The purpose of the Re-affirming Action study is to pinpoint specifically the roles faculty play in initiating and supporting which organizational structures, practices, and leadership contribute to successful and sustained progress in racial and gender equity. The Re-affirming Action project will conduct intensive case studies in selected universities, gathering quantitative as well as qualitative information to map the change processes that support diversity goals. Participants will provide first-hand accounts of progress and contribute to the publication of these case studies.

“A focus on faculty as change agents will provide an important perspective on institutional change,” observed Cheryl Wall. “The study will consider what environments encourage and discourage faculty engagement and seek to understand the ways faculty infuse diversity issues in their teaching and research.”

Together, Hartman and Wall bring over fifty years of faculty experience to the program. Both have a history of leadership at Rutgers, Professor Wall as chair of the English Department and Professor Hartman as dean of Douglass College and director of the Institute for Women’s Leadership. “We are delighted to

continued on page 2

Professor Mary S. Hartman and Professor Cheryl A. Wall are leading the Reaffirming Action research project.
INVESTING IN WOMEN’S LEADERSHIP

Donors Make the Difference for Program Excellence

Ruth Morgan Kurtz and her husband Albert were among the first donors to invest in the IWL Leadership Scholars Certificate Program. Ruth is a 1945 graduate and long-time supporter of Douglass College. She and Al have contributed to college programs over the years and most recently gave a scholarship in memory of Ruth’s mother Edith Morgan. The couple live in Roselle Park, enjoy traveling and gardening. They often attend Douglass and Rutgers events to keep in touch with student life and college programs, programs that their quiet support strengthens.

With the help of the Kurtz’s major gift in the early 1990’s, the IWL Leadership Scholars Program was launched in 1998. Recently, Ruth and Al reflected on their first investment in the program. Ruth recalled, “We were sitting around our dining room table with Mary Hartman, who was dean of Douglass College at that time, when she talked to us about a program for undergraduates to learn about women’s leadership. Then, it was just the seed of an idea. I guess you could say we like planting seeds.”

Those seeds planted by the Kurtzs have taken root, and now the IWL Leadership Scholars Program is beginning its sixth year. Over eighty students have benefited, including thirty-eight who are currently in various phases of the two-year, 18-credit curriculum. Last year the Kurtzs made a second major gift to the program to help continue this undergraduate opportunity.

“We are impressed with the accomplishments of the students in the Leadership Scholars Program and very much enjoy attending the events where they speak about their leadership projects,” said Ruth Kurtz. Al Kurtz admits he’s especially pleased to be in a financial position to support student opportunities and apply his Exxon matching funds toward these programs.

“I always advise the students to begin saving for their retirement as soon as they start working,” said Al. “We hope one day they will be in a position to give back the way Ruth and I do.”

To find out more about the IWL Leadership Scholars Certificate Program and the many ways to contribute to its growth, contact Lisa Hetfield, Director of Development, 732-932-1463, ext 649 or by e-mail lisahet@rci.rutgers.edu.

continued from page 1

be working together on this project and especially pleased that the Ford Foundation has selected the Institute to lead this work,” said Hartman.

Reaffirming Action will offer faculty-led teams from a mix of institutions, including Rutgers University, opportunities to come together to discuss progress on diversity issues, compare strategies, develop new approaches to addressing barriers, and discuss assessment plans. The project will also give participants opportunities to increase their understanding and use of media strategies both to publicize their own research and to contribute to policy debates on diversity.
New Donor Wall Celebrates Groundbreaking Gifts

As part of the Rutgers Campaign, “Creating the Future Today,” the Institute is working to raise $8.5 million in gifts and grants to support priority needs. Funds will be used to expand research and policy initiatives, to endow undergraduate leadership programs and faculty chairs, increase fellowship support for graduate students and expand facilities for seminars, lectures, conferences and offices.

Donors who pledge $2,500 or more over five years will be recognized on the new donor wall on display in the first floor of the Ruth Dill Johnson Crockett Building. Three giving categories are delineated to form a path of leadership supporters: gifts of $2,500 to $9,999; gifts of $10,000 to $49,999; and gifts of $50,000 and above.

