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PROFESSIONAL EXPERIENCE

July 2008 – Present

Butler University, Indianapolis, IN

Provost and Vice President for Academic Affairs

Tenured Professor of Communication

- ❑ Chief academic officer with responsibility and authority for delivering high quality liberal arts and professional programs to traditional undergraduates and graduate students across six colleges. Member of the Butler Leadership Team and the Senior Administrative group, Chair of the Provost Advisory Council, and staff support for the Academic Affairs Committee of the Board of Trustees. Responsibilities include ensuring the quality of academic programs; resource development for the Academic Division; collaborating in the development of a \$150,000,000 University budget and strategic planning and resource allocation for a \$43,000,000 Academic Division Budget; serving as institutional representative to the New American Colleges and Universities consortium; oversight and adjudication of faculty personnel matters; and, mentoring and directing academic deans for the College of Liberal Arts and Sciences, College of Education, College of Business, College of Pharmacy and Health Sciences, the Jordan College of Fine Arts, and the new College of Communication, as well as the Dean of the Libraries, Director of the Center for Global Education, Director of Academic Budgets, the Associate Provost for Faculty Affairs and Interdisciplinary Programs, and the Associate Provost for Student Academic Affairs.

- ❑ Key accomplishments include:
 - Served as Interim President during summer 2009 and Summer 2011.
 - Facilitated the campus-wide process to create the 2002-2014 University Strategic Plan, *Dare to Make a Difference*.
 - Co-chaired the facilities Master Planning Process. Supported facilities planning for the sciences, the new donor-funded Performing Arts Center, and the re-purposing of existing spaces, all at different stages of development.
 - Stewardship of more than \$50 million in grant support from the Lilly foundation, including developing sustainability plans. Pro-active partner in cultivating corporate, foundation, and government grants for numerous program areas, e.g., international education, the Center for Urban Ecology, community arts, STEM-related initiatives, the library, and public school partnerships.
 - Established a new College of Communication.

- Implemented processes and programs that contributed to outstanding retention rates.
- Re-engineered the central office structure, space, and budgets of the Academic Division to create synergies and stronger administrative support for institutional research and assessment, interdisciplinary programs, service learning, and especially for faculty development, the core curriculum, and student academic achievement. This restructuring resulted in dramatically enhanced services for faculty and students.
- Created an entrepreneurial environment encouraging the growth and development of new programs across colleges, including the expansion of Center for Urban Ecology, the MBA program, the MFA Program in Creative Writing and Summer Sessions; the reinstatement of the Master's program in Special Education; creation of the combined PharmD and MS in Pharmaceutical Sciences; initial preparations for doctoral-level programs in the College of Education; and, ramp-up of the Butler Business Accelerator and the inception of the Executive Education program.
- Expanded Butler's community impact by enhancing partnership with Indianapolis Public Schools to touch P-20 education, through the new Reggio-inspired IPS Butler Lab School, the Shortridge Magnet High School for Law and Public Policy, and the new Early College program.
- Provided impetus to expand the Center for Global Education's curricular and co-curricular programming, to grow the menu of study abroad options through additional international exchange relationships and faculty-directed offerings, to collaborate with the International Center of Central Indiana and the Confucius Institute, and other global awareness programming, including a new chapter of Phi Beta Delta.
- Initiated comprehensive program review using the QPC model. Involved highly collaborative, transparent process utilizing institutionally defined Quality, Potential and Cost data points. Results used to allocate resources to support a mission-driven, market smart program mix.
- Collaborated appropriately to advance substantive policy initiatives including dean search guidelines, background check procedures for new hires, hiring guidelines for all faculty, evaluation protocols for non-tenure track faculty, and faculty status for librarians.
- Creatively utilized salary savings within the existing academic budget to design and execute a faculty salary equity program that resulted in substantial salary increases for Associate Professors, full Professors and Instructors; Instituted policy to provide promotion-related salary increases that would incentivize faculty productivity.
- As part of an effort to make Butler a more stimulating, collaborative and supportive workplace, initiated annual theme-based project as a year-long communal inquiry. The shared intellectual, creative, and pedagogical investigations include lunchtime symposia, service projects, lectures, musical performances, and poster sessions. The annual themes so far: Sunset, Waters, and Earth.

