



# EWAAB

# ENCOURAGE HER

LOOKING BACK, LOOKING FORWARD



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Encouraging Women Across All Borders (EWAAB) began as a small mentorship program with the simple goal of working with young women to strengthen their confidence, provide them with opportunities and connect them to a sustainable network of other women. As the 2019-2020 academic year went on, and the program progressed, EWAAB grew into a full-blown non-profit with its mentorship program as just one aspect. As EWAAB looks to the future, we want to ensure the effectiveness and sustainability of its original program so mentorship and its outcomes, remain the key focus of the organization.

This report seeks to analyze the Encourage Her program from a variety of angles and make recommendations for how this program should proceed in order to ensure its growth and continued impact. Specifically, this report will be focused on research and paths forward through EWAAB's organizational aims of *Encourage*, *Provide* and *Connect*.



OUR REASON

## External Data

As our CEO will attest, EWAAB was not founded because of research, but there is certainly plenty that demonstrates our necessity as an organization and *Encourage Her* as a program.

Below is key research compiled by the EWAAB team to support our mission.

### Encourage

KPMG [\*Women's Leadership Study\*](#) 2015

- **72%** of college women report that they need greater encouragement from others to believe in their own potential to be leaders
- **86%** of women report when they see more women in leadership, they are encouraged to get there themselves
- Women who were encouraged to be leaders growing up are **26%** more likely to aspire to be a senior leader of a company or organizations than those who did not receive that encouragement growing up.

### Provide

KPMG [\*Women's Leadership Study\*](#) 2015

- **76%** of working women wish they had learned more about leadership growing up.
- **75%** of working women wish they had more opportunities to learn how to lead growing up.

[\*Developing Leadership Capacity in College Students\*](#) 2017

- **46%** of graduates reported that they never had the opportunity to serve in a positional leadership role while at university

### Connect

KPMG [\*Women's Leadership Study\*](#) 2015

- Those who had positive role models growing up are **twice** as likely to feel confident today compared to those who did not have positive role models.
- **67%** of women reported that they'd learned the most important lessons about leadership from other women.
- **82%** of professional working women believe access to and networking with female leaders will help them advance their career

[\*LinkedIn and Alder Group Study\*](#) 2016

- **85%** of jobs are filled through networking.



# OUR IMPACT



## Internal Data

EWAAB conducted two large scale surveys of the *Encourage Her* participants, Primary Mentors and Secondary Mentors at the beginning of the program and at the end. Both the pre- and post-program surveys asked its respondents to answer open-ended and ranking questions each intended to provide our organization with more information about our participants and to determine the impact our program had on key aspects of participant development over time.

### *Participants*

Participants were asked a series of questions on their personal development and the spring internship program as well as a variety of other questions of interest. It is important to note that the pre-program survey received 25 responses while the post-program survey received 7 responses (with no representation from California Institute of Technology). There were also changes in participants (addition and subtraction) throughout the academic year. All survey responses can be found in Appendix A.

### Nomination Process

- **100%** of pre-program survey respondents were self-nominated. Students could join the program by either self-nominating or being nominated by a peer and/or faculty member.

### Personal Development

#### *Participants Gained...*

- Pre-program respondents stated they were hoping to increase their confidence, gain new skills and form bonds with other women.
  - “I wish to be more confident in myself and my abilities, make important connections, and general skills that are important in life.”
  - “I hope to feel empowered by the mentors and my fellow program participants, to gain the confidence I need to thrive in a male-dominated environment and to gain essential skills related to career development
- Post-program respondents stated they gained confidence, improved their collaboration skills and made new friends.
  - “I made some friends and I also realized that I’m probably more capable than I thought.”
  - “I think I’ve gained a lot of confidence in going for the things I want and not letting fear of failure prevent me from aiming high.”
  - “I gained a lot of experience. I learned how to collaborate with others, compile research, and give good presentations. I gained a lot of relationships with powerful women through networking events.”

### *Strengths & Weaknesses*

- When asked how the program highlighted their strengths, post-program respondents stated that the Bravelly Publishing Internship brought out their collaboration, time-management and communication strengths.
  - “The program has allowed me, through the Quotabelle “internship” especially, to further develop my teamwork skills as well as strengthened my drive and personal motivation to pursue what I’m passionate about!”
- When asked how the program strengthened their weaknesses, post-program respondents stated that their public speaking skills were greatly improved as well as other noted weaknesses.
  - “I’m usually quite nervous about public speaking, so conducting the Quotabelle “internship” was very good practice for that! However, my greatest weakness was definitely – and probably still is – my lack of confidence when it comes to academics and imposter syndrome, but through the various workshops and hearing about other women’s stories, I’ve definitely been able to improve on that!”
  - “The presentation was the first step to overcoming my fear of public speaking. Although I was still very nervous while presenting, I am happy that I was able to step out of my comfort zone and still go through with it. With more practice and dedication, I will get even better.”

### *Resources*

- When asked how they planned to use the resources provided in this program in the rest of their years at university, post-program respondents said they will use them to get leadership positions and give back to EWAAB.
  - “The physical resources like the worksheets about CVs and internships will definitely be useful when I have to write applications again, but I think what will be the most useful resource is the confidence and sense of direction that I’ve gained by following the program.”
  - “I hope to use these resources to continue to network and keep a strong relationship with the women I have already met. I also hope to help promote this program in any way I can by helping with the Int-Her-Net, helping the admin team, and even one day becoming a primary mentor!”
  - “I want to network and meet other people; that’s definitely something in my mind. I also feel like this program may help me when it comes to going on Erasmus and choosing a place that would truly help me make some progress professionally. Other than that, some of the sessions have helped me have a bit more of a clearer idea of what I’m doing and the steps that I need to take to go forward so...I carry that with me always.”



## *Confidence*

Participants were asked a series of ranking questions (1 – not confident to 5 – very confident) to gauge the effect of our program on their confidence levels across a variety of areas of personal development. In all but one aspect, participants saw an **increase** in their confidence levels – the most notable differences are included below.

\*It is important to note the difference in responses to the pre- and post-program surveys and that not all participants who responded to the pre-program survey responded to the post-program survey and vice-versa. This could result in slight differences to the averages but based on the qualitative data collected throughout the surveys we can confidently assert that on average our participants' confidence levels increased.

