



STRATEGIC PLAN 2021-2026



College of
Communication
Arts & Sciences
MICHIGAN STATE UNIVERSITY

TABLE OF CONTENTS

A MESSAGE FROM THE DEAN	2
INTRODUCTION	3
THE STRATEGIC PLANNING PROCESS	4
Strategic Planning Committee Members	5
SUMMARY OF GOALS	6
NARRATIVE OF GOALS AND STRATEGIES	7
Goal 1: To become a leader in creating career paths into communication industries for students from historically marginalized groups.	7
Goal 2: To position the College of Communication Arts & Sciences as a destination for innovative teaching and career success for students at all levels (undergraduate, M.A., and Ph.D.).	8
Goal 3: To have demonstrated, global impact on addressing public problems through research and creative works in three encompassing signature areas: Healthy People + Healthy Planet, Communication Technology + Digital Transformation, and Innovative Storytelling + Engaged Communities.	9
Goal 4: To continuously improve ComArtSci internal culture and climate.	11
Goal 5: To be strategic, responsible stewards of our resources, and grow our capacities for innovation and entrepreneurship among faculty and staff.	11
APPENDIX: DETAILED OBJECTIVES AND TACTICS	13
Goal 1	13
Goal 2	14
Goal 3	15
Goal 4	16
Goal 5	16

A MESSAGE FROM THE DEAN

This is our second College of Communication Arts & Sciences (ComArtSci) strategic plan during my tenure as Dean. In my first five years, we focused on traditional metrics of success: recruiting star faculty, rankings, and global reputation. Our focus was on individual excellence rather than what we could do together. This approach has produced many successes. Yet, while we are individually excellent in many ways, collectively, we are still engaged in the process of making the whole greater than the sum of the parts.

We have written our new strategic plan at a very different time. Especially now, as we begin to emerge from the pandemic, a different set of values stand out in stark relief: generosity of spirit, trust, inclusive community, and engaged scholarship. When we began this planning effort in October 2020, I charged the committee to draft a plan that would guide us through the next five years. I asked them to build on our traditions of excellence in research and creative works, but also to acknowledge the need for a renewed commitment to our land-grant ideals of access, empowerment, and inclusion.

You will see this emphasis in the plan. It sets a path forward for our College to create transformational change in diversity, equity, and inclusion. This will require alignment of our actions across many domains: Increasing diversity among faculty and staff, reducing opportunity gaps at the intersection of race, gender, and first-generation student status, and continuing to build a more inclusive culture for our staff and faculty here in the College.

The plan also sets a path forward to think about the impact of our research and creative works in new ways. It asks us to consider impact not only on rankings and awards, but on the lives of people and our communities. If we can harness our diverse methodological, theoretical, and practical expertise toward these ends our impact will only grow—on a scale “from nations to neurons.”

I asked the committee to undertake a collaborative planning effort grounded in respect for the many voices seeking to be heard in our College. They did so. During the planning process, the committee facilitated more than 30 small group conversations across different roles: students, staff, faculty, and alumni. They visited staff and faculty meetings to share what they were learning along the way. They collected data from around the College, from the University, from our competitors, and by examining national trends in higher education. I am grateful to the committee for their efforts, and to all of you for your willingness to share your insights and ideas. The strength of this plan is its reflection of so many voices in the College.

We have set lofty goals, and there is much work to be done. I am excited to do that work with you. Working together, we can achieve the extraordinary.

Sincerely,



PRABU DAVID (he/him)

Dean, College of Communication Arts & Sciences

INTRODUCTION

This strategic plan builds on the many existing strengths of the College of Communication Arts & Sciences: A deep commitment to Michigan State University's land-grant ideal of empowerment through education and outreach; ComArtSci's vibrant intellectual culture and reputation for excellence in research & creative works; our rich tradition of innovative teaching and learning. We embarked on a strategic planning process amidst a global pandemic; we are poised to refocus our efforts and energy on what comes next.

The strategic planning committee identified five priority domains where we need to plan for success.

DIVERSITY, EQUITY, AND INCLUSION (DEI) AND WORKPLACE CLIMATE

RECRUITMENT AND RETENTION OF STAFF, FACULTY, AND STUDENTS

RESEARCH, CREATIVE WORKS, AND COLLABORATION

STRATEGIC RESOURCE ALLOCATION AND REVENUE GENERATION

STUDENT EXPERIENCE

Success in these five domains is highly interdependent. A vision for diversity, equity, and inclusion must encompass all stakeholders in the College. Recruiting and retaining the best students, faculty, and staff depends on building a community to which everyone is proud to belong, and on providing a high-quality teaching and learning experience. Growing collaborations in research and creative works requires infrastructure—leadership, time, and space—and successful infrastructure requires resources.

