

## Class of 1971 50th Reunion Survey

### **Work / Career**

#### Questions 14 through 18

Q14. Describe your main job(s) or occupation(s) since college.

Q15. Has your career trajectory evolved? If so, was the evolution involuntary or as a result of deliberate choice on your part?

Q16. What were/are the most satisfying aspects of your work, and/or your biggest career challenge(s) or crisis (crises) faced?

Q17. Have you encountered equity issues or barriers in your career? If so, please describe. In particular, as a woman, have you experienced a glass ceiling, glass escalator, or other barrier(s) to professional advancement?

Q18. If yes, which aspects of your life were affected? (Check all that apply.)  
Salary increases; Promotions; Hiring; Opportunities for further education  
Other

#### **Q14. Describe your main job(s) or occupations since college.**

- I was lucky enough to start an academic career that suited me for 40 years. University professor, researcher, writer, public speaker.
- I was an attorney for two legal services organizations, one in Contra Costa County and the other in San Francisco. I was then an attorney with the CA Dept. of Fair Employment and Housing (the civil rights department) for 7 years. I was an attorney with the CA Dept. of Transportation for just under 2 years. Then I was an Administrative Law Judge with the CA Dept. of Social Services for over 20 years, fully retiring in 2013. In 2012, I began my real estate career, going full time in July 2013, and I am still doing so in the Oakland/Piedmont/Berkeley area of the Greater East Bay of the SF Bay Area.
- Teaching
- I spent 40 years as a historian with the National Park Service in the field of historic preservation. Most of that time was spent with the National Register of Historic Places, reviewing the significance of and documentation for historic properties, writing guidance, and serving as a liaison with states, federal agencies, and the public. During that time I also developed and managed a K-12 education program to help historians and teachers work together and collaborate with educators in using places as teaching tools. For the last 10 years I worked in an NPS education office, where I'd moved from the National Register.
- social worker - consultant/researcher in national social welfare policy - volunteer/political advocacy for human rights - leadership position(s) in non-profit religious organizations - to a creative area of interior design (something I never studied but was always passionate about and was talented.
- Editor; lawyer
- I worked in Information Technology for most of my professional career. After I retired, I worked at a hospital as a CNA - the most rewarding work I ever did.
- I have had so many jobs, but for the last 20 years I have owned a business that provides financial management education and services for rural Alaska villages and Tribes.
- Architecture, planning and strategic planning in the international market.
- Astronomy professor at Wellesley
- Senior management positions in state government and financial services industry.
- I have been in higher ed for almost 40 years. I have served as an elected public official for 23.
- I have been a printmaker, creating both prints and limited edition books of my works. I have also worked in schools - a small boarding school as a teacher, resident, and administrator. I was also a key founder of a day school for dyslexic students in western Mass. where I taught, trained teachers, and acted as an administrator. That work provided the financial backing that let me do whatever I wished in my production of my own art. Trying to live off sales of art work was too suspenseful for me!
- My work was primarily in management positions at non-profit health and human services organizations, then evolved into government relations and advocacy for the last 20 years of my career.
- I worked in sales/marketing administration for a pharmaceutical company for 35 years and enjoyed every minute of it.
- University academic counselor and admissions officer; corporate attorney in a major firm; corporate attorney in a family office; advisor to a major philanthropist; executor; chair of a small public foundation.
- Attorney and general manager of telecommunications companies
- Special Education Teacher/ Teacher of the Deaf Educational Diagnostician School Psychologist  
Volunteer tutor for immigrants applying for citizenship
- Law professor and lawyer for a federal agency.
- Newspaper reporter and editor; pr work; main frame programmer
- Lecturer, professor, and scholar
- Writer and illustrator, mainly of children's and young adult books.
- Research assistant, teacher, legal assistant

Q14. Describe your main job(s) or occupations since college. (continued)

- Professor of psychology at a small private liberal arts college Researcher/therapist Acupuncturist Printmaker
- I have gone from the Fiction Department of The New Yorker, to book publishing, to being the Editor in Chief of House & Garden (HG) and then taking over the same role at Travel + Leisure and remaining for 21 years. I am now a luxury travel advisor.
- Academic librarian. Earning PhD in English took 9 years which I was then able to combine with the librarian job.
- Teaching 4th, 5th, 6th, 7th, 8th, and 9th grade science Teaching 6th grade social studies Grower in a greenhouse Retail florist
- Speech pathologist
- Public Defender in different capacities including capital defense of death eligible client cases, Deputy Chief and Chief for the State of CT
- Teaching English
- I worked in the financial services/investment advisory business for 40 years
- Educator
- I was an elementary special education teacher for five years, then I went on to get a PhD in special education and teacher education. I was a professor of teacher education for 30 years.
- Nutritionist and Clinical Dietitian
- certified nurse-midwife
- City planning, community redevelopment, affordable housing
- Financial analyst Fund raising analyst
- Family physician and for last 10 years physician-acupuncturist
- Art Librarian , Medical Librarian
- After earning my doctorate at Yale in 1976, I have spent my career teaching, doing research, and publishing in the area of ancient art and archaeology.
- teacher/professor
- University librarian.
- Commercial real estate asset management - monitoring both the financial health and physical maintenance of large buildings.
- Librarian – school, government and public
- Federal government policy, law, and diplomatic work (particularly involving economic and security issues).
- Management, executive, and consulting roles in three industries: insurance, banking, and media.
- Restaurant owner, director of Writing Workshop for 12 years, earned an MFA in 2004, organizing a MHC alumnae network in Europe
- Most of my jobs have revolved around 1st person historical interpretation and high school, public and private teaching.
- Corporate Finance
- I taught elementary school for 36 years, teaching three generations in the town. I taught every grade except grade 4, mentored student and beginning teachers, consulted for a math company based in Oregon.
- professor
- Episcopal priest -also a journalist. before that and a masters in ed psych and teaching
- I'm mainly an educator. I was the education coordinator for an insurance company, taught childbirth classes to expectant parents, and taught first and second grade students.
- College professor. I started out adjuncting and as a fixed term hire. After 1998, I got a tenure track position, from which I retired in summer 2019.
- Copy editor, writer/editor, corporate publications manager, contract writer/editor
- Legal field.
- Practicing law in the public sector

Q14. Describe your main job(s) or occupations since college. (continued)

