

ACADEMIC LEADERSHIP FELLOWS PROGRAM, CALL FOR APPLICATIONS: 2018-2019 ACADEMIC YEAR

The WVU Academic Leadership Fellows program is a professional development opportunity for faculty, sponsored by the Office of the Provost, that offers the opportunity to strengthen leadership skills and build qualifications in academic administration. This time-intensive, immersive experience will allow participants to become more effective in their current roles, gain a greater understanding of higher education administration, and encounter future career opportunities. Under the mentorship of a senior administrator, Fellows directly contribute to WVU's operation through special projects, committee service, and initiatives that address significant issues facing the university.

AREAS OF FOCUS

For 2018-2019, the program is accepting applications for the following areas of focus. Applicants may submit to multiple areas of focus, but can be selected to serve in only one area. Detailed descriptions can be found at the end of this announcement.

Project: **Financial Modeling and Academic Incentives**
Mentors: Joyce McConnell, Provost and Vice President for Academic Affairs
John Campbell, Vice Provost

Project: **Strategic Planning**
Mentors: Joyce McConnell, Provost and Vice President for Academic Affairs
John Campbell, Vice Provost

Project: **Academic Personnel**
Mentor: C.B. Wilson, Associate Provost for Academic Personnel

Project: **Transfer Student Enrollment, Transition, and Retention**
Mentor: Paul Kreider, Associate Provost for Undergraduate Education

Project: **Undergraduate Education Curriculum Design and Assessment**
Mentors: Paul Kreider, Associate Provost for Undergraduate Education
Joe Seiaman, Dean of Completion

Project: **Innovation, Design, and Entrepreneurship (IDEA) Curriculum Review and Planning**
Mentor: Mindy Walls, Assistant Vice President for Entrepreneurship and Innovation

Project: **Graduate Academic Affairs**
Mentor: Katherine Karraker, Associate Provost for Graduate Education

ELIGIBILITY

Full-time faculty members on the Morgantown campus, at or above the associate professor level (or equivalent), are eligible.

SELECTION CRITERIA AND PROCESS

- Record of achievement in current and past positions;
- Interest in academic administration and leadership;
- Prior leadership experience;
- Demonstrated decision-making abilities;
- Demonstrated ability to work independently and collaborate productively;
- Demonstrated discretion, judgement, and adherence to confidentiality;
- Familiarity with WVU policies and procedures; and
- Willingness to accept a wide variety of assignments.

A selection committee of representatives from Academic Affairs will review applications and make recommendations to the mentor in each area of focus. Interviews between mentors and applicants may be conducted prior to final selection.

CONDITION OF APPOINTMENT

Fellows will hold split appointments during their time in the program, with 50% of their FTE dedicated to the fellowship and 50% of their FTE dedicated to their home unit, under most circumstances.

COMPENSATION

While the home unit continues to incur the cost of the Fellow's salary, the Office of the Provost will provide funds from central resources to the home unit to compensate for costs associated with work effort lost for the duration of the appointment, unless the home unit can arrange for departmental or college resources to cover duties assigned.

- 9-month appointments: Fellows will be paid their regular, academic-year salary by their home unit and up to two months of summer salary by the Office of the Provost. Arrangements for annual leave or the equivalent will be made with the Office of the Provost to the individual's satisfaction.
- 12-month appointments: Fellows will be paid their regular, yearly salary by their home unit and will receive their usual annual leave in accordance with WVU policies and procedures.

START/END DATES

Fellows assume their positions at the beginning of the fall semester and may serve up to a twelve-month period, to be negotiated. Summer start dates may be considered.

PROFESSIONAL DEVELOPMENT

The program will fund mutually agreed upon professional development related to the Fellowship.

APPLICATION REQUIREMENTS

- Current curriculum vitae.
- Cover letter that addresses the applicant's interest in becoming a Fellow, professional goals, area(s) of focus for consideration and relevant expertise and leadership experience, especially as to how it relates to the preferred area(s) of focus.
- Brief statement of endorsement from the applicant's department chair or supervisor, to include a plan for covering 50% of the applicant's assigned duties for the duration of the appointment.
- Brief statement of endorsement from the applicant's dean, unless the dean is the applicant's immediate supervisor, in which case, only one statement of endorsement is required.

