

CEW Center for the Education of Women
University of Michigan

*Meet
Tomorrow's
Leaders*

The annual CEW scholarship celebration is a highlight for CEW staff and friends. This year's awards ceremony will be the 42nd time we have gathered to honor our scholars and fellows and their families. On Sunday afternoon, September 30, we will welcome 53 women to our impressive list of winners. And, as always, the 2012-2013 recipients inspire us with their intelligence, persistence, and dedication to serving their fellow human beings. We delight in sharing a few of their stories with you.

Doreen Kembabazi



Doreen Kembabazi was a high school student in her native Uganda when she decided to become

a history teacher. "My interest was a result of a bloody 1961 war between my ethnic group and a neighboring one. We were brought up in an atmosphere of hatred. Our elders used racially derogatory names to refer to our neighbors, who did the same. We were enemies and, as young people, we had no idea why." Then, during her last year of high school, Doreen had a roommate from the "enemy" group. "I realized that there was nothing bad or immoral about her. She



Elizabeth Dusseau

Bequest Creates New CEW Scholarships in Science and Social Work

CEW is delighted to announce the establishment of two new scholarships, to be awarded for the first time in 2013. The Elizabeth Dusseau Scholarship will support University of Michigan women studying a scientific field. The Margaret Dusseau Brevoort Scholarship, which honors Elizabeth's older sister, will go to women majoring in social work.

Elizabeth Dusseau, who endowed both scholarships, was born in Monroe, Michigan and died this past May at the age of 101. She earned her BA and master's degree in Public Health from the University of Michigan and, as an expert in parasitology, became a faculty member in the Department of Epidemiology. After many years of distinguished service as a lecturer, Dusseau was promoted to assistant professor, a rank she held until she retired from the University in 1978.

Elizabeth and Margaret's family highly valued education for both male and female children—at a time when such a belief was somewhat radical. Also strongly ingrained in their family was a commitment to women's rights. Elizabeth was dedicated to those values—especially after she observed and experienced discrimination in her own work-life. That dedication led Elizabeth to spearhead the creation of an Affirmative Action for Women Committee in the Department of Epidemiology. According to her niece, Anne Dusseau, "Get Aunt Toots started talking about women's rights, and she'd give you an earful."

A lover of history, Elizabeth was active in the Washtenaw County Historical Museum. She was also a member of various University groups, including Women of the University of Michigan Faculty and the Women's Research Club.

Anne Dusseau tells us that her aunt always spoke of the University of Michigan as "her child." The Center for the Education of Women honors Elizabeth Dusseau's legacy and her generous bequest, which will allow us to support outstanding students for many years to come.

was a normal teenager like me, caught up in the hatred of our ethnic groups." From that point, Doreen committed herself to challenging a Ugandan culture that not only inculcated hate but also forced women to lead constricted lives. She earned a BA in Education and an MA degree in history from Makerere University.

Convinced of "the lack of widely available, accurate information and the tendency for leaders to

promote politically expedient, rarely questioned versions of history," Doreen applied to the U-M's History Department, where she is now a Ph.D. student. When she finishes her studies, Doreen will continue lecturing at the University and "research issues of gender, ethnicity and politics in Africa."

CEW has awarded Doreen Kembabazi a Margaret Dow Towsley Scholarship.

Victoria Hicks



"Until I was sixteen," says Victoria Hicks, "I lived what I consider to be a normal American

life. I was a successful student and an active member of many school and church groups." Then Victoria became pregnant and, in

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from THE DIRECTOR

“ . . . how, from our different disciplines and perspectives, we can collaborate to address the varying needs of women in their respective journeys to economic security. “

have focused primarily on the state of Michigan.

These meetings have allowed us to begin a conversation about how, from our different disciplines and perspectives, we can collaborate to address the varying needs of women in their respective journeys to economic security. As we begin to clarify the primary facets of this work, we will be inviting partners from the nonprofit and public sectors to join us, as well as partners from other Michigan institutions of higher education. In addition, we will be including advocates, activists, and women striving for economic security for themselves in the ongoing discussions.

