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Links](#)**Themes of the Conference**

The following themes emerged during discussions and presentations at Family Re-Union V:

1. A strong country requires a strong economy; a strong economy depends on strong workers; and strong workers come from strong families and communities. When one element falters, the others also suffer. But when families, communities, workers, and employers join forces, they can create healthy, productive environments and resilient, capable people.

2. Popular perceptions of work and family are changing to match new realities. The traditionally competitive relationship between work and family is giving way to a belief that work and family can be integrated so that men and women can succeed in both endeavors. Proponents of the new view believe that families will be healthier and businesses more successful if workers are seen as emotional beings who are part of a larger community, if policies and practices help families become healthier and stronger, and if parents can balance family and work responsibilities. Vice President Gore observed that work in America has evolved from an industrial model, which viewed workers as "muscles" to be used in manufacturing, to an information age that acknowledges workers as "minds as well as muscles." It is now time to acknowledge workers' emotions and the importance of their families to their effectiveness in the workplace and in the home.

3. Many stakeholders have a role in balancing work and family. Workers should take the lead by fighting for their families and pushing for family-friendly changes in the workplace; community groups and organizations should help families become and stay strong; employers should accommodate workers' family needs; and governments should model healthy employment practices and eliminate anti-family barriers in legislation and policy. People who are unemployed, underemployed, or poor also need a role in research, practices, and policies addressing work/family issues because the need to support families financially has a great impact on family relationships, structures, and involvement.

4. Solutions to family issues should be inclusive, thorough, and constructive. Family-friendly work environments require the leadership of top administrators who acknowledge the importance of balancing work and family, but they also require pervasive changes in culture and structure throughout the workplace. In addition, solutions should emphasize the strengths of families and communities rather than their deficits.

5. Family-friendly policies benefit businesses as well as individuals. Current and emerging research, as well as anecdotal evidence provided by business leaders and their employees, documents many positive

examples.

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Challenge to the Conference

Vice President Gore challenged conference participants to consider the profound changes that have occurred in the relationship between work and family, the implications these changes have for policies and practices, and the new directions taken by emerging concepts of work and family.

Now, more than at any other time in American history, families and work places are being "crunched" by change, Gore said. Parents must work longer hours, under greater pressure to constantly upgrade their skills; lifetime job security is no longer guaranteed. At the same time, the family has become the "shock absorber" for this change.

Gore traced these changes to the shift in the American economy from the industrial age to the current high-tech, global information age. During this evolution, more women entered the work force, workplace competition intensified as workers became valued for their intellect as well as their strength, and more children were raised in families in which both parents worked outside the home. As a result, work and family were placed in fierce competition with each other«and for one to win, the other had to lose.

Although the new economy "sparkles with possibility," Gore observed, "no society can make a transition this profound without anxiety and upheaval. The road to the new economy is marked by twisting, unexpected turns.... Getting there won't be easy." Conventional wisdom about work and family is slowly changing to meet the new reality, however, and initiatives are emerging to balance work and family, Gore said:

[A]s you listen to the ideas and information exchanged here... you may begin to glimpse the contours of a brand new way of thinking about the wholeness of our lives, with work and family more closely integrated in a way that allows men and women to aspire to be successful in both realms.

This new view holds that... family and work need each other, that for work places to remain productive, healthy, and profitable, especially in the long run, they must help their employees meet their family obligations. That in a new economy, allowing workers to integrate their family life into their workplace will be a key sources of competitive advantage. That national economic strength will depend on national family strength.

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Forum 1: What is the Reality for American Families?

The first forum, moderated by the President and Vice President, served as a Town Meeting between the nation's top leaders and members of working families from across America. Seventeen panelists, who represented an array of work and life experiences, shared personal stories that highlighted key issues in the struggle to balance work and family commitments. The panelists also identified elements of the work culture that must be changed in order to achieve that balance and described family-friendly strategies that work.

The conversation offered a rare opportunity for front-line workers and corporate executives to exchange perspectives not only with Clinton and Gore but with each other. Participants included:

Deborah Allen, a forklift operator for Fingerhut-Tennessee Distribution and a single mother who finds it difficult to integrate work and family responsibilities

Bob Boruff, vice president of manufacturing for Saturn Corporation, whose company helps employees learn skills that are useful both in the workplace and in their personal lives

Marine Cpt. Gregory Bryant, who has developed services that strengthen ties between deployed military personnel and their families

Amy Comstock, a lawyer for the U.S. Department of Education's ethics office, who shares her job with a colleague in order to spend more time with her young children

Jerlean Daniel, president of the National Association for the Education of Young Children and an assistant professor of child development and child care at the University of Pittsburgh

Denise DeCoursey, a certification specialist at Nashville's St. Thomas Hospital, who uses her employer's family-friendly personnel policies to improve her education and resolve family emergencies

Lisa Farnin, a project leader for Ford Electronics and Refrigeration Corp. who leads her company's Work/Family Initiatives Task Force

Pam Farr, senior vice president of human resources for Marriott International and a single mother, who has created many "work-life" services for employees including a free crisis resource hotline available in three languages

Raymond Gilmartin, chair, president, and chief executive officer of Merck & Co., a business leader who advocates flexibility and family-friendly policies in the workplace

Delores Jordan, mother of basketball star Michael Jordan and the author of a book on the importance of family

Elliot Lehman, co-chair emeritus of Fel-Pro, Inc., a company that offers myriad family benefits and services
David Olsen, chief executive officer of Patagonia, Inc., who advocates wide-ranging family services in order to create a workplace where employees can focus on product quality instead of being distracted by family needs

Vance Opperman, president of West Publishing Co., who attributes his company's low employee turnover rate to its family-friendly policies

Robert Pollard, who used skills learned in a paternal involvement program in Chicago to overcome homelessness, unemployment, and estrangement from his children

Mary Robinson, a 12-year-old girl who attended day care and after-school latchkey programs for 10 years because both of her parents worked outside the home

Howard Schultz, chief executive officer of Starbucks Coffee Company and winner of the 1994 Business Enterprise Trust award for social vision in business

Faye Washington, chief administrative officer of the Los Angeles Department of Water and Power, who initiated family-oriented services for her department's 9,000 employees

These panelists recognized a core set of problems that challenge working parents, including: (1) lack of affordable, accessible, and safe day care for children and elderly parents; (2) inflexible work schedules that conflict with family obligations by requiring early-morning or late-day meetings and work on weekends; (3) inadequate family leave policies; and (4) a diminishing focus on families within American culture. As panelist Jerlean Daniel observed, Americans have largely forgotten that "work only exists to help families survive and have a good life. Our children are getting lost in the shuffle."

