

International Leadership Association

Women and Leadership Member Community (W&L)

2023-24 Implementation Plan - Building for the Future



Contents

Overview.....	3
2023 Executive Leadership Team and Volunteers.....	4
Who are we?.....	5
Background	5
Bylaws.....	6
ELT.....	6
W&L Conferences and Research Colloquia	6
Priorities and Projects.....	7
2023 W&L Contribution to ILA Global Conference in Vancouver	8
ILA Global Stream Convenors;.....	8
Research and Practice Committee.....	8
Relationships, Outreach, and Media	9
Membership/Awards	9
Research Partnerships and Publishing Opportunities.....	10
Young Women and Leadership Task Force	11
Mastermind Groups.....	11
Yearly Activities at a Glance	12
Appendix A: Awards and Award Winners	13
Appendix B: Strategic Planning Process (2019-2022)	15
Appendix C: Strategic Plan – 2022.....	16

Overview

This document includes information on the history of the Women and Leadership Membership Community, as well as the 2022 Strategic Plan. The aim of this plan is that of is a “living document” meant as a guide for ELT and others.

We are fortunate that we have a strong history to build upon, and I am grateful to all those who have been involved in the organization to help create this group. Now, in building for the future, the aim is to consider what activities that we currently undertake that provide meaning to the wider community. We are coming out of a difficult time in world history, due to the global pandemic. But this is a time for hope and inspiration as we plot our pathway forward together and collectively.

The last few years W&L has focused on mission, vision, and bylaws, as well as developing a strategic vision. But, as times change, so do the needs and leadership aspirations of those whom we serve. No group can stand still; we need to consolidate who we are, and where we are going. Hopefully, this year’s implementation plan offers insights and guidance as to how we can, collectively, build for the future.

In my view, there are two key aspects for 2023. First, given that there are so many new members on ELT, I want us to spend time getting to know one another so that we can build a strong team. We accomplish this by each of us being active on at least one committee, and attendance/participation in meetings. The second aspect is to focus our attention on meaningful action. That means, having dialogue and debate, concerning what we can we do, as ELT, to benefit the W&L community the most. What I hope that we can all agree on is our collective desire to work to create a positive impact on others’ lives. We have a strong ELT made up of those with extensive experience, and new members who encourage us to think differently. Going forward, what is most important is that we build a group based on kindness, care, and respect. To me, these are fundamental aspects of leadership that tend to get overlooked, but to build a better, braver world, we need a new way of thinking about leadership. This plan is just one way that we can not only focus on key activities but also collaborate and share insights in a positive way.

I want to give a special thanks to Liza Howe Walsh. As Past President, Liza showed me just how much fun we could have working collaboratively. I also want to express thanks to Dionne Rosser-Mims, our President-Elect who provides us with such wise guidance, and to those of you who provided comments on the initial draft. Finally, I thank each of you for sharing your time and talents with us, and the ILA staff who help us with our work.

Rita A. Gardiner, President, W&L

First presented to ELT, April 2023; revised, October 2023

2023 Executive Leadership Team and Volunteers

ILA Global Conference Committee 2023 – Stream Convenors

Patricia (Pat) Clary (Co-Chair); Adrienne Castellon (Co-Chair)

Membership and Awards Committee, Chair & or Co-Chairs (CC)

Mary Angela Baker

Patricia (Pat) Clary (CC)

Rita Gardiner

Liza Howe-Walsh (CC)

Vicki Wuolle

Research and Practice Committee, Chair and or Co-Chairs (CC)

Chanda Elbert

Carole Elliott

Hayley Finn

Wendy Fox Kirk

Marlene Janzen Le Ber (CC)

Randal Thompson

Relationships, Outreach & Media, Chair and or Co-Chairs (CC)

Sally Deck

Carol Clyde Gallagher (CC)

Dionne Michele Rosser Mims (CC)

Janée M. Morris (V)

Task force – Young women and leadership

Hayley Baker (Chair)

Fiona Cummings (V)

Merike Kolga (V)

Giftie Umo (V)

Mastermind

Mary Angele Baker; Patricia (Pat) Clary

Who are we?

The Women and Leadership Member Community advances women in leadership by bringing together researchers, coaches, educators, practitioners and students interested in generating resources, disseminating research, and fostering the development of women leaders.

