WESTERN KENTUCKY UNIVERSITY

“A Leading American University with International Reach”

ANNOUNCES A NATIONAL SEARCH FOR THE POSITION OF

ACADEMIC DIRECTOR,
THE CHINESE FLAGSHIP PROGRAM

THE UNIVERSITY IS BEING ASSISTED IN THIS SEARCH BY

STRATEGIC CONSULTING
THE WYLY/KELLOGG INTERNATIONAL GROUP

SPECIALISTS IN INSTITUTIONAL STRATEGY, INTERNATIONAL EDUCATION, AND SEARCHES FOR LEADERSHIP POSITIONS

THOMAS J. WYLY
BOSTON, MA OFFICE
27 Van Ness Road
Belmont, MA 02478
Tel: 617-489-2673
Email: tomwyly@juno.com

EARL D. KELLOGG
CHAMPAIGN, IL OFFICE
1725 Devonshire Drive
Champaign, IL 61821
Tel: 217-621-3856
Email: earlkellogg@gmail.com

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I. **AN INTRODUCTION TO THE UNIVERSITY**

Originally founded by the Kentucky General Assembly in 1906 as a teachers’ college, Western Kentucky University (WKU) has an admirable history of growth and development that continues in an accelerated and far-reaching manner today. The former Western Kentucky State Normal School and Teachers College became a four-year institution in 1922, offered its first master’s degree in 1931, and was rechristened Western Kentucky State College in 1948. Following a merger with Bowling Green College and the creation of distinct Colleges of Liberal Arts, Education, and Science, the institution became “Western Kentucky University” in 1966.

Over the past fifteen years especially, WKU has pursued a continual program of academic expansion and institutional development while simultaneously experiencing significant annual enrollment growth. Today, WKU is a strong, very comprehensive university of more than 20,000 students, offering baccalaureate, masters, and selected doctoral programs through six Colleges, an Honors College, and three extended campus locations. The institution’s unmistakable momentum continues unabated in many different ways. The University’s mission is to prepare students “to be productive, engaged, and socially responsible leaders of a global society.” Its overriding vision is to transform itself from a strong regional university to “a leading American University with international reach.”

The University’s six Colleges are as follows:

- **The Potter College of Arts and Letters**, which comprises twelve academic departments offering 27 major and 32 minor programs of study. In cooperation with Graduate Studies, the College also offers graduate degrees in most disciplines. Its work is also central to the University’s General Education program. The College offers a major and minor in Chinese Language and Literature and in **Asian Religions and Culture**.

- **The College of Health and Human Services**, which offers programs in Allied Health; Communications Disorders; Family and Consumer Sciences; Kinesiology, Recreation, and Sport; Public Health; and Social Work. The College also houses WKU’s **School of Nursing**, the Institute for Rural Development and Research; the Kentucky Emergency Medical Services Academy; and the South-Central Kentucky Health Education Center. The College offers doctoral programs in Nurse Practice and Physical Therapy.

- **The College of Education and Behavioral Sciences**, which offers programs in Counseling and Student Affairs; Educational Administration, Leadership, and Research; Military Science; and Psychology. The College also administers the University’s **School of Teacher Preparation**, which offers the Master of Arts in Teaching (MAT Secondary Certification) in a variety of disciplines including Chinese, and also offers the doctoral degree in Educational Leadership.

- **The Gordon Ford College of Business**, which offers degrees in Accountancy, Economics, Finance, Information Systems, Management, and Marketing; the MBA; the Masters in Accountancy degree; and the Master of Arts in Applied Economics. The College is one of only 175 of over 12,000 collegiate schools of business worldwide that have attained AACSB International accreditation for both its Business and Accountancy programs. Also, the Online MBA program was ranked by *Get Educated* as one of the **Best Affordable AACSB-Accredited Online MBA Programs** in the nation. The College offers a number of courses on Asian economics and business and regular study abroad program to China and Taiwan.

- **The Ogden College of Science and Engineering**, which offers degree programs in Agriculture, Biology, Chemistry, Computer Science, Construction Management, Engineering, Geography, Geology, Architectural Design, Manufacturing Sciences, Mathematics, Meteorology, and Physics
and Astronomy. The College also offers a cooperative Doctoral program in Chemistry in partnership with the University of Louisville, and operates the SKyTeach Program, which prepares students to teach Mathematics and Science at the middle and high school levels. The University is also a member of both the Oak Ridge Associated Universities (ORAU), a consortium of 98 colleges and universities that contracts with the US Department of Energy in Oak Ridge, Tennessee and that develops research and fellowship opportunities for students and faculty, and the Oak Ridge Institute for Science and Education (ORISE), which, among other priorities, works to increase the numbers of underrepresented minority students pursuing degrees in the STEM disciplines; and has been successful with an REU with National Chung Hsing University in Taiwan.

- **University College**, which provides advising and academic support services to traditional students, flexible programs to non-traditional students, and baccalaureate degree completion options in cooperation with various community and technical colleges. In addition, the College oversees the Department of Diversity and Community Studies, which offers minors in African American Studies, Gender and Women’s Studies, and Gerontology, and a certificate in Citizenship and Social Responsibility.

Other recent important academic innovations at WKU include the following:

- In 2008 WKU created the only independent **Honors College** at a public university in the state, which offers high-achieving students the advantages of a small, highly selective undergraduate program with individual mentoring simultaneously with access to the full range of resources offered by the University. Students from all six of the academic Colleges are enrolled in Honors, with an average ACT score of over 30 and SAT score of 1350, and an average unweighted high school GPA of 3.9. The Honors College emphasizes small, intimate learning environments, student research opportunities, and global education. All students in the Chinese Flagship Program must be members in good standing in the Honors College.

