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FOIA MARKER

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administrative marker by the George Bush Presidential
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Record Group/Collection: Donated Historical Materials
Collection/Office of Origin: Frieden, Lex, Collection
Series: Disability Rights Organizations
Subseries:

OA/ID Number: 52062
Folder ID Number: 52062-012

Folder Title:

[TIRR - The Institute for Rehabilitation and Research] NCD [Job information] [1997-2004]

Stack:

Row:

Section:

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Position:

Withdrawal/Redaction Sheet (George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
01. Resume	Resume [redaction] (1 pp.)	n.d.	C	

Page 1 of 1

Collection:

Record Group: Donated Historical Materials

Office:

Series:

Subseries:

WHORM Cat.:

File Location: [TIRR - The Institute for Rehabilitation and Research] NCD [Job information] [1997-2004]

Pinksheet Number: MB10674

OA/ID Number: 52061-012

Date Closed: 8/8/2016

FOIA/Sys Case #: 2016-2624-S

Re-review Case #:

P-2/P-5 Review Case #:

Lex
HR
LA
W

THE INSTITUTE FOR REHABILITATION AND RESEARCH
(Baylor College of Medicine)
Job Description and Performance Interview

JOB TITLE: Senior Vice President for Grants Administration; and Director, Independent Living Research Utilization (ILRU) program, TIRR

Academic Appointment: Professor, Department of Physical Medicine & Rehabilitation and Department of Community Medicine, Baylor College of Medicine

DATE REVISED: 8/7/97

SUPERVISION:

Report to: CEO, TIRR Systems and TIRR (on matters pertaining to TIRR System-wide and Institute-wide Planning and Development); COO, TIRR (on matters pertaining to TIRR Administration); and Chairman, Department of Physical Medicine & Rehabilitation, BCM (on matters pertaining to academic appointment).

ESSENTIAL RESPONSIBILITIES:

Senior Vice President for Grants Administration

1. Provide overall management, coordination, and support for TIRR Research program, including research, service demonstration, technical assistance, training, and related grant funded or externally sponsored activities at TIRR.
2. Engage in review and development of institutional policies and procedures related to grant supported project performance including personnel, travel, and accounting functions.
3. Arrange for the provision of technical assistance for the research program at TIRR in areas of research design, methodology, statistics, grant writing, grant reporting, and so forth, as needed.
4. Maintain and implement a strategic plan for the development of sponsored programs at TIRR.
5. Provide clearance and coordination with administrative sign-off for TIRR grants.
6. Provide coordination with other institutions which may have grant-funded activities located at TIRR, and serve as liaison with principal investigators and directors of TIRR-based research initiatives conducted by affiliate organizations.
7. Organize and manage a TIRR research and grants administration committee to:
 - a) identify and help resolve problems related to the administration of grants at TIRR;
 - b) assist in production and implementation of a strategic plan for developing externally sponsored programs at TIRR;
 - c) provide advice regarding research policies, procedures, and practices;

- d) conduct a mentorship and related training activities regarding research for TIRR staff members;
 - e) develop policies and procedures relevant to the dissemination of research findings.
8. Organize and maintain a TIRR institutional review board for research.
 9. Develop external funding opportunities for TIRR research programs.
 10. Represent TIRR research programs locally, nationally, and internationally, through participation on boards, committees, and study groups, and through public appearances and presentations at conferences, workshops, and other forums.
 11. Represent TIRR research programs internally through participation in Systems level, policy committee level, and executive committee level, meetings and activities including overall systems and institute-wide planning and evaluation activities.
 12. Supervise all otherwise unattached research-oriented departments
 13. Work with TIRR Foundation to establish an endowment to support research and education endeavors at TIRR, and to develop other means of philanthropic support for TIRR research programs.

Director, ILRU Program

1. Provide overall management and supervision to staff of approximately 25 individuals.
2. Lead departmental planning process setting goals and objectives.
3. Oversee and manage departmental budgeting process and assure controls for all department expenditures.
4. Maintain senior level liaison with grant and contract agency personnel.
5. Develop external funding opportunities for independent living and the Americans with Disabilities Act (ADA) research and technical assistance programs.
6. Represent the ILRU program locally, nationally, and internationally through participation on boards, committees, and study groups and through public appearances, presentations at conferences, workshops, and other forums.
7. Provide direct supervision and evaluation to ILRU Director of Development, ILRU Director of Training, ILRU Director of Research, ILRU Director of Administration, and senior project managers.

Job Description and Performance Interview
Page 3 --

Professor

1. Participate in departmental meeting, committees, and other activities.
2. Plan and carry out an original program of research.
3. Participate in educational programs as a lecturer, mentor, and instructor.
4. Publish academic papers, books, and articles.
5. Make presentations at academic meetings and other forums.

TRAINING AND EXPERIENCE REQUIREMENTS:

Appropriate training and experience required.

ORGANIZATIONAL TEAMWORK:

To meet the standards and competency of this position, an employee must:

1. **Maintain a professional image** (verbal and written communication ability, body language, cooperation, open mindedness, dependability, approachability, consideration of work environment, compliance with dress code).
2. **Maintain attendance standards** (punctuality, attendance, scheduling of absences).
3. **Be flexible** (adjustment to change, resetting of priorities, time management skills, resourcefulness, initiative).
4. **Interact with fellow employees, patients, visitors, and/or external customers** (effectiveness of working with others, courtesy, tact, friendliness, enthusiasm, caring and helpful nature, comforting style).

