FOSTERING SENIOR LEADERSHIP EXCELLENCE FOR WOMEN IN EDUCATION ABROAD

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NAFSA Boston • 27 May 2015

As a Women Leader...

- Have you even been told to reign in, or exhibit more strongly a gender-related behavior or attitude?
- Do we have perceptions of Male & Female work within our field? For our students?
- How do we undermine our success get in our own way or take ourselves 'off the path?'

SETTING THE STAGE FOR CONVERSATION

Women as Educators aka Entrepreneurs?
Feminine Traits in Leadership

Common Connections Client Needs Busy Office Millennials Bureaucracy Responsibility



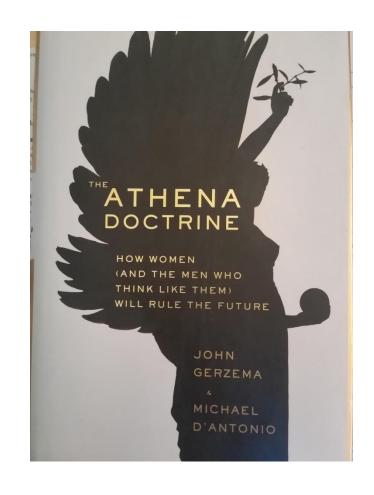
I BELIEVE ANYTHING IS POSSIBLE I SEE OPPORTUNITY WHEN OTHERS SEE IMPOSSIBILITY I TAKE RISKS. I'M FOCUSED. I HUSTLE I KNOW THAT NOTHING IS UNREALISTIC I FEEL OVERWHELMING LOVE I EMBRACE MY CHILDLIKE WONDER & CURIOSITY I TAKE FLYING LEAPS INTO THE UNKNOWN I CONTRIBUTE TO SOMETHING BIGGER THAN MYSELF I CREATE. I LEARN. I GROW. I DO. I BELIEVE IT'S NEVER TOO LATE TO START LIVING A DREAM ENTREPRENEUR

Challenge and Choice

- 1990 The location of my first office, Colorado State University
- 1995 The Australian university who managed our original board
- 2006 My board of directors
- 2007 A venture capital firm

If it doesn't challenge you, it won't change you.





Athena Doctrine: How Women and the Men Who Think Like Them Will Rule the World

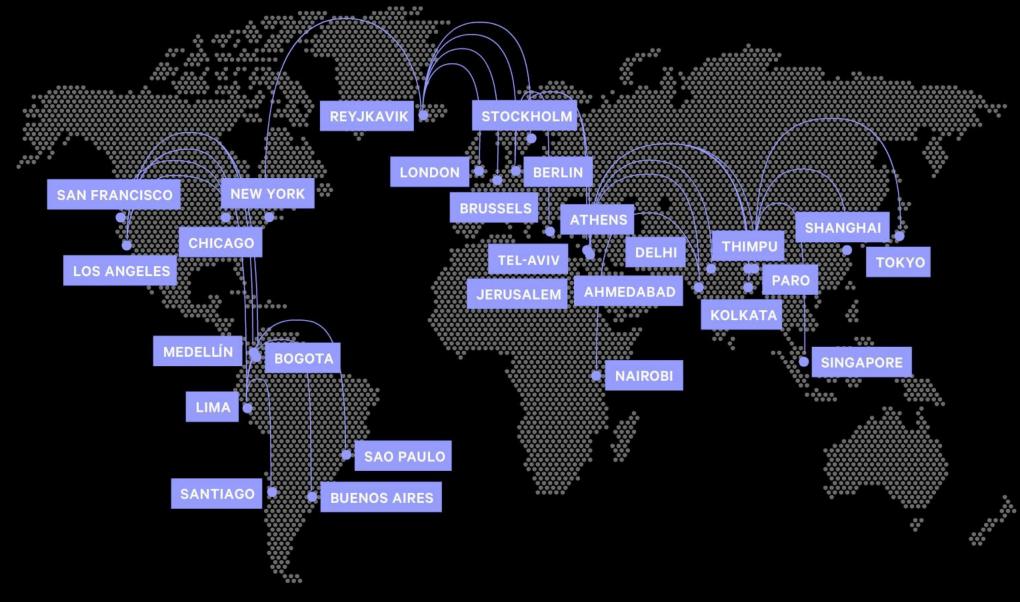
"...the skills required to thrive in today's world —such as honesty, empathy, communication, and collaboration — come more naturally to women."

The Athena Doctrine, Introduction, p.2

64,000 people in 13 countries



150,000 miles traveled to 26 cities



Key Findings of Research in The Athena Doctrine

- Growing frustration with traditionally male traits control, competition, aggression
- Strong consistency across countries in the way traits were defined as masculine, feminine or neutral
- Data showed that people believe the feminine traits have a stronger influence on "making the world a better place"

Life will be better for my children than it is for me. 51% disagree

There is too much power in the hands of large institutions and corporations.

