Women in Public Service Institute: Peacebuilding and Development  
Bryn Mawr College  
Final Report

I. Introduction
The Women in Public Service Institute: Peacebuilding and Development took place on the campus of Bryn Mawr College (BMC) between 7-19 July 2013. The Institute reflected a productive partnership between the College, the Wilson Center, the U.S. Department of State, and other college partners in the Women in Public Service Project (WPSP). The purpose of this report is to strengthen future programming of the Women in Public Service Project and its Institutes based on reflections and lessons learned at the BMC Institute.

The Institute was successful in achieving its goals. Most importantly, the 43 delegates reported that the Institute met or exceeded their expectations; a new network was created; important new relationships were established for the College; and Institute created heightened visibility among practitioners and policymakers for the College and WPSP.

The Institute’s most notable strengths, as remarked upon by delegates (See Evaluation Report, Appendix 4) include the following:

- A well articulated, coherent, and content-rich program;
- Mutually beneficial partnerships with organizations and individuals outside the College that contributed to the richness of the delegate experience;
- The meaningful involvement of BMC students and alumnae in planning and implementing the Institute; and
- Attention to administrative and logistical details that enhanced the experience of all involved.
II. Goals
The mission of the Women in Public Service Project (WPSP) is to advance women in public service positions globally so that by the year 2050 women will hold 50% of said positions. The Institute at BMC sought to provide a forum for shared learning and dialogue among emerging women leaders from countries that have recently experienced disruptive conflict. During the two-week Institute the 43 emerging leaders from 29 different nations engaged in knowledge and skill building, networking, and vibrant discussion and debate.

The purpose of the Peacebuilding and Development Institute, consistent with other WPSP Institutes, was leadership development for emerging women leaders. In parallel, a decision was made at Bryn Mawr to provide a substantive context for leadership development by focusing on peacebuilding and development. The planning committee set as a goal to provide opportunities for learning about the leadership required in post-conflict, fragile, and developing nations.

III. Strategies to Achieve Goals
Defining characteristics of the Institute that were present both in the planning process and the actual Institute were thoughtfulness, structure, and flexibility. These characteristics were manifest in all the strategies we employed to reach our goals, specifically around planning and staffing, admissions, program development, communications, and administration and logistics.

a) Planning and Staffing
The leadership for the Institute resided within the President’s Office at BMC, first under President Jane McAuliffe, and then with Interim President Kim Cassidy. Within the President’s Office, the Institute was the responsibility of Ruth Lindeborg, Secretary of the College who serves as the College’s liaison to the WPSP. Dr. Lindeborg hired and deputized an external consultant/practitioner, Jessica Berns, to serve as Director of the Institute. Unlike other Institutes, where Director positions have been split between content and administration, Ms. Berns oversaw substantive programming and operations/logistics for the Institute. Ms. Berns began working
one year prior to the Institute, in July 2012. Between July-March she worked part time after which she worked full time.

To support the planning of the Institute a committee (see list of Program Committee in Appendix 1) was formed which included Ms. Berns, Dr. Lindeborg, BMC administrators and faculty. The Program Committee conceptualized the Institute theme, developed curriculum, served as readers for the admissions process, and were an important link to the wider BMC community. The Committee met two times per month and then corresponded by email as needed.

In addition to Ms. Berns and Dr. Lindeborg, the Institute planning process benefitted from administrative support of the President’s Office, communications and creative input from BMC Communications, and logistical guidance from BMC Conference and Events. During fall 2012, two students worked 10 hours/week as student assistants. Seven additional students joined them in winter 2013. At the time of the Institute there was a robust team made up of the Institute Director, six undergraduate student assistants, two alumnae working on evaluation and communications respectively, and one PhD student developing particular curriculum.

b) Admissions

To meet the desired goal of hosting a multi-regional Institute with delegates primarily from public service (elected office, appointed office, civil service) the call for applications was distributed among a wide range of regions and countries, but also via strategic channels. A partial list of strategic channels include: BMC alumnae networks, WPSP contact list, State Department – U.S. Embassies, Peace and Collaborative Development Network, American Friends Service Committee, and Institute for Inclusive Security.

The call for applications yielded approximately 500 applications that were submitted via an online interface. This strong response was significantly higher than BMC anticipated. The breadth and depth of the applicant pool is attributable to the global alumnae base of the College, communication and coordination with all WPSP
partners, including Wilson and State, and the personal networks that the Institute Director activated for this purpose.

The Institute Director vetted all incoming applications and ruled out certain applicants immediately. The remaining approximately 300 applications were distributed among the members of a small Admissions Committee, made up of the Institute Director, three BMC administrators, and one faculty member. The committee discussed admissions criteria at length and developed a simple ranking sheet to score candidates on both their experience and potential (see Appendix 2). Great thought was given to assuring a balanced representation from regions, across age ranges, and among candidates representing regions in various states of stabilization and development. The Admissions Committee also reminded itself that despite the sizable pool of candidates from the NGO sector, the focus of the Institute was on public service. Applications were received from every region of the world, and in the end 51 women were accepted.

43 delegates ended up attending the Institute, from 29 countries. Due to personal circumstance and visa delays, eight were not able to participate. 53% of the delegates are currently in public service, and 62% had participated in public service within the last five years. 38% of delegates had at least five years of professional experience in public service, reflecting the goal of attracting ‘emerging’ leaders, while not ruling out those with potential and those that switched careers later in life. The average age of Institute delegates was 38.

c) **Program Development**

Early in the planning process, the Planning Committee articulated a vision for an Institute that would embed leadership development within the reality of post-conflict, developing, and fragile nation states. Institute organizers wanted to create a multi-regional environment where delegates could exchange experiences and strategies based on the shared commonality of the post-conflict experience. The theme of peacebuilding resonated with the Bryn Mawr community because of its Quaker roots and commitment to non-violence.
In designing the Institute curriculum, the Planning Committee was especially concerned that it be practical, provide opportunities for developing new skills, and develop the knowledge base of delegates. The Committee strove to involve delegates as experts and created platforms for the delegates to serve as speakers, responders, and moderators. Consistent with the academic experience at Bryn Mawr, the Planning Committee also sought to create a curriculum that was as interactive as possible. The Planning Committee continuously asked itself if the theme of peacebuilding and development was represented throughout the Institute and whether the leadership component was explicit. A complete program guide is included as Appendix 5.

To reach its desired programmatic goals, the Institute at Bryn Mawr pursued a strategy unique among other Institutes: partnerships with non-governmental organizations and other institutions. Partnerships with the American Friends Service Committee, Public Conversations Project, and United Nations Development Programme, among others, lent an important practitioner perspective to the curriculum, expanded the speaker and trainer possibilities, and more evenly distributed the hard work of curriculum development. For a full list of partnerships, see Appendix 3.

Also unique to Bryn Mawr’s programming was a half-day orientation and community building session on the day after delegates arrived to campus. Instead of initiating substantive programming or involving any outside guests, the first half day involved exercises through which delegates and staff could get to know one another. Investing time for these activities led to cohesion and warmth among the group, from early on in the Institute. The exercises were developed and facilitated by the Public Conversations Project, a dialogue and facilitation organization skilled in working with international groups.

Feedback from delegates reveals that the program curriculum and topics of the Institute were extremely relevant. Delegates scored each of the 11 elements of the program as being at least 83% relevant, and some received a relevancy score of 100%. 81% of delegates were “very satisfied” with the speakers and presentations.
Topics they would like to see included in future Institutes include fundraising and stress management. Delegate feedback also revealed that the group felt over-scheduled at the Institute and that they didn’t have sufficient time to interact with speakers (38%) or each other (16%), in spite of the program committee’s conscious effort to include times for rest and recreation within the twelve-day program.

A full evaluation report is found in Appendix 4.

d) **Strategic Communications in Support of the Institute’s Goals**

BMC Communications was involved in planning conversations from early on. Thought was given to the program’s distinct audiences: BMC communities (students, faculty, alumnae), potential delegates, partners, and the media. Throughout the planning process communications channels and tools were created in order to engage with these audiences, ranging from College digital newsletters and Alumnae Bulletin, to the Twitter account, a customized Institute website, and campus branding of the Institute. Coordination and communication between the President’s Office, the Institute Director, and College Communications was deliberate and open, allowing for a successful communication campaign that generated interest in the Institute, credibility and visibility for the Institute, and useful knowledge management tools.

