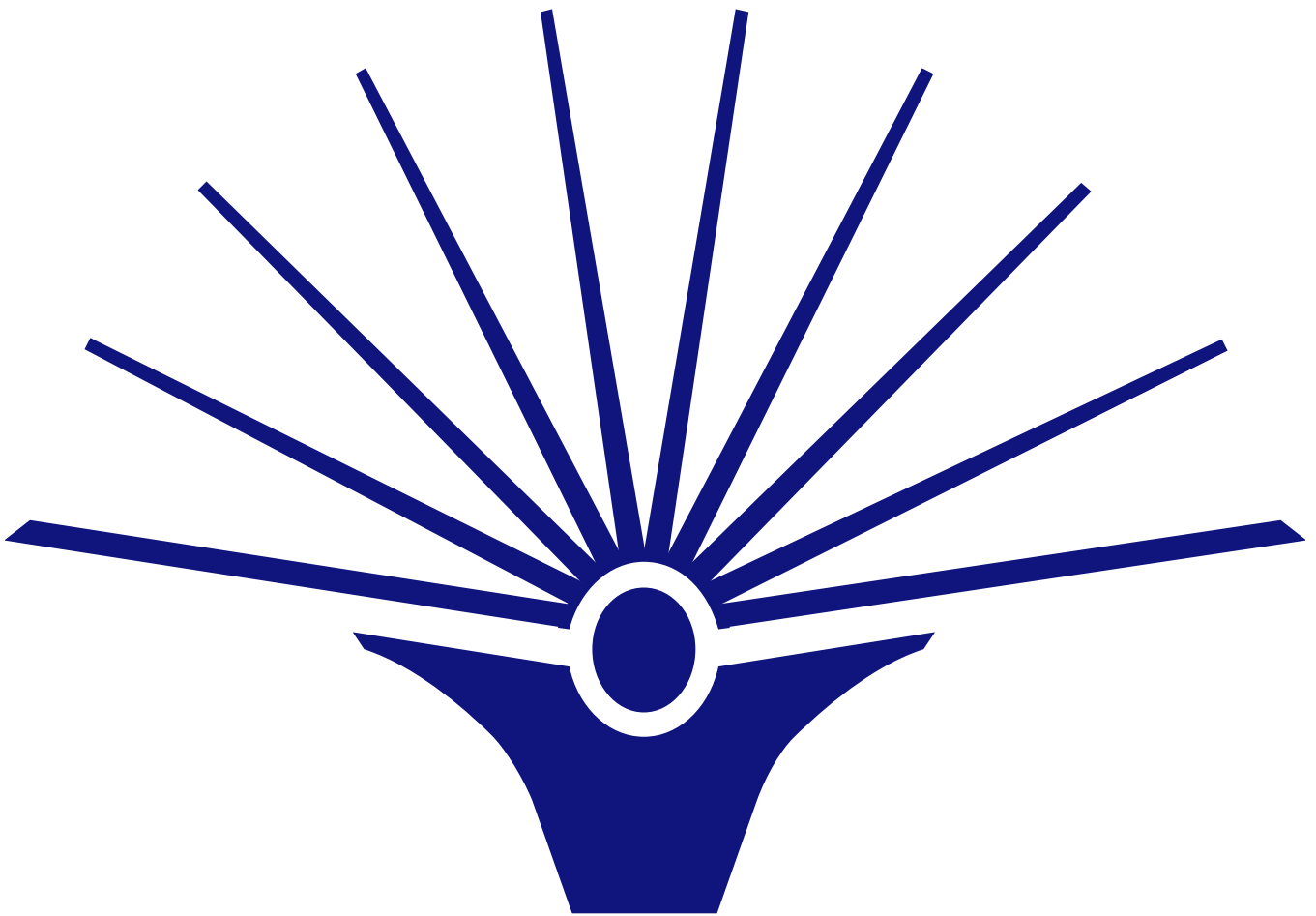


ACE Fellows Program

Application Packet

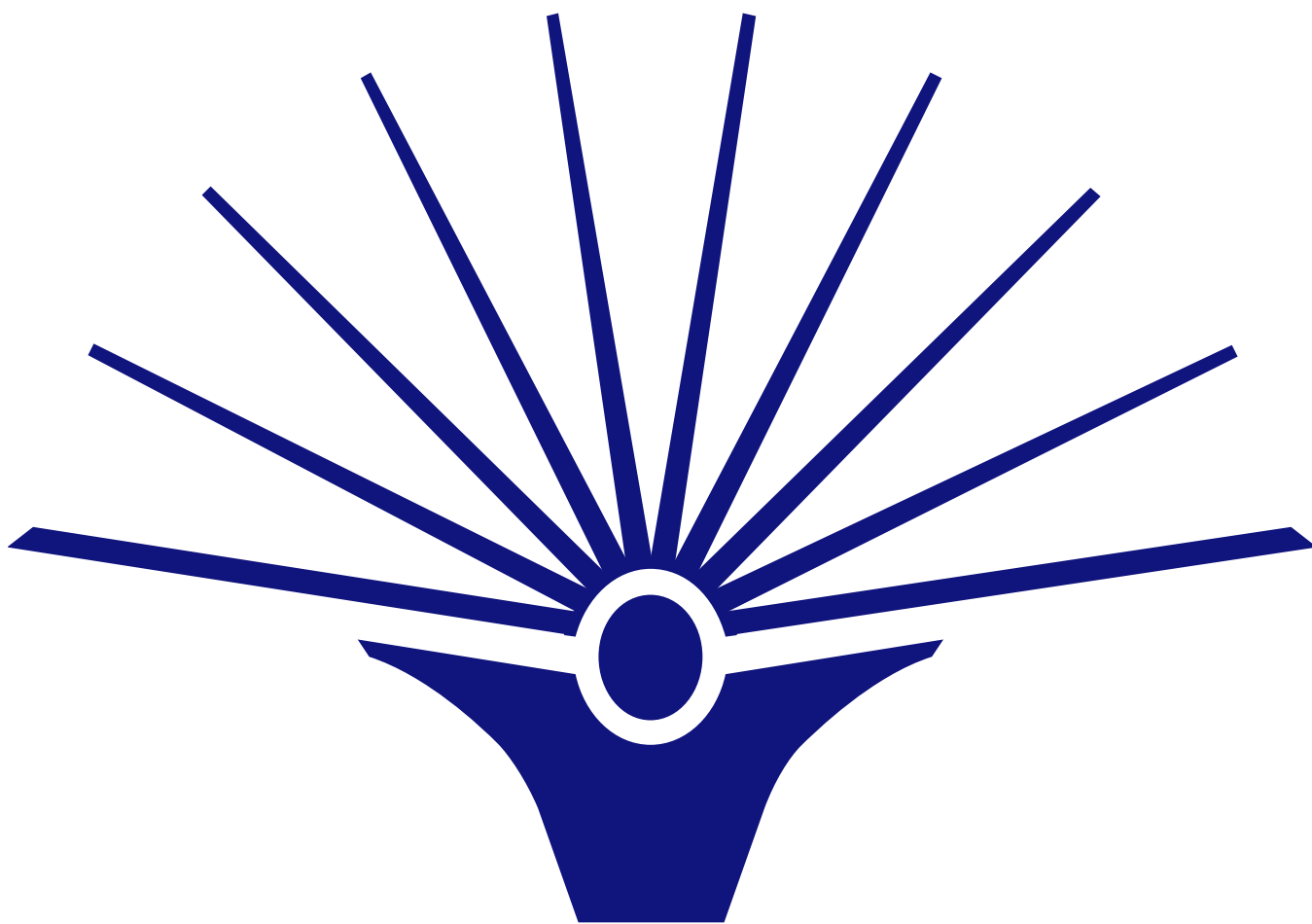
for 2007–2008



Celebrating 42 Years
Developing Higher Education Leaders



American Council on Education
The Unifying Voice for Higher Education





Instructions for Nominators and Candidates

The 2007–2008 ACE Fellows Program

Please read all the information in the program brochure and application carefully, especially the section outlining program placement options and costs.

