



**Educating and Empowering
the Next Generation of Women Leaders**

Request for Proposals

September 2021

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*****Disclaimer**

This Request for Proposals assumes in-person programming will be possible in 2022 and 2023. If this is not the case because of health restrictions, we will revise the format of NEW Leadership[®], as we did in 2021. Please respond to the RFP below assuming an in-person program your state.

Executive Summary

The Center for American Women and Politics (CAWP) seeks proposals from colleges and universities to become partners in the NEW Leadership® National Network. Partner institutions agree to develop and host state-based public leadership education programs for undergraduate women based on CAWP's NEW Leadership® model. NEW Leadership® programs are developed and hosted at one higher educational institution and students are recruited to participate from two and four-year institutions across the state. CAWP provides training and orientation for new partner representatives during NEW Leadership® New Jersey, assists partners at every stage in developing their inaugural programs, and provides continuing guidance as the program continues to develop over time. A CAWP staff member attends each inaugural NEW Leadership® program to provide assistance and observe and evaluate new programs. (Details about becoming a NEW Leadership® National Network partner begin on page 9). New partners are incorporated into CAWP's growing National Network and benefit from the connection and information shared within the wide-ranging NEW Leadership® community.

About CAWP

The Center for American Women and Politics (CAWP), a unit of the [Eagleton Institute of Politics](#) at Rutgers, The State University of New Jersey, is nationally recognized as the leading source of scholarly research and current data about women's political participation in the United States. Its mission is to promote greater knowledge and understanding about the role of women in American politics, enhance women's influence in public life, and expand the diversity of women in politics and government.

CAWP's education and outreach programs translate research findings into action, addressing women's under-representation in political leadership with effective, intersectional, and imaginative programs serving a variety of audiences. As the world has watched Americans considering female candidates for the nation's highest offices, CAWP's five decades of analyzing and interpreting women's participation in American politics have provided a foundation and context for the discussion.

For more information about the Center for American Women and Politics visit our website www.CAWP.rutgers.edu.

NEW Leadership® (National Education for Women's Leadership)

NEW Leadership® is CAWP's national initiative to educate and empower the next generation of women leaders. This six-day residential program teaches college women the value of civic engagement and helps them develop the skills to become more involved in their campuses and communities. NEW Leadership® inspires students to see themselves as empowered leaders who can effectively participate in politics and public policy. What better time than now, with all this attention to women's political representation, to bring programs like this to college women in every state?

Rationale

While the 2018 and 2020 elections saw tremendous interest and engagement on the part of women and record numbers of women ran for and won elective office – in 2021 women still make up less than a third of representatives in most levels of government, and women continue to be vastly under-represented in all aspects of American politics. In 2021 just 26.7% of the seats in the U.S. Congress are

held by women, 24 in the Senate and 119 in the House of Representatives. After some gains in the 2018 and 2020 elections, women make up only 31.9% of the state legislators in the United States, and only 9 of the 50 states have women governors. Although women constitute over 50% of the population and have outvoted men in every national election since 1980, women have made only modest gains in representation in our state and national decision-making bodies over the past three decades.

CAWP's research indicates that women bring different priorities and experiences to public life and provide perspectives that are often under-represented in political decision-making ([Dittmar, et.al. 2017](#)). While many college women indicate an interest in public service and are active in community and volunteer organizations, studies have shown that young women are significantly less likely than young men to be interested in politics or to view political involvement as a priority ([Lawless and Fox 2013](#)).

The NEW Leadership® Summer Institute

NEW Leadership® was created by CAWP in 1991 to encourage college women to become civically engaged and to consider careers in politics — such as becoming campaign workers, non-profit organizers, government appointees, lobbyists, aides and advisors, staffers for elected officials, and/or as elected officials themselves. The six-day residential summer institute educates college women about politics and policy making and helps them develop the skills and confidence necessary to join the rising vanguard of public leaders that we need.

In an era where partisan gridlock, rancor, and scandal are front and center in the media, young people often are confronted with a very negative view of politics and politicians. At NEW Leadership® students interact with political women who are dedicated public servants and represent a wide range of backgrounds, political perspectives, and experiences. The students learn first-hand that many of the negative stereotypes they hold about politicians are inaccurate.

NEW Leadership® participants are undergraduate women representing a breadth of socioeconomic, ethnic, racial, educational backgrounds, academic majors, and ideological perspectives.

During the NEW Leadership® summer institute, students meet with women in a variety of roles in the public sphere; learn about the history of women's political participation; explore ideas about women, leadership, and politics; and participate in hands-on skills-building exercises. After the institute, students are encouraged to take the skills they learned and put them into action on their campuses and in their communities.

The NEW Leadership® Curriculum

The six-point curriculum establishes a pedagogical foundation for the NEW Leadership® programs. This curriculum can be adapted to accommodate a wide range of political cultures, geographic regions, populations, and institutions. Network partners implement the curriculum in their own way to incorporate state and regional issues and institutional strengths.

The six-point NEW Leadership® curriculum:

- Teach about women's historical and contemporary contribution to American politics and policymaking.

- Connect students with women leaders who make a difference in the public sphere.
- Help participants explore concepts of responsible leadership in a diverse society.
- Cultivate participants' leadership skills.
- Encourage students to practice leadership through action.
- Engage students in activities that will enhance their career development and expand their career opportunities.

