



IREX

Make a Better World

University Administration Support Program

Fellowships in University Administration Program Application

Deadline: May 1, 2012

The University Administration Support Program is supported by funding from the
Carnegie Corporation of New York

1. Overview of the IREX University Administration Support Program

With primary support from the Carnegie Corporation of New York, IREX has designed the University Administration Support Program (UASP) to contribute to improving administration in a selected number of public universities in the following countries: Armenia, Belarus, Georgia, Ghana, Tanzania, Uganda and Ukraine. Program elements include:

1. **Fellowships in University Administration.** IREX provides competitively awarded short-term fellowships for mid and senior-level university administrators to spend approximately eight weeks with counterparts at respected US public universities to research and build a case study in a specific area of university management. The case studies are used to guide participants and their colleagues in implementing sustainable reforms at their home institutions. The results are published and disseminated to the academic community.
2. **Pilot Project Grants.** Fellows in university administration will be eligible to compete for grants to support pilot reform projects at their home universities upon their return home.

2. Eligibility Requirements for the Fellowships in University Administration

Applicants must:

- Be a citizen of and reside in Armenia, Belarus, Georgia, Ghana, Tanzania, Uganda or Ukraine at the time of application and participation in the program;
- Submit a complete application with all required documents by the application deadline;
- Have a level of proficiency in written and spoken English sufficient to work independently in the United States and engage colleagues;
- Be able to receive and maintain a J-1 visa;
- Be able to participate in fellowships for approximately eight weeks in Fall 2012, or Winter 2013;
- Be committed to producing a case study on a topic of university administration while in the United States; and
- Hold a full-time position with the title of Vice-Rector, Vice-Chancellor, Dean, Vice-Dean, Department Chair, or equivalent at one of the eligible universities or working in an equivalent management position focusing on higher education reform in the Ministry of Education and Science. Please see page 4 for the list of eligible universities.

Applications not meeting the above eligibility requirements will not be forwarded to the selection committee.

Current IREX employees and consultants and their immediate family members (spouses, parents, children, and siblings) are not eligible to compete in any IREX-administered grant programs, either as individuals or as the responsible party representing an institutional applicant.

3. Program Dates

May 1, 2012: Application deadline

June 2012: Semi-finalists interviews and Finalist notification

Mid September – Mid November 2012: Cohort I Fellowship in the United States

Late January – Late March 2013: Cohort II Fellowship in the United States

4. Selection Criteria

Submitted applications for the University Administration Support Program will be reviewed against the following criteria (listed in order of importance):

1. Appropriateness of the applicant's position within the university or ministry to influence management practices in the selected topic.
2. Relevance of the selected managerial topic to the university's or ministry's priorities.
3. Prior management experience of the applicant.
4. Thoroughness and relevance of applicants answers to application questions.
5. Ability to converse independently in English.

Finalists and semi-finalists may be called for a telephone or in-person interview.

5. Financial and Professional Provisions of the Grant

The program provides the following:

- J-1 visa support for the period of the program;
- Round-trip travel from fellows' home cities to the US host institutions;
- Accident and sickness insurance;
- Housing and \$40/day daily allowance for meals and incidentals;
- Professional development allowance of \$1000 for educational materials, professional conferences and membership in US professional associations;
- Opening and closing workshops in Washington, DC.

6. US Host Institution Affiliation

Fellows will be affiliated with administrative departments of US public universities across the United States appropriate to their research objectives. They will be matched with a mentor who will introduce them to the system of administration at their university. IREX will identify an appropriate US institution based on the fellows' management topic, and recommendations of senior specialists and scholars in the United States. All final host affiliations will be decided by IREX, based on the information provided in section 7 of the fellowship application.

7. Instructions for Applying to the Fellowships in University Administration

Read all instructions and information carefully before filling out the application form. All forms must be completed in English and must be typed or hand-printed in black ink. All sections of the application must be completed and submitted together; incomplete applications will NOT be accepted. Your full name should appear on the upper right corner of each page.

A. Important Information

Basic Information (Section 1): Write your full, legal name, family name (surname) first. The spelling of your name should be as it appears in your international passport. This is the spelling that will be used throughout the length of the program. Do not translate your name into English. For example, Maria should be written as such and not translated to Mary.

Home Address and Contact Information (Section 2): Write your current mailing address using the **Latin alphabet**. Do not translate street or city names into English, only into the English alphabet. For example, "Prospekt Mira" should be written as such and not translated to "Peace Avenue." Be sure to include your postal index.

Native Language Contact Information (Section 3): Please provide your name and contact information in your native language using the corresponding alphabet. If your native language is English, you may disregard this section.

Employment Information (Section 4): Please complete this section as completely as possible with information that is current of the date of application. Under the section marked *Direct Supervisor*, please provide the name of the next highest person in the university administrative structure to whom you directly report about your work.

Management Focus (Section 5): Select the **ONE** focus area of university administration listed in this section that most accurately describes the area of management that you intend.

Placement Information (Section 6): The information in this section is used by IREX to place you at an institution that is as close in size and scope to your home university as possible. We will also use this information to find a host advisor that is in a similar position to you, which will make your placement more successful.

