

Personnel Conf. -- April 29, 1975

'Fear of  
Success'

+  
Phyllis

Wallace also  
there



About five years ago I had "Personnel" added to my vice-presidential portfolio at MIT. Not very long after that the regional Civil Rights office of HEW in Boston sent a team over to visit us to see how we were doing. One of their criticisms was that nobody around the campus seemed to know that John Wynne was the equal employment opportunity officer. That didn't surprise me too much because I didn't know it either. But by this time I know that I'm the equal employment opportunity officer. And if I sound proud of what we've done at MIT, if I sound somewhat self-serving (and I'm not going to say that we are not without problems), I am proud, for we have changed, and we view these issues as something to which we are committed over the long pull.

We've sought to institutionalize the affirmative action idea and build it into our structure and processes. And we are not despairing if somehow we don't meet our particular goal this year. We know that there are pipelines to be filled in terms of able, young minorities and women moving through undergraduate school and Graduate school and into faculty ranks. That's a time consuming process, and we are hopeful that as that process continues and advances, our goals are going to be met.

My principal interest, then, is to talk about the ways we have approached affirmative action at MIT.



I'm pleased to say that we have an approved affirmative action plan.

The Institute summary plan is published annually in MIT's newspaper, and Pat Garrison, who is the assistant equal employment opportunity officer, is here this afternoon from MIT with copies of that plan if anybody would like to take a look at it. That plan was approved several years ago. The important fact is that it has been approved. We've updated it at least three times since then. We are on an annual update cycle in which we report our progress to HEW annually. And we're on a cycle in which we revise our goals biennially. By and large, in terms of having a plan and having it approved, I think we are in reasonably good shape.

#### Organization for Affirmative Action

I would like to talk about our organization, our mechanisms, the way in which we have looked at our policies and tried to modify policies where we thought they were inadequate for our purposes, and the kind of supporting structure that we have provided.

We have, first of all, a president, a chancellor, and provost who are very strongly committed to affirmative action. I take that as the most important ingredient of progress. And we have, as I said, an equal employment opportunity officer who is also the vice president for administration and personnel. Within my portfolio are



admissions and financial aid and student placement, as well as academic and non-academic personnel issues. So these functions come together in our case in rather convenient ways, concentrating responsibility for employment and admissions and affirmative action in the same person.

We have two great strengths organizationally in the persons of the Special Assistant to the President and Chancellor for Women and Work, Mary Rowe, who is here today and whom you'll hear later, and Clarence Williams, who is the Special Assistant to the President and Chancellor for Minority Affairs. We have a very strong equal opportunity committee which is chaired by a tenured senior member of the faculty and has probably half a dozen other senior faculty members on it. It includes students, graduate students, and members of the staff. We have an equal opportunity structure that runs down through the departments with departmental equal employment opportunity officers who have responsibilities for implementation and planning for the program. To the extent that we can, we ask that the department head serve in that role. Our goal throughout is to use the existing structure of the institution to carry out our affirmative action responsibility.



### Affirmative Action Mechanisms: An Approved Plan

As far as the mechanisms we employ are concerned, I've described the over-arching MIT affirmative action plan. We have, as well, plans for each of the academic departments, administrative departments, and the laboratories. Every department at MIT is required to have an affirmative action plan, and these have been presented to HEW. Some of our sister institutions were not too happy with us for having, as they viewed it, caved in to HEW and produced department affirmative action plans. But our conviction is that the commitment has to begin at the grass roots. Our institutional plans and goals are summaries of departmental plans and goals.

### Affirmative Action Data

We have had to organize a data system to keep track of applicant flow and a data system which will enable us to know fairly quickly what our progress is, how we're doing and where the soft spots may be.

### The "Serious Search" Requirement

We have adopted as one of our mechanisms what we call "the serious search" requirement. The Academic Council of MIT, which consists of the president, the chancellor, and provost, the deans and the vice presidents, about twenty people, all meet together - have



met for years - regularly once a week. At the end of that meeting for a period of about half an hour they convene themselves into a staff appointments and an academic appointments subgroup. We require that before a department can make an offer of a staff or faculty appointment, it must present to this group through the responsible dean or vice president, evidence that the department has conducted a serious search; evidence which will show that they have not defined the requirements so narrowly as to limit the pool; evidence as to the way in which they have assessed the pool and searched it, and finally evidence that they have made the choice so as to select the best candidate in a nondiscriminatory way. In effect, we have centralized the authority for making appointments for purposes of affirmative action. We are not looking at qualifications of proposed assistant professors, for example. What we are looking at is the affirmative action search process. And that's been a very important element in consciousness raising, as you might guess, within MIT.

