"Mentors can help shatter glass ceiling"
Senior colleagues can toot your horn, bringing you money and power

by Eve Tahmancoglu

We’ve all heard of the glass ceiling, that invisible barrier that keeps minorities and women from getting to high-powered positions in Corporate America. But it’s not just a barrier of bias: The psyche of women may also be contributing.

We women tend not to toot our own horns, a key to climbing the corporate ladder. And let’s face it, we’re not inclined to be as aggressive in the workplace as our male counterparts for fear of receiving the dreaded “B” label. While I’m not saying every woman possesses these traits, career experts say there are enough of us out there to keep us pining for, but not quite in, the corner office.

So what should women do? Find a mentor now!

A well-placed, successful, encouraging mentor can be your champion if you want to get noticed by the higher-ups but don’t have the stomach to let everyone know how great you are. And a mentor can also help you navigate the ins and outs of what is still a good-old-boys network in the upper echelon of the business world. (Women hold only about 16 percent of corporate officer positions in Fortune 500 companies, and there are only 10 female CEOs among the biggest companies, according to the research firm Catalyst.)

“I can’t stress enough how important mentoring is to achieving success in one’s career,” says Sharon Allen, chairman of Deloitte & Touche USA LLP. She credits the mentors she’s had in her career with helping her enter the small club of high-ranking women executives.

A key mentor for her was the managing partner in Deloitte’s Boise, Idaho, office where she worked early on in her career. “He would give me a little bit of additional confidence by standing by me and giving me that nudge to assure me I was doing the right thing,” she explains. “As I developed in my career and moved along up the ladder, I established new connections with people I felt were looking out for me.”

The lack of female role models, she adds, continues to hinder advancement for women, so women find themselves “establishing their own way and styles that work for them, and as a result, the additional reinforcement from a mentor is useful.”

One study of more than 500 executives in the health care industry found that mentors can lead to money and power. “We discovered that women with mentors received more promotions than men,” says Anne M. Walsh, associate professor in the management department at Philadelphia’s La Salle University.

“In our study, the mentors provided access to promotional opportunities, which ultimately affected compensation,” she explains. “Mentors raised the visibility of these women in the organization, and helped them to develop the skills for these promotions. Mentors are also instrumental in providing feedback about job performance (e.g., act as a coach) and help women develop the skills that are required to compete in the job market.”

At Sun Microsystems, Katy Dickinson, who heads up the company’s mentoring program, often sees women who are self-effacing and hesitant to put themselves forward. But the computer company’s mentoring program, in place since 2000, has helped many women “learn to say, ‘I did something well,’” she says.

Alas, women still don’t get the mentoring help they need as often as their male counterparts. Of those firms offering executive coaching to their employees, about 20 percent say women receive the service at a lower rate than men, according to a survey of 3,000 human resource professionals by Novations Group, a Boston-based employee training company. There was some good news, though. About 75 percent of those polled say women receive about the same amount of mentoring as men, while nearly 6 percent say females get more coaching.

Don’t put it off. Become a protégé today.

It paid off for Tammi Gatling. Early on in her career at Chubb Group of Insurance Cos., she was apprehensive and nervous about taking the initiative when it came to advancing her career but mentors helped set her on the right path. The manager that hired her at Chubb in 1995 became one of her first mentors, and the relationship developed because Gatling would go in and bounce ideas off of the manager and ask her advice.

While that relationship was informal, she signed up for Chubb’s formal mentoring program in 2003, and became an official mentee to Pat Key, who runs Chubb’s Women’s Development Council Mentoring Program.

“Pat taught me how to talk to my manager about what skill sets I might be lacking,” Gatling says.

The mentoring program has helped boost the number of women senior vice presidents at Chubb to 23 percent last year from 16 percent in 2001, and women holding the executive vice president title jumped to 17 percent from zero over the same period.

Women, Key explains, “were socialized differently than men, told not to speak up, to work hard and you’ll be noticed. But having someone to help guide you a bit and having an interactive relationship with a role model is very critical to giving you a vision of what you can be in the workplace.”

It worked for Gatling. “I wanted to have a successful career and be a good mother, and my goal was to...
earn the assistant vice president title. I thought who better to ask about career goals but a person at Chubb who already had succeeded.”

Today she is an assistant vice president and a mother of two. “My next goal is vice president,” and she’s not embarrassed to say it.