- The **Division of Extended Learning and Outreach (DELO)**, established in 2003, serves as the outreach and engagement arm of the University, offering both credit and non-credit programs for students of all ages, and working with businesses and other kinds of organizations to provide customized training, plan special events, and develop degree programs that address specific needs in WKU’s surrounding communities. DELO also offers over 1,000 courses and 60 degree programs through online and extended learning delivery systems.

- WKU has also gained national recognition for its creation in 2007 of the **Carol Martin Gatton Academy of Mathematics and Science in Kentucky**. Located on campus, it is one of only fifteen publicly funded, residential high schools in the United States emphasizing the STEM disciplines, and in 2012 was ranked by Newsweek magazine as the #1 high school in the United States. Graduates of the Academy complete 60 hours of college-level courses at WKU, and receive financial support as necessary to participate in college-level study abroad experiences. Gatton graduates achieve an average score of 32 on the ACT and 1420 on the SAT. During their two years at the Academy over 75% have a study abroad experience through WKU. Since its inception, about 25% of all Academy graduates have remained at WKU for their undergraduate degrees. As a result of the Academy’s STEM + Critical Languages program, a number of Gatton students take Chinese through the Flagship Program or the Chinese Language and Literature major offered though the Modern Language Department, successfully apply for summer NSLI-Y programs, and get a jump-start on their language skills.

Some of WKU’s other academic distinctions include the following:
The Center for Gifted Studies, which provides educational opportunities for gifted young people, rigorous professional development for teachers, and support for the parents of gifted youth. In 2011, the World Council for Gifted and Talented Children moved its headquarters from the University of Winnipeg to WKU. Each summer the Center offers several classes in Chinese language and culture during its residential summer camps for gifted middle school students.

The Office of Scholar Development, which assists all WKU students in developing the vision and skills necessary to become independent, engaged scholars, and which supports students in applying for highly competitive national and international scholarships. WKU now ranks among the top ten producers of Fulbrights among masters-level institutions, and is also a national leader in producing Goldwater scholars. In addition to the previously mentioned scholarships, students in the Chinese Flagship Program have been successful in earning a number of Department of State Critical Language Scholarships, Benjamin Gillman Scholarships, and David Boren (NSEP) Fellowships. Finally, Chinese Flagship students were recently finalists for the Rhodes, Truman, Gates, and Marshall scholarships.

The Applied Research and Technology Program (ARTP), a multidisciplinary complex of seventeen scientific and service-oriented centers and institutes, which prepares students for the knowledge-based global economy while meeting the research and technical needs of the state and nation. Among these Centers and Institutes are: the Agriculture Research and Education Complex; the Biotechnology Complex; the Bioinformatics and Information Science Center; the Architectural and Manufacturing Science Institute; The Hoffman Environmental Research Institute; and the Kentucky Climate Center. As a result of WKU’s multiple research connections in China, a number of Flagship students are actively engaged in projects with faculty in China. The Hoffman Institute has partnered with the Institute of Karst Geology in Guilin China and Southwest University in Chongqing China to found the China Environmental Health Project to enhance the implementation of solutions to the complex environmentally related public health problems in China’s urban eastern provinces.

The Center for Research and Development, located in a former failing shopping mall, now thoroughly renovated, which brings together scientists, engineers, business leaders, and WKU faculty and students in innovative research collaborations. The Center houses WKU’s Applied Physics Institute; The Institute for Combustion Science and Environmental Technology (ICSET); the Advanced Materials Institute; the Cyber Defense Center; and the Bowling Green Innovation and Commercialization Center. ICSET has the best-equipped Thermal Analysis Lab in the US, and provides undergraduates, graduates, and international students the opportunity to collaborate with WKU faculty to conduct research utilizing state-of-the-art instrumentation. With its expertise in clean coal technology, ICSET maintains close research ties with a number of universities in China.

The New Honors College International Center, located in the heart of campus, is a striking 66,000 square foot facility scheduled to open in August of 2015. Designed to support WKU’s growing international reach, the new state of the art facility will house the Chinese Flagship Program, Study Abroad and Global Learning, the Office of International Programs, International Enrollment Management, the International Student Office, the Office of Scholar Development, the Honors College, and other internationally focused units on campus. The Chinese Flagship will have dedicated space, including seminar rooms, and access to small rooms for required one-on-one tutorial sessions with Flagship scholars.

WKU’s extraordinary expansion of academic offerings and related innovative undertakings has substantially advanced its reputation, and allowed it to become a significant force in the economic, social, and educational development of the state and region and in the provision of quality health care and other
services to Kentucky’s citizens. These successes have also made the University an exceptionally satisfying place to teach, work, and study. Furthermore, there is a pervasive sense on campus that the University’s transformation is still in progress, that “the past is prologue” to the institution’s continued development. *At the top of the University’s strategic agenda for the future, moreover, is a desire to deepen its international character and reach in many different respects.*

II. INSTITUTIONAL LEADERSHIP

**President Gary A. Ransdell**, a WKU alumnus, Indiana University Ed.D., and past vice president at Clemson University, has served as chief executive officer since 1997. The President has led the University’s profound transformation in academic breadth, enrollment, finances, campus development, and international character. During President Ransdell’s tenure, enrollment has increased by nearly 50%, from 14,500 to over 21,000; student retention has improved to 76%; two capital campaigns, raising $102 million and $202 million, were successfully completed; $600 million has been expended in the development of new and the renovation of existing facilities, with more than $200 million in additional new construction currently being planned; and the faculty has grown dramatically, become much more engaged in research, and much more international in composition. Campus diversity has also notably advanced, with the enrollment of African-American students increasing from 928 in 1997 to 2,179 in 2011, the second largest such enrollment at any university in the state. WKU’s campus, sitting atop a hill and overlooking the city of Bowling Green, is admired for its beauty.