#### "Posting All Positions"

We have a requirement that all non-academic positions be posted in Tech Talk, MIT's weekly newspaper. We encourage the posting of faculty positions, but we don't require it, but we do require that all others be posted there. I see this requirement as having very important career development as well as affirmative action implications.



What it does is open up the internal labor market of MIT so that there is complete information about what jobs are available. People aspiring to change or promotion are thus encouraged to declare their interest by inquiring about the position and making application for it.

#### Salary Equity Reviews

We have, I think, a good system of salary review. It's a system which generates a fair amount of statistical data. Beyond that, we look, individual by individual, at salary patterns in an effort to see whether a particular person may appear to be underpaid, and if so, why.

#### Grievance Procedure

And, finally, we have what we think is a general and fairly effective grievance procedure which I leave to Mary Rowe to comment on because she is very much involved in that process.

#### Consistency in Our Policies

##### Stopping the Tenure Clock

We found it necessary to comb our policies and practices to see whether they are adequately supportive of what we wanted to do. One of the first, for example, was the decision, which we've written into our policy, that appointments may be made, including tenure appointments, which recognize the fact that it may be



necessary for individuals to take leaves of absence or have periods of part time service because of childrearing responsibilities. The consequence of that is we can stop the tenure clock. I stress the word individuals, because our policy accommodates men and women with childrearing responsibilities.

#### Benefits for Part Time Employees

Similarly we have moved to make the benefits program available to the people who want part time service, to encourage such employment. Anyone who's fifty percent or more employed at MIT has access to the full MIT benefits program, pro rated where proration is appropriate.

#### Nepotism Policy

We have, I think, a fairly clear-cut policy on nepotism. Its main thrust is to say that MIT appoints people with regard to their quality and capability and talents without regard to family relationship. We qualify that only to the end that no person shall be in a position of judging another or administering the salary of a member of his or her family. We've extended that policy just a little to say that it applies with equal force to persons whose living arrangements approximate to a family relationship, knowing that the identification of such situations is a matter of some delicacy. We go on to say that it is the responsibility of individuals to be aware of the reasons for such a policy and to conduct themselves accordingly.



### Maternity and Parental Leave

We have moved to a policy of maternity leave which treats childbirth or rather maternity and disabilities associated with it as any other disability under our sick pay plan. Our policy provides, as well, for what we call parental leave - that is, the opportunity for the husband or wife to take an eight-week leave of absence without pay in connection with the birth of a child.

### Job Sharing

We have a further policy which encourages what I would call job-sharing. I won't say that we have a wave of job sharing on the campus, but, in fact, we have one situation in which I have some pride and which I think works very well. We have an Office of Personnel Development that is responsible for training and for personal and organizational development work on the campus and Lincoln Laboratory. The co-directors of that office happen to be a husband and wife who share the single job of heading the office. When I introduced them to Dr. Wiesner, the president, as part of the interview process, he said, "I can think of a lot of reasons why this wouldn't work. But," he said, "after all, this is MIT, and we're experiment-minded. Let's try it." And from my point of view, it has worked beautifully.



## Support Structures

### Child Care

I would like to move on to support structures. We have what I think is an effective childcare program, which includes general counseling, guidance, and a referral service to daycare providers; we have a family daycare program in which we encourage and assist parent providers of daycare to other youngsters. We have the Technology Children's Center which includes a nursery school and regular daycare program. These programs serve faculty, students, and staff.

### Special Assistants to the President and Chancellor

Most important in our support structure are the two special assistants that I previously mentioned, Dr. Mary Rowe and Dr. Clarence Williams. There has been a great change in outlook and attitude around MIT because Mary and Clarence exist and because of the kind of people they are.

### The Role of Mentors

We see a great value in mentors. I don't mean in the sense of any formal appointment. I am referring here principally to the faculty, but, especially, I would say, for women and members of minority groups who come to the faculty. And while we don't want to formalize relationships to the extent of making specific appointments, the department heads are strongly encouraged to make sure that new,



young members of the faculty, women and minorities, do have a senior person who is guiding their development to the extent that they want such help. Of course, some don't.

#### Position Classification System

We have adopted within the last two years a staff classification system. Its primary goal is to achieve equity in compensation and consistency in reward for responsibility. Women and minorities have been major beneficiaries of our new plan.

#### Medical Support

Finally, in the area of support structures, we have a very competent medical department that is available to students and faculty and others employed in the Institute. There is a very strong psychiatric and counseling service and a good social work service as well as broad and first-class medical care. We view that as an important element of our support structure.

