



MARGARET L. DRUGOVICH

“Maybe *this* is the time when simply being a woman will be recognized as being more.”

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From the Chair

Reemergence. It is a commonly held notion that history repeats itself. Though I am not a historian, I have seen enough organizational life to know that it is individuals, sometimes acting collectively, who actually *make* history. If history truly does repeat itself, then we, as humans, must get the credit or the blame for being stuck in a rut of decisions that result in the same outcomes, year after year, decade after decade. We are somehow able to turn away from change even when we know that a grand scale of change is exactly what is called for. We are able to stay the course even when the circumstances call for something different, something more. We humans gravitate toward the comfort of what is known and away from the discomfort of change.

The idea of reemergence interests me because it hints at the possibility of making change *this time*, and it conveys a sense of urgency, momentum, and expectation. Maybe *this* is the time that we will make change in the way society treats “others.” Maybe *this* is the time when we will be able to knock back the fear that underlies so many forms of discrimination. Maybe *this* is the time when we will be able to embrace the idea that a woman can lead the greatest democracy in the world. Maybe *this* is the time when we will be able to accept that women do not need to be more—more perfect, more transparent, more understanding, more patient, more compassionate, more intelligent—but just to be equal. Maybe *this* is the time when simply being a woman will be recognized as being more.

I see the Moving the Needle initiative as a sign that we are ready to make progress in advancing women's leadership in higher education. Why do I think that we will do it *this time*? Because a group of bold, forward-leaning women on the American Council on Education (ACE) Women's Network Executive Council made a decision in 2010 that they would change the trajectory of women's leadership in higher education. And they not only talked, they acted—together—to make it happen. These women leaders—Leah Teague, Connie J. Gores, Marie Foster Gnage, Madlyn Hanes, Luoluo Hong, Marsha V. Krotseng, Deborah McCreery, Beatriz Gonzalez, Lisa Rossbacher, Concetta M. Stewart, and Wendy Thompson—agreed that it was time to put a stake in the ground, set a goal, and take a stand. This initiative now has the support of 400 presidents who have indicated their support for the stated goal that 50 percent of leadership roles in higher education will be occupied by women by 2030. Importantly, Moving the Needle has the support of remarkable women—leaders like ACE President Molly Corbett Broad—who have never flinched in their resolve that *this is the time* for women to emerge and be recognized as the leaders that they are.

The women's rights movement is credited to have begun in 1848 in Seneca Falls, New York, when two women—Elizabeth Cady Stanton and Lucretia Mott—brought 100 people together for a convention. Together they drafted *The Declaration of Sentiments and Resolutions*, which included the statement that “We hold these truths to be self-evident: that all men and women are created equal.” One hundred and sixty eight years later, women can own property and vote, and are considered equal in the eyes of the law. Equal pay and opportunity, among other rights, remain elusive. The Moving

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the Needle initiative is an important and necessary step toward ensuring that women also have access to the leadership roles that will help to guide the future of institutions and higher education.

How can you support this initiative to advance women into these key leadership roles? There are several things that you can do that will make a difference. Because we are still in the awareness-raising stage of the Moving the Needle campaign, the most important thing you can do right now is to raise awareness of those around you. Please:

- Go to the ACE web page [Moving the Needle: Advancing Women in Higher Education Leadership](#) to see if your president has signed her or his support; if not, ask if he or she will.
- Reach out to your state Women's Network chair and get involved in the activities of these important organizations which strive to make advances one woman at a time, one organization at a time, one state at a time. You can find the name of your state chair in the [ACE Women's Network Directory](#).
- Ask your human resource office if it will encourage search committees to document the steps they take to encourage women candidates who apply for

leadership roles at your campus. As civil rights attorney Cyrus Mehri shared with us during our most recent Moving the Needle convening, the simple decision to include women candidates in a search pool can alter the course of organizational history.

- Finally, have confidence that you, as an individual, can alter the course of history. You can be a catalyst to expanding the understanding that simply being a woman is more than enough.

Thank so much for supporting the ACE Women's Network. Your efforts *will* make a difference in the careers of women throughout higher education.

Best,



Margaret L. Drugovich
President, Hartwick College (NY)
Chair, ACE Women's Network Executive Council



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Reemergence



As I reflect on the theme of reemergence for this issue of *NetworkNews*, I find it quite fitting for the work I have witnessed taking shape in our state networks—particularly within the American Council on Education (ACE)

Women's Networks and the Moving the Needle: Advancing Women in Higher Education Leadership (ACE-MTN) initiative.

Since 2014, we have strategically convened ACE-MTN volunteers at the close of the State Chairs Conference. This has provided an opportunity for state networks to reemerge as leaders in executing the ACE-MTN goals. We acknowledged the unique and central role that the ACE Women's Networks can play in shining the light on how women are advancing as presidents in their states.

We all know the rapid rate of change in leadership roles in higher education is not easy to keep track of nationally. However, when we focus on one state at a time, and engage our networks as key observers in their states to take stock of the number of women who move in and out of the presidency, we begin to make the reality of where women presidents are leading more visible. We are hoping to present this information annually to inform the work of the ACE-MTN initiative.

