



INCLUSIVE
Excellence Group

NetworkNews

Winter 2011

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Message from the Executive Board Chair

Marie Foster Gnage, Ph.D.

President

West Virginia University Parkersburg

Ten months have passed since the ACE Network Executive Board welcomed the state coordinators who were able to attend the Network Coordinators Conference. Based on the feedback received, the Conference was a great networking and learning experience for all in attendance. Plans are now underway for the upcoming conference. I strongly encourage coordinators to attend: you will be able to see first-hand what the Network Executive Board is doing both in planning and in action to support the networks.

The Executive Board meets monthly, and holds a mini-retreat prior to the ACE Annual meeting and an annual retreat in June of each year. Our agenda is all about the networks and supporting the work that you do. To that end, our major topics have been program development, policy and planning, and advancement. The outcomes are underway. We are developing the agenda for the state coordinators conference; revising the state coordinators' handbook; developing a vision statement for the Network Board and noting how our mission ties with ACE IDEALS; and reviewing what

ACE and the Network Executive Board provides for the networks. There is more, but we want to unveil our outcomes at the State Coordinators' Conference.

Each state is assigned to a Network Executive Board member who serves as your liaison to the Board and ACE. Please call on us; we are very willing to support our networks because we know the important work that you do with and for the women in higher education in your states. Each of us has attempted to design ways to communicate with you and connect you with other networks both for advice, camaraderie and encouragement. But, do tell us how to connect with you.

Thank you for participating in your network. In doing so, you are moving the needle.

All the best,

Marie Foster Gnage, Ph.D.

President

West Virginia University Parkersburg



A New Structure for Leadership Programs at ACE

Diana Córdova, Ph.D.

*Assistant Vice President, Leadership Programs
 Division of Leadership and Lifelong Learning
 American Council on Education*

I would like to take this opportunity to communicate some exciting changes that have recently taken place at the American Council on Education (ACE). Over the course of the past several months, we have been working with the board and ACE senior leadership to review the results of ACE's recent market research study.

During these conversations it became clear that we needed a more nimble, collaborative, and responsive structure for Leadership Programs at ACE. As a result, Senior Vice President Gretchen M. Bataille and President Molly Corbett Broad recommended to the ACE board a restructuring plan for Leadership Programs and I am pleased to share the highlights of the plan with you.

We began the process by re-defining the mission of Leadership Programs to more effectively address the needs articulated by our members. Our new core mission is twofold – (1) To strengthen higher education by enhancing campus leaders' ability to respond to the challenges of today and tomorrow and (2) to develop a skilled and diverse talent pool of leaders who are ready to lead our institutions in the 21st century.

Under our new structure, leadership programs at ACE are now organized around three intersecting working groups:

1. The Executive Leadership Group, focused on programs, services and research for presidents and senior leaders from deans to presidents.
2. The Emerging Leaders Group, focused on programs and resources for rising administrators, including the Fellows Program.
3. The Inclusive Excellence Group, focused on programs, resources and research to foster greater diversity and inclusion in higher education, particularly within the senior leadership ranks (to include the work of OWHE and CAREE).

Each working group will have a core group of assigned staff including a director, associate directors and

managers. In my new role as Assistant Vice President, I will provide oversight for all three working groups. We are currently conducting searches for new directors for the Inclusive Excellence and Executive Leadership Groups. Additional information on these positions can be obtained at:

<http://www.acenet.edu/Content/NavigationMenu/About/Jobs/index.htm>

Our Leadership team is very excited about this opportunity to create an innovative, nimble structure that will enable us to address the broad array of leadership issues facing our campuses now and into the future. Rest assured, ACE remains steadfast in its dedication and commitment to its historic work in developing and advancing women leaders.

What do all the changes mean for the ACE State Network?

The ACE State Network as well as all of our women's leadership programs (i.e., National and Regional Forums, the Moving the Needle Initiative, etc.) will continue as planned under the broad umbrella of the Inclusive Excellence Group. In fact, ACE will be expanding its range of program offerings in the inclusive excellence area, having just been awarded a major grant from American Express to launch a new executive leadership program for women and administrators of color who are pursuing presidencies.

