

WOMEN OF COLOR IN THE ACADEMY

*Building Strategies for Career
Advancement—The Time is Now*

Friday, February 10, 2017
8:30 am - 4:30 pm
4:30 - 6:30 pm Reception

Hosted By

DR. BARBARA GUTHRIE
DR. NICOLE N. ALJOE

Northeastern University





Hope Lewis teaching a class in 1993, one year after joining the law school faculty. Photo by Joshua Levine.

The Conveners and Committee Members dedicate this event to the life and work of Hope Lewis.

Dr. Hope Lewis (May 14, 1962-December 6, 2016) was a passionate champion of the poor and disadvantaged. She was a graduate of the Bronx High School of Science, Harvard College, and Harvard Law School. Dr. Lewis focused her teaching and scholarly work on human rights and economic rights in the global economy. She co-founded the law school's Program on Human Rights and the Global Economy and served as the faculty director of the law school's Global Legal Studies program.

An internationally recognized legal scholar and commentator on human rights, Lewis authored numerous articles and co-authored the seminal textbook *Human Rights and the Global Marketplace: Economic, Social, and Cultural Dimensions*. She co-drafted and compiled the "Boston Principles on the Economic, Social, and Cultural Rights of Non-citizens,"

a project of the law school's Program on Human Rights and the Global Economy. She was a founding co-chair of the American Society of International Law's International Disability Rights Interest Group and served on the ASIL executive council between 2010 and 2013. She also served on the board of governors of the Society of American Law Teachers and the executive committee of the Association of American Law Schools Section on Minority Groups.

Lewis wrote many scholarly articles and a fair number of pieces for the popular press. In all that she did, both with pen and in deed, her goal was to advance social justice. As our community faces the heartbreak of losing such an inspiring, kind, warm-hearted friend and colleague, we are called to continue the work that was her mission.

"PHENOMENAL WOMAN"

By: Maya Angelou

*... Now you understand
Just why my head's not bowed.
I don't shout or jump about
Or have to talk real loud.
When you see me passing,
It ought to make you proud.
I say,
It's in the click of my heels,
The bend of my hair,
The palm of my hand,
The need for my care.
'Cause I'm a woman
Phenomenally.
Phenomenal woman,
That's me.*

Angelou, Maya. "Phenomenal Woman." And Still I Rise. New York: Random House, 1978.



SESSION DESCRIPTIONS

9:35 am
KEYNOTE REMARKS
Challenges of Women of Color in Academia: The Power of Our Story
Dr. Zulma Toro

A review of the origins of institutions of higher education in the United States, and decades of research in cognitive psychology, could help us understand the challenges women of color face to advance their academic careers. The talk will provide strategies for women's advancement and briefly review the intersection of the history of institutions of higher education, gender and ethnic biases and perceptions, and the demographics of decision makers.

10:30 am
WORKSHOP
Recognizing, Welcoming and Valuing Intersectionality as a Tool to Cultivate Effective Mentoring Relationships for Women of Color
Dr. Stacy Blake-Beard

No one who makes it does so alone. We all need assistance to support us as we move along our journeys. We will explore the role of mentoring in guiding women of color. We will draw on intersectionality as an alternative lens, uncovering several of the unspoken assumptions that accompany mentoring relationships. We will delve into two frames for examining mentoring, taking the progression of increasing diversity into consideration. Closing with best practices based on an interweaving of mentoring concepts and intersectionality tenets.

12:30 pm
KEYNOTE REMARKS
Mentoring & Relationality in the Times Ahead
Dr. Lisa Lowe

Facing challenging times ahead, women of color in the academy can draw upon the resources of women of color feminist theory, practice, and concepts of solidarity. Mentoring one another is more than writing reference letters or making introductions; it involves working to be fluent in one another's histories, understanding our relation, without leveling difference or requiring equivalence.