- Confidence in producing written materials about themselves (CV, Resume, Biography, Cover Letter etc.):
  - On average participants saw an increase in their confidence level – **2.52 to 3.71**
- Confidence in instigating and maintaining virtual contact with Professors, Managers or famous icons (email, Skype, etc.):
  - On average participants saw an increase in their confidence level – **2.16 to 3.86**
- Confidence in giving an oral presentation in front of an audience:
  - On average participants saw an increase in their confidence level – **2.64 to 3.71**
- Confidence in knowing the resources offered at their university and the best ways in which to take advantage of them:
  - On average participants saw an increase in their confidence level – **2.76 to 3.71**
- Confidence in their overall leadership and communication skills:
  - On average participants saw an increase in their confidence level – **3.0 to 3.71**

## *Support*

In an effort to gauge participants' feelings of support – both at their university and through EWAAB – we asked respondents to rank their feeling of support in the pre- and post-program survey and asked a series of open-ended questions about their Primary & Secondary Mentors as well as the other participants in their group.

- On average participants reported feeling an increase in support at their university in their academic/professional development – **3.44 to 4.0**
- On average participants reported feeling an increase in support at their university in their personal development – **2.92 to 4.0**
- Post-program survey respondents reported feeling very supported by their Primary Mentor.

- “She gave us essential advice throughout the programme on how to create the visuals of the presentation and prompted us to reach out to our research subject for example, which has been overall beneficial to me.”
- “My Primary Mentor was there for us through this global crisis. She made sure that we’re not only doing okay with school but also our mental state. She checked in with us often and made sure to let us know that she was there for us. It felt really nice to know I had some stability in my life while everything else felt so uncertain.”
- Post-program survey respondents reported varying levels of connection with their Secondary Mentor.
  - “I am not sure if I had a secondary mentor (if I did sorry!!!)”
  - “I am very inspired by Mrs. Farvardin. I was extremely moved by her story and her past experiences. I admire the way she promotes other women and the EWAAB mission.”
- Post-program survey respondents reported they formed strong bonds with both fellow mentees in their group and with mentees across EWAAB.
  - “I couldn’t have asked for a better group of friends from this program. After the Bravely project, I can say with confidence that we all plan to keep in touch, no matter where life takes us.”
  - “Being able to meet not only Harveen [Secondary Mentor] but also the girls from Comenius University was fantastic. They were lovely and it was great to both meet people I wouldn’t have otherwise met and have a great support network of inspiring women.”

### **Bravely Publishing Internship**

Participants were asked a series of questions designed to determine the effectiveness of the Spring internship program.

- Generally, participants felt the internship went well.
  - “I loved the internship experience. I thought the purpose of it – to raise awareness to the voices of incredible women that we don’t hear much about – was a very noble one, and so conducting the internship itself was both very inspiring and a pleasure to do. Working with the girls from Comenius was lovely; it was great not only to work with them but also just to get to know them, chat with them. Being able to reach out to Jody Williams and correspond was absolutely incredible as well. All in all, I found the internship to be a fantastic opportunity.”
  - “It was fine. I wasn’t always clear what we were supposed to do exactly when it comes to the format but we managed just fine.”
- Participants were asked to rank how well the internship helped them to achieve its objectives on a scale of 1-5 and on average they were able to successfully achieve them:

- Compile information, quotations and photos on a single subject through in depth research – mean **4.86**
- Effectively communicate and work together with peers, mentors and external collaborators – mean **4.43**
- Confidently present research findings and convey the cultural/historical significance of their research subject to both internal and external stakeholders – mean **4.86**
- Participants reported the most valuable takeaways from the internship were collaboration skills, presentation skills and stepping out of their comfort zone.
  - “The most valuable takeaway was stepping out my comfort zone and being able to give a professional presentation.”
  - “The most valuable takeaway was collaboration. Through collaborating with the other girls, the project was easy and fun!”
  - “I’ve definitely learned a lot in terms of oral presentation skills – over video chat as well, which I’d never done before! - and collaboration – once again, digitally, but the greatest takeaway I think is to not be afraid to reach out to people, no matter how intimidating it may be!”
- Participants felt that collaborating and choosing their research subject worked well in this internship.
  - “I like meeting girls from another school, and although we did not pick the internship itself I thought getting to pick the woman we focused on was great because it made me more passionate about the project overall.”
  - “I think the idea of having multiple schools work on a project worked well. It was nice to meet new people.”
- Participants wished communication was better at points and felt the internship did not exactly align with their future goals.
  - “Although I really enjoyed the internship, publishing is not necessarily something I see myself doing in the future so I don’t know if the connections I made to the company will be important in the future for me, even though I still loved getting to meet Pauline and learn about Quotabelle.”
  - “The communication within our group wasn’t the best but I think it has a lot to do with the quarantine and the fact that we couldn’t physically work together.”

## Looking Ahead

Participants were asked a series of questions about the future to try and improve the program, see what their connection to EWAAB might be and where they see themselves in the future.

- When asked how to improve the program for the future respondents recommended we increase connections with girls from other

schools, go more in depth in academic sessions, to keep sessions a little less formal and increase socializing among mentorship groups.

- “I personally enjoyed the networking event a lot and wish there would be more going forward. Also, if there are any conferences, to try to get more of the mentees to go.”
  - “I think we could benefit from additional sessions, to be able to go more in depth with some of the workshops.”
- When asked if they would consider being a Primary Mentor at their University in the future 85.71% responded “Yes”.
- When asked what their summer plans and beyond were the majority of participants reported their summer internships/research opportunities being cancelled due to the global health crisis.
  - “Hopefully I will be a mentor next year; I feel like it can help other people but it will also help me step out of my comfort zone again.”
  - “My summer internship unfortunately got cancelled so I currently do not have any plans. Beyond I am excited to continue staying connected with EWAAB and lead our Best Buddies chapter at WM in the fall as president.”

### ***Primary Mentors***

Primary Mentors were asked a series of questions about curriculum, their confidence in being a mentor and communication between administration and themselves. All survey responses can be found in Appendix B but qualitative feedback is the main focus below.

Two out of the nine respondents in the pre-program survey and two out of the five respondents in the post-program survey were co-founders of the organization and their quantitative feedback can skew the data.

