



2016

**ACE Women's Network
State Chairs Handbook**





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American Council on Education
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Welcome

Dear ACE Women's Network State Chair:

Thank you for all the work you do! The American Council on Education (ACE) is very grateful for your sustained and dedicated commitment to the advancement of women in higher education. Since the establishment of ACE's Office of Women in Higher Education in 1973 (now the Inclusive Excellence Group), ACE has remained steadfast in its commitment to the identification, development, and advancement of women leaders in higher education. While each state network is an independently run organization, all of our networks are joined in affinity to each other, to the ACE Women's Network Executive Council, and to ACE's Inclusive Excellence Group by our shared vision, values, and goals for advancing women in higher education.

In that spirit, the staff of the Inclusive Excellence Group and the members of the ACE Women's Network Executive Council are pleased to provide you with an updated version of the *ACE Women's Network State Chairs Handbook* in hopes that it will provide useful guidance and advice as you develop and implement the work of your state network.

About the American Council on Education

ACE is the nation's most influential, respected, and visible higher education association. We represent the presidents of U.S. accredited degree-granting institutions, which include two- and four-year colleges, private and public universities, and nonprofit and for-profit entities.

Our strength lies in our loyal and diverse base of more than 1,800 member institutions, 75 percent of which have been with ACE for more than 10 years. We convene representatives from all sectors to collectively tackle the toughest higher education challenges, with a focus on improving access and preparing every student to succeed. Higher education is America's best hope for long-term economic growth and social progress, and ACE's core objective is to advance activities that support institutions, students, faculty, and staff.

ACE:

- **Leads and coordinates.** As the nation's largest higher education organization, ACE is at the forefront of the major issues affecting postsecondary education.
- **Represents and advocates.** As the principal voice of higher education, ACE coordinates the advocacy efforts of the entire community.
- **Serves.** ACE addresses the rapidly changing needs of America's colleges and universities by providing research and identifying innovative practices.

More specifically, ACE focuses on the following areas:

- Increasing access to and success in postsecondary education for all students, including adult and underrepresented minority populations
- Providing leadership programs to meet the need for diverse and skilled leaders in higher education
- Influencing policy issues surrounding adult education and working with researchers, policymakers, and foundations to strengthen adult and continuing education
- Fostering international engagement among higher education institutions

ACE Leadership

As many of today's higher education leaders begin to retire, we face a significant challenge. The higher education community must cultivate a diverse and robust pool of leaders to fill these positions and help lead our colleges and universities in the years ahead. ACE's Leadership Programs, a unit of the Division of Leadership Programs, offers a wide range of programs and initiatives to prepare the next generation of higher education leaders. Our leadership programs are organized around the work of four intersecting groups.

- The Executive Leadership Group is focused on programs, services, and research for senior leaders from deans to presidents.
- The Emerging Leaders Group, including the highly regarded ACE Fellows Program, focuses on rising administrators, beginning with department chairs.
- The Inclusive Excellence Group is focused on programs, resources, and research to foster greater diversity and inclusion in higher education, particularly within the senior leadership ranks. This group includes the ACE Women's Network.
- The Institutional Leadership Group is focused on programs, research, and resources that assist senior leaders in improving institutional capacity and effectiveness.

A list of all ACE leadership programs is included. We appreciate your assistance in identifying women administrators who would benefit from participation in our programs.

On behalf of all of us at ACE, thank you again for your commitment to the advancement of women in higher education. We are extremely proud of the reach and impact that the ACE Women's Network has had over the past three decades and recognize that this work is due in large part to the volunteer efforts of many dedicated women like you.

Please do not hesitate to contact us if we can be of assistance to you and your state network as you implement your activities and events.

Sincerely,



Kim Bobby

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American Council on Education



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The ACE Women's State Network

History

With a grant from the Carnegie Corporation in 1977, ACE's Office of Women in Higher Education (now the Inclusive Excellence Group) founded the ACE National Identification Program (NIP), which is now known as the ACE Women's Network. The purpose of the NIP was to address the needs of and issues relating to women's advancement in higher education leadership. It is a mission that is still relevant today, and one that is supported by our state networks across the nation.

In 1977, California, New York, and Florida became the first states to create an ACE National Identification Program. Within a year, they were joined by Wisconsin, Texas, Massachusetts, Illinois, Michigan, Minnesota, Pennsylvania, Ohio, and Indiana. New Jersey followed shortly thereafter. Five years later, the ACE Women's Network became a state-based national program.

The initial grant proposed creating state planning boards with representation reflecting the state's higher education structure. A woman holding a senior-level administrative position at a college or university would lead the planning committee as the state chair. Working with a panel of advisors of men and women leaders within the state, the planning committee and state chair were expected to create effective strategies to identify and advance women into senior leadership positions within the state's colleges and universities. Over time, the state networks have developed organizational structures that best fit their particular state and their specific needs. Nonetheless, the structure of a planning board, a state chair, institutional representatives, and the support of college presidents remain the hallmarks of the ACE Women's Network. The state networks are linked to one another through their affinity with the Inclusive Excellence Group and a national executive council composed of women executives who serve as both mentors to the state chairs and advisors to the staff. Today, the Women's Network Executive Council (WNEC) uses geographic locations to divide mentoring responsibilities for individual state networks among its members. The chair of the WNEC works directly with the director of the Inclusive Excellence Group to coordinate activities. State chairs are also advised by college and university presidents who have agreed to serve as presidential sponsors for specific states.

Over the past 35 years, the individual state networks have developed a variety of effective programs and initiatives responsive to the needs of women in their states. Statewide or regional conferences are annual events in many states, providing professional development and networking opportunities for women at all levels in higher education administration. Some state networks have created their own versions of the national forums for mid- to senior-level women leaders, providing an opportunity to identify and develop emerging women leaders. Many states present awards to women leaders, enhancing public awareness of their contributions. Several states have sponsored women student leadership conferences, and others include women students in meetings and awards programs. Receptions for women legislators, women postsecondary presidents, and women board members are other ways that the state networks have sought to advance women's leadership. Similarly, some states have targeted specific audiences—deans, department chairs, and vice presidents—with workshops and seminars. Many states have partnerships with other women's organizations, collaborating to meet shared goals.

What the Women’s Network Brings to ACE

Through the Women’s Network’s state, regional and national presence, the network is uniquely positioned to represent and advocate for women’s leadership issues and concerns to the American Council on Education. The Women’s Network has 47 active state networks representing 8,000 women.

In addition to providing information on potential leadership opportunities, the Women’s Network supports and connects women seeking and holding leadership positions in higher education. Through regional and national forums, the network builds leadership capacity and impacts the upward movement of women into influential positions where they can impact decision makers.

Women leaders seek counsel from the network and its ability to link members together to provide guidance and encouragement. It is grassroots yet comprehensive, maintaining a strong national presence. The annual conference brings speakers to ACE’s attention and builds awareness of both the Women’s Network and ACE.

Ultimately, by empowering and strengthening women leaders, the Women’s Network promotes and advances the American Council on Education’s mission to prepare and support leaders in higher education.

