

DR. CHRISTINE A. LEMESIANOU

Higher Education Executive | Institutional Effectiveness, Assessment & Accreditation | Academic Transformation

Associate Dean, College of the Arts | Senior Advisor to the Provost for Accreditation

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EXECUTIVE & CONSULTING PROFILE

Higher education executive, tenured faculty member, and institutional strategist with two decades of experience leading institutional effectiveness, accreditation, assessment, academic planning, student success, organizational change, and complex operations. Builds practical systems that connect mission and strategy to outcomes, evidence, resource decisions, and continuous improvement. Trusted by senior leaders, faculty, governance bodies, and cross-functional teams to translate complex priorities into clear structures, measurable results, and sustainable implementation. Brings the dual perspective of a college executive and university-wide advisor, with extensive experience in merger integration, enterprise systems, curriculum transformation, budget strategy, and external evaluation.

CORE EXPERTISE

Institutional Effectiveness & Assessment | Accreditation | Strategic Planning | Academic Affairs | Student Success | Organizational Transformation | Academic Program Development | Budget & Resource Strategy | Faculty & Staff Development | Enterprise Systems | Partnerships & Community Impact | Executive Communications

LEADERSHIP SCALE

\$40M+ Annual operating environment	4,000+ Students across portfolio	50+ Academic programs	1,200+ Faculty, staff & employees
2 University-wide MSCHE cycles	140+ Faculty & staff searches	12+ Academic programs developed	\$250K+ Access-program funding

SELECTED LEADERSHIP & INSTITUTIONAL IMPACT

1. Institutional Effectiveness, Assessment & Accreditation

- **University-wide architecture.** Built Montclair's emerging institutional effectiveness and assessment model, integrating academic assessment, operational effectiveness, planning, resource allocation, and continuous improvement; guided every academic college and VPs in completing their first aligned Action Plan in 2025.
- **Evidence infrastructure.** Designed Nuventive-based assessment, planning, and performance-dashboard structures that expanded access to evidence and strengthened data-informed decision-making.
- **Accreditation leadership.** Led two university-wide MSCHE self-study cycles (2014-2017; 2023-2026), coordinating a 30+ member Steering Committee, 80+ working-group participants, senior leaders, faculty, governance bodies, and administrative units.

- **Merger and substantive change.** Led the MSCHE Complex Substantive Change process for the Bloomfield College merger, including the application, transitional accreditation requirements, institutional integration, and restructuring.
- **External evaluation.** Served as an MSCHE evaluator for multiple institutional self-studies, applying accreditation standards and institutional-effectiveness principles across diverse higher education contexts.
- **Strategy and execution.** Co-developed Montclair's Strategic Framework with University leadership and AACSC consultants and contributed to the Leadership Capabilities Framework, strengthening alignment among institutional priorities, leadership expectations, and implementation.

2. Academic Affairs, Student Success & Curriculum

- **Academic transformation and growth.** Helped lead the School of Communication and Media's expansion from approximately 400 students in 2014 to more than 1,500 by 2020, supporting its evolution into a major academic unit and, ultimately, a standalone College.
- **Retention and persistence.** Designed student-success strategies addressing persistence, progression, and completion, contributing to a 96.7% first-term retention rate and 87.9% first-year retention rate in Fall 2020.
- **Barrier removal.** Used student-success evidence to improve scheduling, course availability, curricular sequencing, registration, and advising, including a coordinated first-year registration model for CART and the Cali School of Music.
- **Access and transition pathways.** Secured \$250K+ in external funding for summer bridge programming and advanced high school and community-college articulations and institutional teach-out agreements for first-generation, transfer, underserved, and underrepresented students.
- **Program and curriculum development.** Developed or substantially revised 12+ undergraduate and graduate programs, concentrations, and minors and designed more than 30 courses in communication, media, research, and emerging digital practice.
- **General education innovation.** Guided CART's broad expansion of SEEDS offerings, increasing access to arts- and creativity-centered learning across the University (2024-2026).
- **Curriculum review and assessment.** Facilitated faculty-led program review using enrollment, market, student-success, and program-performance evidence; strengthened alignment among learning outcomes, courses, assignments, and measures and established assessment plans for the School of Communication and Media (2013-2020).
- **Experiential and interdisciplinary learning.** Expanded community-engaged and high-impact learning through One Square Mile partnerships, the CART Creativity Hub, and outcome-based assessment tools for experiential engagement.

3. Financial, Operational & Organizational Leadership

- **Financial stewardship.** Directed strategic planning, budgeting, and resource allocation in an annual operating environment exceeding \$40 million, aligning investment with academic priorities, student success, and institutional goals.
- **Integrated planning.** Designed CART's College-to-unit operational planning framework, connecting priorities, action plans, measures, accountability, and resource alignment across all levels of operation.
- **Fiscal resilience.** Led planning through the COVID-19 pandemic and transition to a hybrid RCM model while protecting high-priority academic and student-success functions; developed a deficit-reduction strategy to balance revenue generation, expense management, operational efficiency, and academic quality.