“This is a wonderful way to acknowledge our supporters—present and future—who are making our programs possible,” said Institute Director Mary S. Hartman. “We hope to inspire others to add their names, or the name of someone they want to honor, to our list of donors.

“The wall will be a powerful symbol of our shared commitment to a new era for women and leadership. Through the generosity of our donors, we will initiate new programs and research and develop leaders with the vision, values, and courage to make change.”

To find our how you can add your name to the Donor Wall, visit our IWL website at http://iwl.rutgers.edu or contact IWL Director of Development Lisa Hetfield at 732-932-1463, ext. 649.
Reflections on Leadership Learning

In the IWL Leadership Scholars Certificate Program…

Mary Simonson is one of 43 graduates of the IWL Leadership Scholars Certificate program, many of whom keep us posted on the continuing benefits of their leadership learning. Simonson is a third-year Ph.D. student in the Critical and Comparative Studies in Music program at the University of Virginia, specializing in integrating feminist theory and critique in musicology inquiry, primarily in the fields of opera and dance. She recently wrote, “Not only do I look back on my time as a Leadership Scholar fondly, but regularly put to use both the practical skills and theoretical knowledge I gained as a Scholar.”

As an undergraduate music education major and pianist, Mary was excited to learn about the IWL Leadership Scholars program. “I was intrigued by the idea of taking the women’s studies courses that the program required, interested in the idea of becoming a member of a community of women, and curious about the leadership skills and professional development the program seemed to foster,” recalls Mary.

The IWL program, which is offered through the Women’s and Genders Studies Department, provided Mary with a new dimension for her studies. As part of the program requirements, she completed interdisciplinary coursework as well as an internship and social action project. With the help of Program Director Dr. Mary Trigg, Simonson was placed in an internship with a senior feminist musicologist at City University of New York, an experience that both prepared and inspired her to pursue a graduate degree in the field. She concludes, “I am perfectly confident in saying that my time as a Leadership Scholar provided me with opportunities that I otherwise would not have had at Rutgers University, both academically and socially. I am equally confident in saying that my experience as a member of the program is a crucial piece of who I am today, why I have gone on to engage in graduate study, and why I have been as successful as I have thus far in my current studies.”

Susan and Michael Greenstone’s perspective on the IWL Leadership Scholars Certificate Program comes from watching their daughter Jessica’s growth during her two-year involvement as well as their attendance at Institute programs. The Greenstones recently commented, “This program is clearly education of a higher and more sophisticated level, not the usual experience in which the student chooses a curriculum and is left to fend for his or herself. Jessica’s experience of doing a meaningful internship and social action project helped to link the academic studies with practical hands-on experience… The program provided prestige and networking assistance in her field of interest that greatly enhanced her resume, helped to open doors, and was a crucial factor in securing a professional position in diversity education as opposed to an entry-level position that a college graduate with no experience might have offered.”

Kristen Lyons graduated this past May as an English and French major and an Economics minor with a Certificate in Women’s Leadership. Her policy area of interest as a Leadership Scholar was women and poverty in the United States. She chose Management Interventions Inc., an urban issues consulting firm in Trenton for her internship experience. “Following my internship experience, I wanted to take my activism a step further and work more closely with the people of Trenton and low-income women in particular,” said Lyons. She designed writing workshops called Urban Storytellers as her Social Action Project. As part of this successful project, Kristen produced an edited selection of writings from participants. In reflecting on her leadership learning, Kristen said, “The most valuable educational and life lesson I learned from my experience as a Leadership Scholar is to believe in myself and to set my goals high. Through IWL I have made an invaluable step as a leader committed to social change.”

In the Senior Leadership Program for Professional Women…

Brigid Moynahan, president of The Next Level, is the powerhouse behind the Senior Leadership Program for Professional Women, a program co-sponsored by the Institute and the Center for Women and Work. Moynahan first envisioned the program nearly ten years ago when she learned about the Institute for Women’s Leadership. Working with both the Institute and the Center, Brigid designed and implemented the Senior Leadership Program to provide experienced women leaders in corporations and professional organizations with a leadership development curriculum especially focused on women’s experiences. This fall the Senior Leadership Program is welcoming its fourth class of twenty-four participants from ten companies.