ACKNOWLEDGEMENT:

As we move forward with a strategic plan and vision for the future, the College of Communication Arts & Sciences purposefully reflects on the history of the land it occupies. We collectively acknowledge that Michigan State University occupies the ancestral, traditional, and contemporary Lands of the Anishinaabeg – Three Fires Confederacy of Ojibwe, Odawa, and Potawatomi peoples. In particular, the University resides on Land ceded in the 1819 Treaty of Saginaw. We recognize, support, and advocate for the sovereignty of Michigan's twelve federally-recognized Indian nations, for historic Indigenous communities in Michigan, for Indigenous individuals and communities who live here now, and for those who were forcibly removed from their Homelands. By offering this Land Acknowledgement, we affirm Indigenous sovereignty and will work to hold our College and University more accountable to the needs of American Indian and Indigenous peoples.

THE STRATEGIC PLANNING PROCESS

The ComArtSci strategic plan was developed through a collaborative process involving stakeholders across our community. We grounded our process in a strong set of principles:

- **Create a shared vision.** Our goal for the planning process was to create a shared vision for the future of the College. This vision will provide a high-level direction—a North Star to guide our navigation into the future.
- **Be collaborative.** All voices will be welcomed to inform and contribute to the development of a shared vision. The voices of all stakeholders will be valued and respected. We will seek new ways to leverage our collective resources and identify strategic priorities that cut across department and unit boundaries.
- **Be transparent.** The process of strategic planning will be open and transparent. Every deliverable from the planning process will be shared on our internal website and planning leadership will provide regular updates to faculty and staff in various venues.
- **Act through informed deliberation.** We need to understand a wide range of data and perspectives before making decisions. Our goals should be aspirational but feasible.
- **Engage in principled compromise.** We acknowledge the need for trade-offs between competing goods.

Our process was based on Dr. Patrick Sanaghan's Collaborative Strategic Planning process, which emphasizes meaningful engagement with stakeholders throughout the planning process, the careful collection of data, and attention to diverse perspectives.

Phase 1: Getting Organized. Committee members were identified and the planning leadership visited all faculty and staff meetings in the College to talk with stakeholders about engagement with the process, and to understand stakeholder hopes and concerns about the process.

Phase 2: Gathering Data. The strategic planning committee reached out to and held conversations with more than 30 groups of staff, faculty, and students in different roles in the College. We also conducted an environmental scan, gathering data from units around the College, from the University, and about national trends in higher education.

Phase 3: Identifying Strategic Themes. The committee synthesized data from Phase 2 and, across a series of conversations, identified five priority areas where we wanted to focus the plan: 1) Student experience; 2) Diversity, equity, inclusion and workplace culture; 3) Research, creative works, and collaboration; 4) Recruitment and retention of staff, faculty, and students; and 5) Strategic resource allocation and revenue generation. Also during this phase, we reported back to stakeholders on the findings from the environmental scan by giving a half hour presentation at all faculty and staff meetings across the College, as well as to the alumni board. We held listening sessions for anyone who wanted to offer comments at this stage in the process.

Phase 4: Focused Inquiry. In Phase 4, the committee broke into workgroups to dig deep in each of the five priority areas. The result of that process was five “concept papers,” short papers that summarize what the committee learned about each area, and the opportunities and challenges we considered as we entered into the final phase of the process. These papers were shared with the ComArtSci community.

Phase 5: Writing the Plan. In writing the plan, the committee worked to articulate goals and objectives that could chart a path forward across each of the five priority areas. The committee worked through multiple revisions of the draft, and the draft was also reviewed and informed by the Dean’s leadership team.

Finally, we shared the draft plan with the ComArtSci community. We held open feedback sessions via Zoom and solicited written feedback. The strategic planning committee met to review community feedback and revised the plan accordingly.