Key Components of NEW Leadership®

Living in Residence

NEW Leadership® participants are required to live on campus throughout the summer institute; we consider the residential nature of the program an integral component of the NEW Leadership® experience. The residential requirement creates an intensive learning experience that is impossible to replicate with a series of one-day programs. Living together for five nights builds a sense of community among the group and encourages friendly interaction among the participants. At NEW Leadership® the learning experience extends beyond the formal sessions of the day and continues in the dorms, where students can share ideas, challenge opinions they heard during sessions, reflect, and discuss in a way that would not occur if they went their separate ways after the day's formal program ended.

Connecting with Women Leaders

Strong role models can serve as powerful sources of inspiration. At NEW Leadership®, students hear from women leaders with a variety of perspectives, roles and experiences. In addition to the political women who serve as speakers or panelists, each NEW Leadership® program invites three women leaders to stay for the entire six-day program to serve as Faculty in Residence (FIRs). The participation of these political women, living on campus and interacting with the participants throughout the program, is critical to the success of NEW Leadership®. The FIRs serve as mentors and role models. Through their own experiences, these women illustrate some of the challenges and experiences that women leaders face in both their public and private lives. They provide insight into different styles of leadership and help the students overcome cynicism about politicians and government.

Promoting Responsible Leadership by Building Diverse and Inclusive Leaders

As we see the younger generations driving our nation toward more diversity, equity, and inclusivity, it is important for future leaders to reflect this diversity and be taught the tenets of responsible leadership. We believe that in order to prepare a generation of leaders for the 21st century, it is essential to be inclusive and help students learn about and develop language around their own identities and those of their peers and learn how to practice good allyship and build beloved community.

During the summer institute, students interact with people with different backgrounds, ideas, and life experiences. We strive to ensure that each NEW Leadership® program includes students, speakers, and staff who exemplify a broad range of socioeconomic, ethnic, racial, educational backgrounds, academic majors, and ideological perspectives. Throughout the program, students engage in discussions about social justice and explore the impact of public policy on diverse populations. NEW Leadership® aims to provide students with a safe space where they can respectfully address issues of difference and discuss

the challenges and opportunities associated with leadership in a diverse society.

Leadership through Action

NEW Leadership® minimizes the use of panels and speakers in order to engage the participants in hands-on exercises that encourage them to practice their leadership skills. The majority of the program sessions are interactive and student driven. During the summer institute, students participate in workshops to develop skills such as public speaking, networking, and advocacy training. They are given the opportunity to practice these skills throughout the program.

After attending the summer institute, participants are urged to continue honing these skills by seeking out leadership experiences on their campuses and communities. NEW Leadership® programs encourage students to get involved in experiences including running for office in a campus organization, organizing a student group, working on a campaign, or organizing around a political issue on their campuses or in their communities.

The NEW Leadership® National Network

Since 1999, the Center for American Women and Politics has expanded the NEW Leadership® National Network across the country by selecting up to three educational institutions each year to join the National Network as partners. The NEW Leadership® Network offers partner institutions a unique opportunity for building and strengthening connections to political women in the region. Without exception, the NEW Leadership® programs in each successful partner school have garnered strong commitments from women leaders in the area.

Participation in the NEW Leadership® Network creates an opportunity for partner schools to expand their institutions' leadership education programming and outreach to women. NEW Leadership® can help develop the institutional capacities of partner schools; some partners have established centers and institutes for women and politics with NEW Leadership® as their keystone program.

Institutions accepted into the National Network agree to send **two representatives** to observe and participate in the flagship Susan N. Wilson NEW Leadership® New Jersey summer institute. During the New Jersey program, partner representatives meet with CAWP staff to discuss curriculum planning, staffing, fund raising, and recruitment. Partner representatives also have the chance to meet with student participants, interns, faculty in residence, and workshop leaders.

CAWP provides each member of the partner team access to a password protected online repository that includes materials essential for NEW Leadership® program planning including sample agendas, program session instructions, and curricular materials. Partner representatives also have access to CAWP's network of connections to political women across the country as well as to the other members of the NEW Leadership® Network.

Members of the CAWP staff will provide ongoing consultation and assistance with partner representatives after they return to their home campuses to plan their initial state or regional NEW Leadership® programs as well as continued guidance as the program develops over time.

Partner institutions are responsible for raising the necessary funds to establish their NEW Leadership®

programs. Programs are funded by a variety of sources including, but not limited to, foundations, corporations, and private donors. Program costs vary a great deal among schools and geographic regions but tend to range between \$40,000 and \$50,000 annually. These costs include food and housing for the participants, NEW Leadership® recruitment and program materials, and program staffing. For more on budget please see the attached sample NEW Leadership® program budget in this manual based on the model of our flagship Susan N. Wilson NEW Leadership® NJ program.

In order to create the kind of community needed for NEW Leadership® scholars to thrive, it is important that NEW Leadership® is accessible for students of all socioeconomic backgrounds. Therefore, no student should be paying out-of-pocket costs to attend NEW Leadership®. Instead, the institutions that students are recruited from are asked to contribute a portion of the student's tuition in order to defray the overhead costs of student participation and provide some accountability for the students and their home institutions.

NEW Leadership® Network partners are helping to fulfill and expand the mission of NEW Leadership® by adding their own expertise and making the program's benefits available to college women across the United States.

