
STATUS

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About This Issue *From the Editor*

When I took over as editor, one of the things I wanted to accomplish was to broaden the scope of the articles published in Status and to expand the number of articles. To accomplish this, I decided to reprint articles from other sources. For this issue, I was in the process of obtaining reprint permission from a couple of nationally syndicated columnists when I decided to reprint from the Proceedings of the *Bridging the Gender Gap* conference. I vigorously and enthusiastically recommend getting and reading the proceedings; information for obtaining them can be found at the beginning of the article by John White (page 2.) I chose this article for its length (medium-short) and for its passion. Mostly the latter. Yes, women have gained a lot over the years, but we are far from achieving a reasonable level of respect.

The article with which I am most pleased is the one on sexual harassment (page 5). The author has summoned great courage in writing frankly about her experiences. When you read of her experiences you will understand her desire to withhold her identity. My hopes in publishing this story are many. As the author says, "I know you're out there." Like her, I know there is discrimination against women. Such treatment will not go away on its own. Those who are the targets of discrimination may feel isolated. By way of this article, the author and I are telling you that you are not alone. We also want you to know that you *can* do something about it. I hope that having more information helps you to more effectively deal with your situation.

To those who have not felt discrimination personally or witnessed it, here is one person's story, to remind us all that this sort of thing does indeed go on and it does effect us, even if subconsciously and indirectly. While the direct target is someone else, in harassing her, the harassers seek to demean the rest of us. (In so doing, they are futilely seeking

to escape their own insecurities.) Finally, there are those who don't understand the line between sexual harassment and normal behavior. ("I can't ask her out because she'll accuse me of sexual harassment.") This article shows that to confuse a simple misunderstanding with sexual harassment is to exhibit a gross misunderstanding and trivialization of an extremely serious problem.

I like the article about a women's leadership conference attended by Wendee Brunish because it reminds me of the security and empowerment I felt when attending the Women in Astronomy meeting at Space Telescope. As astronomers, we never go to professional meetings at which females are in the majority. However, such an experience (being in the majority) is a refreshing and energizing experience. Perhaps you can sense that from the article. (Reading the Bridging the Gender Gap Proceedings is similarly invigorating and empowering.) If you haven't heard of AWIS before, perhaps you will consider joining. It's inexpensive and a good way of making a statement about your support of women in science.

Finally, you may find interesting the update on the Job Guidelines. The opposition to these guidelines, especially from some senior women, has been surprising, frustrating and disheartening to me. The level of misinterpretation of the guidelines has been mindboggling. For example, some people interpret the guidelines to mean that the AAS is

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going to police job searches. NOT! If you want to see the current draft of the guidelines, go to <http://www.earthlink.net/~kmead/> and click on job guidelines. (If that doesn't work, send e-mail to mkutner@nrao.edu)

Because we are coming ever nearer to drowning in overwork, it is often difficult to spend time and energy crusading for "women's" issues. I hope this issue of Status encourages you to make the effort.

Kathryn N. Mead
kmead@nrao.edu

Women in Engineering and Science: Does Anyone Care?

John A. White

This article is reprinted, with permission, from the Proceedings of the Bridging the Gender Gap Conference, held October 14, 1995, at Carnegie Mellon University, Pittsburgh, PA.

Copies of the entire proceedings are available. Contact the office of the Associate Provost for Academic Projects, Carnegie Mellon University, Pittsburgh, PA 15213. E-mail requests to kj26@andrew.cmu.edu or call 412-268-7970.

Editor's note: The tables referenced in this article are not included because they are well summarized in the article. The references are included however, for the reader's information.

Does anyone care? Quite frankly, it's not obvious to me that many do. That is one of the big disappointments that I have had. In fact, I have thought about leaving my position as Dean of Engineering at Georgia Tech, but I've thought even more about leaving my position as a faculty member in the academy. I am very disappointed in the academy.

At times I wonder: What is wrong with me? Do I just not get it? Why do I seem to be so out of sync with all my colleagues, both male and female? What's going on? Why don't I understand? Why don't I see the world the way everyone else sees it? Why don't I believe change is necessarily bad? Why don't I believe being different means being worse? Why do I believe people can be different and equal or even better? Why do I believe that the essential difficulty on this issue is we have been looking through the binoculars from the wrong end?

We have focused too much on pre-college programs for

women. We need to pay attention to women faculty. Until this problem is solved, we will never make the kind of progress needed at the undergraduate, the master's and the doctoral level. We hear all the enrollment and degree statistics. We show the pipeline data. We have been working on this issue for decades and still have made no significant progress. Only three percent of tenured faculty are women, yet we have this great hope that soon there will be more, because 7% of the assistant professors are women. Unless something significant changes, a decade from now it will be the same percentage as today. We all have been in this business long enough to know that the percentage of women full professors should be more than 1%.

The biggest difficulty to overcome is that senior women are leaving the profession, both in industry and in academia. Women are giving up on it; they don't see the point; they are tired. In Sheila Widnall's well known AAAS address, she spoke of the cumulative disadvantage – it is there, it is facing us every day. The essential issue for us is at the professorial level. The rest of it is window-dressing.

