MASTERS OF ARTS IN STRATEGIC COMMUNICATION

HANDBOOK
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I. PROGRAM OVERVIEW

A. AIMS OF THE MASTER OF ARTS IN STRATEGIC COMMUNICATION PROGRAM

This handbook describes the Master of Arts (M.A.) program in Strategic Communication (StratCom) at Michigan State University (MSU). The department is part of the College of Communication Arts and Sciences (CAS). CAS has a 70-year legacy as being the leading research college that studies communication from the neural level to interpersonal, group, organizational and mass communication including the effects, public policy and economics of the media. No college in the world equals the breadth and depth of our expertise. We were among the very first colleges to study media innovations such as cable television, the internet, e-commerce, online learning and many forms of social media. Our faculty expertise cuts across the entirety of the digital ecosystem.

The completely online StratCom program was developed specifically to assist working professionals in the advancement of their career. The aim of the program is to create a community that allows students the space to interact with each other, while providing them the knowledge, resources and opportunities to achieve personal and professional goals.

- Students are immediately connected with the program’s student success advisor to create individualized plans to fit their lifestyle and plan classes at their pace. StratCom fosters an open, collaborative and supportive environment for our students to create academic and professional connections.
- StratCom courses are rigorous and taught by the best in the academy and industry. Students learn skills to meet marketplace demands in areas of digital communication, advertising, public relations and media analytics. Students report that the curriculum is immediately applicable to their current position while preparing them for future leadership roles.
- StratCom was created for students to achieve tangible results. Students determine what their own success looks like, and then apply what they have learned in their courses to take the next step in their careers – whether it is a pivot, a raise, promotion or feeling more confident.

The department is a community of scholars that attracts students from around the world who, together with our faculty, celebrate ethnic, cultural and gender diversity for the benefit of all. Students are expected to be an active part of the intellectual life of the department and to maintain collegial relations with their faculty and with other students.

B. PROGRAM OBJECTIVES

The StratCom program will:
- Engage learners where they are, in terms of location, time and experience, maximizing student access and university engagement.
• Integrate theory, research and practical experience to bring academic insight to the practical experience of the professional world, and vice versa.
• Enhance student core competencies in vital digital environment categories including:
  ○ Understanding the marketplace and economics of the digital world
  ○ Encouraging an entrepreneurial approach to thinking about new communication technologies
  ○ Thinking about effective information techniques and flows for corporations
  ○ Enhanced understanding of cultural and national differences as they play out in the global corporate communication sector
  ○ Rethinking current embedded corporate practice in light of new digital possibilities
  ○ Embrace the types of knowledge available through academic scholarship
  ○ Learn how to be an effective leader in times of rapid technological change
• Test skills and knowledge acquired in these graduate courses in the form of a capstone practicum course.

Evaluation of the students against stated competencies will assure graduates have the required skills upon graduation to excel in their current position or advance to higher levels of management. Graduates will have the skills to interpret scientific findings and integrate those insights to address the needs of organizations. The required core courses and practicum experiences will emphasize excellent communication skills and rational thought.

II. APPLYING TO THE STRATEGIC COMMUNICATION PROGRAM

A. REQUIREMENTS

The application requirements for the StratCom program are as follows:
1. Applicants must have at least three years of work experience.
2. Applicants must have completed a four-year bachelor’s degree, professional degree or equivalent degree from an accredited and recognized college or university.
3. Applicants must have a minimum grade point average of 3.0 on a 4.0 system.
4. Applicants must have proven or demonstrated proficiency in written and spoken English.

This program does not require GRE scores.

B. APPLICATION MATERIALS

Prospective students must submit the following information:
• The Graduate School application (including the nonrefundable application fee)
• Personal statement
• Academic statement
• Resume
• Three letters of recommendation
- Official and original transcripts and degree certification documents from all colleges attended

Applicants submitting international credentials, regardless of citizenship, must meet the requirements for International Application. All applicants whose first language is not English must be able to demonstrate English proficiency. Please refer to the section on international application.

C. APPLICATION EVALUATION AND DEADLINES

Admission to the StratCom program is determined by an evaluation of the complete application package. Students whose grade-point averages were below 3.25 in the last two years of their undergraduate work must present evidence of special merit through professional experience or extracurricular activities. Students without adequate background in communication disciplines through courses or professional experience will be required to enroll in appropriate undergraduate coursework. An applicant's file cannot be evaluated until all materials have arrived. The deadline for receipt of application and all materials is:
- July 1 for the fall semester,
- November 1 for the spring semester, and
- April 1 for the summer semester.

Please apply as early as possible to ensure time to process your file and evaluate your records.

D. APPLICATION INSTRUCTIONS FOR DOMESTIC STUDENTS

The application instructions for domestic students and permanent residents are as follows:

1. Apply online: [https://admissions.msu.edu/application/app.asp?AL=G](https://admissions.msu.edu/application/app.asp?AL=G)
   - College name: Communication Arts & Sciences
   - Major name: Strategic Communication
   - Major code: 6328

2. The nonrefundable application fee can be paid using Visa, MasterCard, Discover, American Express or an electronic check. The application fee must accompany your application.

3. Once you have submitted your application, you will receive an email directing you to MSU’s Application Portal ([https://admissions.msu.edu/your-account/](https://admissions.msu.edu/your-account/)). From this site, you will be able to officially request your three letters of recommendation, upload all of the required documents and monitor the status of your application.

4. Upload the following materials to the Applicant Portal:
   - Email addresses for your three recommenders
Note: An email will be sent out to your recommenders providing them the information on where to go to submit their letters electronically. So please be sure to list accurate information. The department will only accept letters submitted via the online system. The department will not accept letters submitted through any other format.

- Academic Statement of Goals for Graduate Study and Professional Career
- Personal Statement
- Resume or Curriculum Vitae

5. Request official transcripts from each institution attended:
   - Transcripts must be original (i.e. no scans, photocopies, or other duplication of) and sent in a sealed envelope directly from the granting institution.
   - If an official electronic delivery service is available, such as Parchmen/Docufide, Naviance, or E ScripSafe, this is also acceptable.
   - All other materials should be reported electronically through the Applicant Portal or reported via the ‘Educational Testing Service’ (ETS; http://www.ets.org) to Michigan State University. Supporting materials that should be submitted electronically through the Applicant Portal but sent in print form will not be accepted by the College of Communication Arts & Sciences.
   - All international transcripts belonging to domestic or permanent resident applicants must meet the same requirements as those for international applicants.

6. Have transcripts sent to the attention of:
   Director of M.A. Studies / Strategic Communication Program
   404 Wilson Road, Room 294 / Michigan State University
   East Lansing, MI 48824 / United States of America

E. APPLICATION INSTRUCTIONS FOR INTERNATIONAL STUDENTS

The application instructions for international students are as follows:

1. Apply online from The Graduate School’s website
   https://admissions.msu.edu/apply/international/default.aspx.
   - College name: Communication Arts & Sciences
   - Major name: Strategic Communication
   - Major code: 6328

2. The application fee must accompany your application. It must be paid in US dollars and may be paid using Visa, MasterCard, Discover, American Express or an electronic check. If alternate methods of payment are necessary, please contact the MSU Office of Admissions for instructions at https://admissions.msu.edu/contact.asp.
3. Once you have submitted your application, you will receive an email directing you to MSU’s Application Portal (https://admissions.msu.edu/your-account/). From this site, you will be able to officially request your three letters of recommendation, upload all of the required documents, and monitor the status of your application.

4. Upload the following materials to the Applicant Portal:
   - Email addresses for your three recommenders
     Note: An email will be sent out to your recommenders providing them the information on where to go to submit their letters electronically. So please be sure to list accurate information. The department will only accept letters submitted via the online system. The department will not accept letters submitted through any other format.
   - Academic Statement of Goals for Graduate Study and Professional Career
   - Personal Statement
   - Resume or Curriculum Vitae

5. Request official transcripts or mark sheets, diplomas and/or certificates.
   - International credentials must arrive to the department office in an officially sealed envelope, directly from each institution attended. Personal copies and photocopies are not acceptable
   - If an official electronic delivery service is available, such as Parchmen/Docufide, Naviance, or E ScripSafe, this is also acceptable.
   - The institution should include an attested copy of your degree certificate, or diploma, conferring your degree.
   - An official, word-for-word, English translation must accompany all official records not issued in English. Records not issued in English must be submitted with a word-for-word English translation. Translations may be prepared either by an authorized translator in your home country or by an ATA American Translation Agency (see http://www.atanet.org/).
   - Note for applicants submitting transcripts from Chinese institutions: During the application process, applicants submit certified copies (sealed and stamped by institutions) of all post-secondary transcripts, graduation certificates and degrees directly to the department. MSU requires these documents in the original language (Chinese) as well as an official English translation. Effective spring 2015, MSU will require all incoming ADMITTED students pursuing degrees or who have earned degrees from universities in China to submit a verification report (English version) through the China Academic Degrees and Graduate Education Development Center (CDGDC) for their final bachelor degree transcripts and bachelor degree. Please refer to the CDGDC website for more information: http://www.chinadegrees.cn/en/.
   - All other materials should be reported electronically through the Applicant Portal or reported via the ‘Educational Testing Service’ (ETS; http://www.ets.org) to Michigan State University. Supporting materials that should be submitted electronically through the Applicant Portal but sent in print form will not be accepted by the College of Communication Arts & Sciences.
   - All international transcripts belonging to domestic or permanent resident applicants must meet the same requirements as those for international applicants.
● Have transcripts sent to the attention of:
Director of M.A. Studies / Strategic Communication Program
404 Wilson Road, Room 294 / Michigan State University
East Lansing, MI 48824 / United States of America

6. Official proof of English proficiency, i.e. TOEFL or IELTS, must be sent electronically from the issuing agency to the Michigan State University office of admissions (see the section on English Language Proficiency for details). Report official TOEFL Scores directly to MSU Office of Admissions. Please use the University code of 1465; there is no need to use a department code.

7. International students are advised to understand and be apprised of the rules, regulations and requirements related to online distance education programs in their country of residence, particularly:
   ● If the country will recognize an online degree,
   ● Whether the program meets licensure or certification requirements in the country, and
   ● If the country charges any additional taxes, withholdings or fees associated with online distance education programs.

8. Additional information for international applicants can be found at:
   ● https://oiss.isp.msu.edu/ and
   ● https://grad.msu.edu/internationalapplicants.

9. U.S. Degree Equivalency: Admission to a program leading to a master's degree requires completion of a level of education comparable to a four-year U.S. bachelor's degree. High scholastic standing and suitable preparation for the intended field of study are also considered. MSU does not consider three-year bachelor's degrees or a combination of 2-year diplomas or certificates as comparable to a four-year U.S. bachelor's degree. The MSU Office of Admissions will conduct final evaluations of all international transcripts to verify that they meet required standards.

10. International Transcripts: One official copy of all records of any previous schooling (mark sheets, transcripts, diplomas, certificates, etc.) must be submitted as official documents directly from each institution. Photocopies are not acceptable. These records must show courses taken and grades earned. Records not issued in English must be submitted with a word-for-word English translation. Translations may be prepared either by an authorized translator in your home country or by an ATA American Translation Agency (see http://www.atanet.org/). MSU does not accept certified copies of transcripts or documents notarized by embassies.

   If admitted, applicants with Chinese transcripts must submit two certification reports (English version) through the China Academic Degrees and Graduate Education Development Center (CDGDC) (http://www.chinadegrees.cn/en/): one for their final
bachelor’s degree transcripts, and one for their bachelor’s degree. The reports must be mailed directly to the MSU Office of Admissions by the CDGDC, rather than by the individual or any third party. Contact information for the MSU Office of Admissions can be found at https://admissions.msu.edu/contact.asp.

