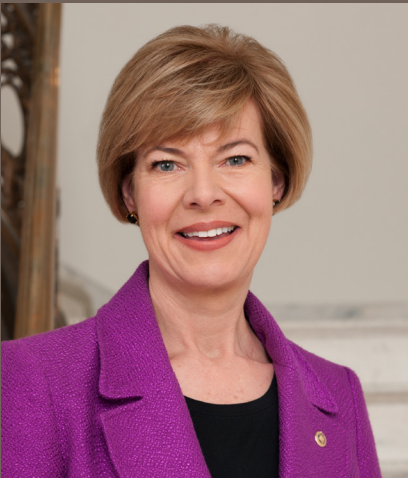


LEARNING, LIVING & LEADING

AT SMITH COLLEGE





The Need

Smith women are a force for change.

Throughout history, they have started movements, broken barriers and shaken the status quo. As a result, women's lives are better, and our world is a fairer, more just place.

But a great need remains for more women to step forward and lead the next wave of societal change. The statistics bear out the problem. In the U.S., 63 percent of women are in the workforce, yet they hold only 15 percent of executive-level positions, 17 percent of board seats and only 5 percent of Fortune 500 CEO seats. In science, technology, engineering and math fields (STEM), women hold fewer than 25 percent of all jobs, and they earn fewer STEM degrees, especially in engineering.

Around the world, no country has closed the gender gap in government, business or finance, and only about 21 percent of women hold seats in national parliaments.

To this day, girls continue to be conditioned from a young age to believe that women are not capable leaders. Cultural norms encourage them to apologize, to be intimidated by negotiation, and therefore to cheat themselves out of opportunities for growth and career advancement.

These kinds of barriers to women impede economic growth and limit everyone's potential.

Renowned Smith-educated leaders include (opposite page, clockwise from top left) Farah Pandith '90, Carolyn Kuan '99, Janet Clarke McKinley '76, Thelma Golden '87, Laura D'Andrea Tyson '69, Marilyn Carlson Nelson '61, Gloria Steinem '56, Tammy Baldwin '84

The Opportunity

Smith, with its significant resources and rich history, has an incredible opportunity to once again use its greatest asset—women’s education—to meet the world’s urgent call for more women leaders.

With its new signature leadership development program, Smith will be the go-to college for smart, talented and ambitious women seeking the skills and habits of mind necessary for success at every level in a complex and ever-changing world.

The program will be a defining element of the Smith experience, collecting all of Smith’s remarkable academic assets into one integrated, progressive, interdisciplinary course of study that guarantees every student opportunities—from the time they arrive on campus to the time they leave—to acquire practical skills, reflect on their interests and passions, and connect with alumnae mentors who are leaders in their fields.



“To me, being a Smithie means being a leader—being an active, responsible global citizen. At Smith, I have grown to be a strong, independent, confident woman. The sky is the limit!”

- Syedah Ahmed '15

The Program

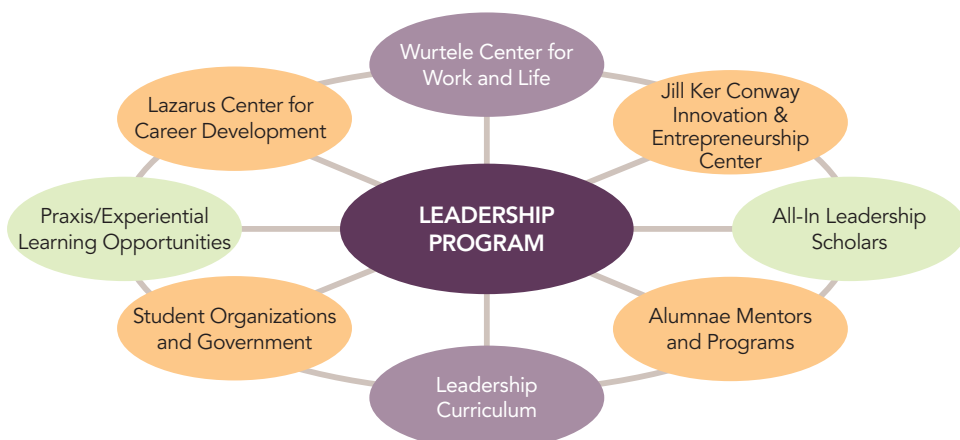
The leadership development program is designed as a four-year experience; however, students may customize their program to meet their individual interests at different stages of their Smith careers.

At the heart of the program are a series of skill-building courses that help develop capacities around critical and analytical thinking, inspire innovation and resourcefulness, encourage self-awareness and self-knowledge, and foster engagement with communities.

Courses meld curricular and co-curricular programs to create a rich and meaningful experience that prepares students for a lifetime of leadership.

By participating in the program, students:

- Develop their personal leadership skills in support of their aspirations and passions
- Learn the power of personal reflection as a lifelong tool
- Gain self-confidence
- Acquire important skills, from public speaking to negotiation to conflict resolution
- Build a network of mentors
- Put classroom theory into practice



Leadership Development In Action

Smith’s leadership program is a highly immersive experience in which students become leaders by reflecting on their individual strengths and challenges, building skills and filling gaps in knowledge, and testing what they’ve learned through real-world experiences and mentorships.

Four courses are offered every semester, and students may customize their studies to satisfy their interests and meet their needs. As incentives along the way, students are provided with fully funded opportunities to attend national conferences, present papers on their research, or take internships around the world.

