



Handbook for Institutional Representatives

Revised December 2012



**NJ ACE Net
Institutional Representative Handbook**

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A Message of Support from the NJ ACE Net Board of Directors

Institutional Representatives, we have designed this Handbook to assist you in carrying out your responsibilities as a catalyst for women in higher education at your institution. We provide a national overview of the American Council of Education (ACE) and its Office of Women in Higher Education (OWHE), followed by a closer look at our State chapter, the NJ ACE Net. We explain our role as the Board Members as well as the committees we work on throughout the year. Next, we explain your role. We describe how you were selected, your impact on your institution, and your responsibilities.

We provide you with examples of what other IRs have successfully accomplished on their campuses and invite you to duplicate their ideas or create your own strategies. Included in this Handbook is a grant application for start up funds for activities you may want to do on your campus. We want to support your efforts.

Lastly, we include several contact lists for you: 1) the Board of Directors, 2) Institutional Representatives and 3) contacts at campus chapters across the State.

We are pleased you are a part of New Jersey ACE Network and look forward to helping you succeed as an IR. Your role is an important one for women on your campus and we support you. Please contact any Board Member for assistance and let us know how you are doing. We want to hear from you.

Sincerely,

NJ ACE Net Board of Directors

National Perspective: American Council of Education (ACE) Office of Women in Higher Education (OWHE)

OWHE Website

The Office of Women in Higher Education website is an online catalog of information and resources. It includes OWHE program initiatives, news and updates, presidential videos, and upcoming events. *Developing the Leadership Skills of Women in Higher Education* and *Advancing Women in Senior-Level Positions* programs are listed, along with publications which center on *Advancing Women in Senior-Level Positions*. Institutional Representatives are encouraged to utilize the OWHE website often as a rich resource for guidance and development of their on-campus activities. The following highlight are found in the OWHE Website¹.

OWHE Mission Statement

Since 1973, the Office of Women in Higher Education (OWHE) of the American Council on Education has provided national leadership in the advancement of women into executive positions and campus presidencies. Our mission is to:

- ***Identify*** women leaders
- ***Develop*** their leadership abilities
- ***Encourage*** the use of those abilities
- ***Advance*** women's careers
- ***Link*** them to other women and mentors.
- ***Support*** women in mid and executive level positions throughout their careers

OWHE 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 meeting with women faculty and administrators throughout the United States. This mission is still relevant today, and networks across the nation continue to support it.

History of ACE Network

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 advisors to OWHE, liaisons to the state networks, and mentors to state coordinators.

State Perspective: NJ ACE Net

State Chapters and Coordinators

There are 56 ACE Network chapters in the United States, with some states, California, Idaho, and Washington State, having 2 state chapters. The OWHE website lists the contact information for state coordinators for each chapter, another source of information. In New Jersey, the chairperson (s) of NJ ACE Net also serves as state coordinator(s).

New Jersey Ace Network History

In 1978, the New Jersey Planning Committee of ACE-NIP was formed. A state Advisory panel of 24 leaders in higher education was established and all institutions of higher education in the state were surveyed regarding the number of women in various levels of faculty and staff positions. Commitment of support from the Presidents and governing boards of all institutions was sought as being essential to actively seek women for policy-making roles. In subsequent years, a vita bank was established to provide a resource of qualified women for job searches and governing boards.

Receptions and dinners with members of the State Advisory Panel were held: a dinner highlighting senior administrative women was an annual event for several years. State conferences involved public leaders as speakers and panelists. Institutional representatives met to share information regarding programs at local levels.

In 1991, a new agenda for women in higher education was adopted at the national and state levels. The agenda reinforced the original purpose of ACE-NIP and adopted goals for broadening the efforts to include correcting inequities in hiring, promotion, tenure and salary; providing a supportive campus climate for women and their families and institutionalizing support for women's studies and advocacy for women.

In September 1993, the NJ ACE-NIP Planning Committee met with the then Chancellor of Higher Education Edward Goldberg, who pledged his cooperation and appointed a member of his staff to meet regularly with the Committee. The mission of the New Jersey ACE Network is delineated in Article II of its Constitution and By-Laws (see Appendix for By-Laws).

