

Interviewee: Clare Hendra
Interviewers: Audrey Strmiska and Giselle Martinez
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Worcester Women's Oral History Project

Overseen by Dr. Christian Williams, Assumption University

Abstract:

This interview is about the life of Clare Louise Hendra who was born in Pittsburgh, Pennsylvania and later moved to Worcester, MA. In this interview, we explore Clare's early life leading up to her college years and discover how she ended up in Worcester, Massachusetts and paved the way for local women's rights in the workplace through her career. As a grandchild of Slovak immigrants, we touch upon Clare's reconnection to her family members in Zemplinska Teplica. As the interview continues, we examine Clare's success in education from a young age as well as the start of her early career and how she became an icon for women today as she paved the way for women's rights in the workplace by working in a male-dominant field in a time where women didn't do such. Clare changed local history in Worcester as she worked for Wyman-Gordon in a plant of 800+ men and only one other woman. Clare fought for her rights and withstood hatred and backlash from her reports. Her bravery, diligence, and success laid the foundation for other women to set foot into a male-dominated industry so they too could succeed in the engineering and manufacturing workforce.

AS: How are you doing today, Clare?

CH: I'm good, thank you, and you?

AS: We're doing great.

GM: Yeah, good thank you

CH: Good.

AS: So, my first question is what is your full name including both your maiden name and married name?

CH: My name is Clare Louise, my maiden name was doctor D-O-C-T-O-R. And my married name is Hendra H-E-N-D-R-A.

GM: And where were you born?

CH: I was born in Pittsburgh, PA.

AS: Have you ever married?

CH: Yes, once (laughs)

AS: How long?

CH: [counts to herself]...69.....54 years

AS: Wow!

GM: 54, wow!

CH: Yeah, I know, it's a lifetime.

GM: Do you have any children?

CH: I have two. I have two boys. The oldest is going to be 40 in about a week and the youngest is 32.

GM: Do you have any grandchildren?

CH: No.

AS: What are the names of your children and your spouse, too?

CH: OK, so my husband's name is Rick Ferran Hendra, and Rick is actually his name. It's not Richard, and my oldest son is Jack Graham Hendra - his name is Jack not John – and the second son is Evan Ross Hendra.

GM: Are you able to tell me a little bit about your parents?

CH: Yes. Both of my parents were born in the Monongahela valley of Pittsburgh, which is where all the steel mills are. My mother grew up—both of my parents grew up—during the Depression which left an obvious mark on both of them. So, that's why they were very tight with money. And it was passed on to us...to be very, very cautious with money. My mother's mother stayed at home and her father worked in the steel mills. When my mother graduated from high school, she went to work for one of the steel companies. I think it was Jones and Laughlin. She worked in the Industrial Engineering Department. My father was an extremely bright person. His mother died when he was about six and his father deserted them, the young children who were still at home. There were like eight children in his family, I think. His father left the youngest children, of which my father was one, alone....left. My father had sisters which were an age...old enough to be his mother. They split up the young children that were left behind and they took them in. My father's sister Mary took in my father. Because the Depression was a very difficult time, they, my aunt and uncle, wanted my father to leave high

school to work in their store. My father was so bright that the school principal went to both my aunt and uncle and asked that they work out an agreement with the school district to let my father both work and go to school. So, my father graduated from high school and had a four-year scholarship to the University of Pittsburgh, which he was not allowed to accept, because it was the Depression and he had to work to help support that family. That was something my father, I don't think, ever got over. He did go back to college, but I think he only got as far as his junior (year). He was married and, of course, there was my sister and myself and my mother. So, I think he was just so exhausted that he dropped out. So, it was really an imperative in our family, at least, that every one of the children went to school and on to college. My father was absolutely a bear about our performance in school. Everybody in my father's family reviewed our report cards. They were passed among all the aunts and uncles [laughs] who then gave an editorial on how well we were doing in school. There was a great deal of pressure in that family to do very well so that the next generation, us, would advance.

AS: Wow, that must've been very hard for your father.

CH: It was very hard for him, and I don't think he ever said much about it. He, of course, was drafted during World War II, and for a while he worked in Bermuda – he worked in a crew that was putting in landing strips in Bermuda, and then he went on to Europe. He was in every major campaign in Europe. He was with military intelligence, and they would get maps and plot out where they thought the Germans were going to go next. Unfortunately, he sent the maps home to my Aunt Mary, the sister that raised him, and they would say, “Oh look, this is where Frank is in Europe,” and then crumpled up the maps and threw them out. The maps were all the detailed troop movements – that had already taken place, of course – in Europe. But my brother-in-law tells me that because he, my father, was in every one of the campaigns in Europe – all the major campaigns – that this was really a feat. Not many people were in all campaigns. I didn't like to ask my father much about it (the war), because it was obviously a very difficult time. He was with the army forces (clears throat) that freed Buchenwald. He went in with the army photographer and they photographed everything that had happened in that Nazi concentration camp. When he (my father) died we donated the photographs he had to the Holocaust Museum.

AS: Wow.

CH: Yeah, and they (the photographs) were horrible. I cannot tell you how horrible they were. I found them when I was a little girl....you know how little kids are rifling through cabinets to see what's in there. My father had them in a box, and I found them. I think I was seven. I just couldn't stop screaming. My mother said to my father, “I told you to get rid of those,” and he said, “No, I won't get rid of them.” So, he kept them and then when he died my sister said (to me), “Do you want to see them one last time before we donate them to the Holocaust Museum?” I refused, because my recollection of them was horrible. I can't even begin to explain just how horrible they were. I don't think the younger generations can fully appreciate it (the horrors of WWII).

AS: Yeah.

GM: That's something really hard to go through as a young child.

CH: It is.

AS: Especially being so young.

CH: Yeah. And my father brought home Nazi flags, Nazi knives, guns, little guns, and other stuff. We used to use the Nazi knives to cut the weeds out of the grass and he had a stadium Nazi flag; the ones that they used to hang in the German stadiums and stuff and he used it as a drop cloth when he painted the house—however, he did save one Nazi flag and my brother-in-law has that.

AS: Wow, what is the ethnic background in your family?

CH: We are all Eastern European. We are all from the Slovak Republic. My grandfather (paternal) is from Plavnica and his (my father's whole) family is from Plavnica. The last name used to be spelled D-O-C-K-T-O-R, but, of course, everybody changes things, you know...so now the name is D-O-C-T-O-R. So that is where his father (and mother) was born...it is pretty close to the Polish border. It's bordering the Carpathian mountains. My mother's family – her mother—my grandmother—was born in Kosice –outside Kosice—it's Slovak name is Zemplinska Teplica. In the Slovak Republic, every place has two names. So, the Austrian name is Szecskeresztur. Szecskeresztur is the Hungarian name and the Slovak name is Zemplinska Teplica. My sister and I traveled back there in the '90s. My sister wanted to find our remaining family. We had to travel with an interpreter because nobody speaks English. And, we had to travel with pictures to indicate what we needed. It was pretty rustic, very rustic. I mean we stayed in a \$400/night hotel in Kosice and my shower was, you know, the nozzles you have in your kitchen sink to rinse the sink out?

