ACE Women's Network™

NetworkNews

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LISA A. ROSSBACHER

"I will ask a colleague how I can help her."

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From the Chair of the Women's Network Executive Council

At the June 2013 meeting of the ACE Women's Network Executive Council, we talked about strategies to realize the ACE Women's Network mission. What can each of us, as individuals, do to further the goal of advancing women's leadership in higher education? Someone proposed creating a wallet-sized laminated card with a list of actions an individual might take.

And that suggestion starting me thinking about what I—or anyone—can do to help other women move toward leadership roles. My list includes some very specific actions that each of us could take. Some of them, like forwarding an article, don't require much time. Others do. In the middle of putting this list together, I took my own advice and nominated a deserving colleague for a prestigious regional award. I admit that effort took considerably more time than I expected, but if she receives this recognition, the visibility will have a positive effect on her career. The investment of time is well worth the potential outcome.

So I have two requests: (1) Please consider building activities like the ones listed below into your daily schedule and (2) Please add your ideas to the list. The list is already too long to fit into an ordinary-sized wallet—and that's a good thing. Think about the difference we can make—for ourselves and others in higher education—if we help colleagues in some of the ways suggested below.

What I can do for women in higher education today:

- I will send a handwritten note thanking a woman who made a difference in my life.
- I will send an email to a friend to say that I am thinking about her.
- I will compliment a female colleague about a recent accomplishment.
- I will ask a colleague how I can help her.
- I will share my passion for what I do with another woman.
- I will ask a colleague what she thinks the next step in her career will be—and I will listen thoughtfully to her reply.
- I will nominate women for awards—at work, in professional organizations, and in the community.
- I will forward information to women who might be ready for new job opportunities when I see announcements about vacancies and searches.
- I will encourage women to think about exploring new job opportunities that utilize their skills and talents.
- I will recommend women for meaningful service opportunities.
- I will provide honest feedback when asked.
- I will share my experience in trying to find work-life balance with a woman who is having challenges in this area.
- I will be a good model for how to handle criticism well.
- I will lend a book I found insightful to another woman.
- I will buy an extra copy of a helpful book and give it to another woman.
- I will forward an article from a magazine or journal that I think might be interesting.
- I will invite a woman to lunch to share ideas.
- I will recommend women for leadership programs, such as ACE's National and Regional Leadership Forums.
- I will forward this issue of ACE's *NetworkNews* to colleagues who may be interested in reading it!

Rossbacher is president of Southern Polytechnic State University (GA) and chair of the ACE Women's Network Executive Council for 2012–14.

Mentoring in the Connecticut ACE Women's Network

The Connecticut ACE Women's Network experienced a rebirth over the last five years and has continued to grow and expand its influence across the state. The growth is due in large part to a recognized need for women-to-women mentoring and the value of networking. Past state coordinator Christie Boronico said, "I have had the good fortune to work with many excellent women leaders though the ACE Women's Network over the years, including St. Vincent's College (CT) President Martha Shouldis, presidential sponsor of the Connecticut Network, who is a wonderful role model for what it means to be a mentor."

Boronico believes that mentorship is the most important opportunity offered to women through the ACE network. "I would describe what I've learned about mentorship through my experience of working with Martha in five points: Mentors support the uniqueness of the mentee's journey without trying to recreate their own; they show genuine interest in the mentee's success and will prompt you regularly to continue your growth; and they are honest with their feedback and empower you to reflect on your experiences to find meaning. Mentors understand that success is a shared responsibility, and finally, that mentorship is a relationship beyond skill development but also about really liking the person involved and wanting to share her journey."



Network Board Leaders: Martha K. Shouldis, left, president and CEO of St. Vincent's College in Bridgeport, Connecticut; Carmen Cid; Henriette Pranger, assistant vice president and dean of faculty at Goodwin College in East Hartford, Connecticut; and Christie Boronico, vice president for enrollment management and dean of students at St. Vincent's College, pose for a photograph after Cid is presented with the Distinguished Women in Higher Education Leadership Award.

