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Message from the Executive Board Chair

Josie Baltodano

President, Marian College of Fond du Lac (WI)

Greetings for a successful New Year!

This past year has brought many of us opportunities for personal and professional growth as we continue to support the Office of Women in our quest for leadership development in higher education for women throughout the country. I would like to take this time to reflect on an important initiative that the Office of Women and the Center for Advancement of Racial and Ethnic Equity started in Emeryville, California in 2003. At that time the University of California Berkley and the University of California Office of the President co-sponsored, in cooperation with us, the first leadership summit for Women of Color. In 2004 we had a follow-up summit for Women of Color co-sponsored by Brown University. Most recently, we sponsored the very successful Women of Color Summit in Long Beach, California, in partnership with California State University, Long Beach and the CSU System Chancellor's Office. Through these three summits, we have been able to serve over 300 women. Because of this important initiative, women like myself and others throughout the country are now in positions of academic leadership. Some of the

highlights of this most recent conference were plenary sessions on "Being the Change We Want to See: Moving from Concept to Reality" and "Leading and Achieving Institutional Change" and a panel on "Demystifying the Search Process."

Of particular significance is the fact that through the kind generosity of the women who attended this summit, we were able to raise an additional \$16,000 for our Legacy Fund. This brings us to \$104,000, thereby being able to announce the public phase of our \$200,000 initiative. The Women of Color summits are just one initiative that the Legacy Fund will help to support.

I look forward to meeting with all of you next week at the February conference in Washington, D.C.

In your service,

Josefina Baltodano, J.D.
President
Marian College of Fond du Lac



News from OWHE: National Network State Coordinators Conference

Donna Burns Phillips

Director, Office of Women in Higher Education

We are preparing for next week's ACE OWHE State Network Coordinators' Leadership Conference with its theme of "**Leading Now, Leading Later**". We expect about 50 participants to attend. We have two days of sessions designed to assist you in your work with your state network. Additionally, the program will provide professional development opportunities

to include an ACE Policy Briefing as well as the time to explore the search process with a nationally based search consultant.

If you are unable to attend this year, we hope you will to plan to attend the 2008 Conference!

ANNOUNCING



ACE OWHE Leadership Legacy Fund

Josephina Baltodano, J.D.
ACE OWHE National Network of Women Leaders
Advisory Board Chair
invites your participation!

LEGACY FUND GOAL:

\$200,000

GIFTS TO DATE:

\$104,000



Women Leaders and Change: Part II

Claire Van Ummersen

Vice President, ACE Center for Effective Leadership

Strategic planning is perhaps the most important agenda a president undertakes. Presidents set a tone and shape the vision that is grounded in the values and mission of the college or university. This positive energy, this public pride celebrates the successes of the institution. This part of the process must be followed by review and assessment of both of these core items. Do we all still hold these core values? Is the existing mission appropriate given both external and internal circumstances? Does it need tweaking; or must it change to reflect current reality – a changed environment? The vision of the future flows from this firm base. Remember that this is a change process. Both organizational structure and culture must change to meet new demands.

There is no perfect way to do this but here are some strategies you might use to “do” strategic planning. First, I believe it is wise to have a series of conversations – the exact format depends on size, history etc. – unique to culture. The president must identify leaders throughout the institution – vice presidents, deans, senate president, union president, revered and respected faculty. The major purposes of these conversations are involvement, communications and buy in. Entrust a small group – mostly faculty to develop a draft which incorporates what resulted from serious listening and ideas that have surfaced elsewhere. The purpose of the draft is to vest the majority and silence the naysayers. The president, meanwhile, is testing this draft with the Board, alumni, community – civic and corporate, key public leaders and key donors.

Next using environmental scan plus SWOT analysis information as well as everything learned from “conversations,” develop a first cut of reasonable goals and objectives. These should be congruent with mission, values, and vision. Think in terms of 5 years maximum. How far into the vision is realistic in this

time frame? My sense is 4 or 5 goals is about all you can handle at once. They need to be broad enough to permit flexibility to encompass opportunities that might become available during the period. Once agreement is achieved on these, then there needs to be an implementation plan and timeline developed for action. It must include the specific objectives and action steps for the period; if resources are necessary, where will they come from? Most importantly who will be responsible? Who will monitor the progress? This document now will drive setting of budget priorities, fund raising efforts and reallocation of existing dollars and faculty and staff positions.

