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Message from the Executive Board Chair

Marie Foster Gnage, Ph.D.

President

West Virginia University Parkersburg

These are the days of challenges; these are the days of opportunity; these are the days that inspire women to have the courage to lead as they've never led before, to think new thoughts about how they lead and where they lead. It is more than wonderful that we have ACE's Office of Women in Higher Education to help women prepare to lead. Knowing what is involved in leading engenders the confidence from which grows the courage to lead.

There have been a number of articles this year on women's leadership and questions regarding women's "vision" ability. The discussion centers around women's attention to detail that makes them successful, and the multitasking abilities that make them valued. These are the talents that in the end cause questions regarding their ability to see the big picture—to have forward looking ideas about an achievable future. It is questioned whether women can switch gears and get into the "vision thing." We know that they're doing just that—getting into the "vision thing" with help from their mentors and the workshops, forums and institutes that are engaging them.

We are happy to find women leading in all areas of the academy. We just wish we saw more women. It appears that the new vision for the women's leadership in the 21st century is jobs and roles focused on talent, not on traditional placement. So, women lead as CEO, CFO, vice presidents—institutional, administrative services, foundation executive directors.... The advice should be and is, go where you can best lead, serve, and share your vision.

Now more than ever we have to encourage women's participation in leadership. Unfortunately, too many women are being convinced that the leadership roles are too difficult, too time consuming, and dreadfully lifestyle threatening. Hear this: it does take work, but it brings such joy. So, bring your voices, leadership and vision, and let's rock—continue to rock--the academy.

All the best,

Marie Foster Gnage, Ph.D.

President

West Virginia University Parkersburg

ACE OWHE NEWS

21st Century Challenges Demand Well-Trained Higher Education Leaders



Diana Córdova, Ph.D.
*Interim Director, Office of Women in Higher Education
American Council on Education*

The United States is facing serious and unprecedented challenges: ballooning state and federal deficits, historic demographic shifts, and increased competition from abroad. Higher education must do its part to ensure that our nation can meet these multiple challenges effectively. As higher education leaders, we must work to ensure that our postsecondary education system is one that is responsive to the needs of today's students as well as the growing needs of our nation.

Recent international comparisons contain alarming news for our country: While the U.S. ranks second among developed nations in the proportion of workers over the age of 55 with a postsecondary credential, the U.S. drops to 11th among younger workers aged 25-34. As an aging and highly educated workforce retires, for the first time in our nation's history we face the prospect that the educational level of the next generation of Americans will not equal, perhaps will not even approach, the level attained by their parents. These and other similar findings prompted President Obama to issue a bold goal for our country – to once again lead the world in the proportion of college graduates by the year 2020.

The "Bold Goal" is a major challenge that will require sustained efforts from all sectors of society. We will need an enhanced K-12 education system that prepares all students for the rigors of college. In addition, we must provide greater access to higher education to students from diverse and underserved backgrounds. But access alone is not enough; we must ensure that these students have the resources and support mechanisms they need to persist and complete their degrees.

The key to meeting this challenge is effective leadership. Unless we have visionary, talented and knowledgeable higher education leaders who can motivate others to join forces on what is sure to be a

challenging journey, we run the risk of not being able to achieve our national goals. In light of the impending wave of presidential retirements that will affect higher education in the coming years – 49 percent of our nation's college and university presidents are over the age of 61 – it is critical that we redouble our efforts to identify and prepare a new generation of higher education leaders. These leaders, in turn, must be prepared to embrace and lead change.

It is in this regard that the work of OWHE and the State Networks is so critically important. We have the responsibility of identifying, mentoring, and supporting the next generation of women leaders so that they can be ready to lead in these historic times. Higher education currently has a unique opportunity to refill the ranks of leadership, but it must do so with leaders who are prepared to meet the demands of the 21st century presidency. We can afford to do no less.

QUOTE

"The women of today are the thoughts of their mothers and grandmothers, embodied, and made alive. They are active, capable, determined and bound to win. They have one thousand generations back of them ... Millions of women, dead and gone are speaking through us today. "

---Matilda Joslyn Gage from *National Citizen and Ballot Box*- 1889 — a newspaper she founded and edited



New Vision for Women's Leadership in the 21st Century

Kimberly Cline, J.D., M.B.A., Ph.D.
President
Mercy College

When one compares the 21st century to the early 1900s, it is obvious women have made great strides. Consider that in the beginning of the 20th century, women could not vote, and were not admitted to most colleges, but today when one looks across colleges and universities, women are generally equally represented. We are also beginning to see more women as executive leaders in higher education. As ACE's Office of Women in Higher Education (OWHE) advocates, one of our important roles is to help ensure that future generations of women have the requisite experience and leadership skills to fill senior positions on campuses.