The Institute website was very well received by delegates, speakers and the BMC community. This was the first Institute site to post such significant delegate information and program information. Content on the site was fresh and in the lead-up to the Institute it rotated multiple times each week to profile delegates, speakers, alumnae, faculty, and relevant news stories. During the Institute itself, blogs by delegates and students, media clips, daily videos, and regular tweets were introduced throughout each day. Staff and student contributors posted more than 350 stories, biographies, and relevant content links to delegates, speakers, partnership organizations, and resource materials, making the site content rich and robust in its offerings. Measuring the raw statistics from May 1 until July 20, the WPSP Institute site experienced more than 40,222 visits: 27,420 of these were unique visitors to the site. Its content was strong enough to attract visitors and
visitors remained on the site for more than one minute. The website remains live as a rich resource for future institutes and the WPSP as a whole.

The social media presence of the WPSP Institute at Bryn Mawr was significant. Twitter reach is measured using “Impressions” (in essence, the number of potential readers of a given tweet based on the number of followers of the tweet author). From the start of the Institute to its conclusion, tweets carrying the official hashtag and identifier “#WPSP @BrynMawrCollege” (decided upon by the College and the Wilson Center) averaged 243,168 impressions per day (excluding the day of Secretary Clinton’s speech, which would have skewed the average significantly upward). Several prominent Twitter users actively engaged with the Institute beyond Hillary’s speech, including Craigslist founder Craig Newmark; Saman J, a prominent activist blogger in Pakistan; Baroness Mary Goudie of the British House of Lords; Half the Sky ambassador and Kenyan youth leader Vivian Onano; and delegate Mary Mwende, of Kenya.

The Institute also received significant coverage in traditional print and broadcast media, with greatest coverage devoted to Secretary Clinton’s visit. In addition to coverage on all Philadelphia area television networks and a front-page story in the Philadelphia Inquirer, two AP stories about the Institute appeared in nearly 100 media outlets nationwide.

e) Administration and Logistics

Feedback from the BMC community, WPSP partners, delegates, and speakers are consistently positive about the administrative oversight and logistical preparations for the Institute. The Institute Director contributed a sensibility to the Institute that organized and planful operations would lead to a higher caliber Institute, and this proved true. The entire Institute team modeled warmth, hospitality, efficiency, and cultural sensitivity towards all those involved with the Institute and guests appreciated this. Delegates praised the coordination and communication prior to the Institute, as well as the work ethic and kindness of the Institute team.

From the early stages of the planning process, Ms. Berns and Dr. Lindeborg took part in Program Management meetings with the Directors of College
Communications and Conference and Events. The depth of experience represented in this group resulted in an Institute with no significant logistical breakdowns. While overall delegates were very satisfied with the organization and operations of the Institute (90.5%), the response to meals and accommodation was average (50%). Some adjustments were made during the Institute to help delegates feel more comfortable, e.g.: serving white rice with every meal. Other complaints were harder to address, like bathrooms being crowded.

Ms. Berns developed an estimated budget early in the planning process that was reviewed regularly by Dr. Lindeborg. Dr. Lindeborg assumed responsibility for collaborating with BMC Development to secure the majority of funds for the Institute. These gifts came from Alumnae of the College. In addition, funds were received from the U.S. State Department via the Wilson Center and Dell, Inc., which generously contributed laptop computers for each delegate. The Institute was also immeasurably enriched by the pro bono contributions of time by many of the external speakers.

IV. Were the Objectives Achieved?

The Institute Director worked with Bryn Mawr College’s Institutional Research Team and alumnae with survey research experience to develop three online evaluations for delegates to make certain we could address this question. The first survey was distributed prior to the Institute and benefitted from a 100% return rate. All delegates completed the post-Institute survey at Bryn Mawr on the last day. The last evaluation survey will be circulated to delegates in July 2014.

Bryn Mawr invested in the evaluation component as a learning tool for itself, to help inform and strengthen future Institutes, and to aid in future WPSP fundraising efforts by documenting impact. The Evaluation Report can be found in Appendix 4. It reveals overall high levels of satisfaction with the Institute as referenced throughout this report. Highlights of specific strengths and areas for improvement are summarized here.
a) **Strengths**

- 69% of delegates responded that the Institute exceeded their expectations, and 31% said that the Institute somewhat met expectations.
- All topics of the Institute program were deemed at least 83% relevant to delegates, with 7 out of 11 topics scoring about 95% relevancy. This reveals high satisfaction with the content of the Institute.
- 90.5% of delegates very satisfied with organization of Institute.
- 81% of delegates very satisfied with speakers and presentations.

b) **Areas for Improvement**

The most common complaints among the delegates were about the full schedule and a few elements of the program.

- 38.1% of delegates said that there was not sufficient time to meet and interact with the presenters. They also asked for more free time and additional time for personal shopping (this was accommodated)
- 28.6% reported that some topics were unnecessary or less useful.
- 50% of delegates said they were only "somewhat satisfied" with their meals.

The Institute Director believes that more effort should have been made to assure that the case studies and speakers more accurately reflected the delegates’ geographic diversity could have enhanced the program. Despite having delegates from all regions of the world, a disproportionate number of case studies and references were from Africa.

The Institute turned out to be a more expensive endeavor than anticipated. A number of delays in securing visas in country led to extremely high travel costs. In addition, while speakers were not compensated for their participation, in many instances their basic travel costs and accommodation were assumed by BMC. Finally, in planning a robust program and responding to exciting opportunities that presented themselves, the College incurred higher costs than first expected.
V. Post-Institute

When filling out the post-Institute evaluation survey, delegates stated that they intended to stay in touch and create a supportive network for each other once they returned home. Several expressed interest in having a WPSP Program or Institute take place in her home country. The request for ongoing communication between the WPSP and the delegates is common.

In the four months since the Institute concluded, much of the above has come to fruition. Delegates are in touch via email, on LinkedIn, and via a Facebook group to which the Institute Director and BMC also post. Delegates share personal stories, report on professional achievements, bring attention to grant and study opportunities, and generally support each other. A number have communicated either interest or plans to host leadership training programs for women in their work places.

A small number of delegates have also expressed their intention to apply to graduate school or take part in other training programs.

Several delegates have taken on new positions since returning home, and/or have launched new gender equity initiatives in their regions or professional settings.

Delegates have expressed the desire for more robust interaction with the WPSP at the Wilson Center and for mentors organize through WPSP. Many would like to see an alumnae database, newsletter, and mentoring program for delegates.

VI. Appendices:
1. List of Program Planning Committee
2. Applicant Rating Sheet
3. Partnerships
4. Evaluation Report, including testimonials
5. Program Guide
Appendix 1: Institute Program Planning Committee

Jessica Berns (Chair), Director of the Women in Public Service Institute: Peacebuilding and Development

Michael Allen, Professor of Political Science

Vanessa Christman, Assistant Dean and Director of Leadership and Community Development, The Pensby Center

Marissa Golden, Associate Professor of Political Science on the Joan Coward Chair of Political Economy

Ruth Lindeborg, Secretary of the College, President’s Office

Susan Buck Sutton, Senior Advisor for Internationalization, President’s Office

Mary Osirim, Provost and Professor of Sociology

Kanni Wignaraja ’88, United Nations Resident Coordinator and the Resident Representative of the United Nations Development Programme (UNDP) in Zambia
Appendix 2

Application Ranking Sheet

1- Name of Candidate:
2- ID number of Candidate:
3- Country:

RANKING
1- Poor
2- Fair
3- Good
4- Very Good
5- Excellent

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Notes</th>
<th>Score 1-5</th>
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<tbody>
<tr>
<td><strong>I. EXPERIENCE AS AN EMERGING LEADER</strong></td>
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<tr>
<td>• Experience in public service and engagement in the public interest</td>
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<tr>
<td>• Demonstrated effectiveness in leading an initiative or program in public OR other sector (such as non-governmental, private, or religious)</td>
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<tr>
<td>• Communicates an articulate vision for her country and community</td>
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<tr>
<td>• Demonstrated an ability to work collaboratively and openness to learning from others</td>
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<tr>
<td>• Demonstrated ability to cross boundaries (political, social, national)</td>
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<tr>
<td>• Demonstrated conflict resolution or dialogue facilitation skills</td>
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<tr>
<td>• Does the candidate use a gender lens to describe their current or future work?</td>
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<tr>
<td>• Demonstrated evidence of public engagement and/or advocacy (eg: writing for publications, media interviews, public speaking)</td>
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**II. POTENTIAL**

<table>
<thead>
<tr>
<th>• Capacity for leadership in public sector</th>
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<tr>
<td>• Potential to lead in the future</td>
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<tr>
<td>• Motivation and capacity to sustain and develop network post training</td>
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<tr>
<td>• Communicates an articulate vision for her country and community</td>
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</table>

**TOTAL SCORE**
Appendix 3- PARTNERSHIPS

American Friends Service Committee The international department of The American Friends Service Committee designed an interactive day to introduce linkages between development and peacebuilding practices using evidence based examples.