More information about NEW Leadership® and the National Network can be found at:
www.CAWP.rutgers.edu/newleadership

NEW Leadership® National Network 2021-22 Partner Programs

NEW Leadership® New Jersey

Center for American Women and Politics
Rutgers, The State University of New Jersey

NEW Leadership® Idaho

College of Social Sciences & Public Affairs
Boise State University

NEW Leadership® Illinois

Institute of Government and Public Affairs
University of Illinois, Chicago
Conference of Women Legislators (COWL)

Iowa N.E.W. Leadership®

Women's Resource and Action Center
University of Iowa

NEW Leadership® Louisiana

Newcomb Institute
Tulane University

Maine N.E.W. Leadership®

Margaret Chase Smith Policy Center
University of Maine

NEW Leadership® Massachusetts

Center for Women in Politics and Public Policy
UMass Boston

Mississippi N.E.W. Leadership®

John C. Stennis Center for Public Service
Mississippi University for Women

21st Century Leadership Academy

Sue Shear Institute for Women in Public Life
University of Missouri, St. Louis

NEW Leadership® Northern Lights

North Dakota State University

NEW Leadership® Montana

Maureen and Mike Mansfield Center
University of Montana

NEW Leadership® Nevada

Women's Research Institute
University of Nevada, Las Vegas

NEW Leadership® New York

Center for Women in Government & Civil
Society, University at Albany

NEW Leadership® Ohio

John Glenn College of Public Affairs
Department of Women's, Gender and Sexuality
Studies, The Ohio State University

N.E.W. Leadership® Oklahoma

Carl Albert Center
University of Oklahoma

NEW Leadership® Oregon

Hatfield School of Government
Center for Women's Leadership
Portland State University

NEW Leadership® Pennsylvania

Pennsylvania Center for Women and Politics
Chatham University

NEW Leadership® South Carolina

Winthrop University
College of Charleston

NEW Leadership® Texas

Center for Women's and Gender Studies
University of Texas at Austin

Alene Moris National Education for Women's Leadership®

The Women's Center
University of Washington, Seattle

NEW Leadership® Eastern Washington

Washington State University, Spokane

Becoming a NEW Leadership® National Network Partner

CAWP is currently accepting proposals for partners in the NEW Leadership® National Network.

As a NEW Leadership® National Network partner, you will become part of a national network dedicated to educating and empowering the next generation of women leaders. You will benefit from the experience and expertise of CAWP and other National Network partners in planning and implementing successful leadership education programs for college women.

Eligibility

Any unit within a non-profit institution of higher education is eligible to become a partner, including, but not limited to, academic departments, student life offices, research organizations, and public service/leadership centers. In selecting partners, preference will be given to institutions in regions not currently represented in the National Network. Institutions with a history of serving women of color are particularly encouraged to apply.

Partner Criteria

CAWP is seeking NEW Leadership® National Network Partners who have:

- Experience developing programs that meet the distinctive needs of women students.
- A commitment to multi-partisan women's political education programming.
- A commitment to recruiting participants and speakers who are diverse in race, ethnicity, political ideology, and sexual orientation.
- The potential for working with other educational institutions in the state.
- Access to women in public leadership, including elected officials, political activists, community leaders, and women and politics scholars.
- Home institution support for establishing and continuing the NEW Leadership® program, including assigning a key staff member to take the lead in organizing and overseeing the project.
- A proven track record for raising funds to support similar projects or the support of the institution to undertake such fundraising.

CAWP Commitments

To provide assistance to NEW Leadership® National Network Partners, CAWP agrees to:

- Authorize use of NEW Leadership® registered name and logo.
- Provide each member of the partner team with access to a password-protected online repository that includes NEW Leadership® curricular instructions, materials, and samples.
- Provide in-person training at the Susan N. Wilson NEW Leadership® New Jersey summer institute for two representatives from each partner institution the summer before their inaugural program.
- Provide an orientation session the evening prior to NEW Leadership® New Jersey to review the process of program planning and development.
- Provide meals and program materials for the partner representatives attending NEW Leadership® New Jersey.
- Engage in ongoing consultation and assistance to partners regarding issues related to first year program development.
- Make available a CAWP staff member to attend the partner's first NEW Leadership® program to help facilitate sessions, coordinate programming, assist with on-site troubleshooting, and review

the program with partner staff.

- Include the partner institution in CAWP and NEW Leadership® publications and promotional materials, including the CAWP newsletter, NEW Leadership® brochure, and NEW Leadership® website.
- Provide continuing guidance to NEW Leadership® National Network partner programs as they develop over time.
- Facilitate communication and cooperation among the partners through the National Network partner listserv and periodic virtual partner meeting in order to provide access to all National Network and NEW Leadership® resources, such as referral of students, speakers, workshop leaders, and political women.

Partner Commitments

By accepting the invitation to join the NEW Leadership® National Network, partner institutions agree to:

- Cover the cost of travel and hotel accommodations for two staff members to attend the NEW Leadership® orientation and the entire Susan N. Wilson NEW Leadership® New Jersey program, scheduled for June 9 - 14, 2022.
- Submit a written plan of action for fund raising, student recruitment, and staffing for their NEW Leadership® program by the end of the calendar year.
- Establish a state or regional residential public leadership education program for undergraduate women that incorporates the six-point NEW Leadership® curriculum within two years.
- Use the registered NEW Leadership® name and logo and provide acknowledgement of CAWP and the NEW Leadership® National Network in all printed and online materials.
- Create a program that is diverse in terms of race, ethnicity, background, and political ideology among the students, speakers, Faculty in Residence, and program staff.
- Raise the necessary funds to support the program (approximately \$50,000 per year, depending on the type of program and staffing arrangements. For more information, please see budget sample).
- Meet regularly with CAWP Director, Christabel Cruz, in preparation for their program the following year and continue communication in subsequent years of their partnership with CAWP.
- Pay for transportation and accommodations for a CAWP staff member to attend their initial NEW Leadership® summer institute to provide hands-on assistance and evaluation.
- Conduct an evaluation of its program, utilizing questions developed by CAWP and used by all the partners, and submit a self-evaluation report of their NEW Leadership®
 - program by the end of the calendar year in which the program takes place.

