

**INTERVIEW WITH
PAULA CRONIN
Sloan Oral History Series
June 20, 2012**

B: Bob McKersie
G: George Roth
P: Paula Cronin

G: It's June 20th, and this is George Roth and Bob McKersie interviewing Paula Cronin. Paula has been sharing some information about her family background and her father's connection to MIT and Course 15. What year would your father have graduated?

P: 1928. In those days, to be a student in Course XV, you had to complete the first two years in engineering. So my father did two years in mechanical engineering and then went into Course XV.

You were asking me about how I came to MIT. It wasn't directly because of my father. I had graduated from Harvard, and I was working at Harvard. When Harvard Business School began accepting women, it seemed logical to me to do that. My sons were about 10 and 12; my husband is a lawyer in Boston. So after applying to Harvard and doing well on the GMAT, I got a letter saying I was on the waiting list. So I put on my best Diane Von Furstenberg dress—she was all the rage at the time—and I went over and talked to a man named Jim in the Admissions Office, and asked what I could do to get off the waiting list and into the class that started in September. He said, "Well, Mrs. Cronin, I'll tell you frankly. You're 39 years old. We have never admitted a student into the MBA program who is that old, and we're not going to start with a woman. But," he said, "You're perfect for Stanford. You'd just be perfect." He put his hand on the telephone and he said, "I'll call them right now and tell them that you're here and you can go right to Stanford." There I was, with two children in grade school and a husband – lawyers don't transfer like nurses do. I left. Never did get off the waiting list, and they eliminated the waiting list after that because I wasn't the only one who caused problems.

I went back to my office at Harvard and was very blue. I can remember. It was a beautiful spring afternoon. A woman who worked there said to me, "Paula, why don't you apply at MIT?" It really had never occurred to me. My brother is also an MIT graduate. Both my father and brother are very quantitative. They're always fixing things. I'm a writer. I went to the telephone book and found out about how you apply to the Sloan School. Actually, applications were just about closed at the time. But I'd already taken the GMAT, so that was okay. I applied to the Sloan School. This would have been the spring of 1975. I got a telephone call almost right away from Leslie Hruby, who had graduated from Sloan a few years before, and was director of both Placement and Admissions. That's how small the school was. She had read my application and wanted to know if I'd like to come down and be interviewed. So I figured out how to get to MIT on the T—I'd never done that before—and came to her office on the fourth floor, right

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across from Bill Pounds in E52. She had set me up for a whole day of interviews with faculty and other people who worked at Sloan.

The interview I remember the most was Professor Sidney Alexander, who was very senior at the time, almost as old as Gordon Kaufman is now, and very quantitative. He was either Economics or Operations Research. He gave me a whole lecture in his office with the blackboard, with Greek letters and numbers and equations. I had no idea what he was talking about.

I got into Sloan, but my admission was conditional. In those days successful applicants had to be comfortable with integral and differential calculus. So I spent the spring semester at Harvard at lunchtime taking a trigonometry course, a prerequisite for calculus. I spent the summer at BU Summer School—I rode over on my bike at night—taking integral and then differential calculus. I got passing grades in both. The first day at Sloan, in the Orientation, they actually gave an exam to first-year students, to make sure you really did master these. I passed that, and here I am. Once, in my two years, I took a course in Microeconomics, from Bob Pindyck, and he integrated once. That's the only time I ever used it. But calculus is a good vocabulary. I'm glad I did it.

There weren't very many women in the class, but there were more than there had been in previous classes. We all became very good friends. At that point, I was 40, old enough to be the mother of most of the students. In those days most students came right out of college, and if you were at MIT you could do an undergraduate degree and Sloan in five years. So there were a lot of people who were young enough to be my children. But I made a lot of friends. I'm very involved in alumni activities in our class, and sometimes give dinners for my class at my house.

G: How big was your class?

P: At that time there were two Master's classes. There was the regular two-year Master's class (this was before students earned MBAs; we earned Master of Science—SM—degrees), and there was the Accelerated Master's class. I was old enough to be in the Accelerated Master's class, but I really didn't have the right background to be in it, or I didn't think I did. So our class was maybe 110, 115, and the Accelerated class was maybe 45. Sometimes we were together in class and sometimes we weren't. For an outsider it would be difficult to see who was what. There were probably eight or nine women in my class. A couple older, like myself, too. This was about the time of Gloria Steinem and Betty Friedan and Title IX, these things were opening up things for women that didn't exist before.

I concentrated—you needed to concentrate in something—in Marketing, which is how I ended up with John Little as my thesis advisor. I also worked for John in the summer. I was also an editor. In those days, the *Sloan Management Review* had student editors, who got their jobs through a competition. Given that writing and editing were my background I had no trouble becoming an editor, which was very time-consuming during the year and a full-time job in the summer, along with working with John Little.