Should we continue to use the ACE/OWHE Network graphic identifier?

Yes, continue to use the graphic identifier for the time being as we are designing new graphic identifiers for all working groups including the ACE State Network. We are planning to unveil the new logo at the State Coordinator's Conference in March 2012. **Don't miss it!**

Please do not hesitate to contact me directly at: dcordova@acenet.edu. Keep up the good work!



Stretching Yourself

Karen Weaver, Ed.D.

*Director of Athletics, Intramurals, and Recreation
Pennsylvania State University, Abington*

Sometimes life pushes you together with the most interesting people. I had the pleasure of meeting Dr. Cynthia Forrest, Vice President of Student Affairs at University of New England (and *NetworkNews* editor), at a meeting for NCAA athletic directors. While that might initially sound unusual, I'm convinced it was good karma that our paths crossed. You see, our accidental encounter led to an interesting discovery—she was stretching her knowledge and skill sets by hanging out with us athletic types, and I did the same a few years earlier when I earned my Ed. D. from the University of Pennsylvania in Higher Education.

Why is stretching yourself important? For one, it is far too easy in academia to operate in silos—to only interact with those you know in your department or in your discipline. It leaves us with the false impression that the world revolves around our department's agenda and needs. This is exactly where I was professionally when I determined I needed to stretch myself.

My University of Pennsylvania experience was an unusual one: a complete doctoral program delivered in 22 months while working my regular job in higher education. And yes, that includes proposing and defending my dissertation! Now that you've ascertained that I am a little nuts, let me tell you why this stretched my professional growth as nothing has before.

My cohort at Penn was comprised of 23 individuals from every aspect of senior administration. I was the only person with an athletics background—everyone else worked in areas such as student affairs, finance, planning, communications and academic administration. The discussions and assignments centered on presidential prerogatives, governance discussions, history and diversity in higher education.

What changed and challenged me were not the case studies or the current hot topics of the day. Instead, I was pushed to think about those issues from every

perspective BUT athletics, an exercise I had rarely done.

In turn, when we discussed campus wide challenges that involved athletics, I was able to provide a perspective to my colleagues that they had never considered. We strengthened each other's professional skill sets by considering how a crisis or problem looks from another angle.

The most powerful part of my experience was traveling with my classmates to South Africa to study the state of higher education post-apartheid. It truly gave me a new perspective regarding how important a quality learning environment is to a student's success in the classroom. We sat through lectures from faculty members in buildings that had no heat, broken windows and steel wired doors. The economic disparity was so widespread among the colleges that had been exclusively black versus those that had been white, it was disturbing. For me, it put American Higher Education in a much different framework.

Today, I use all of my new skills to build an athletics program which functions as an integral part of the campus community and complements the mission of our college. More importantly, I am able to articulate more effectively than ever before to my coaching staff their role in the lives of their student athletes. I can also help them understand how our campus governance process works and why it is important they understand that the world doesn't just revolve around their issues. (Still working on that one....)

Stretching yourself and your skill sets at key points in your professional career is an important characteristic of building your resume. It can lead to some unusual conversations and an occasional fortuitous meeting. Who knows where this might lead? For me, it has opened up many new doors, including writing for *ACE NetworkNews*.

2010-2011 ACE State Networks' Annual Reports Overview

Debra Louallen-Cole
Senior Program Manager
American Council on Education



ACE is pleased to report that thirty-five (35) State Networks completed the 2010-2011 End-of-Year Report. Some states have more than one Network within the state and are included in the count of respondents.

The survey results suggested a number of best practices we would like to highlight. For instance, 49% of our State Networks have leadership succession plans, 41% do not, and 11% are unsure as to whether or not they have one. As for more specific responses describing succession plans, comments ranged from communicating and explaining leadership structures to others within the Network to having "chair elect" positions and co-chairs on their boards. Some respondents also indicated that their Networks were updating their by-laws to address this gap.

