

<b>Title</b>	Guideline for the Development and Implementation of Faculty Leadership Fellows Programs
<b>Guideline Owner</b>	Office of the Provost
<b>Applies to</b>	All University units
<b>Effective Date</b>	1-17-2023
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## **BACKGROUND**

The development and implementation of Faculty Leadership Fellows Programs support UConn's efforts to build a pipeline of emerging leaders as part of its Faculty and Leader Development Program. These fellowship opportunities allow the University to leverage faculty expertise in a mutually beneficial relationship that advances institutional goals while conserving university resources. The goal is to support faculty member readiness for future leadership opportunities and allow faculty to build a portfolio of leadership activities based on their interest and expertise.

Faculty Leadership Fellows Programs are development and growth opportunities designed to provide faculty members (i.e., emerging leaders), who have not held formal administrative positions, opportunities to take on leadership roles by leading and advancing a school-/college-, regional campus, or university-wide efforts. Faculty leadership fellowships are not an alternative to a defined administrative assignment, joint faculty appointment, or other types of external fellowship opportunities that may be available to faculty (e.g., postdoctoral, training/professional development, research, teaching, or other external fellowships). Administrative and joint appointments must be administered and compensated as the appropriate appointment and not as a faculty fellowship of any type.

Leadership fellowships of these types are not granted to permit faculty to engage in routine service activities expected as part of a faculty member's typical workload assignment (i.e., leading a committee). Instead, faculty leadership fellowships are intentionally designed growth and development opportunities for emerging leaders. Faculty who engaged in such efforts will be designated a "Faculty Leader Fellow" and will engage in a distinct, time- and project-based effort performed for the unit. Fellowships are short-term in duration (e.g., semester, year) and are not typically renewed. Units that offer such programs should report on the outcomes of such activities as part of their annual reports, as well as through other mechanisms (e.g., website).

The Office of the Provost oversees faculty appointments and compensation in consultation with central business units. Before finalizing and implementing a new faculty leadership fellowship program, units must submit their proposal to the Provost's Office for review and approval prior to implementation. This approval process will review proposed programs institution-wide for equitable and inclusive opportunities and potential outcomes and address areas of potential concerns a priori. The Provost's Office will maintain a record of the approved faculty leadership fellowship programs. Any changes to an approved fellowship program must be submitted to the Provost's Office for review and approval before implementation. Units with approved programs will be asked to submit reports so the University can document progress and showcase institution-wide efforts to develop emerging leaders.

NOTE: These programs provide leadership opportunities for faculty but do not guarantee an offer of a formal leadership position due to their participation.

## **PURPOSE**

To provide guidelines for the development and implementation of Faculty Leadership Fellows Programs.

## APPLIES TO

The guidelines apply to the development and implementation of faculty leadership development programs only. It does not apply to other types of leadership programs that may be offered.

These guidelines apply to all University (i.e., central administration) units, Schools/Colleges, Regional Campus, or university-level Centers/Institutes that will develop and implement a Faculty Leadership Fellows Program. Academic departments, centers and institutes that report to a school/college, or other units not included above are not eligible to establish Faculty Leadership Fellows Programs.

## DEFINITIONS

**Administrative Appointment:** A formal employment arrangement where a faculty member's responsibilities are sustained over multiple years. These arrangements typically involve an administrative title, such as director, department head, etc., and duties typically include leadership of an office, unit, or program or other long-term administrative responsibilities.

**External Fellowship:** Fellowship opportunities provided by an entity other than the University or one of its units. External fellowships (e.g., Ford Foundation, Fulbright, Carnegie, etc.) are administered in line with the University Bylaws and the [guidelines on faculty research/professional leaves](#).

**Faculty Leadership Fellowship Program:** A program designed by a school/college, regional campus, university-level center/institute, or central administration unit to support the development and growth of emerging leaders. The fellowship program provides time and support (i.e., mentoring) for a faculty member to engage as a leader to advance unit-specific or institutional goals and projects. Activities in which a faculty leader fellow may engage include but are not limited to improving an institutional program or process, creating a defined deliverable for the University or one of its units, or addressing an area of an enduring need to enhance the working and learning conditions for faculty, staff, or students. These assignments are time-bound, project-based, and involve deliverables that advance University and unit strategic priorities such as a report or analysis, presentation, or new process, policy, or initiative.

**Internal Fellowships:** Fellowship opportunities offered by any UConn unit.

**Secondary Appointment:** A formal, defined relationship between a faculty member's academic home department and an academic department outside of, or in addition to, the academic home department. These arrangements are documented in line with the Provost's Office [Guidance on Secondary Appointments](#). A secondary appointment is distinctly different from an administrative work assignment and temporarily redefines the scope of effort, time, and pay of the faculty member's position.

**Types of Faculty Fellowships:** To distinguish UConn Faculty Leadership Fellowship opportunities from other fellowship opportunities that may be available internally and externally, we describe them below.