As the University of Michigan looks towards its third century of existence, President Mary Sue Coleman has challenged the University to address big, complex problems. At CEW, we know that such issues cannot be addressed by a single entity or with a single perspective, but only through collaboration. We are therefore developing a large scale collaborative initiative that will consider women's economic security: the barriers to women's economic security, the methods of achieving economic security, and particularly the routes out of poverty or near poverty for low-income women.

To this end, I have convened two meetings with faculty members whose research interests include aspects of women's economic security. Their disciplines range from economics to political science, from education to dance to social work. Some approach this issue from a global perspective, some nationally and some

Career Development Passport Coming to Campus

The University of Michigan executive leadership recently approved funding for a new Voices of the Staff project, called the Career Development Passport. Modeled after the Diversity Passport created by Business & Finance, this project will allow individual employees to document their career/professional development as they take part in career-oriented presentations and networking events, and learn about career resources on campus.

CEW Senior Counselors Jacqueline Bowman and Valerie Eaglin, along with CEW's Janice Reuben, who coordinates the Women of Color Task Force, will serve on the project team headed by Jean Tennyson of University Human Resources. The team will plan and coordinate this staff development initiative aimed at empowering U-M staff to take more responsibility for their individual and collective career development aspirations and will include representatives from the VOICES of the Staff Career Development Network Group; U-M Health System Human Resources Office; University Human Resources and Human Resource Development. In addition, CEW will also host a few of the career development events as part of its program offerings during the 2013 winter semester.

Among the questions: Do we focus on those women at the lowest income levels, who seek survival as opposed to wealth maintenance? Should we prioritize what women here in Michigan experience, or think more globally? Can we identify the primary barriers that negatively affect women's economic security, and which are the ones we should address first? For which aspects of this work might we seek external funding? How can academics and practitioners assist one another to address these concerns?

This is an exciting beginning to a collaboration that we anticipate growing over the next several years. Because it is indeed collaborative, we can't yet answer the questions above—all who come to the table will have a voice. We have asked others to join us in considering this challenge and the responses have been swift and positive from researchers, from advocates, and from those working directly with low-income women. We will continue to keep you informed as this initiative grows and “gels” in the next months.

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the midst of other family turmoil, “closed the door on my childhood and embraced the future as a mother and the head of my own household.”

Victoria formulated three goals for herself: Give her daughter a life of opportunity; reach her educational dreams; and “not succumb to pressure and become a tragic statistic.” She succeeded on all counts. Her now teen-aged daughter is thriving, and Victoria is excelling in her career and academic pursuits.

At age 19, Victoria was a part-time student and a full-time welder in a factory. Over the next decade, she rose from skilled trades to a management position overseeing multi-million dollar construction projects. “I wish I could say it was easy, but honestly it wasn’t.” She credits the mentoring she received from two of her Washtenaw Community College professors with giving her the strength to “push harder, think smarter and not give up.”

Victoria is now in the process of earning her bachelor’s degree in mechanical engineering in the College of Engineering. Her goal is a master’s degree in industrial operations and manufacturing engineering.

With her strong analytical skills, Victoria is bound to succeed and thrive in her chosen profession.

CEW has awarded Victoria Hicks an Irma M. Wyman Scholarship.

Anna Koskiewicz

Anna Koskiewicz knows that “the tough trials and tribulations in my life have made me who I am today, an optimistic, determined, motivated individual.” Anna, raised in Hamtramck, has truly had her share of obstacles to overcome.

Though she was a happy and high achieving student in grade school, Anna became the object of bullying when she hit the 7th grade. “I was known as the heavy girl with glasses, and not a single day went by without my being teased.” Miserable and confused, Anna left school in the 9th grade. And for the next ten years she worked menial jobs.

