Program Purpose: NACADA needs diverse involvement and wants to support a variety of ways that diverse voices can be heard. NACADA wants all members to know that their voices count and can make a difference; their experience can play a role in shaping the association for years to come!

Program Objectives

• To identify potential local, regional, national, and international leaders from member groups who are UNDER-REPRESENTED in the association’s leadership who are interested in LEADERSHIP DEVELOPMENT and LEADERSHIP INVOLVEMENT in the association.
• To identify Mentors from among experienced NACADA leadership to guide Emerging Leaders through a two-year leadership development program as they grow in their LEADERSHIP IN THE ASSOCIATION.
• To provide Emerging Leaders with a two-year leadership development program which will develop their LEADERSHIP SKILLS FOR THE ASSOCIATION.
• To provide opportunities for Emerging Leaders to reach out to colleagues and peers from under-represented groups and serve as Mentors to future NACADA leaders.
• To provide the support network needed and desired to foster a strong leadership development program for under-represented populations in our association.

Under-represented ≠ Minority

Under-represented = Percentage of that population in the leadership is not appropriately reflective of the percentage of that population in the membership.

Example: In March 2018, in relation to gender, the overall NACADA membership self-identified as 21.07% male, 72.58% female, 0.07% non-binary, 6.29% N/A. At that time, the elected position leadership was 35.56% male, 64.44% female, 0% non-binary, 1.11% N/A. Those figures indicate that, in March 2018, female members, who comprised at least 72% of the membership but only 64% of the elected leadership, were significantly under-represented.

Minority = The smaller group in relation to the whole; a group distinguished from the more numerous majority.

Example: In March 2018, using the figures stated above, we see that members who identified as female were a majority NACADA member population for that characteristic, whereas members who identified as male or non-binary were minority populations.

Minority and under-represented are two separate concepts that do not necessarily coincide. The above figures tell us that in March 2018, while males were a minority member population, they were not an under-represented population.

The purpose of the Emerging Leaders Program is to assist members of any under-represented member population, whether they be minority or majority, to achieve appropriate representation in the leadership.

Leadership ≠ Involvement ≠ Professional Development

Involvement in the association is viewed broadly, and a member may certainly be involved without stepping into a leadership role. A 2013 NACADA Leadership Task Force report stated that a leader or leadership is characterized by positions held and roles undertaken that advance NACADA’s mission. They further defined a NACADA leader as "...any member who takes on a formal or informal role of influence to promote the field of advising in support of the strategic goals of the Association. Leadership includes elected and appointed positions, as well as informal roles including but not limited to (for example) influencing the field by writing for a NACADA publication, chairing a Region sub-committee, or serving as a faculty mentor at a NACADA institute."
Find out more about the NACADA Leadership at [http://www.nacada.ksu.edu/About-Us/NACADA-Leadership.aspx](http://www.nacada.ksu.edu/About-Us/NACADA-Leadership.aspx)

- The chart above can be found by clicking on the “Organizational Structure” link in the left-hand navigation menu on that page.
- You can also find out more about the Board of Directors, Council, and the three NACADA Divisions from links there.
  - Another way to connect to the Divisions is under the “Community” tab at the upper right of the homepage: [http://www.nacada.ksu.edu/](http://www.nacada.ksu.edu/)

- **Administrative Division** – Committees and Advisory Boards – do the administrative work of the association
- **Regional Division** - The Regions facilitate networking and leadership opportunities, as well as professional development activities. They are governed by elected officers who propose activities within their geographic regions. Region members conduct annual conferences, state and province or area drive-ins, promote NACADA membership, and develop programs which fit the needs of their specific region.
- **Advising Communities Division** - Provides opportunities to join others with similar academic or specific student population interests in advising.
Recommended Reading: *From the President: Getting Involved in NACADA* - [https://nacada.ksu.edu/Resources/Academic-Advising-Today/View-Articles/From-the-President-Getting-Involved-in-NACADA.aspx](https://nacada.ksu.edu/Resources/Academic-Advising-Today/View-Articles/From-the-President-Getting-Involved-in-NACADA.aspx)

More information about the purposes of the divisions and the important qualifications for leadership in each division can be found using the following interactive graphic, located at [http://www.nacada.ksu.edu/About-Us/NACADA-Leadership.aspx](http://www.nacada.ksu.edu/About-Us/NACADA-Leadership.aspx)

Mentors are encouraged to find out if their Emerging Leader is aware of this information. Talking through it together might make a great initial exercise!