This is the most difficult presentation I have ever had to give. I could not decide how I should talk about the issue of bridging the gender gap. Should I talk about it from my perspective as a dean? Or member of the National Science Board? Grandfather of a young granddaughter? Faculty member? Or, should I just talk about it from the viewpoint of a human being who is concerned about what this nation is doing in capital formation, particularly in human capital.

Background

For a long time I did not realize we had a gender problem in engineering. I paid attention to my own career objectives and achieved all kinds of personal goals. In Industrial Engineering at Georgia Tech, we had lots of women students and I did not think we had a problem. But when I got to NSF and looked at the data on a national perspective, I was absolutely shocked. I did not go to NSF with an agenda of broadening participation of women and minorities in science

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Edited by
Dr. Kathryn N. Mead, NRAO, Campus Building 65,
949 N. Cherry Ave., Tucson, AZ 85721,
kmead@nrao.edu

and engineering. I didn't choose that agenda; it chose me. I have found that institutions can make all kinds of statements; hold people accountable; give reduced raises; put it in their performance reviews, but I do not see attitudes changing very quickly.

At Georgia Tech, in 1994, we had a "Year of the Woman Engineer." I thought I could focus attention on these issues and get the faculty to engage the issue in an objective way, to understand that there's something going on. We formed focus groups, invited women speakers, and held seminars. And when it came to an end, some people said, "Now we don't have to worry about it any more."

Have there been fundamental changes? I don't know, but I hope so. I have the desire to get to 50% participation. When I look around at what other nations are doing, I see that they are more enlightened.

From 1981 to 1994, the number of bachelor's degrees awarded to women in engineering increased, and then decreased. Nationally, the number of bachelor's degrees awarded in engineering is about the same now as it was 1981 (Table 1). The numbers get better over a longer time period: we essentially doubled the number of women, as well as doubled the number of African-Americans and Hispanics at the bachelor's level. That shows progress. For that reason, many conclude we are making progress and are not as concerned as I. My point is that we are not making progress fast enough. Will my granddaughter see the difference? I don't know. It is just so slow.

On the master's degree level, there is more optimism. Over the last thirteen years the number of master's degrees doubled for women (Table 2) [in '81 1225/17,643 women/total, in '94 5131/31943 women to total] and the number of doctoral degrees tripled (Table 3). During that same time period, the number of degrees increased fourfold for African-Americans and doubled for Hispanics (Table 2 and Table 3). That is real progress, but there is still more to be done.

Data on the top ten universities and colleges granting bachelor's degrees to women and minorities from the last academic year is not available yet, but the numbers are still small (Table 4) [Georgia Tech, 248 in 1993-'94, the most on the list; 10 on the list is Penn State which granted 153]. At the master's level (Table 5), less than 200 women and minorities earned degrees at any institution. At the doctoral level (Table 6), the largest numbers at any institution is 27 [no male numbers are given for these degrees]. And at just the graduate level (Table 7) adding both masters and doctorates, only a little more than 200 were granted degrees [at the place which granted the most: Stanford; 10th on that list, Illinois granted 88]. One thing

Georgia Tech and Purdue [top two in B.S. degrees granted to women] do not show is what the percentages are. The data can be manipulated any way to make an institution look good.

Issues

There are a number of issues that need to be addressed if we are to bridge the gender gap. One issue is the issue of gender bias. I believe that sexism is a bigger problem on our campuses than racism. And sexism is so subtle. It is not out in the open the way that racist attitudes seem to be. It is insidious.

The group I have the most difficulty convincing that something needs to be done is successful women: successful women who say, "I did it under this system. Why should we do anything that lowers the standards?" I am not talking about lowering standards. In fact, I might be talking about raising standards. I am advocating different standards that can be better standards. During the "Year of the Women Engineer," I wanted to have a reception honoring all of our women faculty. Some of the women faculty refused to come. They thought that if I did not have a reception for male faculty, I should not have one for women faculty. Ironically, I was not hosting a reception for them, I was doing it for our women students—to encourage them.

The second issue is promotion and tenure criteria: Too often we try to force all faculty to look alike as far as their resumes are concerned. We need a way to recognize the diversity of contributions and styles. It takes some people longer than others to define their career path. One professor may be an experimentalist, another a theorist; it may take longer for one to get established in his or her field; one may want to do something very daring and not build on the dissertation. Instead of the seven-year tenure process, why don't we just say, "We will evaluate you and we will award tenure when we think you deserve it." Where did seven years come from?

The third issue is the backlash against affirmative action. Just last week an editorial in our student newspaper from a young white male editor, decided to take on this issue. He had just gone to a career fair and was tired of industry only recruiting minority and women students. We must find a way to value diversity.

Conclusions

Some people believe that women are supposed to solve these problems, that this is a women's issue. When institutions and departments want to do something for women, they appoint women faculty to do it. Women did not create these problems; why are they supposed to solve them? I do not understand such an attitude.