Pam Murray, B.A., M.B.A., local artist and art instructor, returns to campus during Summer Semester 2008 to conduct a three-part series entitled “Visual Journaling.” Murray’s three-session workshop is focused on assisting your personal growth, soul searching, and self expression. By going beyond just words, that sometimes you cannot find; to see and describe what your thoughts, imaginations, and feelings might look like in colors, shapes, imagery; Murray’s series is designed to open up new horizons. Using both writing and visual expressions – from doodles and scribbles to drawings, from poems and quotations to letters and maps, from colors and abstract to collages and realistic portrayals (illustrations you made or found in magazines, cards, brochures, anywhere), the goal is not to create a work of art or literature but to explore YOU.

Scheduled for July 8, 15, and 22, all sessions will be held at the Women’s Resource Center, Panhellenic Hall, basement suite 2, at noon. Reservations are required. To reserve a space or should you need additional information, contact the Women’s Resource Center at 423-439-7847.

“Disability Issues: An Update”

Linda Gibson, M.Ed., director of the Office of Disability Services at ETSU, is guest speaker for “Disability Issues: An Update.” Scheduled for Tuesday, August 12, 2008, location and time for this Women’s Professional Enrichment Lunch Break Seminar is the East Tennessee Room, D.P. Culp University Center, 3rd floor, at noon.

Statistical information compiled by the National Council for Support of Disability Issues reveals:

- Approximately 54 million people in the United States have some type of disability. As the American population continues to age this number will increase.*
- Whether a disability comes about from birth or by accident, not all disabilities can be seen with the naked eye.**

Join Gibson on August 12 when she speaks about “Disability Issues: An Update” in a higher education setting. Areas addressed by Gibson include disability awareness, visible vs. invisible disabilities, barriers encountered by disabled individuals, and federal provisions for people living with a disability. If you are working alongside a co-worker with a disability, have friends or family members with a disability, or want to increase your level of awareness about disability issues, then this lunch break seminar is for you. For more information, contact the Women’s Resource Center at 423-439-7847.

“A GRAND New Start for Grandparents!”

This FREE special event for new or expectant grandparents will prepare you for one of the most exciting and important roles of your life! Learn from the experts the latest information about infant care and safety, how things have changed since you became a parent, childproofing a home, second-hand smoke, holding, spoiling, sleep positionning, and other concerns. One of the top concerns of being a new grandparent – car seat safety – also will be covered during this two-hour workshop.

This program is sponsored by the MSHA Health Resources Center, the March of Dimes, the Northeast Tennessee Regional Perinatal Center, and the Women’s Resource Center. Pre-registration is required, call the Health Resources Center at 423-915-5200 to reserve your spot and get answers to your questions and be ready for your precious grandbaby!

Scherer named dean of new college

Following a national search, Dr. Nancy J. Scherer was appointed dean of the newly created College of Clinical and Rehabilitative Health Sciences (CCRHS) at East Tennessee State University in April 2008. She has served as interim dean since October 2007.

The CCRHS is one of two new colleges being developed as a result of ETSU’s decision to divide its College of Public and Allied Health into two separate schools. The other new college – the College of Public Health – will be the first accredited public health school in Tennessee.

“Dr. Scherer holds distinction around the world as one of the leading experts in the treatment of children with cleft lip and cleft palate, and her successful record in research will help strengthen scholarly activity within the college, particularly through the mentoring of new scientists,” said Dr. Wilise S. Bishop, ETSU vice president for Health Affairs and university chief operating officer.
“In her administrative roles as a department chair and associate dean, she has helped guide the development of new educational and clinical outreach programs, and that experience will be tremendously valuable as we expand our new College of Clinical and Rehabilitative Health Sciences.”

A speech-language pathologist, Scherer joined the university faculty in 1992 as an associate professor in the Department of Communicative Disorders. As dean, Scherer will provide leadership for programs in audiology, cardiospulmonary science, dental hygiene, physical therapy, radiography and speech-language pathology, as well as the ETSU Speech-Language and Hearing Clinic and Dental Hygiene Clinic.

Originally from Wisconsin, Scherer was awarded her B.S. and M.S. degrees by the University of Wisconsin-Madison and earned her Ph.D. from the University of Washington-Seattle. She is a member of the American Speech-Language-Hearing Association, the Society for Research in Child Development, the American Cleft Palate-Craniofacial Association, and the Tennessee Speech and Hearing Association.