- LD Specialist teaching reading/writing skills to dyslexic adults and children (20+ yrs.); full-time caregiver/advocate/services coordinator for my husband's multi-handicapped brother (10 yrs.); part-time provider of home-care services to seniors through an agency (8 yrs.--present)
- Reference and collections librarian in a public library system.
- From museum educator to public historian, creating life-long learning materials interpreting history and the landscape.
- Strategy and marketing - growing brands and businesses
- I was a full-time mom until I was 35. Then: I was in non-profit management (science-related) for 13 years; next, I moved to academics, where I spent about a decade as writer, copyeditor, and Webmaster in a university advancement office; and finally, I started my own daily money management business, where I served individual clients for years and years. I closed my business and retired about a year ago.
- College professor of biology, Biology Department Chair
- I have always used my business, administrative skills to help for profit and not-for-profit enterprises as a leader, teacher, fundraiser and writer. When my children were growing up, I was blessed to be able to give most of my attention to my daughters, and yet be active in volunteer activities at church, school and the community.
- 1972-82: Teaching elementary school in Boston, teaching English in Kathmandu, working as a school psychologist in Michigan 1978-2014: Partnering with my husband in the founding and directing of Journeys International, a global eco-tourism company
- Attorney- private practice
- Computer programmer; operations analyst; financial analyst; procurement analyst; contracts and negotiations
- Attorney. First in private practice then as a government bureaucrat.
- Beginning year 5 out: Family, volunteering Years 20-41: paid work. Retail management- Human Resources, General/ Store Manager for luxury goods division. 25 direct reports, full work group of 150.
- I was a China business person at a transitional stage in US China relations. I also later became a physician.
- Therapeutic and educational consultant and case manager
- I taught high school math and computer programming for 3 years before I decided I needed to teach something that more students actually wanted to learn. After getting a MA in neurological impairment/learning disabilities, I worked in an elementary school for 37 years. I worked in the Title I/Chapter 1 program, which provided funding for supplemental assistance for students. I was the unpaid program director for many of those years, until I started doing Reading Recovery, which had too many demands for me to continue the extra administrative work. I loved what I did.
- Artist, graphic designer, teacher/researcher, psychologist, (re-awakened) artist.
- travel agent, mother, jeweler, director of religious education, trainer, executive coach
- Operations management culminating at the Senior VP level
- Environmental Education - K-8 Environmental Law
- Originally TV producer, now media lawyer.
- Medical librarianship/information science I worked in this field for the National Institutes of Health and the FDA and lastly served as the director of medical libraries for a large east coast academic medical center.
- Geologist addressing a range of fields, especially the environment in water and climate change
- Special Education Teacher. For the most part I taught children with learning disabilities in small groups.
- Professor of Architecture
- Nonprofit management
- education - classroom teaching, museum education, tutoring
- mostly as an educator
- Typesetter, secretary, program administrator (MIT HR), organization development facilitator (MIT Organization Development department), marketing and product management (GE Mobile

Q14. Describe your main job(s) or occupations since college. (continued)

- Communications), business development and operations manager (Motorola), Chief Operating Officer (EFJohnson), CEO (Zetron), Chair of the Board (Zetron and EFJohnson), along with Senior Strategic Advisor to JVCKenwood (the last two positions were actually post retirement).
- Secondary school teacher, interrupted by child rearing and a short time doing something else.
  - Oh Boy! Defense Think Tank, Consulting with Federal Government projects, a Presidential Commission, Xerox for 25 years (Business and financial management), a NFP managing Federal Government innovation loans, and now a Municipal Councillor.
  - Professor of Mathematics
  - teacher at high school and university level; retiring as an Assistant Teaching Professor at the University of Missouri.
  - Taught math in private girls' schools, then later substitute taught in our town's public high school
  - Lawyer: corporate law firms; national private foundation & nonprofit social finance. Social worker. Public advocacy.
  - Although quite different jobs, there has been a theme of helping people reach their potential. I had a strong interest in international development, so I spent 2 years after graduation in Peace Corps, running a social center in West Africa, focusing on public health and the empowerment of women and girls. Then I fell into a 2 year role as a written and oral communications tutor at Harvard Business School. That convinced me that private industry, rather than government aid, would be more effective in development, so I joined Chase Manhattan's credit training program and was then assigned to Hong Kong and Singapore as a lending officer. But I grew dissatisfied and realized that my greatest satisfaction in earlier jobs had been the development of people, not international development. So I resigned, returned to the States, and changed careers into training and development and later the broader field of organizational development. Over the course of the next 25 years I did this for a consulting company, a Fortune 100 company, and then on my own as an independent consultant.
  - I was a professor, first at one college for a few years and then at a liberal arts college where I taught from 1986 to 2018.
  - First, a middle school teacher, and then a licensed clinical psychologist
  - educator
  - For 31 years I worked in financial services. The last ten of these years I had my own company for financial planning and fee based money management. I had a marvelous partner in this venture. Our clientele were predominantly business owners and professionals.
  - Business manager
  - investment analysis and research
  - Practicing physician
  - Costume Designer Elementary School Teacher College Professor
  - Married, traveled with husband, took a job as a bookkeeper in the mountain west. Skied, backpacked enjoyed good friends. Decided it was time to look into something more. Went to law school, law review, decided against big firm practice, joined a small practice where I have been a country lawyer ever since. Taught a little, involved in bar association activities, mentored other lawyers.
  - I've been in HR, started my own companies, headed operations at other companies and exec management of administrative functions including HR. Since turning 40, all have been driven by my desire to be in purpose/sustainability drive companies.
  - Publishing: Photo Editing. Non-profit: Databases, desktop publishing.
  - I have spent my entire career in higher education, from my first job in the public relations office at Barnard (hired by a 1961 MHC alumna) to my final job in development at Vassar (hired by a 1978 MHC alumna who previously worked for me). Yale, Hamilton, Wheaton (MA), RISD, Arizona State. I have held jobs at all levels but enjoyed the senior positions most because of the opportunity to see the whole enterprise. My last job was definitely the most fun. I only retired in June 2020 because the pandemic made it less engaging (no travel or personal visits with donors).
  - University History professor for 46 years

Q14. Describe your main job(s) or occupations since college. (continued)

- As noted earlier, my professional career started directly out of college with a summer internship at the General Services Administration Consumer Bureau which I then parlayed into a full time position. That was followed by being one of the first paralegals with the League of Women Voters and the law firm of Arnold and Porter. After completing a Master's in 1975, I was hired as the first Judicial Planner for the Virginia court system, then came back to Washington, DC and started consulting on justice related issues with a think tank. Marriage and employment relocations for my husband moved us to Pittsburgh, Omaha, and back to DC and during those years I taught as an adjunct faculty member at several institutions. In DC I joined the faculty of American University and held dual appointments within the School of Public Administration. I was recruited to Lockheed Martin and stayed there close to ten years as a senior manager in charge of their justice-consulting related portfolio. My clients then included the US Department of Justice and US Department of Health and Human Services primarily. Life changes and complications then brought me to Washington College to serve as an Associate Professor of Criminology and Sociology, then later as the Associate Provost and Dean. I retired from the college in 2019.
- National Park Service as Anthropologist, Ranger, Public historian
- Stay-at-home mother of four for 12 years, then entrepreneur for the next 30.
- Project manager at corporations and major national non-profits. Licensed Acupuncturist
- Legal secretary, bookkeeper, teacher, church secretary; when my children were in middle & high school I went back to teaching high school English & theatre arts.
- university professor. retired in 2007.
- M.D. (Psychiatrist)
- Market research (consumer pkg goods Chicago) MBA Marketing U of Toronto up to VP Hallmark Cards Canada (Strat plan; marketing; retail; etc.) VP Peoples Jewellers Canada (Mktg and Merch.) and Sr. Dir. Marketing Zale Corporation (Texas)
- Librarian, marketing exec, mother, photographer, radio station manager, artist, playwright.