John had us conduct a survey in supermarkets. UPC codes had just come in, and he was always on the leading edge of those sorts of things, very intrigued to see how those were working. So that was very involved. Then I thought Placement (now called the Office of Career Development) was very interesting activity, so I got involved with all sorts of companies and company representatives and students and faculty. Bill Pounds offered me the job after I graduated, so instead of going into business, and I accepted. Then it turned out ...

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B: That would have been 1977?

P: 1977. It turned out that—I'm not sure I have this right—MIT gets government money, and therefore has to advertise jobs like this nationwide. I remember picking up the Sunday *New York Times* one day, and seeing an ad for this job, and just breaking into tears. I couldn't believe it. But anyway, they did a national search, and in the end, I got the job.

B: Good.

P: So that was good. It was a little bit of a cliffhanger for a while. Of all the classes I took here as a graduate student, my favorite was taught by a man named Louis Banks. I don't know if either of you've heard of him. He had been the managing editor of *Fortune* magazine. When he retired, Harvard Business School asked him to come as a lecturer. He reached the retirement age there, Bill asked him to come teach at Sloan. It was a seminar. He was just terrific. He talked about how corporations can deal successfully with the media so the story gets told the way they want it, but not whitewashed. One thing he said that was so memorable was that television would decide what the news is, and television only decides what the news is where they have their cameras. I've thought about that a lot since then. There's a lot to that.

So, I did the Placement, right out of Sloan, yes. But I was old enough ...

B: Right. In those days you had to do a thesis, right? And you did it under John Little.

P: I did. Radcliffe (the women's name for Harvard then) still has its alumni magazine, *The Radcliffe Quarterly*, and they were thinking of going national, like *Ms*, which had just been founded by Gloria Steinem. It would carry national issues, not just local ones, about women. They paid me to go to New York and talk to the editors of *Vogue*, *Ms*, *Glamour*, and others, to see whether there was a market for yet another national women's magazine. The conclusion was no, especially because Radcliffe didn't have the funding. When I got down to the figures and how much it cost to publish a national magazine and be successful, we were really out of our league. But it was an interesting exercise. John said it was the sexiest thesis he ever supervised.

B: So your thesis had a very practical connection to what Radcliffe was thinking about.

P: Yes, it did. I think writing a thesis was hard for a lot of people who didn't have a writing background. And why should they?

B: So you started as our Placement director in 1977.

P: Right. I did that for about five years. Two things I particularly liked about it: one, the classes were small enough that I got to know essentially everyone in the second-year class who was looking for a job. That gave a nice dimension to my work. The other was I accepted a lot of invitations to visit companies, not just see the recruiters sitting here in an office like this,

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but to go and see what's happening there. That was interesting. I even got down to the beer companies in Mexico, in Monterey.

Now students using Placement bid for a job, for placement interviews, and whatever. It's all done on the Internet. But in those days, everything was done by hand. All the offices were on the fourth floor. It was easy to do what Bill Pounds does, manage by walking around. I did that. Everybody did that.

Let me go back a step, since you're collecting history of Course XV. Maybe you got this somewhere else. Maybe, even it's in my book (*A Work in Progress*, a history of the MIT Sloan School 1953-2002). But Esther Merrill, who lives on Merrill Road in Merrill, New Hampshire, I think, was the secretary for Course XV. She had a huge book on her desk, just huge, kind of like the Gutenberg Bible. In it, handwritten, was the name of every single student who had been in Course XV. She even showed me my father's name, and next to it was his birthday. They were all men. Didn't have to be, but they were. And every year, when Erwin Schell was still alive, he would send a birthday card to the graduates. My father used to get them at our home in Peru, IL. It was very nice. Anyway, she was on the first floor, so she was very much part of the Sloan School, even though she basically dealt just with Course XV undergraduates.

I was sitting in my office, about 1980 or 1981, and Abe Siegal and Al Silk came into the office, sat down, and asked if I would start an Alumni Relations program. I was flattered that they asked, Before that we didn't have enough alumni to have an alumni relations activity, although most of the other schools did.

Another satisfaction of the job running the Placement Office was about twice a year those of us who had the same jobs at Stanford, Wharton, Tuck, Chicago, and Columbia would get together, either out there or here or somewhere else. I learned a lot from them and they learned a lot from me, and we shared a lot of things. When I started the alumni magazine, the same thing. All those schools already had enough alumni to have a magazine. I was able to get started pretty quickly by consulting with my colleagues at those schools. We got together often.

G: When you were in that Placement position and meeting with companies and helping students get jobs, what was it, at that time, that you saw was distinctive about MIT and gave the students advantages? Or had companies come to MIT rather than go elsewhere?

P: The first thing that struck me was we had a significant number of people who weren't particularly articulate. This was always a concern. We did as much as we could with practice interviews and helping people realize the importance of that. But McKinsey and Goldman Sachs—particularly the financials at firms like Goldman Sachs and Bear Stearns—really were looking for quantitative people who had taken management courses.

G: Even back then.

