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Equal Opportunity Publications, Inc., 44 Broadway, Greenlawn, N.Y. 11740 • (516) 261-8899

December 21, 1982

The President, Ronald Reagan
The White House
Washington, D. C. 20500

Dear Mr. President:

While I know during these difficult economic times your office receives thousands of letters daily, my hope is that this one will find it's way to your attention and you will have an opportunity to read it.

On September 30, 1971 you wrote to me, when you were Governor of California, expressing interest and approval of our affirmative action recruitment magazine Equal Opportunity which seeks to help college graduate minorities obtain jobs in industry and government.

Now, in our 15th year of business, we publish four affirmative action recruitment magazines all designed with one purpose: to help women and minorities find meaningful career opportunities in industry and government. Over 700 companies from industry and government advertise in our publications and we have processed over 220,000 resumes for our readers.

I am troubled about the concept expressed by your administration that the onus should be on industry and government to hire and promote women and minorities - That such affirmative action objectives should be established in theory by industry and government and not by force or interference from EEOC and contract compliance.

Mr. President, my life has been devoted for 15 years to helping companies and our women and minority readers get together on a common ground. Let me respectfully submit the facts as they appear "out in the field."

1. People, without pressure from above, those responsible for hiring and training, will lean towards hiring people of their own kind. People that they can relate to.
This is a human tendency that gets as specific as

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religion, sex, common interest and etc. This is a cold hard fact that is practiced every day.

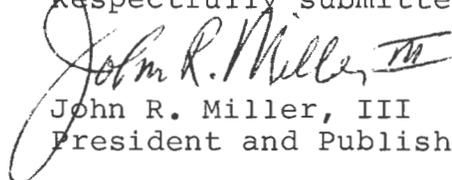
2. While most CEO's all agree that it is in the best interest of the country to hire from the talent base of women and minorities, convincing those responsible for these hirings is a tough job and, without pressure from above, will not lean toward hiring women and minorities.
3. Many companies are sincerely devoted to meaningful affirmative action and are, according to your wishes, making a sincere effort to keep up with affirmative action for women and minorities.
4. Companies have expressed relief in the possibility of limiting affirmative action paper work and quota figures.

I mention the above points, Mr. President, because they form the basis of my very strong belief that if your administration lessens, to any degree, the pressure and compliance necessary to assure that affirmative action hiring will go on as it has existed in previous administrations; without doubt, those women and minorities who have struggled for the past decade to gain meaningful career progress will suffer a psychological and financial setback that could send this country into a social upheaval.

It is a sad commentary on our society that my company has to even exist and that people in a hiring and training position have to be forced to give special emphasis to women and minorities but, let me assure you, that without constant pressure and control from Washington over the affirmative action goals in the future that all companies, being bottom line oriented, will slip back to their old ways and women and minorities will be forced to once again take a back seat and tokenism will be here to stay.

I urge you to consider keeping a tight rein on this very sensitive area and not let the EEOC and contract compliance lose the power they must have if women and minorities are to keep their rightful position in the mainstream of our social and economic system.

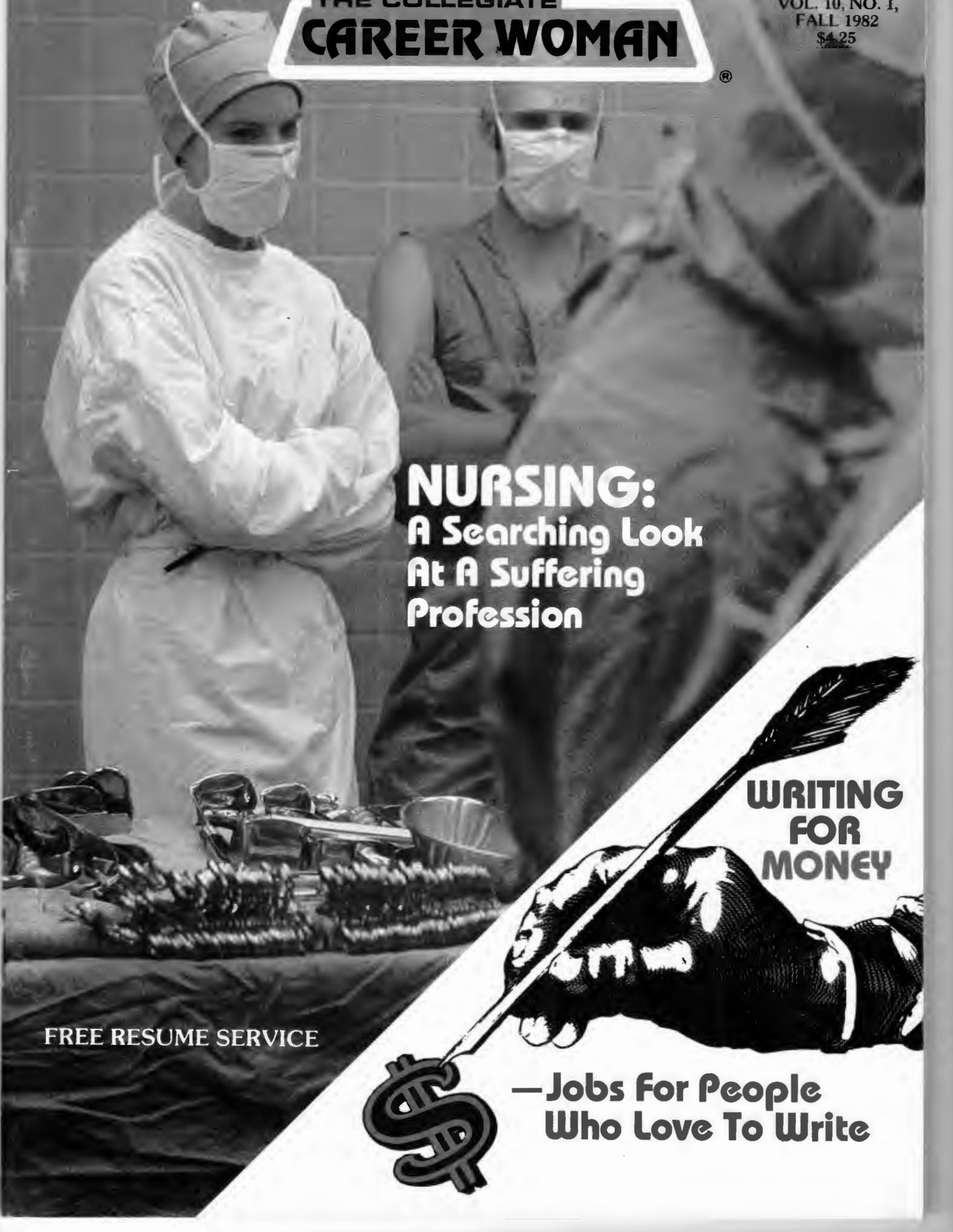
Respectfully submitted,



John R. Miller, III
President and Publisher

JRM:rt

cc: EEOC Chairperson
Chief, Contract Compliance



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ERA: the fight isn't over

ERA's failure hurt badly, but it was just one round. The concept of ERA is not dead, unless we, as individuals, let it die. In fact, a new ERA act will be submitted to both houses of Congress during the next session. We must start to prepare now, because ERA-II will be a tougher fight than the one we lost. The amendment's enemies are now well organized, highly visible, and have mobilized considerable clout. We have to match them. We must not repeat our past mistakes.

What went wrong, and what can we do about it?

Too often, ERA opponents used ignorance and honest misunderstanding to create and manipulate fear. Unfortunately, ERA supporters let them get away with it, and sometimes even reinforced many peoples' fears by issuing radical harangues for the sake of headlines. If equal rights legislation is going to continue to find support, we have to expand the ranks of supporters by reaching out to many people, both women and men, who have felt themselves excluded by the women's movement. For example, many divorced women heard that ERA would mean an end to alimony and child support, and some believed it. ERA's enemies worked hard to capitalize on such fears, trying to arouse a climate of hysteria over such things as unisex toilets, combat duty for females, and homosexual marriage. We must face the fact that this is a threatening time for many Americans, who see traditional values and institutions, on which they have always depended, eroding. ERA is actually a reaffirmation of basic American values, but its opponents portrayed it as a radical menace, and we let them get away with it.

We can't repeat those mistakes: from now on, we must educate ourselves in depth to counter such charges, whenever they appear. We must persuade, rather than preach, and that takes solid facts, patience, and willingness to listen as well as to speak.

We must learn, once and for all, that being right is not enough in politics. Cleta Detheridge, a state legislator from Oklahoma, observed that many who support ERA "think that because we are right, we must prevail. But in politics, that's almost never the standard." In politics, the standard is votes. To mobilize them, and turn them into power, means grass-roots educating and organizing. It means working on the state and local level, in both government and party activities. It means the tiresome, utterly unglamorous and utterly necessary tasks of building clout: pounding pavements, calling potential voters, stuffing envelopes, staffing sidewalk literature tables, working in voter-registration and get-out-the-vote drives — the whole exhausting, never-ending round of small jobs that, taken together, build power. Over 65% of all Americans favor ERA, we have to convert that potential energy into clout. Union organizer Joe Hill's dying words were "Don't mourn for me. Organize!" We must take his advice.

Finally, we can't allow ourselves to fall into a single-issue mentality. The idea of equal rights, and the women's movement, are both bigger than a single amendment, no matter how important. We have to work on many fronts: for example, 13 states and more than 30 cities have now passed equal-rights ordinances. We must continue this effort, and once such legislation is passed, we must work to ensure vigorous implementation and enforcement.

You don't have to devote much of your time to this effort. Nobody expects that. You don't have to belong to an organization, although it helps. But what all of us must do is register, inform ourselves about issues and candidates, and then use our vote to help ourselves. No one else can do that for us, and if we don't do it, we have no one to blame but ourselves. We have said for years that equal rights can mean better lives to all Americans. It's up to us now to validate that belief, and change ERA from a threat into a promise.

Kay Zollar Miller

— Kay Zollar Miller

Why women's organizations? THE QUESTION

by Roberta Paula Books

When I was asked to write an article on the role women's professional associations play in my career, part of my being silently shouted, "None! Not me. Ask someone else. I am a professional. The value of any good professional is based on *expertise*, not gender."

Professional associations, the ones that both men and women join, offer valuable programs, contacts and opportunities for public service. Why should women's groups be singled out for attention? What could a woman's group add to solving a complex problem in engineering, finance, or any other profession, that cannot be found in a group with male participants as well? Nothing. That's the right answer, isn't it... the answer I want to be right? Nothing.

The premise of any other answer is that there are gender differences that matter. Arguments of differences have been used to harm me more often than to help me, to isolate me more often than to welcome me. If gender differences legitimately impact professional performance, then they could be turned against me.

It hasn't always been easy, this yellow brick road to professionalism. Take the day a business school classmate refused to work with me. It seems that he didn't want his wife to work. Thus he remained staunchly opposed to women in business and refused

to be a party to the societal aberration which I represented. I've worked diligently for acceptance in a male bastion. If I announce publicly that being a women matters, there might be consequences. When a woman whom I respect and admire asked me to admit to differences — that women and women's groups can play a role in my professional life that men and mixed groups cannot — it set my spider senses tingling. I knew danger was nearby, but why couldn't I give it a name?

The yellow brick road. Even for Dorothy, the wizard was a man and the danger came from the wicked witch. Dorothy lived only in a story, but most of my wizards have been men. I've benefited from their invaluable support, insights, advice and sound thinking. Without the cooperation of many individual men, I'd be back in Kansas and not on the yellow brick road.

I need *all* the people around me if I am to get ahead. And so many of them are men. In so many important places. Have I been afraid that writing about women, making women distinct, would separate me from them *by my choice*? Did I really think that if I didn't mention it, no one would notice?

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Why women's organizations? THE ANSWER

by Jewel Lafontant

My involvement with women's organizations has been relatively recent — within the last 10 years. When I graduated from law school in 1946, there were virtually no women's organizations for me to join. More important, at that time the overt prejudice I faced was more a result of my being black than being a woman. So most of the organizations I joined were centered around First Amendment issues and working toward the elimination of racial discrimination.

In fact, the one women's organization I did join — the Women's Bar Association of Illinois — was at that time not particularly supportive. Its membership was almost entirely white and not very open to having black members.

Much has changed. Women's organizations have come so far in the last 10 years. The mutual support is now there. When a black woman and a white woman meet as members, the difference in color is less important than the problems they face together as women, problems with which their organization is helping them deal.

Such support is extremely important for a woman who wants to break out of the female stereotypes imposed upon her by men — and, yes, by other women as well. My support always came from my family. I suppose my father always thought I was

more tomboy than girl anyway. I did everything boys did — playing pool, athletics. Through it all I was strongly supported by my family in a lot of activities which others considered odd for a girl and later for a woman.

Nurturing the value of women

It's fair to say that the women's movement has not helped me to get where I am. But it's equally fair to say that women's organizations are now in a better position than ever to reach out, to help other women, to get them involved. If women in an organization can identify other women with talent and ability, that is the beginning of the support system which can make such a difference in their careers. If the women's movement has done nothing else, it has given us an awareness of the value of other women and the need to nurture that value.

In the early days of the women's movement, many women's organizations made the unintentional mistake of alienating housewives and mothers. When I came along, the current attitude among women was that you weren't fully a woman unless you were married and had children. I resented that and

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Why women's organizations? THE QUESTION. . .Continued from page 6

Whether or not I personally acknowledge gender differences in a professional setting, the people around me view gender as an important component of my identity. Women and men. As important as the fact that I am capable. As important as the fact that I am 36 years old. Well, what else would someone see me as, if not a woman? Whether or not I am a professional, being a woman is an inescapable part of my identity. I am bound up inevitably with whatever the observer associates with "woman." For good and for bad.

What can I learn from my first, reflex response to the question of the need for women's organizations? I knew immediately that I didn't believe my knee-jerk reaction of "none!" But I was equally reluctant to discuss publicly any other alternative. Then how should I account for the extraordinary thrill of walking into an NABW convention, the instant rapport with hundreds of women, each more capable and successful than the last? How can I describe my reaction objectively, so that women and men can read it. Professionals don't feel thrilled, do they? Where is the expertise in that?

'Men learn earlier that they must make mistakes in order to grow, must set goals if they are to advance, must answer in the absence of knowledge.'

Is there a separate women's view?

Last week, the head of my department enthusiastically handed me the text of a speech, citing it as a convincing argument for women in the professions. A friend of his wife had delivered the speech upon becoming a judge. With this endorsement, I pushed aside my pile of accumulated reading and eagerly plunged in, in search of wisdom. The speech was exceptionally good.

A woman authored the speech. I am a woman — an inescapable part of my identity and hers. Had I been a man, he wouldn't have given me her speech to read: Women are presumed to have a stake in a defense of women professionals. All the same, I recognized nothing in the speech as special to women. Nothing. Is that the right answer? My department head is very perceptive, and he said he had given me a women's speech. After a long while, I understood.

As was appropriate to the occasion, her speech was personal. After opening with the obligatory thanks, no doubt sincerely felt, to those who had contributed to her career, followed by expressions of humility before so awesome an undertaking, she described her personal vision: "We live in troubled times, as did our ancestors and will our children. We each have private griefs of searching dimension. We are beset with doubt. Yet each of us here, in our way, persists in the struggle to make one part of our world a little more humane, to uncover one of the world's mysteries, to resolve some part of the world's tensions — not necessarily because we believe there is one answer... but because we are born with hope and a sense of obligation... we dare disturb the universe."

Did her speech support women as professionals merely because a woman authored a splendid speech? There must be more than that. When I write a splendid report, this same department head does not commend it as an argument for women in business. Did her speech argue for women professionals merely by addressing the value of individual, frail human endeavor? Perhaps. Doesn't that argument encompass men too? Couldn't a man have written her speech? Shared her vision? Perhaps not.

The speech expressed a deep commitment to a vision larger than the law or professional advancement. This judge had not been casually tapped on the shoulder by a crony, nor would she assume her role with indifference. She wrote as a person who knew other options and who knowingly had chosen this path as her answer for giving "comprehension and ultimate meaning to life." She never said that being a woman was relevant. But perhaps in today's society a man's options and his vision would be different. Perhaps a woman will more readily address the larger view because she has the larger range of choice. Because professional roles are a new experience in the collective consciousness of women, it would not be surprising if women take their choices more explicitly. Not in 10 or 20 years, perhaps, but today this is a women's speech.

Priorities versus perfection

One year ago, after a 10-year hiatus, a close friend returned to a demanding career in advertising. We hadn't talked in months. When I telephoned her, she was harassed and irritable. Working too hard, she said. Too many details. Too much work. Following an excellent year-end review, she was being rewarded with more accounts. Her company considered her capable and competent, able to rise to any occasion. She coped by spending time, preparing meticulously. She was exhausted. And now, she was being thrown in far over her head. She couldn't swim, and she wouldn't let it show. As I listened, I recognized a woman's story. She was afraid to make a mistake, afraid to omit a detail, too insecure to jeopardize her security blanket of perfect performance by formulating priorities, by taking risks. She wanted to see the larger picture, but it was not yet within her grasp.

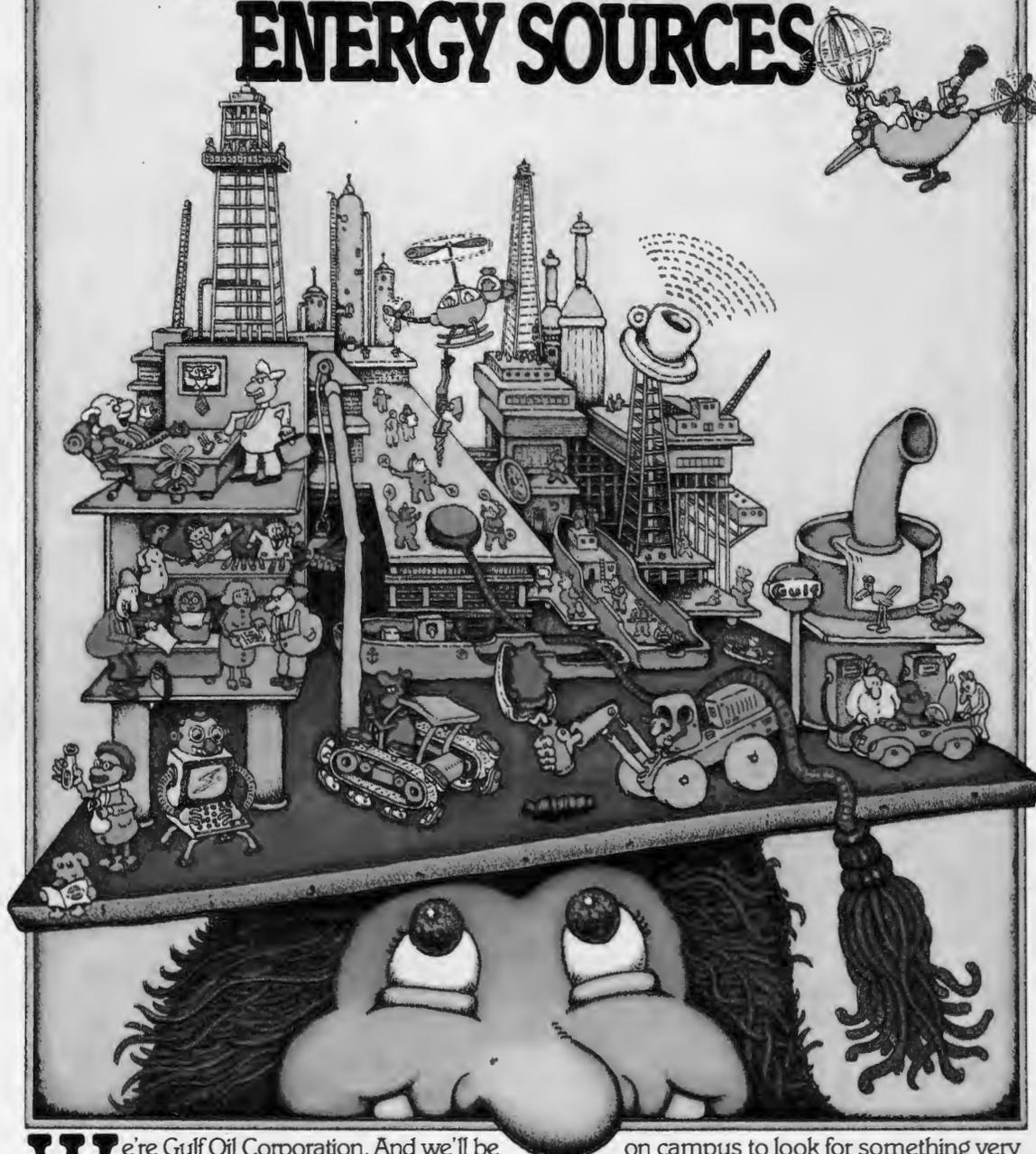
We talked about the trade-offs between this mask of perfection and her desire for professional growth. We talked about the fact that she would succeed in some fashion, whichever her choice. We talked about goals. We talked about the fact that women try to get from here to there by successful execution of detail, while men tend to develop strategic plans.