Today, NJ ACE Net consists of 27 Executive Board members, 45 Institutional Representatives, and 7 committees as stated in its By-Laws. The State Chapter offers four annual programs, two in the fall and two in the spring. Fall programs include the Institutional Representatives development conference (October), a joint meeting with the NJ chapter of Human Resource Professionals (November). Spring programs include a Women of Color conference (February) and the Annual Spring Conference (April).

NJ ACE Net Board of Directors' Membership

The Board of Directors is composed of women presently working in or interested in the area of higher education in New Jersey. Representation should include at least three members from the public colleges and teaching universities, three from the private colleges and research universities, three from the community colleges, one from the staff of the Commission of Higher Education (HE), and other members as decided by the official membership of the Board. Every effort shall be made to ensure cultural and regional diversity. The Board should consist of a minimum of 10 and a maximum of 25 members .

NJ ACE Net Board Committees

Board members are expected to participate on at least one committee. The committees are:

Chapter Development: Works with Institutional Representatives to start local chapters on their campuses and/or implement activities at their institution to help women learn more about NJ ACE Net and to foster ACE Network IDEALS.

Communications/Web Media: Coordinates production and emails online newsletter, emails program conference announcements and other resources to members via Constant Contact. Also assists in maintaining the Chapter's website.

Membership: Renews current institutional membership and recruits new institutions to the Chapter.

Nominating: Identifies and communicates with candidates for positions on the Board.

Partnerships and Collaborations: Works with other women professional groups to expand support and communication networks for women in higher education.

Programming: Organizes program theme for the year, develops the IR program (Oct), joint meeting with NJCUPA (Nov), Women of Color conference (Feb), and Annual Spring Conference (Apr).

NJ ACE Net Website

The NJ ACE Net website is currently under revision which is expected to be completed by the end of 2011. It contains information about the NJ Chapter, lists the Board of Directors, Institutional Representatives, and features helpful resources such as the twice-semester newsletters, IR Handbook, overview of Presidential Panel, and recommended readings and professional development activities.

Institutional Representatives

IR Selection and Institutional Impact

The president of the institution usually appoints the IR to her role. Often, the chair or a member of the Board of Directors makes a recommendation to the president on behalf of the ACE Network. The IR's appointment recognizes the critical influence she has already had at her institution with regard to the identification and development of women leadership issues on her campus. Her appointment also signals the institution's support for the advancement of women into key leadership positions in higher education. The IR works in close collaboration with the NJ ACE Net Board Chair(s) and the Executive Board of Directors and serves as the liaison between the women at her institution, NJ ACE Net, and the OWHE.

Position Description

The Institutional Representative (IR) is the key person on each campus in the development and implementation of the strategic plans of the ACE Network. The IR represents and serves as an advocate for the interest of women's leadership development and advancement in higher education at her institution. IRs serves as catalysts for innovation among women in higher education at their institution.

IR Responsibilities

The following is a list of IR Responsibilities. IRs may choose to convene a committee at their institution to assist in discussing the goals appropriate for their institution from the lists below.

Identify

- Identify all women in key leadership positions on campus, including women administrators and women who hold significant leadership positions on the faculty, in student services/affairs, and in other key departments, such as the business office, professional and continuing studies, and development/advancement/alumni offices.
- Provide information to the Chair(s) about women administrators on campus, including new appointments, resignations, title changes, vacant leadership positions, etc.
- Establish, when appropriate, linkages between the state network and other campus programs focusing on women.
- Keep the institution's president informed on a regular basis regarding the agenda and/or programs of OWHE and NJ ACE Net.
- Build a campus network whereby other women are identified as potential leaders and mentored in their aspirations.

Develop

- Assist the Chair(s) and the Board of Directors in the development and implementation of state workshops and conferences designed to encourage women aspiring to administrative leadership roles.
- Participate as appropriate in local, regional, and state-wide meetings.
- Keep women on campus informed regarding the agenda and/or programs of OWHE and NJ ACE Net.
- Keep women on campus informed of leadership programs, fellowships, and grants for which they are eligible at both the state and national levels.
- Encourage senior-level women and men to serve as mentors or sponsors to women in middle-level administrative positions or to other women who have demonstrated potential for administrative responsibilities

Encourage

- Assist the women on campus in relaying their suggestions and concerns to an appropriate institutional, state, or national body.
- Establish support groups and mentoring opportunities for tenure-track women.
- Urge women on campus to consider their next professional steps and take advantage of opportunities.