At the same time, some good models exist for workplace policies that give children, families, and businesses equal importance. According to forum participants, these models are guided by the following principles:

1. Children need nurturing in order to learn and to become attached to their families and to society. Good parenting instills strong values along with hope and love, Jordan said«but there is no quick fix: "It's hard work. It takes commitment. It takes focus. It takes dedication and being there." Because an investment in children builds the kind of strong individual who can contribute to the workplace and to society in general, workplace policies and strategies should help parents build that attachment.

2. Workers need peace of mind regarding their families so they can perform at work to the best of their abilities. "We found that associates [who] were distracted and absorbed in family crises were not as friendly, not as attentive to the needs of our customers," said Marriott's Farr. This is especially critical for military personnel«both men and women«many of whom are separated from their families under stressful circumstances for long periods, Bryant added; services that keep these workers connected with their families "allow you to do your job the best way you can."

3. Parents should be able to make family commitments a priority, when necessary, without paying a penalty at work. Parents who need scheduling flexibility to resolve child care problems, accommodate a sick child, or spend weekends with their families«life choices that have a direct impact on the family's quality of life«should not feel constrained by their work responsibilities, Allen argued. "We need for employers to take seriously our needs when they design the work schedule.... Workers like us need to have better options and affordable child care."

4. Family-friendly policies build trust and credibility among workers by providing good benefits and continually adding to them; avoiding layoffs and downsizing; and making a commitment to extensive, daily,

lifelong learning and retraining for workers so companies can promote from within. The combination of these corporate philosophies builds a stable work force and promotes the concept that "people are the core of [a] business," according to Opperman, whose company has more than 200 employees who have stayed with the company for 35 years or more. Family-friendly approaches also work because they enable workers to be self-reliant and to find satisfaction and self-worth instead of frustration in the workplace, Farr added.

5. Policies and practices should be varied to address the needs of diverse families and family members. Every family is unique, noted Farr; family members may define themselves as married, single, single heads of households, blended, extended, or cohabitating single individuals. All of these types of families may have different needs at different times. For example, "a flexible schedule has very little appeal when you're about to be evicted from your apartment and you're a single parent of three children under the age of 12," Farr said. An appropriate combination of services and policies may include care for children and other dependents, management training, flexible work arrangements, and access to crisis resources.

6. Effective family-friendly programs do not necessarily require large investments of time or money by an employer. "The benefits that get us the most recognition cost us only 70 cents an hour. For that, we get a tremendous amount of support and pleasure" from workers, noted Lehman. Even when the investment is significant, the benefits far outweigh the costs, added Farr, whose company's family support program has demonstrated "a five-to-one payback for every dollar" in terms of lower absenteeism, fewer accidents at work sites, better customer service, and increased employee satisfaction and loyalty.

Real-life solutions that implement the principles described above can make a tremendous difference in workers' lives, panelists agreed. For example:

Denise DeCoursey has worked at St. Thomas Hospital in Nashville for eight years. During that time, she has received two promotions and doubled her income. Denise is allowed to use personal days flexibly to meet family needs, and the hospital's day care and employee assistance programs subsidize her child care costs and help pay for emergencies. "I'm motivated to be at work every day I can, 'cause on days when... my child is sick, I can use my sick time to cover it," Denise says. "When my children need to go on field trips, I can use vacation time."

Lisa Farnin is one of seven employees who devised family-friendly policies for Ford Electronics in Lansdale, Pennsylvania. On their own time, the workers assessed problems and examined various solutions. "There are many family-friendly programs out there that don't take a significantly large investment of either time or money, short of [the time spent] studying them and working on the mental paradigm shifts [required]," Lisa said. The company adopted job sharing, a reduced work schedule, flextime, a resource and referral service, and paternity leave. The reduced schedule allows Lisa to balance life as a mother, wife, engineer, and student.

Faye Washington, chief administrator of the Los Angeles Department of Water and Power, realized that her employer's family programs primarily child care centers did not reach the male employees. So she started a fathering program, with popular lunch-time information sessions in the company's research library. A corporate nurse provides a lactation program for working, nursing mothers that fathers also attend. The programs have reduced absenteeism and improved the quality of family life in the workplace, Washington said.

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Keynote Address

President Clinton, who delivered the keynote address, assured conference participants that he views strong families and supportive workplaces as key ingredients for a safe, healthy, and productive country. Well-integrated work and family commitments have both immediate and longterm benefits: Parents who can spend more time with their children without worrying about the impact on their careers are happier workers, and their increased productivity immediately makes businesses more profitable. Over time, parents who can take time to read with their children or participate in their education also help create a more literate, knowledgeable society. "It may seem small, but it may be the difference in whether you raise a whole bunch of productive citizens, or self-absorbed and completely alienated people," Clinton said. "It may make the difference in whether people... live lives of responsibility or lives of rage."

Despite the importance of strong families, many circumstances tax the capacity of parents to be good workers and good parents, the President noted. In particular, parents face strong cultural, financial, and time pressures that interfere with parenting. First, parents must worry that even if they teach positive values to their children, cultural elements«especially gangs, drug use, advertising of negative or unhealthy behaviors, and violence glorified in the media»can undermine those values. Second, financial pressures force many parents to spend more time at work than at home and leave families vulnerable to the high costs of education, training, and health care. Third, the full commitment that many parents must make to the workplace leaves them little time to spend at home, where they could focus on creating strong and secure families«despite the fact that without strong families, "the harder you work the more you fall behind and the more frustrated you become," Clinton said.

By taking a leading role on the Safe and Drug Free Schools initiative, community policing efforts, and passage of the Brady Bill and the Family Leave Act, the Clinton administration has created a framework for changes that benefit children and families, the President said. But in addition to developing a framework for reforms, American policy makers must also change American culture to help people balance work and family, he added.

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Forum 2: The Workplace and Community Perspective

The second forum, moderated by Vice President Gore and Tipper Gore, was designed to explore complex work and family issues from the perspective of communities—especially the community of the workplace. Communities provide the context in which children and families either flourish or falter and in which employees and employers make choices, confront obstacles, and develop solutions. But just as the balance between work and family is delicate, so is the balance between work and home communities. As the workplace community has grown, with both parents in many families working outside the home, communities at large have faced significant changes. Fewer adults have time to contribute to activities involving their own or neighborhood children; work-related stress taxes the emotional and spiritual life of community members; and community organizations scramble to fill gaps in workers' child care and health care needs. The second forum examined these community issues and implications in order to develop a better understanding of the multi-layered relationship between work and family life.

