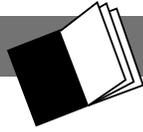


# WOMEN

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## Learned Societies Need Anti-Harassment Policies

By Kelly J. Baker

I attended the American Academy of Religion (AAR) annual conference for the first time in 2003, as a grad student. A colleague and I, both young white women, attended the members' reception together. Within minutes of our arrival, an older white man sidled up next to us, drink in hand, to ask us about what we studied. He openly leered at us. We managed to extricate ourselves from this "conversation" and left quickly. After that one reception, I decided to not go again because I didn't feel safe. I stopped going, mostly.

### Harassment at Conferences

The AAR is my guild, my learned society, still, and their annual conference was supposed to be a space to discuss my research and have job interviews. But the conference was never really safe.

If I wasn't being hit on, there were also the gendered microaggressions. In panels—which were supposed to be about our scholarship—men commented on my appearance and gender, denigrated what I had to say, questioned my expertise and competency, dismissed me or offered hostile comments about my papers.

Fifteen years later, I still skip networking at receptions and meet-ups for drinks or coffee with strangers. Now, I'm even wearier of how common sexual harassment is, especially in spaces supposedly dedicated to intellectual inquiry and professional responsibility.

At the AAR conference and some of its joint meetings, I felt out of place, and I'm a straight, white, cis, able-bodied woman. I am privileged, and if I didn't feel like I belong, I could only imagine what the annual conference was like for already marginalized folks. For *Chronicle Vitae* years ago, I wrote about how academic conferences often are "hostile environments" for anyone who is not a straight, white, cis, able-bodied man.

Sexual and gendered harassment is a part of attending conferences, and it remains a part of attending the AAR's. This doesn't have to be the case. Learned societies can do something about harassment, and some actually have.

### Codes of Conduct

Some learned societies adopted statements of professional responsibility, codes of ethics or codes of conduct—which lay out appropriate behaviors—for their annual conferences. Codes of conduct are one way to

communicate to all conference attendees, in a clear, coherent fashion, that harassment is not allowed or acceptable in any form. They also list the consequences for these behaviors.

The National Women's Studies Association (NWSA) has a code of ethics to help them "move toward our vision of a world of equality, respect, and social justice." They emphasize accessibility and recognize institutional racism and white privilege as way to dismantle oppressive systems. The NWSA defines what nondiscrimination, harassment and nonexploitation are; there's no question of what these behaviors include. Violations are enforceable with sanctions or a termination of membership.

The American Sociological Association adopted an anti-harassment policy for their annual meeting because "[h]arassment of colleagues, students, or other conference participants undermines the principle of equity." The conference should be "a safe and welcoming conference environment for all participants," and their policy also describes what expected and unexpected behaviors are. Violations of the policy mean removal from the annual meeting.

The American Political Science Association also has an anti-harassment policy, which was created after a survey of their membership revealed that harassment happens at the annual meeting, especially to untenured faculty. Thirty percent of women who responded to the survey experienced sexual harassment. Their policy also clearly lays out unacceptable behaviors. (Are you noticing a pattern?)

And the Society of Biblical Literature (SBL) adopted a Professional Conduct Policy in November 2015, which

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not only clearly outlines what professional conduct means but also clearly defines what discrimination, harassment and sexual harassment are. More than that, the SBL proclaims its commitment to “discrimination- and harassment-free environment” and lays out what disciplinary action will result for anyone who discriminates or harasses other people.

Definitions, clear expectations and actionable policies.

### More Than Expectations

In February 2018, the AAR released a Statement of Professional Conduct. I hoped the AAR’s statement would read similarly to the ones mentioned earlier. The statement promotes diversity, inclusion, respect, free inquiry, critical examination, transparency and academic excellence as parts of the profession and the responsibility of religious studies scholars. Scholars are reminded of their “professional obligation to treat others honestly, fairly, and with dignity” and to “diligently avoid any behavior or conduct that could exploit power or status differences.”

What concerned me was the discussion of the “conduct that demonstrates our values.” Conduct in line with values is crucial, but I kept returning to this sentence:

*Sexual and gendered harassment is a part of attending conferences, and it remains a part of attending the AAR’s.*

“The AAR expects from all of its members—and its members expect from one another—professional conduct in all AAR activities.” The AAR expects professional conduct. The AAR *expects*.

I expect that my five-year-old won’t have a meltdown in the middle of Target, but he still does. I expected that I wouldn’t experience sexual harassment from my office manager as a grad assistant, but I did.

I expected that members of the AAR wouldn’t leer at me or hit on me or comment on my appearance at annual meetings, but they did.

Expectations often don’t match behavior.

The AAR’s expectations don’t seem like enough, especially when the statement lists some “conduct inconsistent with our values” but doesn’t take the time to define what each means. Instead, the statement focuses more on “positive examples,” and it isn’t actionable.

The AAR’s statement on professional responsibility could have done so much more, even if the organization does plan to work on an anti-harassment policy in the future. A learned society would be clear about what acceptable conference behavior is and *what it is not* to eliminate harassment from their conference. Harassment shouldn’t ever be acceptable.

### Best Practices

What could learned societies, like the AAR, do to address harassment?

First, following the APSA’s lead, the AAR should conduct a survey of membership that assesses the climate of the conference and explicitly asks about harassment, discrimination and assault at annual meetings and on members’ campuses. We need to see the scope of the problem before we figure out how to address it. What I appreciate about the APSA is that after their survey revealed harassment, they decided no level of harassment, no matter



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how small, was acceptable. That's a model to emulate.

Second, the AAR should develop an anti-harassment policy that clearly describes and defines acceptable behaviors and unacceptable ones, similar to the SBL's or NWSA's statements. We shouldn't *expect* that people will behave professionally. I have already given examples of how they don't. Make it clear what behaviors are professional and which are not. No level of harassment should be allowed, and the policy would detail how it will be enforced: removal from the annual meeting, not being allowed to attend the annual meeting or even a termination of membership.

And third, anti-harassment policies are only the beginning. The culture of the annual conference must change. All members need to know that any kind of harassment is unacceptable. Mention the anti-harassment policy before panels. Post it prominently all over the conference and exhibit halls. Host a session, or multiple sessions, on the anti-harassment policy to make folks familiar with it.

The annual conferences of all learned societies should be a safe environment for all attendees. Harassment is not inevitable, and we can get rid of it. But we have to want to. I want to get rid of sexual harassment at annual meetings. Do learned societies? 

## WIHE Enters Its 28th Year!

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## Ack, All-Male Panels Are Still Normal

A survey conducted by Bizzabo, a software company, found that men continued to outnumber women as events speakers at a rate of 2 to 1. Analyzing private-sector events in 23 countries in the last five years, they found that men were 69% of the speakers. Manels, the colloquial term for all-male panels, remain normal, even after years of public attention and outcry. It's pretty common for folks to roast events that have manels on social media. There have even been public boycotts by men when they are invited to panels that only have white men and don't include men and women of color or white women. NPR reports, "And despite increased public conversations around gender inequality and sexual harassment in the workplace, the number of women speakers hasn't shifted that much. In the past two years, it's only increased by 2 percent." One bright spot is that the United States ranked third in gender diversity at events, coming in behind Mexico and Kenya, but event and conference planners still need to work to guarantee the diversity of speakers and panels rather than letting manels continue.

