Overview of Provost Fellow Program
February 20, 2019

Context and rationale
Universities are fuelled by the engagement and creativity of their faculty members. This is as true for administrative programs and initiatives, as it is for research and teaching. However, there are relatively few opportunities for faculty to engage at the university level in programs and projects related to university strategic aims. Arguably, such involvement is essential for the in-house development of leadership capacity and talent. Academic leadership involves more than chairing a committee or managing a department, and good leadership critical to university success. Despite its importance, there are often few opportunities for interested individuals to deliberately develop and practice leadership outside of committees, or via taking on an admin role. Further, there is often a gap between “developmental” leadership programs or certificates, and advanced practice or experience. It has been shown (Deloitte University Press, 2017) that the universities most able to successfully develop a leadership pipeline are those that provide an opportunity for potential senior leaders to explore and learn the “inner workings” of the university. They cultivate organisational awareness along with interpersonal.

At Dalhousie, we have developed an Academic Leadership Certificate as part of a suite of efforts intended to identify and cultivate leadership capability. Below is a proposal for another piece.

Proposed. Create a “Provost Fellow” program that selects high potential faculty to work with the Provost’s Office on a part time basis for a 2-3 year period. During the Fellowship period, Fellows will shadow the Provost (and possibly others, depending on Fellow’s learning goals) and complete a project that benefits Dal and/or advances its strategic plan in some way.

Benefits / Positives
- Creates in-house pipeline for high-level leadership at Dalhousie – allows aspiring or interested individuals to experience a university-level viewpoint
- Is a model that could be published, shared, disseminated to other universities
- Increases our capacity for completion of projects strategically aligned to our goals by the Fellows – people who are energetic and creative
- Allows for the identification of talents and strengths for emerging Dal Leaders

Process / Details
- Put out call for nominations/applications (due by end of April, 2019)
- Fellows will apply to work in an area of strategic priority. For example:
  - Improving the graduate student experience
  - Embedding EDI across DAL
  - Early career faculty development / mentoring
  - Dal undergraduate experience
  - Outreach and Access (Dal engagement with the outside world)
  - Internationalization/Global Engagement
  - Other (propose an area for work)
- Fellows should be at mid-career stage, interested in exploring possible leadership roles
- Fellows will be selected by a panel consisting of Provost (Chair), and a representative from each strategic area
- Following selection, Fellows will work with the relevant Dean or AVP as well as Provost in developing professional learning objectives, as well as project and plan

General Fellowship details
- Time commitment: 0.2-0.3 FTE (or negotiated)
- Develop and complete a project that will benefit Dal and advance our strategic goals - in collaboration with the Provost and Provost Office
- Develop and address/reflect on set of professional learning goals
- Shadow the Provost at select meetings (??)
- Meet regularly with Provost or others as needed to accomplish learning goals and project