Monitoring progress and reporting are key steps in the implementation. Another important strategy is to have in the first year projects for at least 2 or 3 of the goals that will provide quick wins. Faculty tire more easily than administrators, so they need to see progress; celebrate these wins, publicize them in all documents. As president, a formal report to the Board at least once a year is critical. Include both the good (successes) and the bad (incomplete or failed attempts). Don't lose sight of those objectives that require longer time frames to actualize. Remember, the urgent tends to push aside the important. Quarterly review of progress by senior staff is a good rule. Where are the bugs? How to get back on track? Do we need to modify our approach?

In my experience it pays to be certain that leaders remain involved throughout the campus. This process provides leadership development and feeds performance evaluation. Another strategy, having outside support for the process is also important. It signals others believe in this process and you have silenced the naysayers who will say “we cannot afford this – these resources should finance X.” It also permits you to manage and facilitate the process and

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provide seed capital for good, innovative ideas to achieve goals. Let me emphasize again, leaders are critical to this process. They must communicate effectively about the external challenges and opportunities and meld these with institutional desires. Furthermore, they must play an active role in laying the necessary campus groundwork so the actual change can occur. Leaders must include all stakeholders in the process to influence the outcomes of campus efforts. There are several successful change strategies that can be utilized.

Leaders must:

- **Be principle-driven.** Successful leaders ground their institutional change efforts in a set of guiding principles and purposes that are in service to their mission. They then create open and inclusive processes to generate, test, and refine those principles as a basis for action. Connecting change initiatives to a larger sense of purpose helps demonstrate the linkages between campus efforts and larger purposes, and signals how those efforts contribute to a larger whole.
- **Take the long-term perspective.** Progress on transformational change agendas means that new challenges will surface that require successive changes. Change beyond straightforward and simple adjustments is never a one-phase effort. These new problems often are more complex and solutions are rarely quick or easy. Furthermore, second- and third-generation change issues tend to surface when campus leaders are already tired from the initial work and often have spent their political capital.
- **Present the right topic, at the right time.** The change agenda must be meaningful to a variety of campus stakeholders and make sense given institutional mission. To gain commitment and involvement, leaders must effectively communicate why the change is necessary. Timing must not only fit the ebbs and flows of the academic calendar, but also depend upon the institution's energy level for change.
- **Balance speed, deliberation, and persistence.** Leaders have to strike a balance between patience and action when initiating change. They often have to invest the time and effort to establish a firm groundwork and infrastructure to affect change. However, exercising patience and restraint does not mean succumbing to inaction. Leaders intentionally regulate the intensity of effort, taking advantage of positive and negative opportunities to push for change. They know when the iron is hot, so to speak. They are persistent about their purpose and clear about the benefits to their institution, but also flexible and willing to consider different paths to achieve shared objectives
- **Give attention to process.** A well-thought-out and inclusive process is an essential component of successful and enduring change. The following process elements are essential to advancing change on a campus:
 - **Frame the change as beneficial.** Compelling reasons for embarking on a particular change strategy are essential. People must recognize the necessity of acting before they are willing to participate. Successful leaders connect the need for change with important institutional and individual values, and position the change agenda to suggest an essentially *better* future, not just a different one. Change leaders must focus on *why* they are undertaking a particular change
 - **Invite participation.** Change in a college or university is the result of the efforts of many people. A single leader (or even a small group) can rarely implement lasting change alone. Leaders identify, recruit, and support advocates and believers across the institution, while also identifying and neutralizing potential pockets of resistance. They develop teams of formal and informal campus leaders who are able to advance the change. They engage their boards constructively and appropriately. Finally, they provide a range of options through which people might participate
 - **Invest to support the change.** Change often requires new skills, ideas, and knowledge. Institutions need to invest in

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activities that help people gain these competencies, as well as in activities, offices, and structures that support and advance the change. Decisions on any campus at some point come under the domain of campus governance bodies, including the senate and board of trustees. Leaders need to develop processes defining how to use such groups in ways consistent with expectations, beliefs, and norms. Otherwise, leaders risk having their efforts derailed.

