

Interviewee: Carol Harvey  
Interviewers: Kaithlin Kerrigan and Jessica Sawyer  
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**Abstract:** Carol Harvey grew up in the Clark University area of Worcester and raised her family in Worcester. She attended Anna Maria College, Assumption College, and earned a doctorate from the university of Massachusetts Amherst. In this interview Carol describes what it was like attending a women's college, entering the workforce in the late 1960s and early 1970s, and balancing a career while raising children. She believes strongly in the value of mentors and strives to be a role model to her students at Assumption College and to those she meets through her volunteer activities at Girls Inc, Big Brother, Big Sisters, and the Center for Women in Enterprise.

KK: I'm Kaithlin Kerrigan.

JS: And Jessica Sawyer.

KK: And we're introducing..... interviewing Carol Harvey.

JS: Sure, So what is your full maiden name, and also what is your married name?

CH: Okay, my maiden name was Carol Plough, and my married name is Carol Plough Harvey, so I kept my maiden name.

KK: You did? Oh wow.

CH: So you'll learn all kinds of interesting things about me today.

KK: I will ha-ha.

JS: Um, How did you meet your husband?

CH: Oh this is a great story, he left his sweater behind in a bar, and he came back to get it on a Sunday night, because in that time you couldn't dance in Massachusetts on Sunday. So there was nothing going on in Massachusetts and this was right over the Connecticut line, so everybody in Worcester used to go across the Connecticut line to go to this place. And he left his sweater the week before, and he came back and he got me. And the best part about it is this is now a strip club, so my sons are very fond of saying I met my husband at a strip club. It was not a strip club [laughs]

KK & JS: [Laughter]

JS: And what does he do for work?

CH: He's an engineer, civil engineer. He has his own business.

JS: And do you have any children?

CH: Yes, I have two, I have Kevin, he's 32, he just got married. And I have David who is 29 as of last week and he's... not engaged, let's see, what we would call it? Committed... [laughter]

JS: And can you tell us about your parents?

CH: Sure, very interesting parents, ... actually very interesting for their time frame. My, when I was born, my mother was 40, my father was 49, they were very old, for first time parents. I was the only child, obviously there were going to be no others at that age. And my mother was a private detective, and she used to wear disguises and she used to work for Rockland and Brothers, which then became Stop and Shop, and she was this sort of dumpy looking middle-aged housewife that *nobody* would ever expect as being a plain-clothes woman...

KK: Ha-ha.

CH: She was tough as nails, where do I get it huh? She was tough as nails, and she would walk around the grocery store with her little disguises on and act like she was shopping. And in truth she was watching people and arresting them. And because my father was so much older than my mother, when she went back to work, she... I can't remember when she went back to work... but I would say I was probably five. When, because he was so much older, he was retired you know, so he did all of the housework and the cooking. So it was for my age very unusual to have that kind of family background. So that I think is why I grew up thinking you know men should know how to cook and clean and do all these things. That it is a partnership, which is more what you guys think of today. But, for my age group -- totally unheard of for people to grow up like that. So I think that colors a lot of who I am, and why I am the way I am. But, I used to, in fact when I was in school, I used to take a bus when she worked in downtown Worcester, one of the places, there used to be a market downtown, Madison Park and Main, right near the registry of motor vehicles, there used to be a market. And when she worked there I used to take a bus downtown from school and I would watch her arrest people through a one-way mirror. It was so cool.

JS: Oh my God.

CH: It was like T.V, she had a badge, no gun, but a badge.

JS: Wow, still... Um in... what was your neighborhood like growing up?

CH: Oh great question, I grew up in the Clark University neighborhood. In those days it was really kind of like a working class neighborhood, nothing like it is today. It was a

three-decker neighborhood, I lived in a three-decker. It was very family, very safe... I wouldn't want to live there today. But it was a nice, safe neighborhood, we walked to school.

JS: Okay, and in, where there any particular areas in the city in which you spent a lot of time?

CH: Oh yeah, what age are you talking about? Ha-ha.

JS: What age sticks out the most?

CH: Probably, believe it or not college age. Because I think what gave me a real head start in college, was I didn't live at school, I couldn't afford to. So I used to spend my Saturdays at the Clark library. And I sort of made this commitment, that I was going to go there every Saturday, nine or ten o'clock in the morning, and I'd stay til like four or five o'clock at night. So I used to do so much work on that day, so I was always ahead, and I think it really contributed to me doing so well in school. Also, I spent a lot of time in Main South, because that's where I lived, and it was a wonderful neighborhood, nothing like it is now, very safe.

JS: And where did you attend high school? And College you said Anna Maria?

CH: Yes, I went to high school at St. Peter's, I went to high school and grammar school at St. Peters. It was then, not the St. Peter Marion we have now, it was St. Peter's up on Main Street, that's where I went to school, and I went to college at Anna Maria, and actually I went there because I got a scholarship, that's the only reason I went there, I didn't want to go there. I really wanted to go to Merrimack, and the reason I wanted to go to Merrimack is kind of interesting for what you guys are doing. Merrimack was one of the few Catholic colleges -- I wanted to go a Catholic school -- one of the few Catholic colleges that was co-ed. And I think BC [Boston College] maybe and Merrimack were the only two that I knew of at the time, Stonehill didn't even have [men]... And I wanted to go there because I thought that was a better education for *me*. I was wrong. I think being in an all woman's schools was a wonderful experience. Incredibly empowering experience. So I mean uh, I have this philosophy that things always work out for the best, sometimes it takes a long time. When I, later on in graduate school, I had to write a paper about your educational experience and how it formed who you were and a huge piece of that paper, which I had *never* thought about, was going to an all woman's school where it was run by women, you know all the nuns the ran it, and all the classes were women, and I would say truthfully that is where I started to come out of my shell, cause I was really quiet as a kid, oh God was I shy...

