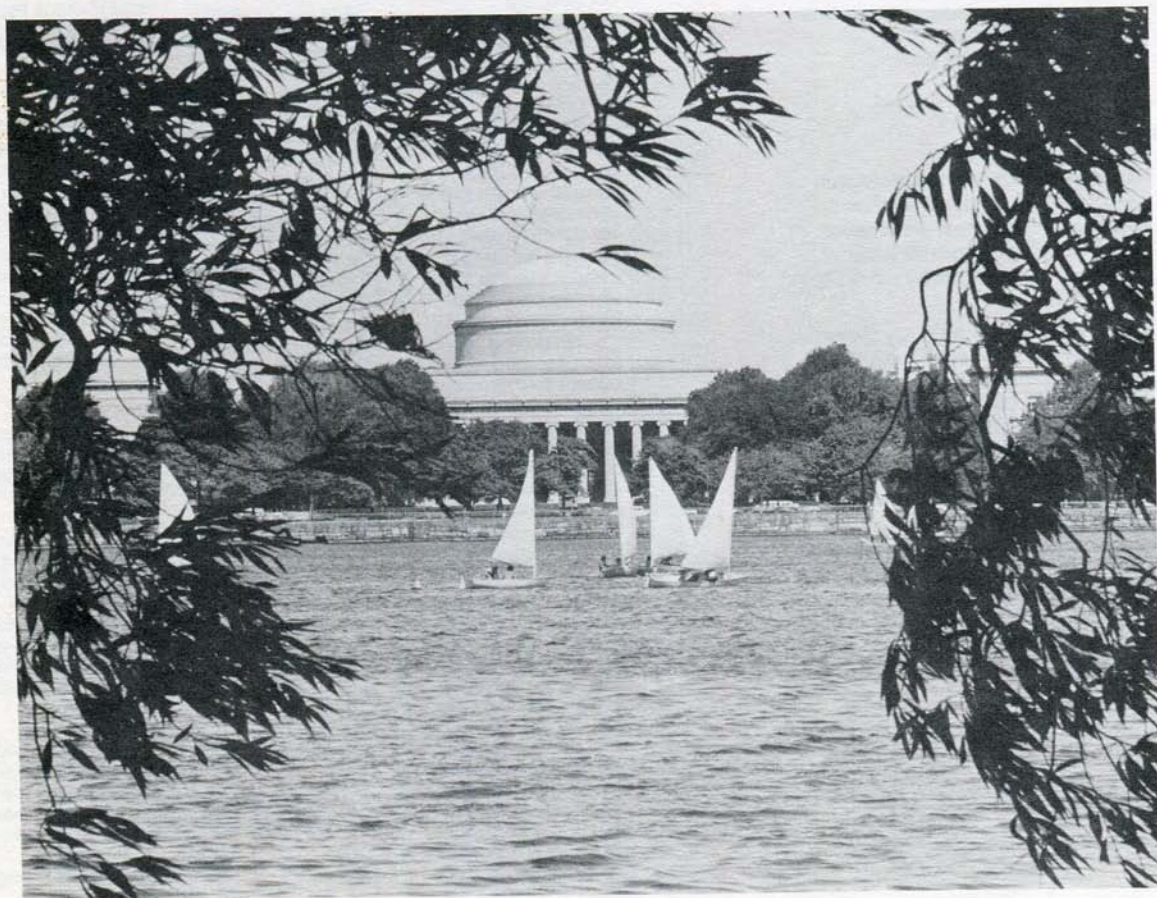


# **First National Conference on Issues Facing Black Administrators at Predominantly White Colleges and Universities**

**June 24-27, 1982**

**Sponsored by The Association of  
Black Administrators at MIT**



**Massachusetts Institute of Technology  
Cambridge, Massachusetts**

# First National Conference on Issues Facing Black Administrators at Predominantly White Colleges and Universities

## Tentative Schedule

### Thursday, June 24

|                   |   |
|-------------------|---|
| 9:00 am – 6:00 pm | Registration  |
| 12 noon – 2:00 pm | Executive Session   |
| 12 noon – 5:00 pm | Tours of area colleges and historical sites in Metropolitan Boston  |
|                   | Exhibits  |
|                   | Job Fair  |
| 3:00 pm – 5:00 pm | Round table discussions by area of work (admissions, academic affairs, student affairs, financial aid, minority affairs, graduate and professional schools, counselors, etc.) |
| 5:30 pm – 6:30 pm | Cocktails   |
| 6:30 pm – 9:00 pm | Opening Session<br>Dinner<br>Keynote Address  |