“A major tenet of this program is that
women learn best in connection with others. The program offers women many different ways of joining in a learning community as they compare notes, solve problems, and go after goals," said Moynahan. As an experienced coach, trainer and program developer, Moynahan is uniquely positioned to focus on women’s advancement. The Senior Leadership Program is conducted over a five-month period and includes six day-long workshops, one-on-one executive coaching, and co-mentoring among the participants.

Each year the program features presentations by leading corporate women to discuss “Breakthrough Strategies for Women Leaders.”

Donna Griffin, Senior Vice President, Chubb & Son, has been a featured speaker in the Rutgers Senior Leadership Program and has recommended several Chubb participants for the program. In reflecting on the importance of the program, Griffin said, “When you work in a senior position in a corporation, often you don’t have women peers. The Institute programs serve as a kind of haven for women to take issues off-line and learn from other women leaders in a supportive setting.”

Dr. Christine Côté, Vice President, Medical Affairs, Janssen Pharmaceutica, is a 2002 graduate of the Senior Leadership Program. She summarized her experience in the program, “I would go as far as saying that it is the most rounded and valuable course I have attended in the 16 years I have been in industry. It pulls together many aspects of understanding self and others and leadership styles. The course is particularly well designed in that it is spread over six months with phone coaching between…. This really gives you time to practice and solidify your learning rather than attending a course, isolated from your real work, for several days in a row and then forgetting the lessons learned.”

Both Griffin and Côté have joined the Institute Campaign Advisory Committee to help increase visibility and support for women’s leadership programs and research. “I am especially excited about the potential for women leaders to help the next generation. There are great opportunities at the Institute for young women to interact with seasoned business professionals to get a leg up on their career and to get a dose of reality,” said Donna Griffin.

To find out more about the IWL Leadership Scholars Program and the Senior Leadership Program for Professional Women, visit the IWL website at http://iwl.rutgers.edu and click the links under Programs, Seminars, and Courses.

**WORKSHOP FOR WOMEN LEADERS**

**Negotiation and Mediation are Valuable Leadership Skills**

Negotiation and Mediation for Women Leaders, a day-long workshop on November 7, is the first in a new series of programs sponsored by the Institute and Center for Women and Work to address specific leadership interests of women.

Designed and conducted by Sanford Jaffe, director, Center for Negotiation and Conflict Resolution, and Linda Stamato, deputy director, the Negotiation and Mediation workshop will draw on current research and the extensive experience of the instructors. Jaffe and Stamato have worked together locally, nationally and internationally to mediate cases and train judges, managers, lawyers, and students in conflict management programs.

“Linda and Sandy have conducted workshops for our leadership scholars over the last four years,” said Mary Trigg, director of the IWL Leadership Scholars Certificate Program. “They also gave a presentation as part of the 2001-02 Senior Leadership Program for Professional Women. We are pleased that they have agreed to expand their collaboration with us to offer this workshop especially designed for women leaders.”

Workshop participants will learn from role plays and analyzing problem situations in order to experience the negotiation process, consider the role that gender plays in negotiation, and develop skills. The workshop is geared to women with leadership experience in business, the professions, education, and non-profit organizations.

“We teach the negotiating skills that are needed for people who manage teams, work with clients, and are responsible for staff development. Of course these are also valuable skills to use everyday at work and at home—really in all our relationships,” said Linda Stamato.

The Negotiation and Mediation for Women Leaders Workshop is open to twenty-four participants and requires a registration. The fee is $550 per person. For more information, visit the Institute website at http://iwl.rutgers.edu and click on the links under Latest News and Events.
Rutgers students are benefiting from connections they are making in the WINGS Program piloted last year by the Institute and the Center for Women and Work. According to program director Carol Guerrero, WINGS matches selected undergraduates with mentors who help students make the transition from college to career. Guerrero works closely with the sponsoring organizations to develop the kinds of experiences that enable the mentoring pairs to come together informally and in structured events.

“The students were really excited about the mock job interview workshop,” said Guerrero. “The mentors gave them valuable guidance to build their confidence.”