**Q15. Has your career trajectory evolved? If so, was the evolution involuntary or as a result of deliberate choice on your part?**

Yes — 85 (82%)

No — 19 (18%)

Comments — 79

- I finished my Ph.D. when the job market was lean. I had to work in a variety of schools, wherever opportunity seemed best.
- I don't know if it has evolved, just changed a bit over the years.
- Deliberate choice
- My trajectory did evolve, although I remained within the same agency. About 15 years into my career, I voluntarily took on the challenge of developing an education program that my boss really wanted to initiate. While I initially undertook that project part time with my other responsibilities, it eventually became a full time job. The irony of becoming so heavily involved in education is that, when I was considering careers and job-hunting during and after college, the one thing I knew I did not want to do was teach. But I did a lot of adult education during my career and a lot of curriculum development for K-12, and I loved it.
- I would call it a steady path with many, many detours along the way.
- It has evolved but both by choice and reality.
- I basically followed the path of least resistance.
- My political career was a deliberate trajectory.
- My career evolved to some degree since I went from teaching art to being a dean of students to focusing on instruction of reading and literacy skills, but my whole career was in the education field.
- Mostly by choice, sometimes by geographical relocation
- Deliberate choices and the changing technologies
- Leaving big law was a deliberate choice, but finding a place at the Rockefeller Family office was sheer luck.
- I followed uncommon chances offered to me and it paid off.
- I chose to go to graduate school in English, but I had no idea I would end up with leadership roles.
- DK
- It evolved from some deliberate choices and some events I could not control, including the closure of House & Garden, which led to the happiest job of my life, as editor of T+L
- Always wanted the English degree but decided to get library because it was so adapted to so many circumstances (school, public, etc.) as I trailed my husband around while he finished various studies. Eventually I was able to put myself through grad school and get my PhD. Took a long time but I got it done.
- I got frustrated with teaching and went into horticulture. Then I missed teaching and returned to it. Teaching is my true calling.
- Deliberate and happy choice working with clients-children and adults who could not afford a private attorney
- Both - I started out as a secretary and was pushed along by various mentors until the point when I decided to commit myself and pushed myself
- My career advancement came as a result of continued education, as well as frequent relocations during the years I was affiliated with the military. Work requirements changed depending on the State I lived in. Ultimately, I was prepared to work at multiple levels, with multiple populations that required specialized expertise.
- Deliberate choice
- Some of both

Q15. Has your career trajectory evolved? If so, was the evolution involuntary or as a result of deliberate choice on your part? (continued)

- My basic field remained the same but I had a lot of flexibility within it to take different paths
- From conventional primary care to complementary medicine
- Involuntary, but turned out very well!
- Within the particular area of university librarianship I actively pursued a specialization in art librarianship, and then factors beyond my control (job availability, limited relocation options) later determined an evolution toward specialization in digitization efforts and then communications work for a consortium.
- From building design to building finance.
- I had several staff library positions. When I became a library director, it wasn't a good fit. After almost five years, I switched to a county public library's reference department with excellent benefits. I was set.
- Mine was the original "checkered" career — not much deliberate choice possible in government jobs during the Nixon job freeze years after grad school. Then following colleagues into jobs that I would never have imagined — then "hitting a wall" after working for a law firm — then distracted by a new career offer while in the midst of starting a small business. And the new job itself involved different assignments every few years! Then, 17 years later, moving to part-time work for the same agency for 20 years, and for ten of those years, starting and concurrently running two new lines of personal client work. Makes me dizzy thinking about it!
- The evolution of my career was a result of deliberate choices.
- I never sought an advertised position. I would find a place attractive for work apply. Or, I was just offered a position.
- Evolved well as a result of deliberate choices
- When I moved to a community with no open teaching positions, I found a position teaching insurance classes at a company. When I moved to Washington, D.C. I found a temporary job at the Fish and Wildlife Service. These were jobs that I would not have thought about when I graduated, but ones that offered opportunities for advancement if I had stayed in those cities.
- Staying in anthropology was a challenge for the first 20 years of my career. My husband had a full-time job, but I did not. Working on the textbooks helped keep me in the field until I did have full time employment. And once I got tenure, I was able to follow successfully new research directions that appealed to me.
- I switched to parttime contract work to spend time with my second child
- Deliberate choice.
- I was committed to practicing law in the public sector, but the focus shifted as a result of available jobs and my willingness to leave Legal Services to help low-income clients.
- I chose to leave teaching in schools to build and run my private tutoring practice, but after 15 years I was forced to close it due to cuts in government funding for my tutorial services to low-income dyslexic adults.
- There was kind of a natural progression at my workplace and I remained there for 35 years.
- Entirely opportunistic, following the projects as they came my way.
- No trajectory here!
- I was always on path of moving up the ladder in academia.
- My career evolved as I found myself being invited to take on different roles in my life which I had never imagined. Each position was better suited for me than my initial choice of banking.
- It was not involuntary but neither was it a deliberate choice. The evolution resulted from a willingness to try new things without being certain where they'd lead.
- I made choices along the way that increased trajectory.
- Deliberate choice -- I enjoyed programming but saw that I needed a broader understanding of business to be able to move forward so I got my MBA, and have moved to different roles ever since.
- Went from working in a government job where I could raise a family without career interfering to running a large government office (same place), different job there.



Q15. Has your career trajectory evolved? If so, was the evolution involuntary or as a result of deliberate choice on your part? (continued)

