

Network News

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IOWAWHE
www.iowawhe.org

Iowa Network for *Women* in Higher Education

From the President

Women and Collaborative Leadership

As women leaders affiliated with IOWAWHE, our focus is on networking and collaboration. The research shows that women leaders, opposed to men, use collaboration and encouragement as female leadership methods. Women leaders were shown to be more willing to help others and to engage in caring, personal communication.



Rhonda Pennings

Women leaders who use collaborative practices in their organizations such as encouraging self-development, using participatory decision-making, giving feedback, and publicly recognizing team achievement are more likely to earn the trust of their employees. By integrating these behaviors into their organizations, women leaders are better able to create a positive organizational culture and climate.

Thus, what can we learn about collaboration as women leaders in higher education? It appears that women leaders in higher education who understand how to facilitate collaboration are better able to improve performance and motivate people to learn, develop strong relationships, and adapt to changes in their organizations and throughout their campuses. The transformations, which occur through this process, help individuals and groups to reach their highest potential and in the process generate benefits for society.

As women leaders in higher education I would encourage all of you to use collaborative leadership practices at your institution and to actively collaborate with other women throughout your career. One way to achieve these goals is to attend IOWAWHE's Annual Leadership Conference on April 27 to be held at Iowa State University. The conference highlights the journey to leadership for women across the spectrum of higher education. More information concerning the conference may be obtained from www.iowawhe.org or on page two of this newsletter. We hope to see you there!

Rhonda Pennings
IOWAWHE President

Highlights

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Calendar of Events

- April 4-6: California Regional Leadership Forum ~ Sacramento, CA
- April 27: IWHE Spring Leadership Conference ~ Iowa State University
- June 20-22 and December 5-7: National Leadership Forums ~ Washington, DC

You may apply to attend meetings outside our region, and if there is room, you may be accepted. Contact the office of OWHE or Rhonda Penning, our Iowa liaison to the ACE Women's Network.

Iowa Network for Women in Higher Education

IWHE Spring Leadership Conference

[The Iowa Network for Women in Higher Education](#) (IOWAWHE) will hold its **Third Annual Spring Leadership Conference at Iowa State University on Friday, April 27, 2012, (8:30 am - 4:00 pm) at Reiman Gardens**. This year's conference theme is "Journey to Leadership." [Registration](#) is \$30 and open to all women interested in leadership in higher education.

The Iowa Network for Women in Higher Education is part of the American Council on Education's (ACE) network coordinated by the newly-reorganized [Inclusive Excellence Group](#). The primary mission of the IOWAWHE is to facilitate the development of women leaders in higher education, through conversations, collaborations, and mentoring across the state.

The Third Annual Spring Leadership Conference theme of "Journey to Leadership" will address strategies for developing career goals and identifying career opportunities. Session topics include: "Defining Inclusive Excellence in Higher Education," "Linked Fates and Diversity in the 21st Century," and "Coaching Women for the Next Step". Our featured speakers will be: *Georgina Dodge*, Chief Diversity Officer and Associate Vice President, University of Iowa; *Julie E. Tea*, Senior Consultant, AGB Search; *Beverly Simone*, President, Southwestern Iowa Community College; *Angela Franklin*, President, Des Moines University; *Sally Mason*, President, University of Iowa; and *Gretchen M. Bataille*, Senior Vice President for Programs and Services, American Council on Education (ACE).

See Gretchen Bataille's biography and interview by Susan Carlson on page 3-5.

More information and registration can be found at: <http://www.iowawhe.org/homepage.html>

IOWAWHE Book Review

Although most of us have experienced positive aspects of leadership in our lives, Barbara Kellerman explored the concept of negative leadership in her book entitled *Bad Leadership: What it is, How it Happens, Why it Matter*. The basic premise of the book was that it is time to embrace a more holistic view of leadership that acknowledged the dark side of human nature and its impact on leaders and followers. Kellerman identified two categories of bad leadership—ineffective and unethical. She also highlighted seven types of bad leadership that are prevalent in our society: incompetent, rigid, intemperate, callous, corrupt, insular, and evil. Using stories about the lives of contemporary business and political leaders, Kellerman showed how and why these leaders went bad and what lesson can be learned concerning how to stop or slow down bad leadership. The overarching theme of the book was that leadership is a shared responsibility. By allowing us to examine and understand the dark side of leadership, Kellerman provided her readers with avenues to become better leaders and better followers.

Rhonda Pennings
Dean of Arts & Sciences/Business & Health Division
Northwest Iowa Community College

SELECTED BIOGRAPHY

Gretchen M. Bataille, Senior Vice President, American Council on Education

In July of 2011, Gretchen M. Bataille became the Senior Vice President for Leadership and Lifelong Learning for the American Council on Education. The leadership programs include the Institute for New Presidents, the ACE Fellows Program, Advancing to the Presidency, Presidential Roundtables and multiple national and regional programs to expand the diversity of higher education leadership. The Center for Lifelong Learning in this division includes the CREDIT program, military evaluations, pre-college programs and veterans' programs. Included in her responsibilities are multiple grants, including a \$6.7 million USAID grant to assist the FETs in South Africa improve education and a \$3 million MetLife grant to work with GED students in the New York City public schools.