B. Additional Required Documents:

1. Curriculum Vitae (CV)

A curriculum vitae (CV), or resume, must be submitted with the application. The documents must be in English and include the most current data on the applicant's education, work and management experience, and previous training. Please use the attached sample as a guide for both formatting and content of your CV. Please limit your CV to two pages, containing only the most relevant information. Please do not include any academic publications that are not related to your selected management field. The selection committee will only consider the information contained on the first two pages of any CV submitted for this grant.

2. Letter of Support from the Rector of your Home Institution

All applicants must receive a letter of support to conduct their projects from their rectors. Rectors must indicate their support of and interest in the fellow's management focus and show that the fellow will have the opportunity to create reforms in this area.

3. Organization Chart of your Home Institution's Administrative Structure

C. Submission Guidelines

The deadline for applications is **Tuesday, May 1, 2012 at 5 pm**.

An electronic copy of the application along with all of the supporting documentation must be emailed to uasp@irex.org by the submission deadline. Incomplete applications will not be considered.

IREX reserves the right to verify all of the information indicated in the application. In the event that there is a discrepancy, or information is found to be false, the application will immediately be declared invalid and the applicant ineligible.

If you have questions about the fellowship opportunity or application submission, please contact UASP program staff directly at uasp@irex.org.

ARMENIA

Armenian State Pedagogical University
Gavar State University
Gyumri State Pedagogical Institute after Nalbandyan

Vanadzor State Pedagogical Institute after Tumanyan
Yerevan State Linguistic University after Bryusov
Yerevan State University

BELARUS

European Humanities University

GEORGIA

Akaki Tsereteli State University
Gori University
Ilia State University

Sokhumi University
Tbilisi Ivane Javakishvili State University
Telavi Iakob Gogebashvili State University

GHANA

University of Ghana at Legon
University of Education, Winneba

TANZANIA

University of Dar es Salaam

UGANDA

Makerere University

UKRAINE

Kharkiv National University
Ternopil National Pedagogical University
Zaporizhzhia National University
Horlivka State Pedagogical Institute of Foreign Languages
Kherson State University
Kremenchuk State University
Kirovohrad State Pedagogical University

Sevastopol Technical University
South Ukrainian Pedagogical University named after Ushynskiy
Kyiv National University
Kyiv Mohyla Academy
Lviv National University
Uzhhorod National University
Volodymyr Dahl East Ukraine National University

EXPLANATION OF THE PROJECT AREAS

Admissions Management

An Admissions Management office develops, plans and implements all on- and off-campus recruitment activities. These recruitment activities include secondary school visitations, college fair programs, group information sessions, campus tours, fall and spring open house days, multicultural weekend programs, and alumni volunteering programs. In addition to recruitment activities, the Admissions Management office is responsible for organizing, planning, and conducting an annual review of applications for undergraduate admission, planning and production of recruitment publications, and the development of the admissions web site.

Human Resource Management

The role of a Human Resource Management office is to design, develop and continually refine a comprehensive human resources management program for the university. The goal of this program is to attract, reward, and retain a high quality faculty and administrative and support staff to meet the educational mission of the university. The Office of Human Resource Management provides services to the university community in the recruitment and training of employees, in the administration of benefits and compensation, promoting equal opportunities, managing job performance, developing and interpreting policy, and promoting effective work relationships.

Campus Life/Student Services

An office of Campus Life/Student Services is committed to working primarily with students, but also with faculty and staff from all areas of the university to build an open, inclusive, intellectual, and multicultural community. The office provides a variety of programs and services that monitor the quality of the campus environment, assists students with campus housing, coordinates college responses to campus and individual student crises, and oversees the non-academic discipline process. Retention efforts, student advocacy, and diversity issues are also concerns of this office. Programs offered through this office give students the opportunity for direct participation in activities involving their academic, emotional, spiritual, or career-related development. The services provided assist students both in making their way through college and then making the transition to their post-graduate lives. This office organizes activities and clubs for students in all areas that may be of interest.

University Governance/Trustees

A university board of trustees is responsible for the overall direction of the university. This governing board approves the operating budgets, supervises the investment of the university's endowment, and oversees long range planning. The trustees also exercise prior review and approval concerning changes in major policies, such as those in instructional programs and admission, as well as tuition and fees and the hiring of key university personnel. The university board of trustees is generally formed of prominent individuals who are not part of the university. People that are in key leadership and management positions such as the state governor, head of a bank, or president of a foundation, are invited to serve on a university board of trustees.

Alumni Relations

An alumni relations office exists both to maintain relationships with graduates and friends as well as securing donations to help advance the university. The office provides services as alumni communications which could consist of mailings, electronic or paper newsletters, the updating of alumni contact information, the creation and maintenance of an alumni association, and planning events for alumni. This office also helps the alumni in their career planning and establishing further training opportunities for the alumni.