Dell Computers Laptops and software for all Institute delegates are generously provided by Dell. A representative of Dell participated as an Institute speaker and trainer on the topic of social media.

International Republican Institute The Women’s Democracy Network at the International Republican Institute led a session on mentoring.


National Democratic Institute Director of Women’s Political Participation at NDI, led a training on July 15, during Serving in the Public Sphere: Getting There and Governing. The training covered both campaigning and governing.

Office of Congresswoman Janice Hahn (D-California) The Congresswoman's Chief of Staff helped convene a tour of Congress for delegates and a meet and greet session with Congresswomen.

Philadelphia Museum of Art The Hess Foundation generously invited delegates for an evening of culture at a reception held on Saturday July 13th.

Public Conversations Project Public Conversations Project led a half day orientation and community building session and also a customized day-long dialogue training for delegates, as the opening day of delegate-only activities.

United Nations Office for South-South Cooperation The Deputy Director of the UNDP South-South Office developed a workshop that explored questions including obstacles to development, partnerships for development, effective leadership strategies, and women’s economic and peace-building agency.

U.S. Department of State The U.S. Department of State launched the Women in Public Service Project in early 2011, partnering with Barnard, Bryn Mawr, Mount Holyoke, Smith and Wellesley Colleges.
U.S. Department of State Office of Global Women’s Issues The Senior Advisor for Women and Technology in the Secretary’s Office of Global Women’s Issues helped design a day focused on communications, technology, the digital divide, and social change.

Woodrow Wilson International Center for Scholars The Woodrow Wilson Center Global Women’s Leadership Initiative (GWLI) is the home of the Women in Public Service Project Institute. Delegates spent a day in Washington, with morning panels hosted by Wilson Center’s GWLI.
BACKGROUND ON INSTITUTE
The mission of the Women in Public Service Project (WPSP) is to advance women in public service positions globally so that by the year 2050 women will hold 50% of said positions. The WPSP began in 2011 as a partnership between the US Department of State and five leading women’s colleges: Barnard, Bryn Mawr, Mount Holyoke, Smith, and Wellesley. As of 2012, its new home is at The Wilson Center, and its most recent partners also include Scripps, Mills, and Mount St. Mary’s Colleges.

In July 2013, Bryn Mawr College hosted The Women in Public Service: Peacebuilding and Development Institute. The Institute provided a forum for shared learning and dialogue among emerging women leaders from countries that have recently experienced disruptive conflict, but have reached a state of at least tenuous peace and are rebuilding, understanding that the boundaries between conflict and peace are often fragile and fluid. Over the course of two weeks, the forty-three emerging leaders from 39 different nations engaged in conversation, knowledge and skill building, and networking.

SURVEY
Prior to the start of the Institute, delegates were requested to complete an online baseline survey covering demographics (age and nationality), current expertise career specifics, and their motivation for attending the Institute. At the conclusion of the Institute, delegates completed another online survey regarding their levels of satisfaction with the Institute, how the Institute enhanced their careers, and what parts of the Institute were relevant to their nations’ futures. One year after the conclusion of the Institute another survey will be disseminated.

METHODS
The Institute Program Planning Committee created three different surveys for the delegates to complete: a baseline survey asking about expectations, a post-Institute survey asking about satisfaction, and a one-year follow-up survey to ask how the Institute has impacted their careers. Thus far, the delegates have taken only the baseline and post-Institute surveys. The committee administered the baseline survey two weeks before the Institute began. The delegates then took the post-Institute survey on the last day of the Institute. Among the 43 delegates, 39 completed the base-line survey and 42 completed the post-Institute survey, which are excellent participation rates.

FINDINGS
Demographics:
The participating delegates were at various stages and levels of experience in their public service careers; seven delegates (14.9%) were younger than 30 years old while nine (19.1%) were older than 50 years old. About half work in public service currently (53.2%); 61.7% participated in public service within the last five years. Very few delegates have less than 18 months of experience in public service (4.3%) while a plurality of the delegates have at least five years of experience (38.3%).
Expectations:
Before arriving at the Institute, we asked the delegates what topics of discussion interested them the most and what topics were relevant to their current projects at work. Several delegates listed increasing economic growth, security, and women in leadership as areas of expertise and focus for their current projects. Each delegate also explained freely how they expected the Institute to help perform their jobs better and to help them achieve professional aspirations. We also asked delegates to rate interest and relevancy in the following topics that the Institute covered. We see that more delegates respond positively for the Post-Institute questions. Most likely, some delegates found the topic to be more relevant than they expected it to be.

Table 1. Delegates interested in topics of discussion at the Institute and their assessed relevancy

<p>| Table 1. Delegates interested in topics of discussion at the Institute and their assessed relevancy |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|</p>
<table>
<thead>
<tr>
<th>Interest</th>
<th>Neutral</th>
<th>Relevant</th>
<th>Irrelevant</th>
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<tbody>
<tr>
<td>Multicultural awareness and</td>
<td>24 (51.1%)</td>
<td>13 (27.7%)</td>
<td>35 (83.3%)</td>
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<td>training</td>
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<tr>
<td>Women as peacebuilders</td>
<td>38 (80.9%)</td>
<td>1 (2.1%)</td>
<td>40 (95.2%)</td>
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<tr>
<td>The links between peacebuilding</td>
<td>38 (80.9%)</td>
<td>1 (2.1%)</td>
<td>39 (92.9%)</td>
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<tr>
<td>and development</td>
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<td></td>
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<tr>
<td>Women and economic development</td>
<td>36 (76.6%)</td>
<td>3 (6.4%)</td>
<td>42 (100%)</td>
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<tr>
<td>Justice in post-conflict settings</td>
<td>33 (70.2%)</td>
<td>5 (80.9%)</td>
<td>35 (83.3%)</td>
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<tr>
<td>Women in the public and political</td>
<td>36 (76.6%)</td>
<td>3 (6.4%)</td>
<td>41 (97.6%)</td>
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<td>sphere</td>
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<tr>
<td>Communicating for social change</td>
<td>32 (68.1%)</td>
<td>6 (12.8%)</td>
<td>39 (92.9%)</td>
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<tr>
<td>Building new networks and</td>
<td>34 (72.3%)</td>
<td>3 (6.4%)</td>
<td>42 (100%)</td>
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<td>mentoring opportunities</td>
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<tr>
<td>Strengthening my leadership</td>
<td>37 (78.7%)</td>
<td>1 (2.1%)</td>
<td>42 (100%)</td>
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<tr>
<td>capacities</td>
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<tr>
<td>Applying lessons in other contexts</td>
<td>34 (72.3%)</td>
<td>4 (8.5%)</td>
<td>40 (95.2%)</td>
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<td>to my own country</td>
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<tr>
<td>Pre: The opportunities to</td>
<td>32 (68.1%)</td>
<td>6 (12.8%)</td>
<td>42 (100%)</td>
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<td>socialize and network with</td>
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<td>speakers and delegates</td>
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<tr>
<td>Post: Maintaining contact with the</td>
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2
**FEEDBACK ON OBJECTIVES AND GOALS OF THE INSTITUTE**

At the end of the Institute, we asked that the delegates comment on the strengths of the program and areas of improvement needed. We wanted to know if the Institute planning team expressed the objectives of the Institute clearly and if the Institute met the delegates’ goals. Among the 42 delegates who responded, 36 (85.7%) said that the Institute’s goals and objectives were very clear while six (14.3%) said that the goals and objectives were somewhat clear. When asked about the Institute meeting the delegates’ goals and objectives, 29 (69%) responded that the Institute exceeded their expectation, and 13 (31%) said that the Institute somewhat met expectations.