Dunn selected for prestigious health policy program

In April 2008 Dr. Julie Dunn, associate professor of surgery at East Tennessee State University’s James H. Quillen College of Medicine, was selected by the American College of Surgeons (ACS) and the American Association for the Surgery of Trauma (AAST) to receive the Health Policy Scholarship.

With this honor, Dunn will participate in a health policy leadership and management program at Brandeis University and become a health policy adviser for ACS and AAST.

Dunn has been an active leader in strengthening trauma care services in Tennessee. She is currently the director of trauma at Mountain States Health Alliance and is a member of the American College of Surgeon’s Tennessee Committee on Trauma. She also chairs the Trauma Care Advisory Council for Tennessee.

Lewis selected as a Maxine Smith Fellow

Dr. Angela Radford Lewis, chair of the Family and Consumer Sciences Department within East Tennessee State University’s College of Business and Technology, was selected by the Tennessee Board of Regents, the nation’s sixth largest system of higher education and ETSU’s governing body, to participate in the 2008 Maxine Smith Fellows Program.

Maxine Smith, for whom the fellowship is named, served two terms as a member of the TBR. A noted educator and civil rights leader from Memphis, she has been a board member of the Memphis branch of the National Association for the Advancement of Colored People since 1957. Devoting much of her life to education, Smith served 24 years on the Memphis Board of Education.

The program originally provided opportunities for African American employees of TBR schools to participate in a working and learning environment that will enhance their work experience and career development. It has now been broadened to embrace all under-represented faculty and staff.

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Harley named a ‘Tennessee Treasure’ as part of Campus Compact kick-off

Presidents of Tennessee institutions of higher education joined the national Campus Compact in Nashville on March 13 to become the 33rd state compact. Campus Compact seeks to promote community service, civic engagement, and service-learning in higher education.

Maureen Curley, National Campus Compact Executive Director; Dr. Richard Rhoda, Executive Director of the Tennessee Higher Education Commission; and Mani Hull, Director of the Tennessee Campus Compact led the signing ceremony. Thirty colleges and universities sent representatives to the gathering to celebrate and to set the agenda for the beginning Tennessee State Compact.

After the signing ceremony, Hull recognized six Tennessee higher education officials who played significant roles over the past several years in the creation and formation of the compact. Dr. Deborah Harley, assistant vice president for Community Engagement, Learning and Leadership at East Tennessee State University, was recognized as a Tennessee Treasure for her work to develop service-learning programs at campuses in East Tennessee and for establishing the foundation for the formation of the compact. Harley was also invited to serve on the advisory board for the new compact.

Bishop receives 2008 YWCA ‘Tribute to Women’ award

On April 24, 2008, the YWCA of Bristol honored a dozen local women from Northeast Tennessee and Southwest Virginia for their successes in the arts, education, business, and volunteer work at the Tribute to Women Celebration. Dr. Wilsie S. Bishop, university chief operating officer and vice president for health affairs, was one of the twelve honorees. She was honored for her service, leadership, and dedication in the higher education arena.

Every year, the YWCA sets aside a night to honor these individuals and their many contributions to our lives. Congratulations Dr. Bishop!
**ETSU Women’s Resource Center**

**Program Schedule**

For more information on the events listed contact the WRC at 423-439-7847.

**JUNE – AUGUST 2008**

**Main Campus Programs**

**Wednesday, June 18**

**Book Review Group.** Participants will meet to discuss *Case Histories: A Novel* by Kate Atkinson. New readers welcome.

**LOCATION & TIME:** Women’s Resource Center, Panhellenic Hall, Basement Suite 2, noon.

**Monday, June 23**

**“Spa Day” – A Women’s Special Event Program.** This is a one-day, pamper yourself experience. Angie Sheek, ETSU faculty member and senior consultant with BeautiControl, and Kim Malone, local licensed massage therapist, will conduct this one-day event. **Reservations are required.** See article page 5.

**LOCATION & TIME:** Women’s Resource Center, Panhellenic Hall, Basement Suite 2, 11:00 a.m. -1:00 p.m.

**Tuesday, July 8**

**Tuesday, July 15**

**Tuesday, July 22**

**“Visual Journaling” – A Women’s Personal Enrichment Lunch Break Series.** Pam Murray, B.A., M.B.A., local artist and art instructor, is conducting this three-session series. Murray will guide participants through both writing and visual expressions that are designed to aid participants in expressing thoughts, imaginations, and feelings driven by the inner, and sometimes dormant, aspects of our respective personalities. **Reservations are required.** See article page 2.