—NPR on Nov. 1, 2018

## Are Athletes More Likely to Face Title IX Complaints?

Yes. A new analysis by *Outside the Lines* shows that "[c]ollege athletes in recent years were about three times more likely than other students to be accused of sexual misconduct or domestic violence in complaints made at Power 5 conference schools." Their findings come from data about Title IX complaints from 32 of the Power 5 schools in the last six years. The other 19 schools refused their request for information. A total of 6.3% of the Title IX complaints—against students—accuse an athlete of stalking, sexual assault, harassment, retaliation, domestic violence and/or sexual coercion. While this might seem like a tiny fraction of Title IX complaints, *Outside the Lines* notes that athletes make up only 1.7% of students on these campuses. Athletes, then, were overrepresented considering their small population at their schools. Additionally, it should be noted that those numbers might underrepresent the numbers of harassment and assault cases on campus. Survivors don't always report perpetrators or file Title IX complaints, and schools don't always include all the complaints in their annual reporting.

—ESPN on Nov. 2, 2018

## Psychopathic Tendencies Propel Men Into Leadership, Not Women

University of Alabama researchers, led by doctoral candidate Karen Landay, published a new study in the *Journal of Applied Psychology* about leadership and psychopathic behavior. What they found was that men with psychopathic tendencies were rewarded and promoted into leadership positions, while women with similar tendencies were not. Psychopathic personality traits—including lack of empathy, a tendency toward dominance and

a lack of inhibition—help men ascend the ladder in the workplace. When women exhibit these traits, even after they are told to mimic men, they are punished, because this type of behavior works against gender norms for women. Gendered double standards continue to keep women out of leadership positions because they remain tailor-made for men.

—*Women in Academia Report* on Oct. 31, 2018

## Black Women Less Likely to Be Promoted at Work

LeanIn.Org and McKinsey & Co. released the *Women in the Workplace 2018* study—that covers 279 companies and includes responses about work from 64,000 employees—highlights the obstacles black women face at work. The survey found that “women of color are not only significantly underrepresented, they are far less likely than others to be promoted to manager, more likely to face everyday discrimination and less likely to receive support from their managers.” While 90% of the companies claimed racial and gender diversity were important to them, their employees didn’t necessarily follow their lead: 42% of employees ranked gender diversity as important and only 22% ranked racial diversity as crucial. Moreover, 40% of black women reported that their judgment was questioned, only 35% said their managers promoted their work contributions and 41% noted that they lacked “substantive interaction with a senior leader about their work.” The 2018 survey shows again and again the barriers black women face at work, which can begin to be remedied with the hiring and promotion of more black women and efforts toward their full inclusion in the workplace. Companies can talk about their commitment to diversity, but they need to show us—through hiring, promotion and support—that they are serious.

—PBS on Nov. 12, 2018

## The Gender Pay Gap Is Worse Than You Think

The American Association of University Women released *The Simple Truth about the Gender Wage Gap* report that shows the persistence of a gender wage gap, with women, on average, making 80 cents on every dollar a man makes. (Women of color make less on the dollar than white women.) The report shows that “working women collectively lose out on \$500 billion a year because of the persistent gender pay gap.” Newswatch needs to sit down and breathe deep to even think about this massive, annual loss (\$500 billion!) to women’s income. The chief executive officer of AAUW, Kim Churches, noted, “It’s unacceptable. There is no gender differentiation when it comes to quality, skills, and talent.” The AAUW decided to tackle the wage gap with salary negotiation workshops, which, alone, are not enough to combine the structural gender bias that leads to women being paid less for equal work.

Unsurprisingly, the gender wage gap is also persistent in faculty salaries. (The ivory tower is never separate from the rest of the world.) The U.S. Department of Education released a report on the gender pay gap that documented that women faculty at public colleges and

universities, on average, earn about 82% of what men faculty earn.

More distressingly, a new paper suggests that gender wage gap is even worse *in the long term* than we originally imagined. Stephen Rose and Heidi Hartmann decided to comb through the U.S. Census data from 2001–15 and follow the same people to analyze their earnings. The census data considers only men and women who work full time, but women remain less likely to work full time continuously in their careers. Over the 15-year period, all women, on average, only made 49 cents for every dollar a man made. But women who worked full-time made only 67 cents for every dollar. Focusing simply on pay equity, then, misses the larger picture of women’s earning potential over the course of their lives. Taking time off work hurts women’s salaries, and paid time off for caregiving and child rearing would be a first step to addressing this continued problem.

—*Women in Academia Report* on Nov. 21, 2018; *Women in Academia Report* on Nov. 21, 2018; and *The HuffPost* on Nov. 28, 2018

## First Black Woman to Lead *The Harvard Crimson*

Kristine E. Guillaume, a junior at Harvard University MA working on majors in literature, history and African American studies, won the job of editor of *The Harvard Crimson*. She will be the first black woman to hold this position and the third black president since the paper’s founding in 1873. She told *The New York Times*, “If my being elected to the *Crimson* presidency as the first black woman affirms anyone’s sense of belonging at Harvard, then that will continue to affirm the work that I’m doing.” Congrats, Ms. Guillaume, from all of us here at *Women in Higher Education!*

—*The New York Times* on Nov. 25, 2018

## Women Chairs Bring Gender Diversity to Departments

Gender diversity in leadership at a workplace often leads to more women in the ranks, so it shouldn’t be surprising that women chairs lead to more gender diversity in their departments. Andrew Langan, a PhD candidate at Princeton University NJ in economics, produced a working paper, “Female Managers and Gender Disparities: The Case of Academic Department Chairs,” that found that departments, with women chairing them, had smaller gender gaps in both publications and tenure at the assistant professor level. The pay gap also became smaller. Langan made it clear that this wasn’t about some sort of gendered favoritism, nor did women necessarily do better in all departments with women chairs. Rather, he explains that the paper shows how “managers from different backgrounds often take different approaches, highlighting the value of diversity among decision-makers.” Diverse managers make a better workplace within academia and in workplaces more generally. But Newswatch would also be OK if the academy decided to just hire more women into leadership positions in departments and in administration. Bring on the women bosses!

—*Inside Higher Ed* on Nov. 14, 2018

## Colorado Professor Placed on Leave for Harassment

The University of Colorado at Boulder placed Dr. Amy L. Wilkins, an associate professor of sociology, on paid leave, banned her from campus and told her not to contact certain people during the school's investigation. She stands accused of "sexual harassment and inappropriate conduct" that goes back a decade. *The Chronicle of Higher Education* reports, "According to sources close to the investigation, Wilkins is being investigated for sexual misconduct and harassment of people she supervised, in part by pressuring students to engage in inappropriate sexual conduct and conversations." Serving as director of graduate studies, students note, gave her remarkable power over their careers. And that kind of power can easily lead to abuse and harassment, which is why the school has had a policy since 2005 that prohibits relationships between professors and students. Newswatch will be watching this investigation as it develops. Faculty, no matter their gender, should not be able to harass their students, and if they do, there should be consequences.

—*The Chronicle of Higher Education* on Nov. 2, 2018

## Professor Blames #MeToo for Losing Endowed Chair

Some professors, however, don't want to face the consequences of their actions. Dr. Michael Simons, a cardiologist, is suing Yale University CT because the school took away an endowed chair because he sexually harassed a researcher. In 2014, a school disciplinary committee found that Simons "had sexually harassed a postdoctoral researcher and created a hostile working environment for her" and also retaliated against her boyfriend, who he supervised. Simons had one endowed chair taken away from him after a donor's complaint, but Yale gave him another one (seriously?), which led to a protest letter signed by Yale faculty, students, alumni and donors. He also lost the new endowed chair and promptly sued Yale, claiming that the school was "pandering to the rage of activists." #MeToo, it seemed to Simons, was the problem, not him sexually harassing a junior researcher. The removal of not one, but two endowed chairs from Simons is just a slap on the wrist because he remains employed by Yale. Perhaps, Yale should take #MeToo more seriously.