Last year in our re-appointment process I recommended counseling for several of the young women faculty. One could easily conclude that there was gender bias in what I did, because I was concerned that young women faculty were getting involved in too many committees and support programs. But I knew that if we did not do something, that when it came time for tenure and promotion decisions, they were going to be penalized. Our women faculty have a greater sense of social responsibility. I realize that this is a biased statement, but most of them do, at least at Georgia Tech. They care! They want to get involved in high school programs. They have great difficulty saying "No." So I encouraged them to say no. I am not interested in having the most women faculty in engineering in the US. I am interested in having the most women full professors in the nation.

Too many universities are ducking the women's issue, including presidents, deans, department heads, and faculty. Time alone will not take care of this issue. We can not just say, "Let's just wait. The seven percent of women assistant professors today, will soon become full professors; we're making progress; it's just going to be fine." The time has come, said the walrus, to speak of other things; the time has come to do things differently.

Recommendations

It is said that a definition of insanity is continuing to do the same things and expecting different outcomes. If we want a different outcome, we are going to have to do things differently. We cannot just do more of the same things. We are making too little progress doing more of the same. The time for evolution is past. It is time for revolution. It is time to get tough and put the spotlight on the winners and put the spotlight on the losers. It is time to identify those institutions that are solving the problem and those institutions that are not. The US. News and World Report ranking has caught the attention of everyone. If we had media attention on this issue in the same way we do on other issues, and if the media had included it in their formula for ranking, amazing changes would occur.

We have to enlist more men. I am delighted to see more men involved but we need a lot more men engaged. I am encouraged with our younger faculty in particular. They seem to have a lot more understanding of the issue. At Georgia Tech, African-American male faculty seem to be more sensitive to these issues. They have identified improving the numbers of women faculty as a critical need and have said that the issue of race does not merit the same attention that must be given to the issue of gender on our campus.

This paper is not for you. It is for me. I am telling me what I need to do. Remember what Churchill said in his

address at the Harrow School, "Never give in, never give in, never, never, never, never, in nothing, great or small, large or petty, never give in except to convictions of honor and good sense." On this issue I will not give in.

John White is the Eugene C. Gwaltney Professor, and Dean of Engineering in the College of Engineering at Georgia Institute of Technology Atlanta, Georgia 30332-0360.

HOW TO SURVIVE SEXUAL HARASSMENT

Approximately five years ago, I decided to take a break from graduate school and found a job as a telescope operator. I had intended to stay for two years. I'm still here. Within days of beginning my new job, my supervisor had informed over 30% of the employees that my name was "Cupcake" and I was to be referred to as such. His response to my increasingly forceful objections was that I had come to work in a family and was expected to behave as a member of that family. Over the next two years, my working hours as well as most of my leisure time on site was devoted to coping with the unwanted "attentions" of seventeen male employees, seven regular observers and the stand-offish behavior of nearly everyone else with whom I came into contact with respect to my "job". Within eight months, my home had been invaded as well, with numerous phone calls made with the intentions of solving "the problem", expressing concern over "the problem" and, eventually expressing the desire to see me dead.

The results were what I believe to be one of the best sexual harassment policies ever adopted by an organization and the allowance to do what I originally came here to do - my job.

Not that that's the end of the story. It took another year for people to begin behaving toward me with decency. And just as I was beginning to relax, six months after that, a bullet hit the car I was driving back from the site. Not that necessarily has anything to do with the harassment. The FBI never did look into it that closely. But I seem to have the distinction of being the only person in the history of the observatory to have had this experience.

One of the common themes issuing from the supervisor who set off the firestorm was that it didn't matter that there were rules against carrying firearms on observatory grounds, most people did. Such remarks made me suspect that people were capable of doing things which I had not, until that point, been able to imagine. I use the past tense here because, not only has the harassment ceased, but my former supervisor no longer resides in the same state, a

circumstance which forced him to give up his job with this particular institution.

My intentions in writing this article are not to condemn, berate, or even imply the existence of evil intentions. My purposes here are to pass along what I believe to be effective attitudes, coping mechanisms and procedures for dealing with sexual harassment in the workplace, even when it seeps into one's everyday existence (which I think it always does).

I Know You'Re Out There

Over the last three years, I have collected anecdotal information about the degree of harassment, discrimination and criminal behavior directed at women in astronomy because of the people with whom they work or the locations in which they find themselves because of their work. These stories were not elicited by me, but I believe that many of them came out because my complaints were not kept confidential and observers were frequently informed of "my reputation" upon arrival for their runs. Others in this somewhat sprawling organization were aware of my complaints for similar reasons.

I have heard of six women who have had these types of problems. Three are/were astronomers, three, including myself, are/were technical/engineering staff. Of these, two were stalked by fellow employees, two were harassed because of their gender, one was a victim of discriminatory hiring practices and one was assaulted in the building in which she worked. One left astronomy because the situation was affecting her health, one is pursuing research without a position, one took a job in another country and the other three are still working at the same places. While I hesitate to comment on the mental states of others, it was clear in the relating of these stories that it is nearly impossible for three of the tellers to avoid tears and one uses alcohol to deal with the issue. Four filed police reports and one filed a law suit.

As the stories go, out of twenty-six people complained against, one person was arrested and one was fired.