I could hear her voice relax as I confirmed her worst fears and acknowledged that she was neither perfect nor brilliant. She thought I might not know. I could almost sense the beginnings of wisdom as she began to recognize that success might not prove her brilliance or perfection, but only that she wanted success badly enough to make the sacrifices needed for its attainment.

As we talked, I believed that few men in their thirties would need to discover these truths. Men learn earlier that they must make mistakes in order to grow, must set goals if they are to advance, must answer in the absence of knowledge. The president of my undergraduate women's college used to note with

Continued on page 10

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Why women's organizations? THE QUESTION. . .Continued from page 8

obvious pleasure the superiority of her charges as compared with an equally well-regarded men's college down the road. When the men and women have a joint class, the men talk incessantly. The women use words sparsely and stir only when they can make a meaningful contribution. The men tend to posture; the women, to see truths.

For all my earlier protestations of "None!" — of their being no difference — I've admitted to gender differences. At least in my generation. Three times, I won't tell if you won't, but I haven't forgotten the question: "What role do women's groups play in my career?" What is my answer now? Women share certain common experiences and problems. Not all women, not every problem — all generalizations are wrong if carried to the extreme — but did I hear the whispered echo, "not me"?

Even professional women can identify with another's experiences of triumph and failure, vision and blindness, confidence and its absence; but the most damaging of all these shared experiences of professional women may be that of isolation in a business environment. Surrounded by well-wishers who tell a woman that she is unique, a pioneer, a star, there is a delicious temptation to succumb, to feel unique, too special, more special than the run-of-the-mill frail specimen of humanity.

Vanity, thy name is woman. Thy conceit must exact its price, this offense which cuts off its victims from learning, from identifying with the experiences of others. My friend did not want to imitate the models around her, individuals whom she knew to pay no more than selective attention to detail. Her success would be unique: She would always cover every single base. She would not only succeed, she would be perfect and brilliant. Somehow, she thought it was expected of her. The deadly sin of vanity. What punishment could be more severe than the isolation of myopic vision and impeded growth?

By bringing together women with common interests, women's professional associations encourage their members to teach and learn from each other, to abandon their isolation and learn together. By interacting, talking, laughing, watching, yawning, listening, each member who is paying attention can hardly fail to find some patch of meaningful common ground. The programming of good women's groups facilitates that random, unpredictable moment of insight and growth. Without the sort of interaction which these groups provide, women can forget that their problems have been faced before, will be faced again, can be easier when shared with others.

The question won't go away

Note that I have not yet answered the question. I have contrasted women's professional associations with other groups, dealt with the special qualities of women as professionals and touched on certain details of my career, but I have not answered the question. Professionals should remember the question, remember throughout to make progress in answering it, remember throughout to evaluate whether the answers have created value. Did I forget?

Perhaps you have guessed that I have written everything that can be said about the role of women's professional associations in my career: Nothing! No role. They have played no role of importance in my career, in part because every career is the

embodiment of individual accomplishment, in part because at some level each of us is alone in our accomplishments and failures. More importantly, however, I was not aware of any vital women's professional associations relevant to my specific needs during the formative stages of my career. Women had barely begun to enter Wall Street in numbers. We were too few to matter, too few to have members of stature, too few to attract top speakers, too few to gain security by banding together.

Individually or collectively, we can receive from our professional groups no more than we give. As we have matured as women, as professionals, as people, so have our groups mirrored our successes, reflected our strengths, radiated our vitality and influence. Their purpose and will are our own.

My department head understood that today's women are privileged with rare insights. As did the judge, many of us benefit from double vision: the sort that does not blur, but rather creates simultaneous focus on multiple and diverse choices. Many of us can and do live across generations, across value systems. We are hypocritical, ambivalent. As we seek to extract the best from each possibility, we understand and are drawn at the same time to more than one side of a wide chasm. We seek truth and meaning from many directions, individually and collectively.

Our vision may not always be the surest, most direct route to every form of achievement, but as we make our choices, our zest for living a full, meaningful, useful life is as boundless as that of our ancestors, that of our children. "Because we are born with hope and a sense of obligation... we dare disturb the universe." As the judge accepted her new responsibilities, she quoted Emily Dickenson:

Each life converges to some centre
Expressed or still
Exists in every human nature
A goal
Admitted Scarcely to itself,
it may be,
Too fair.
For credibility's temerity
To dare.
Ungained, it may be,
by life's low venture,
But then,
Eternity enables the
endeavoring
Again.

Each person's life converges to some center. And for many professional women, women's professional associations will increasingly fill a central role, no less vital than the very role of women in the professions. ■

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NURSING TODAY:



A SEARCHING EXAMINATION OF A SUFFERING PROFESSION

By Charlotte Knabel

Photo--American Cancer Society

With nurses leaving the profession in droves, there's a critical shortage of these important professionals. But nursing is still a rewarding career and help may be on the way to make it more attractive.

If you want to feel wanted, needed and useful — career-wise, that is — become a nurse. Right now, because of a severe nation-wide shortage, there are over 100,000 nursing positions begging to be filled. This shortage is expected to continue way into the 80's. The Bureau of Labor Statistics predicts there will be a need for 85,000 new registered nurses annually through 1990.

Those numbers are enough to make any job-anxious student go rushing off to enroll in a nursing education program. But before *you* do, take some time to understand the reasons behind the shortage. Yes, growth of the American health care industry partially explains the increased demand for nurses. Medical technology has grown in sophistication and now depends on equally sophisticated nurses to oversee the life-sustaining equipment that is at the backbone of today's medical system. Also, our population is growing older, and is requiring more nursing services.

But aside from the obvious need for more nurses, the shortage has been, more importantly, brought on by the nurses themselves. The fact is, nurses are *leaving nursing — and at an incredible rate every year. According to the National Association of Nurse Recruiters, the average turnover rate for registered nurses today is 32 percent. This means that between three and four out of every ten nurses quit their jobs every year. As the situation now stands, of the nation's 1.4 million registered nurses, about a quarter are no longer working, and only about two-thirds work full time.*

Why are nurses leaving the field in such large numbers?

It seems that during the seventies, along with other traditionally female professions, nursing went through heavy soul-searching. When registered nurses examined their working lives and compared notes, they

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found some gross injustices. To name a few: nurses have limited opportunities to use their professional skills, they're expected to act subservient to doctors, they're underpaid and overworked, and they have few promotional opportunities. These realizations helped to start a mass exodus for many nurses; as word of nurses leaving hospitals got around, other felt less guilt about doing the same. And the shortage began to snowball.

To understand the shortage, we have to first examine some of the areas of discontent. The ability to put all her professional skills (and with the profession standing at 97% female, a nurse is most usually a *her*), to good use and be recognized for this is of utmost importance to nurses. In a recent study of new graduate nurses, job recognition was the most frequently mentioned source of job satisfaction. Yet as the situation now stands in most hospitals, the largest employers of nurses, nurses have very little time or opportunity to practice the skills they were trained for. They'd like to provide health training, emotional support, discharge planning. But with heavy patient loads, they barely have time to give patients baths and hand out medications.

As medical technology has become more sophisticated, it has also become more dependent on equally sophisticated nurses to oversee the life-sustaining equipment that is the backbone of today's medical system.

As Mary Ellen Foye, a newly graduated nurse, facing the sobering reality of hospital life says, "In school we were taught to provide patients with emotional support. But then we were assigned only one or two patients. Now I have anywhere from eight to twelve. I just don't have the time to talk to patients, and I find it very painful when I must cut a conversation short to move on to the next person."

Part of the reason why nurses have long been unable to practice their professional skills is that nurses are not represented on hospital boards; they aren't part of the administrative hierarchy that sets policy about patient care and that ultimately could institute change.

Joanne Gouge, a head nurse in a major New York City hospital's recovery room, sums up the situation like this: "Nurses need power. What's lacking in nursing is proper management and leadership."

Not only have nurses been deprived of a voice in hospital management, they have also been the victims of an institutional viewpoint that fails to take into consideration the role nurses play in patient care. Hospitals tend to regard nurses not as the professionals they are, but as conventional workers lacking any specialized skills. Therefore, most hospitals manage nurses as if they are no different from the rest of the non-professional staff. Nurses, as a result, constantly find themselves asked to work different shifts in a given week and even to "float" from one unit to another. Imagine a cardiac surgeon being asked to help out in Orthopedics and set broken bones? Also, hospitals steadily ignore the need to supply nurses with backup staff to handle tasks like housekeeping. A nurse's already insufficient time is further whittled away by non-nursing chores.

As a National Commission on Nursing that was set up in 1980 to closely examine the field discovered, "Professionalism in nursing is hindered by an allegiance to hospital rules rather than to professional principles." In one of its recommendations for change, the Commission stated that health care administrators "have an obligation to establish a suitable environment for nurses to practice their profession." To accomplish this, a nurse administrator must be included as part of the top management team, the Commission urged.



Photo: U.S. Navy Photo Corps

Until this "suitable professional environment" becomes a reality, the typical RN is doing what she can to fulfill her professional responsibilities. This often boils down to efforts aimed at organizing her day better. "A most common complaint you hear from nurses is that they can't get their job done — they have no time," notes Joanne Gouge. "And it's basically true, since they do have to answer to everyone and that becomes frustrating. I try to teach my nurses to speak up when necessary and say NO."

Joanne learned to say no while working in an intensive care unit. She and her staff would be constantly interrupted by physicians on rounds with interns. "They would barge in at all hours. I finally told them, 'Patients in ICU are here for nursing care, so please don't disrupt that care.' After that, the doctors checked with me before planning their rounds."

The trouble with doctors . . .

For a profession traditionally known for dispensing kind, healing words to all, the things nurses have to say about the doctors they work with are usually just short of unprintable.

Paulette Green is a nurse who is married to a doctor, but this fact hasn't altered her thinking about house staff. "We suffer from a tremendous lack of respect from doctors. MD's won't recognize that nurses are the mainstay of the hospital; rather they treat us as if we were there solely to serve them. Their mentality is still in the Dark Ages."

Rather than being treated as physicians' colleagues — which theoretically nurses are — nurses too often serve as doctors' subordinates, secretaries, or even scapegoats. And attempts by nurses to work jointly with doctors in delivering patient care are often met by discouragement or ridicule. Yet, when a study was done in several national hospitals to see if joint practices involving nurses and physicians could work, the results were impressive. In situations where RN's and MD's worked as a team, not only did the quality of patient care improve, but the professional satisfaction of both nurses and physicians was reported very high.

Hospitals tend to regard nurses not as the professionals they are, but as conventional workers lacking any specialized skills.

This "team approach" to the practice of medicine is currently being followed in a highly structured way at many hospitals. Interdisciplinary health care teams are what they're called. For instance, critically ill patients are often cared for by a team of surgeons, nurses, a cardiac nurse, psychiatric social worker, physical therapist, and dietician.

Karen Adams was one nurse who found her work experiences on interdisciplinary teams to be more rewarding than as a staff nurse. "When I was a staff nurse, I found myself torn between various groups — physicians, patients, head nurses. But working on a team as a nurse-clinician, we were united in our purpose and not pitting ourselves against each other. I also found a marked difference in the way the MD's treated me. I was considered a specialist and given respect."

Interdisciplinary teams are one route to go for nurses seeking professional treatment and respect from doctors. But not every hospital is equipped to function along interdisciplinary lines, nor is every nurse specially trained to be part of such a team. In the day-to-day reality of the nurse-doctor relationship, how are nurses to manage?

A lot, it seems, depends on the nurse and her perception of that relationship. If talking to recent nurse grads is any indication, it appears that sufficient assertiveness training is going on in the classroom to prepare them to meet MD's head on and turn these traditional medical adversaries into equals. "In school, we were taught not to look up to physicians as if they were God," says Mary Ellen Foye, who graduated in 1981 from Molloy College in Rockville Centre, N.Y. "Instead, we were encouraged to communicate with doctors and consider them co-workers."

MD's are also receiving their own healthy dose of

sensitivity training. At the 1980 annual meeting of the American College of Surgeons, nurses of the local state association were out in full force, distributing leaflets that read, "Dear Doctor: Are you a part of the hospital nurse shortage?" The leaflets went on to list the common complaints nurses had of doctors.

Doctors should pay heed to messages like these that are being hurled at them. Otherwise, as a leading health policy expert predicted in a recent issue of *The Journal of Nursing Administration*, "If physicians do not alter their attitudes and behavior, they will soon face the prospect of having to nurse their own patients."



Photo—U.S. Navy Nurse Corps

Self-satisfaction is great, but money should be rewarding too!

At a time when people measure their professional self-worth by their salary, it's a wonder that nurses aren't walking around with their heads lowered in shame. The average nurse's salary, not including overtime, comes to around \$14,000 nationally, an amount that disgruntled nurses are quick to point out is less than what unionized supermarket clerks bring home. What is even sadder still is that unlike other professions, nursing does not award substantially higher salaries to nurses who've had ten or more years in the field. Though their salaries are somewhat higher, most veteran nurses aren't making much more than RN's who have been in the profession half as long.

According to a recent study in *RN Magazine*, "Once a nurse has gotten three or four years of experience, the typical RN's income hits a plateau that no amount of additional experience can significantly affect."

Grim as this sounds, the salary situation for nurses is showing signs of making a dramatic recovery — thanks to the shortage. As hospitals are redoubling their efforts to bring the shortage to a standstill, RN's are finding themselves courted in financial ways. At some New York City hospitals, new graduates can earn \$18,000 and four weeks vacation; in the San Francisco Bay area, they can bring home more than \$19,000. Some of the lucrative job packages being offered at hospitals around the country include weekend work for a full week's pay, extra weeks of vacation for night shift work, cash bonuses, subsidized housing, and bounties for recruiting additional nurses. **Continued on page 49**

Why women's organizations? THE ANSWER. . .Continued from page 7

preached that it was strictly a matter of choice. I wanted to be a lawyer — fine. If I wanted to be a bricklayer, that also should be my decision. If I wanted to be a wife and mother, that too was strictly my choice. Just as it was if I wanted to combine all three — a lawyer and mother who could throw together a mean brick wall.

The point is that what's right for me is what I believe is right for me. Not what society or business or the P.T.A. decides what's right for me. This freedom of choice is what the women's movement is all about. It's what women's organizations have fought for. Yet this same freedom of choice is exactly what some women's organizations in the early days of the women's movement appeared to deny to a large number of women. Housewives and mothers felt that they were being told that they weren't fulfilled unless they had a career and were bringing home a paycheck.

This attitude created a great deal of unhappiness at home for many women. In the first place, a paycheck isn't the only measure of self worth. More important, this contradiction of the freedom of choice principle for which we were fighting unnecessarily angered a great many wives and mothers who felt — justifiably so — that the very core of their lives was being attacked. The woman's movement is still feeling the residual effects of that female opposition.

Women's organizations should be working hard to break down those barriers — barriers between themselves and other women as well as between women and men. Women can do this if they are well-organized and if they go about it with the right attitude. And the right attitude is not one of hostility, which only creates additional barriers.

What women's organizations should be about is the business of self-improvement. This is something men can appreciate. And businesses realize that such organizations will generate better employees with the self-assurance which comes from professional competence. Because the more effective women's organizations are doing what NABW has long advocated — training, education, professional development — their members enter the job market not as women expecting special treatment but as fully competent professional women.

The problem of "superstars"

One of the problems which even the best women's organizations face is the lack of support from a certain percentage of the best and brightest women. Sometimes these "superstars" are the younger, highly capable fast-track women who often do not see the need for women's organizations. They prefer to isolate themselves from their female peers to compete one-on-one with their male peers.

More often, however, these superstars are older women who started their careers before the women's movement was in place. On their way up they were hurt by the lack of support from where it should have been strongest — other women. All too frequently, a woman would receive a major promotion to senior management or be elected to a corporate board of directors only to be demeaned — often to her face — as a "mere token." Once burned by such experiences, these women tend to move away from that kind of female.

Fortunately, this attitude is decreasing. More and

more of us have learned to respect women. As the sheer numbers of women with significant career accomplishment increase, we're getting more secure too. When the goodies which come with achievement have been denied to you for so long, it's all too easy to devote your entire time and energy to the struggle to get your share. This can shortchange the time you can give to helping other women. It's difficult to climb and reach out at the same time. Once a woman is more secure in her achievements, she must realize that she now has the self-assurance to look around to find others to help.

In women's organizations today there is a great deal of talk about role models. All too often it sounds as if the really successful women were there merely to stand on pedestals for emulation by aspiring younger women. Not so. It's a two-way street. A true role model is a woman who reaches out to help others make their way up. She offers not only hope — in the form of "I made it; so can you" — but also concrete assistance. This is the element of sharing that is the lifeblood of a good, vital women's organization.

Revelation: "I'm not an oddball!"

Another function of women's organizations is to provide what might best be called the "normalcy factor." Faced with the frustrations of being a woman in a male-oriented business world, it's all too easy for a woman, no matter how intelligent and competent, to start thinking that perhaps the problem is within her as an individual: "Maybe it's just me." Associating with other intelligent, competent women and finding that they too have come up against the same barriers can be a revelation which can entirely change the way in which a woman deals with her career. Pinpointing the real source of the problem is the first step in finding a solution.

For me this hit home in 1973, when I was appointed Deputy Solicitor General of the United States. I had always heard the statement, "don't hire a woman because she cannot relocate." Many people around me thought it very odd that I had accepted the appointment because it meant that I would be working in Washington and commuting home on weekends. I must admit that at first I did feel guilty about leaving my husband and son — then age 15 — back in Chicago during the week. But once I started my job, I found a great many women in government work in Washington leading similar lives as commuters. Since they weren't that different from me — in fact, they were kind of normal-looking people living normal lives — I began to feel a lot easier. In fact, it opened up a whole new world. This is what I mean by the normalcy factor, the healthy experience of learning that you're not an oddball.

Once again I must stress to women like me, who have made the career decision, the importance of being supportive of women who *choose* to stay home with their children. Yes, career growth is important. Yes, that bigger paycheck is important. But these are not the optimum ends for everyone — man or woman.

Our country's whole volunteer system has suffered greatly because the money-centered orientation of our society has siphoned off many of those who might have made great personal contributions to volunteerism. The greatest satisfaction in life comes from giving, from sharing. This giving can take many, many forms.

Telling women "we're here"

If I were starting over now, I would certainly join outstanding women's groups known to be of service in advancing the goals of women. These would be organizations which have escaped the slave mentality of women who still believe that women are inferior to men. Women, of course, are as good as men, as intelligent as men, can do the same jobs men can, can reach the same career heights as men. But there are many women who don't know that such women of achievement exist. And they will never know unless we, as women, come together in organizations which will raise the consciousness of what we are and what we can achieve.

Thus, one of the most important functions of women's organizations is to provide a forum to share common experiences. We *are* women. There are still things which happen to women which don't happen to men. We have to knock down the doors of discriminating men's groups too. But to deal with such discrimination, to deal with the special problems women face in the business world, women need the reinforcement which competent women — drawn together into organizations through mutual goals — can provide.

This is particularly important for the young woman just starting out. Some of us were lucky enough to have families which were our support systems. For those who don't, a strong women's association can provide that additional support system.

Women's organizations can also have more immediate impact upon the careers of their members. For too long women were the invisible employees — particularly when it came to pay raises and promotions, training opportunities and job openings. In joining women's business and professional groups, members also can have access to special training, education programs, leadership training, greater visibility and many other aspects of professional development.

Women's organizations can identify positions which are open and available. Members can recommend each other for such positions. The word "networking" has fallen out of favor in some circles. It seems that some people are tired of hearing about it. Fine. Call it something else then... but *do* it.

Despite the precarious state of our economy, this is a particularly auspicious time for women's organizations. In some areas they have not developed to the point where they are feared by the male establishment. Of course, there are still thoroughly entrenched pockets of resistance. And there will always be insecure individuals who feel threatened either by competition or by the idea of change itself. But the growing, predominant reaction of male management — particularly senior management — is more supportive of the recruiting and upgrading of women.

At the highest executive levels, corporations want to see employees getting together, especially in the business and professional groups, which have developed within the context of the women's movement, groups like NABW, dedicated to making its members more effective in their jobs. Corporations should be happy to have employees — male or female — with enough interest to want to improve themselves professionally.