August 2005 – June 2008

Millikin University, Decatur, IL

Vice President for Academic Affairs

Professor of Communication

- ❑ Chief academic officer with responsibility and authority for providing strategic direction and quality assurance for all aspects of the academic programs offered for traditional, graduate, and returning adult students. Member of the President's Cabinet, Chair of the University Academic Council, staff support for the Educational Affairs Committee of the Board of Trustees. Responsibilities included strategic planning and resource allocation for \$44,000,000 budget; mentoring and directing academic deans for the College of Arts and Sciences, College of Fine Arts, College of Professional Studies and the Tabor School of Business, as well as the Dean of Teaching and Learning, the Registrar, Director of the Library, Director of Academic Development, Director of the Honors Program, Director of the Center for International Education, and Director of the Kirkland Fine Arts Center.

- ❑ Key accomplishments include:
 - Orchestrated a highly engaging and energizing self-study process in preparation for re-accreditation. Process lifted campus morale, expectations, and performance and also resulted in the successful re-accreditation by the North Central Association Higher Learning Commission in March 2007.

 - Conceptualized and conducted the highly sensitive Quality Potential Cost (QPC) Project, which utilized extensive data and evidence to assess the effectiveness of academic programs across all academic areas. Proposed the QPC Project in response to Board's directive to conduct a study based only on costs. Garnered cooperation from department chairs, worked in close collaboration with academic deans, and determined opportunities for reallocating resources to a high quality, market-smart, mission driven program mix.

 - Facilitated innovative revision of the University Studies curriculum, through appropriate faculty governance mechanisms and in response to learning outcome assessment results.

 - Crafted, advocated for, and executed a three-year project to increase average faculty salaries within rank to the median salaries of our comparison groups.

 - Established, staffed, and secured space of a new Center for International Education, that coordinates numerous international exchange agreements for students and faculty, manages study abroad, produces co-curricular programming, and facilitates the development of international course offerings.

 - Re-invigorated the Honor's Program and Undergraduate Research program.

 - Designed and funded a Comprehensive Faculty Development Plan.

- Restructured the academic division to create synergies, align human resources effectively, and create appropriate oversight of programmatic priorities. Incepted the College of Professional Studies, which includes the School of Nursing, School of Education, Exercise Science, and programs for working adults.
- Launch Masters of Science in Nursing program and acquired external support.
- Expanded adult programming reach to off-campus sites at Parkland Community College in Champaign, IL and Lincoln Land Community College in Springfield, IL.
- Advanced controversial policies in ways that engendered support by those involved. Promulgated faculty and Board approval of the University's first Intellectual Property Policy and also revised the Faculty Layoff Policy, which was approved by faculty and the Board's Ed Affairs Committee in November 2007.

July 2003 – August 2005

Baker University, Baldwin City, KS

Vice President and Dean of the College Tenured Professor of Communication

- ☐ Chief academic officer with leadership responsibility and authority for directing all aspects of the academic and student development programs offered on the main campus, which is referred to as the College. Member of the President's Administrative Council, Chair of the University Academic Council. Responsibilities include strategic planning and resource allocation for a \$33,000,000 budget; mentoring and supervising academic division directors, department chairs, and program directors; providing strategic direction and oversight to the Associate Dean for Faculty and Administrative Services, the Associate Dean for Information Services, the Assistant Dean for Student Academic Services, the Dean of Student Development, and the Director of Athletics.
- ☐ Key accomplishments include:
 - In preparation for a NCA Higher Learning Commission focus visit centered on strategic planning, learning outcomes assessment, faculty development in assessment and instructional technology, and financial viability, designed and energetically facilitated the implementation of collaborative, campus wide strategic planning processes that engendered wide-spread enthusiasm and Board approval resulting in a new vision, core values, mission, strategic initiatives, and enabling factors.
 - Stimulated the creation of and allocated resources for a comprehensive Faculty Development Program.
 - Advanced faculty salary allocation system. Created faculty compensation model free from partiality that also addresses issues of gender inequity and salary compression. Standardized faculty evaluation, contract, and compensation practices across ranks.