- My life unfolded. Choices and opportunities were available. I call my work career the accidental career. I had opportunities, it wasn't what I planned, but I loved where I landed.
- It was a combination of opportunities and my own choices. I imagine it is for everyone.
- Deliberate choice
- My career evolved through a combination of my curiosity, deliberate choices, and mentoring/encouragement from others.
- my series of jobs was fits and starts as life evolved and I reacted.
- This is not a yes or no. Yes the trajectory evolved quite a bit from my major and no it wasn't involuntary it was quite deliberate.
- The Internet completely upended and transformed my profession in the early 90's. There was no going back. It was like riding a bucking bronco at first but it was very exciting to be at the cutting edge of something so transformational: from print to online information retrieval, especially in medicine
- It evolved with the topics.
- Toward the end of my career I was team teaching in regular classrooms.
- Never really had a "career" except for ending up in aging services by accident. In our day, "public health" was about epidemiology and people didn't worry about health insurance or the cost of prescription medication. So my "field" hadn't been invented yet.
- deliberate choice
- I was always ready to take on a new assignment, whether it was lateral or a promotion, or even if it included a relocation and /or change of company.
- After my divorce, I got an MBA to try something different. I did not like the values in the corporate world, and I missed the students, so I went back to teaching.
- I was always open to new adventures. In the process I built on previous experience and skills and added new ones.
- I moved from secondary to college teaching.
- Mostly spontaneous evolution.
- Definitely deliberate choice, both by evaluating what gave me satisfaction and by planning ahead.
- I've covered some of this above. I stayed a faculty member but my field changed quite a bit from English literature to global/cultural/anticolonial studies. I also ran our international office for six years and directed study abroad programs in London and Trinidad as well as taking students to Ireland and Northern Ireland in the summers for ten years. I feel very fortunate to have had the travel opportunities I had. Some of this was a series of choices and some of it accidental. Basically my intellectual curiosity and desire to learn about different fields of inquiry led me.
- I took deliberate steps to create my career, but my trajectory was also shaped. by external events.
- When I started to work I was an agent of Mutual of New York. However, as my interests and the structure of the company changed, it became necessary to move to an independent broker dealer. Although this change originally wasn't completely voluntary, it became obvious later that the choice we made was a good one.
- informed serendipity - doing my best to respond with optimal choices among available options each time I changed jobs
- I have taken on roles that I did not expect to take.
- Very deliberate choice to make career important, but leave time for life.
- Many things have affected by course including suing an employer of 11 years for sexual harassment, sexual discrimination and assault and battery. That suit was settled in 1991. The recession in 2008 impacted my brownfield redevelopment companies and the Trump election our national residential solar company.
- With computers, I found out I think like a database, then a new "career" altogether.
- As noted elsewhere, I had planned on a career in international law until I got to see what that really means. Once I abandoned that my philosophy was to get the best job for which I was at least marginally qualified and go from there. I worked in admissions, public relations, HR, grants management, alumni relations, and development. I liked development best because you can measure your success.

Q15. Has your career trajectory evolved? If so, was the evolution involuntary or as a result of deliberate choice on your part? (continued)

- Involuntary
- Deliberate choices to move into self-employment.
- Academia has a career ladder, which I followed to a decently high level.
- Deliberately took the MBA in 1981 to move in corporate Marketing/Packaged Goods. Evolved more from there.
- Choice all the way except for the radio gig, which I fell into because there was no one else willing to manage it with the necessary skill set.

**Q16. What were/are the most satisfying aspects of your work, and/or your biggest career challenge(s) or crisis (crises) faced?**

- Sharing the accomplishments of women in history, in the classroom and publications, has felt like a contribution to our times.
- Speaking of my present career, I love when I am able to get a client or clients into a home that they love and that works for them, financially and otherwise, which is extremely difficult in the crazy market right now. In my law careers, I was happy when I was able to resolve the issues.
- Enjoyed working with children
- I loved the intellectual challenges and the fact that I was continually learning -- both content knowledge and skills. I also really valued the interdisciplinary nature of my work and the collegiality/collaborative aspects of it. The public service aspect of my job was also important to me; I believed in the work and liked knowing that I was "making a difference." Challenges included working within a bureaucracy and, as a federal employee, working in conditions and on priorities that were constantly fluctuating according to political fortunes and whims.
- Being an advocate for individual rights, and rising to a leadership position in the non-profit world. Crisis faced: While working in Washington DC, without a masters degree or law degree, my career opportunities were not available as they were for a man without these extra degrees. Very frustrating
- I love my work and I am still doing it. I have been able to travel to remote villages all over Alaska and teach them to manage their finances. I feel I have been extraordinarily fortunate in what eventually became my career. It isn't the work as much as it is the cultures I have been able to see and the people I have had the privilege of working with.
- Crisis happened both professionally and privately but just calls for more change to reach a goal. My most satisfying actions have been helping people help themselves in ways that they did not understand or had not thought of within the possibilities of their context.
- Two very different most satisfying things: 1) helping humanities/social science majors get through their science requirement, and 2) A student in my the very first intro class I ever taught went on to become an astronaut—the second woman to command a Shuttle mission! That said, I didn't have the intense ambition needed to really be a huge success as a research astronomer, nor the ability to come up with interesting new projects.
- Explaining complex issues in a way clients can understand is very rewarding. Losing one's job is a crisis.
- My life has focused on opening doors for others. My work at the College and in the State House have at its heart all been about creating opportunities for others to live fulfilling lives with dignity and security.
- There is nothing more satisfying than working with a teenager who thinks he is stupid because he cannot read and helping him learn to decode so he can succeed and move on to take college courses. Ushering such students through The ODYSSEY is a high that is hard to duplicate.
- Most satisfying: supervising staff (mostly women) and helping them grow in their own careers; helping non-profits become more effective and efficient in pursuit of their missions; Biggest challenges: dealing with difficult personnel issues
- My biggest crisis was recognizing that I hated big law corporate law and getting out after 6+ years. It took me too long to be honest with myself and to recognize that leaving without making partner was not evidence of failure. Chairing a small foundation now and creating a dynamic and effective organization where stagnation existed before has been exceedingly satisfying.
- Successfully leading telecom turnarounds and restarts
- Most satisfying - working with children with special needs. Most challenging - moving to different locations due to family needs and having to rethink my career and reapply for jobs.
- I love teaching my law students.

Q16. What were/are the most satisfying aspects of your work, and/or your biggest career challenge(s) or crisis (crises) faced? (continued)

- I love teaching, and I even like administrative work, which is a different kind of teaching. Biggest crisis/challenge was being denied tenure. Fortunately my appeal was successful.
- I love being self employed. The freelance life can be challenging because you don't have job security, but it gives you freedom and allows you to meet and work with a wide variety of people. I've been lucky to work with smart, creative editors who push me to challenge myself and take risks.
- Re-inventing myself
- Most satisfying - helping others
- There were so many satisfying aspects--the creative expression; editing ideas, content, and visual style; working with writers and really talented editors and designers; traveling the world; meeting interesting people.
- Working with student/faculty and working on research. At Ohio State librarians are tenure track and need to earn tenure just like all other faculty. Biggest challenges-- being treated like old wood by Library Admn.
- Working with people and seeing them grow has been wonderful
- Working with different populations and presenting problems.
- Working directly with clients was very satisfying- but also advocating for funding from the General Assembly in lean times to enhance defense services for children in juvenile court and social work services.
- I kept teaching, no matter what. I supported a family and sent two kids to college. In my early 50's I earned a second master's degree at Harvard.
- I was fortunate over the years to work with many exceptional teams of colleagues, from whom I learned and with whom I developed friendships. My last job afforded me the opportunity to spend a fair amount of time in London which I loved. Challenge - my boss's boss in one job was a bully and a misogynist - I finally left that company
- The most satisfying experience was when I was able to work with a small group of teachers and an architectural team to design a school building based on a concept of education, watch the construction of the building, choose the teacher and support teachers of that building and become the Inaugural Principal of that same school. That same school had both concepts within: year-round concept and traditional calendar within the same school. It was very hard work, and extremely exciting and fulfilling as an educator.
- Most satisfying aspect has been to carve out an academic path that few had considered very early in my career, and watch that path become more accepted and in fact common in my field.
- Managing large projects internationally most satisfying. No actual crises.
- always helping women
- Fascinating work. I was never bored, I met a much broader variety of people. Balancing motherhood and job was a continuing challenge- little say care, not in a lucrative field so paying for childcare, etc was difficult.
- Relationships with colleagues and patients (satisfying) Dealing with dysfunctional health care non-system (challenging)
- Helping others and learning every day. Loss of job in the 1990's led to another aspect of my career that was challenging and rewarding.
- Sending about a dozen students on to graduate work in the field of ancient art, and now seeing them begin their own academic careers.
- tenure and promotion issues
- I loved managing projects to digitally convert specialized library materials. Ongoing challenges were due to fluctuations in funding for higher education institutions.
- Satisfying success in a male-dominated finance field. Challenge in standing up for how junior staff were treated, when others were focused only on the bottomline.
- Helping people find what they were looking for; I didn't like supervising others.
- In the federal government, it was satisfying to see a rare but tangible benefit from long-term negotiations or policy efforts (e.g., helping initiate direct plane travel between Ottawa and DC). And it was