- **Organizational redesign.** Led major restructurings of Broadcast & Media Operations (2021), Arts & Cultural Programming and Performance Operations (2022), Theatre & Dance (2025), and Art & Design (2026) to strengthen efficiency, accountability, and service capacity.
- **Facilities and space strategy.** Directed planning and optimization across a 14-building portfolio, delivering Finley Hall office renovations and the CART Student Success Center in AY 2026 and advancing AY27 projects in Life Hall, Finley Hall, and Schmitt Hall.
- **Capital investment.** Partnered with architects and University Facilities on the design and construction of the \$56 million School of Communication and Media building and the strategic refurbishment of Morehead Hall, expanding instructional capacity and consolidating operations.

4. Talent, Governance & Enterprise Systems

- **Workforce strategy.** Aligned personnel planning with curriculum, enrollment, priorities, and financial capacity, contributing to 90+ CART positions over four years; guided or supported 46+ faculty searches and 50+ administrative and professional staff searches (2021-2026).
- **Leadership development.** Mentored faculty through reappointment, tenure, and promotion and staff through reappointment and reclassification; created College-based onboarding and professional-development programs for new faculty and staff.
- **Talent acquisition.** Chaired or served on senior searches including Director of International Academic Initiatives, Vice Provost for Undergraduate Education, Associate and Assistant Deans, and Director of Arts & Cultural Programming.
- **Enterprise technology.** Helped select, test, and implement Faculty Activities Reporting, CourseLeaf CIM, Canvas, and related academic workflows; co-chaired the Provost's Learning Management Systems Working Group.
- **Governance and benchmarking.** Contributed to curriculum governance, institutional-effectiveness committees, the 2026 Peer Institution Selection Group, strategic planning, and cross-divisional teams addressing policy, academic priorities, benchmarking, and resource strategy.

5. Communications, Partnerships & External Impact

- **Institutional storytelling.** Directed marketing collateral for CART performance portfolios (PEAK, Cali Immersive, Theatre & Dance) and communications for 560+ annual performances, exhibitions, lectures, screenings, and public programs; launched the annual CART Community Partnerships Impact Report and strengthened recruitment-oriented web content, program messaging, navigation, and SEO.
- **Web redesign.** Led the redesign, content strategy, and branding of CART's new web presence, serving as the College liaison with University Communications & Marketing and advancing stronger program messaging, audience navigation, search-engine optimization, and recruitment-oriented content.
- **Audience engagement.** Produced and supervised monthly College e-newsletters reaching 12K recipients with an average engagement rate of approximately 30%, establishing a consistent channel for internal and external stakeholders.
- **Externally supported initiatives.** Secured and managed \$160K+ for access-oriented, creative, and community-engaged programs, including renewed Kessler Foundation support for ReelAbilities New Jersey.
- **Statewide and community partnerships.** Provided lead administrative direction for a decade for the New Jersey Film Festival with 6-10 statewide partners and delivered multi-year grant-funded programs with Montclair's Office of Community Engagement and Partnerships and uCAN for underserved Paterson students.

- **Public impact.** Expanded CART's reach through festivals, workshops, screenings, and creative initiatives engaging 1,500+ participants, audience members, and partners annually.

6. Consulting, Governance, and Leadership Roles

- **Curriculum Design, Governance & Academic Innovation.** Led curriculum development and academic governance across department, college, and university levels through leadership roles in curriculum committees, General Education, University Senate Academic Affairs, and the development and implementation of new and revised programs and certificates.
- **Technology Innovation & Enterprise Systems.** Helped select, design, test, and implement major academic systems and workflows, including Faculty Activities Reporting (FAR) platforms, CourseLeaf CIM, and Canvas; co-chaired the Provost's Learning Management Systems Working Group and contributed to university-wide workflow, training, and technology initiatives.
- **Talent Acquisition & Leadership Development.** Chaired or served on numerous senior administrative and faculty searches, including International Academic Initiatives, Undergraduate Education, Academic Affairs, Student Success, and Arts & Cultural Programming positions; provided extensive leadership in faculty hiring, reappointment, tenure, promotion, mentoring, and professional development.
- **Executive Governance & University Leadership.** Served in sustained leadership and governance roles through the Chair's Council, University Senate, Committee on University Effectiveness, Community Engaged Council, PSEG Institute for Sustainability Studies Advisory Board, and other cross-divisional groups advancing institutional priorities, academic policy, student success, and organizational effectiveness.
- **National & Professional Leadership.** Extend university leadership to the broader higher education and arts communities through service on the International Council of Fine Arts Deans (ICfAD) Leadership Council, with prior leadership on the McGraw-Hill Digital Board of Advisors and New Jersey Communication Association Executive Board.
- **Teaching Excellence & Faculty Development.** Recognized with Montclair State University's Distinguished Teacher Award (2012) and the International Communication Association Teaching Excellence Award (1997); served as a mentor to new faculty and Teaching Fellows and advanced online, hybrid, service-learning, and technology-enhanced pedagogy.
- **External Consultation & Peer Review.** Provide consultation and peer review for academic program development, assessment, accreditation, and departmental reviews, drawing on expertise in curriculum, institutional effectiveness, organizational improvement, and academic quality.

