



Women and Leadership
March 20, 2014

Candace S. Vancko, Ph.D., President

Just so you know, where I'm coming from....

- Penn State BA, MA 1965, 1967 (Speech)
 - Female careers: nurse, secretary, teacher
 - Mother – feminist advocate from college forward
 - Father's advice: earn BA then go to grad school



Just so you know, where I'm coming from....

- Married in grad school, 3 children (8 grandkids)
- Hocking College, Faculty, Dir., Dean, VP
- Noel-Levitz Consultant
- Ohio University Ph.D.1988 (Higher Ed. Admin.)
- President, SUNY Delhi 1999 - present



What is Key to Leadership?



- “Leaders are ordinary people with extraordinary determination.” McKenzie 1980
- “A leader has 2 characteristics: she is going somewhere and she is able to persuade others to go with her.” McKenzie 1980
- A leader starts out asking “What needs to be done?” not “What do I want?” Drucker 1996
- “A good leader takes a little more than her share of the blame, a little less than her share of the credit.” McKenzie 1980

New York State	1988 (%)		2012 (%)	
Population 25 years+	11,501,000		13,309,761	
Males 25 years +	5,253,000	(45.7)	6,295,064	(47.3)
Females 25 years +	6,248,000	(54.3)	7,014,697	(52.7)
High School grad +	8,821,267 (76.7)		11,353,226 (85.3)	
Males high school grad +	4,076,328	(77.6)	5,344,509	(84.9)
Females high school grad +	4,742,232	(75.9)	6,004,581	(85.6)
Bachelor's degree +	2,622,228 (22.8)		4,445,460 (33.4)	
Males bachelor's degree +	1,392,045	(26.5)	2,071,076	(32.9)
Females bachelor's degree +	1,224,608	(19.6)	2,370,968	(33.8)
Graduate/professional degree	1,138,599 (9.9)		1,916,606 (14.4)	
Males grad/prof degree	567,324	(10.8)	856,129	(13.6)
Females grad/prof degree	562,320	(9.0)	1,059,219	(15.1)

NYS Family Households

Family Households (millions)	1990	2012
Husband-wife households	52.3	56.5
Female households	10.9	15.3
Male households	2.9	5.8

#/Percentage of Females

	1988	1988	2013	2013
CEOs (Fortune 500)	3	1%	22	4%
US Millionaires	703,000	37%	970,000	42%
Supreme Court Justices	1	11%	3	33%
US Governors	3	6%	5	10%
US Senators	2	2%	20	20%
US Representatives	24	6%	78	18%
SUNY Presidents	4	6%	19	30%
Median Family Income (Female head of household)	\$16,932	42% less than male	\$29,220	32% less than male
# on Food Stamps	10,939,950		30,088,800	



- Of the 195 independent countries in the world, only 17 are led by women. Women hold just 20% of seats in parliaments globally.” Sheryl Sandberg “Lean In”

Question

- Since women earn more college degrees, how come they are under-represented as CEO's, millionaires, politicians, college presidents and earn less than men doing the same work?





■ “It’s astonishing that we are here in 2013 and talking about gender equality. It’s actually shameful....This should have been resolved a long time ago.”

So How Did We Get Here?

STEREOTYPES

Prejudice

Societal Pressures

THAT'S THE WAY WE'VE
ALWAYS DONE IT

Lack of Vision

FEAR

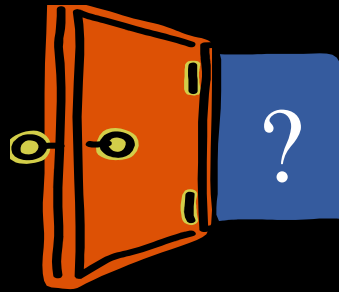
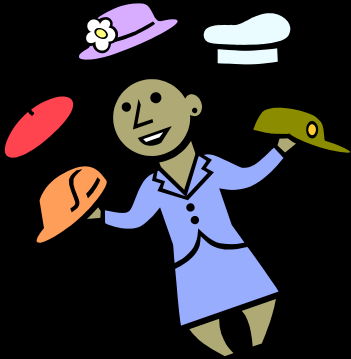


Bigger Question

- What can we do about it?