KK: Ha-ha.

CH: Kaithlin knows me, and my husband always says, *don't* tell people that! They'll *never* believe you.

KK: Ha-ha.

CH: Look at you, you never shut-up you know? And I would tell him, I would only tell him... but um ironically the only other school I applied to was Merrimack, you know we didn't have any money, so um and that's where my husband went. So I probably would have met him earlier. We often talk about, would we have really been attracted to each other if we had met then. You know he was this wild fraternity boy and I was this nerd in the library.

KK: Ha-ha.

CH: So I have the feeling that the answer is probably no. You know?

JS: And what was considered fashionable when you were a young woman?

CH: Oh my God, what a great question.

KK: Ha-ha.

CH: Um, it was the sixties, so it was extremely short skirts, and it was either, a lot of boots, I mean very high boots, and I mean if you think about it, it was very stupid-looking.

KK: Ha-ha.

CH: Wacky hair-do's, very blown up hair-do's. And you know, very teased hair, but then also very straight hair, you know we used to iron our hair, not like you guys with the machines...

KK: Uh-huh.

CH: We used to iron it with a flat iron...

KK: Like on an ironing board? Ha-ha.

CH: Yeah, like on an ironing board. So you'd have to grow it longer than that, so you could drape the hair over, so I never did that but what we would do, is we would buy perms, and we would use them to straighten our hair. Cause straight hair was very, very big. It either had to be very poofy and big, or it had to be long and straight. And, I'm trying to think, it was kind of uh... a hippy look, which I could never get into. It was sort of either short, short skirts, or to the floor kind of hippy dresses were very big. I'm trying to think of what else we wore, let's see... we wore sweater sets and pearls, all the stuff I wouldn't be caught dead in now ha-ha-ha.

KK: Ha-ha.

CH: My husband still has all his stuff, so it's all in the attic, I made him sell it to the homeless, but it's in the attic...

JS: And how old were you when you were allowed to date? And where did you go on your first date?

CH: Oh geez, that was funny. Probably 15 or 16, it was a junior prom, which a friend of mine fixed me up with some guy, so yeah, that was my first date. I still remember and I can still see the dress which was God awful. Oh God.

KK: Ha-ha. What did it look like?

CH: Blue, it was kind of like that color blue (pointing to picture) kind of the one that's in the middle, and it had this sort of like scarf that was attached to it and it flowed down the back ugh....

KK: Ha-ha.

CH: It was so ugly and he was short, so I had to wear flats, I still remember that too. [Laughter].

KK: Oh God.

CH: Yup, I still remember that.

JS: Um where are some of the places that you have lived during your life?

CH: Actually I've always lived in this area, I started out on Park Ave, where the fire station is, and Kentucky Fried Chicken and right in that area that was where I grew up, and from there I moved to the Clark Area, myself, from there, actually that house burnt down, but it had a fire, then I moved to a really awful neighborhood because at that time I was alone, so I moved to a terrible area Letain... Legrain Street, which was spooky but a friend of mine's mother owned the house, and she lived there so I felt very comfortable, but now looking back on it, I'm like why would I live in that neighborhood by myself? And then when I got married, I moved to Shrewsbury, for about maybe four years we lived in the basement of a house, and then we moved to Millbury for seven years and then moved to Worcester, and I've been in Worcester since my second child's been born, so about 29 years.

KK: Oh wow.

CH: Yeah I'm a real local person.

JS: And what major historical event occurred during your time here?

CH: It has to be a Worcester event, huh?

JS: Well anything that like impacted you in a way that you remember.

CH: More national than Worcester to be quite truthful. Well, as a kid I remember the tornado[of 1953], I don't remember it happening, the one that wiped out half of Assumption, when it was up on.... But I remember as a little girl hearing about it on the radio, about the tornado, and running around and shutting all the windows, and my mother was trying to tell me, "Carol, it's already gone by, that's why it's on the radio."

KK: Ha-ha.

CH: You know it's not like they announce it's coming in those days, but I do remember that. I remember when the whole power went out, when the whole grid went out on the East Coast, because I was living alone then, and I was the only person in my friendship group that had gas heat, and a gas stove, so everyone, I invited everybody to my house, cause I had no lights, nobody had lights, it went out for days. I can't even tell you when it was, probably around 67, the whole Northeast corridor went out, New York City, everything. And I do remember that, but I guess the most personal event, would *certainly* be John F. Kennedy being shot. I remember exactly where I was, and for you guys it's 9/11. I remember exactly where I was, which is kind of ironic because I was by the first house that I lived in. I was just driving by with friends from college, and it came on the radio and I remember she said we should go to church and say a prayer and we did, we went to Blessed Sacrament. And THAT for me was the big event, that and also being fortunate enough or lucky enough or ironic enough to be sitting in front of the TV when Leo Harvey Oswald was shot. I saw it live which is really... to see someone be killed live. Cause that was the weekend Kennedy was shot, and everyone was glued to their television sets, and I remember sitting in front of that TV and I was just... I couldn't believe it even happened. And we saw it live.

KK: Oh wow.

CH: Yeah, so those were the things that I remember.

JS: Upon finishing your formal education, what did you see as your options?

CH: You mean bachelors degree maybe?

JS: Yeah, after college.