When she decided it was time to transform her life, Anna says, “I set a goal to graduate with a G.E.D. and sign up for college within two years. I did it in six months.” She found support at

Since its inception in 1970, CEW has awarded nearly 1,500 scholarships

the Mercy Education Project in Detroit, where she studied for her G.E.D. Not only did Anna pass, but she did so in three months—six to nine months less than the



average; and she made one of highest scores in the state on the math portion of the test!

Finally ready to face her fears about returning to school, Anna enrolled at the University of Michigan-Dearborn, where she is now thriving as an undergraduate psychology major. Anna proudly proclaims that “No one is going to stop me this time.” Those who know and have worked with Anna share that belief.

CEW has awarded Anna Koskiewicz an American Association of University Women Scholarship

For more information about the CEW Scholarship Program, see www.cew.umich.edu or call Mary Lynn Stevens at 734.764.7291.

Sue Kaufmann, CEW Associate Director for Advocacy, to Retire



Sue Kaufmann, CEW Associate Director for Advocacy, is retiring in late December after 22 years of service to the Center. Sue’s impact, however, has reached far beyond the Center, advancing change at the University and in our local community.

During her tenure at CEW, Sue has, at various times, created and led the Michigan Women’s Leadership Project and the Advanced Leadership Program,

oversaw all the Center’s services and programs, served on or chaired several U-M task forces addressing campus child care needs and the needs of student parents, and staffed the President’s Advisory Commission on Women’s Issues. Sue also served lengthy terms on the Campus Safety and Security Advisory Committee and the Academic Services Board. During 2004, Sue served as Interim Director of CEW and in 2006 was appointed Associate Director for Advocacy.

Sue has written on topics including the negative impact of anti-affirmative action laws, women in the high-tech knowledge economy, women’s access to higher education in Michigan, and reforming welfare reform.

Known across the campus and in the community for her work regarding violence against women, Sue launched the pioneering 1981 “Tell Someone!” program to combat sexual harassment as the women’s advocate in the U-M Office of Affirmative Action, and led the Ann Arbor Mayor’s Task Force on Violence Against Women, which later became the Washtenaw County Task Force on Gender Violence and Safety, from 1995-2004. She created U-M Abuse Hurts in 2006 and continues to co-lead it. Early in her career, she served as the director of the Washtenaw County Assault Crisis Center.

Sue began her life-long career in advocacy for gender equity by helping in the early 1970’s to mobilize her peers among women graduate students in the U-M School of Natural Resources and women employees of Washtenaw County to press for equal access to opportunity.

Although retirement is only a few months away, Sue has another large task to complete... Between now and retirement, Sue is planning the conference *Campus Sexual Assault Policy: Problems and Progress* scheduled for late October 2012. (See story on page 5)

Asked to summarize her experience, Sue says, “I have been privileged to have wonderful colleagues at CEW, across U-M, in government and in private nonprofit organizations who are committed to working collectively for positive change. I am grateful to know them.”

Sue Kaufmann’s colleagues at CEW, in the University community, and across Washtenaw County wish to thank Sue for her tireless work on behalf of women.

Who is TIAA-CREF?

TIAA-CREF helps people in the healthcare, academic, cultural and research fields work to achieve lifetime financial security. The organization has more than 3.7 million active and retired participants and serves 15,000 plan sponsors in public and private institutions. To schedule an individual counseling session with a financial consultant at the TIAA-CREF Ann Arbor office, call 734.332.3500 or 1.866.842.2949.

Only 26% of women know how much money they need to save for retirement, according to recent studies. This is a concerning statistic, especially in light of the fact that women live an average of three years longer than men, meaning their retirement savings must last longer.

As CEW develops programming for women at all stages of life and career, we welcome collaboration with experts from within and outside the University. Helping women plan for lasting financial security in retirement is the focus of “She’s Got It: A Woman’s Guide to Saving and Investing,” a two-hour workshop developed by financial services provider TIAA-CREF and conducted by TIAA-CREF financial consultants.