Popular and research books fill the shelves of our local bookstores, with discussions relating to the essential characteristics of leaders, yet there is not a universally accepted model. Most successful leaders possess intelligence, resilience and a positive attitude. However, leaders must add to their skill repository to meet the challenges of the 21st century.

Readiness is a key factor to success, as opportunities are often presented at unexpected moments. Since 1973, OWHE has recognized the need to prepare women for leadership positions. Throughout my career, I have consistently assessed and evaluated my own skill set. Did I have the proper education and knowledge to run a college well? I completed my MBA and a law degree, but I realized I was lacking in the fundamentals and nuances of higher education. A number of people suggested that earning a doctorate was not necessary, but the result provided me with a broader view of education.

Those hiring leaders look for experience. I have never said no to an opportunity to learn or gain experiences in areas outside my comfort zone. As a result, I eventually gained experience in all areas of higher education. These experiences broadened my lens

and provided historical content to make future decisions. Over the years, I have been told that the combination of my education and experience sets me apart from other candidates.

Fortunately, I have worked with and for a number of great leaders, both women and men. Developing leadership occurs both in formal settings, such as leadership conferences, as well as informal daily mentorship. Working for a competent leader allows one to improve by daily osmosis. I believe mentoring should be the "buzz" word for 21st century leaders, both in finding good mentors and being a good mentor. As leaders, we must take this responsibility seriously and provide support and guidance for those who have leadership aspirations.

Our duty as women in higher education is to help others who want to follow the same path. I am proud to have been a mentor that made a difference in helping numbers of women achieve their goals over the years. It requires time and commitment, but the results are rewarding. As New York State Network's Presidential Sponsor, it is my goal to have each college and university involved across the state. Our recently launched effort to achieve full participation among colleges and universities has received positive responses from presidents. Our focus must be on helping future generations of women succeed. Their ultimate success will secure our nation's leadership role in higher education through the next century.

REFLECTION

"Something which we think is impossible now is not impossible in another decade."

--Constance Baker Motley

(First African American Woman in the U.S. to become a Federal Judge)

2009-2010 ACE OWHE State Networks' Annual Reports Overview



Debra Louallen-Cole
Program Manager
Office of Women in Higher Education
American Council on Education

The ACE Office of Women in Higher Education is pleased to report that forty-four (44) State Networks completed the 2009-2010 End-of-Year Report; a fifteen percent increase from the previous data collection year. Some states have more than one Network within the state and are included in the count of respondents.

During the 2009-2010 year, our data collection results indicate a number of interesting facts we would like to share. Forty-three state coordinators answered the survey question focusing on whether or not they have leadership succession plans, sixty-three percent responded yes, thirteen percent responded no, and seven percent indicated that they were unsure. As for responses to the open-ended question describing State Network succession plans, comments ranged from explaining leadership structures to describing elections, as well as some indicating that their leadership teams currently include "chair-elect" positions, staggered terms, and board co-chairs. For those respondents in Networks without succession plans, many are making plans to add succession planning to their strategic plans.

The survey results also indicate, by percentage, the number of IR's representing accredited two- and four-year institutions in the Network. Figure 1 and 2 present the percentage of accredited two- and four-year institutions represented by IRs in the Networks highlighting the following:

- 24% of ACE OWHE State Network's report having IRs from **two-year colleges** comprise 1% to 19% of the State IRs.
- 27% of ACE OWHE State Network's report having IRs from **two-year colleges** comprise 20% to 30% of the Network's IRs.
- 27% of ACE OWHE State Network's report having IRs from **four-year colleges** comprise 60% to 79% of the Network's IRs.
- 41% of ACE OWHE State Network's report having IRs from **four-year colleges** comprise 80% to 100% of the Network's IRs.

