

# ASHE TASK FORCE ON ORGANIZATIONAL STRUCTURE

---

Preliminary Report

November 21, 2014

# Origins of the Task Force

- Fall 2013 – ASHE Board receives request for consideration of two new councils; recognizes lack of clear criteria for considering requests
- Spring 2014 – Board articulates need for strategic planning and consideration of size and structure issues
- Summer 2014 – President Caroline Turner creates Task Force on Organizational Structure

# Task Force charge:

- Explore role and contribution of current councils
- Explore pros and cons of adding new councils
- Offer criteria for considering proposals
- Consider other issues (e.g., automatically adding a pre-conference)

# Members of the Task Force

- Linda Eisenmann, Former ASHE President, Wheaton College, Chair
- Brendan Cantwell, Michigan State University
- Christopher Collins, Azusa Pacific University
- Jennifer Delaney, University of Illinois, Urbana-Champaign
- Ralph Kidder, Marymount University (ASHE Board Liaison)
- Consuella Lewis, Transformations Organizational Consulting
- Lisa Millora, Santa Clara University
- Bill Zumeta, University of Washington

# Current Councils

- Council on Ethnic Participation
- Council for the Advancement of Higher Education Programs
- Council for International Higher Education
- Council on Public Policy in Higher Education

# Benefits/Contributions of Councils

- Increase member participation
- Enhance members' relationship with ASHE as a whole (“enrich,” “facilitate,” “advance”)
- Allow cross-pollination of ideas
- Offer new leadership opportunities
- Provide additional voices on the Board
- Create links with external organizations

# Resources used by Councils

- Time and attention of ASHE staff
- Space and funding required for pre-conferences
- By-law development
- Websites, membership lists, other

# But, other less-formal groups

- Affinity groups such as
  - Higher education historians
  - Community college researchers
  - Scholars interested in athletics

*Use fewer resources than councils  
BUT also provide strong benefits*



# Recommendation #1

- All affinity groups, even if informal, should **register** with the ASHE office as a way to **advertise their opportunities** to all ASHE members and to facilitate Board and staff understanding of these efforts.

# Registration requires:

- Sending to the Executive Director
  - Description of the purpose of the group
  - Name of designated convener or leadership
  - Number of members
  - Description of the group's shared interest and activities

## Recommendation #2

- ASHE should create a “**developmental pathway**” for an affinity group that would like to achieve status as a council. This pathway allows a group to demonstrate the unmet need within the current structure of ASHE and the members’ commitment to sustaining the group.

## Why a “developmental pathway” that could take 3 years?

- Council status conveys prominence within and obligation for ASHE
- Involves commitment of considerable organizational resources
- Shows that need is currently unmet by existing ASHE structures and opportunities
- Recognizes time that current councils have devoted to building strength and interest

# Allows groups to:

- Establish the need for the group
- Build viable membership
- Establish ongoing activities
- Develop leaders and engaged members
- Clarify plans for the future
- Ensure sustainability
- Provide evidence of their commitment and contribution to ASHE

# Criteria for Board acceptance:

- Intellectual coherence that suits ASHE mission
- Distinctiveness from current councils and other ASHE structures
- Membership levels that signify widespread interest and engagement
- Organizational stability
- Financial stability (managing a budget)
- Evidence of durability and sustainability
- Draft of by-laws

# Comments?

- Recommendation #1: register all affinity groups
- Recommendation #2: create developmental pathway (~ 3 years) to council status

# Ways to provide input:

- This material available on ASHE website
- COMMENTS/QUESTIONS TO:
  - Any member of the Task Force
  - Any member of the Board or Executive Director
  - Task Force Chair Linda Eisenmann at:
    - [eisenmann\\_linda@wheatoncollege.edu](mailto:eisenmann_linda@wheatoncollege.edu)