- **Keep the process moving via deadlines.** Campus leaders can use public deadlines to continue advancing change. Sometimes these deadlines can come from external groups (i.e., accreditation visits), other times they are internally set (i.e., budget cycles or curricular approval dates). Such a strategy helps create a culture of accountability for progress and shifts the locus of responsibility away from leaders.
- **Include processes for monitoring progress and evaluating performance.** Changed institutions will not only be able to demonstrate quantitative evidence of change, but also that evidence, as well as evaluations of performance help to establish processes to gather and monitor the institution and individual leaders against the new priorities and objectives.

- **Establish goals for planned continuous improvements.** Institutions that have made significant change have clearly articulated current goals, regularly review their progress, and make continuous updates. Examples include dynamic strategic plans that are routinely monitored and revised.

Change is never easy even in the best of times. With all of the current challenges before higher education, I believe that women are poised to excel in positions of leadership as they propel our colleges and universities into the future. Collaboration, values, service and passion are at the core of women's leadership and necessary to meet today's complex and ever growing challenges.

Stay the course, take pride in your talent and lead wisely and well.

Our students deserve nothing less.

NOTE: Part I of Dr. Van Ummersen's talk at the New England Networks' Conference regarding the strategic planning process appeared in the Fall 2006 Edition of *NetworkNews*.

<http://www.ace.prov.vt.edu/Newsletters/OWHENewsNov06.pdf>

We invite you to submit book reviews, books recommendations, articles, references, or other resources you wish to see featured in *NetworkNews*.



The Regional Campus – A Different Calling

Betsy Boze
*Dean, Kent State University
Stark Campus*

A friend recently mused that most of her faculty think they were “switched at birth” and are waiting for the call to tell them there was a terrible mistake and they are to relocate to Harvard immediately. Another quipped that if asked how long they had planned to stay at their current institution, most expected to be there a few years until they got that really special faculty appointment. While not unique to regional or branch campuses, these antidotes tell our story. Faculty and administrators alike often come en route to their bright and shining futures.

Somewhere between idealistic Ph.D. and senior administrator, I succumbed to the pleasure I got from working with first-generation college students. I chose a career at public universities with largely open access. I believe in their missions and like the impact these universities have on students and their communities. While my career aspirations may not be typical, I’m happy with my choices and am not waiting for that “switched at birth” phone call.

When a search consultant called about leading a regional campus, it wasn’t something I had given much thought to. I had regional campuses programs reporting to me as a Department Chair but never worked at one. Regional or branch campuses may offer anything from associate to master’s degrees with varying levels or autonomy. They may or may not be separately accredited and campus administrators may be presidents, chancellors or deans depending on the state and university. How different could a regional campus be from a university that is part of a system, I wondered?

My first clue should have been when I was asked why I would consider “stepping down” from academic dean to oversee a campus. After eleven years as academic

dean, I was ready for new challenges and this well run, profitable, suburban campus with 5,000 students offered greater span of control, more faculty and staff and a larger budget. I wasn’t even sure what he meant by “stepping down” since my new institutions offers a wider array of bachelors and masters degrees than in my previous decanal appointment. It afforded me the opportunity to work with all aspects of the campus – academic and student affairs, IT, outreach, business affairs and a 200 acre physical plant with six major buildings. How many academic deans have their own police force?

While the differences in the responsibilities are real, differences in status are sometimes illusory. Acknowledging that universities, colleges and campuses are different, as one of few academics that selected the path from academic dean to regional campus, I can honestly say that I am having the time of my life and that for me, this was a good choice. I can’t wait to see what each new day brings. This is the most fun I’ve ever had at a real job. Every day is different, but more importantly, I’m smiling each morning when I arrive at this beautiful campus.

Boy did he get it all wrong! And maybe this isn’t so different from a university in a system. Academic dean to campus CEO can be a good professional move. With broader responsibilities, I’ve developed new interests and skills and tackled challenges I couldn’t have imagined as academic dean. While I enjoyed building a college, the richness, texture and multifaceted nature of running a campus are much more interesting. I wonder if they’ll let me drive the snow plow.



Women Presidents Leading in California

Gloria Thomas
*Associate Director,
 ACE Office of Women in Higher Education*

WE HONOR WOMEN PRESIDENTS IN CALIFORNIA!

Over the next year, *NetworkNews* will feature a list of women who serve as higher education institutional presidents/CEOs across the country. In this edition we are highlighting California, which has the most women in these positions.

