

## **ACADEMIC LEADERSHIP FELLOWS PROGRAM, CALL FOR APPLICATIONS: 2019-20 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 2019-20, 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: **Strategic Planning**  
Mentor: Joyce McConnell, Provost and Vice President for Academic Affairs

Project: **Academic Analytics, Student Success and Digital Strategy**  
Mentor: John Campbell, Vice Provost

Project: **Academic Strategies, Curriculum and Assessment**  
Mentor: Paul Kreider, Vice Provost

Project: **Financial Modeling**  
Mentor: Mark Gavin, Associate Provost for Academic Budget, Facilities and Strategic Initiatives

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

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

### **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 as a PDF via email to [Christopher.Staples@mail.wvu.edu](mailto:Christopher.Staples@mail.wvu.edu).

## **DEADLINE FOR APPLICATIONS IS FRIDAY, MARCH 15, 2019**

All required documentation must be received by the end of day, Friday, March 15, 2019. No late applications will be accepted. Questions should be addressed to [cmstaples@mail.wvu.edu](mailto:cmstaples@mail.wvu.edu).

## **DETAILED DESCRIPTIONS OF THE 2019-20 AREAS OF FOCUS**

### **Strategic Planning**

*Mentor: Joyce McConnell, Provost and Vice President for Academic Affairs*

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 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;
- Managing and facilitating WV Women Moving Forward (25% FTE);
- 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 Analytics, Student Success and Digital Strategy**

*Mentor: John Campbell, Vice Provost*

The Fellow will work with the Vice Provost to assist in key functions of student success and retention including advising, the Center for Learning, Advising, and Student Success (CLASS), First Year Experience, and Pathways. Potential projects include:

- Developing an advising model for faculty advisors across campus;
- Creating a strategic plan for advising to align with the WVU Strategic Plan;
- Identifying active learning strategies and course redesign strategies for key gateway courses;
- Researching different types and styles of instructional support for under-prepared, at-risk freshman and first-time transfer students;
- Evaluating student academic and social "fit" on campus and determining best practices for improving student engagement;
- Analyzing data to identify opportunities to improve retention and persistence; and
- Developing a training process in pedagogy for first-year seminar instructors.

## **Academic Strategies, Curriculum and Assessment**

*Mentor: Paul Kreider, Vice Provost*

The Fellow will work with the Vice Provost to streamline Undergraduate Education including General Education (GEC/GEF), curriculum, enrollment management, reverse transfers, intercollegiate programs, assessment, academic policy and Veterans affairs. Potential projects include:

- Researching peer institutions to determine best practices in curriculum design;
- Assisting with the GEF redesign, GEF study and its budget impacts;
- Working with OUR to improve transfer policies and processes; and
- Serving on the Policy Committee and lead assigned revisions.

## **Financial Modeling**

*Mentor: Mark Gavin, Associate Provost for Academic Budget, Facilities and Strategic Initiatives*

The Fellow in the Office of the Provost will work with the Associate Provost to explore updates to the current entrepreneurial model for academic program incentives. 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 senior administration 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.

## **Graduate Education**

*Mentor: Katherine Karraker, Associate Provost for Graduate Education*

The Fellow in the office of the Associate Provost for Graduate Education will 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. Potential projects include:

- Applying for grants to support graduate students and activities, such as the CGS Innovation Grant;
- Developing resources for assisting graduate students with career planning and preparation;
- Developing systematic approaches to quantifying and tracking student retention, time to degree, employment outcomes, and other measures of success;
- Developing programs to improve student success; and
- Developing programs to train and inform graduate program directors.

## **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 updates to 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;
- 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.