ACE WOMEN'S Network™

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LISA A. ROSSBACHER

From the Chair of the Women's Network Executive Council

Thanks to all of you who participated in the ACE Women's Network State Coordinators' Leadership Conference in March! I was inspired by the collegiality, the shared purpose, and the diversity of perspectives and experiences among the group.

One of the clear messages from the conversations at the meeting was the importance of mentors—both women and men, who can provide guidance, perspective, support, and ideas when they are needed. Many of the women who are already serving in leadership positions can link their success to one or more mentors who helped them at critical points in their careers. I was particularly interested in how people described not only *who* their most important mentors were, but *why*—and what they had learned from those mentors.

As we were discussing the best ways to help other women during the conference, the concept of the "Queen Bee" arose. I was unfamiliar with the term, although I certainly understand the meaning. The Queen Bee is a woman who does not help other women; indeed, the Queen Bee may actively block advancement and undermine other women. Her attitude can be summarized as, "My career progression was tough for me, so I'll make it tough for you."

When I returned to my home campus after the conference, I learned that "Queen Bee Syndrome" is pervasive—and it's not new. The term dates to the 1970s, when researchers at the University of Michigan identified the workplace behavior that some women exhibit. One of the interesting outcomes is that this may lead to women being more comfortable working for men than for other women, which is an unfortunate situation. *The Wall Street Journal* published an excellent summary on March 6, 2013, in an article titled "The Tyranny of the Queen Bee."

I shared this article with a group of colleagues here at Southern Polytechnic State University (SPSU), and we've had some interesting conversations about Queen Bees, including the possible connections between Queen Bee Syndrome and bullying. Research by the Workplace Bullying Institute indicates that men are more likely (60 percent) to exhibit bullying behavior and women are more likely (57 percent) to report being the targets of this behavior, but when women are the bullies, their targets are most likely to be other women (71 percent). Is this a Queen Bee alert? In discussing this issue with colleagues here at SPSU, the most consistent explanation for bullying that I have heard is, "It's all about power." So are the Queen Bees.

Some scholars of the topic believe that academia may generate more bullies than many other professions. Possible reasons include faculty members who become supervisors or administrators without ever having had appropriate management training, the perceived protection of tenure and the growing numbers of adjunct faculty with far less job security, and decentralization (as in "silos") that can constrain individuals from reporting or seeking a solution outside of the department.

One of the benefits of this year's state coordinators' conference has been the range of conversations that started there and which have continued since then. Thank you all for being part of this dialogue.

On the next page is a summary of some of the other conversations from our conference. I tried to capture some of the highlights of the meeting—and I admit that I had some fun doing it. If you were able to attend, I hope this summary reminds you of our discussions and ideas. And if you weren't there? I hope this gives you a flavor of what an interesting time we had.

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

> "The 'Queen Bee Syndrome' is pervasive—and it's not new."

Inside:

2 Summary of the ACE Women's Network State Coordinators' Leadership Conference

3 From the Director

4 ACE Honors Juliet V. García for Lifetime Achievement, Pays Tribute to Karen S. Haynes with 2013 Donna Shavlik Award

5 2013 State Network Leadership Award Winner

6 ACE Women's Network Events

8 Moving the Needle

10 Notes from the Editor

ACE

Summary of the ACE Women's Network State Coordinators' Leadership Conference

Washington, DC, March 2–3, 2013

This coordinators' conference
Was filled with conversation.
We really worked hard.
This was not a vacation.

The finished handbook
Got a rousing ovation,
As did the people
Who worked so hard on its creation.

We emphasized the importance
Of network support
By colleagues and friends
Who try not to distort

Their ideas and perceptions,
Perspectives, and views.
They tell us the truth.
They walk in our shoes.

We considered the importance
Of officer and sponsor rotation
And serving in terms
Of limited duration

To refresh the ideas,
To give some a break—
And allow some new people
To give and to take.

We heard advice
To think big and think small,
To take calculated risks,
To hang in for the long haul.

We heard from Terry Hartle
About cockroaches and beetles,
And we talked about how
To move all those needles.

We learned about resources,
Websites, and tools,
How to search for info
And other things cool.

We considered Facebook,
LinkedIn, and Twitter
As communication schemes
That can be home-run hitters.

We enjoyed meals and desserts
With great delectation,
And we had enough caffeine
To avoid total sedation.

We talked about avoiding
The mentor gone bad—
The "Queen Bee" advisor
That I bet we've all had.

An important topic
Was succession planning—
And thinking ahead
With environmental scanning.

Our discussion of logos
Could be called—lively's a word.
Energetic's another.
Empassioned's a third.