11. English Language Proficiency: All international applicants whose first language is not English must prove proficiency in English as a condition for regular admission to MSU. StratCom requires a higher English language test score than the university minimum. We accept both the Test of English as a Foreign Language (TOEFL) and International English Language Testing System (IELTS). The TOEFL is preferred. Minimum requirements are as follows:

- TOEFL: IBT of 100 IBT with no subscores below 22; or a 237 CBT with no subscores below 22; or a 580 PBT with no subscores below 55. Official TOEFL reports must be submitted directly to the Office of Admission from the Educational Testing Service (recipient code 1465).
- IELTS: A score of at least 7.0 is required with no subscores below 6.5. Office reports must be sent to the department. The official report must be received by the Office of Admissions directly from IELTS.

All language tests must have been taken within two years of a student's application.

If the first language is English, or if the applicant can show alternate proof of English Language proficiency that is acceptable to the program office, a letter requesting a waiver of this requirement can be submitted. Examples of acceptable proof may be: completion of an undergraduate or graduate degree from a top-ranking U.S. University; living and working in the United States for a significant number of years, etc. For help in determining whether you qualify for this exception, contact the program office at jen@msu.edu.

F. TRANSFER CREDITS

As many as 9 semester credits of graduate course work (excluding research and thesis credits) may be transferred into a 30 credit master’s degree program from other accredited institutions or international institutions of similar quality, if they are appropriate to a student’s program and provided they were completed within the time limits approved for the earning of the degree desired at MSU. The department or school chairperson or director and dean must grant approval. Only courses in which at least a 3.0 grade or its equivalent was received will be considered for transfer. The transfer of credits should be completed in the student's first semester so as to not negatively impact the student's academic plan. http://www.reg.msu.edu/AcademicPrograms/Text.aspx?Section=111#s383
III. PROGRAM COST AND FINANCIAL AID

A. TUITION AND FEES

Tuition and fees for the Online M.A. in StratCom are subject to change without notice. For the most current tuition and fees at MSU, visit the Student Accounts and Cashier Services website at http://www.ctlr.msu.edu/COSStudentAccounts/.

B. FINANCIAL AID

Our program does not offer departmental scholarship funding, however many students receive funding in other ways:

- Many students receive tuition assistance or reimbursement from their employer. (MSU employees should contact their HR representative to see if they qualify for assistance. https://hr.msu.edu/professional-development/ed-assist/index.html)
- Students who have served (or have parents who have served) in the military may also qualify for tuition assistance. Financial Aid for Veterans can be found at https://finaid.msu.edu/veterans.asp.
- Domestic students can visit the MSU Office of Financial Aid website to review graduate school funding opportunities or contact them directly with questions. Their web address is: https://finaid.msu.edu/grad.asp.
- International students may begin their research into financial opportunities for online graduate-level programs at these MSU websites: https://finaid.msu.edu/internat.asp http://staff.lib.msu.edu/harris23/grants/3forstudent.htm http://staff.lib.msu.edu/harris23/grants/privint.htm https://oiss.isp.msu.edu/grants/grants-and-scholarships-overview/.

C. VETERAN CERTIFICATION, RESOURCES, AND AID

MSU is an approved training facility for veterans, National Guard, reservists, and family members. For information, visit MSU's Veteran Certification website at: https://reg.msu.edu/roinfo/VeteranInfo.aspx#Elig.

Students who are called into the armed forces during the semester should work with their advisor to submit a copy of their orders to the Office of the Registrar for appropriate action.

Please view the MSU Strategic Communication Military Resource page for benefits, contact information, and coverage of current and former StratCom students. https://comartsci.msu.edu/stratcom-military-service-resources

Information specific to Financial Aid for Veterans can be found at https://finaid.msu.edu/veterans.asp.
IV. ADMISSION STATUS

A. ADMISSION

Once the StratCom program makes a decision to admit a student they have to get official approval from the MSU Office of Admissions. You will be notified via email when we have sent that request. We will provide you with instructions at that time and your official acceptance letter from the MSU Office of Admissions should arrive in the mail approximately one week later. The official acceptance letter will include your MSU Personal Identification Number (PIN) and password to set up your official MSU email address which will be used for all communication while you are in the program.

Students must enroll in their first class within one calendar year of their admission date or they must reapply to MSU.

B. PROVISIONAL ADMISSION

Students of promise who do not meet the admissions requirements above may be provisionally accepted into the StratCom program. A student who is admitted under provisional status will be notified in their acceptance letter. The student will be eligible for removal of provisional status when specific written conditions have been met. Provisional students will be required to make up deficiencies based upon review and approval of the program director. Within the StratCom program, requirements generally include any combination of the following: a restriction to take no more than one course per semester for a given number of semesters or a grade of 3.0 or higher in each course. Provisions must be met within the time frame as specified in their written conditions. If a student does not meet the provisional requirements, they will be dismissed from the program.

Please note that graduate students admitted under provisional status are not eligible for federal financial aid (FAFSA). For details, visit the MSU Office of Financial Aid at https://finaid.msu.edu/provadmt.asp.
V. PROGRAM COMPONENTS

A. DEGREE REQUIREMENTS

Students pursuing an M.A. degree in StratCom are required to complete 30 credits (15 credits of core courses and 15 credits of electives) and three additional trainings. The 30 credits must be completed with a 3.0 or better to meet all graduation requirements.

Students must complete all 15 credits of the following core courses (three credits each):
- CAS 828 - Persuasion Techniques for Working Professionals
- CAS 829 - Evaluation Techniques for Working Professionals
- CAS 832 - Strategic Message Development
- CAS 842 - Professional Communication Ethics
- CAS 844 - Capstone/Practicum

Students will select any 15 credits of the following elective courses below (three credits each):
- CAS 827 - Digital Media Strategies
- CAS 831 - Digital Content Creation, Curation & Promotion
- CAS 833 - Crisis Communication
- CAS 835 - Branding and Image Communication
- CAS 837 - Catalyst Thinking in the C-Suite
- CAS 838 - Organizational Communication for Leaders & Entrepreneurs
- CAS 839 - Media Analytics for Communication Professionals
- CAS 840 - Audience Analytics
- CAS 841 - Social Media Storytelling

Additional trainings:
- Human Research Protection Program / Institutional Review Board (HRPP/IRB)
- Collaborative Institutional Training Initiative (CITI)
- Relationship Violence and Sexual Misconduct (RVSM)

B. COURSE DESCRIPTIONS

Brief descriptions of the StratCom courses are listed here. More detailed course descriptions are online at https://comartsci.msu.edu/strategic-communication-ma-course-listing.

1. Descriptions of Core Courses:

- CAS 828 - Persuasion Techniques for Working Professionals
  This course covers the application of principles of persuasion and compliance, focusing on the primary processes that affect the magnitude and manner in which attitudes and behavior are changed. The course also covers the interplay between audience and communicator characteristics, and message design are examined.
● CAS 829 - Evaluation Techniques for working Professionals
This course is designed to develop your ability to conduct and evaluate social scientific research. As a communication professional, you may need to conduct a research project yourself or may want to commission research from others (e.g., a consulting firm). Specifically, the course will examine the philosophy of social science research, fundamental elements of research design and statistical methods for analyzing data.

● CAS 832 - Strategic Message Development
The effectiveness of corporate messages can be enhanced by careful, research-informed development. This course provides a model for designing effective marketing communication, along with detailed ideas about topics such as conducting effective stakeholder analysis, setting outcome parameters, designing messages and engaging your audience.

● CAS 842 - Professional Communication Ethics
The main objective of this course is to make informed ethical decisions in your professional life by using a combination of your head, heart and the ethical philosophies covered in this course. You will learn to identify ethical issues across media communication industries, including those in journalism, public relations, advertising and convergent media.

● CAS 844 - Capstone/Practicum
The capstone course, CAS 844, will satisfy the requirement for the Plan B master’s degree program evaluation (as opposed to a Plan A master's thesis) and comprehensively test the learning in the nine core courses. It requires the application of managerial, communication, and strategic skills to a realistic business project in a virtual team setting. Major project management topics will be tested in the course, including assembling and managing a team, goal setting, managing assets, documentation, setting and adhering to deadlines and client expectations, and balancing continuous assessment and improvement against the need to manage the scope of work. The committee that evaluates your final project for the Plan B master’s degree program evaluation will consist of the course instructor, the director of the program, and the associate dean.

2. Descriptions of Elective Courses:

● CAS 827 - Digital Media Strategies
This advanced course in digital media strategies is designed to provide an in-depth overview of new and social media marketing strategies. More importantly, the course applies advertising, consumer psychology, social psychology and marketing to ensure the effectiveness of social media marketing strategies.
• CAS 831 - Digital Content Creation, Curation & Promotion
This course covers the creation of content for a number of digital media, including email, social media (e.g., Facebook, Twitter, YouTube) and interactive media (e.g., websites). An integrated digital communication strategy requires the consideration of design and communication theories, principles and best practices for written and visual communication.

• CAS 833 - Crisis Communication
This course provides skills and strategies to communicate crises experienced by organizations and institutions through optimal media formats. The course will provide the tools to manage effectively the use and the relationship with the media, which plays a crucial role in crisis situations as the vehicle to pass information to affected communities and people. Students will learn using real-life case studies.

• CAS 835 - Branding and Image Communication
In this course you will examine the power and value of branding and using consumer-based brand equity to differentiate a product, service or company from its competitors. Related issues include the way brands are created, managed and grown; and extensions under the brand umbrella.

• CAS 837 - Catalyst Thinking in the C-Suite
This course will provide organizational leaders with cutting edge research so they can continue to meet the needs of their organizations in a fast-paced global environment. A number of constructs like communication, collaboration, community, conflict, change and other ideas or constructs are central to creating change in organizations and are crucial skills to c-suite executives in organizations.

• CAS 838 - Organizational Communication for Leaders & Entrepreneurs
This course introduces theories, contexts and processes related to organizational communication issues, including employment interviewing, supervisor-employee communication, role and work group coordination, decision making, and unit climate. This course will also include an overview of research on organizational communication through time and discuss coordination within and between organizational communication structures.

• CAS 839 - Media Analytics for Communication Professionals
This course will introduce basic concepts, processes and uses of media analytics. It will explore the rise and characteristics of big data; data acquisition about audiences, media consumption and response to advertising and news; sources of commercial and news data; popular analytics platforms and tools for advertising and news; data analytics for consumer/reader/user insights; and overview user privacy and ethics issues of media analytics.
• **CAS 840 - Audience Analytics**
  This course will cover basic concepts of digital analytics and actual use of live data to generate consumer insights on major aspects of a website or mobile app, such as user profiles, traffic sources, navigation patterns, conversion ratios and path to purchase. It will also cover how to interpret analytics and put it into a strategic plan.

• **CAS 841 - Social Media Storytelling**
  This course is important because it will cover main industry trends so students master the best practices for social media storytelling. This course focuses on teaching communicators the qualitative skills regarding social media storytelling, including finding, making sense, verifying, assessing and creating stories for online networking platforms.

**C. REQUIRED TRAININGS**

All graduate students must complete three trainings to receive their degree. These trainings are assigned to the student on the first day of their first semester and must be completed in the first 90 days. Students MUST use their MSU email (and only their MSU email) to complete these trainings or the system will not recognize their work. If you do not use your MSU email address, you will most likely need to repeat all of the trainings.

We recommend completing the three trainings before classes start so you can focus on the readings and assignments required. Students may proactively complete these trainings by logging into the respective websites with their MSU email address and searching for the required course titles.

1. **Human Research Protection Program (HRPP) / Institutional Review Board (IRB)**
   
   Graduate students must complete the HRPP/IRB training track. The trainings can be found online at [http://ora.msu.edu/train/](http://ora.msu.edu/train/).

