



FALL 2002

Virginia Network NEWS

Conference on April 4th to Focus on Women of Color

By Pat Hyer
Virginia Tech

The Virginia Network has taken the lead on planning a statewide conference focusing on women of color in Virginia higher education administration. A large committee of volunteers from around the state has been meeting by telephone conference calls over the last several months to talk through the purpose and goals of the event, possible speakers, an appropriate venue, and other conference details. The idea of a conference giving visibility to women leaders of color and focusing on issues of particular concern to African American, Asian, and Hispanic women seems to have touched a responsive cord, and the gathering, originally planned for November 6th, but now postponed, was much anticipated by all involved.

The conference theme that was chosen was “Thriving, Not Just Surviving!” That title seems to have taken on new meaning with additional budget cuts looming over the public sector institutions and cost-cutting requirements for some of the private colleges affected

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Remember to Vote Nov. 5!

By Fran Bradford
SCHEV

In recognition of the growing maintenance reserve and new building needs on Virginia’s public college and university campuses, the 2002 Virginia General Assembly overwhelmingly approved a \$900 million general obligation bond package for capital facilities at institutions and museums across the Commonwealth. The governor supported the measure and signed it into law on April 18, 2002.

For the measure to take effect, Virginia voters must approve the bond package on the November 5 statewide ballot. It is the first such bond referendum since 1992, and only the fourth in Virginia history, with each of the previous measures passing by at least 2-1 margins.

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Challenge to Change at IR Meeting

By Anne Zumbro
Bridgewater College

This year’s Institutional Representatives (IR) meeting took place on September 20th at James Madison University. The meeting focused on change, challenging each of us to consider how we can create, as well as adapt to change on our individual campuses.

President Linwood Rose warmly welcomed us all to the meeting and affirmed his ongoing support for the Virginia Network’s efforts to support and advance women administrators in higher education. With regard to the financial difficulties currently affecting Virginia colleges and universities, Dr. Rose expressed his

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Conference to Celebrate Women of Color in Higher Education

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by the downturn in endowment earnings. With many institutions having banned travel altogether and uncertainty likely to seriously dampen registrations, the committee has decided to postpone the conference until spring. Keynote speakers, Belle Wheelan, Secretary of Education, and Shirley Pippins, President of Thomas Nelson Community College, have tentatively agreed to an April 4th date (depending on the state of budget affairs!). The committee is actively pursuing ways to reduce the conference registration fee so that individuals might be able and willing to fund their own participation if necessary. (The Network has already pledged some of its own funding to support this conference as part of its commitment.)

We can use your help in several ways:

We have sought funding for the conference from several foundations and organizations, but without success to date. Do you know of a foundation, corporation, or organization with an interest in supporting the professional development of women of color in higher education that would be willing to help sponsor this event? If so, please contact Pat Hyer, hyerp@vt.edu, to see how we might use your connections and ideas.

We have been building a database of women administrators of color on Virginia campuses so that conference information can be sent electronically to them when it is ready. We have not heard from quite a few campuses yet and would like to make this listing as comprehensive as possible. Are there colleagues of yours who would like to hear about the conference? Send us name, title, institution name, mailing address, and email address to Catherine Martin, camartin@vt.edu. [In case you are concerned, the Network's general database is used ONLY for distributing the Virginia Network newsletter twice per year (no charge) and for making occasional announcements about open Network events, such as the state conference. Those names added to the general database will NOT be getting frequent messages from us, nor will we share the list with anyone else for any purpose other than Network business.]

The committee had already made a lot of progress in developing the major panel and afternoon workshop sessions, but we would love to hear from you if there

are topics that you would like to see addressed or particular speakers you would recommend. Given the postponement, we can still try to include your ideas.

Please send suggestions or questions about the Women of Color conference to Pat Hyer, Associate Provost at Virginia Tech and Network State Coordinator, hyerp@vt.edu, (540) 231-6122, and she'll be sure to share your ideas and suggestions with the planning committee.