P: Definitely. We certainly excelled in that more than some of the other schools, although certainly if went to Harvard or Tuck you'd find quantitative people.

I can remember a woman in the Class of '79 (I was at the Placement office), Nancy Killefer. She had graduated from Vassar in mathematics, was tremendously articulate, and came here. She graduated with offers from Goldman Sachs, McKinsey, Bain, and the World Bank—you name it. She's chose McKinsey and is still there; she's a senior partner.

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We had a few stars like that. But the others tended to be pretty quantitative. Pat Callahan, who's now the executive vice president of Wells Fargo, was in my class. She had been an undergraduate at MIT in Mechanical Engineering and then come to Sloan. She was really a personality. She had lots of job offers, chose Crocker National Bank at the time, no it's Wells Fargo.

I started the Alumni Relations activity, which involved setting up clubs around the country. We weren't that international yet. We started a club in Seattle and one in San Francisco, one in Houston. I would go around and rally the troops. Sometimes I got someone like Ed Roberts to come out and give a speech.

About the same time, Martin Trust, who was Class of '58, came into my office suggesting that his class have a 25th reunion. We had never had reunions. We were way behind what Harvard does. So we organized a 25th reunion for Martin Trust's class. Now reunions are a big, busy activity here. It's taken a while to get enough people and to get the sophistication as far as places like Harvard, Smith, Wellesley have for their reunions.

B: So Martin was class of –

P: 1958, I think. He took all the initiative for a 25th reunion for his class.

B: So that was 1983, I guess. Did we have an alumni magazine at that point?

P: No.

B: That was another thing you did.

P: In those days, you raised your hand and they said, "Do it." I raised my hand and said, "We should have an alumni magazine, all the other schools do." Bill said, "We really don't have enough alumni, yet." But a couple years later when I was still waving my hand, we decided there were enough alumni, and I started the magazine. We called it *Sloan*. It came out twice a year, which was so seldom people thought they didn't get a copy, but in fact they did, it was just months ago. We worked very hard to get Class Notes, because that's what people turn to right away in their alumni magazines.

Another thing I found: this was an opportunity to showcase some of our most successful graduates—many of whom were graduates of the Sloan Fellows program—but that's all right. That was fascinating. I went out to Seattle to interview T Wilson, who was the chairman of Boeing at the time, and I took a photographer with me. I went to Rochester to interview Colby Chandler, who was chairman of Eastman Kodak, which was thriving at the time.

B: Those two individuals would have been Sloan Fellows.

P: Yes, Sloan Fellows. Lloyd Reuss, at General Motors. He was president, not the chairman. I had a trip to Europe and interviewed the chairman of the ferry that runs from Southampton to the Isle of Wight. He was a graduate of the Sloan School. Those interviews were fascinating. Whoever was in charge of Grumman Aircraft in Islip, Long Island. Good trips.

I toured the plants, talked to these people, and then wrote it all up—I didn't tape anything, I took notes in shorthand, so that was it.

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B: In terms of jurisdiction, did other parts of MIT feel more ownership for those who had gotten its undergraduate degrees, the course like your father's? Or were we worried primarily about those who had gotten a master's degree?

P: I'll tell you where we ran into that was when further on—further in my life—I got involved in Resource Development. That is where there really are walls or silos. If someone like Pat Callahan had an undergraduate degree from MIT and a graduate degree from Sloan School, the undergraduate Resource Development Office claimed her, and didn't want us to also be soliciting her. That's where there was territory.

But when I was doing the magazine, I also made myself—after asking for an invitation—a member of the MIT News office. I went to their meetings regularly and got a lot more publicity for the Sloan School as a result. Otherwise, we're way out here and they never think of us. That was good for a while. But as far as claiming graduates for one or the other, it was only in Resource Development where we ran into trouble.

B: The insight you just provided is that in terms of distinguished alumni we could claim, it was really the Sloan Fellows, wasn't it?

P: It turned out to be more.

B: Because the School had only started in 1952. But the Sloan Fellows go back to the 1930s.

P: But also they arrived at age 40, already promising executives when they came.

B: So in terms of how Sloan, at an early point, could reach to important management types, it was often the Sloan Fellows grads.

P: True. I'm trying to think who's just a graduate of the Sloan School without that, who is eminent.

B: Martin Trust would be eminent.

P: Martin Trust, certainly. He has founded his own company and done very well with that. Bill Taylor, who founded *Fast Company*, the magazine, which for a while gave *Fortune* a run, but they are different territories.

B: I think quite a few people, whose names are up in this building, are from the regular Master's program. I am not tuned in to all of them. I see names everywhere. Names on the elevator....

P: Somebody gives an elevator, a chair.

B: There's a name for this room. We have names all over the place.
So, how long did you stay in Alumni?