NEW Leadership® National Network Partner Proposal Submission

Proposals to become a partner in the NEW Leadership® National Network should include the following:

- The names, contact information, and resumes of the proposed project leader and key staff members who will work on the project.
- A brief description of your home institution and the institute, center, or department that will be hosting the NEW Leadership® program.
- Letters of support from institutional decision makers.
- A brief narrative (no more than ten pages) that describes how the organization meets the partner criteria listed on page 10. The proposal should demonstrate your institution's capacity for developing college women's political leadership education programs and a clear indication of institutional support for women's public leadership education initiatives over the long term.
- All proposals must be received by February 15, 2022.

For more information contact:

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Sample NEW Leadership® Budget

Housing	
Housing (Students, Staff, & FIRs)	\$13,500.00
Gratuities for Cleaning Staff	\$200.00
Subtotal	\$13,700.00
Space Rental	
Networking Reception Room/Equipment	\$550.00
Food	
Daily Catering	\$6,000.00
Networking Reception	\$2,200.00
Additional Meals/Snacks	\$2,200.00
Subtotal	<u>\$10,400.00</u>
Transportation	
Speaker Travel	\$1,000.00
Bus to State House	\$1,000.00
Subtotal	<u>\$2,000.00</u>
Staff/ Office Expenses	
Student Intern Stipends	\$2,400.00
Photographer	\$600.00
Office Expenses (including recruitment costs)	\$1,500.00
Program Materials/Supplies	\$800.00
Subtotal	<u>\$5,300.00</u>
Speaker/FIR Honoraria	
FIRs	\$3,000.00
Workshop Leaders	\$3,000.00
Keynote Speaker	\$1,500.00
SUBTOTAL	<u>\$7,500.00</u>
TOTAL	\$39,450.00

Sample NEW Leadership® Agenda

Susan N. Wilson NEW Leadership® New Jersey

Susan N. Wilson NEW Leadership® New Jersey 2019

Except as otherwise indicated, all sessions are at Wood Lawn (Eagleton Institute of Politics)

Thursday, June 6

9: am - 9:45 am	Student check-in and drop off luggage	University Inn
9:30 am - 10:00 am	Student check-in at Wood Lawn	Wood Lawn
10:00 am - 11:15 am	Welcome and Introductions Debbie Walsh, Director, Center for American Women and Politics Christabel Cruz, Director, NEW Leadership®	Drawing Room
11:30 am - 12:30 pm	Small Group Discussions on Leadership Group 1- Christabel Cruz and Melissa Richmond Group 2 - Jean Sinzdak and Shanti Narra Group 3 - Pooja Prabhakaran and Joseline Peña-Melnyk Group 4 - Debbie Walsh and Sue Nemeth	2nd Floor Conference Room Library Dining Room Caucus Room
12:30 pm - 1:30 pm	Lunch	Wood Lawn
1:30 pm - 3:00 pm	Introduction to Women and Politics Kelly Dittmar, CAWP Scholar and Assistant Professor, Department of Political Science, Rutgers University–Camden	Drawing Room
3:30 pm - 5:30 pm	Workshop: Effective Presentation and Communications Karla Jackson-Brewer, Professor, Department of Women's and Gender Studies, Rutgers University–New Brunswick	Drawing Room
5:30 pm - 6:00 pm	Students move into rooms	University Inn
6:00 pm - 7:00 pm	Dinner	Wood Lawn
7:00 pm - 8:30 pm	Faculty in Residence Panel: Women in Public Leadership Moderator: Christabel Cruz, Director, NEW Leadership® Shanti Narra, Freeholder, Middlesex County Joseline Peña-Melnyk, State Delegate, Maryland Melissa Richmond, Chief Strategy Officer, Running Start	Drawing Room
9:00 pm	Cookies and Conversation	University Inn

Friday, June 7

7:30 am - 8:30am	Breakfast	Wood Lawn
8:30 am - 9:15 am	NEW Leadership® Orientation Christabel Cruz, Director, NEW Leadership® Pooja Prabhakaran, Program Coordinator, CAWP	Drawing Room
9:30 am - 11:00 am	Panel: How You Can Get Involved Moderator: Melissa Richmond, Chief Strategy Officer, Running Start Missy Balmir, Senior Advisor to Senator Robert Menendez Marisol Conde-Hernandez, Attorney, Offices of Eric M. Mark Amanda De Palma, Proprietor, Advissa LLC Sarah Niebart, Deputy Mayor, Mendham Township	Drawing Room
11:30 am - 12:30 pm	Lunch	Wood Lawn
12:30 pm - 1:15 pm	Kahoot! Chelsea Hill, Data Services Manager, CAWP Kelly Dittmar, CAWP Scholar and Assistant Professor, Department of Political Science, Rutgers University–Camden	Drawing Room
1:30 pm - 2:00 pm	Dos and Don'ts for Professional Conduct Group 1 – Social Media Group 2 – Professional Appearance Group 3 – Interviewing Group 4 – Finding Mentors Group 5 – Written and Email Communication Group 6 – Professional Behavior, Office Etiquette	Dining Room Caucus Room Drawing Room 2nd Floor Conference Room Library 3rd Floor Conference Table
2:15 pm - 2:45 pm	Dos and Don'ts Reporting Back	Drawing Room
2:45 pm - 4:00 pm	Break	University Inn
4:00 pm - 5:00 pm	Networking Workshop: Making Connections Sabeen Masih, Director of Public Affairs, Capital Impact Group	Drawing Room
5:30 pm - 6:45 pm	Networking Reception and Dinner	Neilson Dining Hall
7:15 pm	Group photo on Wood Lawn back porch	Wood Lawn
7:30 pm	Keynote Address Tiffany Palmer, Democratic Nominee, Court of Common Pleas of Philadelphia	Drawing Room