Support Virginia's 2002 Education Referendum

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Passage of this referendum will pay for urgently needed upgrades, renovations, modernizations, and new construction on Virginia's public college and university and community college campuses. In fact, every college, university, and community college in every region of the Commonwealth will benefit.

By 2010, the State Council of Higher Education for Virginia (SCHEV) projects 32,000 more students at Virginia public colleges and universities. Existing facilities are not sufficient to accommodate the expected increase in students. Without the new space the bonds provide, students may be forced to forego a college education or go out of state, at a higher cost to their families, to earn their degrees.

The education referendum also is about enhancing Virginia's economic competitiveness and quality of life. The bond plan will help universities advance life-saving medical research, science and technology breakthroughs. It also will generate more than \$1.5 billion in economic activity by 2008, and create nearly 14,000 new jobs.

Additional information about the bond referendum is available at the following web site:

<http://www.foundation2002.org>

SCHEV's Systemwide Strategic Planning Process

Virginia L. McLaughlin

College of William and Mary

By statute, the State Council of Higher Education for Virginia (SCHEV) is charged with preparing plans under which the several state-supported institutions of higher education in Virginia shall constitute a coordinating system. These plans articulate a strategic vision for Virginia higher education that is used to inform planning and resource allocation decisions at the system and campus level.

SCHEV initiated the current planning process by conducting a quantitative systemwide needs assessment. The purpose of that assessment was to detail the current and future demand for, and supply of, higher education services in the Commonwealth and identify potential gaps between the two. That analysis yielded four major findings:

Virginia will likely experience a 38,000 student increase in public and private college and university enrollment between 2001 and 2010.

Virginia's inventory of current and authorized higher education facilities is inadequate to absorb this anticipated increase in enrollment demand.

Attendance rates at four-year colleges and universities tend to be lower in Southwest Virginia and the Southern Piedmont than they are in the rest of the Commonwealth.

There may be significant gaps between the number of college graduates Virginia produces each year and the number it requires in two key areas—information technology and K-12 teaching.

Building on the findings from the systemwide needs assessment, SCHEV moved forward with development of the 2002 Systemwide Strategic Plan for Virginia

Higher Education. In the first stage of development, SCHEV worked with various stakeholders to develop a vision and goals for the strategic plan. To accomplish this, SCHEV pursued both a bottom-up and top-down approach. In the bottom-up portion of the process, SCHEV used regional focus groups to engage a broad spectrum of stakeholder groups in a discussion of the appropriate goals for the 2003 strategic plan. In total, SCHEV, and its public and private college and university partners, held 18 focus groups in 15 separate regional locations in February 2002 and March 2002. Participants in these focus groups were drawn from the business, manufacturing, technology, public four-year college and university, community college, private nonprofit college and university, and private for-profit college sectors.

In the second stage of development, SCHEV worked with many of the same stakeholders to detail strategies for meeting those goals and outcome measures that will tell us how well they were met. Here again, SCHEV employed a top-down and bottom-up approach. In the top-down portion of the process, SCHEV brought together a Strategic Plan Advisory Committee composed of individuals representing statewide stakeholder groups. In the bottom-up portion of the process, SCHEV convened Strategy Implementation Workgroups around each of the approved goals.

The final version of the 2002 Systemwide Strategic Plan for Virginia Higher Education will be completed and released for distribution prior to the 2003 General Assembly session.

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disappointment that the public had not yet been convinced of the importance of higher education. He also pointed out the “interesting dilemma” that schools are currently facing: no one wants “to paint a horrible picture while Admissions is out trying to recruit prospective students.” On a more personal note, Dr. Rose offered some advice to women administrators seeking to advance in higher education. He noted that most presidents value administrators “who are loyal to the institution and to its mission,” particularly those administrators “who can effectively communicate difficult decisions and policy changes in times like these” to the college/university constituents.

In her keynote address, Dr. Cynthia Tyson, President of Mary Baldwin College, inspired us by sharing a set of principles, which she sees as fundamental to creating change. As she put it, “You’re not a leader if you don’t create change.”