The need will remain

Our society will not outgrow its need for women's

organizations, at least not for any time in the foreseeable future. And that's good! Whatever progress women make toward full equality in the future, we are nevertheless different from men.

To remain relevant, women's organizations must, like NABW, concentrate on providing superior training. Their members must free their own minds of the prejudice which men have against them. Moreover, one cannot battle one species of prejudice without becoming sensitized toward other forms of discrimination. As women work to overcome the obstacles blocking their way to a place in the sun, they will also find themselves knocking at the barriers hindering the advancement of others, barriers of racial, ethnic, religious and social prejudice.

Women's organizations are already working toward this goal — again by providing members with superior training opportunities. Perhaps not even as farsighted an institution as the NABW Educational Foundation can teach security. But it can teach preparation which begets achievement which begets confidence.

Perhaps what still concerns me the most is having women tell me I'm a token, that the appointments, the opportunities came my way only to humor women and blacks and to avoid government legal reprisals. Even if this were true, so what? When a business — whatever its motive — gives you the opportunity to get your foot in the door, say "thank you" and *take it!*

It's up to women to turn tokenism into meaningful participation in the system. And women's organizations can help their members do precisely that.

Many times I have had women tell me, "you're so lucky." I don't want to hear it. Someone once defined luck as "when opportunity and preparation meet." This is what women's organizations have to zero in on. For the greatest need for women's organizations is to prepare their members for that meeting. ■

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Over the years Lafontant has taken much time from her private law practice to work at many civic functions and at every level of government from village to federal. For four months of 1972 she was the U.S. representative to the United Nations. From September 1970 through February 1973 she was a member of the President's Council on Minority Business Enterprise. She was vice chairman of the U.S. Advisory Commission on International, Educational and Cultural Affairs from November 1969 through February 1973.

From 1973 to 1975 Lafontant served as Deputy Solicitor General of the United States, representing the federal government in preparing and arguing its cases before the U.S. Supreme Court. For most of this period she was in charge of the office's entire Civil Division.

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Survival Tactics for Beginners

by Maria L. Muniz

How to learn the ropes without hanging yourself.

It's your first job. You have a strong academic background in your field, and you have some idea of how to apply theory to practice that has come from a co-op program, from summer and part-time jobs, or internships. Your employers obviously think highly of your capabilities and potential: that's why they hired you. You have ample grounds for cautious confidence. Yet if you are like many people, your nerves are quivering and you are afraid to make a move, because you don't know how to act. How do business people behave? You know what you are supposed to do; your problem is figuring out the proper manner in which to do it.

Unfortunately for all concerned, that knowledge is probably unteachable in an academic setting. It is strictly an on-the-job subject, and there are no hard-and-fast rules. Consider some common metaphors used to describe business behavior:

- "the team comes first;"
- "it's a jungle where only the strong survive;"
- "we're just one big happy family;"
- "we're out to kill the other guys;"
- "this place is insane!"

It's confusing. To make matters worse, these metaphors, and others like them, may be figuratively accurate in some situations, and absolutely wrong in others. How can a beginner cope?



Photo: MetroLines, Amtrak

Survival Tactics for Beginners. . .

First, relax; a newcomer to the business scene isn't expected to know everything. You can start by becoming aware of some of the facts of work life.

For those about to embark upon their business career, we've got some good news and some bad news. The good news is that women have now become a familiar sight in the hallowed halls of American business. The massive influx of professional women into the workplace has helped to alleviate many of the problems that were associated with working in an almost exclusively male environment. (It gets much harder to discriminate against women when, in many cases, the boss is a woman.)

The bad news is that discrimination still does exist—only now it's more subtle. For instance, there are some powerful stereotypes which prescribe "correct" female behavior. As a result, the going can be tougher for women who go after what they want. As Vera Sullivan, a former Director of Career Counseling and Placement at New York Law School who now runs her own career counseling service for adults points out, the business world still looks with some wariness at the "very ambitious, aggressive, go-getter woman who is apt to be thought of as a 'hustler.' That still has a negative connotation for a woman."

Photo: Metrolines, Amtrak



Photo--Rita Walz

Vera Sullivan (left), and Rita Walz, agree that it's vital to learn your boss's objectives, and to work for them. And learn the right ways to make sure your boss notices your efforts.

It would be naive to think that all problems have completely disappeared. No matter what Phyllis Schlafly says, virtuous women can be victims of sexual harassment; women still suffer from sexual innuendoes and tasteless jokes by male colleagues. In time, the steady increasing number of women in the work world will eliminate most of these problems. The old adage that there's strength in numbers still holds true. And, unquestionably, attitudes in the business world are changing. Younger men, in particular, have become used to working with women during their academic training, and on the job. Increasingly, upwardly mobile men and women place less emphasis on "appropriate" behavior and more on "professional" behavior that leads to recognition and promotion. However, the question of what constitutes "professionalism" remains puzzling to business newcomers, of both sexes.

How much aggression is too much? When is it O.K. to be a "hustler"? When will subtle stroking be more

Unfortunately, you can't acquire the necessary knowledge of how to behave in business from a class-room situation. It's strictly an on-the-job subject.

effective? How do you get yourself noticed while at the same time integrating yourself as a member of the work team? Unfortunately, there is no universally correct specific solution: the answers to these questions will ultimately depend on the particular organization you work for. Before you can begin to determine the strategies and behavior that will get you noticed and promoted, you must learn about the written and unwritten rules of behavior in your new work environment. Until you learn those rules, your role must be that of a spectator.

The first days on your new job should be devoted to close observation of the people and processes around you. Pay attention to details, such as how people dress, how they keep their offices, what schedules they observe. Observe how workers at different levels communicate with each other—via memos, meetings, or phone calls? Observe broad patterns of behavior—what kind of behavior got rewarded? What actions elicit instant disapproval? Obtain an organizational chart and study the formal lines of communication in the organization. Once you've mapped out the territory, you can begin to determine the types of behavior you should adapt for your own purposes.

"Boss" Is Not A Dirty Word

An important first step is to establish a good working relationship with your immediate superior. Career consultant Vera Sullivan advises that you sit down and have a talk with your new boss. "Find out what his/her goals are for the year," says Sullivan, "and find out the relative importance of each goal. Prioritize your assignments. Discuss possible strategies to implement those goals. Also, let your boss know your own objectives and how they mesh with his/hers. It's important that your boss have the feeling that you really are going to implement the orders that are coming down from the top."

Rita Walz, an M.B.A. from Wharton and Manager of Financial Reporting for Citicorp agrees that working hard for your boss is a first step toward getting recognition. "When my boss would give me an

Don't try to do too much, too soon. You are trying to earn the respect and trust of your colleagues, and that takes time.

assignment," recalls Walz, "if it meant calling up people whom I didn't know, I just took the chance. I'd call, explain who I was, and get the information he needed. When my boss left, he wrote me a very good recommendation and sent it to his superior. That was

Survival Tactics for Beginners. . .

The true power structure of an organization doesn't have to conform to its organizational tables. Those charts show how things should be, not necessarily the way they are.

great exposure for me. Now I'm thinking of transferring jobs, and bringing around his recommendation is like having gold; it's really helping me a lot."

Making Connections

Cementing the working relationship with your boss is a big part of learning to become a team player. "Knowing what your manager's goals are will give you a chance to develop an entire strategy about how to function with the other people in your organization," says Sullivan. "Once you know what needs to be done, you can start locating the people in the organization who can help you implement assignment and career goals. Thinking about when and how to meet these people, and what you can do together to get things done. A byproduct of this networking is that you gain a great deal of visibility. You're building a rapport with people so that you can get your job done efficiently."

In the business world you can't afford to isolate yourself. You need to maintain close working relationships with a wide variety of people, even though you might not like some of them on a social level. Nevertheless, you must open up channels of communication with everyone on your work team. At first, your coworkers probably will exhibit a wait-and-see attitude; they will, for the most part, suspend judgment until they see what you can do.

Let relationships with your coworkers develop gradually. Coming on too strong, too soon, can bring on the label "whiz kid." As a new employee, fresh out of school, it's wiser to err on the side of conservatism. For instance, begin by making some small contribution during meetings, if only to ask an intelligent question. Gradually begin to contribute your own ideas to discussions. Don't be completely conservative, however, or you might disappear. Don't wait for people to approach you, but initiate contact yourself. Tactfully offer help in your areas of expertise. Find a mutual interest and use it as a base to establish rapport. Become known as someone who can both give and request help. Most of all, perfect your own performance so that you are recognized as a contributor. Don't expect complete acceptance at once: credibility and respect from your colleagues has to be earned, and that takes time.

"As your reputation builds on a firm foundation," says Sullivan, "trust begins to develop. And as people begin to trust you, they begin to get a feeling that they can count on you."

Playing On Your Own Team

In order for others to recognize you as a pro, however, you must first see yourself as one. For recent graduates, maintaining a high level of self-confidence and a good self-image can be

difficult, especially since their abilities outside the classroom have yet to be tested.

Self-confidence is based upon a firm belief in your own competence. You can increase your self-confidence by using every opportunity to further develop your skills and enhance your business expertise. Attend lectures and seminars. Read business publications and trade journals and keep abreast of current developments in your field. Take advantage of company educational programs. Identify your strengths and weaknesses, and concentrate on refining skills that need improvement. Join a professional organization and become known to others in your field. Not only will you be increasing your self-confidence, but your actions will also communicate to others that you are serious about learning and advancing in your career.

Looking For the Power Structure

Technical proficiency alone, is not enough to insure success in the business world. Your work must be noticed, by your boss, your coworkers, and by the people who wield power influence in the organization.

For a corporate newcomer, identifying and tapping into the office power structure can be the toughest lesson to learn. For one thing, the term "office politics" carries some unpleasant associations. Career consultant Vera Sullivan sees this attitude in some of her own clients, both male and female.

Technical proficiency is not enough: hard and effective work must be noticed.

"You mention the word's 'office politics' to people," she says, "and right away it has that negative connotation. They think there's something dirty about it. You have to face the fact that there's politics in every walk of life—in family and in jobs. Politics can be fun, especially if you win."

In the business environment, politics really translates into the ability to identify and harness the resources you need to achieve your goals. One of the most important of those resources will be the people who have the power in your organization.

How do you find these people? The true power structure of an organization doesn't have to conform to its organizational tables. Those charts show how things should be, not necessarily the way they are. Power structures are really informal networks that change constantly, and you must find them through research and observation. Look around and note who has the power to make which decisions. How much do someone's decisions affect the organization or division? Who seems to have the respect and cooperation of superiors and peers? Who has access to information? Whose opinions are sought, and have influence? The answers to these questions can help you pinpoint how much genuine power is held by specific individuals. Try to find out how people who make it to the top did it, what steps they had to take. Equally important, observe those who did not make it and learn from their mistakes.

It's a fact of life is that few people make it without some type of help, whether friendly advice or direct



Photo: V. Sullivan

Vera Sullivan, who heads a career counseling service, notes that while the phrase "office politics" is often considered negative, "you have to face the fact that there's politics in every walk of life ... Politics can be fun, especially if you win."

intervention. Much has been written recently about the importance of finding a mentor, someone who will function as a role model, take a direct interest in your career, and point you in the direction of career opportunity. However, some career consultants disagree with this concept of only one "guiding light."

The good opinion of your boss and colleagues is very important, but sometimes you have to blow your own horn.

"No one person can be all things to everybody," Vera Sullivan says. "I think the notion of one mentor is severely limiting: no one person can be powerful enough or wise enough, to know all the answers. I think it is more important to find the people in the organization who are going to be important to you and to your functions. Find those who are going to be valuable for you to know, both for personal and career reasons."

Whether you prefer to have one mentor or rely on a broader support network, it is important that you

develop ties with people who are in a position to share their knowledge and experience with you. Ask their advice on business matters. Approach them for help and instruction in solving problems. Let them know your aspirations, and let them know how valuable their advice and assistance is to you. You'll find that most people respond to your interest; either because they feel flattered, or really want to help.

When Citicorp manager Rita Walz was thinking of transferring jobs, she turned to her support network for help. "I called two of my ex-bosses," she says, "and they gave me the names of people I could talk to. One woman, in particular, was incredible. She had established her own network, and she gave me the names of 10 additional people to contact. She kept checking on me and made sure that I was making the calls. Through those contacts, I found out that I could learn what other divisions in the corporation were doing, and what types of positions were open."

Smart politicking can help you move up in your company, but politics minus good technical performance will get you nowhere. Rita Walz recalls one instance where a worker concentrated so hard on being a politician that he forgot to do the job he was paid to do. "This man really was doing poor work. But

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A DAY WITH PROFESSIONALS

When Clarkson College alumni came back to school to talk about dual-career marriages and what it's like in the world of work, it was worth listening.

Making a two-career marriage work and getting to learn the ropes on an entry level job are matters of concern to all young college women about to enter the business world and/or contemplating matrimony. So it wasn't at all out of character for the Clarkson College student chapter of the Society of Women Engineers to sponsor a day devoted to those subjects, even though they are not exactly highly technical topics. In fact, it is such innovative programming for its various personal and professional development activities that has made the Clarkson student chapter outstanding in the nationwide Society of Woman Engineers and the winner of numerous national and regional SWE awards.

College women do give a lot of thought to their futures: to marriage and careers, and how they fit together. While men certainly give equal consideration to the future, much of their thinking is single-minded, focusing mainly on their careers. Marriage is rarely considered as a possible impediment to a man's career, and the prospect of children poses no threat to his career ambitions. In discussions with groups of college men facing graduation, or even young professionals well started on a career path, it is difficult to steer a conversation into any serious talk about marriage. When the topic does get any attention at all, with few exceptions, a traditional pattern of thinking usually emerges: a man takes a wife, both may continue to work, but sooner or later, "the little woman" will give her career a goodbye wave and abandon it for a home, a husband and children.

Marriage is rarely considered as a possible impediment to a man's career and the prospect of children poses no threat to his career ambitions.

The choice for women is not as simple and gives rise to a lot of soul-searching questions. It was because of the frequency of such questions that Elizabeth Fessenden, assistant dean of student life and coordinator of women's programs at Clarkson, organized "A Day With Professionals" to deal with the problems of dual career marriages and professional work experiences. Dean Fessenden, herself, could serve as a role model

in those areas. A Clarkson graduate, she has successfully combined a career with marriage: first, as an engineer at Alcoa, and more recently, in her present role at Clarkson. While her work at Alcoa was satisfying and her career prospects were excellent, a growing interest in the personal problems of working women and students preparing for professional careers led her to her present position at Clarkson after five years at Alcoa. Her enthusiasm for the work she is doing and the affectionate acceptance of the students she works with testify to the wisdom of that move.



Photographs—Clarkson College

Relating the joys of their dual-career marriages are Diane Lorenzo, Sara Salloum, Rita Lee, and Kathy Hesler.

In planning for a program aimed at personal development rather than a conventional career day, Dean Fessenden drew heavily on discussions with women students to ensure a program that met their needs and interests. The response was positive and enthusiastic. The students, themselves, became intensely involved in both the planning and implementation of the program. Focusing on their major interests, two panel discussions were scheduled: a morning session on dual career marriages, and one in the afternoon on experiences of professional women. Representative alumni were recruited for the panels. Invitations to attend were extended to all Clarkson women students, their families, representatives of community businesses, and local alumni and supporters. Attendance on the day of the event surpassed expectations.

DUAL-CAREER MARRIAGES

Panel members for this discussion were: Katherine Hesler, a '79 graduate in chemical engineering working in processing engineering at IBM in Burlington, Vermont; Sara Salloum, a Chemical Engineer, of '80, now

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working in product engineering at Kodak in Rochester; Rita Lee, '80 a mechanical engineer employed at Rollway Bearing in Liverpool, N.Y.; Diane Lorenzi who graduated in '79 and works in product development at McJunkin Corp. in West Virginia. All four are married to Clarkson graduates. Sara Salloum's husband is a stock broker. The husbands of the other panel members are all engineers. All four women are working within the disciplines they studied and express similar satisfaction with their jobs and the companies they work for.

In general, the views presented by all the panelists were thoughtful and frank, obviously involving more than a little soul-searching and a great deal of deep-down honesty. While each of them presented a very personal testament of marriage, there were few major differences between them. Each of them seems to have approached marriage with a very clear-eyed plan that was thoroughly discussed with their mates. All of them gave their marriage relationship top priority, but conceded that their career ambitions made some flexibility necessary. In fact, several of the panelists cited flexibility as critical to both marriage and work. Other essential marriage ingredients emphasized were open communications, mutual understanding, trust and a clear sense of values. Most of the values mentioned seem to be based on parental influence and upbringing. In all but one case, there were agreement among the women on the panel that their career paths would reach a crossroads in five to eight years after marriage when their plans call for an interruption to have children. As to the duration of this interruption, personal estimates ranged from as little as three months after the birth of a child, to as much as the time when the children reach their teens. But there was considerable flexibility on this point also, since all the panelists expressed the strong determination to raise their own children.

For at least one aging romantic, it was noticeable that the word "love" never intruded on this discussion of marriage.

The one panelist who was less certain about having children based her reservations more on concern for her marriage than on her career ambitions. She put it this way: "We are considering the possibility of not raising a family. Right now, we are enjoying a family of two and what little free time we have together is very important for both of us. Because of the unusual demands of my husband's job, the amount of time we have together is probably less than would be necessary to take care of children. When you think about it, that time seems so small it would be very difficult to introduce another person into the picture."

What about problems? The wives on the Clarkson panel were in almost complete unanimity on these too. Among the complaints they cited were conflicting schedules, the lack of quality time together, old inbred habits, work stresses, overtime, housework, emotional pressures. Money worries, supposedly the bane of many marriages, were never mentioned, and only one panelist hinted at any professional rivalry. For anyone married for longer than five years, it might have seemed surprising that the problems were so few. But one cynic commented afterwards that some of those which were tossed off quite lightly, might become major issues in time.

For at least one aging romantic, it was noticeable that the word "love" never intruded on this discussion of marriage. That may have been simply reticence about the heart of the matter, or recognition that the word itself has been overworked in relation to inconsequential things, none of which can hold a candle to the grand passion which is the main reason for most marriages. (As witness such ardent bumper sticker proclamations as: "I love flying," "I love Marines," "I love New York," "I love Burt Reynolds," or even "I love scallions.") Or perhaps the earlier maturity of today's young people leads to the realization that a successful marriage needs more than just the ardor of love. In any case, everything Clarkson's panelists said about their marriages testified to genuinely loving relationships.

AVOIDING THE HAZARDS

Marriage counselors generally agree that the rocks on which two-career marriages are most likely to founder are money, the question of children, and whose career comes first. All the women on this panel have considered these early on in their long-range planning with their husbands and seem to be coping.

With the high salaries generated by the tremendous demand for engineers in recent years, money seems to have been of little concern to these Clarkson couples. In every case, individual salaries are combined and considered joint income. Only one couple had to face up to what marriage experts consider the root of money problems in a dual-career marriage — those cases where she earns more than he does. That question was readily resolved, since both of them accepted the fact that his career involved a temporary period of relatively low-level earnings to establish a base for a goal that promises far greater earnings than hers. Another panelist, Rita Lee, seemed to be speaking for all these young wives when she said, "Money doesn't really make a difference. If you're both happy with what you're doing and paying the bills with a little left over, that means more to your marriage than anything else."

The question of having children is one that can be even more of a hangup than money, according to studies that have been made of two-career marriages. All of the panelists refuted that conclusion. Responding to a basic biological urge, three of them indicated definite plans for having a child. All three wanted to play a major role in raising their children. Only one expected child raising to create a long-tilme hiatus in her career. The one wife who said she and her husband were considering not having any children conceded this was very subject to change.

As to whose career comes first, there is some difference in views. But it is apparent, though not always said, that in most cases, the husband's career would take precedence under certain circumstances. Kathy Hesler put it this way, "We consider both our careers equally important. Right now, mine's a little bit uncertain as to what direction I'd like to go. I'm looking into changing jobs at the company where I'm working. On the other hand, my husband's job is very stable and that would be a factor in any job change I might make if a change involved relocation or had some possible negative effect on his job. But I don't think that kind of flexibility makes my career any less important than his."

Sara Salloum was in agreement with Kathy as to the importance of both careers in a marriage. But she

added the thought that presently, she and her husband considered their careers as combined into one. Changing circumstances might make it necessary for one to take precedence over the other, but Sara thinks such circumstances are a long way off in the future.



Coping with the working world was the topic for Ruth Abramson, Mary Fadden and Janice Szocki.