Phyllis Anderson	President	Pacific Lutheran Theological Seminary
Nancy Bekavac	President	Scripps College
Robin Calote	President	Ventura College
Susan Carroll	Superintendent/President	Feather River College
Rita Cepeda	President	San Diego Mesa College
Cecilia Cervantes	President	College of Alameda
Nancy Chappie	President	Travel University International
France Córdova	Chancellor	University of California, Riverside
Ding-Jo Currie	President	Coastline Community College
Judy Deaton	President	Interior Designers Institute
Carolyn Denham	President	Pacific Oaks College
Sharon Diaz	President	Samuel Merritt College
Jacqueline Doud	President	Mount Saint Mary's College
Sharon Dyer	President	Cerro Coso Community College
Elizabeth Erickson	President	Art Institute of California--San Diego
Jean Firstenberg	Director and CEO	American Film Institute
Marye Fox	Chancellor	University of California, San Diego
Pamela Gann	President	Claremont McKenna College
Jean Gonzalez	President	South Coast College
Barbara Gordon	Executive Director	Heald College—Hayward
Karen Halliday	President	Las Positas College
Gloria Harrison	President	Crafton Hills College
Dianne Harrison	President	California State University--Monterey Bay

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WE HONOR WOMEN PRESIDENTS IN CALIFORNIA!

Karen	Haynes	President	California State University--San Marcos
Rose	Hennessy	President	Queen of the Holy Rosary College
Sharon	Herzberger	President	Whittier College
JoAnn	Hickey	President	Santa Barbara College of Oriental Medicine
Kathleen	Hodge	President	Fullerton College
Tonian	Hohberg	President	Fashion Institute of Design and Merchandising
Janet	Holmgren	President	Mills College
L.	Horn	CEO/VP of Academic Affairs	California National University for Advanced Studies
Patricia	Hsieh	President	San Diego Miramar College
Lixin	Huang	President	American College of Traditional Chinese Medicine
Maryann	Jones	Dean and President	Western State University College of Law
Rose	Joyce	Superintendent	Rio Hondo College
Mary	Kane	Dean	University of California, Hastings College of the Law
Sabrina	Kay	Executive Director	California Design College
E.	Kehoe	Superintendent/President	Long Beach City College
Shirley	Kelly	President	College of San Mateo
Susan	Kelly	President	Charles R. Drew University of Medicine and Science
Maria	Klawe	President	Harvey Mudd College
Jolene	Koester	President	California State University--Northridge
Carolyn	Kovalski	Executive Director	Heald College--Fresno
Judith	Kuipers	President	Fielding Graduate University
Lydia	Ledesma-Reese	President	Oxnard College
Marjorie	Lewis	President	Cypress College
Mary	Lyons	President	University of San Diego
Pat	Martin	President	Expression College for Digital Arts
Erlinda	Martinez	President	Santa Ana College
Victoria	Morrow	President	Skyline College
Rosemarie	Nassif	President	Holy Names University
Rebecca	Parker	President	Starr King School for the Ministry
Penny	Patz	Interim President	Foothill College
Janice	Pearson	Dean	San Joaquin College of Law
Paulette	Perfumo	Superintendent/President	Solano Community College

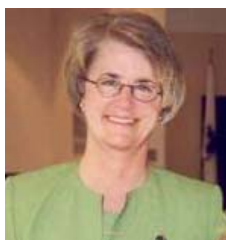
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WE HONOR WOMEN PRESIDENTS IN CALIFORNIA!

Lisa	Porche-Burke	President	Phillips Graduate Institute
Susan	Prager	President	Occidental College
Victoria	Richart	President	MiraCosta College
Harriett	Robles	Interim President	Mission College
Marie	Rosenwasser	President	Cuesta College
Maria	Sanchez	Director and Dean	Los Angeles County College of Nursing and Allied Health
Elena			
Lucille	Sansing	President	Argosy University San Francisco Bay Area
Thelma	Scott-Skillman	President	Folsom Lake College
Diane	Scott-Summers	Interim President	Diablo Valley College
Maria	Sheehan	Superintendent/President	College of the Desert
Laura	Skandera	President	Pitzer College
	Trombley		
Marie	Smith	President	American River College
Melissa	Smith	Director	American Conservatory Theater
Linda	Spink	President	Los Angeles Harbor College
Elisa	Stephens	President	Academy of Art University
Judy	Thacker	President	Fashion Careers College
Dianne	Van Hook	Superintendent/President	College of the Canyons
Judy	Walters	President	Berkeley City College
Evelyn	Wesley	President	Merritt College
Mary	Whittaker	President	San Bernardino Valley College
Tyree	Wieder	President	Los Angeles Valley College
Virginia	Wilcke	President	Sage College
Clara	Yu	President	Monterey Institute of International Studies