The workshop was a highlight of the Women of Color Task Force (WCTF) 30th annual career conference, held March 2, 2012. More than 50 people, including U-M staff, faculty, students and retirees and members of the general public, attended “She’s Got It,” which was presented twice during the daylong WCTF conference. CEW Director, Gloria D. Thomas, said, “CEW was delighted to team with TIAA-CREF on this year’s con-



CEW and TIAA-CREF Team Up for Women’s Financial Education



Cathy McCabe at the WCTF Conference

ference and the development of the Woman to Woman workshop series.”

Creating a CEW and TIAA-CREF Partnership

TIAA-CREF was the Platinum Plus corporate sponsor of this year’s WCTF conference. TIAA-CREF and U-M have a long history of collaboration, dating back to 1919. U-M was the first institution to adopt TIAA-CREF as a retirement plan provider, and TIAA-CREF maintains its role as a U-M provider.

Cathy McCabe, Managing Director of TIAA-CREF’s Field

Consulting Group, spoke at the opening of the 2012 WCTF conference. She shared recollections of how her own mother—a professor for 30 years—took advantage of her employer-sponsored retirement plan with TIAA-CREF to help ensure her retirement security.

“Our partnership with TIAA-CREF is a natural fit because of our shared commitment to diversity and women’s education,” noted CEW Director Thomas. For six consecutive years, TIAA-CREF has been named one of *Black Enterprise* magazine’s “40 Best Companies for Diversity.” Because both CEW and TIAA-CREF are increasing their focus on the later stages of women’s careers, Thomas also pointed out

that “this collaboration is timely.”

The “She’s Got It” workshop, which began as a series of successful pilot sessions in November 2011, is currently being rolled out by TIAA-CREF to an array of its client institutions. The workshop’s interactive format includes an exercise in which attendees break out into teams to generate ideas on how to address specific financial challenges in the context of retirement planning. These ideas are then shared with the entire group as potential action steps.

This is the first of four workshops developed by TIAA-CREF as part of the Woman to Woman Financial Empowerment Series. Two other workshops, “Postcards from the Future: A Woman’s Guide to Financially Ever After” and “Start to Finish: The Early Career Woman’s Guide to Financial Wisdom,” are available now. A fourth workshop targeting women with more complex financial needs will be available by the end of the year.

CEW and TIAA-CREF Workshops Being Presented This Fall:

Oct. 23 TIAA-CREF Retirement & Financial Planning

Nov. 5 TIAA-CREF: Postcards from the Future: A Woman’s Guide to Financially Ever After

Dec. 4 TIAA-CREF: Postcards from the Future: A Woman’s Guide to Financially Ever After

Register: www.cew.umich.edu

Speaking of Retirement. . .

CEW’s Fall Programming includes a number of other sessions related to retirement planning. The six session series, “Moving from Career Success to Retirement Success,” focuses on the non-financial aspects of retirement planning for those nearing retirement, while “Investment and Retirement Strategies” and “Wills, Power of Attorney, and Estate Planning” allow participants to learn about financial planning, including planning for retirement. For more information and to register, go to www.cew.umich.edu

Sexual assault is prevalent on campuses across Michigan and the country. Most assaults go unreported, and myths and misunderstanding have too often shaped policy responses. Seeking to catalyze change, in April 2011, the U.S. Department of Education Office for Civil Rights (OCR) issued a letter determining that Title IX applies to campus sexual misconduct, including assault.

The Center and our partners are hosting *Campus Sexual Assault Policy: Problems and Progress*, a two-day conference on October 25-26, 2012 to look at the impact of the letter one year later. It will bring together institutional policy makers—primarily from the state of Michigan—and community-based sexual assault programs to discuss and develop policies in regard to Title IX compliance. The conference is designed so that research and promising practices presented on Day One will inform policy design workshops and policy recommendations on Day Two.