Both Rita Lee and Diane Lorenzi put their husband's careers first. They both feel that this is necessary because of the stability of their husband's jobs, and their similar plans to have children. Diane, in fact, left her job in Corning, N.Y. when her husband was transferred to West Virginia even though she was dubious about finding a job she would like as well down there. As luck would have it, she did find a job in which she's so completely happy, she calls it "a perfect match."

Rita Lee faced a similar decision even before she and her husband, Scott, were married. She was doing well in a job at Corning Glass when Scott was offered a job in Skaneateles, N.Y., too far away to be within commuting distance of Corning. Since the idea of a long-distance marriage was out, Rita gave up her job and found another, closer to his. That meant a lot of transition early in their marriage, but Rita says, "It's the best decision I ever made. It's given Scott a lot of confidence, and it's made both of us think a lot harder about where we're headed."

While a glimpse at just four marriages is hardly enough on which to base any conclusions, the views of the Clarkson panel did fortify some of the opinions held by many who are concerned with the futures of today's young people. With both partners in half of all married couples working, the concept of combining love and work is a major factor in American marriages nowadays. Considering an uncertain world in which change piles on change at lightning speeds, some observers say that couples who merge marriage and careers face hazards their parents never even imagined. It would be hard to deny that there are inevitable tensions when two things as major and volatile as marriage and careers must be balanced. The women

who presented their ideas of marriage at Clarkson are obviously coping and show every sign of fitness for the long haul.

It used to be said that "successful marriages are made in heaven," considering these Clarkson marriages, it might be said with equal certainty that the best of them are "engineered."

EXPERIENCES AS A PROFESSIONAL WOMAN

Turning the focus toward a total concentration on careers without the distractions of marriage, the following panel of Clarkson alumni presented their views: Ruth Abramson, '80, an electrical engineer at Corning Glass who works as a utilities engineer in the facilities engineering department; Mary Fadden, '78, a civil engineer working at IBM on projects such as the development of water sources and ground water contamination; Janice Szocki, '80, a chemical engineer in process development engineering at Xerox. A fourth scheduled panelist, Linda McCracken, '77, was unable to appear because a job transition had her in the midst of moving to a new location. But the three who spoke presented a well-rounded and in-depth picture of professional women making their way in a male-dominated environment. Without the alluring distraction of marriage as a sub-topic, their observations on their work and its demands were naturally much more specific than those of their married counterparts. At the same time, they were equally frank and revealing about their personal lives and feelings. Their experiences and reactions provided a revealing insight for all women entering the world of work. In covering the career hangups they encountered, they touched on many concerns common to most working women, such as: defining priorities, self doubts and fears, acceptance by fellow workers, sexual discrimination and boredom. There is little reason to believe that there were any major differences between the work experience of the women who had to balance their career ambitions with their personal life styles and those who combined marriage and work.

GETTING STARTED

All the women on Clarkson's panel of professional women agreed: going to work on your first real job is like nothing you've ever experienced before. "It's a long way from those summer jobs you had where everybody babied you along and thought you were real smart just to find your desk in the morning," said one of them.

Another one said, "It's not even like when you were a freshman at college and everything was new and strange. Then you could look around and see that there were at least a couple of hundred other kids in the same boat with you. My first job... wow... I looked around and I was the only woman in the middle of 120 guys! And if that wasn't enough, what was really scary, they all looked so smart and as if they knew exactly what they were doing. I didn't even know how I was supposed to act!"

Nobody said that it was easy to overcome those first job fears. In general, the panelists agreed that it was largely a matter of learning the ropes and then determining your priorities. Mary Fadden, on her third job, with four years of experience behind her, seemed most

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positive about that. "Once you get over the basics of getting started," she says, "when you realize that nobody expects you to set the world on fire, that you've had a pretty good education that has taught you how to learn, and that a new job is just another learning experience — learning how to apply what you learned in school — you can relax a little about work. The big thing then is to get your whole life in perspective. You have to come to grips with how important your job is in your life and how much time you want it to take. You can sit at your desk and see people taking work home or putting in a lot of overtime. Then you decide; OK, if that's what it takes, I'll do it. Or else you say that's not for me, I like my outside life, my personal life. I work so I can have the personal life I want. But you have to accept that you'll take the consequences of your choice. It's like going to the store, there are a lot of beautiful things on the shelf, but there's a price tag on all of them. You have to decide what you're willing to pay."

Janice Szocki zeroed in closer to the basics of those first fears. Her advice was to find a mentor — a sort of fairy godmother or father — your boss, another woman employee, or just another person who knows your job inside out and will answer your questions. "You may know the book part of your field," she said "but applying it on a job is something else, something that's different in every company, so they can't teach it to you in school. The person you pick as your mentor has nothing to lose by helping you, and may even be flattered that you chose him or her since it shows real respect and recognition of their smarts."

Marriage counselors generally agree that the rocks on which two-career marriages are most likely to founder are money, the question of children, and whose career comes first.

One panelist who might have been helped by a mentor admitted that her first job fears were multiplied within months of starting her job when her engagement was broken. The relationship around which she had planned her future fell apart when it proved to be no relationship at all. All the confidence she has started to build up in settling into her new job evaporated overnight. She was flooded with doubts — about herself, her job, even her choice of engineering as a profession. She fought and won that battle by herself with a lot of soul searching and agonizing. Now she says, "If I had leveled with my boss who was very supportive even though he didn't know what I was going through, or if I had leveled with somebody else I could talk to, I would have been a lot better off, and I might have solved my problem a lot sooner and certainly less painfully."

Learning the ropes without hanging yourself was the gist of much of the advice offered by the panel. Adapting yourself to the people you work with and winning their acceptance is important, but it isn't always easy, especially when 99 percent of them are males. Proving that you're good at what you do is the slow but sure way to win acceptance and maybe becoming "one of the guys." On the other hand, just being a woman may put you light years ahead of some young man who started at the same time you did — but don't count on it.

The panelists also agreed that you have to be noticed to get ahead. That doesn't mean blowing your own horn or wearing heavy makeup or flashy or sexy clothes. Quite the opposite. The way you work, your attitude, good humor, and willingness to help will get you more favorable attention.

Assertiveness, as opposed to being pushy, is essential but hard to teach, so it's not often taught in schools. It's even harder to learn, but not impossible. Learning depends a lot on recognizing the difference between assertiveness and aggression. Aggressive behavior tends to be self-centered and one-sided, often an expression of an overwhelming insistence on establishing one's rights. Assertiveness, when mastered, becomes a positive strategy based on understanding and empathy for interpersonal relationships that wins recognition without being offensive. The difference is probably best seen, and the strategy learned, by watching the people around you. With a little study, it can become quite apparent.

Communication, which the panelists stressed as an essential business skill, is also an important factor in winning acceptance. "You have to write letters and reports, present your ideas both in writing and verbally," said Mary Fadden, "and the way you do those things is noticed."

"You make a case for yourself with the way you communicate," said Janice Szocki, "not just when its doing the routine of your job, but when you talk to your managers or the people you work with. And communications are critical on those occasions when you have to talk to your boss about your prospects for advancement or a raise."

The panel agreed that learning communication skills isn't easy for everyone, but their eloquent presentations of their experiences indicated their mastery of the essential art.

CAREER OPTIONS

The panel joined a lot of other experts in their agreement that managing a career is a continuing process of decision making. "You have to count on things changing," said Ruth Abramson. "Nothing is forever," said Mary Fadden, and Janice Szocki added "you make decisions almost every day that can effect your career."

Early on, the panel members seem to have found themselves considering the possibility of moving from the technical side of engineering to management. Some companies even push women engineers in that direction. "Would you be interested in management?" is a favorite question of some managers at review time. That may be because there are so few women available for such posts. But in any case, the choice seems to come down to an individual perspective. Does management fit your personality and interests? Are you really interested in it? Where do you see yourself in the future? The main idea is, if you choose to go into management, make sure it's your choice. Don't be pressured into the move just because the company is "gung ho" on getting women into management.

How do these women feel about advanced degrees? There was a consensus: if it's going to help you on your job, go for it. A Master's is no guarantee of automatic promotion in most places, so you have to examine your own situation carefully. If you decide to do it just because it will make you feel good about yourself,

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Writing for Money

Let's begin with two assumptions: you love to write; you are a good writer. (Chances are, both of these are true, or else you wouldn't be reading this.) Given those two premises, you almost certainly have considered a career as a writer. However, if you aren't already aware of them, you should know about the economic realities of the writer's life: In 1981, **The New York Times** reported that, while more than 27,000 Americans list their profession as "writer," only about 3000 of them make a living at the art. Worse, the average income that free lance writers derived from writing was \$1500. Since this calculation included the lush earnings of mass-media stars like Harold Robbins, John D. MacDonald, Sherry Hite, Peter Benchley, and Judith Krantz, it's obvious that, for most writers, writing is a labor of love, rather than money.

However, there are more options than just starving for your art or seeking a different career. Several million Americans write for a living, and have interesting and rewarding careers in the process. They may not be writers in the purest sense of the word: they don't have the freedom that is the hallmark of the popular conception of the artist. Instead, they have jobs that afford them the opportunity to make a living by writing. Some people regard this compromise with a certain amount of scorn, but before phrases like "selling out" are invoked, it's instructive to consider just a few American writers who held such jobs in order to support their own literary writing projects: Walt Whitman and Ernest Hemingway, correspondents; Ralph Ellison, professor; Joseph Heller, advertising copywriter; Thomas Pynchon, technical writer.

There is one salient thing about a writing job: it is never just a job. It is frustrating, infuriating, amusing, exciting, heart-breaking. . . and that's just the last fifteen minutes. It is everything except boring: since your basic output is your own words, you always feel connected with your work. In fact, you have to learn that your words are not you: the comments, criticisms, and changes of your co-workers and superiors are not personal reflections on you. (If you are like us, you will have to relearn this lesson at least twice per article.)

Writing jobs, in the last analysis, are jobs that writers can love. This is not to say that you, individually, will feel this way. There are no guarantees, but there are strong probabilities. We hope it happens for you. Because, you see, we write for money. And we love our jobs.

— The Editors —

Wordsmiths Wanted!

Careers For People Who Love To Write

By Tana Sodano

Writers don't necessarily have to starve in garrets for their art: people write for a living not just on newspapers and magazines, but in corporate and government offices, TV and radio stations, even high-tech laboratories.

Once upon a time you may have wished that you could grow up to become a writer. You were the oddball who actually preferred essay tests because they gave you a chance to do something you really liked to do: write. But write for a living? Impossible, you thought. The notion of starving for your craft in some barren attic just didn't appeal to you, so you discarded the idea.

Well, not so fast. Somebody had to write those thousands of ads you can't help but notice. Somebody had to write your textbooks. In fact, when you think about it, our information-oriented society demands mountains of written material. As a result, employers are on the lookout for people to do that writing, now more than ever. And as the generation that spent more time with the TV set than the printed word takes over the majority of the work force, the person who can write well is at a premium.

Professional writers don't fit the Emily Dickinson stereotype of a recluse writing poetry that will be read in English courses a hundred years from now. Few of them write all day long, chained to a pen. And many of them don't even hold degrees in English. They are, however, talented individuals who work at a multifaceted craft — and derive great pleasure from their creations.

"I consider myself a writer who works for a newspaper," says Nadine Thomas, 30. While in high school, an English teacher recognized and encouraged Nadine's writing talent, prompting her to "know I wanted to be a writer." She got a degree in English and Communications, then worked in public relations — writing form letters, publicity, and radio spots for a bank. From there she worked on two different newspapers in Indiana. "I became aware of social services and issues," says Nadine. "Covering subjects like welfare, poverty law, and juvenile delinquency put me in touch with people."

Now a staff writer for the *Intelligencer-Journal*, a newspaper with a circulation of 41,000 in Lancaster, Pennsylvania, Nadine interviews people and writes feature stories. Ideas for her award-winning articles are mostly her own, mostly about interesting people she meets or hears about. She's written about single parents, alcoholism, the anger of Vietnam veterans, and — her favorite of the year — a superachieving woman dying of cancer.

"My writing is creating a work of art," Nadine says. "It's a creative process, a difficult process. The most

Photography by Tana Sodano



What's in the future? Nadine Thomas interviews Jeane Dixon for some answers.

rewarding part is when I finish a story and say to myself, 'Goddamn, that's good.' " What's the worst part of her job? "Burn-out," she says without hesitation. "There is so much stimulation — which I need — but sometimes there's an overload. That's getting better as I get older. Maybe I'm less the young enthusiast now. I'd get jaded, I guess."

"The nicest thing about my work is that it's so visible," Nadine acknowledges. "If you're good it's going to show. That gives you instant respect because people already know your work. It's a real advantage of the profession."

Newspaper writers earn from \$15,000 to \$30,000, depending on location. Of course, syndicated columnists and established large city reporters can expect more.

Writing for television is another way of bringing information to the public, and is a highly visible profession for on-the-air personalities. Deloris Ramsey, 27, describes herself as a news writer — news finder — news coordinator. She anchors the morning news breaks on Channel 2, the NBC affiliate in Baltimore, Maryland.

"I knew TV was what I wanted to do when I used to watch the top anchors out of Washington when I was growing up," Deloris relates. She credits her B.A. in radio-TV-film from Shaw University in Raleigh, North Carolina, with providing a solid foundation. After

Wordsmiths Wanted! . . .

teaching English in the DC public schools, she began working as a news assistant at ABC's Washington Bureau. "I learned so much there," says Deloris. The best-known of her several mentors at ABC was Vic Ratner, a network TV reporter. "I learned a lot about writing style from Vic," says Deloris. "Then you practice and look at the pros and their style. There are certain guidelines, like using present tense to keep things up to date."



On the air: Deloris Ramsey's aspirations were always focused on the small screen. Now she's on it as a newscaster.

In TV news, Deloris estimates that about half of her subject matter is "must cover" material — from wire services, newspapers, magazines. The other half is "sought after or dug up." She's reporter on "everything from local murders, to Congress and the Federal budget to someone having triplets." And, though she's won awards for her news coverage, she considers her greatest accomplishment "when I touch a young person, when I tell them they can do what I'm doing. I'm happy when I know I've touched lives."

Television news reporters may earn as little as \$12,000 in a very small local station all the way into six figures for top-level network positions, according to Deloris. The key to finding TV jobs, she says, is to "circulate. Make contacts and obtain internships early on. Get to know news directors. We're in a business where looking for a specific personality and style is important — not just good writing. Of course, there are behind-the-scenes writing jobs, too."

Press releases are often the starting point for news stories. The person who writes those releases for the Auditor General of Pennsylvania is Annette Reiff, 29. As Director of Communications, she functions as press secretary, the official liaison between this large department and the public. "I spend 50% of my time writing, 25% answering calls from reporters, and 25% helping to form communications policies, setting up press conferences, and deciding how technical audit reports with public interest will be handled."

"Writing isn't enough," says Annette. "You must know the political and philosophical beliefs of the people you're working for. It's not creative writing as such. For speeches, letters, and press releases alike, you must understand the functions of the department, and that comes from being here a long time."

"There's glamour to the job, too," Annette admits. "Setting up TV appearances, traveling with the Auditor General, seeing my name in print — I like it! And I like

the idea that other people are responding to my ideas, even though I write so my superior gets credit. Fortunately, we share the same ideas on most things."

With a degree in social studies education from Penn State, Annette began her career working in the office of her political party's State Committee. She joined the Auditor General's first election campaign as a letter writer, and when he won the election, he offered her a job in his department. She then moved through two



When the press wants answers, Annette Reiff, press secretary, for the Auditor General of Pennsylvania, gets a phone call.

promotions to her present position. "Get involved in a political campaign," she advises prospective government communicators. "Find a candidate you believe in and be ready to work long hours. Work for low pay or no pay — and hope you found a winning candidate."

Expect a position comparable to Annette's to pay between \$23,000 and \$35,000, though a governor's press secretary will probably top that estimate.

Advertising requires another brand of savvy. The success of strategies employed in selling a product is measured in hard dollars and cents. Carolyn Duerr, 28, is a promotions supervisor at Armstrong World Industries. Her job is to plan advertising to sell vinyl flooring, which involves writing selling material that goes to a huge distributor network as well as point-of-purchase signs, posters, and banners. She edits magazine ad copy prepared by outside agencies, works with 90 newspapers, 50 radio stations, and several national magazine, and manages a million dollar budget.

Ever wonder who comes up with copy like "A fresh rendition of a traditional weathered stone pattern"? Or how about this one? "Real ceramic tile? Meet real competition." Says Carolyn, "They just occur to me!" But beyond the highly visible catch phrases, Carolyn handles a myriad of complex management details.

Continued on page 43

THE COLLEGIATE CAREER WOMAN

CORPORATE PROFILE DIRECTORY

The purpose of The Collegiate Career Woman's Corporate Profile Directory is twofold:

1. To offer graduating senior women specific career opportunities offered by firms advertising in this edition.
2. To offer companies an opportunity to recruit women college graduates for executive training positions.

The Corporate Profile Directory offers you an opportunity to find out specific details about those companies with which you are interested in pursuing a career.

Check the Career Cross Index to quickly locate which companies offer you career opportunities within your field of interest.

Each Corporate Profile is an advertisement for your talent and has been carefully prepared by companies who expect to hear from you. **Contact them today. Your future depends on it.**

ATLANTIC RESEARCH CORPORATION

an Equal Opportunity Employer (M/F)

Home Office: 5390 Cherokee Ave., Alexandria, Virginia 22314

Number of Employees: 1600

Date Company Established: 1949

Corporate Description: Solid Propellant Rocket Development and Manufacturing, Research and Technology. Physics, Applied Mechanics, Chemical Engineering, Electronics Communications, Engineering Systems and Analysis.

Career Opportunities in 1982/83: B.S.—M.S.—Ph.D.—Aero—Mechanical—Chemical—Electrical Engineers—Scientists and Technicians.

Who to contact for Interview: Ric Jarnagin, Employment Manager

Territories Open: Northern Virginia

Procedure for Arranging Interview: Send resume to Ric Jarnagin, or call collect 703-642-4111.

CENTRAL ILLINOIS PUBLIC SERVICE COMPANY

an Equal Opportunity Employer

Home Office: 607 E. Adams, Springfield, Illinois 62701

Number of Employees: 2,900

Date Company Established: 1902

Corporate Description: Investor owned Electric and Natural Gas Utility.

Career Opportunities in 1982/83: Mechanical Engineers, Power Plant Engineering, Electrical Engineers, Field and Staff Power Engineering, Programmer-Analysts. On the job training.

Who to contact for Interview: H.L. Gaffney, Employee Development Supervisor.

Territories Open: Beardstown, Grand Tower, Hutsonville, Coffeen, Marion Mattoon, Meredosia, Newton and Springfield, Illinois.

Procedure for Arranging Interview: Send resume to H.L. Gaffney, Employee Development Supervisor.

CONSOLIDATED EDISON CO. OF NEW YORK, INC.

an Equal Opportunity Employer

Home Office: 4 Irving Place, New York, New York 10003

Date Company Established: 1823

Number of Employees: 25,000

Corporate Description: Public utility supplying electricity, gas, and steam in New York City and Westchester County.

Career Opportunities in 1982: Accountants, Data Processing Programmers; Engineers – chemical, civil, electrical, mechanical, nuclear.

Who to contact for Interview: Placement Manager

Territories Open: New York City and Westchester County.

Procedure for Arranging Interview: Send resume to company or arrange through college Placement Director.

CONSOLIDATED GAS SUPPLY CORPORATION

an Equal Opportunity Employer

Home Office: 445 West Main Street, Clarksburg, WV 26301

Number of Employees: 2,500

Date Company Established: 1898

Corporate Description: Production, Transmission, Storage and Distribution of Natural Gas.

Career Opportunities in 1982: Mechanical Engineers; Petroleum Engineers; Accountants; Geologists and Programmers.

Who to contact for Interview: Sue Ellen Lindsey, Coordinator, Employment.

Territories Open: Clarksburg, WV

Procedure for Arranging Interview: Send resume to Company.

EBASCO SERVICES INCORPORATED

an Equal Opportunity Employer

Home Office: Two World Trade Center, New York City, New York

Number of Employees: 6,000 +

Date Company Established: 1905

Corporate Description: Design, Engineering and construction of electric generating power plants and other energy related projects.

Career Opportunities in 1982/83: Assistant Engineer (Design, Construction, Planning, Estimating.)

Who to contact for Interview: Anthony W. Simmons

Territories Open: New York City, Jericho, Long Island - Lyndhurst, New Jersey - Atlanta, Georgia - Houston, Texas - Newport Beach, California - various domestic construction sites.