Advance

- Learn about institutional policies and procedures that identify, prepare, and advance the college or university's administration.
- Encourage search committees for administrative positions to follow sound practices in finding and supporting women candidates.
- Nominate women for leadership positions as opportunities arise.

Link

- Create opportunities for campus women at all levels to get to know one another's interests, ambitions, and talents.
- Take advantage, where possible, of opportunities for campus women to meet and share ideas and concerns with women from the political, civic, and corporate spheres.

Support

- Urge women to seek appointment to appropriate boards, committees, and professional organizations.
- Publicize formally and informally the accomplishments of women on campus.
- Organize or join roundtables and networks for women administrators on campus.
- Organize events in celebration of women (e.g., Women's History Month)

Starting a Local Group at Your Institution

Real Examples of “What Works”

The following are some real examples of how IRs have successfully acted as catalysts to draw women together for mutual support and advancement in achieving some of the above mentioned goals. You may wish to replicate some of these methods or use these strategies to stimulate thinking on your campus.

- Lead regular breakfast or lunch sessions with campus women to discuss issues and support one another in professional development.
- Hold an annual retreat for professional development.
- Circulate announcements of job openings and inform the NJ ACE Net Board of women from your institution who are seeking opportunities elsewhere.
- Arrange a brown-bag lunch for women administrators/leaders, including some senior level women, to explore issues and develop general activities based on perceived needs.
- Nurture young professional women by forming a support group that meets during the summer.
- Hold a welcome reception in September for women.
- Organize an end-of-the-day social hour and program twice a year with IRs from nearby colleges and universities.
- Publicize campus and state ACE Network activities in institution’s media.
- Hold receptions to attract new members to the local group.

IR Application for Start Up Funds for Institutional Activities

IRs are invited to apply for start-up grants of up to \$250 to support local activities on their campus which Identify, Develop, Encourage, Advance, Link or Support professional women in higher education on their campus. In order to apply for the grant, IRs must complete an application (see attached) and submit it electronically to the Chair(s) or Board Member of NJ ACE Net. IRs will describe the goals they hope to achieve, the strategy to achieve them, the amount they want to apply for (up to \$250), and how the grant award will be spent.

The grant application is attached on the following page and is also listed in the appendix section of this document.

IRs are also encouraged to work with the *Chapter Development Committee* of NJ ACE Net if they would like to pursue starting a local chapter on their campus.

**NJ ACE Net Grant Application
For Campus Activities to Support OWHE/NJ ACE Net Goals**

Directions: Institutional Representatives will complete the following grant application, and if accepted, be responsible for appropriate fiscal oversight of the grant award. Please type directly on this form.

Institutional Representative Contact Information

Name:
Title:
Email:
Work Phone/Extension:
Name of Institution:
Institution Address:
City/Zip Code:

Describe specific campus activities. Include measurable goals (i.e., expected number of attendees at for a campus brown-bag lunch). Identify the month(s) the activities will be held.

Provide a brief narrative of how the activities will meet one or more OWHE/NJ ACE Net goals to Identify, Develop, Encourage, Advance, Link, Support women in higher education.

Select the grant award amount. Check the appropriate amount.

\$250 \$200 \$150 \$100

I understand that if my grant application is approved, I will receive a check for the amount requested. I must utilize the funds requested within the academic year it was received. By May 30 of that academic year, I will submit a one page written report describing: 1) the activities completed, 2) the measurable outcomes achieved, 3) evaluation results if applicable and 4) how any monies left over will be used to support the goals of OWHE/NJ ACE Net in advancing women in higher education at my campus. I will submit a written account of how any remaining balance was spent by December 30 of the same year following the May 30 grant report.

