



Evanston campus in spring



Spring 2009 Newsletter

MESSAGE FROM THE PRESIDENT

There's a lot of talk these days about leadership: what it is and how to demonstrate it. There's no denying that the face of leadership is changing and women are helping to set the new leadership paradigm. Last January I attended a panel presentation on the topic of leadership sponsored by the Executive Club of Chicago. Here is a brief summary of each of the speaker's comments regarding women and leadership. According to Joy Amundson, Corporate VP at Baxter International, there are three basic rules of leadership: 1. You have to want it (you have to have the drive and ambition to be a leader); 2. You have to have it (you need the requisite competencies, education and background for the position); and 3. They want you to have it (you need the support of those who work for you and with you). Cheryle Jackson, President and CEO of the Chicago Urban League, believes that women are poised to be at the forefront of the changing leadership style now required. Because women know what it's like to be on the outside, they have learned how to see problems differently and are better at driving consensus. Executive VP and Global Chief Financial and Operations Officer for Jones Lang LaSalle, Lauralee Martin, states that a key responsibility of any leader is talent selection and development which allows one to move things forward. She also advocated the need to add value by doing your job better than the person before you. Finally, Sheila Talton, VP of Globalization Strategy for Cisco Systems, Inc., has observed that the dominant leadership style of the west is not effective in emerging countries. She said "Always ask why do we do it that way and how can we do it better."

In a 2000 Harvard Business Review article "Why Should Anyone Be Led by You?" a sidebar column noted that women are often typecast as a "helper," "nurturer," or "seductress"—labels that may prevent them from defining their own differences as a leader. The researchers discovered that women typically deal with these stereotypes in one of three ways. They will either try to make themselves invisible or blend in; they will resist the stereotype by promoting the rights and opportunities of women in the workplace; or they will play the stereotype to personal advantage and benefit from it.

Many women assume that if they are not in a management position, they are not leaders. Not true! Leaders are found at all levels throughout an organization. Do you see yourself as a leader? If not, why not? That's the real leadership question.

Carol Michelini
President, ANUW

ANUW Welcomes Its Newest Members

Part of ANUW's mission is to facilitate the networking of women across departments and campuses. Please take the time to reach out to a new member (you can find contact information in the on-line directory), introduce yourself, and perhaps schedule lunch to get to know someone in a different department.

<u>FIRST NAME</u>	<u>LAST NAME</u>	<u>DEPARTMENT</u>	<u>CAMPUS</u>
Kathleen	Altonji	Kellogg Alumni Relations and Development	Evanston
Martha	Beckart	Media Management Center	Evanston
Megan	Blackwelder	Office of Administration and Planning	Evanston
Vickie	Burger	University Library	Evanston
Santina	Croniser	University Relations/Web Communications	Evanston
Beatrice	Figueroa	Media Management Center	Evanston
Angela	Garcia	Medical Development	Chicago
Charlene	Hunter	NUIT Office of AVP & Dep CIO	Evanston
Jennifer	Jacobs	Center for Public Safety	Evanston
Agnes	Kaminski	Kellogg - Finance Department	Evanston
Kim	Kieras	Office of Graduate Admissions	Chicago
Gregg Anne	Luft	Center for Comparative Medicine	Chicago
Elizabeth	McDonald	Human Resources	Evanston
Tasha	Osafo	Office for the Protection of Research Subjects (IRB)	Chicago
Omeca	Wadley	Office of Medical Development	Chicago
Jane	Wuellner	ISEN (Initiative for Sustainability and Energy)	Evanston

ANUW SPRING EVENTS

Career Resolutions: Your Best Year Yet

Amy Riley and Betsy Sobiech, Presenters

By Kim Z. Dale, ANUW Board Member, Women's Center Liaison

Can being clear with yourself about your actions and goals change what you can achieve? At an ANUW event on January 22, consultants Amy Riley and Betsy Sobiech led members through three exercises exploring the relationship between thought and action. The event was a thought-provoking, hands-on experience.

We started by reflecting on the many roles we play in our lives both at work and in our personal lives. Being clear about our current levels of achievement and our priorities is important for identifying realistic and balanced goals, since it is difficult to excel at all our roles simultaneously.

Next, we saw how our thoughts and feelings can impact our results either positively or negatively. For areas of our lives in which we hoped to achieve different results, we listed the current results, our actions that led to those results, and our thoughts and feelings. Then, we identified new thoughts and feelings with an emphasis on being positive even if we cannot embrace the exact opposite of our current thoughts. It was apparent that by thinking about things differently it would be easier to employ different actions that would lead to better results.

