

*Identifying, **D**eveloping, **E**ncouraging, **A**dvancing,
Leading and **S**upporting Women*



Institutional Representatives Handbook 2011-12

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The ACE Network

History

With a grant from the Carnegie Corporation in 1977, ACE's Office of Women in Higher Education (OWHE) started the ACE National Identification Program, which is now the ACE Network.

Through the National Identification Program, OWHE aimed to address the needs of women and the issues relating to women's leadership in higher education. OWHE identified these needs and issues during its early years, through meetings with women faculty and administrators throughout the United States. This mission is still relevant today, and networks across the nation continue to support it.

The ACE Network is a national system of networks within each state, Puerto Rico, and the District of Columbia. Each state network is led by a state coordinator who works with institutional representatives and at least one presidential sponsor to develop programs that identify, develop, encourage, advance, link, and support women in higher education careers within that state. In addition, members of the Executive Board of the ACE Network serve as advisers to OWHE, liaisons to the state networks, and mentors to state coordinators.



State Coordinators

The ACE Network state coordinators lead the efforts of the ACE Network, a national grassroots network of state organizations for women in higher education. State coordinators organize state planning committees that sponsor programs to identify qualified women leaders, develop their leadership in a variety of ways, advance them into administrative positions in higher education, and assist them with staying power.

Institutional Representatives (IR)

Institutional Representatives on each campus within a state lead the local efforts of the state networks for women in higher education. IR's organize campus meetings, programs and opportunities, which bring women from a shared campus or region together in support of their many identified issues, challenges and goals. IR's are the pillar upon which the state, regional and national networks are built.

INSTITUTIONAL REPRESENTATIVES

Each public and private college in the South Carolina is asked to identify a woman administrator on that campus who will serve as a link to the South Carolina Network and as a catalyst for activities at the home campus. These individuals are called Institutional Representatives (IRs). Their role is to keep women administrators on their campus informed of activities of the South Carolina Network and to encourage their involvement; to act as advocates for women on their campuses; and to encourage the advancement of women in higher education locally and throughout the state. The IRs meet each fall to discuss programming and to network among themselves.

IR POSITION DESCRIPTION

The Institutional Representative (IR) is a pivotal person in the chain of individuals interested in the advancement of women in higher education administration. She serves as a catalyst for innovation among women in higher education and as a communication link between women administrators in post-secondary education and the South Carolina Network of the American Council on Education Office of Women in Higher Education. The Institutional Representative serves as an advocate, communications link, and program participant and planner. The basic responsibilities of the IR are listed below:

Where does an IR's begin?

A. Identify who selected you as the IR

- Schedule a meeting with your nominator
- Introduce them to SCWHE
- Identify campus resources
- Identify goals
- Ask for follow up meeting for updating
- Determine a term limit (if appropriate)

B. Contact university human resources

- Get a current email mailing list of women on your campus
- Understand any restrictions pertaining to the email list and campus communications
- Schedule an annual review/update of the list

C. Plan and implement your first meeting

- **Keep it to an hour**
- **Have an agenda**
- **Define your role and the missions of ACE OWHE and SCWHE**
- **Discuss what the current campus issues are for women**
- **Identify anyone who may be missing that should be included next time**
- **Agree upon the next meeting date, time and purpose**

How do IR's gain support?

You will gain support as an IR when your purpose is clear and you stay in contact with women on your campus. Support is defined in many ways. There are many resources at the state, regional and national level. See LINKS/RESOURCES in this handbook.

What resources will I need?

- **The full support of your nominator**
- **A cadre of women on your campus who identify SCWHE as a valuable resource**
- **A cadre of women who are interested in sustaining a network to support and advance women's leadership on your campus**
- **Space for regular meetings**
- **Energy and enthusiasm to keep the work and interest alive**

How can SCWHE help?

Once you've held your initial campus meeting and identified resources and support; SCWHE is available to assist with program planning, program support and creating and sustaining a relationship with women in higher education at the regional, state and national level.



ASSESSING CAMPUS CLIMATE

- Create, maintain, and update lists of women administrators on campus; develop an e-mail listserv to announce programs and facilitate communication among women on campus.
- Learn how your institution identifies, prepares, and advances its administrators.
- Ensure search committees for administrative positions are following sound practices in finding and supporting women candidates.
- Organize or join roundtables or networks for women administrators on campus.
- Obtain related Institutional Research, AA/EQ reports and action on any relevant concerns.