Strategic Planning Committee Members

Strategic Planning Committee Co-chairs:

Eric Hunter (Associate Dean for Research; Communicative Sciences and Disorders)

Lauren McKenzie (Director of Diversity, Equity, and Inclusion)

Kjerstin Thorson (Advertising and Public Relations and School of Journalism)

Strategic Planning Committee Members:

Jeremy Bond (Media and Information)

Heather Brown (Media and Information)

Andrew Corner (Advertising and Public Relations)

Lucinda Davenport (School of Journalism)

Jim Dearing (Communication)

Elizabeth Dorrance-Hall (Communication)

Kelly Feinberg (Office for Research)

Joe Grimm (School of Journalism)

Dan Hartley (Communications Office)

Teresia Hagelberger (Human Resources)

Rachel Iseler (Academic Programs)

Melanie McGuire (WKAR)

Kari Schueller Lopez (Advising)

Kristin Hicks (Communicative Sciences and Disorders)

Meredith Jagutis (Advancement)

Wei Peng (Media and Information)

SUMMARY OF GOALS

These goals are highly interdependent. Success in one area depends on success in the others. Therefore, the order of the goals does not reflect an ordering of priorities.

- Goal 1:**
To become a leader in creating career paths into communication industries for students from historically marginalized groups.
- Goal 2:**
To position the College of Communication Arts & Sciences as a destination for innovative teaching and career success for students at all levels (undergraduate, M.A., and Ph.D.).
- Goal 3:**
To have demonstrated, global impact on addressing public problems through research and creative works in three encompassing signature areas: Healthy People + Healthy Planet, Communication Technology + Digital Transformation, and Innovative Storytelling + Engaged Communities.
- Goal 4:**
To continuously improve ComArtSci internal culture and climate.
- Goal 5:**
To be strategic, responsible stewards of our resources, and grow capacities for innovation and entrepreneurship among faculty and staff.



GOAL 1

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

A key element of Michigan State University's (MSU) founding mission as a pioneer land-grant university is to expand the availability of a practical education to all people. While we are striving toward that ideal, there is still much to do. At MSU and in our own College, there are substantial opportunity gaps at the intersection of race, gender, and first-generation student status. These exist across multiple metrics: graduation rates, time to degree, and career readiness. Moreover, the pandemic exacerbated existing education inequalities for students from marginalized communities, who are already faced with structural and systemic barriers.

A great career in the communication arts and sciences starts with a spark of interest—but also with an understanding of the value of our degrees for lifelong financial success. Unfortunately, student opportunity gaps often translate into career opportunity gaps. The communication industries that hire our students are marked by inequities in hiring and advancement. From advertising agencies to game studios to speech-language pathology, the communication industries are reckoning with the legacy of structural racism and discrimination.

Our College can be part of the solution for these challenges. We will achieve this goal by pursuing four strategies.

WE WILL:

- Work together as a College to enhance the ComArtSci experience for students from historically marginalized groups. This will require coordination of tactics focused on curricular change, student retention, hiring and training of faculty and staff, and student services. We will increase investment in student services to make sure students have the quality and amount of support they need to succeed.
- Treat the journey from high school to post-college career placement as a series of opportunities to engage students from historically marginalized groups. Right now, efforts to support students along this journey are taking place across the College, piecemeal. We will coordinate these efforts through a single point of contact who will be identified during the implementation process—and invest in programs that show success.
- Develop a strategic communication plan to communicate the value of ComArtSci degrees for career success. One important audience for that communication will be Michigan families from historically marginalized groups. We will transform public understanding of the value that ComArtSci graduates bring to a range of workplaces and industries by starting right here in Michigan, home to the majority of our students. In addition, we will explore how existing WKAR projects (e.g., our Curious Crew children's television program) can be part of this process.

- Partner with alumni to expand career opportunities for students from historically marginalized groups. Our alumni are passionate about creating opportunities for our students. We will harness this energy toward fundraising, mentoring, networking, and developing career portfolios. We will increase the number of engaged alumni from historically marginalized groups so students can envision their own success knowing that it includes people who are similar to them.
- We believe our efforts to support career paths for students from historically marginalized groups and first-generation students will have positive cascading effects for the student experience in the College. Every unit in ComArtSci has a role in this process.

GOAL 2

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

The College of Communication Arts & Sciences is a hub of innovative teaching. From research methods and news writing to critical and creative thinking to game development, our faculty, academic staff, and graduate teaching assistants are second to none. A majority of our undergraduate students take part in powerful experiential learning opportunities. Our majors offer students cutting edge learning in some of the world's most dynamic, high-impact fields. Our graduate programs have a long tradition of excellence, successfully placing students in top industry and academic positions.

