

# **Administrative Fellows Program at Central Michigan University**

## **Introduction**

The Administrative Fellows Program at CMU offers professional development opportunities for tenured faculty members at the University to further develop leadership skills, to become more effective in their current positions, and to intensively explore an interest in becoming administrative leaders in the future. Each Fellow selected for the program will serve under the mentorship of a senior level administrator to accomplish one or more mutually defined projects, take part in a formal leadership seminar series, engage with a range of university senior administrators and administrative groups and meet regularly together as a group and with the President and Provost. Although participation in this program will not guarantee an appointment to an advanced administrative position, experience at other institutions with such programs suggests them to be very valuable to participants in meeting career goals.

From the words of the American Council on Education (ACE) Fellows program: “Few institutions think systematically about the development of administrative leadership. Yet the skills and qualifications necessary for success as a professor are not the same as those required for success as a department chair, dean or president.” The Administrative Fellows Program described below is aimed at providing in part, some of those skills and qualifications needed by future university administrative leaders.

## **Purposes of the Program**

- Identify and further develop faculty members who have potential to become effective senior administrative leaders, thereby improving the succession process at CMU in the future by increasing the pool of emerging leaders
- Increase faculty members’ awareness of the complexity of issues facing higher education and enhance their understanding of the environment in which decisions are being taken
- Create a new pathway for faculty members to provide “independent, professional, collegial support and assistance” and input to advance the best interests of CMU
- Provide participants with the chance to take part in a variety of decision-making processes, learning opportunities and program management requirements
- Increase, over time, an understanding among all faculty members of the nature of administrative operations at CMU
- Support directly the mission and continued evolution of CMU as a high-quality university

## Description of the Administrative Fellows Program

*Types and Duration of Appointments.* Two types of Fellows will be appointed each year: up to three **Associate Administrative Fellows** and up to two **Senior Administrative Fellows**, one **Provost's Administrative Fellow** and one **President's Administrative Fellow**. All Fellows will have some joint activities and interactions, but the qualifications and expectations will be different for the Associate and the Senior Fellows as indicated below. The term of appointments for the Associate Fellows will be for one academic calendar year whereas the appointments for the Senior Fellows will be for one full calendar year. **All Fellows** will normally begin their appointments in the Fall term and will function in certain respects as a cohort during the year, with the President and Provost serving as the overall supervisors of the Fellows Program.

*Qualifications of Applicants.* **Associate Fellows** will hold a tenured position in a department, have served at CMU for at least 8 years, have sound interpersonal and communication skills, possess a reasonable working knowledge of CMU's history, organizational units and its governance framework and have some record of effectiveness in leading one or more diverse groups to accomplish its goals. **Senior Fellows** will be tenured and hold the rank of full professor in a department, have served CMU for at least 8 years, have well recognized interpersonal skills, have excellent written and oral communication ability, have a solid knowledge of and interest in CMU's history and its governance structure and have demonstrated ability to coordinate and lead groups comprised of individuals from diverse backgrounds at the college, university or professional society level in the achievement of their goals. All applicants will be expected to describe how this appointment will support their longer term career paths. Departmental chairs may apply to the Administrative Fellows program.

*Activities of and Expectations for the Administrative Fellows.* **All Fellows**, based on the interests expressed in their applications and in consultation with the President or Provost, will be assigned a mentor from among the President's Leadership Team; this Team represents essentially all branches of the University. The mentor will work together with the Fellow to design a year's experience that will give a good sense to the Fellow of the administrative responsibilities and challenges of the area or areas of greatest interest to the Fellow. Ideally, these interests will be aligned with the primary interests of the mentor, so that shadowing of the mentor, one tool of the fellowship training, will itself be highly instructive to an Administrative Fellow. An important part of the core experience of all Fellows will be the close observation of administrative bodies at work. Very importantly, the Fellow and mentor will agree on an appropriate independent project (or projects) to be accomplished each semester or in the course of

the year; such projects may well be chosen from a menu of needs from one or more administrative division. Projects should be consistent with the nature of the appointment of the Fellow. A written outline of the planned projects and the year's other activities and goals will be provided to the President and Provost during the first month of the appointment. Because of the sensitivity of some matters to be dealt with, all Fellows will be expected to sign bilateral confidentiality agreements with the administration as a part of their appointment as Administrative Fellows.

