



Advancing Women in Leadership An Initiative by CCCU Colleges and Universities

The CCCU Women and Leadership Task Force Context and Purpose

Over the decades and across most sectors of societies worldwide, women continue to be significantly underrepresented in senior-level leadership roles. For example, among the top 500 U.S. corporations, women as of 2020 hold only 5.8% of chief executive officer positions and only 21.2% of board seats (Catalyst, 2020). In the field of higher education, data reported by the American Council on Education documented that, as of 2016, women held 30% of college and university presidencies, up only 4% from 2011 (American College President Study, 2017). Across the 180+ institutions aligned with the Council for Christian Colleges & Universities, 12 (approximately 7%) were led by women presidents as of Fall 2019, whereas the collective enrollment of these institutions was more than 60% women students.

With the goal of supporting member institutions in identifying and equipping high-potential women for expanding leadership roles, the CCCU first offered a Women's Leadership Development Institute (WLDI) in June 1998, with repeated offerings each June in even-numbered years. In total, over 300 women have participated in the WLDI offerings between 1998 and 2018, with an equal number participating in the "Mixed" (Men's and Women's) Leadership Development Institutes, Multi-Ethnic LDIs, and various Advanced Leadership Institutes. To date, over 40 of these participants have been promoted into cabinet-level leadership roles, in addition to 7 participants moving into the presidency of a CCCU institution.

Recognizing the ongoing need to support the professional advancement of more women into leadership, CCCU President Shirley V. Hoogstra authorized the formation of a "Women and Leadership Task Force" that would advise and guide the CCCU in regard to current and future programming oriented toward women's leadership development within the context of Christ-centered higher education. In addition to national initiatives such as the WLDI offerings, the Task Force will provide oversight for the CCCU's "Advancing Women in Leadership" conference held during Women's History Month (March) each year; to date, this conference has been located in Southern California and invited national participation. Other initiatives such as regional gatherings, campus-based chapters, grant solicitation for targeted programs, publicity about women's leadership programming on campuses, and gender-related research projects may be proposed. The CCCU staff liaison for the Women and Leadership Task Force is Dr. Kim Battle-Walters Denu, Vice President for Educational Programs.

Initial membership of the Women and Leadership Task Force involves representation of founding members from the 2015 Women’s Advanced Leadership Institute that launched the Advancing Women in Leadership conferences, plus others who have provided leadership to this initiative in various regards: Irene Neller - Chair (Westmont College), Sara Jackson – Co-chair (Pepperdine University), Karen Longman (Azusa Pacific University), Amy Drennan (Fuller Theological Seminary), Carrie Stockton (Biola University), Gillian Stewart-Wells (Judson University), and Jeanne Osgood (Bethel University/MN), with consultation from CCCU leadership.

Guidelines – Advancing Women in Leadership Conference

Related to the overall responsibilities of the Women and Leadership Task Force, the sections below provide guidance on the purpose, structure, and expectations of various parties involved in planning and delivering the **Advancing Women in Leadership (AWIL) Conference**, originally envisioned as an annual event that would help to put Women’s History Month (March) “on the radar” of CCCU member institutions joining the national effort to celebrate and recognize women– their contributions and achievements. This document will be reviewed annually. Changes may be proposed by individuals within CCCU institutions who seek to advance the same cause of advancing more women into leadership, including WLDI participants and individuals who have planned and/or hosted one of the AWIL annual conferences.

AWIL History and Vision

The Advancing Women in Leadership Conference was first offered in March 2016 following dialogue at the CCCU June 2015 Women’s Advanced Leadership Institute (WALI) at Cedar Springs Christian Retreat Center near Sumas, Washington. The program focused on “Embracing Leadership with Confidence and Preparing the Next Generation.” The passion and dream that emerged from this group was to prepare the next generation of women leaders by initiating a nationwide effort through an annual conference hosted by CCCU member institutions in observation of March’s National Women’s History Month. The goal was to raise awareness of the underrepresentation of women in senior-level leadership within the context of Christian higher education, and to prepare women of all ages and at all career stages for professional advancement, influence, and impact. The conference was envisioned to be an annual March event co-sponsored by CCCU and hosted by a different member institution each year. Pepperdine University served as the first host institution in March 2016 and the momentum continues:

- 2016 –Pepperdine University – 300, plus satellite attendees (sold out)
- 2017 – Biola University – 700 attendees (sold out)
- 2018 – Azusa Pacific University – 800 attendees (sold out)
- 2019 – Vanguard University – 600 attendees (sold out)
- 2020 – California Baptist University – 700 (sold out but canceled due to Covid-19)
- 2021 – TBD; Webinar and regional opportunities
- 2022 – CCCU International Forum, Feb. 6-12, 2022, Gaylord, Texas (AWIL sessions offered)

Purpose and Objectives of the AWIL Conference

1. To educate and enlighten CCCU institutional leaders regarding the status of women in leadership positions within both Christian universities and higher education more broadly.
2. To inspire and enable the women of CCCU institutions to be poised and prepared to step into leadership roles within our institutions.
3. To provide programs, materials, and other tools to conference participants, equipping them to launch “Women in Leadership” training programs on their own campuses.
4. To ensure that the cost of this one-day event would remain low, encouraging participation from junior members and students of campus communities to consider their potential for future leadership across numerous spheres of influence.
5. To feature and support the national recognition of March as Women’s History Month through high-quality programming that could have ripple effects both individually and institutionally across the CCCU.
6. To provide inspiring role models (of and for both women and men) of those who have risen to leadership and/or who have enabled women to move into positions of leadership within a campus setting.
7. To cultivate mentors, sponsors, and coaches who will launch supportive opportunities on their campuses that provide development spaces to journey together, to learn from each other, to grow deeper in faith, calling and purpose.
8. To involve keynote speakers who are both instructive and inspirational regarding forging a path for women into leadership within higher education.
9. To build and encourage networking among conference participants as a life-giving support to individuals who may feel alone or unsupported in their professional journeys.