**FEEDBACK ON OPERATION OF THE INSTITUTE**

Delegates were asked about their general satisfaction with the Institute.

<table>
<thead>
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<th>Table 2. Delegates’ Satisfaction on Institute’s Operation</th>
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<tbody>
<tr>
<td>Organization of the Institute</td>
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<tr>
<td>Accommodations</td>
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<td>Meals</td>
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<td>Speakers and Presentations</td>
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<td>Institute Length</td>
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Most of the delegates expressed satisfaction with the Institute’s operations, but there were some complaints about the accommodations and the meals. The rooms were comfortable for the most part, but some expressed that the restrooms were too crowded at times (due to the amount of activities scheduled). Many expressed that they would have liked more private time for reflection, prayer, or to contact their families back home.

The most common complaint among the delegates was about the timing of the panels and the content of the discussions. There were often too many activities planned for one day, and as a result 16 of the delegates (38.1%) said that there was not sufficient time to meet and interact with the presenters, and seven (16.7%) said that they did not have enough time to interact with the other delegates.

Several delegates praised the efficiency and kindness of the Institute staff. Many commented that the Institute interns and the director helped them with learning more about social media and technology, and praised the coordination before the Institute.

*The number of delegates decreased, as not all were able to attend or stay for the entire two-week Institute.
FEEDBACK ON PROGRAM TOPICS
Twenty-five of the delegates (59.5%) said that there were other topics they would have like to have been exposed to (getting financial support for NGOs and stress management were the top suggestions), and 12 (28.6%) found that some topics were unnecessary or less useful (three commented that the dialogue sessions were too long). One delegate said that it was important to discuss the problem but more important that we work to create solutions, and she felt that the Institute did not cover enough solutions.

FUTURE ASPIRATIONS AND EXPECTATIONS
All of the delegates responded to questions regarding how the Institute would impact their professional development in their home countries. The most common response is that the delegates intend to stay in touch and create a supportive network for each other once they go home. Several intend to look for more mentors and many also suggesting in serving as mentors as well. Every delegate expressed interest in having a WPSP Program or Institute take place in her home country. Also, the request for ongoing communication between the WPSP and the delegates is also common.

In a one-year follow-up survey of the delegates we will inquire if the delegates are still in contact with each other and what significance the Institute has had with their professional development. We suggest that the Wilson Center create a database on the Wilson Center’s page with a login and password available to only staff, past speakers, panelists, and delegates of WPSP institutes so as to expand the delegates’ network beyond the particular institute they attended.
APPENDIX

I. Constructive Feedback

• “Perhaps one day could be left free for the delegates to rest especially Sunday. this will allow them to rejuvenate.”

• “TIME TO REST! / Best duration for next institute or any institute of such nature should be 3 weeks to include time off. A day off is not time wasted. Felt like slaves. / I found home groups a wee bit of enforced fraternizing. Would have appreciated the time off. Accomodations were made for those observing Ramadan but Christian worship time had to be SO negotiated. Not fair. Important to place all faiths on an equal scale. /”

• “The food needs to be culturally sensitive e.g. have Asian, Africa, Mediterranean cuisine occasionally. The program was too packed, it should end at 5pm to allow for reflection. Allow delegates to have at least one weekend day free to give time for prayer, meditation, "me-time" and communicating with family, colleagues and constituencies back home. Reduce the Institute from 14 days to 8-10 days. Involve a wide array of panelists e.g. leaders from Africa region. Have more entertainment.”

• “The usage of time, its important to create more time for reflection, for informal interaction (unprogrammed) or spontaneous relationship building and character development. I felt that the program was extremely packed and somewhat unrealistic in terms of the retention capacity of the delegates, and in this regard may have been counter productive, because when one is tired they can barely participate or do any active listening/learning. Half day Saturday and no lessons on Sunday to refresh.”

• “The lunch break should be extended to 2 hours taking into consideration the time differences of delegates home country so that they can have time to contact families members at home. and the food should be improved upon considering the divers nationalities of delegates”

III. What type of follow-up delegates would like with The Institute and WPSP

• “I would like to be notified about events that are taking place around the institute,any positions women are taking in different parts of the world and the breakthorughs that my colleagues will be undertaking eg. appointments into leadership positions,being elected into leadership positions etc.That gives confidence and positive competition.”

• “A blog like community- not moodle- interactive where we post events, ideas and opportunities.”
• “I would like to see the WPSP following through my path so that it is not just a one-off like many other trainings but a journey, an investment in a potential woman leader.”

• “I would like to adopt this global initiative into national initiative so it will be perfect if the WPSP could extend the partnership out the Institute, to the benefiter/ women in the transition country.”

• “To organize similar Programs in our countries, to find solutions for educate more woman with the main aim, to advocate for woman,”
The Curriculum Guide
(as of July 1)
ABOUT THE WOMEN IN PUBLIC SERVICE PROJECT

In December 2011, the U.S. Department of State joined with the historic Seven Sisters women’s colleges to launch the Women in Public Service Project (WPSP). The goal of the Project, which now has an administrative home at the Woodrow Wilson International Center for Scholars and has expanded to include other colleges and universities, is “50 by 50”: 50 percent of public service positions worldwide to be held by women in 2050. To reach this goal, WPSP will convene a series of global conversations and launch partnerships to educate and train a new generation of women to enter the public sector with the strategic leadership skills, energy, and commitment required to tackle today’s global challenges.

ABOUT THE INSTITUTE

The Women in Public Service Institute at Bryn Mawr College is a two-week program for emerging women leaders from post-conflict countries organized by Bryn Mawr and co-sponsored by Bryn Mawr, the U.S. State Department, and the Wilson Center as part of the Women in Public Service Project (WPSP). The Institute will provide a forum for shared learning and dialogue among the delegates, whose nations have recently experienced disruptive conflict, but have reached a state of at least tenuous peace and are rebuilding. This intensive, interactive institute reflects the overall goal of the WPSP: to build the efficacy and leadership capacity of women in all spheres of public service.

ABOUT BRYN MAWR COLLEGE

Bryn Mawr College is a vibrant, diverse community dedicated to the highest academic standards, women’s empowerment, and preparing students for leadership roles in a global environment. Founded in 1885, Bryn Mawr was the first women’s college to offer its students the ability to earn the Ph.D. The College’s commitment to academic excellence continues today, as evidenced by its top 10 standing among all colleges and universities in the percentage of students who go on to receive a doctorate after earning a Bryn Mawr undergraduate degree. Bryn Mawr is composed of an undergraduate college with 1,300 women from across the United States and around the world, two coeducational graduate schools, and a coeducational postbaccalaureate premedical program. Students at Bryn Mawr may take classes at nearby Haverford and Swarthmore Colleges, as well as the University of Pennsylvania.
ACKNOWLEDGEMENTS

The Women in Public Service Institute: Peacebuilding and Development is enriched and strengthened by the many voices and visions that contributed to the planning process. The Bryn Mawr College community appreciated from the start of the planning process that the Institute would create exciting opportunities not only for its delegates, but also for Bryn Mawr students, faculty, and staff. The community dedicated energy, ideas, and pragmatism to bring the Institute to fruition.

We are especially grateful to the following individuals for their efforts:

Jessica Berns, Institute Director, for her extraordinary work as leader of the Bryn Mawr WPSP team.

President Emeritus Jane McAuliffe, for her commitment to global women’s empowerment, her vision for a world where “50 by 50” is a reality, and her dedication to creating a space at Bryn Mawr for emerging women leaders.