Mission, Vision, Core Principles, and Expectations

Vision and mission statements for the ACE Women’s Network were adopted by the WNEC in 2011. The WNEC also reaffirmed the core principles and developed a list of expectations for the state networks.

Vision Statement

The ACE Women’s Network will be recognized as the premier vehicle for connecting women at all levels of higher education, providing support to further professional development and advancement, and transforming higher education locally, nationally, and globally.

Mission Statement

The ACE Women’s Network facilitates the networking of women interested in pursuing leadership opportunities in higher education. A four-part structure—**WNEC, state-based networks, presidential sponsors, and institutional representatives**—facilitates these connections, allows for the sharing of best practices, particularly at the State Chairs Annual Conference, and enables local leadership training by the state networks. The ACE Women’s Network draws from the resources of ACE’s Inclusive Excellence Group and provides a means for implementing the IDEALS core principles in supporting women leaders in higher education:

ACE Women’s Network IDEALS Core Principles:

- **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

Moving the Needle Initiative

The ACE WNEC is leading the effort to raise national awareness of the importance of achieving parity and to suggest practices aimed at achieving the goal of equal representation of women in senior leadership positions in higher education.

Mission Statement: Create parity for women holding, and aspiring to hold, leadership positions in the academy through collaborative partnerships with higher education institutions and other related organizations, profit and nonprofit, with mutual goals of advancing women to senior-level decision- and policy-making leadership positions.

Our vision: At least 50 percent of chief executives at higher education institutions are women.

Our challenge: Achieve the vision by 2030.

Our value statement: Today, 26 percent of college and university presidencies are held by women. Progress has been at best incremental and has taken a decade to move the needle three percentage points. The vision of parity necessitates creating a national imperative for advancing women leaders and carefully crafting a national agenda to guide its implementation. In short, there must be a renewed effort to achieve in two decades what amounts to doubling the progress realized over many decades. No single organization can accomplish this alone; collaboration among like-minded organizations can and will make the difference.

Four Specific Goals

Goal One: *Generate a national sense of urgency elevating the need for advancing women in higher education leadership positions.*

Goal Two: *Encourage governing boards and other higher education institutional decision- and policy-making bodies to consider recommended practices for recruiting and hiring women to chief executive offices.*

Goal Three: *Achieve women's advancement to mid-level and senior-level positions in higher education administration by building capacities in women and in institutions.*

Goal Four: *Suggest recommended practices and models, and recognize success in advancing women in higher education.*

Expectations of State Networks as Members of the ACE Women's Network

The following is a list of the minimum activities expected each year for a state organization to participate in the ACE Women's Network:

1. Implementation of IDEALS in their programming.
2. Organize and host at least one leadership development program each year.
3. Encourage members to take part in leadership training at institutional, regional, state, and national levels.
4. Use of the *State Chairs Handbook* as a guide for operations, including conducting an annual meeting of the state's governing body to review organizational documents and procedures, and appoint one or more state chairs and presidential sponsors to be formally acknowledged by the director of the Inclusive Excellence Group.
5. Regular communication with their WNEC liaison, including sharing minutes with the liaison.
6. Regular communication with presidential sponsor(s).

7. Participation (by chairs) in the State Chairs' Annual Conference each year. The state chair should be familiar with the structure and goals of the Inclusive Excellence Group in order to clearly communicate to network members the connections with the Inclusive Excellence Group and ACE.
8. Active involvement of institutional representatives (IRs), including an expectation that the network will establish a plan and goal for increasing diverse participation each year with a focus on inclusion and expanding their reach to institutions within the state.
9. Keep up-to-date contact information (email) for IRs and for event attendees, and promptly notify the staff of the Inclusive Excellence Group of any changes to the state chair contact information.
10. The approved ACE State Network logo will be displayed on the state's website and on all materials related to official activities and events.
11. Use of evaluation forms provided by the Inclusive Excellence Group for conferences and programs.
12. Completion of annual reports for submission to the Inclusive Excellence Group, including submission of program evaluation data and sharing one or more specific objectives for the following year.
13. Notify staff of the Inclusive Excellence Group of any change in the structure or configuration of the state network.

Roles and Expectations of the ACE Women's Network Executive Council

The WNEC supports the state networks by serving as liaisons to state chairs and providing leadership for developing or strengthening state planning boards; mentoring state chairs; and advising the Inclusive Excellence Group on issues related to identifying, developing, encouraging, advancing, leading, and supporting women in higher education. The state network appoints women to serve as state chairs. The state networks will forward names of presidential sponsors to the director of the Inclusive Excellence Group for formal acknowledgement. Members of the WNEC nominate women to participate in national and regional leadership forums and to assume senior-level positions in higher education administration. The WNEC also serves as a "speakers bureau" for the Inclusive Excellence Group's Regional and National Women's Leadership Forums as well as for the state networks whenever possible.

Expectations of the ACE WNEC members revolve around the state networks and the mission of the Inclusive Excellence Group:

- Assist in the identification and nomination of state chairs, if needed.
- Identify state networks that need extra support and assistance in maintaining their effectiveness.
- Keep the Inclusive Excellence Group informed about what is happening in each state for which the board member serves as liaison.
- Identify the kinds of information that would be helpful to states and provide that information to the Inclusive Excellence Group.
- Identify core issues affecting all states and make recommendations for action as appropriate.
- Identify and share information about promising practices that meet the needs of women in the states.

- Nominate individuals and organizations to be honored or thanked by the ACE Network and the Inclusive Excellence Group.
- Nominate women to provide leadership on the ACE WNEC and suggest presidential sponsors.
- Assist the Inclusive Excellence Group in developing the program for the ACE Women’s Network State Chairs’ Leadership Conference.
- Prepare and lead presentations and workshops at conferences and other programs for women in higher education at the state or national level.
- Mentor state chairs and members of state planning boards.
- Assist state planning boards in developing organizational strategies to meet the needs of the state and ensure continuing leadership of the state network.
- Assist state chairs with developing communication and media publicity and public relations plans.
- Encourage state chairs to attend the State Chairs’ Annual Conference.
- Assist in recruiting institutional representatives (IRs).
- Offer moral support to emerging leaders in their next steps.
- Collect vitas of women to be nominated for senior-level positions, sending the vitas to the Inclusive Excellence Group.
- Nominate state chairs and other senior-level women for national and regional leadership forums.
- Nominate women for senior-level positions in higher education.
- Recommend women for participation on statewide committees.
- Connect chairs to one another, to the Inclusive Excellence Group, and to IRs.
- Participate in conference calls, meetings, and retreats of the ACE WNEC.
- Inform states of ACE and the Inclusive Excellence Group priorities and initiatives.
- Inform states on issues regarding women in higher education.
- Celebrate women’s leadership in higher education through at least one annual event, held in conjunction with the ACE Annual Meeting and/or State Chairs Annual Conference.
- Prepare op-ed pieces on issues related to women in higher education for release to the media, with ACE approval and coordination.