Q16. What were/are the most satisfying aspects of your work, and/or your biggest career challenge(s) or crisis (crises) faced? (continued)

challenging to deal with real crisis situations, such as kidnappings of U.S. citizens and officials.

Bureaucracy is a different kind of real challenge, as is dealing with bullying or difficult supervisors without redeeming management skills. But the most satisfying work of all was the one-on-one impact I could have while mentoring, and later privately tutoring or coaching, helping individuals to identify their own skills, strengths and goals.

- Early in my career, I appreciated work which challenged my skills, encouraging growth. Later I enjoyed managing teams with diverse skill sets and lived experiences.
- Helping new writers along their paths
- I always told my high school students that my job was done when they could teach themselves. I left for 10 days at the end of a school year to serve on murder trial expecting to return with a lot of review work to cram into short period of time. My students had taken over and I took a back seat! It was the finest reward. While in a role of an historical character at a National Park the Director of the National Park observed me (I had no idea) and I was awarded his yearly National Award for the Art of Historical Interpretation.
- Satisfaction from getting recognized for skills and abilities; sense of accomplishment
- I always loved working with the children and the creative challenges of developing curriculum. I knew it was time to move on when the creative parts were removed in favor of consistent instruction.
- I like academia, so it turned out to be the right choice for me.
- being a rector in Episcopal church and making a difference in a small community
- The most satisfying part of teaching was making learning fun for students while keeping the content challenging. My first teaching position was with first graders on the Texas-Mexico border. All but one student came from a Spanish-speaking home. The parents were very supportive of the teachers and appreciative of the opportunity for their children to be in school. My second position was as a third-grade teacher in an Episcopal school. I was given the freedom to develop my own writing curriculum. My goals were to make grammar rules more understandable and to make the process of writing less stressful. I made grammar exercises geared to their interests and offered a Wild about Writing club for third graders before school.
- The most satisfying aspects of college teaching, especially at a state university, have to do with the students. You get to see the light go on, to change lives of students who often have been told that they are not college material. Working as an adjunct or fixed term hire was very challenging, financially and professionally. I considered giving up after the first decade of not being able to find a permanent job. But I was supported professionally and emotionally by my husband, and eventually it worked out pretty well.
- Working with a variety of people
- I made a difference in many lives. What could be more satisfying? The crises were many, but in the end, they really did not matter--they were survivable.
- Knowing that was on the "right side" of advocacy was always gratifying. Early in my career, a utility company tried to hold an abused spouse responsible for her husband's utility bill, and terminate her service for non-payment based on spousal liability. Challenging this was very emotional, and ultimately successful.
- In my teaching and caregiving careers, what is most satisfying to me is facilitating developing the potential and maximizing the quality of life of the people I've served.
- Two things were the most satisfying about working in a public library. One was being to help people on a daily basis find what they were looking for (this may have been more satisfying pre-Internet!) and the other was the opportunity to purchase both fiction and non-fiction books for the system.
- My work puts people in touch with their place and its past; a service that they appreciate and that that I hope ameliorates some of the alienating aspects of modern life
- It was intellectually stimulating and enjoyable enough to be a game.
- I'll focus on the "biggest career challenge(s)" question, because it's easy: Incompetent managers. I hate being told what to do by stupid people, and I especially hated the academic hierarchy that required me

Q16. What were/are the most satisfying aspects of your work, and/or your biggest career challenge(s) or crisis (crises) faced? (continued)

to check with seven people before getting the okay to sneeze. This is why I left to start a business: I needed to answer to no one but myself.

- Balancing work and raising children... I was fortunate to have an employer who let me adjust my hours/schedule based on any/all childcare issues. And that made the work more satisfying/less stressful
- I love teaching and doing research. I also really enjoyed (and continue to enjoy) leading academic endeavors.
- There was so very much that was satisfying about developing and running a global adventure business – and about doing it as a wife and husband with complementary skills and passions. Being in charge gave us room to take risks and be creative. We were continually engaged with and gratified by the company's goals. We were always learning. And we were privileged to connect with the amazing people who traveled with us and the guides and hosts who welcomed us around the world. Events like 9-11 and the 2008 financial crisis were huge challenges for the business. We did what we had to do to survive.
- Most satisfying were relationships with many clients and coworkers and providing quality and needed services
- The ability to influence others by well-thought-out analyses and presentations; saving major \$\$\$.
- Career challenges for being OLD more so than for being female...
- When I became a manager I realized I never knew what my day would be like, and I loved the unexpected aspect of the job. It wasn't dull. I also got a lot of satisfaction in those cases I worked on where I was able to change someone's life for the better.
- Mentoring young employees in a variety of roles, showing them culture and how to work in our environment Framing business success markers as achievable for my entire work group and all of us delivering results.
- It was satisfying to me that in each choice, I “made it”, however arduous the process was.
- Seeing clients progress
- Being a Reading Recovery was the most satisfying and challenging part of my career. The careful analysis of daily lessons for planning purposes and the interaction with colleagues and the Teacher Leader fit well with my strengths and my needs.
- Most satisfying: Using my education and skills to support my young clients and their families; Mentoring trainees. Biggest challenge: Command-and-control leadership & management models in large organizations.
- In the end, I loved making a difference in people's lives as they learned leadership and people skills
- Managing billions of dollars of payments every day.
- I care deeply about preserving the earth from humans. My biggest challenge was not being able to succeed every time against political pressure and big money.
- I like being able help creators create. There have been gender and race issues in trying to do this work in a white, male dominated environment.
- I think moving from print to online information retrieval in my organization was the most exciting and challenging crisis/opportunity I faced because I elected to take a very leadership role (with another class of '71 MHC colleague in our class, Diane Wolf!) in bringing the Internet into our medical center. As women in an environment of mostly male physicians and administrators, we decided to convince them the shift was imperative. We figured out how to achieve the shift and we were very successful.
- It was most satisfying to work on mercury-related projects that helped to reduce the risk to people.
- The most satisfying aspect of my work was gaining the trust of my students and seeing their progress. The biggest challenges were with other adults in my students' lives (parents and/or teachers.)
- Biggest challenge was that I had undiagnosed depression which prevented me from achieving consistently in the workplace. No one talked about that stuff back then so it was decades before I realized how I had sabotaged myself.
- working with children - most satisfying AND most challenging
- enjoyed working with students of all ages, helping them to become self-learners. Biggest challenge- dealing with elder care as own children were starting families and I was trying to still work full-time