Before filling out the application, the nominator and the candidate should meet to discuss the parameters of the program and:

- Have preliminary discussions about a learning focus for the Fellow.
- Have preliminary discussions about the best time frame for the off-campus Fellowship experience: an academic year, one semester, or periodic visits. Note: The unique aspect of the Fellows Program is the opportunity to spend extensive time on another campus—the more time, the richer the experience.
- If the off-campus experience will be less than an academic year, discuss preliminary arrangements for the Fellow to be sufficiently released from responsibilities to carry out the expectations of the Fellowship experience.

All plans should be finalized after the Fellow has been selected as a member of the class of 2007–2008 in early March.

No more than two candidates may be nominated from one institution. When your candidate(s) has been designated, please have the appropriate people complete each of the forms listed below.

All forms, except the *official transcript*, should be collected and submitted to the ACE Fellows Program office as one complete application due **November 1, 2006**. **Forms 1, 2, 3, and 4 must be submitted to complete the application PACKET.** Retain copies for your files. **Do not fax or email applications.**

Please staple your application in the following order: the Nomination of Candidate form (Form #1); the Application (Form #2), including responses to questions and essays; the Candidate and Institutional Profile (Form #3); and the Confidential Evaluation forms (Form #4), in signed and sealed envelopes. Submit **one original and six copies** of Forms #1 and #2, one copy of Form #3, and four completed confidential evaluation forms, each set assembled in this order. Do not bind or use report covers. PROOFREAD your application; presidents and other senior administrators will be reviewing it.

A completed application includes:

1. *Signed original and SIX copies of Form #1—Nomination of Candidate*, including preliminary indication of placement option—to be completed by the president or chief academic officer for each individual nominated.
2. *Signed original and SIX copies of Form #2—Application*—to be completed by the candidate. Return the signed original and six copies, stapled with the Nomination of Candidate form on top, with your application packet. Please be sure your name appears on each page.
3. *Original of Form #3—Candidate and Institutional Profile*—to be completed by the candidate. This information will be used only to compile statistical profiles. Please submit only one copy of this form.
4. *Signed original and TWO copies of Form #4—Confidential Evaluation—from each of the candidate's four references. Please duplicate this form or send it electronically to each reference.* Candidates should select four individuals in a position to evaluate their accomplishments and potential—two of whom should be present or former supervisors. *Each reference should complete Form #4 and return the signed original and two copies to the candidate in a sealed envelope.* References should sign their names across the seals of the envelope to ensure confidentiality.

In addition:

5. *An official transcript* should be sent directly to the ACE Fellows Program office by the institution that awarded the candidate's highest earned degree.

Optional:

6. If you would like to mentor an ACE Fellow from another campus, please submit *one copy of Form #5—Application to Host an ACE Fellow*—to be completed by the president or chief academic officer. This form can be submitted at any time during the year.

In early January 2007, all nominators and candidates will be informed about the results of the screening process. Finalists will be invited to be interviewed in Washington, DC, in late January/early February 2007. Please note that nominating institutions are expected to cover the candidate's interview expenses. The 43rd class of ACE Fellows will be announced in early March 2007.

Send the completed application to:
ACE Fellows Program
American Council on Education
One Dupont Circle NW
Washington, DC 20036-1193

—
Questions:
(202) 939-9420
fellows@ace.nche.edu

—
**Applications are due
NOVEMBER 1, 2006**

FAX OR EMAIL COPIES ARE NOT ACCEPTABLE.



Nomination of Candidate

FORM #1

The 2007–2008 ACE Fellows Program

1. We accept the American Council on Education's invitation to nominate one or two candidates under the arrangements described in the ACE Fellows Program brochure and agree to pay the Fellow's salary and benefits during the Fellowship year. We understand that the candidate will have an official transcript sent directly to the ACE Fellows Program office.

Form #1 (signed original and six copies)

Form #2 (signed original and six copies)

Form #3 (one copy)

Form #4 (signed original and two copies of each evaluation in a sealed envelope)

Form #5 (if you would like to mentor an ACE Fellow from another campus)

Forms 1, 2, 3, and 4 must be submitted as one complete application to the ACE Fellows Program office on or before **November 1, 2006**.