Important new academic directions have included programs in electrical, mechanical, and civil engineering; doctoral programs in education, nursing, and physical therapy; and a new emphasis on the commercialization of intellectual property and technology transfer. The University has substantially enhanced programs at its three regional campuses—in Glasgow, Owensboro, and Elizabethtown/Radcliff/Fort Knox—where enrollments now exceed 5,000. More than 6,000 students, from Kentucky and almost every other state in the nation are enrolled in WKU distance learning programs. The University is supported by a knowledgeable and dedicated governing board, and relations with Bowling Green and the state’s political leadership are excellent. Among the President’s top priorities for the future, moreover, is the continued deepening in many different respects of the University’s international commitments and reach. There is widespread appreciation on campus that it is President Ransdell who has set the University on the course of becoming a pervasively international institution. In particular, his commitment to making WKU the place in Kentucky to come to learn Chinese and to learn about Chinese culture is evident in the support of both the Chinese Language Flagship Program and the Confucius Institute at WKU. President Ransdell has traveled to China 12 times during his time as President, and has been instrumental in creating exchanges and partnerships with Chinese institutions of higher learning to ensure that WKU students may have the opportunity to be immersed in the language and culture.

**Provost Gordon Emslie**, a native of Hamilton, Scotland, earned his baccalaureate and doctoral degrees in Astrophysics at the University of Glasgow. An opportunity to study abroad at Harvard University as an undergraduate rendered him a lifelong advocate of international education. Dr. Emslie has worked as a Research Assistant at the Harvard-Smithsonian Center for Astrophysics and as a Research Associate at the Institution for Plasma Research at Stanford University. Before joining WKU, he also served as Chair of the Department of Physics and Dean of the School of Graduate Studies at the University of Alabama at Huntsville, and Associate Vice President for Research and Dean of the Graduate College at Oklahoma State University. Dr. Emslie also earned a Master’s degree in Mechanical Engineering, Atmospheric Science, and Materials Science, and a Bachelor’s Degree in French, while serving at Huntsville. Also a licensed Professional Engineer, Dr. Emslie is co-investigator for NASA’s Ramaty High Energy Solar Spectroscopic Imager mission.
Dr. Craig T. Cobane, Associate Professor of Political Science, Jarve Endowed Professor of Honors, and Executive Director of the Honors College, was appointed WKU’s Chief International Officer in 2012. He has previously served as Interim Director of Study Abroad and Global Learning, has co-written several grants related to China, and is currently the Principal Investigator on the Chinese Flagship grant. A Chancellor’s Leadership Medallion alumnus of the University of Wisconsin-Green Bay, which has also honored him as a Distinguished Alumnus, Dr. Cobane earned his Master’s and Doctoral degrees in Political Science at the University of Cincinnati. He is a specialist in international relations theory, terrorism and counter-terrorism, international security policy, and modern political philosophy. A recipient of numerous teaching awards, Dr. Cobane was selected by the US Atlantic Council to serve at NATO Headquarters in Brussels, and was also named an American Association for the Advancement of Science (AAAS) Defense Policy Fellow, assigned to the Office of the Under Secretary of Defense to address issues related to counter-insurgency policy in Afghanistan. Dr. Cobane is regarded as one of WKU’s most experienced and able administrators; his record of success in building and leading the Honors College led President Ransdell to ask him to assume responsibility for international education at the University.

III. INTERNATIONAL AFFAIRS AT THE UNIVERSITY

International affairs, like many undertakings at this thriving University, is in a state of exciting transformation. Many new initiatives have come into being in recent years, yet the institution is determined that much more will be accomplished. One task awaiting Dr. Cobane is providing leadership to the creation of a new, institution-wide strategic plan for international affairs. One important component in this developing plan is the strategic investment focused upon East Asia.

Recent important advances and initiatives in international affairs at the University include the following:

- **International enrollments** have increased dramatically since 1997, from 84 to 1,097, and are expected to reach 1,400 this academic year. Forty-four different countries are represented. The nations sending the largest numbers of students to WKU are: Saudi Arabia, China, India, Vietnam, South Korea, Canada, France, Nigeria, Kenya, and Japan. The institution anticipates continued substantial growth in international enrollments: President Ransdell, for example, has spoken of the desirability of increasing the representation of international students by some 80% over the next five years. Also, in 2012, WKU became the first university in the United States to enter into a collaborative partnership with Navitas, creating both an undergraduate pathway program and a pre-Master’s program for international students.

- The **International Student Office** is staffed with five full-time professionals, and strives to meet the needs of the University’s growing international community and to provide an international campus environment for the benefit of all.

- The **Office of International Programs** administers a growing number of grant programs to assist faculty in internationalizing their teaching, research, and service. Grants support activities in curriculum development, creating faculty-led study abroad courses, and developing exchange programs. OIP also offers workshops, seminars, and training sessions for faculty and staff regarding global issues. The Office also operates an “International Village,” a group of eight homes and an apartment complex made available to visiting international scholars.

- The University has made a strategic choice to develop a multi-faceted emphasis on China:
  - WKU is home to Kentucky’s first Confucius Institute, in partnership with the Chinese Ministry of Education. In 2013 the Confucius Institute at WKU received the “Confucius Institute of the Year Award.” The program places teachers from China in area schools to
teach Chinese language and culture, as well as at WKU itself. In 2013-2014, forty-plus Chinese teachers taught over 8,000 K-12 students at 41 Kentucky schools. In addition, the Institute offers K-12 summer programs, cultural events, professional development programs, and language proficiency examinations. One recent further development is a partnership with Kentucky public libraries to offer Chinese language instruction to preschool and elementary school children. As a result, more students entering the CFP come with previous Chinese language ability.