PROFESSIONAL EXPERIENCE

DATES	POSITION
2020-present	Associate Dean, College of the Arts & Senior Advisor to the Provost for Accreditation, Montclair State University
2017-2020	Associate Director and Associate Professor, School of Communication and Media, Montclair State University
2016 - 2017	Acting Director, School of Communication and Media, Montclair State University

DATES	POSITION
2013-2016	Associate Director and Associate Professor, School of Communication and Media; Coordinator, Basic Communication Program, Montclair State University
2012-2013	Associate Professor; Coordinator, Communication Studies; Coordinator, Basic Communication Program, Montclair State University
2008-2012	Associate Professor; Deputy Chair; Coordinator, Basic Communication Program, Department of Communication Studies, Montclair State University
2007-2008	Associate Professor; Interim Chair; Internship Coordinator; Coordinator, Basic Communication Program, Montclair State University
2000-2007	Assistant Professor; Coordinator, Basic Communication Program, Department of Communication Studies, Montclair State University
1998-2000	Visiting Assistant Professor, Department of Communication, SUNY University at Albany
1996-1997	Communication Program Coordinator and Instructor, Educational Opportunity Fund Program, Rutgers College
1994-1998	Instructor and Research Assistant, Departments of Communication and Mass Media and Journalism, Rutgers University

EDUCATION

Ph.D., Communication and Media, Rutgers University, School of Communication, Information, and Library Studies. *Dissertation: The geographies of discourse and lived experience: A communication approach.*

M.A., Education, Adelphi University.

B.A., Communication, Adelphi University.

SELECTED HONORS

Distinguished Teacher Award, Montclair State University, 2012 | **Teaching Excellence Award**, International Communication Association, 1997

FACULTY APPOINTMENT & ACADEMIC CONTRIBUTIONS

Tenured Faculty, Communication and Media, College of Communication and Media

Current Scholarly Interests

Organizations, Culture & Digital Transformation | Human-Centered Design, Creativity & Innovation | AI, Digital Platforms & Emerging Media | Identity, Persuasion & Social Influence | Political Communication, Digital Democracy & the Future of Learning

Selected Teaching Areas

Communication & Media Theory | Interpersonal Communication, Identity & Culture | Strategic Communication, Persuasion & Media Campaigns | Communication Research Methods | Media, Technology, Politics & Globalization

Selected Presentations & Workshops

- Lemesianou, C. A., & Murdock, B. (2026, November). A Framework for Communicating Impact: Mission, Metrics, and Meaning. Preconference workshop, Coalition of Urban and Metropolitan Universities Annual Conference, Houston, TX.
- Lemesianou, C. A., Burns, D., Benkert, S., & Jones, G. (2026, November). Resilience by Design: Workshop for New Deans. Full-day preconference workshop, International Council of Fine Arts Deans Annual Conference, Detroit, MI.
- Lemesianou, C. A., Connor, A., DeCapua, N., Mazur, J., & Kight, S. (2025, December). Let Student Success Anchor Accreditation in Uncertain Times. Panel, Middle States Commission on Higher Education Annual Conference, Philadelphia, PA.
- DiMaio, V. I., Lemesianou, C. A., Ruiz, A., Wright, A., & Johnson, C. J. (2025, October). Transformative Learning Through Wraparound Services and a Sense of Place: Unlocking Social-Economic-Mobility. Panel, Coalition of Urban and Metropolitan Universities Annual Conference, Baltimore, MD.
- Lemesianou, C. A. (2024, October). Paterson One Square Mile and Student Success: Addressing Early College and College Readiness Through a Place-Based, Community-Led Collective Impact Model. Panel, Coalition of Urban and Metropolitan Universities Annual Conference, Minneapolis, MN.
- Côté-Bonanno, J., Lemesianou, C. A., & Schwarz, S. (2018, December). Building and Benefitting from the Documentation Roadmap. Panel, Middle States Commission on Higher Education Annual Conference, Philadelphia, PA.
- Lemesianou, C. A., Besing, J., & La Voy, A. S. (2016, December). Pathways to Academic Excellence: Adapting the Self-Study Report to the Institution. Panel, Middle States Commission on Higher Education Annual Conference, Philadelphia, PA.
- Côté-Bonanno, J., Besing, J., La Voy, A. S., & Lemesianou, C. A. (2016, March). Adopting and Implementing the New MSCHE Standards. Panel, The Assessment Puzzle: Assembling the Pieces for Accreditation, Stevenson University, Owings Mills, MD.

Graduate Mentorship

Mentored or served on nine master's thesis and doctoral dissertation projects at Montclair State University and Rutgers University (2003-2014), spanning organizational communication, public relations, crisis communication, health communication, leadership, culture, media, and identity.