The program works for any major, from art to zoology. In the end, Smith students graduate with a set of core competencies that put them ahead of their peers competing for similar jobs or spaces in prestigious graduate or business-related programs.

*Here is how a hypothetical **four-year track** might play out for a Smith student.*

Student: Sophia, class of 2020

Major: Art history

Interests: Arts education, community and government relations, public policy

Year One

Sophia arrives at Smith and opts to take advantage of the four-year experience. She begins her first year by enrolling in a class that focuses on identifying your unique qualities. She spends the fall and spring semesters reflecting on her passions and ends the year feeling more confident in who she is and what she wants out of life.



The leadership program has multiple points of entry, so students can start at any time.

Year Two

With a clearer understanding of her interests and personal passions, Sophia realizes that she needs to build some of her skills, so she takes a class that includes a public speaking unit to feel more confident in presenting to large groups. Because she has completed two courses in the program, Sophia qualifies for an enhanced Praxis internship grant. She decides to spend the summer in Washington, DC, interning at the National Endowment for the Arts.

Year Three

In her junior year, Sophia enrolls in her third leadership program class—with a unit on financial literacy—and is automatically assigned an alumna mentor who advises her regularly about career aspirations and opportunities. In addition, Sophia is given funding to attend a leadership in the arts conference off campus, where she connects with an alumna who is the executive director of an after-school arts program in New York.

Year Four

Sophia enrolls in her final course, and finds the unit on conflict resolution particularly helpful. With graduation looming, she reaches out to the alumnae network and reconnects with the alumna who leads an after-school arts program. Sophia lands a position at the New York City-based organization, developing arts curriculum for three of the city's largest after-school programs. Her new employer cites her participation in the leadership development program as one of the experiences that placed Sophia ahead of other candidates. At graduation, Sophia is recognized for her participation in the leadership development program with a special honor cord.



Inspiring Women to 'Play Bigger'

Benita Jackson, associate professor of psychology, has spent a lot of time thinking about leadership, especially how it is taught at Smith. She served on a committee led by Dean of the College Donna Lisker to study the myriad ways Smith develops leadership qualities in students and what the college can do better to secure its place at the forefront of leadership development for women at the undergraduate level.

Here Jackson discusses the important role Smith plays in preparing women for leadership and how effective leadership benefits everyone.

What does leadership mean to you?

I see leadership as making sure that things go well around us. It should be developed starting much earlier than college. That said, for people who do go to college, it is a pivotal time of identity development, and we have an opportunity for them to incorporate "leader" as part of their evolving sense of self.

Why is it important that leadership training and development be available to all students?

Real leadership isn't only for the elite few. With the enormous problems humanity faces, we all benefit when every last one of us



can bring into being the highest version of ourselves to make sure things go well for ourselves and our communities.

There is a clear need in the world for more women leaders. What role can Smith play in preparing its students to fill those gaps and what might Smith do differently?

Smith can, should and does lead the way here. I see so many people in leadership positions who, after some period of intensive work in their roles, burn out. As Smith grows our particular take on leadership development, it would be a valuable contribution to build leaders by taking a broader view. "Sustainable leadership" works for the individual long term, and in turn, builds stronger communities.



Certainly a well-rested and emotionally grounded leader will make more of a positive impact in the long run, and will take greater pleasure in their work, and keep at it for longer.

What, in your view, makes an effective leader?

Creativity, flexibility, a sense of humor, the ability to listen deeply, being able to take a stand, being mission-driven, genuinely liking people and being able to convey that liking to motivate people.

You served on the college's leadership committee, led by Donna Lisker. In that context, what did you discover about leadership development at Smith?

Leadership preparation and education is happening in so many pockets across campus, supported by a range of staff and faculty. It is terrific that our campus is so focused on and supportive of educating women for leadership, but what we found is that we can better serve our students by coordinating everything that is currently being offered into a more cohesive program.

"We can better serve our students by coordinating everything that is currently being offered into a more cohesive program."

In your view, what does a more intentional and coordinated leadership program do to foster a more supportive environment for the development of leaders here at Smith?

It doesn't reinvent the wheel, but what it does is maximize what students can get, and it makes visible what's already being done. My favorite leadership expert these days is Tara Mohr. She authored a book called *Playing Big*, and that's how I see the mission of the college, and what we can do really well: to help women play bigger in their lives.

Putting Leadership Front and Center



Dean of the College and Vice-President of Campus Life

Donna Lisker came to Smith College in 2014. In her role, she oversees all aspects of the undergraduate experience, from first-year orientation through commencement, and serves on the president's cabinet. Her team pays particular attention to the integration of students' lives inside and outside the classroom, with special emphasis on student leadership initiatives.

Prior to coming to Smith, Lisker had a 15-year career at Duke University. From 2007 through 2014, she served as the associate vice provost for undergraduate education. In 2004, she founded the Baldwin Scholars, Duke's prestigious women's leadership program, and served as its co-director until her departure from Duke.

What makes Smith's leadership initiative unique?

1. Unlike at most other institutions, students do not have to apply to Smith's program. It is open to every single student, regardless of her major or career aspirations
2. It has multiple points of entry, so students can start at any time
3. It integrates a range of existing resources, making it easier for students to develop a leadership curriculum that works best for them
4. It is geared specifically to women
5. It draws on the talents and expertise of a worldwide network of some 48,000 Smith alumnae, who have forged paths in every profession and field of study
6. It creates a common and consistent curriculum around the acquisition of leadership skills that will attract the attention of future employers





THE CAMPAIGN FOR SMITH

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