Day One of the conference is open to everyone. Speakers will include forensic psychologist David Lisak, on the realities of campus sexual assault and experiences of male survivors; Rebecca Campbell (*Michigan State University*), Jennifer Solidum Rose (*University of Hawaii-Manoa*), and Tricia Bent-Goodley (*Howard University*) on supports and barriers to empowering diverse survivors; and Mary Koss (*University of Arizona*) on restorative justice. In addition, a campus roundtable will showcase policy and practice

innovations addressing such issues as reporting obligations, balancing survivor confidentiality and community safety, investigative procedures, and effective sanctioning at a number of colleges and universities across the country.

The second day will be a working conference designed for teams of institutional policy makers from Michigan colleges and universities to review, assess and develop the policies and practices at their institutions. During their individual work sessions many of the experts will be available for consultation. Day Two will also feature a talk by U-M Associate General Counsel, Maya Kobersy, and will conclude with a summary of findings and feedback to the Office for Civil Rights in order to build future policy recommendations applicable at institutional, state and national levels.

Campus Sexual Assault Policy: Problems and Progress is supported by a grant from the University of Michigan National Center for Institutional Diversity. Additional sponsors include, at U-M, the Center for the Education of Women, the CEW Frances and Sydney Lewis Visiting Leaders Fund, Abuse Hurts, the Division of Student Affairs, the Office of Student Conflict Resolution, the Sexual Assault Prevention and Awareness Center, the Office of the Vice President and General Counsel, the Office of Institutional Equity, the Women's Studies Department, the Institute for Research on Women and Gender, Ford School of Public Policy and the SHARP Center for Women and Girls. The Michigan Coalition Against Domestic and Sexual Violence and the Michigan Domestic Violence and Sexual Assault Prevention and Treatment Board are collaborating partners.

For more information, see the conference website at www.cew.umich.edu or contact SAConfAdmin@umich.edu.

Shirley Verrett Award To Be Presented

The Shirley Verrett Award recognizes a faculty member at the University of Michigan whose work in the creative fields—teaching, performance, scholarship, or service—supports the success of female students or colleagues who come from diverse cultural and racial backgrounds.

Established by the Office of the Senior Vice Provost in partnership with the Women of Color in the Academy Project (WOCAP) to honor Ms. Verrett's legacy, the \$5000 award is presented annually. The ceremony for the 2012-13 award winner will be held on Thursday, January 31, 2013 from 4-6pm at Stamps Auditorium at the U-M School of Music, Theatre and Dance. Calls for nominations will be going out in the Fall. For more information, please see <http://cew.umich.edu/leadership/wocap/verrettaward>

Visiting CEW Scholar Erin Kenny

The field of development studies is paying increasing attention to the importance of women's education in improving quality of life for communities in the global South. And the research of CEW's next Jean Campbell Visiting Scholar will make an important contribution to this field. This fall, Erin Kenny, Ph.D., joins CEW for four months. Professor Kenny just returned from Mzumbe University in Tanzania where she was a Fulbright Scholar during the 2011-12 academic year. Her ethnographic research focused on the experiences of women students who come from rural areas to attend university and how they strategize to achieve educational success. During her stay, Kenny will be writing up her research findings. Based on participant observation, interviews, and detailed examinations of life narratives, she will create case-study vignettes suitable for teaching university-level courses in cultural anthropology, African studies, education studies and/or gender studies.



Erin Kenny (left) and 'Empowered Girls' founder Kellen Msseemaa, Tanzania, 2010

Kenny comes to CEW from Drury University in Springfield, Missouri. She is an associate professor of anthropology and co-directs the Women and Gender Studies Program there. Her research focuses on the intersections of gender identity, migration, religion and culture in Africa.

Kenny will present the findings from her research on December 12, 2012, in the Henderson Room of the Michigan League, at 12:00 pm.