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P: Probably five years. But that overlapped with doing the magazine at the same time. The one piece of alumni work I was really poor at—and this shows you how small our office was, just me—I was sent to Atlanta to recruit ay Spellman and Morehouse, and it was very clear they didn't want me there. Someone else would have been more appropriate. But otherwise, we didn't go around much doing recruiting at schools because at that point we had decided that we wanted people who had some work experience. We went through a hard time trying to meet all the affirmative action needs. Sometimes the wrong people got admitted or people took the wrong courses. I think we're through that, now.

After I did the magazine for a while—I'm trying to think who took over Alumni Relations. Maybe I was still doing it at the same time. We had a very lean staff. It's not like today where I don't know how many people are in each activity. I suggested that we have public relations as well. So, "Yes, Paula, you can do that." (laughter)

That's another game. That's not just being a good writer or enjoying being with people. That's another whole thing. And I can remember vividly—I do have to share this. Abe was now the dean, and I got a call one evening from somebody at a newspaper about something—I've completely repressed what it was—but whatever I said was in the paper the next day, and it was all wrong. Abe called me to his office. I remember what I was wearing. I remember where I was sitting in his office. I just burst into tears. He was firm with me, "Don't let it happen again," but he gave me a second chance. He was a good friend already, and he stayed a good friend.

G: This was in your role as public relations?

P: Yes. It was soon after that I suggested we bring over David Lampe. Did you know David? He was doing PR for the ILP. I had gotten to know him through the MIT News Office and a Communications group that met every month of people who did this kind of work all across MIT. I realized he would be much better at it than I. He was more discreet in what he said. So we brought David Lampe over to help. I think Glen Urban was the dean then.

B: In your role with public relations, this gets to a question that the dean is asking various people as they get ready to decide the themes to put in this 100th anniversary volume. What were you touting? You were a drummer girl for what kinds of accomplishments of the School back in those days?

P: One that seems kind of trivial was when Lester was the dean. He was going to China. I guess he was the preliminary trip...

B: We were going to have a partnership with Chinese schools.

P: At the time, Nicholas Kristof was the head of the Beijing office for the *New York Times*. Somehow, and I don't remember how, I managed to arrange in Beijing for Lester Thurow to be interviewed by Kristof, who would then put it in the *New York Times*. That was the kind of thing it took a lot of time for very slim results. The best ones were when we did PR with schools like Stanford and Kellogg and Chicago. We got together on an idea, like McKinsey is hiring X number of people, or Goldman Sachs isn't hiring as many as last year. And we put together a

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story on what's happening at all seven schools, and then peddled that story, took the initiative. But I don't know what David did. I was relieved to be done with that. It didn't come to me easily. It was awkward.

Another thing I would like to mention because it's part of history—Lester was the dean then—many times I'd be in a meeting and I would be the only woman. And I felt that whenever I had something to say I wouldn't get called on. Finally, they either called on me or I would speak up anyway. Then right away someone would talk over me. This happened so many times that at one point I went to Lester. I just left the meeting— it happened to be on the fourth floor—I went straight to his office, I told him what the problem was, and I quit. He calmed me down, and he explained that many times in his life he had been humbled and he carried on. He's the one who required every Department who wanted a new faculty person to hire a woman before anyone else. It was about the same time. I have tremendous respect for his perspective on things. That was very good.

G: And Lester kept you here.

P: Lester kept me here. I can't remember if I still kept getting talked over in meetings. But yes, he kept me here. He was a good person to work for.

What else? When Glen was the dean—this was just dumb luck. When I worked as the editor of the *Harvard University Gazette*, the daughter of one of my colleagues in the Harvard News Office was an editor at *US News and World Report* in Washington. So I went down there when I was here at Sloan and persuaded her to come and give Sloan some special attention in the *US News and World Report*. We got overlooked a lot. They'll mention Harvard but not us. She gave us a very favorable review. Then *US News and World Report* came out with rankings and we were fourth. Most places hadn't even heard of us before. Glen was dean, and he was so excited he threw a huge Consumption Function right away that afternoon in the lobby of E52. The building was hopping, exploding, everyone was so excited that we were noticed and we had done so well in their rankings.

G: I was a graduate student then.

P: So you remember that. Yes.

B: Yes. Glen, with his marketing interest, this was a high priority, to get recognized. You've seen the school move through quite a journey, haven't you, when you think about what it was like when you were a student.

P: Right. And since I'm still very much involved with international programs—not as much as I was a few years ago. I retired 17 years ago, but I still do quite a bit of work for Alan White and Eleanor Chin. So I do physically see the buildings. This building is magnificent.

When I came in 1975, the first floor really wasn't used, didn't have lights on. It was just a dark space into which you entered, and you found the stairway or the elevator and rose up.

B: That's E52 you're referring to?

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P: Yes. There were some classrooms on each side, but not much. Mostly you just came into that dark space and quickly went up. We had one round table on the 4th floor which you could gather around socially, Robinett Lounge on the third floor, where you could take your sandwich and have lunch. It was just one building with Mr. Sloan's picture hanging there beside the front door.