   These courses must be completed:
   - Course Overview of Human Research Protection – HRPP-2241A-SCO
   - Course Ethics and Regulations in Human Research – HRPP-1121A-SCO

2. **Collaborative Institutional Training Initiative (CITI) Training**

   The CITI training can be completed online at [http://ora.msu.edu/train/programs/citi.html](http://ora.msu.edu/train/programs/citi.html). Most of the courses can be found in the MSU Graduate School RCR Program training track. Please note that the CITI website changes often. Please reach out to your advisor if you are having difficulty finding the required courses.

   These courses must be completed:
   - Course CITI Authorship (RCR-Basic) – CITI-2101-WBT
   - Course CITI Research Misconduct (RCR-Basic) – CITI-2107-WBT
   - Course CITI Plagiarism (RCR-Basic) – CITI-2883-WBT
You will also need the following Citi courses when you take CAS829:

- Collaborative Research
- Conflicts of Interest
- Data Management
- Mentoring
- Peer Review
- Research Involving Human Subjects

3. Relationship Violence and Sexual Misconduct (RVSM) Training

Once enrolled in classes, graduate students will receive an email, to their MSU email account, with instructions on how to complete the RVSM training. This training is required every 24 months and must be completed to have access to some academic information in the StuInfo system, including grades.

More information can be found under Online Education Programs for Graduate Students at https://poe.msu.edu/programs/online_education_program.html.

D. OPTIONAL GRADUATE CERTIFICATES

The college has the ability to leverage the collective strength of four of its departments to provide a pervasive training in 21st century digital communication. The online graduate certificate program capitalizes our college’s strengths in the use of new technology to engage learners around the world.

The marketplace has demand for sub-areas of expertise that would benefit working professionals wanting to upgrade their knowledge and skills. StratCom has three, 9-credit certificates, providing a world-class professional development opportunity for individuals to enhance their communication skill set. Students in the StratCom program may use certificate courses towards their five elective courses.

- **Certificate in Digital Media**
  The Graduate Certificate in Digital Media is designed for working professionals seeking to expand and enhance their knowledge and skills in content creation, curation, branding communication and media strategies. The certificate program exposes students to the state of the art technology, application and communication theories. The graduate certificate is only available online.

  Students must complete the following 9 credits:
  CAS 827 - Digital Media Strategies
  CAS 831 - Digital Content Creation, Curation & Promotion
  CAS 835 - Branding and Image Communication
• **Certificate in Organizational Communication for Leadership**
  The Graduate Certificate in Organizational Communication for Leadership assists students in expanding their knowledge and skill sets as they relate communication change efforts, managing conflict, facilitating effective employee evaluations, motivating employees, and socializing new hires for integration into productive work teams. The graduate certificate is only available online.

  Students must complete the following 9 credits:
  CAS 833 - Crisis Communication
  CAS 837 - Catalyst Thinking in the C-Suite
  CAS 838 - Organizational Communication for Leaders & Entrepreneurs

• **Certificate in Media Analytics**
  The Graduate Certificate in Media Analytics introduces basic concepts, processes and uses of media analytics. It explores the rise and characteristics of big data, data acquisition about audiences, media consumption, and response to advertising. The course work covers statistical concepts related to media analytics, including an understanding of probability based sampling, censuses, and random assignment. The certificate also provides students with strategies and tactics for turning data into plain language, to inform advertising, public relations, and business decisions. It further explores the process of translating data into advertising and public relations messages, using data to compellingly and clearly report the results of advertising and public relations activities. The graduate certificate is only available online.

  Students must complete the following 9 credits:
  CAS 839 - Media Analytics for Communication Professionals
  CAS 840 - Audience Analytics
  CAS 841 - Social Media Storytelling
E. STRATEGIC COMMUNICATION COURSES AT A GLANCE

### REQUIRED CORE COURSES (15 CREDITS):

<table>
<thead>
<tr>
<th>Course</th>
<th>Type</th>
<th>Credits</th>
<th>*Semester Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAS828 Persuasion Techniques</td>
<td>Core</td>
<td>3</td>
<td>Fall</td>
</tr>
<tr>
<td>CAS829 Evaluation Techniques</td>
<td>Core</td>
<td>3</td>
<td>Spring</td>
</tr>
<tr>
<td>CAS832 Strategic Message Dev</td>
<td>Core</td>
<td>3</td>
<td>Summer 1</td>
</tr>
<tr>
<td>CAS842 Communication Ethics</td>
<td>Core</td>
<td>3</td>
<td>Spring</td>
</tr>
<tr>
<td>CAS844 Capstone / Practicum</td>
<td>Core</td>
<td>3</td>
<td>Fall</td>
</tr>
</tbody>
</table>

### ELECTIVE OPTIONS (SELECT ANY 15 CREDITS):

<table>
<thead>
<tr>
<th>Course</th>
<th>Type</th>
<th>Credits</th>
<th>*Semester Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAS827 Digital Media Strategies</td>
<td>Elective</td>
<td>3</td>
<td>Fall</td>
</tr>
<tr>
<td>CAS831 Digital Content Creation</td>
<td>Elective</td>
<td>3</td>
<td>Summer 1</td>
</tr>
<tr>
<td>CAS835 Branding &amp; Image Com</td>
<td>Elective</td>
<td>3</td>
<td>Spring</td>
</tr>
<tr>
<td>CAS833 Crisis Communication</td>
<td>Elective</td>
<td>3</td>
<td>Summer 1</td>
</tr>
<tr>
<td>CAS837 Catalyst Thinking C-Suite</td>
<td>Elective</td>
<td>3</td>
<td>Fall</td>
</tr>
<tr>
<td>CAS838 Organizational Com</td>
<td>Elective</td>
<td>3</td>
<td>Summer 2</td>
</tr>
<tr>
<td>CAS839 Media Analytics</td>
<td>Elective</td>
<td>3</td>
<td>Spring</td>
</tr>
<tr>
<td>CAS840 Audience Analytics</td>
<td>Elective</td>
<td>3</td>
<td>Fall</td>
</tr>
<tr>
<td>CAS841 Social Media Storytelling</td>
<td>Elective</td>
<td>3</td>
<td>Summer 2</td>
</tr>
</tbody>
</table>

*Please note that courses may be offered in additional semesters than what is currently listed.

### GRADUATE CERTIFICATES

Students can earn the following graduate certificates by completing the corresponding electives:
- Certificate in Digital Media - CAS827, 831, & 835
- Certificate in Organizational Communication for Leadership - CAS833, 837, & 838
- Certificate in Media Analytics - CAS839, 840, & 841
VI. ACADEMIC ADVISING

A. STUDENT SUCCESS ADVISOR

Upon admission, StratCom’s student success advisor will contact each student to discuss academic issues and create an academic plan. Successful completion of the program requires early and continued advice and guidance by an academic advisor and students are encouraged to utilize this resource. The goal of the program is to ensure that the relationship between the graduate student and the advisor will be conducive to a successful academic experience and innovative education.

B. NEW STUDENT CHECKLIST - STEP BY STEP PROCEDURES

Your student success advisor will assist you with your transition into the program. The following are the recommended guidelines for successful transition into the StratCom program.

1. Creating An Academic Plan
   - Schedule an appointment with your student success advisor. https://comartsci.msu.edu/our-people/daune-rensing
   - Review the course descriptions and highlight the courses that interest you most. https://comartsci.msu.edu/strategic-communication-ma-course-listing
   - Read the Sample Academic Plans section to prepare for your meeting.
   - View the MSU Academic Calendar to understand all semester start and end dates. https://reg.msu.edu/ROInfo/Calendar/academic.aspx
   - Meet with your student success advisor and finalize your academic plan.
   - Contact your student success advisor when you get your official admissions letter from MSU. She will enroll you in the selected classes at that time.

2. Setting Up Your NetID / MSU Email Address
   - Your admissions letter from MSU will contain your Personal Identification Number (PID) and Personal Access Number (PAN), which allow you access to MSU resources.
   - Activate your MSU NetID by going to https://netid.msu.edu/ and following the instructions.
   - Your MSU email account is used for all correspondence pertaining to University business and the StratCom program. Go to https://mail.msu.edu/. If you prefer to receive your MSU email through another account, set up forwarding options by clicking on “MSU Prefs” at the left of your mailbox.
   - Once your MSU email account is activated, use it to email Daune Rensing at DMR@msu.edu so she can add you to the StratCom Desire2Learn (D2L) page. D2L is MSU’s learning platform where you’ll be experiencing the entirety of the StratCom program.
3. Getting Familiar With StratCom
   ● Join StratCom students on Slack. Create an account at msustratcom.slack.com.
   ● Request to join the StratCom Facebook group at https://www.facebook.com/groups/218768405216191/.
   ● Use your MSU NetID and password to login to the D2L homepage at https://d2l.msu.edu/.
     ○ If you have not been enrolled in your first semester’s course(s) yet, you can create a student profile by accessing the “ePortfolio” page and clicking on the “My Profile” link. Please be sure to add a photograph.
     ○ Find a course under “Self Registration” called “Students - Getting Started with D2L” (Code: D2L-Students-GettingStartedwithD2L) to learn the ins and outs of D2L.
     ○ Once you are enrolled in classes you will be added to the StratCom Student Life course offered on D2L. StratCom Student Life has information about the program and MSU.
     ○ Your StratCom course(s) should appear under “My Courses” on the first day of class of each semester. Reading requirements will be listed in the instructor’s syllabus.
     ○ Please note that D2L has a communication tool that connects you to other students in your courses through email. This is separate from your MSU email account, but you are still responsible for checking your MSU email on a daily basis. You will not receive MSU or StratCom communications through the D2L email system.

4. Getting Familiar With MSU
   ● If you plan on using financial aid to fund your education, visit https://finaid.msu.edu/.
   ● Login to your StuInfo portal at https://stuinfo.msu.edu/ and familiarize yourself with the tools and resources provided. Here is where you will pay your bill, check your grades, confirm your attendance, change an address, and view your account details.
   ● You can review drop deadlines and the required materials for each class by visiting https://schedule.msu.edu/. Choose CAS as the subject to search for StratCom courses. Click the course’s section number to view the deadlines and required materials.
   ● Register disability services with RCPD if needed. https://www.rcpd.msu.edu/
   ● Lastly, familiarize yourself with the MSU Webpage (https://msu.edu/) and click the subheading “Students” for commonly used student tools and resources.

5. Paying Your Bill
   ● A link to the Billing and Fee Schedule can be found under the Financial tab at the top of your StuInfo portal. Please visit https://finaid.msu.edu/bills.asp for complete instructions on tuition payments. Once a bill has posted you can view and pay your tuition here: https://stuinfo.msu.edu/.
• Approximately 24 to 48 hours after your MSU tuition bill has been paid, return to StuInfo https://stuinfo.msu.edu/ to confirm your attendance.

6. Getting Ahead
• Complete IRB Training
  ○ Log in to http://ora.msu.edu/train/
  ○ Find and complete the following courses:
    Course Overview of Human Research Protection – HRPP-2241A- SCO
    Course Ethics and Regulations in Human Research – HRPP-1121A-SCO
• Complete CITI Training
  ○ Log in to http://ora.msu.edu/train/programs/citi.html
  ○ Find and complete the courses:
    Course CITI Authorship (RCR-Basic) – CITI-2101-WBT
    Course CITI Research Misconduct (RCR-Basic) – CITI-2107-WBT
    Course CITI Plagiarism (RCR-Basic) – CITI-2883-WBT
    Course CITI Introduction to RCR (RCR-Basic) – NEW – CITI-3588-WBT
    Collaborative Research
    Conflicts of Interest
    Data Management
    Mentoring
    Peer Review
    Research Involving Human Subjects
• Watch the orientation videos provided and ask any questions you may have at your online orientation!
  ○ College orientation Fall 2019 (you can skip minutes 6-12) - https://www.youtube.com/watch?v=yhsqtUhckQI&feature=youtu.be
  ○ How to navigate D2L - https://mediaspace.msu.edu/media/t/1_7pdehfh8
  ○ Attend your online orientation - TBD
• Accept an invitation to view the StratCom due dates and events calendar. This google calendar is typically sent from the StratCom student success advisor on the first day of classes. (As a reminder, you will not see your class on D2L until the first day of classes.)