### NACADA Leadership Structure

<table>
<thead>
<tr>
<th>President, Vice-President, and Board of Directors</th>
<th>Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the Board of Directors (BoD)?</td>
<td>What is the role of the NACADA Council?</td>
</tr>
<tr>
<td>What is the role of the BoD?</td>
<td>Appointed vs. Elected?</td>
</tr>
<tr>
<td>What makes an effective BoD Member?</td>
<td>What makes an effective NACADA Council?</td>
</tr>
<tr>
<td>Required Qualifications?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administrative Division</th>
<th>Region Division</th>
<th>Advising Communities Division (ACD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the Administrative Division?</td>
<td>What is the Region Division?</td>
<td>What is the ACD?</td>
</tr>
<tr>
<td>Getting Started: Committee/Advisory Board Membership</td>
<td>Getting Started: Steering and Conference Committees</td>
<td>Getting Started: Steering Committee</td>
</tr>
<tr>
<td>What is the role of a Committee/Advisory Board Chair?</td>
<td>What is the role of a Region Chair?</td>
<td>What is the role of an Advising Community Chair?</td>
</tr>
<tr>
<td>Required Qualifications for Leadership</td>
<td>Required Qualifications for Leadership</td>
<td>Required Qualifications for Leadership</td>
</tr>
<tr>
<td>What makes an effective Committee/Advisory Board Chair?</td>
<td>What makes an effective Region Chair?</td>
<td>What makes an effective Advising Community Chair?</td>
</tr>
</tbody>
</table>
Scholarly Inquiry (Research) “Levels of Involvement and Experience”

NACADA views research as scholarly inquiry into all aspects of the advising interaction, the role of advising in higher education, and the effects that advising can have on students. It regards consuming and producing research as the collective responsibility of all members of the higher education advising community, including advisors, faculty, administrators, and students. (NACADA, 2008)

Please review the components of research experience and involvement below. Your understanding and development of these components will determine your current and future levels of involvement and experience with research.

LEVEL 1: Evidence-based Practice: Foundational Level (professional commitment)
1.1 (A) I agree with the statement above (NACADA, 2008) and understand that evidence informs practice, which leads to deeper knowledge about the components of student success and/or the context and theoretical bases of academic advising.

1.2 (B) I agree with the statement above (NACADA, 2008) and occasionally (or even regularly) read articles and consult resources related to student success or some aspect of academic advising.

1.3 (C) Occasionally (or even regularly) I implement what I’ve learned from the scholarly literature in my role with students. (May also be part of a team approach.)

1.4 (D) I am interested in conducting some type of research study, even a small-scale one, but am not sure how to go about the process of scholarly inquiry. I would like to be introduced to all components of the research process and possibly collaborate with others in some way.

LEVEL 2: Evidence-based Practice: Collaborative Level (active involvement)
2.1 (E) Observatory Level – I have been involved with a research study, but only as an interested observer, such as a:
- (a) Participant--so I have seen how the data collection and analysis process works…
- (b) Student (undergrad or grad) assistant--but not as the primary investigator…

2.2 (F) Conceptual Level - Still up for discussion, but I have:
- A general area of interest that has been identified…
- Possible research questions (if a social science design)…
- Theoretical framework in mind…
- Thinking about possible research designs…
- Have read some research articles related to my topic…

2.3 Operational Level – I’m set:
2.3.1 (G) – Proposed Study:
- A purpose of the study has been identified and research questions have been articulated…
- I have a theoretical framework in mind…
- My research design has been identified and proposed…
- I have conducted a review of related literature…

2.3.2 (H) – Completed Study:
- I have conducted a research study and am ready for more!
Executive Office Staff – Who can assist you with what!