B: Right, right.

G: When did the Faculty Club go into the sixth floor?

P: It's always been there.

G: But it wasn't really part of the school.

P: No. It was open for lunch and dinner every day, and on Fridays it had a buffet. The line snaked out to Main Street. Faculty came from far and wide of MIT for the buffet on Friday. It's not open such long hours so much anymore, I don't think.

B: Now you can't even go unless it's an organized event.

P: My unmarried secretary met her husband there because she went up after work every day for a drink in the bar, and one day he was there, too.

B: So, you were able to pass off Public Relations. But then you continued with Alumni and the magazine?

P: I did. Lester wanted to get the name MIT in there, so we changed the name of the magazine to *MIT Sloan* from just *Sloan*, which everyone agreed did not spark recognition in many people's mind outside of Sloan. And we increased publication to three times a year, continued to flog the bushes for Class Notes.

When I left, David took over the magazine, and he turned it into something called *ROI*, which was more like a tabloid. Didn't come out anymore often, but physically it looked more like a tabloid. And now it's this other thing.

G: It was a different size paper.

P: Yes. It unfolded, kind of like this. Then David moved on to Harvard Business School.

B: At some point, didn't you do something with *Sloan Management Review*?

P: I had been a student editor, and at some point someone, whoever was the dean, came to me and said, "We'd like you to take over *Sloan Management Review*, too, because it really is languishing." I said I would do it under one circumstance, which was that we eliminated student editors and had professional editors, because I had seen, in my two years there and since,

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that the student editors could let the manuscripts pile up for eight months and never look at them because they were busy. They weren't necessarily qualified to read them, anyway, because the papers came from people who were professional in whatever field they were in. I thought it was being run in a very unbusinesslike way. Maybe you remember who the dean was then...?.

B: It was probably Bill Pounds.

P: So I did take over as publisher. The editor was Sarah Cliffe, who became a close friend, but then she was headhunted away. She's now the executive editor of *Harvard Business Review*, and has been there for twenty years. She was terrific. Initially, the students who were editors and were let go were very upset. I will take some of the blame for that. I don't know what I should have done or would have done, but the last student editors, left quite uncomfortably, discomfited.

B: This could be an interesting question for a seminar: Why do student editors work for law reviews but don't work for business reviews?

P: My husband is a graduate of Harvard Law School, so we rehashed this many times. It was Bill who had the idea of having the *Sloan Management Review* in the first place, and then choosing the editors exactly the way they're chosen for *Harvard Law Review*, which is, you take the top five academic students. That happened at Sloan. The top five were invariably people really good in quantitative stuff and didn't care about manuscripts and didn't know anything about manuscripts. The difference at a place like Harvard or Chicago or any other law school is that the law reviews they publish are so scholarly with footnotes, it's exactly what they thrive on. It fits perfectly with their talents. It was not a good match here. That's my take on it.

Sometime between when Bill started *The Review* that way and I became a student, he shifted it away and it became competitive to become an editor. If you wanted to be an editor you had to go through interviews and write an essay and so on. That's how I got it. But then I found that students are so overworked that even though they gave it some time, it was not the kind of time that was given by editors at *Harvard Business Review* or any other business school magazines that had full-time professional staffs. We had a lot of disgruntled authors who'd write after six months and say, "Where's my manuscript? What are you doing with it?" Now we have a huge office, professionals who do it, and it's been redesigned. It's more attractive now.

G: They've gone through some changes, too.

P: Yes. I keep reading about that. (laughter) It's hard. Well, the *Harvard Business Review*, when they had Suzy Welch there, they went through an upheaval, too.

G: I wrote an article for Suzy Welch.

P: And did she publish it?

G: Oh, yes. It was just a final edit. So I said, "I can drop it off for you." That was with her previous husband and her kids, over there.

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B: We should ask some questions about who were some of the faculty through your journey here, because we want to be sure, as we track the different decades, that we have a representative. You mentioned John Little ...?

P: Certainly the first name that comes to everybody's mind is Arnie Barnett. Arnie is so good. I brought my husband to a couple of his lectures, just to sit in. He taught statistics, which was not one of my strengths. He actually got me, and people like me, interested in it. I won't say that I can use it fluently like the English language, but he had a wonderful way of presenting these arcane situations and brought them to life. Arnie and Harriet are still among our closest friends.

B: That's great.

P: Occasionally I still go to one of his classes.

B: And Harriet shows up. Every so often I see her here. Just a couple weeks ago she was taking people from—used to be called MIT Dames?

P: The MIT Women's Club. She brought them all on a tour.

B: She took them on a tour of the new building.

P: Yes. She's very active. She's part of the Admissions office. She reads applications regularly. It's almost a full-time job during the season. She does them a lot at home. They're doing them all now on Kindles or Nooks or something electronic. She had two months of training on that. She'll be up at four in the morning reading thirty applications from India or Korea or Japan. She's very active.