Institutional Representative Electronic Signature Date

References

1. OWHE website,
http://www.acenet.edu/Content/NavigationMenu/ProgramsServices/OWHE/OWHE_main1.htm
2. NJ ACE Net By-Laws, updated June 2011.
3. NJ ACE Net website, <http://www.njacenet.org/>
4. NJ Colleges and Universities website, From website:
http://www.imhigher.com/New_Jersey.html

Appendices

Contained in this Section

- List of NJ ACE Net Board of Directors 2011-2012
- List of NJ IRs 2011-2012
- List of NJ ACE Net Campus Chapters
- List of NJ Colleges and Universities
- IR Grant Application for Campus Activities
- References

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List of NJ ACE Net Campus Chapters

Colleges and Universities in New Jersey

From website: http://www.imhigher.com/New_Jersey.html

Public 4-year colleges and universities in New Jersey: [New Jersey Public Universities](#)

- [Kean University](#) - Union, NJ
- [Montclair State University](#) - Upper Montclair, NJ
- [New Jersey City University](#) - Jersey City, NJ
- [New Jersey Institute of Technology](#) - Newark, NJ
- [Ramapo College of New Jersey](#) - Mahwah, NJ
- [Richard Stockton College of New Jersey](#) - Pomona, NJ
- [Rowan University](#) - Glassboro, NJ
- [Rutgers, The State University of New Jersey: Camden Regional Campus](#) - Camden, NJ
- [Rutgers, The State University of New Jersey: New Brunswick/Piscataway Campus](#) - Piscataway, NJ
- [Rutgers, The State University of New Jersey: Newark Regional Campus](#) - Newark, NJ
- [The College of New Jersey](#) - Ewing, NJ
- [Thomas Edison State College](#) - Trenton, NJ
- [University of Medicine and Dentistry of New Jersey: School of Health Related Professions](#) - Newark, NJ
- [University of Medicine and Dentistry of New Jersey: School of Nursing](#) - Newark, NJ
- [William Paterson University of New Jersey](#) - Wayne, NJ

Private 4-year colleges and universities in New Jersey: [New Jersey Private Universities](#)

- [Berkeley College](#) - Woodland Park, NJ
- [Beth Medrash Govoha](#) - Lakewood, NJ
- [Bloomfield College](#) - Bloomfield, NJ
- [Caldwell College](#) - Caldwell, NJ
- [Centenary College](#) - Hackettstown, NJ
- [College of St. Elizabeth](#) - Morristown, NJ
- [DeVry University: North Brunswick](#) - North Brunswick, NJ
- [Drew University](#) - Madison, NJ
- [Fairleigh Dickinson University: College at Florham](#) - Madison, NJ
- [Fairleigh Dickinson University: Metropolitan Campus](#) - Teaneck, NJ
- [Felician College](#) - Lodi, NJ
- [Georgian Court University](#) - Lakewood, NJ
- [Monmouth University](#) - West Long Branch, NJ
- [Princeton University](#) - Princeton, NJ
- [Rabbi Jacob Joseph School](#) - Edison, NJ
- [Rabbinical College of America](#) - Morristown, NJ
- [Rider University](#) - Lawrenceville, NJ
- [Saint Peter's College](#) - Jersey City, NJ
- [Seton Hall University](#) - South Orange, NJ
- [Somerset Christian College](#) - Zarephath, NJ
- [Stevens Institute of Technology](#) - Hoboken, NJ
- [Talmudical Academy of New Jersey](#) - Adelphia, NJ

Public 2-year colleges in New Jersey: [New Jersey Technical Colleges](#)

- [Atlantic Cape Community College](#) - Mays Landing, NJ
- [Bergen Community College](#) - Paramus, NJ
- [Brookdale Community College](#) - Lincroft, NJ
- [Burlington County College](#) - Pemberton, NJ
- [Camden County College](#) - Blackwood, NJ
- [County College of Morris](#) - Randolph, NJ
- [Cumberland County College](#) - Vineland, NJ

- [Essex County College](#) - Newark, NJ
- [Gloucester County College](#) - Sewell, NJ
- [Hudson County Community College](#) - Jersey City, NJ
- [Mercer County Community College](#) - West Windsor, NJ
- [Middlesex County College](#) - Edison, NJ
- [Ocean County College](#) - Toms River, NJ
- [Passaic County Community College](#) - Paterson, NJ
- [Raritan Valley Community College](#) - North Branch, NJ
- [Salem Community College](#) - Carneys Point, NJ
- [Sussex County Community College](#) - Newton, NJ
- [Union County College](#) - Cranford, NJ
- [Warren County Community College](#) - Washington, NJ

Private 2-year colleges in New Jersey: [New Jersey Junior Colleges](#)

- [Assumption College for Sisters](#) - Mendham, NJ

