



# New Hampshire Women in Higher Education Leadership

## Strategic Plan 2016 – 2018

September 2016

### Vision

**The New Hampshire Women in Higher Education Leadership (NHWHEL) empowers women to advance their careers in higher education.**

### Mission

**New Hampshire Women in Higher Education Leadership (NHWHEL) is a network that fosters the professional growth and career advancement of women in all segments and levels of higher education. We seek to increase the diversity of women in key positions in higher education by identifying, supporting, mentoring and recognizing their contributions to the field.**

### Overarching Goals

- 1. Grow a diverse network of women in higher education.**

- 2. Empower women in higher education through professional development and mentorship.**
- 3. Increase the visibility and recognition of NHWHEL women in higher education.**
- 4. Collaborate with others who promote the advancement of women in higher education at the local, regional and national levels.**

## Goals and Action Plans

### 1. Grow a diverse network of women in higher education.

Objectives	Activities	Resources Needed	Timeline	Person(s) Responsible
<p>Have 100% of NH institutions of higher education represented as member.</p>	<p>Develop and maintain a Membership Committee.</p> <p>Create a report to track current membership and progress towards 100% institutional members.</p> <p>Identify institutions that are not on the list of members and contacts at that college.</p> <p>Identify any participants at the fall reception and spring conference that are from non-member institutions and engage them in helping NHWHEL contact the President's office.</p> <p>Call the President's office at non-member institutions to encourage</p>	<p>-Committee members</p> <p>-Support from Presidential Sponsor in contacting non-member Institutions.</p>	<p>December 2016</p> <p>December 2016</p> <p>March 2016</p> <p>April 2016</p> <p>By spring conference</p>	<p>Membership Chair and Membership Committee</p>

	membership. Follow up phone call by mailing information about NHWHEL.		2018	
Establish the diversity of membership and set growth rates of underrepresented groups.	<p>Add fields to membership form and/or event registration forms to capture diversity of membership.</p> <p>Identify baseline data, and set benchmarks.</p> <p>Diversity will include faculty, department, staff, admin, sr, jr levels, early career, late career, age, race, ethnicity (optional)</p>		Identify baseline 2016-17; set goals for change in 2017-2018	Membership Chair, Webmaster, and NHWHEL board members.
The number of active participants in NHWHEL activities from each institution will increase by 5%.	<p>Identify the baseline then create a report to track the number of active participants (attends one event per year).</p> <p>Ask Institutional Representatives (IRs) to develop an email list of all women at the institution. Maintain and update the list annually.</p> <p>NHWHEL will update the contact list yearly and ensure the contact information is kept up to date.</p> <p>NHWHEL will send email communication to IRs who will forward them to women at their institution.</p>		Identify baseline 2016-17; set goals for change in 2017-2018	Institutional Representative Coordinator, Institutional Representatives, Webmaster, Communications Chair

	Host a meeting with IRs once a year to review progress in increasing institutional participation.			
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## 2. Empower women in higher education through professional development.

Objectives	Activities	Resources Needed	Timeline	Person(s) Responsible
Create the framework for a mentorship program	<p>Convene a committee to design a mentoring program appropriate for NHHWHEL.</p> <p>Meet with committee to review existing programs within the state and nationally.</p> <p>Leverage existing programs and expertise to develop a mentoring program.</p> <p>Pilot activities such as job shadowing to identify components of the mentoring program that might fit the NHHWHEL program.</p> <p>Offer a mentoring program that fits with the mission and vision of NHHWHEL.</p>	<p>-Committee members</p> <p>-Funds for a consultant</p> <p>-Funds to pay a speaker at conferences that support the purpose of this program</p> <p>-Support of the NHHWHEL Presidential Sponsor to review and give feedback on drafts of the NHHWHEL framework, policies and procedures.</p>	<p>September 2016-June 30, 2017</p> <p>September 2016-June 30, 2017</p> <p>July 1, 2017-June 30, 2018</p> <p>July 1, 2017-June 30, 2018</p> <p>June 30, 2018</p>	Program Chair reports progress to Board; Members at Large