- Highlighted the importance of student retention by forming a Student Success and Engagement Task Force charged with producing a student retention plan that integrates student learning, academic support, student development, athletics, and campus ministry.
- Expanded staff and enhanced advising and tutoring services in the Learning Resource Center and technologically advanced services in the Registrar's office.
- Launched Universities first doctoral program in the School of Education.
- Acquired substantial external support for the two-semester critical thinking component of the core curriculum.

February 2000 – June 2003

**School for Professional Studies (SPS)
Saint Louis University, Saint Louis, MO**

**Interim Dean School for Professional Studies (September 2002-June 2003)
Associate Dean and Director of Academic Programs (May 2000-September 2002)
Organizational Studies Program Director (February 2000 – May 2000)
Professor of Organizational Studies**

- Member of Dean's Council. Academic administrator with leadership responsibility and authority for directing all aspects of the Professional Studies undergraduate and post-bachelor's certificate programs on three campus sites. Responsibilities included strategic planning and resource allocation for a \$2.5 million budget; mentoring and supervising program directors and faculty; faculty selection, development, and evaluation; oversight of program development, curriculum revision and assessment; program marketing; recruitment and retention of students; enrollment and student services; operational and instructional budgeting; administrative support services; and advancement.
- Key accomplishments include:
 - Created a mission-driven working culture by leading a comprehensive, collaborative planning effort.
 - Inspired the creation of and allocated resources for a comprehensive Faculty Development Program for both full time and affiliate faculty.
 - Coordinated the preparation for a successful NCA accreditation site visit focused on the approval of two SPS extension campuses. The favorable final report attributed administrative leadership as principle strength of the program.
 - Directed the development of a three-tiered learning outcomes assessment plan which involved establishing measurable learning objectives and outlining portfolio-based assessment procedures for all programs. Plan approved by NCA in fall 2001.

- Directed the design of the SPS Integrated Marketing Plan, including student recruitment and corporate partner relationship initiatives.
- Stimulated the development of an SPS Alumni Association and related Alumni Scholarships.

August 1991 – January 2000

University of West Florida, Pensacola, FL

Director, Organizational Communication Program and Leadership Skills Minor

Program Director responsible for administration of Organizational Communication major and Leadership Skills minor, including initial curriculum development.

Tenured Associate Professor – College of Arts and Science, Communication Arts Department, Organizational Communication Program (1991-1999)

Taught broad range of graduate and undergraduate courses in Interpersonal Relationships, Nonverbal Behavior, Organizational Communication, Leadership, Team Building, Conflict Management, Training & Development, Theory, and Research Methods.

Director, Center for Leadership Development (1997-1999)

Served as Faculty Administrator who envisioned and developed the Center for Leadership Development (CLD). Cultivated dozens of Community Partners who supported the Center through corporate gifts and by providing hands-on learning opportunities for students.

University Leadership roles included:

- Designed and executed University-wide Diversity Audit to assess issues of concern related to organizational culture. Results used to guide policy changes, create training agendas, conduct employee evaluations, and support informal, alternative dispute resolution procedures.
- Chair for the institution-wide Recruitment and Retention Task Force.
- Served two years on Faculty Senate Executive Committee, first as Secretary then as Vice President.
- Chaired Undergraduate and Graduate Programs Committee (curriculum committee).
- Coordinated Ethics-Across-the-Curriculum Study for College of Arts and Sciences.
- Chair of the Communication Arts Department Human Subjects Committee and served as the College representative to the Institutional Review Board.
- Completed inaugural Leadership Enhancement and Development (LEAD) class, a year-long professional development program for emerging University leaders. The UWF President served as my designated mentor. Project: Alternative Dispute Resolution Program.

August 1992 – July 1997

Partner and Director of Research, Resource One Training and Development, a licensed consulting firm, Pensacola, FL

Co-owner involved in start-up and growth of an entrepreneurial company specializing in corporate training and development. Cultivated clients. Conducted needs assessments, communication audits, and culture studies. Recommended change and facilitated training guided by research results. Training efforts focused primarily on Conflict Management, Leadership Skills, and Team Building. Development efforts involved not-for-profits, small businesses and major corporations.