7. During The StratCom Program
• Communicate with the StratCom student success advisor (especially in times of need)
• Network and make connections at in-person and online events (including Slack, Facebook, etc.)
• Apply for graduation the semester before your final course http://www.reg.msu.edu/StuForms/GradApp/GradApp.asp

8. After The StratCom Program
• After graduation, you will be invited to the StratCom Alumni Facebook group.
• Network and make connections at in-person and online events.
• Give back by mentoring new students or promoting the program.
9. Enrolling In Classes (NOT NEEDED AT THIS TIME)

StratCom students are currently enrolled in their classes by their student success advisor. MSU will be changing their enrollment system starting in Fall 2020. This may change the way students enroll in classes. In the old/current system, here were the necessary steps:

- Enrollment instructions are found at [https://schedule.msu.edu/instructions.aspx](https://schedule.msu.edu/instructions.aspx).
- You must have been assigned a valid enrollment appointment by the Office of the Registrar before proceeding. For your first semester, this will be done once your admissions paperwork has been fully processed. For subsequent semesters, check your StuInfo portal for future appointment dates. Generally, Summer enrollment opens in March and Fall/Spring opens in April.
- Login to Schedule Builder at [http://schedule.msu.edu](http://schedule.msu.edu). Click on the Schedule Tools tab at the top and select Schedule Builder. Use the Search for Courses tab at the top. StratCom courses can be found by changing the course subject to CAS: Comm Arts & Sciences and changing the course number to 8*. Scroll down to locate your course and click on the calendar icon to the right of the section number. The course will only be added into your course planner, but there is more to do.
- Return to Schedule Builder and click on the green Enroll button. Please note that enrolling is only possible from 8am to 8pm EST.

NOTE: If you are having trouble, contact Daune Rensing ([DMR@msu.edu](mailto:DMR@msu.edu)).

C. ANNUAL REVIEW OF PROGRESS

The student success advisor will review student progress in the program on an annual basis. The review will include a list of remaining requirements, mandated trainings, and documentation of any other factors that may impact graduation such as a grade below a 3.0, a low grade point average, or an academic integrity violation. This report will be placed in the graduate student’s file, together with any response that the graduate student may attach to the report.

D. SAMPLE ACADEMIC PLANS

Your student success advisor will assist you in developing your academic plan. There are multiple options for completing the StratCom degree. Students prioritize different values including taking specific electives, completing a certificate, having a complementary combination of courses each semester, having the appropriate time to complete the degree, and financial considerations. Students will work with their student success advisor to discuss how these values impact the completion of their degree.

Examples of one year, two year, and three year plans can be found on the next page, but these plans do not include electives that count towards a graduate certificate.
### One Year Plan

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
<th>Summer Session 1</th>
<th>Summer Session 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>827</td>
<td>829</td>
<td>831</td>
<td>838</td>
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<tr>
<td>828</td>
<td>839</td>
<td>832</td>
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</tr>
<tr>
<td>844</td>
<td>842</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Two Year Plan

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
<th>Summer Session 1</th>
<th>Summer Session 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>827</td>
<td>829</td>
<td>832</td>
<td>838</td>
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<tr>
<td>828</td>
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<tr>
<td>Fall</td>
<td>837</td>
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<td>837</td>
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<tr>
<td>840</td>
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</tbody>
</table>

### Three Year Plan

<table>
<thead>
<tr>
<th>Fall</th>
<th>Spring</th>
<th>Summer Session 1</th>
<th>Summer Session 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>828</td>
<td>829</td>
<td>832</td>
<td>841</td>
</tr>
<tr>
<td>Fall</td>
<td>840</td>
<td>831</td>
<td>838</td>
</tr>
<tr>
<td>Fall</td>
<td>837</td>
<td>844</td>
<td></td>
</tr>
</tbody>
</table>

### E. COMMONLY USED RESOURCES

The student success advisor will help connect you to MSU resources. The services listed here are only a few of the more commonly used resources:

1. The Council of Graduate Students (COGS) represents the graduate student population to the rest of the University ([https://cogs.msu.edu/](https://cogs.msu.edu/)). We encourage students to take an active interest in their activities. Please view their website for a list of student discounts and services. [https://cvm.msu.edu/cmibnews/the-council-of-graduate-students-cogs-special-discounts-and-services](https://cvm.msu.edu/cmibnews/the-council-of-graduate-students-cogs-special-discounts-and-services)

2. Counseling And Psychiatric Services (CAPS) is the place on campus for students seeking help for a wide range of concerns, including depression, anxiety, stress management, adjustment or acculturation, relationships, gender identity and sexual
orientation (LGBTQ) concerns, substance abuse, trauma, eating or body image concerns, and other personal mental health concerns. https://caps.msu.edu/
Online counseling is available 24/7/365 through https://caps.msu.edu/services/iSSPsocial.html.
3. The MSU Financial Aid office can help answer questions regarding federal financial aid loans. https://finaid.msu.edu/
4. The Parent Resource Center helps students find child care, scholarships, and more. http://studentparents.msu.edu/
5. The Strategic Communication Military Resource page lists benefits, connects you to the student veteran resource page, and covers stories on current and former StratCom students. https://comartsci.msu.edu/stratcom-military-service-resources
Information specific to Financial Aid for Veterans can be found at https://finaid.msu.edu/veterans.asp.
6. The Writing Center offers in person and online appointments at https://writing.msu.edu/.

For a more detailed list of MSU resources, please see the section on university resources.

VII. ACADEMIC POLICIES

MSU's policies on Graduate Education can be reviewed at https://reg.msu.edu/AcademicPrograms/Text.aspx?Section=111.

A. COMMUNICATION

An official MSU email address is issued to each student at the time of admission. This is the only email address that the university will use for sending official communications to students. https://itservices.msu.edu/guidelines-policies/student-email-communications-notice.html.

B. DURATION OF THE PROGRAM

The maximum time for completing the program is five calendar years from the date of first enrollment. There is no minimum time for completing the degree. A student may work with their advisor to petition the associate dean of graduate studies of the college for an extension if it appears likely that the degree can be completed within a short period of time after the five years have elapsed.

C. ACADEMIC PERFORMANCE

StratCom courses are graded with a numerical system of 4.0, 3.5, 3.0, 2.5, 2.0, 1.5, 1.0 and 0.0. Grades at a 3.0 and above are considered passing in the College of Communication Arts & Sciences. Meeting this minimum standard will ensure that you meet the minimum 3.0 cumulative grade-point average to qualify for graduation.
D. POSTPONING A GRADE

Graduate students who wish to postpone a grade after experiencing a catastrophic event should consult their advisor immediately to discuss their options. There is no guarantee that adjustments can be made but contacting the advisor early in the process will ensure the best chance of success. Depending on the circumstances, students may qualify for an incomplete or a withdrawal.

Approval for an incomplete requires that a student has successfully completed 80% of the coursework and the instructor agrees to extend the deadlines given the situation. The course must be completed prior to the next semester of enrollment. If a final grade is not reported in this time frame, the incomplete will be changed to I/0.0.

Approval for a withdrawal is based on the assumption that an extreme event has occurred and it is after the last day to drop a course. If the student is passing the course, or there is no basis for assignment of a grade at the time of the drop, a W grade will be assigned. If failing, a grade of 0.0 will be assigned. The course will remain on the student’s academic record.

Students who leave the university during a semester or summer session without contacting their advisor or officially dropping their courses will be reported as having failed those courses and will forfeit any fees or deposits paid to the university. Fees are subject to refund according to the refund policy. [http://www.ctlr.msu.edu/costudentaccounts/](http://www.ctlr.msu.edu/costudentaccounts/).

E. ACADEMIC PROBATION AND DISMISSAL

When a graduate student receives a grade which falls below the 3.0 standard, the student is contacted by the student success advisor and issued a warning letter from the office of the dean. Upon receipt of this letter the student should consult with the student success advisor with respect to a new academic plan to ensure the best chance of success. In most cases, earning a grade below a 3.0 puts a student on academic probation.

Students receiving two or more grades below a 3.0 can be dismissed from the StratCom program. If a student is academically recessed or dismissed, courses in subsequent semesters are dropped and fees are subject to refund according to the refund policy. Students must initiate this process with their academic advisor. According to the Academic Programs policies, academic dismissal does not imply future readmission, nor does it mean that the person is forever barred from enrollment at MSU.

F. APPLICATION FOR READMISSION

Graduate students whose enrollment at MSU is interrupted for any reason so that they have not been enrolled for three consecutive semesters, including summer, must apply for readmission at [https://reg.msu.edu/StuForms/Readmission/Readmission.aspx](https://reg.msu.edu/StuForms/Readmission/Readmission.aspx) at least two months prior to the
first day of registration for the semester in which the student expects to resume graduate studies. Faculty will evaluate the application to determine admission.

A graduate student who has been dismissed due to academic performance is required to wait a minimum of one calendar year from the date of the withdrawal before being eligible to apply for readmission to a graduate program in CAS. The applicant must be prepared to submit evidence of growth in maturity and responsibility indicative of capacity to perform graduate-level work. Declarations of good intentions are not sufficient. Each application will be considered on its merits. If the student has attended another institution while on dismissal, he or she must submit an official transcript to be considered for readmission. The student may be readmitted contingent upon repeating one of the three courses in which a grade below a 3.0 was earned, and earning a 3.0 or better grade in the course. The course to be repeated may be specified by the department. Following readmission, any additional grade below 3.0 in any course will result in permanent dismissal and the student is automatically removed from candidacy for that degree.

All courses taken at the 400 level or higher are to be considered as graduate courses and will be subject to the “Grades Below 3.0 Rule”. There is a special situation in the case of the graduate student who has been given graduate credit for a course at the 300 level. When this situation arises, we treat such a course as a graduate course, and any grade received below 3.0 will be held against the student and counted as part of the “Grades Below 3.0 Rule”.

G. REPEATING A COURSE

The Graduate School only allows one course to be repeated during the entirety of your graduate program. Grades at a 3.0 and above are not eligible for repeat and repeating a grade of 2.0 or 2.5 require the approval of the student success advisor, the director of the strategic communication program, and the associate dean.

Earning a 3.0 or higher in your second attempt does not eliminate the first earned grade on your transcript, but it does improve your grade point average as only the second earned grade is used in calculating the grade point average. Repeating the course does not eliminate your original grade and therefore counts towards the “Grades Below 3.0 Rule” as discussed in the previous section.

H. APPLICATION FOR GRADUATION

Students should submit an "Application for Graduation" by the first week of the semester the student expects to complete his/her degree requirements. This form can be found online at the Office of the Registrar’s website at http://www.reg.msu.edu/StuForms/GradApp/GradApp.asp.

A student who does not complete the requirements for graduation during the semester in which he/she applied for must reapply for graduation for the appropriate semester that he/she will complete the degree requirements.
VIII. GRADUATE STUDENT RIGHTS AND RESPONSIBILITIES

A. RIGHTS AND RESPONSIBILITIES

1. Understanding Policies
   It is the responsibility of each graduate student to understand all policies as listed in:
   - This section of the handbook including the following policies, rules of academic integrity, guidelines for integrity in research and creative activities, and responsibilities involving authorship, copyright, and technology.
   - All sections of the handbook (to be posted online)
   - The Graduate School’s website (http://grad.msu.edu/gsrr/)
   - The Spartan Life Student Handbook (http://splife.studentlife.msu.edu/graduate-student-rights-and-responsibilities)
   - The Office of the Registrar’s website (https://reg.msu.edu/)
   - Academic Programs (http://www.reg.msu.edu/AcademicPrograms/)
   - The Schedule of Courses (http://schedule.msu.edu)

2. Fulfilling Requirements
   It is the responsibility of each graduate student to fulfill all requirements for the degree in accordance with this manual and any changes that are announced. If a waiver is requested, it is the student’s responsibility to be sure that the waiver is properly signed and in the student file. Students are strongly advised to keep the student copy of all documents related to the requirement categories, or monitor progress in those requirements. This is the responsibility of the student and must be in compliance at the “final certification” for the degree.