—*The Chronicle of Higher Education* on Nov. 10, 2018

## Dartmouth Faces a Lawsuit for Professors' Misconduct and Their Negligence

Dartmouth College NH had three professors of psychological and brain sciences leave earlier in the year under allegations of sexual misconduct. Now, seven students have filed a federal lawsuit against the school claiming that the professors "leered at, groped, sexted, intoxicated, and even raped female students" for more than a decade and the school mishandled the complaints. Dartmouth claims there was no negligence: they put the professors on administrative leave and conducted an investigation, and the administration and faculty committee suggested all three professors lose their tenure. The

students claim the department had an *Animal House* environment with alcohol-filled events that female students were all but required to attend. The suit suggests that the school knew about this hostile environment since 2002, which meant that plaintiffs, along with other women students, were "sexually harassed and sexually assaulted by the department's tenured professors and expected to tolerate increasing levels of sexual predation." Their lawsuit asks for \$70 million in damages and that the school enact "meaningful reforms that will permit women to engage in rigorous scientific study without fear of being sexually harassed and sexually assaulted."

—*Inside Higher Ed* on Nov. 16, 2018

## Michigan State Still Reckoning With Nassar's Abuse

Lou Anna K. Simon, the former president of Michigan State University, was charged with lying to the police during their investigation of Larry Nassar, a doctor of sports medicine at the school and doctor for the USA Gymnastics Team who sexually abused over 331 girls and one boy. The scope of the abuse and the school's inaction is rage-inducing. Simon resigned from the presidency—but not her professorship—after the allegations surfaced in January 2018 and claimed not to know about the worst of them. But survivors had already told school officials about the abuse years before the school chose to act. Simon told Michigan State Police that she knew a doctor of sports medicine was the center of a gender-discrimination complaint, and the attorney general's office believed that she already knew it was Nassar. She'll face up to four years in prison. Michigan State has agreed to pay \$500 million to the survivors, which is "the largest payout in history related to a university and sexual abuse by an official." The payout still doesn't feel like enough.

—*Inside Higher Ed* on Nov. 21, 2018

## Changes to Title IX

In November, Betsy DeVos and the Department of Education released new regulations on Title IX that gave accused students more protection and reduced liabilities for schools investigating complaints. This was the fruition of DeVos' previous attacks on Title IX. The changes are not good news. The new rules replace the "Obama administration's Title IX guidance, which had called for more-aggressive enforcement of the 1972 law mandating gender equity among colleges that accept federal money." Additionally, DeVos made sure to narrow the definition of sexual harassment as "so severe, pervasive, and objectively offensive" that it prohibits access to education. It is a much higher standard for complaints. Carly N. Mee of SurvJustice pointed out the purpose of the new regulations: "These changes are designed to flip Title IX on its head and give rights to accused students when Title IX was supposed to be protecting those experiencing sexual discrimination." She's exactly right. DeVos continues to stand with those accused of sexual assault rather than survivors. That's a serious problem. Survivors deserve better.

—*The Chronicle of Higher Education* on Nov. 16, 2018

—KJB

# When Service Doesn't Serve Women

By Dr. Elizabeth De Wolfe

This was going to be my year. I had spent nearly a decade researching and writing a book on an 1890s political scandal. My proposal sat in the hands of a dream editor at a dream press. Instead of celebrating a book contract, I soon found myself living every scholar's nightmare: I had been scooped. While I taught undergrads and wrestled with faculty over the core curriculum, a journalist wrote her book on the very same topic. Her book came out in the fall. Mine is in limbo.

As I pondered the roadblocks that stalled my path to publication, it became clear what happened: academic service ate up my time.

## Too Much Service

A tenured full professor, I served on dozens of committees both inside and beyond my school, from the once-a-year meetings to the time-intensive tenure committee (twice), as well as advisory committees and task forces. I chaired one department and two interdisciplinary programs. I was president of a professional society and organized scholarly conferences. I'm just a woman who can't say no.

In fact, most women struggle to say "no" to service, and several recent studies show that women undertake far more service than men. There are plenty of reasons why: a belief in pulling one's weight for the good of the community, for having a voice in the workings of the university, for promotion and tenure and to be liked. So, my service racked up. I am the faculty member who will step up to the plate and get the work done. What's the saying? If you want something done, ask a busy woman.

It's no surprise that I developed that team-player mentality. In the *Teachers College Record*, Dr. KerryAnn O'Meara argues that women think about service in "communal terms," the idea of being good citizens in their academic communities. Men visualize service as a "problem" to be avoided or minimized to not hurt their careers.

I was a full-fledged member of the team.

## Paying the Price

At *Inside Higher Ed*, O'Meara shows there's a price to pay for that ideal: delays in publication hurt advancement and professional recognition. When faculty salaries and merit raises are based on scholarly productivity, women's salaries fall behind men's. A heavy service load also increases the potential for burnout.

Our disciplines suffer as research molders in shoved-aside notebooks waiting for that next sabbatical. When men's scholarship eclipses women's, our fields appear gender-imbalanced, perpetuating false perceptions and stimulating, for example in my own field, the need to redress the image of historians as tweed-wearing, bearded white men by way of Twitter campaigns that assert "#ILookLikeaHistorian" and databases that insist Women Also Know History.

There's a cost to the university as well: a diminished scholarly output weakens the reputation of the school and decreases media opportunities to trumpet the school's name to potential students, new faculty or donors. And a corps of unhappy faculty, glaring at one another and pointing fingers at the alleged slackers, does little for effective working relationships.

## Service Imbalance

I thought it was just me with an overabundance of a Puritan work ethic, until I got scooped. When I gave a postsabbatical talk on the role service played in my fatally delayed project, one administrator whispered to a colleague, "This is uncomfortable." *It should be.* Colleagues, all of them women, emailed me privately: "Thank you for speaking out," they wrote. "I'm drowning."

Women administrators can acknowledge publicly this uncomfortable truth by studying the annual reports of the faculty to assess service imbalance (remembering that much of women's service is invisible); reading the growing literature on service; and recognizing that gender, race, ethnicity and sexuality impact service assignments, particularly in schools, like mine, that are predominantly white.

They can also work with faculty to create specific guidelines for service expectations, which spread out the load and compensate those who produce results—with time, not minuscule monetary stipends.

Tenured women can provide sounding boards for service decisions, mentoring junior tenure-track and non-tenure-track faculty. The newly tenured need help, too: studies demonstrate that associate professors perform the most service of all.

Service does provide opportunities for developing leadership skills (and future leaders), for learning how institutions work and for affecting change from within. The word "service," however, masks that service is labor that takes effort, skills and time, yet yields few rewards. In fact, as my unfortunate experience shows, my service did little to advance my career and a lot to slow it down.

No one forced me to serve on committees; I was not held captive in a dark conference room until I could develop new learning outcomes. I agreed to serve. Yet when one removes the veneer of the capable, reliable team player, we see underneath the structural inequities and cultural expectations that shunt many women into that mold. I wasn't forced, but I was certainly directed. By illuminating and reworking service, we can now guide faculty to a different path. ■

*Dr. Elizabeth De Wolfe is a professor of history and co-founder of the Women's and Gender Studies Program at the University of New England (Biddeford, Maine), where she has taught, and served, for 23 years. She earned her PhD in American and New England studies from Boston University and is the author of several works, including *The Murder of Mary Bean and Other Stories* (Kent State University Press). For more information on her work, visit her website, [www.elizabethdewolfe.com](http://www.elizabethdewolfe.com).*