August 1990 – May 1991

Visiting Assistant Professor, University of Florida, Department of Communication Process & Disorders, Communication Studies Division, Gainesville, FL

Active member of the teaching faculty while completing dissertation using adolescent sample from University Lab School. Helped build the program by advising Undergraduate Speech Communication Association (USCA) and using that organization's activities to recruit and retain students in the Communication Studies major.

August 1987 – June 1990

Graduate Associate, Department of Communication, College of Social & Behavioral Sciences, University of Arizona, Tucson, AZ

Member of teaching faculty while completing doctoral level course work in interpersonal relationships, family studies, and psychology. Taught full load of three classes per semester and served as a research assistant for faculty member. Taught a broad range of courses, including a large-lecture basic course.

June 1983 – May 1987

Lecturer, Department of Communication, Illinois State University, Normal, IL

Full-time instructor teaching public relations courses and advising public relations majors. Also served as faculty co-advisor for ISU's chapter of the Public Relations Student Society of America, an organization for which I served as charter president as an undergraduate in 1978-79. Prior to instructor position, completed master's degree while teaching as a graduate assistant.

June 1982 – May 1983

Legislative Analyst, Central Illinois Public Service Co., Springfield, IL

Provided insight and action strategies on matters of governmental relations and public affairs to Vice President of Public Affairs. Monitored legislative action critical to gas and electric utilities, drafted position papers, lobbied state legislature, and helped balance the sensitive relationship between the company and the employee political action committee. Required refined communication skills and ability to respond extemporaneously on controversial topics.

August 1980 – June 1982

Communication Consultant, General Telephone of Illinois

Management position requiring prospecting and sales of communication technologies to businesses in territory covering 30 Illinois cities. Provided needs analysis and advised CEOs of appropriate communication technology acquisitions. Required vigilant monitoring of changing communication technologies, strong self-motivation, and ability to articulate technological information and financial data to corporate executives and small business owners.

August 1979 – August 1980

Editorial Assistant, ALIFI, State Farm Insurance Companies, Bloomington, IL

Assisted editor in all aspects of production for bi-weekly publication for corporate headquarters employees. Conducted interviews, wrote informative and feature copy, took photographs, designed and prepared layout for printers, and participated in activities that fostered good will among employees.

PUBLICATIONS AND SCHOLARLY ACTIVITY

Comstock, J. (book-length manuscript proposal in preparation, working title). *Advancing the Higher Education Agenda* (see blog by same title at <http://blogs.butler.edu/comstock/>)

Comstock, J. (in revision). Managing Diversity: Re-establishing an agenda for organizational change.

Comstock, J & Booker, K (2009). Self-Study Leveraging: The QPC Model for Comprehensive Academic Program Review. *A Collection of Papers on Self-Study and Institutional Improvement, Volume 1: Accountability and Organizational Leadership, 70-72*; Chicago: North Central Association Higher Learning Commission.

Comstock, J. & Ziegler, R. (2005). Shaping the Future: Strategic Planning for Small Colleges and Universities. *A Collection of Papers on Self-Study and Institutional Improvement, Volume 1: Becoming a Learning Focused Organization: Organizational Distinctiveness and Effectiveness, 41-44*; Chicago: North Central Association Higher Learning Commission.

Aune, K.S. & Comstock, J. (2001). An exploratory investigation of jealousy in the family. *Journal of Family Communication, 2(1)*, 29-39.

Comstock, J. & Higgins, G. W. (1997). Appropriate relational messages during buyer-seller interaction: Does communicator style profile make a difference? *Journal of Business Communication, 34*, 401-418.

Aune, K. S. & Comstock, J. (1997). The effect of relationship development on the experience, expression, and perceived appropriateness of romantic jealousy. *Journal of Social Psychology, 137*, 23-32.