B. POLICIES

1. Family Educational Rights and Privacy Act (FERPA)
   MSU guidelines comply with standards established in FERPA and are available at https://reg.msu.edu/AcademicPrograms/Text.aspx?Section=112#s541. The guidelines govern the procedures for maintenance and access to student education records held by the university. The guidelines have a two-fold purpose:
   - To protect a student’s right to privacy of information in the University’s possession concerning the student; and
   - To provide guidance on release or disclosure of student information required by law and as necessary for the effective functioning of the campus community.

2. Anti-Discrimination Policy (ADP)
   The Office of Inclusion and Intercultural Initiatives leads and supports efforts to advance a diverse and inclusive campus community, consistent with MSU’s core values. http://www.inclusion.msu.edu/
3. **Title IX**
   Title IX protects students, employees, applicants for admission and employment, and other persons from all forms of sex discrimination, including discrimination based on gender identity or failure to conform to stereotypical notions of masculinity or femininity.


4. **University Policy on Relationship Violence & Sexual Misconduct**
   The Sexual Harassment Policy was issued by the Office of the President on September 1, 1992 and revised in May 1999, January 2011, and June 2011. The Office of the President issued this expanded Relationship Violence & Sexual Misconduct Policy on January 1, 2015. The Policy was revised on September 8, 2015, August 31, 2016, and August 30, 2017. [https://www.hr.msu.edu/policies-procedures/university-wide/RVSM_policy.html](https://www.hr.msu.edu/policies-procedures/university-wide/RVSM_policy.html)

5. **General Student Regulations**
   The university has clarified and expanded the jurisdiction of General Student Regulations regarding off-campus student conduct. These regulations make it clear that if students violate certain university regulations stated in the General Student Regulations 2.0, they may be held accountable through our conduct system, regardless of where the activity occurs. This includes relationship violence and sexual assault.

   These conduct policies include:
   - General Student Regulations, in particular, 2.0 Protection of Individuals ([http://splife.studentlife.msu.edu/regulations/general-student-regulations](http://splife.studentlife.msu.edu/regulations/general-student-regulations)).
   - University Policy on Relationship Violence and Sexual Misconduct ([https://oie.msu.edu/policies/rvsm.html](https://oie.msu.edu/policies/rvsm.html)). Individuals may file complaints related to this policy via: [https://oie.msu.edu/](https://oie.msu.edu/).

   The policy changes were developed in 2017 and went into effect on January 1, 2018.

6. **Student Consumer Information**
   The Higher Education Opportunity Act of 2008 (HEOA) requires that postsecondary institutions participating in federal student aid programs make certain disclosures to students. Please visit the following web page to review information disclosed to you as a student at MSU in compliance with federal law. [https://reg.msu.edu/ROInfo/HEOAnotices.aspx](https://reg.msu.edu/ROInfo/HEOAnotices.aspx).

C. **ACADEMIC INTEGRITY**

   The principles of truth and honesty are recognized as fundamental to a community of scholars. The university expects both instructors and students to honor these principles and, in so doing,
to protect the validity of university education and grades. Practices that maintain the integrity of scholarship and grades include providing accurate information for academic and admission records, adherence to unit-approved professional standards and honor codes, and completion of original academic work by the student to whom it is assigned, without unauthorized aid of any kind. To encourage adherence to the principles of truth and honesty, instructors should exercise care in planning and supervising academic work.

StratCom students are expected to follow the rules of the university pertaining to academic integrity. Students should familiarize themselves with MSU Policies, Regulations and Ordinances Regarding Academic Honesty and Integrity which are found on the ombudsperson’s website at: https://ombud.msu.edu/academic-integrity/index.html. Students will be dismissed from the program for taking part in any unethical activity e.g., research misconduct, dishonesty with respect to grades or academic records and scholarship, and violations of professional standards.

1. Plagiarism

Plagiarism is a violation of academic integrity. Plagiarism means presenting, as one’s own, the words, creative work or opinions of someone else. You commit plagiarism if you submit as your own work:

- Part or all of an assignment copied from another person's manuscript or notes, spoken words, sounds, or images.
- Part or all of an assignment copied or paraphrased from a source, such as a book, magazine, journal, Web page, or creative product.
- The sequence of ideas, an arrangement of ideas or images, or pattern of thought of someone else, even though you express them in your own words, sounds or images. Plagiarism occurs when such a sequence of ideas is transferred from a source without the process of digestion, integration and reorganization in the writer's mind, and without acknowledgement.
- A paper written for you by someone else.
- An entire work or substantive part of a work that you submitted for another course to a second course without the permission of BOTH of the instructors involved.

You are an accomplice in plagiarism and equally guilty if you:

- Allow your paper or creative project, in outline or finished form, to be copied and submitted as the work of another.
- Prepare an assignment for another student and allow it to be submitted as his or her work.
- Keep or contribute materials to a group project with the clear intent that these be copied and submitted as the work of anyone other than the author. (The student who knows that his or her work is being copied is presumed to consent to its being copied.)

The penalties described in the Academic Rights and Responsibilities shall apply.
2. Avoiding Plagiarism
You can avoid plagiarism by:

- Clearly identifying anything you copy directly from another source (e.g., by using quotation marks).
- Citing or otherwise acknowledging all ideas that are not your own, including anything that you copy directly or that you paraphrase, modify or “sample.”
- Including appropriate acknowledgments or citations throughout the body of your work, as opposed to merely listing general sources at the end.
- Never “downloading” anything from the Internet into your work product without acknowledging the source.
- Consulting the helpful hints at https://ombud.msu.edu/academic-integrity/student-faq.html
- Asking your instructor to register your course at Turnitin.com: http://www.turnitin.com/
- You should also familiarize yourself with the Guidelines for Integrity in Research and Creative Activities, found on The Graduate School webpage at: https://grad.msu.edu/sites/default/files/content/researchintegrity/guidelines.pdf, and reprinted below from Michigan State University, Research Integrity, Vol. 7 No. 2 Spring 2004

D. GUIDELINES FOR INTEGRITY IN RESEARCH AND CREATIVE ACTIVITIES

The conduct of research and creative activities by faculty, staff, and students is central to the mission of MSU (see Note 1, below) and is an institutional priority. Faculty, staff, and students work in a rich and competitive environment for the common purpose of learning, creating new knowledge, and disseminating information and ideas for the benefit of their peers and the general public. The stature and reputation of MSU as a research university are based on the commitment of its faculty, staff, and students to excellence in scholarly and creative activities and to the highest standards of professional integrity. As a partner in scholarly endeavors, MSU is committed to creating an environment that promotes ethical conduct and integrity in research and creative activities.

Innovative ideas and advances in research and creative activities have the potential to generate professional and public recognition and, in some instances, commercial interest, and financial gain. In rare cases, such benefits may become motivating factors to violate professional ethics. Pressures to publish, to obtain research grants, or to complete academic requirements may also lead to an erosion of professional integrity.

Breaches in professional ethics range from questionable research practices to misconduct (see Note 2). The primary responsibility for adhering to professional standards lies with the individual scholar. It is, however, also the responsibility of advisors and of the disciplinary community at large. Passive acceptance of improper practices lowers inhibitions to violate professional ethics. Integrity in research and creative activities is based not only on sound disciplinary practice but also on a commitment to basic personal values such as fairness, equity, honesty, and respect.
These guidelines are intended to promote high professional standards by everyone—faculty, staff, and students alike.

1. **Key Principles**

   Integrity in research and creative activities embodies a range of practices that includes:

   - **Honesty in proposing, performing, and reporting research.** The foundation underlying all research is uncompromising honesty in presenting one’s own ideas in research proposals, in performing one’s research, and in reporting one’s data. Detailed and accurate records of primary data must be kept as unalterable documentation of one’s research and must be available for scrutiny and critique. It is expected that researchers will always be truthful and explicit in disclosing what was done, how it was done, and what results were obtained. To this end, research aims, methods, and outcomes must be described in sufficient detail such that others can judge the quality of what is reported and can reproduce the data. Results from valid observations and tests that run counter to expectations must be reported along with supportive data.

   - **Recognition of prior work.** Research proposals, original research, and creative endeavors often build on one’s own work and also on the work of others. Both published and unpublished work must always be properly credited. Reporting the work of others as if it were one’s own is plagiarism. Graduate advisors and members of guidance committees have a unique role in guiding the independent research and creative activities of students. Information learned through private discussions or committee meetings should be respected as proprietary and accorded the same protection granted to information obtained in any peer-review process.

   - **Confidentiality in peer review.** Critical and impartial review by respected disciplinary peers is the foundation for important decisions in the evaluation of internal and external funding requests, allocation of resources, publication of research results, granting of awards, and in other scholarly decisions. The peer-review process involves the sharing of information for scholarly assessment on behalf of the larger disciplinary community. The integrity of this process depends on confidentiality until the information is released to the public. Therefore, the contents of research proposals, of manuscripts submitted for publication, and other scholarly documents under review should be considered privileged information not to be shared with others, including students and staff, without explicit permission by the authority requesting the review. Ideas and results learned through the peer-review process should not be made use of prior to their presentation in a public forum or their release through publication.

   - **Disclosure of potential conflicts of interest.** There is real or perceived conflict of interest when a researcher has material or personal interest that could
compromise the integrity of the scholarship. It is, therefore, imperative that potential conflicts of interest be considered and acted upon appropriately by the researcher. Some federal sponsors require the university to implement formal conflict of interest policies. It is the responsibility of all researchers to be aware of and comply with such requirements.

- **Compliance with institutional and sponsor requirements.** Investigators are granted broad freedoms in making decisions concerning their research. These decisions are, however, still guided, and in some cases limited, by the laws, regulations, and procedures that have been established by the university and sponsors of research to protect the integrity of the research process and the uses of the information developed for the common good. Although the legal agreement underlying the funding of a sponsored project is a matter between the sponsor and the university, the primary responsibility for the management of a sponsored project rests with the principal investigator and his or her academic unit.

- **Protection of human subjects and humane care of animals in the conduct of research.** Research techniques should not violate established professional ethics or federal and state requirements pertaining to the health, safety, privacy, and protection of human beings, or to the welfare of animal subjects. Whereas it is the responsibility of faculty to assist students and staff in complying with such requirements, it is the responsibility of all researchers to be aware of and to comply with such requirements.

- **Collegiality in scholarly interactions and sharing of resources.** Collegiality in scholarly interactions, including open communications and sharing of resources, facilitates progress in research and creative activities for the good of the community. At the same time, it has to be understood that scholars who first report important findings are both recognized for their discovery and afforded intellectual property rights that permit discretion in the use and sharing of their discoveries and inventions. Balancing openness and protecting the intellectual property rights of individuals and the institution will always be a challenge for the community. Once the results of research or creative activities have been published or otherwise communicated to the public, scholars are expected to share materials and information on methodologies with their colleagues according to the tradition of their discipline.