Figure 1 Percentage of State Networks with IRs from Two-year Accredited Colleges as Percentage of State IRs

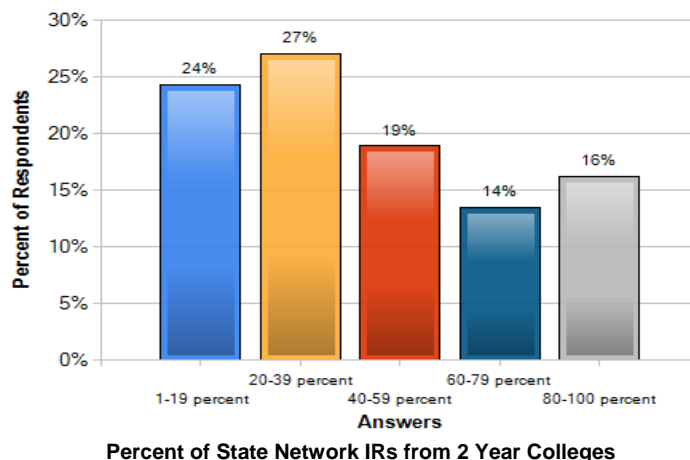
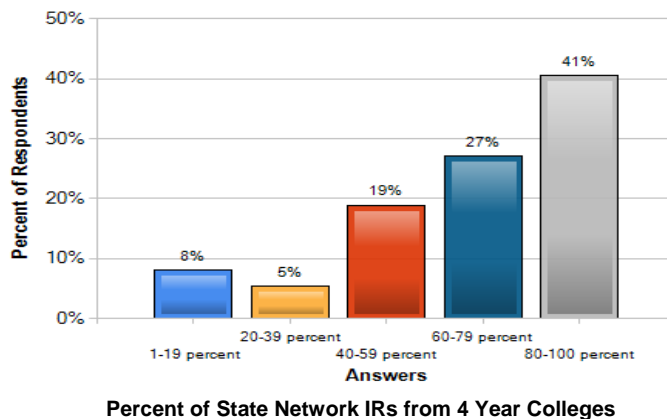


Figure 2 Percentage of State Networks with IRs from Four-year Accredited Colleges as Percentage of State IRs



More Results on Pages 6, 7, 8 & 10



Above the Glass Ceiling

Dr. Ellen Chafee

Senior Fellow

*Association of Governing Boards of
Universities and Colleges*

My first experience as a young university administrator taught me that gaining power is to be embraced, not shunned as I had thought before. Power is the ability to influence an outcome, and I was not happy with some of the outcomes around me. We used to wish we could start a new university from scratch so we could do it right.

I've been thoroughly seasoned since then, and the opportunities to take a fine university to new places have proven to be even more rewarding than starting from scratch might have been. And I must confess that I love having significant influence over the outcomes . . . most of the time.

I was the first woman president in the North Dakota University System, although Sharon Etemad had cleared a path as a branch campus executive dean. Presidents report to the chancellor and the State Board of Higher Education (SBHE). We broke the CEO glass ceiling in 1993 and within six years five of the 11 campus presidents were women and nearly half the SBHE members were women. Now there are no women presidents in the NDUS and only one non-student member of the eight-person board is a woman.¹ We have never had a woman chancellor. All of these roles – president, chancellor, and board member – are above the glass ceiling. Board members have power over presidents, chancellors, and the organizations they run.

Public¹¹, charitable, non-profit, and corporate governing boards are crucial determinants of organizational success, mission fulfillment, and sound decision-making – whether by wise action, wrong action, or inaction. Too often, they have abdicated their responsibility by acquiescing thoughtlessly in whatever the CEO wants or limited their role by focusing only on financial matters. But for many good reasons, most boards today are stepping up to their strategic fiduciary duty. The old way undermines

organizational welfare by depriving it of leadership and support; the new way partners the board and president to lead in the best interest of the organization.

Governing boards approve the strategic direction and many major decisions, oversee the physical and financial resources, raise money, advocate for the organization, and select, evaluate, and if necessary terminate the CEO. Having women on boards does not guarantee greater odds for women CEO candidates. In two entirely unrelated situations, my recent past includes a woman board member challenging a man who thought I would not be tough enough for the job and a woman board member asking me outright in the interview whether I could be tough enough. That's twice as often as they've wondered aloud if I'm smart, experienced, talented, or skilled enough. I got the first job, not the second. Open, gender-based challenge from a "fellow woman" is an opportunity killer.

Board member diversity does, however, guarantee that any decision will receive the benefit of perspective from different life experiences and values. It supports higher quality discussion and often better decisions. The role of women on boards is the same as that of men; learn about and fulfill your individual duties as a board member, one of which is to help ensure that other women and minorities have fair opportunities to lead your organization as board members or CEO's. To learn

¹ The current student member is also a woman, and student members make outstanding contributions to board deliberations. However, having only a one-year term prevents them from exerting sustained influence.