Roles and Expectations of Presidential Sponsors

Presidential sponsors serve as advisors and mentors to the state chairs and state planning boards. Each state network should have at least one president to serve in this capacity. The sponsor(s) are appointed by the state network, and/or suggested by the WNEC and acknowledged by the director of the Inclusive Excellence Group. WNEC members may suggest potential presidential sponsors to the network. Presidential sponsors may show support in the following ways:

- Identify and nominate state chairs for state networks.
- Nominate women to provide leadership on the ACE WNEC to be presidential sponsors, to attend regional or national women’s leadership forums, for participation on statewide committees, or for senior-level positions in higher education.

- Prepare and lead presentations and workshops at conferences and other programs for women in higher education at the state or national level.
- Provide moral support and, where possible, staffing, time, and funding to the state network for worthy projects, and/or help state chairs and state planning boards in identifying and securing the resources necessary to sustain the state network and its initiatives.
- Recognize the value of the work done by the chair and planning board by publicly citing their work where appropriate.
- Inform the states on issues regarding women in higher education.

A presidential sponsor should support and develop strategies that meet the specific needs of women in higher education within her or his state.

Roles and Expectations of State Chairs

The state chair is a key leader of the ACE Women’s Network in her state. Each state network is expected to select a state chair and to forward her name to the director of the Inclusive Excellence Group. Selection as state chair is typically based on the chair’s previous administrative experience and her clear commitment to women’s issues in higher education as well as her involvement with the respective state network. Most often, the chair has served over a period of years as a member of the state network’s governing body and has been nominated for this position by the members of the state network. Members of the Women’s Network Executive Council or one of the state’s presidential sponsors may also nominate women to serve as state chairs.

Notification of the selection of a state chair should be forwarded to the director of the Inclusive Excellence Group. The director will formally acknowledge the state chair. In addition, the director will write the college or university president of the campus on which the woman serves, acknowledging the honor and outlining the responsibilities of the state chair’s position.

The expectations of the state chair are as follows:

- Serve as the liaison between her state, institutional representatives (IRs), the staff of the Inclusive Excellence Group, and members of ACE WNEC.
- Ensure that the list of minimum requirements for state organizations to participate in the ACE Women’s Network is fulfilled.
- Use the *State Chairs Handbook* as a guide for operations.
- Provide regular communication with the WNEC liaison.
- Provide leadership to the state planning committee or executive board.
- Support the mission, vision, and core principles of the ACE Women’s Network.
- Support programs of the ACE Women’s Network.
- Attend the State Chairs Annual Conference held in conjunction with the ACE Annual Meeting.
- Ensure that bylaws are established, reviewed, or revised as appropriate.
- Identify and nominate women to participate as IRs, presidential sponsors, or members of the state planning board or WNEC as needed.
- Recognize the value of the work done by the IRs by publicly citing their work where appropriate.

- Inform ACE’s Inclusive Excellence Group and her network’s WNEC liaison of any changes in leadership.

Succession Planning for the State Chair Position

In order to ensure the effective functioning and continuity of the individual state network, it is imperative that state chairs and their planning boards pay close attention to succession planning as an integral part of their organizational structure and activities. It is the expectation of ACE and the WNEC that each state network establish a succession plan for the state chair position.

We encourage the exploration of alternative models for succession planning to determine what will work best for a particular state. We also encourage states that have already developed an effective model to share that information with the chair of the WNEC or the director of ACE’s Inclusive Excellence Group so that it can be added to the resource section of this handbook.

Roles and Expectations of the Network Governing Body

The state chair and the members of the state network governing body form the key leadership for the ACE State Network at the state level. Each state chair and state network governing body is linked to the ACE WNEC through a member of the ACE WNEC who serves as a liaison to ACE. In addition, the chair of the WNEC and the director of the Inclusive Excellence Group communicate on a regular basis with the state chair and, through her, to the state network. The WNEC and the director of the Inclusive Excellence Group hold quarterly conference calls with state chairs in order to share information and best practices.

The state network governing body should be composed of a variety of women college and university administrators from across the state and should represent the diversity of administrative positions held by women in the state. The geography of the state, the many types of women administrators working in the state, and representation of women of color should be among the criteria considered as selections and appointments are made.

Basic expectations of the members of the state network governing body are as follows:

- Identify a strong network of institutional representatives (IRs) and establish strong connections with these IRs across the state.
- Encourage the IRs to pass along information about the network and advancement opportunities to all women on their campus.
- Serve as a state repository for the information regarding women administrators that has been collected by the IRs at each campus.
- Establish connections with all women presidents in the state.
- Provide statewide leadership for the identification of women who aspire to leadership roles in higher education and encourage women to apply for senior-level positions.
- Develop strategies, initiatives, programs, and statewide or regional meetings that focus on women’s leadership development in the state and provide opportunities for women in higher education throughout the state to develop a network that provides mentoring and professional development activities for senior women, new administrators, and women aspiring to administrative positions.
- Provide information on and encourage participation in national leadership development programs sponsored by ACE (e.g., the National and Regional Women’s Leadership Forums,

the ACE Fellows Program, Advancing to the Presidency, the Spectrum Aspiring Leaders Program, and the ACE Institute for New Chief Academic Officers), as well as programs sponsored by other organizations.

- Nominate women for administrative positions.
- Create a leadership succession plan for the position of state chair and for the members of the state network governing body.
- Provide visibility throughout the state for the discussion of issues that continue to hinder women from attaining their full leadership potential as administrators in higher education.
- Involve women and men at the state level who influence and shape educational policy.

The state network governing body should develop strategies that meet the specific needs of women in higher education within the state.

Roles and Expectations of Institutional Representatives

The institutional representative (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 chair 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 chair 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 chair 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 chair 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.

Structural Organization for State Networks

The following are issues that should be considered and steps that may be taken in creating, re-organizing, or conducting a periodic organizational review of the governing body of a state network. The material contained herein is intended to be informational only, and does not constitute legal advice. You should consult with local counsel whenever appropriate.

Starting a New State Network/Revitalizing Your Network

As a new state network or one that is revitalizing, the first question is always, "How do we get started?" Below is a list of action steps that are necessary to establish a successful state network:

- Identify a state chair or co-chairs.
- Identify one or more presidential sponsors.
- Identify members for a state planning board.
- Establish regular communication with your WNEC liaison.
- Develop a set of bylaws/policies that addresses membership, organization structure, and succession (sample bylaws are included in this handbook).
- Establish internal and external communication strategies.
- Hold a kick-off event for interested women and to recruit institutional representatives.

The information in the handbook, as well as information from your WNEC liaison, can provide

additional insight into these activities.

Determine or Review Organizational Structure

While ACE's Inclusive Excellence Group provides some level of non-financial support to the ACE Women's Network, each state network must establish its own organization and identity separate from ACE's Inclusive Excellence Group.