*In fact, most women struggle to say "no" to service.*

# Women on the Move

As of Dec. 1, 2018

- **Dr. Amel Ahmed** becomes director of academic equity and inclusion initiatives in the Office of Equity and Inclusion at the University of Massachusetts at Amherst.
- **Kimberly Allain** moves from the director of employee and organizational development at the University of California, Riverside to associate VP for employee and organizational development and advancement in the Division of Administrative Affairs at California State Polytechnic University, Pomona.
- **Andrea L. Angel** moves from associate vice chancellor for alumni and development at the University of Arkansas at Little Rock to VP for university advancement and CEO of the Foundation at Indiana State University.
- **Leslie T. Annexstein, JD**, moves from deputy director of the Office of Civil Rights and Sexual Misconduct at the University of Maryland to Title IX director at Howard University DC.
- **Dr. Sreekala Bajwa** moves from chair of the Department of Agricultural and Biosystems Engineering and professor of agricultural engineering at North Dakota State University to VP of agriculture at Montana State University.
- **Dr. Joann Bangs** moves from associate provost of the College of Women and dean of the School of Business and Professional Studies at St. Catherine University MN to VP for academic affairs and dean of the faculty at Cotter College MO.
- **Moira Baylson** becomes director of strategic communications and community engagement at Pennsylvania State University, Abington.
- **Dr. Abby Benninghoff** becomes associate dean for research and graduate student services in the College of Agriculture and Applied Sciences at Utah State University.
- **Laura McFall Bond** becomes director of alumni affairs for the Brody School of Medicine at East Carolina University NC.
- **Dr. Dana Bradley** moves from director of the Center for Gerontology at Western Kentucky University to dean of the Erickson School for Aging Services at the University of Maryland, Baltimore County.
- **Elizabeth Brown** moves from vice dean for development and alumni relations at the University of Pennsylvania Law School to the chief of staff to the president, VP and secretary of the corporation for Tulane University LA.
- **Dr. Jacqueline Chadwick** becomes vice provost for the Creighton University Health Sciences Phoenix Regional Campus NE.
- **Dr. Sarah Church** becomes senior associate vice provost for teaching and learning at Stanford University CA.
- **Sarah Clegg** moves from Title IX investigator and equity specialist at Kennesaw State University GA to the Title IX coordinator at Sonoma State University CA.
- **Dr. B. Afeni McNeely Cobham** moves from associate dean of institutional equity and inclusion at Connecticut College to chief equity and inclusion officer at Grand Rapids Community College MI.
- **Dr. Irma Corral** becomes assistant dean for diversity and inclusion for the Brody School of Medicine at East Carolina University NC.
- **Robyn Curtis** moves from director of the Office of Nationally Competitive Awards at the University of Southern Mississippi to director of the Office of Major Fellowships at Clemson University SC.
- **DeeDee Dayhoff** becomes assistant dean for student services and concerns at Indiana University.
- **Karen Diaz** moves from interim to dean of West Virginia University Libraries.
- **Heather Ducote** moves from director of marketing and communications at Virginia Tech's Moss Arts Center to director of marketing for the school.
- **Diane Duffy, JD**, becomes executive VP and chief strategy officer in the Colorado Community College System.
- **Kenya Mann Faulkner, JD**, has been named chief ethics and compliance officer at Pennsylvania State University.
- **Dr. Shawnta Friday-Stroud** moves from interim to VP of university advancement at Florida A&M University.
- **Tory Gaddy** becomes director of development and external relations for the University of Arkansas School of Law.
- **Jeannette Grey Gilbert, JD**, moves from VP and chief of staff at Regis University CO to chief human resources officer at Montana State University.
- **Dr. Melanie Griffin** moves from special collections librarian at the University of South Florida to assistant head of the special collections department at University Libraries at the University of Arkansas.
- **Natalie Hart** becomes assistant VP of advancement at Virginia Tech.
- **Shannon Haviland** moves from NCAA compliance and student services coordinator at Bucknell University PA to director of athletic compliance at Fordham University NY.
- **Pamella A. Henson** moves from vice chancellor for alumni and development programs to executive vice chancellor for alumni and development at Washington University in St. Louis MO.
- **Dr. Jan Hirsch** becomes director and founding dean of the new School of Pharmacy and Pharmaceutical Sciences at the University of California, Irvine.
- **Jeanell N. Hughes** becomes chief talent officer/chief human resources officer at Cleveland State University OH.
- **Kristina Joyce** becomes director of the Kentucky Small Business Development Center at the University of Kentucky.
- **Heather Kamps** becomes director of development at Missouri State University-West Plains.
- **Carol Kirchner** moves from associate vice chancellor for business and finance at the University of Nebraska-

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# A Roaring Revolution

By Mary Lou Santovec

It's still too common for women to have their comments overlooked in a meeting, only to watch as a male colleague says the same thing two minutes later. **Vanessa Wakeman** calls this behavior the "ventriloquist and the dummy."

Wakeman, the owner of New York's Wakeman Agency (with a second office in Silicon Valley), developed She Roars to help women "who want to have their voices heard." She created the program to coach women from the nonprofit sector to become thought leaders.

A thought leader is someone who "is inspiring us to think and behave differently," says Wakeman. For the Big Apple executive, She Roars is on its way to getting women to roar in what singer Helen Reddy once stated in her 1971 hit "I Am Woman" as "numbers too big to ignore."

## Becoming Thought Leaders

After earning her undergraduate degree in English from Hunter College NY, Wakeman continued her education at the City University of New York in its MFA program. Following graduation, she joined the financial firm of Morgan Stanley.

Fifteen years ago, Wakeman decided to leave a successful corporate career to create her own event planning company, becoming one of the few black women to found and own a social change agency. "Even though I was doing well in that environment, I didn't feel fulfilled," she says of her decision to switch careers.

The agency specializes in serving nonprofit organizations, providing them with strategic counsel, public relations, events, fundraising and thought leadership. Seeing a need to train women as thought leaders, Wakeman created She Roars to help nonprofit leaders—specifically women and women of color—contribute to their own work and prepare them for their future endeavors.

"When we worked with leaders, I noticed how the journey is different for men and women," she says. Women, in particular, are unsure about inserting themselves into the conversation.

The "vulnerability of putting your own thoughts on display for people to judge is terrifying," Wakeman notes. "But I've seen how effective it can be."

A woman who might be brilliant, experienced and have a lot of credibility "waits for the perfect timing." "Men, of course, think that 'I can be a thought leader,'" she says, and "are often legends in their own mind."

Having a large number of followers on social media does not make you a thought leader. Noticing that too often women become "thought followers" without trying to develop something unique to contribute to the dialogue, Wakeman set out to determine how to help women figure out where to insert their ideas.

She Roars helps eliminate "mental roadblocks" with a step-by-step approach. "What I'm trying to give people is 'What does power and leadership look like for women?'" says Wakeman.

## Challenging the Status Quo

She Roars utilizes the agency's IDEA framework. Participants are asked to think about the Identification and messaging of the issue, where the opportunities are for Disruption, the process of Evolution and how to best Amplify thinking for greater advocacy.

Information is provided on media coaching, media relations, communications planning, executive profile development and messaging. The program also addresses managing, influence and mapping to determine where women can assert power.

Outspoken women are frequently chided for their assertiveness. She Roars identifies what to do when resistance comes up.

Reviewing the psychology of gender socialization, Wakeman reminds her clients that as thought leaders they are "shaking things up." Looking at our cultural climate, when women shake up the status quo, others, especially men, feel threatened.

So Wakeman teaches her clients to "celebrate when people are challenging them." It means "you're on to them."

Discussions around self-care are emphasized. Women "don't recognize how valuable we are," says Wakeman.

She Roars is offered in three "scenarios." In the first scenario, Wakeman works one-on-one with a client over a period of four months to help her "frame the subject of thought leadership."

The second scenario is offered online. Over eight weeks, multiple women participate through phone calls, live Q&As, coaching and homework modules.

The third scenario, a solo session, provides the homework modules but none of the interactive components.

Program costs are \$15,000 for the one-on-one coaching, \$1,500 for the online program and \$899 for the solo session.

## Necessary Pleasures

It's not only the top person in an organization who can become a thought leader. Anyone at any level with enough experience on a specific topic can become one.

But Wakeman cautions her clients to pick their topic carefully. Gender equity may be hot now, but there are already enough voices doing a "fantastic job" in that arena.