For questions about Erin Kenny's visit or about the Visiting Scholar program, please contact Beth Sullivan at bsulliva@umich.edu.

CEW's Visiting Scholar program brings faculty from across the United States and abroad to conduct research at the University of Michigan. Scholars must hold a Ph.D. or equivalent degree in their field and are responsible for producing a written summary of their work and presenting it at a public seminar.

Summer Intern Connects with Past CEW Scholars

I arrived at CEW through the U-M Development Summer Internship Program (DSIP). DSIP is a unique program that immerses twenty-six undergraduate interns in the theory and practice of philanthropy. DSIP requires participating units to create meaningful projects for its interns. My 12-week project was to construct and implement a plan to help CEW engage productively with former scholarship recipients. CEW has been awarding scholarships to outstanding women with nontraditional paths since 1970, and there are nearly 1,500 scholarship awardees. In the Fall of 2012, I will begin my final semester and will be completing my Bachelor's degree in Women's Studies, with a minor in Japanese. Gender equality has always been important to me, so I was thrilled to be placed at CEW. Interning here has shown me how to transfer the theory of Women's Studies into practice.



Charlotte Myers

“... [CEW is] developing the future, developing the leaders, and changing the mind set that's out there in corporate. People can do it, even if they go back to school and take some time off, it's reachable.” –CEW Scholar

Collaborating with CEW staff, I concentrated my work on an online survey to scholars, as well as a series of in-depth discussion groups. The purpose was to gain a better understanding of the value of the scholarship, and to determine how CEW affected these Scholars. The feedback has been tremendous; the survey had a 50% response rate, and follow-up discussions were held with 10 Scholars, indicating that Scholars are committed to CEW and its mission. Confirmation of CEW's significant impact on the careers of women provides incentive for us to expand the program.

Here are some of the exciting things we learned from the survey:

- Respondents represent Scholars in 25 states and abroad
- Over 45% of respondents have begun or completed a doctoral degree.
- 36% of Scholar respondents have used other CEW services (e.g. counseling, workshops, critical difference grants, library.)

This project has also allowed CEW to learn what Scholars have been doing since graduation. Many women provided us with personal reflections in the open-ended parts of the survey, and seven women went on to detail their accomplishments and to describe how CEW played a part in their success by completing the “CEW Shares a Story” area of our website.

I would like to thank all of the Scholars who played a role in this project. Hearing the Scholars' unique stories has inspired me as a woman and a student. What we have learned this summer will hopefully help

CEW to build on and improve its already phenomenal scholarship program.

“The University of Michigan was an intimidating place. CEW was the place to which I turned to talk with people about how to even begin to explore returning to school... I've sent several contemporaries to the CEW; participated in leadership and other training; and was blessed to be a scholar. CEW is a blessing for our entire state—and one that should be supported for decades to come.”
–CEW Scholar

My summer experience at CEW has been truly amazing. I learned so much from everyone, and I received wonderful recognition for the ideas I brought to the project. I would like to end by thanking the wonderful people at the Office of University Development for placing me in a position that was perfect for me. And I would like to thank everyone who works at CEW for making me feel welcome, and showing me that it is possible to have a career that I am passionate about.
–Charlotte Myers

CEW Fall 2012 Program Calendar

Here is a sampling of workshops being offered this fall. To register for these and other upcoming events, visit the CEW website (www.cew.umich.edu). Any fees for programs will be listed there. CEW offers limited scholarships for its programs, call 734.764.6005 for information.