CONFERENCE Schedule



1:15 pm
BREAKOUT SESSION 1
Re-strategize Career Advancement
Dr. Tara Parker

Women faculty of color face unique challenges in the academy, including: resistance to our authority in the classroom; biased scrutiny of our research agendas; and heavy service obligations. In this session, we will discuss ways to successfully meet these challenges in terms of research and scholarship, teaching and service. We will discuss building a scholarly identity and how we maintain that identity when presenting ourselves for hiring, tenure and promotion.

3:00 pm
BREAKOUT SESSION 2
Practicing Sisterhood: Community and Self-Care
Dr. Helen Elaine Lee

In this session I will share my experience of creating the My Sister's Keeper organization and developing Sister Circles at MIT. Then we will brainstorm about what our individual and collective needs are at our respective institutions. Finally, we will work to develop strategies and concrete plans to practice sisterhood through community support, cultural engagement, mentoring, and activism.

3:00 pm
KEYNOTE REMARKS
Dare to be Brave: Women of Color and Academic Leadership
Dr. Evelyn Hammonds

This session will address the challenges and rewards of academic leadership for women of color.

“As women, we must stand up for ourselves ... for each other ... for justice for all.”

– Michelle Obama, First Lady of the United States

“Another world is not only possible, she is on her way. On a quiet day, I can hear her breathing.”

– Arundhati Roy

Speaker

BIOGRAPHIES

DR. STACY BLAKE-BEARD

is the Deloitte Ellen Gabriel Professor of Women and Leadership at Simmons College's School of Management. She is also Sr. Faculty Affiliate at the Center for Gender in Organizations at Simmons. Dr. Blake-Beard served as Visiting Faculty at the Indian School of Business in Hyderabad, India for 8 years and is currently Visiting Faculty with the Vedula Scholars Programme for Women in Delhi, India. Prior to joining Simmons, Dr. Blake-Beard was faculty at the Harvard University Graduate School of Education. She has also worked in sales and marketing at Procter & Gamble and in the corporate human resources department at Xerox. Dr. Blake-Beard holds a BS in Psychology from the University of Maryland at College Park and an MA and a Ph.D. in Organizational Psychology from the University of Michigan.



DR. EVELYNN HAMMONDS

has held numerous faculty and leadership positions throughout her tenure, most recently as the Director of the Program in Race and Gender in Science & Medicine at the Hutchins Center for African and African American Research at Harvard University, and the Barbara Gutmann Rosenkrantz Professor of the History of Science and Professor of African and African American Studies. Her work focuses on the intersection of scientific, medical, and socio-political concepts of race in the United States. Dr. Hammonds earned a Ph.D. in the Department of History of Science from Harvard University, an S.M. in Physics from MIT, a B.E.E. in Electrical Engineering from Georgia Institute of Technology, and a B.S. in Physics from Spelman College.



DR. HELEN ELAINE LEE

is a graduate of Harvard College and Harvard Law School. She is a novelist and short story writer. She recently finished "The Unlocked Room," a novel about a group of people who are incarcerated in two neighboring U.S. prisons and the woman who comes to teach them poetry as she searches for her lost brother. Stories from "The Unlocked Room" have appeared in Callaloo, Prairie Schooner, Hanging Loose, Best African American Fiction 2009 (Bantam Books), and www.solsticelitmag.org. Helen is Vice Chair of PEN New England, and she serves on its Freedom to Write Committee and volunteers with its Prison Creative Writing Program, which she helped to start. She has written about the experience of teaching creative writing in prison in a New York Times Book Review essay, "Visible Men". She is Professor in MIT's Comparative Media Studies/Writing department and Director of MIT's Program in Women's & Gender Studies.



DR. LISA LOWE

is Distinguished Professor of English and Humanities, a faculty member of the Consortium of Studies in Race, Colonialism and Diaspora, and Director of the Center for the Humanities at Tufts University. Before joining Tufts, she taught for several decades at the University of California, San Diego. She began as a scholar of comparative literature, and she is the author of books on the cultures of colonialism, migration, and globalization, including Immigrant Acts: On Asian American Cultural Politics (Duke UP, 1996). Her most recent book, The Intimacies of Four Continents (Duke UP, 2015), is a study of settler colonialism, transatlantic slavery, and the East Indies and China trades as the conditions for modern European liberalism and empire.