At the dinner, Juliet, Karen, and
Christine inspired us,
And raised good ideas
That we want to discuss.

We heard about forums,
Where we all want to go,
To Virginia and New York and—
Especially—Fargo.

And if there's one thing
We agreed on conclusively,
It's our collective commitment
To excellence, inclusively.

We appreciate the great work
Of Kim, Debra, Lachone,
And Gailda—who managed
To put this all on.

We'll be headed back
To our networks, by state,
To share and to grow—
And not sequestrate.

—Lisa A. Rossbacher

NATIONAL WOMEN'S Leadership Forum™

Do you know any women who could become leaders in higher education? If so, you can help them tap their potential by nominating them for ACE's National Women's Leadership Forum.

June 19–21, 2013
The Westin Arlington Gateway
Arlington, VA

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

National Women's Leadership Forums take place every June and December in the Washington, DC metro area. Space is limited to 40 participants, and nominations are reviewed for admission on a first-come, first-served basis. (Self-nominations are welcome.) 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.

Email nominations to leadership_forums@acenet.edu. Please include the nominee's name, title, institution, phone number, fax number, and email address. For additional information, visit the ACE website (acenet.edu) or call Debra Louallen-Cole, senior program manager, ACE Inclusive Excellence Group, at (202) 939-9390.

From the Director



Dear Colleagues:

In 2010, ACE hosted a Moving the Needle roundtable with an examination of the findings from the 2008 ACE Spectrum Initiative report *Broadening the Leadership Spectrum: Advancing Diversity in the College Presidency*. We learned then that many Americans believe that women's battle for gender parity in the workplace has already been won. This is far from the reality. Although women now earn the majority of all college degrees (57 percent) and are well-represented in entry- and mid-level positions in most sectors of the economy, they have made surprisingly little progress in advancing to the boardrooms and the executive suites. This truth holds true for higher education. ACE's report *The American College President 2012* provides an update on the status of women in senior leadership roles and in the college presidency.

The study revealed that the share of women college and university presidents was holding at 26 percent in 2012, an increase of only 3 percent since 2006. The stubborn glass ceiling is firmly in place. The report also provides a summary on the aging of the college presidency. With 58 percent of presidents over the age of 61 (up from 49 percent in 2006), we can expect a wave of retirements. Coupling these two data points reveals a window of opportunity to move the needle forward, which means increasing the representation of women leaders in higher education.

ACE Women's Network Executive Council is poised to seize the moment and . . . move the needle forward.

We are pleased that the ACE Women's Network Executive Council is poised to seize the moment and continues to place deliberate focus on this issue with the Moving the Needle initiative.

The initiative remains steadfast in calling on women leaders to examine the cultural, structural, and institutional factors that are preventing greater numbers of women and racial/ethnic minorities from reaching top leadership positions in higher education. The upcoming meeting will include an extended examination of the landscape of women's leadership programs around the country. This will enable us to discover opportunities to collectively impact the underrepresentation of women in the college and university presidency.

ACE is pleased to host the third Moving the Needle initiative roundtable on June 18, 2013, at the Westin Arlington Gateway hotel in northern Virginia. This meeting will bring women leaders together to facilitate an exchange of ideas, examine women's leadership programs, and shape an agenda for moving the needle. We would be delighted if members from the networks around the country could join us.

Sincerely,

Kim Bobby

Director
Inclusive Excellence Group
American Council on Education

ACE Honors Juliet V. García for Lifetime Achievement, Pays Tribute to Karen S. Haynes with 2013 Donna Shavlik Award

For their exemplary contributions to women in higher education, the American Council on Education (ACE) honored Juliet V. García, president of The University of Texas at Brownsville, with the ACE Lifetime Achievement Award, and Karen S. Haynes, president of California State University San Marcos, with the 2013 Donna Shavlik Award during the association's 95th Annual Meeting in Washington, DC.

The awards were presented at the ACE Women's Leadership Dinner, which was generously supported by SAGE, a leading independent academic and professional publisher. *USA Today* columnist and best-selling author Christine Brennan offered remarks about the 40th anniversary of Title IX at the event.

A Trailblazer and an Innovator

Juliet V. García joined The University of Texas System in 1992 as president of The University of Texas at Brownsville (UTB) after serving as president of Texas Southmost College (TSC) for six years. When she was named president of TSC in 1986, she became the first Mexican-American woman in the nation to lead a college or university. She led the drive to establish UTB and to form a unique partnership between the university and TSC.