Thought leaders need to be prepared for a long shelf life. A thought leader's journey is "not a destination, but a continuum," she says, and "unless the issue is totally solved, you're not done."

Wakeman admits her work with women has brought her much satisfaction. "It's incredibly rewarding to be

*continued on page 15*

*Wakeman: "It's incredibly rewarding to be engaged with women; it's incredibly enriching for me."*

## Women on the Move,

*continued from page 7*

Omaha to associate VP for business and finance at the University of Nebraska-Lincoln.

- **Beth A. LaManna** becomes campus security director at Queens College NY and the first woman in this job.
- **Tamara F. Lawson, JD**, moves from interim to dean of the St. Thomas University School of Law FL.
- **Dr. Patricia Williams Lessane** becomes associate dean for strategic planning and community engagement at the College of Charleston Libraries SC, making her the first African-American woman to serve in this position at the school.
- **Dr. Julia Letlow** moves from director of marketing and communications to executive director of external affairs and strategic communications at the University of Louisiana Monroe.
- **Pamela Lewis** moves from director of research and prospect management to assistant VP for strategic advancement systems at George Mason University VA.
- **Dr. Anna Linhoss** becomes assistant director of the Northern Gulf Institute and Geosystems Research Institute at Mississippi State University.
- **Paula Mathis** moves from assistant to the dean of the Honors College and coordinator of its Honors Keystone program to director of the Osher Lifelong Learning Institute at the University of Southern Mississippi.

- **Shawnboda Mead** becomes assistant vice chancellor for diversity within the Division of Diversity and Community Engagement at the University of Mississippi.

- **Dr. Elizabeth Merwin** becomes dean of the College of Nursing and Health Innovation at the University of Texas at Arlington.

- **Dr. Sujata Moorti** becomes VP for academic affairs and dean of the faculty at Middlebury College VT.

- **Dr. Lynn Nester** moves from director of recreation and wellness at California State University, San Bernardino, to director of the Department of Physical Education and Recreation at the University of Oregon.

- **Holly Nolan-Chavez** moves from interim to director and deputy sector navigator of agriculture, water and environmental technology at Allan Hancock College CA.

- **Dr. Mary G. Parker** moves from associate VP for enrollment management at the University of Utah to VP for enrollment management at Kent State University OH.

- **Barbara L. Potts** becomes associate vice chancellor for finance and controller at Washington University in St. Louis MO.

- **Dr. Emily Prieto-Tseregounis** moves from interim to executive director of the new AB540 and Undocumented Student Center at the University of California, Davis.

# Colorado State University



## PRESIDENT

Colorado State University is conducting a national search for its next President. The Presidential Search Advisory Committee invites nominations, applications (a letter of interest, resume/CV, and the names and contact information of five or more references) or expressions of interest to be submitted to the search firm assisting the University. Review of materials will begin immediately and continue until the position is filled. It is preferred, however, that all nominations and applications be submitted to the search firm prior to February 6, 2019. For a complete position description, please visit the Current Opportunities page at [www.parkersearch.com](http://www.parkersearch.com).

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Porsha L. Williams, Vice President  
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**PARKER**  
Executive Search

Five Concourse Parkway | Suite 2900 | Atlanta, GA 30328  
770.804.1996 | [parkersearch.com](http://parkersearch.com)



**WESTERN MICHIGAN UNIVERSITY  
Cooley Law School**

**PRESIDENT AND DEAN**

Western Michigan University Thomas M. Cooley Law School is conducting a national search for the next President and Dean. The Search Committee invites letters of nomination, applications (letter of interest, full resume/CV, and contact information for at least five references), or expressions of interest to the search firm assisting the University. Review of materials will begin immediately and continue until the appointment is made. It is preferred, however, that all nominations and applications be submitted prior to March 6, 2019. For a complete position description, please visit the Current Opportunities page at <http://www.parkersearch.com/wmucooleypresident>.

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• **Cherie Rachel** moves from director of research relations for the Cockrell School of Engineering at the University of Texas at Austin to senior director of the Office of Corporate and Foundation Relations at the University of Arkansas.

• **Heather Reynolds** becomes managing director of the Wilson Sheehan Lab for Economic Opportunities at the University of Notre Dame IN.

• **Jennifer Robinson, JD**, has been named assistant VP for advancement initiatives and engagement at George Mason University VA. She was the university's director of advancement programs.

• **Rochelle Robinson** becomes the violence prevention educator at Le Moyne College NY.

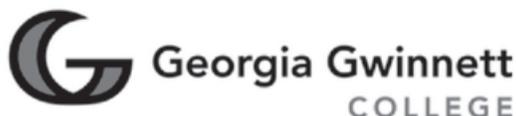
• **Dr. Toniette Haynes Robinson** becomes dean of educational resources at North Lake College TX within the Dallas County Community College District.

• **Dr. Kimberly Russell** moves from chancellor of Louisiana State University, Eunice to VP for university advancement at Texas Woman's University.

• **Diane Fabiano Sanders** becomes executive director of alumni relations at Coastal Carolina University SC.

• **Dr. Lynn Sargeant** moves from associate dean for student relations in the College of Humanities and Social Sciences at California State University, Fullerton to dean of the College of Arts, Humanities and Social Sciences at South Dakota State University.

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**PRESIDENT**

Georgia Gwinnett College is conducting a national search for its next President. The Presidential Search and Screen Committee invites nominations, applications (a letter of interest, resume/CV, and the names and contact information of five or more references) or expressions of interest to be submitted to the search firm assisting the College. Confidential review of materials will begin immediately and continue until the position is filled. It is preferred, however, that all nominations and applications be submitted to the search firm prior to February 7, 2019. For a complete position description, please visit the Current Opportunities page at [www.parkersearch.com](http://www.parkersearch.com).

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**THE UNIVERSITY OF  
TENNESSEE  
KNOXVILLE**

**DEAN OF THE COLLEGE OF  
SOCIAL WORK**

The University of Tennessee Knoxville is conducting the search for the next Dean of the College of Social Work. The Search Committee invites letters of nomination, applications (letter of interest, full resume/CV, and contact information of at least five references), or expressions of interest to be submitted to the search firm assisting the University. Review of materials will begin immediately and continue until the appointment is made. It is preferred, however, that all nominations and applications be submitted prior to January 15, 2019. For a complete position description, please visit the Current Opportunities page at <http://www.parkersearch.com/utkdeanofsocialwork>.

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# My Pie Is Full

By Katie Rose Guest Pryal

I used to be so proud of my ability to remember things. I could keep track, maintain and juggle. Although I never liked the term “multitask,” I was good at it, in retrospect. Now, I’m terrible at all of these things. At first, I thought it was because I was sleep-deprived. Then, I thought it was because I was aging, my brain losing its natural elasticity. I’m not a 20-something anymore, you know.

And then I realized that although those two things might also be true, the reason I keep dropping the ball, or two or five, is because there are just too many things to keep track of now.

Worse, my creativity has been suffering. I feel like the well of ideas I draw from for my work is drying up. Usually, I have an endless supply and never enough time. But now, over the past months—years even—no.

It’s a good thing I’ve figured out why these things are happening.

## The Middle Lane, Superheroes and Slack

Something incredible has been happening on the pages of this magazine lately, a small revolution, if you’ve been paying attention. We have been fighting—for women’s right to their own time.

In October, I wrote about the “middle lane,” a mindset that pushes “back against the expectations of women in the academy—and in all workplaces really—that cause us to run ourselves into the ground.” At first, when my therapist suggested that I step out of the fast lane and into the middle lane, I resisted, calling the middle lane “the mediocre lane.”

You’re probably thinking the same—because “you were taught that if you weren’t in the fast lane, you weren’t working hard enough.” But that’s wrong. “The middle lane is not the mediocre lane.... It’s the lane where you call the shots instead of being jerked along by everybody else’s demands.”