### **Personal Development**

- When asked what they gained from their interactions with their mentees, Primary Mentors reported feeling more confident in their role, more connected to their mentees and an overall sense of joy over their group’s personal development.
  - “Comparing to my first session as a Primary Mentor, I have become way more confident in leading the discussions and speaking my mind. I’ve also gained a different perspective on challenges women all over the world are facing in their everyday lives and on the ways we can tackle and solve them. Most importantly, I have built a strong connection with my mentees and I am sure we will meet in the future outside of the program.”
  - “This internship brought everyone together rapidly and it’s safe to say that the students have not only developed themselves, but friendships within the team too.”
  - “It was sometimes hard to gauge whether the sessions are helping the mentees or not, but during our final-session debrief, both of my mentees expressed that the program was super useful and that it helped them grow.

One of them summarized the attitude she gained as “just do it” - which is really what we were aiming for. In terms of personal growth, I think even preparing all of the materials helped me become more aware of some things (like personal branding, presentations, audience engagement etc) and hearing the stories of my mentees how they managed to get an internship or managed to tackle a personal crisis really gave me a sense of joy!”

## **Community Development**

While questions about community development throughout the program relied heavily on ranking questions (which are not intended to be relied on heavily due to a high probability of skew) the following generalizations have been made confidently based on survey feedback aligning with informal feedback.

- Primary Mentors reported having plenty of contact and developing relationships with the majority of their mentees. Often the reason Mentors were unable to further develop a relationship with a mentee was because they joined the program late or left the program early.
- Primary Mentors reported various amounts of contact with their Secondary Mentor. On average they reported speaking to their Secondary Mentor some of the time with okay effectiveness. Anecdotally, Mentors reported having lost contact halfway through the academic year and wishing they were more involved.
- All Primary Mentor respondents stated they would keep in contact with their mentees and most stated they would remain in contact with their Secondary Mentors, other Primary Mentors and members of the EWAAB admin team.

## **Curriculum**

- When asked what they thought of the session structure, Primary Mentors reported they and their mentees benefited greatly from the discussions, each session needed tailoring for their students and that sessions could benefit from more interactive exercises and practical resources.
  - “I thought the structure was good, but that there could have been more interactive activities and resources for these activities...”
  - “I prepared almost all the materials for the session myself, which gave me greater confidence in facilitating the session. The times were sometimes difficult to coordinate, especially at the beginning of the program when it was not yet clear how invested the mentees actually are in the program...Both of my mentees said it was super helpful, and that even their friends were interested once they got a glimpse of the materials and topics our sessions were dealing with (to quote one of my mentees: ‘I usually had the materials just lying around my room, and when my friends came and looked over some of the handouts or notes, they were like: holy \*\*\*\*, this is gold!’)”
  - “The sessions definitely required tailoring to the students (and the Australian academic year) because they all had different academic backgrounds, capabilities and goals.”

- “We had a very diverse group with many different ideas and I was trying to let them talk more about their experiences rather than giving a lecture, which they seemed to like a lot.”
- When asked what improvements they might make, Primary Mentors stated mentees should have more opportunities to connect with participants at different universities, allowing more flexibility on online sessions, creating more frequent sessions and focusing on practical advice. For themselves, they reported needed more coaching and communication from admins on session preparation and general EWAAB information.
  - “My mentees actually told me in the end that they would have preferred more, and more frequent sessions, so that there is a greater sense of personal relationship between mentees and the mentor. They would also like to do more **\*\*practical\*\*** exercises in the sessions.”
  - “I would encourage more communication between mentees from different universities. My mentees seemed to be shy to just reach out to girls from the list of mentees, but they really wanted to meet them. I found it very nice that the sessions had a lot of room for communication and everyone was free to express their opinions. Overall, I think it was a great program structure!”

### **Bravely Publishing Internship**

Primary Mentors were asked a series of questions to gauge how effective they thought the Spring Internship program was from their perspective.

- Primary Mentors were asked how they thought it was overall and stated that there was some confusion from lack of communication, it was difficult at times to encourage cross-university collaboration but overall, they and their mentees thought it was a great experience.
  - “My students adapted to the challenge, although I’ll admit that not knowing about it until half-way through the program was a small shock to the system...This internship opened brilliant discussions on how the achievements of people other than men are poorly recorded throughout history. The experience was educative both on the life and success of Dr. Katie Bouman, but also on the ways women fight to have their voices (or at least, not distinguished).
- When asked to rank on a scale of 1-5 how well the internship helped their mentees achieve the goals of learning how to compile research, effectively communicate and collaborate with a group and confidently present their findings to an audience, 83% of respondents ranked 5.
- Primary Mentors felt that generally speaking the internship worked well overall and that their mentees enjoyed it.
- Primary Mentors reported a lack of final product guidelines and miscommunication regarding final presentations.

- “Maybe the first struggles with how should we start, that information could have been with PMs a little sooner.”
- “It seemed like the expectations about the presentation and the call with Pauline were not well set. There was miscommunication about whether the mentees should plan to introduce themselves or not, and we also didn’t get much information about what Pauline’s role would be in the call...”
- Primary Mentors suggested increasing the internship structure, adding communication between EWAAB admin team & mentees, communicating earlier and more often with Primary Mentors and inviting a larger audience to the final presentation.
  - “I think telling the mentees more up front what their research is going to be used for.”
  - “Better expectations about/chairing of the final presentation. We could be recording the presentation so that mentees have material to learn from. We could also invite a larger audience form around the university...”
  - “I think my mentees would work in a more structured manner if there were more deadlines where someone checks their work and more guidelines on the way they should present their work.”

### ***Secondary Mentors***

Secondary Mentors were asked a series of questions about curriculum, their confidence in being a mentor and communication between administration and themselves. EWAAB only received 3 responses to the pre-program survey and 2 to the post-program surveys. A generalized report on combined findings can be found below.

- Secondary Mentors reported in the pre-program survey that they thought they would focus on their personal experiences and soft skills in their leadership session.
- Secondary Mentors reported being minimally involved with the program and feeling “okay” about the effectiveness of their role.



# OUR WAY FORWARD





## Key Feedback

After careful analysis of the feedback introduced in **Our Impact**, we have determined five vectors of improvement for the 2020-2021 *Encourage Her* program. Below you will find these vectors and how they will be addressed in the upcoming year. In the upcoming sessions we demonstrate how this key feedback is implemented in practice.