We are a global community of leadership researchers, developers, master artists, and practitioners passionate about aesthetics, arts, culture, creativity, design, equity, imagination, and innovation in leadership. We are committed to cutting edge research, practice, and leadership development methods to bring about the best leaders for the future.

Background

The Women and Leadership Membership Community (W&L) celebrated its 10th Anniversary in 2020. Beginning in 2010 when three ILA members organized a “Women in Leadership Network Luncheon” at ILA’s annual conference, W&L now has over one thousand members. W&L officially established its charter, structure, and website in 2011 and drafted its foundational document, “The Asilomar Declaration and Call to Action on Women’s Leadership” at the W&L conferences in 2013 and 2015 at the Asilomar Conference Center in Pacific Grove, California. The document represents the collective expertise of the scholars and practitioners who attended the conferences, most of whom continue to actively participate in the work of W&L. The Declaration and Call, which remains as the inspiration behind the work of W&L identified five focus areas:

1. Increasing Equality in Power and Decision-Making;
2. Helping Girls and Young Women Become Leaders;
3. Expanding Leadership Education and Development Worldwide;
4. Advancing Women in Leadership;
5. Identifying Critical Areas for Future Research.

Mission: To advance the standing of women in leadership globally through research, leadership development/coaching programs, mentorship, consultancy, knowledge sharing, networking, activism, and outreach.

Vision: A global community of leadership scholars and practitioners internationally recognized as being an outstanding and significant ILA member community and on the cutting edge of research and practice regarding women’s leadership.

Values:

1. Asilomar Declaration continues to inspire and drive the work of W&L community
2. W&L continues to support the UN Sustainable Development Goals (SDGs) involving women
3. Leadership, scholarship, and practice are equally valued
4. We are committed to diverse, inter-generational, and global membership
5. We uphold the highest standards of academic research and ethical practice
6. Activism is an essential component of advancing women's leadership

The ELT will continually review our mission, the vision we are working to achieve, our values, and the assumptions upon which they are based.

Bylaws

During 2020, W&L Chair Chrys Egan developed W&L By-Laws by updating the original W&L Charter. These By-Laws were approved by the ELT. In 2023, the By-Laws will be reassessed by ELT to see that they reflect current practices, and committee structure.

ELT

The W&L is led by an Executive Leadership Team (ELT) comprised of 15 members who are elected for three-year terms, and that includes a President, President-elect, and past President who serve one-year terms. Elections are organized by the Membership Committee and are held annually in late fall. The President hosts five online meetings of the ELT (Jan, March, June, Sept. and Dec.) There is also one in-person meeting that takes place at the global conference. It is an expectation that all members will attend the ELT meetings, as well as take part in at least one committee. Also, volunteers on committees can attend all ELT mtgs.

W&L Conferences and Research Colloquia

The call to identify areas for additional research on women's leadership was furthered in 2014 through a research colloquium held at Utah Valley University. The colloquium was not sponsored by ILA but held independently by several of the leaders who had initiated W&L who obtained a grant. The colloquium addressed theory development and was intended not only to build theory development skills but also to stimulate theoretical scholarly research. The 70 participants identified their areas of interest among five theory areas: Leader Identity, Leadership Purpose and/or Calling, Second-Generation Gender Bias, Power, and Intersectionality. They formed research teams, some of which continue to collaborate on research and publications today.

The W&L has held six conferences since its inception. The names of the conferences trace the progression of the W&L's leadership focus: "Building, Bridging, and Blazing Pathways for Women and Leadership: Celebrating the Past, Present, and Future" (2013); "Advancing

Women in Leadership: Waves of Possibilities” (2015); “Advancing Women in Leadership: Cultivating Our Whole Selves” (2017); “Building Solutions, Harmony, and the Greater Good” (2019); “Leading Differently: Capacity Building Knowledge Sharing, Intergenerational Networking” (2020), ”Reflection and Rejuvenation: Inspiring Women Leaders” (2022). It had been anticipated that the seventh W&L conference will be held in 2024 at Brescia University College in London, Ontario, Canada (June 2024). This is no longer possible due to Brescia’s closure. Instead, it is possible that there may be a new venue and/or we do something online. This will be for the incoming President and her team to decide.