NAME: Lex Frieden
POSITION: Director

EMPLOYEE #: BCM 768840
DEPARTMENT: ILRU

DATE: 8/20/2002

ESSENTIAL RESPONSIBILITIES AND PERFORMANCE STANDARDS:

To meet the standards and competency of this position, an employee must:

	EMPLOYEE RATING	MANAGER RATING
<u>Senior Vice President</u>		
1. Provide overall management, coordination, and support for TIRR Research program, including research, service demonstration, technical assistance, training, and related grant funded or externally sponsored activities at TIRR.	<u>3</u>	<u>3</u>
Comments: _____		

2. Engage in review and development of institutional policies and procedures related to grant supported project performance including personnel, travel, and accounting functions.	<u>34</u>	<u>4</u>
Comments: _____		

3. Arrange for the provision of technical assistance for the research program at TIRR in areas of research design, methodology, statistics, grant writing, grant reporting, and so forth, as needed.	<u>3</u>	<u>3</u>
Comments: _____		

4. Maintain and implement a strategic plan for the development of sponsored programs at TIRR.	<u>3</u>	<u>3</u>
Comments: _____		

NAME: Lex Frieden
POSITION: Director

EMPLOYEE #: BCM 768840
DEPARTMENT: ILRU

DATE: 8/20/2002

- | | EMPLOYEE
RATING | MANAGER
RATING |
|---|--------------------|-------------------|
| 5. Provide clearance and coordination with administrative sign-off for TIRR grants. | <u>4</u> | <u>4</u> |

Comments: _____

- | | | |
|--|----------|----------|
| 6. Provide coordination with other institutions which may have grant-funded activities located at TIRR, and serve as liaison with principal investigators and directors of TIRR-based research initiatives conducted by affiliate organizations. | <u>4</u> | <u>4</u> |
|--|----------|----------|

Comments: _____

- | | | |
|---|----------|----------|
| 7. Organize and manage a TIRR research and grants administration committee to:
a) identify and help resolve problems related to the administration of grants at TIRR;
b) assist in production and implementation of a strategic plan for developing externally sponsored programs at TIRR;
c) provide advice regarding research policies, procedures, and practices;
d) conduct a mentorship and related training activities regarding research for TIRR staff members;
e) develop policies and procedures relevant to the dissemination of research findings. | <u>3</u> | <u>3</u> |
|---|----------|----------|

Comments: _____

- | | | |
|--|----------|----------|
| 8. Organize and maintain a TIRR institutional review board for research. | <u>4</u> | <u>4</u> |
|--|----------|----------|

Comments: _____

NAME: Lex Frieden
POSITION: Director

EMPLOYEE #: BCM 768840
DEPARTMENT: ILRU

DATE: 8/20/2002

	EMPLOYEE RATING	MANAGER RATING
9. Develop external funding opportunities for TIRR research programs.	<u>4</u>	<u>4</u>

Comments: _____

10. Represent TIRR research programs locally, nationally, and internationally, through participation on boards, committees, and study groups, and through public appearances and presentations at conferences, workshops, and other forums.	<u>4</u>	<u>4</u>
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Comments: _____

11. Represent TIRR research programs internally through participation in Systems level, policy committee level, and executive committee level, meetings and activities including overall systems and institute-wide planning and evaluation activities.	<u>4</u>	<u>4</u>
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Comments: _____

12. Supervise all otherwise unattached research-oriented departments.	<u>3</u>	<u>3</u>
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Comments: _____

NAME: Lex Frieden
POSITION: Director

EMPLOYEE #: BCM 768840
DEPARTMENT: ILRU

DATE: 8/20/2002

- | | EMPLOYEE
RATING | MANAGER
RATING |
|--|--------------------|-------------------|
| 13. Work with TIRR Foundation to establish an endowment to support research and education endeavors at TIRR, and to develop other means of philanthropic support for TIRR research programs. | <u>4</u> | <u>4</u> |

Comments: _____

Director, ILRU Program

- | | | |
|---|----------|----------|
| 1. Provide overall management and supervision to staff of approximately 25 individuals. | <u>4</u> | <u>4</u> |
|---|----------|----------|

Comments: _____

- | | | |
|---|----------|----------|
| 2. Lead departmental planning process setting goals and objectives. | <u>4</u> | <u>4</u> |
|---|----------|----------|

Comments: _____

- | | | |
|---|----------|----------|
| 3. Oversee and manage departmental budgeting process and assure controls for all department expenditures. | <u>4</u> | <u>4</u> |
|---|----------|----------|

Comments: _____

- | | | |
|--|----------|----------|
| 4. Maintain senior level liaison with grant and contract agency personnel. | <u>4</u> | <u>4</u> |
|--|----------|----------|

Comments: _____

NAME: Lex Frieden
POSITION: Director

EMPLOYEE #: BCM 768840
DEPARTMENT: ILRU

DATE: 8/20/2002

- | | EMPLOYEE
RATING | MANAGER
RATING |
|--|--------------------|-------------------|
| 5. Develop external funding opportunities for independent living and the Americans with Disabilities Act (ADA) research and technical assistance programs. | <u>4</u> | <u>4</u> |

Comments: _____

- | | | |
|---|----------|----------|
| 6. Represent the ILRU program locally, nationally, and internationally through participation on boards, committees, and study groups and through public appearances, presentations at conferences, workshops, and other forums. | <u>4</u> | <u>4</u> |
|---|----------|----------|

Comments: _____

- | | | |
|---|----------|----------|
| 7. Provide direct supervision and evaluation to ILRU Director of Development, ILRU Director of Training, ILRU Director of Research
ILRU Director of Administration, and senior project managers. | <u>4</u> | <u>4</u> |
|---|----------|----------|

Comments: _____

NAME: Lex Frieden
POSITION: Director

EMPLOYEE #: BCM 768840
DEPARTMENT: ILRU

DATE: 8/20/2002

ORGANIZATIONAL TEAMWORK AND SUPPORT RESPONSIBILITIES (OTSR)

- | | EMPLOYEE
RATING | MANAGER
RATING |
|--|--------------------|-------------------|
| 1. Maintain professional conduct and image.
(verbal and written communication ability, body language, cooperation, open mindedness, dependability, approachability, consideration of work environment, compliance with dress code).
Comments: | <u>4</u> | <u>4</u> |
| 2. Maintain attendance standards.
(punctuality, attendance, scheduling of absences).
Comments: | <u>4</u> | <u>4</u> |
| 3. Be flexible.
(adjustment to change, resetting of priorities, time management skills, resourcefulness, initiative).
Comments: | <u>4</u> | <u>4</u> |
| 4. Interactive with fellow employee, patients, visitors, and/or external customers
(effectiveness of working with others, courtesy, tact, friendliness, enthusiasm, caring and helpful nature, comforting style).
Comments: | <u>4</u> | <u>4</u> |

ETHICAL RESPONSIBILITIES

Follows code of conduct aligned with the mission, vision and values.