### **Increased Structure**

To provide both a more standard and comprehensive program as well as reduce the workload on our volunteers, we have added an abundance of structure to our *Encourage Her* program logistics and curriculum.

Key changes include:

- Strategic recruitment process for both Primary Mentors and participants;
- Wrap-around timeline providing guidelines for all volunteers including the administrative team;
- Creation of an Internship Coordinator position, dedicated to handling the spring Internship program;
- Carefully crafted standard curriculum which calls for pre-recorded anchor videos, prepared discussion questions, specific take-home exercises and dedicated resources.

### **Further Opportunities**

In an effort to incorporate our value of **Opportunity** throughout the program we have created a variety of new opportunities for our *Encourage Her* participants.

Key changes include:

- Revamped Spring Internship program that includes additional options in a variety of different fields;
- Pursuit of an extensive collaboration with 100 Women in Finance for both mentorship and internship opportunities;
- Development and integration of the Int-Her-Net project;
- Addition of ConnectHer, a new series of virtual discussion-based webinars featuring accomplished women in a variety of fields.

### **More Connection**

An abundance of formal and informal feedback from Primary Mentors and participants alike, encouraged us to incorporate additional opportunities for collaboration across university groups as well as other opportunities for connection.

Key changes include:

- Revamped Spring Internship program that calls for internship groups of 5-6 participants from various different universities and mentorship groups;
- Addition of ConnectHer, a new series of virtual discussion-based webinars featuring accomplished women in a variety of fields;
- Development and integration of the Int-Her-Net project;

- Continued expansion of our network's participation in the Her Story project;
- Changes to the Secondary Mentor role to increase participant-mentor interaction;
- Particular focus on Sea Talks to ensure that participants have ample opportunities to connect meaningfully with their fellow mentees.

### **Additional Support**

As EWAAB has grown as an organization so has our capacity for providing our volunteers with additional support in their roles and as members of our EWAAB community. Specifically, we have identified three areas for professional development support, learning, teaching & community engagement as well as introduced a number of new endeavors to support mentors in their volunteer role.

Key changes include:

- Creation & delivery of Her Toolbox – a box delivered to each Primary Mentor with items purposefully chosen to aid them in their sessions;
- Creation & distribution of a marketing package to aid in their recruitment of participants and other Primary Mentors;
- Addition of Primary Mentor Training in the summer to help sufficiently prepare them for their role within EWAAB and generally as mentors;
- Addition of HerToolkit Prep Sessions in order to ensure Primary Mentors feel comfortable leading their own upcoming session;
- Addition of ConnectHer, a new series of virtual discussion-based webinars featuring accomplished women in a variety of fields;
- Invitation to EWAAB's annual International Women's Day event(s) to provide them an opportunity to engage and network within our community;
- Invitation to EWAAB's annual Volunteer Appreciation Day Virtual Leadership Seminar to both thank them for their work and to aid them in their leadership development.

### **Focus on Practicality**

To ensure our participants were getting the most out of both their connection to EWAAB generally and their participation in the *Encourage Her* program specifically, we have shifted our focus slightly to put additional emphasis on providing participants with practical tools to aid in their future success. This includes changes to the 2020-2021 *Encourage Her* curriculum and the addition of new resources as a part of the Her Resources program.

Key changes include:

- Addition of "Challenge Cards" to the *Encourage Her* curriculum to ensure participants are practically applying what they've learned in sessions;
- Continued expansion of the database of Her Resources and the purposefully inclusion of dedicated Her Resources to the *Encourage Her* curriculum.

## **Program Logistics**

To ensure the success and sustainability of the *Encourage Her* program, we have determined the best course of expansion including target universities, as well as created standardized processes for recruitment and an ideal timeline for the program.

### **Expansion**

For the 2020-2021 year we have determined the best course of action is to limit our new universities to three within the United States (Texas A&M, University of Florida and University of Chicago) and focus on increasing the number of Primary Mentors at institutions we are already connected with. By focusing on universities where we already have a presence, we are ensuring the longevity of our program at that institution. We will both increase our impact at institutions that need us and allow for awareness to spread.

As we move forward, we will move to expand further into other institutions where our program can have a high level of impact:

- Universities located in areas where young women have less access to networking and professional development opportunities
- Universities with a strong focus on STEM where departments are dominated by men
- Universities with little to no opportunity for strong female mentorship

### **Primary Mentor Recruitment**

Moving forward we will target Primary Mentors who are in their third year of undergraduate education through graduate school and will accept, with caution, those who are in their second year of undergraduate education (with special consideration given to those in undergraduate schools where students only attend for three years and those who have graduated the *Encourage Her* program).

Marketing for Primary Mentor recruitment will be conducted by current Primary Mentors, the Program Coordinator and the EWAAB Marketing team. The marketing strategy will include both informal and formal methods. Primary Mentors will be provided with a Marketing Package to aid in their recruitment.

Primary Mentor recruitment will follow a four-step process:

1. Interested applicants will reach out to [encourageher@ewaab.org](mailto:encourageher@ewaab.org) and will be sent a link to the application and further information about the position and subsequent deadlines.
  - a. The application will include demographic questions (name, class year, institution etc.) as well as questions about the purpose of mentorship, their previous experiences and why they believe their institution could benefit from the program.
2. Submitted applications will then be reviewed by the Program Coordinator and applicants who meet the minimum standards will be sent an email asking them to schedule a call with the Program Coordinator.
3. The applicant and Program Coordinator will then have an informal conversation about the program and the Primary Mentor responsibilities. This is an opportunity

for the Program Coordinator to learn more about the applicant and for the applicant to ask any pressing questions they may have.

4. The Program Coordinator will then inform the applicant if they will become Primary Mentors for the upcoming academic year. All successful candidates must fill out a form acknowledging their commitment to the program.

### **Participant Recruitment**

Moving forward our target participants will be first-year undergraduate students though we will accept students in their second year.