Procedure for Arranging Interview: Send resume.

GRUMMAN AEROSPACE CORPORATION

an Equal Opportunity Employer

Home Office: Bethpage, New York 11714

Number of Employees: 22,000

Date Company Established: 1930

Corporate Description: Research, development, design, and manufacture of aircraft, missiles, space vehicles, deep submersibles, hydrofoil craft.

Career Opportunities in 1982/83: Seeks chemists, engineers, programmers, welding engineers.

Who to contact for Interview: Kaye Diarra, Director, Employment Development, Dept. 311

Procedure for Arranging Interview: Send resume to company c/o Kaye Diarra, Director of Employment Development, Dept. 311.

GULF OIL CORPORATION

an Equal Opportunity Employer

Home Office: P.O. Box 1166, Pittsburgh, Pa. 15230

Number of Employees: 60,000

Date Company Established: 1901

Corporate Description: Fully integrated, world wide, total energy company engaged in production and distribution of petroleum, coal, atomic energy, petrochemicals, and plastics products.

Career Opportunities in 1982/83: Seeks accountants, business administrators, computer science personnel, engineers, geologists, geophysicists, and sales personnel.

Who to contact for Interview: William E. Johnston, Jr., Human Resources Department.

Territories Open: Nationwide

Procedure for Arranging Interview: For information concerning employment, send letter of interest and resume to William E. Johnston, Jr., Human Resource Department, Gulf Oil Corporation, P.O. Box 1166 Pittsburgh, Pa. 15230.

GULL AIRBORNE INSTRUMENTS, INC.

an Equal Opportunity Employer

Home Office: 395 Oser Ave., Smithtown, New York 11787

Number of Employees: 700

Date Company Established: 1966

Corporate Description: Manufacturer of Aircraft Instrumentation, including liquid gauging, mass flow, temperature, torque and multi-signal systems.

Career Opportunities in 1982/83: Engineers with Bachelor or advanced degrees in Electronics, Mechanical and Aerospace disciplines.

Who to contact for Interview: Tom Castoro, Director, Human Resources.

Territories Open: Smithtown, Long Island, New York 11787

Procedure for Arranging Interview: Send resume to company.

HARRIS CORPORATION-PRD ELECTRONICS DIVISION

an Equal Opportunity Employer

Home Office: 6801 Jericho Turnpike, Syosset, L.I., New York 11791

Number of Employees: 1800

Date Company Established: 1944

Corporate Description: Design development of electronic systems, including automatic test equipment for complex Avionic weapons systems; Development of Data Acquisition Systems.

Career Opportunities in 1982/83: Technical and Administrative career possibilities including; systems design, computer programming and administrative positions in accounting and finance. Manufacturing.

Who to contact for Interview: Mr. C. G. Gemuendt, Manager, Employment

Procedure for Arranging Interview: Send resume to Mr. C. G. Gemuendt, Manager, Employment, Harris Corp., PRD Electronics Division, 6801 Jericho Typke., Syosset, N.Y. 11791.

HERSHEY FOODS CORPORATION

an Equal Opportunity Employer

Home Office: 100 Mansion Road East, Hershey, PA 17033

Number of Employees: 12,450

Date Company Established: 1905

Corporate Description: A major producer of chocolate and confectionary products; operates a chain of restaurants; is a major producer of pasta products; and operates an office coffee service plan.

Career Opportunities in 1982/83: Brands Management, Information Systems, Engineering, Food Science, and Finance.

Who to contact for Interview: S.P. Desjardins

Procedure for Arranging Interview: Send resume to S.P. Desjardins, Employee Relations, Dept. Box CCW-1, Hershey Foods Corp., 14 E., Chocolate Ave., Hershey, PA 17033.

E.F. HUTTON & COMPANY INC.

an Equal Opportunity Employer

Home Office: One Battery Park Plaza, New York City, NY 10004

Number of Employees: 11,000

Date Company Established: 1904

Corporate Description: Brokers in Securities and Commodities; Investment Bankers

Career Opportunities in 1982: Management Training Program

Who to contact for Interview: Manager of Employment

Procedure for Arranging Interview: Send resume to company.

CONGRESSIONAL RESEARCH SERVICE— THE LIBRARY OF CONGRESS

an Equal Opportunity Employer

Home Office: Washington, DC 20540

THE CONGRESSIONAL RESEARCH SERVICE of the Library of Congress from time to time has openings for highly qualified research analysts, specialists and senior specialists to perform legislative policy analysis in response to inquiries from Members and Committees of Congress in the following areas:

American Law	Education and Public Welfare
American National Government	Environment and Natural Resources Policy
Economics	Foreign Affairs and National Defense
	Science Policy Research

In addition, there are occasional vacancies for administrators and librarians.

Positions range in salary from GS-7 (\$15,922) to GS-17 (\$57,500). and require related education and/or experience commensurate with the grade level as well as the ability to communicate effectively in both oral and written form.

NOTE: In order to receive full consideration for these positions, please be specific about how background (College Course Work/Experience) relates to Legislative Policy Analysis in the fields mentioned above.

TO APPLY: Mail Standard Form 171, Personal Qualifications Statement, or Resume to: The Library of Congress, Room LM-107, Washington, DC 20540, Attn: MO-MRM.

METHODIST HOSPITAL OF INDIANA, INC.

an Equal Opportunity Employer

Home Office: 1604 N. Capitol Avenue, Indianapolis, Indiana 46202

Number of Employees: 4,500 **Date Company Established:** 1899

Corporate Description: Private, general, not-for-profit, voluntary hospital.

Career Opportunities in 1982/83: Nurses — orientation is geared to the student's educational background and the area of assignment. Pharmacists, Respiratory Therapists, Medical Technologists.

Who to contact for Interview: Sandra Williams, Sr. Employment Representative.

Territories Open: Indianapolis, Indiana

Procedure for Arranging Interview: Write or call collect (317) 924-8931.

MUTUAL BENEFIT LIFE INSURANCE COMPANY

an Equal Opportunity Employer

Home Office: 520 Broad Street, Newark, NJ 07101

Number of Employees: 2,000 **Date Company Established:** 1845

Corporate Description: Mutual Benefit Life is a financial institution dealing in the sales and administration of life insurance, group life, accident, and health coverage, individual and group pension plans, and mutual funds.

Career Opportunities in 1982/83: Formal training program for entry level programmers. Trainees positions in Actuarial Science, Calculations, Accounting and Financial Analysis, Insurance Services, Administration, and Underwriting.

Who to contact for Interview: Margaret L. Bridge, Employment Manager

Territories Open: Newark, NJ and Kansas City, MO

Procedure for Arranging Interview: Send letter of interest and resume to Employment Manager at above address.

PUBLIC SERVICE ELECTRIC & GAS COMPANY

an Equal Opportunity Employer

Home Office: 80 Park Plaza, Room 2A, P.O. Box 570, Newark, N.J. 07101

Number of Employees: 13,000 **Date Company Established:** 1903

Corporate Description: Electric & Gas Utility.

Career Opportunities in 1982: Nuclear, Mechanical, Electrical, Engineering positions
—Programmers-Cobol.

Who to contact for Interview: Ted Hunziker, Personnel Coordinator.

Territories Open: Newark and various New Jersey location.

Summer Employment: 8 week management orientation training.

Procedure for Arranging Interview: Send resume — cover letter — indicating career objectives to:
Ted Hunziker, Employment & Placement, Room 2A, P.O. Box 570, 80 Park Plaza, Newark, N.J. 07101

PUGET SOUND NAVAL SHIPYARD

Federal Government

an Equal Opportunity Employer

Home Office: Puget Sound Naval Shipyard Code 170.2 (AW), Bremerton, Washington 98314

Number of Employees: 11,000 **Date Company Established:** 1891

Corporate Description: Ship conversion and repair.

Career Opportunities in 1982/83: Mechanical and Electrical Engineers.

Territories Open: Bremerton, Washington 98314

Procedure for Arranging Interview: Call Toll-Free 1-800-426-5996 (Within Washington 1-800-562-5972) or send resume to: Puget Sound Naval Shipyard, Code 170.2 (AW), Bremerton, WA 98314.

REVLON, INC.

an Equal Opportunity Employer

Home Office: Room 1011, 767 Fifth Ave., New York City, New York 10022

Number of Employees: 19,500

Corporate Description: Leading Manufacturer of Cosmetics, Fragrances and Pharmaceuticals

Career Opportunities in 1982: Cosmetics, fragrance, scientific research, ethical or proprietary products, finance, marketing, sales, systems analysis and computer programming. Engineering: Industrial, Machine Design, Project and Maintenance.

Procedure for Arranging Interview: Send resume to company c/o above address.

ROYAL INSURANCE

an Equal Opportunity Employer

Home Office: 150 William Street, New York, N.Y. 10038

Number of Employees: 6,500

Date Company Established: 1845

Corporate Description: Royal Insurance has a network of more than 125 offices in the United States and conducts business through more than 5,000 independent insurance agents and brokers. Royal Insurance is part of the Royal family of insurance companies which has representatives in more than 80 countries throughout the world and writes policies in 16 languages. PROPERTY-CASUALTY INSURANCE.

Career Opportunities: Positions are available in New York, regional and branch offices for underwriters, marketing representatives, claim and loss representatives, premium auditors, and engineering representatives. On-the-job training programs are available.

Procedure for Arranging Interview: Contact your placement director or write to Employment Manager, Royal Insurance, 150 William Street, New York, New York 10038.

SERVICEMASTER INDUSTRIES, INC.

an Equal Opportunity Employer

Home Office: 2300 Warrenville Road, Downers Grove, IL 60515

Number of Employees: 5,000

Date Company Established: 1929

Corporate Description: Management services to the health care industry.

Career Opportunities in 1982/83: Management Training Program.

Who to contact for Interview: Assistant Vice President, Personnel, R.H. Grant

Territories Open: Nationwide

Procedure for Arranging Interview: Direct all inquiries to R.H. Grant, Assistant Vice President, Personnel.



Division of Sperry Corporation

an Equal Opportunity Employer

Home Office: Marcus Ave. and Lakeville Rd., Great Neck, Long Island, N.Y. 11020

Number of Employees: 9200

Date Company Established: 1910

Corporate Description: Design and Development of radar fire control; inertial Navigation, Guidance Control, Navigation/Command Decision, flight simulation, gyro-compass and inertial, and Microwave radar systems.

Career Opportunities in 1983: Assistant Engineers (EE, ME and Physics Degrees preferred). Programmers (Computer Science, Math or Physics Degree-EE with CS minor acceptable. Field Engineers (application): Degree in EE, ME or Physics appropriate.

Who to contact for Interview: P.W. Smith

Procedure for Arranging Interview: Send resume to P.W. Smith at above address.

TANDY CORPORATION/RADIO SHACK

an Equal Opportunity Employer

Home Office: 500 One Tandy Center, Fort Worth, Texas 76102

Number of Employees: 25,000

Date Company Established: 1921

Corporate Description: Manufacture and Sales of Consumer Electronic equipment including Mini and Microcomputer products.

Career Opportunities in 1982/83: Retail Sales Store Management Training, Computer Products Sales, Computer Center Management Training.

Who to contact for Interview: J. Joseph Mintz, Employment Manager

Territories Open: 171 districts covering over 4,400 Company sales units in U.S.

Procedure for Arranging Interview: Send resume to name and address above. Package of company information with name of local area representative to contact will be returned.

TOLEDO EDISON COMPANY

an Equal Opportunity Employer



Home Office: 300 Madison Avenue, Toledo, Ohio 43652

Number of Employees: 2400

Date Company Established: 1901

Corporate Description: A broad-based, investor-owned utility with over 100,000 shareholders. Presently serving more than 269,000 customers in Northwestern Ohio.

Career Opportunities in 1982/83: Assistant Engineers in Mechanical, Nuclear, Electrical, Civil and Chemical. Assistant Analysts in Accounting and Computer Science.

Who to contact for Interview: Personnel Assistant (KH)

Procedure for Arranging Interview: Arrange through College Placement Director or send resume to Personnel Assistant (KH), Stop #230, at above listed address.

THE TRAVELERS INSURANCE COMPANIES

an Equal Opportunity Employer

Home Office: One Tower Square, Hartford, Connecticut 06115

Number of Employees: 30,000

Date Company Established: 1864

Corporate Description: Four insurance companies functionally combined and writing all forms of insurance coverage.

Career Opportunities in 1982/83: Actuarial, Claims, Underwriting, Sales Management, Auditing, Loss Control, Business Systems, Marketing, EDP Programming, Home Office Operations, Risk Analysis, Systems Analysis, Field Operations, Administration, Accounting.

Who to contact for Interview: Rubin Fisher, Asst. Director, Personnel, The Travelers, One Tower Square, Hartford, Conn. 06115

Territories Open: Our field offices are in major cities throughout U.S. and Canada.

Summer Employment: Limited Summer Employment (Actuarial Students in Hartford Only)

Procedure for Arranging Interview: Send resume to Rubin Fisher, Asst. Director, Personnel, The Travelers, One Tower Square, Hartford, Conn. 06115 or arrange through college placement director.

TRW

ELECTRONIC SYSTEMS GROUP

an Equal Opportunity Employer

Home Office: One Space Park Drive, R6/1033, Redondo Beach, CA 90278

Number of Employees: 2400

Date Company Established: 1952

Corporate Description: High Technology Electronic Systems and components for space and military applications.

Career Opportunities in 1982/83: Seeking BS, MS and PhD Electrical Engineers.

Who to contact for Interview: Professional Employment

Territories Open: Redondo Beach, California

Procedure for Arranging Interview: Send resume to company.



NAVAL ORDNANCE STATION

an Equal Opportunity Employer

Home Office: Civilian Personnel Department, Code 063G, Indian Head, Maryland 20640

Number of Employees: 2,600

Date Company Established: 1890

Corporate Description: We provide Technical support, and Production Capability for All Phases of Weapons, Systems Propulsion, Explosives Development, Cartridge and Propellant Actuated Devices, and Propellant and Explosive Chemistry.

Career Opportunities in 1982/83: Aerospace Electronic and Mechanical Engineering.

Who to contact for Interview: George E. Hazzard at Area Code 301-743-4306

Territories Open: Indian Head, Maryland

Procedure for Arranging Interview: Send applications to Naval Ordnance Station, Code 063G.

WORMALD U.S., INC.

Division Ansul, Wormald Fire Systems, Wormald Electronics

an Equal Opportunity Employer

Home Office: 1 Stanton Street, Marinette, WI 54143

Number of Employees: 1,500

Corporate Description: Production and sale of fire protection equipment and supplies.

Career Opportunities in 1982: Accounting, Design Engineers, Mechanical Engineers, Programmers, Sales

Who to contact for Interview: George L. Schmit

Territories Open: Marinette, WI, Dallas, TX, and other cities throughout U.S.

Procedure for Arranging Interview: Send resume to George L. Schmit at above address.

CHALLENGING ENGINEERING POSITIONS

WITH PROFESSIONAL GROWTH

NUCLEAR POWER:

- MECHANICAL & ELECTRICAL ENGINEERS for planning and directing of testing on nuclear plants
 - MECHANICAL ENGINEERS for technical direction for repairs and alterations to reactor plants, fluid systems and components
 - MECHANICAL & ELECTRICAL ENGINEERS for quality Engineering, Program, auditing and evaluating reactor work plant quality
- Special Training required for work in nuclear power will be provided.

STEAM POWER PLANTS

- MECHANICAL & ELECTRICAL ENGINEERS for planning and directing of testing of steam powered ship propulsion plants and ships electrical systems.

FACILITY ENGINEERING

- MECHANICAL & ELECTRICAL ENGINEERS for the design, maintenance and repair of industrial support equipment.

SHIP SYSTEM DESIGN

- MARINE & MECHANICAL ENGINEERS for developing shipboard equipment piping and HVAC system designs.
- ELECTRICAL ENGINEERS for the design and modification of shipboard electrical systems.

B S Engineering degree or equivalent and U.S. Citizenship required.

Starting salaries up to \$20,701, depending on qualifications. Excellent opportunities for advancement under the Merit System to Senior Engineer levels with pay levels in \$25,924. - \$33,500. range. These are civilian positions with complete Federal Civil Service Benefits - liberal vacation allowance, paid sick leave, partially employer funded life and health insurance programs, excellent retirement plan.

Puget Sound Naval Shipyard, established in 1891, employs over 11,000 employees. With superior capability, the Shipyard overhauls both fossil-fuel and nuclear-powered aircraft carriers, submarines and other surface vessels. Located on Puget Sound, east of the Olympic Mountains in Washington, Puget Sound Naval Shipyard is in one of the most scenic areas in the country. It has outstanding skiing, sailing, fishing, and hunting. It is readily accessible to rugged wilderness, miles of protected shoreline and waterways as well as the cosmopolitan environment of Seattle, a metropolitan hub of the Northwest, recognized by several publications as the city with the best "Quality of Life" in the country.

Call Toll-Free

1-800-426-5996

Within Washington call 1-800-562-5972

(Message recorded
after working hours)

Or send Resume to

PUGET SOUND NAVAL SHIPYARD

BREMERTON, WA 98314



ATTN: Code 170.2 (AW)

Equal Opportunity Employer M/F/H

THE COLLEGIATE CAREER WOMAN

FREE
RESUME
SERVICE

As a service to our readers and advertisers, The Collegiate Career Woman, has set forth an easy to read career reference guide.

After you have chosen your field of interest, simply check the Career Cross Index to indicate those companies advertising career opportunities located in the full page advertising and/or The Corporate Profile Directory within this Edition of the Collegiate Career Woman Magazine.

As a free service for our readers, we have started a Free Career Resume Service. All you have to do is circle 10 companies of your choice, send us your letter of interest and resume and we will, free of charge, circulate your resume to those 10 advertisers chosen. For easier career selection, utilize the free career resume form at the back of this section. Send to:

The Collegiate Career Woman's Free Career Resume Service
c/o Equal Opportunity Publications, Inc.
P.O. Box 202, Centerport, N.Y. 11721

Many career opportunities are offered by well known and respected companies in the following fields of interest:

ACCOUNTING

- Con Edison
- Consolidated Gas Supply Corporation
- Gulf Oil Corporation
- Harris-PRD Electronics
- Hershey Foods Corporation
- Mutual Benefit Life
- Royal Insurance
- Sperry
- Toledo Edison
- Traveler Insurance Co.
- Travelers Insurance Cos.
- Wormald U.S., Inc.- Ansul Div.

ACTUARIAL

- Mutual Benefit Life
- Royal Insurance
- Travelers Insurance Cos.

ADMINISTRATION

- Gulf Oil Corporation
- Harris-PRD Electronics
- Mutual Benefit Life
- Sperry
- Travelers Insurance Cos.

ANALYSIS

- Toledo Edison
- Travelers Insurance Cos.

AUDITORS

- Royal Insurance
- Travelers Insurance Cos.

BOOK DESIGNERS & PUBLISHERS

- Hearst Magazine

BRANDS MANAGEMENT

- Hershey Foods Corp.

BROKERS

- E.F. Hutton & Co.

CHEMISTS

- Grumman Aerospace Corporation

CLAIM REPRESENTATIVES

- Royal Insurance

COMPUTER TECHNOLOGIES

- Gulf Oil Corporation

- Harris-PRD Electronics Division
- Hershey Foods Corporation
- Public Service Electric & Gas
- Revlon
- Tandy Corp./Radio Shack
- Toledo Edison
- Wormald, U.S., Inc.- Ansul Div.

DATA PROCESSING

- Con Edison
- Sperry

DESIGN

- Wormald, U.S., Inc.- Ansul Div.