I stress that the information above is anecdotal. I heard of all of it as it was occurring, however. While I am aware of the ultimate career fates of these individuals, I am not aware of how much worse their situations may have become. What struck me most of all about these people is that all of them were graduate students, postdocs, untenured or working their first "real" job. Five were in their twenties. At the time that these events were occurring, only two were married. It was the unmarried women who were stalked and who experienced group harassment. So, you see, I know you're out there and I know you're taking it. For those of you who feel that this is just part of life, more power to you and good luck in your careers. For those of you who feel like you've

just been blindsided, read on.

The Harassers

Since I was conveniently provided with sufficient time and opportunity to observe and analyze the individuals about whose behavior I complained and so many were kind enough to offer up their more unlikable sides for my scrutiny, I feel that I have a fairly good understanding of the different types of harassers involved, their motives (at least the superficial ones) and general trends. These include:

- 1.) The Instigators
- 2.) The Violent Types Looking for an Excuse
- 3.) The Followers
- 4.) The Clueless

The Instigator was the most annoying. He insisted that his behavior was not only acceptable, even though it infringed on my personal space ("It's a free country") but that in no way did he have an effect on either me or others. The Instigator was my supervisor. He was simply ineducable. For whatever reason, he had to be right and was completely unwilling to examine any alternative. He seemed unable to distinguish between a personal romantic relationship and a professional one.

The Violent Types Looking for an Excuse were those who bragged about putting their ex-wives' heads through the wall, the number of guns they owned and the number of times they had been arrested - these are the ones who advertise that they have adversely affected the personal lives of others. Where I work, one in particular had demonstrated violent behavioral tendencies against others in the observatory in the past and, when specifically told to leave me alone, found other targets after the official "harassment" stage was over. As comedian Brett Butler might say, "Those boys just ain't right."

The Followers were those who either jumped on the bandwagon (her supervisor is doing it so it must be all right) or who chose to take personally the complaint I had filed against other people and retaliated with harassment. (For example, after telling another person in the room an obscene joke, turning to me and saying, "Well, that shut her up."). The Followers seemed to come in a never-ending stream of low-level offenders determined to maintain a hostile environment. They were on the gossip train for whatever reason, tending to believe the rumors without question. The effects of the complaint not being kept confidential made the atmosphere so pervasive that for extended periods of time, I did not "go to work", I "dealt with harassment". Small groups of fellow employees would hang out around my work area, watching my reaction as one or another of them made offensive remarks.

I'm certain that many of the visiting astronomers who participated were uncomfortable with being presented with such an atmosphere in which to observe and simply did not know how to deal with it. Others seemed to be following some agenda of their own. It was not uncommon to walk into the control room to relieve the previous shift and be confronted with an astronomer whom I had never met addressing my "reputation" without addressing me to the point that he or she didn't even bother to introduce him or herself. For example, "I heard you didn't like dirty pictures so I put one on the wall for you." This particular display turned out to be the face of Sydney Wolff. Perhaps the astronomer simply thought he was being clever. Since the death threat had been made anonymously, I was particularly nervous about those who knew nothing, but chose to get involved in this fashion.

I include both genders when making this point, because The Followers turned out to come from both. A female astronomer chose to parrot remarks reportedly made by a friend of hers at the observatory. He supposedly said about me "She's weak. She'll quit. And that's a good thing because women don't belong up there anyway." It was a curious analysis considering that I had only encountered him once. She then stated that I was making her look bad and affecting her relationship with the observatory.

The Clueless were those whose behavior and verbal expression had been obscene or condescending for so long in environments in which this had been acceptable that they seemed to be just "being themselves". The Clueless were actually the most harmless of them all and tended to be perfectly nice people who were educable. One of the most enlightening exchanges came at a time when I was under so much stress that any one incident made me as angry as another. Someone called me "Dear" one too many times. I snapped out "Don't call me that." He was genuinely concerned and said "But I call my wife that all the time." I responded with "And in what way do I resemble your wife?" He thought about it. We never had a problem again and I did not include the incident in my complaints.

"Are You Sure You're Not Imagining Things?"

Or

What The People In Charge Say When I Suspect They Don'T Actually Want To Deal With The Situation

I was appalled when a member of management, after making a blunder in dealing with my complaint, became impatient during a phone conversation about the situation and, rather than addressing the issue, blurted out "Are you sure you're not just imagining things?" My self-esteem and dignity took a nose-dive that afternoon. The question effectively ended the conversation but, after some serious thought, I realized that all kinds of like things would probably be said and,

although I didn't know what those things would be, I should probably be on my guard during any conversation with a "superior". Sure enough, some of the darndest things came out. Which brings me to the first suggestion: never be surprised by what you hear. The following is a brief list of what was said to me.