Faculty advisors have a particular responsibility to respect and protect the intellectual property rights of their advisees. A clear understanding must be reached during the course of the project on who will be entitled to continue what part of the overall research program after the advisee leaves for an independent position. Faculty advisors should also strive to protect junior scholars from abuses by others who have gained knowledge of the junior scholar’s results during the mentoring process, for example, as members of guidance committees.
• **Adherence to fair and open relationships between senior scholars and their co-workers.** The relationship between senior scholars and their coworkers should be based on mutual respect, trust, honesty, fairness in the assignment of effort and credit, open communications, and accountability. The principles that will be used to establish authorship and ordering of authors on presentations of results must be communicated early and clearly to all coworkers. These principles should be determined objectively according to the standards of the discipline, with the understanding that such standards may not be the same as those used to assign credit for contributions to intellectual property. It is the responsibility of the faculty to protect the freedom to publish results of research and creative activities. The University has affirmed the right of its scholars for first publication except for “exigencies of national defense” (see Note 3). It is also the responsibility of the faculty to recognize and balance their dual roles as investigators and advisors in interacting with graduate students of their group, especially when a student’s efforts do not contribute directly to the completion of his or her degree requirements.

2. **Misconduct in Research and Creative Activities**

Federal (see Note 4) and University (see Note 2) policies define misconduct to include fabrication (making up data and reporting them), falsification (manipulating research materials, equipment or processes, or changing or omitting data such that the research is not accurately represented in the record), and plagiarism (appropriation of another person’s ideas, processes, results, or words without giving appropriate credit). Serious or continuing non-compliance with government regulations pertaining to research may constitute misconduct as well. University policy also defines retaliation against whistleblowers as misconduct. Misconduct does not include honest errors or honest differences of opinion in the interpretation or judgment of data.

The university views misconduct to be the most egregious violation of standards of integrity and as grounds for disciplinary action, including the termination of employment of faculty and staff, dismissal of students, and revocation of degrees. It is the responsibility of faculty, staff, and students alike to understand the university’s policy on misconduct in research and creative activities (see Note 2), to report perceived acts of misconduct of which they have direct knowledge to the University Intellectual Integrity Officer, and to protect the rights and privacy of individuals making such reports in good faith.

3. **Resources**

“Guidelines on Authorship”, Endorsed by the University Research Council, January 15, 1998 (http://www.msu.edu/unit/vprgs/authorshipguidelines.htm)

“Research Data: Management, Control, and Access Guidelines”, Endorsed by the University Research Council, February 7, 2001 (http://www.msu.edu/unit/vprgs/research_data.htm)

Notes
2. MSU Faculty Handbook, Chapter VI, “Research and Creative Endeavor- Procedures Concerning Allegations of Misconduct in Research and Creative Activities” (http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Faculty/ResearchCreativeEndeavor/vimiscon-toc.htm)
3. MSU Faculty Handbook, Chapter VI, “Research and Creative Endeavor- Sponsored Research and Creative Endeavor” (https://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/misconductproc/).

E. RESPONSIBILITIES INVOLVING AUTHORSHIP, COPYRIGHT, AND TECHNOLOGY

1. Authorship Guidelines
General guidelines surrounding authorship for public distribution can be found online at https://vprgs.msu.edu/michigan-state-university-guidelines-authorship.

2. Copyright
Copyright guidelines and resources can be found at https://lib.msu.edu/copyright/guidelines/.

The following links provide information about MSU policies and sanctions related to copyright infringement and unauthorized peer-to-peer file sharing, including disciplinary action taken against students who engage in illegal downloading or unauthorized distribution of copyrighted materials using MSU information technology systems. The information also includes a notice that informs students that unauthorized distribution of copyrighted material may subject the students to civil and criminal liabilities. A summary of the penalties for violation of federal copyright laws is also provided.

- Copyright Permissions Center - MSU Libraries statement on using Copyrighted materials https://copyright.lib.msu.edu/
- DMCA (Digital Millennium Copyright Act) Procedures - When MSU receives a complaint that someone is in violation of the DMCA, generally by sharing files on a computer that is connected to the MSU network, MSU is required by federal law to contact the individual and ensure that all activity has been stopped. https://tech.msu.edu/about/guidelines-policies/procedures-copyright-infringement
3. Technology Guidelines & Procedures
Standards for the use of technology resources, systems & data can be found at [https://tech.msu.edu/about/guidelines-policies/#aup](https://tech.msu.edu/about/guidelines-policies/#aup).

- The Acceptable Use Policy lays the foundation for acceptable use of the MSU information technology environment, including business systems and applications, computing services, MSU networks, databases, and other technology resources. These resources also lay out technology usage expectations and responsibilities for the MSU community.
- Cloud Computing Policy - Appropriate use of online software tools such as Google Apps, Gmail, and Microsoft Live Office by the MSU Community. This document is a guide for making informed, well-considered choices about appropriate use of cloud services. It includes information about the Google Apps for Education Edition at MSU, explanations and examples of current concepts of cloud services and applications, as well as risk factors all faculty, staff and students should review before using any cloud service. [https://tech.msu.edu/about/guidelines-policies/#cloud](https://tech.msu.edu/about/guidelines-policies/#cloud)
- Institutional Data Policy - MSU needs to protect the security and integrity of its Institutional Data without hindering the effective and efficient use of those Data. To achieve this objective, the best efforts of every member of the University community are required. The purpose of this Policy is to establish minimum requirements for the appropriate stewardship of Institutional Data. This Policy applies to all members of the university community – faculty, staff, and students. [https://tech.msu.edu/about/guidelines-policies/#data](https://tech.msu.edu/about/guidelines-policies/#data)
- Web Publishing and Accessibility Guidelines - This website provides a central place for web accessibility guidelines, tutorials, and services available to the MSU community. [https://webaccess.msu.edu/](https://webaccess.msu.edu/)

IX. STUDENT CONDUCT AND CONFLICT RESOLUTION

A. STUDENT CONDUCT

Students, faculty and staff are expected to exhibit intellectual curiosity, good cheer, cooperation, and professional demeanor toward each other at all times. They should treat each other with mutual consideration while recognizing the differences between individuals and cultures that we in StratCom all celebrate.
B. CONFLICT RESOLUTION

It is possible that even with the best of intentions, the impact may result in conflict between students and program faculty. Students should contact their student success advisor to discuss their options prior to taking any formal action.

Grievances, and conflicts of interest between students and other faculty, students and staff, or between students will be referred first to the student success advisor and the director of the Strategic Communication Program for resolution. Requests for conflict resolution may be made via email or in person during office hours. All such requests will be handled in confidence. Appeals of the director’s decisions may be made to the associate dean for graduate studies. If needed, appeals of the associate dean’s decisions may be made to the dean of the college and/or university ombudsperson, as appropriate, for referral to the appropriate grievance committees.

C. OFFICE OF THE UNIVERSITY OMBUDSPERSON

Conflicts, disagreements, and issues sometimes arise during the course of a graduate program. If you find yourself in this situation and have exhausted the internal resources for resolving the issue, you may contact the Office of the University Ombudsperson.

The Office of the University Ombudsperson provides assistance to students, faculty, and staff in resolving University related concerns. Such concerns include: student-faculty conflicts; communication problems; concerns about the university climate; and questions about what options are available for handling a problem according to MSU policy. The university ombudsperson also provides information about available resources and student/faculty rights and responsibilities. The office operates as a confidential, independent, and neutral resource. It does not provide notice to the university - that is, it does not speak or hear for the university.

Contact the ombudsperson at any point during an issue when a confidential conversation or source of information may be needed. The ombudsperson will listen to your concerns, give you information about university policies, help you evaluate the situation, and assist you in making plans to resolve the conflict.

Contact information:
Office of the University Ombudsperson
129 N. Kedzie Hall
(517) 353-8830
ombud@msu.edu
https://ombud.msu.edu
X. UNIVERSITY RESOURCES

The following is an alphabetized list of university resources available to all students:

A
- Academic Calendar - https://reg.msu.edu/ROInfo/Calendar/academic.aspx
- Academic Integrity - https://ombud.msu.edu/academic-integrity/index.html
- Academic Programs Catalog - https://reg.msu.edu/AcademicPrograms/Default.aspx
- Acceptable Use Policy - https://tech.msu.edu/about/guidelines-policies/#aup
- Admissions Contact Information - https://admissions.msu.edu/contact.asp
- Admissions Management Portal - https://admissions.msu.edu/your-account/
- Alumni Facebook Group - you will be invited once your degree is awarded
- Anti-Discrimination Policy - http://www.inclusion.msu.edu/
- Application Website - https://admissions.msu.edu/application/app.asp?AL=G
- Application Website for International Students - https://admissions.msu.edu/apply/international/default.aspx
- Associated Students for Career Orientation in Telecommunication (ASCOT) - http://ascot.msu.edu/
- ATS Help Desk - https://tech.msu.edu/support/

B
- Bill Viewing and Payment - https://stuinfo.msu.edu/

C
- Calendar (MSU) - https://reg.msu.edu/ROInfo/Calendar/academic.aspx
- Catalog - See academic programs and course descriptions
- China Academic Degrees and Graduate Education Development Center (CDGDC) - http://www.chinadegrees.cn/en/
- CITI Training - http://ora.msu.edu/train/programs/citi.html
- Cloud Computing Policy - https://tech.msu.edu/about/guidelines-policies/#cloud
- Commencement Application - http://commencement.msu.edu/application
- Commencement Information - http://commencement.msu.edu/
- Confirm Attendance - https://stuinfo.msu.edu/
- Controller’s Office / Student Accounts - http://www.ctlr.msu.edu/COStudentAccounts/
- Copyright Guidelines - https://lib.msu.edu/copyright/guidelines/
- Copyright Provisions - https://tech.msu.edu/about/guidelines-policies/heoa-procedures/
● Council of Graduate Students (COGS) - https://cogs.msu.edu/
● Counseling And Psychiatric Services (CAPS) - https://caps.msu.edu/
● Counseling Online 24/7/365 - https://caps.msu.edu/services/iSSPsocial.html
● Course Descriptions - https://reg.msu.edu/Courses/Search.aspx
● Course Descriptions of Strat Com Courses - https://comartsci.msu.edu/strategic-communication-ma-course-listing
● Course Schedule - https://schedule.msu.edu/

D
● Data Policy - https://tech.msu.edu/about/guidelines-policies/#data
● D2L (Desire to Learn) - https://d2l.msu.edu/d2l/loginh/
● D2L Help Desk - http://help.d2l.msu.edu/
● D2L Video (How To Use D2L) - https://mediaspace.msu.edu/media/t/1_7pdehfh8
● Descriptions of Strat Com Courses - https://comartsci.msu.edu/strategic-communication-ma-course-listing
● Digital Millennium Copyright Act (DMCA) Procedures - https://tech.msu.edu/about/guidelines-policies/procedures-copyright-infringement/
● Disabilities (RCPD) - https://www.rcpd.msu.edu/
● Discounts and Services - https://cvm.msu.edu/cmi/news/the-council-of-graduate-students-cogs-special-discounts-and-services

E
● Enrollment Instructions (Start with Daune) - https://schedule.msu.edu/instructions.aspx

F
● Facebook group - https://www.facebook.com/groups/218768405216191/
● FERPA - https://reg.msu.edu/AcademicPrograms/Text.aspx?Section=112#s541
http://staff.lib.msu.edu/harris23/grants/3forstudent.htm
● Financial Aid for Veterans - https://finaid.msu.edu/veterans.asp

G
● Grading System at MSU - https://reg.msu.edu/AcademicPrograms/Text.aspx?Section=112#s521
- Graduate School Application - https://admissions.msu.edu/application/app.asp?AL=G
- Graduate School Website - http://grad.msu.edu/
- Graduate Student Life and Wellness - https://grad.msu.edu/wellness
- Graduate Student Rights and Responsibilities - http://grad.msu.edu/gsrr/