Marketing for participant recruitment will be conducted by Primary Mentors in both informal and formal formats. Primary Mentors will be giving Marketing Packages to aid in their recruitment

Participant recruitment will follow a three-step process:

1. Interested applicants will fill out an online application accessible through advertisements, the EWAAB website and sent to inquirers via email by Primary Mentors.
  - a. Application will consist of two short essay questions where they tell reviewers about themselves and why they need the *Encourage Her* program.
2. Submitted applications will be systematically reviewed by the Primary Mentor at each institution in concert with the Program Coordinator. Applications will be reviewed according to organization wide standards.
  - a. All applications will be ranked each candidate (1-5) in three categories which are purposefully left vague to allow for interpretation depending on applicants and the institution where they reside
    - i. Needs Encouragement
    - ii. Needs Opportunity
    - iii. Needs Connection
3. Successful applicants will be informed by the Primary Mentor and will be asked to complete a brief form to acknowledge their commitment.

## **Encourage Her Timeline**

*Note: Dates included in this timeline are estimates and subject to change. Additional material on each task can be found on dedicated documents.*

<b><i>Time Frame</i></b>	<b><i>Task(s)</i></b>	<b><i>Person in Charge</i></b>
<i>January 1<sup>st</sup> - 10<sup>th</sup></i>	Primary Mentor Session Preview – <i>Getting Your Seat at the Table</i>	Program Coordinator (Sam Collins)
<i>January 10<sup>th</sup> – 31<sup>st</sup></i>	Official Session – <i>Getting Your Seat at the Table</i>	Primary Mentors
<i>February 1<sup>st</sup> - 10<sup>th</sup></i>	Primary Mentor Session Preview – <i>Becoming Quotable</i>	Program Coordinator (Sam Collins)
<i>February 10<sup>th</sup> - 28<sup>th</sup></i>	Official Session – <i>Becoming Quotable</i>	Primary Mentors
<i>March 1<sup>st</sup></i>	Begin advertising (see Details Doc)	Marketing Specialist (Eden Luvishis), Program Coordinator (Sam Collins), Primary Mentors
<i>March 1<sup>st</sup></i>	Second Sea Talk should be completed	Primary Mentors
<i>March 1<sup>st</sup> - 30<sup>th</sup></i>	Update theme, curriculum, anchors and internship experience	Program Coordinator (Sam Collins), Strategic Planners (Sam Collins & Jenni Kincaid), Internship Coordinator, CEO (Kaitlin Gili)
<i>March 1<sup>st</sup> - April 15<sup>th</sup></i>	Internship period	Program Coordinator (Sam Collins), Internship Coordinator, Internship Mentor(s), Primary Mentors
<i>March 1<sup>st</sup> - 10<sup>th</sup></i>	Primary Mentor Session Preview – <i>Speak Your Power</i>	Program Coordinator (Sam Collins)
<i>March 10<sup>th</sup> – 31<sup>st</sup></i>	Official Session – <i>Speak Your Power</i>	Primary Mentors
<i>April 1<sup>st</sup></i>	Confirm number goal of new Primary Mentors	Program Coordinator (Sam Collins), Strategic Planners (Sam Collins & Jenni Kincaid), & CEO (Kaitlin Gili)
<i>April 1<sup>st</sup> - May 15<sup>th</sup></i>	Potential Primary Mentors Submit Interest Form	Program Coordinator (Sam Collins)
	Call between Potential PM and Program Coordinator Occur	
<i>April 1<sup>st</sup>- 10<sup>th</sup></i>	Primary Mentor Session Preview – <i>Reflection</i>	Program Coordinator (Sam Collins)
<i>April 10<sup>th</sup>- 30<sup>th</sup></i>	Official Session – <i>Reflection</i>	Primary Mentors
<i>April 30<sup>th</sup>- May 10<sup>th</sup></i>	Internship final presentations	Primary Mentors, Internship Mentors, Program Coordinator (Sam Collins)
<i>May 1<sup>st</sup>- 10<sup>th</sup></i>	Primary Mentor Session Preview – <i>Celebration</i>	Program Coordinator (Sam Collins)
<i>May 10<sup>th</sup>- 30<sup>th</sup></i>	Official Session – <i>Celebration</i>	Primary Mentors
<i>May 15<sup>th</sup></i>	Post-Program Surveys	Program Coordinator (Sam Collins), Primary Mentors

<i>May 30<sup>th</sup></i>	Upcoming Academic Year PMs are confirmed	Program Coordinator (Sam Collins) & CEO (Kaitlin Gili)
<i>June 1<sup>st</sup></i>	Begin Internship Mentor Outreach	Internship Coordinator
<i>June 10<sup>th</sup></i>	Confirmation/Acknowledgement form due	Program Coordinator
<i>July 1<sup>st</sup></i>	Confirm session “anchors”	Program Coordinator (Sam Collins) & CEO (Kaitlin Gili)
<i>August 15<sup>th</sup></i>	Confirm Internship Mentors	Internship Coordinator
<i>August 15<sup>th</sup></i>	Primary Mentors confirm Secondary Mentors	Primary Mentors
<i>August 25<sup>th</sup></i>	Primary Mentors are provided their Encourage Her Box	Program Coordinator (Sam Collins), Fundraising Coordinator (Chelsea Tuohy) & CEO (Kaitlin Gili)
<i>August 29<sup>th</sup></i>	Primary Mentors participate in online training	Program Coordinator (Sam Collins) & CEO (Kaitlin Gili)
<i>September 1<sup>st</sup> - October 12<sup>th</sup></i>	Primary Mentors advertise EWAAB & Encourage Her at their institution	Primary Mentors & Program Coordinator (Sam Collins)
<i>October 13<sup>th</sup></i>	Participant Application Due	Primary Mentors
<i>October 20<sup>th</sup> - 30<sup>th</sup></i>	Pre-program surveys due prior to first session	Program Coordinator (Sam Collins) & Primary Mentors
<i>October 1<sup>st</sup> - 10<sup>th</sup></i>	Primary Mentor Session Preview – <i>Getting Set for Success</i>	Program Coordinator (Sam Collins)
<i>October 20<sup>th</sup> - 31<sup>st</sup></i>	Official Session – <i>Getting Set for Success</i>	Primary Mentors
<i>November 1<sup>st</sup> - 10<sup>th</sup></i>	Primary Mentor Session Preview – <i>Pursuit of Passion through Parallelism</i>	Program Coordinator (Sam Collins)
<i>November 10<sup>th</sup> - 30<sup>th</sup></i>	Official Session – <i>Pursuit of Passion through Parallelism</i>	Primary Mentors
<i>December 1<sup>st</sup></i>	First Sea Talk should be completed	Primary Mentors

## Updated Roles

We have updated the roles and responsibilities of each of our *Encourage Her* volunteer positions to reflect the changes we have made to the program and to ensure all volunteers understand what is expected of them. Below are the roles, responsibilities and expectations of each volunteer Mentor involved in the *Encourage Her* program.