Saturday, June 8

Sessions held at Ruth Dill Johnson Crockett Building

8:30 am - 9:00 am	Breakfast	
9:00 am - 9:30 am	Introduction (+ Ground Rules and Vocabulary) Christabel Cruz, Director, NEW Leadership®	
9:30 am - 11:30 am	Owning our Individual Identities (Concentric Circles and Dots with Debrief) Christabel Cruz, Director, NEW Leadership® Silismar Surriel, Program Coordinator, Center for Latino Arts and Culture Rutgers University–New Brunswick	
11:30 am - 12:30 pm	Working Lunch Students must sit with someone they have yet to connect with and answer the discussion questions on each table.	
12:30 pm - 2:30 pm	Managing Your Leadership Style Robyn Ginese, Department of Leadership and Experiential Learning Rutgers University–New Brunswick	
2:30 pm - 3:30 pm	Being an Ally 101 Keywuan Caulk, Assistant Director of Education, Center for Social Justice Education and LGBT Communities, Rutgers University–New Brunswick	
3:30 pm - 4:00 pm	Break and walk back to Wood Lawn	
4:00 pm - 5:30 pm	Diversity and Identity in Political Action Christabel Cruz, Director, NEW Leadership® Kelly Dittmar, CAWP Scholar and Assistant Professor, Department of Political Science, Rutgers University–Camden	Drawing Room
5:30 pm - 6:30 pm	Dinner	Wood Lawn
6:30 pm - 7:30 pm	Closing Discussion Christabel Cruz, Director, NEW Leadership® Kelly Dittmar, CAWP Scholar and Assistant Professor, Department of Political Science, Rutgers University–Camden	Drawing Room
7:30 pm - 9:30 pm	Ice Cream and Open Mic Night	Drawing Room

Sunday, June 9

7:30 am	Breakfast	Wood Lawn
8:30 am - 9:15 am	The Legislative Process Joseline Peña-Melnyk, State Delegate, Maryland	Drawing Room
9:15 am - 10:45 am	Lobbying 101 Christine O'Brien, President, Insurance Council of New Jersey	Drawing Room
10:45 am - 11:15 am	Action Project Advisor Introductions	Drawing Room
11:15 am - 1:45 pm	Action Project Group Work Sessions Group 1 – Anja Vojvodic Group 2 – Jessica Ronan Group 3 – Chelsea Hill Group 4 – Haley Norris Group 5 – Zainab Alam	Library 2nd Floor Conference Room Caucus Room Dining Room 3rd Floor Conference Table
12:00 pm	Lunch available (Working Lunch Session)	Wood Lawn
2:00 pm - 3:30 pm	Panel: Consulting with Policy Experts Moderator: Debbie Walsh, Director, CAWP Sarah Fajardo, Policy Director, ACLU-NJ Mary Melfi, Hunterdon County Clerk Myrna Perez, Deputy Director, Brennan Center for Justice Democracy Program Joanne Rajoppi, Union County Clerk Shavonda Sumpter, Assemblywoman, New Jersey	Drawing Room
4:00 pm - 6:00 pm	Small Group Sessions: Action Project Strategy Building Group 1 – Anja Vojvodic Group 2 – Jessica Ronan Group 3 – Chelsea Hill Group 4 – Haley Norris Group 5 – Zainab Alam	Library 2nd Floor Conference Room Caucus Room Dining Room 3rd Floor Conference Table
6:00 pm - 7:00 pm	Dinner	Wood Lawn
6:00 pm - 7:00 pm	Movie Night	University Inn Scarlet APR

Monday, June 10

NEW Leadership® Trip to the State House in Trenton

You will receive a detailed Trenton Day agenda on Monday.

7:00 am - 7:30 am	Breakfast	University Inn Conference Room A
7:30 am	Board the bus for Trenton	University Inn driveway
9:15 am - 9:30 am	Welcome	Senate Chamber
9:30 am - 11:00 am	State House Tour	
11:15 am - 1:00 pm	Lunch & Panel: Careers in Government	Thomas Edison State University
1:30 pm - 3:00 pm	Legislative Hearings	State House Annex
3:00 pm - 4:00 pm	State House Wrap-up	State House Annex
4:15 pm	Bus returns to Rutgers	
6:30 pm - 7:30 pm	Dinner (Pizza)	Wood Lawn
7:30 pm - 10:00 pm	Action Project Assignments Completed	Wood Lawn

Tuesday, June 11

7:30 am - 8:30 am	Check out of rooms	University Inn
8:00 am - 9:00 am	Breakfast	Ruth Dill Johnson Crockett
9:30 am - 11:30 am	Action Project Presentations	Ruth Dill Johnson Crockett
11:30 am - 12:00 pm	FIR Farewell	Ruth Dill Johnson Crockett
12:00 pm - 1:00 pm	Lunch	Wood Lawn
1:00 pm - 2:30 pm	Life After NEW Leadership®: Staying Involved Arlene Quiñones-Perez, Chairwoman, Hunterdon County Democratic Committee Theresa Winegar, Executive Director, New Jersey Republican State Committee	Drawing Room
2:45 pm - 3:30 pm	Program Evaluations	Drawing Room
3:30 pm - 4:30 pm	Closing Session/Farewell	Drawing Room