DR. TARA PARKER

is Chair of the Leadership in Education Department and is Associate Professor of Higher Education at the University of Massachusetts Boston. Her research focuses on policy issues related to access and equity in higher education and the experiences of faculty of color at Predominantly White Institutions. Dr. Parker is the author of Racism and Racial Equity in Higher Education (Jossey-Bass, 2015) with Samuel Museus and Maria Ledesma. She recently completed a national research project with the Education Commission for the States, funded by Lumina Foundation for Education. Prior to joining the faculty at University of Massachusetts Boston, Dr. Parker earned her Ph.D. from New York University, her M.A. from the University of Minnesota, and her B.A. from Marist College.



DR. ZULMA TORO

is the President of Central Connecticut State University. She is the first female and first Hispanic president in CCSU's history. Dr. Toro has long been an avid scholar and a champion of making higher education more diverse and more inclusive. Her publications have testified eloquently about the national imperative of preparing women for careers in engineering and STEM, and she has spoken passionately about the challenges and opportunities for women of color in realizing their full potential and breaking all manner of "glass ceilings." Dr. Toro earned a PhD from the Georgia Institute of Technology, a Master's degree in industrial and operations engineering from the University of Michigan, and an undergraduate degree in industrial engineering from the University of Puerto Rico. She has served as, most recently, the Executive Vice Chancellor and Provost at the University of Arkansas, Little Rock. Prior to that, she was the Dean of the College of Engineering at Wichita State University, Kansas; the Dean of the School of Engineering and Applied Science at the University of New Haven, Connecticut; and the Chancellor of the University of Puerto Rico at Mayaguez.



A Room Full of Sisters by Mona Lake Jones

A room full of sisters, like jewels in a crown: vanilla, cinnamon, and dark chocolate brown. Now picture yourself in the midst of this glory, as I describe the sisters who are part of this story...

"Don't mistake politeness for lack of strength."

– Sonia Sotomayor, Supreme Court Justice

"I will not have my life narrowed down. I will not bow down to somebody else's whim or to someone else's ignorance."

– bell hooks

Action Plan

MENTORING

1. Three characteristics of an effective mentor
2. List your mentors currently and in the past
3. Three characteristics of an ineffective mentor
4. What additional types of mentoring characteristics will you need to your career goals?

LOOKING FORWARD

1. For the areas you have identified as places for growth, what is your development plan (be as specific as possible as to where you will go or how your will seek out development opportunities)
2. List short and long term goals, with timeline deadlines
3. List specific strategies, behaviors, and actions you will take to attain your goals
4. What is the next academic level you hope to achieve?
5. Do you know the expectations for that level?
6. List who you can interview to learn about expectations and qualification for the next academic level

REVIEW YOUR PLAN WITH A MENTOR, DEPARTMENT CHAIR, OR COLLEAGUE

TEACHING - LEARNING

SHORT-TERM GOALS
(include timeline-weeks, months, within one year)

LONG-TERM GOALS
(include timeline – within X years)

STEPS/ACTIONS TO ACCOMPLISH THE GOALS

STEPS/ACTIONS TO ACCOMPLISH THE GOALS

RESEARCH - SCHOLARSHIP

SHORT-TERM GOALS
(include timeline-weeks, months, within one year)

LONG-TERM GOALS
(include timeline – within X years)

STEPS/ACTIONS TO ACCOMPLISH THE GOALS

STEPS/ACTIONS TO ACCOMPLISH THE GOALS

“In a time of destruction, create something.”

– Maxine Hong Kingston

“Dreams are lovely. But they are just dreams. Fleeting, ephemeral, pretty. But dreams do not come true just because you dream them. It’s hard work that makes things happen. It’s hard work that creates change.”