AWIL Conference Host Site

From year to year, the host institution for the upcoming AWIL conference will be determined by the Women and Leadership Task Force, in consultation with the coordinators of past host sites, based on input received via a brief written Request for Proposal. The host site must be a CCCU-affiliated institution.

The host institution agrees to the following:

- Host and plan all details of the conference and extend participation to all CCCU institutions.
- Plan the conference program including its theme, speakers and break-out sessions with the conference planning committee. Hold monthly planning meetings.
- Create aesthetically attractive materials to promote the conference and support it.
- Set on a registration fee agreed upon by the planning committee, keeping the fee modest to reflect a one-day conference.
- Absorb personnel costs related to the production and implementation of the conference.
- Submit any surplus funds gained from the conference to the CCCU (restricted) budget account that will be monitored by the Women and Leadership Task Force.
- Provide documents related to the conference planning and deliver (promotional materials, conference program/schedule, photos, budget, post-conference evaluations, planning committee debriefing notes and recommendations) to the chair of the Women and Leadership Task Force, thus ensuring an archival record over time.

Conference Planning Committee

A planning committee with strong engagement from the host institution, combined with representation from past host sites and at least two members of the Women and Leadership Task Force to anchor the vision and founding purpose, assumes responsibility for planning the conference theme and program elements. The planning committee selects keynote speakers and session leaders who are vetted through the committee's approval process. Members of the committee are expected to cover their own travel expenses to meetings and to attend the conference but will receive free registration.

Conference Sponsorships

The host institution and planning committee invite involvement and support from other "sponsors"—institutions and like-minded organizations or entities with missions aligned with the CCCU and AWIL. Each sponsor agrees to contribute \$2,000 toward the conference costs; CCCU institutions may choose to involve a representative on the planning committee. The number of conference sponsors will not be limited but each proposed sponsor outside of the CCCU membership must be approved by the planning committee of that year's conference. Each sponsorship carries with it a complimentary registration for two representatives as conference participants.

Budget and Expectations

The budget for each annual conference will be generated from registration fees and conference sponsorships. As noted above, each sponsor is expected to provide \$2,000 toward that year's conference expenses and will receive two complimentary registrations. The host institution agrees to absorb the majority of personnel costs related to planning and delivering the conference, with registration fees and sponsorships expected to cover other direct expenses. Budget decisions beyond these guidelines involving more than \$500 must be made in consultation with the co-chairs of the Women and Leadership Task Force, to be implemented by the chair of the host institution planning committee.

The conference is assumed to operate on a balanced budget; if a surplus of funds is realized, that surplus amount is to be deposited in the CCCU's "Women and Leadership" restricted fund. Over time, that restricted fund may be tapped upon approval of the Women and Leadership Task Force to assist with designated start-up or other out-of-pocket costs beyond the budgeted amounts of future conferences.

CCCU Involvements

The CCCU agrees to endorse and promote the conference, but is not expected to provide financial support. Assistance by the CCCU in recruiting sponsorship funding is appreciated. The CCCU will host the AWIL web page on CCCU.org, providing annual information related to AWIL conference, brand standards, schedule, and registration details. It is endorsed as a part of CCCU's leadership development opportunities.

Marketing and Branding and Use of Brand Assets

AWIL's logo and brand identity as displayed in the heading of this document will be used by each host institution, maintaining the established logo standards. The logo was created by Azusa Pacific University in 2018 when it served as the conference host site, and was approved by the founding Women and Leadership Task Force and CCCU leadership. The conference brand identity system and conference look received an award of recognition by Graphic Design USA in June 2018. The colors and shapes can be adjusted but cannot change the name of the conference as it is identified in the logo. Misrepresentation or misuse of the logo is not permitted.



Regional/Institutional Chapters (Possible Satellite Access to Keynoters)

In a new effort beginning 2021 to expand the AWIL initiative across the nation (i.e., beyond the current primary focus on Southern California) and thereby allowing interested CCCU institutions to be more fully and beneficially engaged, regional gatherings could potentially be planned on the date of the national conference in March, with content drawn via satellite for a portion of the program agenda.

A regional chapter of the AWIL-CCCU movement involves a group of CCCU institutions that choose, as a matter of geographic convenience, to organize themselves to promote the goals of AWIL. In the case of regional conferences drawing upon the keynote speakers from the national host site, a nominal fee per region to participate via satellite would be charged to offset any technological support needs and keynote speaker costs. Regional planning that embeds the keynote speakers with related complementary programming (e.g., breakout sessions) would be the responsibility of the regional leadership and vary by location (e.g., special pricing for registration, meals).

Similarly, individual institutions may wish to launch an AWIL chapter that involves administrators, faculty, staff, and students. Several CCCU campuses already offer programming to support and develop future women leaders; examples of such initiatives will be made available on the AWIL page of the CCCU website.