CH: I think that's a better question for what you're doing. Quite truthfully very few. How I picked my major was a piece of that. I looked at the catalog and I crossed out all of the stuff that I couldn't do, like music, art, math, and I was left with like three things. And that was sociology, they didn't have a psych major, sociology, English and history, I couldn't figure out what I was going to do with English or history, and I didn't want to teach, I mean I used to go to job interviews, and say I'll do anything but teach. And I chose sociology, and I chose social work, I was going to be a social worker, and I did an

internship in social work, and I guess in an internship you don't do enough of responsible... so I didn't get enough of a feel for it to see how awful it is, and I did go into social work when I left, and I thought that was my lifelong career. Cause you see there were very few options for women, basically, as a college graduate you could teach, you could do social work, I couldn't do nursing, I couldn't stand the sight of blood, I mean if you threw up, I'd throw up...

KK: Ha-ha.

CH: So that was out the window. So I couldn't do that, I did go for an interview for a writer for a newspaper, and you get paid an incredibly low amount of money for that, so there were very few career options for women with bachelor's degrees. So that's how I chose social work. I did it for two years and I hated it.

KK: Did you do social work in Worcester?

CH: Yeah, yeah, a place called, now it's called the office for children, but it used to be called the division for child guardianship and they gave me, I mean I was kid out of school, I was 21 years old, and the cases were horrendous. And I guess the one that sticks out the most for me was they sent, it was this other girl and myself, we had gone to high school together, not college, they sent us, two do-dos who knew nothing about little kids, they sent us to Boston to pick up a child who had open heart surgery, and open heart surgery was so experimental then in the sixties that they didn't even do it in Worcester it was so unheard of. So here are these two bird brains, you know we're lucky we didn't kill this kid.

KK: Ha-ha.

CH: And she's in the car, and you know her job was to drive and mine was to make sure he was still breathing. That's how we divided the task, so it was horrible and then I tried to quit after a year and they said to me, "do you like babies," and I said, "oh I *love* babies," and they said, "oh good, would you do baby case load?" That sounded good. So a baby case load was you went into the hospitals and you took the adoption surrenders from these kids who were having babies, and then you didn't place them for adoption, you never saw the adoptive parents, the good side, you just got them ready for adoption. And I did that for a year, that's how I got into industry. I said, "I can't do this, I don't like it." And when I left, my boss said to me, "we'd rather have you come in for two years like you did, so you know like the peace core, you know come in and do two years, and leave whole then be like some of the wacky people who have been here for forty years." There were a lot of nutty people in that office.

KK: Ha-ha.

CH: And I think the job got to them, so it was better to have young people come and go. So... but there were so few options, well for me.

KK: Um you said that you didn't want to teach, but how did you decide to come to be a professor?

CH: Oh, that's a great story, I have all great stories. I always wanted children. There was absolutely no discussion about that. I always wanted kids. And when I was at Xerox, I was in charge of training, well I started out as a trainer, so that's kind of a lot like teaching, but it was adults and it was in business, so that kind of got me into it and I found out I was really good at it, I liked doing it, I liked the interaction. And then I became a manager and when I was pregnant with my first son, I thought... I knew I wouldn't be a great stay at home mom for 20 years, you know? I'm just too type A personality. So I decided what job I could do just part time. So I decided if I went to school while my kids were little, I wanted to stay home when they were little. If I stayed home while they were little and I went to school, what, graduate school in business, what it would do, by then I already had a masters degree in Psychology, what it would do for me is it would give me some sort of intellectual stimulation going to graduate school, but what it would also do for me is it would give me a great opportunity to teach college part-time.

KK: Uh-huh.

CH: So truthfully when I went into college teaching, I thought that it was all I would do. I never envisioned this [thinking of all she's done at Assumption] *ever*, cause my idea of a college teacher was somebody with a doctorate, and how in the world was I ever going to do that? So I never, ever envisioned full-time teaching. Just part-time, the first couple of semesters I taught, the money was terrible, there was no job security; schedules were terrible, it was all at night, and then somebody, there was an opening, that's when I was at Quinsig, [Quinsigamond Community College] there was an opening for full time and I thought I could do this. So I applied and I got it. That's how I go into it. Of course I love it, I mean it's obvious right? I mean I think the saddest thing is to see people in the College that the students can figure out that those people hate what they do.

KK: Uh-huh.

CH: And you know who they are, I don't have to tell you. Cause I just love what I do, and I think it shows with the enthusiasm. I mean one time I did some math for a promotion and you had to evaluate your teacher evaluations, my ratings on enthusiasm for the subject were like 96%, and that's how I feel, it's very true. So it's kind of interesting because I grew up thinking, "oh God I don't want to teach," but you know I think my vision of teaching it's, was you taught grammar school.

KK: Uh-huh.

CH: And you dealt with lunches...

KK: Ha-ha.



CH: And you know, sharing, and kids who you know wet their pants, throwing up...

KK: Uh-huh.

CH: And you know, all that kind of stuff that was my vision of teaching, it wasn't college. Because I just didn't even, even though I went to an all women's school, and had a lot of female teachers, nuns, I guess I just didn't envision that that would be something that was open to me.

KK: Uh-huh.

CH: That I'd never be able to get all that education, but I did. So...

KK: And you spent two years at Quinsig?

CH: Oh no...

KK: Is it longer?

CH: Yeah, longer, I worked there two years...

KK: Uh-huh.

CH: part-time, then I got the full-time job, I worked seven years full time, and they gave me tenure, and I went in and gave them my notice. [Laughter]

KK: [Laughter]

CH: Actually, I told the students before I told the President. It was March, and I had accepted the job here [Assumption].

KK: Uh-huh.

CH: And I realized that as the kids came in for advising, I really had to tell them they needed to get a new advisor for the fall. So as I started to tell the kids, I thought gee I better tell the school... and I remember going in and telling the President right after I started to talk to students. So yeah, I did nine years total.

KK: Oh wow. Is there a difference between teaching students there and teaching students here?