Our spirit of innovation shaped student experience during the pandemic. The shift to more online and remote experiences required new skills and experiments with modes of student engagement. As we move forward from this challenging time, we can harness the very best of those experiments and seed them across our curricula and the broader student experience in the College.

To reach our goal, we propose the following strategies: WE WILL:

- Build on innovative teaching practices developed during the pandemic. Foster a culture of collaboration across departments around evidence-based practices for student engagement and learning, as well as measuring the quality of student experience in the College over time. Recognize high-quality teaching as an important value for all faculty and staff at ComArtSci.
- Remove obstacles to great teaching and offer to support for teaching innovation. Classroom innovation starts with a consistent baseline of quality teaching. We will make it easier to innovate in the classroom by offering, for example, support for faculty who want to experiment with instructional design; streamlined Desire to Learn (D2L) templates to reduce the burden of set-up; support for making course materials accessible; syllabus templates for easier access to policy information; easy access to examples of effective, evidence-based teaching practices.

- Grow alignment between teaching and research. Identify new ways to bring research into the classroom and involve students in research projects.
- Continue to grow engagement between students and alumni to amplify opportunities for career success. Identify opportunities to bring alumni into existing classes and grow student engagement with the new virtual mentoring hub, ComArtSci Connect.
- Communicate the value of majoring in ComArtSci for career success and share stories about innovative teaching, with an emphasis on targeted communication to incoming MSU undergraduates who are exploring new majors. Provide support to graduate directors for recruitment of M.A. and Ph.D. students.

GOAL 3

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

We are serious about our commitment to merging the Art and Science of communication. In multiple areas, our breadth of expertise and our interdisciplinary skills are world class. We care deeply about the impact of our work and we know that our knowledge and skills—and our artistic and scientific creativity—will be part of the solutions to the big problems we face in the world.

In our pursuit of impact, our diversity of approaches is our greatest strength—and also our greatest challenge. How do we work together across our differences to address societal problems? How do we remove obstacles to collaboration and provide infrastructure for excellence? High-impact collaborations require infrastructure of many kinds: leadership, support, technology, and space, to name a few. Therefore, we will invest in infrastructure to support research and creative works that address three encompassing signature areas:

- **Healthy People + Healthy Planet:** Research and creative works that promote healthy people and a healthy planet. For example: health behavior and change; theorizing persuasion, social influence, and strategic communication in health and environment contexts; the role of communication in health disparities; communication disorders and autism; translational communication; science and risk communication; the role of communication in healthy families, relationships, and organizations.
- **Communication Technology + Digital Transformation:** Research and creative works that tackle the role of communication technology in society. For example: Machine learning and algorithmic bias; information and media policy; digital advertising effects; Virtual Reality/Augmented Reality (VR/AR)-immersive media for social change; cybersecurity and privacy; social media and misinformation; rural broadband and computing; human-robot interaction; the impact of digital media on the journalism industry; computational advertising.

- **Innovative Storytelling + Engaged Communities:** Research and creative works at the intersection of storytelling, audiences, and engaged communities. For example: Theorizing connections between narratives and persuasion; filmmaking and documentary production; reimagining journalistic storytelling; first amendment, freedom of speech, and the role of the press in democracy; media and civic engagement; message design and effects; children and media; news framing.

By design, these signature areas invite the engagement of all ComArtSci faculty, staff, and students. Each is expansive enough to be inclusive of diverse faculty interests and approaches, as well as collaborations with WKAR. We will engage these signature areas from many perspectives, including developing and testing theory, building technology, designing interventions, partnering with industry, and engaging the public through creative works. Our work in these areas will require diverse methodological expertise and inquiries across levels of analysis, and attention to pressing international development questions in countries all over the world. We will work on a scale ‘from nations to neurons.’ But most important: We believe that communication processes are at the center of the great social issues of our time. We will be powerful advocates for the study of communication (broadly understood) for our university audiences and beyond.