Any suspected or potential violations to laws, regulations, procedures, policies and practices, and cooperating with investigations; by conducting transactions in compliance with corporate policies, procedures, standards and practices; by demonstrating knowledge of all applicable compliance and legal requirements of job, based on the scope of the position; by acting honestly, ethically, and with integrity.

☒ YES

☐ NO

NAME: Lex Frieden
POSITION: Director

EMPLOYEE #: BCM 768840
DEPARTMENT: ILRU

DATE: 8/20/2002

PERFORMANCE IMPROVEMENT GOALS

GOALS	HOW MEASURED	DATE TO BE ACHIEVED	DATE ACHIEVED
Review Role of Research Admin. TARR Systems vis-a-vis TARR Systems	TARR Systems positive feedback	12/03	
Develop Chair in Research Applications	Submitted	6/03	
Assist in initiation of new TARR / TARR Foundation Experiments	Subjective	6/03	

CERTIFICATION TRAINING

Certification	Expiration Date	Certification	Expiration Date

PERFORMANCE INTERVIEW FEEDBACK FROM CO-WORKERS AND/OR EMPLOYEES

(Attachments may be included)

Areas of Strength:

Areas to Strengthen:

Other Comments:

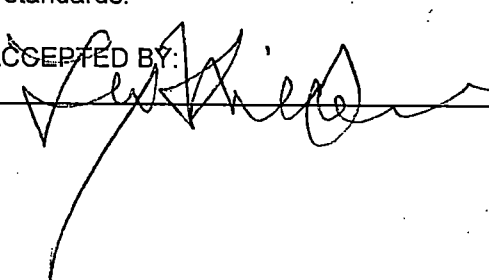
OVERALL RATING FOR INTERVIEW: 4

Supporting Comments: Lex represents TARR locally, nationally & internationally while maintaining his responsibilities as Research Administrator.

EMPLOYEE'S ADDITIONAL COMMENTS:

I have reviewed this job description and I understand that my performance interview will be based on these responsibilities and standards.

REVIEWED AND ACCEPTED BY:
EMPLOYEE



DATE 9/15/02

NAME: Lex Frieden
POSITION: Director

EMPLOYEE #: BCM 768840
DEPARTMENT: ILRU

DATE: 8/20/2002

APPROVED BY:
MANAGER

Lorisa Adams

DATE 11/5/02

During my performance interview, the responsibilities and standards listed herein were utilized to evaluate my work. I have reviewed and discussed each area with my supervisor/manager. I have, also, read and understand the goals that have been established in enhancing my developmental needs for continued quality improvement. My signature acknowledges that I have read this document, but does not necessarily indicate that I agree with it.

REVIEWED AND DISCUSSED WITH:

EMPLOYEE _____ DATE _____

APPROVED BY:
SUPERVISOR

DATE _____

MANAGER _____
PROG. ADM./V. PRES./

DATE _____

COO/CEO _____
(if applicable)

DATE _____

Rating Definitions of job requirements, departmental expectations and/or competency standards of job description

- 0 - Below - Employee does not meet standards.
- 1 - Sometimes Meets - Employee does not consistently meet standards.
- 2 - Consistently Meets - Employee consistently meets standards with minimal supervision.
- 3 - Sometimes Exceeds - Employee sometimes exceeds standards with little or no supervision.
- 4 - Consistently Exceeds - Employee consistently exceeds standards with little or no supervision.

LEX FRIEDEN
11RR - VP

797-5283
797-5284 (R-1)

Encl:

Document Originally
Attached to
Following Page

Lucy

281/471-3654

W. Paul Chase
615 Forest St.
La Porte, TX 77571

9/9/02

Congratulations
again on your appointment
as NED chairman - We're
sure you can accomplish much.
Here's a packet of
information on ACCESSIBLE SPACE -
the apartment builder I'm
working with - and I'm
real excited about

We talked about the
project once earlier - and
I'm hoping these efforts can
continue in Texas and
grow to be very helpful
for us here -

I would appreciate
your sharing ideas further -

Our email is "VACHASE@
HOUSTON.RR.COM" (all lower case)

Thanks again for all you
and Joyce have done - and

Best Wishes to you both
Karl & Virginia

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Resume	Resume [redaction] (1 pp.)	n.d.	C	

Collection:

Record Group: Donated Historical Materials

Office:

Series:

Subseries:

WHORM Cat.:

File Location: [TIRR - The Institute for Rehabilitation and Research] NCD [Job information] [1997-2004]

Date Closed: 8/8/2016	OA/ID Number: 52061-012
FOIA/SYS Case #: 2016-2624-S	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P-1 National Security Classified Information [(a)(1) of the PRA]
P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-3 Release would violate a Federal statute [(a)(3) of the PRA]
P-4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P-6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Removed as a personal record misfile.

Freedom of Information Act - [5 U.S.C. 552(b)]

(b)(1) National security classified information [(b)(1) of the FOIA]
(b)(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
(b)(3) Release would violate a Federal statute [(b)(3) of the FOIA]
(b)(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
(b)(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
(b)(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
(b)(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
(b)(9) Release would disclose geological or geophysical information

CURRICULUM VITAE AND BIBLIOGRAPHIC OUTLINE

LEX FRIEDEN

Professor, Baylor College of Medicine
Senior Vice President, TIRR

I. BIOGRAPHICAL INFORMATION

ADDRESS:

Work Address: 1333 Moursund, Houston, TX 77030
Telephone: (713) 797-5283
Fax: (713) 799-7095
E-mail: lfrieden@bcm.tmc.edu
Home Address: 3634 North Braeswood, Houston, TX 77025
Home Telephone: (713) 666-9482

DATE AND PLACE OF BIRTH:

(C)


EDUCATION:

Secondary: Alva Senior High School, Oklahoma

Graduated: May, 1967 GPA: 4.0

Honors and Awards: Valedictorian; President, National Honor Society

Undergraduate: Oklahoma State University

Dates: Fall, 1967; Credits: None - dropped mid-semester due to automobile accident resulting in permanent paralysis of lower extremities

Honors and Awards: President's Scholarship; President's Council; Residence Hall Council