Editor's Notes

Cynthia Forrest
Consultant, Higher Education

We are pleased to feature the announcement regarding the establishment of the Women's Leadership Legacy Fund. More information will be forthcoming from the ACE OWHE and National Network Advisory Board.

Another new feature in this edition, the Editorial Board launched an honor role featuring the women presidents of institutions within each state. We thought this information would be a helpful resource for the State Networks.

We thank Claire Van Ummersen for sharing her thoughts on women's leadership. Her

article is Part II of two part series based on a talk she delivered at the New England Networks Conference held at the College of the Holy Cross on September 28, 2006. We invite you return to Part I using the link provided at the end of the article.

Thank you to Betsy Boze for her insights regarding the regional campus. She highlights this avenue and leadership opportunity within another type of institutional setting.

Please send your ideas, articles, book reviews or other items to the *NetworkNews* Advisory Board via my email: <mailto:cynthiaforrest@hotmail.com>

ACE/OWHE National and Regional Leadership Forums

ACE National and Regional Leadership Forums are the hallmark programs of the Office of Women in Higher Education (OWHE). ACE/OWHE National Leadership Forums are designed for women administrators whose next logical move is to a presidency, vice presidency, major deanship, or other comparable senior executive position in higher education. ACE/OWHE Regional Leadership Forums are geared toward moving women into associate deanships, deanships, and associate academic officer positions. Twenty five women are selected for each seminar. Participants may be nominated by their institutions, state Network programs, or colleagues. They also may apply directly. National Forums are held in June and December, while Regional Forums are held in March or April and October. **For more information:**

<http://www.acenet.edu/AM/Template.cfm?Section=OWHE&Template=/CM/HTMLDisplay.cfm&ContentID=5451> or email: owhe@ace.nche.edu



HOPE TO SEE YOU!!



ACE Network State Coordinators Leadership Development Conference
February 10-11, 2007 in Washington, DC

The annual Leadership Development Conference for all ACE Network State Coordinators will provide opportunities to explore strategies for enhancing and advancing the work of each State Network as we seek to promote leadership development and increase the number of women leaders within all ranks of the academy. Our theme for our networks captured in the **IDEALS** (Identify, Develop, Encourage, Advance, Link and Support) serves as foundation for our current and future work together.

On Saturday evening, February 10th, **the Women's Leadership Dinner, sponsored in part by The New York Times**, will provide the forum for honoring our recipients of the **ACE Network Award for the Advancement of Women in Higher Education** as well as **The Donna Shavlik Award**.

We look forward to seeing you or hearing from you should be unable to attend!

UPCOMING EVENTS

- | | |
|------------------------|--|
| February 2-3, 2007 | South Carolina Network Conference in Columbia, SC
Contact Information: http://www.scwhe.org/conferences.htm |
| February 10-11, 2007 | State Coordinators' Conference in Washington, DC
Contact: ACE OWHE http://www.acenet.edu/programs/owhe/ |
| March 3, 2007 | New Hampshire Network Conference in Manchester, NH
Contact: Wanda Mitchell: wanda.mitchell@unh.edu |
| March 6-8, 2007 | Regional Forum in St. Simon's Island, Georgia
Contact: ACE OWHE http://www.acenet.edu/programs/owhe/ |
| Friday, April 20, 2007 | Rhode Island Network Conference Rhode Island College, Providence, RI
Contact: Nancy Carriuolo carriuolo@etal.uri.edu |
| April 27, 2007 | Iowa Network Conference in Ames, Iowa
Contact: Susan Carlson: susanc@iastate.edu |
| June 11-12, 2007 | Michigan ACE Network Annual Conference in James B. Henry Center, Lansing
Contact: http://www.miacenetwork.org/conference2007.html |

NetworkNews Editorial Board

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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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