To achieve our goals in this area, we propose the following strategies: **WE WILL:**

- Invest in the growth of infrastructure in areas that cut across the topical foci of many other faculty and staff in the College. To do so, we will identify faculty leaders for each signature area who will develop a strategic plan for their area with the goals of (a) demonstrating impact, (b) including a wide array of faculty and staff from across the college, and (c) becoming financially self-sufficient. For faculty and staff, research and creative works with demonstrated alignment to one of the three areas will be eligible for seed funding and an additional tier of support from the ComArtSci Communications Office and the Office for Research.
- Develop and execute a strategic communication plan with the goal of ensuring impact in research and creative works to targeted audiences, with a particular focus on work aligned with one or more of the three signature areas. Strengthen our ability to build productive relationships with stakeholder communities and tell interdisciplinary research stories to enhance our research reputation among potential graduate students, faculty, others within the University, and external sponsors. In addition, the College will provide support for faculty interested in expanding their public engagement profile.
- Leverage the three signature areas to enhance recruitment to Ph.D. and master’s programs. The College will help coordinate strategy across the graduate programs to enhance brand distinction and continue to elevate reputation. In addition, we will leverage shared faculty interests to identify possibilities for graduate mentorship and teaching through the three signature areas (e.g., create programs or tracks focused on media psychology, computational communication, or other areas of shared focus).
- Enhance support for research and creative works through a strengthened research advisory committee, with a focus on growing research resources, grant support, and research spaces while removing barriers for innovation.

GOAL 4

To continuously improve ComArtSci internal culture and climate.

The success of the College depends on the quality of our workplace culture and climate. All staff and faculty must have the opportunity to pursue their goals, work in a respectful and collegial environment, and make significant contributions. That means we must hold ourselves individually and collectively accountable for the quality of our culture. We acknowledge that the energy we spend to improve our climate may incur trade-offs with traditional productivity metrics.

To achieve this goal we will adopt the following strategies:

WE WILL:

- Measure our workplace culture and climate—and the efficacy of culture-focused initiatives—every two to three years, starting in spring 2022. We will work toward improvement on key metrics, which will be identified during the implementation process.
- Re-imagine staff and faculty annual review processes to reward progress toward personal goals and contributions to College strategic priorities. We are committed to enabling flexibility in job roles when possible. We will evaluate and reward contributions to diversity, equity, and inclusion, culture, and climate efforts in the annual review process for all staff and faculty. We will strengthen mentorship for leadership development, especially among staff and faculty from underrepresented groups.
- Expand strategic initiatives to enhance climate, especially for staff and Non-Tenure Track (NTT) faculty. We will recognize and reward great work. We will experiment with (and reward) faculty-staff partnerships for creative works, research projects, and policy improvement; create programming to improve knowledge of different roles in the College; be advocates in the university for expanding pathways to advancement for staff and NTT faculty.

GOAL 5

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

Our resources are constrained by circumstances, including fall-out from the pandemic; low-levels of state funding; and an impending enrollment crisis as the birthrate in Michigan declines precipitously. The College of Communication Arts & Sciences is built on a stable financial foundation. To succeed in the long term, we must continue to carefully steward our existing resources and think strategically about how to diversify and grow revenue.

This is not just a job for leadership—great ideas and smart innovations will come from faculty and staff, if they are empowered to contribute. We recognize the need to be nimble in response to rapidly changing circumstances and that we can often create efficiencies by collaborating across unit lines.

As part of this stewardship, we will pursue the following strategies:

WE WILL:

- Enhance shared governance of budget and resources. To empower staff and faculty, we will establish an annual comprehensive presentation of budget, resources, and space allocation, and develop an internal dashboard of key metrics. We will hold units accountable to budgets while encouraging cross-departmental collaboration.
- Empower entrepreneurship throughout the College and encourage responsible risk-taking in developing revenue-generating initiatives. We acknowledge that growing resources in ComArtSci (e.g., through Revenue Based Initiatives (RBIs) that generate income from online degree programs and/or large-scale research/creative grant funding) will require strategic investments in infrastructure over time. Such investments might include: improved post-award grant support, mentoring and seed funding for faculty who wish to pursue large-scale opportunities, and shared resources for developing and recruiting students into RBIs.
- Continue to grow alumni engagement. Our alumni can play an integral role in resourcing strategic priorities for the College. We will work closely with the ComArtSci Alumni Board to expand alumni engagement through relationship building and innovative partnerships.
- Establish a center of excellence in teaching and learning for shared focus areas in the College (e.g., research methods, creativity, the biology of communication) to enable faculty to teach where their expertise is needed even if those needs sometimes cross departmental lines, and to foster student learning as a result. We will create an annual planning process among ComArtSci leadership to evaluate teaching resources in the context of enrollment numbers and accreditation requirements, taking into account the complexity of circumstances faced by each unit.