2. My candidate is (name and title):

3. If my candidate is selected as an ACE Fellow, I will work with him or her to identify an issue of strategic importance to this institution. The Fellow will focus on this issue during his or her professional development experience.

The Fellow will spend time collecting information and resources, consulting with Mentors and Fellows, observing how other campuses are meeting this challenge, and preparing to share this information with the nominating institution. The Fellow might prepare position papers or a briefing for presidential staffs, develop a series of recommendations or an action plan, or plan and construct a website.

I will meet with the Fellow prior to his or her return to this institution to plan how his or her newly developed expertise will be used.

4. The Fellowship year can be spent in one of three ways. Please indicate your choice at this time. Once the Fellow is selected, you will have another opportunity to finalize your selection.

- **An academic year placement off campus at a single institution.** This requires that the Fellow be released from his or her responsibilities on the home campus. In consultation with the Nominator and the ACE staff, the Fellow arranges an internship at another campus after he/she has been selected as a Fellow. Experience has demonstrated that this option is a powerful learning opportunity, as it allows the Fellow to experience the complete cycle of another institution and different approaches to leadership and management. When at a host campus, the Fellow is under the mentorship of a team of senior administrators, usually the president and vice presidents.

If this option is selected, the **host institution pays a program fee of \$6,000** to the American Council on Education and provides a professional development budget for the Fellow of approximately **\$14,000** to support on-site and travel expenses associated with the Fellow's attendance at the ACE Fellows Seminars, campus visits, and national conferences.

- **A one-semester placement off campus at a single institution.** This requires the Fellow to be released from all of his or her responsibilities on the home campus for one semester. In consultation with the Nominator and the ACE staff, the Fellow arranges an internship at another campus after he/she has been selected as a Fellow. This option allows the Fellow to experience a partial cycle of another institution and different approaches to leadership and management. While the Fellow is at the nominating institution, he or she should have sufficient release time from regular duties to attend the required seminars, the ACE Annual Meeting, and other relevant national meetings; to prepare reading and written assignments for the seminars; and to visit other campuses. When the Fellow is at the home institution, he or she is under the mentorship of the president and other senior administrators.

If this option is selected, **the home and host institutions each pay \$3,000** toward the \$6,000 program fee. In addition, the home and host institutions each pay one-half of the Fellow's professional development budget, which is approximately **\$7,000 from each institution.**

- **Periodic visits to a campus.** The Fellow will remain on the home campus for most of the year. During this time, the Fellow should have sufficient release time to attend the required seminars, the ACE Annual Meeting, and other relevant national meetings; to complete reading and written assignments for the seminars; and to visit other campuses. When the Fellow spends most of the internship at the home institution, he or she works under the mentorship of the president and other senior administrators.

If the nominating institution and the Fellow select the periodic visits option of several visits to another institution, the **home institution pays the \$6,000** program fee and provides the Fellow with a professional development budget of up to **\$14,000** to attend the seminars and national meetings and to visit other campuses.

- My institution is a member of ACE.
- My institution is not a member of ACE. I understand that my institution will need to join ACE or pay a \$5,500 participation fee in addition to other program costs; sponsoring a Fellow is a member benefit.
- My institution is interested in applying for one of the Lumina Foundation grants for Fellows from community colleges. We are attaching a statement of no more than 500 words describing why our institution should receive one of the grants.

Please type or print the following:

Name of Nominator _____

Title _____

Institution _____

Address _____

City, State, Zip Code _____

Phone (____) _____ - _____ Fax (____) _____ - _____

E-mail Address _____

Signed _____ Date _____

FORMS 1, 2, 3, AND 4 MUST BE SUBMITTED TO COMPLETE THE APPLICATION PACKET.

Please return this form to the candidate for inclusion in the application packet. Completed application packet is due November 1, 2006. For additional information, call (202) 939-9420.

_____ Date application received (*For office use only*)

FAX OR EMAIL COPIES ARE NOT ACCEPTABLE.



Application

FORM #2

The 2007–2008 ACE Fellows Program

The signed original and six copies of this form and responses to questions IX – A, B, and C must be submitted to the ACE Fellows Program office as part of the application packet. Please staple pages together, with the Nomination of Candidate (Form #1) on top and your name on each page. Do not bind or use report covers.