GM & AS: Yeah.

CH: That was my shower! [all laugh]

CH: It's like my sister kept saying, "I'm not staying in a dive.... I'm staying in a four-star hotel". I said "That's fine, we'll stay in a four star hotel"....And then I couldn't stop laughing when I showed them (my sister and brother-in-law) my shower! I just couldn't stop laughing. So, we did find family only because the mayor of Zemplinska Teplica drove us around in her car with a bullhorn saying there are people here from the United States looking for their family. We found my great-grandfather'shis brother's daughter and her family...yeah.

AS: Wow.

CH: Yeah, my mother's father is from the Ukraine. Of course, those borders shifted so many times. It was part of the Slovak Republic and then it was the Ukraine and so on and so forth. My grandmother burned all his records when he died. So, we—I think my sister found the town, but there was no way, at that time, that we could cross over into the Ukraine. Getting there, the documentation requirements are too formidable. So, we didn't. But we did also find my great aunt's grave in Plavnica and we did find family. My sister went back again and she found more family.

AS & GM: Aww

CH: Yeah, my father had said to me (mocking a man's voice), "Oh don't worry. It's going to be just like home." So, when I got to one of the towns and I asked to use the restrooms and I was shown to the outhouses, I took a picture of the outhouse [all laugh] for my father. I showed him the picture (when I got home) and said, "Just like home, Dad." [laughs]. Yeah, it is much better now, but you know then it was just out of the Soviet Union and it was obvious that the people in that area of the world cannot abide Russia. They cannot abide them. If they could spit on the Russians....in fact, our interpreter, she saw some Russian troops and I thought she was going to spit on them. We were scared that we were going to get hauled away, you know? They (the Slovaks) hate them (the Russians). Absolutely hate them. So that was some kind of a revelation, you know?

GM: Do you only speak one language?

CH: I do. Yes, one, even though I studied French, Spanish, and German. I only speak one, because I find that unless you're immersed in the language, you really can't learn how to speak It.

GM: Yeah.

CH: So, you know, we are not immersed in other languages in this country. And I don't speak Slovak. My mother did...they (the family) never made an attempt to teach us, because that way my mother could tell my grandmother all about our escapades [all laugh] and we would never understand a word she was talking about. And the alphabet is like a Cyrillic alphabet, so that's why I carried pictures with me. You couldn't read the signs, you know, because they were in a different alphabet. Yeah, when we were in the Slovak Republic, that is, when we crossed, over the border from the Slovak Republic back into Austria, my sister said to my brother-in-law "Open the door. I'm going to get out and kiss the ground [all laugh]. We're back in civilization".

GM: Where have you lived throughout your life?

CH: So, I lived in Pittsburgh until I was fourteen, and my father, who worked for a pharmaceutical company, was transferred to Buffalo, NY. I lived there until I was 19. I got

married very young. I got married at 19 and after, I think, at age 20, I moved to New York City with my husband. I finished my last year of college as a visiting student at Queens College in New York City. While he (my husband) was working there. Then, he went to Columbia University to get his graduate degree. I worked for Air France in New York City on 5th and 53rd. I worked in Inside Sales.

AS: What did you study in school?

CH: I was a philosophy major as an undergraduate. We moved from Pittsburgh to Buffalo...I was an advanced student in Pittsburgh, as you can well imagine, with my father's influence, you know. So, when I went to high school in Pittsburgh, my father met with the guidance counselor (every year). And it was the two of them that decided what I would study. That's how it works in Pittsburgh. If they feel that you are bright, they meet with the parent and they go over all your test results. They make the decision about where you're going to go next when it comes to studies. The decision I had was whether or not I would take Spanish or French, and my father recommended Spanish, because Mexico was closer than France. [all laugh]. Yeah, yeah, so I took Spanish and aside from that my path through to college was determined. So, when I moved to Buffalo, they (the school district) could not accommodate my classes in Pittsburgh, and so I was part of the program in New York State of accelerated students that leave school early. Both my husband and I were in the program. I left school when I was a junior. And I went to college. In high school, I took five years of math and three years of—five years of math and four years of science. I would take advanced math at the same time I was taking the preliminary requirements. It was hard. It was really hard. I took, you know, like advanced probability without having probability. You can't imagine how easy probability was after you take advanced probability....that was very easy. So, you know in my day and age, there was not much that was expected out of what women would do with their lives, and even then which was after....1964...I graduated college in 1971...so there was not much that was expected. You had a big choice ...you could be a secretary, you could be a teacher, or you could be a nurse. And that was about it. So, you would think after five years of science and four years—sorry, of five years of math and four years of science, it would have been recommended that I go into a science program [pause] and women at that time were not admitted into engineering programs. There is no, you know, you didn't apply to engineering because they didn't accept women. That was considered a waste of a position.

AS: Wow.

CH: Yeah, and I say this, because I want you guys to know that you have to continue to fight for your ability to do what you were suited to do. Okay. So, I couldn't be going to engineering and I had taken astronomy, and my astronomy professor wanted me to go into physics. He asked me

into his office and told me that—he asked me my major, I said, “Philosophy”. He said, “That’s a waste.” He said, “You need to transfer to physics,” and I remember telling him, “I have to learn all those formulas....” But he said, “Don’t worry about it, you’re in physics. You’ll have enough math you can derive your own formulas.” [all laugh] I was such a stubborn person, that I wouldn’t listen to people that had my best interests at heart. I know my father didn’t want me to do that—go into philosophy—but I did and I think what I learned from philosophy,, and in those days, if you went into philosophy it was assumed you would go to law school, because it was logic training and I didn’t want to go to law school because you have to keep taking a bar exam every time you change a state. Yeah, you have to take the bar exam for that state. So, I didn’t do law, even though my father-in-law wanted me to. But I did learn logic, and to identify missing information. But, you know, you look back at that and you say, well if I live over again I probably wouldn’t have done what I did. The point is still that, you know, I still did pretty well, being as stubborn as I was. When we moved to New York, I got a job at Air France. I got to go to Europe, and in those days, because if you worked for an airline, you got discounts and it was \$20.00 round trip to Paris on Air France. I worked with other airlines, and I would go for free on them. My boss would always say, “Where do you want to go this year?” And then he’d call up the airline or hotel and say, “OK, I have somebody here and she’s going here, and I know you’re gonna give us, you know, give her the hotel/flight for free. I know you’re going to do that.” And he would get the hotel and airfare for free for you. [laughs] The flights would be free and stuff like that, so there were a lot of perks working for an airline. The problem was that my husband was a student, a graduate student at Columbia University so, you know, there wasn’t a lot of money, so we didn’t travel that much. But that was a great opportunity for those that could. Yeah, see how things have changed. In those times, the airlines were regulated, and so what that meant was there was a ticket clearing house in Geneva. Say that you went to your flight and it got delayed, the airline would say, “Well, you know there’s a flight leaving on United in 15 minutes. Do you want to take that?” And you would just walk over to United and United would take your ticket.