ECONOMICS

- Library of Congress

EDITORIAL

- Hearst Magazines

ENGINEERING

- Atlantic Research Corp.
- Central Illinois Public Service
- Con Edison

<ul style="list-style-type: none"> <input type="checkbox"/> Consolidated Gas Supply Corp. <input type="checkbox"/> Grumman Aerospace Corporation <input type="checkbox"/> Gulf Oil Corporation <input type="checkbox"/> Gull Airborne Instrument <input type="checkbox"/> Hershey Foods Corporation <input type="checkbox"/> Public Service Electric & Gas <input type="checkbox"/> Puget Sound Naval Shipyard <input type="checkbox"/> Revlon <input type="checkbox"/> Sperry <input type="checkbox"/> Toledo Edison <input type="checkbox"/> Travelers Insurance Cos. <input type="checkbox"/> TRW-Electronic Systems Group <input checked="" type="checkbox"/> U.S. Naval Ordnance <input type="checkbox"/> Wormald, U.S., Inc.-Ansul Div. <p><input type="checkbox"/> FIELD ENGINEERING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Central Illinois Public Service <p><input type="checkbox"/> FINANCE</p> <ul style="list-style-type: none"> <input type="checkbox"/> Harris-PRD Electronics <input type="checkbox"/> Hershey Foods Corporation <input type="checkbox"/> Mutual Benefit Life <input type="checkbox"/> Revlon <p><input type="checkbox"/> FOOD SCIENCE</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hershey Foods Corporation <p><input type="checkbox"/> GEOLOGY</p> <ul style="list-style-type: none"> <input type="checkbox"/> Consolidated Gas Supply <input type="checkbox"/> Gulf Oil Corporation <p><input type="checkbox"/> GEOPHYSICS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Gulf Oil Corporation <p><input type="checkbox"/> GOVERNMENT</p> <ul style="list-style-type: none"> <input type="checkbox"/> Library of Congress 	<p><input type="checkbox"/> HOSPITAL</p> <ul style="list-style-type: none"> <input type="checkbox"/> Methodist Hospital of Indiana <p><input type="checkbox"/> INSURANCE SALES</p> <ul style="list-style-type: none"> <input type="checkbox"/> Mutual Benefit Life <input type="checkbox"/> Royal Insurance <input type="checkbox"/> Travelers Insurance Cos. <p><input type="checkbox"/> INVESTMENT MANAGEMENT</p> <ul style="list-style-type: none"> <input type="checkbox"/> E.F. Hutton & Company <p><input type="checkbox"/> INVESTMENT BANKERS</p> <ul style="list-style-type: none"> <input type="checkbox"/> E.F. Hutton & Company <p><input type="checkbox"/> JOURNALISM</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hearst Magazines <p><input type="checkbox"/> LAW</p> <ul style="list-style-type: none"> <input type="checkbox"/> Library of Congress <p><input type="checkbox"/> LOSS PREVENTION</p> <ul style="list-style-type: none"> <input type="checkbox"/> Royal Insurance <p><input type="checkbox"/> MANAGEMENT</p> <ul style="list-style-type: none"> <input type="checkbox"/> E.R. Hutton & Company <input type="checkbox"/> Servicemaster Industries, Inc. <input type="checkbox"/> Tandy Corp./Radio Shack <p><input type="checkbox"/> MANUFACTURING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Harris-PRD Electronics <p><input type="checkbox"/> MARKETING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Revlon <input type="checkbox"/> Royal Insurance <input type="checkbox"/> Travelers Insurance Cos. <p><input type="checkbox"/> MEDICAL TECHNOLOGIES</p> <ul style="list-style-type: none"> <input type="checkbox"/> Methodist Hospital of Indiana 	<p><input type="checkbox"/> NURSES</p> <ul style="list-style-type: none"> <input type="checkbox"/> Methodist Hospital of Indiana <p><input type="checkbox"/> ON-THE-JOB TRAINING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Central Illinois Public Service <input type="checkbox"/> E.F. Hutton & Company <input type="checkbox"/> Royal Insurance <input type="checkbox"/> Servicemaster Industries <p><input type="checkbox"/> OPERATIONS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Travelers Insurance Cos. <p><input type="checkbox"/> PHARMACISTS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Methodist Hospital of Indiana <p><input type="checkbox"/> PROGRAMMING (COMPUTER)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Central Illinois Public Service <input type="checkbox"/> Con Edison <input type="checkbox"/> Grumman Aerospace Corporation <input type="checkbox"/> Harris-PRD Electronics <input type="checkbox"/> Mutual Benefit Life <input type="checkbox"/> Revlon <input type="checkbox"/> Sperry <input type="checkbox"/> Travelers Insurance Cos. <input type="checkbox"/> Wormald, U.S.,-Ansul Div. <p><input type="checkbox"/> PUBLISHING</p> <ul style="list-style-type: none"> <input type="checkbox"/> Hearst Magazines <p><input type="checkbox"/> RESPIRATORY THERAPISTS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Methodist Hospital of Indiana <p><input type="checkbox"/> RETAIL</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tandy Corp./Radio Shack
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SALES

- Gulf Oil Corporation
- Revlon
- Sperry
- Tandy Corp./Radio Shack

SALES (INSURANCE)

- See Insurance Sales

SCIENTISTS

- Atlantic Research

STOCK BROKERS

- E.F. Hutton & Company

SYSTEMS ANALYSTS

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Part III Career Resume Form

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City State Zip
Telephone:
College: Campus Address:
City State Zip
Telephone:

Are you a U.S. Citizen? Yes No If not, do you have a permanent resident visa? Yes No

GEOGRAPHIC PREFERENCE:
(Check One) Nationwide Northeast South Southwest Midwest Central West

Date Available for Employment:

Part IV A) College Information

Major: Minor:
Graduating Degree:
Campus Activities:
.....
.....

Part V B) Employment Information (List Job Experience, Length of Time on Job and Duties)

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Part VI C) General Interests and Hobbies

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Wordsmiths Wanted! . . . Continued from page 28

How does one learn how to write, sell, AND manage? "I majored in classical civilizations with a concentration in Greek and art history," Carolyn laughs. "It doesn't sound as if it relates to my job in advertising,

You may never have given it a thought, but someone had to write the advertisements you read, the commercials you see, the news you watch, the textbooks you study. Someone had to write these sentences.

but a classics major studies many subjects: art, literature, philosophy, mythology — why people do what they do. It's all the basis of our civilization, and our society works very much the same way. You have a much better stab at this business the more you understand how society functions."



All in a day's work: Carolyn Duerr plans advertising, writes sales promotion material. . . and handles complex management responsibilities, as well.

"You must be able to write," Carolyn explains. "But you must know what you're writing about, so you must learn what motivates people. You need good instincts in this business. You do a lot by gut."

"I like winning," says Carolyn, "and when you come up 9% ahead of budget with a 21% sales increase over last year, you know you've won."

In a position comparable to Carolyn's, salaries range from \$20,000 to \$40,000 and up in big cities.

Corporations hire people to write in-house

material, too. Almost every organization has a company newsletter, usually a slick publication prepared by full-time specialists. And technical writing, a mainstay of any industry, is "a field that only recently is being taken seriously," says Kate Patterson, 27, who writes operating and maintenance manuals for manufacturing equipment at RCA's Picture Tube Division. "I write about all kinds of things — from a stand-alone machine that does nothing but paint stripes all the way to a multi-function electronic wonder," explains Kate. "Every project is brand new."

The audience for her material is in-house factory personnel, so it is Kate's responsibility to understand some highly technical material herself, then present it

in crystal clear terms. To do that, she interviews the equipment's designers and documenters, studies drawings, writes and plans the manuals, and oversees the entire publication process.

"I thought you had to be an engineer for 25 years before you could become a technical writer," says Kate. "But that's absolutely not true." After what she describes as "a broken education," Kate earned an associate degree in industrial electronics, then began at RCA as a drafter, producing schematics, ladder diagrams, and artwork for printed circuit boards. Although writing "diaries and bad poetry" was a long-time hobby, it wasn't until she was promoted to this job that Kate felt she had "put together all I had learned. Now I look at everything I see and think, 'How can I use this?' I've gained tremendous new self-confidence about my abilities in this job."

"As a technical writer, you're always in a boundary area," says Kate. "You work in a department full of engineers. I'm a technician, but I can write, too."

"Technical writing really appeals to me," Kate goes on. "It's a lot of fun. There's so much fascinating research going on in the area of technical communications — about how people process information and how many times they'll try something before they give up — things like that. Our work will reflect this research more and more."



Kate Patterson writes technical manuals—for fun and profit.

Technical writers' salaries range widely between \$15,000 for an entry-level job to upwards of \$80,000 for a highly specialized writer in high tech areas such as biogenetics.

Editing is a field for people who prefer approaching the printed word from a different angle. Janet Joers, 31, is Senior Development Editor at Pitman Learning, Inc., a publisher of educational materials, based near San Francisco. "There's a joke in publishing," she relates, "that an editor is really a frustrated writer. I want to debunk that myth. When you're an editor, you get into print anyway!"

JJ, as Janet is known, knew she had a talent for editing long before she began at Pitman, "I know how to read a manuscript and see where things could be improved," she says. "Not necessarily syntax or grammar, but things like disorganization, rambling, digression, misplaced paragraphs."

JJ has a B.A. in English Literature and Germanic Languages from Kalamazoo College in Michigan.

Wordsmiths Wanted! . . .

When she moved to California, she got a job in a typesetting company where she learned proofreading, type composition, and page makeup and was constantly exposed to edited manuscripts. Eventually, she began doing some freelance proofreading for Pitman, and when an editorial position opened up, she was hired for it.



Editors are NOT frustrated writers, Janet Joers asserts.

Editing jobs go by various names, depending on the publishing house, but at JJ's level the job covers virtually every phase of book production. In her current position she acts as the liaison between the author and the publisher, first conceptualizing a project, developing an outline, making freelance writing assignments, and preparing a cost analysis. Next she manages the project, working with the author, defining procedures, editing, revising, and rewriting where necessary. Finally, she makes editorial checks on galleys, pages, artwork, cover design, and other facets of production, and consults with the people in marketing and sales management who will be distributing the book.

"You put yourself into every book," says JJ. "It's like giving birth when you see the finished product. It's a real joy to work with so many people who know what they're doing." She cited the company's Vice President as teaching her that "problems don't really exist—only

challenges. That turns a problem into a positive."

"Editors' pay scale in book publishing seems to fall below other individuals' with comparable qualifications," notes JJ. Few top the \$30,000 mark.

So if you have the drive to write, but prefer to work in a salaried organizational position, look beyond newspaper job listings. There ARE careers for writing people; you just have to work your way into them. ■

Although professional writers work in a wide variety of fields, most of them have certain characteristics in common:

♦ *A curious nature: Writing people are curious, love learning about things, ideas, and other people in order to have something fresh and worthwhile to write about.*

• *A drive to express yourself: People in writing jobs may make respectable salaries, yet it is a love for what they're doing that transcends monetary rewards.*

• *A fascination with language: Writers can't help but notice the delicate interplay of words, phrases, and sentences and how the right combination works to help an effective piece of writing get that way.*

• *A willingness to work very hard. Writing involves considerable mind power, and mind power is hard work. Time is a secondary consideration when inspiration, departmental demands, or deadlines hit.*

• *Ability to work alone yet get along with people. Although much of the professional writer's time is spent alone, she does not work in a vacuum. Cooperation with others is essential.*

• *The desire to become better. Most people who have something to do with writing have a certain knack for it. But writing is both a craft and an art, and as such it is open for constant improvement. Trends and approaches to writing change, and it is a professional's responsibility to be open for new ideas, to consciously keep up, and to always stay sharp.*

Tana Sodano is yet another kind of writer. Besides freelancing magazine articles, she writes easy-to-read fiction, edits a little magazine called *Adult Student*, and operates a writing and editing service for businesses and individuals. She works almost exclusively on a word processor which she swears she doesn't know how she ever lived without.

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Writing Soap Opera Is A Slippery Business

By Geraldine Merken

Does John love Mary, even though he's married to Muriel? Will Louella recover from her incurable disease? What is Warren's secret sin? And, most important, can a writer find happiness scripting daytime dramas?

Anyone can make a mistake. Especially on a new job. So I wasn't too surprised when I did. What did surprise me was the thousands of indignant letters that poured in.

When I introduced them to each other and had them say, "Nice to meet you," how was I to know that Dick and Jane had not only been married to each other but had two kids to prove it. The editor missed it, too. But the audience didn't and, oh, how the mail piled up!

I was new to the soap opera assembly line. So new I hadn't even known there was an assembly line. I thought it was going to be like all the other shows. First, I would write the script and only after that would other people gather around and chop it into bits. But a TV soap, I discovered, is not like anything else, living or taped.

The soap I worked on followed a fairly typical procedure. It had a head writer who dreamed up the long range story, and, after approval, broke it down into daily outlines. The outline gave certain actions, words, and general information

which had to be included in the finished script — or else. With this to inspire us, we creative types flung ourselves at our typewriters and turned out the requisite quota of pages. It was the literary equivalent of painting-by-numbers.

Since other priorities, like going to work, had kept me from watching daytime TV, I didn't know much about my show when I was hired. But after reading a ton of back scripts and viewing tapes of more recent ones, I soon felt like a long-time member of the family. And, since in my family we think nothing of introducing ex-husbands to ex-wives, what could be more natural than to introduce Dick to Jane? I tried that explanation at the next script conference but nobody was buying.

Each day's script was written by a different person. Since there was three of us, it was possible for the same character to sound slightly different on Monday than he or she did on Tuesday. But, on the whole, I think we managed to answer the really important questions like "Will

Joanne notice that her show is slipping?" in reasonably identical voices. Except for the occasional writer (male) who seemed to feel that all women said, "Oh dear," at the drop of a body, and the occasional writer (female) who seemed to feel that no man was a man without three "bleep words" to a sentence, things generally flowed along smoothly. At least, we weren't barraged with letters of complaint.

Not that life was always beautiful. When a new character was to make her debut on the show in one of my scripts, I saw no cause for concern. I read the five hundred pages which analyzed her character down to the blue balloons she favored in childhood, checked the head writer's crystal ball to see what was in her future, and set to work. By the time I was finished I had become very fond of Louellen and wanted only the best for her. That script was a labor of love and, while I didn't expect a standing ovation at the next staff meeting, I thought a discreet raise would be nice.

Instead I got the script back with

Writing Soap Operas. . . .

the head writer's notation, "Louellen wouldn't talk like this."

That really puzzled me. Where did she get her revelation? As far as I was concerned, up to now Louellen had only talked to me and this was exactly how she had sounded. There was nothing in that character analysis to show she was into Greek philosophy or had fluency in FORTRAN.

The best I could come up with was to re-write the dialogue so that all her "you's" became "y'all's" and other such gems. The script went on but the head writer still continued to mutter, "Louellen just wouldn't talk like that."

Long after the show and I had parted company, I learned the truth about Louellen. During an accidental meeting with the head writer in a restaurant, she introduced me to a visitor from back home, her oldest and dearest friend — Louellen. (As far as I'm concerned, Louellen *does* talk like that.)

I don't know about the viewers but I do know that I learned about life (beautiful and non-beautiful) from soap operas. I learned that I'd had it all wrong when it came to telling the good guys from the bad guys, especially when they were women. Somewhere I had gotten the crazy idea that, if a woman shot her lover, deserted her dying mother on Christmas Eve and topped it all by squeezing into the front of the checkout line in the supermarket, she was one of the bad guys.

Which shows how little I knew. The real world of soap opera taught me that she had only to suffer for the required number of encounters and she would then re-emerge as a martyr of the good kind.

Maybe that is the soap opera's real secret of success — there is nothing a woman can't be forgiven, especially by an audience that is 75% female. Men don't have it so easy. The bad guy usually has to stay bad — unless he can bring a note from his doctor saying it was all due to an operable brain tumor.

I took the job for fun and money. Not necessarily in that order. I was startled to discover that some offers of money came from the viewers. One woman, about to leave for Europe, offered a sizable sum, it was said, to anyone who would tell her, in advance, whether her favorite character was innocent or guilty of the hit-and-run charge. When, of course, the incorruptible writers refused to talk, she paid someone to watch the program and phone the verdict to her in Europe.

Another soap opera aficionada called from a hospital to say she was about to undergo high risk surgery and would be better able to face it if only she knew whether Reggie's new wife was really his long-lost daughter. Since there were high level conferences going on at the time to

tech happenings as a quill pen bears to a word processor. Now there are creative teams and research teams and administrative teams who graph storylines, pre-test plots, analyze intangibles and then reverently lay this input and output at the feet of a vice-president in charge of.

The secret of soap opera character-creation: women can be forgiven for anything if they suffer enough, but a bad man is probably bad forever.

rethink that very question, we had no answer. Eventually it turned out that Reggie's new wife was actually the long-lost daughter of his ex-wife's first husband. But there are still some of us, now scattered throughout the world, who stop from time to time to ask, "Did that woman who was in the hospital about to undergo high risk surgery survive long enough to learn the truth about Reggie's new wife?"

I understand that our happy little assembly line of the past bears as much resemblance to today's high

What happens to the end result of all this labor, the daily outline? There is a horrible rumor that it goes, not to a writing team, but to one lone computer! If this be true, I have some words for that computer: "Let your data terminals always be immaculate. Let there be no glitches when Dick meets Jane. Above all, let no bleeps escape when they cut your best lines." And always, always, always, tune in tomorrow! ■

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Some powerful stereotypes still prescribe "correct" behavior. As a result, the going can be tougher for a woman who goes after what she wants.

he was always trying to talk to people in higher positions at cocktail parties and other social situations. You could tell he was taking the wrong course: he was not working hard enough for his own manager while he was trying to impress other people. In the end, he had nothing to show for it, because he didn't have a good recommendation behind it. He was fired."

Being Assertive

Undoubtedly, the good opinion of your boss and others in your organization will help you get noticed. But you can't simply rely on other people to sing your praises. You have to blow your own horn as well. Rita Walz states it bluntly: "You have to learn how to brag. You have to be able to sit down and say to someone, 'I'm smart, I learn quickly, and I can get things done.'"

Too many women sometimes suffer from a Cinderella complex—the feminine "wait-for-a-date" mentality, the misguided belief that if they work hard enough, eventually someone will reward them as they deserve. In the business world, however, good things don't necessarily come to those who wait. Learning to go after the things you want is not easy. As one top woman executive points out, "Women have to work at being assertive. Women have to learn that there's nothing wrong with being ambitious and going after the things they want. Women seem to have a hard time admitting that they want money and power. But after all, who is going to want these things for you if you don't want them for yourself?"

There are ways to assert yourself without becoming a bulldozer. For instance, let your boss know that you can handle responsibility by taking on new projects or tasks. "I find that the best thing to do," says Rita Walz, "is to go to my boss, tell him where I'm at, and then try to get him to give me other projects or assign me to help other people. That way you get a better overview of what other people are doing in comparison to your work, and it makes your job more interesting as well."

Get credit for your projects and ideas by putting them on paper; write memos to your boss and coworkers. When you've finished a long assignment, write a short summary to your boss on what you've accomplished. Get your name in the company newsletter whenever you get a promotion or have scored some triumph at work. And be sure to let those in your support network know about your achievements.

Always remember, however, that these strategies are most effective when used sparingly. If your boss

and coworkers become used to being inundated by written records of your achievements, one more memo or report is hardly likely to impress them and, in fact, might succeed only in annoying them. Save your "advertisements" for moments when they will really count. For instance, one clear and succinctly written report detailing the successful completion of an important project is more likely to be remembered than a series of memos on the performance of some routine tasks. When it comes to asserting yourself, the timing is just as important as the action itself.

Assess Yourself

In order for all your get-ahead strategies to be truly successful, it's important to do a periodic self-evaluation of your goals and your accomplishments thus far. Career consultant Vera Sullivan suggests that you keep a list of goals that you regularly reassess, as well as a list of strategies to follow when implementing those goals. She also suggests that an employee regularly ask herself questions such as: What do I like and don't like about my job? What am I getting out of this position? What have I accomplished to date? Do the corporate values match my own values? Where do I see myself in five years? Self-assessment can help you measure your own progress and at the same time, you will be collecting information that can help you update your resume and plan for your next career move.

Finally, as you struggle up the corporate ladder, it helps to keep a healthy sense of perspective about your career. Newcomers to the business world often place undue emphasis on their first job. Your first job is important in terms of your personal and professional development, but it is not a life-or-death situation. Your first job is quite likely not to be your last. More than anything else, it is a learning experience; it is not necessarily an indicator of what your career will be like for the next twenty-five years. In fact, even if the job turns out to be less than ideal, it can still be a valuable work experience.

"My first job was awful," recalls Rita Walz, "but I hung on for a year just to get the experience. Even though it wasn't what I like, I did it well. That really counts. It's all right to have been in the wrong place, but at least do what you're supposed to do well. That at least proves that you made the effort."

Vera Sullivan agrees. "Entry-level people have to realize that decisions they make now are not going to be the same decisions they make 10 years from now. There are many possibilities in life. If you find out your job is not for you, or you don't like your corporation, it's O.K. to feel that way. It's O.K. to question the business world and your place in it." ✧

Your education is really just beginning when you leave school. Your entry into the business world will be challenging and probably sometimes frustrating. But with a modicum of diplomacy, a lot of hard work, and yes, even a little luck, you are going to make the grade. □

*Maria L. Muniz is a freelance writer and a former editor for Catalyst, national career resource organization for women. She recently co-authored **Making The Most of Your First Job**, a book for women making a first entry into the work world.*

The shortage has suddenly tipped the financial scales in the nurse's favor. Even for nurses presently employed who are not interested in job-switching to better themselves financially, predictions are that healthy increases in salaries and benefits are coming their way as well.