86% agree

My country cares about its citizens more than it used to.

76% disagree

The world is becoming more fair. 74% disagree

32,000 people helped us classify 125 human traits.

Masculine		Neutral	Femi	Feminine	
RUGGED	AGGRESSIVE	VISIONARY	ORIGINAL	DOWN TO EARTH	
DOMINANT	BRAVE	ENERGETIC	FREE SPIRITED	PLANS FOR THE FUTURE	
STRONG	DARING	SIMPLE	CHARMING	UPPER CLASS	
ARROGANT	COMPETITIVE	AUTHENTIC	TRUSTWORTHY	OPEN TO NEW IDEAS	
RIGID	GUTSY	DIFFERENT	ARTICULATE	UNIQUE	
LEADER	STUBBORN	AGILE	RELIABLE	GENEROUS	
NATURAL LEADER	ASSERTIVE	CAREFREE	DEDICATED	TEAM PLAYER	
ANALYTICAL	DRIVEN	COLLABORATIVE	DEPENDABLE	HONEST	
PROUD	DIRECT	INTELLIGENT	REASONABLE	IMAGINATIVE	
DECISIVE	CAREER ORIENTED	CUNNING	NIMBLE	HUMBLE	
AMBITIOUS	DYNAMIC	CANDID	ADAPTABLE	CURIOUS	
OVER BEARING	CONFIDENT	TRADITIONAL	OBLIGING	LOYAL	
HARD WORKING	STRAIGHTFORWARD	FUN	HEALTHY	CONSCIENTIOUS	