### Friday, June 25

|                     |                              |
|---------------------|------------------------------|
| 9:00 am – 6:00 pm   | Registration                 |
| 9:00 am – 10:00 am  | General Plenary Session      |
| 10:15 am – 12:15 am | Concurrent Sessions          |
| 12:30 pm – 2:30 pm  | Luncheon with Speaker        |
| 2:45 pm – 4:45 pm   | Concurrent Sessions          |
| 8:00 pm – 10:00 pm  | Entertainment – Live Concert |

### Saturday, June 26

|                     |                              |
|---------------------|------------------------------|
| 9:00 am – 10:00 am  | General Plenary Session      |
| 10:00 am – 12:15 pm | Concurrent Sessions          |
| 12:30 pm – 2:00 pm  | Buffet Luncheon (no speaker) |
| 2:30 pm – 4:30 pm   | Concurrent Sessions          |
| 5:30 pm – 6:30 pm   | Cocktails                    |
| 6:30 pm – 9:30 pm   | Banquet<br>Keynote Address   |
| 10:00 pm – 1:30 am  | Dance with major entertainer |

### Sunday, June 27

|                    |  |
|--------------------|--|
| 9:00 am – 11:00 am | General Plenary Session<br>Resolutions, Conference Wrap-up,<br>Closing Remarks |
| 12 noon – 2:00 pm  | Executive Session  |

## The Conference Background

The Association of Black Administrators at the Massachusetts Institute of Technology is hosting a three-day national conference on issues concerning black administrators on predominantly white campuses from June 24 to June 27 1982 on MIT's campus in Cambridge, Massachusetts.

Black professional administrators have become aware that no public forum currently exists to address common issues that are unique to the black administrator at a largely white college or university. Among these concerns are upward mobility, interaction with white and black colleagues, professional training, dealing with stress, broadening career alternatives, supervising white staff members, being responsive to the needs of black students, building networks with peers at other institutions, developing effective black faculty/staff organizations on campus, and interaction with predominantly black institutions.

## Focus

The conference will have as its focus the black administrator and his/her personal and professional development and concerns as opposed to highlighting the duties, responsibilities, and functions of a college administrator. College administrators from all types of institutions are invited to the conference (e.g., public, private, single-sex, community colleges, etc.) as well as all levels of administrators (neophytes to college presidents), faculty members, trustee

members, and anyone else interested in the issues that face black administrators on white campuses.

White professional administrators as well as other interested persons are encouraged to attend and participate in the conference.

## Goals

- To provide a forum for nationally acclaimed researchers, scholars and policy makers to address common issues that are unique to black administrators at predominantly white colleges and universities;
- To build professional and communicative networks with peers at other institutions;
- To assist black administrators in career development;
- To consider the possibility of a national black administrators professional association growing out of the conference;
- To publish the proceedings of the conference.

## Saturday Banquet and Dance

A prominent national figure will speak at the banquet on June 26. After the banquet, there will be a dance and live entertainment by the recording group called "Margo Thunder and Intrigue."

Both activities are included in the price of total Package Plan A.

## Special Conference Attraction Peabo Bryson Concert

Conference registrants and their guests will have the opportunity to hear and see the popular and talented Peabo Bryson in concert on MIT's campus, Friday, June 25 at 8:00 pm. Tickets - \$15.00 per person, \$20.00 after May 15, 1982.

Open only to conference registrants and their guests.

## Contact

Questions about the conference program should be addressed to the Conference Coordinators:  
Dr. John B. Turner  
Associate Dean of the Graduate School  
MIT, Room 3-136  
Cambridge, MA 02139  
Phone (617) 253-4846  
Dr. Clarence G. Williams  
Special Assistant to the President  
MIT, Room 10-211  
Cambridge, MA 02139  
Phone (617) 253-5446  
All other inquiries (housing, registration fees, etc.) should be addressed to:  
Mrs. Gayle M. Fitzgerald  
Assistant for Special Events  
MIT, Room 4-237  
Cambridge, MA 02139  
Phone (617) 253-1703

# June 24-27, 1982

## Dining

A continental breakfast of coffee, tea, and danish pastries will be provided for participants staying in the MIT dormitories. The cost of the continental breakfast is included in the housing fee. A larger breakfast selection is available in the MIT Student Center Cafeteria which is nearby at your own expense.