Q16. What were/are the most satisfying aspects of your work, and/or your biggest career challenge(s) or crisis (crises) faced? (continued)

- I really enjoyed managing people, mentoring people, finding ways to match people's skills with the right position. I enjoyed working with customers (mainly police, fire, utilities) and translating their needs for communications systems and devices to our internal engineering teams. I loved solving complex problems. Biggest challenges were when organizations reorganized and I had to find a new role. I always did, but it was very scary when you are the primary bread winner and you face the possibility of losing your job. My husband stayed at home and brought up our twin sons.
- The biggest challenges I faced were (1) when administrators did not back me up so misbehaving students did not get a consequence (2) state legislators reducing funding to public education, resulting in fewer resources and increased teaching loads and stress (3) excessive testing (No Child Left Behind) that reduced time for creativity and also led to dumbed-down curriculum for the average student. The most satisfying part of teaching was seeing students get a concept and finally believing in themselves. When students realized they did not have to have "innate talent" to do well in math because if they actually did the work, they could be successful. I've enjoyed running into them a few years later and they've thanked me or apologized for being such a pain in class!
- Working internationally. Solving problems. Mentoring. The most difficult aspect has always been difficult people - especially when it is your boss.
- Most satisfying was mentoring mathematics majors, particularly women. Most challenging was working in a male dominated department in a male dominated college in a technological university.
- I enjoyed the interaction with students, both in the classroom and as a softball coach. The most extreme example is that one of my former students later spent 3 months with us in Germany helping us as we had just moved there with 2-month old twins.
- Involvement in progressive philanthropic funding for community revitalization and social change.
- The most satisfying aspect was when people told me that I had helped them learn new skills or manage situations better. This was true of some people who worked for me (some of whom still keep in touch, even 40 years later) and participants in some training programs/projects. The most challenging was a 2 year stint working for a boss who seemed threatened by me and went out of her way to undermine me.
- I loved working individually with students on their senior projects and as their advisor. I loved my success with students around issues of racism and anti-racism and intercultural dialogue. I loved making curricular innovations to increase learning and social justice. I loved meeting many wonderful speakers and visitors to campus. I liked crises that allowed me and co-workers to face a legitimate conflict and turn it around.
- I love hearing others' stories and teaching them how to select or create paths that lead towards self-satisfaction and life-satisfaction.
- The most satisfying aspect of our practice was watching people we counseled able to retire in their desired lifestyle, educate their children, and have protection in the event of premature death or disability. The best part was getting to know them well and almost becoming part of their family.
- developing a strong body of work by learning various kinds of investing, then developing portfolios incorporating those criteria while reporting on the work in various forums
- I love my work with children, recognizing that even a few minutes spent with them can have a lasting impact on their lives. Things go awry sometimes, and I have to recognize that my choices do not necessarily correspond with another's. I have to know when to step back.
- Supporting others
- I like owning a business. I spent lots of cycles training other lawyers and putting together teams of partners and associates that would give the firm longevity. Clearly I hung on too long and the last batch wanted to be employees not owners. Now I have to either recruit someone new or close down a 75 yr old firm.
- I could write a book about this and may some day. Satisfying - doing things that are socially and morally meaningful to me; challenging - surviving (or not) all the financial challenges that face early stage, purpose driven companies.
- I found out I was a good manager.

Q16. What were/are the most satisfying aspects of your work, and/or your biggest career challenge(s) or crisis (crises) faced? (continued)

- I really enjoyed helping people decide what matters most to them and finding ways to support that in their alma mater. I also love the big picture of higher ed – looking at how all the moving parts come together
- I love working with young people and traveling across the US, both teaching and in conferences. The job market was bad when I finished my PhD and it was very unsettling to hold 4 temporary appointments before finding a tenure track job.
- Having worked both with government, non-profits, and a large corporate entity was the greatest intellectual gift I have received since college. These experiences have honed my abilities as a consultant and technical expert. I would say the largest challenge I faced was to stand up the National Human Trafficking Resource Center under the auspices of US HHS through a contract with Lockheed Martin. First, this was a new type of crime that people did not know much about at the time. Second, the federal government was not ready to respond to the magnitude of the domestic and global issues involved and worst of all was in no ready to develop policies to meet victims needs. Third, the contractual terms of the work required we use a non-profit sub-contractor to manage the call center. Trying to manage this project was perhaps the greatest challenge I have had in my career.
- Working as a team with diverse people on interesting endeavor (plus) Unemployment (minus)
- Travel to many places in the world and working with people of many cultures has been so satisfying. Facing a steep business cycle downturn where we had to borrow money to live for over a year was tough.
- Being true to myself
- Teaching theatre & directing plays & enjoying the relationships with students were most satisfying.
- I was a tenured full professor at my last appointment. I got unwittingly involved in some really bad politics and interpersonal strife. The stress level was too high. I opted to take early retirement, which was a really good choice. My husband and I retired to a beautiful area where life has gone really well.
- Worked in the field of medical ethics, which blended my M.D. with my Philosophy background. Biggest challenge was working in state government, facing budget issues and challenges from the legal sector.
- Loved translating Canada for Americans and America for Canadians (business plus) for 40 years. Enjoyed people in all my work; Being moved to Texas late in life to keep a job (and money) was challenging
- I loved doing graphic design, writing newspaper columns, facilitating groups, bringing products to market, helping people discover new strengths and talents. Biggest challenges were disrespectful and/or unethical bosses.