Under Joanne Barnes’s leadership, the W&L made an agreement with the ILA to host a conference, colloquium, or other smaller event annually. The conferences would be held on even-numbered years and the smaller event would be held in odd-numbered years. Consequently, the W&L delivered an online research colloquium in June 2021, due to the COVID-19 pandemic. The event attracted over 50 participants and has led to eight research teams who have collaborated on case studies, book chapters and draft articles. Additionally, two special issues resulted from the 2021 Colloquium. The first was a direct result of our research colloquium and used the same theme “From Intent to Action.” This SI was organized by Marlene Janzen LeBer, Rita Gardiner, and Liza Howe-Walsh, and will be published by *Gender in Management: An International Journal* in late 2023/early 2024. The second journal issue was organized by Chrys Egan and Randal Thompson and focused on issues related to the pandemic and will be published by *Merits*. Also, many of those who took part have published in other venues, and some attended the W&L conference in Portsmouth as their first ILA conference.

Priorities and Projects

The priorities and projects listed below are on the ILA website (<https://ilaglobalnetwork.org/women-and-leadership-community>). We need to clarify how these priorities and projects connect with the work we are doing in 2023 and beyond.

- Organizing the ILA Women and Leadership conferences
 - Consider donating to the *Meet the Moment for Women and Leadership Fund*.
- Recognizing and celebrating excellence in scholarship and practice through the annual [W&L awards](#)
- Enhancing the status of women and leadership worldwide by providing a forum for networking, exchanging ideas, and mentoring
- Fostering international collaborations and building global partnerships to nurture conversations about women and leadership
- Aligning our collective interests as change-makers to generate solutions for increasing equality in power and decision-making
- Collaborating with all stakeholders committed to addressing barriers and helping girls and young women become leaders
- Expanding leadership education and development opportunities while acknowledging, respecting, and addressing the roles-within-roles of all women
- Facilitating a paradigm shift that advances women in leadership by modeling connectedness, inclusivity, and authenticity
- Contributing to the body of leadership scholarship and leadership development by advancing rigorous research, identifying best practices, and partnering with publishers

- Recruiting members of our committees

2023 W&L Contribution to ILA Global Conference in Vancouver

- a. Host a Welcome Orientation on day one (Grab and Go breakfast - Friday)
- b. Work with Membership to find out award winners and host Award Winner Recognition at the Welcome Orientation (Awards coincide with Women and Leadership Conference)
- c. Review and organize W&L presentation sessions

ILA Global Stream Convenors;

Two members of the ELT serve as the stream convenors. In 2023/4 Pat Clary and Adrienne Castellon took on this role. Stream Convenors' tasks include:

- (a) Identify the five W&L streams.
- (b) Ask for input from ELT as necessary.
- (c) Work closely with the President of ELT.
- (d) Announce streams on Intersections and through the W&L member community email string.
- (e) Call for submissions.
- (f) Review submissions using a rubric for fairness, breadth, depth, and other considerations important to ELT members.
- (g) Determine final submissions for the stream.
- (h) Link to Stream Proposal in Intersections: Posted February 10, 2022. <https://intersections.ilamembers.org/communities/community->

Research and Practice Committee

Chair: Marlene Janzen LeBer

This year's primary focus for the research and practice committee is developing the pre-conference research colloquium. The ELT decided to have the colloquium as a half-day writing workshop on the Thursday afternoon of the Global Conference in Vancouver. (This decision was made to help those who could not fund attending two conferences in the same year, especially following cutbacks because of the global pandemic.)

The workshop will be entitled *Gendered Voice & Silencing in Leadership* and limited to 25-30 participants. Objectives include:

- Advance visibility and knowledge about gendered voice and silencing from an intersectional perspective

- Explore our own space/level of interest within this topic
- Find at least one writing partner
- Create a community of practice of individuals who are committed to research within the topic

The hope is that this workshop generates a special issue for an appropriate journal.

Relationships, Outreach, and Media

Co-Chairs: Carole Clyde Gallagher & Dionne Mims-Rosser

This year, this Committee has already been active in the following areas:

- a. Interview with Susan Madsen to showcase W&L beginnings. (Org. Carol Gallagher; int. Chanda
- b. New for 2023 – regular blogs each season, beginning with President’s blog re: International Women’s Day. Other bloggers: Hayley Baker, Giftie Umo, and Jenny Okoliko.