AS: Wow!

CH: Yeah, that’s how it worked, because that coupon went through a clearing house in Geneva. So then United would get paid, not say American. And the same thing for United. They would say, “Oh well, we’ll just put you on American,” or you would say, “Oh, I missed the flight on United,” you would go over to like Delta, and Delta would take the ticket. Because it all went through a clearing house in Geneva and they dispersed the money to the different airlines based upon which one you traveled on So when they...but there was a catch....there’s always a catch...and that catch was that there were certain regulations, if you didn’t take, you know, a full fare ticket...a discounted ticket had regulations. For example, you had to buy the ticket 14 days in advance. OK, and so when they did away with airline regulations, all that inter

cooperation among airlines went away as well, and I can't help but think that it was better, when I see all the fees that they charge now, to have government regulations and to have everything go through a clearing house in Geneva. Yeah, because you had ultimate freedom in your travel. It was wonderful.

GM: It really was more like relaxed.

CH: It was much more relaxed.

GM: But I feel like also, yeah, the situations that have happened and the things that have happened like also kind of caused extra security.

CH: Yeah, the security, but still they had, you know, if they still had the regulation – IATA regulations, you miss your flight you go over that counter over there. And there's no additional payment, there's no...they just take the ticket. Because airline fares were set across all the airlines. They all (the airlines) met with IATA and they all agreed to a tariff schedule. That's what they all charged and so now you could go on anyone (any airline). [All Laugh]

CH: Oh yeah, so you know that's how life changed.

AS: How did you end up in Worcester, what is your connection to Worcester now?

CH: My mother and my fathermy father was transferred from Buffalo to Worcester and my mother saw a job at Quinsigamond Community College. When my husband got out of Columbia, she sent him this ad to be an Activities Director at Quinsigamond. And he applied and he got the job. So, we moved up here (from New York City). When we moved up here I began to work for Chess King which was a division of the Melville Corporation. You would never remember any of the divisions that they (Melville Corp) had, but at one time they did own CVS. Then I went back to Clark University to get my masters degree.

AS: What did you get your masters in?

CH: I got it in business administration. At that time, I was working in...I left Chess King to get a better job, because they (retail) always pay women crummy. And I had gotten into a little trouble with Chess King. There was a position open for a statistician, and I was the personnel representative for 2/3 of the United States. One of the district sales managers said to me, "You know personnel is always talking about equal treatment for women, well put your money where your mouth is." There was a young lady in his district – Colorado – that had her math degree from the University of Chicago. She applied for that job (statistician). From another district, the other personnel rep had a candidate...he was from a northeastern state...he also applied for the job. The Director of Operations wanted that guy. That guy had a high school education. So, here's a degreed person, woman, in mathematics applied for the statistician job, and a guy with a high school diploma, applying for the same job and the Director of Operations said, "I want that

guy.” My fellow personnel rep said to me, “Clare, your candidate is so far superior. I’m not sure if my candidate can make his way out of the bathroom doors with those little locks on them”.
[All Laugh]

CH: “Nice guy, nice guy, he can’t do the job, Clare.” But this director wanted him. That’s why the district sales manager for Colorado called me and said, “Put your money where your mouth is.” So, I fought like crazy for the lady from Colorado. She got the job...she got the job. But because she got the job, the Director of Operations was on my ass. He was furious that he didn’t get the guy he wanted. The CEO of the company said to me, “I will protect you, don’t leave, I will protect you.” I said that, “protection is only as good as long as you are here. I have to find another job, I can’t stay.” So, she got the job, but I gave up my job because of that. So, I had to find another job, and I did. Yeah, I did.

AS: That is quite the sacrifice.

CH: Yeah, but you know, she deserved the job. It was massive sexual inequality. She was overqualified for the job. He probably could add, you know, a couple numbers together and that was about it. And so, nope, she got that job and I am happy to this day that she did get the job, because we all have to work to help each other, because, otherwise, it’s not gonna happen (women moving ahead.) So, she got the job and I’m very happy for her. In the meantime, I found another job. I ended up at Strathmore Paper Company. They hired me to be a Chief Accountant. The reason why I got that job was a friend of mine at Clark University, in the graduate school, said, “You know my friend works for an employment agency, and she has this company that’s looking for a Chief Accountant. She has sent them all these finance people and they are not happy with anybody. Would you do us a favor and just go and interview and come and try to figure out what they’re looking for?” (Mutters/whispers) For crying out loud.
[All Laugh]

CH: So, finally I said, “OK.” And he said, “You have nothing to lose.” And I said, “OK, fine I’ll go.” So, I went and I interviewed and they asked me if I knew accounting. I said I’m in graduate school and I was doing my thesis in cost accounting – believe it or not. They interviewed me and I said, “I’m gonna tell you up front I am not an accountant. I want you to know that I am not an accountant, but I do want to go into operations. And I am sure I can do a great job in operations.” So, the guy that interviewed me, Bill Tuman, was from Stanford University. He had his degree in Finance from Stanford, and he said to me, “Can you balance your checkbook?” And I said, “Yes.” He said, “OK.” The next day I got a call from my friend and he said, “What the hell did you say to them?”

[All Laugh]

CH: I told him, “I’m not an accountant, but I could do a really good job for them in operations” and I told him I can balance my checkbook, too.” My friend said, “They want to give you the job.”

AS: Wow!

CH: They wanted to give me the job. So, in those days, this is a little bit different than these days, I had to go to a psychologist and take a battery of psychological exams. I had to take an intelligence exam, too, and I had to sign over all my grades from college. And then they offered me the job. And the deal was they wanted me to learn finance, so that, “When you go into operations, you will understand the ramifications of your actions on the finances of the company.” And I have found that that (finance) was the best training I have ever received. I worked under the internal auditor – Fran Martin - and what a wonderful person he was. What a mentor! That guy was wonderful. I really understood how everything came together in those books. It wasn’t the case that I ... that I could just sit there...They gave me projects, and I had to take the project and prove that I could do that work. So, one of my projects was I had to prepare the billing for a joint facility with another manufacturing company. Fran gave me the file from the previous person. I went through the file and I said, “Fran, I don’t understand anything here,” and he said, “Well now you know why he was fired.” [All laugh]

CH: Oh my God, so with Fran’s help, I put together the billing, and I left a format and a process that was in place all year round to gather those costs. I put the cost together (that year), and I put it into a notebook with an index and explanations on how I arrived at the cost and we sent the notebook to the other company. Bill Tuman (the Controller) came up to me and said, “I don’t know what you did, but they’re so happy they are just going to pay the bill.” [Laughs] Yeah, so you know what, it’s just organization, and women are very good at organizing things. And I left a format and process as I was not going to go through the hell that I went through the first time.