¹¹ Public boards include schools, universities, municipalities and counties – any board with ultimate responsibility for what goes on in an organization. Regardless of organization, board responsibilities are more similar than different.

--continued from page 5

more about this subject, visit the following helpful websites www.boardsource.org (any non-profit), www.agb.org (higher education), or <http://managementhelp.org/boards/boards.htm> (general).

Ellen Chaffee (<http://ellen.chaffee.com>) spent 23 years in senior leadership positions in the North Dakota University System. She is now a Senior Fellow at the Association of Governing Boards of Universities and Colleges, where she directs a project that has involved providing consulting services to 15 university governing boards in the past year. She has served on the boards of MeritCare Health System, the Northwest Area Foundation, the American Council for Pharmaceutical Education, and many local and national professional and civic boards. She lives in Bismarck.

In Fortune 500 companies (Catalyst 2007):

- 16.4% of corporate officers are women
- 1.5 percent of CEO positions are held by women
- 14.6% of board members are women

In U.S. college and university governing boards (AGB, 2010):

- 28.4% of public board members are women (14% on the NDUS board)
- 30.2% of independent members are women
- 12.5% of independent board members were racial and ethnic minorities, compared to 11.9 percent in 2004;
- 23.1% of public board members were minorities, compared to 21.3 percent in 2004.

At the North Dakota Blue Cross/Blue Shield, 24% percent of the board members are women (which insures over 53% of North Dakotans, about 50% of whom are women).

STATE NETWORK 2009-10 REPORTS Involvement of Presidential Sponsors in Network Activities (Check all that apply): Response Rate: 95% (N=41)		
ACTIVITY	Frequency	Percent
To advise and mentor the State Coordinators	19	46%
To advise and mentor the State Planning Committee	16	39%
To help identify and nominate new State Coordinators for the State Network	8	20%
To recommend women for participation on statewide committees	14	34%
To lead presentations/workshops at State Network conferences	23	56%
To assist the State Planning Committee in developing organizational strategies to meet the needs of the state and ensure continuous leadership of the State Network	13	32%
To assist State Coordinators with developing communication, media, publicity and public relation plans	7	17%
To provide moral support	23	56%
To provide staff, time, and funding support	14	34%
To encourage other presidents in the state to participate in Network activities or become presidential sponsors	22	54%

**ACE Office of Women in Higher Education
 HONOR ROLL OF STATE NETWORKS
 INCLUDED IN
 2009-10 REPORT***

The OWHE staff thanks the State Coordinators in the following states for completing the 2009-2010 End of Year Survey; we need and value your input.

✓ Alaska	✓ Kentucky	✓ New York
✓ Arizona	✓ Louisiana	✓ North Dakota
✓ Arkansas	✓ Maine	✓ Ohio
✓ California – Northern	✓ Maryland	✓ Oklahoma
✓ California – Southern	✓ Massachusetts	✓ Oregon
✓ Colorado	✓ Michigan	✓ Pennsylvania
✓ Delaware	✓ Minnesota	✓ Rhode Island
✓ District of Columbia	✓ Mississippi	✓ South Carolina
✓ Florida	✓ Missouri	✓ Texas
✓ Georgia	✓ Montana	✓ Utah
✓ Hawaii-Oahu	✓ Nebraska	✓ Vermont
✓ Illinois	✓ Nevada	✓ Virginia
✓ Indiana	✓ New Hampshire	✓ West Virginia
✓ Iowa	✓ New Jersey	✓ Wisconsin
✓ Kansas	✓ New Mexico	

*If a State's Network would like to be included it is not too late, please contact Debra Louallen-Cole at debra_louallen-cole@ace.nche.edu . In addition, if a State's Network would like to be reactivated, please contact the ACE Office of Women in Higher Education.

State Network Coordinators Report on Succession Plans (n=43)

- ❖ 63% Have Network Succession Plans
- ❖ 13% Do Not Have Succession Plans
- ❖ 17% Unsure
- ❖ Some Reported Planned Strategies:
 - ✓ Chair-elect Position on Board
 - ✓ Co-chairs
 - ✓ Staggered Terms
 - ✓ Elections
- ❖ Many of Those without Plans Report Adding Task to the Strategic Plan

The Networks' Annual Reports overview indicates that quite a bit of work and progress continues to be sustained by the State Coordinators and Network volunteers. Thank you.