Northwestern Oklahoma State University

Dates: Summer, 1967, 1968; Credits: 11

Honors and Awards: Regent's Scholarship

University of Tulsa

Dates: Fall, 1968 - Spring, 1972; Graduated: December, 1971; Credits: 129

Degree: B.S. Major: Psychology GPA: 3.52

Honors and Awards: Graduated Cum Laude; Dean's Honor Roll

Graduate: University of Houston

Dates: Fall, 1972 - Fall, 1979 (part time)

Graduated: May, 1979 Credits: 92

Degree: M.A. Major: Social Psychology GPA: 3.65

Thesis title: Validity and Reliability of the Personal Independence Inventory

Honors and Awards: SRS Doctoral Fellowship

HONORARY SOCIETY RECOGNITION:

Phi Beta Kappa, University of Tulsa

Alpha Kappa Delta, University of Tulsa

Psi Chi, University of Tulsa

INTERNSHIPS:

Baylor College of Medicine, Department of Rehabilitation, Research Assistant, 1972-1974

University of Houston, Department of Psychology, Teaching Fellow, 1974-1975

ACADEMIC APPOINTMENTS:

Professor, Department of Physical Medicine and Rehabilitation, Baylor College of Medicine
Houston, Texas, 1995-present

Professor, Department of Family & Community Medicine, Baylor College of Medicine,
Houston, Texas, 1999-present

Clinical Associate Professor, Department of Physical Medicine and Rehabilitation, Baylor
College of Medicine, Houston, Texas, 1993-1995

Clinical Associate Professor, Department of Community Medicine, Baylor College of
Medicine, Houston, Texas, 1993-1999

Assistant Professor, Department of Physical Medicine and Rehabilitation, Baylor College of
Medicine, Houston, Texas, 1991-1993

Assistant Professor, Department of Rehabilitation, Baylor College of Medicine, Houston,
Texas, 1980-1991

Visiting Scholar, Human Service Administration Program, Cornell University, Cornell,
New York, Summer, 1981

Research Instructor, Department of Rehabilitation, Baylor College of Medicine,
Houston, Texas, 1978-1980

OTHER POSITIONS HELD:

Chairperson (Appointed by President George W. Bush; Confirmed by the U.S. Senate),
National Council on Disability, Washington, D.C., 2002

Senior Vice President, TIRR (The Institute for Rehabilitation and Research), Houston
Texas, 1991-present

Executive Director, TIRR Foundation, Houston, Texas, 1988-1991

Executive Director, National Council on the Handicapped (an independent federal agency), Washington, DC, 1984-1988

Director, Independent Living Research Utilization Program, The Institute for Rehabilitation and Research, Houston, Texas, 1979-1984

Research Director, New Options Project, The Institute for Rehabilitation and Research, Houston, Texas, 1976-1980

SELECTED HONORS, AWARDS, AND CITATIONS:

Selected Oklahoma Representative, Williamsburg International Student Burgesses, 1967

Named Distinguished Alumnus, University of Tulsa, 1979

Received World Rehabilitation Fund International Study Fellowship (Sweden, Netherlands), 1980

Honored as one of Five Outstanding Young Texans, 1982

Honored as one of America's Ten Outstanding Young Men by the U.S. Jaycees, 1983

Awarded Eagle Commendation for Historic Contributions by the National Council on the Handicapped, 1986

Received Commissioner's Distinguished Service Award from the U.S. Rehabilitation Services Administration, 1987

Awarded Presidential Citations from Ronald Reagan for Meritorious Service as Executive Director of the National Council on the Handicapped, and for Distinguished Service to the President's Committee on Employment of the Handicapped, 1988

Received Distinguished Public Service Award from the American Academy of Physical Medicine and Rehabilitation, 1990

Awarded the Americans with Disabilities Act Award by the Task Force on Rights and Empowerment of Americans with Disabilities, 1990

Awarded Presidential Citation from George Bush for Distinguished Service to America in Promoting the Dignity, Equality, Independence and Employment of People with Disabilities, 1991

Received Centennial Award from the Advisory Council of Past Presidents of the American Psychological Association, 1992

Received the E. B. Whitten Silver Medallion from the National Rehabilitation Association, 1993

Awarded the Gold Key by the American Congress of Rehabilitation Medicine, 1994

Received the Milton Cohen Award for Lifetime Achievement for People with Disabilities from the American Rehabilitation Association, 1994

Received the Elmer C. Bartels Leadership Recognition Award from the National Spinal Cord Injury Association, 1995

Awarded the Henry B. Betts Award, 1998

II. RESEARCH INFORMATION

GRANTS AWARDED:

Principal Investigator and author/co-author of grants and contracts totaling more than \$21 million. Granting agencies include the U.S. Department of Health and Human Services, the Rehabilitation Services Administration, the National Institute on Disability and Rehabilitation

Research, the Equal Employment Opportunity Commission, the Charles Stewart Mott Foundation, the Robert Wood Johnson Foundation, the Dole Foundation, the Moody Foundation, the J. M. Foundation, and the Milbank Memorial Fund. Funded studies and demonstrations relate to independent living by people with disabilities, disability rights, and related policies.

PUBLICATIONS:

Author or co-author of more than 60 published contributions to the literature on independent living, disability rights, and rehabilitation. Peer reviewed journal articles include:

Frieden, L: A Tale of Two Lives. Rehabilitation Literature, January, 1973, Vol. 34, No. 1, pp 7-10.

Frieden, L: Independent Living: The Movement and Its Programs. American Rehabilitation, July-August, 1978, Vol. 3, No. 6, pp 6-9.

Frieden, L: Independent Living: The Houston Experience. American Rehabilitation, July-August, 1979, pp 23-26.

Frieden, L, and Richards, L: Independent Living: Choosing From a Variety of Programs. Disabled USA, Vol. 2, No 9, 1979, pp 11-14.

Frieden, L and Frieden, J: Organized Consumerism at the Local Level. American Rehabilitation, September-October 1979, pp 3-6.

Frieden, L and Richards, L: Program Models and Client Needs: Three Practical Applications. Catalyst, March, 1980, No. 8, pp 3-4.

Frieden, L: Independent Living Program Models. Rehabilitation Literature, July-August, 1980, Vol. 41, No. 7-8, pp 169-173.

Frieden, L: Commentary on Independent Living. Rehabilitation Literature, September - October, 1981.