Although state laws vary, there are generally three organizational options available:

1. Operate as an unincorporated entity (trust or association), which may offer limited or no protection from liability;
2. Incorporate the organization under state nonprofit corporation guidelines or create another limited liability entity under the relevant state provisions; or
3. Operate within the structure of another nonprofit corporation, such as a unit of a college or university, a philanthropic foundation of a college or university, or a women's leadership program.

Factors to be considered when deciding whether to organize as a nonprofit under state law:

- What kind of limited liability protection is available under state law?
- What is the cost to create and maintain the entity's status?
- What record keeping is required under state law?
- What operational document is needed (e.g., bylaws)?
- What other documents are needed to comply with state or federal law?
- Will the organization have members or not? Will they be voting members or not? When will the organization have its annual meeting and election of board members and officers?
- Will you file as a tax exempt organization under federal law as well?
- What are the annual filing requirements to comply with state and federal law?

Incorporation

By incorporating, the state organization will have to consider start-up efforts and costs; maintaining the continuity of organizational bank accounts; and record-keeping (careful taking and maintenance of board minutes to reflect all fiduciary decisions). The state organization must have a formal structure that is described in a "forming document," and its officers have ongoing legal responsibilities. While these obligations are not onerous and may be executed with the assistance of competent staff, they are necessary in order to obtain the benefits of incorporation under state law.

Sponsored or Hosted by a Nonprofit Organization

The advantage of operating under the auspices of an existing nonprofit corporation is that the professional staff of the hosting organization can perform most of the administrative tasks, such as maintaining accounts and filing tax reports with state and federal agencies. Foundations usually charge a fee for such administrative services, but they are generally reasonable for the benefit they provide. The challenges of this arrangement begin with identifying an appropriate umbrella organization. All 501(c)(3) corporations have "forming documents" that state their mission and scope. Many do not permit the support of other organizations. Other challenges include the mission and focus of the organization, control over use of funds, and continuity of the hosting or sponsoring organization.

Information on how to incorporate a nonprofit corporation or how to create another type of limited liability entity can be obtained from your state's secretary of state. Most secretary of state offices have helpful websites with instructions and forms. Your organizing documents (e.g., certificate of formation, articles of incorporation, trust document, or articles of association) must contain certain required provisions to comply with state law. Additional requirements may be applicable if the organization plans to apply for federal income tax exemption as discussed below, including a purpose clause and a dissolution clause.

Bank Accounts

For new state networks, the need to establish a system for managing the funds of the state network is often a triggering point at which the organization needs to decide how to structure its affairs. For an existing state network, the need to change its system for managing its funds is another point at which the organization should revisit the issue of its organizational structure. As discussed above, there are three common options for organizational structure. The system for managing the state network's funds depends on which option is selected.

If the state network will operate as an independent organization under option one or two above, the state network will need to open some type of checking account for the state network at a banking institution. The banking institution will require the presentation of a Social Security number or an employer identification number in order to open a bank account. Individuals should not open the state network's bank account using their personal Social Security number. See below for instruction on obtaining an employer identification number for an organization.

If the state network operates within the structure of another organization, such as a unit or program of an institution of higher education or community foundation as discussed in option three above, the funding system will depend on the hosting organization. The state network will need to discuss with the hosting organization the procedure for making deposits, paying expenses, and requesting reports. The state network also will need to discuss with the hosting organization whether the state network can use the hosting organization's employer identification number or if the state network must obtain its own.

Obtaining an Employer Identification Number for Start-Up or Reorganized Entities

The state network is an independent entity, whether incorporated or not, and will need a federal tax identification number even if the organization has no employees. The ACE Tax Identification number cannot be used. An employer identification number is required by federal law in order to conduct such routine matters as open a bank account. This will be a unique number by which the IRS can identify your organization. Apply by filling out and submitting a Form SS-4 or by going online to <http://www.irs.gov/businesses/small/article/0,,id=102767,00.html>. As long as an authorized officer has the form completed and in front of her, she may call the IRS number listed in the instructions and obtain the number immediately over the phone.

Adopting or Reviewing Bylaws or Operational Document

The organization's local state law should be consulted to ensure that the organization's bylaws or other operational documents include necessary and appropriate provisions. For organizations filing for federal tax exempt status, no specific provisions are required, except that certain provisions or policies must be included in the operational documents or adopted as separate policies as discussed in this handbook, including purposes and dissolution provisions and conflict of interest policies. The

organizational and operational documents should be reviewed annually and updated as appropriate. Review of the documents as part of the annual meeting is recommended. Below are bylaws or other operational document provisions to consider:

a. Governing Board or Board of Directors

- i. Determine the optimal number of directors and officers. State law may require a minimum of three directors.
- ii. Appropriate representation to reflect the diversity of the organization, considering, for example, types of higher education institutions in the state, geographical regions, ethnicity, etc.
- iii. Determine the term of service and the rotation of elections. One model would be nine, 12, or 15 directors divided into three, four, or five classes, each serving a three-year term with the terms of one class expiring each year.
- iv. Determine the number of meetings of the board. Typically, states require at least one annual meeting of the full board.

b. Members

- i. Members generally are not required for nonprofit organizations by state or federal law. If the organization has members, the role, voting rights (if any), and powers of the members, including what actions must be voted on by the members, should be included in the organizational or operational documents.
- ii. If the organization has members, determine the number of meetings of the members. Typically, states require at least one annual meeting of the members if the organization has members. This meeting may be on the same day as the board's annual meeting but generally must be a separate meeting.

c. Officers

- i. Determine the offices and regular duties of each office necessary to operate.
- ii. Typically, the officers are elected by the directors.
- iii. Directors may hold multiple offices, but state law may prohibit the same person from holding two specific offices, such as president and secretary.
- iv. Determine the duties and powers to be delegated to each officer and what action will require a vote of the board.
- v. While directors and officers of state networks generally do not receive any compensation, the organization may pay officers or staff a reasonable compensation—the amount that would ordinarily be paid for like services by like organizations under like circumstances as of the date the compensation arrangement is made. Excessive compensation may result in excise taxes on both the individual and the organization and may jeopardize the organization's tax exemption.

d. Committee Structure

- i. Determine the number and purpose of committees. Typically, the bylaws or organizational document will name and describe the duties of the permanent or standing committees and provide for the appointment of additional ad hoc committees as needed.
- ii. Determine the leadership and membership of each committee. Issues include:

- Must the chair be a member of the board?
 - Will the chair be elected by the board or appointed by the president or chair of the board?
 - How many members will each committee have and what will be its term of service?
 - How are the members selected?
 - What are the duties of the committee?
 - Will authority to act on behalf of the organization be delegated to the committee or must all action be approved by the board upon recommendation by the committee?
- e. Institutional Representatives (IRs)
- i. Each state network is expected to have IRs or be in the process of creating and increasing a system of IRs.
 - ii. Each state network should determine the method of selection, appointment, or election of its IRs.
 - iii. Determine the role and duties or expectations of the IRs. Please see ACE Women’s Network section above.