<p>Create “ready lists” of women qualified to apply for leadership positions based on observed talent.</p> <p>-</p>	<p>Work with College/University Presidents, Human Resources Directors, and the NHWHEL Presidential Sponsor to determine how and in what format a “ready list” might be helpful in recruiting leadership talent within New Hampshire.</p> <p>Work with Presidential Sponsor to develop what might be included in “ready-lists” including metrics to measure them.</p> <p>Identify existing programs and expertise that could be utilized in developing a “ready-list” initiative.</p> <p>Convene a committee to review the “ready-list” skills and develop a plan to offer professional development activities that teach the skills included on the ready list.</p> <p>Develop a method of tracking the “ready-list” and skills obtained through professional development.</p> <p>Offer professional development based on the “ready-list” skills in the following fiscal year.</p>	<p>-Committee members</p> <p>-Funds to pay a speaker at conferences that support the purpose of this program</p> <p>-Support of the NHWHEL Presidential Sponsor to further develop the “ready-list” concept and feasibility.</p>	<p>September 2016-June 30, 2017</p> <p>September 2016-June 30, 2017</p> <p>September 2016-June 30, 2017</p> <p>July 1, 2017- June 30, 2018</p> <p>July 1, 2017- June 30, 2018</p> <p>June 30, 2018</p>	<p>Program Chair reports progress to Board</p>
<p>Offer 2 new events that prepare women for leadership roles</p>	<p>Based on initial brainstorming completed for the mentoring and “ready-list” initiatives, offer at least one professional development activity that might be utilized by NHWHEL as part of the initiatives</p>	<p>-Committee Members</p> <p>-Money to pay upfront for food costs but will be covered by cost of event</p>	<p>September 2016-June 30, 2017</p>	<p>Program Chair and Program Committee, Conference Chair</p>

	<p>(e.g., breakfast/lunch with a President, shadow a CFO).</p> <p>Based the previous years' experience, offer at least two professional development activity that might be utilized by NHWHEL as part of the initiatives (e.g., breakfast/lunch with a President, shadow a CFO).</p> <p>Incorporate into spring conference workshops that help develop skills for the "ready lists".</p>		<p>July 1, 2017- June 30, 2018</p> <p>July 1, 2017- June 30, 2018</p>	
<p>Create the framework for an awards program recognizing outstanding women in Higher Education leadership</p>	<p>Obtain approval for types and number of NHWHEL Awards.</p> <p>Convene a committee to develop the process and review nominations.</p> <p>Develop an application, a rubric for selecting a winner, and policies and procedures to offer an Awards program.</p> <p>Solicit applications for Awards, conduct the review process and host an awards ceremony at the annual conference.</p>	<p>Funds to cover the awards; funds to cover travel to the meeting to receive awards.</p>	<p>September 2016-June 30, 2017</p> <p>September 2016-June 30, 2017</p> <p>July 1, 2017- June 30, 2018</p> <p>July 1, 2017- June 30, 2018</p>	<p>Nominations Chair and Committee</p>

### 3. Increase the visibility and recognition of NHWHEL women in higher education.

Objectives	Activities	Resources Needed	Timeline	Person(s) Responsible
<p>Create a social media plan and build the architecture to advance women in Higher Education leadership roles</p>	<p>Identify possible training areas for badging, certificates or credentialing.</p> <p>Determine criteria for badging/certificates and methods of delivery. Identify how mastery of skills will be measured and documented.</p> <p>Identify workshop and/or webinar presenters to provide training.</p> <p>Offer workshops and/or webinars. Evaluate offerings and use feedback to improve quality.</p> <p>Identify methods of endorsing and acknowledging the accomplishments of women in higher education in New Hampshire (e.g., writing references, review LinkedIn profiles and post references, develop speaker's bureau on the website to highlight speaking expertise, announce members' promotions)</p> <p>Offer workshops to review and give feedback on Curriculum Vitae/social media presence.</p>	<p>-IT expertise for social media, badging, and profile updates</p> <p>-Input from IR's/Members</p> <p>-Workshop presenters</p> <p>-Webinar presenters</p> <p>-Funds for events and speakers</p>	<p>Spring 2017</p> <p>Summer 2017</p> <p>Summer 2017</p> <p>Fall 2017-2018</p> <p>Fall 2017</p> <p>Fall 2017</p>	<p>Communication Chair, Communication Committee, Webmaster, Program Chair, Program Committee</p>