**Q17. Have you encountered equity issues or barriers in your career? If so, please describe. In particular, as a woman, have you experience a glass ceiling, glass escalator, or other barrier(s) to professional advancement?**

Yes — 61 (56%)

No — 47 (44%)

Comments — 81

- Women professors earn less, on average, than their male counterparts.
- My job choices, luckily, involved working with many women and, often, having women bosses or chiefs.
- see preceding answer
- It was disillusioning when I realized that my first law-firm job was the result of tokenism(they needed a female) and that my boss was never going to promote me.
- Whatever I may have experienced in terms of barriers, were probably self imposed.
- Owning a business has, in part, helped me avoid much of that.
- Both normal professional politics and a discouraging female competition in the bully girl pattern. I have discover just how nasty women can be to other women out of sheer spite.
- In the fields I chose, it was and continues to be a man's world.
- In large part because other women paved the way for me that enabled me to walk through doors that had previously been closed to women.
- In general, my pay was less than male counterparts even when my productivity and quality of work was superior. Early in my career I filed (and won) a sex discrimination lawsuit, when I was not selected for a position counseling adult male offenders, despite having a relevant degree and experience in the same type of work setting.
- When my manager left the company in 1981 I was the best candidate for the position. However the VP of Marketing & Sales thought that women should only sit behind a typewriter or teach school! We were eventually able to convince him that I was the most qualified for the job, the title and the salary.
- In my entire professional life, I have dealt with too many arrogant men who have assumed that I could be pushed aside.
- Too unpleasant to recall
- Not so much in education as in another fields
- I learned from two other faculty members that a man in my cohort was being paid 25% more than I was for the same responsibilities.
- Worst problems I had were with female bosses who favored the men.
- The chair at the time I was hired told me I didn't need to earn as much as male colleagues because I was married. Because I was a Lecturer from 1982-92, my salary remains on the low side. I was underpaid for my administrative work (I didn't know then that negotiation had to happen before accepting a position)
- I was once told I was "too young and good looking" to do biofeedback therapy... y
- In one instance only: not being included in board meetings even though I was editorial director of my company (American Express Publishing)--along with the team of three men who attended and whom I often advised
- Not in my dept because most of the admin is female.
- The good thing about teaching is that you are totally in charge in your own classroom, even if it is your first year.
- My field is predominantly female.
- But I was fortunate to break the barrier for myself and other women in a career path that was traditionally male dominated. There was alot of hazing in the beginning!

Q17. Have you encountered equity issues or barriers in your career? If so, please describe. In particular, as a woman, have you experience a glass ceiling, glass escalator, or other barrier(s) to professional advancement?  
(continued)

- I deliberately chose to teach in an economically depressed rural area. As a result, I frequently confronted attitudes and "social" behaviors that stereotyped me and other professional women. As an adjunct professor carrying twice the teaching load of a fulltime male colleague, I had to threaten to resign unless I also was hired fulltime.
- It was a given in Wall Street, particularly in the early years. I was personally quite lucky (other than the afore-mentioned boss) to have very supportive superiors and also to work in an area of the investment world that was more comfortable for women
- As a woman of color I've faced primarily racial and gender barriers. Due to the many work environments I have been in, they are all too numerous to detail. At the point I was tired of the fight (which was mainly due to race and not gender), I was able to retire with a pension. Not everyone is so fortunate, especially with racial roadblocks.
- Men in academia hoarding knowledge related to advancement, and occasionally women did the same.
- This is a woman's field
- Only early, during medical school
- Yes. I was a librarian, a stereotyped profession.
- Academia still has a long way to go...
- only mildly, but opposition to my promotion to full professor was partially due to being female
- Although I worked in a field where the majority of professionals were women, a certain proportion of administrative positions were held by men. But probably the most significant issues came from lack of empathy for family responsibilities (working as a single parent with many women who did not have children and did not understand family obligations)
- When I've been the only woman "in the room" I've been paid better than salaries in different types of jobs, but I was always paid a little less than my younger male colleagues.
- Just the usual — graduate and law school professors who thought women were taking spots that belonged to men; males bosses and colleagues who believed that women should stick to filing and typing; being ignored in meetings but asked to stay late to finish someone else's work; etc.
- I was part of early generation if eatl
- Never had a boss...Worked for myself
- As a teacher in a private girls high school, it became apparent that that my role as single person was to serve as a role model for the young women to "behave" in ways contrary to my own beliefs. I lasted only 2 years.
- Absolutely! Barriers to placement, advancement and recognition. Unequal compensation, sexist attitudes, sexual harassment, hostile work environments.
- Some sexism, more apparent when I was younger.
- Gender bias was a huge factor in a field dominated by men.
- Not sure. Overall the public sector makes room for women
- My chosen profession, teaching, has always been a traditional women's profession.
- Not a lot, but certainly a solid impasse when I tried to find work after my divorce (age 60).
- I guess I'm lucky, but I wouldn't say that I experienced that. Of course, if I had had a single career, things might have been different.
- Wage disparities between men and women became apparent when I started as an assistant professor, but they were remedied over the years.
- No ceilings, no barriers in my particular circumstance. In traveling the world, however, it was obvious that connecting with women in certain other countries required that we do so in women-only travel groups. With men present, the women we were visiting might be silent or they might withdraw completely. Because of this, I developed a sub-set of company offerings that were open only to women. These experiences were profoundly gratifying.
- A few but mostly not to my personal development. There were barriers in past but I and others were able to overcome those barriers and be first woman for instance to be partner in my law firm.
- I have not been aware of any glass ceilings in my career, at least not that I've had to address.
- Do we have time?

Q17. Have you encountered equity issues or barriers in your career? If so, please describe. In particular, as a woman, have you experience a glass ceiling, glass escalator, or other barrier(s) to professional advancement? (continued)

- Certainly. But there were many barriers to me. Being an immigrant, being Asian (non white), being female, being soft spoken, being socially isolated.
- The only "equity" issue I encountered was being asked to resign from my first teaching job by the principal, who felt he had been forced to hire me by someone who had left the school system. He had never had a graduate from a liberal arts institution on his staff. He said he couldn't even read the names of some of the courses I had taken. He said I was much too smart to be teaching elementary school
- I think I was able to advance as far as I wanted to in my profession, that includes a relatively large proportion of women. More subtle barriers and issues were evident in the work process and multidisciplinary team settings, when male voices were occasionally stronger than female voices.
- Especially as a jeweler getting my Graduate Gemologist degree and opening my own business. Bankers only wanted to talk to my husband, salespeople only wanted to talk to my male jewelry maker. I was invisible.
- i did work at a quasi governmental organization and believed I was treated fairly and compensated equitably.
- YES!!!! Especially sexual harassment and being passed over for promotions.
- Financial and promotion inequities
- There were barriers to the first job because I was a woman and barriers to advancement.
- I was involved in local politics in W MA. Berkshires were way more conservative about promoting women than in the Pioneer Valley.
- I hit the glass ceiling so many times, my head hurt. But I also had some wonderful male mentors who helped me obtain great opportunities for advancement. In my professional career, I never worked for a woman, so I had to depend on my male bosses (of which there were MANY) to develop my career.
- Not really in teaching. I've encountered some regional prejudice (anti-East Coast or North). There have been a few anti-semitic incidents. In the South, the job application illegally asked for religion, and there were Christian prayers at teacher meetings. When I (as a single parent) tried to get a corporate job, I had problems because I could not travel easily. Because of my frankness, the business made an accommodation, but I realized I could not advance in that company unless I was willing to travel and relocate (which meant abandoning my support system.) So I went back to teaching.
- Hired at a lower pay than men, but salaries were kept secret until the 1990s, so there was no way to compare.
- Generally supportive environments.
- I'm not aware of experiencing this, although I may have. I always was very clear on what I wanted and made that known. If I wasn't offered the desired position, I found that I was offered an equally good one that opened up even broader opportunities. So I can't complain, but I think it was important that I stood up for myself.
- Mostly early in my career I experienced harassment and condescending comments. I had to run around corners to avoid a senior male professor who was on my committee in grad school. But later in my career I did a lot of work with a male colleague and we really enjoyed the collaboration but so often people accorded him more credit for work that was in fact mine. It wasn't his fault. On our own campus when we went through "culture wars" he was able to maintain relations with other male faculty while I was characterized as a "lightning rod." On the other hand many of the faculty I had supported and mentored remained supportive to me.
- See discussion of prior question
- I'm sure there have been barriers, but I'm always surprised to find myself in the room where it happens.
- Tenure/promotion issues although hard to tell if it was due to being female or due to interpersonal issues
- Again, this deserves a book. I've experienced them all and, in most respects, conquered them. One of my favorite things to mentor young women on is how to demand/command a sit at the table.
- I was in a "female ghetto" job, but the few men always worked less but were paid more.
- But nothing like some have suffered. For most of my career I earned considerably less than a man in the same position or one of similar responsibility. I was subjected to sexual harassment early in my career –