- The University created a **Chinese Learning Center**, in the Helm Library, containing artwork, multimedia exhibits, and 3,000 volumes in a space designed to look like a traditional Chinese setting.

- The University in 2012 opened an Admissions office at one of its partner institutions, **Hebei University** in Baoding, China.

- In 2013-14, China (#2) and Taiwan (#8) were both top 10 countries providing international students to WKU.

- Last on this list but certainly not least, WKU is also the home of one of only twelve **Chinese Language Flagship Programs** in the United States, a US Department of Defense National Security Education Program (NSEP) initiative that develops superior Chinese language proficiency in undergraduates over four years of intense study. The Program consists of language instruction each semester and annual or more frequent academic programs to China.

Other important international dimensions of WKU’s educational programs include the following:

- There is an emphasis on the variety and interdependence of the world’s cultures in the **General Education** program.

- For students taking significant international coursework, there is an opportunity to earn a WKU diploma with a “**Global Studies Emphasis**” designation.

- Many international education opportunities are offered in conjunction with WKU’s distinctive **Honors College**.

- Major programs of study are offered in **Arabic, Chinese, French, German, and Spanish**. Instruction is also offered in the lower division, in **Italian, Japanese, Korean, Russian, and Swahili**.

- The University maintains a broad array of **academic partnerships and exchanges** with more than twenty universities in China, Japan, South Korea, Taiwan, Belgium, the Netherlands, Canada, Mexico, and Ecuador. WKU also has **scientific research partnerships** with nine universities in China and Taiwan, and **student teaching partnerships** with universities in China, Spain, Ecuador, Belize, Germany, South Korea, and Sweden.

- The University offers a major, a minor, and a graduate certificate in **Teaching English as a Second Language**.
IV. CHINESE FLAGSHIP PROGRAM AT WKU

The National Security Education Program and the Flagship Program Concept

Created and funded by the National Security Education Program (NSEP) in the U.S. Department of Defense, The Language Flagship leads the nation in designing, supporting, and implementing a new paradigm for advanced language education. Through innovative partnerships among the federal government, education, and business, The Language Flagship seeks to graduate students who will take their place among the next generation of global professionals, commanding a superior level of fluency in one of many languages critical to U.S. competitiveness and security.

NSEP describes The Language Flagship as a breakthrough in foreign language and culture instruction in the United States designed to help individuals achieve superior-level proficiency in critical languages, including Arabic, Chinese, Hindi, Korean, Persian, Portuguese, Russian, Swahili, Turkish, and Urdu. The Language Flagship also supports new concepts in language instruction, including partnerships with innovative universities and school systems developing K-16 “pipeline” programs in Chinese and Arabic.

The Language Flagship initiative awards grants to U.S. universities recognized as leaders in the field of language education, such as WKU. The University’s Flagship Program centers on Chinese language and culture.

Chinese (Mandarin) is spoken by over one billion people around the world. Roughly ninety percent of Chinese speakers live in Mainland China, Taiwan, Singapore, and the countries of Southeast Asia. About 70 percent of them speak Mandarin. The long-term strategic importance of U.S.-China cooperation ensures that this language will remain critical for business and government for the foreseeable future, and career opportunities for experts with Chinese language can be found in almost any field.

The Language Flagship sponsors eleven Chinese Flagship Programs across the U.S. Each offers unique strengths and provides undergraduate students with pathways to professional-level proficiency in Chinese alongside the academic major of their choice. In addition to WKU, Chinese Flagship Programs have been established at Arizona State University; Brigham Young University; Hunter College; Indiana University; the University of Hawaii, Manoa; the University of Minnesota; the University of Mississippi; the University of North Georgia; the University of Oregon; and the University of Rhode Island.

WKU’s Chinese Flagship Program

The Chinese Language Flagship Program at WKU became the ninth such program in the nation in 2009. WKU’s program seeks to bring students from the Beginning level of Chinese proficiency to the Superior level during their undergraduate career. Students take Flagship courses every semester, in addition to their other coursework, with the goal of reaching professional proficiency in the language. Students also participate in a variety of funded intensive Chinese language opportunities in the U.S. and China during the winter or summer terms. All students, upon reaching the Advanced-Mid level of proficiency, may apply for participation in a Capstone Year in China. The Capstone Year consists of one semester of direct enrollment at Nanjing University, followed by a 4-6 month professional internship in their field of study in China, or one year of coursework and a shorter internship at Tianjin Normal University. Students who complete this requirement and test at the Superior level will receive certification through the National Security Education Program.
Student Profile

The 65 students currently participating in WKU’s program are not majoring in the Chinese language; rather, in accordance with the Flagship Language Program concept, they undertake intensive Chinese courses in addition to their major or minor studies. Further, all students are required to enroll and remain in good standing in the Honors College at WKU, which not only provides additional resources to the University’s students, but also attracts highly motivated and high-achieving students. First-time, first-year freshmen entering the Honors College in 2014 had an average ACT score of over 30 (SAT 1350) and an average high school GPA of over 3.9. Of the 324 entering first-time, first-year students, 250 received full tuition or greater support in academic scholarships. The administrative staff of the Chinese Flagship works closely with the admissions staff of the Honors College to identify and recruit exceptional students to the Flagship Program at WKU. WKU Flagship students represent twenty-one academic programs in all five of WKU’s academic colleges. With only rare exceptions, Flagship students enter the program with no prior experience studying Chinese.