But many nurses, rather than wait for their hospital to wave a carrot in front of them, have sought out certain career paths that will automatically guarantee them a high income. One path leads to a master's degree. The average nurse holding a master's is earning \$10.30 per hour, or 21.5% more than the standard RN hourly rate. Preaching what you practice — better known as in-service education — pays more than any other hospital service, *RN Magazine* reports. Pay for educators is 10% above the RN average. Becoming a clinical specialist also can advance earnings — clinical specialists earn 13.2% more than the typical RN.

At a time when people measure their professional self-worth by their salary, it's a wonder that nurses aren't walking around with their heads lowered in shame.

Aside from correcting the blatant ills like those already discussed, nurses are also trying to counter subtler problems which have helped aggravate the shortage.

"Nursing is still suffering from a bad public image," admits Joanne Gouge. "People still have an image of a pretty little thing in a mini-skirted uniform, running around aimlessly, or standing by helplessly while a patient goes into cardiac arrest."

This misleading but prevalent public attitude serves to undermine attempts by nurses to be regarded as professionals. But most of all, it has helped to make nursing an "unappealing" career to women.

Statistics are beginning to bear this theory out. According to the National League for Nursing, there will be a two to three percent per year decline in registered nurse graduates through 1985. In 1985 there are projected to be 67,556 graduations, down from 77,932 in 1979. Compare this situation to other fields. In 1980, the number of women enrolled in law school was 42,000 — up considerably from 7,000 in 1970. In medical schools, women made up 28% of the 1979 entering class, a hike from 9% in 1969.

Where will the nurses we need come from?

As money for higher education has tightened over the last few years, is it any wonder that women are choosing fields with greater economic rewards? Maybe the nursing profession itself has been too steadfast in believing that dedicated women — and to this day it is still an overwhelmingly female profession — would always actively pursue nursing as a career.

According to the National Commission on Nursing, the field has not effectively recruited men, minority members, and second-career candidates. One woman who agrees, and also believes that nursing education has been slow in coming up with solutions to the problem of attracting new nursing candidates is Marion Murphy, RN, Executive Director of the American Association of Colleges of Nursing. "In nursing today, we

don't have enough educational programs to attract students with BA and BS degrees. Many students who've graduated from colleges with liberal arts backgrounds could make excellent nurses."

And maybe nursing simply isn't doing a good job of promoting itself and correcting false impressions people have of nurses. "The public has no idea what a nurse does until they land in a hospital," claims Paulette Green.

Maybe people should get an opportunity to have a first-hand look at what nurses do. Because a single hospital visit will show them that nursing has certainly come of age. Nurses, to a large degree these days, run the state-of-the-art equipment that often means the difference between life and death for patients. Nurses are manning the dialysis centers, and the specialized burn units; they're working the lung respirators, eyeing the cardiac monitors. If anyone is playing God in hospitals today, it's the nurse.

Working in such an environment can be very exhilarating. Nursing is anything but boring. But especially today, nursing is very demanding. Some nurses love the challenge and live up to it; others bow out gracefully. Gloria Miller is one nurse who's said yes to the challenge. In the Recovery Room at New York's Lenox Hill Hospital, Gloria glides from bed to bed, checking that respirators are functioning properly, that monitors are picking up vital signals, and that IV's are in place. She moves with total ease and serenity in an atmosphere that seemingly should be fraught with tension. Gloria says she thrives in an atmosphere of critical care; her two previous nursing stints were in the intensive care unit and the emergency room of the same hospital. "I like the fast pace and fast work of critical care," she claims. "You have to be sharp at it, which feeds my sense of self-worth."

Gloria admits that nursing — and especially her kind of nursing — is a lot of hard work. "But even though I've thought of turning to people considering nursing as a career and saying 'You have to be crazy,' I honestly would be hard-pressed to come up with a better career choice."

Most of the nurses interviewed for this article suggest that women and men considering nursing as a career ask themselves if they could cope with the hard work. It's a reality that some feel isn't driven home too well even in nursing classrooms.

"The number one complaint I hear from nurses who've left the field is that 'I didn't think I had to work so hard.' They're shocked at the fact," says Joanne Gouge. "I guess that with the work ethic changing, and people in all fields clamoring for more leisure time, nurses want the same. Yet nurses are finding themselves with an even greater demand on their time as the technical aspects of the job become more burdensome."

Sometimes when on-the-job stresses become too overpowering, nurses become victims of the occupational hazard known as burn-out. This much bandied-about phrase refers to a state of mental and or physical exhaustion — sort of like system overload. Nurses were the first to coin the phrase and suffer from it, Joanne Gouge attests. "Suddenly the whole world is going through burn-out and getting attention that nurses never received. It's not fair."

NURSING TODAY: . . .

Now even nurses are overcoming burn-out, or at least getting a handle on it. Donna Curry, an '81 nursing graduate who's been on the medical/surgical floor of St. Vincent's Hospital in Staten Island, New York since September, has already learned that "I can't expect too much from myself. I'm not wonder-woman. I take things one step at a time and do what needs to be done." And if the job should become too emotionally overwhelming for her, Donna will know that it will be "time to go elsewhere — to switch to another floor, for instance."

Photo—American Cancer Society



Student nurse Gretchen Ryan of Niagara Falls, N.Y., assists in dialysis of a patient (a process whereby special equipment maintains kidney function.)

Options for change. . .

For nurses interested in "going elsewhere," whether to forestall burn-out or just for a change, they're finding an ever-increasing array of career options. From becoming a nurse practitioner to learning midwifery to entering psychosocial work or community health, nurses are finding their field opening up in ways that just didn't exist five years ago.

Another drawing card that the profession holds for nurses is that the field can guarantee them flexibility in their lifestyles. "Nursing is an ideal field to drop out from and go back to," Joanne Gouge points out, "And if you're only interested in working part-time, nursing allows you to do that." For women interested in taking time out to raise a family or to juggle children and a career in the easiest way possible, nursing can be an ideal career answer.

As for the nurses already in the field, their reasons for having gone into nursing are many, but they all seem to echo the same theme. And it's one that's slightly sentimental: "I wanted to help people; I grew up knowing I wanted to be a nurse; I wanted to do something worthwhile."

It's obvious that underneath the turmoil nursing is going through, something unmistakably righteous and old-fashioned remains at the core. Nurses like being nurses. They speak of their profession as if it were a religious calling. Talk to a nurse these days,

expecting to hear torrents of rage, and you'll hear that yes, she's upset by conditions, but at the same time extremely content with her career choice.

"Even if nurses don't practice their craft, they want to be known as nurses," says Marion Murphy, RN. "Even when they're in their 60's or 70's, they still keep their licenses active. They are proud to be known as nurses; it's part of their identity."

Though nursing is undergoing a major shake-up, there's a lot of optimism about what's ahead for the field once the needle on the Richter Scale stops careening. For too long nurses simply accepted as a given those facts of hospital life they found themselves facing every day. Sadly, it took the departure of their fellow nurses from nursing to make them realize that the status quo could no longer endure. It was the shortage which helped make the wrongs apparent to those in the hospital setting and to the public, and it was the shortage that helped bring about needed changes. Experts say nurses can look forward to increased salaries, better relationships with hospital administrations and physicians, flexible work schedules, and increased professional respect. Everyone hopes these promises hold true.

Nursing may be the only career choice left in this quantitative day and age that defies survey results or dollars-and-sense reason, and instead, puts greater faith in what only your heart can tell you.

If you're to go by what changes are occurring in the profession today, now may be the most advantageous time to go into nursing. But for a moment, ignore what your head tells you about nursing. Nursing ultimately boils down to something totally personal. It may be the only career choice left in this quantitative day and age that defies survey results or dollars-and-sense reason and instead, puts greater faith in what only your heart can tell you. ■

Two organizations that can provide you with information on the professional and education requirements are the National League for Nursing and the American Association of Colleges of Nursing. Write to the National League for Nursing at Ten Columbus Circle, New York, NY 10019. The American Association of Colleges of Nursing is located at 11 Dupont Circle, Suite 430, Washington, D.C. 20036.

Charlotte Knabel is a frequent contributor to *Collegiate Career Woman* who specializes in health care and other topics.

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WOMEN IN GOVERNMENT: A VIEW FROM INSIDE

A talk with Doris Canada

Photography: E.O. Publications



Petite and peppery; feminine, yet tough and tenacious; a cool dynamo of energy with a delightful sense of humor: that's Doris Canada, Chief of the Simulation Support Unit at The FAA Technical Center in Atlantic City, N.J.

As Federal Woman's Program manager, Mrs. Canada was my guide during the Annual Women's Week at the FAA Tech Center. Such weeks for the recognition and assistance of Federal women employees have become regular events at many government agencies and installations. But the week at the Tech Center was different from most. Like others, the training objectives focussed on motivation, personal responsibility and self development. But the workshop sessions I observed at the Tech Center seemed harder hitting; more specific and personal. The difference was especially marked in the spirit and enthusiasm of the women themselves. All of them seemed to be participating, rather than just attending.

What soon became apparent was that the program itself, and the attitudes of the Tech Center women I met, reflected the drive and direction of Doris Canada. Through our conversations in the following days, I also found that her views and philosophy provided more first-hand insight into the progress and prospects of women in government than any report I might conjure up on the basis of one brief visit. So, it is Mrs. Canada's own words which are presented on the following pages.

PAUL PODGUS

WOMEN IN GOVERNMENT:



DORIS CANADA ON . . .

WORKING IN FEDERAL GOVERNMENT:

"I still consider my entry into government service in May, 1959 as a highlight in my life. Like many other citizens, I looked upon government service with extreme pride and the utmost respect. Job opportunities were available by successfully taking Civil Service Entrance Examinations and/or the Professional and Administrative Career Examinations. The FAA Incentive Awards Program offered promise to achievers. And, of course, there were the primary benefits such as the availability of education and training programs, health and insurance plans as well as unequalled job security and an excellent retirement plan. Most of these have, in later years, been exceeded by private industry. But, even now, if I had it to do all over again, I would still choose government, just for the satisfactions it offers."

THE WAY IT USED TO BE:

"After the first year in government service, some of my high ideals about the existence of fair and equal treatment based on qualifications and ability began to erode. Through personal experience and observation, I learned that equal opportunity for women and minorities was more a myth than a reality. The policy was there, but nobody pushed it, and its implementation didn't filter down to the areas where it mattered. Things are better now, and the wounds that marked each experience of overt discrimination through subtle types of roadblocks to advancement have healed with time and first-hand knowledge of actual management policies. But there are a lot of us around who still bear the scars."

THE WAY IT IS NOW . . .

"As a woman, I get a genuine thrill and some satisfaction from events such as the appointment of the first woman Supreme Court justice. At the same time, I can't ignore the fact that this showcase progress does not truly reflect conditions in the less visible areas of government service. Admittedly, my impatience colors my view of the larger scene. So, while I recognize that there has been progress, I also contend that it has been slight and slow. Oddly, it has been private industry with more attractive opportunities, salaries and benefits that has challenged the government sector to do more to retain a professional and highly skilled workforce. Through necessity, women are being moved up to positions in line with their capabilities. But the distribution of women and minorities in significant roles in Federal government has not been markedly changed. One basic attitude must still be altered before women achieve their full potential in both government and industry: the attitude which denies us full acceptance through equal pay for equal quality of work performed."

WOMEN HELPING WOMEN:

"The biggest thing we have going for us as women is the sense of sisterhood which consolidates and amplifies our strengths. That makes us an even more potent force than the "old boys" networks which exclude all but outsiders. Our best hope for change lies in the concerted efforts of women who have already achieved successful careers. Through them, and the sharing of their abilities and experience, we can build support systems that benefit all of us. Women's Week at the Technical Center is based on the concept of women helping women with forums and career development workshops designed to meet their needs. But, rightfully men also share the responsibility of assisting to break down the barriers that have prevented women from contributing to the quality and ingenuity of our nation's total mission. To enlist their support, we're working hard to dispel the notion that progress by women represents a threat to men."

A VIEW FROM INSIDE...

DORIS CANADA ON...



SACRIFICES AND SATISFACTION:

"Working with management and with people requires stamina and determination in maintaining a course that meets the demands of everyone involved and those of your own conscience. Trying to meet such demands can cut big chunks out of your private life. The hours I spend counseling employees often result in working late or at home to meet the deadlines of my own work. But the satisfaction of seeing that counseling bear fruit is worth a lot of sacrifices. I often remind young people on the entry level that making it in today's world takes more than just putting in time and suffering the routine. Moving up requires learning, hard work, experience and developing your talents into promotable skills. You have to pay those dues to earn the real satisfactions and rewards."

THE JOY OF ACCOMPLISHMENT:

"It's normal to take pride in accomplishment; and it's especially gratifying for a woman to know that she has made her way up the ladder, step by step, on her own. But when I try to isolate the accomplishment I treasure most, it comes down to the influence I was able to exert in helping to bring about the recognition of the need of all people to be rewarded in terms of their worth. Probably, because over the years, I have seen how crippling the lack of recognition and its resulting loss of self-esteem has been to the upward progress of women and minorities."

TODAY'S CLIMATE FOR MOVING UP:

"The message came through loud and clear at the luncheon seminar which concluded our Women's Week this year: even in the midst of austerity, there is opportunity for those who are willing to prepare themselves and willing to take risks and accept a challenge. Along with others, Dr. Joan S. Wallace, assistant secretary for administration, U.S. Department of Agriculture, keynote speaker for the event, summed it up this way, 'These are difficult times, but women have faced difficult times before. Even so, we have moved forward.'" Emphasizing this point of view was the assurance by Joseph M. Del Balzo, Director of the Tech Center, that the hiring freeze, forced by budget cuts, provided new opportunities for promotion from within for those prepared to take advantage of them.

LOOKING BACK:

With so much to look forward to, I have never spent much time in looking back. But when I do, it is without regrets; although I do wish things had happened sooner and faster. I learned, early on, that people are government's most valuable resource, and one that is too often and too much wasted. I never intended to start a crusade when I set out to battle the barriers to my own upward progress. When I found that the roadblocks were not in the system itself, but with individuals along the way, I took up the challenge for all the women and men whose skills were being under-utilized and ignored. The big obstacle has always been the lack of communications — from the top down and from the bottom up. I may have been too vocal for my own good, at times, but I think I have helped to open up those channels somewhat over the years.

WEIGHING THE DISAPPOINTMENTS!

My major disappointment is that all of us as a people have not changed much over the years. Generally, too many of us are the same today as we were yesterday in holding on to our biases. That hurts us all, because I believe each of us has a contribution that is badly needed to make the kind of world we all want. □

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A DAY WITH PROFESSIONALS . . . Continued from page 24

then weigh the cost — the time and hard work — against the possible benefits of a similar investment of effort in some other outside activity: ballet lessons, a physical fitness program or a great books reading and discussion group, for example. Or if you're concerned about your technical skills becoming obsolete, there are non-degree courses you can take, seminars and even trade shows that can keep you up-to-date on what's happening. If you've decided to go the management route, then an MBA might be preferable over an advanced technical degree. Like most career decisions, more school or not is another case of "take your choice along with the consequences."

Almost every college graduate entering the working world tells you the same thing: the hardest part is having to get up and go to work every day.

It seems trivial but one thing which came out of this panel discussion comes close to being a universal truth. Almost every college graduate entering the working world tells you the same thing: the hardest part is having to get up and go to work every day. That's one of the biggest shocks. It's more than just losing the luxury of sleeping-in when you feel like it. There's the stunning realization that you've suddenly lost control

over a big block of your time, and it's going to be that way for a long, long while.

That's the way it is, so you might as well make the best of it. ■



Paul Podgus, Editorial Director for Equal Opportunity Publications, was the luncheon speaker for Clarkson's day with professionals and wrote this report.

WHAT MORE COULD YOU KNOW?

During the question and answer period following this discussion, someone asked if there was any course or equivalent program material which these graduates would have found useful if it had been added to their educations. None of the answers related to technical subjects. Instead, they all dealt with personal skills such as communicating, time management, using the telephone, networking,

something that would have tied it all together. Those answers brought a warm glow of satisfaction to the faces of the Clarkson administrators present. A personal development program including such skills has been under development for some time. In fact, a pilot program was tested last year and put into final form this past summer for use during the coming school year.

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On Achieving Visibility



How to keep the right kind of profile. Professionally, that is.

By Lynda L. Gilliam

If corporate walls could talk, I shudder to imagine the number of times the old "slip of the tongue" adage — women should be seen and not heard — has been uttered.

While the phrase may no longer slip casually into everyday business conversation, one thing remains unchanged — women should be seen. The more a woman effectively projects a professional image, the greater her chances of achieving success in this complex world of business.

Why should today's businesswoman be concerned about developing her visibility? Primarily because she is up-and-coming, and needs to be seen effectively handling business situations by superiors and other people who can boost her career.

Visibility is a major ingredient in the success formula. An increased awareness of this vital element can have a significant impact on your career. It is important to make people in authority aware of your capabilities and knowledge, otherwise, you risk not being recognized as a person who can make things happen.

In essence, VISIBILITY puts you out front and gives you the opportunity to:

- use your communication ability to influence others
- publicize your works
- demonstrate creativity while making things happen
- show other people your ability to "get things done."

Women concerned about moving up the corporate ladder cannot afford to minimize the affect of visibility. Successful women view visibility as part of the fuel that propels her on the way to greater recognition.

Today's businesswoman participates in many business activities where the opportunity to assume the "position of power" presents itself. If she expects to make a successful career climb she must learn to capitalize on each situation. Unfortunately, many women placed in authoritative positions often become tentative and fail to assert themselves as competent professionals who can achieve positive results.

The woman who hesitates weakens her position and runs the risk of limiting future "spotlight" opportunities.

A unit supervisor, for example, was asked to meet with several of the Company's top executives to report on a major project recently undertaken.

Because the supervisor had full control of implementing the project she was expected to take charge of the discussion at the meeting.

Unfortunately, she was reluctant to take center stage. Instead, she was reserved, never volunteered any information, spoke in a low voice and failed to fully acknowledge her expertise on the subject.

As a result, she missed a golden opportunity to demonstrate to her superiors how valuable she was to the organization.

In short, despite this supervisor's appearance at the meeting, her works went virtually unnoticed.

Whether the person in the "power position" is a female or male, the primary objective in any business situation is to "get results." But how can you profit if those results are not brought out in the open for everyone to see?

In theory, visibility and achievement recognition sounds somewhat simple, but in actuality it takes preparation and a genuine desire to go after what you want.

The woman who wants visibility must develop a personal game plan. Without such a plan, you risk overlooking or deemphasizing projects that may help draw attention to YOU. Therefore, be on constant look-out for those areas in which you can excel at a rapid pace.

How do you go about planning for visibility?

First, examine all of your work assignments, special projects, and other activities in which you are involved — within and outside of the organization. Excelling in outside projects can serve as a training ground to help you gain experience and develop expertise in areas that relate to corporate work activities.

Second, make a list of those projects which you find interesting, and which are also of value to the organization.

Third, choose a project which will provide a unique opportunity (preferably one that has high visibility potential, reasonable prospects of success, and — ideally — which no one else wants to tackle.) Learn all you can, and become the company's expert on the subject. Once you acquire this knowledge, let those in power know about it. Write a memorandum to your boss explaining how important it can

be to the company. If you do it properly, your interest and depth of knowledge will be apparent. Develop charts, clip news articles, and make known the names of other people within the industry who have an interest in the topic. Above all, highlight any and every aspect that will give your work credibility.

Fourth, keep track of meetings, seminars, conferences and groups interested in the topic which might have a need for guest speakers. If you've done your homework, volunteering to be the company's spokesperson is certainly appropriate — and a sure way to increase your visibility. Remember, you develop most by doing.

This type of planning and work can bring positive results. The greater your expertise in a particular subject, the more valuable you become to the organization. You should recognize from the beginning that this added value is not without a price — namely, increased responsibility. Always keep in mind, however, you are helping yourself as well as the organization.

Part of the task of succeeding is knowing the importance of your personal development, and understanding how it relates to your responsibility to the organization. The ability to focus on your own self-improvement will serve as a stimulus to help you achieve work-related objectives.