Q17. Have you encountered equity issues or barriers in your career? If so, please describe. In particular, as a woman, have you experience a glass ceiling, glass escalator, or other barrier(s) to professional advancement?  
(continued)

more inuendo than outright attacks but outrageous nonetheless because it came from men who were in positions of power.

- Matters evolved—in one job I was the only woman in a faculty of 35 and I was the first woman hired in my department in a tenure track post in 155 years
- Especially back in the 1970's when I interviewed for judicial administration positions with several state court systems.
- Being self-employed for 32 years, I have avoided many barriers. However, I still found men who ignored or marginalized me as a woman. I didn't let it hold me back.
- Long story
- My age when I went back to teaching became a issue.
- Definitely. Initially I was the only woman or one of two women in my department, in a traditionally male-oriented field. Usually I got along fine with my male colleagues, but as I advanced up the ladder, some felt uncomfortable in reporting to me. In my last university I finally filed a sexual harassment/discrimination complaint against my supervisors. (They settled, but it was too high a cost.)
- I have been able to pursue every challenge I have sought, and have been valued and rewarded in that pursuit.
- Before I knew it, I was the beneficiary of a suit in Chicago against practices at CNA insurance with pay equity for women. I was often the only women executive, and had men mention other women as the only women (I was one of the guys!) to me during work conversations? A male Director who worked for me patted me on the head - similar things along the way.
- Very challenging to get respect as a female in hi-tech; even more so to get respect as a lay female in a religious organization.

**Q18. If yes, which aspects of your life were affected? (Check all that apply.)**

Salary Increases — 23 (37%)

Promotions — 12 (19%)

Hiring — 7 (11%)

Opportunities for Further Education — 2 (3%)

Other — 18 (29%)

Comments — 35

*Please note that, due to technical problems with the online tool, respondents were unable to check more than one box — the numbers above therefore need to be read in conjunction with the following comments:*

- N/A
- All of above
- Salary increases, promotions, budget requests.
- The survey only allows a choice of one of the above, though I would add that I once lost a position to 3 male candidates who were less qualified.
- Not included in the survey: the expectation on the part of many men that all women will be flattered by their sexual advances.
- N/A
- The survey only lets me select one response. In a plenary talk opening a meeting of AAC&U on Diversity, Equity and Student Success, the speaker referred to male mediocrity. I get very tired of fixing sloppy work by male colleagues and seeing that junior faculty are doing more and better work than male senior colleagues.
- Probably just self-esteem and also visibility to some extent
- I wasn't able to check all that applied
- All of the above.
- I prefer to look at what I've accomplished more than the "barriers." During my career as an educator, I was able to influence children of all ages (I have taught every grade K-12 and at the high school level many subjects including courses in the areas of science, math, and language arts. Due to being associated with the military, I have worked in communities that did not know many people of color, much less women of color as educators or as the building Principal. I've influenced thousands of families, youth, fellow educators, counselors and social workers, over the 32 year career in public education. Every classroom in every school I was ever associated with heard me read stories of people of different identities (usually during the specific "history month"; I purchased resources for libraries in all the buildings I which I have taught, and I met with many thousands of parents over the years, to help them navigate life with their children. As an assistant principal I disciplined with "tough love" and as a building principal I did the same. As a District Level administrator I worked with teams of teachers and outside support personnel, to create new, more inclusive programs for classrooms, and the district. As a result of my lived experiences as a woman of color, I hope that I was able to make a dent in the lived experiences of countless other families and children. And now, I am working throughout communities as people are finally discovering that we live in a fractured society with some lives mattering more than others. Thus, my work continues.
- I may have made different choices at different points in my career.
- Financial aid taken away after marriage- while male classmate got more because he had a wife to support!
- see #17

Q18. If yes, which aspects of your life were affected? (Check all that apply.) (continued)

- the survey would not accept my checking "promotions" as well as salary.
- Any advancement was the result of working harder, longer and smarter than male counterparts (for less pay.) Each advancement was hard won and often involved changing jobs.
- After 1974, the job market in academia, especially in anthropology, rapidly worsened. I felt lucky to be able to find adjunct or fixed term positions for most of the years before 1998, when I was hired into a full-term position.
- The way I was treated by some.
- I was given opportunities. I was hired. I was promoted though sometimes accidentally. I am certain I did not make salaries comparable to others. I was underestimated and undervalued by dint of who I am and what I look like, and my gender. I recognize those situations when I see them directed at others around me. But I would not complain. I still think I was given opportunities and helped.
- I did not get the opportunities to grow my company without male authorization.
- Hiring, promotions and salary.
- All the above !
- The system will not let me check more than one box!!
- Self-esteem
- The tool only allowed one answer. Promotions were the primary issue, but salary increases were also a problem at times.
- Initial salary in a corporation: I did not understand one was supposed to negotiate job salary since public school teachers get a set wage based on years of service and education. Never was taught about salary negotiation, even in business school! So I accepted the first offer as final, putting me at a disadvantage. I already mentioned non-family friendly issues above.
- DNA
- Workload, salary, promotions.
- Would also check Hiring if I could figure out how to
- Just being the only woman in many jobs and committees
- Having less respect from peers who were mostly male was discouraging, but I succeeded on my own terms.
- I retired earlier than I wanted to.
- Toxic working environment
- Not accepting multiple answers - also had promotions affected
- Won't let me check all of the above.
- salary increases