**LOCATION & TIME:** Women’s Resource Center, Panhellenic Hall, Basement Suite 2, noon.

**Wednesday, July 16**

**Book Review Group.** Participants will meet to discuss *The Scandal of the Season: A Novel* by Sophie Gee. New readers welcome.

**LOCATION & TIME:** Women’s Resource Center, Panhellenic Hall, Basement Suite 2, noon.

**Tuesday, August 12**

**“Disability Issues: An Update” – A Women’s Professional Enrichment Lunch Break Seminar.** Linda Gibson, M.Ed., will provide an update on disability issues. Gibson will discuss disability issues related to a higher education setting, which includes barriers encountered by disabled individuals, disability misconceptions, and federal provisions for people living with a disability. See article page 2.

**LOCATION & TIME:** D.P. Culp University Center, East Tennessee Room, noon.

**Saturday, August 16**

**“A GRAND New Start for Grandparents!” – A Special Health Program.** This FREE health-related workshop for new or expectant grandparents will prepare you for one of the most exciting and important roles of your life! Learn from the experts the latest information to assist you in being a GRAND grandparent. See article page 2.

**LOCATION & TIME:** Health Resources Center, Annex Classroom., The Mall at Johnson City, 10:00 a.m. - noon.

**Wednesday, August 20**

**Book Review Group.** Participants will meet to discuss *The Interruption of Everything* by Terry McMillan. New readers welcome.

**LOCATION & TIME:** Women’s Resource Center, Panhellenic Hall, Basement Suite 2, noon.

**ALL PROGRAMS ARE FREE and OPEN TO THE PUBLIC.**
“Spa Day”
Monday, June 23, 2008
Women’s Resource Center
Panhellenic Hall, Basement Suite 2
11:00 a.m. – 1:00 p.m.

“Spa Day” is a one-day, pamper yourself experience. With the onslaught of hot summer days, and coupled with the daily stresses of work and personal life, treat yourself and make a reservation for a facial and/or neck massage. Angie Sheek, ETSU faculty member and senior consultant with BeautiControl, and Kim Malone, local licensed massage therapist, will conduct this one-day event that is scheduled for Monday, June 23, 2008, from 11:00 a.m. to 1:00 p.m.

Reservations are required. For more information or to reserve an appointment time, contact the Women’s Resource Center at 423-439-7847.

ETSU New Faculty Orientation
Monday, August 18, 2008, through Tuesday, August 19, 2008
118 Sherrod Library

New Faculty Orientation is a two-day series of activities for new tenure-track faculty. Information is provided about technology services; library and instructional support services; resources and support services for teaching, advising, and supporting students; annual evaluation and tenure and promotion policies and procedures; ETSU’s mission and goals; and resources and support services for professional development and research. The objectives of New Faculty Orientation are to connect new tenure-track faculty with people and services that can support their teaching, research, and service; to provide basic information for getting a good start at ETSU plus more detailed information to use later, and to connect new faculty with the larger institution.

The New Faculty Orientation is scheduled for Monday, August 18, 8:45 a.m. to 3:30 p.m. and Tuesday, August 19, 8:45 a.m. to 1:30 p.m. Both days’ events start in 118 Sherrod Library. For more information contact Jeanine Carroll, office coordinator for the School of Continuing Studies, at 423-439-8300.

ETSU Holiday Closings
ETSU will be closed and classes will not be in session Friday, July 4, and Monday, September 1, 2008.

FALL SEMESTER 2008

East Tennessee State University is a Tennessee Board of Regents institution and is fully in accord with the belief that educational and employment opportunities should be available to all eligible persons without regard to age, gender, color, race, religion, national origin, disability, veteran status, or sexual orientation.
Doing so will help you grow as a leader and get you much more comfortable delivering tough news, difficult feedback, and authoritative coaching, all of which are critical to senior leadership positions. (Check out this episode of The Growth Show for more insight from Kim Scott.)

10) Forget about “having it all.” Although the glass ceiling still exists -- particularly in executive leadership roles -- there are a lot more holes in it than ever before. One of the reasons I’m so energized by millennial women is that I truly believe this generation has the ability to continue the great work the generation before us did with regard to access and impact. What are your favorite tips for shattering the glass ceiling? Share them with us in the comments section below.