#### Support for Personal Development

I should add, as I mentioned before, our Office of Personnel Development. We have an administrative development program intended to help upgrade the staff, to give them an opportunity for acquiring added skills and understanding in administrative areas. We have also within the last three years reorganized our personnel office to stress an outreach of personnel services with a very strong focus on the individual employee.



We have begun within the last ten days what is a major supervisory training program at the Lincoln Laboratory, an 1800 person laboratory at MIT. This is an affirmative action and supervisory training program of twenty hours duration. One thousand technical staff and administrators will take this program over a period of the next three years. It will produce, I'm sure, remarkable changes in that laboratory.

In conclusion, as I said at the outset, I may have shown some pride in what we've tried to do at MIT. I don't mean to say that we have solved all our problems or that we have made enormous strides in meeting all our goals; indeed, we have not. But a crucial fact is that our attitude has been a positive - a committed one. Our relationships with the Boston office of HEW have been constructive, and I think that arises out of a kind of sense of trust on both sides - theirs that our intentions are good and ours that they are not acting capriciously or arbitrarily. Good faith, commitment, and mutual trust are essential to affirmative action progress.



Free

Phyllis Wallace

Civil Rights  
Title VII  
Exec Orders

hit during  
periods of  
expansion

BLS  
white males  
bear brunt  
of unempl.

with l.f. reduction

Three important cases in the  
Federal Courts -

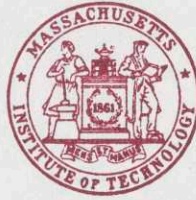
Watkins - Alabama - retain 90% of  
blacks three  
retrenchment

What are some alternatives to  
the lay offs?

- reduction in work hours { dpo w
- elim overtime { wpy
- rotate lay offs { hpd
- stagger work schedules
- leaves of absence w/o pay
- early retirement
- across the board wage cut
- deferral of raises { merit
- deferral or { cost of living
- reductn of { automatic
- fringe benefits { bonus
- rescheduling of vacation { profit sharing
- reduced or  
deferred contribn to union welfare plans
- getting rid of subsidized cafeterias
- tuition, expense accounts, staff benefits

Briggs Case  
1971 upheld  
Title III





MARY P. ROWE  
Special Assistant for Women and Work

APR 10 1975

Ref. to

File

4-29-75  
I'd like to go

OFFICE OF PERSONNEL SERVICES

April 10, 1975

to the two  
marked if I  
can?  
(I'll check on  
that Monday)

Dr. Mary P. Rowe  
Special Assistant to  
President & Chancellor  
for Women & Work  
Room 10-215

NB to Claudia -  
Blenda Wilson's

Dear Mary:

name  
misspelled -  
Someone  
Should  
apologize?

I have been a long time getting a letter to you con-  
firming the arrangements for your participation in the CUPA  
conference at the end of the month. Your attendance at any  
and all of the sessions is welcomed, however, we will rely  
on your participation in the panel from 2-4 or 4:30 Tuesday,  
April 29. Rosa has told me that you plan to go to Newton  
around noon on Tuesday and that you would be happy to take  
Phyllis with you in your car. That would be just great as  
I had hoped to be there all day. If a problem develops,  
however, please let me know so that I can arrange some other  
means for you both.

As we discussed, your topic is the "fear of success"  
that becomes a particular downfall for women. I have asked  
Dixie to set up a meeting for us to talk about your presenta-  
tion and the multitude of odds and ends that I have wanted to  
share with you for the past month.

Mary, I am very pleased that you have been able to set  
aside the time to make this presentation to the CUPA group.  
I know that it will be useful to a large portion of those  
attending. Carol is so excited about the Women & Work and  
the Affirmative Action programs that she is coming from  
Detroit to attend the conference!

Enclosed is the conference brochure for your information.

I will see you in a day or two.

Sincerely,

*Claudia*  
Claudia

CBL/DC

Enclosure



"WAGE AND SALARY  
ADMINISTRATION"

Chairman: John H. Koenig, Director of Personnel, Tufts Univ.  
Panel: Leo V. Sullivan, Personnel Director, Boston College  
Peter Kaplan, Asst. V.P. for Organization & Mgmt.  
University of Massachusetts  
William Quay, Compensation Mgr., Tufts Univ.