Funding Sources for the Organization

Most state networks are funded in one or more of four basic ways:

- 1) Funds are collected through fees charged to attend an event hosted by the state network, such as the annual conference or regional meeting.
- 2) The organization solicits sponsorships or grants from institutions of higher education or other organizations, foundations, or businesses interested in supporting the advancement of women into leadership positions within higher education.
- 3) Institutions of higher education pay dues to join the organization.
- 4) Individual members pay dues to join the organization.

Appropriate provisions may need to be added to the organizational or operational documents to describe the sources of funding. Procedures for determining, soliciting, collecting, accounting for, and managing the funds should be adopted, implemented, and reviewed periodically in accordance with sound business and financial practices. An accountant should be consulted to create the appropriate accounting system for purposes of managing and safeguarding the funds collected.

Once the organization of the network governing body has been established and a employer identification number issued, the state chair and/or treasurer (as authorized in the organizational or operational documents) must open a bank account to manage the finances of the organization. We recommend having two individuals authorized to sign checks of a substantial amount, though double signatures are not necessary.

When the organization has excess funds, financial advice should be obtained to establish appropriate investment policies and strategies.

Fund Raising

The independent state networks that make up the ACE Women’s Network are affinity groups that share a vision for advancing women’s leadership with ACE; therefore, their fund-raising initiatives must be conducted with care to maintain the reputation of ACE. General guidelines pertaining to volunteer organizations should govern efforts by state networks to find the resources necessary to fund their organization’s programs and initiatives.

ACE Women's Leadership Legacy Fund

The ACE Women's Leadership Legacy Fund was established in 2005 by a generous donation from the estate of Mary P. Robertson-Smith. The purpose of the fund is to create pathways for women in higher education to advance their participation in leadership development opportunities. The fund shall be used as follows:

- **The Emily Taylor Scholarships** enable emerging and advancing women academic leaders to attend professional development workshops.
- **Support grants** will help women in academe participate in professional development and gain access to opportunities for emerging and advancing academic leaders.

After the original donation, the Network Executive Board of ACE's Office of Women in Higher Education (now the Inclusive Excellence Group) engaged in an effort to increase donations to the fund. Through the substantial efforts led by Josefina Castillo Baltodano and Madlyn L. Hanes, the fund increased to \$140,000 as of the fiscal year 2012 second quarter report. With the consent of ACE, additional gifts, living and testamentary, may be added to the fund at any time by any interested party. To donate, visit www.acenet.edu/WLLF.

Dues

State networks may charge dues or a membership fee.

- State networks should make their own decisions about dues and membership fees.
- When considering whether to collect dues or a membership fee, a state network should consider the ACE Women's Network philosophy of inclusion. State networks should work to advance women throughout higher education within the state (particularly at institutions that are members of ACE)—all women, not just those who have paid a membership fee. How the network handles the issue of dues or membership fees becomes an important issue. Making dues or a membership fee voluntary—to support the work of the state network, receive a newsletter, receive a list of registered members, participate in a special event or mentoring initiative—may offer a viable compromise.
- State networks should also consider that collecting dues or fees may produce new fiduciary responsibilities. More formal bookkeeping and accounting to members—perhaps even incorporation—may be required. Clear rules about spending funds and liabilities should be included in a state network constitution or bylaws. In all cases, a state network should follow state laws, if any, governing volunteer organizations.

Donations

State networks can seek donations (and may suggest an appropriate amount) to support the work of the state network. Supporters could be rewarded with a newsletter, a list of network participants, a special event or opportunities, and the like. Note, however, that donations must be made without the intent that the donor will receive a formal statement about making a charitable contribution as a deduction on the donor's taxes. Unless the state network is incorporated as a nonprofit organization, such acknowledgement cannot legally be made.

Sales

State networks may sell merchandise. Merchandise that is consistent with, and appropriate for, the shared missions of ACE's Inclusive Excellence Group and the state network may be sold by the state networks. State networks should follow state laws regarding sale of merchandise by nonprofit organizations, including sales tax, licensing, and permits.

Grants

State networks can, in their own name, solicit grants. In applying for grants, the state network should make it clear that the state network—not ACE or the ACE Inclusive Excellence Group—is soliciting the grant.

Support from Presidents and Campuses

State networks may ask college or university presidents for support (e.g., monetary support, services, etc.). As with grants, the request must make it clear that the state planning board is making the request, not ACE or the ACE Inclusive Excellence Group. Presidential sponsors may provide assistance from their own campuses and help in getting support from other college and university presidents.

Consider Liability Protection for Volunteers and Charitable Organizations

A tremendous degree of confusion remains about whether volunteers and nonprofits can be sued and held liable for negligent acts. More specifically, leaders of nonprofit organizations wonder: Can we be sued? Can we be held liable? Are there laws that limit our liability *because* we are nonprofits or volunteers?

Determining whether a nonprofit will be liable for harm resulting from its acts or omissions depends on the confluence of various factors, including whether: (1) the nonprofit had a duty of care with respect to those who were harmed; (2) the nonprofit breached its duty of care; (3) harm actually occurred; (4) the harm that occurred was foreseeable; (5) the breach of the duty of care was a proximate cause of the harm that occurred; and (6) there were reasonable measures available to the nonprofit that would have prevented the harm from occurring.

All of these considerations will be factored with the laws of a particular jurisdiction and the perspective and biases of the judge or jury who will consider the facts in a particular case. In so many instances, it is difficult, if not impossible, to predict whether liability will be imposed. Legal counsel representing the nonprofit, with full knowledge of all of the circumstances and facts at hand, will try to make this prediction and advise the nonprofit accordingly.

a. State Laws for Liability Protection

Many states have laws that protect people and organizations in the nonprofit sector from claims, lawsuits, and allegations of wrongdoing. The terms used to describe these laws include: Good Samaritan laws, volunteer protection, volunteer immunity, liability limitation, shield laws, and charitable immunity.

The Nonprofit Risk Management Center's publication, *Liability Protection for Volunteers and Charitable Organizations: An Overview*, generally discusses liability issues and the laws of each state. That document can be found at <http://www.nonprofitrisk.org/downloads/state-liability.pdf>.

b. Insurance Coverage

Organizations may want to purchase insurance policies to insure against some or all of the risk that the nonprofit may face. Some state laws providing protection include a requirement that the nonprofit carry a specified type and amount of insurance coverage in order to receive protection under the law.

Filing for Recognition as a 501(c)(3) Tax Exempt Organization: Form 1023 Application

The organization should also consider whether it would be prudent to file an application to be recognized as a 501(c)(3). Organizations with nonprofit purposes must file an application with the Internal Revenue Service in order to be recognized and exempt from federal income taxation and therefore avoid incurring federal income tax liability on any excess funds remaining at the end of the year or investment income. While states also have provisions for exemption from some or all state and local taxes, states generally will grant state exemptions to those entities that have already received tax-exempt status from the federal government.