Twelve panelists from businesses, state and local government, foundations, academia, and the fields of education, medicine, religion, and labor joined the Vice President and Mrs. Gore onstage to share their insights. In addition, participants at three sites across the country joined the forum via satellite linkage. The participants included:

Burt Berkeley (participating via satellite), founder of Kansas City, Missouri's Local Investment Commission, a volunteer organization that develops comprehensive neighborhood services

Rep. Jane Campbell, assistant minority leader in the Ohio House of Representatives and a proponent of bills to simplify the voluntary paternity establishment process and expand subsidized child care

J.T. (Ted) Childs, Jr., director of workforce diversity for IBM Corporation and a member of the New York Governor's Advisory Council on Child Care

Perry Christensen, director of human resources planning for Merck & Co. and co-chair of the Wharton/Merck Work/Life Roundtable, a group of business school professionals and company leaders who conduct research on work/life issues

Emanuel Cleaver II, mayor of Kansas City, Missouri and a long-time advocate of family-friendly civic and community programs

Rev. David Jones, Jr., assistant superintendent of personnel for Metropolitan Public Schools in Nashville and pastor of a church that owns and operates a child care center and a senior citizen's center David Knapp (participating via

satellite), executive director of the United Labor Agency in Cleveland

Linda Mason, co-founder and president of Bright Horizons, which manages more than 100 corporate-sponsored child care centers across the United States

Kathleen Meyer, executive director of the Business Enterprise Trust, which promotes the stories of business strategies that combine sound management with social conscience

Douglas Price, president of FirstBank of Denver, Colorado and chair of the Business Commission on Child Care Finance

Fran Sussner Rogers, chief executive officer of Work/Family Directions and former federal administrator of New York and New Jersey child care and community programs

Deborah Stahl, executive director of the Lucent Technologies Foundation and former manager of AT&T's Work and Family Programs

David Tayloe, Jr., a pediatrician in Goldsboro, North Carolina who advocated successfully for a statewide childhood immunization program and home visits for families of newborns

Valora Washington, special assistant to the president of the W.K. Kellogg Foundation and administrative leader of corporate programs for youth, families, and neighborhoods

Gail Wilson (participating via satellite), executive director of the Colorado Office of Resource and Referral Agencies, which implements and oversees the statewide system of child care resource and referral agencies

These panelists emphasized the need to support both work and family communities by (1) fostering alliances among workers, employers, and communities, (2) facilitating systemic changes in workplace culture, policies, and practices and (3) creating environments that benefit both workers and businesses. They focused on the following issues:

1. Business owners, administrators, and managers must embrace and facilitate changes in the work culture that support families. The framework for change provided by policies and legislation is only a starting point; businesses also must change management practices, productivity incentives and rewards, and the criteria used to establish employee hierarchies to match family-friendly policies. These changes occur slowly, because employers consider family needs to be marginal issues, noted Rogers. "Support means... managing people as if we trust them and respect them," she said. "We have to give this more urgency."

2. Strong families and workplaces require strong communities and neighborhoods that connect children and families with opportunities, services, and supports. Not all companies follow innovative, family-friendly practices, and some workers who depend on company-paid benefits but want more flexible policies feel trapped at these companies. Business investment in "the broader structure" of neighborhoods and communities can augment family resources for these workers, noted Washington.

For example, in Kansas City, Missouri, the Local Investment Commission provides a framework for residents, 34 commissioners, and more than 400 business volunteers to collaborate in developing comprehensive neighborhood services, such as helping welfare recipients find work, obtain Medicaid insurance, or locate child care. The partnership also trains neighborhood residents as early child care workers and works with schools to ensure that children are safe, healthy, and educated. With the help of special waivers, businesses collaborating with the partnership employ welfare recipients, whose federal assistance payments are channeled through the employers into the workers' paychecks until they are able to leave the welfare system. "We need to change the culture of our country community by community," explained

Berkeley. "Possibly for the first time, resources of government are being brought into line with the capacity of the community to solve its own problems."

3. Partnerships among businesses and community-based organizations enable employers to strengthen families on a broader scale. Businesses have a role in linking with community organizations to close gaps in workers' access to high-quality, essential services, panelists agreed. For example, a partnership between AT&T and workers' unions invested \$25 million in community projects that served employees; in another case, 21 companies participating in the American Business Collaboration for Quality Dependent Care pledged a \$100 million for community-based child- and elder-care services. These partnerships enable each business to achieve what no single company could do alone, said Stahl. According to Meyer, the nonprofit Business Enterprise Trust has identified 1,200 similar examples of businesses or individuals who combine sound management and social conscience to benefit communities and workers.

4. Effective managers must do more than administrate efficiently; they must also be sensitive to workers' concerns. Christensen described a Merck manager who realized he was losing touch with his family because of work obligations; the manager made a fresh commitment to his family and openly discussed his new priorities at work. The manager streamlined meetings and became more focused in his approach to work. When he encouraged his workers to adopt these behaviors, the entire team became more satisfied and effective.

5. The changes in corporate culture needed to balance work and family require new thinking, advocacy, awareness building, and action. Businesses should recognize that all workers have a life outside work«whether or not they have families«and that people from all cultures must balance the demands of work and life, said Childs. Employers should be aware that the cultural issues of work and family must be discussed and addressed continually; they cannot be "fixed" by a single effort, added Knapp.

Key strategies to support new thinking about work and families include building awareness, advocating specific changes, and taking action to support changes, according to Price. These strategies recognize that efforts to address work and family issues require varied solutions and new collaborations, added Wilson. Her organization hosts employer summits to raise business leaders' awareness of the importance of family issues and publishes a guide that helps employers understand work and family issues. Other examples of advocacy and action in Colorado include: enactment of a state tax credit for child-care expenses for working families; development of a consortium to help employers implement family-friendly programs; school-community partnerships to provide child care; and the use of volunteers to visit families with newborn children to inform them of community resources. These efforts show long-term cost benefits as well as immediate results, Wilson said.

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Forum 3: Policy Shift

The focus of discussions moved from individual, family, and community perspectives to issues of a broader scale in the conference's third forum, as leaders of federal, state, and local government and private foundations addressed the questions, "Who is responsible for balancing work and family issues? What are the roles of government, businesses, and the funding community? What do we all need to do differently?"