Along with observing and reporting on women's advancement, our state networks are embedding the ACE-MTN goals into their strategic plans.

Since last October I have been honored to present at the networks in Northern California, Georgia, Connecticut, Kentucky, and Michigan, and have seen the ACE-MTN initiative being elevated in their strategic planning and yearly conferences. You will read about some of their work in this issue of the *NetworkNews*. The networks highlighted share one thing in common—they are in the process of reemerging, and they offer lessons learned about the importance of strategic planning with an eye on succession planning and sustainability.

The ACE Women's Networks state chairs collectively represent one of the richest resources for resilience, creativity, innovation, and reemergence. We look forward to capturing and sharing the work you are accomplishing to advance women leaders.

Sincerely,

Kim Bobby
Director
ACE Leadership



ACE Women's Network State Chairs Conference

March 11-12, 2017
Marriott Marquis Washington, DC

Register now to join your fellow ACE Women's Network leaders for the 2017 ACE Women's Network State Chairs Conference, occurring in conjunction with ACE2017, ACE's 99th Annual Meeting.

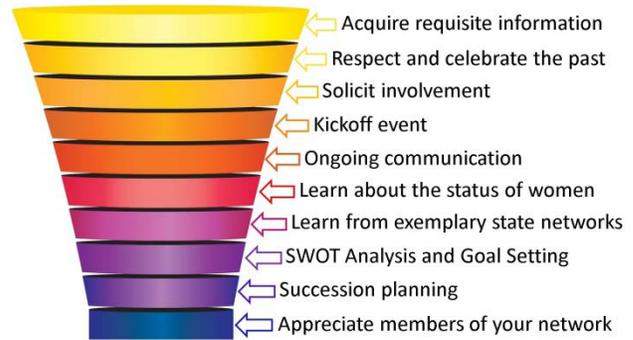
Kentucky ACE Women's Network: From Dormancy to Vitality

By Sonja Feist-Price, *Chair*
Kentucky ACE Women's Network in Higher Education

After the Kentucky ACE Women's Network experienced seven years of dormancy, faculty and staff leaders at the University of Kentucky identified its revitalization as a priority, and I was asked to lead this effort beginning July 1, 2015. With the support of our presidential sponsor, President Eli Capilouto of the University of Kentucky, I stepped into my new role with great passion and excitement. Realizing the first step toward revitalization involved acquiring requisite information, I expanded my knowledge about the history, mission, vision, core principles, and expectations regarding the ACE Women's State Network. To take this first step, I read all that was available on the ACE website, and the *ACE State Chairs Handbook* served as an invaluable resource that helped to propel me forward ([click here](#) to access the *Handbook*). Throughout this formative process, Kim Bobby (director, ACE Leadership) and Marie Foster Gnage (president of Florida State College at Jacksonville, Downtown Campus and former Southern Region Executive Council liaison for the ACE Women's Network Executive Council) were important parts of my support system and served as guides in our network's rejuvenation efforts.

Respecting and celebrating the past is an essential ingredient related to any rejuvenation effort. Such recognition also allows the chair to gain the support and credibility needed to move forward in a collaborative fashion. Thus, it was very important to realize that our network could not achieve success or meet the needs of our constituents without the shared commitment of founding members and campus stakeholders. Using the funnel effect, further rejuvenation efforts entailed learning about the evolution and dormancy of our state network. Conversations with our founding members produced both written information and verbal narratives, and a luncheon was the ideal means by which we achieved this goal. As I reflect on that day, I remember the resounding message of "build on our existing foundation." And by the end of our meeting, all persons in attendance enthusiastically supported our rejuvenation efforts and conveyed their commitment to partnering with this endeavor. As a result of this meeting, our network established advisory board members, all of whom had knowledge about our formative years, excitement about moving forward together, excellent ideas about how

best to accomplish our goals, and a willingness to help realize the mission and vision of our network.



Network Rejuvenation Steps

After receiving the commitment and endorsement from the founding members, the next step was to broaden our circle by obtaining academic leaders representing our diverse state postsecondary education system, which encompasses nine public institutions (including a community and technical college system) and 19 independent institutions. A significant number of academic institutions appointed institutional representatives following the initial electronic invitational letter. Additional academic institutions came on board following secondary email requests and telephone conversations. With such success, our state network gained even more momentum.

With the support of our advisory board members, along with our newly appointed institutional representatives, our network sponsored a half-day kickoff event at a centrally located academic institution. The primary purpose for our meeting was to fuel the excitement of our network, allow an opportunity for members to get to know each other, and identify ways to move forward together with a shared mission and vision that we could all embrace. Additionally, bylaws were reviewed, modified, and adopted and members volunteered for various leadership positions based on interests. The ways in which advisory board members and institutional representatives communicated their interest in getting involved were priceless and served as yet another indication that our network was moving forward, both positively and collaboratively. We also began our initial discussions about a state-level event and agreed to monthly conference calls and regular meetings to ensure

ongoing communication and maintaining momentum. The creation of our website and listserv facilitates communication and information sharing. Additionally, our newsletter and Facebook and LinkedIn pages have expanded the reach of our network.



