and Journalism; minors in Information Technology and in Game Design and Development.

**Ranking/Awards/Recognitions:** #1 Undergraduate Games Program among Public Universities, #11 Graduate Program in Game Design, #10 Graduate Program in Human-Computer Interaction

The department recently launched two new undergraduate majors: Games and Interactive Media, which covers fundamentals in the art and design of games, e-sports, programming for digital games, and other areas of game development as well as the business, history, and social impacts of games; and Information Science which brings together perspectives from engineering and computer science, along with those from management and the social sciences.

SCHOOL OF JOURNALISM

**Degrees Offered:** B.A. in Journalism; B.A. in Digital Storytelling, M.A. in Journalism; Ph.D. in Information and Media shared with AD+PR and Media and Information.

**Ranking/Awards/Recognitions:** The School of Journalism is recognized as one of the best in the nation, continuously accredited since 1949 and built on a history of more than 100 years.

The School houses several signature research and outreach programs, including the Knight Center for Environmental Journalism, Center for Journalism Studies, American Communities Project, Bias Busters, and the Michigan Interscholastic Press Association.
COMMUNICATION ARTS AND SCIENCES
ALUMNI ADVISORY BOARD

The ComArtSci Alumni Advisory Board is a volunteer organization that plays a pivotal role in increasing the value of a ComArtSci degree. The alumni board advises the Dean, college leadership and faculty to enhance the student learning experience by providing a connection between other alumni, faculty, staff, and students. The board currently consists of 19 alumni representatives as diverse as the populations and the programs that the College serves.
The Dean of the College of Communication Arts and Sciences is the executive administrator of the College and reports to the Provost and Executive Vice President for Academic Affairs, with a performance evaluation at least every five years.

In addition to the Dean, college leadership includes the following:

- associate deans for graduate studies, research, undergraduate education, and strategic initiatives
- senior directors, directors and assistant directors for advancement, business operations, marketing and communications, and undergraduate student affairs
- managers of fiscal affairs, grants, IT and online media
- consultant on field careers
- accounting specialist, broadcast and systems information engineer, IT professionals, administrative staff

ROLE OF THE DEAN OF THE COLLEGE OF COMMUNICATION ARTS AND SCIENCES
ROLEs OF THE DEAN

The Dean of ComArtSci occupies a multi-faceted post leading a college that is home to a broad spectrum of academic disciplines and professional fields. The Dean provides executive leadership and works directly with the four department chairs, the director of the School of Journalism, and the general manager of WKAR to administer the educational, research, and service missions of the College.

Ultimately, the Dean bears responsibility for the efficient and effective operation of the College, including but not limited to:

- Creating buy-in; inspiring collaboration of the five academic units to make industry impact and leverage successes and expertise for future growth;
- Overseeing recruitment, development, evaluation, and retention of outstanding students, faculty and staff, including the department chairs, the school director, and the station general manager;
- Overseeing the College’s 21 degrees and programs and working to ensure consistency in student experiences across programs;
- Continuing implementation of the college’s strategic plan;
- Preparing and managing the ComArtSci annual budget which consists of a variety of funding sources, including general funds, endowment revenues, and grants. The majority of the budget is general funded; the 2023-24 General Fund allocation will be roughly -$23.5M. The college endowment of roughly $32.7M generates -$2.2M in expendable revenue annually. ComArtSci had nearly $6.2M in grant expenditures in FY22, which represented a 45% increase over FY21. ComArtSci carries a healthy reserve of both general funds as well as cash to be used as it strategically invests in initiatives connected to its strategic plan.
- Actively cultivating relationships with individuals, corporations, and foundations and soliciting philanthropy to support fulfillment of the College’s mission; in FY 2023 the College is poised to raise approximately $4.6M from over 1,300 donors.
- Regularly and frequently engaging with the College’s constituents, including students, alumni, professional and scholarly organizations and societies, accrediting bodies, and employers;
- Representing the College to the University, its administration, and other academic and administrative units as well as to relevant external audiences.

The Dean will be a visionary leader capable of building bridges between colleges, departments, and other units, working with deans of other colleges and the provost’s office to develop and support strategic partnerships around the institution’s mission. The Dean is a member of the Council of Deans and University Council, a unit of academic governance at Michigan State (see Bylaws here) and meets regularly with and solicits the views of the College Advisory Council, a group of faculty, students, and staff who advise on policy and evaluate curricular changes prior to their submission to university-level governing bodies.
OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

The next Dean of ComArtSci will join Michigan State University as MSU completes selection of new presidential leadership and seeks to overcome recent trauma and challenges that have unified the community around its commitment to its mission, principles, and values. The ComArtSci community seeks a Dean with empathy, humility, a commitment to diversity, equity, and inclusion, and the vision to provide leadership in the following areas:

STRATEGY

ComArtSci is one of the strongest, most respected colleges of communication in the world. It has gained this recognition through a culture and history of ambitious planning, thoughtful and collaborative execution, pursuit of excellence, strategic alignment of resources, and a willingness to take risks within a respectful culture that engages its community in charting its course. The College is in the implementation phase of a strategic plan that is the result of a highly inclusive process, aligns with the University’s overall strategic plan MSU 2030, integrates with plans of the University’s other units, and provides a framework and set of expectations to guide decisions through 2026. The College has made substantial progress building the infrastructure to support the plan and seeks a Dean who will not only continue with implementation but also work with ComArtSci constituents to look beyond the plan to set the next horizon.