But why do so many women in higher education end up in the fast lane? In November, I wrote, “because we’re always swooping in to rescue others.” We act like superheroes—often for men (some men), and “it’s time to stop saving the world.” The only people we must care for are ourselves and the people we love most. Everyone else is a grown-up who can take care of themselves.

Last month, the editor of this magazine, Kelly J. Baker, encouraged us to embrace the concept of “slack.” Why? She’s been running herself into the ground, just like the rest of us: “I somehow learned that imperfection was failure. Things would be perfect or things would be ruined. There was no gray area in which to live.” That doesn’t sound like fun at all, does it? She noted, “I have been remarkably unable to give myself any slack, and maybe you have felt the same way.”

Indeed, I have. And when I read her article, I realized that “slack” is so critical to why I keep falling apart.

There is no space in my brain to just be still and think. There is no buffer in my life. There is no slack.

My pie is completely full.

## The Pie Metaphor

The pie chart is a long-standing favorite for a reason. It’s a circle. It’s easily divided into discernible pieces. And besides, who doesn’t like pie?

I’m not sure how it started, but one day, I was talking with my friend on the phone, worrying about how many things I was forgetting, and how stretched thin I felt—and she felt the same. We’re similarly situated: mothers around age 40, with two small kids who have exceptional needs and older parents who live near us who also have exceptional needs. And we’re both trying to also have careers.

Trying, and often failing.

We speak to each other on the phone to take stock, to reckon with our lives. It helps. That day, we settled on the pie as a metaphor for how much we could possibly handle in our lives. I might have said it first, or she did; regardless, the concept only came to fruition because we spoke of it together. That’s the way it is with fruitful friendships.

(I’ll get back to “fruitful friendships” in a later column, because those are *important*.)

The pie, in this case, represents how much mental energy you have to handle everything you need to do in the world. It is your life energy. And you only get so much of

it. You can sprint through a day, or a couple of them maybe (I have bipolar disorder, so I know what I’m talking about), but you will crash. That pie is only so big. It can only hold so much.

It can hold some kids. And a partner. A household, and money stress, and job worries, and a career that keeps getting sidetracked, and illness, and parents who need you. It can hold these things. And when it is full? It’s full. And that’s when things start to fall apart.

“My pie is full,” I said.

“So’s mine,” she said.

And they were. Today, around our forties, with two small children who need us so much, and partners who also do, and parents, there isn’t enough room in that pie chart for ourselves.

## The Pie and the Empty Piece

When Baker wrote about “slack,” I realized something important. In my pie chart, there used to be one piece of that pie that was just for me.

It was my empty piece. But it wasn’t, not really. That was the piece with the time I used to stare at the sky, or take a walk, or sit on the porch and drink a cup of coffee. Those times, quiet, empty times, are important. For me, my brain creates, or rejuvenates, or rests—or does whatever it needs to do during those times. And my brain knows best what it needs. (Lately, it needs to rest. A lot.)

*There is no space in my brain to just be still and think.*

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# How I (Sort of) Broke Up With My Phone

By Karen Costa

For the past couple of years, I've grown increasingly concerned about my relationship with my phone. To begin, the fact that I'm describing it as a relationship is an obvious red flag. I likely used to spend more time with my phone than I did with any of the human beings in my life, not always using it but with it at least by my side, within arm's reach.

Ironically, while on social media a few months ago, I saw a book being mentioned by several people I follow: *How to Break Up With Your Phone* (2018) by Catherine Price. Its tagline? "It's not you—it's your phone." I bought it and let it sit in my to-read pile for weeks, in large part because I knew with absolute certainty that there were ideas in that book that I did not want to face. Was I willing and ready to take the leap? Read on for more on my phone breakup, and for some ideas about how you can rethink the role your own phone plays in your life.

## Who's in Control?

In "Part I: The Wake-Up," Price delves fearlessly into our screen culture, identifying the billion-dollar business behind designing phones that are intended to addict us. Price writes that "we tend to blame our binges on a lack of willpower—another way of saying that we blame ourselves. What we don't realize is that technology designers deliberately manipulate our dopamine responses to make it extremely difficult for us to stop using their products."

As I read more and more evidence demonstrating that my phone is not merely an object, but rather a tool Silicon Valley has designed to keep me a paying customer, I felt anger begin to boil in my stomach. Not only had I been wasting valuable time and brainpower spending hours on my phone, but I had been completely blaming myself for that decision. This was a big step in detaching from my phone and becoming willing to develop new habits. I am no longer willing to hand over control of my brain to any device, tech designer or corporation.

## Noticing Choices

In "Part 2: The Breakup," after being bombarded with a million reasons why it's so easy to get hooked to our phones, Price offers a 30-day plan to break that addiction. The good news is that the program is gradual; you don't have to throw your phone out on day one, or ever. Rather, I began by noticing how often I was on my phone and how I felt before I reached for it, while I was using it and after I set it down.

As soon as I'd set the intention to consider my reason for using my phone, the strangest thing happened. I would catch myself tapping away on my phone without remembering the decision to use it in the first place. It had become a completely mindless move. When I'd "come to," I would shake my head and practically throw my phone across the room, a bit freaked out that I could be drawn in so easily. After a few of those incidents, my willpower began to

increase and I was able to pause before using my phone, sometimes still deciding to pick it up but other times taking a deep breath and doing something else instead (hello, huge pile of library books!).

That first week, I read one step each day and took things slow. Just noticing, however, was a powerful step toward making some very real changes.

## Boundaries, Not Breakup

Price does not advocate for complete abstinence, recognizing that our phones do bring numerous benefits and are often important to our careers. Rather, through the 30-day program she's created, I was able to learn how to set boundaries for myself around how and when I use my phone. One major boundary: I said goodbye to most social media. For someone who was struggling with phone usage, social media apps are just too tempting and their lure is too powerful. While some people might be able to keep them on their phones and use them in moderation, I'm not that person. I still use Goodreads and LinkedIn, which give me a little taste of social connections, but I've found that I'm able to check them and then log off after a few minutes. This alone has been a huge change and has eliminated the bulk of the time I spend on my phone.

Another big change has been turning off 90% of my phone's notifications. I used to get constant buzzes and pings that would draw my attention toward my phone. No longer. I decide when I look at my phone, not the other way around. Price details various strategies to manage apps and notifications, including tons of practical suggestions about how to organize your phone and to use tech tools for good, rather than to stay hooked.

## Progress, Not Perfection

Today, as I write this piece, my phone still sits next to my laptop, the screen dirty with my fingerprints. I haven't yet completed Price's recommended 24-hour technology fast. I still spend more time on my phone than I would like. I am a work in progress.

In the coming months, with winter bearing down, I don't anticipate making any more major changes to my phone use. Getting off social media has cut my phone time in half, at least, and I no longer find myself thinking in status updates. Instead, I take pictures on my phone just to capture the moment, rather than wondering about how many likes it will get. I am more present, and I like to think that I'm setting an example for my son, who will likely have to navigate devices that are even more addictive than our current phones.

My phone and I are still on speaking terms, but we're no longer in love. I save that emotion for the people, dogs and books in my life. 📖

*I decide when I look at my phone, not the other way around.*

[www.wihe.com](http://www.wihe.com)

# Miles Elevates Community Colleges

By Lois Elfman

**D**r. Belinda S. Miles has spent much of her higher education career working to increase student success at community colleges. Now in her fourth year as president of Westchester Community College, a State University of New York institution, Miles has improved the graduation rate and increased student scholarships. WCC presently services approximately 26,000 credit and noncredit students.