Finally, Amy and Betsy emphasized the need to be clear about what we truly want. Weakly stated intentions (“exercise more,” “get published”) are vague and, therefore, easy to let go. By changing to specific goals (“Take 3 multi-day biking trips,” “Write a publication by the end of the summer”) we are more likely to fulfill our intentions.

Amy and Betsy work for Tiara, a coaching program that specializes in yearlong group coaching programs for women. Tiara also offers free monthly teleconferences and a newsletter. Their past teleconferences are available online.

For more information, please visit their website at www.tiaracoaching.com.

Putting Your Best Foot Forward: How Image Links to Success

Jill Bremmer Helps ANUW members “Put Our Best Foot Forward”

By Kate Dargis, ANUW Publicity Chair

“Your appearance is your calling card” Jill Bremer, of Bremmer Communications, emphasized to those who attended ANUW’s February event, titled “Putting Your Best Foot Forward.” It was this message that resonated throughout the presentation. Bremmer demonstrated, showing the audience photographs of people dressed in various outfits, that impressions are formed within the first thirty seconds of a meeting. This process of ‘labeling’ helps people make sense of their world. Therefore making a positive first impression is not only preferable, but vital, especially in the workplace. Bremmer went on to describe the “top ten wardrobe principles” that every woman should adhere to. One helpful tip advocated investing in non-memorable colors and styles, such as blue or black pieces, that could be worn numerous times with other things. While acknowledging that suits can be expensive, Bremmer pointed out that if you wear that suit (together or as separates) often, the cost-per-wear is really quite affordable. She encouraged have alterations performed to make sure clothes fit and flatter. Other tips included wearing crisp fabrics, which portray professionalism, and not showing too much skin, even in the summertime. The lecture was peppered with wonderful comments from the audience, some of whom have been at Northwestern for many years, and seen the workplace become increasingly casual. Afterwards, ANUW member Bonnie Schorn praised Bremmer for “presenting a wealth of information in an engaging manner” and said that she had “already started using some of her helpful hints!”

For more helpful advice, Bremmer and Cyndi Maxey (ANUW November speaker) have a book titled “It’s Your Move: Dealing Yourself the Best Cards in Life and Work”.

Conversation with Eugene Sunshine



Brownbag Seminar with Eugene Sunshine
By Elizabeth Adams, ANUW Vice President

On March 20, 2009, ANUW conducted its annual “brownbag” lunchtime conversation with Northwestern’s Senior Vice President for Business and Finance since 1997, Eugene Sunshine. The event, open to all NU staff, was an overwhelming success, attracting 45 attendees. The hour was filled to the brim with questions and answers, many of which focused on upcoming change in the University’s leadership.

Mr. Sunshine noted that Morton Schapiro (currently the president of Williams College in Williamstown,

Massachusetts) would be arriving at Northwestern in late June or early July of this year. He also mentioned that Schapiro's inauguration would follow in October. Though the new president will be formally welcomed at the event, the inauguration will be a celebration of Northwestern's past and accomplishments. . In addition, the head of the presidential search committee, William Osborn, will be the new Board of Trustees chair. Schapiro and Osborn will work closely together to manage the University as Henry Bienen and Patrick Ryan have for the last 14 years.

Mr. Sunshine underscored the solid financial position of the University despite a challenging economic climate. He pointed out that current NU president Henry Bienen had quintupled the endowment during his tenure, much of it through fundraising. Moreover, the significant funds generated by the University's development of Lyrica, an anti-arthritis drug, have been set aside for financial aid, graduate fellowships, renewal/repair of buildings and startup research costs for new faculty.

Attendees also inquired on the state of the University's relations with the City of Evanston. Sunshine remarked that generally he thinks it is quite good, and that the

upcoming aldermanic elections would provide some new opportunities for the long relationship between the University and the City. He cited the University and City police forces as working exceptionally well together.



Take Our Daughters To Work

April 23, 2009

Take Our Daughters To Work - **ANUW** Co-Sponsored with **The Women's Center**

The following ANUW members volunteered to help make this event another success:

Chicago Campus:

Stacy Biermann	Human Resources
Carol Michelini	Human Resources
KathyMustea	Accounting Svcs. for Research and Sponsored Programs (ASRSP)
Seletta Nichols	Medical School - Finance
Omeca Wadley	Medical School - Development
Julia McPherson	Office for the Protection of Research Subjects (OPRS)

Evanston Campus:

Margaret DiJohn	Human Resources
Lisa Horstmann	Center for Public Safety
Jacqueline Jones	Chemical and Biological Engineering
Beth McDonald	Human Resources
Valerie Moreno	IT Technology Support Services
Anna Mueller	Human Resources
Darlene Peterson	Audit and Advisory Services