[All laugh]

CH: I was determined I wasn’t going to go through that again. So they (Strathmore Paper) then moved me into Industrial Engineering so I could get, what they said, “So the guys can get used to you being out there on the floor, and you can get used to them.” And then I ended up leaving Strathmore Paper. I had applied to Wyman Gordon, and I got the job at Wyman Gordon for a lot more money in Industrial Engineering. At Wyman Gordon, I did a project in one of the manufacturing areas, and I wrote a truthful report that they (the area) didn’t need equipment. What they had was a managerial problem on the floor. And they (Wyman Gordon management) put me into the Head Foreman position in that area to clean it up.

AS & GM: Wow.

CH: When I was in that position (Head Foreman) there was only one other woman in the plant. There were about 800-900 people in the plant. And you know the first thing you have to ask them is, “Can you unlock the ladies’ room, please? Because I need to use the ladies’ room.” Yeah. And I have to say that job was like riding a bucking bronco for three years, because I had to face the union and reassert management rights over work, and how the work was done. The people in the plant there were accustomed to working to the industrial engineering rate, not to the

clock which means that if they made the rate by 12 noon, they disappeared. There were complaints coming in from all over the place from all their customers about the fact that if they walked through the factory they didn't see anybody working and that must be why we had a 52 week lead time. So, what I had to do was face down the union and get them (the workers) working to the clock, not to the rate, and that was bad. It was really bad. First of all, they didn't want a woman in a man's job. Reason: You find out how much more they're making than you. I made less than the men on the floor. I was the Head Foreman which meant the men on the floor reported to a supervisor or leader who reported to a foreman, and the foremen worked for me. And I got less than the guys on the floor.

AS & GM: Wow!

CH: And when I found that out, I made it really clear how unhappy I was. I went right into my manager and I said, "Either you straighten that (salary) out, or you find somebody else to take the shit, because I'm out of here."

AS: Good for you!

CH: Yeah, so you can't, you know, when you're angry, yeah, definitely, when you're angry [laughs] and you find these things out....and I'm thinking... I said to my manager, "How stupid could you be? I can see their pay, and I make less than them, How stupid do you think I am?" So, they (Wyman Gordon) gave me an immediate 33% pay increase. Yeah. And the men on the floor were terrible to me, because they want you (women) out of there. They don't want you to know, one, that they make more, and two, they don't want you to know that they really don't work that hard.

AS: How would they treat you, like would they say nasty things to you?

CH: Well, they peed on my office, so get ready, because that hasn't gone away. They urinated on my office, they wrote, I guess, that I tell people that my vocabulary was greatly enhanced by working there (laughs). They used to write terrible things about me on the wall by the water cooler. And I'd go and I'd read it, and then I'd have a glass of water, and I'd go back to my office [laughs]. And they wrote all over the bathroom walls. The union had given instructions to the guys to give me a hard time. The union president would come in (to my office), find some discipline that I had given, yell and scream at me and carry on because the guys could see you (and him) through the window, and, so you know, I learned techniques to handle this. And one of them was I said, when he was yelling and screaming at me...and I'd be there sitting and listening, and finally I would say, "You know what? I don't have to take this. This meeting is over, and if you can't conduct yourself as a gentleman, then you need to leave and don't come back until you can." And here's the trick....they won't leave. So I remember saying to my boss one time, "How should I handle it if they don't leave?" He said, "It's easy, just go back to work." [All laugh]

CH: I did. I went back to work, you know, I'm making phone calls, and I'm writing or doing a report, and the guy is yelling and screaming at me. Then I would get up and say, "Excuse me, I have to go to a meeting. But if you wanna continue to yell at my chair, feel free to do so."
[All laugh]

AS: Wow!

CH: And then they would look so ridiculous to the guys that they would leave. I learned to watch very carefully what was going on on the floor so that they couldn't fool me. So, one of the guys (workers) had not been working that day, and he (foreman) came in to me because I was telling that foreman, "You get that guy and tell him to get back to work or else he'll be written up." So the foreman told him to get back to work. The foreman did it three times. So, the guy came in to see me and he said, "You're working me so hard, I'm exhausted, and I have to go home." I said, "Really?" And he said, "Yes, and I want to talk to your boss." I said, "No problem, let me call him right now." I picked up the phone, I called, and I said, "Bob, I've got this person here, he wants to talk to you about how hard I'm working him...he's exhausted and he needs to go home. Can he come over?" Bob said, "Sure!" So, I hung up and I waited, and as soon as he (the worker) left, I picked up the phone and said to Bob, "We put him (the worker) back to work three times today." Bob said, "Ok," and hung up the phone. When the guy came in to see my boss, my boss said, "Don't ever come in here and try to make an ass out of me again. Ge the hell out of here and get back to work". Yea. I mean the backbone was rigid all the way up the management chain, because the then management understood I was trying to enforce the work rules. I have to say, they supported me....my boss was behind me 100%.

GM: That's amazing.

AS: That is awesome.

CH: 100% all the way up through the plant manager, the VP of Operations, but the only problem was that the other guys (Head Foremen) didn't do what I was doing. The men....the other foremen....didn't do that. Just a stupid woman. So, after a few years, my area was humming and doing pretty good. Then promotion time came up. I'm watching all the men and they are getting their promotions. I'm waiting to be called (for my promotion). Nothing.

AS: Nothing at all?

CH: You know, my foremen were really upset. They said, "What are you going to do?" I went into my boss and said, "What the hell is going on here. I'm good enough to take all the shit and get this place working right for you, but I'm not good enough for promotion? And those guys (other Head Foremen) are sitting on their ass just floating around with, you know, things as they are, and they get a promotion?" So, he said, "Well, we'll go and see the superintendent." So, we went to the superintendent and the superintendent says, "I'm sorry there is no future for you here."