Henriette Pranger has also served as Connecticut state coordinator and actively supports women as a mentor. She recommends self-reflection and shares her experiences with resources such as *Finding Your True North: A Personal Guide*, by Bill George, Andrew McLean, and Nick Craig. Henriette shares that the book reviews "the importance of creating your own personal board of directors—of people who care about the development of your career who can help you become an authentic leader."

She feels the women she has networked with in Connecticut have become her board and her friends. "Our relationships are the conduits for information, contacts, resources, and both technical and emotional support," she said. "The network helps keep me and my institution moving forward. In whatever position I hold and in whatever state I work, I will seek out and actively volunteer in the ACE Women's Networks because of the significant contribution the women have made on my development as a leader and because I am committed to passing along to other women the valuable gifts of mentorship, collaboration, and information sharing."

Both Pranger and Boronico have experienced professional advancement following their roles as state coordinators for the ACE Women's Network. Pranger advanced to assistant vice president and dean of faculty for Goodwin College (CT) and Boronico has recently accepted the position of vice president for enrollment management and dean of students for St. Vincent's College.

ACE Women's Network Logo License Agreement Webinar

The ACE Women's Network logo license agreement establishes an understanding that each network will use the ACE logo as intended by ACE. The webinar session, held on July 16 2013, was an opportunity for state coordinators to ask questions and get clarity regarding the purpose of the agreement. You can download the Women's Network License Agreement and ACE's logo policy at www.acenet.edu/news-room/Pages/Womens-Network-License-Agreement.aspx.

If you missed the webinar, click on the microphone icon to access a free recording of the event.



From the Director



Dear Colleagues:

I really like the theme of this edition of *NetworkNews*, "'Lean In,' But Not Alone: Building Your Network Through State Networks to Support Your Goals and Advance Women Leaders," because it highlights a valuable asset—the collective impact of the ACE Women's Network as a resource for women across the nation. The local state network is credited with always being there as a resource for women as they strive to make their way up the career ladder. The women in our networks bring the power of their intelligence, ambition, and tenacity forward as they strive to advance in higher education. The state network convenings, both large and small, have offered professional development opportunities that are timely and critical to being a successful leader. The state conferences I have attended have brought to light the tremendous value of these events as they create unique moments to connect with and be in the company of like-minded women leaders. These events provide an opportunity to exhale and experience the journey as one marked by the discovery of mentors, supporters, and role models. When we expand our notion of being a member of a state network to that of being a member of a national network, the opportunities for building meaningful connections become an even richer and more powerful proposition.

Working with women in state networks other than our own can help bridge gaps in knowledge and understanding about how higher education systems operate in unique ways based on geography. Having multiple mentors and supporters is recognized as a way to strategically build the skills and experiences that are critical to advance in higher education. We know that being a member of the ACE Women's Network is highly beneficial to women at various points in their careers, both as mentors and protégées. I have heard countless narratives from women recalling the impact of connecting with individuals who were willing to expend their social capital to help them advance their careers. These stories are always followed up with the commitment to do the same for others.

There are many ways to build a mentoring culture within an organization. Conscious awareness that we are members of a national network inspires new ways to carve out mentoring relationships. The ACE Women's Network *IDEALS* Core Principles represent our purposeful development of a mentoring culture:

- ***I***dentify women leaders;
- ***D***evelop their leadership abilities;
- ***E***ncourage the use of those abilities;
- ***A***dvance women's careers;
- ***L***ink them to other women and mentors; and
- ***S***upport women in mid- and executive-level positions throughout their careers.

I trust this edition of *NetworkNews* will inspire women to reexamine how they are engaging with the ACE Women's Network nationally and begin to share stories about the benefit of "leaning in," but not alone.

Having multiple mentors and supporters is recognized as a way to strategically build the skills and experiences that are critical to advance in higher education.