- 1.) "There's a job opening at a different site. Would you like to go there?" This was actually presented by someone without authority who was acting as a go-between for management. The manager who had him make this inquiry later acknowledged doing so.
- 2.) "I hear that you don't go to the company picnics. Maybe they just need to get to know you better."
- 3.) "Have you talked to" the only other woman who had worked on the site in the previous ten years and the only other woman supervised by the same individual? "She may have some suggestions." My supervisor was living with her at the time.
- 4.) "You need to be a member of this family. Do you think you can do that?"
- 5.) "You scored an 'excellent' on everything in your review with the exception of 'Ability to work with other employees'. I gave you a 'poor' for that."
- 6.) From a member of an "Oversight" Committee: "I had you checked out."
- 7.) "We installed a deadbolt on the door of your dorm and broke the key off in the lock. Do you feel safe now?"
- 8.) "No one here bought the Playboy subscription. It was a gift to the observatory."
- 9.) "But I call *my* secretaries, 'Cupcake'."
- 10.) "Want to go skinny-dipping?"

Management

I made complaints to five levels of management before a member of the "Oversight" committee reportedly made a comment to another member that "this has to stop" - and it did. I wish to emphasize, however, that other levels of management were addressing "the problem". It is likely that they actually thought that they were doing what was best for everyone concerned. It took a certain type of personality to say "this stops now". I also wish to emphasize that, as a result of actual, effective action taken (a policy written by panel of employees, harassment training, etc.), the harassment became, for a short time, more intense and physically threatening than it ever had been. It was during

the period of time that "the problem" was being solved that I was faced with filing reports with outside law enforcement agencies.

There are several points that I think are valuable to make about management, particularly in this situation.

1.) The people in charge were hired because they, for the most part, hold Ph.D.'s in astronomy or physics not because of their management ability. How this qualifies them to do anything other than "publish or perish" is a mystery to me. It's not that they don't need to know how to handle personnel problems, it's that they probably don't. If a member of management does not handle the complaint in a timely manner, go to the next level.

2.) When you go the next level, the member of management that you just bypassed will probably be personally offended. This will add to your problems – hopefully only temporarily. I stand by the recommendation however because of the next point.

3.) If your complaints are not handled in a timely and effective manner (and legally kept confidential), there exists the possibility that the person or people about whom you have complained will feel that they have been licensed to continue and intensify the harassment. There may be others may who will then feel licensed to become Followers. Depending on the type of harassment you are experiencing, you could well find that it is no longer a question of harassment – you and your belongings could be in physical danger.

4.) Under no circumstances whatsoever is any member of management at your place of employment or schooling qualified to handle any incident which threatens your person or property. These incidents are defined as misdemeanors and felonies. They include, but are not limited to: verbal or written threats to your person or property, burglary, vandalism and assault (which, last I checked, involved any physical contact without an express personal invitation). Remember that if you dial 911, your manager, dean or graduate advisor will not answer the call. The person who will answer the call made a different career choice.

Documentation

Document everything. Write down details of every incident including time, date, place, who else was within hearing distance or may have witnessed the occurrence. If possible, write down what was said, verbatim. If you cannot remember what was said word for word, use as many phrases as possible in your description but do not claim that it is verbatim. Be precise.

If possible, either tape record conversations with

management or have a third party not involved with the incidents (preferably not involved with your institution) present during meetings. If you and the member of management cannot agree on who should be present, each of you should invite the individual of your choice. Have the manager write up a summary of what was discussed and promised and sign it. If you agree with everything in the summary, sign it yourself and provide him/her with a copy. Keep the original for yourself.

While I believe that you legally must inform a caller if you are recording the phone call, I would recommend doing that

Check out the **CSWA Web page** at
<http://www.physics.sfsu.edu/cswa/astro.html>
 and the **AAS CSWA page**
<http://www.aas.org/comms/women.html>

as well. If nothing else, it might cut short a harassing phone call.

Inform someone not involved with the institution of what is going on. This could be the Equal Employment Opportunity Commission (EEOC). Last I checked it had a six month backlog, however complaints should be filed with them, regardless. A record with this agency is very important in the event you choose to file a lawsuit but it probably cannot handle the situation in a timely manner. If you have a friend or family member who is willing to keep track of the situation, let him or her know the details so that he or she can back you up in court. Remember that any incident about which you are completely silent except with "interested" parties, in effect, did not happen.

Research

Look into all of the federal and state laws, city ordinances and rules and restrictions specified for your institution, depending on who funds it. Find out who the good sexual harassment attorneys are in your area. If you have no money, find the ones who do pro bono work.

Procedure

Document as you go whether or not you actually decide to try to get the issue resolved. If you do decide to go further, file with the EEOC and concurrently begin the procedures specified by your institution. If your institution does not have a harassment policy, start with the member of management above the highest position of your harasser(s). Keep moving up as *you* feel it is necessary to do so. If the members of management you bypass are true professionals,

they will recognize that you do not intend personal offense but are trying to get the issue resolved. If your job is threatened or a member of management just "goes too far" in your opinion, sue. File police reports as necessary.

There is a no more effective method of getting management to pay attention than filing a police report and putting your institution's phone number on it. Let management know you have done so and give them the case number. This should remove any lingering doubts about your level of seriousness and that of the situation.

Mindset

There are many things that may be useful to keep in mind.