AS & GM: [Gasp]

CH: Yeah, “There’s no future for you here because, you know, you’re not an engineer.” And blah blah blah blah blah. So, I came out, my boss was waiting for me, and asked what had happened. I said, “What he’s saying is that ...he told me there’s no future for me.” He (my boss) said, “What do you wanna do?” I said, “I’m gonna go for another job.” So, he (my boss) went above that guy’s head (the Superintendent) and the Plant Manager came down to see me. He said, “Don’t do anything stupid.” [Laughs] And I said, “I try never to do anything stupid, frankly.” He said, “I think we will find a place for you. What do you want to do?” I said, “I want to go into engineering. I want to go into manufacturing engineering. I want to find out the technical parts of this (industry) and of my job.” So, within a month I was in manufacturing engineering. I was a Manager of Manufacturing Engineering, which meant I had a whole new thing to learn.

GM: Yeah.

CH: And my boss was Indian, and I want you to know, because Indian people are so picked on by that rough crowd in manufacturing, that he was behind me 100% of the way. He was a really good boss. Yeah.

AS: That was awesome!

GM: Yeah!

CH: He was a really good boss, so I was there for a while. I got a lot of poo-poo jobs, that’s what I called them. I always called myself the poo poo scooper there [laughs] and the reason was that if they (Wyman Gordon) had a problem area, they would put me there. What happened next was there was a problem in the Inventory Control area, and the plant manager that had said we’re putting you in Manufacturing Engineering said, “Put Clare Hendra in that job (Inventory Control Manager). She’s got guts.” So I got put in the job, yeah, and they had an inventory problem. We (me and the staff) reduced the inventory by \$20 million just by organizing things.

GM & AS: Wow!

CH: Guys are not organized, you know. They don’t see that when you have a department, if the planning area makes plans, the execution area has to carry them out. What planning was doing was the biggest problem. They made the plans, and then the guys (staff) in the back (execution area) did whatever they wanted. So, it (Inventory Control) wasn’t coordinated and just that coordination, and then rewriting computer systems so everyone in the department saw the plans...everybody knew what the plans were – and the computer was real time – that reduced the inventory. Yeah, so it was [laughing], I mean it was not that this was rocket science, you know? What planet are you (previous management) on anyhow? [all laugh]

GM: Definitely wow!

CH: And my boss in Purchasing (Inventory Control was under him) said they were boosting me up in salary as fast as they could, so they could put me on the executive payroll. Yeah.

AS & GM: Wow, that's amazing!

CH: Yeah, Yeah, yep!

GM: How do you think that all affected like your mental health?

CH: Oh, I was—I was tired of having to fight for everything. I was tired of getting the poopoo jobs. I was suspicious of, you know, a lot of things, even in inventory control. I mean, well, when I went into Manufacturing Engineering after a period of being away, I made less than the guy before me that had only the Grafton plant. I had Grafton and Worcester and I made less. And they're so accustomed to women making less at that time, and I think they kind of learned recently to shut their mouths and keep salaries discreet. But you know then they let things slip without realizing that you were listening.

GM: Yup.

CH: My boss, when I returned to Process Engineering, said, "Now that I have you, I have all this freed up money from him (the previous Manager) that I can use for other things."

AS: Wow, how did that make you feel?

CH: Like I wanted to punch somebody...like I wanted to punch somebody. I'm thinking, I get it. I get it again. The company (Wyman Gordon) sent me to the Women's Leadership Conference in North Carolina for a week of psychological interviews (and executive grooming). And all this other stuff like bonding.... And all this other stuff that they felt you should be exposed to to advance further. And I had to interview the CEO (Wyman Gordon) at that time. At that time the CEO had come from Cameron Ironworks in Texas. One of my questions was, "Where can I go in the company?" And he said, "Well, you can't go anywhere, because when we have a success, we like to celebrate, and where we celebrate, we can't take women." So, I thought about that. Then I went to the legal department and I said, "You know, he can say something like that to me, because I'm used to it by now; I kind of let things roll off my back and in time I'll address these things. But you need to talk to him, because if he says this to somebody else you're in big trouble. You're in big trouble because you (the company) has governments contracts and you can't let that (behavior) get out. [laughs]

GM: Yeah, definitely!

CH: I mean you gotta talk to him. You don't say things like that. Yeah, yeah now you will

probably encounter more subtle (behaviors). Men discuss their salaries among each other, but women never do. [laughs]. Yeah, women never do because they are told don't tell anybody your salary right now, and then you don't. Then you find out later, oh shit, that guy was making a lot more than I was, and I worked my tail off and he's sitting there with his feet on the desk.

GM: Yeah.

CH: Yeah, so you gotta really watch out for yourselves. So, you know, that's the way it was at that time. Eventually, I left Wyman Gordon because the management there was, you know, that management (had changed).

AS: Yeah.

CH: And, you know as you say, I saw the writing on the wall. In fact, the Women's Leadership Conference said—they read this (the CEO's) response and they said, "Get the hell out of there ...get out of there...you gotta get out of that place." So, let's think about it. (I left and took a job as Inventory and Planning Manager at Saint Gobain, Inc.). I didn't particularly care for being the Planning and Inventory Control Manager, but I did love it when they (Saint Gobain) put me into the SAP group to develop (the SAP software). They (SGA) was bringing in SAP and they were putting it in worldwide. There were 137 plants that we were working on and standardizing. Standardization across 137 plants and then installing it (SAP). I really liked that. So that's where I left from (retired). I really liked it there and I liked the people. I gotta tell you that in 2015 I wanted more money, because I was doing...you know...I was in charge of programming for Abrasives worldwide (for engineering, planning, plant maintenance, and manufacturing). I worked with India on the programs and I approved the programs or decided which ones we wanted to come first, second, third. I did that and I was the (SAP) representative for North America. All North America for abrasives. I had their Solar Guard Division and I did Plant Maintenance, too. You know, I was a very busy person and I said, "I want more money." My boss said to me, "I can't give you more money, because the guys want more money and if I give them more money, I can't give you more money." 2015 Europe....yeah, yeah, so you say to yourself at that point, "Oh forget it. How many years has it been, let's see, 41 years. Enough."

GM: Yeah

CH: I'm done. I am done.

AS: Wow!

CH: Yeah, and in fact, at Saint Gobain they were looking for a team leader (for manufacturing, planning, engineering, and plant maintenance), and I didn't get the job. I said to my boss "You know it would have made sense to give me the job. Why didn't you?" And he said, "Well, I didn't think you wanted it." I said, "Did you ask?" and he said, "No." "Well," I said, "how did you know I didn't want it?" And he answered, "Well you know Jean-Marc (the head of IT)

really likes this other guy (who got the job). I was so angry, I said, “I had better see the biggest bonus you can give this year. I had better see it or I am out of here.” I got the biggest bonus that they could possibly give to try to mollify me. So, at least I got more money that year. Yeah, but you know, why do you have to go through that? And, I don’t think it really happens in typical female fields. But, boy, you go into a field where it’s predominantly men (and it’s a different story).

GM: Yup.