Barriers Holding Women Back



- Work-life balance – need equal partner
- Failing to taking risks (females more risk adverse?)
- Failing to take advantage of opportunities
- Socialization of gender role
- Less valued in work place

Work-Life Balance



- Childbirth/child rearing/aging parents
 - 2 faculty positions – easier to have family
- Double standard: “women simply work more (men: 42hrs pd;18 hrs. unpaid; women 47 hrs. pd; 38 hrs. unpaid)” Chronicle 10/17/13
- “I have yet to hear a man ask for advice on how to combine marriage and a career” Gloria Steinem
- More female heads of households
- Personal – “women in academia have much more control over their hours than women in almost any field” Pickett 2013

Risk Taking



- Lots of research and theories; in general they document women as less likely to take risks, especially financially – “I’m loath to admit it, but too many women continue to be afraid to fail”
Karen Finerman 2013
 - Series of calculated risks – Adjunct, Faculty, Admiss. N-L, Prez.
 - Not always about the money!
- Current question: is this behavior nature or nurture?
- Perception often is reality
- Personal – N-L – BCCC – different perspect.

Taking Advantage of Opportunities

- Related to being risk adverse, especially if opportunity involves financial risk (consider female heads of households)
- How can you distinguish a good opportunity from a bad one?
- Personal opportunities
 - Graduate school
 - Part-time vs. full time teaching
 - Prof Development BVI (Curr. Dev.)
 - Admissions/Enrollment Mgt./Noel Levitz
 - “This job has your name written all over it”
 - Shared Services



Socialization of Gender Roles Study



“Sitting in the same classroom, reading the same textbook, listening to the same teacher, boys and girls receive very different educations.” Chapman 2013

Socialization of Gender Roles Study

Amada Chapman, *Gender Bias in Education*, Multicultural Papers, EdChange

- “Upon entering school, girls perform equal or better than boys on nearly every measure of achievement, but by the time they graduate, they have fallen behind” Sadker 1994
- “Girls are praised for being neat, quiet and calm, whereas boys are encouraged to think independently, be active and speak up” Bailey 1992
- “While compliant behaviors may be rewarded in school, they are less valued in the workplace.” Myhill 2002



Socialization of Gender Roles Study



- “Clearly the socialization of gender is reinforced at school” Marshall 1977
- “Examination of the socialization of gender within schools and evidence of a gender biased hidden curriculum demonstrates that girls are shortchanged in the classroom. Furthermore, there is significant research indicating steps that can be taken to minimize or eliminate the gender bias currently in our education system” Chapman 2013

Less Valued in Work Place



- Big Bang Theory stereotypes
- Orchestra composition
- Study at 6 major research universities
- Salary disparity – University of Western Mich.

Big Bang Theory Stereotypes

Leah Pickett, WBEZ blog, 10-9-13

- Reinforces gender stereotypes –NY Times article, “Why Are There Still So Few Women in Science?”
 - Males are respected scientists
 - Female scientist #1: Amy – dowdy, socially inept spinster
 - Female scientist #2: Bernadette – comically high-pitched voice
- Who would choose to be them when they could be a Penny (beautiful, popular blonde)



US Orchestras



- 1970: top 5 US orchestras < 5% female
- 1997: up to 25% female

6 Major Research Universities Study

Jo Handelsman and Corrine Moss-Racusin

- Identical resumes to faculty to rate for competence, hireability, likeability and willingness to mentor
- **Only** difference: one name John, one named Jennifer
- John – rated average .5 points higher in all categories except likeability; offered avg. starting salary: \$30,328, Jennifer offered \$26,508.



Salary Disparity U. of W. Michigan

Nick DeSantis, *The Chronicle of Higher Education*, 10-28-13



- Female profs earn 4% less (avg.)
- 300 profs eligible to receive gender-equity adjustments (\$.5M)
- Information resulted from 2008 salary study by the university
- Remedy has caused tension and discord across the university

Is this just about women?



- Warren Buffet: “Harnessing the talent of women is key for building strong economies”
- Recent government shut down: female Senators brokered compromise to reopen government
- Recently viewed “Mad Men” series, set in 1960’s—we’ve come a long way baby, but....

So, how do we develop female
leaders?