	<p>Highlight the skills of IRs by adding links to their LinkedIn profile and personal websites.</p> <p>Develop Awards program to recognize the contributions of members. Explore state and regional awards, identify possible candidates, solicit material, and make nominations.</p>		<p>Spring 2017</p> <p>Fall 2017</p>	
<p>Establish relationships with one underrepresented institution President per year to promote the visibility of NHWHEL</p>	<p>Develop the NHWHEL “pitch” to make a case for the need to advance women in higher education.</p> <p>Gather statistical information, nationwide and at state level, in relation to the gender issues in Higher Education (e.g., leadership, faculty, undergraduate, graduate, discipline specific information).</p> <p>Identify the underrepresented institutions in the membership of NHWHEL. Review status of membership from institutions within the state on a quarterly basis.</p> <p>Representatives from the Board, membership, and when available the presidential sponsor will meet with Presidents from underrepresented institutions to encourage membership.</p>	<p>-Support from the Presidential Sponsor</p> <p>-Marketing materials</p>	<p>Spring 2017</p>	<p>Membership Chair, Membership committee, Webmaster, Chair</p>
<p>Develop a communications plan to enhance and expand</p>	<p>Write a communication plan.</p>	<p>-Newsletter distribution method – via software or email</p>	<p>Fall 2016</p>	<p>Communications Chair, Communications</p>

<p>NHWHEL's statewide and regional presence</p>	<p>Develop marketing materials to be disseminated on campuses, at state-wide meetings, and online.</p> <p>Write and disseminate an e-newsletter.</p> <p>Implement a plan that engages members through social media.</p> <p>Further develop website to better engage members through resources, mentor/mentee information, links to job listings, forums for discussion.</p>	<p>- funds for print media</p>	<p>Spring 2017</p> <p>Summer 2017</p> <p>Fall 2016</p> <p>Spring 2017-Summer 2018</p>	<p>Committee, Webmaster</p>
<p>Create a plan of purposeful rotation for events throughout NH member institutions to maximize visibility</p>	<p>Work with IRs to identify viable campus event spaces.</p> <p>Create schedule for the fall reception and spring conferences with project year of event.</p> <p>Document rotation schedule in NHWHEL policy and procedures manual.</p>	<p>-Contacts for booking rooms at each campus.</p>	<p>Fall 2016-Summer 2017</p>	<p>Conference Chair, Program Chair, Institutional Representative Coordinator and IRs</p>

**4. Collaborate with others who promote the advancement of women in higher education at the local, regional and national levels.**

Objectives	Activities	Resources Needed	Timeline	Person(s) Responsible
Identify and promote programming offered by NH institutions of higher education for the advancement of women.	<p>Request that IRs investigate their own internal possibilities for programming.</p> <p>Determine list of potential offerings on annual basis.</p> <p>List/promote offerings on NHWHEL website.</p>		Spring 2017 and then yearly	Institutional Representative Coordinator and IRs, Webmaster
Identify and promote programming offered by Professional Organizations for the advancement of women in Higher Education	<p>Search for organizations that might offer appropriate programming (e.g., NHCUC, Contact Campus Compact for NH, FIRST, Medical Managers Group Association, HERS, ACE Fellowship, State and National Levels, NASPA, NACUBO, NAFSA).</p> <p>After search, contact four (4) to determine if programming is available and open to public/NHWHEL members.</p> <p>Determine list of potential offerings on annual basis.</p> <p>List/promote offerings on NHWHEL website.</p>		Spring 2017 and then yearly	Program Chair, Program Committee, Webmaster
Develop and establish at least two partnerships that promote	Search for funding opportunities or organizations that provide funding		Summer 2017	Chair and Treasurer

<p>the advancement of women in Higher Education</p>	<p>for women's advancement. Ask or apply for funding.</p> <p>Contact at least four of these organizations and pitch idea to underwrite at least scholarships to attend leadership training (e.g., for HERS scholarship, ACE Leadership Institutes).</p> <p>List/promote offerings on NHWHEL website.</p>			
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