



Women and Leadership Affinity Group (WLAG)

CHARTER

Revised November, 2015

I. Name

The name of this group will be the “Women and Leadership Affinity Group” (WLAG). WLAG is a network of leadership scholars and practitioners who want to enhance their knowledge, expertise, and research in the area of women and leadership and to advance the standing of women in leadership.

II. Purpose

The Women and Leadership Affinity Group (WLAG) is intended to facilitate interaction and organize activities that support the sustained conversation on the subject of women and leadership. The unique purpose of this group is to provide information, resources, and networking opportunities for those scholars and practitioners who 1) study and conduct research around the issues of women and leadership and/or 2) who design development and coaching programs and services for helping women to move into leadership or to strengthen their leadership ability. It welcomes scholars and practitioners who are interested in discussing possibilities for future collaborative research and action around these topics.

III. Vision

The Women and Leadership Affinity Group’s (WLAG) vision is to be the primary resource within ILA for the most current research, programming, practices, and opportunities for dialogue and collaboration to further promote women and leadership in the 21st century and beyond.

IV. Principles and Practices

Relative to the issues of women and leadership, the ILA WLAG works to:

1. Contribute to the body of leadership development work through research and publications and provide resources for practitioners.

2. Facilitate interaction between its members by organizing activities and events on the topic of leadership development.
3. Increase knowledge and expertise in leadership theory, research, and practice.
4. Promote interest in special leadership topics.
5. Develop partnerships between members for increased publication of high-quality research in the ILA supported journals.
6. Support and foster learning among WLAG members and others in ILA.
7. Provide a forum for networking, exchange of ideas, and mentoring of emerging researchers and practitioners.

Key WLAG Tasks

The key tasks are to:

1. Coordinate at least one activity to coincide with the ILA annual conference.
2. Promote publications and conference contributions that focus on issues around the development of women and/in leadership.
3. Work with ILA staff to:
 - a. Establish and maintain a WLAG listserv to foster networking, discussion, and learning for the WLAG members.
 - b. Establish and maintain a WLAG website within the ILA website to promote WLAG visibility and awareness.
 - c. Maintain a membership list so that members can contact each other when needed.
4. Develop and utilize other tools to accomplish the Key Tasks and to ensure Principles and Practices outcomes: Newsletter, ILA Space, and Social Media.

V. Requirements of Participation and How to Join

ILA members may become members of the WLAG Group through the ILA website. Membership forms will also be available at the annual meeting of WLAG during the ILA Luncheon. There are no specific expectations for the participants in WLAG. Some may only be interested in yearly face-to-face meetings, while others may want to interact often to establish closer networking and mentoring relationships. Our goal is to establish a group that will allow for members to interact as frequently as needed and to receive relevant information throughout the year. WLAG members will be encouraged to communicate with each other about key events, foster principles of scholarly practice, and to participate in working groups to accomplish committee tasks, as needed.

Our initial strategy for recruiting participants into WLAG would be to email individuals in a database we have created of 122 women who either attended the 2010 luncheon or expressed interest. We would then work with the ILA staff to put information on the website, upcoming newsletters, ILA Exchange, and also suggest to members to reach out to others.

VI. Current Deliverables and Milestones

1. Charter: Draft an initial Charter for the Women and Leadership Affinity Group.

2. Website: Create a webpage(s) within the ILA Website.
3. Conference: Generate sponsors and organize ILA WLAG luncheon; also plan other opportunities at the conference to connect/plan WLAG Executive Leadership Team meeting.
4. Tools: Decide what electronic tools we should utilize for our WLAG communication.

VII. Current Meeting Schedule

The Women and Leadership Affinity Group plans to have annual face-to-face meetings at the ILA Conferences and quarterly Executive Leadership Team meetings. We also plan to use a variety of the following electronic tools: www.ilaspace.org, Skype meetings, LinkedIn, listserv, virtual connections, member directory, Webinars, etc.