Secretary of the College Ruth Lindeborg ’80, for the passion, guidance, and creative problem-solving she contributed throughout the planning process.

The Institute Program Planning Committee was unwavering in its support of the Institute and is responsible for the Institute’s excellent curriculum: Professors Marissa Golden and Michael Allen, Professor and Interim Provost Mary Osirim, Assistant Dean Vanessa Christman, Senior Advisor for Internationalization Susan Buck Sutton, U.N. Resident Representative to Zambia Kaniya Wignaraja ’88, and Secretary of the College Ruth Lindeborg ’80.

A thoughtful, inquisitive, and reliable team of Bryn Mawr students was instrumental in the months leading up to the Institute and a number of them are on hand for the duration of the Institute. We are grateful for these students’ commitment and their interest in global women’s issues: Adrienne Baugher ’14, Jacinda Tran ’13, Jomaira Salas ’13, Karina Siu ’14, Madhavika Bajoria ’13, Meheret Shumet ’13, Ruth Logan ’14, Vrinda Varia ’13, and Yashaswini Singh ’13. Three Bryn Mawr alumnae contributed to Institute content in meaningful ways and complemented the undergraduate student team: Anne Kauth ’11, Theresa Kim ’01, and Kyra Turner-Zogbekor, GSSWSR Ph.D. ’13.

The following Bryn Mawr College offices and departments were collaborative and thoughtful allies over the past year: College Communications, Development, Conference and Events, Dining Services, Housekeeping, Information Services, and the President’s Office.

Beyond the Bryn Mawr campus we relied on key partners for support and ideas:

The Wilson Center’s Global Women’s Leadership Initiative (GWLI) is the home of the Women in Public Service Project. Its Director, Rangita de Silva de Alwis, and her staff were enthusiastic and generous in all our interactions and provided important ideas and contacts along the way.

Farah Pandith and June Shih at the U.S. Department of State provided important resources and suggestions throughout the planning process.
Laurie Saroff ’90, Chief of Staff for Congresswoman Janice Hahn, was instrumental in organizing our delegates’ visit to Congress; her insights and suggestions were invaluable.

Eleanor Tabi Haller-Jorden ’79, President and CEO of The Paradigm Forum gmbh, played a vital role in developing our Institute curriculum devoted to leadership.

Inyang Ebong-Harstrup ’82, Deputy Director of the U.N. Special Unit for South-South Cooperation, committed time and energy to conceptualizing the Institute’s economic development day.

PARTNERSHIPS

The Women in Public Service Institute: Peacebuilding and Development is energized by its collaboration with a variety of organizations committed to the goals of the Institute. These partnerships contributed to the development of a stimulating and interactive Institute designed to draw on the complementary strengths of practitioners, policymakers, and scholars. We are grateful to the following partners who have stepped forward in support of the Institute.

The International Department of the American Friends Service Committee is leading sessions at the Institute that highlight the linkages between development and peacebuilding practices.

The City of Philadelphia Mural Arts Program is leading a customized neighborhood tour for our delegates titled “The Many Faces of Philadelphia: Celebrating Diversity and Finding Common Ground.”

Congreso de Latinos Unidos (Congreso) in Philadelphia is hosting our Philadelphia-based program, Leading for Urban Development and Equality.

Laptops and software for Institute delegates are generously provided by Dell, Inc.

The Women’s Democracy Network of the International Republican Institute helped conceptualize a session on campaigning and governing and is participating in a session at the Institute.

The National Democratic Institute is leading a session on campaigning and governing.

The Philadelphia Museum of Art is opening its doors to our Institute participants.

The Public Conversations Project is leading a customized program to enhance appreciation of, and capacity for, dialogue as an important leadership skill.

The United Nations Office for South-South Cooperation has contributed to the Institute workshop on economic development, which will explore questions including obstacles to development, partnerships for development, effective leadership strategies, and women’s economic and peacebuilding agency.

Then Secretary of State Hillary Rodham Clinton and the U.S. Department of State launched
the Women in Public Service Project in December 2011 in partnership with the historic Seven Sisters Colleges. The Office of Global Women’s Issues and the Office of the Special Representative to Muslim Communities have contributed to the development of this Institute.

**The Wilson Center’s** Global Women’s Leadership Initiative (GWLI) is the administrative home of the Women in Public Service Project. In addition to support for development of the Institute at Bryn Mawr, the GWLI is hosting Institute delegates during their day trip to Washington, DC.

**SUPPORTERS**

The Women in Public Service Institute at Bryn Mawr would not have been possible without our generous supporters.

An anonymous Bryn Mawr alumna made a challenge gift that inspired other alumnae to support the Institute. On behalf of all of the Institute delegates, we thank her for her remarkable generosity.

We thank Constance H. Williams for supporting an evening at the Philadelphia Museum of Art for Institute delegates.

We also gratefully acknowledge the following individuals and organizations for their generosity.

Anonymous gifts from alumnae (2)
Carol A. Banquer ’67
Stephanie L. Brown ’75
Ainsley C. Clement ’78
Martha Dixon Ehrenfeld ’87
Jocelyn Fleming Gutchess ’42
Emily M. Murase ’87
Liana Sterling ’03
Sarah Rigg Theobald ’12
Josephine Raskind von Hippel ’50
Dell, Inc.

Office of the Ambassador of Global Women’s Issues, U.S. Department of State
Office of the Special Representative to Muslim Communities, U.S. Department of State
Woodrow Wilson International Center for Scholars
Please arrive 5 minutes early for all programs. Programs in Dalton 300 unless otherwise noted. Meals in Wyndham House unless otherwise noted. Vehicles depart from Pem Arch unless otherwise noted.

SATURDAY, JULY 6

Afternoon–Evening ... Arrival Philadelphia International Airport, Bryn Mawr College Shuttle Bus to campus
3-8 pm ...................... Registration at Pem Arch
5:30–8:30 pm.............. Dinner at your leisure
7 pm....................... Informal Welcome

SUNDAY, JULY 7

Welcome, Community Building, and Expectation Setting

8 am....................... Breakfast
9 am–1 pm................ Welcome, Community Building, and Expectation Setting
   This half-day session will focus on welcoming one another to our Institute community and establishing new relationships.
   Led by Meenakshi Chakraverti (Vice President for Program Development and Strategy, Public Conversations Project) and Vanessa Christman (Assistant Dean, Director of Leadership and Community Development, Bryn Mawr College)
1:15 pm................. Lunch, followed by Orientation, led by Jessica Berns (Director, Women in Public Service Project Institute)
2:30 pm................... Tour Campus and Register Laptops
4 pm....................... Snacks (available in Institute Office, Pem West 102), free time, or optional shopping trip for forgotten items.
6 pm....................... Home Groups
6:30 pm................... Dinner, followed by dessert and optional gathering in Ely Room, with music
MONDAY, JULY 8

7:30 am..................... Breakfast

Opening Ceremony

8:30 am..................... Coffee, Continental Breakfast Reception (Atrium of Hepburn Teaching Theater)

9–9:30 am................. Welcome Addresses, Goodhart Music Room
   Kim Cassidy (Interim President, Bryn Mawr College), Farah Pandith (Special Representative to Muslim Communities, U.S. Department of State), and Jessica Berns.

   Moderated by Ruth Lindeborg ’80 (Secretary of the College, Bryn Mawr College).

10:15–10:30 am........ Break

10:40–11:50 am........ Opening Speakers: Angela Kane ’70 (High Representative for Disarmament, United Nations) and Nancy Lindborg (Assistant Administrator for the Bureau for Democracy, Conflict and Humanitarian Assistance, U.S. Agency for International Development)

12–1:30 pm............. Lunch

Personal Reflections on Leadership

During this session delegates will set goals for their leadership journeys during the Institute and will discuss various leadership models.