B: Right. I admire it. That's good. Good thought there.

P: Zvi Bodie taught the finance course I took. He's now at BU. Michael Scott Morton taught the Linear Programming course that we all had to take.

B: That's an interesting career because that's how he came. And then he shifted over to strategy.

P: Linear Programming, I did very poorly on an exam, and so did a couple other people in the class. So we were all asked to come back a week later at 7:00 at night and take another exam. We did pass the second one. It humbled us.

B: That's Ed Schein's philosophy, that we should never flunk anybody. Just have them keep learning to the point where they can, in a sense, pass the bar. Then, mission accomplished.

P: I think the grade I got in Arnie's grade was higher than I should have got. But he was maybe of the same school that you are. At least give her a passing grade. (laughter)

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I'm trying to think who else. I did not take a course from Lotte Bailyn, which I probably should have. When I was at Harvard for a couple years, I edited a series of books that Bud Bailyn was editing. I think that Lotte read my application to the Sloan School and helped shoo me in. I didn't take her course, but I think I should have.

B: Because then the curriculum first-year was pretty much required, and the second year ...

P: It was all finance, statistics, linear programming.

B: Now we've shrunk it down to just one semester that is required, isn't it?

P: Yes.

G: Yes. It's a group of core courses, and whether you get Lotte teaching the section you take, if she's even teaching that.

P: She may not be now, but she was then.

G: She would've just started, because she didn't come here as a research...

B: She came as a Lecturer.

P: This goes back to affirmative action. Phyllis Wallace was here. When MIT was required to promote women, Phyllis was the first, and Lotte was the second. She was so qualified in every single way you can imagine, and to think it had to be affirmative action in order to get MIT and other places off their chairs.

B: In fact, some people have suggested that as part of having a complete record we have to figure out how to put something in about Phyllis Wallace. Did you ever do any interviews with her?

P: I did. In the magazine. She had done a longitudinal study of Sloan graduates.

B: Right. So there would be something in one of the issues of –

P: Yes. There's also a woman named Annette Le Monde, who graduated from the Sloan School in 1972, before me, although I think she's younger than I am. She went to Wellesley as an undergraduate, and she lives in Cambridge. She worked as Phyllis Wallace's TA, and knew her very well. I only knew Phyllis as someone I talked with. Annette Le Monde would be a resource about Phyllis.

G: Thank you.

P: We were all so horrified. Phyllis hadn't retired very long, and she died.

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B: It was very sudden. She just had a heart attack in her apartment.

P: I don't know whether Pam Turner would be useful for you. Were you here when Pam was here? Pam graduated also, maybe Class of '72. She had been a secretary at ADL and married her boss, Cort Turner, came here and got a degree, and then became director of Placement. When I was a student, she was director of Placement. I replaced her. She lives on Brattle St., and Fayerweather St., corner of, in Cambridge. She could give you some earlier memories, if you're looking for that kind of thing.

B: Yes. This is a whole big question. Initially our task was to flesh out the early days of the Sloan School through interviews with faculty and others who were there. Going out to alumni is an intriguing idea. There are some other faculty who were here. Do you remember Paul McAvoy?

P: Just by name, because he's a well-known name, yes. But, no. I didn't have him.

B: I'm going to catch up with him this summer. When I mentioned opera up north, he happens to be part of this small group that goes to these operas. So I'll take my tape recorder along.

And there was Marty Weingartner, whom I interviewed down in Nashville, because we're close friends.

So there are extensions of what we started with. The extension of going to alumni is a good possibility.

P: I hope there's going to be a chapter in the book about alumni who've done very well, like Pat Callahan, who's the executive vice president of Wells Fargo. She could talk, if she was asked, about what did Sloan give her. There must be no end of alumni who could do that. I hope you're doing that.

G: What's been interesting is your perspective is a little different because we've primarily—almost exclusively—interviewed faculty. So you're showing us a view of the school from its inner workings.

P: Harriet could do the same. She was here before I was.

B: So it would have been the early '70s, then?

P: Yes. She worked with Miriam Sherburne.

B: Is that how she and Arnie met?

P: Yes.

B: They met here at the School. It was a school romance.

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P: Yes. I came in 1975 as a student. Harriet was already here. She had graduated from American University in 1970 or something, came here, had a job somewhere on the fourth floor. Maybe she worked with Miriam Sherburne, who has got her whole page in there [in *Work in Progress*].

B: That's fascinating. Another question would be: Were there some pieces of the story that you didn't get in this book? Or, if you were to look at this book and say, "If I were to do it over again?"

P: The only thing that comes to mind, which is not quite what you asked, I did feel that the section on Marketing that has John Little with his Little's Law –

B: Marketing Measures...

P: Marketing Measures. That section could be much stronger. I was running out of time by the time I got to that. The Press was breathing down my neck. I wish I could have rewritten that one somehow.