THE STRATEGIC PLAN’S FIVE KEY PRIORITIES ARE:

1. To become a leader in creating career paths into communication industries for students from historically marginalized groups.

2. To position the College of Communication Arts and Sciences as a destination for innovative teaching and career success for students at all levels (undergraduate, M.A., and Ph.D.).

3. To have demonstrated, global impact on addressing public problems through research and creative works in three encompassing signature areas: Healthy People + Healthy Planet, Communication Technology + Digital Transformation, and Innovative Storytelling + Engaged Communities.

4. To continuously improve ComArtSci internal culture and climate.

5. To be strategic, responsible stewards of resources, and grow capacities for innovation and entrepreneurship among faculty and staff.
**CULTURE**

The culture within ComArtSci reflects a larger transformation that has taken place at MSU as it has endured and thrived in the wake of trauma, adversity, leadership changes, and the pandemic. By tackling tough problems together, a culture of collaboration, transparency, and integrity focused on the University as a whole has emerged and binds people to one another in shared experience and purpose. ComArtSci in particular has evolved a strong culture of empathy and respect for every member of the community. A recent climate survey indicates much improvement over the years, but work remains to be done, particularly in advancing DEI, hiring a more diverse workforce, retaining faculty, and developing strong measures to prevent and deal with sexual misconduct and violence issues. The College exemplifies respect for the contributions and talents of every member of the community. The next Dean will be expected to embody and reinforce the College’s values and culture, tap and support the entire range of talent in the College, connect the College effectively with others across the University, and work to advance a more equitable, just, inclusive and transparent environment.

**RESOURCE DEVELOPMENT**

In alignment with its strategic priorities and focus on revenue generation, MSU expects to revise its financial model over the next two to three years to introduce more distributed responsibility for revenue and expense control. The College is experiencing significant enrollment growth and demand for more capacity in its programs. Budget considerations moving forward will include how to accommodate these issues while ensuring ability to meet demand. The Dean will have the opportunity to collaborate with fellow deans and senior administration on developing and implementing the new model. The Dean must reinforce a college leadership and organizational structure that encourages and supports innovative solutions, empowers a supportive and engaged team, and leverages delegated authority and responsibility for the benefit of all. Key priorities to address will be competitive salaries for recruiting and retaining talent and investing in infrastructure and facilities.

Michigan State is in the early stages of launching a significant capital campaign. ComArtSci played a substantial role in the last campaign and has the potential for great success in this one. As a prominent influencer in the field of communication and in partnership with WKAR, the College will be a critical player in the University’s campaign plan. There is also potential to work in partnership with the College’s distinguished, active advisory board to engage and bring alumni, friends, and donors closer to the College and participate in its advancement program. The next Dean is expected to bring leadership and vision to college and university fundraising efforts. For FY 2023 the College is on track to raise approximately $4.6M from 1,350 donors.
The Dean has the opportunity to engage college and university constituents in advancing ComArtSci as both a national and global leader in research on the most pressing issues and challenges of the times. The College benefits from the significant strength, output, and potential of its faculty. Future achievements will depend on increased resources to support an already prodigious faculty output, to invest in infrastructure, and to modernize facilities and equipment that will attract and serve the best and brightest faculty, staff, practitioners, and students. MSU has emphasized that advancing the arts is integral to its strategic plan. As part of ComArtSci, WKAR has great leverage potential as a vanguard in that movement.

In a highly competitive market, ComArtSci seeks a Dean who understands the importance of positioning the College effectively as a first-choice college for students, staff, and faculty. With its 100th anniversary this year, WKAR can both continue to raise the visibility of the College and also position the arts as central to a great university’s research mission, while at the same time strengthening curriculum, expanding public-facing research, and expanding experiential learning for students. Moreover, the College recognizes there is great potential to strengthen its network of corporate and industry partnerships in the region, state and beyond.

ComArtSci is in the unusual position of housing some of the University’s highest demand programs, many of them among the highest ranked in the U.S. if not the world. High demand has challenged staff and faculty to balance research, teaching, and service expectations. The College’s complex array of programs, centers, and offices has grown as well. A shift to new leadership will involve evaluating the current organizational and management structure to make any adjustments that would enable the Dean to delegate effectively, continue to support internal leadership development, and devote time and energy to external responsibilities.
The College of Communication Arts and Sciences seeks a leader with integrity, vision for the future of the field of communication arts and sciences, a highly collaborative and transparent leadership style, experience leading and retaining talented faculty and staff within a research-intensive environment, the capacity to lead the College’s fundraising efforts, evidence of commitment to diversity, equity, and inclusion, and a profound respect for faculty governance and excellence in teaching, research, and student success.