Network News

- ∞ Delaware Network membership tops 150
- ∞ Iowa Network Advisory Board rebuilding state constituency
- ∞ Michigan Network supported by 4 presidential sponsors
- ∞ Minnesota Network conducting board meetings via WebX
- ∞ New Jersey Network using Constant Contact
- ∞ New York Network recruited 19 new IRs.
- ∞ Northern Idaho has a new State Coordinator
- ∞ Virginia Network's Annual Senior Leadership Seminar has 38 participants and also achieved 501(c)3 status.

ACE OWHE Women's Leadership Legacy Fund

Show your support by logging on and donating today:

www.acenet.edu/programs/owhe/fund

REASONS TO ENGAGE

- ❖ We are all standing on the shoulders of giants—those women who have gone before us.
- ❖ Support the capacity building for ACE's OWHE to serve more women leaders during these challenging economic times.
- ❖ Honor your mentors with donations to this important resource to advance the work of the Networks!
- ❖ Initiate a strategy for your State Network to contribute.
- ❖ Share the story of ACE's OWHE and its commitment to the advancement of women into senior leadership positions.
- ❖ Insure a strong future for professional development opportunities for women leaders through ACE's OWHE.
- ❖ Leave a legacy of your commitment to the advancement of women.
- ❖ Actively support the advancement of women through the work of the nationally linked networks.

DONATE TODAY!!

LEADERSHIP DEVELOPMENT OPPORTUNITIES

ACE OWHE National and Regional Leadership Forums

- ∞ **Regional Leadership Forum: March 16-18, 2011 in Charleston, SC**
- ∞ **77th National Leadership Forum: June 22-24, 2011 in Washington, DC**
- ∞ **78th National Leadership Forum: December 7-9, 2011 in Washington, DC**

Nominate yourself and other colleagues for these professional development opportunities.

For information, call Siobhan DeLoatch, Program Manager at (202) 939-9350

STATE NETWORKS REPORT 2009-2010

Activities Coordinated by State Networks June 2009 and May 2010

Response Rate: 93% (N=40)

ACTIVITIES	Frequency	Percent
Statewide conference	21	53%
State/regional conference	13	33%
Special event for women of color	5	13%
Special event for women presidents	3	8%
Special event for state legislators/representatives	2	5%
Special event for IRs	13	33%
Special leadership development program	12	30%
Special mentoring program/event	8	20%
Distribution of your own State Network newsletter	7	18%
Distribution of ACE "Network News" newsletter	18	45%
Retreat/event for planning group members	18	45%
Other (please specify): Welcome receptions • Website development • Conference collaboration with other Networks • Breakfasts • Professional brown bag lunch sessions • Women of Color lunches • Webinars • Utilizing social networking sites (LinkedIn) • Happy hour events • Supporting other women leadership organizations • annual lunches	16	40%



Editor's Notes

Cynthia Forrest

*Vice President for Student Affairs
University of New England*

As we enter the second decade of this century, leadership adept at facing and managing the rapidly changing conditions and complex challenges of today's higher education landscape persists as the critical agenda item for higher education and for women. As the events in Northern Africa unfolded we are reminded how new technologies and communication systems enable change to occur at warp speed. How we and our organizations anticipate and respond to this new reality depends on our abilities to lead with a vision for the future while also being grounded in the conditions of the present. We must be able to continuously and quickly gather data plus interpret the information with our constituencies and our environments in mind. Our strategic vision is best guided by ongoing assessments. In this edition, we are focusing on the new leadership needs of this century. So we invite you to join with your State Network colleagues to consider this theme of new leadership for the 21st Century and the importance of women leaders in this process at this time in history.

Marie Foster Gnage, Chairperson of the ACE OWHE State Network Executive Board, and Diana Córdova, Interim Director of the ACE's Office of Women in Higher Education (OWHE) in their reflections outline the leadership opportunities that await women who can provide strength to organizations. They both stress the continuing need to inspire women to prepare, pursue, and assume college and university leadership positions. Their calls for women's leadership as a powerful organizational engine are supported by research findings from a study conducted by Catalyst and another by McKinsey and Company in 2007 that shared similar results. The McKinsey study—[Women Matter: Gender Diversity. A Corporate Performance Driver](#) indicates that

those companies with the most women on their senior team show superior growth in equity, operational results and share price. The study also suggests the need for a critical mass of women leaders. The findings indicate that if at least a third of the senior team is made up of women, then companies outperform those with no women on 9 criteria of organizational excellence. The Catalyst Report- *The Bottom Line: Corporate Performance and Women's Representation on Boards* (2007) found with Fortune 500 companies with 3 or more board members who were women had significant performance advantage over those with few women. These corporations had returns in sales (+73%), on equity (+83%), and on invested capital (+112 %).

