OFFICE OF THE PROVOST
ACADEMIC LEADERSHIP FELLOWS PROGRAM

The Academic Leadership Fellows Program is a professional development opportunity for West Virginia University faculty sponsored by the Office of the Provost. For the 2016-2017 academic year, the program will offer leadership experiences at the university level and opportunities to strengthen qualifications in academic administration. Participants should expect a time-intensive, immersive experience where they will gain skills that will make them more effective in their current positions, achieve a greater understanding of practices and procedures in higher education, and encounter career opportunities they may wish to pursue in the future.

PROGRAM EXPERIENCE

- Directly contribute to the operation of West Virginia University by taking on special projects, serving on committees, and assisting with a variety of activities
- Be involved in initiatives that address significant issues facing West Virginia University
- Participate in a range of development opportunities
- Serve under the mentorship of a senior administrator

AREAS OF FOCUS

In 2016-2017, the program will consider applicants for the following areas of focus. Applicants may submit applications to multiple areas of focus, but can be selected to serve in only one area. Detailed information on the focus areas can be found at the end of this announcement.

Project: Academic Alignment with Regional Campuses
Mentor: Sue Day Perroots, Associate Provost for Undergraduate Education

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

Project: Accreditation
Mentors: Elizabeth Hamilton, Assistant Vice President for Strategic Action
Russell K. Dean, Vice Provost

Project: Beckley Academic Planning
Mentors: Joyce McConnell, Provost and Vice President for Academic Affairs
Russell K. Dean, Vice Provost

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

Project: Health Sciences Center Educational Programs
Mentor: Louise T. Veselicky, Associate Vice President for Health Sciences Academic Affairs

Project: Placement and Career Readiness
Mentor: Mindy Walls, Assistant Vice President for Entrepreneurship and Innovation

Project: Project 168
Mentor: Sue Day Perroots, Associate Provost for Undergraduate Education

Project: State and Federal Legislative Affairs
Mentor: Rob Alsop, Vice President for Legal, Government, and Entrepreneurial Engagement

Project: Student Success Collaborative
Mentor: John P. Campbell, Associate Provost and CIO

Project: Undergraduate and Graduate Policies and Programs
Mentors: Sue Day Perroots, Associate Provost for Undergraduate Education
Katherine Karraker, Associate Provost for Graduate Education

ELIGIBILITY

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

- Applicants for the program will be selected based on the following criteria:
- Record of achievement in current and past positions
- Interest in academic leadership
- Prior leadership experience
- Decision-making abilities
- Demonstrated ability to work independently and to collaborate productively
- Willingness to accept a wide variety of assignments
- Demonstrated discretion, judgment, and adherence to confidentiality
- Familiarity with University policies

SELECTION PROCESS AND COMMITTEE

The Selection Committee, consisting of representatives from Academic Affairs and the Health Sciences, will review applications and make recommendations to the mentor for each area of focus. Interviews between mentors and applicants are conducted before each mentor makes the final selection.

COMPENSATION AND CONDITIONS OF APPOINTMENT

- Fellows will 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 will also be considered.
- Fellows holding nine-month appointments are paid their regular academic year salary and up to two months of summer salary. Arrangements satisfactory to the individual and to the Office of the Provost will be made to provide Fellows with annual leave or an appropriate equivalent.
- Fellows holding twelve-month appointments are paid their regular salary and receive their usual annual leave.
- Fellows will have 50% FTE appointments in leadership roles in the Office of the Provost while maintaining 50% appointments in their home units in most circumstances. The Office of the Provost will provide funds from central resources to compensate units for the costs associated with the Fellow’s assignment and work effort lost, while other duties will be covered by departmental and college sources.
- The program will also fund mutually agreed upon professional development activities related to the Fellowship.