APPENDIX:

Detailed objectives and tactics

GOAL 1

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

1. Support student success for students from historically marginalized groups.

- A** Grow compositional diversity of ComArtSci faculty and staff through thematic hires. Expand relationships and collaborations with Historically Black Colleges and Universities, Hispanic-serving institutions, and minority-serving institutions to recruit diverse faculty.
- B** Invest in staff to support DEI efforts.
- C** Add staff to student services strategically.
- D** Continue progress on the enhanced student success center in ComArtSci.
- E** Provide central coordination for department DEI plans to support students from historically marginalized groups.
- F** Engage in faculty development to enhance mentorship for students from historically marginalized groups.
- G** Engage in faculty development to enhance cultural competence and skill set for engaging diverse learners.
- H** Expand faculty support for instructional design. Support faculty who are interested in experimenting with instructional design focused on enhancing student success, especially among students from historically marginalized groups.
- I** Expand curricular commitment to DEI.

2. Expand and coordinate recruitment efforts to build the pipeline of students from historically marginalized groups.

- A** Over the long term, hire a recruitment specialist to coordinate efforts across ComArtSci units who will understand the recruitment journey for students at all levels (undergraduate, M.A., Ph.D.), help to coordinate alumni mentorship efforts, and familiarize University units such as Admissions and the Registrar's Office with our College's programs.
- B** Expand high school programs that generate interest in ComArtSci majors, with a focus on schools that serve students from historically marginalized groups.
- C** Establish relationships with science, technology, engineering, art, math, and pre-college programs in underrepresented communities to help them prepare their students for MSU and ComArtSci.
- D** Communicate stories about student career success; develop strategic messaging emphasizing the value of ComArtSci majors; focus on high school students and their parents as audiences.
- E** Communicate stories about faculty and student research on race, disparities, and media impact. Support public engagement by faculty focused on these areas.

- F** Inform university units, such as admissions and registration, about the various ComArtSci majors. These units are also visiting high schools and community colleges.

3. Partner with alumni to transform career opportunities for students from historically marginalized groups.

- A** Expand alumni mentorship programs such as ComArtSci Connect and grow the network of engaged alumni who are first generation and/or members of historically marginalized groups.
- B** Integrate professional experiences and alumni into existing courses.
- C** Expand career portfolio programs and bring them into coursework.

4. Develop and execute a strategic communication plan to communicate the value of ComArtSci degrees for career success.

GOAL 2

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

1. Surface and build on innovative teaching practices developed during the pandemic.

- A** Foster a culture of collaboration across departments around best practices for student engagement.
- B** Support faculty who want to experiment with instructional design; encourage applications to MSU programs such as Catalyst Innovation Grants.

2. Remove obstacles to great teaching and student success and to continue to ensure high quality student experience.

- A** Offer D2L templates to reduce the burden of course set-up and to provide a consistent course navigation experience for students; offer syllabus templates for easier access to policy information.
- B** Continue to provide support for course accessibility and monitor compliance.
- C** Continue progress toward enhanced student success center in ComArtSci.

3. Grow alignment between teaching and research. Identify new ways to bring research into the classroom and involve students in research projects.

- A** Evaluate the potential for a ComArtSci scholars program to recognize and train undergraduate students interested in research.

4. Develop a strategic communication plan focused on the value of ComArtSci programs for career success and innovative teaching.

- A** Communicate stories about student career success; develop strategic messaging emphasizing the value of ComArtSci majors; focus on incoming MSU undergraduates and their parents as audiences. Help students find our majors earlier in their MSU career.
- B** Working with graduate directors, develop messaging for recruitment of M.A. and Ph.D. students.

5. Continue to expand support for career success among students at all levels.

- A** Grow student and alumni engagement through the new ComArtSci Connect virtual mentoring hub. Inform and educate faculty about the mentoring program.
- B** Grow and track alumni guest speaker opportunities and leverage alumni experience.
- C** Develop mentoring and resources for graduate student career success.

GOAL 3

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

1. Invest in the growth of infrastructures in three encompassing signature areas. To do so, we will identify faculty leaders for each signature area who will develop a strategic plan for their area with the goals of (a) demonstrating impact, (b) including a wide array of faculty and staff from across the College, and (c) becoming financially self-sufficient.