In October, WCC received the largest federal grant in school history, \$2.7 million over five years, awarded through the U.S. Department of Education's Developing Hispanic-Serving Institutions Program. This award for the college's Caminos al Exito (Pathways to Success) program enables the increase of academic support, counseling and advising for all students.

"This grant allows us to introduce new programs and bring to scale some of the great practices we're learning about how best to support our students and help them to succeed," Miles says. "Some of what we'll do with those resources is to open a first-year experience office and have a very rigorous first-year experience program."

## Core Mission

Raised in Queens, New York, Miles is a first-generation college student, so she understands how higher education enlightens students and creates opportunities. She also knows that many first-gen students enter college without information about what higher education actually entails. Having support systems built into the student experience is critical, and she notes that many students need early alert systems.

"They may find themselves in crisis at different stages of their academic experience," says Miles, who was recently elected to the board of the American Association of Community Colleges (AACC). Students experience food and/or housing insecurity. Some may not have sufficient funds for all their books. The federal grant will allow WCC to develop more of a case management approach.

When Miles arrived at WCC in 2015, she looked at how the college could improve key performance measures. This led to increased communication across the institution. The board passed a collaborative decision-making policy, so that there could be inclusive engagement of all stakeholders on campus.

She created the Senior Administrative Leadership Team, which provides in-house professional development opportunities. To keep a finger on the pulse of the stu-



Dr. Belinda S. Miles

*Miles: "It is my desire to serve and help improve the lives of individuals and institutions in our society."*

dent population, Miles works closely with student government. "We're able to bring a broad-based input into decision-making and what the goals of the college are," says Miles.

## Career Development

While some higher education advocates have criticized community colleges for overusing adjunct faculty, Miles said WCC values its adjuncts because of their connection to the workforce. Many of them are active in the fields they teach and bring real-world experience into the classroom to enhance learning.

"It's exciting watching changes that are taking place in the job market, emerging careers, emerging technologies that pop up every day," says Miles. "We have the responsibility of preparing our graduates to be ready for that workforce of the future and careers of the future."

"There are still going to be traditional fields ... but we also will be looking at some tremendous advances in IT, cybersecurity and other emerging fields, and our curriculum needs to be responsive," she adds.

## To the Future

In her 25 years working in community colleges, Miles says she's seen an increased emphasis on workforce development. The current economy is valuing the types of competencies that come with an associate degree curriculum that focuses on applied skills. WCC has close ties to industry partners. There are advisory boards on which representatives of various businesses meet with faculty to discuss actual skills that are needed on the jobs for which these businesses hire.

"We're also working on the pathway principle in community colleges—beginning with the end in mind," Miles says. "For us, that means more articulation agreements with four-year colleges and universities, so that we can craft a pathway for students to start with us, but then end at a four-year college or university or even an advanced degree."

Since assuming the presidency of WCC, Miles has examined the different stages of the student journey, beginning with college readiness. There are programs that reach into local high schools to assist with college preparation. In the Step Up to College Initiative, WCC faculty meet with high school teachers to make sure the curriculum is aligned.

A strong start is important to keep students motivated. New-student orientation is now required for all students. The grant money will enable WCC to build a stronger support system with specific types of advising models.

She appreciates the team of faculty and administrators who worked with her on developing and implementing the initiatives that have been put in place successfully under her presidency and those being developed.

*continued on page 15*

# Working for Greater Diversity and Inclusion in College Sports

By Lois Elfman

When the 2019 National Collegiate Athletic Association (NCAA) Inclusion Forum takes place this April in Atlanta, **Dr. Katrice A. Albert**, the NCAA’s executive vice president of inclusion and human resources, will play a vital role. For Albert, a national leader on issues of cultural competence, educational and workforce diversity, educational access, gender and dynamics of power, this is the first position in her distinguished higher education career situated directly within the world of intercollegiate athletics.

“Sport can be so transformative in terms of the work that we do in inclusion,” Albert says. “I don’t see a separation between higher education and intercollegiate athletics.... All of the issues related to campus issues include athletics.”

## Experience

Albert earned a doctoral degree in counseling psychology at Auburn University AL. She did not envision a career in higher education, but during her doctoral studies she had an opportunity to serve as a graduate assistant for multicultural affairs.

When other key people in the small office abruptly left, Albert assured the university provost she could lead the office, which she did quite successfully until new staff was hired. That experience set her on her path.

Prior to joining the NCAA in October 2017, Albert served as VP for equity and diversity of the University of Minnesota System from 2013–17. Before that, she was vice provost for equity, diversity and community outreach at Louisiana State University. While there, she served as an adjunct faculty member in the College of Human Sciences and Education’s Department of Educational Theory, Policy and Practice, teaching the graduate course Multicultural Counseling.

When a search firm contacted her about the NCAA position, Albert was intrigued at the thought of inclusive excellence through the lens of sport. The platform that sport provides enables her to engage college and university presidents, athletic directors and student-athletes around the topics of inclusive excellence and cultural humility. Campus visits with student-athletes help inform and guide the work.

## Insights

In addition to her institutional work, Albert has run her own consulting practice, Third Eye Consulting Group LLC. She works with nonprofit organizations, civic organizations and education entities on their diversity and inclusion goals. She also writes and speaks on topics of diversity issues and gender dynamics. Throughout the

process, she calls upon her psychology background.

“I’ve always felt that what I was doing was simply repackaging therapy to help others get to their highest ideals,” she says. “It is helping people to gain awareness, knowledge and skills to interact with people who are different than they are.

“The degree in counseling psychology helps me to help people be more vulnerable with a construct that they don’t know or don’t understand, and they will be willing to actively listen with more compassion and kindness,” she adds.

Consulting work allows her to occasionally step outside of higher education and see how these topics impact people in different ways. It helps her build tools and strategies that she brings back into higher education.

## NCAA’s Role in Diversity and Inclusion

The NCAA has recently forged a first-time partnership with the National Conference on Race and Ethnicity in American Higher Education (NCORE). The NCAA will present a coordinated effort around race and sport.

Albert will endeavor to forge additional such partnerships.

She’ll also work with key college and university presidents to drive inclusive excellence at their campuses. Going forward, she wants to see student-athletes be more engaged and use sports as a means to having complex conversations on issues like race, gender and

sexual orientation.

Albert’s work at the NCAA also includes human resources. NCAA President Dr. Mark Emmert has followed the lead of Fortune 500 companies, which have moved inclusion and equity to the center of talent development and management.

She says the national office and member institutions are committed to driving a strategic action plan related to enhanced inclusion, diversity and equity, and also to having comprehensive talent strategies so that both in the national office and in the association, top talent is hired to work with student-athletes.

Albert’s role at the NCAA national office incorporates four distinct units: the offices of inclusion, human resources, leadership development, and external engagement and strategic partnerships.

One of the NCAA’s strategic priorities is “future-proofing the industry.” Albert says within that priority the NCAA wants to make sure that those who lead and teach student-athletes serve as mirror images. This includes women, people of color, LGBTQ individuals and other groups historically left out. Part of her job is making the NCAA a national voice in diversity work, “so that we are able to say that ... groups who have been historically left out of the higher education enterprise have opportunities

*Albert: “Sport can be so transformative in terms of the work that we do in inclusion.”*

to ascend to the top positions within intercollegiate athletics—whether that be in the coaching ranks or in the administrative ranks,” Albert says.

“I see myself as being key to helping [college and university] presidents and directors of athletics think differently about the ways they do hiring, so that our student-athletes can see themselves reflected in those that lead and coach them,” she continues. “I also see myself as being key to helping our student-athletes stay close to the game. If they don’t go on and play professionally, we want them to consider careers in intercollegiate athletics, so they are training the next generation.”

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### **Women on the Move,** *continued from page 10*

- **Dr. Ines Maturana Sendoya** moves from director of the Thea Bowman AHANA (African, Hispanic, Asian and Native American) and Intercultural Center as Boston College MA to associate dean for inclusion and engagement at Wellesley College MA.