Although the program is young, WKU’s Flagship students have achieved significant success in competing for various distinguished national scholarships. With the guidance of WKU’s Office of Scholar Development, Flagship students have been awarded 2 Fulbright Research Fellowships to China, 14 U.S. Department of State Critical Language Scholarships, 2 David L. Boren Scholarships, 4 Benjamin A. Gilman International Scholarships, 2 Barry M. Goldwater Scholarships, and a National Science Foundation Graduate Research Fellowship. In addition, Flagship students became the first WKU students to be named finalists in Rhodes, Marshall, and Gates-Cambridge Scholarship competitions.

Alumni from WKU’s Chinese Flagship program include an M.D./Ph.D student at Cornell University; a Ph.D. candidate in Communication Disorders at the University of Texas, Austin; a master’s degree candidate in Economics at Columbia University; and a 2014 graduate working as a business analyst in the nuclear power sector in Shanghai, China.

Faculty and Staff

- **Dr. Craig Cobane**, Executive Director of the Honors College and Chief International Officer at WKU (full bio in section II above), serves as the Principal Investigator for the Chinese Language Flagship Grant at the University.

- **Ms. Melinda Edgerton**, Interim Assistant Director, joined the team as Program Coordinator in 2010. Melinda earned her Bachelor’s degree in French and Religious Studies at WKU in 1999, and her Master’s degree in Intercultural Relations from Lesley University; she is currently pursuing a second Bachelor’s degree, in Spanish. Melinda has worked in various capacities in the field of international education since 2002, supporting students going to overseas destinations, including China. She has served as Education Abroad Advisor and part-time Instructor of Intercultural Communication at the University of Kentucky, and as Study Abroad Advisor at WKU. As Coordinator of the Chinese Language Flagship, Melinda manages recruitment and admission to the Program, advises current students individually, oversees marketing and outreach activities, and assists in preparing students for study abroad opportunities and the Capstone year.

- **Stephanie Hammons**, Budget Officer, manages the grants accounting for the Chinese Flagship Program, in addition to providing financial guidance to students regarding scholarships and financial aid. She also serves as the Office Manager of the Honors College, the Office of International Programs, the Office of Scholar Development, and the Chinese Flagship Program. In 2012, Stephanie participated in the WKU Confucius Institute summer study program to China.
Ms. Sara Moody, Program Coordinator, is a 2012 graduate of the Honors College at WKU with a Bachelor’s degree in Social Work; she also completed two years in the Chinese Flagship Program at WKU. As an undergraduate, Sara studied abroad twice in China with the Chinese Flagship Program, as well as once in Belize; she also completed a field work practicum in India. Prior to returning to her alma mater, Sara worked with the Refugee Services division of Community Action of Southern Kentucky. Sara assists with recruitment, admissions, marketing, and advising for the Flagship Program. She will co-lead the 2015 winter term Flagship study abroad program to China.

Dr. Yufen Chang, Assistant Professor, received her Ph.D. in Linguistics from Indiana University. Her primary area of specialization is in phonology. Her research interests include language attrition, acquisition of second language phonology, and Chinese phonology.

Ms. Yandan Wang, Instructor, has over 9 years of Chinese-teaching experience in China and the United States. She received her Master's degree in Teaching Chinese as a Second Language in China. In the United States, she received her second Master's degree in Bilingual-Bicultural Education at Wayne State University. She earned an advanced certification of Teaching Chinese as a Foreign Language, granted by the Ministry of Education of China, and is a certified K-12 teacher of Chinese.

Ms. Yang Liu, Instructor, has been a full-time instructor with the program since 2012. She is currently undertaking coursework toward an Ed.D. in Post-secondary Education. Liu earned her master's degree in Leadership Dynamics in May of 2012. While completing this degree, Liu served as a Chinese Language Drill Instructor and Tutor for the Chinese Flagship Program at WKU. She earned her Bachelor's degree at Dalian University of Foreign Languages in 2009. She majored in Korean with a minor in Japanese. She also received Mandarin Chinese training at the University. She has also worked as a part-time teacher in the XinDe Language Learning Center in China, teaching Korean and Chinese.

Ms. Xiao Zhu, Fulbright Language Teaching Assistant, is providing individualized tutoring for Flagship students during the 2014-2015 academic year. She earned her Master’s degree in English Language and Literature from Shanghai Normal University in 2010, and served as a college English teacher in Shangrao Normal University until her Fulbright appointment at WKU.

Aspirations for the Future of the Program

WKU envisions eventually increasing enrollment in the Flagship from the current level of 65 students to approximately 100 to 120. The teaching faculty would also need to increase commensurately. The University would also like to enhance its K-12 outreach efforts to create a strong and dependable pipeline of Flagship-ready students.

In terms of student outcomes, WKU is committed to leading as many students as possible to the “Superior” level in Chinese language proficiency on the ACTFL scale. The University also wishes to build upon and expand its outstanding record thus far of students’ winning national scholarships, gaining admissions to top-ranked graduate and professional schools, and launching careers in which Chinese language skill is a highly competitive advantage.

Summary of Key Responsibilities of the Position

The Academic Director is a 12 month position somewhat analogous to that of an academic department chair. The University seeks a Director who offers both the administrative and financial wherewithal to guide and manage the program, and intellectual accomplishments meriting appointment to WKU’s tenure
The Director will teach one course per semester, with opportunities for additional teaching in study abroad programs in January and in the summer. Key responsibilities of the position include appointing, supervising, and training and mentoring the Program’s teaching and administrative staff; providing leadership in addressing matters related to the current NSEP grant; investigating and pursuing possibilities for additional external support; managing K-12 relations; and developing strategy for and supervising the recruitment of students.