APPLICATION PROCEDURE

- The applicant submits cover letter and curriculum vitae to department chair or supervisor;
- The department chair or supervisor reviews application, drafts a brief statement of endorsement, and forwards cover letter, curriculum vitae, and statement of endorsement to the responsible dean;
- The dean reviews the application, drafts a brief statement of endorsement (unless the dean is the applicant's immediate supervisor, in which case only one statement of endorsement is required), and forwards the cover letter, curriculum vitae, and statement(s) of endorsement via campus mail to:

Liz Dickinson, Program Coordinator
Office of the Provost
PO Box 6203

A PDF version of this packet should also be emailed to liz.dickinson@mail.wvu.edu.

DEADLINE FOR APPLICATIONS IS FRIDAY, MARCH 2, 2018

All required documentation must be received or postmarked by the end of the business day, Friday, March 2, 2018. No late applications will be accepted. Questions should be addressed to liz.dickinson@mail.wvu.edu.

DETAILED DESCRIPTIONS OF THE 2018-2019 AREAS OF FOCUS

Financial Modeling and Academic Incentives

Mentors: Joyce McConnell, Provost and Vice President for Academic Affairs and John Campbell, Vice Provost

The Fellow in the Office of the Provost will work with the Provost and Vice Provost to explore updates to the current entrepreneurial model for academic program incentives. WVU's current budget distribution model has evolved to become more complex and needs to be updated to meet new challenges. Potential projects include:

- Evaluating incentives for colleges and departments to develop new majors/minors to grow enrollments while also recognizing the unique roles each college plays in general education, support of minors, and recruitment of students;
- Reviewing current winter, summer, and distance education revenue models while recognizing existing college/unit commitments on the current model;
- Studying the student trend of increasing AP, dual credit, and transfer courses and the impact on WVU's overall budget;
- Working with the Vice President for Strategic Initiatives, the Vice President and Chief Financial Officer, and the Division of Finance to understand WVU's institutional investments, budgets, and cash flow, as well as with WVU's deans and administrators to understand budgets and cash flow within the University's schools, colleges, and administrative units;
- Researching innovative strategic initiatives to help develop a path forward for managing WVU's academic budgeting and investments to leverage WVU's financial position; and
- Exploring university-wide and college-specific revenue sources to build and invest in capital and facility improvements.

Strategic Planning

Mentors: Joyce McConnell, Provost and Vice President for Academic Affairs and John Campbell, Vice Provost

The Fellow in the Office of the Provost will assist in the development of WVU's upcoming strategic plan. With the 2020 Plan coming to a close, the Fellow will work with the Provost, Faculty Senate, and other WVU leaders to guide the strategic planning process and envision the future of WVU. Potential projects include:

- Managing all aspects of a complex initiative involving a wide range of participants;
- Facilitating discussions with various WVU stakeholders and constituencies across all campuses to gather input and feedback;
- Integrating components of the existing plan, WVU's three critical pillars (education, health care, and broad-based prosperity), and WV Forward;
- Interacting with university leadership regarding the content and communication of the plan;
- Creating all final form strategic planning documents and outputs; and
- Establishing metrics to measure and assess the plan's progress.

Academic Personnel

Mentor: C.B. Wilson, Associate Provost for Academic Personnel

The Fellow in the Office of the Associate Provost for Academic Personnel will focus on matters that surround faculty hiring, evaluation, promotion, tenure and appeal, as well as the creation and implementation of professional development programs for faculty and chairs. The Fellow may also assist in the development of policies and procedures relevant to faculty members and observe and learn more about the grievance process for WVU faculty members. A high degree of confidentiality is required. Potential projects include:

- Reviewing and making recommendations for the modification and update of Board of Governors Policy 2 and other documents related to faculty evaluation;
- Attending meetings in which the Associate Provost reviews the promotion and tenure cycle with the relevant college and school deans;
- Serving as the Office of the Provost's representative to the Senate Teaching and Assessment Committee;
- Joining the Associate Provost as an observer at grievance hearings and conferences;
- Assisting with the promotion and tenure review process;
- Organizing a committee of department chairs to more effectively plan the Chairs' Leadership Luncheon series and other developmental projects; and
- Coordinating with the Teaching and Learning Commons to assist with heightened publicity for selected projects.