"PROBLEMS OF  
RETRENCHMENT"

Chairlady: Patricia Coor, Personnel Director, Wheaton College  
Speakers: Dr. James Nickerson, Director, The Service Men's  
Opportunity College, Formerly Pres., Mankato State  
Robert A. Alesch, President, CUPA, Director of  
Personnel, University of Wisconsin System

5:15 p.m. to 6:15 p.m. - Reception

Tuesday, April 29, 1975

9:00 a.m. to 12:00 p.m. - Concurrent Sessions - Coffee Break - 10:30 a.m.

"AFFIRMATIVE ACTION -  
WHAT DO WE DO NOW?"

Moderator: Patricia Garrison, Asst. to the Equal Opportunity  
Officer, Mass. Inst. of Tech.  
Facilitators: Walter J. Leonard, Special Asst. to the President &  
Equal Employment Opportunity Officer, Harvard Univ.  
James J. Culliton, Director of Personnel Services  
Mass. Inst. of Tech.

"MANAGEMENT DEVELOP-  
MENT WORKSHOP"

Chairman: Arthur F. Lindberg, Director of Personnel  
Dartmouth College  
Facilitator: Dr. Lee Bolman, Lecturer on Education, Harvard Univ.

12:15 p.m. to 1:45 p.m. - Luncheon - Annual Business Meeting

Presiding: James J. Fandel, Chairman  
Herbert M. Groce, Jr., Chairman Elect  
Harold M. Messer, Jr., Secretary-Treasurer  
Report of National Officers  
Report of Nominating Committee  
Kenneth Cubitt, Chairman, Nominating Committee

2:00 p.m. to 4:00 p.m.

"WOMEN AND WORK -  
CONFLICTING GOALS"

Moderator: Claudia B. Liebesny, Personnel Officer  
Mass. Inst. of Tech.

"FEAR OF SUCCESS"

Dr. Mary P. Rowe, Special Asst. to Pres. &  
Chancellor for Women and Work, Mass. Inst. of Tech.

"CONTRACTUAL AGREEMENTS &  
AFFIRMATIVE ACTION"

Dr. Phyllis Wallace, Professor, Sloan School of  
Management, Mass. Inst. of Tech.

2:00 p.m. to 3:30 p.m. - WORKSHOPS

"OSHA - UPDATE"

Co-Leaders: Eric Spencer, Safety Officer, Brown University  
John Fresina, Director of Safety, Mass. Inst. of Tech.

"PERSONNEL DATA SYSTEM"

Co-Leaders: Ted Los, Staff Personnel Admin., University of Mass.  
Bob Nelson, Manager, Personnel Info. Services  
Mass. Inst. of Tech.

"HELP UNLIMITED -  
HIRING THE  
EX-OFFENDER"

Co-Leaders: Martin Feeney, Governor's Committee on Corrections -  
Author, Asst. Dir. of Manpower Development,  
Mass. Dept. of Corrections  
John B. Newcomb, Personnel Officer,  
Mass. Inst. of Tech.

ATTEND - PARTICIPATE - RETURN TO YOUR CAMPUS A BETTER INFORMED PERSONNEL PERSON



19TH ANNUAL CONFERENCE  
COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION  
Eastern Region

Newton East  
1st after Mass Turn

Conference Theme  
PERSONAL DEVELOPMENT - PROFESSIONAL GROWTH FOR THE PERSONNEL ADMINISTRATOR

The Boston Marriott, Newton, Massachusetts

Mass Pike - 15  
16 - 30 Con Ave

PROGRAM

Sunday Evening, April 27, 1975

8:00 p.m. Hospitality - "A Gathering" - "Formally - Informal" - meeting of the early arrivals - meet the Speakers - Panel Leaders - National Officers - Regional Officers - your associates from other Educational Institutions. Tom Boyd: Editor of CUPA Publications, will be a featured guest of the officers.

Monday, April 28, 1975

8:00 a.m. to 9:15 a.m. - Registration

9:15 a.m. to 10:30 a.m. - Opening Session

Presiding: James J. Fandel, Chairman of the Eastern Region  
Manager of Labor Relations, Mass. Inst. of Tech.

"THE DEMAND FOR CHANGE" Keynote: Prof. Edgar H. Schein, Ph.D., Organizational Psychology & Mgmt., Alfred P. Sloan School of Management, Mass. Inst. of Tech.

10:30 a.m. - Coffee Break

10:45 a.m. to 12:00 p.m. - Concurrent Sessions

"TODAY AND TOMORROW" Chairman: John B. Butler, Director of Personnel, Harvard Univ.