State networks generally meet the qualifications of section 501(c)(3) of the Internal Revenue Service, which offers the additional advantage of affording their donors a tax deduction for contributions to the organization in furtherance of its tax-exempt purposes. In order to be recognized as a 501(c)(3) tax-exempt organization, the organization must file a Form 1023 with the Internal Revenue Service. If the Form 1023 is filed within 27 months from the time the organization was created, the tax exemption applies retroactively back to the first day of its existence. If it is filed after that time, the tax exemption applies going forward.

State networks are also subject to annual filing requirements for federal income taxation purposes. Annual filings to the state in which the organization is domiciled and/or doing business may also be required.

Note: The IRS has very specific regulations regarding the award of scholarships by 501(c)(3) corporations. If the state network is or expects to be engaged in this activity, pay special attention to the legal requirements.

For additional guidance in seeking tax-exempt status, please see refer to this handbook. Complete information on how to establish and administer a 501(c)(3) corporation, including financial reporting and tax filing requirements, can be found at [www/irs.gov/charities](http://www.irs.gov/charities). Form 1023 is available for download from www.irs.gov.

Other information can be found in the publication *Starting and Managing a Nonprofit Organization: A Legal Guide*, by Bruce R. Hopkins, published by John Wiley & Sons, 2009.

State Registration Requirement for Solicitation of Charitable Contributions

The National Association of State Charity Officials (NASCO) maintains a website that provides informational links to various states to determine whether organizations are required to register with one or more states to solicit contributions or to obtain exemption from state taxes. Visit www.nasconet.org. Information can also be obtained from your state's attorney general's office or the office of the secretary of state.

ACE's Inclusive Excellence Group Resources

ACE Policy for Usage of ACE Women's Network Logo

The ACE Women's Network is a national system of networks within each state, Puerto Rico, and the District of Columbia. Each state works to develop programs that identify, develop, encourage, advance, link, and support women in higher education careers within that state. In addition, members of the ACE Women's Network Executive Council serve as advisers to ACE, liaisons to the state networks, and mentors to state chairs.

ACE introduced a new logo for the ACE Women's Network in 2012 and established the following policies regarding usage of the logo to help clarify the relationship between the state networks and ACE. Through this process, ACE was also able to introduce a modified version of the new logo that each state network may use (and adapt accordingly) to denote that it is part of the larger network.

ACE requests that each state network strictly adhere to these guidelines so that the logo is used consistently and therefore fully protected under trademark law.

Please also note that state networks may *NOT* use the ACE logo, but rather *only* the ACE Women's Network logo for any and all branding needs by the state networks.

Note: If a state network has already developed its own logo, please know ACE considers it perfectly fine to continue to use the existing logo. The network may display the ACE Women's Network logo side-by-side with the existing state network logo when promoting events, on their website, etc. In these cases, if the ACE Women's Network logo is also displayed, we ask that both logos be displayed in the same size and both in color or in black and white (to maintain consistency).

Any questions about this new modified logo and its usage may be directed to Felicia Carr, assistant vice president of membership and marketing, at (202) 939-9314 or at fcarr@acenet.edu.

Guidelines for Usage of ACE Women's Network Logo

Here is the current official ACE Women's Network logo:

The logo consists of the words "ACE WOMEN'S" in a bold, green, sans-serif font, positioned above the word "Network" in a blue, serif font. A horizontal line with a slight curve is placed between the two lines of text. A registered trademark symbol (®) is located at the top right of the word "Network".

ACE WOMEN'S

Font: Calluna Sans Bold

Color: Green: C-80%, M-50%, Y-70%, K-0%

Size: 28 point

Network

Font: Calluna Bold

Color: Blue-Pantone 2955: C-100%, M-45%,
Y-0%, K-37%

Size 30 point

Modified Logo for State Networks

The ACE Women's Network logo may be modified to include the name of the state of a given network, so long as the state name is displayed in the following manner:



State name:

Font: Georgia bold 20 point

Color: Green: C-80%, M-50%, Y-70%, K-0%

Kerning: Expand to 2 point

The modified logo may be displayed in color or in black and white. The logo must at all times include the ® symbol (as displayed in the example above).

Please note: the state name **MUST** be displayed directly beneath the ACE Women's Network logo— not placed above or to the side of the logo.

Examples of How NOT to Place State's Name:



Sample State Network Letterhead Using the ACE State Network Graphic Identifier

ACE WOMEN'S
Network[®]

<insert your state network name here>

State College

PO Box 123

Collegetown, XX 12345

The ACE Network graphic identifier could be inserted at the top left-hand corner or centered at the bottom of the page.

Working with the Media

Increasing the visibility of the ACE Women’s Network within each state is an important goal and one we believe necessary to the continued advancement of women into leadership positions within our nation’s colleges and universities. There are many opportunities for state networks to publicize the ACE Women’s Network, leadership development programs, and achievements of women leaders within the state. As a state chair, you might highlight some of the following:

- Recent publications by ACE or the Inclusive Excellence Group that address issues of importance to higher education leaders within your state
- The participation of college and university presidents within your state on panels sponsored by ACE or the Inclusive Excellence Group
- Promotions and new hires of women into senior-level positions
- Statistics about women’s leadership at colleges and universities within your state
- The participation of college and university presidents within your state on ACE commissions
- ACE and Inclusive Excellence Group websites
- ACE-sponsored opportunities for leadership development, such as the National and Regional Women’s Leadership Forums, Spectrum Aspiring Leaders Program, ACE Institute for New Presidents, ACE Fellows Program, ACE Institute for New Chief Academic Officers, and Advancing to the Presidency
- Programs sponsored by the state network, such as conferences, meetings, and mentoring programs
- Changes in leadership of the state chair or on the state governing body

The state governing body could form a publicity or public relations subcommittee to prepare press releases or short articles for use by the media. Although a full-blown media campaign may not be something a state planning committee is willing to undertake, finding ways to publicize the work of the state network and ACE should be within reach of most state chairs. Press releases within conference handouts, email messages in the form of a press release to women within the colleges and universities served by the state network, notices posted to web sites or included in newsletters—all would help promote the ACE Women’s Network and bring attention to issues affecting women’s career advancement.

A Brief Guide for Media Relations

Below are some tips to help increase success in securing coverage in local and regional media outlets.

Publicizing an event or advocating a public-policy position in an opinion article or letter to the editor requires clear and concise writing. Well-organized and thoughtful sentences, using proper grammar and spelling, will improve the chances of your article being published. Timeliness is also critical.

Consult with your higher education institution’s public information or communications staff regarding working with local and regional media. Try to avoid conflicting with other campus events that might attract local news media. The media generally will not cover two events on the same campus the same day. Ask about the institution’s policy regarding faculty/staff opinion articles and the use of your title and the name of the institution.

Newspapers are divided into sections with specific responsibilities. Different sections have different deadlines. Events calendars and community sections may require information up to 10 days before it will appear in print. Read these sections carefully for deadline requirements.

Editors and reporters also have specific responsibilities. Sending your announcement to the correct section editor will increase the likelihood that it will run in the paper.

To invite a reporter to cover a news event, call the news desk (also referred to as the city desk or metro desk) seven to 14 days in advance. Newspapers have a limited number of staff available for assignment on any given day.