In this edition, Ellen Chafee echoes the findings of these studies and stresses the importance of women in board leadership positions. Her suggestions are also supported by recent research reported in the October 2010 edition of *Science*. In their study "Evidence for a Collective Intelligence Factor in the Performance of Human Groups," researchers Anita Williams Woolsey, Christopher F. Chabris, Alex Pentland, Nada Hashmi, and Thomas W. Malone describe their examination of what they have identified as the collective intelligence of groups. "This "c factor" is not strongly correlated with the average or maximum individual intelligence of group members but is correlated with the average social sensitivity of group members, the equality in distribution of conversational turn-taking, and the proportion of females in the group."

For this edition, Debra Louallen-Cole has prepared the highlighted results of the 2009-10 State Networks' Reports. Plus we have shared updates from many of our State Coordinators outlining the recent achievements of our networks! We look forward to hearing from all of our states!

UPCOMING EVENTS

March 16-18, 2011	ACE/OWHE Regional Forum in Charleston, SC • For more information go to the OWHE website by clicking on the following link: ACE OWHE Leadership Forums .
March 24	ACE Massachusetts State Network Career Workshop, "Owning Our Leadership Power in the Workplace" • Wellesley College • For more information, visit http://www.maacenetwork.org/ .
March 25	ACE Vermont State Network, Women in Higher Education Annual Conference • Killington Grand Resort • Killington, VT • For more visit www.vwhe.org .
April 3-5	ACE Texas State Network Conference "Women in the Driver's Seat: Navigating the Political Road Ahead" • Austin, TX • For more information, call Dr. Donetta Goodall at (832) 813-6500 or Dr. Margaret Rice at (361) 570-4145.
April 8	ACE Pennsylvania State Network Breakfast Meeting • For more information, email Norah Shultz at shultzn@arcadia.edu .
April 12	ACE Massachusetts State Network Leadership Breakfast Series • Mount Holyoke College • For more information, visit http://www.maacenetwork.org/
April 15	ACE Iowa State Network for Women in Higher Education, Leadership Conference • University of Northern Iowa • Cedar Falls, Iowa • For more information go to http://www.iowawhe.org/documents/IWHE_April_15_2011.pdf
April 15	ACE Illinois State Network Women in Higher Education Annual One Day Retreat • Location TBA • For more information, email Nancy Prendergast: nprender@oakton.edu or call (847) 635-1404.
Apr. 15	ACE New Jersey State Network's Annual Spring Conference "Leadership Edge" • Middlesex County College • Contact Barbara Gaba: gaba@ucc.edu
April 16	ACE Minnesota State Network and St. Mary's University Conference "Women Who Step Forward" • Minneapolis • MN • For more information, visit http://www.smumn.edu/womenwhostepforward.aspx
April 29	ACE Arkansas State Network, Council for Women in Higher Education, 2011 Spring Symposium and Founder's Day Event at University of Arkansas • For more information, contact Kristy Carter at kcarter@uca.edu or visit http://www.acwhe.org
May 5	ACE Delaware State Network Spring Networking Event • University of Delaware • For more information, contact Julia O'Hanlon at jusmith@udel.edu

OUR NETWORKS' MISSION

- **IDENTIFY** women leaders.
- **DEVELOP** their leadership abilities.
- **ENCOURAGE** the use of those abilities.
- **ADVANCE** women's careers.
- **LINK** them to other women and mentors.
- **SUPPORT** women in mid- and executive-level positions throughout their careers.

NetworkNews Editorial Board

Bernice Bass de Martinez, Betsy Boze, Pamela Kalbfleisch, Melinda Rhodes, Concetta M. Stewart, Gloria Thomas
Cynthia Smith-Forrest (Editor) cynthiaforrest@hotmail.com

For more information regarding any of the programs offered by the American Council on Education's Office of Higher Education (OWHE) please visit the website at: <http://www.acenet.edu/programs/owhe/>

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