"It is a special honor to give President García the ACE Lifetime Achievement Award," said ACE President Molly Corbett Broad. "She has truly been a trailblazer for women and Mexican Americans and an innovator on campus, creating a special partnership with UTB and TSC that now serves such an incredibly important role in the region."

Under García's leadership, the campus has grown from 49 acres to more than 460 acres; the budget has increased from $31.4 million to $173 million; and the total fall enrollment has grown from 7,000 to more than 15,000.

García has received many honors for her work, including induction into the Texas Women's Hall of Fame for Lifetime Achievement in Education and the Hispanic Heritage Award. Most recently, *TIME* named her one of the top 10 college presidents. She also served as chair of the ACE Board of Directors from 1994 to 1995.

García received her doctorate in communication and linguistics from The University of Texas at Austin and honorary degrees from the University of Notre Dame (IN) and Brown University (RI).

Talking the Talk and Walking the Walk

ACE established the Donna Shavlik Award to honor the long and outstanding service of Donna Shavlik, former director of ACE's Office of Women in Higher Education (now known as the Inclusive Excellence Group). Presented annually, the award honors an individual whose leadership demonstrates a sustained commitment to advancing



Kim Bobby, director of the Inclusive Excellence Group, American Council on Education; Molly Corbett Broad, president of American Council on Education; Juliet V. García, president of The University of Texas at Brownsville; Karen Haynes, president of California State University San Marcos; Brenda W. Carter, Executive Editorial Director of College Publishing, SAGE; Gretchen M. Bataille, senior vice president, Division of Leadership and Lifelong Learning; and Diana I. Córdova, vice president for Leadership Programs, American Council on Education.

women in higher education through leadership and career development, campus climate, and mentoring.

This year's recipient is Karen S. Haynes, president of California State University San Marcos. Haynes has transformed the campus into a model environment for women, promoting and hiring women to prominent leadership positions, including the vice president of finance and administrative services and the vice president of community engagement.

"On women's leadership, President Haynes talks the talk and walks the walk. She is continuously involved in women's groups on campus and has been a mentor to many others," said Broad. "This type of engagement enables other qualified women to advance into leadership roles, which is the true spirit of the Donna Shavlik Award."

Haynes also served as the first woman dean at the University of Houston and has a longstanding history with ACE's Women's Network. She helped renew and reinvigorate the Texas State Network and did the same with the Southern California State Network, for which she has been the presidential sponsor for seven years. She has served on the ACE Commission on Women, and currently serves on the ACE Commission on Inclusion.

Haynes has received several awards and honors, including the *San Diego Business Journal's* Most Admired CEO Award in 2010. She was honored in 2007 with the San Diego YWCA's Top Women in Industry Award and the *San Diego Business Journal's* Women Who Mean Business Award.

A trained social worker, Haynes has written several articles and books on social justice and leadership, including *A Dream and a Plan: A Woman's Path to Leadership in Human Services, Women Managers in Human Services,* and the landmark text *Affecting Change: Social Workers in the Political Arena,* now in its seventh edition. She holds a bachelor's degree from Goucher College (MD), a doctorate in social work from The University of Texas in Austin, and an MSW from McGill University in Montreal, Canada.

2013 State Network Leadership Award Winner

The American Council on Education (ACE) Inclusive Excellence Group State Network Leadership Award for the Advancement of Women in Higher Education recognizes an outstanding and innovative program, sponsored by a state ACE network or by a college or university, that helped advance or support women or women's issues in higher education. The 2013 award recipient is the BRIDGES Academic Leadership for Women (BRIDGES) program sponsored by The University of North Carolina at Chapel Hill's William and Ida Friday Center for Continuing Education. BRIDGES is an intensive professional development program for women in higher education who seek to gain or strengthen their academic leadership capabilities.

"BRIDGES, under the leadership of Program Director Annette Madden and Advisory Board Chair Chená Flood, exemplifies a great approach to fostering women's professional growth," said Kim Bobby, director of ACE's Inclusive Excellence Group. "It is through efforts like this that we can successfully ensure that the future leadership of higher education more closely resembles the makeup of the student body and the nation it serves."

Through BRIDGES, participants develop insights into leadership, with a particular focus on the special skills and attributes that women bring to their leadership roles; acquire an understanding of the many facets of colleges and universities; refine and improve their cross-cultural communication skills; and create a program of personal and professional development to benefit them and their institutions.



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

The staff of ACE's Inclusive Excellence Group and the Women's Network Executive Council would like to thank the BRIDGES Academic Leadership for Women program, as well as Annette Madden, BRIDGES' program director; Chená Flood, BRIDGES' Advisory Board chair; and Jacqueline M. Olich, a BRIDGES Advisory Board member, for accepting the award on behalf of the BRIDGES program.

