



MICHIGAN STATE

U N I V E R S I T Y

**Vice Provost for Teaching and
Learning Innovation**

Leadership Profile

Spring 2024



WittKieffer

Executive Summary

Michigan State University (MSU) seeks a student and learner-centered and educator-success-focused senior-level administrative leader to serve as the inaugural Vice Provost for Teaching and Learning Innovation. Applications, inquiries, and nominations are invited.

Michigan State is the nation's premier land-grant university and one of the top research universities in the world. As a member of both the Association of American Universities (AAU) and the Big Ten Academic Alliance, MSU is nationally recognized for its academic excellence, impactful research, and global outreach. It is also known for its Spartan grit and resilience. MSU is stronger because of its community, which includes more than 51,000 students, 5,600 faculty and staff, and a network of over half a million living alums who are extremely loyal supporters and cheerleaders for the University.

Reporting directly to the Provost and Executive Vice President for Academic Affairs, the Vice Provost for Teaching and Learning Innovation will be responsible for envisioning, leading, and implementing academic innovations across MSU by fostering collaborations among stakeholders internally, as well as external partners. The vice provost will lead a team of approximately 14 full-time staff, faculty fellows and student employees; overseeing the areas of Teaching and Learning Success Strategies, the Center for Teaching and Learning Innovation, #iteachmsu Commons, Online Program Management, and Spartans Learn.

The Vice Provost will be expected to:

- Serve as a connector to support academic innovation, facilitating market-driven and participant/student-oriented identification of opportunities, and fostering collaborations among leaders and stakeholders on campus.
- Empower educators, including faculty, staff, graduate students and post-docs, to share new ideas and seek professional development opportunities that will elevate the quality of teaching, research, and community impact of their work.
- Identify promising academic innovations and create a safe and collaborative environment to test and scale successful ideas that are in alignment with strategic institutional priorities.
- Create centralized resources for academic innovation and collaboration that operate synergistically with related resources in the colleges to pursue opportunities.
- Identify and develop cross-institutional connections and efficiencies.
- Support evidence-based evaluation and assessment of academic innovations and new initiatives.
- Oversee the development of operational functions necessary to succeed in the adult-learning market, including external functions such as enrollment management, learner support, and marketing as well as internal functions, including instructional design and content production.

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

The Role of the Vice Provost for Teaching and Learning Innovation

The Vice Provost for Teaching and Learning Innovation at Michigan State University is a senior-level administrative position, who will serve as a member of the provost's senior leadership team. The vice provost will be responsible for envisioning, leading, and implementing academic innovations by fostering collaborations among stakeholders, both internal and external to the University. The vice provost manages an annual budget of \$2M and provides leadership to 14 full-time staff, as well as faculty-fellows and student employees.

Michigan State University's next Vice Provost for Teaching and Learning Innovation will be a student-centered team leader with experience in the areas of innovation for teaching and learning, educator development, initiatives to support positive post-degree outcomes, trends in academic life-long learning, distance education, and leading and managing positive change for a diverse student population. A doctorate or terminal degree from an accredited institution is required, along with a record of progressive leadership responsibilities and substantive administrative experience in an area related to academic innovation and student success in higher education.

Specific Responsibilities and Qualifications:

- Furthering the University's commitments to diversity, equity, and inclusion (DEI), student success, and staff and faculty success in all aspects of work, as articulated in MSU's 2030 Strategic Plan ([link](#)).
- Furthering the University's lifelong learning mission in adult, lifelong, professional, and continuing education for both credential-bearing / credit-earning instruction and non-degree / non-credit offerings.
- Advancing the vision, mission, and values of innovation and collaboration through shared goals and objectives.
- Demonstrating creative leadership to address emerging issues in higher education.
- Building, nurturing, and maintaining a robust network of relationships with the provost, deans, vice provosts, leaders, educators, and units across campus to advance unit-level and cross-institutional academic initiatives.
- Obtaining external grant support in areas related to academic innovation and collaboration.
- Mentor and develop staff and educator wellbeing who can champion educator development, lifelong learning, as well as academic innovation and cross-college collaboration.