Sincerely,

Kim Bobby

Director
Inclusive Excellence Group
American Council on Education

ACE's 81st National Women's Leadership Forum: A Great Success

Under the leadership of Kim Bobby, director of ACE's Inclusive Excellence Group, the National and Regional Women's Leadership Forums have seen an increase in the number of women registrants and participants. The National Women's Leadership Forums are for women administrators whose next logical move is to a presidency, vice presidency, or major deanship.

The 81st National Women's Leadership Forum was held on June 19–21 at the Westin Arlington Gateway in Arlington, Virginia, and sponsored by the TIAA-CREF Institute. A total of 32 women attended sessions on financial empowerment, career mapping, contract negotiation, fundraising, and crisis management. The final day of the forum's focus was on the search process. Registrants participated in recorded mock interviews and worked closely with search consultants from national search firms on cover letters, résumés, and curricula vitae. ACE is grateful to all presenters, search consultants, and to the TIAA-CREF Institute for its support of this program.



Participants of ACE's 81st National Women's Leadership Forum.



The TIAA-CREF team conducted the "Women-to-Women Financial Empowerment" session. Shown from left to right are Stephanie Bell-Rose, senior managing director, TIAA-CREF, and head of the TIAA-CREF Institute; Carol Deckbar, executive vice president and chief operating officer of asset management, TIAA-CREF Asset Management; Diana Córdova, then vice president for leadership programs, ACE; Kim Bobby, director, Inclusive Excellence Group, ACE; Tonya Murray, enterprise marketing, TIAA-CREF; Jessica A. Cooney, registered investment advisor and wealth management advisor, Investment Advisory Group, TIAA-CREF; and Denise A. Lambert, director, wealth planning strategies, TIAA-CREF Wealth Management.



Judith Kapustin Katz, licensed psychologist, executive coach, and career consultant of Katz Consulting, conducted the session on career mapping.



George E. Ayers, president, Ayers & Associates, Inc.; Andrea Warren Hamos, vice president for consulting operations and senior consultant, Academic Search; Kim Bobby, director, Inclusive Excellence Group, ACE; and Jan Greenwood, partner, Greenwood/Asher & Associates, Inc.



The "Lessons from the Lives of Women Presidents" panelists are shown with Kim Bobby, director, Inclusive Excellence Group, ACE (left to right): Madlyn L. Hanes, vice president for commonwealth campuses and chancellor, University College, The Pennsylvania State University; Deborah A. Freund, president and professor, Claremont Graduate University (CA); and Lisa A. Rossbacher, president, Southern Polytechnic State University (GA).

ACE Women's Network Events

Date(s)	Event	Network Name	Location	Contact/additional information
December 4–6, 2013	82nd National Women's Leadership Forum	American Council on Education, Inclusive Excellence Group	Hilton Alexandria Mark Center, Alexandria, VA	http://www.acenet.edu/leadership/programs/Pages/National-Womens-Leadership-Forum.aspx
January 24, 2014	34th Annual Oregon Women in Higher Education Conference	Oregon Women in Higher Education	Oregon State University, Corvallis, OR	http://www.owhenet.jigsy.com/annual-conference
February 27–28, 2014	2014 South Carolina Women in Higher Education Annual Conference: "Voices Shaping Higher Education—Making Yours Count"	South Carolina Women in Higher Education	Inn at USC, Columbia, SC	http://www.scwhe.org/2012/08/the-2012-s-c-women-in-higher-education-annual-conference/
April 17–18, 2014	Iowa Network for Women in Higher Education Annual Spring Leadership Conference: "Stepping Up to the Plate"	Iowa Network for Women in Higher Education	Drake University, Des Moines, IA	The abstract submission deadline is November 15, 2013. http://www.iowawhe.org/homepage.html

ACE State Network Leadership Award

The ACE State Network Leadership Award for the Advancement of Women in Higher Education recognizes an outstanding and innovative program, sponsored by an ACE State Network or by a college or university, that helped advance or support women or women's issues in higher education.