*This application and four Confidential Evaluations (see Form #4) will serve as the basis upon which finalists will be selected for interviews. It is advisable to **proofread** the application before submission.*

Please type or print the following:

Name of Candidate _____

Preferred Name (as you would like it to appear on correspondence) _____

Title _____

Institution _____

Office Address _____

City, State, Zip Code _____

Phone (_____) _____ - _____ Fax (_____) _____ - _____

E-mail Address _____

Home Address _____

City, State, Zip Code _____

Home Phone (_____) _____ - _____ Cell Phone (_____) _____ - _____

Date of tenure and current academic rank (if applicable) _____

Placement Preference: (*Please check one*)

Academic Year

Periodic Visits

Fall Semester

Spring Semester

Mail complete application packet, due November 1, 2006, to:

ACE Fellows Program
American Council on Education
One Dupont Circle NW, Washington, DC 20036-1193
(202) 939-9420

NOTE: For each item below, attach as many pages as needed. Please number the attachments to correspond with the numbered topics below and put your name on each page. You may fill out the application electronically. The application forms are available on our web site at www.acenet.edu/programs/fellows/. Once you complete this application, you must print it out and mail it as one complete packet to ACE.

I. PROFESSIONAL HISTORY

List ALL of your professional positions, beginning with the current one. For each of your three most recent positions, describe the nature of your responsibilities and list three to five major accomplishments.

Position and Rank	Institution	Dates
-------------------	-------------	-------

II. EDUCATION (graduate and undergraduate)

Institution	Field(s) of Concentration	Dates	Degree
-------------	---------------------------	-------	--------

III. COLLEGE/UNIVERSITY SERVICE

(List, with names, dates, and types of service to your institution(s). Identify any leadership posts.)

IV. REPRESENTATIVE PROFESSIONAL ACTIVITIES

(List, by specific organizations and dates, public lectures, consultancies, and service to professional societies, including leadership posts, if any.)

V. PUBLICATIONS

(Please list your publications—books, documents and monographs, articles, book reviews, compositions, and abstracted works.)

VI. PROFESSIONAL HONORS, FELLOWSHIPS, LISTINGS, AWARDS, AND RESEARCH SUPPORT

(List with dates.)

VII. CIVIC AND COMMUNITY ACTIVITIES

(List, with dates and locations, the names of organizations and leadership posts, if any.)

VIII. BACKGROUND

(Include a brief—no more than one page—summary of your background. You may write about your family, early education, employment, and/or personal interests.)

IX. PLEASE RESPOND TO QUESTIONS #1, 2, AND 3 BELOW. EACH RESPONSE SHOULD BE NO LONGER THAN 500 WORDS AND SHOULD ADDRESS ALL ASPECTS OF THE QUESTION.

- A. Describe a situation from your career in higher education in which you took a leadership role. Describe your actions specifically. In what ways were you effective? In what ways were you not effective? What did you learn from the experience?
- B. Why are you applying for this Fellowship? What do you hope to gain from the experience as an ACE Fellow? Be specific. [If you are an applicant from a community college who is applying for one of the ACE/Lumina Grants, please tell us about the role you believe that community colleges will play in the 21st century and how you envision yourself contributing.]
- C. Write a response to the following mini-case, indicating how you would characterize the problem(s) it contains, and the key questions to consider.

Mini-Case

You are the new vice president for academic affairs at Millennial University, a public institution with 15,000 FTE students. The president who has completed her first year in that position has asked you for recommendations on a number of challenges in preparation for a report to the Executive Committee of the Board of Trustees due in 30 days. Here is the situation:

- For the past two years, student enrollment has declined and this has had an impact on the fiscal stability of the institution. Retention rates, especially freshman to sophomore, have been declining significantly. Over the past three years, the state has decreased its support by 23 percent. Significant cuts have been made everywhere but not in personnel. The Faculty Senate discussions indicate that if the president and the vpaa were doing their job well, there would be more available financial resources.
- The institution has had a plan to increase the diversity of its faculty, both in terms of gender and race. Results over the past 5 years have been very disappointing. The institution ranks last in the number of tenured women and the number of tenured faculty of color among a comparison group of 20 institutions.