Costs for Thursday dinner, Friday luncheon, Saturday buffet luncheon, and Saturday Banquet are included in the "total package" registration fee. Meal tickets for spouses or guests will be available during the conference and can be purchased up to 24 hours before each meal. For those conference meals that include a guest speaker the price of the meal will be considerably higher than it would be in the "total package" plan.

Conference participants may use the MIT Student Center Cafeteria for breakfast and dinner meals only at their own expense or they are free to enjoy the wide variety of restaurants that Boston and Cambridge have to offer.

## Transportation

The Boston airport is about six miles from the MIT campus. Taxi fare to the campus is about \$12.00 regardless of the number of passengers. A single traveler can make the trip using the Share-A-Cab service for \$6.15. The trip by subway costs \$1.00 but involves a subway transfer and a bus ride at each end of the trip.

Restaurants and other conveniences in the Cambridge and Boston area are easily reached by taxi, bus, or subway from the conference site. Parking on the MIT campus is limited; however, a small number of on-campus parking spaces are available. If you need an on-campus space, please indicate this on your registration card and the proper identification will be sent to you. These requests will be filled on a first-come, first-served basis.

## Registration

Registration can be cancelled with a full refund up to three weeks before the conference.

Registration may be paid by check or money order. Please make all checks payable to MIT.

## Boston and Cambridge

Boston and Cambridge offer many cultural attractions. In addition to the Museum of Fine Arts there are numerous other art galleries, theaters, conservatories, and a wide variety of museums.

Boston is a melting pot of different ethnic groups. There are about 2,000 eating and drinking establishments—there are dozens of different varieties of food including Boston's famous seafood.

MIT is one of more than 50 schools located within the Boston area. Others include Harvard University, Radcliffe College, Boston University, Boston College, Brandeis University, Tufts University, Simmons College, Wellesley College, and many specialized professional art and music schools. The concentration of academic, cultural and intellectual activities in the Boston area is one of the largest in the country.

The Boston and Cambridge areas are compact enough to see much of them on foot. There are many posted walking trails; the Freedom Trail in downtown Boston and the Heritage Trail in Cambridge are two of the most historic. The harbor, the battle sites, statues, markers, trails, and monuments are all everyday evidence of the role that Boston played in America's growth.

For those wishing to travel after the conference, Cape Cod lies to the south, the Maine coast to the northeast, the White Mountains to the north, and the Berkshires to the west.

## Accommodations

Conference participants may stay in dormitory rooms on the MIT campus or in nearby hotels. The dormitory rates are \$29.00 for a single and \$20.00 per person for a double (per night). The price includes a continental breakfast. MIT dormitories are elevator equipped, but they do not have private baths or air-conditioning. Children between the ages of 6 and 14 may be accommodated in the same room with their parents at an additional charge of \$6.00 per night (which provides a cot and continental breakfast). Children under the age of 6 may not be housed in the dormitories. Children over the age of 14 must be housed in a single room. Each room is supplied with towels, soap and linen. Beds are made each day.

If you want a campus room, please fill out the housing request and enclose it with your registration card.

Accommodations are available at the following hotels at special conference rates. Reservations should be made directly with the hotel; a first night's deposit is required to guarantee the reservation. Only a limited number of rooms are available and reservations at conference rates may be secured until May 26, 1982. Please mention the name of conference when making the reservation.

## Hotels

Hyatt Regency  
575 Memorial Drive  
Cambridge, MA 02139  
617/492-1234  
½ mile west of MIT  
Single: \$85.00\*\*  
Double: \$100.00\*\*

Sheraton-Commander  
Hotel  
16 Garden Street  
Cambridge, MA 02238  
617/547-4800  
2 miles north of MIT  
in Harvard Square  
Single: \$66.00\*  
Double: \$80.00\*

Howard Johnson  
Motor Lodge  
575 Commonwealth Ave.  
Boston, MA 02215  
617/267-3100  
1½ miles southwest of MIT  
Single: \$65.00\*  
Double: \$75.00\*

Sheraton Boston Hotel  
39 Dalton Street  
Boston MA 02116  
617/236-2000  
2 miles south of MIT  
Single: \$82.00\*\*  
Double: \$94.00\*\*

\* Special Conference Rates begin 6/23/82  
\*\* Special Conference Rates begin 6/24/82

# MIT Housing Request

# Registration

## First National Conference on Black Administrators at White Campuses

(Please Print or Type)

Mr.  
Mrs.  
Name Ms. \_\_\_\_\_  
Last First Init.

Institution or Organization \_\_\_\_\_

Address \_\_\_\_\_  
Number Street/P.O. Box Apt.