The award is presented each year at the ACE Women's Network Reception held during the ACE Annual Meeting. Previous winners were:

2013 BRIDGES Academic Leadership for Women
2012 Asilomar Leadership Skills Seminar: Community College League of California
2011 University of California Diversity Pipeline Initiative Leadership Conference
2010 New Jersey State Network annual Women of Color Conference
2009 North Dakota State University Focus on Resources for Women's Advancement, Recruitment/Retention, and Development (FORWARD) Program
2008 University of Kentucky Circles of Power: A Leadership Program for Women Faculty
2006 Virginia State Network Senior Leadership Seminar
2005 Michigan State Network
2004 Inland Northwest Women in Higher Education Roundtable (WHER)



Kim Bobby, director, Inclusive Excellence Group, ACE; Jessica Kozloff, president, Academic Search, Inc.; Jacqueline M. Olich, BRIDGES Advisory Board member; and Lisa A. Rossbacher, president, Southern Polytechnic State University (GA).

For additional information, please send an email to inclusiveexcellencegroup@acenet.edu or call (202) 939-9390.

ACE NATIONAL WOMEN'S Leadership Forum™

If you are a senior-level woman who aspires to advance in higher education, the 82nd ACE National Women's Leadership Forum is right for you.

December 4–6, 2013
Hilton Alexandria Mark Center
Alexandria, VA

What are the benefits?

- Help shape a career path.
- Identify the missing pieces in a professional portfolio.
- Link to a support network of peers.
- Prepare to begin and navigate the search process.

Specific discussion topics include:

- Strategic planning, budgeting, and fundraising.
- Successful search strategies and tools.
- Crisis management.
- Career mapping.
- Media relations.

National Women's Leadership Forums take place every June and December in the Washington, DC, metro area. Space is limited to 40 senior-level participants (deans and above), and admission is on a first-come, first-served basis. A registration fee of $1,200 for ACE members or $1,500 for nonmembers covers all programming and materials, three breakfasts, three lunches, and one dinner.

Scholarships are available. Visit the website to learn more and apply for the Women's Leadership Legacy Fund Scholarship.

For additional information, visit the ACE's National Women's Leadership Forum web page at www.acenet.edu/leadership/programs/Pages/National-Womens-Leadership-Forum.aspx, or call the Inclusive Excellence Group at (202) 939-9390.

ACE WOMEN'S Network™

Women's Leadership Legacy Fund Scholarship

Purpose of the Fund

The fund shall be used as follows through a scholarship-granting process.

- **The Emily Taylor Scholarships** will enable emerging and advancing women academic leaders to attend professional development workshops.
- **Support grants** will help get the right women to the right places to offer and participate in the professional development and mentoring of emerging and advancing women academic leaders.

Details

- During each fiscal year, ACE will award two **$500 Emily Taylor Scholarships.** Each will be awarded to defray the cost of registration for the **National Women's Leadership Forum.**
- During each fiscal year, ACE will award two **$300 support grants.** Each will be awarded to defray the cost of registration for the **Regional Women's Leadership Forum.**

How to Apply

- Applicants will complete a brief application form describing their leadership experience; the name and theme of the event; its location, dates, and associated costs; and how the applicant will fund the remaining costs.
- Recipients of Women's Leadership Legacy Fund scholarship(s) and support grant(s) will be required to present a brief report describing their leadership growth experience.
- Applications will be accepted beginning in January of each year.
- Applications will be accepted and reviewed on a rolling basis; however, interested individuals are encouraged to apply as early as possible. Applicants will be notified within five weeks of submission.
- To apply, complete the Women's Legacy Leadership Fund Scholarship Application.

If you have any questions, please contact the ACE's Inclusive Excellence Group at InclusiveExcellenceGroup@acenet.edu or call (202) 939-9390.