Melinda Anderson – Executive Director

Administrative Team:
Maxine Coffey – Senior Associate Director
Sean Bridgen – Associate Director for External and Institutional Partnerships
Joan Krush – Assistant Director for Member Engagement
  Emerging Leaders Program Coordinator
  Liaison–ELP Advisory Board (ELP-AB), Membership Committee (MRRC), and Sustainable Leadership Committee (SLC)
Alan Klug – Comptroller (accounting, investments, leadership support); Liaison–Finance Committee
  (assists with reimbursement using Emerging Leader stipend funds – see https://nacada.ksu.edu/Programs/Emerging-Leaders-Program/ELP-Funding.aspx )
Pam Vander Pol – Accounts Receivable and Collections Manager
  (assists with registrations using Emerging Leader stipend funds – see https://nacada.ksu.edu/Programs/Emerging-Leaders-Program/ELP-Funding.aspx )
Patrice Scott – Public Information Officer
Cathy Swartz – Program Assistant–Leadership Elections and Leader Support; Liaison–AACSS
Casey Swartz – Program Assistant–Leadership Elections and Leader Support

Event Planners:
Farrah Turner – Assistant Director–Annual Conference
Dayna McNary – Event Coordinator–Annual Conference
Ben Hopper – Assistant Director–Regional Division liaison and Region Conferences
Jennifer Rush – Event Coordinator–Winter and Summer Institutes
Stephanie Schrader – Program Associate–Regions

Research Center:
Wendy Troxel – Director–NACADA Center for Research at Kansas State University

IT:
Michele Holaday – Assistant Director-Virtual Events / IT Support

Content Team:
Karen Sullivan-Vance – Associate Director for Strategic Program Development
  Liaison–Administrative Division, DEI-Ed-AB, IEC, International Conference AB, Global Initiatives Committee
Ashley Thomas – Assistant Director-Resources
  Managing Editor - NACADA Journal, NACADA Review, Academic Advising Today and Pocket Guides
  Liaison–Publications Advisory Board
Liz Alcantara – Content Program Coordinator
  Liaison–Advising Communities Division, Global Awards Committee
  Annual Awards Program Coordinator
Elisa Shaffer – Program Manager
  eTutorials, Webinars
  Liaison—NACADA/NCAA Partnership
  Liaison–Research Committee

Find updated email addresses and direct phone numbers at http://www.nacada.ksu.edu/About-Us/Executive-Office/EO-Staff.aspx. Or, you can always dial 785-532-5717 to reach the main line.
Mentoring Negotiating Questions and Outcomes for Mentors and Emerging Leaders

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Questions Answered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Well defined goals</td>
<td>What are the specific learning outcomes desired from this relationship? For Mentor? For Emerging Leader? For NACADA?</td>
</tr>
<tr>
<td>Success criteria and measurement</td>
<td>What are the criteria for evaluating successful accomplishment of learning outcomes? What is the process for evaluating success?</td>
</tr>
<tr>
<td>Delineation of responsibility</td>
<td>Who will be responsible for what?</td>
</tr>
<tr>
<td>Accountability assurances</td>
<td>How do we ensure we do what we say we are going to do? What are the norms and guidelines we will follow in conducting the relationship? How do we protect the confidentiality of this relationship? What are the “not to exceed limits” of this relationship?</td>
</tr>
<tr>
<td>Protocols for addressing stumbling blocks</td>
<td>What stumbling blocks might we encounter? What process should we have in place to deal with them as they occur?</td>
</tr>
<tr>
<td>Agreement</td>
<td>What other considerations do we need to include to make this agreement work for us?</td>
</tr>
<tr>
<td>Work plan for achieving learning goals</td>
<td>What are the steps for achieving the learning goals? What is the process?</td>
</tr>
</tbody>
</table>