An initial grant from Deloitte & Touche pioneered the program last year, and participants are enthusiastic about its success. “I have a mentor and a friend whom I can go to for advice on important decisions such as graduate school and a career. I have a better idea of where my major will take me,” commented Prudence Lee, a Rutgers finance major.

This September WINGS will expand to include both Deloitte & Touche and Wachovia Bank. According to Margaret Lanning, Senior Vice President, Wachovia, “Wachovia is very pleased to be a co-sponsor of the WINGS program, which is consistent with our corporate commitment to diversity and education. We are excited about the opportunity to pair Rutgers students with Wachovia women who want to share their first-hand experiences in banking and help the next generation pursue their career goals.” The program includes opportunities for face-to-face mentoring as well as workshops in resume-writing and interviewing.

Deloitte & Touche and Wachovia have each committed $10,000 to the mentoring program this year. Denise Gordon, Admin Senior Manager, Human Resources, at Deloitte shared her enthusiasm for the experience, describing it as “a great service to students and mentors.”

Why does public policy matter? Why should it be important to women? What are the connections between theory, policymaking and our lives? These questions are at the heart of a new curriculum development project to increase student understanding of policymaking and its implications for diverse populations within local and global contexts.

Institute director Mary S. Harman and Joanna Regulska, chair, Women’s and Gender Studies Department, are working together to expand courses and research opportunities relating to women’s policy issues. With two seed grants through the Reinvest in Rutgers program, Professors Hartman and Regulska identified and supported faculty interested in developing new courses for the project.

“Students are very interested in public policy issues across a range of areas such as health and science, law, education, work, urban development, politics and the arts,” said Regulska. “Here at Rutgers there’s a wealth of faculty with expertise in these areas. We are excited to bring together faculty from a variety of departments and disciplines to create new courses and collaborations to benefit students.”

Four new undergraduate courses will be offered this year including one in the fall titled Feminism, Policy and the Poor. Professor Mary Hawkesworth of the Women’s and Genders Studies Department says she designed this course to explore the contributions of feminist analysis, advocacy, and policy-making to anti-poverty policy and social justice.

Spring courses offered in the Gender and Policy series include:

- **Gender, Visual Politics and Cultural Policy**
- **Gender, Development, Environment: Policies, Politics, Perspectives**
- **Motherhood: Nature and Culture, Policy and Politics**

As part of the new curricular initiative, the Institute and the Women’s and Gender Studies Department will sponsor a panel discussion titled “The Making of Public Policy: Focus on Affirmative Action.” Policy experts and legal scholars will consider the recent Supreme Court decisions on affirmative action and discuss their implications and action strategies. See Calendar Highlights in this newsletter.
Women’s Scholarship and Leadership Fall Calendar Highlights

Changing the Workplace: Re-Imagining Work and Family
Research shows that families are stretched to the limit to accommodate two-parent careers. Can the structure of work change to reflect today’s realities?

Keynote Speaker:
Lisa Belkin, has been a contributing writer to The New York Times Magazine since 1995, specializing in medical and social issues. Her column “Life’s Work” appears in The New York Times’ Job Market section every other Sunday and focuses on the intersection (and collision) of life and work.

Featured Panelists:
Lucia DiNapoli Gibbons, Regional President Northern New Jersey, Wachovia Bank
Dorothea Grimes-Frederick, Business Enhancement and Customer Success Specialist, Avaya, Inc.; author of Chicken on a Leash: A woman of color shares off the record lessons in leadership.
Barbara Schwartz, Worldwide President, Gynecare, a division of Ethicon

Wednesday, September 24, 8:30 a.m. – Noon
Ruth Dill Johnson Crockett Building, 162 Ryders Lane, Douglass College Campus
This invitation-only event is co-sponsored by the Center for Women and Work and the Institute for Women’s Leadership.

“A Reprise in Women’s Culture?”
In the early 1980’s, the concept of women’s culture flared briefly, only to die a sudden death. Suzanne Lebsock takes a retrospective look at women’s culture and considers what is at stake when we embrace or abandon gender analysis in its simplest forms.


Thursday, September 25, 4:30 p.m.
Ruth Dill Johnson Crockett Building, 162 Ryders Lane, Douglass College Campus
This event is co-sponsored by the Institute for Research on Women and the Institute for Women’s Leadership.