Other activities include:

Membership/Awards

Liza Howe Walsh & Patricia Clary (Co-Chairs)

ELT MEMBERSHIP ELECTION

Timeline Established 8/17/23 for 2023 ELT Election.

- Work with ELT President to identify positions available for ELT (August/September)
- Announce Call for Nominations at the September ELT Meeting.
- Announce nominations on Intersections October 15-October 31.
- Example: <https://intersections.ilamembers.org/discussion/call-for-nominations-executive-leadership-team?ReturnUrl=%2fcommunities%2fallrecentposts>
- Update, Create Spreadsheet for Voting November 1-November 8.
- Example: <https://docs.google.com/spreadsheets/d/1KRvBGM9Alw91TOBFWnQV1jeqZMtrb2cO/edit#gid=1357203629>
- Example: <https://docs.google.com/spreadsheets/d/1KRvBGM9Alw91TOBFWnQV1jeqZMtrb2cO/edit#gid=77425905>
- Voting 2nd Week in November. November 9-November 21

- Update voting form: Link to access that form for updating. This is typically done once nominations close: https://docs.google.com/forms/d/1xPCMh40IMQiFwD-AHdKqta09Wz_o8w80LzIC3L1MsT8/edit
- Send out nominations and voting link(s) to ELT for voting.
- Communicate with Newly Elected ELT Members: November 28 - December 1

AWARDS

The Membership and Awards Committee has traditionally met in the summer and fall to organize the awards and to compile documents needed for the election of ELT members in December. Every other year, W&L calls for nominations from the broader community for its awards. These four awards (outstanding scholarship for scholars; outstanding scholarship for emerging scholars; outstanding practice with broad impact; outstanding practice with local impact) are handed out to members who have a significant impact locally and globally. For details regarding the Awards, see Appendix C.

1. Call for nominations through Intersections and Email. Two to three posts should go out in two-week intervals. The call for nominations should take place in February and March. Link to a previous year's announcement: <https://intersections.ilamembers.org/discussion/women-and-leadership-annual-awards?ReturnUrl=%2fcommunities%2fcommunity-home%2fdigestviewer%3fcommunitykey%3d1ffe024e-7c10-4a44-aa46-cf14b364dedb>
2. Following the close of nominations, ELT members will vet all candidates using a spreadsheet. A Google Drive spreadsheet is used for vetting and will need to be updated. See Carol Gallagher's folder, for example. Vetting should be finalized by the second week in April.
3. The nominees are notified in the third or fourth week of April.
4. By the end of April, work with the ILA staff to purchase the awards and write the promotional material(s) for release to announce the winners.
5. In July, contact the appropriate ILA staff to secure the announcement of winners in the global conference program.
6. Update appropriate W&L documents with winners.
7. **ELT must update bylaws if we move awards to W&L conference, as has been suggested.**

Research Partnerships and Publishing Opportunities

In 2022, an agreement was reached with Emerald Publishing to launch a new women and leadership book series. The first series editors are Chrys Egan, Dionne Rosser-Mims, and Randal Thomson. This series will examine current and future issues related to women and leadership. It will also build upon the previous book series of seven volumes on key issues in women's leadership, which have made a significant impact

on furthering women's leadership globally. Additionally, we will strive to organize a new special issue emerging from this year's research colloquium (writing workshop). Additionally, Emerald sponsored the 2023 research workshop.

Young Women and Leadership Task Force

Chair: Hayley Baker

A new activity in 2023 was to strike a task force to provide W&L with guidance regarding the needs of young women members. Their first activity was at the Vancouver conference at the breakfast event, where Fiona Cummings and Merike Kolga gave a presentation encouraging new members to get involved.

Mastermind Groups

Chair: Angela Baker

Mastermind is a popular activity with many W&L members. Its purpose is to design, advertise, and implement Mastermind groups for women in various leadership sectors:

- a. Identify the key sectors W&L women work in
- b. Design group structure and process and standards
- c. Advertise among W&L members
- d. Develop feedback form for members
- e. Implement groups
- f. Develop feedback mechanism whereby ideas from groups are fed into W&L and ILA

NB: Going forward, ELT needs to decide whether the Young Women and Leadership Task Force and Mastermind Groups should be housed under Relationships, Media and Outreach.