- Handbook (Spartan Life Student Handbook) - http://splife.studentlife.msu.edu/

- Institutional Data Policy - https://tech.msu.edu/about/guidelines-policies/#data
- Integrity in Research and Creative Activities - https://grad.msu.edu/sites/default/files/content/researchintegrity/guidelines.pdf
- International Application Information - https://grad.msu.edu/internationalapplicants
- IRB - http://ora.msu.edu/train/
- IT Service Desk - https://itservicedesk.msu.edu/CAisd/pdmweb.exe

- Library Distance Learning Services - http://www.lib.msu.edu/dls/

- Master’s Degree in Strategic Communication - https://comartsci.msu.edu/degrees-programs/graduate/masters-programs/strategic-communication-online-masters-program
- Military Resource page - https://comartsci.msu.edu/stratcom-military-service-resources
- MSU Academic Calendar - https://reg.msu.edu/ROInfo/Calendar/academic.aspx
- MSU Educational Assistance Program - https://hr.msu.edu/professional-development/ed-assist/index.html
- MSU Mail - https://mail.msu.edu/
- MSU NetID - https://netid.msu.edu/
- MSU Website - https://msu.edu/

- NetID Access - https://netid.msu.edu/

- Office for Inclusion - http://www.inclusion.msu.edu/
- Office of Environmental Health and Safety - http://www.ehs.msu.edu
- Office of Institutional Equity - https://oie.msu.edu/
- Office of International Students and Scholars - https://oiss.isp.msu.edu/
- Office of the Ombudsperson - https://ombud.msu.edu
● Orientation Video from Fall 2019 - https://www.youtube.com/watch?v=yhsqtUhckQI&feature=youtu.be

● Parent Resource Center - http://studentparents.msu.edu/
● Professional Development - https://cogs.msu.edu/ and https://programs.online.american.edu/msc/masters-strategic-communication/resources/10-communication-associations-to-build-your-professional-network
● Provisional Admission - https://finaid.msu.edu/provadmt.asp

● Readmission Form - https://reg.msu.edu/AcademicPrograms/Text.aspx?Section=111#s331
● Refund Policy - http://www.ctlr.msu.edu/costudentaccounts/
● Registrar’s Important Dates - https://reg.msu.edu/
● Relationship Violence & Sexual Misconduct - https://oie.msu.edu/policies/rvsm.html
● Relationship Violence & Sexual Misconduct Policy - https://www.hr.msu.edu/policies-procedures/university-wide/RVSM_policy.html
● Relationship Violence & Sexual Misconduct Training - https://poe.msu.edu/programs/online_education_program.html
● Resource Center for Persons with Disabilities (RCPD) - https://www.rcpd.msu.edu/
● Responsible Conduct of Research (RCR) - http://grad.msu.edu/researchintegrity/
● Rights and Responsibilities - http://splife.studentlife.msu.edu/graduate-student-rights-and-responsibilities

● Schedule an Appointment with Daune - https://comartsci.msu.edu/our-people/daune-rensing
● Schedule an Appointment with Jason - https://calendly.com/jason-msu/
● Schedule an Appointment with Jen - https://calendly.com/msustratcomjen
● Schedule Builder - https://login.msu.edu/?App=RO_Schedule
● Schedule of Courses - https://schedule.msu.edu/
● Slack - https://slack.com/ (MSUStratCom is our workspace)
● Spartan Life Student Handbook - http://splife.studentlife.msu.edu/
● State Authorization / Distance Learning - https://reg.msu.edu/ROInfo/StateAuthInfo.asp
● StratCom Calendar of Due Dates and Events - students invited on first day of classes
● StratCom Courses - https://comartsci.msu.edu/strategic-communication-ma-course-listing
● StratCom Program - https://comartsci.msu.edu/degrees-programs/graduate/masters-programs/strategic-communication-online-masters-program
● StratCom Website - http://stratcom.msu.edu
● Student Accounts / Controller’s Office - http://www.ctlr.msu.edu/COSTudentAccounts/
● Student Conduct / Filing a Complaint - http://studentlife.msu.edu/sccr/student-conduct
● Student Conduct / General Student Regulations - http://splife.studentlife.msu.edu/regulations/general-student-regulations
● Student Consumer Information - https://reg.msu.edu/ROInfo/HEOAnotices.aspx
● StuInfo Account - https://stuinfo.msu.edu/

T
● Technology Guidelines & Policies - https://tech.msu.edu/about/guidelines-policies/ and https://tech.msu.edu/about/guidelines-policies/#cloud
● Technology Help Desk - https://tech.msu.edu/support/
● Title IX / Relationship Violence, Sexual Misconduct and Anti-Discrimination - http://www.titleix.msu.edu/
● Transcript Request - https://reg.msu.edu/Transcripts/Transcript.aspx
● Transferring Credits - http://www.reg.msu.edu/AcademicPrograms/Text.aspx?Section=111#s383

V
● Veteran Certification Website - https://reg.msu.edu/roinfo/VeteranInfo.aspx#Elig
● Veteran Resource Page - See Military Resource page

W
● Web Publishing and Accessibility Guidelines - https://webaccess.msu.edu/
● Writing Center / Online Appointments Available - https://writing.msu.edu/
XI. DEPARTMENT CONTACT INFORMATION

Mailing address: Michigan State University
Strategic Communication
Graduate Studies Office
404 Wilson Road, Room 294
East Lansing, Michigan 48824-1212
USA

Department Telephone No.: +1-517-432-5255

Department Fax No.: +1-517-432-1244

Department Telephone No.: +1-517-355-9590

Department Fax No.: +1-517-355-1292

Associate Dean for Graduate Studies: Esther Thorson
  Phone: +1-517-432-5168
  Office: 293 Com Arts
  email: EThorson@msu.edu

Program Director: Jason Archer
  Phone: +1-517-884-2397
  Office: 294 Com Arts
  email: Jason@msu.edu

Student Success Advisor: Daune Marie Rensing
  Phone: +1-517-353-1824
  Office: 271 Com Arts
  email: DMR@msu.edu

Outreach Coordinator: Jennifer Trenkamp
  Phone: +1-517-432-5255
  Office: 265 Com Arts
  email: Jen@msu.edu

Technical Support: Valeta Wenslof
  email: Wenslof@msu.edu

Web: http://stratcom.msu.edu
XII. FACULTY

The following is an alphabetized list of all StratCom faculty:

- Saleem Alhabash is an Associate Professor of Public Relations and Social Media at Michigan State University's Department of Advertising + Public Relations, where he also co-directs the Media and Advertising Psychology (MAP) Lab. His research focuses on the processes and effects of new and social media within the context of persuasion. More specifically, his research investigates the cognitive and emotional responses, and psychological effects associated with using new and social media. His research is geared toward understanding how new communication technologies can be used as persuasive tools, most recently in relation to marketing of alcohol as well as digital aggression across the lifespan. He also studies how new and social media can facilitate cross-cultural and international communication, with emphasis on changing attitudes and stereotypes of foreign nations. In 2014, he was named the inaugural recipient of the American Academy of Advertising's Mary Alice Shaver Promising Professor Award. His research won best article, top paper, and top poster awards at national and international conferences. Saleem received his Ph.D. from the University of Missouri School of Journalism. Pre-academia, he worked in a youth nonprofit organization focusing on media and well-being.
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- Jason Archer is the Director of the M.A. Strategic Communications program. As such, he collaborates with an amazing team across departments to help build integrated digital and social media campaigns to attract domestic and international students, and engages alumni and industry alliances to generate interest and enrollment in the program. He also works with faculty on course development and design as well as teaches in the program. Jason previously served as Vice President for Marketing for Media Fusion – a tech startup in San Antonio, TX. He also has been a course designer and adjunct instructor for over ten years in the Department of Communication and Media at Spring Arbor University. Before those roles, He had the privilege of leading global reorganization and rebranding of Free Methodist Church USA and their global communications department, Light & Life Communications as the Executive Director of Communication.
Contact information: Jason@msu.edu; 517-884-2397; https://calendly.com/jason-msu/

- Dr. Constantinos K. Coursaris is an Associate Chairperson, Director of Graduate Studies, and Associate Professor in the Department of Media and Information, as well as Associate Professor in the Department of Advertising and Public Relations. He is also Professor by Courtesy, Usability / Accessibility Research & Consulting in MSU Outreach and Engagement. His formal training consists of a B.Eng. in Aerospace, an MBA in e-Business, and a Ph.D. in Information Systems with a concentration on electronic business (e-Business) and mobile commerce (m-Commerce). His doctoral dissertation focused on “Contextual Usability: The Impact of Distraction on User Performance, Satisfaction, and Adoption of Mobile Devices for Wireless Data Services.” During his academic career he has received many accolades in business analysis and e-Business research and development. Constantinos has been involved in the instruction of over 40 university courses over the last 7 years. He has also gained consulting experience in the private sector, focusing on Web content management, Website development and event organizing. Constantinos has also held management positions in retail, hospitality, and
information technology (IT). Constantinos studies user motivations, expectations, and experiences with new media and the consequent design implications with a focus on social systems. His current research interests lie in the intersection of usability and mobile technologies for the purpose of health and/or commercial applications. He supplements his research expertise with consulting on social media for governance and/or marketing, and has trained diverse organizations in North America, Europe, the Middle East and North Africa (MENA).

Contact information: cousarsi@msu.edu; 517-353-3122; @DrCoursaris

- Prabu David is Dean of the College of Communication Arts and Sciences. From 2010 to 2015, he was Professor and Associate Dean at the Edward R. Murrow College of Communication at Washington State University, where he was instrumental in revising undergraduate and graduate programs, recruiting faculty and developing the administrative framework in the college. Prior to WSU, he was on the faculty at Ohio State University from 1993 to 2010 where he held a number of positions, including Assistant and Associate Professor, Director of Undergraduate Studies of the School of Communication, and Faculty Associate with OSU's Comprehensive Cancer Center and the Center for Public Health Preparedness. Over the years, he has won awards for research, teaching and design. He graduated with a B.S. in physics from Loyola College, Chennai, India, earned a master's degree in journalism from Ohio University, and completed his doctoral degree in mass communication from the University of North Carolina in Chapel Hill.

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- Dr. Patricia Huddleston is a Professor of Retailing in the Department of Advertising + Public Relations. She teaches undergraduate courses in Consumer Behavior and Retail Strategy and Consumer Behavior, International Consumer Behavior and Strategic Brand Communication at the graduate level. From 1991-2007 her research analyzed the retail systems in the transition economies of Russia and Poland. She was present at a pivotal moment in Russian history, witnessing the failed coup of August 1991. She and Dr. Linda K. Good published work on Russian and Polish worker morale, Price-Quality product perceptions of Russian and Polish consumers and Ethnocentric tendencies in Russian and Polish consumers. In 1996, Dr. Huddleston spent a sabbatical in St. Petersburg, Russia, teaching the first marketing course at Leningrad Oblast University. From 1998-2007, she pioneered a study abroad program to Russia and Poland which focuses on Retail Distribution. This intensive, short term program provided the opportunity for students to gain knowledge of retailing in post-transition economies. Dr. Huddleston’s research interests include customer loyalty, with a focus on food stores. A recent study drew comparisons between traditional (e.g. Kroger’s) and specialty (e.g. Whole Foods) food store shoppers and found that specialty store food shoppers are more loyal than conventional store shoppers. In 2004, Dr. Huddleston spent six months in Australia at Monash University, interviewing retail CEOs for a book chapter on Retailing in Australia. As a result of the time spent in Australia, she collaborated with Dr. Stella Minahan from Deakin University on a book entitled Consumer Behavior: Women and Shopping, which was published in January 2011. Her newest research project uses eye tracking technology to identify what consumers focus on when they view retail displays and how eye movement relates to purchase behavior. She is collaborating with Dr. Bridget Behe and Dr. Thomas Fernandez from the Department of Horticulture (MSU) and Dr. Stella Minahan from Deakin University, Melbourne, Australia.