CH: I got questioned all the time when I worked for the Finance Committee in Oakham. I used to go to the Pathfinder Technical School budget meetings. You know at their budget meetings, the Superintendent would say we can’t get women to go into STEM programs. And, he would say, I don’t understand it. I’m saying I know (why). I get it, yeah, they’ll (the boys) will chase them out (of the program). While I was a Head Foreman at Wyman Gordon, I had access to psychological services, because Wyman Gordon felt I was going to need support. The psychologist there said to me, “What is your biggest problem in this job?” and I said, “Loneliness.” There is no one (in the plant)...there are no friends. In fact, I went to a conference with the other managers there and it was lunchtime—I never told people this story, I never told my husband until recently—and I could tell that from where I was in the line, I’d have to start a new table. It’s like, oh shit, no don’t tell me I have to start a new table. So, I started a new table and not one man would sit with me. None of them. I had lunch by myself. They (the male managers) all gathered together at their other tables. I was a person non grata, and then when we got back to the conference room, they were talking about how we all needed to support each other and stuff like that. I’m thinking. “You louses. I won’t forget (what you did today). Don’t come to me and ask me for help.” Mmmmm...can you imagine sitting eating lunch by yourself and everybody else (is eating and chatting away). I mean you just feel horrible. Yeah, so that’s why women don’t wanna go in (to STEM jobs), because you are made to feel like you’re not welcome. This is, you know, overt, and then there are the subtle signals, and you know you don’t want to live like that.

GM: It’s a lot of stress and burden, especially like after so many years of like going through that. Yeah, not worth that.

CH: Yeah, so I read the write ups from the other women, and I realized none of them have been in a non-traditional field, and that’s why I wanted to interview with you.

AS: Well, it is an honor to be speaking to you today.

GM: Yeah.

[Laughs]

CH: Because it is so important for us to support those women that go into non-traditional fields

and make sure we are there for them.

AS: Did you ever feel powerful in your roles with what you are doing for women in general in that field like paving the way?

CH: I knew that we were paving the way. And I remember one time at Strathmore Paper, one of the people in personnel was a woman. She said to me, you know, when I was feeling particularly bad, she said, “Remember we are not doing this for us. We’re doing it for our daughters. So that when they encounter work, it’ll be better for them. Remember that.” And you know that was my goal. If I can’t have it, you know, at that point I didn’t know if I’d have a daughter or not, but I have a niece and I have a grandniece and I can make it better for them. Because, we (women) deserve it. We have a lot to offer. We are not second-class citizens. There are so many very bright women. Nancy Grace and Helen....not Helen...what was her name – Vera Rubin. Vera Rubin, who discovered black matter....dark matter. The Astronomical Society petitioned so many times for the Nobel committee to give her an award before she died. She revolutionized the way we see the cosmos, but they (the Nobel Committee) wouldn’t give it to her...wouldn’t give it to her, even though the Astronomical Society asked them so many times. She deserves it...don’t ignore her....she’s going to die....she’s 83. And when Vera Rubin was pregnant and she had her paper about, I guess it was dark matter, her boss said, “Oh don’t worry about giving it at the conference – I’ll give it for you”.

AS: Did he take the credit?

CH: He was gonna take the credit for it.

GM: Oh my gosh, yeah!

CH: And Vera said, “I don’t care how pregnant I am, I ‘m getting there and giving my own paper. My father-in-law used to say to me, “If women are so capable, how come you don’t read about them in history?” Oh, I can tell you why [laughs], because their bosses took their credit, and they didn’t get the credit, and now when you read about capable women, you find the ones that never got the credit. Never given the credit for what they did. So another thing, women always sit in the conference room with their mouths sealed shut. You know, you broadcast what you have done, because the guys are sitting there and they’re broadcasting the fact that they tied their shoe that morning! OK [laughs]. You get out there and you broadcast what you did. I remember going to a meeting that was at Wyman Gordon, and there were some lovely guys there, and some others that were, you know, just kind of in outer space. But you know, they are talking and talking and I would say something and they just would talk over you like you weren’t there. So, you make sure they know you’re there. And I would say, “That’s funny, I looked in the mirror this morning and there was a reflection, [laughs], so I know I’m here.” Or I would say, “The invisible woman would like to say something now.”

AS: Wow, good for you standing up for yourself.

CH: Yeah, yeah and there was a lovely man – a metallurgist, that would say, “Gentlemen, Clare is trying to say something....she’s trying to say something.” And I remember being at a meeting with someone that reported to me. She was very smart. They (the men in the meeting) were asking for suggestions, and she made a suggestion. They talked over her. Ten minutes later, I heard the same suggestion coming out of the mouth of a guy. And they (the other men in the meeting) are saying, “Oh my God, that’s a wonderful idea,” and I said, “Excuse me, I could swear 10 minutes ago I heard that (same suggestion) come out of Anne’s mouth, and you didn’t even acknowledge her. Do you wanna explain this to me?” And, then, you know, they all stopped (talking).

GM & AS: Yeah.

CH: Yeah, so make sure you stand up for yourself or any other woman in the room. At Wyman Gordon, we (all the women) banded together. A few women were there (in management) and if you took on one, you took them all on you...took on every woman in that company. Yeah, and they (the men managers) knew, “Oh shit, if I cross her, you know that all of them will be on me.” Yeah.

AS: How did that feel that you finally had people?

CH: When that happened (other female support), yeah, when that finally happened... which was when I went into engineering, I was like, “This is wonderful.” It is wonderful when there’s somebody you can go to and talk to and we’re all banded together. Yeah...Yeah.

GM: Yeah, a big relief.

CH: Yeah, a big relief. And I went into the SAP group (at SGA), I had some problems there, too. There were two guys that were doing the programming for the engineering (expert system) part of it (SAP). I was doing (product) engineering, too, but they were doing an expert system (that constructed bills of material and routings). They gave me a tough time. And, I said to them “You know what you guys need? You need a sign that says no dogs or women allowed. That’s what you need.” And there was a long silence, you know, and then after that I had no more problems anymore. No problems and when I converted their (mix) formulas from based upon a pound of grain to a pound of mix they said, “How did you do that?” And I said, “Well, I used 9th grade algebra, you know.” [Laughs] He (the expert system programmer) said, “Oh my God, we’ve been trying to do that for years and we couldn’t figure out (how to do it).” And I was like, “It was 9th grade algebra”, and then I sat down and showed him (the expert system programmer) how to do it, and I’m like, wow! You know after that I was always welcome. They would say, “Come right in (to their area).” [Laughs]

GM & AS: Wow, yeah.

CH: But sometimes, you know, it just came ...it just (the words) came right out of my mouth...Why do you need (to say things like) you need a sign that says “no women or dogs allowed?” And after that the attitude would change, and then when I did the conversion of (mix) formulas, because we had to do it for the computer system, they were like accepting. Yeah, so you know when you call them out on it, and someone embarrasses them they stop. [Laughs]

GM: ‘Cause they don’t expect it.