City State Zip Code

Telephone ( ) \_\_\_\_\_  
Area Code

Room Type Requested

- Single \$29.00 per night  
 Double \$20.00 per person, per night  
Note: above prices include continental breakfast.

I will be accompanied by \_\_\_\_\_

Spouse/ \_\_\_\_\_

Children (please indicate ages) \_\_\_\_\_

I would like to share a double with another conference participant (indicate name) \_\_\_\_\_

- I would be willing to share a room with another conference participant that I do not know.

Arrival Date \_\_\_\_\_

Departure Date \_\_\_\_\_

### Campus Accommodations

Please fill out this card and enclose it with your check or money order made payable to MIT

Return to:  
The Office for  
Special Events  
MIT  
Room 4-237  
Cambridge, MA 02139

### One night's deposit is required.

Your reservation will be confirmed upon receipt of this request.

### Hotel Accommodations

Reservations should be made directly with the hotel.

## First National Conference on Black Administrators at White Campuses

(Please print or type)

Mr.  
Mrs.  
Name Ms. \_\_\_\_\_  
Last First Init.

Institution or Organization \_\_\_\_\_

Address \_\_\_\_\_  
Number Street/P.O. Box Apt.

City State Zip Code

Telephone ( ) \_\_\_\_\_  
Area Code

- Plan A—Total Package . \$150.00 \_\_\_\_\_  
(\$175.00 if postmarked after May 15, 1982)

Total Package includes: All sessions, conference materials, Thursday Dinner/Speaker, Friday Luncheon/Speaker, Saturday Buffet Luncheon, Saturday Banquet/Speaker, Saturday dance with major entertainer

- Plan B—Registration Fee Only, \$85.00 \_\_\_\_\_  
(\$100.00 if postmarked after May 15, 1982)

Includes: Sessions only and conference materials Does not include Luncheons, Dinners, Banquet, and Dance.

- Plan C—Sponsors \$600.00 \_\_\_\_\_  
Includes: Space to display company or institutional information and two complimentary registrations.

- Peabo Bryson Concert \$15.00 \_\_\_\_\_  
per person  
(\$20.00 after May 15, 1982)  
Friday, June 25, Kresge Auditorium on MIT's campus.  
Tickets available only to conference registrants and their guests.

- MIT Housing Deposit \_\_\_\_\_  
(One night's deposit)

- I wish to receive a parking sticker for on-campus parking.

TOTAL due MIT (please make check or money order payable to MIT and enclose with your registration) \_\_\_\_\_

# First National Conference on Issues Facing Black Administrators at Predominantly White Colleges and Universities

## June 24-27, 1982

### CONFERENCE HIGHLIGHTS

#### Thursday, June 24

3:00 pm-5:00 pm – Roundtable Discussions by Area of Work (Admissions, Academic Affairs, Student Affairs, Financial Aid, etc.)

#### Tentative Concurrent Sessions

##### Friday, June 25

##### 10:15 am-12:15 pm

MAJOR TOPIC: "Economic Retrenchment, Federal Cutbacks and Their Impact on Black Programs and People"

- Analysis of U.S. Economic Trends and Their Impact on the Black Community
- Black Colleges' Relationships to White Colleges as Money Gets Tight for Student Aid (Will there be shifts in enrollment, faculty, and support?)
- Impact of Declining Federal and State Student Financial Aid on Black Student Enrollment
- Is There True Institutional Commitment to Black Programs and Personnel? – A View from "Middle Managers" Who are Down in the Trenches
- Perspectives of Representatives of State Legislatures, Boards of Trustees, and State Coordinating Boards
- The Outlook for Funding from Foundations and Philanthropic Agencies

##### 2:45 pm-4:45 pm

MAJOR TOPIC: "Serving Two Masters"

Perspectives of:

- A Black President of a Historically Black Institution within a Predominantly White System
- A Black President of a Predominantly White Institution
- A Black Administrator with a Minority-Focused Function at a Predominantly White Institution
- A Black Administrator with a Non-Minority-Focused Function at a Predominantly White Institution
- Keeping One's Identity as a Black Person While Maintaining Credibility within Both the Black and White Communities

#### Saturday, June 26

##### 10:15 am-12:15 pm

MAJOR TOPIC: "An Examination of Black Upward Mobility in Higher Education Institutions"