September

- 20 Moving from Career Success to Retirement Success (*series*)
- 25 Budget? Are You Kidding?
- 26 Social Media and Personal Branding for College Students
- 27 Community College Transfer Student Support Group (*Open House*)

October

- 1 Re-Inventing Yourself for a Career Change
- 8 Networking Effectively: In Person and Online
- 10 Community College Transfer Student Support Group (Wed)
- 15 Updating Your Cover Letter & Resume for a Career Change
- 22 Interviewing Skills: You, At Your Best!
- 23 TIAA-CREF Retirement & Financial Planning
- 24 Community College Transfer Student Support Group (Wed)
- 25-26 Campus Sexual Assault Policy Conference
- 30 Credit Ratings: Keeping Track of Your Scores

November

- 2 MI ACE Women of Color Collaborative Luncheon
- 6 TIAA-CREF: Postcards from the Future: A Woman's Guide to Financially Ever After
- 7 Community College Transfer Student Support Group (Wed)
- 12 Leadership Concepts
- 15 Investment and Retirement Strategies
- 26 Wills, Power of Attorney, and Estate Planning
- 28 Community College Transfer Student Support Group (Wed)

December

- 4 TIAA-CREF: Postcards from the Future: A Woman's Guide to Financially Ever After
- 5 HRD U-M Women Leaders Making a Difference 2012
- 6 Community College Transfer Student Support Group (Thurs)
- 12 From the Village to Campus: An Ethnographic Case Study of Tanzanian Women University Students

“... an important piece of ALP was “the ability it gave me to stop and think about what I wanted to do in the future—to consider my own goals and therefore be ready to pursue new opportunities.” –Judy Lawson



The Lasting Impact of the Advanced Leadership Program

“It was very inspirational—the sense that you can expand your horizons and pursue your goals.”

Looking back seven years, Judy Lawson reflects on her experience as a participant in CEW’s Advanced Leadership Program (ALP). CEW has been offering ALP, a leadership development program for campus staff in middle management positions, since 2001 (when it was called the New Millennium Series). From this program has emerged a University-wide network of women leaders. We interviewed Judy Lawson, who serves as the Director of Admissions and Student Affairs at U-M’s School of Information (UMSI), about her experiences with ALP. Lawson participated in the program in 2005 and subsequently nominated two of her staff members as ALP participants. Additional staff members from UMSI have participated over the years as well. “UMSI’s support for this program has been phenomenal,” Lawson remarked.

Developing Leadership Skills

Through ALP participation, University staff have a unique opportunity to further develop their leadership skills. The program, for which participants must be nominated and selected, begins with weekly meetings that include presentations by executive and senior-level University administrators and focused discussions on organizational development, supplemented by assigned readings and small group discussion. During the winter semester, each participant is responsible

for creating an independent project that must engage the principles of leadership and systems change management. During the independent project phase, participants also receive individual and group consultation and support.

Planning a Career Path

What, we wondered, is the lasting impact of the Advanced Leadership Program? When asked about her personal experience, Lawson focused on two aspects of the program: the ongoing programmatic sessions and the individual project that she conducted. Through her participation in ALP, Lawson explained, she was able to find the time and space in the midst of a very busy job to reflect on her goals and priorities and to think “beyond her current responsibilities.” For many of those in administrative positions, the day-to-day demands of the job leave little or no time for career development or planning.

Although these managers are

poised to move into positions of increased responsibility, they are not actively developing a career path at U-M. As Lawson noted, an important piece of ALP was “the ability it gave me to stop and think about what I wanted to do in the future—to consider my own goals and therefore be ready to pursue new opportunities.” In Lawson’s case, ALP had a direct connection to her decision, a year later, to enter the Ph.D. program in the School of Education’s Center for the Study of Higher and Postsecondary Education.

Lawson’s individual project focused on enhancing faculty-staff collaboration in master’s student advising in the School of Information. The project was successful not only in the short term, but in shifting the culture around academic advising in the School. For Lawson, it provided the opportunity to show leadership in a different way and to connect to the faculty with more facility. More than five years later, she continues to see more faculty referrals to both academic

and career counseling services provided in the School and more consultation between faculty and student affairs staff regarding student issues and concerns.