POPULAR

PASSIVE

COOPERATIVE

INVOLVED

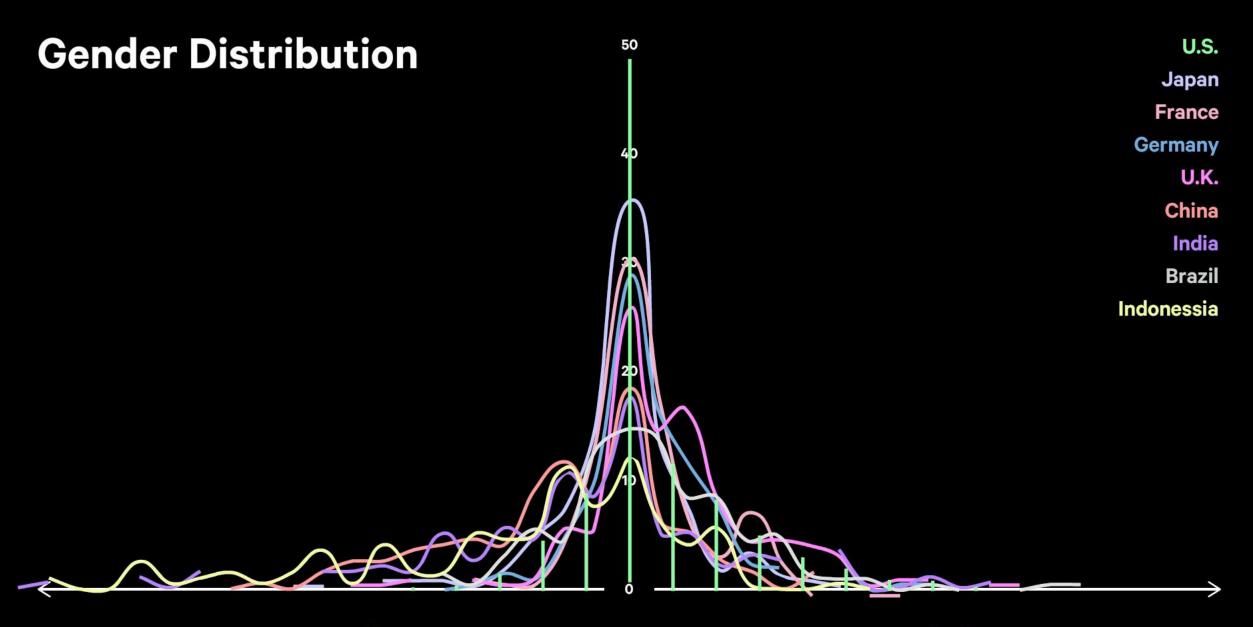
LOGICAL

CONSENSUS BUILDER

SELFISH

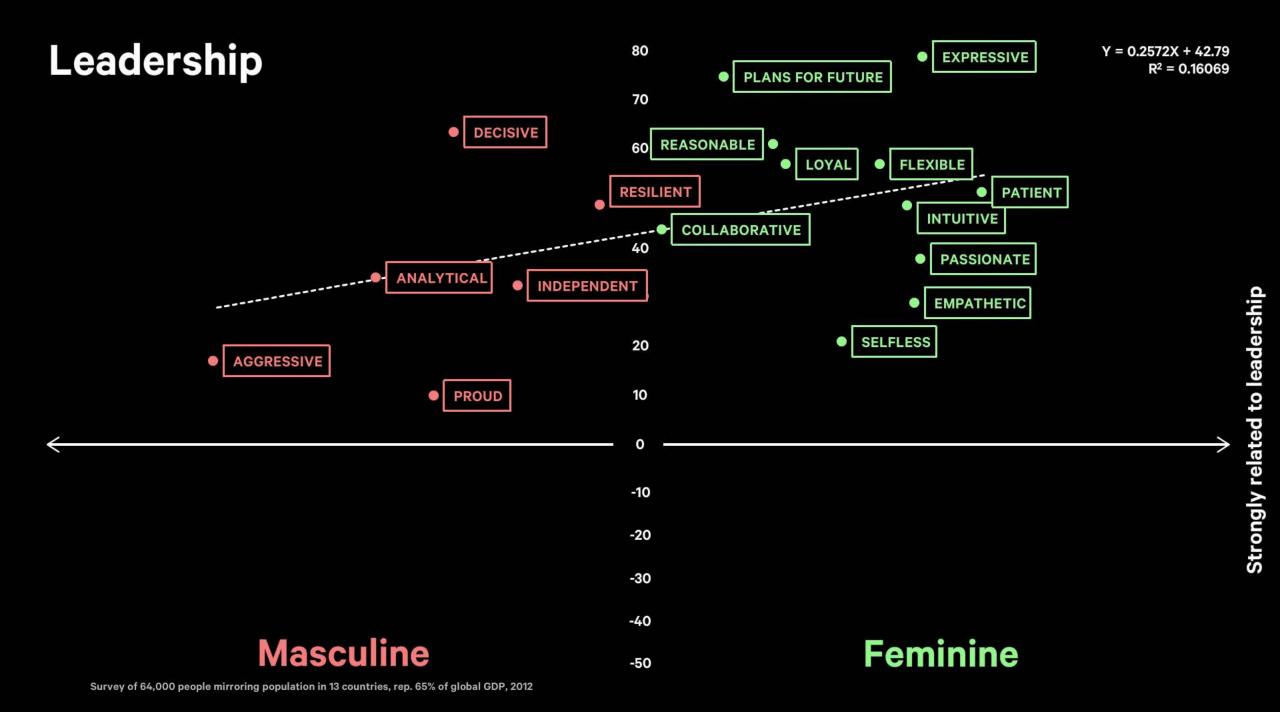
INDEPENDENT

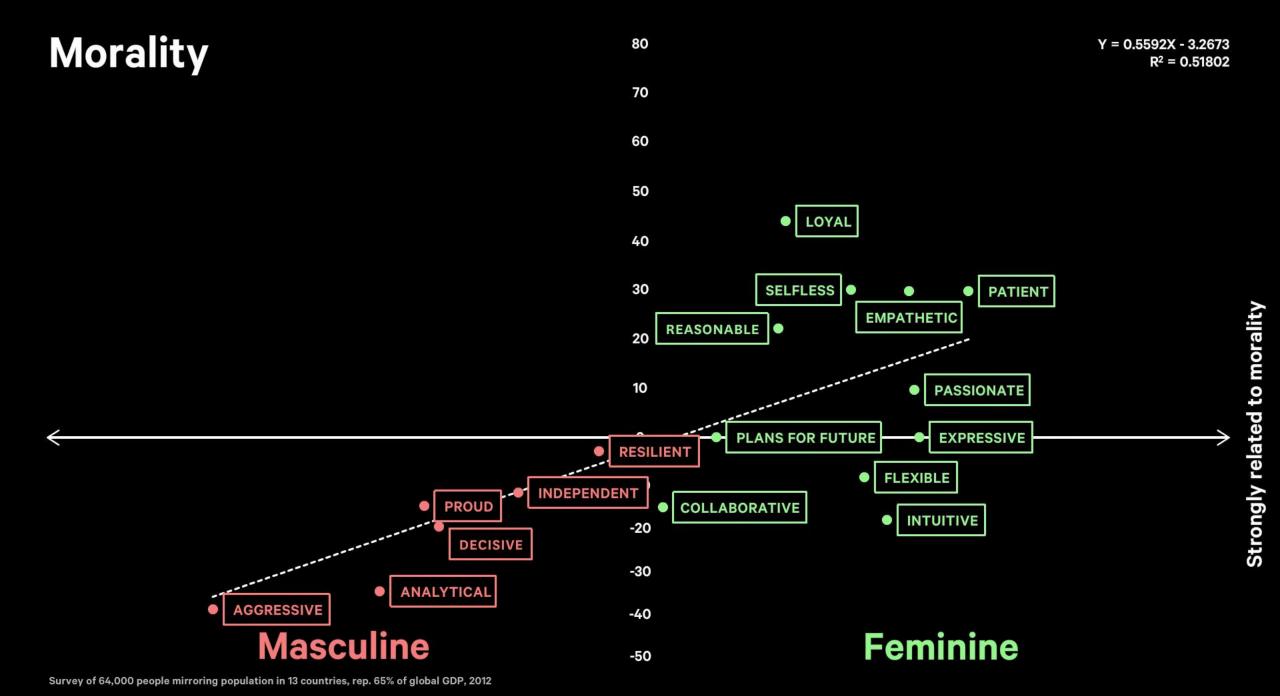
Another 32,000 people rated the same traits on Leadership, Success, Morality & Happiness.