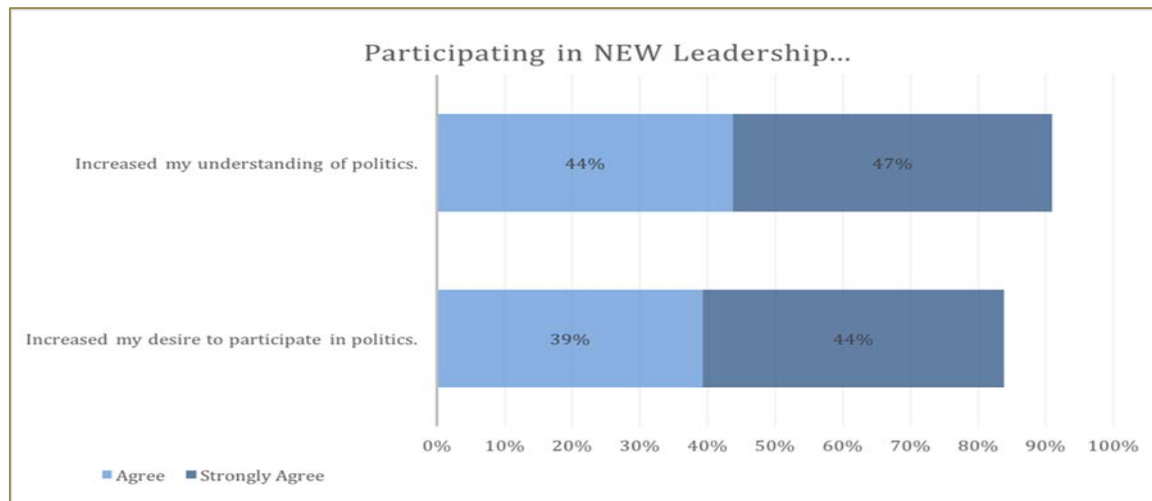
NEW Leadership® National Network Alumnae Survey Key Findings

In order to assess the impact of NEW Leadership® and evaluate its success in meeting the stated program goals, we conducted a survey of NEW Leadership® National Network program alumnae in 2015. Responses included alumnae from eighteen NEW Leadership® National Network programs from 2000 – 2015.

Increased Interest in Politics

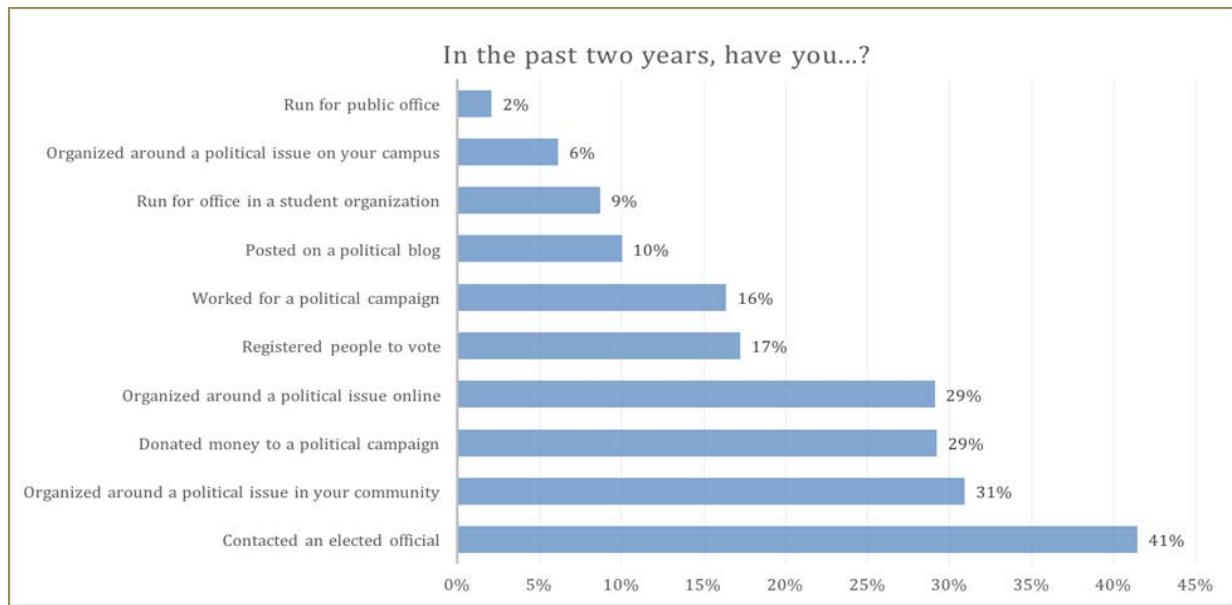
The survey results confirm that NEW Leadership® has been successful in inspiring the vast majority of alumnae to participate in politics, educating them about the political process, and increasing their overall confidence and leadership skills.

Significant majorities of respondents agreed with the statements, “NEW Leadership® increased my understanding of politics,” and “NEW Leadership® increased my desire to participate in politics.”