Frieden, L: Independent Living in the U.S. and Implications for Other Countries. Rehabilitation World, Fall/Winter, 1981, pp 10-14.

Frieden, L and Cole, J: Independence: The Ultimate Goal of Rehabilitation. American Journal of Occupational Therapy, November, 1985, Vol. 39, No. 11, pp 734-739.

Frieden, L: Policies for the Disabled Must Encourage Individual Productivity and Independence. Business and Health, April, 1986, p 60.

Richards, L and Frieden, L: Introduction to Rural Independent Living. Rural Special Education Quarterly, Spring, 1992, Vol. 11, No. 1, pp 3-5.

Frieden, L and Nosek, M: The Issue is--The Americans with Disabilities Act--Will It Work? American Journal of Occupational Therapy, May, 1992, Vol. 46, No. 5, pp 466-469.

Smith, Q, Wilkinson, W, Frieden, L, and Holcomb, J: The Americans with Disabilities Act (ADA): New Challenges for the Health Professions. Journal of Allied Health, Summer, 1992, Vol.21, No. 3, pp 149-159.

Fasser, C. E., Smith, Q. W., Frieden, L., Smith, L., Holcomb, J. D: Addressing The Healthcare Needs of People with Disabilities. Journal of the American Academy of Physician Assistants, January, 1994, Vol. 7, No. 1, pp 26-32.

Wilkinson, W., Frieden, L., Smith, Q: Implications of the Americans with Disabilities Act for Training of Independent Living Personnel. Rehabilitation Education, Winter, 1994, Vol. 8, No. 1, pp 47-58.

Frieden, L, Smith, L, Wilkinson, W, Redd, L, Smith, Q. Spinal Cord Injury and Managed Care: A Consumer Viewpoint, Topics in Spinal Cord Injury Rehabilitation, Gary Ulicny, PhD., special issue editor, 1998, Vol. 3, No. 4, pp. 80-88.

Frieden, L, Richards, L, George, C. Global Perspectives on Independent Living: A Report on the First International Summit Conference on Independent Living, Asia & Pacific Journal on Disability, April, 2000, Vol. 3, No. 1, pp. 32-42.

Wilkinson, W., Frieden, L. Glass-Ceiling Issues in Employment of People with Disabilities. Employment, Disability, and the Americans with Disabilities Act: Issues in Law, Public Policy, and Research, edited by Peter David Blanck, Northwestern University Press, Evanston, Illinois, 2000.

LECTURES AND PRESENTATIONS:

Presented more than 420 speeches and presentations at local, state, national, and international events. These presentations include keynote speeches and presentations for:

American Academy of Cerebral Palsy and Developmental Medicine
American Association for the Advancement of Science
American Association of Retired Persons
American Bankers Association
American Congress of Rehabilitation Medicine
American Hospital Association
American Medical Students Association
American Occupational Therapy Association
American Personnel and Guidance Association
American Psychological Association
American Society of Law and Medicine
American Speech, Hearing, and Language Association
American Spinal Injury Association

Commission on Accreditation of Rehabilitation Facilities
Council of State Administrators of Vocational Rehabilitation
Epilepsy Foundation of America
Federal Emergency Management Agency
Gulf Oil Corporation
International Organization for Economic Cooperation and Development
National Consumer Electronics Show
National Council on the Aging
National Easter Seals Society
National Forum of Black Public Administrators
National Head Injury Foundation
National Institutes of Health
National Rehabilitation Association
President's Commission on Americans Outdoors
President's Committee on Employment of People with Disabilities
Rehabilitation Engineering Society of North America
U.S. Civil Rights Commission
U.S. Department of Agriculture
U.S. Department of Education
U.S. Department of Health and Human Services
U.S. Department of Labor
U.S. House of Representatives Committee on Education and Labor
U.S. Senate Committee on Labor and Human Resources
White House Conference on Handicapped Individuals
White House Domestic Policy Council
White House Rose Garden Celebration
World Assembly of Rehabilitation International
World Congress of Rehabilitation

JOURNAL AND EDITORIAL BOARDS:

Member, Editorial Advisory Board, Rehabilitation Literature, 1980-1987
Consulting Editor, Rural Special Education Quarterly, 1986-1994
Member, Editorial Advisory Board, Rehabilitation Education, 1987-1997
Member, Editorial Board, Journal of Disability Policy Studies, 1989-1996
Contributing Analyst, Health Line, 1992-1997

NATIONAL AND INTERNATIONAL SCIENTIFIC COMMITTEE MEMBERSHIPS:

Member, Panel on Programs to Aid the Handicapped, U.S. House of Representatives
Committee on Science and Technology, 1976-1978
Texas Delegate, White House Conference on Handicapped Individuals, 1977
Member, National Rehabilitation Indicators Advisory Committee, 1978-1982
Member, Technical Assistance Program Advisory Committee, U.S. Department of
Housing and Urban Development, 1979-1980
Member, Federal Regional Rehabilitation Training Advisory Committee, 1979-1983

Member, Peer Review Panel, Rehabilitation Services Administration, 1979-1981
Member, Prime Study Group (Independent Living), National Institute on Rehabilitation Issues, 1980
Member, Prime Study Group (Peer Counseling), National Institute on Rehabilitation Issues, 1981
Chairman, Long Range Planning Committee on Knowledge Utilization, National Institute on Disability and Rehabilitation Research, 1983
U.S. Representative, International Panel on Rehabilitation, Employment, and Economics, Organization for Economic Cooperation and Development, Paris, France, 1989-1990
Member, Advisory Committee on Prevention of Secondary Disabilities, U.S. Centers for Disease Control, 1989-1990
Member, Knowledge Utilization Policy Committee, National Institute on Disability and Rehabilitation Research, 1989
Executive Committee Member, Long Range Planning Committee, National Institute on Disability and Rehabilitation Research, 1990-1992
Member, Medical Rehabilitation Research Study Group, National Institutes of Health, 1990
Member, Railroad Access Advisory Board, National Railroad Passenger Corporation (Amtrak), 1990-1996
Member, Review Panel on Long Term Care, Institute of Medicine, National Academy of Sciences, 1991
Member, Task Force on Rehabilitation Research Training, National Institutes of Health, 1991
Member, Transportation Access Research Panel, U.S. Office of Technology Assessment, 1991-1993
Chairman, National Advisory Board, National Center on Medical Rehabilitation Research, National Institute on Child Health and Human Development, National Institutes of Health, 1991-1993; Member, 1991-1995
Member, Panel on Social Security Disability Program Reform, National Academy of Social Insurance, 1993-1998