Panelists in this forum explored shifts in traditional policy making that will be necessary to address the concerns raised by participants in the previous sessions. The forum was moderated by the Vice President and Carol Rasco, assistant to the President for domestic policy. Participants included:

Evan Bayh, governor of Indiana, who initiated state reforms to ensure that all children reach school ready to learn

Sharon Sayles Belton, mayor of Minneapolis, who sponsored a program to give young children the nurturing they need to succeed in school

Jim King, director of the U.S. Office of Personnel Management and a long-time member of government at the federal, state, and local levels

Philip Lader, head of the U.S. Small Business Administration, former White House deputy chief of staff, and former deputy director for management for the Office of Management and Budget

Rhonda Lauer, associate superintendent for the School District of Philadelphia and co-founder of the Philadelphia Children's Network

Vincent Poppiti, chief judge of Delaware's Family Court, chair of the Domestic Violence Coordinating Council, and a member of the White House Advisory Council on Violence Against Women

Robert Reich, U.S. Secretary of Labor, who focused national attention on the need for the Family and Medical Leave Act and better workplace safety

Richard Riley, U.S. Secretary of Education, whose Family Involvement Partnership stimulates parent involvement in education and offers positive solutions for families and children

Ralph Smith, director of planning and development for the Annie E. Casey Foundation and founder of the Philadelphia Children's Network and the National Center on Fathers and Families at the University of Pennsylvania

Faith Wohl, director of the Office of Workplace Initiatives at the U.S. General Services Administration, who oversees policy development and implementation of child care and

telecommuting centers for employees throughout the federal government

New laws alone will not resolve work and family issues, panelists agreed. As conference co-sponsor Rep. Bill Purcell observed, real change requires consensus among all stakeholders on the issues that families, businesses, and communities face. Consensus is especially important in two areas: the new directions that family and work policies should take, and the roles that key players should take in changing policies affecting families and work.

Policies aimed at integrating work and family involvement face two significant challenges: making work provide sufficient wages to support families, and making work meaningful so workers do not build barriers between family and work. "Work becomes not only a way of generating income, a way of developing human capital, it becomes a way of lifting the human spirit and affirming the commitment... to building strong, resilient, competent, empowered families," Smith said.

Participants suggested that new family-friendly policies have a better chance of meeting these challenges if they incorporate the following goals:

1. Set clear priorities that place the goal of strengthening children and families at the heart of all policies.

2. Encourage partnerships among employers, parents, and community institutions and organizations to create stronger children, families, workers, businesses, communities, and schools. For example, the U.S. Department of Education has partnerships with more than 700 organizations that help parents, employers, and businesses become more involved in education, according to U.S. Secretary of Education Richard Riley. The READ*WRITE*NOW! program links volunteers from businesses with child "reading partners" to help children retain their skills during the summer; the America Goes Back to School initiative encourages businesses and other community members to support schools during the fall months. At the local level, the city of Minneapolis established partnerships with the private sector and public schools to create early learning centers that combine preschool programs, health services for all family members, and afterschool programs, Belton added.

3. Encourage businesses to view the workplace as another form of community in which both workers and employers have responsibilities to each other «and in which both parties are entitled to a sense of safety and security.

4. Accompany new standards or practices with education and consensus building to reduce companies' fears about the risks of engaging in activities that support families and to teach managers and workers the most effective ways to use their new workplace flexibility.

5. Encourage parents to participate in schools so they can help their children become ready and able to learn. Many students attend school when they are sick because their parents cannot take time off from work, and many working parents have little contact with their children's teachers and principals, said Lauer. Together, family-oriented schools and family-friendly business policies can create an environment that fosters family support for education and develops children who have the knowledge and social skills they need to succeed in the workplace, Belton agreed.

6. Provide affordable, accessible child care, elder care, and health care so parents can move from welfare to the workforce and all workers can be more productive. For example, policy makers in Indiana found that scarce child care services, a confusing mixture of local programs, and a lack of communication between levels of government hindered welfare reform. The state formed Step Ahead Councils in each county to establish afterschool child care facilities in every school district and

coordinate efforts with businesses, churches, philanthropies, and other stakeholders. The councils enabled 31,000 families to obtain child care without forming a new initiative or allocating new money; this progress was instrumental in moving families off welfare, according to Bayh.

7. Strengthen communities as well as families by promoting the best government practices that connect workers with families and communities and by allowing workers to invest time in communities. This also means revising policies and practices that impede family involvement. For example, current rules governing civil servants hinder volunteerism by restricting workers' community involvement to lunch hours or deducting time spent volunteering from workers' pay, Poppiti said.

8. Address the needs of the unemployed, underemployed, and working poor as well as more affluent members of the workforce. Policies must recognize that work is more than an economic exchange of time and talent for income, Smith noted; work helps people establish dignity and identity. Adults who are unattached to the world of work have a difficult time forming attachments to their families and communities. People who are underemployed do not receive affirmation that society values and respects their contribution. And individuals who work full time but do not earn enough to support their families send a corrosive message to their children, undermining society's promise that people who work hard and play by the rules will succeed.

Certain key players«especially state and federal governments and foundations»have specific roles in creating these policy changes, panelists agreed. State governments can give local communities the resources necessary for family-friendly work programs«as in the Minneapolis school partnerships described by Belton and the Step Ahead Councils described by Bayh.

The federal government can (1) set the national agenda for family-friendly policies, (2) lead changes in workplaces and communities, and teach (3) businesses how to change, Wohl suggested. For example, the U.S. government can and does model family-friendly work policies that support telecommuting, health care, care for children and elderly dependents, and policies that reduce obstacles to forming businesses.

The federal government should provide leadership in work and family issues by maintaining minimum standards for family-friendly business policies, such as those prescribed by the Family and Medical Leave Act«at least until businesses recognize the intrinsic benefits of the policies, Reich said. In this sense, government creates the framework for local change that the President advocated in his keynote address.

Foundations can contribute their "time, talent, and treasure" to building national consensus around broadly defined family issues in three significant ways, according to Smith. Foundations can support research to gather empirical data on the importance of family issues, which will help stakeholders develop consensus. Foundations also can raise public awareness of the issues, so that decision makers are informed and focused, and help build the public will to address work and family issues, so that all players are motivated and ready to take action. And support from foundations can extend and expand the national conversation about work and family issues, setting the stage for consensus, Smith said.

