

2018

AIEA Annual Conference
*The Internationalization
Imperative in Turbulent Times*



DIVERSITY MATTERS:

**A Frank Discussion on Navigating Leadership as Women of Color
in International Education**

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Mary Machira, Weber State University

Agenda

- Welcome
- Introductions
- Round Table Discussion
- Discussion Summary
- Interview Summaries
- Next Steps
- Session Evaluation

Objectives

- Learn together the challenges women of color face in International Education Leadership.
- Learn strategies to support the core values of diversity in International education.

Definition of IE Leaders

“Individuals within international education, higher education, or positions at various levels who are charged with leading internationalization/global learning efforts.” (AIEA, 2018).

SIO Gender, Age: AIEA

Males 51%,

Females 48%

1% did not respond

47% between 51-60

(AIEA SIO, Survey, 2017)

College Presidents:

Female 26%

Women of Color 4% (Majority leading Community Colleges)

(Reid, 2012). Black and Female in Academia

SIO Demographics by Race/Experience

Race

Percentage	Race
70%	White
8%	Asian
5%	Hispanic/Latino
5%	Black/African American
0%	American Indian
0%	Pacific Islander

Experience

1-5 yrs. 38%

6-10 yrs. 26%

20 yrs. 5%

New comers in current role

1-5 yrs. 46%

AIEA SIO SURVEY, 2017)

Discussion Questions

- Describe your current role and any kind of support you have received to get to this point in your career.
- How does race, age, and gender impact your career development?
- What are some of the barriers you have encountered, and how did you overcome them?
- What strategies can women of color employ to advance their careers?
- How can Senior International Officers support the leadership development of women of color in International Education?

Interview Summaries: Alice Yang

Interview Subjects: 4 Asian/Asian-American Women Leaders in IE

Challenges

- Eastern culture discourages speaking out and confrontation.
- Being easily intimidated by senior administrators (usually men, always white)
- Being paid less than senior white males for the same work
- Being assumed to be less English-proficient due to accent bias

Strategies

- Be proud of our ethnicity
- Speak up and advocate/negotiate for yourself
- Seek mentors and supporters
- Build professional network and form the alliance
- Further strengthen strengths rather than focus on weakness
- Utilize analytical skills and well-organized presentation to increase persuading power

Interview Summary: Mary Machira

Interview Subjects: African/African-American Women in IE/HE

Challenges

- Our own fears and insecurities--internal and external factors
- Other women who offer support by words not action-conformity vs change agents
- Individuals who choose not to offer opportunities to others even when in a position to do so
- Lack of trust from supervisors or administration

Strategies

- Advocate for yourself
- Trust yourself and be unapologetic about it. You BELONG at the table
- Take initiative -be prepared
- Collaborate with others
- Have a network of supporters--cultivate relationships-internal or external

Interview Summary: Angela Miller

Interview Subjects: Latina, Caribbean in HE

Challenges

- Even though they were in leadership positions, they did not perceive themselves as leaders.
- Always being watched.
- Expectation is that we are not as good as others.
- Lack of tips and insights that they needed to have in order to advance professionally.
- Viewed as though they were not deserving of being hired into their leadership role.

Strategies

- Get a Network sponsor, not a mentor
- Persist: Finish what you start
- Build Teams
- Be a Change Agent
- Reflect: Be more thoughtful and strategic

NEXT STEPS

- Implications for Women of Color in Leadership
- Implications for SIOs
- Inclusive Leadership

“**Inclusive leadership** is the practice of **leadership** that carefully includes the contributions of all stakeholders in the community or organization.

Inclusion means being at the table at all levels of the organization, being a valued contributor and being fully responsible for your contribution to the ultimate result.” (*Inclusive Leadership in Higher Education*, Stefani, L. & Blessinger, P., 2018)

Implications for Women of Color:

1. Advocate for yourself- Understand the unique challenges of intersectionality and how to overcome them as you aspire for leadership.
2. Take initiative- Be prepared, be persistent, and be a change agent.
3. Build your social capital--Have a network of supporters both internally and externally.
4. Get a sponsor or a mentor to guide and support you, and give you access to opportunities for professional development.
5. Collaborate with others--you need others to advance.

Implications for SIOs at the Individual and Structural level:

1. Increase personal awareness of gender and racial diversity in International Education Leadership
2. Create a diverse and welcoming working environment
3. "Build trust by creating a more participatory and inclusive workplace where communication and decision-making can occur outside the typical hierarchy" – by Sava Berhane

<https://www.fastcompany.com/3053531/three-ways-to-tell-if-your-company-supports-women-of-color>

4. Serve as a mentor and share valuable resources with women of color.
5. Provide professional development opportunities.
6. Identify the leadership skills of women of color and give them important assignments to practice decision-making skills.
7. Collaborate with Chief Diversity Officer and "apply equity & inclusion in the International Education system to all aspects of internationalization, including hiring and retention of diverse staff" (AIEA Standards of Professional Practice: #11) <http://www.aieaworld.org/standards-of-professional-practice>

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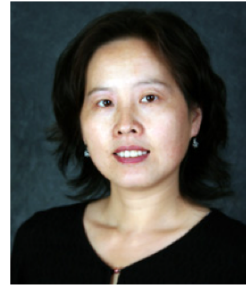
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Thank you for attending!

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See resources handout for more helpful readings.