Pathways To Success: A Panel Discussion

By Deborah Coleman, ANUW Newsletter Editor

Ann Adams, Associate Vice President, Research Integrity, Alice Kelley, Director, Administration & Planning, McCormick School of Engineering, and Cathy Stembridge, Associate Vice President, Alumni Relations & Development served as panelists for the April Pathways to Success event. ANUW President, Carol Michelini introduced our panelists to the attendees, and submitted questions for discussion. When asked about any special skills one might need to advance one's career path, each agreed that having patience is a key skill. Developing relationships, good communication skills, and strategic thinking were additional aptitudes the panelists recommended one develop for career advancement. Cathy suggested that women should not narrow their focus, and that we should study our supervisors to identify their leadership skills. Alice recommended that women need to seize every opportunity that comes along no matter how small or mundane, and to be curious - ask questions. She noted that sometimes women are afraid to ask questions, particularly in a meeting with colleagues. We need to learn to speak up! Ann advised that we should always treat those who have a "lesser" or "lower" staff position exactly how we would want to be treated, to respect our bosses and maintain a good working relationship with them, and to be sure to communicate with others when you are interested in making a job change.

Each presenter identified the personal characteristics that have helped them succeed in their careers. Alice mentioned she is a quick study, enjoys learning new things, and is willing to do whatever it takes to get the job done. Ann shared that one not only needs to know when to "draw the line", but to be confident and stand firm within those lines, and to maintain amicable relationships with one's superiors. Cathy added that being able to share her vision with her staff effectively, and to be a future-thinker were some of the more notable assets to her career advancement.

When asked about barriers they have experienced and what each did to overcome them, Ann shared that she would offer solutions to problems or new ideas in a meeting, and was usually ignored. When a male colleague offered the same ideas, then those suggestions were acknowledged. She added that she would never give up or remain silent, but kept "plugging away" until she was heard. She further mentioned that she developed the ability to compartmentalize so she could maneuver around barriers rather than try to surmount them. Cathy informed us that she was the first female at Northwestern, as well as at any Big 10 university, to direct alumni clubs. She develops and utilizes a strategic plan as a roadmap around the barriers she encounters. Finally, Alice suggested we should re-define barriers as "speed-bumps", and develop a good attitude in order to more easily glide over the bumps that come along.

All-in-all, it was a very enlightening event, with many key elements for each of us to adopt, modify and/or apply to advance our own careers, whether here at Northwestern or wherever our paths may lead us.

The Blank Canvas Process: Goal Setting to Design Your Life

Megan McKenzie, Presenter

By Deborah Coleman, ANUW Newsletter Editor

Thirty-one attendees enjoyed continental breakfast at this annual May event in Chicago. Megan guided us in a fun and interactive discussion about setting and achieving goals. To achieve one's goals requires effort and change; often we fail because we feel too uncomfortable with change, or we do not have a compelling enough reason to complete the goal. To become for successful in achieving goals, we must ask ourselves three questions: 1) What is my vision; 2) What is my reason; and 3) What is my strategy. She used the goal of losing weight as an illustration. You have the vision (to lose weight), and you have listed your reasons for losing weight, but you need to ask yourself why you have not following better eating habits previously. Once you have determined the "why", you have the insight to change your behavior so you can plan a strategy to achieve the goal. What do you do if you fall off your path? Firstly, do not beat

yourself up. Secondly, review your reasons for your goal so you can re-motivate yourself. Finally, allow yourself to make adjustments along the way to avoid the potential for pitfalls.

For more information, please visit Megan's web site at www.getcertainty.com.



Upcoming Events

Please mark your calendars for these exciting events we have planned in the coming year. We encourage you to please periodically check our web site for any updates.

<http://www.northwestern.edu/anuw/index.html>

We hope to see you there!

July 9, 2009
4:30 PM to 6:00 PM

Annual Member Appreciation Event
Tour of the Frances Willard House; Lawn Reception to follow

September, 2009

Annual Membership Renewal Drive

October, 2009

Annual Fall Breakfast (Time and Location TBD)



Your ANUW Board
of Directors for 2009

Carol Michelini – President
Elizabeth Adams – Vice President
Debra Gibson Tice – Secretary
Helen Hutten – Treasurer

Members-At-Large:

Stacey Biermann - Women's Center Liaison, Chicago Campus
Kim Dale - Women's Center Liaison, Evanston Campus
Susen Taras
Mary Tobin

Committee Chairs:

Claire Maurello – Membership Committee
Emily Higgins – Programming Committee
Kate Dargis – Publicity Committee
Suzanne Auburn - Web Site Administrator
Deborah Yordy Coleman – Newsletter Editor