VIII. Electronic Tools to be Utilized

1. Newsletter Strategy: Use to promote Principles and Practices 1- 6 and to support achievement of Key Tasks 1 and 2. Scope: Use the more traditional method of monthly communication, as it is comprehensive and all members will have access to it.
 - a. Promote WLAG activities and accomplishments.
 - i. Announcement of new WLAG.
 - ii. Feature article of WLAG and/or spotlight of our community.
 - iii. Use of calendar of events to announce upcoming WLAG events, Webinars, discussion topics, etc.
 - b. Use for other initiatives that are essential for promoting the WLAG's accomplishments.
 - i. Highlight WLAG members' publications.
 - ii. WLAG author interviews.
 - c. Use for knowledge provision and research.
 - i. Announcements of upcoming Webinars (could set target goal no./year)
2. Social Media Strategy: Use to fulfill Principles and Practices 1-7 and as a real-time forum for promoting Key Tasks 1-2. Results of Key Task 3 would be invaluable for establishing, updating, and promoting WLAG Principles and Practices.
 - a. Use selected recognized tools, such as LinkedIn and Twitter, and explore other tools to ensure international presence, positioning, and penetration.
 - i. Brand ILA's women leadership community.
 - ii. Connect and communicate to/with other ILA communities and beyond, using both "broadcast" and "narrow cast" modes. These modes could include communities of practice, research, and publication groups; learning and special-interest groups on LinkedIn, Twitter, etc.; and real-time, "flash" communications.
 - iii. Increase visibility and reach of other content, such as our ILA website space, newsletter, publications, etc.
 - iv. Create value-added messaging that transcends conventional branding and communications, creating goodwill and increasing our reach.

3. ILA Space Strategy: Use to fulfill Principles and Practices 1-6 and Key Tasks 1-3.
 - a. ILA Space: The level and strength of the information meets our needs.
 - i. Links are pertinent and suitable and are in working order with regard to visibility and access.
 - ii. The site includes contact information (opportunity for listservs, discussions, WLAG website, etc.).
 - iii. The domain location in the site address (URL) is appropriate to the focus of the affinity group (can utilize any and all ILA group's services and support already in place).
 - b. The community can create a group in which discussions and collaboration can occur. The ILA Space also includes functions for blogs, forums for networking, event listings, promoting learning via Webinars, and photo/video sharing.

IX. Organizational Structure: Leadership Structure, Chair Elections, and Committee Responsibilities

Leadership Structure

1. Executive Leadership Team

WLAG is led by a 12-member Executive Leadership Team which includes a Chair, Chair-Elect, and an outgoing or Past-Chair who serves as an advisory member to the Executive Leadership Team and which is appointed by vote of the Executive Leadership Team. All Executive Leadership Team members are elected by a majority vote of the WLAG membership for a three-year term of office. Elections occur annually after the ILA Conference, with newly elected members assuming office immediately after elections. Current listings of the Executive Leadership Team Roster are maintained and distributed by the Chair of Membership. The roster includes each member's contact information and year of term expiration.

Prior to taking their place on the Executive Leadership Team, all members must agree to the following responsibilities:

- a. Attend and participate regularly in Executive Leadership sessions/meetings scheduled at the ILA Conference during the member's term of office.
- b. Assume leadership responsibility during this term of office by chairing a committee or special project.
- c. Respond to all requests for information and feedback from the Chair, Chair-Elect, and other Executive Leadership members in timely fashion.
- d. Resign if duties cannot be fulfilled.

Those who have expressed willingness to serve in some role on the Executive Leadership Team include the following:

1. Lynne C. Levesque, www.breakthroughcreativity.com

2. Becky A. Thomas, European University of Rome
3. Melissa Mahan, Northeastern State University
4. Maureen Rabotin, Effective Global Leadership Corp
5. Gloria Burgess, Seattle University
6. Karen Longman, Azusa Pacific University
7. Darci Jones, Mercyhurst College
8. Wendy Capland, Vision Quest Consulting
9. Lily Benavides, The Executive Coaching Effectiveness Survey
10. Carmela Nanton, Palm Beach Atlantic University, MacArthur School of Leadership
11. Joanne Stauffer, Faculty, Lancaster Bible College and Graduate School

2. Executive Leadership Team Chair

The Chair is elected by a majority vote of the WLAG Executive Leadership Team for a one-year term and must be an Executive Leadership Team member when elected. For one year prior to taking office, this person serves as Chair-Elect. The Chair-Elect officially assumes the Chair position at the annual ILA Conference during the open meeting. This transition time is most crucial for the continuity of leadership and should be viewed as a time of sharing and learning between the Chair-Elect and the Chair.