You have gone to work or school with the intention of furthering your career or learning/acquiring a degree. While there are personal reasons for doing these things, the environment you have entered is a professional one. When someone harasses you, he or she is attacking you personally. While I found it useful to try to figure out why my fellow employees were doing these things, I did so for the purposes of trying to get a handle on the situation. Everything that was occurring seemed to be completely out of my control and it was helpful for me to try to regain some sort of coherent mental picture. At no time should these conclusions lead you to sympathize with your harasser(s) in such a way that it is to your own detriment. Your "understanding" of them does *not* excuse their behavior. If their behavior undermines you and is gender-based, their behavior is not only unprofessional but illegal as well. What you are experiencing has *nothing* to do with your job or your schooling. It is not part of your job description, or a condition of acceptance of that job, that you take on this personal stress which the individuals introducing that stress into your life probably have never experienced themselves.

As with so many things in life, it is tempting to dwell on the concept that "this can't/shouldn't be happening". Your problems will be resolved sooner if you address the harassment in terms of "this is happening" – reality, not wishful thinking. Figure out what you are willing to "take", what your limits are and monitor the situation closely. When it goes beyond what you are willing to deal with, address it. Be focussed. This is nearly impossible, which brings me to my next point.

You will experience a loss of perspective, the degree of which depends on the level of stress you are experiencing. If you are experiencing any level of stress which is uncomfortable, get a professional counselor. While I realize that there is great social pressure to avoid this coping method, I would urge you to ignore that kind of

pressure. There is also a lot of social pressure for women not to enter science and you have decided to ignore that in order to further your goals. This is just another one of those things. An objective professional can tell you if you are rationalizing or excusing others' behavior and how to deal with the extra stress. Remember that stress will affect your behavior and may cause physical problems. A counselor can help you find ways to stay on an even keel and avert physical problems.

For all their good (or otherwise) intentions, the people who have not experienced what you are going through do not understand. They are susceptible to rumor, to rationalization, and to a general feeling that taking your side may affect their careers. If someone appears to be supporting you and then seems to suddenly turn on you, do your best not to take it personally. They have their own concerns.

"Boys" will not *just* be "boys". There are many men who have put a great deal of thought into their philosophies of life and in how best to treat others. If you find that your manager feels that men are meant to be "rowdy" and women "sweet", I suggest dismissing this individual altogether and going up to the next level.

Accept the very real possibility that, no matter what happens, no one will apologize. On the other hand, someone may thank you.

The managers to whom you are speaking were hired to further their institutions' goals. Oftentimes, the concerns of the individual are not perceived as corresponding with the goals of that institution. You may find that it is your task to convince them otherwise.

Stick to the facts. Do not extrapolate or speculate when talking with management unless specifically requested to do so. Even then, be careful. Do not sign anything that states that you made such statements without the qualification that the member of management requested that you do so.

Don't do anything with which you are not comfortable or which might present an avenue for complaint from a third party. "Fighting fire with fire" is fine as long as it does not undermine your position. If the exhortation to do the same sorts of thing in retaliation seems odd to you, that's because it is. Posting a pornographic workstation background depicting males in response to the pornographic background depicting females may get you a complaint from a male. Some harassers will look for an opportunity to respond to your harassment complaint with one of their own. Don't be surprised if an incident is fabricated in order to do this.

Because sexual harassment addresses personal issues rather

than legitimate professional ones, sabotage is likely. If you keep personal items at work or school, keep them out of reach. This includes files in your computer account, e-mail, your desktop boombox and your break room coffee/tea cup. Professional or school projects also may be at risk. Keep backups, preferably at home. People can retaliate against you professionally but for personal reasons.

You are a taxpayer. Occasionally you may find that the

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police force is less willing to take your case seriously if you tell them that you are a victim of sexual harassment. Invariably, this comes up when filing a report because asking about known enemies is standard procedure. When you say yes (and do say yes), they will ask you who and why. Tell them. His or her attitude toward you may change. Remain firm. You are a taxpayer.

Be prepared to lose. Don't dwell on the thought but know that you may have to make other arrangements for your career. If management makes it clear that you are expendable, hope that the threat of a lawsuit turns them around. Let your lawyer inform them. I wouldn't recommend threatening them yourself.

Finally, never say anything you don't mean or are not willing to follow through on. Doing so will undermine your case and call your credibility into further question. I say "further" because I don't know of an instance in which the complainant's credibility was *not* called into question. Remember that the credibility of the accusation should be called into question but any assumptions made on the supposed credibility of the individual in general should be disallowed. You are not on trial. If you find yourself in that position, your case is not being handled in an acceptable manner. While I don't know how to avoid this phenomenon, it's best to acknowledge it in order to help keep things in perspective.

Good Luck

I wish you good luck. May you find the person in management who has the guts to say "this has to stop" - and it does.

Report on the AWIS Leadership Conference for Women

Wendee M. Brunish

In May of 1994 I attended *Taking the Initiative: A Leadership Conference for Women*, organized by the Association for Women in Science. The conference was cosponsored by DOE and NASA, and included women from government labs, industry and academia. The conference was organized around the precepts of a talk given by Penelope Kegel-Flom, President of AWIS. She divided the leadership process into three parts: vision, alignment, and motivation, with feedback from others at each step of the process. The best aspect of the conference was the inspiring talks given by women pioneers who have helped light the way for the rest of us.