Opportunities and Expectations for Leadership

The portfolio of the Vice Provost for Teaching and Learning Innovation focuses on innovative access to the university at all academic levels, especially remote access to campus, and would include lifelong learners, undergraduates, and graduate/professional students. The new Vice Provost for Teaching and Learning Innovation will focus on improving online education, creating innovative academic credentials, and will be asked to address the following critical leadership issues, among others:

Set a compelling vision for teaching and learning innovation at MSU.

The vice provost will provide strategic leadership and vision for teaching and learning innovation at Michigan State University. That vision and strategic plan should align with [MSU 2030 Strategic Plan](#). The vice provost will develop and implement a campuswide strategy for Academic Lifelong Learning (ALL) to address needs such as upskilling, certification, new online programs, stackable credentials, and degree completion. The scope of these responsibilities spans undergraduate, graduate, and non-credit/non-degree learning experiences and programs. The vice provost will actively lead with academic governance and other administrators to create new academic policies necessary to improve MSU's competitiveness and agility to meet diverse-learner needs through stackable credentials, rolling admissions/enrollment, entitlements that favor adult learners, and employer partnerships for placement and cohort-based enrollment. The new leader must be a strong partner and collaborator, working to support teaching and learning innovation across the colleges and throughout the University.

Ensure strong collaboration and communication across the institution and with external constituents.

An important aspect of the vice provost's focus will be improving MSU's partnerships with other institutions and with regional, national, and multinational employers and professional associations. The vice provost will also need to work actively in curriculum development to help faculty link research findings and translational science to applied skill-based instruction and private sector-certifications, in an effort to create unique value propositions for MSU's adult-learner programs. Sponsoring a portfolio of academic innovation projects across academic units elevates the importance of a collaborative style and facilitative skills in which this position leads others through design activities and toward mutually beneficial outcomes through influence. The success of this role depends on partnerships and multi-stakeholder projects where cross-unit collaboration is imperative.

Strategically grow enrollment in academic lifelong learning.

The vice provost will collaboratively create a strategic enrollment growth plan in academic lifelong learning, develop program proposals, and make recommendations on strategic program priorities. They will advise on the distribution of the revenue share of the University in revenue-based initiatives towards University-level marketing, student services, instructional design, faculty incentives, internal aid for tuition discounting, and other administrative functions necessary to ensure the success of MSU's lifelong education offerings, growth of enrollment, timely launch of innovative programs, and successful market penetration.

Support student learning outcomes through teaching and learning innovation.

MSU is committed to improving student learning outcomes through continuous innovation and improvement of teaching and research. Educator development at MSU occurs in a complex, decentralized context in which University-level offices and academic units aim to provide aligned and complementary support for teaching and learning innovation. The vice provost will facilitate such synergies by partnering University-sponsored resources with academic-unit resources, providing direct programmatic support to individuals, and actively collaborating with unit-level teaching and learning support teams to foster a comprehensive network of support and professional development for educators. The vice provost will foster a University culture that values innovation, is appreciative of our educators, fosters diversity in all forms and encourages collaboration across departments, disciplines, and with external entities.

Actively promote student diversity, equity, and inclusion through culturally relevant pedagogy.

The vice provost will be an individual who is focused on student support and success, and when considering pedagogical approaches and education offerings, is in touch with the demands of new generations of students, the evolving employment environment, advances in technology, and escalating financial challenges for students. Michigan State has been successful in attracting and enrolling a strong and diverse student body and is in a position of strength to continue these efforts. The vice provost will be an experienced and committed advocate for advancing the University's plans for supporting diversity through culturally relevant pedagogy in every aspect of the community.



Professional Qualifications and Qualities

The ideal candidate will possess most, if not all, of the following qualities and/or experiences:

Required Qualifications

- Candidates must hold an earned terminal degree.
- Candidates must have a record of scholarship in pedagogy, including experience in curriculum and assessment design, as well as experience with educator development and planning, implementation, and assessment of a range of programs to support teaching and learning in a variety of modalities (e.g., online, in-person, large lecture, small group, community-engaged, service).
- The ideal candidate must have a record of teaching excellence at multiple levels. Graduate level teaching experience, and the ability to support all faculty and instructional staff is key.