- **Postdoctoral Fellowships:** Is a temporary period of mentored or supervised training that allows a candidate with a PhD (e.g., a faculty) to continue their professional growth and development as a teacher and/or researcher and gain skills and experiences that prepares them for or enhances their academic career.

- **Leadership Fellowship:** A fellowship that supports and contributes to the development of emerging leaders in institutions of higher education. (e.g., [ODI Leadership Fellowship Program](#), [CLAS Leadership Fellows Program](#), [InChip Leadership Fellowship Program](#), [AACP Leadership Fellowship](#), [Big 10 Academic Leadership Program](#))
- **Research Fellowship:** Is a fellowship that provides support for an individual to engage in substantive work on research, scholarly, or creative activity (e.g., [UConn Post Doctoral Fellowships](#), [School of Medicine's Medical Fellowships](#), [Spencer Postdoctoral Foundation Fellowships](#), [Ford Foundation Postdoctoral Fellowships](#))
- **Teaching Fellowship:** Is a fellowship that provides support for an individual to engage in teaching duties or improve their pedagogical skills (e.g., [UConn Teaching Fellow](#), [AAP Foundation Teaching Fellowship](#), [Samuel H. Kress Foundation Teaching Fellowship](#)).

**University-level Centers/Institutes:** Refers to centers or institutes that report to a [central administration unit](#) (e.g., Office of the Vice President for Research, Office of the Provost, Global Affairs) and not those that report to Schools/Colleges or departments within Schools/Colleges.

## GUIDELINES

### Establishing a Faculty Leadership Fellowship Program

To establish a Faculty Leadership Fellows Program, the hosting units must submit a proposal to the Provost's Office to implement a Faculty Leadership Fellowship.

The proposal must address the following components:

- Title of the program
- Scope of the program
- The strategic importance of such a program for their unit, including the types of leadership development opportunities and experiences they will aim to provide faculty
- Examples of leadership opportunities that may be provided. Examples include but are not limited to:
  - Development of an interdisciplinary initiative
  - Conceptualization and design of strategic initiatives or program
  - Making progress on unit-specific initiatives
- The intended duration of each fellowship
- How many positions will be offered, and how often
- The type(s) of funding incentive that will be provided, and
- The process for selecting the fellow
- How the hosting unit will advertise and showcase the Faculty Leader Fellowship opportunities, activities, and outcomes
- How the hosting unit will monitor and evaluate the fellow's progress and deliverables

Overall, sufficient information must be provided to clarify the program's intent, purpose, and administration. It is best practice that fellowships have an open call for nominations or applications and that a vested group makes an impartial decision on the best candidates for fellowships, applying consistent criteria in evaluating candidate materials.

## **Participation Eligibility**

Full time tenured or Clinical, In Residence, or Extension (CIRE) faculty on multi-year contracts are eligible to apply for faculty leadership fellowships. A unit may limit participation in a particular type of faculty leadership opportunity further to a particular type of employment category.

In general, the Provost's Office does not encourage units to consider tenure-track and CIRE faculty on annual contracts for leadership fellowships, as the time spent in the probationary period should be spent on progress towards tenure or a multiyear contract. In addition, temporary adjuncts and research and visiting faculty are not eligible for faculty leadership fellowships as the nature of their employment is to meet a specific and defined short-term research or teaching need. Units may request an exception to the eligible audience from the Provost when the fellowship program is reviewed, and should include justification for the inclusion of such employment groups.

Exceptions require the approval of the Unit Head, the faculty member's direct supervisor(s), and the Provost's Office. When exceptions are made, the expectations and any related assumptions are codified in writing and signed by all relevant parties.

A faculty member may receive multiple faculty leadership fellowship opportunities during their career; however, they may only engage in one such fellowship at a time, and there must be a minimum of one year between each fellowship award to support efforts to make these opportunities available to a broad range of faculty members.

## **Principles and Employment Assumptions**

The [Faculty Compensation Policy](#) and accompanying procedures address criteria and processes for faculty to perform responsibilities within and beyond the regular faculty workload. This document outlines a consistent approach for the establishment of faculty leadership fellowships within the framework of the Faculty Compensation Policy

### *Faculty Leadership Fellowships are Time-Limited*

Faculty leadership fellowships are time-limited and should require distinct project-based deliverables. Renewal or extensions are only permitted in extraordinary circumstances to achieve the business needs of the institution. It is standard for a leadership fellowship to span the term of a single academic year. Exceptions to the approved time-limit are addressed on a case-by-case basis.

### *Faculty Leadership Fellowships are Not Secondary Appointments*

Faculty leadership fellowships are temporary opportunities for development, not a permanent reassignment of the faculty role, and do not meet the criteria for secondary faculty appointments (e.g., joint, affiliated, or courtesy) or an administrative appointment.

### *Faculty Fellows Who are Not Members of the Host Unit*

Faculty leadership fellows whose academic home is a unit other than the fellowship host unit do not assume rights in the host unit beyond what is needed to complete their assigned project-based duties.