The conference began with a luncheon on Thursday, with guest speaker Dr. M.R.C. Greenwood. Dr. Greenwood graduated from Vassar College in the 1968 and returned to teach there for a decade beginning in 1978. Dr. Greenwood is currently Associate Director for Science with the Office of Science and Technology Policy. She spoke about the statistics that show increasing numbers of women in scientific fields, but a still very small level of participation of women in physical sciences and engineering. She mentioned that the number of men receiving advanced degrees in sciences was steadily declining, and that the only reason the overall number of science degrees was level was that an increasing number of women are entering the field. She concluded that getting increasing numbers of women in science was essential to this country's continued competitiveness.

At the end of Dr. Greenwood's talk, I (Vassar College Class of '75) asked her whether she thought that single sex education was vital to women succeeding or whether it only postponed the inevitable need to compete in a man's world. In reply, Dr. Greenwood stated that although she had attended Vassar when it was still a single sex college and had felt then that it was vital, when she returned to teach there, she discovered that a commitment to providing the best education for both men and women was perhaps more important.

After lunch, we attended a panel discussion with three leading women offering their insights into their career paths. Judith Britz, Vice President of Sienna Biotechnology, spoke about the importance of taking on new challenges and opportunities, but only when you feel that you are prepared for them. She emphasized that turning down an advancement was not the end of your upward career mobility. France Cordova, who was at Los Alamos National Laboratory for a decade and who is currently Chief Scientist for the National Aeronautics and Space Administration, spoke about the importance of personal support systems. She emphasized day care, which she said is an issue that we will have to address at the national level if we wish to see all workers reach their highest potential and regain national competitiveness. On a more personal level, she urged all women to find good personal support systems, especially in their choice of a life partner.

The final panelist, Dr. Susan Henry, spoke about how she felt unprepared for each new leadership role (graduate student advisor, department chair, etc.) that was thrust upon her. However, she emphasized that by plunging in, listening to those she was leading and learning from leaders she admired, she was able not only to accomplish her task, but do it well, and expand her capabilities.

Later in the afternoon, we heard a few words from Dr. Florence Hazeltine, a gynecologist with the National Institutes for Health. (Unfortunately, a very few words, because, due to poor planning and ineffective time keeping, she was limited to about four minutes for her talk.) Dr. Hazeltine told us that when she joined NIH, there were three gynecologists and 37 veterinarians on staff, and she confirmed that this accurately reflected the NIH commitment to women's health issues. Dr. Hazeltine was determined to lobby Congress for a greater awareness of the need to study women's health, but found that as an employee of NIH she was not permitted to do so. She promptly founded the American Society for Women's Health Research, and as a member of this society was legally able to lobby Congress. Her efforts were very effective, and most of what you have heard recently about the lack of clinical trials on women was brought to light through Dr. Hazeltine's efforts.

The next day, we heard from Marion Cox, Managing Director of Resource Associates, about conflict resolution. Techniques for how to recognize the common interests of the participants and how to achieve a resolution agreeable to all factions in the dispute were presented. Friday's lunch talk was presented by Ruth Davis, head of The Pymatuning Group, who spoke about the unique contributions of women.

Friday evening's program engendered a great deal of lively

discussion. Prior to the conference, all the participants had been asked to fill out the California Psychological Inventory, an assessment tool used to measure personality traits and sense of well-being. Dr. Sandra J. Daniels used the results of the inventory to describe four leadership styles, and to tell us where we fit in this picture. This knowledge about the leadership styles used by ourselves and others is a useful tool and can help us to make the most of our strengths and ameliorate our weaknesses. Many women were surprised to learn about their personal styles. Delta is a relatively rare leadership style, although one frequently seen in scientists who are often more interested in behind the scenes influence than the titles and trappings of power. Alpha is the most common style for business leaders, and involves a take-charge nature and a desire to support organizational norms. Beta leaders are detail and implementation oriented, and provide leadership through helping others do their jobs effectively. Many of the women at the conference were gammas. Gammas are innovative and like to do things differently, but may also be a subversive force within the organization.

The last event of the conference was a talk by Dr. Estelle Ramey. Dr. Ramey is a well-known endocrinologist. She gave a very humorous talk concerning common misconceptions regarding women and hormones. She related an incident thirty years ago, when a (male) advisor to Senator Hubert Humphrey was quoted as saying that women could not be given important leadership jobs because for several days each month they were subject to the vagaries of their "raging hormones". Dr. Ramey responded, in letters to the New York Times and Washington Post, that surely women with "raging hormones" should not be entrusted with the care of such a valuable resource as our impressionable and vulnerable children. She subsequently debated and gently pricked the male vanity of this same gentleman, the outcome of which was that this middle-aged man ended by contending that HE had many more "raging hormones" than did Dr. Ramey. All in all, a delightful end to three days of celebrating our differences and our strengths as women.