— Shonda Rhimes

LEADERSHIP

SHORT-TERM GOALS
(include timeline-weeks, months, within one year)

LONG-TERM GOALS
(include timeline – within X years)

STEPS/ACTIONS TO ACCOMPLISH THE GOALS

STEPS/ACTIONS TO ACCOMPLISH THE GOALS

OTHER CAREER GOALS

SHORT-TERM GOALS
(include timeline-weeks, months, within one year)

LONG-TERM GOALS
(include timeline – within X years)

STEPS/ACTIONS TO ACCOMPLISH THE GOALS

STEPS/ACTIONS TO ACCOMPLISH THE GOALS

PERSONAL GOALS

SHORT-TERM GOALS
(include timeline-weeks, months, within one year)

LONG-TERM GOALS
(include timeline – within X years)

STEPS/ACTIONS TO ACCOMPLISH THE GOALS

STEPS/ACTIONS TO ACCOMPLISH THE GOALS

SERVICE

SHORT-TERM GOALS
(include timeline-weeks, months, within one year)

LONG-TERM GOALS
(include timeline – within X years)

STEPS/ACTIONS TO ACCOMPLISH THE GOALS

STEPS/ACTIONS TO ACCOMPLISH THE GOALS

“A successful life is one that is lived through understanding and pursuing one’s own path, not chasing after the dreams of others.”

– Chin Ning Chu-Alcheton

“It is important to stand up for your rights, and regardless of who you are and where you come from, to hold your head up high with dignity and respect.”

— Hilda Solis, Former Secretary of Labor

Leadership Development Opportunities

Photography by New England HERC

I. REGIONAL LEADERSHIP DEVELOPMENT OPPORTUNITIES

a. The Partnership, Inc. is a Boston-based organization focused on the advancement of multicultural professionals of all career levels in an increasingly diverse and global workforce. They offer several leadership programs based on career level. thepartnershipinc.org/services/leadership-development/

- i. Early Career Associates
- ii. Mid-Career Fellows
- iii. Mid-Career BioDiversity Fellows
- iv. Next Generation Executive
- v. C-Suite

II. ETHNICITY BASED LEADERSHIP DEVELOPMENT OPPORTUNITIES

a. African American Board Leadership Institute is designed for the professional who wish to prepare for board placement and for those who wish to sharpen their board skills. aabli.org/programs-and-services/board-leadership-program/

b. Asian Pacific American Women's Leadership Institute has a variety of leadership programs to address the challenges facing Asian American and Pacific Islander women and to nurture trusteeship within their communities. apawomen.org/

c. Leadership Education for Asian Pacifics, Inc. (LEAP) offers leadership training programs to advance a comprehensive strategy of Asian Pacific Americans. leap.org

d. The National Hispanic Leadership Institute is a nonpartisan, non-profit, organization. It is committed to the education and leadership development of Hispanic women. nhli.org/

e. ACE Spectrum Aspiring Leaders Program is designed to advance mid-level leaders from diverse backgrounds into senior leadership ranks of higher education. acenet.edu/leadership/programs/Pages/National-Womens-Leadership-Forum.aspx

f. ACE Spectrum Executive Leadership Program is a six-month program to help diversify the senior leadership ranks of U.S. Higher education by preparing diverse senior level administrators from underrepresented groups to be strong candidates for presidencies and chancellorships in the near term. acenet.edu/leadership/programs/Pages/Spectrum-Executive-Leadership-Program.aspx

g. AASCU Millenium Leadership Institute (MLI) is a four-day professional development institute that provides individuals traditionally underrepresented in the highest ranks of higher education the opportunity to develop skills, gain a philosophical overview and build the network needed to advance to the presidency. aascu.org/MLI/