What would you recommend?

X. REFERENCES FOR CONFIDENTIAL EVALUATIONS

(List names, titles, addresses, phone numbers, and e-mail addresses of the four people completing the Confidential Evaluation, Form #4. At least two references should be from present or former supervisors.)

1. Name _____
Title _____
Institution _____
Address _____
City, State, Zip Code _____
Email Address _____ Phone (_____) _____ - _____

2. Name _____
Title _____
Institution _____
Address _____
City, State, Zip Code _____
Email Address _____ Phone (_____) _____ - _____

3. Name _____
Title _____
Institution _____
Address _____
City, State, Zip Code _____
Email Address _____ Phone (_____) _____ - _____

4. Name _____
Title _____
Institution _____
Address _____
City, State, Zip Code _____
Email Address _____ Phone (_____) _____ - _____

To the best of my knowledge, the information contained in this application is accurate.

Signature _____ Date _____

FORMS 1, 2, 3, AND 4 MUST BE SUBMITTED TO COMPLETE THE APPLICATION PACKET.

FAX OR EMAIL COPIES ARE NOT ACCEPTABLE.



Candidate & Institutional Profile

FORM #3

The 2007–2008 ACE Fellows Program

Name _____ Office Phone (____) _____-

Title _____

Institution _____

Office Address _____

City, State, Zip Code _____

E-mail Address _____ Office Fax (____) _____-

Home Address _____

City, State, Zip Code _____

Home Phone (____) _____- Cell Phone (____) _____-

Sex: Male Female

RACE/ETHNICITY

- | | |
|--|---|
| <input type="checkbox"/> African American (non-Hispanic) | <input type="checkbox"/> Caucasian (non-Hispanic) |
| <input type="checkbox"/> American Indian | <input type="checkbox"/> Hispanic/Latino/Chicano |
| <input type="checkbox"/> Asian American | <input type="checkbox"/> Multiracial |
| <input type="checkbox"/> Other, please specify _____ | |

- Member of the military: Yes No
- Ordained clergy: Yes No

Highest degree earned and discipline _____

Current discipline if other than highest degree earned: _____

How did you learn about the ACE Fellows Program?

- | | |
|---|--|
| <input type="checkbox"/> Former or current ACE Fellow
Name: _____ | <input type="checkbox"/> Colleague
Name: _____ |
| <input type="checkbox"/> <i>Academe</i> ad | <input type="checkbox"/> <i>Black Issues in Higher Education</i> |
| <input type="checkbox"/> <i>Community College Week</i> ad | <input type="checkbox"/> <i>Community College Journal</i> ad |
| <input type="checkbox"/> <i>Chronicle of Higher Education</i> electronic ad | <input type="checkbox"/> <i>Chronicle of Higher Education</i> print ad |
| <input type="checkbox"/> <i>The Department Chair</i> ad | <input type="checkbox"/> The Department Chair program |
| <input type="checkbox"/> <i>Hispanic Outlook</i> ad | <input type="checkbox"/> <i>University Business</i> daily ad |
| <input type="checkbox"/> ACE conference/meeting
Which? _____ | <input type="checkbox"/> Another conference/meeting
Which? _____ |
| <input type="checkbox"/> Other: _____ | |

INSTITUTIONAL DATA

Type of institution (please check appropriate category):

- Two-year**—offers primarily associate degrees and occupational programs
- Baccalaureate**—offers primarily undergraduate degrees
- Master's**—offers baccalaureate degrees and at least 20 master's and professional degrees
- Doctoral/Research**—offers doctoral-level degrees as well as others; conducts substantial amount of federally funded research
- Military**—institutions sponsored by the military service
- Professional**—institutions offering specialized degrees only (e.g., schools of theology, medicine, law, engineering)
- Other**—please explain _____

Affiliation of institution: Public Private

Is your institution:

- A historically black college or university (HBCU)?
 Yes No
- A Hispanic-serving institution (HSI)?
 Yes No
- A member of the American Indian Higher Education Consortium (AIHEC)?
 Yes No

Include one copy of this form in
the application packet.
Mail complete application packet,
due November 1, 2006, to:

ACE Fellows Program
American Council on Education
One Dupont Circle NW
Washington, DC 20036-1193
(202) 939-9420

FAX OR EMAIL COPIES ARE NOT ACCEPTABLE.