CH: Huge. Huge Difference. First of all, demographically they're very different.

KK: Uh-huh.

CH: At Quinsig you have a lot of older students, they average age is probably pushing 30, so you have a lot of people who are working full-time and they're really there because it's cheap. And I would say that that is true when I was there, now it's quite different, from what I hear from people it's also very developed. There are kids in my neighborhood, a kid in my neighborhood, that I know is Special Ed, I mean she's going to Quinsig. When I was there it wasn't like that.

KK: Uh-huh.

CH: It was primarily for kids who could afford to go to a four year school. But a lot of them, a lot of them, transferred out, after they'd finished they'd go on to a four year school.

KK: Uh-huh.

CH: Um, but I would say there is a grittiness about them, they really wanted that education, and it was kind of two sectors, you had the single mothers who you know would kill to get an A, and work so hard. And you would have these poor kids who were really struggling, like the guys who didn't do well in high school, so they tended to be the two extremes. Here you have, kids who have more privilege, in our language we talk about privilege, and that makes it very different, more traditional aged students, but I've always liked this age group. Even when I taught CCD I taught this age group, when we taught, my husband and I taught CCD at our house, the seventh and eighth grades would come to the house, and they said to us what age group would you teach, and we said teenagers, ha-ha, they went...

KK: Ha-ha.

CH: They went teenagers, nobody wants the teenagers, what is wrong with you, you know? Um, so we did. But I've always liked this age group. So yeah there is a huge difference. I will say that there is also that, I've been here 19 years, there is a huge difference in the number, and 19 years I've been here too...

KK: U-huh.

CH: Which is, that is kids have gotten smarter that come in, but lazier and that's sad. Cause this costs you a lot of money. And I guess I get very disheartened by some of the kids that don't work very hard here.

KK: Uh- huh.

CH: That's a shame. You know the kids that come in, and say I'm a senior I want to take easy classes, I said not with me.[Laughter] Get your money's worth. You know, learn something cause it's a tough world. A tough one.

KK: Uh-huh. You mentioned Xerox, tell us a little but about Xerox and other jobs that you've had.

CH: Oh sure! After social work I went to Xerox

KK: Uh-huh.

CH: And I got this job as a trainer, in the Worcester area, they wanted somebody from Worcester, so because the office was down 128, well 95 now...

KK: Uh-huh.

CH: And they, they wanted someone more local. So that's why I applied, I got the job, and it was a little repetitious for me. We only had maybe 10, 15 machines and so you know you'd always be training on the same stuff. And it was trained customers, so I found that a little repetitious and I get bored very easily. So uh, when I had a chance to, actually how I got there is, I do have an interesting life for your project.

KK: Ha-ha.

CH: I was here [Assumption], in graduate school, and Arlene Vadum played a role in this. Have either of you ever had Arlene as a teacher? She's a Psych teacher here, no?

KK: Not yet.

CH: I had her when I was here, I started my masters in Psych, this plays a part in the Xerox piece, I started my masters in Psychology when I was in social work.

KK: Uh-huh.

CH: And when I got married, I had two courses left. And I truthfully I was down at Xerox, and I was going to abandon the degree. And my husband said to me, are you out of your mind? Six credits just do it! So I said, okay I'll do it. So I came back here to do this research project, it was one of the only two courses I had left. I got Arlene Vadum, who's been here forever, and she .... And I did a research paper around learning here, I was doing training, and I wrote this paper, I was doing statistical stuff, and what happened was, I was able to prove statistically how much money the company could save, if we brought people into the office to train them, what I'm going to call the remembering was better, if we trained them in the office with a lot of distractions they didn't remember, now part of that, that is important, is that service calls were not paid for, they were included in the rental, so if you remembered more stuff you placed less stupid service calls, you know the paper tray is buzzing, well that's why it's buzzing stupid, you know um so we were statistically able to prove that they would be able to save a lot of service calls, if they required everyone to come in for training. So I gave that paper to a couple of people higher up that I knew because I thought it was interesting. One, it changed corporate policy, it then became nationally, they required

people to come into the office to be trained, because it demonstrated to them, say a service call was worth 50 bucks, if they could save a thousand service calls, that's a lot of money, it's customer satisfaction, the customers didn't think the machines were junky or broke down because they didn't, it wasn't that they were breaking down, it was that they didn't know how to clear a paper jam, they didn't know how to do different stuff. So first of all there was a cost savings, but the other piece was the customer satisfaction was that when I gave her this paper, um, then I had a boss who, you know how I'm big on mentoring, I talk about mentoring all the time, I've always had a lot mentors, not in social work perhaps, but when I got to Xerox I had a mentor...

KK: uh-huh.