Preferred Qualifications

- Experience collaborating with multiple stakeholders and unit leaders to realize goals.
- Knowledge of a major research or land-grant university such as MSU in terms of organizational complexities, culture, structure, and processes and a demonstrated ability to be a strong team player who effectively works across unit lines.
- Ability to convene and foster collaboration among colleagues representing different viewpoints, interests, positions, and locations across a major research university.
- Experience successfully leading, coordinating, and supervising the work of a diverse team.
- Ability to relate effectively to a wide variety of people of diverse backgrounds, including an understanding and respect for cultural, ethnic, and individual differences. Ability to contribute in meaningful ways to MSU's commitment to enhance the inclusivity and equity of the campus teaching and student-focused learning environment.
- Training or experience in budget planning, administration, and management.
- Experience with administration of a broad array of academic programs and lifelong learning offerings.



Teaching & Learning Innovation

[Teaching and Learning Innovation](#) provides a spectrum of support for MSU's educators to conceptualize learning, teaching, and programmatic opportunities and to develop solutions. Instructors and educators may receive support and consultation, professional development opportunities, learning experience design collaborations, and support for online and blended programs.

The Vice Provost for Teaching and Learning Innovation oversees three areas: 1) Innovations in programming and curriculum, 2) The Center for Teaching and Learning Innovation, and 3) Online Program Management.

Center for Teaching and Learning Innovation

The Center for Teaching and Learning Innovation (CTLI) is an integral part of the broader educator development network that includes MSU IT, MSU Libraries, and local resources in many academic units. It brings together people from across campus to focus on innovation in teaching practices, learning technology development, or other areas where we might improve how our students learn.

Within the Center, there is a diverse team of educators who combine an interdisciplinary set of approaches to address the multi-layered challenges of the University's educational mission and the diversity among our educators. As the Center supports faculty and staff success, it also recognizes "educator" in the most inclusive way possible; anyone who plays a part in supporting student learning and student success is an educator. Educators sometimes have acute needs for support, and at other times seek support for their professional development or to implement a new course or program. The Center for Teaching and Learning Innovation aspires to be helpful in each of these areas.

The Center approaches its work by co-creating with students and educators from a learning-experience design perspective, beginning with dialogue and inquiry to surface the fundamental needs of the people involved and explore the complexities of problem spaces associated with learning. When the Center is directly involved in creating a learning experience, it encourages participatory design, prototyping, and iteration toward solutions for sustainable success.

Across the CTLI's project portfolio, it addresses learning experiences at multiple scales. From day-long workshops, three-week consulting engagements, facilitating design and innovation sessions with a team, to five-day design sprints or year-long program designs and redesigns, the center provides partners with the guidance they need to design the learning and growth they imagine.

The mission of the CTLI is to support MSU's educators and their practices through collaboration and consultation. The vision of the CTLI is to:

- support MSU communities where educators work together across roles to provide inclusive research-informed experiences that support student success.
- build a path to success for every educator by leading the university with unwavering integrity and a strong culture and teaching and learning.
- collaborate with and empower all MSU educators in their engagement in equitable, student-centered teaching and learning practices.

See the list of services offered [here](#).

Online Program Management

To incubate new online and hybrid programs and help academic units ensure quality and sustain existing programs, the Online Program Management (OPM) team provides consulting services to degree-granting units. These support the planning, design, development, contract-negotiation, and

sustainability of online/blended academic programs and adjacent non-credit/non-degree offerings. OPM prioritizes activity in the following areas:

- Academic entrepreneurship, including planning based on future market projections, enrollment prospectus, and portfolio management of a college's programs.
- Program design and guidance on curricular approvals and revenue/cost sharing.
- Strategic sourcing of services and vendor management of external partnerships. Includes: Marketing Agencies, Educational Platforms like Coursera, Bootcamp providers, and Bundled Services Vendors/Partners aka OPMs.
- Learning Experience Design for the design, build and improvement of quality courses.
- Professional development for program directors, and educators teaching online.
- Marketing the University's collective online/hybrid offerings. (e.g., [MSU Online](#))
- Core infrastructure for digital marketing of online programs and guidance on use.

Faculty develop curriculum of the programs they offer, and departments and colleges handle administration and management, so the consulting offered is collaborative with academic units. We help MSU develop quality programs for students that are well-aligned with opportunities and internal capacity. This team has begun laying the groundwork to extend support to adjacent continuing education programs and build out infrastructure and programming to help academic units offer micro-credentials and more efficiently register non-credit / non-degree participants and provide customer service. There is opportunity for the incoming Vice Provost to shape the direction and outcomes of this diversification.