INCREASING VISIBILITY OF WOMEN ON CAMPUS

- Encourage senior men and women to serve as mentors to women in middle-management positions and to women faculty interested in administration.
- Establish channels for women students to explore careers in administration and secure women mentors.
- Urge women to seek appointment to and nominate women to appropriate boards, committees and professional organizations.
- Publicize formally and informally the accomplishments of women on campus.
- Seek support or organize events in celebration of women (e.g. lectures, women's week, report on the status of women).

DISSEMINATING INFORMATION ON CAMPUS

- Circulate and promote South Carolina Network events such as spring regional and state conferences.
- Circulate and promote other programs such as fellowships, grants and seminars available to women.
- Meet with the president at least annually about South Carolina Network activities and observations from assessment.
- Establish linkages with other campus groups and programs focusing on women.

- Urge women to apply for administrative positions, nominate them and support their candidacy.

MAINTAINING COMMUNICATIONS WITH THE SOUTH CAROLINA NETWORK

- Attend IR workshops and regional and state conferences.
- Submit annual report (to include an update of activities and concerns and the number of women administrators who left or were hired at your institution).
- Nominate women from your campus to ACE AND SC Network programs (e.g. Donna Shavlik Award, Martha Kime Piper Award, ACE and/or SCWHE Regional Leadership Forum) and committees.
- Submit articles about women's advancement and women's programs on your campus to your local newspaper, campus newspaper, Network Newsletter, etc.

The purpose of South Carolina Women in Higher Education's Network is to provide a forum for supporting the professional growth of women; to help recruit, develop, advance, and retain women by using the collective knowledge, skill, and experience of all participants through internal and external networking.

www.scwhe.org

Link to IR's in South Carolina <http://www.scwhe.org/reps.htm>



LINKS/RESOURCES

National Organizations

American Council on Education

<http://www.acenet.edu>

ACE Office of Women in Higher Education

http://www.acenet.edu/Content/NavigationMenu/ProgramsServices/OWHE/OWHE_main1.htm

American Association of University Women

<http://www.aauw.org/index.cfm>

Other State Networks of ACE Office of Women in Higher Education

Individual State Networks

<http://www.acenet.edu/Content/NavigationMenu/ProgramsServices/OWHE/ACENetwork/contacts.htm>

Professional Development Programs

Harvard Graduate School of Education: Professional Development for Educational Leaders

<http://www.gse.harvard.edu/ppe/programs/index.html>

Grace E. Harris Leadership Institute - Virginia Commonwealth University

<http://www.pubapps.vcu.edu/gehli/>

Higher Education Resource Services -Management Institute for Women in Higher Education

<http://www.hersnet.org/HERSHigherEducationResourceServices.midenvergeneralinformationhtm.asp>

Professional Development Programs (continued)

Leadership South Carolina

<http://leadershipsc.com/>

Women's Senior Leadership Program, Kellogg School of Management

<http://www.kellogg.northwestern.edu/execed/Programs/WSLEAD.aspx>

The Alliance for Women

<http://www.allianceforwomen.net/>

Publications

[The ACE Network NetworkNews](#)

<http://www.acenet.edu/Content/NavigationMenu/ProgramsServices/OWHE/ACENetwork/NetworkNews.htm>

[Women in Higher Education](#)

<http://www.wihe.com/>

Search Firms

[Academic360.com](http://www.academic360.com/) - a meta-collection of Internet resources that have been gathered for the academic job hunter. It includes links to faculty, staff, and administrative announcements and is not restricted to teaching positions.

<http://www.academic360.com/>

[Ayers & Associates, Inc](http://www.ayersandassociatesinc.com/)

<http://www.ayersandassociatesinc.com/>

[William Spellman Executive Search](http://www.wspelman.com/)

<http://www.wspelman.com/>

[Association of Community Colleges Trustees \(ACCT\)](http://www.acctsearches.org/)

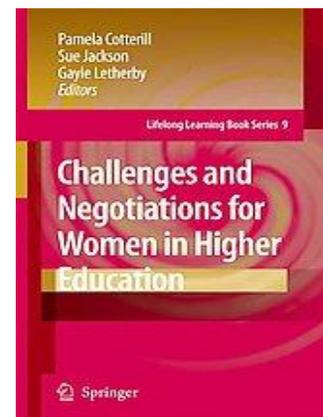
<http://www.acctsearches.org/>

[Witt/Kieffer](http://www.wittkieffer.com/)

<http://www.wittkieffer.com/>

[Rent Consulting Group, LLC](http://www.rentconsultinggroup.com/)

<http://www.rentconsultinggroup.com/>





"Yes, it is lonely at the top. That's why I'm helping other women get there."