ACE SPECTRUM EXECUTIVE Leadership Program™



Spectrum Executive Leadership Program

Program Description

This eight-month program is designed to further diversify the senior leadership ranks of higher education. The aim is to prepare senior level administrators from underrepresented groups to be strong candidates for presidencies and chancellorships in the near term. Participants will have the opportunity to discuss the nuances of the presidential search process and share personal and professional experiences of diversity and inclusiveness.

acenet.edu/selp

Questions? Email inclusiveexcellence@acenet.edu or call (202) 939-9390.

ACE is grateful to American Express for its generous support of this program.

ACE American Council on Education™

Who Should Attend?

Diverse senior level administrators (deans and above) from underrepresented groups planning to seek a presidency within two years are encouraged to apply. Cohorts of 35 individuals will be selected to participate.

Program Components

- Leadership Assessment
  Complete an assessment and use its feedback to create a professional development plan and as a basis for team projects.
- In-Person Meetings
  Engage with presidents and other facilitators from diverse backgrounds and institutions for guidance in preparing for the search process and the presidency.
- Networking
  Build a network of peers who share common concerns, experiences, and career aspirations.
- Webinars
  From your desktop, continue conversations about major issues that shape the landscape of U.S. higher education.

New England Networks of Women Leaders in Higher Education

11th Annual Regional Conference

By Henriette M. Pranger

On September 27, 2013, 75 women leaders who work in higher education institutions throughout New England gathered at Assumption College (MA) for the 11th Annual Regional Conference of the ACE Women's Network. The conference focused on the themes of Sheryl Sandberg's influential book, *Lean In: Women, Work, and the Will to Lead*.

Engaging discussions began Thursday night, when some of the panelists, conference planners, and participants enjoyed dinner at The Sole Proprietor in Worcester. During dinner, the women told stories of how they forged new opportunities, negotiated successfully, and advanced the missions of their institutions.

The Friday conference began with breakfast and networking activities. A keynote address and viewing of Sheryl Sandberg's Ted Talk were followed by a panel discussion. The panelist included Rear Admiral Sandra Stosz, superintendent of the United States Coast Guard, Cynthia Smith Forrest, vice president for student affairs at the University of New England (ME), Margaret L. Drugovich, president of Hartwick College (NY), and Claire Van Ummersen, senior advisor in the Division of Leadership and Lifelong Learning of the American Council of Education. Lively table discussions centered on the leadership ambition gap, success versus likability, mentoring, networking, and the myth of "doing it all." Each table leader summarized the group's personal reflections and offered advice to her colleagues.

Some of the consistent advice offered included:

- Remain authentic and compassionate as you advance in your career.
- Seize opportunities, move out of your comfort zone, take risks, and move through feelings of fear—pushing yourself gets easier, and it's worth it.
- Make it a priority to meet new people outside your institution, make time to maintain these networking relationships, and begin networking early in your career.
- Develop internal resources so that you feel empowered to do what is needed regardless of whether you are liked.
- Reflect on your skills, ask for feedback, and ask your managers for what you need: Be a strong advocate for yourself and other women.
- Be aware of bias and make conscious efforts not to contribute to it: Progress has been made, but more progress is needed.
- It is possible to have rewarding work and a rewarding personal life.
- Be a mentor—mentors gain as much as they give, and mentoring other allows you to build a sustainable foundation for your initiatives should you leave or move to a different position.

After the roundtable discussions, the group shared announcements. For example, Van Ummersen spoke about the National Challenge for Higher Education (www.acenet.edu/national challenge) and asked participants to continue the conversation when they returned to their campuses.

The conference concluded with an inspiring performance by Dara Shaw, a professional storyteller who portrayed the life of Eleanor Roosevelt. Roosevelt was a strong, resilient woman leader. Shaw ended her moving performance with some poignant parting quotes, such as, "A women is like a tea bag—you can't tell how strong she is until you put her in hot water."

Women Leaders Wanted: Consider marking your calendars for next year's 12th Annual Regional Conference (the dinner will take place on Thursday, September 25, 2014, and the conference will be held on Friday, September 26, 2014). Contact Cynthia Smith Forrest, vice president for student affairs at the University of New England, at cforrest@une.edu, or Martha Shouldis, president of St. Vincent's College (CT), at mshouldis@stvincentscollege.edu, for more information.