ACE Women's Network Events

Date(s)	Event	Network Name	Location	Contact/additional information
May 20–22, 2013	New York Regional Women's Leadership Forum	American Council on Education, Inclusive Excellence Group	Mercy College New York, NY	To nominate a mid-level woman administrator, or if you are interested in attending, email nominations to WomensLeadershipForums@acenet.edu. For additional information, contact Debra Louallen-Cole at (202) 939-9390.
May 31, 2013	The Virginia Network 2013 Annual Conference: "Linked In: Connecting Generations"	The Virginia Network	Hotel Roanoke Roanoke, VA	For additional information, please contact Elsie Weatherington at eweatherington@vsu.edu .
June 19–21, 2013	81st National Women's Leadership Forum	American Council on Education, Inclusive Excellence Group	The Westin Arlington Gateway Arlington, VA	To nominate a senior-level woman administrator, or if you are interested in attending, you may apply directly for consideration to attend the program email nominations via email: WomensLeadershipForums@acenet.edu. For additional information, contact Debra Louallen-Cole at (202) 939-9390.
September 16–18, 2013	North Dakota Regional Women's Leadership Forum	American Council on Education, Inclusive Excellence Group	Radisson Hotel Fargo Fargo, ND	To nominate a mid-level woman administrator, or if you are interested in attending, email nominations to WomensLeadershipForums@acenet.edu. For additional information, contact Debra Louallen-Cole at (202) 939-9390.
September 20, 2013	"Mindful Leadership: Finding the Still Quiet Place That Allows Us to be the Best Possible Leaders"	Utah Women in Higher Education Network (UWHEN)	Utah State University Logan, UT	Online registration opens July 1, 2013, at www.uwhen.org. *Please register only if you have firm plans to attend.*
September 20, 2013	Women Administrators in Higher Education (WAHE) 2013 Annual Conference	Women Administrators in Higher Education, DC Women's Network	American Council on Education Washington, DC	For additional information, contact Amma Addo or Khandi Bourne at wahe.chair@gmail.com.
September 27, 2013	"Ask For It! How Women Can Harness the Power of Negotiation"	Utah Women in Higher Education Network (UWHEN)	Brigham Young University Provo, UT	Online registration opens July 1, 2013, at www.uwhen.org. *Please register only if you have firm plans to attend.*

October 4, 2013	"Into the Woods and Out of Your Comfort Zone? Why Not?"	Utah Women in Higher Education Network (UWHEN)	Southern Utah University Cedar City, UT	Online registration opens July 1, 2013, at www.uwhen.org. *Please register only if you have firm plans to attend.*
December 4–6, 2013	82nd National Women's Leadership Forum	American Council on Education, Inclusive Excellence Group	Alexandria Mark Center Alexandria, VA	To nominate a senior-level woman administrator, or if you are interested in attending, you may apply directly for consideration to attend the program. Email nominations to WomensLeadershipForums@acenet.edu. For additional information, contact Debra Louallen-Cole at (202) 939-9390.

REGIONAL WOMEN'S Leadership Forum™

Do you know an emerging woman leader who is ready to develop the skills necessary for advancing to the next level of higher education leadership and administration?

We invite you to nominate her to participate in an upcoming Regional Women's Leadership Forum.

North Dakota Regional Women's Leadership Forum
September 16–18, 2013
Radisson Hotel Fargo
Fargo, ND

This three-day leadership program is for mid-level women administrators (typically department chairs, directors, assistant or associate deans, and provosts) with high potential for advancement in higher education administration. The interactive program, typically held on campuses across the country, provides emerging women leaders with the opportunity to:

- Hone their leadership skills in critical areas such as fund raising, risk management, crisis response, and strategic planning;
- Receive practical training, including curriculum vitae and résumé critiques and mock interviews;
- Reflect on career next steps;
- Gain a better understanding of the search process for senior-level positions through candid conversations with search firm executives; and
- Gain a better understanding of the inherent rewards and challenges of senior-level administrative positions, including the college or university presidency, through exposure to outstanding women leaders who share their experiences and serve as role models.

Space is limited to 40 participants, and nominations are reviewed for admission on a first-come, first-served basis. (Self-nominations are welcome.) 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.

Email nominations to WomensLeadershipForums@acenet.edu. Please include the nominee's name, title, institution, phone number, fax number, and email address.

For additional information, visit the ACE website or call Debra Louallen-Cole, senior program manager, ACE Inclusive Excellence Group, at (202) 939-9390.