CH: There was a gentlemen at Xerox, and was a great paper, there was a gentleman at Xerox, who umm, I didn't know this story. I didn't know it until years after it happened and somebody told me this story. But they were expanding and they had to make more managers, more service managers. So they got all the managers got into this office and they talked. And they were trying to decide, they were trying to promote from within, and who did they have inside that they could promote. So they were talking about these guys who were fixing machines who had no college education, but they know electronics. So maybe this one, maybe that one. So this one guy gets up and he says I have someone who works for me. This person has a college degree, is almost finished a masters degrees, has great reviews, and their all going who's this. Notice there were no pronouns in that, this by the way was the inspiration for the Briarwood case where there are no pronouns, same thing. So anyways, they said who is he, and he said, he is a she. And I heard that the room went silent because there were no female managers here in the New England at all. And everybody's looking up at him like, and the way he approached it and, I couldn't stand this man at all, I have to tell you truthfully, I hated him. Because he was a micromanager, he drove me out of my mind. But in retrospect I realize what he was doing was training me, because he knew if I was ever going to get promoted, I was going to take a lot of garbage from a lot of people, because their were no women. Umm, I would have come up from a very different track, being the training person, verses somebody who was a man. So they gave me a management job. Umm, and I mean I was very fast track. I had to go to Rochester all the time for training. I was there with all men, all the time. But it was a really interesting experience for me. But I guess it was kind of the reversal of college. Because in college I was with all women who empowered me, but when I got in with all men I realized I was a lot smarter then I gave myself credit for. And, umm, I should have known, I was on the deans list in college. You know, I already had a master's degree, I loved school, and you know I won a lot of awards. Writing awards and top student awards. But you know, somehow as a woman in those days that didn't hit you that you were smarter then they were. And my parents of course, they had no education, so they weren't much help in that. And being an only child I has nobody to compare myself to, so I think when I got to be a manager at Xerox I got to see how stupid some of these people were doing the same job I was. It was a, I can do this. Did I get a lot of garbage. Oh my God. My favorite story, I've got to tell you this. My favorite story is, I was in a meeting one time and I can't even remember what it was, but whatever they were presenting, I was able to knock all kind of wholes in. I mean, it was really a dumb idea. So I could see the guys going, oh my God here we go. And umm, so, I didn't

care. So, when the meeting broke they gave us some time to go to the bathroom and stuff. And I was the only one in the ladies room, and they all went to the men's room. So I guess that that masters in psychology helped me a lot to understand people. And when I came out, I've always had a since of humor, so when I came out of the ladies room, and the guys are all sitting there I said, you guys realize, and my husbands an engineer so I know all about this. And I said, do you guys realize that there are ducts between the men's room and the ladies room and I could hear everything that you saying. There were not ducts between the men's room and the ladies room, think about it. And they were all like (facial expression), so I knew they all had talked about me. But I would do things just like that to get the men. Does that help you a little bit?

KK: Mhmm

CH: But then the other piece, the Xerox piece is just fabulous. But there was a man and I didn't report directly to him, and, but I would work out of their and I would work with him as the manager. And he found out about this master's degree that I had gotten from here, and he made some comment about the research Id did with Arlene Vadum in that course. Xerox got their moneys worth, because we found out that that report was required reading at the national training center. They had copied it without my permission, they had copied it and they were making sales managers read it to understand why they were required to bring people into the office for training. Nobody told me, nobody got my permission, so I'm kind of funny about copywriting, you know. So, umm, I was really mad. And one manager said to me, well we got our moneys worth out of your master's degree. And I said, wait a minute. We have a policy as Xerox, that if you got your masters degree, and it was work related and it was a credited school then you got your money back on tuition remission on a master's degree. I brought my paperwork in; I had gotten better then a B. I thought that a psychology degree was very related to training, it was a credited school, and they looked at me and said, what do you want us to do with it. I said, I want my money back like everyone else. And he said, we don't do that for women. That was in the late 60's early 70's and long after the civil rights act was past. And in those days you accepted that. And I said, you're kidding. And they said, no, I mean we can send it in but they aren't going to pay it. So this guy says to me, we're glad that, you know, we got our money out of you with this research. I went ballistic. So I still, to this day can remember, I'm very visual. I still to this day can see him closing his office door. You never knew what he was going to do. He called Rochester the corporate head-coders, and said we have this manager, a female manager, who got a degree, who got the grades, it was an accredited school, its job related and you've never paid for her education. She was told that you wouldn't pay for her by the human resources people. And I got all the money back for my degree here except for two courses. So they paid for ten of the twelve.

JS: oh wow

CH: So I think that that changed corporate policy that way too. So I brought that check home and I said to my husband. We didn't have any kids. And I said, were going to Europe. And we did, we went for like three weeks, off of that check.

KK: oh wow

CH: And we did, off of that check. So I have some really cool stuff. That's why when people ask me to do women's studies stuff I always do it because I know that I have stories of a time that are really interesting and different, that girls today can't imagine. I mean, people my age fought these battles for you and now it's easier for you guys to get in. But it still isn't always easier for you guys to get up, its still there.

KK: Do you feel it was difficult to balance different priorities, and responsibilities and all the rolls that you had being a woman, being married, having a job and then once again when you had children?

CH: Oh God, absolutely, yes. First of all, because my parents were older they were dead and I had nobody to baby-sit, and I had no sisters or brothers. On my husband's family, my mother-in-law was pretty good about it but she's long dead. Umm, but I had nobody there either, and my friends had their children younger. I was 33 when I had my first one and 37 when I had my second one, so they were all back at work, when I had mine. So childcare was a huge issue for me. But I kind of made a plan. And the plan was that I would stay home until they went to school and then I would go to school, to get my masters in business. And that worked real well and I would work at night so that my husband could baby-sit them, so that took care or that. But the hardest balance was, believe it or not was probably, was, umm, let's see seven and ten. Well umm, maybe a little younger, and I was doing my doctorate and working full time at Quinsig. One of the things about Quinsig, was that the time obligations were not as heavy as they are here. I would teach four classes a week which was 12 hours and I would have office hours too. There isn't any of the extra stuff that we have here so I could make a pretty good schedule. And I took this full time job when my youngest son went to school. And I made a deal, and you wonder why I think that everything happens for a reason. I went over to Worcester State where my youngest was in nursery school and my other was in school full time. And I figured out that I could teach from 9-3, I can get that part in but the other one gets out at noontime. So I go over to Worcester State, where he was going to go to nursery school. And I said to them, can you give me the, they would do this in these days, names of anybody in my zip code, that would fit to my sons schedule. Because I'm going to need to hire somebody to pick up my son and I could drive them both in the morning. And they could pick up my son and keep him for an hour or two each day. So they give me all these names, and the first woman I call says to me, I run a daycare in my house. So is this a match made in heaven or what? So we made a deal and it was wonderful, of course daycare in the morning everybody is bringing their kids, so I always took her kid to nursery school, and she would pick up mine and keep him for a couple of hours each day. So that's how I got by with a quick fix. But the hardest part was when we'd have snow days, in the public schools and I would have to work. That was hard, that was very hard. I would have to see who I knew that I could park them with, because my husband wasn't working out of the house in those days. But the hardest part was doing my dissertation and my doctoral work. I felt as if I was taking a lot of time away from my kids, so I said to the little one, one day, what could mommy do to make this ok for you, because you know I have to write and everything. And what could I do so that it didn't