REQUIRED DOCUMENTS

- Current curriculum vitae
- Cover letter that addresses: (1) the reasons for the applicant’s interest in becoming an Academic Leadership Fellow; (2) how the program will contribute to the applicant’s professional goals; (3) the area of focus for which the applicant would like to be considered; and (4) the applicant’s relevant expertise and academic leadership experience, particularly in that area
- Brief statement of endorsement from the applicant’s department chair or supervisor that includes a plan for covering the applicant’s courses and other responsibilities
- Brief statement of endorsement from the dean, unless the dean is the applicant’s immediate supervisor, then only one statement of endorsement is required

APPLICATION PROCEDURES

- Applicants should submit the cover letter and curriculum vitae to their department chair or supervisor.
- The department chair/supervisor will review the applicant’s materials and write a brief statement of endorsement that includes a plan for covering the applicant’s courses and other responsibilities.
- The department chair/supervisor will submit the applicant’s cover letter, curriculum vitae, and statement of endorsement to the responsible dean.
- The dean will also write a brief statement of endorsement for the applicant, unless the dean is the applicant’s immediate supervisor, then only one statement of endorsement is required.
- The dean will forward the cover letter, curriculum vitae, and statement(s) of endorsement to the Office of Provost, via campus mail, to: Dr. C.B. Wilson, Associate Provost for Academic Personnel, Office of the Provost, PO Box 6203. A PDF version of the packet is to be emailed to dmpancoast@mail.wvu.edu
DEADLINE FOR APPLICATIONS – FRIDAY, JANUARY 15, 2016
All required documents must be received or postmarked by the end of the business day, Friday, January 15, 2016. No late applications will be accepted. Questions may be sent to cbwilson@mail.wvu.edu

Please Note: Incomplete applications will be returned unevaluated.

DETAILED DESCRIPTIONS OF THE 2016-2017 PROGRAM AREAS OF FOCUS

Project: Academic Alignment with Regional Campuses
Mentor: Sue Day-Perroots, Associate Provost for Undergraduate Education

The Academic Leadership Fellow under the Associate Provost for Undergraduate Education will assist in the University’s effort to become One WVU by working on projects aimed to align Potomac State College and the West Virginia University Institute of Technology with WVU’s Morgantown campus. Now that all three campus fall under one accreditation, policies and procedures need to be aligned to reflect this new cohesiveness, especially in undergraduate education. Potential projects include:

- Reviewing existing academic policies and procedures between the three campuses to identify where cohesion may be lacking
- Making recommendations for greater cohesion once policies and procedures have been identified
- Identifying procedures to facilitate streamlined academic alignment among the three campuses, which may include researching other multi-campus systems, such as Penn State, Arizona State, and Ohio State, for best practices on alignment

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

The Academic Leadership Fellow under 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 general University faculty members. A high degree of confidentiality is required of the Fellow selected for this position. Potential projects include:

- Assisting with the implementation of the Digital Measures’ faculty activity reporting platform
- 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
- Coordinating with the Teaching and Learning Commons to assist with publicity for selected projects

Project: Accreditation
Mentors: Elizabeth Hamilton, Assistant Vice President for Strategic Action
Russell K. Dean, Vice Provost

The Academic Leadership Fellow under the Vice Provost and the Assistant Vice President for Strategic Action will focus on preparing for West Virginia University’s institution-wide 2018 comprehensive evaluation by the Higher Learning Commission (HLC), the University’s regional accrediting agency. The Fellow will assist with preparing the University’s assurance argument, evidence file, federal compliance filing, and site visit. Institutional accreditation ensures the quality of a West Virginia University degree, provides the University with the opportunity to improve, and is required by the U.S. Department of Education for students to receive federal financial aid. Further, regional accreditation is often a requirement for specialized or programmatic
accreditation. All aspects of WVU are assessed for accreditation, including the quality, support, and evaluation of its degree programs, its adherence to its mission, the integrity of its governance and operations, its financial stability, and its engagement in systematic and integrated planning. Potential projects include:

- Participating in meetings with WVU’s Higher Learning Commission planning team
- Researching and synthesizing HLC’s current policies and procedures as they apply to WVU
- Reviewing and researching comparable peer institutions to develop appropriate ideas and best practices for the accreditation process at WVU
- Communicating the accreditation process and needs to internal accreditation representatives on all WVU campuses
- Soliciting information and evidence from academic and administrative departments relating the HLC’s criteria for accreditation
- Facilitating collaboration among internal accreditation representatives at the University
- Gathering documents and evidence that show how WVU fulfills the criteria for accreditation
- Creating documents and charts as evidence to display areas of criteria compliance
- Contributing to drafting and revising accreditation reports and correspondence
- Learning and working within the software system created by the HLC for submission of criteria evidence

**Project:** Beckley Academic Planning  
**Mentors:** Joyce McConnell, Provost and Vice President for Academic Affairs  
Russell K. Dean, Vice Provost

The Academic Leadership Fellow under the Provost and Vice Provost will assist with the development of a strategic and innovative curriculum to be offered at West Virginia University’s new Beckley campus that will address the academic and economic needs of southern West Virginia, expand educational opportunities, and increase the number of graduates, in collaboration with other institutions, to enhance West Virginia’s system of higher education. Potential projects include:

- Assisting WVU schools and colleges in the curricular development of new undergraduate and graduate programs to be offered at WVU-Beckley, such as Nursing, Computer and Information Technology, Outdoor Recreation Program Management, and Business Administration, all based on a 15-to-finish model with a maximum of 120 credit hours
- Assisting in the development of interdisciplinary living-learning communities for residential students that will enhance problem solving, communication, entrepreneurship, global engagement, and service

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

The Academic Leadership Fellow under 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 at least one meeting of the Council of Graduate Schools or the Council of Southern Graduate Schools. Potential projects include:

- **Graduate Student Success**
  - 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, with a possible focus on STEM or URM students

- **Faculty Mentoring of Graduate Students**
  - Developing programs to enhance and reward excellent faculty mentoring of graduate students

- **Graduate Education**
  - Developing strategies for communication, fund-raising, and advocacy related to graduate education
  - Developing and implementing data collection, analysis, and reporting strategies for guiding graduate education initiatives
  - Seeking and applying for grants to support graduate students and graduate-focused activities, such as the CGS Innovation Grant
• Reviewing and revising graduate assistantship policies and procedures
• Developing programming to improve graduate student financial knowledge and reduce indebtedness
• Developing resources for assisting graduate students with career planning and preparation
• Developing resources for assisting graduate students in obtaining non-academic positions

Project: Health Sciences Center Educational Programs
Mentor: Louise T. Veselicky, Associate Vice President for Health Sciences Academic Affairs

The Academic Leadership Fellow under the Associate Vice President for Health Sciences Academic Affairs will assist with the Health Sciences effort on projects aimed to align educational common health care delivery missions and with the efforts to become One WVU. Potential projects include:

• Participating in current classroom, simulation, and clinical interprofessional education programs to make recommendations for enhancing programming geared towards educating students on an inter-professional approach to wellness, including patient safety
• Assisting with Health Sciences promotion and tenure review process
• Participating in Health Sciences Academic Deans meetings
• Working with WVU in implementing student success strategies

Project: Placement and Career Readiness
Mentor: Mindy Walls, Assistant Vice President for Entrepreneurship and Innovation

The Academic Leadership Fellow under the Assistant Vice President for Entrepreneurship and Innovation will focus on issues relating to placement and career readiness for students at West Virginia University. The Fellow will work closely with leaders in Student Life and the academic units to assist in understanding existing courses, practices, and programs, examining best practices, and suggesting strategies for improvement with the goal of more clearly defining student pathways in order for students to reach their career goals. Potential projects include:

• Evaluating placement data collection methods and analysis
• Comparing requirements for academic credit for internships, job shadowing, and other related experiential activities across the University
• Reviewing existing course work focusing on professional practice or development
• Identifying existing pathways and process to assist students in graduate or professional school placement