Panel: Diedrich K. Willers, Personnel Director  
Cornell University

Karen Bradley, Director, Personnel Services  
New York University

William D. Jones, V.P. for Employee Relations  
University of Delaware

Paul M. Matthews, Director, Personnel Services  
McGill University

"MIDDLE MANAGEMENT": Chairlady: Lucille M. Knight, Asst. to the V.P. for Business Affairs, Wellesley College

"THE STRENGTH BUT FORGOTTEN RESOURCE OF THE EDUCATIONAL INSTITUTION" Speaker: Walter H. Powell, V.P. for Personnel Resources Temple University

"GRIEVANCE PROCEDURES IN A NON-UNION ENVIRONMENT" Chairman: Robert E. Keane, Director of Personnel University of Maine at Orono

Panel: Gary Wulf, Director of Systems, Personnel Services University of New Hampshire

Henry Tymecki, Director of Personnel  
University of Vermont

12:15 p.m. to 1:45 p.m. - Luncheon

Presiding: Herbert M. Groce, Jr., Chairman Elect, V.P., Human Resources, College of Medicine & Dentistry of N.J.

I.E.M. "AN ADMINISTRATOR'S SABBATICAL" Speaker: *Blenda* Belinda Wilson, Assoc. Dean of Admin., Graduate School of Education, Harvard University

2:00 p.m. to 4:30 p.m. - Concurrent Sessions - Coffee Break - 3:15 p.m.

"UNION ORGANIZATION DRIVE" Chairman: Leonard Marcus, Director of Employee Relations Yale University

Panel: Gerald Wolper, Nat. Labor Relations Board, Boston

Margaret Lowe, Personnel Director, Columbia Univ.

Ronald Bush, Asst. to President for Personnel and Labor Relations, Middlesex Community College



MARY P. ROWE  
Special Assistant for Women and Work



OFFICE OF THE VICE PRESIDENT  
ADMINISTRATION AND PERSONNEL

MAR 4 1975  
Ref. to 4-29-75  
File \_\_\_\_\_

March 3, 1975

Dr. Mary P. Rowe  
10-215  
M. I. T.

Dear Mary:

Thank you for accepting our invitation to participate in the College and University Personnel Association's Eastern Regional Conference. The conference will be held on April 27, 28, and 29th, at the Marriott Motor Hotel in Newton. The session in which you will participate is scheduled for Tuesday, April 29. Please reserve this date on your calendar.

James Fandel, Chairman of the Eastern Regional Conference, will be sending you information regarding the programs for the three days.

In the interim, if you have any questions regarding logistics or your role as a participant, please call me, Pat Garrison at 253-1512 or Claudia Liebesny at 253-1595.

Sincerely,

Patricia A. Garrison  
EEO Assistant

PAG/DP

*On calendar  
→ Garrison*

*Rosa -  
Can you  
find out  
when -  
what  
time?*



Use Personnel Speech

# Fear of Success

Ia Fear of Success or the motive to avoid success

was once a simple concept -

~~was~~ ♀ afraid of consequences of success.

Not wish to fail. But fear of neg or a pos reinforcement to success.

- loss of femin
- soc'l rejection
- am I crazy?

♀ high on mas did worst in compet'n

High Fear ex  
Low Fear ex

Ib - based on contradiction betw. "femin" + "adult" + "successful"

Is this true? - Brownman - Chester

IIa) REPLICATION? Difficult

IIb. 1975 - Minority & non-min women different -

therefore motion not everything

bec facts show difficulties

irrational fear of success not everything.

Can I? - Biology - Maccoby. Overlap

Discrimination

Legal - will I be passed over?

Non-actionable - com story

- Social Structure - kids (but Δ-g)

- Horror of Top Jobs - Who Need It?

Non-actionable - competition problems had betw ♂ + ♀



## Implications

- The more successful - The less likely to say ~~so~~ <sup>they are</sup> successful
- Seek out neg feedback + criticism "for fairness"

- Harder to Find
- Need help + support
- Cope w. aggressive feelings

~~Importance of marriage~~

~~Support~~

c) Price - hostility, frustration, aggression

- work on ~~so~~ structure of work - helps with kids + unpleasantness
- work on discrimination - Big Little - helps support female lives

AM



Memorandum from the  
OFFICE OF THE VICE PRESIDENT  
ADMINISTRATION AND PERSONNEL, M.I.T.

MARY P. ROWE  
Special Assistant for Women and Work

2/2/77

FEB 3 1977

Ref. to

File

~~file with that~~  
conference  
make a folder  
none 3)

RE: Mary Donlon Alger Conference

Mary,

Attached is a copy of  
John's remarks at the Conference,  
which he recently sent to Kathryn  
Moore. He asked me to send it on  
to you for your information.

Mary