The Academic Director reports directly to Dr. Cobane, the Executive Director of the Honors College and WKU’s Chief International Officer. The Flagship Program is one of four major initiatives within Dr. Cobane’s sphere of responsibility: the other three are the Office of Study Abroad and Global Learning (SAGL), the Office of International Programs (OIP), and the Office of Scholar Development (OSD). The Academic Director of the Flagship Program will also function with the Directors of these offices and the leaders of the Honors College as a key member of WKU’s Global Learning Leadership team. He or she will be expected to contribute meaningfully to the development and enhancement of the University’s overall China strategy, as well as to the University’s vision and initiatives regarding comprehensive campus globalization.

V. STUDY ABROAD AND GLOBAL LEARNING (SAGL) AT WKU

The Chinese Flagship Academic Director will collaborate closely with the SAGL Director. Study abroad has expanded considerably at WKU in recent years. In the 2014 Open Doors Report, WKU ranked 23rd in the nation among Master’s Colleges and Universities with 544 students studying abroad, continuing the institution’s rapid growth from 260 in 2006-2007. Study abroad opportunities at WKU include faculty-led, third-party provider, and exchange programs. Opportunities are available in North America (Canada and Mexico); Central America (Belize, Bonaire, Cuba, Costa Rica, the Dominican Republic, Nicaragua, and Panama); South America (Argentina, Brazil, Chile, Ecuador, Peru, Trinidad and Tobago, and Uruguay); Europe (approximately twenty-five different countries); the Middle East (Israel, Jordan, Turkey, and the United Arab Emirates); Africa (Botswana, Egypt, Ghana, Kenya, Morocco, Senegal, South Africa, and Tanzania); North East Asia (China, Japan, South Korea, and Taiwan); South East Asia (Cambodia, India, and Thailand); and Oceania (Australia, Fiji, and New Zealand). There is substantial interest on campus in WKU developing additional study abroad programs of its own.

The University has placed a high priority on assuring that study abroad is financially affordable to all interested students. The Office of Study Abroad and Global Learning, the Student Government Association, the Honors College, and other campus offices make approximately $200,000 in funding available annually, with SAGL administering about $140,000 of this sum. Last year SAGL provided scholarship funds to about 225 recipients: 56% of these students participated in WKU faculty-led programs; 8% in other short-term programs; 6% in exchange programs; and 29% in semester-long programs offered by external providers. WKU students also compete quite successfully for various external study abroad awards, such as those provided by DAAD, FIPSE, the Global Scholars Foundation, U.S. Department of State Critical Language Scholarships, Fulbright and Benjamin A. Gilman International Scholarships.

Dr. Cobane also recently established a Diversity Abroad Grant, targeting student groups traditionally underrepresented in study abroad. Owing partly to this program, the proportion of African-American students participating in credit-bearing study abroad programs at WKU has increased to 7.9%, surpassing the national average of 5.3%. Dr. Cobane has also established two other grant initiatives, i.e., Alternate Gilman Grants and the Gilman Supplemental Grants, through which institutional funds aid meritorious students who apply to the Gilman Foundation, but who are either not funded or require additional support beyond the Gilman award.
Dr. Cobane has also recruited talented new members to the study abroad office. At the same time, as new ambitions are created for study abroad, and as the University’s overall administrative structure for international matters undergoes review, it is possible that further adjustments to the study abroad organization might be required. The current SAGL staff consists of:

- **Laurie Monarch**, *Director*, joined WKU as the Director of Study Abroad and Global Learning in July 2014. Among her previous positions, she served as Director of Overseas Studies in the Office of International Programs at Georgetown University, and as a Program Officer at AMIDEAST, where she coordinated study abroad programs in Morocco, Kuwait, and Tunisia. She also worked at Dickinson College for a number of years, first as Associate Director and later as Director of Global Education, and at Middlebury College, where she coordinated Middlebury’s study abroad programs in several countries. Laurie earned a B.A. in international relations and German area studies from Tufts University, and an M.Ed. in higher education and student affairs administration from the University of Vermont. Her own experience abroad includes a year as a high school exchange student in Germany, another year abroad in Germany in college, a Fulbright teaching assistantship in Austria, and additional work experience in Germany. As part of her professional activities in the study abroad field she has conducted site visits and attended conferences in a number of countries in Europe, Asia, the Middle East, and Oceania.

- **Katherine Hale**, *Study Abroad Advisor*, is an Honors College at WKU graduate in Spanish, German, and Religious Studies. Katherine studied abroad as an undergraduate in Mexico and Austria, was a past Fulbright Grantee in Argentina, and is responsible at WKU for programs in Latin America, Europe, Fiji, and New Zealand.

- **Abby Leake**, *Study Abroad Advisor*, holds a B.A. in Hispanic Studies and Asian Studies and an M.A. in International Higher Education Administration from East Carolina University. Abby interned at the University of Oulu, Finland in the International Relations Department, and advises regarding Africa, Asia, the Middle East, exchange programs, and the Harlaxton and Semester at Sea programs.

- **Debra Hall**, *Office Associate*, recently joined the team to provide administrative support and manage the budget for Study Abroad and Global Learning. Debra served in the US Army for six years, including living abroad in Germany for three years, and has traveled to multiple countries such as Sweden and England. Debra brings a wealth of international experience to the office. She is currently in pursuit of her degree in Human Services.