**All Fellows** will also attend a series of eight seminars or workshops on administrative leadership and issues of direct relevance to higher education which will be conducted at regular intervals throughout the academic year and will require some reading in addition to participation in the seminar or workshop. The topics to be presented will be chosen from the list presented below; topics chosen will be customized in part based on the interests of the Fellows in the cohort. Seminars and workshops will be presented by faculty members in the Department of Educational Leadership (Drs. Anne Hornak, Matt Johnson and Frim Ampaw).

### **Workshop Topics for Administrative Fellows at CMU**

- Good Leadership in calm and crisis
- Working effectively as a member of a leadership team
- Building an administrative team
- Engaging the professional staff and faculty
- Managing interpersonal relationships
- Navigating the politics of an institution
- The role of governance and governing bodies
- Understanding the higher education organization and dynamics
- Understanding higher education finance
- Legal and ethical issues
- Working with external constituents
- Reinventing higher education
- Strategic planning
- Initiating changing and overcoming barriers
- Facilitating the 360 feedback loop
- Navigating the job search process

Finally, **all Fellows** will meet as a group with their mentors on a monthly basis for lunch to share observations and informally discuss progress on their various projects. When their schedules allow it, the President and Provost will also attend these luncheons.

**Associate Fellows** will be invited to attend those meetings and work sessions related most closely to the normal duties and responsibilities of their mentors. (For example, an Associate Fellow interested in facilities planning and management might attend meetings with architects designing a new facility.) Where scheduling conflicts arise with their other responsibilities, the Associate Fellows will consult with their mentors as to which meetings have the highest value for their training and understanding. Whenever possible Associate Fellows will be assigned office space near their mentors. In addition, Associate Fellows are invited and encouraged to attend other university-wide administrative meetings, which they might not have attended in the past. Fellows might meet with the Board of Trustees, the Academic Senate and some of its key subcommittees, the Graduate Council, the University Budget Priorities Committee, and any number of other offices which might be of interest to a Fellow; a comprehensive list is found at: <https://www.cmich.edu/search/Pages/Departments.aspx> . Decisions about which meetings to be attended and which administrators to meet with should be made in consultation with the mentor; Fellows should keep notes with their reflections and experiences at these meetings to share at their monthly meetings as a group. Fellows will be expected to provide a final report which will include a description of the completed project(s) and a reflection and evaluation of the experience of the year.

**Senior Fellows**, in addition to working throughout the year to complete agreed-upon project(s), will in regular consultation with both their mentors and the President or Provost, develop comprehensive plans for meetings in which to participate during the year. Senior Fellows will be assigned office space near the mentor, or near the President or Provost. In addition to attending several Board of Trustees meetings and a State Budget hearing in Lansing, they will be expected to attend and take part in meetings chaired by the President, such as the Cabinet meetings, as well as other units reporting to him (for a list of units see: [https://www.cmich.edu/office\\_president/Pages/about.aspx](https://www.cmich.edu/office_president/Pages/about.aspx) ) and/or meetings chaired by the Provost, such as the Dean's Council, as well as other units reporting to him (for a list of units see: [https://www.cmich.edu/office\\_provost/Pages/unitsOther.aspx](https://www.cmich.edu/office_provost/Pages/unitsOther.aspx)).