Confidential Evaluation Form

FORM #4

The 2007–2008 ACE Fellows Program

Return the original and two copies of this form to the candidate in a sealed envelope for inclusion in the application packet. Please sign the envelope across the seal to ensure confidentiality. Candidates must submit application packets by November 1, 2006.

Name of Candidate _____

Name of Evaluator _____

Title _____

Institution _____

Date _____

Telephone (____) _____ - _____

1. How do you know the candidate?

2. How many years have you known the candidate? _____

3. Please rate the candidate with respect to each characteristic listed below—indicating *his or her relative standing among peers* by checking the appropriate column.

Characteristics	Exceptional (Top 5%)	Superior (Next 10%)	Average (Next 35%)	Below Average (Bottom 50%)
Leadership ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Breadth of interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivation to learn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge and understanding of the functioning of an academic institution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

This form can be faxed to 202-785-8056
or emailed to fellows@ace.nche.edu



Application to Host an ACE Fellow

FORM #5

The 2007–2008 ACE Fellows Program

We would like to accept the American Council on Education's invitation to host an ACE Fellow and serve as Mentors. We have read the ACE Fellows Program brochure and understand the following elements of this Program:

- Designation of a team of Mentors who are senior administrators, typically the president and one or more vice presidents.
- Involvement of the Fellow in all aspects of institutional administration.
- Provision of an office near the Mentor(s), computer and printer access, and administrative support for the Fellow.

We would be interested in hosting an ACE Fellow. These are the possible options that a Fellow could choose:

- An academic year placement.** This requires that the Fellow be released from his or her responsibilities on the home campus and enables the Fellow to be on the host campus full time. Experience has demonstrated that this option is a powerful learning opportunity, as it allows the Fellow to experience the complete cycle of another institution and different approaches to leadership and management. When at a host campus, the Fellow is under the mentorship of a team of senior administrators, usually the president and vice presidents.

If this option is selected, we, as the **host institution, will pay a program fee of \$6,000** to the American Council on Education and provide a professional development budget for the Fellow of up to **\$14,000** to support on-site and travel expenses associated with the Fellow's attendance at the ACE Fellows Seminars, campus visits, and national conferences.

- A one-semester placement.** This option allows the Fellow to experience a partial cycle of another institution and different approaches to leadership and management. The Fellow will spend one semester full time on the host campus.

If the home institution and the Fellow select the one-semester placement off campus, **the nominating and host institutions each pay \$3,000** toward the \$6,000 program fee. In addition, the home and host institutions each pay one-half of the professional development budget, which is approximately **\$7,000 from each institution.**

- Periodic visits to a campus.** The Fellow will spend a limited amount of time on the host campus. The home institution, the host institution, and the Fellow will determine details. The ideal arrangement would be at least three visits to the host institution, each lasting at least one month.

If the home institution and the Fellow select the periodic visits option to another institution, **the home institution pays the \$6,000 program fee** and provides the Fellow with a professional development budget of up to **\$14,000** to attend the seminars and national meetings, and to visit other campuses.

Because there are more institutions willing to hoist ACE Fellows than there are available Fellows, please note that indication of your willingness to host a Fellow does not guarantee that one will be placed at your campus. Receipt of this form will not be acknowledged unless a placement seems likely during the placement process (April –June 2007).

Please check one of the following:

- My institution is a member of ACE.
- My institution is not a member of ACE. I understand that my institution will need to join ACE if we wish to host a Fellow; hosting a Fellow is a member benefit.

Signed _____ Date _____
(signature of president or chief academic officer)

Please type or print the following:

Name of Official _____

Title _____

Institution _____

Address _____

City, State, Zip Code _____

Phone (_____) _____ - _____ Fax (_____) _____ - _____

Email _____

Return to:
ACE Fellows Program
American Council on Education
One Dupont Circle NW
Washington, DC 20036-1193
(202) 939-9420
fellows@ace.nche.edu