AS: They don’t expect it.

CH: Yeah, yeah, yeah, yeah...(it is) so unfortunate. I don’t think that the world’s gonna be too much different for you. That’s what I’m afraid of. Especially, because we’ve lost so much ground, you know with the recent Supreme Court decisions and so on. We’ve lost a lot of ground. Yeah, so and then one of those Supreme Court justices said that we don’t need affirmative action anymore. Ruth Ginsburg replied that’s like saying I’m standing in a rainstorm under an umbrella, so I’m not wet. Yeah. I would say you do (need affirmative action). In fact, when I was at Saint Gobain, the guy in charge of the North American business; he was a French guy, called us (management women) all to a meeting. He said, “What can we do to increase the number of women in the organization and the level of positions they hold?” And I said to him, “Why the hell are you asking us. You’re the one that can do it, not us. It’s up to you. Hey, do you have a woman on your staff?” He said, “No.” And I said, “Well you can start right there.”

GM: Yeah.

CH: I said, “I have an idea for you, you could have fun with this, if you put a woman on your staff. When all the guys are meeting, and you’re in the meeting with them, you say, “Excuse me for a minute. I have something very important I have to discuss with whatever her name is.” You take her off to the side, you don’t have to say anything. You ask her how the weather is, and, you know, so on and so forth. And then come back to the meeting and you watch those guys, (and they will) be like, what are you doing, what’s going on? Then they’ll be, you know, all over her and everything. (Trying to figure out what you told her). I said, watch...you can have a lot of fun with this. After that, he talked to me every time he saw me in the hall! [laughs]. Oh my god! She’s a troublemaker. But I remember saying “What are you asking us for? Yeah, you were the one with the power, you were the one that can make the difference. You don’t have a woman on your staff. Get one. This whole room (is) full of us (capable women) sitting right here. Yeah, you know, you can take your choice, yeah, you’ve got capable women There’s no excuse.

GM: What challenges do you think like the city still faces?

CH: The city?

AS: Especially for women too like....

CH: I think having, I think women getting recognized for what they can do. I think (it) is still a problem. Getting your foot in the door into a position where you can advance, which position of authority without getting discouraged and dropping out. I think your biggest challenge is do not get discouraged, you will get there, but you have to be persistent, and you have to call the shots the way you see them. What areas are you ladies going into?

AS: I'm majoring in Health Science with a double minor in business management and marketing and I'm leaning towards pharmaceutical sales...pharmaceutical sales.

CH: Pharmaceutical sales, you'll do pharmaceutical sales...that would be fine, I think they accept more women there. Yeah.

GM: I'm doing human rehab studies with a minor in education, and I want to get my master's in social work and going to like medical social work.

CH: Yeah, medical service work, ok, yup. So you guys should be ok, but if you said to me like you want to be an operations manager or an engineering manager, project manager, then you're gonna face some resistance. Yeah, and the biggest thing is that the more that (we can use affirmative action, the better off we can be). The guy at Saint-Gobain said, "Well do you think that we should have affirmative action?" Women are so stupid, so stupid (about their own welfare), that instead of saying yes, they (said they) just wanted to be promoted based upon my (their) ability, and I said (to myself), "Will you shut up (laughing), stop being stupid, because the more they see you, yeah, the more they realize that you're capable...they see that you are not incapable (the more they will accept you)." I said to them, "Yes, you need affirmative action." Remember what Lyndon Johnson did – they (he) forced desegregation. Why did they force desegregation....because unless you mix with the people that you are biased against, you will not realize that they are people, too (like you). That's what affirmative action is all about, that's what it's about and so people when people say do you think we should have affirmative, say absolutely....absolutely, because we have to have a way to breakdown social barriers...and that's the only way to break down that social barrier. And that's what it is (bias), and it's unconscious. It's just unconscious and you have to bring it (bias) forward to your consciousness so you can break down those barriers. And that's the only way to do it. Yeah, sobut they (women) all say "I want to be promoted based on ability." [Laughs] God, what's the matter with you guys? [laughs]

GM: How did you balance like your responsibilities and like your marriage.

CH: With home?

GM: Yeah.

CH: It was quite a strain on the marriage, because when I had a problem on my mind, my mind was like right there (on the problem), and I may be talking to you but the mind is right there right on that problem. My husband was in higher education; he worked at U Mass, and so he went down to part time to take care of Jack. That's what happened. Yeah. So he (Jack) was primarily, Jack was primarily raised by his father and grandfather, and I was kind of like the figure that came in and out. And so, when Evan was in school, and they (Saint Gobain) asked me to stay on the SAP project...to stay on after the project was finished, I said I would on condition that I would not have to travel to Europe. And they said, "Ok. We'll limit your trips to six a year." Doesn't sound like much, but it actually was. And "We'll keep you in North America." I told them I missed a lot when my son (Jack) was growing up. I "only have one more chance and I would like to be there for Evan." And they said OK. Yeah, yeah, but I had to sacrifice it (raising Jack). I think the biggest challenge facing (us) is that there's still that problem with balancing children and the school schedule with your work, and especially now, because when you are on (at work) like I was, you're on 24/7. You know, they (businesses) when they call you, you come. In fact, at Wyman Gordon, and I admit I left Wyman Gordon in 1999 – But it was around 1995, the CEO of the company at that time wanted (a report by the morning) which if you knew how things worked you would say that's impossible. But because he wants it you have to give a show of doing it. And I had to pick up, that time (only), I had to pick up Evan because my husband had an appointment with a student. He couldn't get out of that appointment. My boss said to me (after I made arrangements to pick Evan up at 9.00 pm) "Next time, don't give me any of these silly ass excuses that you have to take care of your children. You figure something out and be here (as long as it takes)."

AS: Wow!

GM: That's a rough spot to like be in.

CH: And that's what's so hard on women. That is another reason why they (businesses) don't want to promote you. Because they say, "Well she's going to get pregnant. She's going to leave; she's going to have children. She won't be able to (work all hours)." You really need a partnership to raise children. You need to have both parents helping each other to take care of the children. I used to cry sometimes and say these guys are allowed to have children, but I'm not. You know, I think that's a really (hard issue), especially now (with the lack of daycare after COVID). When I had Jack, there was very little daycare, because women were expected to stay home, but now it's (daycare) it's gone, coming around to the same thing again. You know, because so much daycare shut down during the pandemic. And, it's so expensive that it, you know, it really hobbles you. So, I think that, you know, we need to have the men in your generation (help); that it's coparenting. It's not just the woman. And, it's not any coparenting, but they have to help with the house cleaning. They have to help with the groceries. You know it's a 50/50 split partnership.