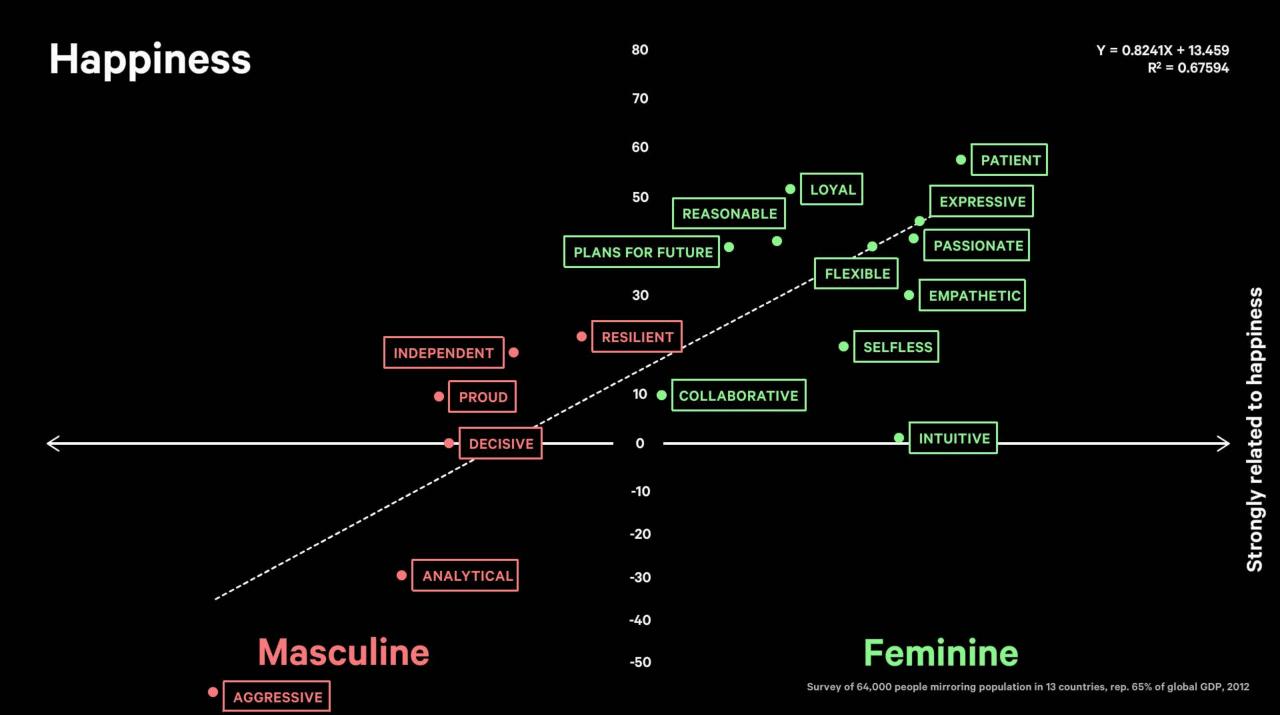


Masculine

Feminine







Implications and Outcomes

- A 2012 study by credit Suisse reveals that over a 6 year period shares of large companies over \$10 billion, with women board members outperformed comparable companies with male boards by 26%
- Even though there is still a glass ceiling, four in 10 wives out earn their husbands an increase of 50% from twenty years ago. Men taking more feminine type jobs including greater role in childrearing
- Non profit sector mainly dominated by females examples of feministic ideals in Roberts Enterprise Development Fund San Francisco hundreds of jobs and generating more than \$100 million in economic activity annually. In Spain the Mondragon network of cooperatives, grown to employ more than 100,000 people.
- Adelaide Lancaster who advises female entrepreneurs in NYC gives strong reasons as to what makes a great start up leader all are linked to feminine traits.