distract as much time from you guys? And the little one, the 29 year old, said with out batting an eye lash, he said go to your graduation in a limousine. And I thought that's a cool idea. So I said you got it. I said if I get this degree were going in a limo. So when I was close to graduation I called these limo companies, and told them this story, just like this and one of them, the first one I called said to me, you know that's a cute story. You know, brides rent them way in advance, and not many people rent them for the daytime, and the month before. Because I only knew I was graduating a month before, and she said how about you rent it and ill give our most outrageous, most ostentatious stretch limo, for the same price. So I said that's a deal. And it seated nine people, I had the four of us and then I invited five friends. And we drank coffee on the way up, coffee and doughnut. We had campaign after graduation. And when we pulled into the limo, when we pulled into UMass, of course it's mobbed, you know 5,000. So we pulled into UMass and they thought that we were someone important, which we weren't at all. And they pulled right up to the steps of the arena, and they probably thought that we were the speaker or something or the governor. So we parked there and we took the limo down to the Public House and we had a lovely lunch. And brought the limo home we had an extra hour with the limo, so the two little kids on our street, who were taking care of our dog, I called them and said, do you want to go for a limo ride. So I called them up and we got in the limo and we around the block with the kids. It was so cool. We had the coolest day. But that was the hard thing, the balancing of that. But you know in retrospect what is interesting, especially with my younger one, who talks about it more than my older one, I asked him one time, what it was like growing up in a household with a working mother, and who was kind of a type- A always going to school and everything, and he said to me, he learned so much, because he was included in the conversations we would have. When we would have friends over we would always let them stay around, they were pretty good, pretty well behaved, and they'd sit around and they would listen, and he said that he learned so much from that. Because I was such a great student, he learned to be a good student. So I balanced it all.

KK: How would you characterize the personal and professional coast of your chosen path?

CH: Well they weren't that bad to be truthfully. I think the smart decision I made, when I was pregnant with my first son I made that decision to go to graduate school in business, to be a part time teacher. I never envisioned coming back to work fulltime before my children were older. I mean, I always wanted to stay home with my kids. So I was lucky. They only cost I would say truthfully would be fanatically, because it was a very hard struggle when we had that one income. It was very hard. But we always lived beneath out means. It's what we very much agree on, and I think it's important for couples to very much agree on economics, and my hope was, I mean I'm such a frugal person, my husband makes me look extravagant, he's worse than I am. And so, that's a good thing and we always lived underneath our means, so that allowed me to stay home. If we had bought a bigger house, if we had bought more cars, if we had spent more money then I think I would have had to work, and I didn't really have to work and that's different. Umm, even now I don't have to work, but I do it because I love it. So I think living beneath out means enabled me to not have that cost of child care. I never had that guilty

thing, you know, where all I'm working, I work strictly part time, I brought it home, I did it at home. Umm, if I had to work 17 hours a week, that wasn't bad. My kids were in school and I chose this profession to match the childcare. That was a concrete decision. I think it was figuring it out, what I could do that was part time or not, especially not the Xerox model, 40 -60 hours a week, travel on the road, 120 miles a day. I was commuting 120 miles per day at one point, you know, before I had kids. So, I think being very deliberative about it, I had that time to figure out, what would I want to do when I had kids, so I wouldn't have those costs, but I was lucky. I was very lucky. I consider myself extremely lucky that I was able to get a job like that, that you could still work fulltime. And I always had summers off, I have Christmas break. Half the time, when it snowed I had the day off. Umm, I had the major holidays, but the only time I got into trouble was spring, was when they would have March, I would have March and they would have their break in April. But you know, you could have high school kids who could do it by then, because they were off, and again, to me, it was part time because you do the rest of the work at home. But I chose a profession to fit it and I think that that was the difference. My husband one time said to me, are you sorry you chose the career path that you did that you didn't consider on Xerox? Because I mean, my guess is between my hard work ethic and, and, umm, my management ability, I probably could have been incredibly high up in the organization. But, you know what, I wouldn't have wanted that. Because I would have had to move, you know, his business is here and the business, and umm, I would have had to move and maybe I wouldn't have had kids. Umm, that answer is no, I have no regrets. He asked me that if I had any regrets, absolutely no, no. For me it's been wonderful. So I think that, that happiness shows.

KK: Umhm, yeah

CH: I wasn't forced into it, it was a choice. Did that answer your question?

KK: Yeah it did. Umm, when you're not at home, where do you usually find yourself?

CH: Oh wow! Well let's see. That's a great question. If I'm not at home and I'm not at work, I'm probably traveling. You know, I love to travel, as you well know.