PROFESSIONAL ORGANIZATIONS AND POSITIONS HELD:

Director, National Commission on Rehabilitation Counselor Certification, 1976-1987
Executive Committee Member, National Commission on Rehabilitation Counselor Certification, 1981-1987
Legislative Ambassador, American Congress of Rehabilitation Medicine, 1982-1984
Co-Chairman, National Rehabilitation Association Commission on Environmental and Consumer Affairs, 1982-1984
Vice President, National Board for Rehabilitation Certification, 1983-1984
Member, Committee on Social, Environmental, and Ethical Aspects of Rehabilitation, American Congress of Rehabilitation Medicine, 1987-1989, and 1992-1994
Executive Board Member, American Occupational Therapy Association, 1993-1995
Executive Board Member, American Occupational Therapy Foundation, 1996-2000
Assistant National Secretary, U.S. Council on International Rehabilitation, 1990-1996

Deputy Vice President for North America, Rehabilitation International, 1990-1995
Vice President for North America, Rehabilitation International, 1996-2000
President, Rehabilitation International, 2000-present

PROFESSIONAL ADVISORY COMMITTEES AND POSITIONS HELD:

Member, Arkansas Regional Continuing Education Program in Rehabilitation Advisory Committee, 1979-1984
Chairman, Texas Independent Living Advisory Committee, 1980-1982
Member, University of Arkansas Rehabilitation Counselor Training Program Advisory Committee, 1980-1985
Member, AFL-CIO Rehabilitation Advisory Committee, 1981
Member, Human Resources National Model Independent Living Center Advisory Committee, 1981-1984
Member, Governor's Long Range Planning Commission for Texans with Disabilities, 1982-1983
Member, Southern Illinois University Rehabilitation Institute National Advisory Committee, 1983-1985
Member, Southwest Research Institute Rehabilitation Engineering Center National Advisory Committee, 1983-1984
Chairman, University of Arkansas Rehabilitation Counselor Training Program Advisory Committee, 1983-1984
Member, West Virginia Research and Training Center on Vocational Rehabilitation National Advisory Committee, 1987-1988
Member, National Rehabilitation Hospital Rehabilitation Engineering Center, National Advisory Committee, 1987-1992
Member, South Carolina Rehabilitation Engineering Center National Advisory Committee, 1987-1992
Member, Electronics Industries Foundation Rehabilitation Engineering Center National Advisory Committee, 1988-1991
Member, University of Kansas Research and Training Center on Families National Advisory Committee, 1988-1991
Co-Chairman, Texas State Steering Committee on Technology Related Assistance, 1989-1990
Chairman, Texas Department of Human Services Task Force on Improving Services to People with Disabilities, 1989-1991
Member, World Institute on Disability Research and Training Center on Independent Living National Advisory Committee, 1990-1995
Board Member, Health Law and Policy Institute at the University of Houston Law Center, 1991-present
Member, Texas Occupational Injury and Illness Study Advisory Board, 1992-1995
Member, University of Maryland Center on Aging National Advisory Committee, 1994-1998
Member, Advisory Committee, Cornell University Rehabilitation Research and Training Center For Economic Research on Employment Policy for Persons with Disabilities, 1999-present

III. VOLUNTARY AND COMMUNITY SERVICE INFORMATION

VOLUNTARY ORGANIZATIONS AND POSITIONS HELD:

Vice President, Tulsa Chapter, Alpha Phi Omega National Service Fraternity, 1971-1972

Co-Founder, Wheelchair Independence Now, 1971

Secretary, American Coalition of Citizens with Disabilities, 1975-1976

Co-Founder, Coalition for Barrier Free Living, 1975

Director, Coalition for Barrier Free Living, 1975-1977

Co-Founder, Coalition of Texans with Disabilities, 1978

Outstanding Member, Coalition for Barrier Free Living, 1979

Executive Committee Member, Houston Center for the Handicapped Planning Committee, 1980-1982

Co-Founder, National Council of Independent Living Programs, 1981

Co-Founder and Secretary, Disability International - USA, 1987

Member, Job Accommodation Network of America National Board of Directors, 1987-1988

Member, Easter Seals National Program Advisory Committee 1987-1988

Member, National Advisory Committee on Scouting for the Handicapped, Boy Scouts of America, 1987-1989

Executive Committee Member, President's Committee on Employment of People with Disabilities, 1989-1995

Board Member, The Institute for Rehabilitation and Research Foundation, 1989-present

District Chairman, Scouting for the Handicapped Division, Sam Houston Area Council Boy Scouts of America, 1990-1991, and 1993-1994

Member, Sam Houston Area Council Boy Scouts of America Board of Directors, 1990-present

Administrator, Bush Medal Award Committee, 1993-present

Chairman of the Board, American Association of People with Disabilities (AAPD), 1996-2000

AWARDS FOR VOLUNTARY SERVICE

Received Outstanding Member Award from the Alpha Phi Omega National Service Fraternity at the University of Tulsa, 1972

Received Outstanding Member Award from the Coalition for Barrier Free Living, 1975

Received Houston's Mayor's Commendation for Outstanding Service to the Community, 1982

Received Americanism Award from the Houston Junior Chamber of Commerce for Outstanding Contributions to the Community, 1983

Awarded Citation for Meritorious Service by the Harris County Committee on Employment of People with Disabilities, 1988

Awarded District Award of Merit by the Sam Houston Area Council Boy Scouts of America, 1991

Received Silver Beaver Award from the Sam Houston Area Council Boy Scouts of America, 1992

Received Carrington Mason Award from the Sam Houston Area Council Boy Scouts of America, 1994

PERSONAL DATA

Marital Status: Married, one grandchild at home

Hobbies and other interests: Amateur radio (WB5AFW), personal computing

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Alva Review Courier

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Not Sure	☐	6%

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12/28/03

By Helen Barrett

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Alva Review Courier

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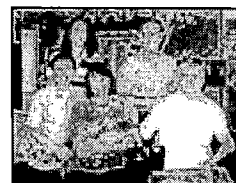