Nearly 2/3 of people around the world including majority of men feel the world would be better place if men thought more like women.

Includes 79% of Japanese men, 76% of people in France and Brazil, 70% people in Germany.



Forbes Magazine Kerry Hannon has covered personal finance for Forbes, Money, U.S. News & World Report and USA Today for nearly three decades.

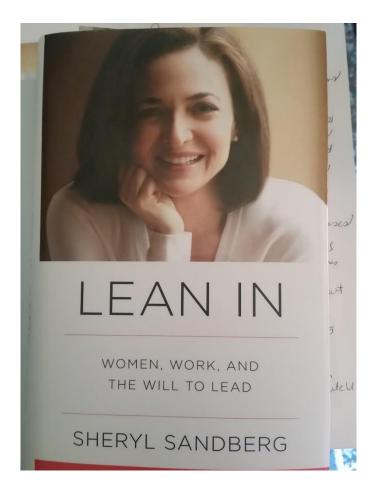
She's the author of

Love Your Job: The New Rules for Career
Happiness; What's Next? Follow Your
Passion and Find Your Dream Job; Great
Jobs for Everyone 50+ and Suddenly Single
Money Skills for Divorcees and Widows.

3 Key Reasons Women Tend to Succeed

- 1. Women leaders are more confident
- 2. They are frugal
- 3. They are cautious and strategic

Does caution hinder progress?



Lean In: Women Work and the Will to Lead

"...women only apply for open jobs if they think they meet 100 percent of the criteria listed. Men apply if they think they meet 60 percent of the requirements"

Lean In, p.62

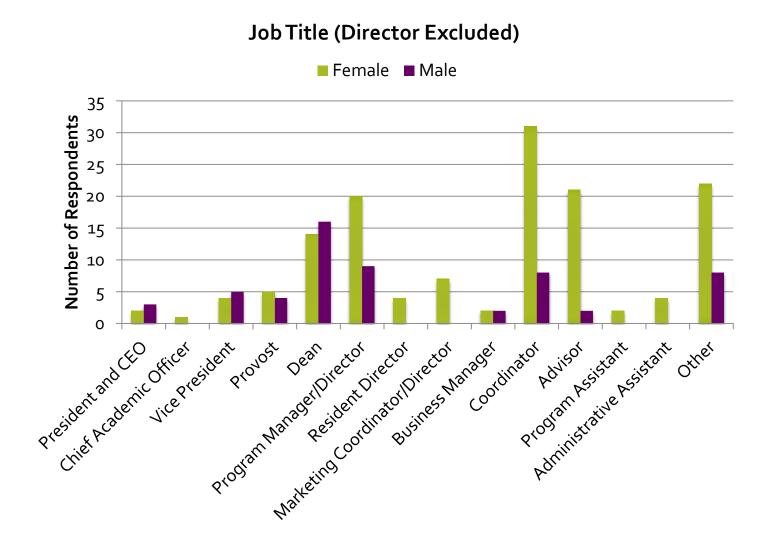
Sandberg on being strategic....

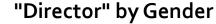
- She says we need to learn to be being Strategic with your own career plans –
 Lean In says "Visualize your career as a jungle gym, not a ladder."
- Lean In also says; Allow yourself to fantasize about your career. "I believe everyone should have a long-term dream," Sandberg writes. She also believes you should have an 18-month plan to pursue immediate workplace goals, like learning new skills.
- Lean In advises to Skip the people pleasing. Sandberg confesses that during her first formal review at Facebook, chief executive Mark Zuckerberg told her that her "desire to be liked by everyone" would hold her back.