- A** Identify a faculty leader for each area structure.
- B** Develop a strategic plan for each area. The success of each area will be evaluated based on metrics of demonstrated impact. Metrics are proposed by the center and negotiated with the Dean.
- C** Research and creative works that demonstrate alignment with one of the three areas receive an additional tier of support from the ComArtSci Communications Office and the Office for Research (O4R).
- D** Identify partnerships between WKAR and each signature area.

2. Develop and execute a research communication plan with the goal of demonstrating impact in research and creative works to targeted audiences.

- A** Structure a partnership between faculty committee and ComArtSci Communications Office.
- B** Identify target audiences in research and creative works communities.
- C** Provide support for faculty interested in expanding public engagement.

3. Leverage signature areas to enhance M.A. and Ph.D. recruitment throughout ComArtSci.

- A** Coordinate communication strategy across graduate programs to enhance distinct brands and continue to elevate reputation.
- B** Take advantage of shared faculty interests to coordinate elements of graduate mentorship and teaching through the three signature areas (e.g., certificates or tracks in media psychology, computational methods, etc.).
- C** Identify new revenue sources for Ph.D. funding.

4. Enhance support for all faculty research and creative works through a strengthened research advisory committee, with a focus on research resources, grant support, and research spaces.

- A** Develop service level agreements with core ComArtSci teams, such as Information Technology, Communications Office, and the Office for Research to set clear expectations for faculty and staff.
- B** The committee works to advocate for faculty and staff needs related to research and creative works.

GOAL 4

To continuously improve ComArtSci internal culture and climate.

1. Survey faculty and staff about culture and climate every two to three years.

- A** Target Spring 2022 for next survey.

2. Re-imagine staff and faculty annual review processes to reward progress toward personal goals and contributions to College strategic priorities.

- A** Focus on setting personal goals as well as goals aligned with unit/College strategic priorities, in negotiation with chair/supervisor. Evaluate performance at least in part on reaching goals. Enable flexibility in job roles when possible.
- B** Hold faculty and staff accountable and evaluate contributions to DEI, culture, and climate efforts in the annual review process. Take those contributions seriously.
- C** Surface and reward invisible labor, such as mentorship, etc.
- D** Strengthen mentorship for leadership development, especially among staff and faculty from underrepresented groups.

3. Develop strategic initiatives to enhance climate for staff and non-tenure track faculty.

- A** Incentivize faculty-staff partnerships for creative works, research projects, policy improvement.
- B** Continue to publicly recognize and reward staff achievements.
- C** Recognize and reward contributions to culture and climate.
- D** Create programming to improve knowledge of different roles in the college (e.g., Take a tour of ComArtSci; job shadowing).
- E** Create clearer pathways to advancement for non-tenure track faculty.

4. Audit and streamline existing policies with the goal of making it easier to do great work, among all stakeholders. Remove obstacles wherever possible.

GOAL 5

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

1. Enhance shared governance related to budget and resources.

- A** Establish an annual comprehensive presentation of budget and resources for all faculty and staff.
- B** Increase transparency of budget allocations.
- C** Develop an internal dashboard of key metrics, available to all faculty and staff.
- D** Hold units accountable to budgets while encouraging cross-departmental collaboration.
- E** Continue to develop collaborative processes for physical space allocation, especially research and lab spaces.

2. Empower entrepreneurship throughout ComArtSci and encourage responsible risk-taking in developing revenue-generating initiatives.

- A** Establish a College-level process to identify strategic initiatives for revenue generation.
- B** Evaluate possible investments in infrastructure to support revenue generation. Such investments might include: improved post-award grant support, mentoring and seed funding for faculty who wish to pursue large-scale opportunities, and shared resources for developing and recruiting students into RBIs.

3. Continue to grow alumni engagement.

- A** Increase opportunities for engagement among alumni, faculty, and students.
- B** Involve the Alumni Board in strategic planning for revenue generation in the College.

4. Establish teaching centers of excellence for shared focus areas in the College (e.g., research methods, campaigns, creativity) to enable faculty to teach where their expertise is needed.

- A** Create an annual planning process among ComArtSci leadership to evaluate teaching resources in the context of enrollment numbers and accreditation requirements. Establish teaching equity metrics, taking into account the complexity of circumstances faced by each department.
- B** Establish a process for “teaching swaps” across departments to facilitate faculty teaching in their areas of expertise and/or experimentation in new areas they find exciting.