- **Dr. Carla M. Sinopoli** becomes director of the Maxwell Museum of Anthropology and professor of anthropology at the University of New Mexico.

- **Dr. Tina Smith** becomes associate vice chancellor for strategic initiatives for development and alumni relations at Vanderbilt University TN.

- **Maureen O. Stokes** moves from associate VP of external relations, marketing and communications at Lincoln University PA to assistant VP for communications and marketing at Worcester State University MA.

- **Dr. Lina Traslaviña Stover** moves from associate director in the Office of Undergraduate Admissions to director of undergraduate admission at the University of Nebraska-Omaha.

- **Dr. Geeta Swamy** becomes vice dean and associate vice provost for scientific integrity for Duke University NC and the Duke School of Medicine.

- **Dr. Lora Taub-Pervizpour** moves from associate dean for digital learning to dean for digital learning at Muhlenberg College PA.

- **Julie Weaver** moves from financial aid counselor to financial wellness coordinator at McDaniel College MD.

- **Dr. Lisa Wilkes** moves from interim VP for human resources to VP for business affairs at Virginia Tech.

- **Dr. Rebecca N. Wright** becomes director of the Diana T. Vagelos and P. Roy Vagelos Computational Science Center at Barnard College NY.

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### **A Roaring Revolution,** *continued from page 8*

engaged with women; it’s incredibly enriching for me,” she says.

Very adamant about practicing self-care, she acknowledges that “this version of me is very committed to balance and enjoying my life.” Her team now works

remotely, and productivity, rather than seat time, drives the business.

“I’ve been really clear in creating a schedule that works for me,” says Wakeman. “I’m also being clear about what pleasure looks like for me.”

Her “necessary pleasures” include spending time with her two nieces. She also takes boxing classes for relaxation.

She is very picky when selecting her clients; they must be willing to accept the agency’s relaxed format. “I want to give my best, and there are certain conditions that are required for me to give my best,” says Wakeman.

By the way, there’s a simple solution to that ventriloquist/dummy act. Long ago, Wakeman learned to take ownership of her ideas with a simple query: “Oh, so now you agree with me about that thing I said two minutes ago?” It works every time.

To learn more about *She Roars*, check out their website: <https://www.thoughtleadershipforwomen.com/>.

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### **My Pie Is Full,** *continued from page 11*

The problem is, it is easy to fill up that empty pie piece with things that *need doing right now*. It’s easy to think your empty piece isn’t important. That you don’t need to “slack,” as Baker put it. Or worse, that slack is wrong.

But slack is mission critical. It’s not optional. It’s your piece of the pie. It’s the only way you’re going to remember all of the things you need to do. That you’re going to make the creative connections for the project you’re working on. That you’re going to be joyful.

I’d forgotten what joyful felt like. Joy is found in the empty piece of the pie. The one that’s mine.

So, here’s what we’re going to do. We’re going to take a look at all of our responsibilities, the things we’re committed to, and we’re going to let one of them go. And we’re not going to fill that empty space with anything else. It’s ours now.

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### **PROFILE: Miles Elevates Community Colleges,** *continued from page 13*

Miles and her team have created a role at WCC called completion coaches to reach out to students close to finishing their degrees to make sure there are no barriers to completion.

Miles is also a mentor to aspiring and new college presidents and teaches in leadership development institutes, such as those held by the Higher Education Resource Services organization, which is committed to developing women leaders in higher education, and the Future Presidents Institute of the AACCC.

“It is my desire to serve and help improve the lives of individuals and institutions in our society,” she says. “I have eight former direct reports who have gone on to presidency positions.”

## Stay Mad

By Kelly J. Baker

As a new year begins, I can't help but evaluate the year before, and 2018, for so many reasons, was a dumpster fire. It was a year I already wanted to end in March, so by December, I was more than ready for the year to pass and for a new one to begin. But the shift from one year to the next is not really a chance to wipe the slate clean, despite the chirpy, insistent resolutions that claim we can. The baggage of the previous year—years really—comes with us. We can't hit reset. I'm not sure we should want to.

So, for 2019, I resolve to bring my anger with me. This year, I'm going to stay mad.

And why wouldn't I? There's so much to be mad about.

### Harassment, Assault and Violence

As editor of *Women in Higher Education*, I pay attention to not only what's happening in higher ed but also what happens to women in the nation and around the globe. I pull together Newswatch, a collection of news briefs that summarize news related to women and higher education, for every issue. Each month, I get to figure out which examples of sexual harassment and campus sexual assault I'll include. There are always more examples than I have pages.

Each month, I read story after story of male professors sexually harassing and assaulting their students or junior colleagues, the male students assaulting their classmates as Betsy DeVos' Department of Education works to dismantle Title IX, the upper-level administrators who protect harassers and assaulters and the school's brand, and the millions of dollars schools shell out for civil suits.

Each month, not only are there stories about the trauma and violence women endure, but also new studies that document gender gaps in pay, promotion and leadership, as well as the reports about how women shoulder the bulk of student loan debt. Newswatch makes me want to howl with rage and burn everything to the ground. Each month, I become a rage monster, even as I worry about what my anger might be doing to me.

### Angry Women

And writing Newswatch, of course, is not all that makes me mad. All I have to do is listen to the news to become earth-scorching angry. The administration is still separating families at the border. Mass shootings appear almost routine, though they should horrify us. Domestic violence still kills women at alarming rates but gets hardly any attention. The police have fatally shot 937 people in 2018, and black people are three times more likely to be killed by police. And a recent report on global cli-

mate change paints a bleak picture of the future of Earth, while some still try to claim it is not even real.

I'm angry. I'm mad. *I'm furious.*

I'm not the only woman who is angry. And in *Good and Mad: The Revolutionary Power of Women's Anger* (2018), journalist Rebecca Traister documents how there is and has been a long line of angry women in American history who got mad about oppression and injustice and decided to do something about it. Examining suffragists, politicians, activists and reformers, both past and present, Traister shows what women's anger can accomplish, even as the white supremacist patriarchy works to contain it. Mad women led the way to "revolutionary social movements." Their rage was not only justified but *useful*. When women get mad, they force the world to change.

### Revolutionary Anger

Traister's book feels revolutionary because it counters the ways in which our culture limits women's expression of anger, refuses to hear it and penalizes women, especially women of color, for expressing it. After all, women, in particular, are told that anger is not good for us. It could damage our health, our relationships, our lives. Women's anger appears dangerous and to be avoided at all costs because, Traister notes, it threatens white men's authority.

Women are discouraged away from anger because *anger is not for us*.

White men can get angry; we expect them to. But women aren't allowed to get mad without consequences.

More than that, white women learn to hide their anger because of the privileges and opportunities that come from being attached to white men. White women learn to face the white supremacist patriarchy with a smile while choking on rage. Women of color get labeled as angry even if they aren't, and they pay the price for expressing anger in ways white women don't. And if women do get mad, we get labeled emotional, hysterical or out of control, or as trouble makers. Angry women aren't heard; we are dismissed. But we should be heard. Expressing our anger is powerful and necessary, but naming our anger and speaking truth isn't quite enough. Because, Traister emphasizes, we haven't yet learned to hear women's anger like we do white men's. We have to learn to hear angry women as well as acknowledge and respect it. Our fury is a reaction to how oppressive and unjust our world is. She writes, "Our job is to stay angry ... perhaps for a very long time."

Anger, then, is not what hurts women; it's the system that "penalizes us for expressing it." Choosing to stay mad isn't a safe choice, even as it feels like a necessary one. And yet, I am not ready to play it safe. For 2019, I will hold on to my anger and hear the anger of other women. Our anger is revolutionary, so stay mad, readers. 

*When women get mad, they force the world to change.*