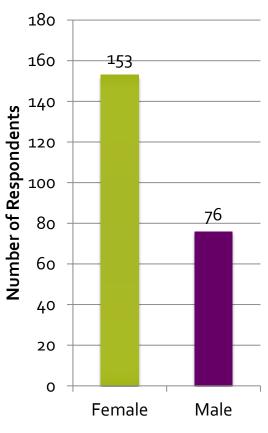
REALITIES & CONSIDERATIONS

of Our Profession

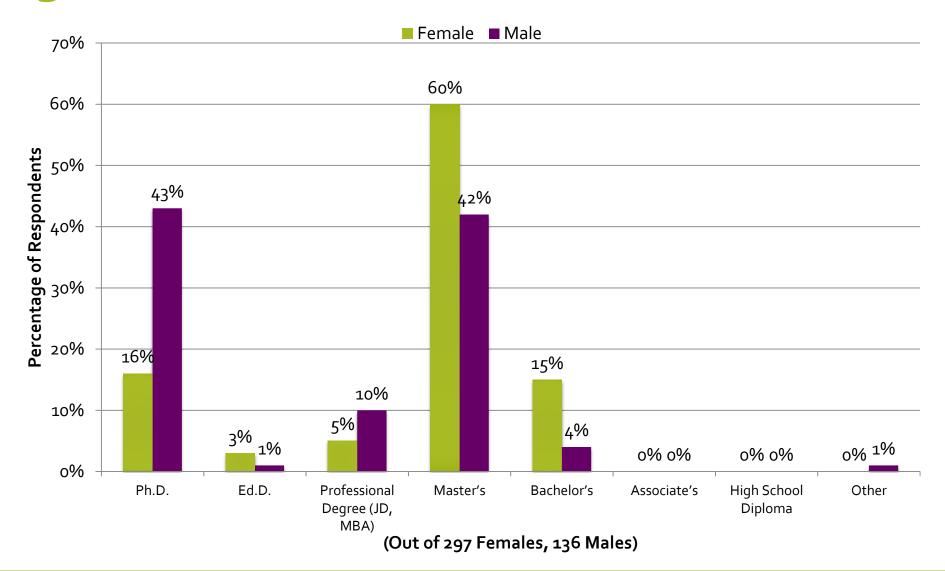
Job Titles (separated because of scaling issues)





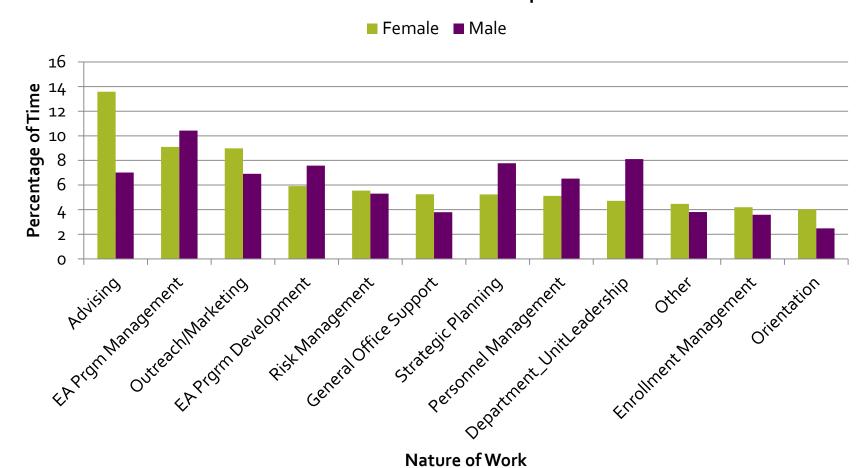


Highest Level of Education



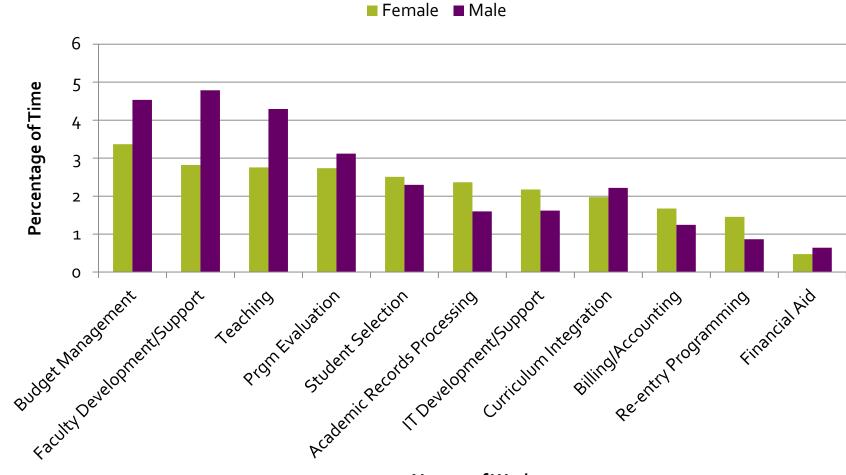
Task Breakdown of Work

Estimated Percent of Time Spent on:



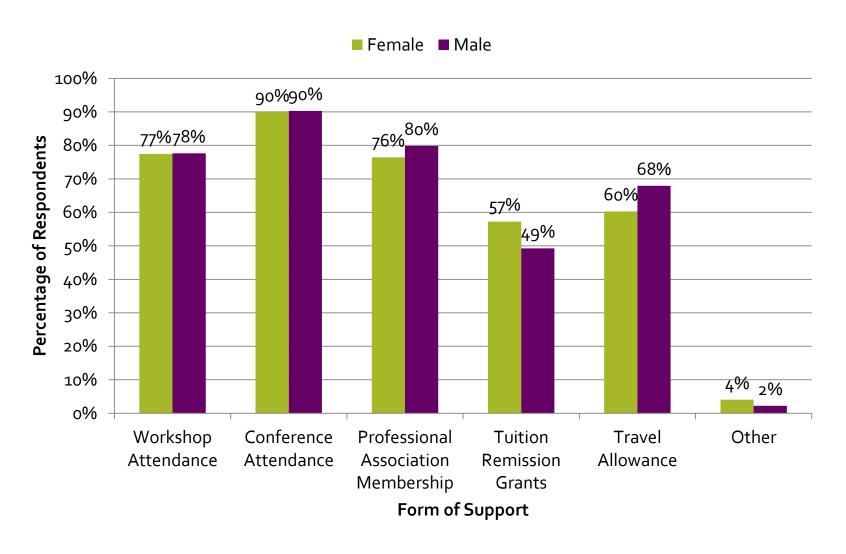
Task Breakdown of Work (cont'd.)

Estimated Percent of Time Spent on:

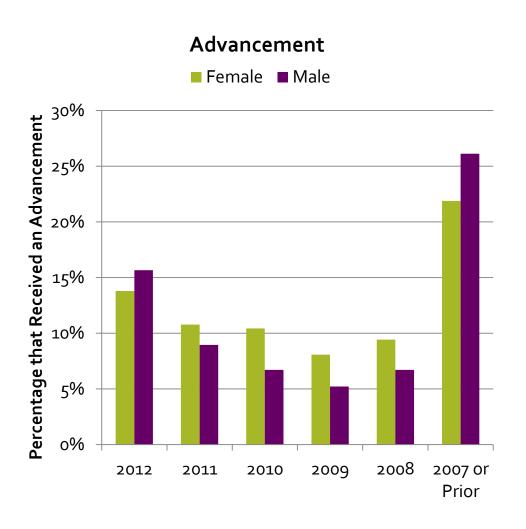


Nature of Work

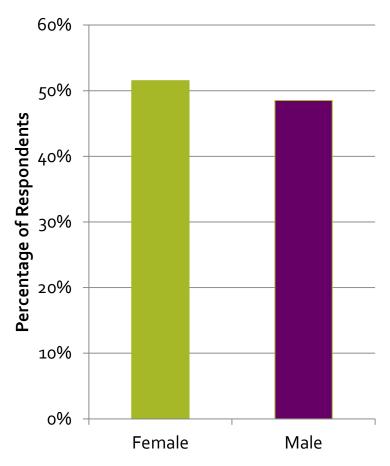
Support of Professional Development



Career Advancement

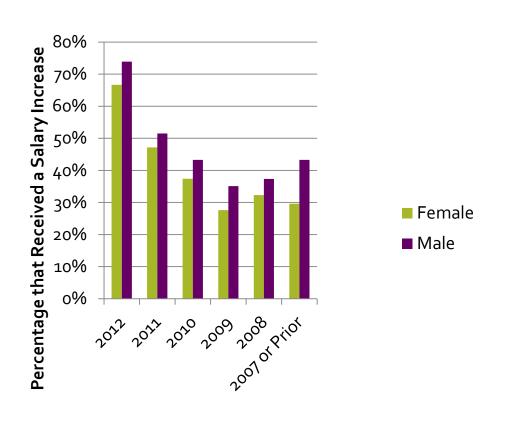


Opportunities for Internal Advancement



Instances of Salary Increase*

Received a Salary Increase (Y/N)



Salary Increases in 2011/2012 60% 50% Received a Salary Increase 40% 30% Female ■ Male 20% Percentage that 10% 0% Cost of Equity Merit Other Living Specific Type of Salary Increase

*Percentages have nothing to do with size of salary increase

2014 CUPA-HR Administrative Comp Survey

Institutional Administrators									
	ALL	DOCTORAL	MASTERS	BACC	2-YEAR				
Deputy Provost	161,302	196,600	140,000	122,625	119,015				
Associate Provost	126,340	160,979	125,686	106,581	95,900				
Assistant Provost	102,092	123,896	102,167	85,000	97,011				
Chief of Staff to Syst/Inst CEO	139,282	175,000	132,000	121,750	105,000				

Heads of Divisions, Departments & Cen									
	ALL	DOCTORAL	MASTERS		2-YEAR				
Dep Chief HR Officer	82,307	99,200	75,695	71,993	79,699				
Dep Chief Athletics Officer	77,636	116,699	70,000	64,389	67,450				
Dep Chief Advance/Dev Officer	117,070	161,712	107,351	113,768	81,011				
Chief Camp Internatl Ed Admr	86,471	110,238	83,500	70,300	79,000				
Chief Camp Intnl Studies Ed Adm	79,268	90,695	73,137	76,822	*				

And what about this...