Five Essentials – Lucy P. Marcus

1 - 5

- Basic Skills
- International Exposure
- Mentoring
- Role Models
- Starting Early

Essential Skill #1

- Basic Skills - Nature & Nurture (the earlier the better)
 - Public speaking
 - Writing
 - Negotiating
 - Networking



Essential Skill #2

■ International Exposure

■ Travel

- Exposure to other cultures, other ways of thinking
- Invaluable as world becomes increasingly globally interdependent
- Skills coming from living and working in unfamiliar settings valuable in themselves
- Forces “thinking outside the box”





Essential Skill #3

- Mentoring: not imperative to success—just hugely helpful
 - Student Years – personal exposure to senior figures
 - Grad school
 - Early Jobs – discovering options
 - J. Wolinsky Collegiate
 - Mid-Career – networking, creating career paths
 - Noel-Levitz
 - Career Success – achieving goals
 - SUNY Chancellor Nancy Zimpher



Essential Skill #4

- Role Models
 - Those who help us to think about who we want to be through example
 - Personal – Mother, Father, Grandmother
 - Those who help us to aspire to roles we might not have thought of – seeing examples of female success
 - Professional – Hillary, Chancellor

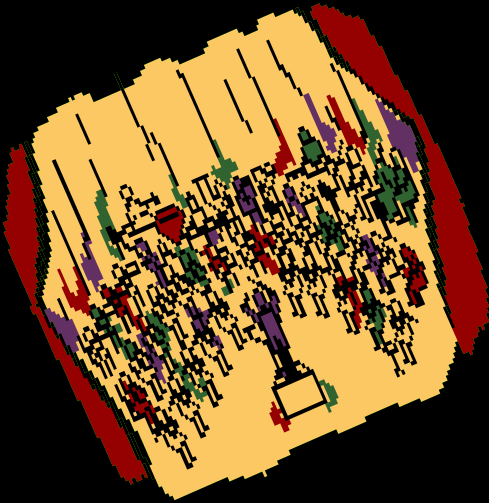


Essential Skill #5

- Starting Early – need to make sure girls know they are capable of reaching great heights, starting in youngest years. Equally important to ensure boys absorb these messages openly and by example (chess)
- Personal “You can be anything you want to be”




Orchestra Auditions



- 1970: top 5 US orchestras < 5% female
- 1997: up to 25% female
- Blind auditions – “Bias cannot be avoided, we just can’t help ourselves. Research shows we apply different standards when we compare men and women....It seems impractical to imagine evaluating someone while remaining ignorant of their gender, but orchestras show us it can be done.”

Curt Rice, *Guardian Professional* 10-14-13

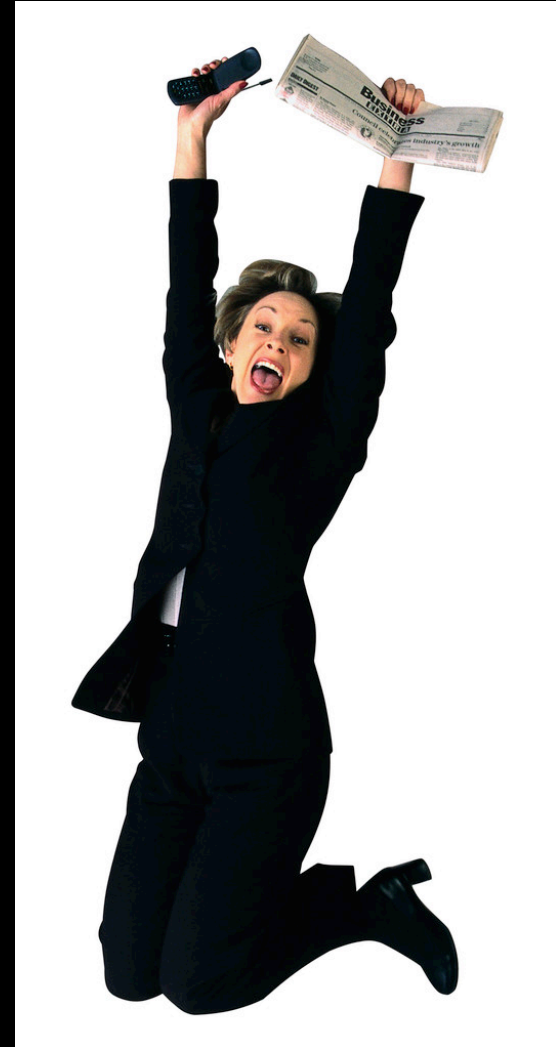
A woman with long dark hair, wearing a white t-shirt, is shown from the chest up, holding a blue and white megaphone to her mouth. She appears to be speaking or shouting. The background is a plain, light-colored wall.

"I WANT EVERY LITTLE GIRL
WHO'S TOLD SHE'S BOSSY,
TO BE TOLD INSTEAD SHE HAS
LEADERSHIP SKILLS."