- Beechum, M. H. & Comstock, J. (1997). Teaching empathy skills to social work students. *Journal of Baccalaureate Social Work*, 2, 87-96.
- Comstock, J., Rowell, E., Bowers, J. W. (1995). Food for thought: Teacher immediacy, student learning and curvilinearity. *Communication Education*, 44, 251-266.
- Comstock, J. (1994). Parent-adolescent conflict: A developmental approach. *Western Journal of Communication*, 58, 263-282.
- Comstock, J. (1993). Adolescence: Three phases and not so much diversity. [a review of N.J. Cobb's Adolescence: Continuity, Change and Diversity], *Contemporary Psychology*, 38, 4, 373-374.
- Aune, K.S. & Comstock, J. (1991). The experience and expression of jealousy: A comparison between friends and romantics. *Psychological Reports*, 69, 315-319.
- Comstock, J. (1991). Parent-adolescent conflict: Similarities and differences across gender composition of dyads. In W. R. Cupach & S. Metts (Eds.), *Advances in interpersonal communication research: Proceedings of the Western States Communication Association interpersonal communication interest group*, 91-104.
- Comstock, J. & Buller, D. B. (1991). Conflict strategies adolescents use with their parents: Testing the Cognitive Communicator Characteristics Model. *Journal of Language and Social Psychology*, 10, 47-59.
- Buller, D.B., Strzyzewski, K. & Comstock, J. (1991). The efficacy of probing as a deception detection strategy: Behavior changes in response to suspicion. *Communication Monographs*, 58, 1-24.
- Comstock, J. & Strzyzewski, K. (1990). Interpersonal interaction on television: Family conflict and jealousy on prime time. *Journal of Broadcasting and Electronic Media*, 34, 1-21.
- Cupach, W. R. & Comstock, J. (1990). Satisfaction with sexual communication in marriage: Links to sexual satisfaction and dyadic adjustment. *Journal of Social and Personal Relationships*, 7, 179-186.
- Haefner, M. J. & Comstock, J. (1990). The use of compliance gaining behaviors on prime time television. *The Southern Speech Communication Journal*, 55, 402-420.
- Buller, D.B., Comstock, J. Aune, R.K. & Strzyzewski, K. (1989). The effect of probing on deceivers and truth-tellers. *Journal of Nonverbal Behavior*, 13, 3, 155-170.
- Comstock, J. & Haefner, M. (1989). The use of compliance gaining behaviors by television actors: A description of Kate and Allie. *Journal of the Illinois Speech and Theater Association*, 60, 81-94.

Cupach, W. R. & Comstock, J. (1988). Satisfaction with sexual communication in marriage: Links to sexual satisfaction and dyadic adjustment. In *Advances in interpersonal communication research: Proceedings of the Western States Communication Association interpersonal communication interest group*.

CONFERENCE PRESENTATIONS

Authored more than 50 convention papers including, five (5) papers designated "Top Papers" at Regional, National, or International conferences, SCA 1989, ICA 1989, WSCA 1990, ICA 1994, ICA 1999. Complete list available. A sample of conference presentations includes:

Connecting with Diverse Communities, Locally and Globally. On NACU panel titled "The Role of Place in 21st Century Higher Education" for American Association of Colleges and Universities Annual Meeting, upcoming January 2012

Help the CAO say 'Yes!' -- Be Mission-Driven AND Market-Smart. Long-format workshop at Annual Academic Chairperson Conference - Orlando, upcoming February, 2012

Leveraging the Self-Study: The QPC Model for Comprehensive Academic Program Review. Two hour workshop presented at the North Central Association Higher Learning Commission Annual Meeting in Chicago, 2009.

Shaping the Future: Strategic Planning for Small Colleges and Universities. Two hour workshop presented at the NCA Higher Learning Commission Annual Meeting, Chicago, 2005.

Reaching Out, Reaching In: Communication Consulting as Situated Within the University Context. National Communication Association conference, Miami, 2003.

Partnering with Community Organizations to Make Service-Learning Work for Adult Students, American Association for Adult and Continuing Education conference, St. Louis, 2002.

Managing Diversity: Establishing an Agenda for Organizational Change. International Communication Association conference, Washington D.C., 2001.

Mutual Influence in Teacher-Student Relationships: Applying IAT to Assess teacher Adaptation to Student Classroom Involvement. Top three paper, National Communication Association conference, Chicago, 1999

Jealousy at Work. International Communication Association conference, San Francisco, 1999.

Appropriate Relational Messages in Job Interviews: The Power of Composure, Trust, and Affection. International Communication Association conference, Jerusalem, 1998.