VI. **OFFICE OF SCHOLAR DEVELOPMENT AT WKU**

The Chinese Flagship Program at WKU also has a strong relationship with the Office of Scholar Development (OSD). The role of OSD is to challenge students to dream big and to assist them in making those dreams attainable. OSD staff members help students apply for nationally competitive scholarships by guiding them towards finding opportunities to be engaged in their chosen fields beyond the classroom and aiding them in the process of finding the right programs, making important contacts, developing strong proposals, and revising numerous drafts. The office works with students on all WKU campuses and in all majors and degree programs. In the 2013-2014 academic year, OSD helped WKU students to earn over $1 million in external scholarship funding. These national scholarships help students to study abroad, conduct research, complete undergraduate and graduate degrees, and change lives.

Students in the Chinese Flagship Program are required to meet with scholarship advisors in OSD to create multi-year scholarship plans for their undergraduate careers, to participate in mock interviews for
nationally competitive scholarships, and to develop a portfolio of experiences to compete for graduate and fellowship opportunities beyond graduation.

Dr. Audra Jennings, Director, received her Ph.D. from The Ohio State University (OSU) in 2008. She began her career at Ohio State University, Newark, where she taught American history and historical methods. In 2009, she joined the Honors College at WKU. Dr. Jennings works with students to help them develop strong national scholarship and graduate school applications. Additionally, she teaches Honors seminars that focus on the history of disability, medicine, and modern America. Jennings received the 2013 Citizens Award from the Student Government Association at WKU for service to the university. Audra is the recipient of the 2013 Disability History Association Outstanding Article Award and the James Madison Prize from the Society for History in the Federal Government for her article "'An Emblem of Distinction': The Politics of Disability Entitlement, 1940-1950," which appeared in *The Politics of Veterans Policy*. Jennings advises students preparing for nationally competitive scholarships in the sciences, as well as Rhodes, Marshall, Mitchell, and Gates-Cambridge scholarships.

Dr. Melinda Grimsley-Smith, Coordinator of International Scholarships, earned her Ph.D. from the University of Notre Dame, where she received a Presidential Fellowship, a pre-doctoral teaching fellowship from the Keough-Naughton Institute for Irish Studies, and several smaller grants to fund research in Dublin, Cork, and Co. Tipperary, Ireland, and Belfast, Northern Ireland. At Notre Dame, she served alternately as Vice-President and President of the Union of Graduate Historians, and worked in a variety of other capacities to improve graduate students’ access to research materials and relationships with other university departments. Melinda advises students applying for nationally competitive scholarships for international study including Fulbright Research Fellowships and Fulbright English Teaching Assistantships, David L. Boren Scholarship, and U.S. Department of State Critical Language Scholarships.

Ms. Cheryl Kirby-Stokes, Coordinator of Nationally Competitive Opportunities, received her Bachelor of Arts in Anthropology from Kansas State University in 1984 and her Masters in Science in Secondary Education Curriculum and Instruction from the University of Kansas in 1996. She has been active in community development work in Kenya since 2004 and travels there yearly to coordinate projects with area schools and local Basket Guilds. Cheryl advises students applying for scholarships and grants to support study abroad, including the Benjamin A. Gilman Scholarship for International Study.

VII. THE ACADEMIC DIRECTOR OF THE CHINESE FLAGSHIP: PROFESSIONAL ABILITIES AND PERSONAL QUALITIES SOUGHT

The University seeks an experienced, highly qualified Chinese language professional to provide academic, administrative, and financial leadership to its Flagship Program. The individual appointed will be expected to function as the University’s principal leader regarding the promotion and teaching of Chinese language and culture at the University. The Academic Director will be responsible for the ongoing development of the Program’s curriculum and for enhancing an academic culture of high standards and robust assessment. He or she should be passionately dedicated to the development of undergraduate students, and a willing and selfless mentor of the Program’s teachers and staff. The Director should be able to inspire others, and to contribute as a senior member of the University’s Global Learning Leadership team. He or she should be able to develop a vision and strategy for the Program’s future, integrating the highest levels of excellence with continued enrollment growth. The individual appointed should also be comfortable developing strong relations between the University and Kentucky’s K-12 community. He or she will also represent the University among various professional associations concerned with Chinese language pedagogy, Chinese linguistics, and second language acquisition.
The individual appointed should offer an outstanding command of both Mandarin Chinese and English and a demonstrated track record of leading students to high levels of proficiency in Chinese. Previous experience in a National Security Education Program Flagship is desirable, but not essential. Candidates should offer sufficient academic accomplishment as teachers and scholars to warrant a tenure track appointment. Other desirable credentials include a record of grantsmanship and scholarly achievement in the field of Chinese language acquisition.

In evaluating applications, the University’s search committee will give the greatest weight to the following qualifications:

- An earned doctorate in Chinese, second language acquisition, applied linguistics, or a related field, and at least five years of relevant academic and/or administrative experience
- Demonstrated leadership and accomplishment in the field of Chinese language education, e.g., teaching, curriculum design and development, assessment, or teacher training
- Native or near native fluency in Mandarin, and experience with both traditional and simplified characters
- Evidence of superior teaching effectiveness, including experience teaching in an intensive setting at the Advanced and Superior levels
- Sufficient academic achievement (e.g., teaching, scholarship, grantsmanship, service) warranting tenure track consideration
- Effective communication skills in spoken and written English
- Expertise in language assessment, assessment tools, and curriculum development

The anticipated start date for this appointment is July 1, 2015. Compensation is competitive and dependent on experience and credentials. The University’s benefits package is generous. WKU is also open to considering a secondary appointment for an appropriately qualified trailing spouse or partner; if preferred, the institution will also attempt to facilitate a spouse or partner’s search for non-academic employment in the greater Bowling Green area.