KK: Mhmm

CH: You know, I have this philosophy that, so you know I like to do a lot of things, I love to travel, I love to shop. Umm, bargain hunter though, big bargain hunter. I love to shop, I love to travel, I love photography. Umm, I'm starting now that I have this goal, I'm going to eventually replace anything that up here that I didn't take with something I took. Umm, I love that. I'm not able to do a lot of physical things, so you know a lot of physical things are really out. That and I spend a lot of time with girlfriends. I have a lot of really good friends and I think that's because I don't have any sisters. And so, umm, my best girlfriend has been my best friend since the eighth grade. So that's very unusual. I have friends from high school that I still see all the time. And I have made a real conscious effort to spend time with friends. You know the women I travel with a lot. You know my husband does not like to travel, so we have this very nice arrangement that I go and he stays home. And he's happy and he'd rather stay home then go. He goes, do you



really want me to go with yeah. But once in a while I drag him. Like I dragged him to Alaska. But other than that it is with her, so ahh, having friends from college and high school, very old friends. I keep my friends for a long time, and I'm not into a casual friendship. So sometimes when we go on a trip and meet people, sometimes Ann will say to me, we should go again with those people. And I say, no. Their either strong friends or not, you know? So that's kind of what I do with my spare time. And I like to read too. I'm a big reader. Huge reader. Mostly magazines and newspapers, some articles. But ill pick an author and go on Amazon and get a list of everything she's written and ill read them all in one summer. I laugh. One summer I went through Philippi Gregory, all those historical novels. I read everything she wrote. So that's how I tend to do it. I'll look at the author's oldest book and work my way along.

KK: Umm, have you ever gotten involved in community, or volunteer work?

CH: Oh God yes, a lot. Umm, most of my community work would be board work. I spent 12 years on the board of Girls Inc. and I was the Vice President, I was Secretary, and the Treasurer. And I had a lot of committees, human resources work. Then when I got off of that and I had one year off. I was a corporate for years and then Big Brothers Big Sisters, where I went onto their board where I worked for eight years I think, eight or nine years. So I served on their board for either eight or nine years and this is probably the longest time that I haven't served on a board in recent history which is probably a year or two. I've kind of cut back on it because of my stamina. Since I've had...I don't know if you know much about the knee issue I've had. I'll tell you about that. So, since I've had that knee issue, I haven't had to physical energy. I mean, you probably find that hard to realize it what I'm jumping around in class. This, this is not. I don't have the energy that I've used to have. What happened was, I had my knee, I had an artificial knee put in four years ago. And I had it done at Christmas time, over Christmas break, came right back in January. Was able to do fine and do classes with a cane. Nine weeks after the surgery, so three weeks after I came back, I came down with a massive staff infection. I could have died. I have that one the Nora Virus, the one that kills people, and actually the truth is my husband probably saved my life. He said to me the first day, I think we need to call the doctor, and I'm not one to do that. And I listened to him and he probably saved my life. I got into the hospital and I had a temperature of one hundred and four, and had a massive staff infection. And what I remember most is I had this surgeon. And I called him Doctor God, and because he's the head of orthopedics at UMass Medical, one of the high falutin surgeons. And they called him in the middle of the night, and I knew then that I was in a lot of trouble. Because I don't think that you dare call this guy in the middle of the night. You know, he's kind of, he has this little entourage of interns he treats like dirt. You know, one of these people.

KK and JS: Oh my God.

CH: Oh yeah he's horrible, but he's high powered. And the next morning they operated again. I'm like Tom Brady. I had a second knee operation, in nine weeks and because of that I have scar tissue. And after, despite that he cleaned out this thing, he didn't have to take it out, which is very unusual, because they usually have to take them out. Then I spent two months on an I.V. A month, without even a shower, that's how bad it was.

KK and JS: Oh my God.

CH: And two months on an I.V. They had to cut the arms off of my clothing because you couldn't get the I.V. through clothes. So they had to cut the arm off my clothing so I missed a semester of school, and I never got my energy back after that. I know you could have imagined what it was like before, but I never got my energy back, and of course I never got the rotation back on my knee. So this one doesn't really bend, and this knee needs to be done, which is horrible, because you know, obviously if you've had that bad of an experience you really don't want to do this all over again. But the rotation on this knee is not that good. So I'm trying to strengthen that, and I've got to have this one done, so you know. So what was your question, I got into all this all you probably didn't need to know all that.

KK: Volunteer work.

CH: Oh yeah. So that's the reason that, I've kind of been careful about not overdoing it. I've cut back on a lot of things and umm, that was one of the things that I cut back on. So I haven't signed up for another board. You know, I've done work here rather than, I've cut back on the community work. My husband has too, as you get older, at one point he was on seven boards of trustees.

KK and JS: Oh wow.

CH: So I think he's down to like three. So I think we've both cut back as we've gotten older, because we just don't have to stamina to be here all day, to do all this, go home, correct papers and then go out to a meeting until ten o'clock at night. And, and, umm when I retire I probably will go back to that. Oh I'm thinking, the other one that I did was, I forgot about, Center for Women in Enterprise. I was very involved with the Center for Women in Enterprise, and that was a conscious decision for another reason to stop and I'll tell you why. Center for Women in Enterprise, you know I have to agree with an organizations mission, so I agreed with Girls Inc's mission to empower girls, and I agreed with Big Brothers Big Sisters for mentoring. Center for Women in Enterprise, I actually contacted them about volunteer work, and I volunteered for many years for them. Because what they were doing was helping women start businesses, and I really believed in that mission. I'm not one to just get involved in an organization; I have to believe in what they are doing. And I used to do all this free counseling, I ran free workshops, all of them for free. Some of them would come in, and I would work with them for an hour or two, work with them on their marketing for their business. Then they go this idea that they were going to charge twenty-five dollars and hour for my services. And I didn't like that. And truthfully I wanted to volunteer. I wasn't there for them to make money, you can get a grant and do something else but that's not what I'm here for, I wanted to help these women. When they started charging for everyone's consulting services that went way down. Duhh. Would that surprise you? And I didn't like that so I stopped doing it, when I had the knee problem and I never went back to it. I think if I retired the two organizations, the two things that I really believe in, one is the Nativity School. This is the one I talked about in class. Their taking inner city boys and they are giving them really hard work and they are trying to turn them around, in terms of social class. You

know, volunteer teaching their, maybe teach writing, umm, something. That and the other one I really believe in is SCORE. It's a senior group of people who help people start small businesses. So those are really what I would tend towards. But anything to do with mentoring, I really believe in mentoring. But I choose organizations by mission; I donate money to things like cancer, because a lot of people in my family have died of it. But I really volunteer for places that I believe in what they do.