III. FEMALE BASED LEADERSHIP DEVELOPMENT OPPORTUNITIES

a. The Women's Leadership Program is for women in middle- and senior-level managerial positions and focuses on issues and perceptions surrounding women's leadership and work experiences. Offered through the Center for Creative Leadership (CCL), the Women's Leadership Program holds workshops several times per year. These five-day workshops take place alternately in San Diego, CA, and Greensboro, NC. Class size is limited and many programs require pre-work, which is distributed seven to eight weeks before the program. ccl.org/leadership/index.aspx

b. Higher Education Resource Services (HERS) and the Bryn Mawr Summer Institute for Women in Higher Education offers women faculty and administrators' intensive training in education administration pertinent to the management and governance of colleges and universities. It is designed to improve the status of women in middle and executive levels of higher education administration pertinent to the management and governance of colleges and universities. It is designed to improve the status of women in middle and executive levels of higher education administration. hersnet.org/institutes/bryn-mawr-summer-institute/

c. ACE National Women's Leadership Forum is a 3-day leadership program for senior-level women administrators (typically deans and above) seeing a college or university presidency, vice presidency, or major deanship. acenet.edu/leadership/programs/Pages/National-Womens-Leadership-Forum.aspx

d. ACE Moving the Needle: Advancing Women in Higher Education Leadership is a collaborative, multi-association initiative seeing to increase the number of women in senior

leadership positions in higher education through programs, research, and resources. acenet.edu/leadership/programs/Pages/Moving-the-Needle.aspx

e. ACE Regional Women's Leadership Forum serves mid-level positions (department chairs and above) who aspire to senior-level positions. acenet.edu/leadership/programs/Pages/Regional-Womens-Leadership-Forum.aspx

f. Women in Leadership Symposium is designed to develop a network of nationwide annual events and to be the premier resource for women to be able to network, mentor and participate in professional development programs geared toward helping them rise in their careers. wilsymposium.com/locations/united-states/

g. Leadership America is a national, not-for-profit organization that recognizes, educates and connects accomplished and diverse women to increase their individual and collective impact globally. leadershipamerica.com/

h. Simmons School of Management Leadership Conference for Women is a one-day conference is held in Boston. Topics covered include negotiation, communication, stress management, work/life balance, and leadership. simmons.edu/leadership/



“Success doesn’t come to you, you go to it.”

— Marva Collins

“Strategy is better than strength.”

— Hausa Legend



i. Harvard Women in Education Leadership teaches participants to drive organizational change, enhance their leadership skills, and be better positioned for personal and organizational success. gse.harvard.edu/ppe/program/women-education-leadership

j. Association of Black Women in Higher Education, Inc. (ABWHE) advocates and celebrates the accomplishments of Black women in higher education. We support and empower sister scholars, administrators and students through our various resources and networks. We are a forum for development strategies to improve the quality of education for African Americans. abwhe.org/

IV. SUBJECT SPECIFIC LEADERSHIP DEVELOPMENT OPPORTUNITIES

a. Medicine/Health

i. Chief Medical Officers Leadership Academy trains and prepares the next generation of CMOs to successfully meet both the clinical and business demands of this

highly respond and reputable position. aamc.org/members/leadership/catalog/470180/cmoleadershipacademy.html

ii. The Cape Cod Institute is a summer-long series of timely/lively week-long courses for mental health and management professionals, offered by master teachers. cape.org/

iii. Association of American Medical Colleges (AAMC)

1. Chief Medical Officers Leadership Academy trains and prepares the next generation of CMOs to successfully meet both the clinical and business demands of this highly respond and reputable position. aamc.org/members/leadership/catalog/470180/cmoleadershipacademy.html

2. Leadership and Management Foundations for Academic Medicine and Science targets assistant and associate professors, program directors, division chiefs and provides critical knowledge and skill-building experiences in core areas vital to leadership and management. aamc.org/members/leadership/catalog/452666/leadership-andmanagementfoundationsforacademicmedicineandscience.html

3. Leadership Education and Development Certificate Program is a one-year, cohort-based program that provides a firm foundation in leadership best practices and recognized theoretical models that are key to advancing as an educational leader within academic medicine. aamc.org/members/leadership/