Political Participation

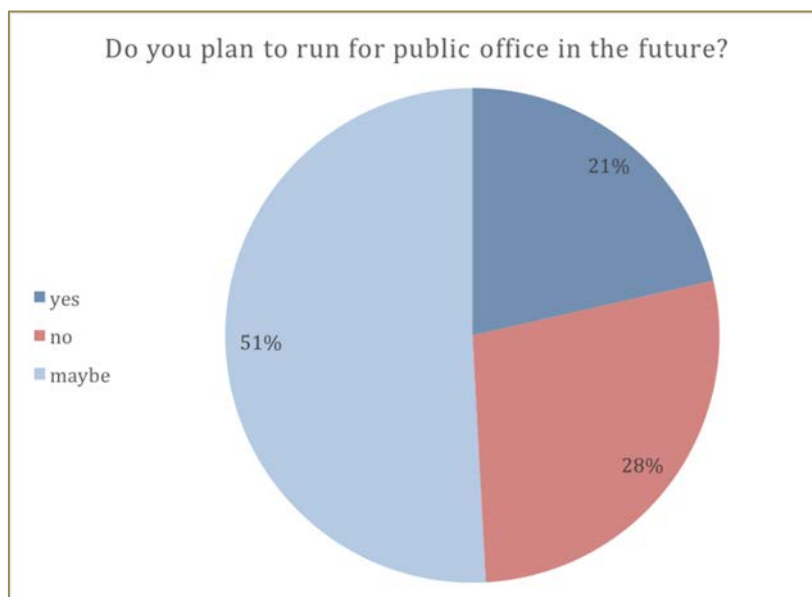
With increased confidence and information about the political process, many NEW Leadership® alumnae have followed through on their increased interest in politics. Six in ten alumnae have engaged in at least one form of political participation besides voting in the past two years, including 41% who have contacted an elected official, 31% who have organized around a political issue in their community, and 29% who have donated to a political campaign.



Leadership and Confidence

Our survey data confirm that one of the program's most transformative effects on participants is increasing their confidence in themselves and their own leadership abilities. Among the leadership abilities respondents said had improved most through participation in NEW Leadership®, over half (52%) chose confidence.

The increased confidence reported by alumnae also translates into high levels of political efficacy, with 86% of survey respondents agreeing with the statement, "I think that I could do as good a job in public office as most other people." Not only do they think that they can do as good a job, a majority of respondents (72%) report that they are at least considering running for office.



The Importance of Role Models

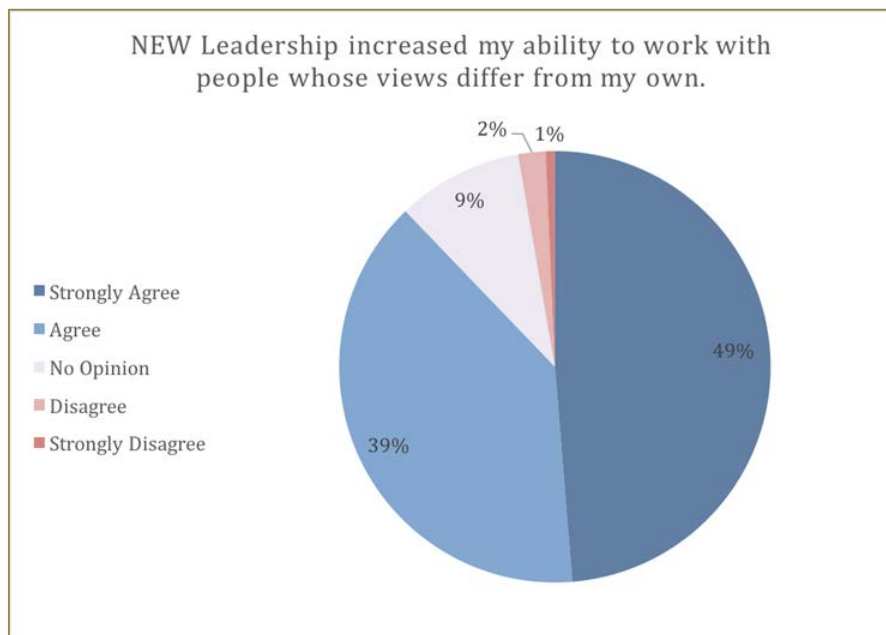
Student interaction with and access to political women from a wide range of backgrounds and experiences is a critical component of the NEW Leadership® program's success. The women leaders who participate as faculty and speakers at NEW Leadership® are important role models and often become part of political and professional networks that our alumnae develop.

Our survey results demonstrate the lasting impact of these connections. Following their participation in NEW Leadership® 59% of respondents have been in contact with faculty in residence (called "practitioners in residence" in some programs). These professionals have provided career advice, employment opportunities, and letters of recommendation, among other forms of assistance.

Leadership in a Diverse Nation

As the political and economic differences within our country become fodder for headlines and cause for gridlock in our nation's capital, results from our survey show that NEW Leadership® is developing a generation of leaders who recognize the need for cooperation and working across differences. During NEW Leadership® participants get to know and work with women from different racial, religious, educational backgrounds, and political viewpoints. The survey included NEW Leadership® participants from 18 programs across the country, and nearly half (45%) of the respondents are women of color.