Although the contributions of governments and foundations are crucial, ultimately all stakeholders«including employers and workers»must share responsibility for developing consensus and engaging in a positive, constructive dialogue about children, families, and the workplace. Family Re-Union V helped to inform that dialogue and stimulate the search for new ways to think about families and work«ways that, as Vice President Gore said, are community-friendly as well as family-friendly. "I would like to challenge all mayors and governors of this country to think about how to enable their workers to spend more time with their families, experience more flexibility in the workplace, and play more active roles

in their communities," Gore concluded at the end of the conference:

No American should have to choose between work and family. If employees speak up, if companies listen, if CEOs lead, if unions work hard to facilitate these changes, if government responds, and if communities adapt, we will see a future where work and family are not at war, they are one.

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Forum 3: Policy Shift

The focus of discussions moved from individual, family, and community perspectives to issues of a broader scale in the conference's third forum, as leaders of federal, state, and local government and private foundations addressed the questions, "Who is responsible for balancing work and family issues? What are the roles of government, businesses, and the funding community? What do we all need to do differently?"

Panelists in this forum explored shifts in traditional policy making that will be necessary to address the concerns raised by participants in the previous sessions. The forum was moderated by the Vice President and Carol Rasco, assistant to the President for domestic policy. Participants included:

Evan Bayh, governor of Indiana, who initiated state reforms to ensure that all children reach school ready to learn

Sharon Sayles Belton, mayor of Minneapolis, who sponsored a program to give young children the nurturing they need to succeed in school

Jim King, director of the U.S. Office of Personnel Management and a long-time member of government at the federal, state, and local levels

Philip Lader, head of the U.S. Small Business Administration, former White House deputy chief of staff, and former deputy director for management for the Office of Management and Budget

Rhonda Lauer, associate superintendent for the School District of Philadelphia and co-founder of the Philadelphia Children's Network

Vincent Poppiti, chief judge of Delaware's Family Court, chair of the Domestic Violence Coordinating Council, and a member of the White House Advisory Council on Violence Against Women

Robert Reich, U.S. Secretary of Labor, who focused national attention on the need for the Family and Medical Leave Act and better workplace safety

Richard Riley, U.S. Secretary of Education, whose Family Involvement Partnership stimulates parent involvement in education and offers positive solutions for families and children

Ralph Smith, director of planning and development for the Annie E. Casey Foundation and founder of the Philadelphia Children's Network and the National Center on Fathers and Families at the University of Pennsylvania

Faith Wohl, director of the Office of Workplace Initiatives at the U.S. General Services Administration, who oversees policy development and implementation of child care and

telecommuting centers for employees throughout the federal government

New laws alone will not resolve work and family issues, panelists agreed. As conference co-sponsor Rep. Bill Purcell observed, real change requires consensus among all stakeholders on the issues that families, businesses, and communities face. Consensus is especially important in two areas: the new directions that family and work policies should take, and the roles that key players should take in changing policies affecting families and work.

Policies aimed at integrating work and family involvement face two significant challenges: making work provide sufficient wages to support families, and making work meaningful so workers do not build barriers between family and work. "Work becomes not only a way of generating income, a way of developing human capital, it becomes a way of lifting the human spirit and affirming the commitment... to building strong, resilient, competent, empowered families," Smith said.

Participants suggested that new family-friendly policies have a better chance of meeting these challenges if they incorporate the following goals:

1. Set clear priorities that place the goal of strengthening children and families at the heart of all policies.

2. Encourage partnerships among employers, parents, and community institutions and organizations to create stronger children, families, workers, businesses, communities, and schools. For example, the U.S. Department of Education has partnerships with more than 700 organizations that help parents, employers, and businesses become more involved in education, according to U.S. Secretary of Education Richard Riley. The READ*WRITE*NOW! program links volunteers from businesses with child "reading partners" to help children retain their skills during the summer; the America Goes Back to School initiative encourages businesses and other community members to support schools during the fall months. At the local level, the city of Minneapolis established partnerships with the private sector and public schools to create early learning centers that combine preschool programs, health services for all family members, and afterschool programs, Belton added.

3. Encourage businesses to view the workplace as another form of community in which both workers and employers have responsibilities to each other «and in which both parties are entitled to a sense of safety and security.

4. Accompany new standards or practices with education and consensus building to reduce companies' fears about the risks of engaging in activities that support families and to teach managers and workers the most effective ways to use their new workplace flexibility.

5. Encourage parents to participate in schools so they can help their children become ready and able to learn. Many students attend school when they are sick because their parents cannot take time off from work, and many working parents have little contact with their children's teachers and principals, said Lauer. Together, family-oriented schools and family-friendly business policies can create an environment that fosters family support for education and develops children who have the knowledge and social skills they need to succeed in the workplace, Belton agreed.

6. Provide affordable, accessible child care, elder care, and health care so parents can move from welfare to the workforce and all workers can be more productive. For example, policy makers in Indiana found that scarce child care services, a confusing mixture of local programs, and a lack of communication between levels of government hindered welfare reform. The state formed Step Ahead Councils in each county to establish afterschool child care facilities in every school district and

coordinate efforts with businesses, churches, philanthropies, and other stakeholders. The councils enabled 31,000 families to obtain child care without forming a new initiative or allocating new money; this progress was instrumental in moving families off welfare, according to Bayh.

7. Strengthen communities as well as families by promoting the best government practices that connect workers with families and communities and by allowing workers to invest time in communities. This also means revising policies and practices that impede family involvement. For example, current rules governing civil servants hinder volunteerism by restricting workers' community involvement to lunch hours or deducting time spent volunteering from workers' pay, Poppiti said.

8. Address the needs of the unemployed, underemployed, and working poor as well as more affluent members of the workforce. Policies must recognize that work is more than an economic exchange of time and talent for income, Smith noted; work helps people establish dignity and identity. Adults who are unattached to the world of work have a difficult time forming attachments to their families and communities. People who are underemployed do not receive affirmation that society values and respects their contribution. And individuals who work full time but do not earn enough to support their families send a corrosive message to their children, undermining society's promise that people who work hard and play by the rules will succeed.

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Appendix A: Major Issues

The following list of major issues was developed in discussions with experts in the field of work and family who assisted in planning Family Re-Union V:

1. WHAT ARE WE DOING TO CHILDREN AND THEIR FAMILIES?

How can parents have enough time with their children? With each other? What is "enough" time? What are work schedules doing to child development? How can we stimulate more high-quality child care and elder care? What is the infrastructure of dependent care? What is the responsibility of corporate America to healthy child development? What is the relationship of the parent's work experience to the social, emotional, and psychological development of the child? How do we use benefits to strengthen and normalize family life, not to solve problems that are diagnosed? (How do we move from a deficit to an asset model?)