4. Leadership Week is designed to provide participants with direct access to what it is to be a leader and what it is to exercise leadership effectively. aamc.org/members/leadership/catalog/464950/leadership-week.html

b. Science, Technology, Engineering and Mathematics (STEM) Development Opportunities

i. Committee on the Advancement of Women Chemists (COACH) is a series of workshops for women faculty in chemistry and chemical engineering which take place twice per year. The spring session in March is associated with the national meetings of the American Chemical Society, while the fall session in October is associated with the American Institute of Chemical Engineers conference. coach.uoregon.edu/coachfiles/workshops.html

ii. Executive Leadership in Academic Technology and Engineering (ELATE) at Drexel® is a leadership development program for senior women faculty in science, technology, engineering, and mathematics (STEM) and related disciplines. drexel.edu/provost/initiatives/elate/

iii. Leadership Excellence for Academic Diversity (LEAD) is a series of national leadership workshops, offered annually, for department chairs, deans and emerging leaders in science, engineering and mathematics (SEM), which address departmental and university culture and the professional development of faculty. engr.washington.edu/lead/

c. Women's Studies

i. The Gannon Center for Women and Leadership (Loyola University of Chicago) promotes women's studies programs and progress and provides archives documenting women in leadership and education. It contributes to the development of women as scholars and leaders by providing outstanding role models and mentors, and by offering resources and research data enabling women to expand their contributions to the workplace, academia, and the community. luc.edu/orgs/gannon/

V. NATIONAL LEADERSHIP DEVELOPMENT PROGRAMS

a. American Association of University Professors (AAUP) is a premier training program for faculty advocates, and one of the best sources available for learning the practical skills that faculty unionists need to build their organizations and run them successfully. aaup.org/our-programs/education-training/aaupaup-cbc-summer-institute

b. AAC&U Leadership for Integrative Liberal Learning offers insights about the central role of faculty in galvanizing the necessary experiences that cross disciplines, units, and campus boundaries to promote integrative learning. aacu.org/ill

c. American Council on Education (ACE) offers several kinds of leadership training programs, including year-long fellowships, multi-day leadership forums, and workshops on chairing academic departments.

i. ACE (OWHE) Presidents' Roundtable, a program of the Office of Women in Higher Education, provides college presidents with the opportunity to network, share perspectives on a particular topic or concern, consult with ACE on presidential staying power, and contribute their observations to the Roundtable. acenet.edu/leadership/programs/Pages/Presidential-Roundtables.aspx

ii. ACE Institute for New Chief Academic Officers is a year-long institute that provides practical executive leadership development for CAOs in their first three years on the job. acenet.edu/leadership/programs/Pages/ACE-Institute-for-New-Chief-Academic-Officers.aspx

“The secret of our success is that we never, never give up.”

— Wilma Mankiller

“Service is the rent you pay for room on this earth.”

— Shirley Chisholm

iii. **ACE Advancing to the Presidency** is a workshop that helps senior administrators gain a better understanding of the presidential search process and provides strategies and training for effective searching. acenet.edu/leadership/programs/Pages/Advancing-to-the-Presidency.aspx

iv. **ACE Institute for Leading Internationalization** is designed to improve the effectiveness of anyone who has a critical role in advancing internationalization on their campus. acenet.edu/leadership/programs/Pages/Institute-for-Leading-Internationalization.aspx

v. **ACE Advancing to the CAO** is a two day workshop designed specifically for mid-career administrators who will be seeking a CAO position within the next 2 years. acenet.edu/leadership/programs/Pages/Advancing-to-the-CAO.aspx

vi. **ACE Fellows Program** helps ensure that higher education's future leaders are ready to take on real-world challenges and serve the capacity-building needs of their institutions. acenet.edu/leadership/programs/Pages/ACE-Fellows-Program.aspx



vii. **ACE Leadership Academy for Department Chairs** builds on the legacy of ACE's longtime, highly regarded Department Chairs Workshop. It focuses on the chair both as a unit leader and as an academic leader in service to the institution and its mission. acenet.edu/leadership/programs/Pages/Leadership-Academy-for-Dept-Chairs.aspx