Pranger is assistant vice president/dean of faculty at Goodwin College (CT).



Christie Boronico, vice president for enrollment management and dean of students, St. Vincent's College (CT) and Claire Van Ummersen, senior advisor, Division of Leadership and Lifelong Learning, ACE.

The Donna Shavlik Award



Molly Corbett Broad, president, ACE; Kim Bobby, director, Inclusive Excellence Group, ACE; Karen S. Haynes, president, California State University San Marcos; and Donna Shavlik, former director, Office of Women in Higher Education (now the Inclusive Excellence Group), ACE.

This award recognizes sustained and continuing commitment to women's advancement in higher education, either in colleges and universities or in national positions.

This award was established by ACE in 1999 to honor the long and outstanding service of Donna Shavlik, past director of ACE's former Office of Women in Higher Education. The award honors an individual whose leadership demonstrates a sustained commitment to advancing women in higher education through actions or initiatives enhancing women's leadership and career development, campus climate, and mentoring of women at both the state and national levels.

The award is presented each year at the Women's Leadership Dinner, held during the ACE Annual Meeting.

Award Recipients

2013 Karen S. Haynes, President, California State University San Marcos
2012 Beverly Daniel Tatum, President, Spelman College (GA)
2011 Susan L. Perry, Senior Advisor, The Andrew W. Mellon Foundation
2010 Blenda J. Wilson, President Emerita, California State University, Northridge; Educational Policy Consultant; and Chair, HERS (Higher Education Resource Services) Board of Directors
2009 Peggy Ryan Williams, President Emerita, Ithaca College (NY)
2008 Adrian Tinsley, President Emerita, Bridgewater State College (MA)
2007 Yolanda T. Moses, Past President, American Anthropological Association, and Professor of Anthropology and Associate Vice Chancellor for Diversity, Equity, and Excellence, University of California, Riverside
2006 Donna E. Shalala, President, University of Miami
2005 Caryn McTighe Musil, Senior Scholar and Director of Civic Learning and Democratic Engagement Initiatives, Association of American Colleges and Universities
2004 Bette E. Landman, President Emerita, Arcadia University (PA)
2003 Bernice (Bunny) Sandler, Senior Fellow, Women's Research and Education Institute
2002 Cynthia Secor, Founder, HERS Summer Institute for Women in Higher Education Administration, Bryn Mawr College (PA), and HERS New England Management Institute for Women in Higher Education, Wellesley College (MA)
2001 Janet L. Holmgren, President, Mills College (CA)
2000 Judy Touchton, Former Associate Director, Office of Women in Higher Education (now the Inclusive Excellence Group), ACE
1999 Donna Shavlik, Former Director, Office of Women in Higher Education (now the Inclusive Excellence Group), ACE

For additional information, please send an email to InclusiveExcellence@acenet.edu or call (202) 939-9390.

The 2014 Reginald Wilson Diversity Leadership Award

Call for Nominations



Reginald Wilson with the winner of the eponymous 2013 award, Johnnetta B. Cole.

The American Council on Education's (ACE) Inclusive Excellence Group is pleased to invite nominations for the **2014 Reginald Wilson Diversity Leadership Award**. Established to honor the founding director of the Office of Minority Concerns, the award recognizes individuals who have made outstanding contributions to diversity in American higher education. The 2014 Reginald Wilson Diversity Leadership Award will be presented on March 11, 2014 at the closing plenary luncheon of the ACE Annual Meeting in San Diego, California.

We seek nominations of individuals who have demonstrated leadership and commitment on a national level to the advancement of racial and ethnic minorities and other underrepresented populations in higher education through actions or initiatives enhancing access and equity, campus climate, leadership development, and career development for those groups. Nominations must include a nomination form providing contact information for both the nominee and the nominator. In addition, submissions must include a letter of endorsement or short narrative statement that addresses the criteria described above.