Contact information: huddles2@msu.edu; (517) 353-9907
• Anastasia Kononova is an assistant professor of advertising at MSU. Media multitasking is an overarching focus of Kononova’s interdisciplinary and international research that lies in the intersection of three areas: media and technology use across different cultures and social groups; psychological responses to media devices and persuasive messages; and advertising and digital literacy. Kononova’s primary research interest is related to exploring media multitasking behavior, i.e. using/being exposed to multiple media at the same time. Studying media multitasking patterns reflects idiosyncrasies and commonalities of media use across markets. Such knowledge helps enhance international communication, especially with regard to using multiple platforms to convey messages effectively. Kononova has studied media multitasking not only in a cross-cultural setting but also across the lifespan, focusing on media use behaviors of older adults. A large body of Kononova’s media multitasking research is devoted to exploring the effects of this behavior on cognition, emotion, rationalization, and resistance to persuasion. Kononova has found that switching between online tasks and using multiple screen devices at the same time negatively affect memory for mediated content, elicit less skeptical responses to persuasive messages (e.g., health and advertising messages), and hinder rational choices (e.g., choice of healthful snacks). In a related area of research, Kononova has explored how individuals cognitively and affectively respond to advertising messages placed in congruent and incongruent online contexts. In a recent project, Kononova focused on the use of health mobile applications (apps) and privacy concerns associated with sharing personal information via smartphones, exploring credibility judgments that individuals made of sponsored health mobile apps. Kononova’s word appeared in highly ranked peer-reviewed journals, such as Computers in Human Behavior, Cyberpsychology, Behavior, and Social Networking, International Journal of Communication, Journal of Health Communication, Journal of Medical Internet Research: mHealth and uHealth, and others. Before joining the Department of Advertising and Public Relations at Michigan State University, Anastasia worked as an assistant professor of communication and media at the American University of Kuwait. She earned a doctoral degree at the University of Missouri’s School of Journalism and a master’s degree at Oklahoma State University. Before graduate school, Anastasia studied in Rostov State University (Southern Federal University since 2006) in Russia, where she also worked as a corporate communication specialist. Contact information: kononova@msu.edu; (517) 432-5129; www.anastasiakononova.com

• Anna McAlister is an Assistant Professor in the Department of Advertising + Public Relations. Prior to joining Michigan State, Anna worked in the Department of Consumer Science at the University of Wisconsin – Madison. Anna’s research area is consumer behavior. Having earned a Ph.D. in developmental psychology, her special interest is the application of theories of developmental psychology to the study of children’s consumer socialization. Her work is largely policy-oriented, with an interest in children’s knowledge of food brands, their responses to food advertising, and their resulting formation of food preferences. Recent papers are published in Journal of Public Policy & Marketing, Journal of Advertising, Cognitive Development, and International Journal of Advertising. Anna received her Ph.D. from the University of Queensland, Australia. She also holds a Graduate Certificate in Education with a specialization in Higher Education, and a Bachelor of Psychological Science with first class honors. Contact information: annamc@msu.edu; (978) 232-2187

• Dr. Rachel Mourão employs both quantitative and qualitative methods to focus on how journalists cover political events in a changing media ecosystem. Her projects have
focused on elections and protests, both in the United States and in Brazil. At MSU, she teaches courses on social media, media literacy, media theory and multimedia reporting. She has received grants from the US State Department (Missions Brazil and Chile), the Online News Association, and the Association for Education in Journalism and Mass Communication. Dr. Mourão worked several years as an online reporter and social media manager in journalism and public relations in Brazil. More recently, her work centered on journalists covering right and left-leaning political protests and elections in Latin America and the United States. Dr. Mourão received her doctorate in journalism from the University of Texas at Austin, School of Journalism. She also holds a Master of Arts from the University of Florida, Center for Latin American Studies and a Bachelor of Arts from the Universidade Federal do Amazonas, Departamento de Comunicação Social. Dr. Mourão lives in East Lansing, Mich., with her husband and two dogs. When she’s not working, she spends time outdoors with her husband and dogs or binge-watching TV. Mourão’s key research interests in digital media, political communication, journalism studies, and Latin American Studies have allowed her to focus on the intersection between journalism, new media and politics. She is particularly interested in the conditions under which technology affects the work of journalists covering political events like protests and elections. In 2017, her dissertation won the Gene Burd Outstanding Dissertation in Journalism Studies Award from the International Communication Association, and the best dissertation award from the Mass Communication and Society division at the Association for Education in Journalism and Mass Communication. Contact information: mourao@msu.edu; (517) 884-0933

- Dr. Reed Sheard will be teaching CAS 838: Organizational Communication in the Strategic Communication M.A. Program. Reed is currently the VP/COO at Westmont College in Santa Barbara, CA. Reed Sheard joined Westmont College in October 2008. He comes from Spring Arbor University in Michigan where he served as Vice President and CIO for five years. At Spring Arbor Dr. Sheard oversaw the development of a private, statewide network covering more than 1,800 miles and servicing 14 regional sites as well as the main campus. He was also instrumental in developing and overseeing Spring Arbor University Online, which has grown from 19 students earning degrees over the Internet to over 400. In January 2010 Dr. Sheard took over responsibility as the Vice President for College Advancement, a division comprised of six departments. He continues to serve as the college’s CIO. Dr. Sheard led the launch of the Bright Hope for Tomorrow campaign, the largest capital campaign in Westmont's history, which will provide the funding for the Adams Center for the Visual Arts, Winter Hall for Science and Mathematics, athletic fields and the new observatory. In his first few years at Westmont, Dr. Sheard has authored a number of articles in the area of innovation and technology while also serving on numerous boards, most recently providing leadership of the Higher Education practice group of the CIO Executive Council along with serving on the board of the MIT Enterprise Forum for the Central Coast. Dr. Sheard and Westmont College were awarded the InfoWorld 100 Top IT Projects in the Cloud Computing Initiative category for 2009. Dr. Sheard graduated from University of Sioux Falls, earned a master's of divinity degree at Fuller Theological Seminary and a doctorate in higher education leadership from Seattle University. Previously, Dr. Sheard worked at General Electric, Apple Inc., Consonus Inc., and George Fox University as an assistant professor of Leadership Studies. Contact information: sheardre@msu.edu; 517-884-2397
Shawn Turner is a Professor of Strategic Communication at Michigan State University, and a National Security Communication Analyst for CNN. He is an established expert in communication leadership, strategy, and crisis management. As an experienced practitioner, Turner’s teaching focuses on the intersection of communication theory, and the execution of effective communication practices. Turner’s research interests include examining the role of disinformation in decision making related to civic engagement, and the use of persuasive communication strategies in extremist ideology. Turner is also a retired Marine Corps officer and has served in communication leadership roles with governmental, private sector, and non-profit organizations. His previous positions include Director of Communication for U.S. National Intelligence, at the Office of the Director of National Intelligence, Assistant Press Secretary for Foreign Affairs at the National Security Council, and Deputy White House Press Secretary for National Security under the Obama administration. Turner’s previous academic experience includes serving as Chair of the Information Operations program (renamed MDV Program) at the Daniel Morgan Graduate School of National Security in Washington DC, and as an adjunct professor in the University of Pennsylvania Law School. Turner has been published in the USA today, on CNN.com, and is the co-author of “Best Practices in Risk Communication for National Defense” published in The Handbook of Science and Technology for Homeland Security. He is a member of the Board of Advisors for the National Security Agency (NSA), and serves on the Executive Board of Advisors for the Center for Ethics and the Rule of Law (CERL) at the University of Pennsylvania Law School. Contact information: ssturner@msu.edu

Dr. Wietske van Osch received her Ph.D. in Economics (Information Systems) at the University of Amsterdam. Her doctoral dissertation focused on “Generative Collectives” and in particular the structural, cognitive and technological dimensions of online communities that result in enhanced innovation and won the First Runner Up award for the ACM SIGMIS / AIS Best Doctoral Dissertation Award 2012. Before joining the Department of Telecommunication, Information Studies, and Media at Michigan State University, she was a lecturer at the University of Amsterdam, teaching both B.Sc. and M.Sc. courses on Organization & Management Theory, Innovation & Design, and Research Methods. Wietske holds a Bachelor of Science in Culture, Organization and Management from the VU University of Amsterdam and a Master of Science in Organization Science from the VU University of Amsterdam/Copenhagen Business School. Her current research interests include online communities, social media, and enterprise social software and in particular the potential of these platforms for enhancing collaboration within and beyond organizational contexts. Current research projects involve extensive industry collaborations for research on Enterprise Social Software, big data, and social media marketing with companies including Steelcase and Leo Burnett. Contact information: vanosch@msu.edu; (517) 355-4714

Valeta Wensloff evangelizes for the department by designing public-facing graphical assets such as brochures, posters and websites for department programs, grants, publications, events and community outreach. These include the Meaningful Play conference, Information Technology minor, and other events/minors. In addition, she is the Internship Coordinator and facilitates for-credit internships. She received her M.A. from the Department of Media and Information (formerly Telecommunication, Information Studies & Media) at MSU, with an emphasis on Digital Media Art & Technology, and received her B.S. from Ferris State University in Television Production. She currently teaches CAS 204: Web Design and previously taught CAS 207: Media Animation, as well as undergraduate and graduate-level Independent Studies (MI490 and MI890,
respectively). As Producer for the Strategic Communication MA Program, she oversees production of courses for the College-wide fully-online Master of Arts program (Strategic Communication – stratcom.msu.edu) and teaches faculty how to transition to online teaching (best practices, accessibility, etc.). She also co-teaches CAS 831: Digital Content Creation, Curation and Promotion with Dr. Constantinos Coursaris.

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- Dr. Kristen Wilkerson joined the Michigan State faculty in 2014. She currently teaches ADV 350 Media Strategy online for the Department of Advertising + Public Relations. She also teaches Marketing Strategy and Marketing Principles on campus for the Department of Management & Accountancy at the University of North Carolina at Asheville. For over ten years, Dr. Wilkerson designed and taught a variety of courses for the online graduate program in Integrated Marketing Communications at West Virginia University. She also served as an online instructor for undergraduate advertising majors in the Reed School of Media at WVU. Along with numerous conference and panel presentations, Dr. Wilkerson has published in a number of peer-reviewed journals including the International Journal of Integrated Marketing Communications, the Journalism and Mass Communications Educator and the Journal of Computer Mediated Communication. She also wrote an article for The Advertising Age Encyclopedia of Advertising. She is a longtime member of the American Academy of Advertising. In terms of professional experience, Dr. Wilkerson co-founded an advertising and public relations agency called Thompson Earnhart & Associates in 1995. By 1998, TE&A was the second-largest full-service agency in Northwest Arkansas with 29 employees and annual billings of over $3 million. It is now owned by Saatchi & Saatchi and known as Saatchi & Saatchi X. Education Ph.D. in Advertising from the University of Texas at Austin M.A. in Advertising & Public Relations from the University of Arkansas B.A. in Advertising & Public Relations from the University of Arkansas. Contact information: kristenw@msu.edu
XIII. ADDITIONAL HELP SERVICES

If you have any technical difficulties, please contact one of the following help services. These offices are staffed with people trained to resolve problems relating to your online distance learning tools.

Library Distance Learning Services
http://www.lib.msu.edu/dls/
24/7 Support
1-800-500-1554*
1-517-355-2345
reachout@msu.edu

*Toll-free service is available throughout North America, including Canada, Mexico, Alaska and Hawaii.

ATS Help Desk
https://tech.msu.edu/support/
(517) 432-6200
toll free (844) 678-6200
24 hours/7 days a week except on university holidays

D2L Help Site
http://help.d2l.msu.edu/
Local: (517) 432-6200
Toll-free: (844) 678-6200 (North America and Hawaii)

If you have any questions or concerns at any time throughout your study, please don’t hesitate to contact one of our staff.