Letters to the editor, not to exceed 300 words, and opinion articles, ranging from 500 to 750 words, should be sent to the editorial page editor. Before writing an opinion article, call the opinion page editor to discuss your idea and to learn about the paper's style requirements and deadlines.

Phone calls to newsrooms pitching story ideas or requesting style information should be made before noon. The activity and pace in a Newsroom increases in the afternoon as deadlines near. You will get more assistance early in the day.

Local television and radio stations are stretched even more thinly. Your event must be compelling and highly newsworthy for television or radio stations to invest their limited resources. Television requires compelling visual images to be successful. Be prepared to describe the possible images to the television news producer.

Many local cable services and television stations also use event notices and opinion pieces. Contact the station management/community relations offices for details.

Politely and concisely explain the event and why it is newsworthy. Be prepared to fax or email a copy of your news release or a letter containing details such as who, what, where, when, and why. Don't forget to send a copy of your release to the student newspaper and/or radio and television station.

The following page is a sample news release. The italicized words and sentences should be replaced with your own appropriate text.

NEWS RELEASE

Contact: *(Name and phone)*

For Release: IMMEDIATE *(date)* or EMBARGO Release Until *(date)*

***(Your State Network Name)* to Sponsor Women's Leadership Conference at
*(Your Institution)***

(City, state) (date)—Preparing women to assume leadership positions in higher education administration is the goal of a one-day workshop sponsored by the *(your state network name)*.

(Title: Preparing Women Leaders for a New Century) will be held on *(date)* *(from blank a.m. to blank p.m.)* in the *(building)* on the *(university)* campus. The cost of the workshop is \$ *(amount)*. *(Who should attend: Women interested in pursuing leadership positions in higher education are encouraged to attend.)*

(Details of your program: Kim Bobby, director of the Inclusive Excellence Group of the American Council on Education (ACE), is the keynote speaker. Other session topics include mentoring, resume preparation, networking, and national issues in higher education.)

The *(your state network name)* is part of the ACE Women's Network, a national system of state networks focused on providing leadership development and mentoring opportunities for women in higher education. Established in 1977, the ACE Women's Network is a state-based system of interlocking networks supported by campus presidents and designed to identify and support women's leadership development in each state.

Founded in 1918, ACE represents the interests of more than 1,600 campus executives, as well as 200 leaders of higher education-related associations and organizations. Together, ACE member institutions serve 80 percent of today's college students. In its role as the major coordinating body for all the nation's higher education institutions, ACE provides leadership on key higher education issues and influences public policy through advocacy, research, and program initiatives.

For more information about the workshop or to register, contact the *(your state network name)* at *(phone: (777) 555-1212)* or *(email address: state.network@address.edu)*.

-end-

ACE Women's Network Resources

Some of the resources available for state chairs include:

- ACE Women's Network Website
<http://www.acenet.edu/news-room/Pages/ACE-Womens-Network.aspx>
- State Chairs Annual Conference at the ACE Annual Meeting
- *NetworkNews* (quarterly publication from ACE)
- Mid-monthly emails
- Quarterly conference calls
- Webinars

List of Network Webinars:

1. Making Your State Network Strategic Plan Live (October 16, 2015)
2. Network Revitalization and Succession Planning (September 14, 2015)
3. IT Tools for State Networks (August 21, 2015)
4. Establishing Your Network as a 501(c)3 (February 23, 2015)

All webinars are available for download on ACE Women's Network website:
<http://www.acenet.edu/news-room/Pages/ACE-Womens-Network.aspx>

This section provides state chairs with sample documents from across the ACE state networks. We encourage each state to submit their sample documents so that we can provide a rich depository of them.

1. Sample ACE State Network Bylaws/Operational Documents

Connecticut ACE Women's Network Institutional Representatives Roles and Expectations
<http://www.ctawn.org/membership/institutional-representatives-roles-and-responsibilities>

Iowa Network for Women in Higher Education
<http://www.iowawhe.org/bylaws.html>

Michigan ACE Network for Women Leaders in Higher Education
<http://miacenet.org/strategic-plan/>

New York State Network for Women Leaders in Higher Education
<http://www.nyacenet.org/about/bylaws>

Rhode Island Women in Higher Education
<http://www.ribghe.org/riwheguidelines.pdf>

Vermont Women in Higher Education
http://vwhe.org/General_Docs/VWHE_By_Laws_07_11.pdf

2. Sample Roles and Expectations

The Virginia Network
http://virginiainetwork.org/Institutional_Reps.html

3. Sample ACE State Network Handbook for IRs

New Jersey ACE Women's Network
<http://njacenet.org/institutional-representatives/>

4. Examples of Strategic Plans from ACE State Networks

For existing organizations reviewing the organization and operation of a state network, a strategic plan is often created as part of the review process.

ACE Ohio Women's Network

<http://aceohiowomen.org/plugins/content/content.php?content.34>

Delaware ACE Women's Network

<http://delawareacewomensnetwork.org/documents/>

South Carolina Women in Higher Education

<http://www.scwhe.org/mission-statement>

Michigan ACE Network

<http://miacenetwork.org/strategic-plan/>

5. ACE State Network Awards and Recognition

Ohio Professional Awards Application

<http://aceohiowomen.org/plugins/content/content.php?content.15>

Michigan Distinguished Woman Leadership Award

http://www.miacenetwork.org/index.php?option=com_content&view=article&id=54&Itemid=82

6. ACE State Network Funding

Wisconsin Professional Development Grants

<http://www.wwhel.org/awards-and-grants/professional-grants>

Wisconsin Local Campus Stipends

<http://www.wwhel.org/awards-and-grants/campus-grants>

ACE Women's Network Executive Council Charter



ACE Women's Network Executive Council Charter Revised March 2014

- I. Purpose of the ACE Women's Network Executive Council (WNEC)
 - a. The WNEC serves in an advisory capacity to the American Council on Education (ACE) on issues pertaining to the ACE Women's Network.
 - b. The WNEC supports the state networks by serving as liaisons and mentors to the state chairs and by providing guidance and advice for strengthening state planning boards and the overall vitality of the network. WNEC members may also assist state chairs with the identification of speakers for state network events.
- II. Composition of the ACE Women's Network Executive Council (WNEC)
 - a. The Executive Council shall be composed of 21 members, including the officers.
 - b. A minimum of one-third (seven) of the Executive Council members should be sitting presidents.
 - c. A continual and consistent effort will be made to assure diversity of race, ethnicity, geographic location, and institutional sector within the membership.
 - d. Special one-year appointments can be made to include members on the WNEC. The number of individuals receiving special appointments is limited to six.
- III. Officers
 - a. The chair of the Network Executive Council is chosen from among the members of the WNEC by the director of the Inclusive Excellence Group.
 - b. The chair serves a two-year term and subsequently remains on the Officers' Committee (see section IV) for an additional year.
 - c. The vice-chair, also chosen from among the members of the Executive Council by the director of the Inclusive Excellence Group, serves in that position for one to two years, depending on the timing of the appointment. She is a member of the Officers' Committee.
- IV. Officers' Committee
 - a. The Officers' Committee comprises the immediate past chair, the chair, the vice-chair, and one member-at-large.
 - b. The member-at-large will be elected by the members of the WNEC and will serve a one-year, renewable term. Preference should be given to the selection of a sitting president/chancellor as the member-at-large if none of the officers hold that position.
- V. Appointment to the Network Executive Council (WNEC)
 - a. All members of the WNEC are expected to offer nominations of appropriate candidates when an opening on the Executive Council occurs; final decisions on WNEC membership are the

prerogative of the director of the Inclusive Excellence Group in consultation with the chair of the WNEC.