d. **The Center for Creative Leadership** offers a variety of leadership programs. These programs are held in several locations throughout the country. ccl.org/open-enrollment-programs/

i. **CCL Leadership at the Peak** focuses on the fact that it's different at the top. The challenges of leadership at the top are far-reaching, complex and essential to get right. ccl.org/open-enrollment-programs/leadership-at-the-peak/

ii. **CCL Leading for Organizational Impact** provides insight into leading within an organization. When leaders of departments and divisions see challenges and opportunities through the eyes of others, it impacts their individual expertise. ccl.org/open-enrollment-programs/leading-organizational-impact/

iii. **CCL Maximizing Your Leadership Potential** guides participants in making the shift from successful individual contributor to effective manager – one of the biggest and most difficult transitions for any leader. ccl.org/open-enrollment-programs/maximizing-your-leadership_potential/

iv. **CCL Leadership Fundamentals** helps participants gain clarity, direction and an understanding of their own leadership potential to go further, faster. ccl.org/open-enrollment-programs/leadership-fundamentals-a-program-by-center-for-creative-leadership/

e. **Harvard Graduate School of Education**

i. **Seminar for New Presidents.** The Seminar provides new, first-time presidents with a practical and conceptual orientation to the presidency. It familiarizes new presidents with the

opportunities and hazards they will likely face, and prepares them to respond to the multiple responsibilities and constituencies of their new office. gse.harvard.edu/ppe/program/harvard-seminar-new-presidents

ii. **Including Ourselves in the Change Equation: Personal Learning for Organizational Performance** is a process to help participants accomplish those professional and personal improvement goals that have eluded their smartest plans and best intentions. gse.harvard.edu/ppe/program/including-ourselves-in-the-change-equation-2016

iii. **Crisis Leadership in Higher Education** focuses on the strategic and operational issues that arise when preparing for, responding to, and recovering from a crisis. gse.harvard.edu/ppe/program/crisis-leadership-higher-education

iv. **Management Development Program (MDP)** prepares participants to become a better leader of their unit, department, or college, as well as a more valuable contributor to broader institutional goals. gse.harvard.edu/ppe/program/management-development-program-mdp

v. **Inner Strengths for Educators** Educators help participants stay calm, clear, and fully present in the midst of the many challenges and demands that come with being an educator. gse.harvard.edu/ppe/program/inner-strengths-educators

vi. **Institute for Educational Management (IEM)** is designed for the most senior-level administrators. Examine critical leadership issues at colleges and universities. Learn effective approaches to balancing internal and external leadership roles; leading in a changing context; articulating a powerful vision for your institution; and enlisting others in that vision. gse.harvard.edu/ppe/program/institute-educational-management-iem

vii. **Institute for Management and Leadership in Education (MLE)** is a two-week program

designed for experienced administrators responsible for thinking strategically about their institution's academic change agenda: new curricula, new modes of delivery, new alliances, and more diverse students. gse.harvard.edu/ppe/program/institute-management-and-leadership-education-mle

f. **Leadership in Higher Education Conference** is designed to support you as you excel in your leadership responsibilities at your school, join other like-minded colleagues and pacemakers at the Leadership in Higher Education Conference. This two-and-a-half-day event explores the groundbreaking strategies, influential trends, and best practices that define effective leadership at the college and university levels today. magnapubs.com/2016-leadership-in-higher-education-conference/

g. **Wisconsin Leadership Development Institute** offers two programs which are competency based and include either six or ten days of onsite leadership training over an 18 month period of time. chairacademy.com/index_aca.html

- i. Foundation Leadership Academy
- ii. Academy for Advanced Leadership

LIST GLEANED FROM

National Council on Family Relations (NCFR) Policy section ncfr.org/sections/fp

Rice University ADVANCE Program portal.advance.vt.edu/index.php/authors/jan-rinehart

WISELI Resource List wiseli.engr.wisc.edu/uwpgms/leadership-development.php

Acknowledgements

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- ARROWS: Advance, Recruit, Retain & Organize Women in STEM