“Some Leaders Are Born Women”
Lecture by Sarah Weddington
Thirty years ago, attorney Sarah Weddington argued the Roe v. Wade case before the Supreme Court. She will reflect on that decision and the changes it brought to women’s reproductive rights in American society.

Wednesday, October 8, 7:30 p.m.
Trayes Hall, Douglass College Center, Douglass College Campus
This event is co-sponsored by Douglass College, Associate Alumnae of Douglass College and Institute for Women’s Leadership.

The Making of Public Policy: Focus on Affirmative Action
How is public policy constructed, implemented and influenced? How are recent Supreme Court cases interpreting affirmative action being interpreted and implemented? Why has gender dropped from the affirmative debate? How is the media used to shape public opinion?

Panel Moderator:
Professor Tanya Hernandez, Rutgers Law School

Global Forum on Strategic Directions for Women’s Human Rights
Women leaders from various regions of the world will join members of the Rutgers Center for Women’s Global Leadership to reflect on victories, challenges and next steps for the international women’s human rights movement.

Monday, November 17, 4:30 – 7:30 p.m.
Trayes Hall, Nichol Ave. and George Street Douglass College Campus
This event is co-sponsored by the Center for Women’s Global Leadership and Institute for Women’s Leadership.

Young Leaders and Social Change
IWL Leadership Scholars will discuss their independent social change projects. The semester-long projects build on coursework and internships and help develop student understanding of public policy and leadership for social change.

Monday, December 8, 2:00 p.m. – 4:00 p.m.
Ruth Dill Johnson Crockett Building, 162 Ryders Lane

Join us! Take advantage of the opportunities this fall to learn more about programs and research at the Institute for Women’s Leadership and its participating members. Meet students, faculty, policy experts, and leading women in a variety of fields. Participate in discussions on current issues and share your perspectives. To register for any of these events, contact the Institute at 732-932-1463.
The Institute for Women's Leadership and the member units are supported by grants, private donations, and Rutgers University. For information about programs or to find out how to support the IWL, or any of the member units, please contact:

Institute for Women's Leadership
Mary S. Hartman, Director
Rutgers, The State University of New Jersey
162 Ryders Lane
New Brunswick, NJ 08901-8555
Tel: 732/932-1463
Fax: 732/932-4739
Email: msh@rci.rutgers.edu
Internet: iwl.rutgers.edu

Center for Women and Work
Eileen Appelbaum, Director
Rutgers, The State University of New Jersey
162 Ryders Lane
New Brunswick, NJ 08901-8555
Tel.: 732/932-4614
Fax: 732/932-4739
Internet: www.cww.rutgers.edu

Center for Women's Global Leadership
Charlotte A. Bunch, Executive Director
Rutgers, The State University of New Jersey
160 Ryders Lane
New Brunswick, NJ 08901-8555
Tel.: 732/932-8782
Fax: 732/932-1180
Email: cwgl@igc.apc.org
Internet: www.cwgl.rutgers.edu

Douglass College
Carmen Twillie Ambar, Dean
Rutgers, The State University of New Jersey
125 George Street
New Brunswick, NJ 08901-1414
Tel.: 732/932-9721
Fax: 732/932-8877
Internet: www.douglass.rutgers.edu

Institute for Research on Women
Dorothy Sue Cobble, Director
Rutgers, The State University of New Jersey
160 Ryders Lane
New Brunswick, NJ 08901-8555
Tel.: 732/932-9072
Fax: 732/932-0861
Email: irw@rci.rutgers.edu
Internet: irw.rutgers.edu

Department of Women's and Gender Studies
Joanna Regulska, Chair
Rutgers, The State University of New Jersey
162 Ryders Lane
New Brunswick, NJ 08901-8555
Tel.: 732/932-9331
Fax: 732/932-1335
Email: givand@rci.rutgers.edu
Internet: www.womens-studies.rutgers.edu

In touch with women’s leadership
HOW TO REACH CONSORTIUM MEMBERS OF THE INSTITUTE FOR WOMEN’S LEADERSHIP

FALL 2003
ISSUE FIVE