1:45 pm.................... Welcome, Jessica Berns

2 pm...................... Film and Discussion: Profiles of Women in Public Service and clips from Women, War and Peace
   Introduced by Vanessa Christman

3 pm...................... Break
MONDAY, JULY 8

3:15 pm ..................... Panel of Alumnae Leaders: Tabi Haller-Jorden ’79 (President & CEO, The Paradigm Forum gmbh), Maya Ajmera ’89 (Founder and Board Member, Global Fund for Children, and Visiting Scholar, SAIS, Johns Hopkins University), Shazia Rafi ’79 (Secretary General, Parliamentarians for Global Action), Angela Kane ’70. Moderated by Vanessa Christman

4:15 pm ..................... Attributes of Impactful Leaders: small discussion groups will be led by Vanessa Christman, Tabi Haller-Jorden, Shazia Rafi, Maya Ajmera, and Darlyne Bailey (Dean, Bryn Mawr College Graduate School of Social Work and Social Research)

5:15 pm ..................... Break

5:30 pm ..................... Bookmarks—Part I, led by Vanessa Christman

6 pm ..................... Setting the stage for tomorrow, led by Vanessa Christman, Tabi Haller-Jorden, and Darlyne Bailey

6:30 pm ..................... Dinner, followed by Home Groups

Evening ..................... Free time

TUESDAY, JULY 9

Keys to Women’s Leadership in Transitional Settings

During this session delegates will discuss arenas for women’s leadership and will identify challenges and opportunities facing leaders in transitional settings.

8 am ..................... Breakfast

9 am ..................... Contextualizing the day, led by Tabi Haller-Jorden

9:30 am ..................... Essential Elements for Women’s Leadership in Transitional Settings, led by: Darlyne Bailey

10:30 am ..................... Break
10:45 am.................. Where Have We Been? Delegates’ Panel: Julijana Trajkovik, (Macedonia, Chief Inspector, Head of the Unit in the Duty Situational Center in the Ministry of Interior), Mary Mwende (Kenya, Global Give Back Circle Ambassador), Martha Mutisi (South Africa, Interventions Department Manager, African Center for the Constructive Resolution of Disputes), Mercy Chriesty Barends (Indonesia, Vice Chair of Parliament of Maluku Province), and Suheir Rasul (Palestinian Territory, Jerusalem Office Director, Search for Common Ground). Moderated by: Tabi Haller-Jorden

11:45 am.................. Lunch

12:45 pm.................. Alternative Approaches to Women’s Leadership in Transitional Settings: a dialogue among leaders from the Middle East and North Africa on the many approaches to leadership in transitional settings. Panelists: Moushira Khattab (Former Ambassador of Egypt to Italy and South Africa, Egyptian Council on Foreign Affairs), Lilia Labidi (Visiting Research Professor, Middle East Institute, National University of Singapore), and Fatima Sbaity-Kassem (Former Director, UN-ESCWA Centre for Women from the Middle East/North Africa). Moderated by: Haleh Esfandiari (Director, Middle East Program, Wilson Center)

1:45 pm.................. Where Are We Going? your own leadership challenges. Introduced by Vanessa Christman (small discussion groups will be facilitated by the panelists and Tabi Haller-Jorden)

3 pm..................... Observations: Vanessa Christman and Tabi Haller-Jorden

3:15 pm.................. Break

3:45 pm.................. Reassemble at Pem West Lobby to proceed together to Institute Keynote Address by former U.S. Secretary of State Hillary Rodham Clinton, Thomas Great Hall

4 pm..................... Keynote Address, followed by photo opportunity and reception

7:30 pm.................. Outside Dinner at Taft Garden
The Intersection of Peacebuilding and Development
Developed and led by American Friends Service Committee

This workshop will introduce linkages between development and peacebuilding practices using evidence-based examples. The workshop will focus on the gendered dynamics of the peacebuilding processes and why women’s leadership is essential to successful peacebuilding.

7:30 am ..................... Breakfast

8:30 am ..................... Introduction: Meryl Frank (former United States Ambassador to the United Nations Commission on the Status of Women)

9–10:50 am ............... Peacebuilding and Development in 2013 – plenary led by Kerri Kennedy (Associate General Secretary for International Programs, American Friends Service Committee) and Marianne Elias (Senior Program Officer for International Programs, American Friends Service Committee)

10:50–11 am .......... Break

11 am–12 pm .......... The Powerful Role of Women in Peacebuilding and Development
Group 1: ZIMBABWE CASE STUDY, Alissa Wilson (Public Education and Advocacy, Africa Region, American Friends Service Committee)
Group 2: LIBERIA CASE STUDY, Massa Washington (Former Commissioner, Liberian Truth and Reconciliation Commission)
Group 3: SRI LANKA CASE STUDY, Shyamala Gomez via Skype (FOKUS Forum for Women and Development)
Group 4: SUDAN / SOUTH SUDAN CASE STUDY, Jacqui O’Neill (Director, The Institute for Inclusive Security)

12:15 pm ............... Lunch

1:30–3 pm .............. Women in Peacebuilding and Development: Panel Discussion with Camilla Campisi (Associate UN Representative, Quaker UN Office-NY), Mavic Cabrera-Balleza (International Coordinator/Program Director, Global Network of Women Peacebuilders), Jacqui O’Neill, and Sarah Douglas (Program Manager, UN Women). Moderated by Meryl Frank

3 pm ..................... Break

3:15–4 pm ............. Breakout Session

4–5 pm ................. Report back and group discussion, moderated by Kerri Kennedy.
**WEDNESDAY, JULY 10**

5–5:30 pm ................. Closing Statements, moderated by Kerri Kennedy.
6 pm ...................... Optional excursion to shopping mall, depart 6 pm from Pem Arch.

-OR-

6:30 pm ................. Dinner, Wyndham.

**THURSDAY, JULY 11**

**The Role of the Justice System in Post-Conflict Resolution**

*Throughout the day, delegates and outside participants will explore questions of justice, accountability, truth, and reconciliation in a post-conflict setting. Particular attention will be devoted to notions of justice (e.g. restorative and retributive, and the impact of both on building coexistence and new ways forward).*

8 am ..................... Breakfast with Home Groups
10 am .................... Break
10:15 am ................. How Human Rights Activists Achieved Justice: The Case of Guatemala. Viewing and discussion of the film, *Granito: How to Nail a Dictator*. Introduced by Erika Marquez (Visiting Assistant Professor of Sociology, Bryn Mawr College). Commentary by Ana Luisa Alveno Oliva (Teacher and School Principal, Guatemala; WPSP Delegate). Discussion facilitated by Erika Marquez
12:30 pm ................. Lunch
THURSDAY, JULY 11

2 pm..................... Small Group Meetings with Guest Experts in the Field

**Group One:** Honorable Lady Justice Mary Ang’awa (High Court of Kenya) and Amanda Majisu (Truth, Justice and Reconciliation Commission of Kenya). Facilitator: Barb Toews (Doctoral Candidate, GSSWSR, Bryn Mawr College). *How have the courts responded to the demands that women have launched? What challenges do women face in having access to the judicial system? What have we learned about justice in post-conflict states from participation in the Truth, Justice and Reconciliation Commission?*

**Group Two:** Rangita de Silva de Alwis (Director, Global Women’s Leadership Initiative, Wilson Center). Facilitators: Cindy Sousa (Assistant Professor, GSSWSR, Bryn Mawr College) and Kyra Turner-Zogbekor (Ph.D. GSSWSR, Bryn Mawr College). *What has been the role(s) of international organizations in assisting women in gaining human rights? What has been the role of Convention to Eliminate All Forms of Discrimination Against Women (CEDAW) and other treaties in this process? How can we make CEDAW real in various national contexts?*

**Group Three:** Karen Remmler (Professor of German Studies, Mt. Holyoke College and Director of the Five College Women’s Studies Research Center). Facilitator: Erika Marquez. *How can a society repair its justice system in the wake of conflict and repressions? What advice could you offer in addressing the human rights abuses that occur in conflict-ridden societies? What particular challenges exist for women in creating a democratic society and a stable system of justice?*

4 pm..................... Break

4:20 pm.................. Traveling Stations: delegates rotate to view the work of other groups

5:20 pm.................. Conclusion, Mary Osirim (Interim Provost, Bryn Mawr College)
THURSDAY, JULY 11


FRIDAY, JULY 12

From Conflict to Creating the Future We Want
This day of the Institute seeks to identify the difference between modernization strategies and development. Throughout the day the following questions will be explored: models of and obstacles to development and their gendered consequences, partnerships for development, effective leadership strategies and women’s economic and peace building agency.