Please submit nominations by **December 2, 2013**:

Kim Bobby, Director
Inclusive Excellence Group
American Council on Education
InclusiveExcellenceGroup@acenet.edu

For additional information, contact:
Sook-Yi Yong
InclusiveExcellenceGroup@acenet.edu
(202) 939-9390

This award honors individuals who have demonstrated leadership and commitment on a national level to the advancement of racial and ethnic minorities and other underrepresented populations in higher education.

Nominations are being accepted for the 2014 Reginald Wilson Diversity Leadership Award. The award will be presented on March 11, 2014 at the closing plenary luncheon of the ACE Annual Meeting in San Diego, California.

Established to honor Reginald Wilson, the founding director of the Office of Minority Concerns, the award recognizes individuals who have made outstanding contributions to diversity in American higher education. Nominations are due December 2, 2013.

For additional information, please send an email to InclusiveExcellenceGroup@acenet.edu or call (202) 939-9390.

Notes from the Editor

By Cynthia Smith Forrest



The idea of "leaning in" with the support of a network is central to our work of advancing women leaders within the higher education community. The past few weeks have provided us with much to contemplate about the importance of a network, particularly as women face the challenges still imposed by our culture.

First, in an article published on July 20, 2013, in *The Washington Post*, Karen Tumulty paid tribute to the late Helen Thomas, who in 1975 became the first female president of the White House Correspondents' Association, as well as the first woman member of the Gridiron Club (she would later become its president). At that time it had a 90-year history of male-only membership. Tumulty highlighted that "[w]hat Thomas figured out early—and what she taught us—was that there was value in making powerful people uncomfortable. It was a sign we are doing our jobs as journalists right. Still, it is something that women in particular struggle with. That a double standard still exists for women, in journalism and elsewhere, is evident. We saw it in April, when *Politico* wrote about another pathbreaking woman, *New York Times* executive editor Jill Abramson. The story questioned whether Abramson has 'the temperament to lead the paper,' . . . citing incidents that might have been seen as hallmarks of strong management, if they had been written about a man."

These examples highlight the real challenges faced by women leaders in balancing the need for strength with the expectation framed by a particular prescription for how strength should be exhibited by women. The support of other women leaders in examining these cultural and organizational realities is imperative as women strive to negotiate and chart these treacherous waters.

A second area, which President Obama recently called us to consider, is the question of how our race frames our experiences and reactions. At the White House press briefing on Friday, July 19, 2013, President Obama gave remarks on the court ruling in the Trayvon Martin case. President Obama said, "I think it's important to recognize that the African American community is looking at this issue through a set of experiences and a history that doesn't go away." For me, this comment also spoke to the experiences of women of color who report experiencing, as an ongoing reality, that majority women leaders in key positions often do not consider sponsoring women of color, and that barriers continue to block the pathways of many who aspire to advance in ranks of institutional leadership. This lingering challenge links to the pain of an African American female law student who served as a resident assistant in the residence hall I directed in 1973–74, and whose eyes filled with tears when we talked about the impact of race on our lives. She explained, "You cannot imagine what it is like each day to wake up and know that just because my face is black I have to be better prepared than everyone else to be even considered as legitimate."

We, as women in the academy, have an important calling to "lean in" for ourselves, as well as for those around us who need our support for identification, development, encouragement, advancement, and linkages. Through our state networks, we must create new partnerships with intentionality for advancing all women with a consciousness of the roles that race and gender continue to play in our world. In her book *Lean In: Women, Work, and the Will to Lead*, Sheryl Sandberg, chief operating officer of Facebook, said, "We cannot change what we are not aware of, and once we are aware, we cannot help but change."

Smith Forrest is vice president for student affairs at the University of New England (ME).

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If you have an idea or an experience that you would like to share, we invite you to do so by sending submissions to Cynthia Smith Forrest, *NetworkNews* editor, at cforrest@une.edu.