Yearly Activities at a Glance

Activity	Jan	Feb	March	April	May	June	July/Aug	Sept	Oct	Nov	Dec
ELT	ELT mtg (Online)			ELT mtg (Online)		ELT mtg (Online)	Vacation	ELT mtg	ELT mtg In person	Voting New members	ELT mtg
Relationships, Outreach & Media		Interview with Susan Madsen	President's blog, IWD			Blog		Blog		Blog	
Research/Planning		Colloquium Planning mtg	Colloquium Planning mtg	Colloquium Planning mtg					Colloquium takes place		
Global Conference		Global Conference	Global Conference	Global Conference	Global Conference	Global Conference		Global Conference	Global Conference		
Membership & Awards						Membership /Awards	Members /Awards	Members /Awards	Nominations	Voting.	
Mastermind	Advertise	Group Formation	Group Mtgs	Group Mtgs							
Young W&L	YW taskforce formed	YW mtgs	YW mtgs						Event at conference		

Appendix A: Awards and Award Winners

Below are the award winners, and criteria for awards, from 2017-2022.

Criteria

The **Outstanding Scholarship for Established Scholars** award recognizes excellence in the scholarship of a seasoned scholar whose published work (theoretical, empirical, or applied) has advanced the understanding of women in leadership in a significant way.

The **Outstanding Scholarship for Emerging Scholars** award recognizes excellence in the scholarship of a graduate student or early career scholar whose presentations, dissertation, and/or published work (theoretical, empirical, or applied) has the potential to advance or already has advanced the understanding of women in leadership in a significant way.

The **Outstanding Practice with Broad Impact** award recognizes excellence in the practice of an individual whose advocacy, commitment, or actions in support of women in leadership has influenced individuals, audiences, organizations, or broad communities. The award recipient is someone who practices leadership — from outside or from within the academic arena — with a focus on women and leadership and has benefited women in a variety of areas and arenas beyond the recipient’s local sphere, resulting in broad impact.

The **Outstanding Practice with Local Impact** award recognizes excellence in the practice of an individual whose advocacy, commitment, or actions in support of women in leadership has influenced individuals and audiences within their organization or community. The award recipient is someone who practices leadership — from outside or from within the academic arena — with a focus on women and leadership and has implemented a substantial change, policy, or event that has benefited women within a local sphere.

Previous award winners (2017-2022)

Outstanding Scholarship for Established Scholars

2022: Marlene Janzen Le Ber, Ph.D., Professor, Leadership Studies Distinguished Chair, Centre for Leadership Brescia University College, Western University

2022: Sherylle J. Tan, Ph.D., Director of Internships and KLI Research, Visiting Assistant Professor of Psychology Kravis Leadership Institute, Claremont McKenna College

2022: Lisa DeFrank-Cole, Ph.D., Endowed Harriet E. Lyon Professor of Women and Gender Studies and the Director of Leadership Studies and Clinical Professor of Leadership at West Virginia University

2021: Dionne Rosser-Mims, Ph.D., Campus Vice Chancellor, Troy University

2019: Karen Longman, Professor & PhD Program Director, Higher Education, Azusa Pacific University

2017: Faith Wambura Ngunjiri, Associate Professor, Concordia College

Outstanding Scholarship for Emerging Scholars

2022: Candace Brunette-Debassige, Ph.D., Assistant Tenure-Track Professor, Western University

2021: Sherry A. Maykrantz, Ph.D., Assistant Professor of Public Health, College of Health and Human Services, Salisbury University

2021: Carla Penha-Vasconcelos, Ph.D. – Independent Scholar

2019: Wendy Fox-Kirk, Department Chair, Business Administration & Marketing, Goddard School of Business, Weber State University

2017: Paige Haber-Curran, Associate Professor, Texas State University

Outstanding Practice with Broad Impact

2022: Éliane Ubalijoro, Ph.D., Executive Director, Sustainability in the Digital Age