Through the survey, we were also able to examine the percentages of IR's from two- and four-year institutions across the Networks. The following figures provide some interesting statistics, for instance:

- 9 State Networks report having IRs from **two-year colleges**, comprising 1% to 19% of the State IRs.
- 10 State Networks report having IRs from **two-year colleges**, comprising 20% to 39% of the Network's IRs.
- 10 State Networks report having IRs from **four-year colleges**, comprising 60% to 79% of the Network's IRs.
- 9 State Networks report having IRs from **four-year colleges**, comprising 80% to 100% of the Network's IRs.

Figure 1 Representation of IRs from Two-Year Accredited Colleges in State Networks (n=32)

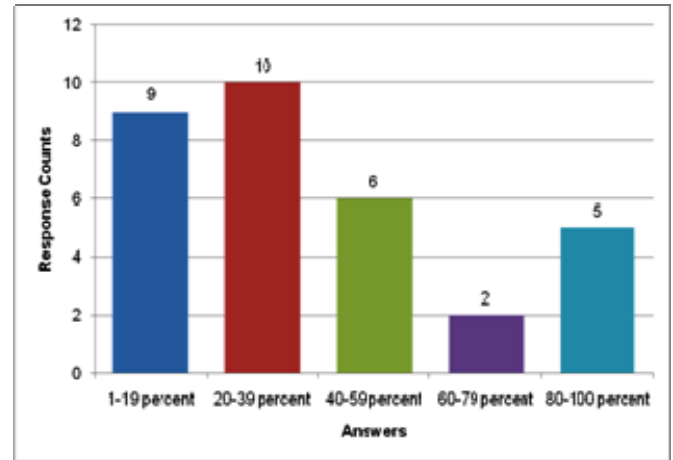
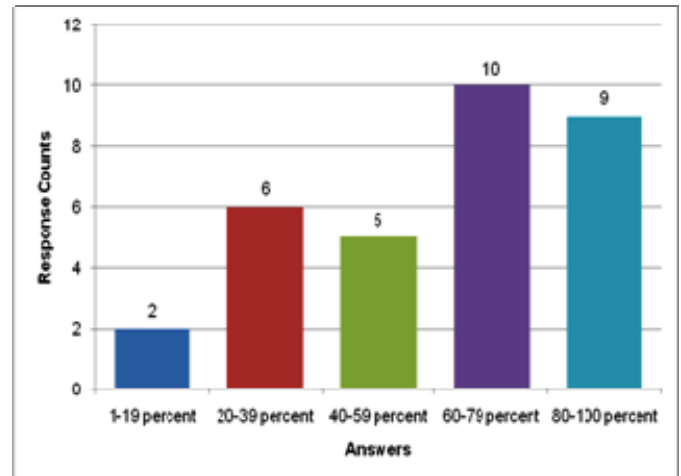


Figure 2 Representation of IRs from Four-Year Accredited Institutions in State Networks (n=32)



SAVE THE DATE

**ACE NETWORK
State Coordinators'
Conference
March 10-11, 2012
Los Angeles, CA**

Join your network liaison in Los Angeles at the annual ACE Network State Coordinators' Conference on March 10-11, 2012.

Experts in the field will share advice on "Strategies for Moving Up in the Pipeline".

In addition, this year the focus will be on issues facing the state networks including:

- A panel discussion with fellow State Coordinators**
- A panel discussion with highly involved Presidential Sponsors**
- The Pros and Cons of Various Legal Structures for Your Network**
- Succession Planning for Your Network**
- Using the New Logo and Website for ACE's Inclusion Excellence Group**
- Back by popular demand is an expanded Washington Update by Terry Hartle, Senior Vice President, Government and Public Affairs, ACE.**

These are just a few of the highlights. We look forward to seeing you in Los Angeles.

The State Coordinators' Conference is a free event; however, you must register to attend. Register by clicking on the following link:

[ACE Annual Meeting Registration](#)

ATTENTION

**ACE State Network Coordinators
& Network Members**

**TWO NEW POSITION
OPENINGS AT ACE**

The American Council on Education's (ACE) Division of Leadership and Lifelong Learning is presently conducting searches for two important positions: (1) Director, Inclusive Excellence Group and (2) Director, Executive Leadership Group. We would like to solicit your assistance in helping us identify excellent candidates for these two positions.