The Executive Leadership Team Chair is responsible for coordinating executive leadership meetings and other activities of the team, working with the team to identify and achieve short- and long-term goals related to promoting the leadership agenda, communicating with the ILA Board Liaison, and mentoring future chairs. The Chair calls an Executive Leadership Team meeting at least once per quarter and ensures that updates are sent to the group at large at least once per quarter. The Chair serves as the primary point of contact for the WLAG, representing the WLAG to ILA, its Board, and general membership; communicating with the ILA Board Liaison as needed and completing a written report of WLAG activities and conveying it to the ILA Board Liaison on a biannual basis (i.e. every 6 months).

Initial Executive Leadership Chair will be as follows:

Susan R. Madsen
 Associate Professor of Management
 Orin R. Woodbury Professor of Leadership and Ethics
 Utah Valley University
 800 West University Parkway, MS 119
 Orem, UT 84003
 madsensu@uvu.edu
 801.863.6176 (office)
 801.376.5908 (cell)
 susan.r.madsen (Skype)

3. Chair-Elect and Past-Chair

The primary responsibility of the Chair-Elect includes learning about ILA and the duties of the Chair, working with the WLAG Executive Leadership Team, and assisting the outgoing Chair in carrying out his/her duties.

The Past-Chair serves in an advisory capacity to the Chair, Chair-Elect, and the Executive Leadership Team. Past-Chair has the latitude to participate in WLAG initiatives and committees voluntarily or when needed. An additional function is Historian, a role which requires archiving and updating/establishing permanent records of the previous year's WLAG activities, accomplishments, and other relevant involvements and happenings.

WLAG Chair Elections/Election Procedures

All official responsibilities begin and end during the annual ILA WLAG business meeting. The terms shown are approximate in that they reflect the block of time that the annual meeting is usually held.

Terms

Chair-Elect: One-year term

Chair: One-year term

Past-Chair: One-year term

Executive Leadership Team Members: Three-year term

Procedures

The Membership Committee Chair will serve as the election manager each year. The election manager will coordinate with the ILA office to manage election details. In general, the election manager will collect self-nominations for the membership from April through July. He/she will issue a ballot containing nominee statements within three weeks after the close of nominations. Elections will be open for two weeks and new members will be announced. WLAG members must be members of ILA in order to vote in WLAG elections.

4. Committee Responsibilities

The following areas are some of the on-going committees and projects of the WLAG for which Executive Leadership Team members provide leadership. Each Committee Chair submits an annual report to the Executive Leadership Team Chair for distribution to the membership during the open annual meeting. This report should summarize the events of the committee and any input regarding relevant topics.

Conference Event Committee

Plans ILA WLAG event for the conference(s). Responsible for the design and implementation of all activities, displays, and giveaways. The WLAG chair will be a member of this committee.

Communications & Media Committee

Works with ILA to 1) establish a listserv to foster networking, discussion, and learning for the ILA WLAG members, 2) ensure social media is being effectively used, 3)

promote ongoing participation and communication through the ILA WLAG web site (this may include developing content, posting relevant information, updating pages, and redesigning the site as needed), 4) coordinate and promote leadership through a quarterly ILA Webinar series, and 5) provide updates for ILA newsletters. The in-coming chair will be a member of this committee.

Membership and Awards Committee

Responsible for maintaining membership records and a membership roster with all contact information. Coordinates and hosts an orientation event at each conference. Also charged with disseminating up-to-date information to all ILA WLAG members. Oversees the election of Executive Leadership Team members and Chair. Election responsibilities include preparing and submitting the request for Executive Leadership Team nominations and contacting candidates with a request for biographical information to use in the ballot. Notification of election results will be distributed to WLAG members. This committee will also work on awards. The outgoing chair will be a member of this committee.