2021: Denise Thomson, EdD, Executive Coach & Consultant, DeWitt-Thomson, LLC

2020: Yolanda Caldwell, Director, The Women's Leadership Institute and BOLD Women's Leadership Network, The College of Saint Rose

2019: Susan Madsen, Karen Haight Huntsman Endowed Professor of Leadership, Jon M Huntsman School of Business, Utah State University

2017: Sara Safari, Author & Board Member, Empower Nepali Girls

Outstanding Practice with Local Impact

2022: Ann Marie Berghout Austin, Ph.D., Retired Professor of Child Development Department of Family, Consumer, and Human Development Utah State University

2021: Chrys Egan, Ph.D. Communication Professor and Associate Dean of the Fulton School of Liberal Arts, Salisbury University

2021: Kathleen S. Grove, MA, JD, Director, Office for Women, Indiana University-Purdue University, Indianapolis

2020: Carol Clyde Gallagher, Assistant Professor, Organizational Leadership, Cottey College; Mayor Pro Tem, Nevada, MO

2019: Janice Cardwell, CEO and Executive Coach, Conceivers Leadership Development Group; Dissertation Chair, College of Doctoral Studies, University of Phoenix

2017: Geneva Murray, Director, Women's Center, Ohio University

Appendix B: Strategic Planning Process (2019-2022)

In 2019, under the leadership of former W&L Chair, Denise Thomson, W&L decided it was time to take stock of to where the community had arrived and to begin to plan strategically how to maximize the community's "sweet spot" and take bold steps forward to increase our ILA footprint, our global reach, and our impact on women's leadership writ large. The process began at the W&L conference at 1440 Multiversity near Santa Cruz, California in June 2019. At that event, Denise facilitated a World Café at which W&L Executive Leadership Team (ELT) members exercised both right and left-brain sensibilities and discussed questions such as what brought them to W&L, what was special about W&L, and what was worth keeping. Denise maintained the process through online gatherings of ELT members in August and September of 2020 in which the ELT discussed a number of strategic steps forward.

Previous Chairs Chrys Egan (2020) and Randal Joy Thompson (2021) took the reins from Denise in late 2020 and worked together to draft the first version of this strategic plan. Liza Howe-Walsh, Rita Gardiner and Randal Thompson have revised the plan for 2022 to reflect the W&L members shared passion for women and leadership, whether academics, practitioners, or as "pracademics"; members bring a great diversity of expertise, interests, and thought; and conferences are small and in retreat-like settings that encourage personal growth and developing relationships.

Support ILA 2020 Strategic Positioning Plan Positioning Core Areas (PCA)

- a. Relationship development to grow the field of leadership and the ILA
- b. Membership development to expand, engage, and diversify our membership
- c. Program development to assess, refine, and enhance our program portfolio
- d. Resource development to strengthen financial sustainability and organizational capacity

The ELT will continually review our mission, the vision we are working to achieve, our values, and the assumptions upon which this version for 2022 is based.

Mission: To advance the standing of women in leadership globally through research, leadership development/coaching programs, mentorship, consultancy, knowledge sharing, networking, activism, and outreach.

Vision: A global community of leadership scholars and practitioners internationally recognized as being an outstanding and significant ILA member community and on the cutting edge of research and practice regarding women's leadership.

Values:

7. Asilomar Declaration continues to inspire and drive the work of W&L community
8. W&L continues to support the UN Sustainable Development Goals (SDGs) involving women
9. Leadership, scholarship, and practice are equally valued
10. We are committed to diverse, inter-generational, and global membership
11. We uphold the highest standards of academic research and ethical practice
12. Activism is an essential component of advancing women's leadership

Appendix C: Strategic Plan – 2022

This strategic plan represents the “steps” the ELT with the help of the W&L took in 2021 and are developing for 2022 to help achieve our vision. We begin by remembering our original inspiration taken from the Asilomar Declaration and confirming our intention to support ILA's 2020 Positioning Plan.

Original Inspiration: W&L “is a network of leadership scholars and practitioners who work together to enhance their knowledge, expertise, and research in the area of women and leadership and to advance the standing of women in leadership” (Asilomar Declaration 2015).