Helpful / Not helpful approaches to engaging, connecting & checking assumptions

**Helpful**

- Start with your Emerging Leader’s questions
- Identify the EL’s goals
- Determine what the EL wants to know
- Present alternative approaches for reaching the goals
- Ask the obvious and the not so obvious
- Provide potential alternatives (“Have you thought about...?”)
- Provide information from your experiences
- Push the EL’s thinking and acting forward by helping in the problem solving process, not by providing solutions
- Encourage exploration of options before pushing to action
- Suspend judgment
- Acknowledge emotion
- Be empathetic
- Provide feedback appropriately
- Acknowledge what you hear as well as what is missing from the conversation
- Discourage moaning, groaning, and bemoaning
- Balance compassion with challenge
- Ask questions
- Remember that the complex is often simple
- Provide encouragement in multiple and timely ways
- Know when to ask the right question and how to convey the message, “you can do it.”
- Tell your EL what you are doing and why
- Talk through possible strategies
- Co-create opportunities

**Not helpful**

- Telling everything there is to know about a subject
- Pontificating
- Talking about “how it was in my day”
- Demanding that the EL do things your way
- Playing therapist
- Concentrating primarily on the EL’s emotions
- Solving the problem for the EL
- Becoming a permanent leaning post
- Thinking you are the only one who can help
- Interfering
- Making seemingly impossible tasks too achievable
- Making it happen
- Scripting for the EL
- Talking for the EL and about the EL
Setting **SMART** Goals

**Specific**: What exactly do I want to accomplish?

**Measurable**: How will I know when I have reached this goal?

**Achievable**: Is achieving this goal realistic with effort and commitment? Do I have the resources to achieve this goal? If not, how will I get them?

**Relevant**: Why is this goal significant to my development as a future NACADA leader?

**Timely**: When will this goal be achieved?

**Words of Wisdom** from an experienced Mentor

Emerging Leaders (ELs) and Mentors have a pretty big agenda over the next two years. We know that you will be working hard on identifying and then meeting the goals that drew the EL to participate in the ELP in the first place. In addition, we know that the ELs will spend the last few months in the ELP program wondering “What’s next?” ELs and Mentors will need to address:

- Building strong communication skills and creating a productive communication stream between one another right away. This terrific program and amazing opportunity begins and ends with successful oral and written communication skills. ELs (and Mentors too!) need to develop a healthy skill set in this area.
- Information management questions. Early on ELs will focus on learning about all the things they could do; very soon the issue becomes “what do I do with all of this information?”
- Time management questions. “What are my priorities?” will be a question that remains throughout the ELP process. “How do I effectively meet the goals of the program during this period?” is another hot topic for discussion.
- Developing a healthy EL-Mentor relationship. This relationship has the potential to be a pivotal and lifelong connection; ELs and Mentors will need to be proactive should any issues arise.
- Transition and change issues. Just as this period is about transitioning into a pretty amazing program, in a few short years, ELs and Mentors will be transitioning out of ELP and into a different relationship with one another. It is important that they talk about this transition before it arrives.

Recommendations:

- Understand the time that this will (should) require.
- Intentionally plan and set aside time right from the very beginning.
- It is okay to start with several goals and then determine which are really important and which may be eliminated.
- Be mindful of the EL’s goals versus what might be externally-influenced goals.
- Know that life and unforeseen circumstances may occur and alter the plan.

“For future program participants, I would push the importance of allowing the relationship to grow beyond the parameters of the program. The greatest benefits come from truly getting to know each other. Give of yourself and the returns will be immeasurable.”

“Program participants should definitely stick to a communications plan, especially in the first year. Get that relationship solidified. You are much better together when you know each other.”
Goals Development Process for Year One
(This sample form is for your benefit only. Please email just your goals to the Program Coordinator.)