8 am......................... Breakfast
9–9:50 am................. The Development Conversation (The Framework): Inyang Ebong-Harstrup ’82 (Deputy Director, United Nations Development Program)
9:50–10 am.............. Assemble into working groups
10–10:40 am............. Development models from an academic perspective (The Models):
                      Michael Allen (Professor of Political Science, Bryn Mawr College)
10:40–10:50 am........ Break
10:50–11:50 am........ Working groups respond to the models
12–1:30 pm.............. Lunch and presentation by Hippolyte Fofack (Senior Economist, Gender and Development Unit, The World Bank). Fofack will highlight the gendered dimensions of development and relevant World Bank initiatives.
1:45–2:30 pm........... Working groups. Moderators: Inyang Ebong-Harstrup, Joy Brathwaite (Programme Development & Advocacy Specialist, UNDP), Susan Buck Sutton ’69 (Senior Advisor for International Initiatives, Bryn Mawr College), Hippolyte Fofack, and Marianne Elias
2:30–2:45 pm.......... Break
FRIDAY, JULY 12

2:45–3:45 pm .......... Reflections by Mary Ellen Iskenderian (President and CEO, Women’s World Banking). Ms. Iskenderian will reflect on the bottom-up strategies she sees exemplified in her work. What are the real stories for creating change? She will also reflect on, and respond to, what she has heard in the working groups.

3:45 pm .................. Concluding Reflections: Susan Buck Sutton

5 pm ..................... Depart for visit to Philadelphia Museum of Art

SATURDAY, JULY 13

Policy Tools for Leaders: Social Accountability Interventions for Peace

This workshop will build understanding of and share experiences with social accountability. It will also explore concepts and tools that underpin the approach and lessons from conflict-affected and fragile contexts that advance women’s empowerment and gender equality in peacebuilding and recovery processes.

8 am ..................... Breakfast

9–9:10 am ................. Jessica Berns to welcome and introduce facilitators: Mary McNeil (Task Team Lead, Global Partnership for Social Accountability, The World Bank) and Patti Petesch (Consultant, The World Bank)

9:10-12:45 ............... Discussions and Case Studies focused on social accountability and interventions for peace

12:45 pm ................. Break

12:55 pm ................ Reconvene at Pem Arch to depart for Philadelphia program (boxed lunch)
Women Leading for Urban Development and Equality, Philadelphia
Congreso de Latinos Unidos, 216 West Somerset St., Philadelphia

The goal of this workshop is to provide a forum through which Institute participants can dialogue about challenges and opportunities for urban development with their peers and with influential women leaders in Philadelphia.

2–5 pm..................... Workshop

  Welcome, Kyra Turner-Zogbekor
  Opening Remarks: Jane Golden (Executive Director, Mural Arts Program)
  Keynote Presentation: Cynthia Figueroa (President and CEO, Congreso Unido Para Latinos)

Small Groups: ........... Democracy and Governance: Julie Mostov (Vice President for Global Initiatives and Professor of Political Science, Drexel University)

  Law, Policy and Women’s Rights: Carol Tracy (Executive Director, Women’s Law Project, and Faculty, BMC GSSWSR and University of Pennsylvania School of Arts and Sciences)

  Secure and Inclusive Communities: Julie Wertheimer (Deputy Director for Policy, Programs, and Administration, Office of Public Safety, City of Philadelphia)

  Child & Youth Advocacy and Engagement: Donna Cooper (Executive Director, Public Citizens for Children and Youth)

  Refugee Rights, Trauma & Public Health: Oni Waritay (Executive Director, African Family Health Organization)

  Small Business Development & Social Enterprise: Ngozi Bell (Regional Advocate for the U.S. Small Business Administration)

  Advocacy Through Media: Media Mobilizing Project
SATURDAY, JULY 13

5 pm.......................... Snack break, board bus

The Many Faces of Philadelphia: Celebrating Diversity, Finding Common Ground (a city tour)

The objective of this portion of the day is to visit the many “faces” of Philadelphia through a guided tour of various neighborhoods, as well as key sites that represent urban development and equality. This tour will be facilitated by Philadelphia Mural Arts Program.

8 pm.......................... Return to Bryn Mawr College for late dinner

SUNDAY, JULY 14

Full-Day Workshop on Dialogue

Dialogue training led by Public Conversations Project: Meenakshi Chakraverti and Alison Streit Baron (Practitioner and Manager of Training and Evaluation)

8 am.......................... Breakfast
9 am–5:30 pm........... Dialogue Training
1 pm.......................... Lunch
6:30 pm..................... Dinner followed by Home Groups
Women in the Public Sphere: Getting There and Governing

This day will focus on the many roles that women can play in government—as elected officials, in civil service positions, in executive branch roles, and in the judiciary.

7:45 am ..................... Breakfast
8:45–9 am ................ Running: Lois Murphy (Judge of the Court of Common Pleas)
9 am–12:30 pm ........ Running and Governing: Susan Markham (Director of Women’s Political Participation, National Democratic Institute) will lead this interactive training, which will be divided into a session on running and another on governing.

9–10:30 am ............... Session I: Running. Why should I run? How do I get nominated? How can I run an effective campaign? How do I connect with voters? How can I leverage my gender in positive ways?

10:30–10:45 am ........ Break
10:45–11 am ........ Governing: U.S. Representative Allyson Schwartz MSS ’72 (Representative, Pennsylvania 13th Congressional District; Democratic candidate for Governor of Pennsylvania)

11 am–12:30 pm ...... Session II: Governing. The second session will focus on effective governance strategies including coalition building, developing and utilizing women’s caucuses and citizen outreach.

12:45 pm ................ Lunch
1:15–2:15 pm ........ Keynote Address by Alice Rivlin ’52 (Visiting Professor of Public Policy at Georgetown University and Senior Fellow in the Economic Studies Program at the Brookings Institution).

Rivlin will discuss her experiences as the first Director of the Congressional Budget Office and the first female Director of the Office of Management and Budget. She will also discuss the roles of neutral competence and technical expertise in effective governance.

Introduced by Maria Kefalas (Professor of Sociology, St. Joseph's University)
MONDAY, JULY 15

2:30–3:45 pm .......... Public Service Options in the Career Civil Service. Panelists: Aryanna Abouzari ’01 (Affordable Care Act Outreach Specialist, U.S. Department of Health and Human Services), Marissa Golden ’83 (Associate Professor, Department of Political Science, Bryn Mawr College), Helen Kuyembeh (Member of Parliament, Sierra Leone; WPSP Delegate), Barbara Romzek (Dean, School of Public Affairs, American University), and Bernadette Sargeant ’83 (Attorney at Law, formerly U.S. Department of Justice, and the U.S. House of Representatives Ethics Committee). Moderated by Deborah Harrold (Independent Scholar)

3:45–4:30 pm .......... Tea with the day’s presenters and panelists

4:40–5 pm ............... Review and Preview of DC Trip: Jessica Berns and Marissa Golden

6 pm ..................... Dinner

7:30 pm ................. Optional Film Screening, Thomas 110. Following dinner, the Institute will offer a screening of the documentary Iron Ladies of Liberia with an informal discussion afterwards facilitated by Georgia Genoway, Oretha Snyder Davis and Marayha Fyneah, Institute delegates from Liberia.
Excursion to Washington DC