\$9962

Forum's IPRIS - 2013

- Our useable data was made up of roughly 2/3 female, 1/3 male
 - Our "representative ratio" is 2:1 female to male.
- In particular, a few areas stood out as exhibiting marked differences between males and females
- Key categories
 - ❖ 6:1 ratio male to female tenured faculty
 - ❖ 43% of males held Ph.D.'s, only 16% of females
 - ❖ 50% of all females held "Assistant" positions, while only 16% of males did the same
 - Several of the job categories are significantly populated by either males or females: hourly categories are very female; onsite Program Director, Tenured Faculty, Faculty Administrator, all very male
 - Fewer females on average received salary increases in each year







WOMEN AT WORK Mounting Evidence of Advantages for Children of Working Mothers



Stuff We Liked



The Rise of 'Middle Class' as an Ordinary American



John F. Nash Jr., Math Genius Defined by a 'Beautiful Mind.' Dies at 86



In Busy Silicon Valley, Protein Powder Is in Demand





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WOMEN AT WORK

Mounting Evidence of Advantages for Children of Working Mothers

MAY 15, 2015



Claire Cain Miller

Email

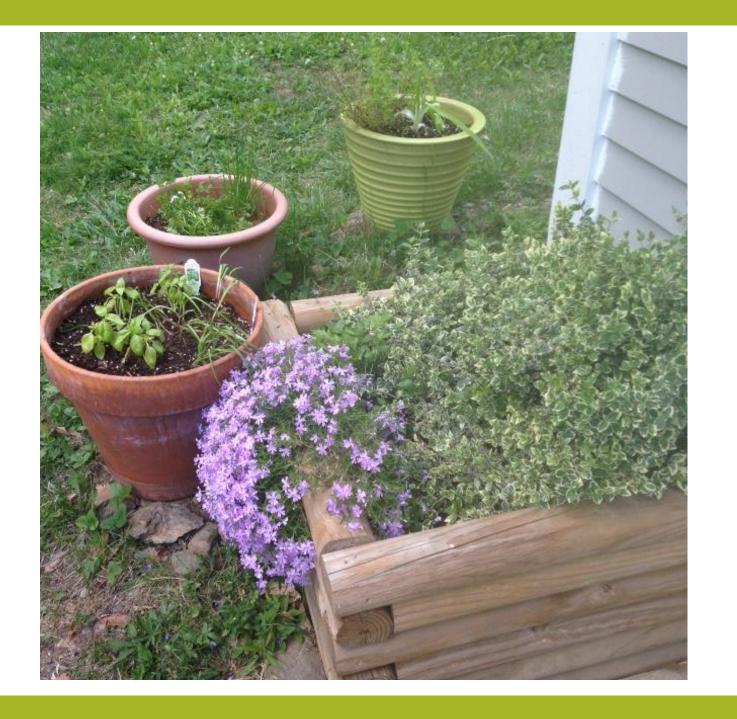
Nearly three-quarters of American mothers with children at home are employed. That fact doesn't necessarily make it any easier for mothers to drop a toddler at day care or miss school plays. The mommy wars might seem like a relic of the 1990s, but 41 percent of adults say the increase in working mothers is bad for society, while just 22 percent say it is good, according to the Pew Research Center.

Yet evidence is mounting that having a working











AREYOU A GOOD WITCH OR A BAD WITCH?

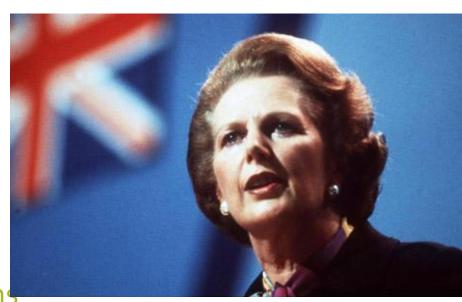
Strategies to Strengthen Leadership

Why Do We Need This Conversation?



Abiding By the Rules While Subverting Them

- Costume and performance
- Notes and gender dynamics in meetings
- Salary negotiation
- Addressing guilt
- Honesty and hard conversations
- Articulation of goals and interests
- Resist reinforcement of gender based assumptions
- The way things are is not always how they have to be
- Anticipate gender dynamics



Our Management Challenges



- The Job
- When travel is no longer a perk
- Compensation
- Cultivating managers and leaders
- Developing new needed skills
- Policies
- Etiquette