Beginning in 2006, she served for four years as president of the University of North Texas, a research university with over 36,000 students and more than 250 degree programs. She was senior vice president of the University of North Carolina system from 2000 to 2006 and during that time served for a year as interim chancellor at North Carolina School of the Arts. After nearly twenty years as a faculty member at Iowa State University, Bataille served as an administrator at Arizona State University, UC Santa Barbara, and Washington State University. At each university, she was appointed as a tenured member of the faculty, teaching in the departments of English, American Studies or Women's Studies. During 2010-11, she served the Fashion Institute of Technology in New York City as interim vice president for Academic Affairs. Dr. Bataille, whose scholarly specialization is American Indian literature, received her bachelor's and master's degrees at California Polytechnic State University and her doctorate in English at Drake University. Her publications include reviews, articles, academic papers, and numerous books in her field. She is also the author of the book, *Faculty Career Paths: Multiple Routes to Academic Success and Satisfaction* (Praeger, 2006). Bataille has served as a member of the Board of Trustees of The College Board as well as a Board member for ACE. She is a member of the Board of Directors for SAGE Publications.

Interview of Gretchen Bataille by Susan Carlson, Executive Board of the ACE State Network

1. How will the changes in the structure of ACE affect the work of the Iowa Network for Women in Higher Education?

Last October, ACE restructured the Leadership area in an effort to be more responsive to our members' needs. Our Leadership Programs are now organized around the work of three intersecting groups:

- The Executive Leadership Group focuses on programs and resources for presidents and other senior leaders.
- The Emerging Leaders Group focuses on programs and resources for rising administrators.
- The Inclusive Excellence Group helps foster greater diversity and inclusion in higher education, particularly in the senior leadership ranks. This group also encompasses all of our women's leadership programs and initiatives, including the ACE Women's Network.

Interview continued:

The present structure has many advantages, including an enhanced ability to collaborate across groups and to respond quickly and effectively to member needs. These changes will also enable us to support the state networks more effectively. For starters, during the ACE Network State Coordinators Conference, we will be announcing **a change in the name, from the generic “ACE Network” to the “ACE Women’s Network.”** We feel that the addition of the term “women” serves to more clearly convey ACE’s steadfast commitment to the identification, development, advancement, and support of women at all levels of the administrative ladder. The ACE Women’s Network will be its own brand and will have its own graphic identifier which the state networks will be able to use to convey their link to ACE as an affinity group and to market their events. The **new logo (as shown on page 5)** was introduced during the State Coordinators Conference held on March 10-11. The Network Executive Board is also working collaboratively with the Inclusive Excellence Group staff to update the State Coordinators’ Handbook. The Handbook will contain detailed guidance on a number of important topics.

We are also looking at ways to enhance our communication with the State Networks. There are plans underway to completely redesign our electronic newsletter *NetworkNews* so that it is much more dynamic and reader-friendly and can serve as a vehicle for sharing best practices and showcasing network events. The Inclusive Excellence Group staff is also planning on holding quarterly conference calls with our state coordinators to provide a forum for network updates and sharing of ideas. Finally, the new ACE website (to be launched next fall) will provide state-of-the art capabilities to showcase the work of the ACE Women’s Network.

The AVP for Leadership Programs, Diana Cordova, and I have had the opportunity to speak at various ACE Women’s Network events throughout the country this year. Each time, we have been very impressed with the quality of the programming and the high rates of participation from women across the state. We are very proud to support the work of the networks and I am looking forward to participating in the Iowa Network for Women in Higher Education event next month!

Last year, President Broad asked an internal ACE group to find ways to restructure the five Commissions to make them more effective and “connected” to ACE. Those recommendations resulted in creating four Commissions, each with a smaller membership, a liaison to the ACE Board, and clearer operating guidelines. The Commission on Inclusion is the largest of the four and reflects the changes we see on campuses that define inclusion in ways that are somewhat different from the past where women and individual minority and ethnic groups remained separate from one another. The new Commission will meet twice a year and will communicate throughout the year to address ongoing issues on campuses.

2. What do you see as the most challenging issues facing women leaders in higher education, both in Iowa and the nation?

Although we celebrate the increasing number of women studying in colleges and universities and recognize the increasing number of women achieving doctorate degrees, the changes in the number of tenured women faculty and administrators in higher education have been much more slow in coming. The economic situation in the US has resulted in many of the baby-boomers remaining on the faculty rather than risking an uncertain retirement income and, when they do retire, they are usually replaced by part-time faculty or adjunct faculty.

Interview continued:

ACE's report on the demographics of the presidency also shows that even though more women are visible in administrative positions, the number who become presidents or chancellors has increased only slightly over the past five years. One might speculate that women have self-selected out of higher level administrative positions and, indeed, there are women who say they want a "life" and that they choose not to apply for presidencies, but we can't discount the fact that that gender discrimination and prejudice continue to exist or that too often boards select a candidate who "looks like them" and the number of women and minority group members serving on boards also remains low.

3. What can Iowa women with an interest in leadership do to prepare themselves to lead?

Of course, I will urge women to be engaged in every opportunity to educate themselves about leadership. Most states have state-wide programs and ACE's state and regional programs are great opportunities to begin the process. ACE's programs for CAOs, Advancing to the Presidency, and our newest Spectrum program are all opportunities for women to learn more about how to prepare themselves for leadership positions. This year we are resurrecting the ACE Workshops for Department Chairs and the new format will provide a year-long program to engage administrators who may just be beginning their administrative careers.

4. We understand that you have ties to Drake University as well as Iowa State University. What is most vivid to you about your time in Iowa Higher Education?

What I tell anyone who will listen is that education at all levels in Iowa continues to be excellent. My children were educated in Ames public schools and I received my doctorate at Drake and taught at Iowa State for nearly twenty years. Having lived on both coasts, I think the quality of education in the Midwest often is ignored or goes unnoticed. Iowa State University was always in the forefront in providing on-campus programs that addressed controversial and difficult political, gender and diversity issues. It was a wonderful place to begin my academic career and I am grateful for the colleagues I had there, many of whom continue to be friends.



The **new logo** was introduced during the State Coordinators Conference held on March 10-11.

From the Editor

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