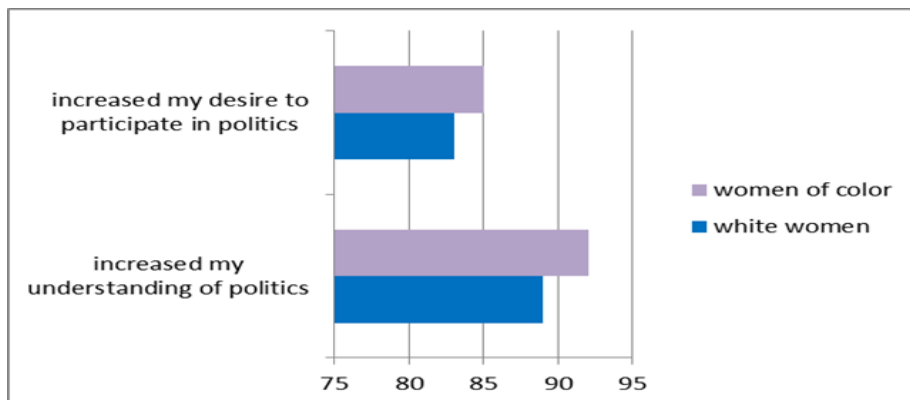
A large majority of all respondents (88%) agreed with the statement, "Participating in NEW Leadership® increased my ability to work with people whose views differ from my own."



The importance of learning how to work with a diverse group was also reflected in the open-ended responses: *"The best thing I got from NEW Leadership® was listening to so many success stories from women of virtually all backgrounds."*

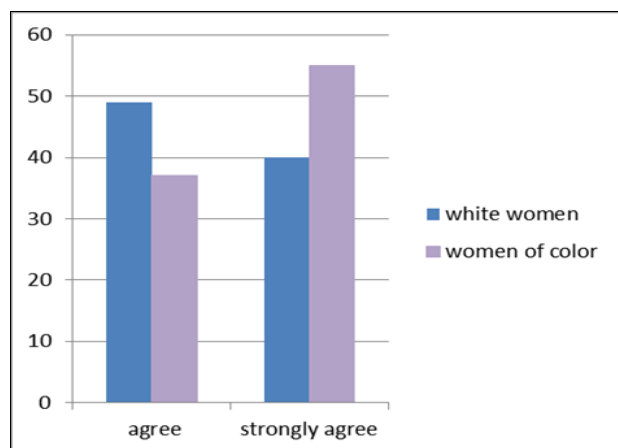
NEW Leadership® encourages women from under-represented groups to see themselves as leaders. Meeting speakers and workshop leaders who represent diverse political perspectives and life experiences shows students that politics is not just for the privileged.

Research has shown that young women of color are less likely to participate in a range of political activities than their white peers. The results of our alumnae survey suggest that NEW Leadership® is helping to close this gap.

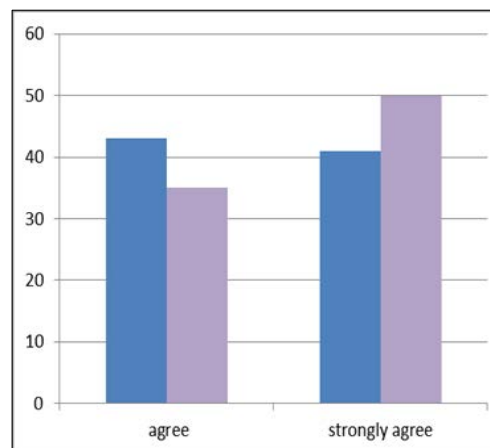


A majority of all respondents agreed with the statements, “NEW Leadership® increased my understanding of politics,” and “NEW Leadership® increased my desire to participate in politics.” In both cases, a larger proportion of women of color agreed with these statement than white women.

The positive impact of NEW Leadership® on women of color is even more compelling when we separate the “agree” from “strongly agree” responses. When asked about increased understanding of politics, more women of color said strongly agree (55%) than agree (38%), while white women were more likely to agree (48%) than strongly agree (40%).



Increased my understanding of politics



Increased my desire to participate in politics

When it comes to increased desire to participate in politics, white respondents were almost equally likely to respond agree as strongly agree, while 50% of women of color said strongly agree and 30% said agree.

Young women of color are less likely to participate in a number of political activities and are more likely to feel alienated from the political system than their white counterparts.

NEW Leadership® offers these women a view of politics and government that is inclusive, introduces them to women leaders who look like them, and instills in them confidence to believe that they can make their voices heard. The results of this alumnae survey indicate that NEW Leadership® has been successful in encouraging women from under-represented populations to become more involved.

Looking Toward the Future

The results of the NEW Leadership® alumnae survey confirm that NEW Leadership® is an effective program for inspiring and educating college women for political leadership. American women are 52% of the population and have a wide range of backgrounds, life experiences, and ideas about politics. At NEW Leadership® college women are exposed to a diverse group of women leaders and encouraged by peers and mentors to become engaged in the political process.

Research shows that women often need to be encouraged to run for office, whereas men are more likely to say that the decision to run was entirely their idea. The significant increase in self-confidence and political efficacy reported by NEW Leadership® alumnae can serve to counter the discouragement women often encounter when striving for leadership positions. NEW Leadership® particularly encourages women from at-risk populations and those whose perspectives have been largely absent in political leadership to become politically engaged.

The majority of NEW Leadership® alumnae are still relatively young (80% of the respondents were under the age of 35), so it may be some time before we see the full effect of the program reflected in our elected political leaders. Nevertheless, as NEW Leadership® alumnae come to understand the important role that politics plays in their lives and in their communities, they are less likely to view themselves as outsiders to the political realm.

******Methodological note:** The survey was conducted online through *Qualtrics* between November 11, 2015 and February 29, 2016 with 818 NEW Leadership® alumnae. Respondents had participated in one of eighteen NEW Leadership® programs between 2000 and 2015.

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