**President's and Provost's Fellows**, will also hold joint meetings with senior administrators from Academic Affairs (including some academic deans), Finance and Administrative Services, Human Resources, Athletics, Government Relations, Office of Research and Sponsored Programs, Alumni Relations, Residence and Auxiliary Services, and Budget during the course of the year. Contact numbers for each of these offices are provided on the A-Z list on the CMU Homepage; visits should be coordinated with the mentors and are not restricted to those listed above but should be tailored to the interests of the fellows. The **Senior Fellows** will meet periodically with the President or Provost and will attend, along with other senior administrators from CMU, at least one national meeting of university administrators, such as the AASCU or ACE meetings.

Other relevant meetings dealing with higher education questions on campus, in the State or region, may be of value and should be discussed with mentors. Fellows will be expected to provide a final report which will include a description of the completed project(s) and a reflection and evaluation of the experience of the year.

*Reassigned Time for Fellows.* **Associate Fellows** will be provided with course releases during the academic year equal to half their normal academic year teaching load and a contribution of \$3,000 each semester to their professional development accounts. These funds must be used within two years of their receipt and according to policies defined by their respective departments. Associate Fellows would be expected to pursue their normal scholarly and creative activities and to carry out normal departmental duties, as arranged with departmental chairs. The **Senior Fellows** will be released from all teaching duties and most of her or his normal departmental duties, and will receive two months of her or his normal salary during the summer. Senior Fellows would be expected to continue normal scholarly or creative work and to deal with responsibilities with student dissertations or theses. Senior Fellows must agree to return to their departments for one full year after the termination of their appointment. To avoid potential conflicts of interests and in consultation with the Faculty Association Board, Senior Fellows would not be members of the FA during their appointments but would be expected to return to FA membership at the end of their one-year appointments.

*Application and Selection Process.* Faculty members interested in applying for a position as an Associate or Senior Fellow, must complete the Administrative Fellows 2017-2018 Application Form and provide the additional information requested. Completed applications, with the required signatures, should be submitted to the individual indicated on the Applications Forms, pdf files. Once applications have been received, they will be distributed to a committee comprised of two senior administrators (Vice Presidents or Vice Provosts) chosen by the President and Provost, two members chosen by the Academic Senate (one senior faculty member and one senior administrator), one departmental chair chosen by the Council of Chairs, one faculty member chosen by the Faculty Association Executive Board, and one or two senior administrators chosen by the President to chair the committee. The committee is charged with making recommendations for each of the positions to the President and Provost, who will make final decisions; they will provide to the selection committee some rationale for those they have chosen to serve CMU in this capacity, in accordance with the Shared Governance and Communications Committee agreement of 2013.

**Questions regarding the Administrative Fellows Program may be addressed to:**

Robin Harris, Office of the President  
[mcdon1rk@cmich.edu](mailto:mcdon1rk@cmich.edu), or, 774-2206



#### 4. Service History

Please list all leadership posts, including campus, Academic Senate, program coordination and supervision, professional societies, boards, community organizations, offices in professional societies or journals, or employment-related awards which would support your application for an Administrative Fellows Program. Areas might include:

- a. University Service
- b. Professional Service
- c. Outreach service as a representative of CMU
- d. Leadership displayed in other civic and community service

#### 5. Cover Letter

Your cover letter should include a rationale for applying for an Administrative Fellow position, including why you might be considering a future position in higher education administration. The reviewing committee will be particularly interested in an assessment of (1) your leadership skills and abilities, (2) your current career development and short and long-term career objectives and (3) how you think a position as a Fellow might contribute to your career objectives.

#### 6. Curriculum vitae

Please include a current CV with this application for Administrative Fellow.

#### 7. References

Please provide the name, title, address, telephone number and e-mail address of three people who have agreed to provide a reference for you upon request. This list should include the person to whom you report and one other administrator.

#### **RETURN COMPLETED APPLICATIONS ELECTRONICALLY TO:**

Robin K. Harris, Schedule Coordinator  
[mcdon1rk@cmich.edu](mailto:mcdon1rk@cmich.edu)  
Office of the President  
Warriner Hall 106  
Central Michigan University  
Mt. Pleasant, MI 48858

***Applications must be received before 5:00 p.m. December 2, 2016***