Moving the Needle

By Leah Jackson and Marie Foster Gnage

While many Americans believe that women's battle for gender parity in the workplace has already been won, data in the 2012 edition of ACE's *The American College President* and in 2009's *The White House Project Report: Benchmarking Women's Leadership* suggest that this is far from reality.

Although women now earn the majority of all college degrees and are well represented in entry- and mid-level positions in most sectors of the economy, they have made surprisingly little progress in advancing to CEO positions. In higher education, women occupy just 26 percent of all college presidencies and across the 10 sectors examined by the White House Project, women are stalled at an average of 18 percent of top leadership positions.

ACE Women's Network Moving the Needle initiative seeks to find ways to increase the number of women in leadership positions in higher education. For the last two summers, ACE has convened groups of leading associations and organizations with active women's leadership agendas to discuss ways in which we can raise national awareness and national visibility of this issue, and collaborate and leverage our individual efforts more effectively.

Leadership programs to prepare women for, and assist them in obtaining, leadership roles in higher education are more important than ever!

We are currently working on a survey of women's leadership programs. This survey is designed to ascertain the breadth and scope of leadership programs exclusively for women faculty and administrators in higher education. The responses will help us build a comprehensive directory of women's leadership programs in the country. This directory will facilitate partnerships among U.S. higher education institutions and other organizations.

If you know organizations who should participate in the survey, or if you are interested in the survey findings, please contact inclusiveexcellencegroup@acenet.edu.

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.



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.

Notes from the Editor

By Cynthia Smith Forrest



As you have all heard, New England experienced a dramatic and traumatic series of events in April, including the bombings at the Boston Marathon, a lockdown of the Boston area, the death of one suspect, and the capture of another. A university located an hour away from Boston evacuated its campus, as the second bombing suspect is an enrolled student. Leaders on all campuses had to respond to very challenging and uncertain circumstances after a five-day period of trauma thrust upon the Boston community.

To date, the bombings resulted in three deaths and more than 260 injured individuals. Those killed were an eight-year-old boy, Martin Richard; a 23-year-old Boston University student, Lu Lingzi; and a 29-year-old restaurant manager, Krystle Campbell. Sean Collier, a 27-year-old Massachusetts Institute of Technology police officer, was also killed in the line of duty following the bombing—allegedly shot to death by the marathon bombers. These events remind us of the fragility of life, and of the capacity for human beings to act with no regard for our shared humanity. As educators, we must explore new ways to reach the hearts and minds of our students and communities to advance the cause of peace and understanding.

The scope of this crisis also causes us to reflect on the complex skills and diverse processes required to manage and lead during this emerging era of higher education in the United States. The human, legal, curricular, organizational, cultural, and communication aspects of these events demand enhanced preparation. Professional development and collegial support are essential ingredients in successfully managing risk and crisis. This leadership for the new age is a perfect match for the talents of many women leaders whose lives have required the constant balancing and juggling of priorities, relationships, and roles.

Sheryl Sandberg, author of *Lean In: Women, Work, and the Will to Lead,* suggests that women who want to advance and provide their expertise must not forfeit their dreams, but rather pursue the leadership goals to move the needle and advance.

Arianna Huffington, editor of *The Huffington Post,* says about this new book:

> This is a great moment for all of us—women and men—to acknowledge that the current male-dominated model of success isn't working for women, and it's not working for men, either. . . . The world needs women to redefine success beyond money and power. We need a third metric, based on our well-being, our health, our ability to unplug and recharge and renew ourselves, and to find joy in both our job and the rest of our life.[1]

Chelsea Clinton, daughter of former secretary of state Hillary Rodham Clinton and former president Bill Clinton, writes:

> *Lean In* poses a set of ambitious challenges to women: to create the lives we want, to be leaders in our work, to be partners in our homes, and to be champions of other women. Sheryl provides pragmatic advice on how women in the twenty-first century can meet these challenges. I hope women—and men—of my generation will read this book to help us build the lives we want to lead and the world we want to live in.[2]

As we seek to promote a world that believes in the value of all of our humanity, women leaders must move forward to lead in a broader sphere supported by the women whose legacies we claim and whose futures we hope to secure.

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

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1 Arianna Huffington, "Huffington on Sandberg: To Lean In, First Lean Back," *At Work (blog), The Wall Street Journal,* March 11, 2013, http://blogs.wsj.com/atwork/2013/03/11/arianna-huffington-sheryl-sandberg-to-lean-in-first-lean-back.

2 Chelsea Clinton, review of *Lean In: Women, Work, and the Will to Lead,* by Sheryl Sandberg, Amazon.com, http://www.amazon.com/Lean-In-Women-Work-Will/dp/0385349947.

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