Despite the logistical problems with this first leadership conference, it is clear that AWIS is dedicated to advancing the cause of women in science and in leadership roles. What I believe sets AWIS apart from many other women's professional organizations is their notable presence in Washington, DC and their commitment to lobbying Congress to support programs and policies that enhance the participation of women in science. I believe that both this

type of leadership training for women and an effective presence on Capitol Hill will play an important role in promoting and increasing the role of women in science.

Wendee M. Brunish
Los Alamos National Laboratory
P. O. Box 1663, Los Alamos, NM 87545

editor's note: AWIS's homepage URL is:
<http://www.awis.org/~awis/> and their e-mail address is
awis@awis.org, telephone number 202-408-8321

UPDATE ON JOB GUIDELINES

Marc L. Kutner

This is an update on the status of the Job Search Guidelines. While it was originally hoped that they would be ready for consideration by the AAS Council this June, some questions about legal issues have been raised. It will take time to address these issues, so we are now planning for adoption at the January 1997(Toronto) meeting.

A revised draft of the Guidelines has been prepared, based on discussions of Draft 1 at the CSWA sessions in Pittsburgh (June 1995) and San Antonio (Jan 1996), contributions to AASWOMEN and comments made directly to me. Many changes have been made emphasize the voluntary nature of the Guidelines . The revised draft should be available soon on the CSWA web page, and I invite your comments, suggestions and criticisms.

In the remainder of this article, I will briefly address some general questions that have been raised.

How Is It Intended That The Guidelines Be Used?

Once the Council adopts the Guidelines then they will be circulated as having the endorsement of the AAS. They would be available at AAS meetings and on the AAS web site. In addition, prospective employers and employees utilizing AAS job search services would receive a printed copy.

The AAS would also compile a data base, based on questionnaires filled out by employers after each search. This data base would be made available both on line, and a printed version would be at the Job Center at each meeting.

Why Do We Need The Guidelines?

For many years our job searches have been loosely guided by so-called "Affirmative Action" rules. I say "loosely"

because most employers and prospective employees did not really understand what these rules meant. Also there was no effective mechanism to ensure that employers were adhering to the spirit or letter of these rules.

So, "Affirmative Action" never really provided a useable set of guidelines. Beyond that, "Affirmative Action" has become equated with "Reverse Discrimination" both in legal and political forums. Therefore, even as flawed rules, they are becoming increasingly less effective and may be repealed. It is important that this vacuum be filled with a clear set of guidelines that clearly encourage fairness by stating what constitutes fairness and by suggesting how it can be achieved.

Because jobs in astronomy are getting harder to find, the possibility increases that classes of people will be treated unfairly. Even a careless search will usually produce an excellent candidate because there are so many available. In short, it is a seller's market. However, if we all agree in advance what constitutes a fair search, we can stick to those guidelines even under difficult (for candidates) search conditions.

Who Will Use The Guidelines?

Among prospective employers, there is a full spectrum of intentions, from those who want to conduct a truly open search, giving careful consideration to a wide range of applicants, to those who have no particular interest in making the effort required for a fair search. For those who want to conduct a fair search, the *Guidelines* may be telling them things they already know. However, when time gets tight, it is helpful to have these *Guidelines* written down. Having a definite set of *Guidelines*, endorsed by the AAS may help members of search committees persuade recalcitrant administrators to provide the resources needed for a fair search.

For those who are not inclined to carry out a fair search, having a set of *Guidelines* endorsed by the AAS should give them some incentive to make their search more open.

The *Guidelines* will also be useful for job applicants. They will have a better idea of what to expect. They will know if certain types of questions (e.g. about a spouse) are proper. If prospective employers are following the *Guidelines* then prospective applicants will be able to get useful information from the job ad and from members of the search committee. Such information will help the applicant to, among other things, more effectively target her application to the needs of the department. (And then the department will have better information on which to base their decisions.) There will also be a data base with statistics of participating employers' previous searches. Based on this information the applicants can make decisions on which jobs to give the greatest effort.

How Will The *Guidelines* Be "Enforced"?

As the name "*Guidelines*" implies, these are *not* absolute rules with strict enforcement. They are *suggestions*. Each employment situation is unique. In some cases the *Guidelines* can be closely followed; in other cases a loose adherence will be appropriate.

We ask employers to agree to follow the *Guidelines* as closely as is practical in their situation. There would also be the reporting mechanism, so that employers could submit their statistics. Reporting statistics is a chance for employers to show that they have conducted a conscientious and fair search, this should only benefit their institution.

A Concluding Thought

Some of the criticisms of the *Guidelines* seem to stem from misimpressions about what they actually say. It seems that this arises when people have preconceived ideas about what is in the *Guidelines*, or remember things from the first draft, which have now been deleted or changed. So, in looking over the current draft, I hope people will realize that they are a modest set of suggestions, and they require no policing or judging by the AAS.

Marc Kutner is Visiting Scientist at National Radio Astronomy Observatory, Campus Building 65, 949 N. Cherry Ave., Tucson, AZ 85721, mkutner@nrao.edu.

Editor's note: If you want to see the current draft of the guidelines, see <http://www.earthlink.net/~kmead/> and click on job guidelines. (If that doesn't work, send e-mail to mkutner@nrao.edu)