The Director of the Inclusive Excellence Group will work closely with the Assistant Vice President for Leadership Programs and the Senior Vice President for Leadership and Lifelong Learning to conduct existing leadership development programs such as National and Regional Leadership Forums for Women Administrators. The Director will also work collaboratively with other Leadership Programs staff to develop new offerings to build a robust, skilled, and diverse leadership talent pool in higher education and will oversee the ACE State Network.

The Director of the Executive Leadership Group will work closely with the Senior VP and Assistant Vice President for Leadership Programs to design, develop, and deliver executive leadership programs for college and university presidents and other senior campus leaders such as chief academic officers (CAOs) and Deans. The Director will be responsible for planning and facilitating current program offerings such as Advancing to the Presidency, the Institute for New Chief Academic Officers, as well as the Presidential Roundtables.

Creating a Viable Future: Women Educational Leaders Investing in Themselves



Sylvia Foster
Educational Program Coordinator
University of New Hampshire

On September 30, women leaders and emerging leaders in higher education gathered for the 9th Annual Regional Conference of the ACE (American Council on Education) New England Networks for Women Leaders in Higher Education. *“Creating a Viable Future: Women Educational Leaders Investing in Themselves”* drew a record 105 registrants. The conference was held at Assumption College in Worcester, Massachusetts.

Conferees from the six New England states networked to explore avenues of advancement and options for professional and personal growth. A one-day slate of programs gave participants opportunities to network on special topics in higher education, discuss matters of mutual interest, and learn tips for enhancing their careers.

Keynote speaker Dr. Danielle Ripich, President of the University of New England, encouraged her listeners to develop the necessary competencies and employ their skills to lead. She said, “Once you have proficiency, you can’t just work hard: you must be visible. Volunteer! Put yourself out there!”

Interactive sessions included a panel response to the keynote address, roundtable discussions, and an interactive seminar - “Techniques for Effective Leadership”.

The American Council on Education New England Networks of Women Leaders in Higher Education were proud to sponsor this conversation to a diverse and impressive group of women representing the six states in this region.



Panelists:
Dr. Wanda Heading-Grant
Chief Diversity Officer and Special Assistant to the President for Multicultural Initiatives
University of Vermont

Dr. Susan Huard
President
Manchester Community College



Keynote Speaker:
Dr. Danielle Ripich
President
University of New England

**ACE's Inclusive Excellence Group
HONOR ROLL OF STATE NETWORKS
INCLUDED IN
2010-11 REPORT***

Alaska	Nebraska
Arizona	Nevada
California – Northern	New Hampshire
California – Southern	New Jersey
Colorado	New Mexico
Connecticut	New York
Delaware	North Dakota
Florida	Ohio
Hawaii	Oklahoma
Illinois	Oregon
Iowa	Pennsylvania
Maine	South Carolina
Maryland	Tennessee
Michigan	Texas
Minnesota	Utah
Mississippi	Vermont
Missouri	West Virginia
Montana	

*If your state network would like to submit end of year survey data, please contact a staff member of ACE's Inclusive Excellence Group.

State Network Coordinators Report on the Composition of Planning Groups* (n=32)

Executive Board/Committees	26
Board of Directors	10
Planning Committees	12
Regional Planning/Steering Committees	6
Institutional Representatives	25
Events/Programs/Conference Committees	15
Membership/Recruitment Committee	5
Communications Committee (e.g., for newsletter, web site, etc.)	10
Other (please specify):	6

*State Networks are composed of various groups.