Specifically, fellows do not have voting rights, rights to engage in any evaluative process (e.g., PTR, merit), or other formal rights and responsibilities in the hosting unit. However, the hosting fellowship unit is expected to provide the faculty member's home department with an evaluation of the faculty member's contributions in their capacity as a faculty leadership fellow as part of a holistic evaluation of the faculty member's service and contributions in the context of the workload assignment associated with the fellowship. It is at the discretion of the academic home department to determine how such an evaluation will be weighed against departmental standards.

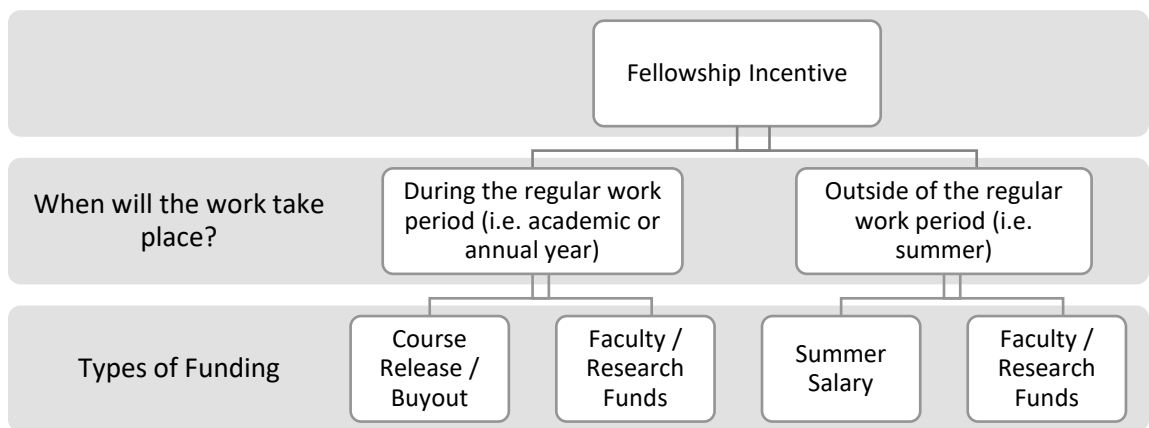
*Communication with Academic Home Department*

The head of the hosting department must consult with the employee’s academic home department and other relevant supervisors before appointing an employee to a leadership fellowship. This includes the primary academic home department, any secondary or administrative appointments, and the regional campus director, as applicable. This consultation will provide an opportunity to address the faculty member’s current workload assignment and evaluation criteria, teaching needs of the department and capacity to cover lot effort, and any other concerns before implementation.

**Funding Incentives**

Units may offer one or a combination of the following to incentivize faculty participation in faculty leadership fellowship programs at the University.

Host units may structure incentives for the completion of leadership fellowship work with a course release/buyout, summer salary, or faculty research funds. All incentives must be discussed with the academic home department head and other applicable secondary supervisors before an offer of leadership fellowship is made to a candidate.



Any request to compensate a faculty member for leadership fellowship work through means other than the incentives outlined herein requires approval from the Provost’s Office. All faculty compensation must be in compliance with the [Faculty Compensation Policy](#) and accompanying [faculty compensation procedures](#).

## FREQUENTLY ASKED QUESTIONS

1. Do I need approval to create a new fellowship program?

Refer to the *Applies To* section on page 2.

2. Do I need approval to finalize an appointment for new fellows?

Once the fellowship program is approved, the fellowship appointments should be documented in line with the relevant department's faculty workload assignment policy and with university compensation procedures. Before appointing a faculty member, the fellowship hosting unit must consult with the faculty member's home department to address areas of concern and may consult with the Provost's Office to ensure the funding incentives align with university guidance and policy.

3. How much does a course buyout cost?

At a minimum, course buyouts should be the equivalent cost of an adjunct to cover courses released (if provided). The amount will depend on the disciplinary practices of the buyout unit. Exception to this approach must be approved by the provost.

4. What can faculty/research funds be used for?

Incentives provided in the form of research funds can be used to support the research enterprise in accordance with existing University policies and procedures. The Office of the Vice President for Research outline the common uses of research funds [here](#).

5. When is the "regular work period"?

The regular work period is specific to the faculty member's appointment term and contract. For example, the regular work period for faculty in 9-month appointments is 8/23 – 5/22, 10-month appointments is 8/23 – 6/22, and 11-month appointments is 8/23 – 8/22.

6. When is considered "outside of the regular work period"?

For 9- and 10-month faculty, the summer months are considered outside of the regular work period. This is 5/23 – 8/22 for faculty in 9-month appointments and 6/23 – 8/22 for faculty in 10-month appointments. Faculty in 11-month appointments are always on-contract and may earn appropriate extra compensation at any time during the academic year, with required approvals.

## PROCEDURES HISTORY

PROCEDURES Created: 1/17/2023.