Support ILA 2020 Strategic Positioning Plan Positioning Core Areas (PCA)

- e. Relationship development to grow the field of leadership and the ILA
- f. Membership development to expand, engage, and diversify our membership
- g. Program development to assess, refine, and enhance our program portfolio
- h. Resource development to strengthen financial sustainability and organizational capacity

The ELT will review our mission, the vision we are working to achieve, our values, and the assumptions upon which this version for 2022 is based.

Mission: To advance the standing of women in leadership globally through research, leadership development/coaching programs, mentorship, consultancy, knowledge sharing, networking, activism, and outreach.

Vision: A global community of leadership scholars and practitioners internationally recognized as being an outstanding and significant ILA member community and on the cutting edge of research and practice regarding women's leadership.

Values:

13. Asilomar Declaration continues to inspire and drive the work of W&L community
14. W&L continues to support the UN Sustainable Development Goals (SDGs) involving women
15. Leadership, scholarship, and practice are equally valued
16. We are committed to diverse, inter-generational, and global membership
17. We uphold the highest standards of academic research and ethical practice
18. Activism is an essential component of advancing women's leadership

Assumptions:

1. ILA will support W&L's Strategic Plan
2. ELT members will support the plan and take the lead in facilitating its realization
3. W&L members will be willing to lead bold steps and will follow through with intended goals
4. ILA and W&L will continue to develop a strong collaborative relationship with transparent communication
5. ILA will provide W&L with sufficient funds to implement strategic plan, where necessary

Steps in 2022:

In order to support ILA's and W&L's membership development, relational development, global reach, and vision of being a globally recognized community, we will:

Conduct a global imaging, marketing, and membership outreach campaign

- a. Send marketing material soliciting members to all leadership programs and women's studies programs around the world.
- b. Reach out to other key women's groups for collaborative opportunities globally.
- c. Conduct a survey of people who attend one W&L conference and never return to determine what are the main reasons for not returning.
- d. Reach out to women in ILA's other Member Communities for co-planning, co-hosting events, programs, sessions.

In order to support our members in various career stages (emerging, highly experienced, transitioning, etc.) and to establish W&L as on the cutting edge of women's leadership practice, we will:

Continue to support a Mentorship Program

For younger/less experienced leaders

- a. Identify W&L members willing to serve as mentors for younger/less experienced leaders
- b. Develop standards and process of mentoring
- c. Advertise globally for mentees
- d. Develop feedback form/survey for mentees
- e. Implement mentorship program

For experienced or transitioning leaders

Design, Advertise, and Implement Mastermind groups for women in various leadership sectors:

- g. Identify the key sectors W&L women work in
- h. Design group structure and process and standards
- i. Advertise among W&L members
- j. Develop feedback form for members
- k. Implement groups
- l. Develop feedback mechanism whereby ideas from groups are fed into W&L and ILA

In order to achieve our vision as leaders on the cutting edge of research about women's leadership, we will:

Support Research Partnerships and Publishing Opportunities

Plan and host 2023 Research event:

- a. Identify journal special issue
- b. Identify other publishing venues
- c. Host webinars for future researchers

Begin follow-on W&L Leadership book series:

- d. Identify topics of books, editors, number of books
- e. Identify publisher

- f. Initiate series

Continue to support our writers' group:

- a. Invite members to participate
- b. Share publication opportunities
- c. Support members through the publication process

In order to achieve our vision, we will continue our involvement in the ILA Global and W&L Conferences.

ILA Global Conference in Washington

- a. Host a Welcome Orientation on day one
- b. Host an ELT meeting during the conference
- c. Identify award winners and host Award Winner Recognition at the above
- d. Review and organize our W&L presentation sessions

Plan 2023 W&L Activity

- a. Identify team from ELT and Volunteers
- b. Identify location and financial contributions
- c. Obtain ILA agreement

In order to build more and stronger relationships that highlight activities and W&L member accomplishments, develop:

Develop Internal and External Communication Plan

- a. Develop an Oral history through a podcast to show case the Women and Leadership community.
- b. Develop a 2022 calendar of articles for ILA Interface, W&L Facebook, LinkedIn, Twitter, Instagram, etc.
- c. Draft agreements between W&L committees regarding how they will communicate, share information and strategies, and combine “forces” to accomplish the strategic plan for 2022.