Women in leadership roles need to develop tools that will help them be successful in the higher education environment: knowledge about the history, culture, and political landscape of their institution; resources for performing the job; professional development opportunities; and work and life balance skills. Conrad (2007) states that effective mentoring can help reduce the learning curve.

Women of color face a challenge in searching for a mentor to monitor their progress and facilitate their professional development (Wenniger, 2001). Patricia Battin (2004) states:

> Mentorship represents an individual commitment to seeking out, identifying, and developing in a variety of ways the leaders of the future; people who have the creativity, the intellect, the conceptual skills, and the personal qualities necessary to provide true transformational leadership in the challenging, ever-changing, and fluid environment of contemporary higher education.

Metros and Yang (2006) assert that "the leadership within colleges and universities must first recognize and identify the need for mentoring, and then plan, develop, support, and promote a program that directly addresses specific workforce gaps—both current and future." With the absence of role models, women of color who have moved into administration are using strategies, such as connection, relationships, and collaboration, that allow them to be effective in their organizations and that incorporate multiple perspectives based on culture, race, gender, and other dimensions.

Kelci Lucier 5/5/08 10:45 AM
Formatted: Left: 0.9", Right: 0.9", Top: 0.9", Bottom: 0.9", Header distance from edge: 1", Footer distance from edge:

Kelci Lucier 5/4/08 10:53 AM
Deleted: ,

Kelci Lucier 5/4/08 10:53 AM
Deleted: ,

Kelci Lucier 5/4/08 10:53 AM
Deleted: ,

Kelci Lucier 5/4/08 10:53 AM
Deleted: ,

Kelci Lucier 5/4/08 10:54 AM
Deleted: .

Kelci Lucier 5/4/08 10:55 AM
Deleted: ,

Kelci Lucier 5/4/08 10:54 AM
Deleted: "

Kelci Lucier 5/4/08 10:55 AM
Formatted: Indent: Left: 0.5", First line:

Kelci Lucier 5/5/08 10:41 AM
Comment: Because this quote is more than 40 words, it needs to be a block quote. I believe it also needs a page number. See Page 118/section 3.34.

Kelci Lucier 5/4/08 10:55 AM
Deleted: "

Kelci Lucier 5/4/08 10:55 AM
Formatted: Indent: First line: 0"

Kelci Lucier 5/4/08 10:56 AM
Deleted: s

Kelci Lucier 5/5/08 10:41 AM
Comment: Page number

Kelci Lucier 5/4/08 10:58 AM
Deleted:

Kelci Lucier 5/4/08 10:59 AM
Deleted: such as connection, relationships, and collaboration,