### **Primary Mentor**

We are looking for Primary Mentors that come from various backgrounds with insightful experiences and stories to share. We see the Primary Mentor as a direct role model that can offer advice and resources to the mentees.

As the Primary Mentor of an *Encourage Her* group, they will be responsible for the following:

- Attending a 3-hour virtual training seminar with the Program Coordinator, CEO and leaders from the EWAAB community
- Facilitating seven 1-2 hour HerToolkit leadership & communication sessions throughout the academic year at their institution – these will be in-person sessions unless virtual communication is necessary
- Finding a Secondary Mentor, who will serve as an additional role model, that is either a professor at their institution or an industry professional in the area
- Extending themselves as a resource to their mentees outside of their sessions and offering their availability for extra support as needed
- Reporting the progress of their mentees through two (pre- and post-) program surveys and an informal check-in midway through the academic year to the Program Coordinator

### **Secondary Mentor**

We are looking for Secondary Mentors that come from various backgrounds with insightful experiences and stories to share. We see the Secondary Mentor as an additional role model that can offer advice and resources to the mentees.

As the Secondary Mentor of an *Encourage Her* group, they will be responsible for the following:

- Attending the first HerToolkit session of the academic year
- Facilitating a 1-2 hour HerToolkit reflection session in the second half of the program – this will be an in-person session unless virtual communication is necessary
- Extending themselves as a resource to their mentees outside of their session and offering their availability for extra support as needed
- Attending the six-week industry internship project presentation in the Spring
- Reporting the progress of their mentees through two (pre- and post-) program surveys to the Program Coordinator

## **Internship Mentor**

We are looking for Internship Mentors that come from various backgrounds with insightful experiences that will directly oversee their mentees' professional development through a six-week industry project. We see the Internship Mentor as an additional role model that can offer advice, resources, and direct guidance to the mentees in their passion of choice.

As the Internship Mentor of *Encourage Her* participants, they will be responsible for the following:

- Attending a 2-hour training session with the Internship Coordinator to discuss logistics and answer any questions prior to the start of the internship
- Designing and overseeing a six-week project for their group of 5-6 mentees to execute collaboratively
- Extending themselves as a resource to their mentees outside of their project and offering their availability for extra support as needed
- Attending their six-week industry project presentation
- Reporting the progress of their mentees through a post-program survey to the program coordinator



## Curriculum

*Encourage Her* is a yearlong mentorship program designed to encourage young university women by strengthening their confidence in a variety of areas, provide them with a set of practical communication and leadership tools, as well as offer them meaningful support through global connections. This mentorship program seeks to support Encouraging Women Across All Border's core values of **Encouragement**, **Opportunity** and **Connection**. This is done through a purposefully designed curriculum featuring **HerToolkit**, academic sessions focused on professional development & leadership; **Sea Talks**, opportunities for university groups to connect across the world; and an **Internship**, with options spanning a variety of fields.

### **HerToolkit**

The core of *Encourage Her* is **HerToolkit**, seven professional development and leadership sessions held throughout the year focusing on one of EWAAB's core values of **Encouragement**. Each session has been purposefully crafted in order to effectively deliver content and resources while also encouraging our participants to confidently engage in activities typically out of their comfort zones to allow for deeper learning. The key outcome for each session is a practical tool that EWAAB believes will help each participant succeed as a university student and beyond.

Every session features a brief talk from a pre-determined Session Anchor. This talk will include a brief introduction to the Anchor and a discussion of how the Anchor has either realized the use of a practical tool in her profession or how a practical tool has helped to advance her in her profession. Following the showing of the session's Anchor video, the Primary Mentor will facilitate a discussion among her mentees about the purpose of the video and how it might be applied to their lives. The session will conclude with the delivery of that session's "Challenge Card", an activity/assignment for the mentees to complete between the end of one session and the beginning of the next, as well as the distribution of carefully chosen resources from EWAAB's Her Resources collection.

### **Session 1** (October, 2020): Getting Set for Success

Kaitlin Gili, CEO and Co-Founder of EWAAB will speak to participants about the vision and purpose of EWAAB and *Encourage Her*. Primary Mentors will lead a discussion that touches on who the mentees are, why they are participating in this program and what they hope to gain from it. Participants will be challenged to set goals and share them with somebody else – learning the practical tool of proper goalsetting techniques and setting up an accountability system.

### **Session 2** (November, 2020): Pursuit of Passion through Parallelism

Dr. Meritt Moore, the Quantum Ballerina, will speak to participants about how she was able to pursue both her passion for physics and ballet and become extremely successful at both. Primary Mentors will lead a discussion that touches on the mentees' passions and how they could pursue any and all of them. Participants will be challenged to create a connection map, creatively portraying their passions and how they might be connected or pursued

simultaneously – learning the practical tools of finding creative ways to demonstrate ideas and applying the concept of “slow-motion multitasking”.

### **Session 3** (January, 2021): Getting Your Seat at the Table

Ellen Leikind, CEO of Poker Divas (Potential Anchor), will speak to participants about how poker can be used to teach women how to confidently break into a typically male-dominated space. Primary Mentors will lead a discussion that touches on what confidence looks like to the participants and why it is important, as well as an examination of strengths and weaknesses and how highlighting strengths and working on weaknesses can be instrumental in increasing women’s confidence. Participants will be challenged to write a brief personal statement, emphasizing their strengths and do at least one thing that they would typically consider to be out of their comfort zone – learning the practical tools of effectively articulating strengths and being comfortable stepping out of their comfort zone.

### **Session 4** (February, 2021): Becoming Quotable

Pauline Weger, CEO of Quotabelle (Potential Anchor), will speak to participants about the power of storytelling and how to package your ideas in such a way that you can be quotable. Primary Mentors will lead a discussion that touches on how to craft a story and decide what’s important to include in theirs, as well as how to tailor their story to fit their goals and the environment they are in. Participants will be challenged to create an elevator pitch and deliver it to a stranger or an acquaintance – learning the practical tools of crafting and confidently delivering and elevator pitch.

