

Roles and Expectations of Institutional Representatives (IR's)

The IR is a key person in the development and implementation of the strategic plans of the ACE State Network in each state. Ideally, each institution of higher education in the state should appoint an IR to represent and serve as an advocate for the interests of women's leadership development and advancement in higher education at her institution.

The president of the institution usually appoints the IR to her role. Often, the state coordinator or a member of the state network governing body makes a recommendation to the president on behalf of the ACE Women's Network. The IR's appointment recognizes the critical role she has already played at her institution with regard to the identification and development of women leaders on her campus and 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 state coordinator and the members of the state network governing body and serves as a liaison between the women at her institution and the members of the state network governing body. The institutional representative may wish to appoint a committee of women to work with her on her campus.

Basic expectations of the institutional representative are as follows:

- Identify all women in key leadership positions on campus, including women administrators and women who hold significant leadership positions on the faculty.
- Assist the state coordinator and the state governing body in the development and implementation of state workshops and conferences designed to encourage women aspiring to administrative leadership roles.
- Keep women on campus and the institution's president informed on a regular basis regarding the agenda and/or programs of the ACE State Network and the Inclusive Excellence Group.
- Keep women on campus informed of leadership programs, fellowships, and grants for which they are eligible at both the state and national levels.
- Provide information to the state coordinator about women administrators on the 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.
- Build a campus network whereby other women are identified as potential leaders and mentored in their aspirations
- Participate as appropriate in local, regional, and statewide meetings.
- 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.
- Establish support groups and mentoring opportunities for tenure-track women.
- Learn about institutional policies and procedures that identify, prepare, and advance the college or university's administrators.

- Encourage search committees for administrative positions to follow sound practices in finding and supporting women candidates.
- Nominate women for leadership positions as opportunities arise.
- 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.
- 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 or networks for women administrators on campus.
- Organize events in celebration of women.

The institutional representative should develop strategies that meet specific needs of women in higher education at her institution.