- Academic Administration (Perspective of a Chief Academic Officer)
- Faculty (Promotion and Tenure)
- Perspectives from Black College Presidents
- Student Services and the Black Dean for Student Affairs Phenomenon – How to Make it Transferrable
- The Role of Black Studies in Facilitating Upward Mobility
- Fiscal Affairs, Operation, and Development – Areas of High Black Underrepresentation

##### 2:30 pm-4:30 pm

MAJOR TOPIC: "Organizational Contributions to Stress in Black Administrators at White Institutions"

- Ambiguity and Power Relationships
  - Ambiguity in Reporting Relationships: "Who's Supposed to Be My Boss, Anyway?"
- Performance and Expectations
  - Perceptions of Competence: "Ours of Ourselves and Theirs of Us"
  - Standards of Achievement: "We Also Expect You to..."
  - Visibility: "The Dilemma of All-or-None"
- Peer Relationships and Constituencies
  - White Subordinates: "End-Run Strategies and Power Plays"
  - Black Subordinates: "Brother/Sister – Boss/Supervisor"
  - Black Constituencies: "Conformity vs. Black Identity"
- Other Sources of Stress
  - "Finding a Godfather in a White Institution"
  - "If it is so Bad, Why the Hell do I Stay?"

#### MAJOR SPEAKERS

Dr. Samuel Proctor, Professor, Rutgers University  
Senior Pastor at Abyssinian Baptist Church in New York City  
Former President of Virginia Union & North Carolina A&T

Dr. Paul E. Gray, President, Massachusetts Institute of Technology

Dr. Mary F. Berry, Professor of History, Howard University  
Former Assistant Secretary of U.S. Department of Education

The Honorable Leon Higgenbotham, Jr., Judge, U.S. Court of Appeals for Third Circuit

Dr. Derek Bok, President, Harvard University (tentative)

Dr. Frederick Humphries, President, Tennessee State University

#### Items of Importance

- Scholarly papers presented at Conference will be published in the Conference's Proceedings and available free to conference registrants
- Conference participants will be able to stay in dormitory rooms on the MIT Campus for as low as \$29.00 per night; this price also includes a continental breakfast
- Peabo Bryson will appear in concert on campus, Friday Night, June 25 for conference registrants and their guests only. Tickets are \$15.00 per person
- After the banquet on Saturday, June 26, entertainment will be provided by the national recording group, "Margo Thunder and Entrigue"
- Roundtable Discussions are by area of work on Thursday, June 24 from 3:00 pm-5:00 pm
- Tours of Boston/Cambridge area colleges and universities, Thursday, June 24
- Job Fair and Exhibits
- The NAACP will be having its National Convention in Boston immediately following our conference, starting on Sunday, June 27, 1982
- Anyone who would like to stay in the MIT dormitories while attending the NAACP Convention may do so at the same very low conference rate of \$29.00 per night
- Conference Registration Package includes: admittance to all sessions, conference materials, Thursday dinner with speaker, Friday luncheon with speaker, Saturday buffet luncheon, Saturday banquet with speaker, Saturday dance with major entertainer and a copy of the Conference Proceedings – all for the low cost of \$150.00 if you pre-register by May 15, 1982

Questions about the conference program should be addressed to the Conference Coordinators:

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Associate Dean of the Graduate School  
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Phone (617) 253-4846

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Assistant for Special Events  
MIT, Room 4-327  
Cambridge, MA 02139  
Phone (617) 253-1703

Please return this form to:  
**The Office for Special Events**  
MIT  
Room 4-237  
Cambridge, MA 02139

# First National Conference on Black Administrators at White Campuses

## Conference Coordinators

Dr. John B. Turner  
Associate Dean of Graduate School  
Massachusetts Institute of Technology

Dr. Clarence G. Williams  
Special Assistant to the President  
Massachusetts Institute of Technology

## National Advisory Committee

Dr. Floyd Bass  
Professor of Higher Education  
Administration  
University of Connecticut

Dr. Julius Ford  
Dean of Student Personnel Services  
Westchester Community College in New York

Dr. Bernard Harleston  
President  
City College of New York

Dr. Frederick Humphries  
President  
Tennessee State University

Dr. Leroy Keith  
Executive Vice President  
University of District of Columbia

Dr. Homer Neal  
Provost  
State University of New York at Stony Brook

Dr. Nancy Randolph  
Special Assistant to the President  
Harvard University

Dr. Dolores Sandoval  
Professor of Education  
And President of Faculty Senate  
University of Vermont

Dr. Clarence Shelly  
Dean of Students  
University of Illinois

Dr. Madelon Stent  
Professor of Education  
City College of New York