B: By contrast, when we talked to Stew Meyers, he said, "Hey, take a look at what's in here," and it's a great piece. He really laid it out.

P: So did Ed Schein, in his piece in there.

B: Oh, yes. We've interviewed Ed. He's coming back for the Academy of Management.

G: He's working on his memoirs.

P: And he has a friend. I'm so pleased about that.

G: Oh, good. He was my dissertation chair.

P: Well, he has a new friend. I'm very pleased. I think it's very flattering to Mary that he has a friend. Yes. We knew them because their children and our children were in grade school together. So we've known them forever.

B: Were you members of the same tennis club?

P: No. Don't play tennis.

P: No. That's the Cambridge Tennis Club, right? No, I don't. But a lot of friends do. I might have left out –

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G: I have to admit, Paula, I have read sections. I don't know the titles of the book as well as Bob does. What I remember is the book is largely about departments. I'm curious about what activities or things, when doing this, or your own observations, brought people together.

P: You read my mind. The Sloan School has always seemed to me like family. This isn't Professor McKersie. This is Bob. It's always been like that. And coming from Harvard, which is so formal, I was always Miss Budlong or Mrs. Cronin, and the lines were clearly demarked, whatever the situation.

Bill Pounds managed by walking around all the time. He's always done that. Whatever you're doing, there he is in the doorway, and you're so pleased you put everything aside. If something happened like Bob Merton got a chair—I'm going way back now, before he left to go to Harvard Business School—Bill had everybody leave their office. Sent runners around and we all dropped what we were doing at 10:00 in the morning and filed into the Dean's Conference Room on the fourth floor, and he told us this wonderful news, and shared it all.

Then there were the Christmas parties at Endicott House, and Abe Siegel's wife, Lil, used to make fruitcakes for everybody at Christmas time. And every fall, when there were new faculty, Bill Pounds would have everybody come to the Conference Room and introduce the new faculty, one by one, explain about them. It was really family. I hope it still is. It certainly is pretty much that way over in the International Programs Office. And, to me, what a contrast to how formally things tended to be done at Harvard. It's not like that any more. But it was.

B: So you hang out with Eleanor Chin?

P: Yes. I do.

B: Did they give you a desk there?

P: No. But I know where all the hooks are to hang my coat. I'm pretty involved with the International. They've sent me on some trips. I've been to Korea and China a few times. Not in the last year or two, but it's been since we're affiliated with universities over there.

B: You religiously attend all of the luncheons, the Chinese-style luncheons.

P: Yes, I go to all of those, and I write their materials. Mostly they are published electronically now, but they used to be printed.

B: When you say you write their materials—?

P: For the International Faculty Fellows Program. Some of my stuff is on the web.

B: Oh, you mean, when they are describing what the program is all about. I talk to most of the Fellows, so I have reams and reams of quotes from their experiences. I can almost put together bios.

B: I had a good office mate this year. Stephan. Of, course, when they put them around here, you don't get to meet them as much. This one is from Portugal, Lisbon.

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P: Right. I occasionally meet them, but the Portuguese tend not to come to the luncheons. Unless I make an effort, I don't meet them. I did meet the one from Turkey this year.

B: Because the luncheons are still heavily on the Chinese partnerships, aren't they?

P: They are. I think if the others who attended ... Of course, Korea isn't in it anymore, but if Turkey came, and Portugal, and we had some from West Africa for a while, there would be more on them. But this is Alan's choice. I have nothing to do with it.

I had a great trip in 2001, right before 9/11. Lester, Glen, Simon Johnson, and myself to Jeddah, Saudi Arabia, for ten days. That was very interesting experience. I had to take my husband because I wouldn't have been able to leave the hotel without a male relative. That was a good trip. That was about ten years after I retired. Lester comes to those meetings when he can, the IFF lunches.

B: What else should we talk about? We've covered your notes, have we, Paula?

P: That's it. Yes.

G: Bob, you had asked about others in the faculty. Were there others in administration?

P: Miriam Sherburne, of course. She's in there. Harriet. Esther Merrill.

B: But people who are still alive.

P: Of course. And Alan White was so much the Sloan Fellows program.

B: Yeah. We haven't interviewed Alan White. (laughs)

G: He's on our list. He doesn't like it, though.

P: Anne Lipner had Donna Behmer's job, before Donna got it. She was also in my Class of '77. She's moved. She remarried, a man who works for Microsoft. They moved out to Seattle, so she's not here any more.

B: We're going to interview Donna.

P: Donna was John Little's secretary when I was a student think. John Little went to somebody, whoever was the dean, and said, "This woman is too smart for just being a secretary."

B: Yeah. She's had a great career here.

G: The other question I was interested in—because we've heard this from the faculty, but not from someone that was working in the school—is the characteristics of the different

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deans and associate deans in various periods. You've talked about who was dean then, but I don't know if you can think back about were there things that were distinctive?