Research and Assessment Committee

Responsible for raising awareness that research is being done in the areas of women and leadership as well as taking on short-term projects related to our constituencies and collaborating when possible.

EXECUTIVE LEADERSHIP TEAM (ELT) POSITIONS

- All ELT members are required to be current members of ILA.
- The ELT will remain at 12 members until WLAG becomes more organized and stable. Then, increasing the ELT membership to 14 *may be considered*.
- Length of term on the ELT is 3 years for a given member. If an individual whose term has expired wishes to continue to serve on the ELT, the individual may be considered for re-election to a 2nd, 3-year term. At the conclusion of the 2nd consecutive term, the individual must wait one year to be considered for election to another 3-year term.
- Current non-ELT committee volunteers who have served at least one year will be given priority consideration over others who have not volunteered if they choose to apply for a vacant ELT position at election time. Further, non-ELT committee volunteers will be given priority consideration for filling an ELT position that becomes vacant during a term.
- ELT annual position filling process timeline:
 - September 1st - Upcoming position vacancies will be identified.
 - October 1st – Call for applicants will be sent via email to WLAG members and posted on the WLAG page of the ILA Web site (the call will also be advertised at ILA global conference).
 - November 20th - Candidates for open positions will submit to the Membership and Awards Committee Chair a CV/resume, and a brief (150-200 word) statement indicating their reasons for interest in serving and what they would bring to the ELT.

- December 1st - Membership and Awards Committee Chair will review all applications and distribute the most relevant application materials to all current ELT members.
- December 10th - Current ELT members will review the application materials they received and subsequently submit their votes for each open position. If there are more candidates than there are vacant ELT positions, voters will submit a rank-ordered vote. To ensure voter anonymity, the voting process will take place via Survey Monkey or a similar process.
- December 15th - Membership and Awards Committee will tally the votes and notify current ELT members, successful candidates, and unsuccessful candidates of the results.
- January 1st - New ELT members will be in place.
- Current ELT members who are finishing their term will continue to serve through December 31.

COMMITTEE AND COMMITTEE CHAIR POSITIONS

- Each committee will comprise 4 members, to allow for non-ELT WLAG member involvement and yet keep committee size reasonable for coordination purposes.
- Each committee must include 2 ELT members, leaving other committee positions open to non-ELT WLAG members who wish to serve. If there is not enough non-ELT WLAG members interested in filling committee positions, then ELT members may fill committee positions as needed.
- A WLAG member is eligible to volunteer to serve on a committee without being a member of the ELT; however, the individual must be a member of ILA.
- Committee Chairs will have served on the given committee for at least one year prior to moving into the Chair position. If that scenario is not possible, then the Chair would have served on a different WLAG committee for at least one year prior to moving into Chair of a new committee. If neither of the aforementioned scenarios are possible (e.g., if all committee members are rotating off the ELT because of term limits or no one with the aforementioned experience is interested in serving as chair), filling of the Committee Chair position will be dealt with on a case-by-case basis.
- Committee Chairs must be ELT members.
- Committee Chairs will serve a 1-year term at the least and a 2-year term at the most.
- Per each committee, the outgoing Committee Chair may notify the ELT Chair about who they would like to be considered as the next chair (with the members selected as candidates in agreement with their consideration). The ELT must approve of selections for committee chairs. The ELT Chair must confirm the selections and may also appoint committee chairs if necessary.
- ELT annual position filling process timeline:
 - August 1st - Upcoming Committee Chair vacancies will be identified.
 - September 1st - The succeeding Chair will be identified by the aforementioned process and mentored by the current Chair prior to taking over the Chair position.
 - January 1st – New Committee Chairs will be in place.

- Current Committee Chairs who are finishing their term will continue to serve through December 31.