- b. The term of appointment is three years. A second three-year term is possible with the expressed interest from the WNEC member and contingent upon the agreement of the director of the Inclusive Excellence Group and the WNEC Chair that a second term is in the best interests of the ACE Women's Network.
- c. The WNEC members serve in a voluntary capacity and operate independently of ACE in matters of liability and/or insurance policies.

VI. Formal Qualifications and Expectations for Executive Council Membership

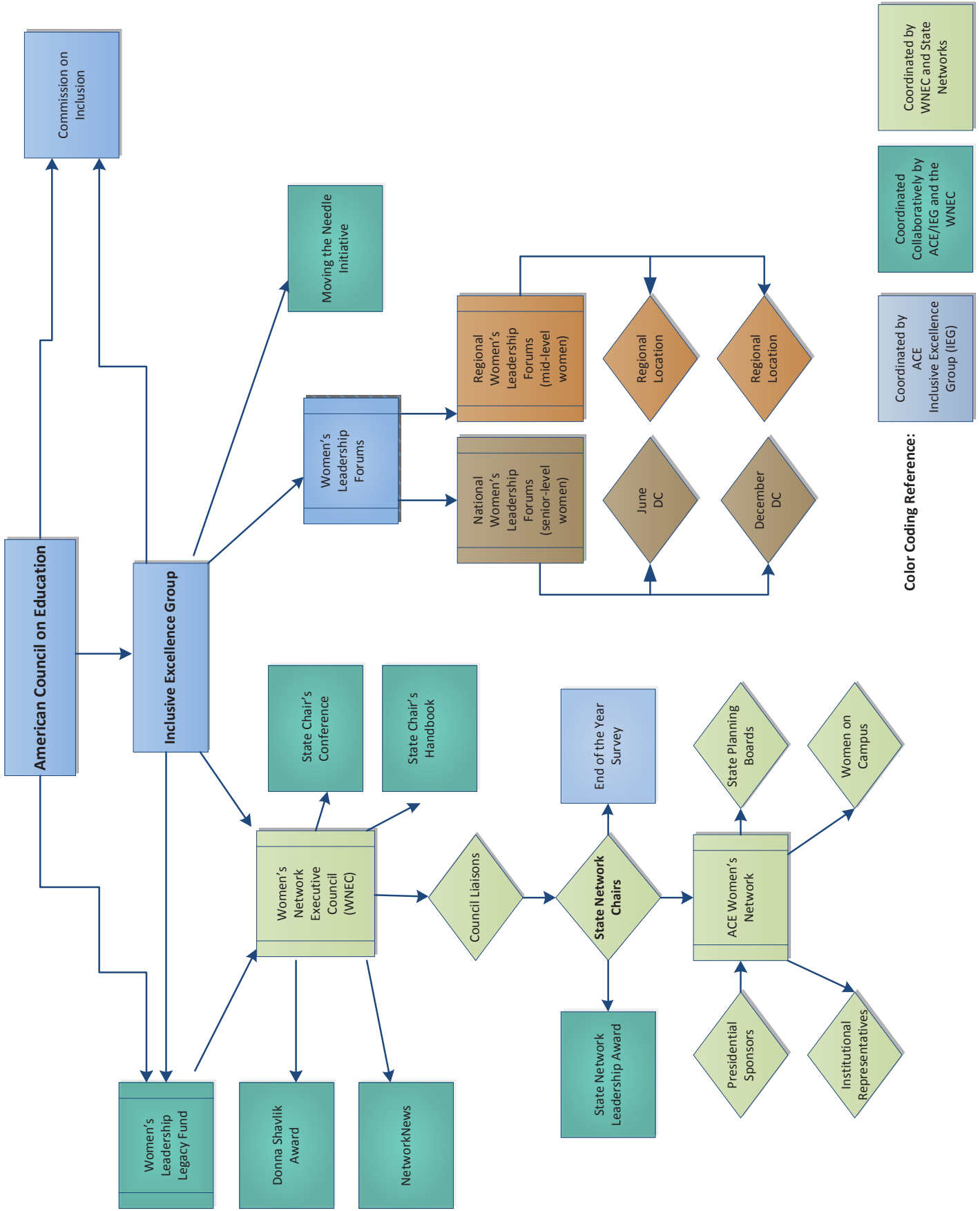
- a. Nominees and members must hold a current affiliation with an institution of higher education or a system office that is a member of ACE. Should a WNEC member leave academia, she may resign from the WNEC immediately or remain until June 30 of that year, as she chooses. Should a member leave her current institution to serve at another institution or system office, she may continue serving her term as long as the new institution or system is an ACE member.
- b. Nominees and members should have senior standing within the administration of their home institution or system office.
- c. WNEC members are expected to be involved in a number of ACE Women's Network activities annually. These include monthly conference calls of the WNEC liaison with assigned state networks, participation in planning and/or attending the annual state networks chairs' conference and two annual WNEC face-to-face meetings. They may also be asked to attend or speak at events hosted by the state networks. Recognizing that unavoidable conflicts will occur at times for all members, it is expected that a reasonable level of participation will be maintained throughout the term of appointment. Should circumstances prohibit even modest participation for an extended period, the the chair will contact the member to determine if she remains interested and committed to active involvement. If more active participation is not possible, then a replacement should be sought so that WNEC responsibilities are more equally shared and a broad array of talents and backgrounds can be represented among the WNEC members.
- d. Nominees and members of the WNEC should have access to sufficient financial resources to actively participate in WNEC activities as those stated in VI-C above.
- e. It is desirable for nominees and members to have experience with one or more state networks.

VII. Emerita Status

- a. To sustain the benefits of accumulated experience and wisdom, the Officers' Committee, with the agreement of the director of the Inclusive Excellence Group, may choose to confer the honor of emerita status on WNEC members at the completion of their term or when circumstances necessitate a resignation and the member has completed a minimum of one three-year term. In addition, emerita members will be listed as such wherever the list of current WNEC members is given.

Although emerita members are non-voting, the designation offers the former WNEC member the opportunity to participate in WNEC conference calls and/or events if she so desires.

Framework for ACE Women's Programs



Color Coding Reference:

Coordinated by ACE Inclusive Excellence Group (IEG)

Coordinated Collaboratively by ACE/IEG and the WNEC

Coordinated by WNEC and State Networks