2. TECHNOLOGY IS A BLESSING AND A CURSE

How can we use technology to make work time more flexible? To give us more time with family? What should our "working hours" be? How can we draw boundaries between work and family if technology follows us everywhere in a global marketplace? What should the work rules be? "If you can do it at home, must you?"

3. THERE IS A TWO-TRACK SYSTEM: THE RHETORIC IS REALITY GAP

Some workers are left out of work/family benefits entirely (e.g., small companies, minimum-wage employees). What can we do about this? Most new jobs are in small businesses. How can we protect and support these workers? "Dependent Care Accounts" are out of reach for most working families.

4. THE IMPACT OF THE CURRENT CORPORATE/ECONOMIC CLIMATE

Progress in achieving the "family-friendly workplace" is being impeded by corporate downsizing, restructuring, etc. The work week is lengthening. "Save the company, save the industry" mentality erodes progress and concern. Overwork and job stress spill over into the home. How can we draw boundaries?

5. RESULTS, NOT PROCESS AS MEASURES OF SUCCESS ON THE JOB

How can we get managers to judge the results of labor, not "face time"? What the employee does, not where he or she does it?

6. WHAT IS THE CORPORATE RELATIONSHIP TO THE COMMUNITY?

As federal roles are shifted to the states, how are corporations going to cope? If we are working in "virtual offices," what is our community? We need new models of partnership between corporations, communities, and government. We need to create and identify community-based dependent care. We need to address community variations and devise public/private partnerships.

7. WHAT IS THE IMPACT OF WORK/FAMILY PROGRAMS ON BUSINESS?

On international competitiveness? How do we make this issue a business strategy? A tool for good management?

8. WHAT IS THE REAL IMPACT OF FAMILY-FRIENDLY PROGRAMS?

How much are they utilized? Who uses them? How does utilization affect the employees' careers? How do they affect the companies' competitiveness? How do you deal with the differing prejudices of managers? Do they impact men and women differently? Benefits should empower, calibrate experience, and offer employees more control over their lives, not identify their weaknesses.

9. WHAT DO WE REALLY MEAN BY "FAMILY FRIENDLY"?

How do we make flexibility and diversity the norm, not the exception? How do we give workers not just "flex time" but discretion and authority? What are the flexible solutions that are going to help people live in multiple worlds? How do we help people draw boundaries between work and family? How do we help families gain control, not identify weaknesses?

10. WHAT ABOUT THE "FORGOTTEN ADOLESCENT"?

The adolescent is the key: negative impact in terms of latchkey kids, home alone, etc., and the workers and citizens of the future. What are their attitudes toward work?

11. ELDER CARE: A GROWING NEED

We are just beginning to understand this issue. The general public often doesn't understand elder services other than nursing homes. The psychology of resource and referral work of crisis and the isolation that is born of a feeling that "this is my problem and I should be able to deal with it."

12. THE GROWING CULTURAL AND LINGUISTIC DIVERSITY OF THE WORKFORCE AND THE WORKPLACE

We must be careful of benign neglect. Choices we make now will make a huge difference later. New groups of workers are bringing major educational, training, and child care needs.

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Appendix B: President's Memorandum

THE WHITE HOUSE
 WASHINGTON
 June 21, 1996

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS
 AND AGENCIES
 SUBJECT: Implementing Federal Family-Friendly Work Arrangements

I continue to believe that honoring and supporting the concerns of family members in the workplace is vital to good government and to a productive work force. In order to build on its record of support for families in the Federal workplace, the executive branch must continue to examine its practices and to implement the goals of the Presidential Memorandum of July 11, 1994. The Federal Government must continue to set the pace in transforming the culture of the American workplace so that it supports employees who are devoted to their families.

It is clear to me that whenever the Federal Government establishes a goal of providing civilian employees and military personnel with an environment supportive to families, the result is greater cost efficiency, increased worker commitment and productivity, better customer service, and improved family life.

Therefore, today I am directing all executive departments and agencies to review their personnel practices and develop a plan of action to utilize the flexible policies already in place and, to the extent feasible, expand their ability to provide their employees:

- (1) assistance in securing safe, affordable, quality child care;
- (2) elder care information and referral services;
- (3) flexible hours that will enable employees to schedule their work and meet the needs of their families. This includes encouragement to parents to attend school functions and events essential to their children;
- (4) opportunities to telecommute, when possible, and, consistent with their responsibilities, to achieve the goal of 60,000 telecommuters by 1998 as set by the President's Management Council. This includes telecommuting from home and from satellite locations;
- (5) policies and procedures that promote active inclusion of fathers as well as mothers;
- (6) an effective mechanism by which employees can suggest new practices that strengthen families and provide for a more productive work environment; and

(7) leadership and participation in these policies and programs at the highest level of the agency.

The departments and agencies shall provide an initial report on the results of this review to the Vice President through the National Performance Review within 120 days of the date of this memorandum. This report should include an assessment of progress made towards specific goals and include innovative approaches and detailed success stories.

The National Performance Review, together with the Domestic Policy Council, the President's Management Councils Working Group on Telecommuting, the Office of Personnel Management, and the General Services Administration, will continue to work with the executive agencies as we move forward together to increase productivity through family-friendly work environments.

William J. Clinton

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FAMILY RE-UNION 5: FAMILY AND WORK June 24, 1996

This conference tackled the tension and connection between the demands of work and family. Families, corporate and labor leaders, workers and academics addressed the difficult balancing act that families experience and its impact on the workplace and the home. The conference explored strategies such as telecommuting, flexible work schedules, job sharing, the role of quality child care, and workplace attitudes and productivity. Results included:

- A proposal to expand the Family and Medical Leave Act so families can participate in their children's schools and take them and elders in the family to medical appointments.
- A "comp time" proposal that would allow workers discretion to take time off in lieu of compensation for overtime work.
- A Presidential Memorandum required all federal agencies and programs to re-examine and rewrite personnel policies to create a "Family Friendly Federal Workplace." The report, "Turning The Key: Unlocking Human Potential in the Family-Friendly Federal Workplace," was released in 1997.

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Family Re-Union 5: Family and Work[Conference Program](#)[Panelists/ Presenters](#)[Speeches](#)[Conference Report](#)[Funders](#)[Related Links](#)**Conference Program****Agenda****8:30 - 8:35 a.m Welcome**

Rep. Bill Purcell and Dr. Martha Erickson, Co-Sponsors

8:35 - 8:40 a.m.