P: I have to start with Bill, because he was so totally engaging. I first met him the first day of Orientation Week for first-year students. At that point the penthouse, the seventh floor, was one big room. We assembled there and he ambled in and talked to us in the most friendly way. I remember sitting next to Liz Haas, who was in my class. She had just graduated from University of Arizona. She was half my age, and she had waived every single required course, which was the whole first semester. I, of course, had to take everything. But he set us all at ease, no matter who was sitting on your left or your right. Abe and he really worked very closely together, as we all know.

I think the move from Bill to Abe was pretty seamless, although I think Abe then found he didn't really like being dean as much. He used to say this all the time: faculty would say, "What have you done for me today, Abe?" He took so much of that.

Then it went to Lester, which surprised everyone because Lester, at that point, was on national TV all the time, and books coming out every six months, and how did he have time to be dean, or why was he even interested in being dean? But that turned out to be a good experience, at least for a lot of us. I can't speak from the faculty's point of view.

After that was Glen Urban. Glen is a sailor, and my husband and family are sailors, too, in Maine. Glen was actually with us in North Haven. We were all sitting on our deck looking out on the sea, and he got this call that he was going to be the next dean. It was very exciting.

G: In terms of the atmosphere, –

P: It changed. Bill was everywhere, all the time; management by walking around. Abe was more apt to be in his office. But at the same time, he was very accessible if you got yourself there. He didn't come to you.

Lester was so busy. I don't remember getting much feedback from him about much of anything because he was so busy doing so many different things.

I had the sense that Glen stayed in his office more. I could be wrong about that.

B: Glen worked on the brand.

P: Yes.

G: He was the MIT Sloan? I know that was with the alumni magazine. Was that when the school changed its name?

B: Yeah. He really emphasized the MIT brand.

P: Lester started it. He wanted to do that more.

B: Lester started it, but Glen, as a marketing guy, really wanted to –

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P: Oh, one of the things I did—but it was Glen who got me to do it—I found a designer, Joe Gilbert, in Providence, who gave us the graphic look that we still have, the MIT Sloan, and the dome with the pillars. I found him, but at Glen's initiative. He was the one who wanted a brand for the MIT Sloan. MIT itself didn't even have one at that point. Every department had a different logo. Glen was the one who thought of that.

G: When I remember Lester—because Lester was dean when I was here, and Arnaldo was associate dean – they did their strategic planning process on the school. I was curious to see the reaction of the faculty doing a business task in a business school.

P: How did they do?

G: OK. I'd been an organizational studies student in that department. So they were predictably skeptical about why we had to do this, but compliant.

B: (laughs) That's a good way to put it.

G: One of the things that came out of that was the recognition that faculty did not do that much with one another, or with students, except in rare cases in that department which led to this—

P: Abe was the one who reorganized the faculty so they were in clusters, which had more of an organizational studies aspect to them.

B: Into the three major clusters or departments.

P: Some time after that the Deans' Office became not just a dean and an associate dean, but then there were three who rotated. You had that.

B: They had two first. Now they're up to three deputy deans.

P: You had your turn.

I remember when we had the *Sloan Management Review* review with you. Communications. We taught nothing on managerial communications when I came. I pushed for it, obviously, with my background. Got nowhere. Finally, Michael Scott Morton was associate dean, and he hired JoAnne Yates, who had just graduated from graduate school, to come and teach communications to MBA students. There were some of us—I was one of them—who insisted there should be that aspect. But whoever was the dean—was it Abe?—thought this wasn't appropriate. So, even though somehow she got the appointment, she was assigned to the rest of MIT. She taught one or two classes here, and the rest of her classes were to undergraduates. Somehow that evolved, and now look, it's a robust department and really serves a purpose.

B: In terms of our international linkages, it's one that sends more of our Communications faculty to China than any other group. Isn't that true?

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P: Neil Hartman, back and forth, back and forth.

B: Neil and Lee Haffrey.

P: Lee was teaching ethics, which didn't fly very well in China, so I don't think he goes anymore. He'd love to go, but the Chinese didn't want to hear that stuff.

B: Neil goes, a lot.

P: Yes. But he's teaching Communications. I sat in on his courses, in both China and in Korea. He's terrific. Now he goes everywhere else—Portugal, Turkey, England—teaching this. Somehow fits it all in.

B: Which is interesting because a lot of people come here thinking that our comparative advantage would be Finance or Economics. But I don't think those faculty go abroad as much as Neil does.

P: Some of it, I think, is choice. Neil loves it. He can find his way around all by himself, even in China.

B: I think what it says is our value-added to these other nascent programs is more in Communications, which they don't naturally have as part of their portfolio, rather than Economics of Finance—even though when the people come this way, they often come for that.

P: That's true. I think Eleanor Chin has done a lot to improve the communications back and forth.

B: Okay. You probably will have thoughts along the way.

P: I can send them to you, if there's something critical I should have told you.

END OF INTERVIEW