ACE Women's Leadership Legacy Fund

Show your support by logging on and donating today:

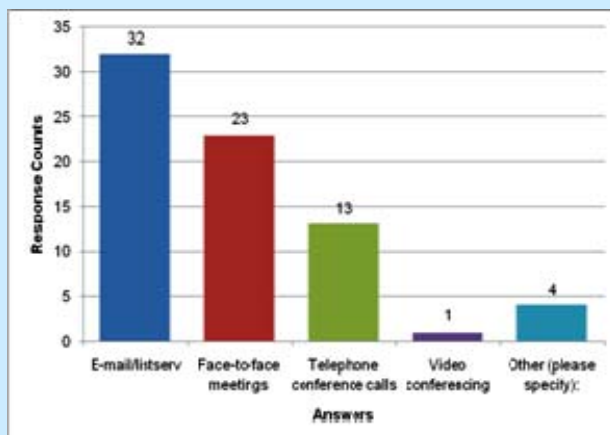
www.acenet.edu/programs/owhe/fund

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 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 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.
- ❖ 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!!

Networks' Communication with IRs



ACE 2012 LEADERSHIP PROGRAMS

National and Regional Leadership Forums

∞ **April 4–6, 2012**

**California Regional Leadership Forum
California State University-Sacramento
Sacramento, CA**

∞ **June 20–22, 2012**

**National Leadership Forum
Washington, DC**

∞ **December 5–6, 2012**

**National Leadership Forum
Washington, DC**

If you know of any women with the potential to become a senior academic leader, please nominate them to participate in this leadership program. Self nominations are also welcome. Nominations should be e-mailed to: leadership_forums@acenet.edu. Please include the nominee's name, title, institution, phone, fax, and e-mail address.

For additional information visit the National Leadership Forums website by clicking on [ACE National Leadership Forums](#) or call Debra Louallen-Cole, Senior Program Manager at (202) 939-9390.

STATE NETWORKS REPORT 2010-2011

Activities Coordinated by State Networks Plans for 2012

Response Rate: 92% (N=35)

ACTIVITIES	Frequency*	Percent*
Statewide conference	22	61%
State/regional conference	15	42%
Special event for women of color	5	14%
Special event for women presidents	4	11%
Special event for state legislators/representatives	3	8%
Special event for IRs	11	31%
Special leadership development program	14	39%
Special mentoring program/event	10	28%
Distribution of your own State Network newsletter	6	17%
Distribution of ACE "Network News" newsletter	20	56%

*Respondents selected more than one activity.



Editor's Notes

Cynthia Forrest

*Vice President for Student Affairs
University of New England*

Today higher education is facing a rapidly changing context with shifting global and local conditions as the economy continues to have a mercurial and rapid impact. The Occupy Wall Street movement is bringing into focus the societal challenges of bifurcated economic stratification. Around the world young people are highlighting the limited access to jobs despite academic preparation that during previous times would have ensured the ability to launch a productive future. So focusing on change is a world-wide challenge. Needless to say these are times that require vision, wisdom, collaboration and communication focused on our shared humanity and the common good. The Academy provides the forum for examining the complexities of our multi-faceted world-wide dilemmas and creating the intentional space for dialogue. Christensen and Eyring (2011) describe in their book, *The Innovative University: Changing the DNA of Higher Education from the Inside Out*, the need to be disruptive innovators in our leadership endeavors to strengthen and adapt to changing times and conditions.

ACE is also evolving and changing to use its resources in new configurations to continue in its commitment to the development of leaders for higher education. Marie Foster Gnage, Chairperson of the ACE National Network Executive Board, and Diana Córdova, Assistant Vice President, Leadership Programs in their reflections describe the organization designed to advance and support the Networks and work of ACE in supporting the IDEALS. Dr. Córdova highlights the exciting new ACE structures to support the work of leadership development. Being nimble in these rapidly changing times is the challenge of every organization today. Being disruptive innovators means we are changing our organizations' DNA.

In this edition, we welcome Dr. Karen Weaver's reflections on stretching in new directions that educate us to the multi-dimensional nature of our higher education enterprise. She suggests that living outside of our organizational structures to advance understanding and find connections for synergistic collaborations offers us kaleidoscopes for new patterns for viewing our work.

For this edition, Debra Louallen-Cole has prepared the highlighted results of the 2010-11 State Networks' Reports. Plus we have shared the types of activities State Coordinators outlined for 2011-12 networks! We look forward to learning about the exciting work in our Networks across the country as the year unfolds.