GM: It's a partnership.

CH: It really is. Now my oldest son, I don't think he quite grasps it. But my second son, boy, his girlfriend's got him trained, I'm telling you. He cleans the apartment on Saturday [laughs] morning. He cleans the apartment. He does the dishes, he, you know, he helps her because she's going back—she's back in school to get her...I don't know if it's a degree or her license (or both) in speech pathology. Yeah, and he's really working hard to try to help her and to make it through while he's working about 60 hours a week himself. But it's a partnership between the two of them. Yeah, and that's good. That's the way it should be. My husband did help me, but he didn't clean, because he didn't think there's any reason to clean. [Laughs]. He felt (that housecleaning) was silly. But he would do the dishes. He would get the kids ready for bed at night. He would read to them at night; he got them up in the morning and got them to school. Um...he went over their homework with them, take them to all their activities, and stuff. So, he was a very big support when it came to them. Yeah. So that's what we—you—look for (in) prospective husbands, I used to say that "next time I get married, if I ever do, I want to see good reasons (to marry them). I wanna see the resume. [Laughs]. I wanna see the resume, what are your qualifications, you know. But you have to make sure, I know, you know, when you're in love and everything...everything is coming up roses, but that ends pretty fast.

GM: Yeah.

CH: Especially if there's not a 50/50 split and you don't want that to happen. So, you really gotta make sure that there is a working partnership at home as there is no business (which won't be demanding).

GM: Yeah, I think it's also realizing that like you're, you're a whole person, you're not like half of somebody, and....

CH: That's right.

GM: Then that makes you half, yeah, you're your own (person) and he's his own (person). Then it's making something up (work).

CH: Making it possible for both of you.

GM: yeah.

CH: Yeah, to make the most out of yourself, and yeah, exactly, I couldn't agree more. I think those men are kind of hard to come by.

GM: Really hard, yeah.

CH: Yep, I always found the men in the plant (at Wyman Gordon) that were the most supportive were the ones that had daughters. They would look at you and they never wanted their daughter treated that way. Yeah, yeah those were the lovely men. There was one that would bring my coffee every morning if I didn't....if I got there late. He would come with a cup of coffee. He was so sweet, he really was.

GM: So how do you define like success in your life?

CH: Well, I describe it as coming to terms with the person that you are and learning to see what's good in your life no matter how small the achievement it is. And achievement and trying to make it better for the people that come after us. And that's how I define success. I would say that when I hit 55, I said I don't have to impress anybody anymore. I can just be who I am, and that way you have peace, and to realize that the good comes with the bad. And that even though something bad is happening, it'll pass and then something good will happen. The small things in life are what's really important, a nice sunny day, you know, that's what's really important. So, you need to find peace in that.

GM: So, what is one piece of advice that you would give?

CH: One piece of advice that I would give, stand up for yourself. Do not lack confidence in yourself. If you stand up and make a fool of yourself, what's the worst thing that's going to happen? You're still alive, you learned from it. Don't be afraid to take chances. Just believe in yourself and do what you think is right.

GM: Always.

CH: Always. And the reason why I say that is I've taken classes on the Supreme Court and in the class, they were talking about [Justice] Amy [Coney] Barrett and they were talking about people having troubles with the integrity of the court. And I said, "Yeah, I am having problems with the integrity of the court, (too)." Yeah, "She (Ms. Barrett) could have refused that position; she could have said they speeded her through a judgeship on one of the circuit courts to position her for the Supreme Court." Then a month before (the election) they put her in the (Supreme Court). After, they (the Republican party) denied Merrick Garland (a nomination to the Supreme Court) one year before the election. If she had integrity, she would have said, "I'm not ready." What a change that would have made. What a difference for everybody that would have made. So, it's not always about us, just like that girl, whose name I can't even remember anymore, that got the job as a statistician. Never for a moment have I regretted it. Never. What (it) told me about that organization was I don't want to work for you. If you could do that to her, you can do that to me. Yeah, yeah, so you always do what you think is right, because then you can live with yourself. There's things I have done that I regret. I was in India and a lady came up to me and asked me for money. The men there won't let women beg, because they want the money, not the women. This woman had a child that was so skinny. I don't know how that child was alive, and the Indian guy spurred me away from her. To this day, I regret not giving her money. So well,

everybody's gonna ask you for money. Yeah, well that's possible, but that child was going to die. It was evident to me that the child was not going to make it...so malnourished...and she was so malnourished. What a difference it would have made in her life if I had given her 1000 rupees. She had nothing. Twenty bucks....who cares, you know. But to her it would have made a world of difference. So, I regret that, you know. You don't want to have regrets like that. I hate to pontificate, but I always regretted it (not giving money). It bothers me, you know.

inaudible

GM: As long as you've—I feel like balanced to like—as long as you've balanced it out. I feel like at some point in your life you have to just come to terms with you can't really change it.

CH: Yeah, and at least the guy that followed me across the city (Chennai) on a bicycle, so I would buy his (stone) elephant....and I said, “You followed [laughs] me across the city on a bicycle?” And he said, “Yeah.” I said, “Give me that damn elephant, give me thatgive me two of them.” [Laughs] I couldn't believe it. I'm thinking, “Oh my God, give me that elephant.” Yeah, so you know, yeah that's it.

GM: Well thank you for.....

AS: Yeah, thank you so much.

GM: All of this...this is really like inspiring as well just....

CH: I hope I have inspired you to keep trying, don't give up.

AS: I think the things that you have told us today will stick with me for the rest of my life.

CH: Ok, and I'm hoping it's better for you, like I'm hoping it's going to be better for my daughter-in-law. And I'll tell you, if they (the federal government) does something about, you know, trying to restrict abortion here in the state, I will be out there marching with her (daughter-in-law). I'll be out there marching with them. I never marched in anything before in my life, but I'll be out there, so she has opportunities, you know. If they (son and daughter-in-law) ever have a child, it's because the child is wanted. Yeah, so that's it, ladies. I really wish you the best of luck. I hope you do very well, so look out for yourselves and remember you are important.

AS & GM: Thank you!

CH: You're the only person you have. You know, life goes by really fast. I'm 73 now.

AS: I would have never guessed that!

CH: Oh, yeah.

GM: Full of life.

CH: Yeah, not as much life as I used to be full of. When I was working with Saint Gobain, with an exercise group, we did P90X. At 65, I could do 350 crunches!

AS: Wow!

CH: In 15 minutes [Laughs] Now I'm just like a big BLOB. I finally went back to the gym. I'm like "Oh my God, [laughs]." So, I'm gonna let you go because I'm sure you have a lot of work to do. Yeah, your semesters are so short now.

AS: Yeah, oh we also have to get a photo of you.

GM: Yeah, a photo.

Photo is taken.