EDUCATION

Recent Professional Development

- Institute for Educational Management (IEM), Harvard University Graduate School of Education, August 2007
- Spanish language immersion course, Lenguaviva, Seville, Spain, January 2005; July 2005
- Council of Independent Colleges (CIC) National Institute for Chief Academic Officers 2004, 2005, 2006, 2007, 2009, 2010
- American Council on Education Annual Meeting, 2008, 2009, 2010
- American Association of Colleges and Universities Annual Meeting, 2007, 2008, 2009, 2010, 2011
- CIC Prioritizing Academic Programs Workshop
- CIC Workshop for Department and Division Chairs
- American Association of Adult and Continuing Education annual conference
- American Marketing Association (AMA) Symposium for the Marketing of Higher Education
- Council for the Advancement and Support of Education, Successful Integrated Marketing Strategies

Doctorate of Philosophy

Department of Communication, with interdisciplinary emphases in Psychology & Family Studies
College of Social and Behavioral Sciences
University of Arizona, Tucson, AZ

Dissertation:

Predicting Adolescents' Responses During Conflict with Their parents: Explication and Initial Test of the Identity Maintenance Model

Master of Science

Department of Communication (now School of Communication)
College of Arts and Sciences
Illinois State University, Normal, IL

Thesis:

Communicating Planned Change: A Model for Selecting Overall Change Strategies and Constructing Complementary Messages

18 hours of Post-masters work in Counseling Psychology
Department of Counseling Psychology
College of Education, ISU

Bachelor of Science

Mass Communication/Public Relations
Department of Communication (now School of Communication)
College of Arts and Sciences
Illinois State University, Normal, IL

HONORS AND DISTINCTIONS

Notable, Recent Professional Service

- Butler University's Institutional Representative to the New American Colleges and Universities consortium and on the NACU Summer Institute Planning Committee. Serve as Vice Chair of the I-Reps for 2011-2012 and on the planning committee for the NACU Summer Institute.
- Mentor for the Council of Independent Colleagues CAO Mentoring Program.
- Co-chair of CIC Women's Leadership Lunch and discussion leader for CIC Roundtable titled "Working with Male-Dominated Teams".
- Former member of the Editorial Board for *Journal of Communication*. Continue to serve as reviewer for this and other national and international communication journals.

Sampling of Community Engagement and Service Activities (to show breath)

- Junior Achievement of Central Indiana, Board of Directors
- Illinois Humanities Council Regional Planning Commission
- Community work supporting the no-kill animal shelter and dog park
- Economic Development Council for Baldwin City, KS
- Pensacola Area YMCA Board of Directors
- Pensacola Chamber of Commerce Small Business Development Committee

Professional Recognition, Awards, and Honors

- Listed as a Top Educator in the Global Directory of Who's Who, 2010.
- "Outstanding Alumni Award" from ISU School of Communication.
- Distinguished Alumni, Casey-Westfield High School, Casey, Illinois.
- Named Outstanding Faculty Mentor at Saint Louis University, 2003
- Five (5) papers designated "Top Papers" at Regional, National, or International conferences, SCA 1989, ICA 1989, WSCA 1990, ICA 1994, ICA 1999.
- "Outstanding Faculty Award" at UWF for incorporating service and hands-on learning projects in the Organizational Communication curriculum, 1999.
- "Faculty Incentive Award" at UWF for innovation in education, 1998.

- UWF inaugural Leadership Enhancement and Development (LEAD) class, a year-long professional development program. UWF President served as my mentor, 96-97
- Two Florida State University System "Teaching Incentive Awards" for high quality, productive teaching, 1995 & 1998 (both awards included \$5,000 salary increases).
- UWF "Excellence in Undergraduate Teaching and Advising Award", 1995 (\$2,000)
- "Teacher of the Year Award" from Undergraduate Speech Communication Association at the University of Florida, 1990

MEMBERSHIPS

- Phi Beta Kappa, Butler Foundational Member
- Phi Beta Delta, Honor Society for International Scholars
- Phi Kappa Phi Honor Society
- Omicron Delta Kappa – The National Leadership Honor Society
- International Communication Association
- National Communication Association