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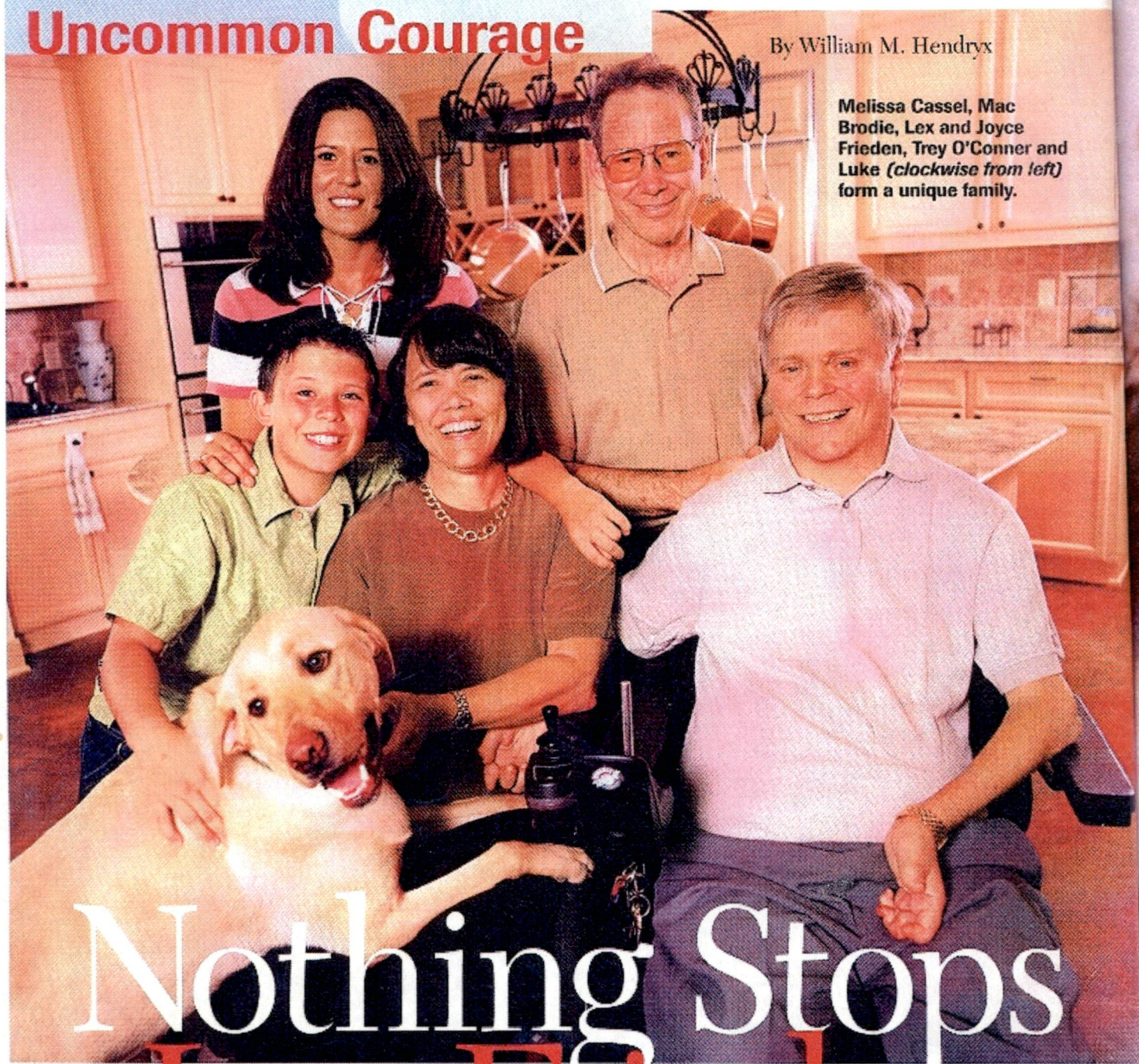
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Uncommon Courage

By William M. Hendryx

Melissa Cassel, Mac Brodie, Lex and Joyce Frieden, Trey O'Conner and Luke (clockwise from left) form a unique family.



Nothing Stops Lex Frieden

"Who's ready for lunch?" asks Lex Frieden, his tone clear, a wry grin gracing his boyish face. He bears all the marks of a man accustomed to taking the lead. "What do we want, Italian food or Mexican?" he asks, hiding his preference for the latter.

"Italian," says Joyce, his wife of 26 years. "Italian," echoes Mac Brodie, their housemate and Lex's almost constant companion since the early '70s. Outvoted, Lex plays at disappointment, but in the blink of an eye, all are out the door and headed for the van. Lex and Joyce require motorized wheelchairs; Mac needs help remembering where they are

going. Forming a triangle, the three of them are a family and friends, fully committed to one another. Where one is lacking, the other fills in, enabling them to live together, independent of outside care. Joyce does the driving.

Contributing editor William M. Hendryx is based in Dallas.



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Joyce and Lex eloped in a quiet ceremony in front of the Jefferson Memorial in Washington, D.C.

Uncommon Courage Continued from page 44

shopping and a host of other chores. Mac serves as Lex's arms and legs, assisting with his hygiene, helping him get dressed, even simply holding a drink to his lips during meals. Meanwhile, Lex functions as Mac's memory, his aide in processing information, staying organized, making decisions and dealing with finances.

Lex, now 54, was a brilliant freshman at Oklahoma State University, full of promise and hope. During Thanksgiving weekend in 1967, he and a carload of pals were out for a ride when another car struck theirs head-on. His friends all climbed out of the wreckage relatively unscathed. When Lex tried to follow, he couldn't move. His neck was broken at the fifth vertebra, and he has since had no use of his lower body, no grip in his hands, and only limited use of his arms.

Joyce was struck by a rare disease during the early 1970s. A single mom at the time, she was diagnosed with encephalomyelitis. It was like having three life-threatening diseases at the same time—each attacking the central and peripheral nervous systems. While preparing for her own death, Joyce begged her parents to adopt her daughter, Melissa, nearly 2, and they tearfully agreed. Weeks later Joyce miraculously recovered, but was left paralyzed from the waist down. She spent one year in a rehabilitation facility, then another year learning to live independently, while Melissa stayed with her parents.