Transfer Student Enrollment, Transition, and Retention

Mentor: Paul Kreider, Associate Provost for Undergraduate Education

The Fellow in the Office of the Associate Provost for Undergraduate Education will work in conjunction with the Transfer Team of Academic Affairs and with WVU Online. Potential projects include:

- Coordinating of transfer and transient policy implementation with appropriate offices;
- Working with Transfer Team on various initiatives including Stop Out project, Potomac State Pathway;
- Developing strategies to increase transfer enrollment and retention; and
- Proposing recommendations to ease the transfer student's transition to WVU.

Undergraduate Education Curriculum Design and Assessment

Mentors: Paul Kreider, Associate Provost for Undergraduate Education and Joe Seiaman, Dean of Completion

The Fellow in Undergraduate Education will work with the Associate Provost, Dean of Completion, and Director of the First-Year Experience Program to assist in building a first-year seminar curriculum for students admitted to the Center for Learning, Advising, and Student Success (CLASS). First-time freshmen admitted are undecided or classified as pre-majors. Many are in need of instructional support not provided in contemporary pedagogy. Potential projects include:

- Researching peer institutions to determine best practices in curriculum design;
- Identifying active learning strategies for delivering first-year seminar content;
- Researching different types and styles of instructional support for under-prepared, at-risk freshman and first-time transfer students;
- Evaluating student performance and determining best practices for improving student engagement with learning;
- Analyzing data from the first-year seminar course; and
- Developing a training process in pedagogy for first-year seminar instructors.

Innovation, Design, and Entrepreneurship (IDEA) Curriculum Review and Planning

Mentor: Mindy Walls, Assistant Vice President for Entrepreneurship and Innovation

The Fellow in Entrepreneurship and Innovation will work closely with leaders in the Provost Office, faculty IDEA Fellows, LaunchLab staff, WVU Online, and academic units to develop a cross-campus certificate program in Innovation. Potential projects include:

- Identifying and evaluating existing WVU coursework related to innovation, design, and entrepreneurship;
- Researching and documenting best practices in Innovation education;
- Building collaborative faculty networks to identify opportunities for enhanced curriculum; and
- Creating and revising innovative assessment-based programming.

Graduate Academic Affairs

Mentor: Katherine Karraker, Associate Provost for Graduate Education

The Fellow in the office of the Associate Provost for Graduate Education may attend and participate in meetings of the Graduate Associate Deans, the Graduate Council, the Graduate Student Advisory Committee, and the Graduate Catalog and Policy Committee. The Fellow will also have the opportunity to attend meetings of the Council of Graduate Schools or the Council of Southern Graduate Schools. Potential projects include:

Graduate Programs and Curriculum

- Reviewing requirements for graduate majors, certificates, and Areas of Emphasis;
- Helping programs develop plans to increase enrollments and graduates, especially PhDs;
- Assisting departments with new program development, reviewing proposals for new or changed programs; and
- Helping to standardize program information and develop program-specific graduate handbooks.

Graduate Education

- Developing strategies for communication, fund-raising, and advocacy related to graduate education;
- Implementing data collection, analysis, and reporting strategies for guiding graduate education initiatives;
- Applying for grants to support graduate students and activities, such as the CGS Innovation Grant;
- Assisting with the CGS PhD Career Pathways project; and
- Assisting with policy development and revisions, including reviewing graduate assistantship policies and procedures.

Graduate Student Professional Development and Success

- Developing programming to improve graduate student financial knowledge and reduce indebtedness;
- Developing resources for assisting graduate students with career planning and preparation; and
- Developing resources for assisting graduate students in obtaining non-academic positions.
- Developing systematic approaches to quantifying and tracking student retention, time to degree, employment outcomes, and other measures of success; and
- Developing programs to improve student success, with a possible focus on STEM or URM students.

Faculty Role in Graduate Education

- Developing programs to enhance and reward excellent faculty mentoring of graduate students; and
- Developing programs to train and inform graduate program directors.