Supporting Other Women

In the years since her own participation, Lawson has nominated other staff members for the program and has encouraged other supervisors in UMSI to submit nominations. Lawson recognized her staff as strong and capable women who were balancing work and family, addressing competing demands, yet clearly ready to develop their leadership skills. She supports having more women “gain awareness of the different roles and leaders around campus” the way she did through the program. Lawson noted that one of her staff members, Joanna Kroll, developed an ALP project that has now become a self-sustaining network of career services professionals from across the campus. Pointing to the difficulties that women in particular may face in finding the time to build themselves as leaders, she described ALP as “filling a real need for women on campus to get support and to discuss issues.” In addition, she noted that the network developed by ALP participation reaches across campus and occasionally beyond.

Networking, inspiration, dedicated time to consider career paths and goals, and intentional study of organizational leadership and change—all of these aspects of the Advanced Leadership Program make it a program with lasting influence on individuals and on the future leaders and best of the University of Michigan.

Memoir of a Trailblazer



Marina von Neumann
Whitman

Professor Marina Whitman, U-M faculty member and longtime CEW Leadership Council member, has written a new memoir entitled *The Martian's Daughter*. The book is fascinating on many levels—but for women, none more so than the encouraging story Whitman tells of her experiences as a pioneering professional.

The title refers to John von Neumann, a formidable figure in Professor Whitman's life as well as the most brilliant mathematician of the 20th century, renowned for his "game theory" and for his seminal role in the creation of computers. One of Whitman's reasons for writing *The Martian's Daughter* is to provide details of her father's life. "No really good biography of von Neumann has ever been written," she explains. "So, as one reviewer noted, this is as close to an autobiography as the world will ever read."

Whitman says that she is most proud of the trailblazing role she played in helping to break down barriers for women in the workplace.

The book is about much more than von Neumann, however. It is also the personal story of how Professor Whitman stepped out from her father's enormous shadow and followed her own path, achieving prominence in economics, academics and public service. Whitman's career represents a series of remarkable "firsts": the first female member of the President's Council of Economic Advisors (under Richard Nixon) as well as the first female vice president and chief economist at General Motors—the highest ranking woman in the auto industry at the time.

As important as her many contributions have been, Whitman says that she is most proud of the trailblazing role she played in helping to break down barriers for women in the workplace. She describes herself as the "in-between generation." Ignoring both her father's wish that she devote herself only to intellectual pursuits and her mother's belief that she should focus on being a wife and mother, Whitman set out to do both. Despite her father's objections, at a young age she married Bob Whitman and had two children at the same time she was building her academic and public career.

Whitman does not gloss over difficulties when, as she describes, "professional opportunity collided sharply and painfully with my commitment to my family." She describes nights of crying in her

pillow and the guilt she still feels over the sacrifices and problems her choices sometimes caused her supportive husband and children. In the end, Whitman is proud that she and her family have lived lives of adventure and fulfillment and that "[her] children have gone on to satisfying careers and productive lives."

Marina Whitman has much to say about the joys and struggles of "having it all." Her memoir is an entertaining, insightful and encouraging message for modern women, told with humility and honesty. CEW is proud to have Marina Whitman on our team. We thank her for her wisdom, and we encourage you to read *The Martian's Daughter*.

Note: *The Martian's Daughter* is available to order at the University of Michigan Press (www.press.umich.edu) and will be available at the end of September at local bookstores. If you would like to read more about Professor Whitman's experiences and viewpoints, look for commentaries on Facebook at:

<http://www.facebook.com/MarinaVonNeumannWhitman>

Book Signing

October 2, 2012 - 5:30pm - 7:00pm

U-M Hatcher Graduate Library Gallery, 913. S. University

Whitman will read from and discuss her new memoir, *The Martian's Daughter* at an event hosted by the University Library and co-sponsored by the Gerald R. Ford School of Public Policy, the Stephen M. Ross School of Business, the Center for the Education of Women, and the University of Michigan Press. Please register for this event at www.cew.umich.edu

A reception will follow the discussion, during which attendees can purchase books and have them signed by the author.