EXECUTIVE LEADERSHIP TEAM OR COMMITTEE MEMBER REMOVAL

- If an ELT member or Committee member (including Chair) is not fulfilling the duties of the given position – such as non-performance or excessive absences from meetings and dialogues – the issue should be brought to the attention of the ELT Chair.
- The ELT Chair will discuss the issue with the identified member. If the member conveys that she/he is unable to fulfill the duties of the position for whatever reason, the member may choose to resign early from the position.
- If the member wishes to continue in the position and the concerning behavior continues, and the ELT Chair or other ELT members would like to remove the particular member from the position, a vote may be taken by the ELT members to do so. A two-thirds vote of agreement for removal among the ELT members is required to remove the member at issue.
- In the case that a member is voted to be removed, the ELT Chair will appoint an interim committee member to serve in the vacated position. The interim member may be an ELT member or a non-ELT WLAG member, currently serving, depending on the situation. The replacement will serve the remainder of the vacated member's term. A resigned or removed ELT member may not choose the replacement, but may make suggestions. If the conditions for the interim replacement noted above cannot be met, situations will be dealt with on a case-by-case basis.

X. History

In 2010 three ILA members (Susan R. Madsen, Karen Longman, and Kathi Tunheim) organized a “Women in Leadership Network Luncheon” that was held successfully at ILA’s annual conference in Boston. Approximately 110 individuals joined us for this event. Attendees sat at tables with others who were passionate about their specific areas of interest for engaging lunchtime conversation. The table topic choices were as follows (attendees emailed ideas before the event):

- Leadership in a Global Context
- Executive Coaching/Mentoring
- Feminist Theories of Leadership
- Leveraging Women's Ways of Knowing/Leading
- Addressing Gender Stereotyping
- Social Movement/Public Leadership
- Women's Leadership, Healing, & Wholeness
- Leadership & Social Entrepreneurship
- Leading in Faith-Based Settings
- Research Ideas/Agendas Related to Gender & Leadership
- Overcoming Barriers/Developing Resilience
- Best Practices for Promoting Gender Equality
- Gender Realities in Corporate Settings
- Women Creating Organizational Cultures
- Women's Creativity in Leadership

General Women and Leadership Topics

Sponsors for this luncheon included 1) The Oklahoma Gas and Electric Company, OD and Learning Division, 2) Utah Valley University, 3) Azusa Pacific University, 4) Gustavus Adolphus College, and 5) Global Institute for Leadership and Civic Development, Inc. At the conclusion of the luncheon, each table provided feedback on how they would like to see a more formal networking effort continued. The creation of an affinity group was at the top of the list. The establishment of the Women and Leadership Affinity Group in 2011 in time for the October LA Conference in London fulfilled that request!

Initial draft prepared by Lynne Levesque, Susan Madsen, Melissa Mahan, Joanne Stauffer

ELT Membership:

2011 ELT Members: Chair, Susan Madsen; Lily Benavides, Gloria Burgess, Wendy Capland, Lynne C. Levesque, Karen Longman, Melissa Mahan, Darci Jones, Carmela Nanton, Maureen Rabotin, Joanne Stauffer, Becky A. Thomas.

2012 ELT members: Chair, Susan Madsen; Chair Elect, Carmela Nanton; Gloria Burgess, Darci Jones Karen Longman; Melissa Mahan, Faith Ngunjiri, Maureen Rabotin, Lynn Shollen, Sherylle Tan, Becky Thomas.

2013 ELT members: Chair, Carmela Nanton, Chair Elect, Melissa Mahan; Past Chair, Susan Madsen; Gloria Burgess, Lisa DeFrank Cole, Darci Jones, Fredricka Joyner, Karen Longman; Melissa Mahan, Faith Ngunjiri, Maureen Rabotin, Lynn Shollen, Sherylle Tan, Becky Thomas, Denise Thomson.

2014 ELT members: Chair: Melissa Mahan, Chair-elect: Lisa DeFrank-Cole, Past-chair Carmela Nanton, Karen Longman, Susan Madsen, Sherylle Tan, Lynn Shollen, Faith Ngunjiri, Joanne Barnes, Denise Thomson, Wendy Rowe, Julia Storberg-Walker

2015 ELT members: Chair: Lisa DeFrank-Cole, Chair-elect: Sherylle Tan; Past-chair: Melissa Mahan, Karen Longman, Susan Madsen, Joanne Barnes, Lynn Shollen, Chrys Egan, Paige Haber-Curran, Wendy Rowe, Julia Storberg-Walker, and Denise Thomson