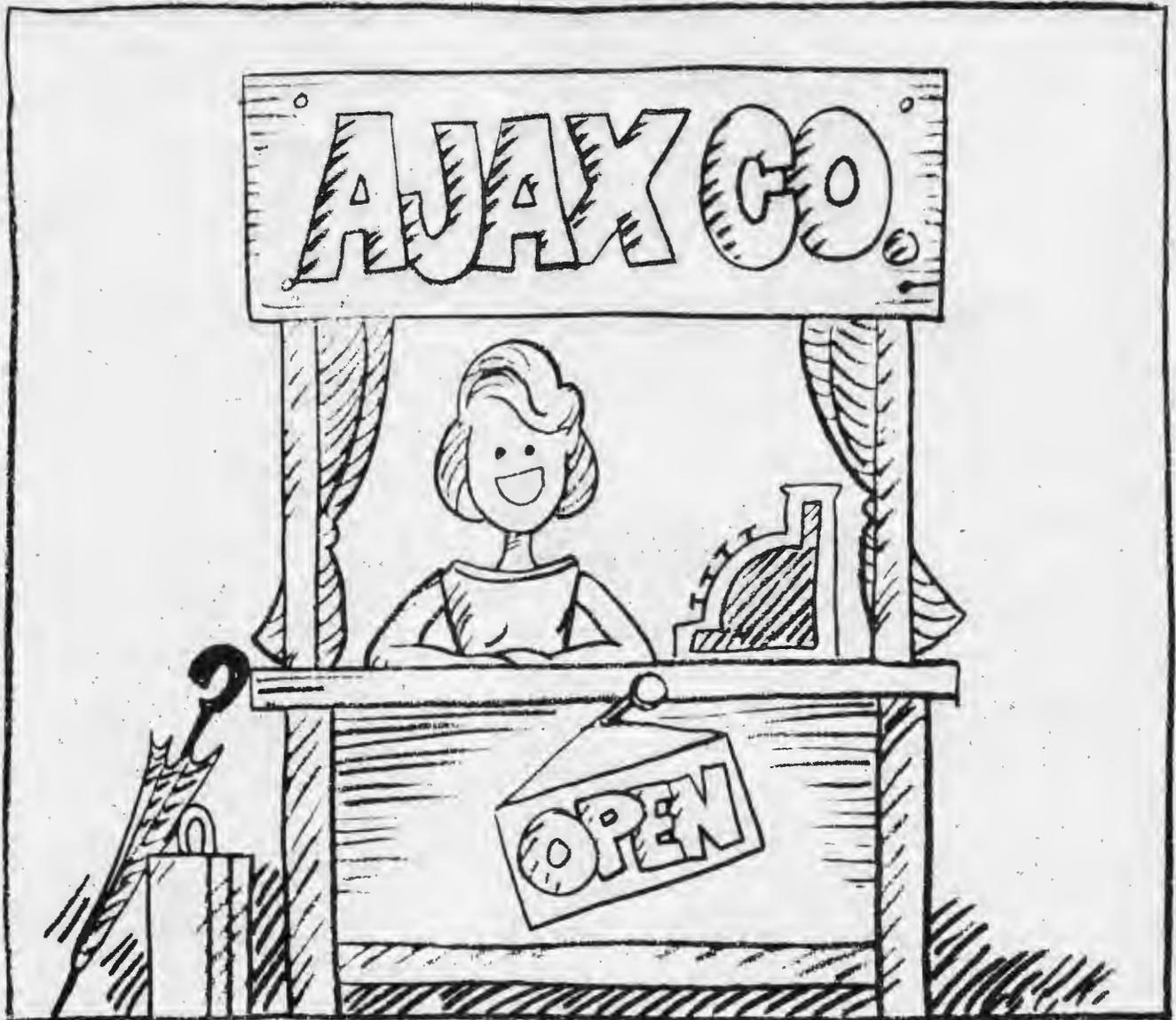
Successful women, like men, usually must travel down many highways before attaining their career goals. The road is often long, winding and filled with man-made detours. The woman who stays ahead in the corporate game channels her energies in the direction that will most benefit her career.

Very few of us, if any, make the career journey alone. It is for this reason women must make a point of influencing the people who can help them move down the road to success.

Career women must launch out and accept the challenge increased visibility offers. Do not hesitate. It is up to you to take the initiative and let your superiors and others know how effective you are at what you do. ■

Women entrepreneurs: the new immigrants

by Charlotte Taylor



The spirit of Horatio Alger is alive and well in America. Few people realize, however, that this spirit has been reincarnated in the body of a woman. A basic American dream, once primarily a male dream, has also become a female dream... that of owning your own business and reaping the economic and psychological benefits of hard work, determination, and perseverance.

There is a rekindling of the entrepreneurial spirit in women. It's a spirit that has always been present, imparted to us by our mothers and forebears, but which is being rechanneled from the traditional supporting role into a new economic endeavor for women: owning and operating their own companies. Today more and more women are beginning to view business

ownership as a viable career option and as a means to achieve economic independence, upward mobility and self-fulfillment.

The levers of power

The recent growth in the number of women's banks across the country and the increasing numbers of women who want to learn to manage their own financial affairs are indications of the realization that economic freedom and power are fundamental to achieving equality.

Lynn Salvage, formerly president of the First Women's Bank in New York, believes that American women are just beginning to understand that power is

Women entrepreneurs: the new immigrants. . .

measured in dollars. This awareness, she thinks, will make a difference in the number of women owning businesses:

"It has taken years to raise the business consciousness of women. Even women who believe in the Equal Rights Amendment, in equal pay and in the need for more women politicians still don't realize the tremendous power the business owner has in this country. Power in America is dollars. It lies in the economy, not in politics. Take the Women's Bank for example: A bank equals power. Why? Because we control money and the power to finance companies."

Salvage points out that when the First Women's Bank of New York was in financial trouble, she had many sale offers from men to buy the bank charter. "Men realized the power of having a bank charter. Women just couldn't see the forest for the trees. They didn't realize the importance of economic power and why a bank that was concerned with women's economic interests needed to stay alive."

However, this trend is changing. Women are tired of thinking that equal opportunity for positions in companies and equal pay for equal work are enough. We also want equal access to equity, to ownership of the capital wealth in America. We are tired of the myths that have hampered us for generations; myths that we own most of the corporate stock in America, when such ownership is in name only for tax reasons and the wealth is actually controlled by husband's; myths that we control the wealth in America, when the poverty level for women is higher than it is for men; myths that we can't or shouldn't manage money, that we can't balance checkbooks, that we are poor credit risks, and that we are "hobbyists" rather than serious business-women.

All these myths continue to hamper us in the business environment. Yet women dream of making it big, just as men do. We also dream of being our own boss, of producing needed goods and services, and of reaping the economic benefits of those services.

An alternative to corporate reality

If today's woman isn't deadly serious about her economic future, she should be. It is a reality of life. More and more bright, well-educated and ambitious women will begin to beat their heads against the corporate barriers and work long hours but will see little chance for advancement; they, like male entrepreneurs in the past, will decide to take on the risk of business ownership for the potentially greater financial and personal rewards of fulfilled ambition. It also means that as more women whose careers have been raising families try to reenter the work place and find it closed, the entrepreneurial avenue will look increasingly attractive.

Although there are no current figures on the number of women entrepreneurs, statistics show that the rate of women choosing self-employment (either part-time, full-time or moonlighting) as a career option is growing at three times the rate of men.

The President's Task Force on Women Business Owners predicted that when the results of the 1979 survey of women-owned businesses are in, the numbers of these businesses will have grown drastically since 1972, primarily because of the huge gap between the current level of women's aspirations and the career levels that they can realistically attain in corporations. Organizations are stiff and slow to adjust to societal changes.

Outsiders looking in

In general, women enter the entrepreneurial game with a handicap. We have been raised outside the mainstream of business and finance and have been steered away from the entrepreneurial playing arena. Our traditional position in society has kept us both off the playing field and out of the spectator stands. We have been too busy being daughters, wives and mothers to view owning our own businesses as a viable career option. We have been inhibited and sometimes prohibited from taking courses and jobs that would have taught us the skills and enabled us to amass the money and the management track record that are the equipment of an entrepreneurial player.

The end result is that the average American woman trying to enter the entrepreneurial game faces additional obstacles that men do not face. Not only do we not know the rules of the game, but we don't know the jargon in which the signals are called or even who our opponents are. Most important, we do not know how to judge the realities of the game or ourselves to decide if we could be good players or if the game is worth winning. As a result, many women make mistakes when they go into business or shy away from the game altogether.

Entrepreneurs traditionally have been born when there have been energy and ambition that were not being channeled. Many founders of some of America's greatest companies came from immigrant stock.

Another related hypothesis also applies to women. Those who are "strangers" or outsiders in a society will channel their energies into entrepreneurial endeavors because they have limited opportunities for conventional challenges.

Rechanneling intelligence, ambition, drive

The women interviewed also support these theories of entrepreneurship. Although the reasons why they started their businesses varied greatly, many indicated that they felt ownership was the only way that they could find an outlet for their creative intelligence, ambition, and drive. They felt that their sex made them outsiders in the traditional business structures and limited their opportunities for achievement.

Charlotte Cohen now owns a brokerage business in St. Louis with six branches and thirty-five employees, but she also faced roadblocks earlier in her career. Cohen got fed up and angry with the fact that she kept getting passed over for partnership, despite ten years of service and a good track record with a brokerage firm:

"They finally admitted that I'd probably never make partner because I was a woman. I was angry. So I decided that if they wouldn't make me a partner, I'd start my own brokerage business. To my surprise, my former employer allowed me to continue working at the firm while I studied for my exams and got my license, primarily because he never thought I would pass. It was a big joke to them. My colleagues thought I'd never be able to fill out the forms, much less pass the exam. The day I passed the exam they were shocked. The only words out of my boss's mouth were 'You did,' and 'We don't have any more room for you.'"

Cohen admits that her former employer's reaction hurt deeply. Her business has been a success from the beginning, even though she started it during the 1973

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recession — a bad time for brokerage businesses. But starting up was not easy. While paying rent on an office, she waited months for federal and state approval only to discover that the application was held up not in Washington but in Missouri by a secretary who did not think that women should own businesses and kept putting her application at the bottom of the pile.

Under state law she needed two people to start the brokerage business, and one of the biggest shocks was that she could find no one who wanted to work with her because she was a woman. She solved that problem by having her husband become certified as a broker and go into business with her, albeit primarily as a silent partner. Thus, she proved that the test of mettle for a successful entrepreneur is the ability not to get frustrated by obstacles, but to overcome them.

One women attorney said that "you reach the point where you get sick and tired of arguing with people about why they should treat you equally. So, you decide to just go and show them that you are equal."

Starting your own business can break the hierarchy that impedes most women in business. As an owner, you have both the authority and the power to carry through. Your clients and your colleagues know it because they know that you must be good if you can survive in the marketplace. More and more women are becoming aware of this possibility. Patricia Cloherty, a venture capitalist and former deputy administrator of the Small Business Administration, points out that entrepreneurship is still one of the major ways for a person to get assets under their belt and develop the economic power to enter the mainstream of our society.

Making it work

What does all this mean in terms of the future of entrepreneurship for women? It means that the number of women starting their own enterprises is growing daily. They are buying business franchises, starting manufacturing plants, constructing homes and opening stores. They are inventing products and selling services.

These women are adding a new twist to the backbone of our free enterprise system. The "ma-and-pa" shops where Mom merely helped out with the books or rang up the cash register while Dad owned and managed the business are now dead. Today, "mother" is not only running the show but is running it well. Women are creating vibrant and growing enterprises that are becoming an important part of our business environment.

In addition, there are those who think that women bring latent strengths to business that may ultimately make them better players than men in the entrepreneurial game if they can learn the rules of the game a little better. Ava Stern — the publisher of *Enterprising Women*, a monthly business magazine that reaches over 20,000 women — feels that although women tend to be more conservative in their business behavior, primarily because they have not been used to playing the game, they are also creating more stable businesses that may grow slowly but very solidly.

She recently recontacted 200 women she had previously interviewed for her publication and found that only two were no longer in business — an amazing statistic given the volatility of the business environment and the high failure rate among small businesses. Part of this may be because women seem to give a great

deal more thought to taking the entrepreneurial plunge than do men.

Dr. Henry Bender, who conducted the American Management Association's study of successful women entrepreneurs for the Task Force, points out that most of the women interviewed had made a profit in the first or second year, a time span that is shorter than is normally expected in a budding business:

"This may be attributed to the fact that women seemed to know up front that they had to be better than men to survive. They knew it was going to be tough and were willing to make the sacrifices that were necessary in the first few years, especially in terms of deferring income and putting it back in the business, so that it could grow. I don't think that they went into their businesses as naively as men. They seemed to enjoy the hell out of what they were doing and to think of their success in terms of the business and not the trappings of power or status that money can bring, which often motivates men in starting a business. They seemed to be a little more in tune with reality and the hardship involved, if not necessarily as familiar with the business world."

Jeffrey A. Timmons, a professor at Northeastern University who has done extensive work with entrepreneurs, echoes Bender's views on the positive aspects of women being oriented less toward the money aspects of business. He points out that the best entrepreneur is someone who really wants to implement an idea and who uses money only as a measure for keeping score, not as the goal of the business. Women, he feels, are avoiding the trap, which many men fall into, of making money too high a priority. If money is the priority, it makes a person go for the high-risk ventures that promise high payoffs, rather than more conservative ventures that could produce steady profits.

Timmons, who also works with training programs of major corporations for goal setting, team building, and management, has found that an additional strength in women is that their cultural upbringing makes them better managers of people. He says that the women in his courses consistently earn higher marks in managing people than do the men — a factor he attributes to women having lesser needs of power, aggression and ego relative to men. As a result, women are more flexible managers and entrepreneurs, and this flexibility is what makes or breaks most companies as they begin to grow and leave the entrepreneurial stage.

'Women are creating vibrant and growing enterprises that are becoming an important part of our business environment.'

Problems women face

The only factor currently holding women back from becoming a major sector of our business economy is not our inherent abilities but our upbringing. Beatrice Fitzpatrick, of the American Women's Economic Development Corporation, points out that whereas men grow up thinking that they will help run this country, that they will be president, statesmen, financiers, policymakers, women grow up thinking that all we will help run is our households.

It's no wonder we often fail to see ourselves in leadership roles.

However, Fitzpatrick feels women have a strength in that they are willing to admit what they don't know and are anxious to learn. They do not have ego problems in admitting their inadequacies, as men sometimes have; and once they begin to learn about business, the growth comes in a geometric, rather than an arithmetic, progression. Yet, the same source of strength is also a problem. Women have been taught how to intuit the needs of others. This makes women extremely ingenious in developing service businesses. They also tend to have an extreme sense of integrity about providing quality work and to cheat themselves rather than the customer.

Fitzpatrick, who originally thought that all women needed to do was learn the basic business skills and most of the barriers would come tumbling down, now recognizes that there are also deep psychological barriers that a woman must lower before she can take her proper place in the business environment. Every little girl is taught that it is important to be nice, warm and loving. But it's not "nice" to tell a customer you are going to take them to court if they don't pay up, and it's not "nice" to fire an employee, although it may be necessary.

Fitzpatrick tries to show women that being tough doesn't mean you have to be nasty; it means you just have to be goal-directed. You have to know your goals and stick to them and stop wanting to be loved by everyone. Being nice, sweet, kind and generous and reinforcing to people is fine, when it is appropriate behavior; but it isn't at all times. Yet more and more women are choosing the entrepreneurial arena and are deciding that they want to learn the rules of the game so that they can be better players.

Playing the game by our rules

Indeed, women bring inherent strengths to the entrepreneurial game: We tend to be less hungry for power and money than are men; we tend to have more concern for people and to know how to work in groups better than men have; and we have not had our innovative and intuitive skills bred out of us by society. While these may not be "pluses" in the corporate world, they are in building a new company. Our only "minus" is that we have never learned the rules of the game or how it is played.

However, it's important to remember that business is a very individualistic game. There is no one or right way to play. What wins is what works. The important thing is to know yourself, your competitors, your business and some of the basic principles and to then develop your own strategies for winning. Only by playing will you truly begin to learn the entrepreneurial game.

There is nothing mysterious about business. It is basically common sense. Only our upbringing has cloaked it in mystery and filled us with fear. There is humanity in the business community. You are not necessarily jumping into a shark tank when you put up your shingle. People will refer customers to you, customers will respond to the personal touch, colleagues will be helpful.

Although ownership is hard work and involves taking a risk, you will find that you are not alone and that you do not need to know everything. Knowledge can be

hired — in the form of advisors — or gained through colleagues. Any business owner will tell you that each day presents a new problem and a new learning experience.

You have to be prepared to work at your business full-time, not part-time, and to give it a 100 per cent commitment. Sandy Hancock, owner of Sandy Hancock Enterprises, summarizes what the beginning can be like:

"I want women to know that starting a business can be a rough time. You have to work 12-, 14-, 16-hour days, 7 days a week. Never did a day end before 10 p.m., and that happened only when I was exhausted. My social life that first year consisted of having a beer at midnight with the construction guys."

Yet all except one said that they would never do anything else other than own a business. Marjorie O'Connell Amey, the owner of a Washington, D.C., law firm, says it's the best thing she ever did: "Even when you are in your office at 11:00 at night, with the calculator in one hand and the dictaphone in the other, and the phone has the nerve to ring, there is a pleasant solace about it... I don't know what it is exactly... I guess you could call it pride."

Pride, a sense of self-fulfillment and self-confidence that you can pit your wits and creativity with the best and win are what women say business ownership is all about. It is the difference between working for something outside of yourself and working for something inside of yourself, and it makes all the difference in the world.

Women entrepreneurs: people like us

These women are strong, alive, joyous, but they are *not* superwomen. In short, they are like you and me. They are mothers, single, young, old, rich, successful or struggling. Some faced obstacles and some had tragedies. For some, their businesses were a tool for survival, for others a medium for controlling their lives and expressing themselves. But for all, owning a business has been an important step toward realizing self-fulfillment.

Business ownership does not mean giving up something, but it means gaining something. These women break the myth set by societal stereotypes that women who are successful in the business realm are not feminine or have negated the other sides of their personality for a life revolving solely around money and power.

These women are not tough, heartless, ruthless businesswomen. They are not selfish women but, in the words of Ava Stern (publisher of *Enterprising Women*), self-made women. They are women who were concerned about their businesses, the quality of their products, the well-being of their employees and the happiness of their families.

Although traditional "feminine" values may be held in low esteem in some business sectors, they appear less of a handicap — and sometimes a plus — in owning a business. These were women who asked for personal fulfillment from their work, as well as money and power, and who were not afraid of the necessity of doing things differently from the way it had always been done.

Thus, these women felt that their feminine characteristics were not a liability but an asset and they sought to integrate the positive aspects of their female upbringing with the positive aspects of business. Many

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expressed that for them money was a mechanism by which to get things done and that their businesses offered them the ability to both control their lives and utilize their creativity.

Living it to the hilt. . . your way.

Women can be among the great entrepreneurs of this country. We have the courage, the persistence, and ability. I have talked to hundreds of owners of both large and small businesses. I had thought that they would talk of their problems, pitfalls and pains. They did not. Instead, they talked of the incredible sense of freedom and pride that owning their own business had given them. In talking to these women, there was an overbearing sense of the joy they felt in knowing that they controlled their own destiny, despite all obstacles.

These women are also, strangely enough, women who appear to have broken the mold of male entrepreneurs. Perhaps because women have had limited historical exposure to the business world, we are playing the game and winning by our own rules. Women tend to work not in order to have flashy red Cadillacs, as some male entrepreneurs do; they tend to work to achieve self-fulfillment. They also refuse to put their personal lives aside for their professional lives.

Displaced homemakers or corporate women who

have reached career plateaus says the same thing: that they have found a place, at last, where their talents can be recognized and rewarded. They can now live to the limits of their potential and their dreams. How you decide to play the game is a very personal thing. There is no right or wrong way, only *your way*. ■

*Charlotte Taylor holds an M.B.A. (with honors) from George Washington University and a B.A. in political science from Rutgers University. She is a management consultant specializing in small business operations and was formerly the executive director of the Task Force on Women Business Owners, created by then-President Carter to study the problems women business owners face in the marketplace. The report by the Task Force was responsible for the creation of a new federal policy to provide federal assistance to facilitate the entry of women into the economic mainstream of the country as owners of their own enterprises. Taylor was a senior associate at Hay Associates, an international consulting firm, where she consulted in business planning and strategy. She is the owner of two businesses. One is her consulting firm, Charlotte Taylor and Associates, a business development group. The other is Phone-a-Helper, a personal errand service targeted to working women. This article is excerpted from her book, **Women and the Business Game: Strategies for Successful Ownership**. (Comerstone Library, Inc., New York, \$11.95) © Charlotte Taylor, 1981.*

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