Project: Project 168
Mentor: Sue Day-Perroots, Associate Provost for Undergraduate Education

The Academic Leadership Fellow under the Associate Provost for Undergraduate Education will examine and organize programming and assessment for the academic component of Project 168. Project 168 aims to round out the student experience beyond the classroom by creating opportunities for educational and personal growth. Students will learn how to solve problems, work independently and collaboratively, communicate across platforms, understand the significance of globalization, and pay-it-forward through service activities. Potential projects include:

• Investigating the factors that contribute to students’ academic success both within colleges and across the University
• Identifying elements of academic success and outline the strategic planning, coordination, and assessment needed to integrate them into Project 168
• Articulating markers of student success and the activities that will be utilized to achieve this success for the 2017-18 academic year

Project: State and Federal Legislative Affairs
Mentor: Rob Alsop, Vice President for Legal, Government, and Entrepreneurial Engagement

The Academic Leadership Fellow under the Vice President for Legal, Government, and Entrepreneurial Engagement will focus on strategies and outreach relating to University interactions with federal and state officials on legislative matters affecting West Virginia University and the State of West Virginia, with an
emphasis on developing a better understanding of the priorities of the Higher Education Policy Commission, Commission staff, and the House and Senate Education Committees of the West Virginia Legislature. The Fellow will assist in the development of methods and procedures for streamlining communications among key stakeholders and policies designed to facilitate University goals and simplify regulatory processes. Potential projects include:

- Developing methods for seeking input from University constituencies on federal and state matters affecting West Virginia University
- Assisting with outreach to key federal and state stakeholders on federal and state matters affecting the University
- Developing and implementing tracking mechanisms for the free flow of information from policy leaders to key University constituents
- Assisting with outreach to key Higher Education Policy Commission commissioners and staff

Project: Student Success Collaborative  
Mentor: John P. Campbell, Associate Provost and CIO

The Academic Leadership Fellow under the Associate Provost and CIO will focus on the deployment of the Student Success Collaborative (SSC). The SSC is a set of data, analytics, advising, and communications tools designed to improve student success and retention. The Fellow may assist in the development of best practices, policies and procedures, and at-risk student populations for each campus. The Fellow will be participating in a cutting-edge set of activities around student success and the project will require facilitating cultural change within the institution. Potential projects include:

- Developing a series of activities to promote usage among faculty, advisors, support staff, and students
- Assisting with outreach to departments and colleges
- Identifying “at-risk” student populations based on data within the system
- Creating a tracking mechanisms to monitor project success
- Drafting new policies and procedures for the appropriate use of student data
- Reaching out to other institutions deploying the Student Success Collaborative to identify areas of common interest

Project: Undergraduate and Graduate Policies and Programs  
Mentors: Sue Day-Perroots, Associate Provost for Undergraduate Education  
Katherine Karraker, Associate Provost for Graduate Education

The Academic Leadership Fellow under the Associate Provosts for Undergraduate and Graduate Education may attend and participate in meetings of the Faculty Senate Curriculum Committee, the Assistant and Associate Deans Council, Graduate Associate Deans, the Graduate Council, the Graduate Student Advisory Committee, and the Undergraduate and Graduate Catalog and Policy Committees. The Fellow will also have the opportunity to attend at least one relevant professional meeting. Potential projects include:

Policy Review
- Assessing and implementing procedures to insure consistency, coordination, and completeness of academic policy documents and practices across the University, colleges/schools, and programs
- Reviewing policies, guidelines, and rules in the Undergraduate and Graduate Catalogs, University and program websites, and other sources to improve consistency and understanding in the language
- Proposing new policies and procedures as appropriate

Program Development
- Assisting academic units in identifying opportunities for new program development and revision of existing programs
- Conducting market research to identify opportunities for new enrollment through program development