—SHERYL SANDBERG

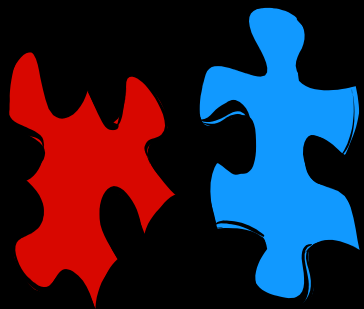
- “Never settling, always being driven and always seeking new experiences—these are the hallmarks of the most successful senior women and, indeed men, in the world.”

Lucy Marcus





- “Be yourself, and have confidence in who you are. Don’t conform yourself to a man’s idea of what a leader should look like” Genga 2013
- Personal - “Get plenty of rest, learn the culture of the campus and be yourself.” Art Levine 1999



- “Don’t let what you don’t know scare you because it can become your greatest asset. And if you do things differently without knowing how they have always been done, you’re guaranteed to do them differently.” Sara Blakely



- “I attended a private school where there was never any gender bias in math and the sciences. I had male and female teachers who encouraged me in my course work. I also had very supportive parents and a mother who was a biology major. I think as long as a girl has support from parents and teachers she will succeed.” Pickett 2013

- “The most successful women in the world have grabbed every opportunity afforded to them and have created opportunities for themselves, harnessing their fears and doubts as rocket fuel instead of rocks in their pockets.” Marcus 2013

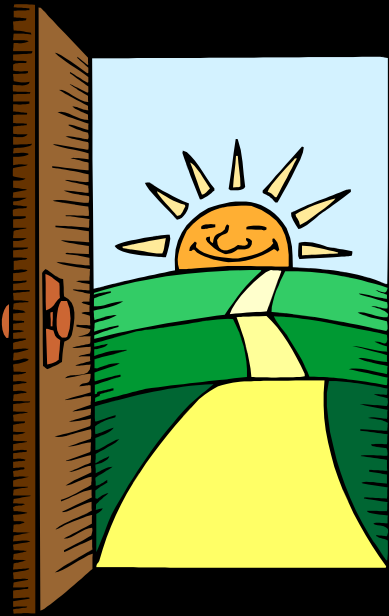


- “I’ve always had that gratitude that I had the opportunity to pursue my potential. So I think my story says that, when women are given the chance and the opportunity, that we can achieve a lot. We deliver. We can make the world a better place.” Sara Blackely



My Leadership Path

- Lots of twists and turns resulting from strong foundation while trying to find a balance between a personal and professional life:
 - Honing basic skills
 - Education, education, education
 - Travel - openness to new experiences
 - Taking Risks
 - Seizing opportunities
 - Listening, listening, listening (might learn!)

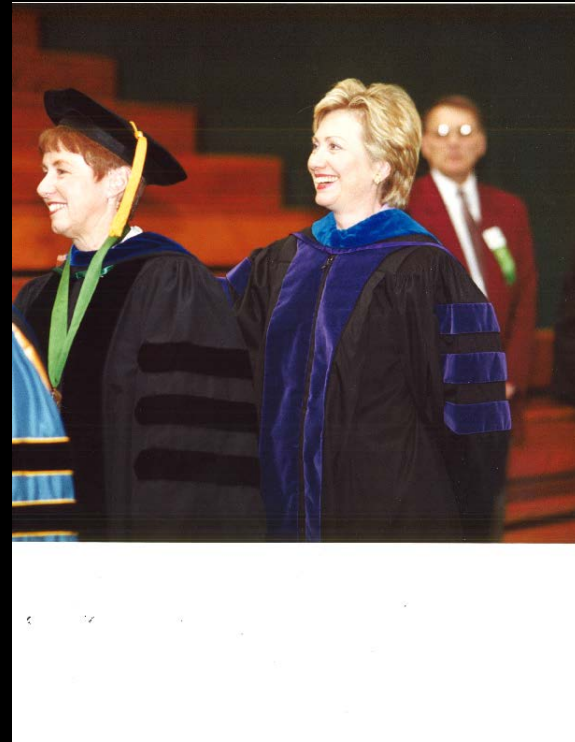


My Leadership Path Continued

- Seeking a mentor(s)
- Creating team culture
- Choosing the right life partner, a **REAL** partner



- If you had suggested to me 30 years ago that I would enjoy being a college president, I would have laughed at the idea!



“You’ve always had the power, my dear.
You just had to learn it for yourself.”



Glinda, The Wizard of Oz