Using Mary Baldwin College and her tenure there (1985–present) as a case study, Dr. Tyson outlined the following principles: **Principle #1:** Women frequently get “tough assignments” in the pursuit of advancement, sometimes so challenging that a male counterpart wouldn’t consider taking it. **Principle #2:** If you possibly can, get people to tell you the truth so that you can begin to grapple with it. **Principle #3:** Be careful

to learn your environment and to outline new priorities. However, do not be too quick or too slow in doing so. **Principle #4:** Leaders have to know things. If you are going to create change, you have to have your people with you. You will win them with your knowledge and substance. **Principle #5:** Leaders create teams. You have to listen to and understand people. This then allows you to get underneath the organization to help lift them up and to help them shine. **Principle #6:** Leaders have to create a vision, letting it emerge bit-by-bit as they get to know the institution until it becomes obvious to everyone what the vision of the institution should be. **Principle #7:** Leaders create meaning by articulating the group’s vision. **Principle #8:** Leaders have to have their people plugged into the vision before they can take it to others. **Principle #9:** Leaders must be willing to take risks, albeit not foolish risks. **Principle #10:** Leaders have to know that they are ultimately alone. Know you will have to work extraordinarily hard to make it a success, even beyond the normally hard work. **Principle #11:** Leaders lead more by who they are than by what they know. Others have to watch you in action and learn to trust you. You have to know what your values are and then be predictable with regards to those values. They must be evident in all you do.

At the end of her address, Dr. Tyson concluded by saying, “We all know these principles, but the application of them really changed an institution.” Well, she certainly convinced (and inspired) me!

The Virginia Network 2002-2003 Senior Seminar Participants

The following women from colleges across Virginia are participating in this year’s Senior Seminar:

Ann P. Ambrose
Dean of Business, Public Services, and Technologies
Tidewater Community College

Christine Clark-Talley
Executive Director of Alumni Affairs
George Mason University

Shelley Conroy
Dean for Professional and Technical Studies
John Tyler Community College
Nancy J. Cooley

Academic Affairs Director
SCHEV

Valerie L. Giddings
Associate Dean
Virginia Tech

Valarie Evans
Chief Campus Administrator
Tidewater Community College, Norfolk campus

Barbara C. Howard
Dean for Business and Public Services Division
Northern Virginia Community College

2002-2003 Senior Seminar Participants, continued

Mimi S. Hull
Director of Institutional Advancement
Virginia Highlands Community College

Amy Laser Kiger
Director of Development
Blue Ridge Community College

Kelly Kraft-Meyer
Assistant Dean of Co-Curricular Life
Sweet Briar College

Nancy Krippel
Associate Provost and Director of Grad Studies
Longwood University

Nancy F. Langston
Dean of Nursing
VCU

Sharon E. Lovell
Interim Dean, College of Education
James Madison University

Janette Kenner Muir
Associate Dean for New Century College,
College of Arts and Sciences
George Mason University

Kim O'Rourke
Executive Assistant to the President
Virginia Tech

Sheila M. Powell
Director, Center for Global Business
& Executive Education
Old Dominion University

Donna Cassell Ratcliffe
Associate Director of Career Services
Virginia Tech

Lois L. Reid
Director of Residence Life
Old Dominion University

Carolyn Ridgway-Cook
Director, Planning and Budget
Virginia Institute of Marine Science

Patricia A. Schoknecht
Director, Center for Teaching, Learning and Technology
University of Richmond

JoAnn M. Schrass
Associate Dean of Academic Services
Mary Washington College

Jacqueline N. Smith-Mason
Director of Institutional Research and Planning
Virginia Union University

Jeanine S. Stewart
Associate Dean and Associate Professor
Washington and Lee University

Mary T. Sullivan
Workforce Development Coordinator
Blue Ridge Community College

Ameeta S. Vashee
Director, Multicultural Affairs
Mary Washington College

Anda Webb
Associate Provost
University of Virginia

Joyce Woodson Guthrie
Associate Dean, College of Business
James Madison University

Jewell Bevins Worley
Director of Counseling and Health Services
The University of Virginia's College at Wise

Kathy S. Worster
Vice President for Administration and Finance
Longwood University