Kickoff Event

Our initial statewide professional development workshop was titled Moving the Needle in Kentucky for Women in Higher Education, and ACE Leadership Director Kim Bobby served as our keynote speaker. Our daylong event allowed us to gain insight about the status of women in higher education, both nationally and within our state, which helped to inform our five-year goals. We also learned about the work of exemplary networks throughout the country. Network chairs are an invaluable resource as any network strives to rejuvenate itself, and sister networks are eager to assist in these efforts.

We also included strategic planning involving SWOT (strengths, weaknesses, opportunities, and threats) analysis and goal setting. This type of planning is important to ensure that your network thrives. In addition to a SWOT analysis, another way to assess the vitality of your network is to use the 11 essential vitality metrics developed by Patricia Burlaud. Based on a cursory assessment using the 11 metrics, as well as a more detailed assessment using

a SWOT analysis, we recognized the importance of succession planning and have made deliberate attempts to ensure vitality in this area. Thus, a collaborative partnership with the chair, chair-elect, and immediate past chair is one of the most important ways to ensure success and longevity of your network. Also, the inclusion of members at various stages of their career is another important consideration regarding the vitality of your network and succession planning. For more information regarding the 11 metrics, please visit Burlaud’s webinar, titled “Network Revitalization and Succession Planning,” at the [ACE Women’s Network web page](#) under “Network Webinars.”



Strategic Planning/SWOT Analysis Session

In conclusion, appreciation for the contributions of the outstanding women and men who represent our network cannot be understated. Their support and involvement serve as reminders of the great work that is ahead of us and the invaluable resources we have in our network. Given our assets, our network is destined for an amazing future.

For more information about the Kentucky ACE Women’s Network in Higher Education, visit us at:

- <http://www.uky.edu/ACE/>
- <https://www.facebook.com/groups/900052193434716>
- <https://www.linkedin.com/groups/8558075>

If you have an idea or an experience that you would like to share, we invite you to do so by sending submissions to inclusiveexcellence@acenet.edu.

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Greetings from the Illinois Women's State Network!



We are so pleased to have been appointed as the new state co-chairs, and would like to take this opportunity to introduce ourselves. We are Joan Phillips

of Loyola University Chicago and Lori Montalbano of Governors State University (IL). Lori is chair of the Division of Communication, Visual, and Performing Arts at her university, and Joan has returned to Loyola after participating in the American Council on Education (ACE) Fellows Program.

Both of us have held faculty appointments at several universities throughout the Midwest for over 20 years. After attaining the rank of full professor a few years ago, we each decided to move into administrative roles in response to the encouragement and support of women higher education leaders. Although we have enjoyed our teaching and research, we are inspired by the opportunity to give back and by the greater impact administrators can have on students, colleagues, and institutions. We are delighted that Elaine P. Maimon of Governors State University has agreed to stay on as presidential sponsor of the Illinois Network and look forward to working with her.

In our efforts to reinvigorate the ACE Illinois Women's Network, we are embarking on a comprehensive,

multifaceted approach, driven by a commitment to inclusion and diversity. Currently, we are working to identify women in leadership in both private and public universities in the state, and creating an invitation to membership. We hope to gain participation across the state through meaningful experiences and a commitment not only to networking opportunities, but also to professional development initiatives.

As our membership population grows, we will identify a core group of members to hold leadership elections, and move towards reestablishing state bylaws. Simultaneously, we will seek member participation in updating our website to facilitate even greater ease of access to resource materials and relevant information on education topics in our state.

Early plans to increase opportunities for networking within the membership include the creation of a workshop in Chicago this fall to reinvigorate the collaboration between the women leaders in the state. Plans also include specifically reaching out to junior faculty for mentoring opportunities. This will lead to the development of a mentoring workshop in spring 2017.

Our efforts will be robust, and we look forward to establishing an active network with the leaders in our state. If you work in the state of Illinois and would like to become part of the network, please reach out!

-Joan Phillips and Lori Montalbano

Notes from the Editor

By Pamela Kalbfleisch



This issue is focused on reemergence. Three state networks—Kentucky, Washington, and Illinois, which are in different stages of reemergence—are featured. The good work these women and their allies have done and are doing to rebuild their state networks is clear to see.

It takes a continuing commitment to keep relationships alive and thriving. State networks are formalized relationships that, as with any effort by human beings, require careful feeding and watering as well as planning ahead.

Clearly these three featured state networks are moving forward. This forward momentum happens when

determined people work together to make something great happen.

If your network is moving backward, not forward, now is the time to push ahead—rebuild ties and reemerge as a strong entity. It is amazing what a network of determined people can do when they set their minds toward action.

Members of the American Council on Education Women's Network are moving forward. Come join us as we connect, network, and build tangible support for women leaders. You can make a difference wherever you are—nationally, statewide, and locally.

Pamela Kalbfleisch
Professor of Communication and Psychology
University of North Dakota