1. Identify Goals (the number of goals you set is up to you)
2. Steps: What steps do you need to take to achieve each goal?
3. Time Frame: What is your plan to complete these steps within the two year ELP time?
4. Resources: What resources, including other people, will be needed?
5. Outcomes: How will you know that each goal has been achieved?

<table>
<thead>
<tr>
<th>Goal 1:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steps</td>
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<tr>
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</table>

<table>
<thead>
<tr>
<th>Goal 2:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steps</td>
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<table>
<thead>
<tr>
<th>Goal 3:</th>
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<tbody>
<tr>
<td>Steps</td>
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</tbody>
</table>
**SMART Goal Worksheet**

(This sample form is for your benefit only. Please email just your final goals to the Program Coordinator.)

<table>
<thead>
<tr>
<th>Today's Date: ______________________</th>
<th>Start Date: ______________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Date: ______________________</td>
<td>Date Achieved: ____________________</td>
</tr>
</tbody>
</table>

Goal: ____________________________________________

Verify that the goal is **SMART**

**Specific**: *What exactly will I accomplish?*

_________________________________________________________________________________________________________________________________
_________________________________________________________________________________________________________________________________

**Measurable**: *How will I know when I have reached this goal?*

_________________________________________________________________________________________________________________________________
_________________________________________________________________________________________________________________________________

**Achievable**: *Is achieving this goal realistic with effort and commitment? Do I have the resources to achieve this goal? If not, how will I get them?*

_________________________________________________________________________________________________________________________________
_________________________________________________________________________________________________________________________________

**Relevant**: *Why is this goal significant to my life?*

_________________________________________________________________________________________________________________________________
_________________________________________________________________________________________________________________________________

**Timely**: *When will this goal be achieved?*

_________________________________________________________________________________________________________________________________

This goal is important because:

_________________________________________________________________________________________________________________________________
_________________________________________________________________________________________________________________________________

The benefits of achieving this goal will be:

_________________________________________________________________________________________________________________________________
_________________________________________________________________________________________________________________________________

<table>
<thead>
<tr>
<th>Potential Obstacles</th>
<th>Potential Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>____________________</td>
<td>____________________</td>
</tr>
<tr>
<td>____________________</td>
<td>____________________</td>
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</tbody>
</table>

Who are the people I will ask to help me?

_________________________________________________________________________________________________________________________________

**Specific Action Steps**: *What steps need to be taken to get me to my goal?*

<table>
<thead>
<tr>
<th>Step</th>
<th>Expected Completion Date</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

*Mentor Orientation Packet*
Mentoring Partnership Agreement -
(This form is for your benefit only. Please email just your final goals to the Program Coordinator.)

We have agreed on the following goals as the focus of the first year of our mentoring relationship:

1. 
2. 
3. 
4. 

We have discussed the protocols by which we will work together, develop, and in that same spirit of partnership, collaborate on the development of a work plan. In order to ensure that our relationship is a mutually rewarding and satisfying experience for both of us, we agree to:

- meet regularly. Our specific schedule of contact and meetings including additional meetings is as follows:

- look for multiple opportunities and experiences to enhance the emerging leader’s learning. We have identified and will commit to the following specific opportunities and venues for learning:

- maintain confidentiality of our relationship. Confidentiality for us means:

- honor the ground rules we have developed for the relationship. Our ground rules will be:

- provide regular feedback to each other and evaluate progress. We will accomplish this by:

We agree to meet regularly until we accomplish our predefined goals or for a maximum of two year. At the end of this period of time, we will review the agreement, evaluate our progress, and reach a learning conclusion. The relationship will then be considered complete. If we choose to continue our mentoring partnership, we may negotiate a basis for continuation, so long as we have stipulated mutually agreed on goals.

In the event one of us believes it is no longer productive for us to continue or the learning situation is compromised, we may decide to seek outside intervention or conclude the relationship. In this event, we agree to use closure as a learning opportunity.

______________________________   ______________________________
Mentor’s signature and date    Emerging Leader’s signature and date