#iteachmsu Commons

iteach.msu.edu is an online space for educators across roles to share ideas and resources, connect with others across MSU, and grow their teaching practice through community-driven content and asynchronous conversation.

Network & Affiliates

There are diverse efforts already underway to support educators at different levels across Michigan State University. The Center for Teaching and Learning Innovation (CTLI) collaborates with and helps amplify those efforts. CTLI uses a networked approach, keeping a core team supporting educator efforts centrally while working closely and collaboratively with Center affiliates in colleges, departments, and units across campus. This model includes an understanding of what the educator support network looks like on campus and where the CTLI can serve a connective function and help form a diverse group ready to consult on topics as needed. More information on identifying yourself as a member of the educator support network as well as our formalized "affiliate" partnerships can be found [here](#).

Faculty Fellows and Graduate Fellows

The [Faculty Fellows](#) program provides an opportunity for faculty to work on a project that will improve the learning experience for students at MSU. Successful topics will address one or more of the following issues: enable the faculty member to initiate a project designed to reimagine a learning experience at MSU; help to create an intellectual community interested in student learning; support directed research and development focused on learning with technology. [Graduate Fellows](#) explore spaces where educators come to learn and think differently about teaching and learning while building and exercising skills in design, facilitation, and collaboration. CTLI Fellows' work contributes to real outcomes that positively impact teaching, learning, and student success on campus.



About Michigan State University

Michigan State University has been advancing the common good with uncommon will for more than 165 years.

The nation's premier land-grant university, MSU was founded with the goal of democratizing higher education and bringing science and innovation into everyday life. Today, MSU makes an impact in communities all over the globe as it pushes the boundaries of discovery, expands opportunity, and advances equity to make a better, safer, healthier world for all.

One of the world's leading public research universities and a member of the Association of American Universities, MSU offers nationally ranked and recognized academic, undergraduate research; residential college and service-learning programs; and is a leader in study abroad among public universities. A diverse and inclusive academic community, MSU enrolls more than 51,000 students from all 50 states and nearly 140 countries, employs nearly 2,000 tenure-system faculty members, and offers more than 400 programs of study in 17 degree-granting colleges.

An indication of MSU's excellence and impact is its selection by the U.S. Department of Energy Office of Science to design and establish the Facility for Rare Isotope Beams — the preeminent user facility of its type in the world. Opened in 2022, the facility provides research opportunities for scientists from around the globe, fueling breakthrough applications while developing the next generation of scientific leaders.

Mission

Michigan State University, a member of the Association of American Universities and one of the top research universities in the world, was founded in 1855. MSU collectively acknowledges that Michigan State University occupies the ancestral, traditional, and contemporary Lands of the Anishinaabeg – Three Fires Confederacy of Ojibwe, Odawa, and Potawatomi peoples. [Read our Land Acknowledgement.](#)

We are an inclusive, academic community known for traditionally strong academic disciplines and professional programs and our liberal arts foundation. Our cross and interdisciplinary enterprises connect the sciences, humanities, and professions in practical, sustainable, and innovative ways to address society's rapidly changing needs.

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

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

MSU Strategic Plan 2030

The MSU Strategic Plan 2030 articulates a shared vision for Michigan State University, shaped with the input of many voices through an inclusive process. It focuses on six major thematic areas that will guide our collective efforts moving forward. More information can be found [here](#).

Diversity, Equity and Inclusion

With students from all 50 states and more than 140 countries, Spartans work to foster a community that respects and values a broad range of backgrounds and viewpoints in order to create opportunities for all. To learn more about MSU's commitment to diversity, equity, and inclusion, read the 2020 – 2022 DEI report [here](#).

Thomas D. Jeitschko, Interim Provost and Executive Vice President for Academic Affairs

[Dr. Thomas D. Jeitschko](#) [[Y-EYE-TCH-coh](#); '[jaiif khou](#)] is a professor of economics who serves as the Interim Provost and Executive Vice President for Academic Affairs at Michigan State University. He transitioned into this role from serving as the Senior Associate Provost, overseeing the budgeting process of the Office of the Provost, provost's office communications and events, Institutional Research, and Institutional Space Planning and Management, as well as the Apple Developer Academy with MSU in Detroit and the Student Information System transition project. Previous to that he was MSU's Associate Provost for Graduate and Postdoctoral Studies and Dean of the Graduate School, after serving for several years as the Director of the American Economic Association Summer Program — a two-month, intensive pre-doctoral residential program that prepares talented undergraduate students from under-represented backgrounds for graduate work in economics and related fields.