ESSENTIAL REQUIREMENTS FOR CONSIDERATION

- A terminal degree relevant to a discipline or field within the communication arts and sciences
- A record of scholarship and/or professional achievement worthy of designation as a Full Professor at Michigan State
- Significant administrative experience within a research-intensive university or similarly complex environment
- Experience with strategic visioning, planning, and implementation
- A record of advancing the representation, participation, and success of under-represented persons and historically marginalized groups, and of advancing compositional diversity
- Experience in fundraising and active involvement in relationship building
- Collaborative, team-oriented approach to leadership and administration; inclusive decision-making style; ability to build consensus
- Evidence of building an inclusive culture that honors and respects the experience and backgrounds of every member of the community and reflects a high degree of global awareness

PREFERRED ATTRIBUTES OF CANDIDATES

- Empathy, compassion, understanding
- Evidence of creating an environment for individuals to be successful in securing competitive extramural funding
- Active professional involvement in or scholarship focused on the international/global dimensions of subjects relevant to the disciplines and fields addressed by the College
- A commitment to and a record of support for teaching and the continued professional development of individuals
- Evidence of and potential for curricular and research collaboration across academic units
- Demonstrated creativity, innovation, and entrepreneurism, including identifying and empowering the adoption of new and emerging technologies across all degree programs
- Outstanding communication skills coupled with enthusiasm for engaging with the broader community, including alumni/ae, industry partners, community organizations, donors, and government, among others
Michigan State University has been advancing the common good with uncommon will for more than 168 years. A top global university, MSU pushes the boundaries of discovery to make a better world while providing students with life-changing opportunities. MSU ranks in the top 10 of public universities for education abroad by U.S. News & World Report, Spartans work together as part of a vibrant global campus community, creating partnerships around the world and making a lasting impact from East Lansing to East Africa.

MSU’s top-ranked programs, high-quality opportunities and a diverse, inclusive and collaborative community enable more than 50,000 students to create personalized paths that prepare them to succeed and lead. MSU applies its vast knowledge and resources to create solutions in partnership with communities across the state and helps make Michigan a place of opportunity, economic growth and innovation.

The MSU community includes more than 6,000 faculty and academic and support staff and an alumni network over 500,000 strong. Furthermore, MSU ranked in the top 50 research universities in Washington Monthly 2022 rankings with over $700 million in research expenditures in 2021, over 3,000 faculty inventions and more than 100 institute and centers across campus. Learn more about MSU: https://msu.edu/about/facts

Michigan State University, a member of the Association of American Universities and one of the top research universities in the world, was founded in 1855. We are an inclusive, academic community known for our traditionally strong academic disciplines and professional programs, and our liberal arts foundation. Our cross and interdisciplinary enterprises connect the sciences, humanities, and professions in practical, sustainable, and innovative ways to address society’s rapidly changing needs.

As a public, research-intensive, land-grant university funded in part by the state of Michigan, our mission is to advance knowledge and transform lives by:

- providing outstanding undergraduate, graduate, and professional education to promising, qualified students in order to prepare them to contribute fully to society as globally engaged citizen leaders
- conducting research of the highest caliber that seeks to answer questions and create solutions in order to expand human understanding and make a positive difference, both locally and globally
- advancing outreach, engagement, and economic development activities that are innovative, research-driven, and lead to a better quality of life for individuals and communities, at home and around the world

MSU collectively acknowledges that Michigan State University occupies the ancestral, traditional, and contemporary Lands of the Anishinaabeg – Three Fires Confederacy of Ojibwe, Odawa, and Potawatomi peoples. https://aiis.msu.edu/land/
**EAST LANSING, MICHIGAN**

Michigan State is located in East Lansing, a vibrant college community with a population of over 47,000 just three miles from Michigan’s capital, Lansing, the hard-working heart of Michigan. The urban-suburban area offers countless activities and things to see and experience — from art galleries, concerts and restaurants to gardens, parks and trails. The Lansing Chamber of Commerce 2020 report, *State of the Lansing Region Benchmarking Report*, highlights the region’s assets including over $3 billion in new investments in a diverse range of projects such as one of the world’s leading particle accelerator facilities, a new hospital, mixed-use buildings, insurance headquarter expansions, manufacturing ventures, and agricultural processing facilities. The region is well positioned on the national and global stage, competing for and attracting significant foreign investment and Fortune 500 companies. These diverse and abundant opportunities draw multicultural professionals, students, seniors and families to East Lansing and helped land the city multiple times on the Livability.com Top 100 Best Places to Live.

**PROCEDURE FOR CANDIDACY**

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume, a statement addressing how past and/or potential contributions to diversity and inclusion will advance MSU’s commitment to inclusive excellence, and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Michigan State University in this search. For fullest consideration, candidate materials should be received by September 12, 2023.

Application materials should be submitted using WittKieffer’s [candidate portal](#).

Nominations and inquiries can be directed to:

Lucy Leske, Melissa Fincher and Sarah Seavey
MichStateDeanComm@wittkieffer.com

*Michigan State University is committed to diversity, equity and inclusion regardless of race, color, religion, national origin, citizenship, sex, age, marital status, sexual orientation, gender identity or expression, disability, or veteran status.*