Introduction of the First Lady Vice President Al Gore

8:40 - 9:10 a.m. Opening Remarks

First Lady Hillary Rodham Clinton

9:10 - 9:30 a.m. "Make It Just Right"

A children's roundtable discussion filmed at Boston University and introduced by Tipper Gore. Mary Jane Doherty and Lisa McElaney, Co-producers, Boston University School of Broadcasting and Film

9:30-9:50 a.m. Challenge to the Conference

Vice President Al Gore

9:50-11:20 a.m. "What is the Reality for American Families?"**Forum**

Moderated by President Bill Clinton and Vice President Al Gore.

Storytellers

Individuals relate work/family episodes or life situations that illustrate major issues in the field.

Forum Discussion

Leaders of businesses, labor and child development discuss the issue with the President, Vice President and the storytellers. Why is it so hard to achieve a balance? What has to change? What do we believe is possible?

11:20 - 11:50 a.m. Keynote Address

President Bill Clinton

11:50 a.m. - 12:25 p.m.

Conference attendees leave the Tennessee Performing Arts Center and proceed to the Nashville Convention Center where lunch will be served.

12:25 - 1:20 p.m. Lunch**Presentation of Hammer Award**

Vice President Al Gore presents award to the Women's Bureau of the U.S. Department of Labor

Remarks

Secretary of Labor Robert Reich

Discussions at Tables Feedback to Conference

The conference participants submit examples of "breakthrough ideas" in the work/family equation. If they wish they may also submit personal work/family stories. Abstracts of this material will become part of the conference proceedings, and may be used in the afternoon discussions.

1:20 - 1:45 p.m.

Audience returns to the Tennessee Performing Arts Center

1:45 - 2:05 p.m. "Cross Currents"

Performed by The American Negro Playwright Theatre, Barry Scott, Producing Artistic Director In this short piece by "Plays for Living," the manager of a five-person office tries to reconcile multiple family issues. This play becomes a case study for the ensuing discussion.

2:10 - 3:30 p.m. The Workplace and Community Perspective

Moderated by Vice President Al Gore and Tipper Gore The vice president moderates a forum representing business, state and local government, education, foundations, family medicine, religion, labor and academia.

Reports from remote sites

Included in this session are representatives from several remote sites, selected from cities across the country linked to the conference by satellite. These sites will report to the conference and will be audible to the audience. Their representatives on stage discuss these reports with the Vice President.

3:35 - 3:45 p.m. "Thanks for the Time"

A video collage assembled by Jeffrey Cole, Director, UCLA Center for Communication Policy

3:50 - 5:00 p.m. Forum: Policy Shift

Moderated by Vice President Gore and Carol Rasco Leaders of federal, state and local government, and foundation leaders address the questions "Who is responsible? What is the role of government? business? the funding community? What do we all need to do differently?"

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Panelists, Presenters

9:50 - 11:20 a.m.

WHAT IS THE REALITY FOR AMERICAN FAMILIES?

Deborah Allen, Material Handler, Fingerhut-TDI, Blountville, TN. Ms. Allen has worked as a material handler at Tennessee Distribution, Inc., a subsidiary of Fingerhut Companies, Inc., for three years. She is an active member of the Union of Needletrades Industrial and Textile Employees (UNITE) and graduated from East Tennessee State University with a BS in Environmental Health. She is a devoted mother to her four-year-old son, Logan. Logan just started playing T-ball, and Ms. Allen enjoys watching him practice and play in games.

Bob Boruff, Vice President - Manufacturing, Saturn Corporation, Spring Hill, TN. Appointed to his current position in 1991, Mr. Boruff is responsible for developing Saturn's assembly, manufacturing and engineering processes and operations. He began his General Motors career in 1961 as an hourly employee in the metal stamping plant and moved quickly through various positions. In 1988, he became the director of the Quality Network for GM, a process initiated by GM and the UAW focusing on continuous improvement in consumer satisfaction. He and his wife, Jade, have six children. An avid fisherman, he enjoyed teaching them about trout fishing and to love the outdoors, often visiting his retreat in Sun Valley, Idaho.

Captain Gregory Bryant, U. S. Marine Corps, New River, NC. Deployed aboard the U.S.S. Kearsarge, Capt. Bryant participated in joint UN operations off the coast of Bosnia including the Scott O'Grady Rescue Operation. He stayed in close contact with his wife and daughters through the use of audio and videotapes and was responsible for obtaining a video camera so that the entire squadron could use it for staying in touch with their families during their six-month deployment. He is current assigned to the Helicopter Marine Medium Squadron 263 where he is the Flight Line Division Officer, Substance Abuse Control Officer, Education Officer, and Moral, Welfare and Recreation Officer for his squadron. Captain Bryant and his wife, Kimberly, have two daughters, Danielle, three, and Jessica, one.

Amy Comstock, Ethics Counsel, U. S. Department of Education, Washington, DC. Employed at the Department of Education, Office of the General Counsel, Ms. Comstock works as Ethics Counsel on a job-share basis three days a week. She and her co-worker supervise a small office of attorneys and legal assistants. Their boss, Steve Winick, has just been named "Best Boss in America" by Redbook magazine. Ms. Comstock is married and has two children, ages four and two. She enjoys biking, camping, and spending time with her family.

Jerlean Daniel, President, National Association for the Education of Young Children, Assistant Professor, University of Pittsburgh, Pittsburgh, PA. In addition to her role as Assistant Professor, Program in Child Development and Child Care, Dr. Daniel serves with numerous civic organizations including the United Way of Allegheny County-Early Childhood Initiative Coordinating Committee, the Council for Youth and Workforce Development Executive Board, the YWCA Child Care Partnerships, and Family Communications. Her children are grown and live in different states, but Dr. Daniel and her husband, Jack, keep in touch with them regularly by phone and enjoy frequent large family gatherings.

Denise DeCoursey, Certification Follow-up Specialist, Saint Thomas Hospital, Nashville, TN. Ms. DeCoursey has been a Certification Follow-up Specialist at Saint Thomas Hospital for more than 8 years. She is very proud of her three children: Andre, eight, is in the accelerated reader program and plays right field in the peewee league; Dane, seven, also an accelerated reader, plays second base. Mackenzie, four, attempted to write her name at the age of three because "she couldn't stand the thought of her brothers' having homework, and she didn't have anything to do."