Mac suffered a brain injury in the late '60s when, as a Navy corpsman, his squad encountered a land mine while on patrol in Vietnam. Mac was slammed against a tree, hitting his head, and the impact affected his ability to think and make decisions and his recall. Although he appears quite normal today, with the body and strength of a well-conditioned man in his mid-50s, he often occupies himself by sitting quietly in a corner, drawing cartoon characters.

As they head toward lunch, Joyce leads the way. Using a magnetic switch, she opens the double doors at the rear of their specially equipped van, lowers a lift and wheels herself inside. Mac similarly assists Lex, securing his chair with special straps as Joyce hoists herself into the driver's seat. Using a single hand lever to accelerate and brake, Joyce maneuvers through the infamous congestion of Houston traffic with practiced ease. Soon she pulls up to a restaurant they frequent, and the loading procedure is reversed. Within moments everyone is seated inside, menus in hand.

The entire process seems so easy. And it is, relatively speaking—but not by chance. The Americans with Disabilities Act, signed into law in 1990, has a lot to do with that "relative ease." And Lex Frieden had a lot to

do with that legislation. As executive director of the National Council on Disability in the mid-1980s, Lex and his staff developed a proposal that became the foundation for the ADA, the first civil rights law to protect the disabled against discrimination in employment, public accommodations, transportation and more.

"Reasonable accommodation," says Lex. "In the final assessment, those were the key words in making that legislation work. We tried to define the requirements that businesses would need to meet, while not creating a hardship on those businesses."

Once that reality neared, Lex was free to pursue his other passion: developing a formula for disabled people to live independently, and then teaching that formula through his association with a group called Independent Living Research Utilization. He, Joyce and Mac are a prime example of just how it can happen.

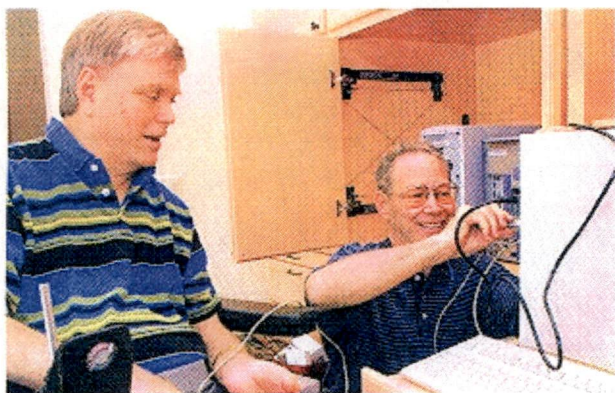
They are the definition of symbiosis—an interaction between dissimilar organisms living physically close, especially one in which each benefits the other. "We couldn't live this way without Mac," says Lex, "and he couldn't live this way without us. The arrangement is mutually beneficial, and we each have vastly improved lifestyles as a result."

Lex and Mac first teamed up in 1972. Lex was living at an experimental housing annex sponsored by the Institute for Rehabilitation and Research, located in the renowned Texas Medical Center in Houston. Residing in a nearby home for the mentally retarded, Mac volunteered to assist residents at the annex. The two men established a bond right away, but it was Mac's mother who suggested they might be able to live on their own if they pooled their abilities. A third man, one who could drive, joined them, and they soon rented a house together.

A couple of years later Lex met Joyce while both were attending the University of Houston, he in graduate studies, she as an undergraduate. Joyce attended a rally he was hosting for the disabled, in order to build a coalition of local organizations involved with the issue. She later visited his home to help type bylaws for the coalition. That night, when a rainstorm caused a flash flood, Lex suggested she stay over rather than get soaked. A few months later she moved into the guest bedroom, and two years later she and Lex eloped. Their wedding ceremony in 1977 was held in front of the Jefferson Memorial in Washington, D.C.

Joyce initially thought she would find a partner who was not disabled, who could help her counter the practical limitations of requiring a wheelchair. "But I've always been attracted to brains," she says. "I figured between the two of us, we could figure out a way around any problem."

Joyce and Lex have become the legal guardians for Joyce's grandson, Trey O'Connor, now 12. "Melissa and her husband were going through extreme difficulties," says Joyce, "and Trey needed a stable environment. [Trey has at-



For nearly 30 years Lex and Mac have lived together independently by drawing on each other's strengths.

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tention deficit hyperactivity disorder.) It worked out well for everyone, and both his parents are again involved in his life."

"Trey adds energy to our mix," Lex says. "We're always going to a soccer game, or a basketball game, or a pizza joint. Like everyone else, we pile into the van and take off." Not that there was ever a lack of energy. Lex and Joyce have traveled extensively since marrying, both for pleasure and also to meet with leaders, presidents and royalty around the globe in an effort to further their cause. Mac, of course, goes where they go. As for Trey, he likes the arrangement, too. "My life is more interesting because

I get to meet the President and skip school," he says.

It is Lex Frieden's hope, indeed his ambition, that the symbiotic relationship between him, Joyce and Mac will someday serve as a template for all people with disabilities who would like to live this way. "We want the same opportunities enjoyed by everyone else," Lex says. "We want to choose how and where to live, and we want to live with minimal reliance on others."

His tone has no trace of defiance or resentment. "Some people have a way of casting aside the disabled, of expecting less of us," he says, recalling the early days after his accident. "The truth is we're no different from anyone else. We don't feel bad about ourselves. We're happy, we love to have fun, and we're eager to accomplish things."

Those initial moments of being "cast aside" were more traumatic than the accident itself, says Lex. After he first recovered, Lex entered rehabilitation at the TIRR center in Houston. There he learned about the tools of his new world—such as wheelchairs and catheters—and how to exercise, attend a movie or a baseball game, or go to a restaurant when you have wheels for legs.

To Lex, who has a lifelong love affair with learning, it was just another obstacle, a problem to solve. "What some see as intimidating, I see as a puzzle, a curiosity, something to learn," says Lex. Through it all, he never felt sorry for himself, and he never felt restricted by his disability. At least, not until he decided to go back to college.

"I knew that no matter what, I could go to school, and I