We also thank Sylvia Foster for her photography and highlights of the 9th Annual ACE New England Networks' Conference. Her pictures captured the engagement and energy of the presenters.

So as we look toward the holiday season may we celebrate the gifts and talents we have been given. May we also honor those who have assisted us along the way. I would challenge each of us to discern the treasures we possess and how we have made our institutions better places because of our investment of our intellectual, personal and leadership talents. I would also invite you to write about these reflections. Plus I invite you to share your visions for women as leaders in this time of rapid change. What are the strategies that we can employ individually and collectively to nurture and sustain our women leaders?

If there are books or readings that you think everyone should share, please provide a brief synopsis along with references so that we can feature your gems in *NetworkNews*!

UPCOMING EVENTS

January 27, 2012

ACE Oregon State Network, Oregon Women in Higher Education (OWHE) • 32nd Annual Conference, *Leading Change: Personal Perspectives and Collective Growth* • Portland State University • Portland, OR • For additional information, visit <http://www.owhenet.jigsy.com/annual-conference>

February 10, 2012

ACE New Jersey State Network, Women of Color Conference, *Transforming Perspectives in Women's Diversity Issues* • Montclair State University • Montclair, NJ • For additional information, contact Dr. Reva A. Curry at Reva.Curry@stockton.edu or by phone at (609) 652-4535.

February 23-24, 2012

ACE MS State Network, Women in Higher Education (WHEMN) Leadership Conference • Mississippi State University • Starkville, MS • For additional information, contact Amy Tuck via email at atuck@pres.msstate.edu

March 10-11, 2012

ACE State Network Coordinators' Conference • To register, visit the ACE Annual Meeting website at http://www.aceannualmeeting.org/reg_online.cfm. For additional information, call Debra Louallen-Cole at (202) 939-9390 or email dlouallen-cole@acenet.edu.

April 4-6, 2012

ACE Regional Leadership Forum at California State University • Sacramento, CA • For additional information, click on the following link to visit the ACE website: [ACE Regional Leadership Forums](#)

April 6, 2012

ACE Utah State Network Women in Higher Education (UWHEN) Leadership Conference • Salt Lake Community College-Miller Campus • Sandy Utah • For additional information, contact Dr. Susan Madsen at (801) 863-6176 or send emails to madsensu@uvu.edu

April 13, 2012

ACE New Jersey State Network, Statewide Spring Conference, *Transforming the Landscape of Career Opportunities for Women in Higher Education* • Middlesex County College • Edison, NJ • For additional information, contact Dr. Reva A. Curry at Reva.Curry@stockton.edu or by phone at (609) 652-4535.

April 15, 2012

ACE Institute for New Chief Academic Officers Application Deadline • For additional information, email Debbie Knox at dknox@acenet.edu.

June 20-22, 2012

ACE National Leadership Forum • Washington, DC. For additional information, click on the following link to visit the ACE website: [ACE National Leadership Forums](#)

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) cforrest@une.edu

For more information regarding any of the programs offered by the American Council on Education's Division of Leadership and Lifelong Learning please visit the website at: <http://www.acenet.edu/programs/owhe/>
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ANNOUNCING

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Summit Sponsors:



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Visions, Values, & Actions*

**HERS
SUMMIT**

FOR WOMEN PRESIDENTS
& CHANCELLORS
IN HIGHER EDUCATION
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HERS
HIGHER EDUCATION RESOURCE SERVICES

*Advancing Women Leaders
in Higher Education
Administration*

Featured Presenters:

Margaret (Meg) Wheatley
renowned writer, speaker and teacher
& **Kavita Ramdas**
former president, Global Fund for Women

April 12-14, 2012
(Thursday 4 pm – Saturday Noon)
at the Historic Broadmoor Hotel
in Colorado Springs, CO

Package Price: \$1750
(Summit, Accommodations & Meals)
Registration Deadline: March 1, 2012

TO REGISTER AND FOR MORE INFORMATION: www.HERSnet.org/summit