

HERS

HIGHER EDUCATION RESOURCE SERVICES

The HERS Institute is a 12-day residential leadership development program where approximately 60 – 70 women join to apply knowledge gained in three areas of focus (institutional awareness, networking, and self-knowledge) to a self-designed leadership project which potentially impacts a range of educational and institutional areas. Thinking about the Leadership Project begins on the application and continues throughout a participant’s residency.

The HERS Institute is neither a conference nor a workshop on an isolated topic. We take a holistic approach to leadership and ask participants to not only learn and develop their strategic change management skills but to also develop more self-awareness around who they are as leaders. The Institute is an experience where participants determine how best to contribute their knowledge, support the growth of other participants, and listen as faculty, staff, and participants share their understanding of higher education. At HERS, leadership is a combination of the participants’ development as leaders and their institutional knowledge. A brief discussion of the three areas of focus, and the sessions which fall within these areas, is below.

HERS Institute Faculty: One of the distinguishing features of HERS program faculty is that they are practitioners and scholars. Most are, or were, chief officers and have the ability to both share research and scholarship on the topic but also bring in real life situations or cases for the class to dissect and discuss. We also select faculty based upon their national presence or involvement in their national organizations. The program focuses on individuals operating within an institutional context and our faculty can provide both research-based and practical approaches to some of the most “wicked” problems within higher education.

HERS INSTITUTE CURRICULUM

Institutional Awareness: There are many different ways to learn more about higher education. One is to read the periodicals such as Chronicle of Higher Education, Inside Higher Education, or Diverse. We ask participants to do that, and to interview the senior officers on their campus. The interviews themselves offer insight into how similar issues are approached differently by various roles and leaders on campus. After completing them, we ask that interview responses from the officers be compared. From these interviews and the sessions about Institutional Awareness, we hope for increased understanding of the institution, higher education, and issues facing different roles on campus.

Topic	Assignments
HERS Opening: Trends and Policy	For institutional awareness, assignments include: <ul style="list-style-type: none">• senior officer interviews, comparative summary, and major issues tally• campus organizational chart, budget, and audited financial statements• budget and finance questionnaire• diversity, inclusion, equity questionnaire
The Financial Environment in Higher Education	
Inclusive Excellence	
Advancement	
Legal Issues in Higher Education	
Chief Academic Officer Discussion Panel	
Chief Executive Officer Discussion Panel	

Networking: Networking is defined as interacting with other people to exchange information and develop contacts, especially to further one’s career. On most campuses, one way to meet people is through committee work or projects. In the HERS Institute application, each HERS Institute participant outlines a current or upcoming Leadership Project which will help ground their conversations while attending the Institute. The HERS Leadership Project is a personal case study that uses the skills and perspectives gained from the HERS Institute curriculum, and we encourage participants to go into each session with an eye to what tools it provides to develop both their leadership practices and themselves as leaders. Particularly, the Leadership Project is an opportunity to ponder how an individual’s leadership can make the broadest impact across your institution and beyond, which in turn requires networking across the Institution for information, insight, and resources.

Topic	Assignments
Effective Communication: Difficult Conversations	For networking, assignments include: <ul style="list-style-type: none"> • campus conversations Prezi • bargaining assessment tool • leadership project summary and classification • reframing worksheet • leadership project mid-Institute update • leadership project final update
Conflict Management Styles	
Negotiation Strategies	
Leadership Project: Role in Reinventing Higher Education	
Managing and Leading Change: Reframing Organizational Culture	
Leadership Project Working Sessions	
Campus Politics	
Institutional Budgets and Financial Statements and Ratios	

Self-Knowledge: As mentioned above, at HERS, we take a holistic view of leadership development. When we select a participant to attend a HERS Institute, we acknowledge that they are a leader on campus and within higher education. This means they have knowledge, skills and abilities that contribute to their leadership development but also aid in the transformation of higher education. We want to focus on what they may need to fully realize their leadership potential. We ask them to reflect on and challenge themselves asking and accounting for questions such as: what are gaps in their knowledge, skills and abilities? Do they need more connections? In what areas? How does their personal or non-work life impact their professional life?

However, we want to be clear that leadership does not mean administration, or even management. Leadership gives options; it requires thinking about one’s cares, passions, drives; about how these shape leadership; about how context affects leaders; about uncovering curiosity; and about authentically developing a best personal and professional self. Taking part in a HERS Institute means committing to taking ownership in what we hope is a transformative educational environment aimed at creating and sustaining a diverse community of women to serve as leaders in higher education.

Topic	Assignments
Welcome and Reception	For self-knowledge, assignments include: <ul style="list-style-type: none"> • personality assessment • leadership mapping • inclusive excellence appraisal • desired position description • career compass
Intentionally Assigned Small Groups & Discussions	
Reflection	
Personality Type and Preferred Communication Style	
Personal Financial Planning for Now and the Future	
Authentic Leadership, Self-Authorship, Personal Narrative	
Making Career Transitions	
Job Search Essentials	
Wellness and Life Management	
Writing a Short Bio (completed on application)	