Community Relations

The Office of Community Relations is the primary contact for individuals, business and community organizations, and local municipalities that want to be involved with the university. The office works to develop and enhance the university's relations with a wide range of groups to promote mutual understanding, coordinate the campus's response to local public policy issues, and help members of the community access the university's resources.

Fundraising/Development

The Office of Fundraising/Development is the central point for coordinating and generating philanthropic support for the future development and success of the university. The office manages the university's fundraising program and seeks donations to support the work of the university from alumni, companies, trusts and other organizations.

Research Management

The university conducts research management by: administering and awarding research grants from government and other sources, managing intellectual property and technology transfer, coordinating research support services, and providing information and access to a university's faculty and their fields of research. Through research management the university promotes research and technology development internally and externally, and facilitates the needs of researchers across the university. Also, the university comes up with norms and procedures for conducting research studies and for recognizing the research methodology.

University Financing

The university maximizes the effective use of university resources through financing and budget management. Finance and budget management incorporates annual budget development and management. The budget formation modules and the broader issues of financing sources such as federal versus state provided funding are also part of this process along with providing coordination and oversight of all facets of the university's operating budget and continuous improvement in the university's budget process. To come up with the annual budget modules the university administration consults with faculty, staff, and students on planning issues and resource needs.

Corporate Relations

Through building corporate relations the university initiates and coordinates interactions with corporations on behalf of the university. It engages in relationships with corporations that support the university's teaching, research, and service mission. It establishes mutually beneficial collaborations, partnerships, and sponsorships at the local, national, and international level in areas as philanthropy, sponsored research, student recruitment, technology transfer, and continuing education.

Government Relations

Government Relations promote effective communication between representatives of the university and representatives of local, regional and federal government. The university representatives monitor federal legislation and serve as liaisons between members of the government and university. University members also work with elected officials and government agencies to provide information and research findings that may help them in their work.

International Relations

The Office of International Relations is responsible for promoting and coordinating the growth of international studies and programs at a university. This office executes the university's policies regarding external affairs and the coordination of international academic exchange, oversees foreign visitors and students to the university, invites foreign experts to the university, participates in student recruitment and receives foreign students, scholars, and visiting professors while also coordinating all logistics associated with their studies and living arrangements. The office also handles international conference requests, and maintains contact information and relations with foreign universities.

Strategic Planning

Strategic planning is a process of identifying, recording, and tracking the progression of organizational goals. A university's strategic plan is a document that captures what goals are hoped to be accomplished from a broad perspective. The Office of Strategic Planning creates the institution's mission, identifies objectives and market opportunities, and creates operating plans to effectively achieve this mission.

Technology Transfer

Technology transfer is the process by which the university identifies and effectively shares research, skills and knowledge that has potential interest to government or private sector institutions. A university's Office of Technology Transfer is responsible for fostering joint ventures, creating partnerships, and managing licensing agreements for knowledge and processes that cannot be patented.

Academic Department Management

Management of an academic department is an integral part of a successful university. For new department heads, this is an opportunity to gain experience in leadership, strategic planning, financial management, as well as other key components of managing a department.

SAMPLE RESUME

NAME

Title, Position

Street Address

City, Country

Contact Information (Telephone; Email)

EXPERIENCE (SAMPLE):

November 2007 – present

**Head of School of Foreign Languages
Kharkiv National University, Ukraine**

- writing and submitting project applications, managing international projects;
- recruiting , receiving and supervising international students;
- inviting and receiving foreign delegations and visiting professors;
- organizing international summer schools, conferences etc.;
- promoting university on international level;
- establishing and maintaining contacts with foreign partners, concluding and monitoring bilateral agreements;
- consulting students and staff on different means of international financial support for academic and research activities, visa support etc;
- managing staff of 27 and supervising international activities of the University's faculties;

September 2006 – October 2007

**Director of Linguistic Centre
Kharkiv National University**

- composed curricula for language courses, introducing communicative approach and various innovative methodologies of intensive study;
- gained international accreditation for language courses;
- promoted educational services of the Centre to students, staff, local community;
- recruited students for foreign language courses;
- taught English to Upper-Intermediate and Advanced level;
- managed staff of 5 within the Centre and up to 15 part-time lecturers teaching language courses in the Centre;
- taught 4 courses in the Department of German Philology and Translation.

September 2003 – present (part-time)

German Philology Chair

- courses taught: History of Foreign Literature (end of the XIXth century), History of Foreign Literature (XXth century), Contemporary British Literature.
- advising BA students term papers, MA students research papers.

EDUCATION:

Kiev Taras Shevchenko National University, Kiev, Ukraine – Kandidat nauk, Philology, 2005

Horlivka State Pedagogical Institute of Foreign Languages, Horlivka, Ukraine – Master of Philology Diploma with Honors, Teacher of English Language and Literature at Higher School, Teacher of German Language and Literature at Secondary School, 2001

Horlivka State Pedagogical Institute of Foreign Languages, Horlivka, Ukraine – Bachelor of Philology Diploma with Honors, Teacher of English Language and Literature at Secondary School, 1999

SKILLS:

Russian, Ukrainian (native speaker), English (fluent), German (proficient)