Dr. Jeitschko holds an advanced degree in economics from the University of Münster in Germany with a specialization in Economic History and a Ph.D. from the University of Virginia in 1995 with a specialization in Mathematical Economics. His research interests are in applied economic theory with concentrations in industrial organization, law and economics, and micro-economics more broadly. He has published in a wide variety of journals, including the *American Economic Review*; the *International Economic Review*; the *European Economic Review*; *Games and Economic Behavior*; *Economic Theory*; the *Journal of Law, Economics, and Organization*; and the *Journal of Industrial Economics*. He served as an associate editor of the *Journal of Economic Behavior and Organization* and the *International Journal of Industrial Organization*, and as an editorial board member of the *Journal of Behavioral and Experimental Economics*, in addition to holding several other editorial appointments.

Prior to his current appointment at MSU, Thomas has held faculty positions at Royal Holloway College, University of London, and Texas A&M, as well as shorter appointments at Duke, Johns Hopkins, and Georgetown universities, and at Humboldt University in Berlin, Germany. Thomas has also worked at the U.S. Department of Justice in Washington, D.C. as an economist in the Antitrust Division where he was the lead economist on many investigations of mergers and potentially anti-competitive firm conduct. He has advised and consulted for States Attorneys General Offices throughout the U.S. concerning antitrust and consumer protection matters and has been retained by the U.S. Department of Justice as an expert.

Kevin M. Guskiewicz, President

Kevin M. Guskiewicz, a neuroscientist, academic leader and concussion researcher, was appointed President-Elect of Michigan State University on December 8, 2023, by the MSU Board of Trustees.

A member of the University of North Carolina's faculty since 1995 and founding director of the Matthew Gfeller Sport-Related Traumatic Brain Injury Research Center and the Center for the Study of Retired Athletes, Guskiewicz was appointed UNC's Chancellor in 2019. He is a nationally recognized expert on sport-related concussions and maintains an active research portfolio serving as co-principal investigator on two multi-center research grants. He has published over 200 peer-reviewed papers in the areas of sports medicine and neuroscience.

His team's groundbreaking work has garnered numerous awards and has influenced concussion guidelines in the NFL and NCAA. In 2011, Guskiewicz received the prestigious MacArthur Fellowship for his innovative work on the diagnosis, treatment, and prevention of sport-related concussions. In 2011, he convinced the NFL and NCAA to change the kickoff rule, which resulted in a 50% reduction in concussions on kickoffs. In 2013, Time magazine named him a Game Changer, one of 18 "innovators and problem-solvers that are inspiring change in America."

Guskiewicz earned a bachelor's degree in athletic training from West Chester University, a master's in exercise physiology/athletic training from the University of Pittsburgh and a doctorate in sports medicine from the University of Virginia.

Born and raised in Latrobe, Pennsylvania, he and his wife Amy have four children: Jacob, Nathan, Adam and Tessa.



East Lansing, Michigan

Michigan State is located in [East Lansing](#), a vibrant college town just three miles from Michigan's capital, Lansing, the hard-working heart of Michigan.

The area offers countless things to do, see, and experience — from art galleries, concerts, and restaurants to gardens, parks, and trails. You don't have to venture far to discover Michigan's sandy beaches, ski slopes, and metropolitan life.

As the seasons change, so does Michigan State University. From vibrant fall colors to blankets of fresh snow to spring blossoms on MSU's sprawling park-like campus, you'll never tire of the scenery. Discover more about Michigan [here](#).

Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include a CV or resume and a letter of interest addressing the themes in this profile, inclusive of a statement detailing how your past and future work will contribute to advancing MSU's commitment to inclusive excellence.

WittKieffer is assisting Michigan State University in this search. For fullest consideration, candidate materials should be received by **August 7, 2024**.

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

Confidential Nominations and inquiries can be directed to:

[Jessica Herrington](#) and [Natalie Song](#) at:

[**MSUVPTLI@wittkieffer.com**](mailto:MSUVPTLI@wittkieffer.com)

In addition, candidates **must** apply through Michigan State's [online portal](#).

All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, citizenship, age, disability or protected veteran status.