### **Session 5** (March, 2021): Speaking Your Power

Barbara Greene, consultant with Logos Consulting Group (Potential Anchor), will speak to participants on how to confidently deliver presentations. Primary Mentors will lead a discussion on why making small changes to presentation style makes a significant difference in impact and how they might incorporate Barbara’s advice into their own presentations. Participants will be challenged to film themselves presenting on any topic they choose and reviewing to see where they could improve based on the steps provided in the Anchor video – learning the practical tools of delivering effective presentations and conducting evaluation for self-improvement.

### **Session 6** (April, 2021): Power of Reflection

Each group’s Secondary Mentor will discuss with their group the role reflection has played in their lives in personal and/or professional contexts and how instrumental it is to grow into a leader. The Secondary Mentor, in tandem with the Primary Mentor, will lead a discussion on what the participants have learned in each session so far and how it might be applied to their internships and everyday lives. Participants will be challenged to reflect on the goals they had set at the beginning of the program, what have they accomplish, what goals remain and what might their goals look like moving forward – learning the practical tool of purposeful reflection.

## Session 7 (May, 2021): Celebration

Each group's Primary Mentor will take the time to recognize all of the hard work each participant has put into the program and lead a celebration of its completion. The discussion will focus on what participants felt they got out of the program and how they might take what they've learned and pass it on to other women. Participants will be challenged to go out into the world and be successful using the tools given to them and to help perpetuate EWAAB's mission of encouraging women around the world.

### Sea Talks

*Encourage Her* seeks to **Connect** its participants with a global support network of women through the incorporation of Sea Talks. Throughout the program, Primary Mentors will connect their mentorship group with at least two other mentorship groups around the world. Through the magic of technology, participants will be able to meet young women from around the world to discuss their experiences. Primary Mentors are asked to connect with another Primary Mentor on their own, but the EWAAB Admin team will make a match if they are unable.

Primary Mentors and their groups have two options of approach:

1. **One-on-One:** Paired Primary Mentors can choose to pair their mentees across groups and ask each group of two to discuss a topic from the Sea Talk topic list. This option allows for a more in-depth and comfortable conversation among mentees.
2. **Group Discussion:** Paired Primary Mentors can choose to find a time for both of their groups to meet each other and discuss a topic from the Sea Talk topic list. This option allows mentees to make more connections with a variety of other participants.

Sea Talk Topic List:

- Share your dreams – what are you most passionate about and how do you hope to pursue that in the future?
- State of women – what would you say is the state of women in your area/university/country?
- Women in your field – how do women fare in your field of study and do you see that trickle down into your department?
- Create your own – what topic is currently of interest to you that you'd like to pose to the group?

### Internship

*Encourage Her* provides young university women with the unique **Opportunity** to develop their collaboration and leadership skills through an internship opportunity in the Spring (March-April). With a variety of internship opportunities to choose from, our participants will have the opportunity to work with an Internship Mentor, an accomplished woman at an established institution, and participate in a virtual project with fellow mentees around the world.

Participants will choose an internship option among the following categories:

- Advancement of Women
- Leadership
- Scholarship
- Technology
- Entrepreneurship

The exact project will be determined by the Internship Mentor in consultation with the Internship Coordinator. Projects can span from developing independent pitches to be delivered to the Internship Mentors company, conducting research with the Internship Mentor or contributing to an endeavor at the Internship Mentor's place of business.

## **Support**

Encouraging Women Across All Borders believes that in order to be successful and long lasting, it needs to provide support to all of its volunteers. We hope to achieve this through professional development in three specific areas, *learning, teaching* and *community engagement*. Below are a variety of opportunities we intend to offer and whose professional development they support.

### **Primary Mentor Training**

EWAAB is committed to preparing our Primary Mentors for the role – to do this we will be holding a 3-hour virtual training in August before the beginning of the program. The purpose of this training is to ensure all the Primary Mentors understand the program and their role in it, have a better understand of effective mentorship, meet an EWAAB community leadership role model and have an opportunity to meet each other.

### **HerToolkit Prep Sessions**

In an effort to ensure our Primary Mentors are prepared for and feel comfortable facilitating each of our HerToolkit academic sessions, the EWAAB admin team will be hosting preparatory academic sessions at the beginning of each month.

For each of these sessions a member of the EWAAB admin team or broader community will facilitate a session as if they were the Primary Mentors and Primary Mentors will act as though they are the participant – engaging in a discussion and completing the challenge card.

While live participation will not be mandatory, this provides Primary Mentors a unique opportunity to put themselves in the shoes of their mentees and ensure they are properly prepared to lead their own sessions.

### **ConnectHer**

In this new initiative we propose to host 3-4 virtual discussions with professionals in a variety of fields across the academic year. This will be available to all Primary Mentors and program participants who are interested in connecting informally with professionals in their field of interest.

The invited speaker will spend the first part of the discussion talking to the audience about a topic of interest (the state of women in their field, leadership etc.) and then open themselves up to a discussion moderated by a member of the EWAAB admin team.

This will not only create another opportunity for professionals interested in EWAAB to contribute, it will provide our Primary Mentors and program participants an opportunity to interact directly with a professional in their field and possibly instigate a strong connection to be utilized in the future.

### **International Women's Day**

International Women's Day (March 8) is a global day dedicated to the celebration of women's achievements in all aspects of society including social, economic, cultural and political. This day also serves as a call to action, pushing for the equality of women. As an

organization aiming to provide young women with confidence, tools and resources necessary to be successful in their chosen field, EWAAB hosts and participates in events annually to celebrate this impactful day. All EWAAB volunteers including Mentors and admins are invited to attend EWAAB's annual International Women's Day events.

### **Volunteer Appreciation Day Virtual Leadership Seminar**

EWAAB's executive team strives to take the time to recognize the hardworking volunteers within the EWAAB community as often as possible. One piece of this effort is EWAAB's annual Leadership Seminar held on Volunteer Appreciation Day. Its inaugural virtual seminar featured Ann Winblad, a distinguished EWAAB community member. In the future EWAAB's executive team will continue to invite its distinguished community members to speak to its volunteers about leadership.