VIII. BOWLING GREEN AS A COMMUNITY

With a population of approximately 60,000, Bowling Green is the third largest city in Kentucky, after Louisville and Lexington. It is located sixty miles north of Nashville, Tennessee (a one hour highway drive), 115 miles from Louisville, and 150 miles from Lexington. Bowling Green is the county seat of Warren County, and the center of a metropolitan area of approximately 130,000. The city combines a rich and interesting history with an increasingly knowledge-based, technology-driven economy. During the Civil War, Bowling Green declared its neutrality, but because of its strategic location and resources, both the Union and Confederacy vied to control it, with the Confederate army eventually occupying the city. Today, Bowling Green serves as the educational, commercial, and medical hub of the South Central Kentucky region. The city has also become increasingly diverse and international in character: Bowling Green’s population is 75% white, 14% African-American, 6.5% Hispanic and Latino, and 4.4% Asian and Pacific Islander. Seven percent of the population were born in other countries: 2.8% in Europe, 2.3% in Latin America, and 1.6% in Asia. Some twenty-eight different languages are spoken in the Bowling Green public schools. Through Sister Cities International, Bowling Green has developed sister city partnerships with both Kawanishi and Hyogo in Japan. The Annual Bowling Green International Festival
draws a large attendance from both the city and surrounding communities. Bowling Green has been designated as a refugee location by the US government, resulting in a substantial influx of Bosnian and other immigrant groups.

Bowling Green’s high income and job growth, combined with a low cost of doing business and moderate housing costs, led to the city’s being included in Forbes Magazine’s list of the ”Best Small Places for Business.” In an evaluation of 179 cities across the nation, Forbes ranked Bowling Green 34th nationwide for the lowest cost-of-living and 22nd for highest job growth. Site Selector Magazine recognized Bowling Green as a top economic development community in the country for localities with populations between 50,000 and 200,000 people.

WKU is the largest employer in the city. Other major employers include General Motors, which manufactures the Corvette in Bowling Green; Fruit of the Loom, which has its world headquarters in the city; The Medical Center of Bowling Green; Wal-Mart; Sun Products (the second largest manufacturer of consumer laundry products in North America); Houchens Industries (the supermarket conglomerate operating IGA, Food Giant, Piggly Wiggly, and other chains); and Holley Performance Products and Magna International (automotive parts manufacturers). While historic Fountain Square remains the historic heart of the city, shopping is also available at the Greenwood Mall (which includes Dillard’s, Macy’s, JC Penny, Sears, and over one hundred specialty shops), and a number of other modern shopping centers. There are thirty hotels in Bowling Green, numerous restaurants, offering fine dining, many different ethnic cuisines, and family fare. There are numerous public parks, golf courses, aquatic facilities, and sports facilities.

Cultural attractions in the city include the Museum of Kentucky, which is located on the WKU’s campus; the National Corvette Museum; the Barren River Imaginative Museum of Science; Aviation Heritage Park; the South Union Shaker Village; the Historic Railpark and Train Museum; the Agricultural Exposition Center; the Mammoth Cave Museum; the Capitol Performing Arts Center; the Public Theatre of Kentucky; the Fountain Square Players Theatre Group; Orchestra Kentucky; the Bowling Green Western Symphony Orchestra; and the Southern Kentucky Blues Society.

One main attraction of Bowling Green is that it is a four-season locality offering very comfortable climate year round. The coldest month is January, with average lows of 26 degrees Fahrenheit and average highs of 45. During the summer months, the lows are in the mid-sixties and the highs in the mid-eighties. Bowling averages about 3 inches of snow each winter.

IX. THE APPLICATION PROCESS

Western Kentucky University is being assisted in this search by STRATEGIC CONSULTING: THE WYLY / KELLOGG INTERNATIONAL GROUP, a national higher education consulting firm specializing in institutional strategy, international education, and searches for leadership positions. Questions and nominations can be directed to DR. THOMAS J. WYLY [tomwyly@juno.com, 617-489-2673 (office) or 617-279-3914 (cell)] or DR. EARL D. KELLOGG (earlkellogg@gmail.com, 217-621-3856 (cell).

To apply, please submit (i) a cv/résumé, (ii) a cover letter relating the applicant’s experience to the responsibilities involved, (iii) salary expectations, and (iv) the names of at least three references to both Dr. Wyly and Dr. Kellogg at the email addresses provided above, preferably by January 30, 2015. Only electronic applications can be considered. Referees will not be contacted without prior consultation with applicants, and candidate confidentiality will be scrupulously respected.

Tom Wyly and Earl Kellogg will also conduct preliminary interviews for this appointment at the Annual Meeting of AIEA: The Association of International Education Administrators, February 15-18, 2015, at the Marriott Wardman Park Hotel, Washington, DC.
X. FURTHER INFORMATION

Additional information about the University can be found at http://wku.edu/; about the University’s international initiatives at http://www.wku.edu/atwku/internationalreach.php; about the Office of International Programs at http://www.wku.edu/oip/index.php; and about the Chinese Flagship Program at http://www.wku.edu/chineseflagship/. Information about Western Kentucky University’s human resource policies and benefits programs is available at http://www.wku.edu/hr/ and http://www.wku.edu/benefits/. Information about Bowling Green as a community can be found at http://www.wku.edu/honors/contact/discover_bowling-green.php. Interested parties can also contact Tom Wyly or Earl Kellogg at the phone numbers and email addresses listed above in complete confidence.

Western Kentucky University does not discriminate on the basis of race, color, national origin, sex, sexual orientation, disability, age, religion, or marital status in admission to career and technical education programs and/or activities, or employment practices, in accordance with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Revised 1992, and the Americans with Disabilities Act of 1990.

Persons with disabilities, who need reasonable accommodations to participate in the application and/or selection process, should notify The Office of Equal Opportunity/Affirmative Action/University ADA Services at (270) 745-5121, a minimum of five working days in advance of requiring assistance.