7 am.......................... Depart for Washington by bus (boxed breakfast)
10–10:20 am ............... Coffee Reception, Wilson Center
10:20–10:30 am .......... Welcome, Rangita de Silva de Alwis (Director, Global Women’s Leadership Initiative, Woodrow Wilson International Center for Scholars).
10:30–11:30 am .......... Panel: How Change Happens. Panelists: Elaine Kamarck ’72 (Senior Fellow in the Governance Studies program and Director of the Management and Leadership Initiative at Brookings, and Lecturer in Public Policy, Harvard University Kennedy School of Government), Carol Rodley (Dean of the Leadership and Management School, Foreign Service Institute; Former U.S. Ambassador to Cambodia), Jerry White (Deputy Assistant Secretary for Partnerships and Learning in the Bureau of Conflict and Stabilization Operations, U.S. Department of State), and Azra Jafari (Mayor of Nili, Afghanistan; WPSP Delegate). Moderated by Jolynn Shoemaker (Interim Program Director, Alliance for Peacebuilding).
11:30–11:45 am ......... Break
11:45 am–12:45 pm .. . Panel: Women Leading in a Post-Conflict Setting. Panelists: Kathleen Kuehnast (Director, Center for Gender & Peacebuilding, U.S. Institute of Peace), Tamara Cofman Wittes (Senior Fellow and Director of the Saban Center for Middle East Policy, Brookings Institution, and former U.S. Deputy Assistant Secretary of State for Near Eastern Affairs), Maryam Elahi (Director, International Women’s Programs, Open Society Foundations), and Mary Nyaulang Ret (Deputy Minister for Housing and Physical Planning in the Republic of Southern Sudan; WPSP Delegate). Moderated by Rangita de Silva de Alwis.
12:45–1:45 pm .......... Lunch
1:45 pm.....................Travel to U.S. Capitol
2:30–4:30 pm ............ Tour of Congress and reception with members of U.S. Congress and senior Congressional Staff
4:45 pm..................... Travel to evening reception
6 pm......................... Reception hosted by Jaliya Wickramasuriya, Ambassador Extraordinary of Sri Lanka to the United States
8 pm......................... Depart for Bryn Mawr
Leveraging Technology as a Tool for Social Change: Policy and Practice

This day’s program will discuss how technologies can be leveraged to create an equal playing field for women, how media can be used a medium for social change, and how technology can be used to build alliances across cultures and communities.

9 am ....................... Breakfast.
10–10:15 am .......... Welcome: Carol Hager (Associate Professor and Chair of Political Science Department, Bryn Mawr College)
10:15–10:45 am ....... Address by Ann Mei Chang (Senior Advisor for Women and Technology, U.S. Department of State, Office of Global Women’s Issues): “Technology as a Development and Empowerment Tool”
10:45–11:15 am ...... Questions and Conversation with Ann Mei Chang, moderated by Carol Hager
11:15–11:30 am ........ Break
11:30 am–12:45 pm .. Panel: Effective Uses of Media for Social Change. Panelists: Rafif Jouejati (English spokeswoman, Local Coordinating Committees in Syria Director, FREE-Syria), Zoe Piliafas (Voices of Our Future Community Manager, World Pulse), Lena Slachmujilder (Vice President Programs, Search for Common Ground), and Frances Bulathsinghala (Executive Director of the South Asian Peacebuilding and Development Institute in Sri Lanka and Sri Lanka correspondent for DAWN, the oldest English-language newspaper in Pakistan; WPSP Delegate). Moderated by Susan Buck Sutton
12:45–1:45 pm ....... Lunch
2–2:10 pm .............. Introduction of working groups
2:15–4:15 pm .......... Getting your Message Across: Working Groups. Learn how to identify and create effective and compelling content for media: what is your message, who is your audience, and what are best modes of communication to create the change you want to see? What is one way you are considering using social media or other forms of communication upon your return home to contribute to political or social change?

The role of social media in strengthening networks for political and social change: Rafif Jouejati, facilitator

Preventing conflict and building peace through television and radio programming: Lena Slachmuijlder, facilitator

How participants can use the WorldPulse platform to connect directly with women from all over the world, exchange resources, and find empowerment and opportunities: Zoe Pilfias and WPSP Delegate Nisan Ahmado, facilitators

The role of print media in contributing to a broader social change agenda: Frances Bulathsinghala, facilitator

Social media training: Alyssa Bonotai (Associate Director of College Communications, Digital Media Editor, Bryn Mawr College), facilitator

4:15–4:30 pm ........ Break
4:30–5:30 pm ........ Report back from group discussion and wrap-up. Moderated by Ann Mei Chang
5:30–5:45 pm ........ Looking ahead to Thursday and Friday sessions: Ruth Lindeborg and Vanessa Christman
6:30 ..................... Dinner
7:30 pm ................. Optional Evening Program: Social Media Café in the Lusty Cup Café. Convened by Bryn Mawr College Communications
Responding to the Gender Gap in Public Service

This workshop will examine the gender gap in the public sector and discuss collective and individual strategies to address that gap.

7:45 am.................. Breakfast with Home Groups
9–9:05 am.............. Welcome and Overview: Ruth Lindeborg
9:35–10:30 am........ Panel Discussion: How can the gender gap in public service be overcome? Marjorie Margolies (President, Women’s Campaign International, former U.S. Congresswoman, and current Congressional candidate), Farahnaz Ispahani (Public Policy Scholar, Woodrow Wilson Center), Victoria Budson, Vjosa Osmani (Member of Parliament, Former Advisor to the President, Kosovo; WPSP Delegate), and Lydiene Nkongho (U.N. Mission in Congo DRC, Human Rights Officer; WPSP Delegate). Moderated by Deborah Harrold
10:30–10:50 am....... Discussion
10:50–11:05 am....... Break
11:10–12 pm.......... Regional Issues: Successes and Challenges (small groups). Moderators: Deborah Harrold, Farahnaz Ispahani, Victoria Budson, Marjorie Margolies, Ruth Lindeborg, Jessica Berns
12:15–1:40 pm....... Lunchtime Presentation and Dialogue: Mentoring and Networking as a Way Forward. Barbara Broomell (Executive Director, Arab Women’s Leadership Institute, International Republican Institute) and Justice Mary Ang’awa
1:45–1:55.............. Reconvene to introduce working groups
THURSDAY, JULY 18

2–3 pm................. Mentoring and Networking: Developing Models. Facilitators: Barbara Broomell, Victoria Budson, Deborah Harrold, Justice Mary Ang’awa, and Marjorie Margolies. Role play: Participants will break into groups and develop a local, national, or transnational mentoring program. Each group will role play or outline an innovative mentoring or networking program.

Group One: Young Women and Public Service
Group Two: Transitioning from NGOs to Public Service
Group Three: Mentoring Women in Your Own Organization
Group Four: Changing the Old Boys’ Network
Group Five: Political Hurdles

3–3:15 pm.............. Break


4:15–5:40 pm.......... Plotting Your Course: A Personal Leadership Path. Facilitators: Ruth Lindeborg and Vanessa Christman

6:30 pm ............... Festive Farewell Dinner

7:45 pm ............... Dessert, Coffee, and Conversation with Laura Chasin ’58 (Founder, Public Conversations Project)
FRIDAY, JULY 19

Fifty By Fifty: Action Plans

*On the final day of the Institute delegates will focus on action plans for change.*

8 am ....................... Breakfast.
9–9:05 am............... Introduction: Ruth Lindeborg.
9:05–9:35 am......... Address: “How Do We Govern for Change?” Baroness Mary Goudie (Labor Member, UK House of Lords),
9:45–10:30 am......... Action Planning for Peacebuilding, Development, and Gender Equity. Facilitators: Mary Osirim, Vanessa Christman, Susan Buck Sutton, Jessica Berns, Ruth Lindeborg
10:30–11:45 am ....... Prepare for Departure; Filming of Selected Action Plans

Closing Event: Women Leading for Peace and Security

*The two invited speakers will engage in dialogue around the themes of the Institute.*

12 pm................. Delegates and guests arrive at Thomas Great Hall
12:10 pm............. Lunch
12:30 pm............. Welcome, Ruth Lindeborg
12:35 pm............. Women Leading for Peace and Security: A Dialogue Between Melanne Verveer (Former U.S. Ambassador-at-Large for Global Women’s Issues) and Ambassador Mary Ann Peters (Ret.) (Provost and Dean of Faculty, Naval War College). Facilitated by Jessica Berns
1:15 pm.............. Certificate ceremony begins
2 pm.................... Institute concludes
2:10–2:40 pm......... Delegates return to rooms, collect luggage, return to Pem West Arch for departure to airport
2:45 pm............. Departures to airport begin