KK: Based on some of your life experiences what advice would you give to women today and future generations?

CH: Oh great questions! I would say you have to plan your life more than most women do. And I think that's evident in what I said to you about thinking about, what could I do, what kind of profession could I be in where I could work and still be home with my kids, or it would be flexible when they were little. I think they need to plan, I think truthfully, and this is sad, that they need to be overqualified. I think that there's still a lot of barriers for women and they really need to have more degrees, they need to have better courses, they need to realize that how they talk to me, and being upright and confident, and they need to have all that. Because unfortunately we still have to better to be considered equal. And that's unfortunate but true. And as you can see from the history of my lifetime that has improved greatly for women. But you still have to be that much smarter and that much better. I will give you a couple of examples. I was Chair here for a little while and I did it to get the... has been Chair here for, for like 20 years, and I did it because they said, somebody has got to do this. So I stepped up to the plate. And there were men here who pulled all that same old crap that I was used to, twenty, thirty years ago. And umm, you know, they weren't talking about me in the bathroom, but you know it was the same deal. And someone actually turned to the secretary the day I was elected and said to her; "Oh she's not tough enough to do that job." And she went, "Ohhh you have no clue." So I guess you would say that you have to realize that it has really hasn't been fixed, its still there. It's worse now because it's covert, it's underground, it's coated. Things that guys get away with women can't get away with. Like losing your temper for example. If you get mad in a meeting, she's having her period, she's menopausal, her hormones are off. But the guys, oh he's tough. I mean its all that stuff that's in the Tanner articles, it's still very real. And that's sad. When I finished it was kind of interesting because the same person who made that crack about me says tough broad. But oh yeah that stuff is so real, really real. I mean Ill tell you from my graduate and MBA students, most of the ones who have kids go back to work because they can't afford not to work. You have to remember, its something Iv said in class many times, when you guys get married, a set of college loans is marrying another set of college loans. In fact when I was out in Minnesota, in couple of weekends ago, my son and I sat down and had a long talk over coffee. And one of the things we were talking about the two of us, he said I want your advice on long-term disability. And I said oh my, your 28 years old. But it wasn't him it was her. Because they intend to get married when she finishes her internship, and the problem is, she has these huge loans from medical school. Plus she has a master's degree from Georgetown which she did after school. So she has five years of graduate school she's got loans for. So she's got to have long-term disability health insurance. So when they get married, she gets disabled or she can't work, he's responsible for all her loans. So they

are going to be paying, depending on the plan that they chose, sixty or ninety dollars a month for long-term disability, on a perfectly healthy 27, 28 year old girl.

KK and JS: Oh my god.

CH: So they'll be paying them forever. So that's the difference, and the fact of it is that most, very few young women stay home today, very few. I mean I have friends who are secretaries working part time, who, they are spending their other three days a week taking care of their grandchildren, for that reason. They have the loans. But it's so true; I mean this is what young women have to understand. It's still there. And when we had Gina in class what did Gina tell you? She's absolutely drop dead gorgeous, but she's as bright as she is gorgeous right? She was told by one of her bosses -- she has hair like you, beautiful kind of highlighted blondish hair, long, beautiful girl -- and she was told to wear glasses and dye your hair brown.

KK: In order to be taken seriously.

CH: And that woman is what, 27. So it's not like this is ancient history. So I see, I think that's the problem for young women, that they aren't prepared. I mean I can see by your face, you're like ahhh, but we talk about this in class, so Kaithlin's more used to it. But other women go your kidding, but no, it's really there, it is really there. And it's so subtle and that's worse I think. Because it was blatant, I mean I had friends; one of my friends was a grade teacher. She was asked when she went back to work when her children were in school, and I said this in class but you may not remember it, she was asked when it was digital, she was asked if she had children in her job interview. Now we all know that's illegal, so was the other thing with the rings right, but if you don't think people break the law we have to have a talk. But anyhow, so umm, she was asked in a job interview if she had children, and she came up with this brilliant answer, and I said good for you. She said yes I have children, but college is so expensive these days, that's why I need this job. They were like seven and eight. What an answer huh, its true, college is so expensive, and you've got to be saving for college, but she never told him that they were little kids in school, right. Clever women! So you see that stuff is real, yeah.

KK: And then our last and final question is do you feel that you have left a legacy?

CH: Oh God yes. Absolutely. First of all students. I hear from a lot of students, I'm in touch with graduate and undergraduate students a lot of times. But also I think that the book is a legacy. I sat one time; I was going to a conference. I will never forget this. I'm on an airplane and this guy sits down next to me with a baby, and behind me is his wife with a small child. And I said would you like me to move so that you could sit together? But he said no it's probably better if these two kids are separated. And so I told you that I love babies so I offered to hold the kid a couple times for him. So I introduced myself, and we were both going to the same conference, but he was a full-time employee someplace. And when I introduced myself he said to me that name is so familiar, that name is so familiar, and he didn't come from this area, and then he looked at me and said, you wrote my textbook. And I said, Yeah! And he was so excited. So I think that the

textbook is a legacy, and I think that of course my children are a legacy, but I think that the students that I hear from are legacies too.