## **Internal Contributions**

As the core program of Encouraging Women Across All Borders, *Encourage Her* calls for contributions from each administrative team and integrates each large-scale endeavor into its all-encompassing mentorship program. Below are some of *Encourage Her's* specific needs for the 2020-2021 academic year and how each of EWAAB's projects connects to the program as a whole.

### **Specific Needs**

#### *Marketing Package*

To ensure all of our volunteers can effectively market our organization and its Encourage Her program, we are asking the Marketing team to create a package of marketing materials each created with both its purpose and its audience in mind.

#### **Primary Mentor Recruitment:**

- Social Media
  - Images to be posted on Instagram, LinkedIn & Facebook
  - Should include benefits, deadlines & contact info
  - 2-3 different styles/formats for multiple postings
  - Accompanying announcement language for each format (ie what should be written under an Instagram post including relevant hashtags)
- Flyers
  - PDF documents that can be shared via email or printed
  - Should include benefits, deadlines & contact info
  - 2-3 different styles/formats for multiple postings
  - Accompanying announcement language for each format (ie what should be written under an Instagram post including relevant hashtags)

#### **Participant Recruitment:**

- Social Media
  - Images to be posted on Instagram, LinkedIn & Facebook
  - Should include benefits, possible quotation from former mentee, deadlines, contact info & link to application
  - 2-3 different styles/formats for multiple postings
  - Accompanying announcement language for each format (ie what should be written under an Instagram post including relevant hashtags)
- Flyers
  - PDF documents that can be shared via email or printed
  - Should include benefits, possible quotation from former mentee, deadlines, contact info & link to application
  - 2-3 different styles/formats for multiple postings
  - Accompanying announcement language for each format (ie what should be written under an Instagram post including relevant hashtags)

### *HerToolkit – “Toolbox”*

To ensure that our Primary Mentors and subsequently their mentees feel prepared for the program and fully supported by EWAAB as an organization, we are asking the Finance team to put together a “Toolbox” to accompany the HerToolkit sessions. Each Primary Mentor will be sent a “Toolbox” with materials for them and their mentees, related to each session. There should be enough materials for each mentee and Primary Mentor. When possible, the materials should incorporate EWAAB branding.

#### Materials:

- 2020-2021 agenda with a goal setting section
- Guided Journal (geared specifically toward women)
- Barbara Greene’s presentation skills tip sheet
- Poker Woman by Ellen Leikind; deck of cards; poker chips
- MBTI/StrengthsFinder or similar program license
- The Confidence Code
- EWAAB Materials
  - Pen
  - Folder
  - Stickers
  - Sticky Notes

### **Connecting Programs**

#### *Int-Her-Net*

In order to foster and expand our global network, we are in the process of developing our own infrastructure that will serve as the main source of all EWAAB communication. We have gathered a team of female software engineers and computer scientists that are designing and developing a software that allows for those in the EWAAB network to easily connect, collaborate, and create together, despite living all across the globe. We are looking to develop an application that will allow our members to come together virtually and communicate seamlessly.

Through this platform our *Encourage Her* participants will be able to view and post professional opportunities and connect with people within our network that they would have previously needed to contact through 2-3 layers of people.

#### *Her Resources*

In EWAAB’s commitment to providing young women with the tools they need to succeed, we have developed and will continue to develop practical resources addressing a variety of aspects of a young woman’s life including Facing Adversity and Professional Development.

This repository of resources will be beneficial for both *Encourage Her*’s participants and its Primary Mentors. Both populations will be able to access any and all resources whenever they might need them. We will also ask our administrative team and our external partners to contribute to the repository so each HerToolkit session will be accompanied by a relevant and targeted resource.



### *Her Story*

EWAAB has created its own platform to bring women's voices into the spotlight. It is our hope that participants and their Primary Mentors will be inspired by the stories of the women we feature. Through one-off personal development pieces and focused mini-series like Beyond Her Comfort Zone, we will connect our community to new women and encourage them to be brave and succeed.

### **Looking Ahead**

#### *Encourage Her Scholars Program*

It is our hope to offer yearly educational scholarships to mentees within the *Encourage Her* mentorship program. The purpose of these scholarships is to encourage our students to take the leadership and communication skills that they gained in the academic year-long mentorship program and put them to use in the summer following the program by stepping outside of their comfort zone in one of the following three areas:

1. Study abroad program (volunteer, internship, coursework)
2. Research with an academic advisor
3. Independent passion project or startup

## External Collaboration

Consistent with Encouraging Women Across All Border's commitment to **Encouragement**, **Opportunity** and **Connection**, we intend on collaborating with a variety of external partners, both organizations and individuals, to support and further the *Encourage Her* program for the 2020-2021 academic year and beyond. Below are collaborations we intend to incorporate into the *Encourage Her* curriculum and general program (as noted in the Curriculum & Support sections) and large-scale collaborations currently on the horizon.

### **Encourage Her** - Curriculum

#### **HerToolkit**

Most academic sessions in HerToolkit feature an accomplished "Session Anchor" who speaks to our participants about their journey and the benefits of specific practical tools.

#### **Internship**

*Encourage Her* participants will be provided with multiple options for internships in the categories of "Advancement of Women", "Scholarship", "Leadership", "Technology" and "Entrepreneurship". Each internship will be led by an Internship Mentor, an accomplished professional, and can potentially include strong connections to the Mentor's company/institution.

### **Encourage Her** - Program

As indicated in the Support section, EWAAB is committed to supporting the professional development of our volunteers through *learning, teaching* and *community engagement*.

In an effort to keep this commitment, EWAAB will cultivate connections with female leaders across a variety of fields and call on them to speak to:

- *Encourage Her* Volunteers
  - At Primary Mentor training in August
  - At our annual Virtual Leadership Seminar for Volunteer Appreciation Day
- *Encourage Her* Participants
  - At various ConnectHer discussions throughout the academic year

### **Large-Scale Collaborations**

#### **100 Women in Finance**

EWAAB is currently in talks with 100 Women in Finance, an organization whose goal it is to strengthen the global finance industry by empowering women to achieve their professional potential at each career stage. We would like to partner with 100 Women in Finance and aid them in their mission by utilizing their resources for *mentorship* and *internship opportunities* for student interested in finance.