Lisa Farnin, Project Leader, Information Systems Department, Ford Electronics & Refrigeration Corp., Lansdale, PA. Ms. Farnin was recently named Working Mother magazine's "Working Mother of the Year." She is a pioneer on the topic of Work/Family balance at the plant and is a leader of the Work/Family Initiatives Task Force at her company where she redesigns business processes and creates information systems. She was a founding member of the in-plant Customer Delight Task Force. Prior to Ford, she held numerous positions at IBM in manufacturing, sales, and consulting. She is a member of the Society of Women Engineers and has been actively involved with the Junior League of Philadelphia. Ms. Farnin resides with her husband, Paul, and 20-month-old daughter Rachel. Prior to Rachel's birth, she was a eucharistic minister at her church.

Pam Farr, Senior Vice President of Human Resources, Lodging, Marriott International, Washington, DC. In her current position, Ms. Farr is responsible for the human resources management involving nearly 1200 hotels in 29 countries and divisions offices that employ more than 93,000 associates worldwide. Marriott recently won an Excellence Award from the Association of Work/Life Professionals for the telephone consultation and referral service for low-income employees they created with the Partnership Group consulting firm. She currently serves on the Board of Directors for The Human Resources Planning Society and the American Foundation for the Blind. She resides with her two children in Chevy Chase. Both children enjoy traveling, and their favorite family vacation spots are in Montana, Florida, Arizona, and upstate New York at the family farm.

Raymond Gilmartin, Chair, President & CEO, Merck & Co., Inc., Whitehouse Station, NJ. Prior to his coming to Merck in 1994, Mr. Gilmartin was Chair, President, and CEO of Becton Dickinson and Company where he had worked for 18 years. An active participant in health industry affairs, he is a Board Member of Pharmaceutical Research & Manufacturers of America, Director of Project Hope, and Chair-Elect of the Healthcare Leadership Council, a group dedicated to addressing problems in confronting America's health care system. He is also the Director of the Ethics Resource Center, a non-profit organization working to restore society's ethical foundations. Mr. Gilmartin and his wife reside in Ridgewood, N.J., with their two daughters and a son; all enjoy skiing together.

Deloris Jordan, President and Co-Founder, the Michael Jordan Foundation, Chicago, IL. In addition to rearing her five children and other members of her extended family, Mrs. Jordan has been active in civic activities for years. She sits on the boards of numerous organizations including the James Jordan Boys and Girls Club, North Carolina Cities in Schools, and Jordan Universal Marketing, Inc. She is

an active member of Friendship Missionary Baptist Church. Mrs. Jordan is the author of a new book, *Family First*. In her spare time, she enjoys reading, sports (basketball especially), horseback riding, and spending time with her grandchildren.

Elliot Lehman, Co-Chair Emeritus, Fel-Pro Incorporated, Skokie, IL. Fel-Pro recently placed in the Top 10 List in the newest edition of the book, *The 100 Best Companies to Work for in America*. In addition to his long tenure at Fel-Pro, Mr. Lehman was also the founder and President of Project Team, a program established to train the socially disadvantaged to become automotive mechanics. Mr. Lehman was the only corporate representative at the signing of the Family Leave Act in 1993. He and his wife, Frances, have three children, eight grandchildren, and one great-grandchild. They enjoy traveling and spend their summers at their home on Martha's Vineyard.

Gerald McEntee, International President of AFSCME, AFL-CIO, Washington, D.C. Mr. McEntee was elected as International President in 1981 and has served in that office continuously since. He is also the Co-Founder and Chair of the Board of the Washington-based Economic Policy Institute. Very active in civic organizations, McEntee chairs the AFL-CIO's Work and Family Committee, is a member of the National Commission on Children, and is on the Board of the Child Care Action Campaign. He and his wife, Barbara, have four daughters and five grandchildren. In their spare time, they enjoy a range of outdoor activities, relaxing at the beach with the grandchildren, and attending theater at the Kennedy Center.

David Olsen, CEO, Patagonia, Inc., Ventura, CA. Prior to becoming Patagonia's CEO in May 1996, Mr. Olsen led the development of solar, wind, hydro, and geothermal power projects in 22 countries as Vice President of Magma Power, President of Peak Power Corp., and President/CEO of Northern Power Systems. He helped start Working Assets Money Fund, the first such fund to select investments based on social and environmental criteria. He also helped launch the National Cooperative Bank and created a business curriculum for entrepreneurs committed to building socially responsible businesses. An avid outdoorsman, Dave, his wife, Diana, and their two sons have hiked, camped, canoed, kayaked, and skied in many parts of North America.

Vance Opperman, President, West Publishing Company, Eagan, MN. West Publishing Company is an information provider in computer-assisted legal and business research, CD-ROMs, floppy disks, high school and college textbooks, and legal treatises and books. Mr. Opperman is the founder and former senior partner of Opperman Heins & Paquin and held this position until becoming President of West Publishing Company in 1993. He has been named as one of the 100 Most Influential Lawyers in America by the National Law Journal as well as one of the nation's top litigators. The Opperman family - in all of its gender, age, and racial diversity - enjoys fishing, going to baseball games, and engaging in a wide variety of political debates and discussions.

Robert Pollard, Graduate, Paternal Involvement Demonstration Project, Chicago, IL. Mr. Pollard is one of the great cornerstones of the PIDP. When he enrolled in April 1993, he was homeless, unemployed, and had an estranged relationship with his children. He realized that his three children needed him and overcame many obstacles to be there for them. He completed a commercial driver licensing program and is presently employed as a library clerk for the Chicago Public Library system. Mr. Pollard was the first male parent to testify before a Chicago hearing of the U. S. House of Representatives Ways and Means Committee in support of the federalization of child support and has served as a mentor for a teen-fathers program.

Mary Robinson, rising eighth-grader, Donelson Christian Academy, Nashville, TN. Ms. Robinson has been taking gymnastics for nine years, piano for five years, and also enjoys art. She is very active in the youth activities at Pennington United Methodist Church where her father is the

minister. Her mother is a lead teacher in the preschool special education program of Metro Nashville Public Schools. John, her brother, is a rising fourth-grader. The whole family enjoys spending time playing games, swimming, and gardening.

Howard Schultz, CEO and Chair, Starbucks Coffee Company, Seattle, WA. Mr. Schultz joined Starbucks in 1982 and helped shepherd the company from a four-store coffee enterprise to the leading coffee retailer. The company has grown to over 860 stores with 16,000 employees, all of whom receive Starbucks' unique, comprehensive health care plan and ownership in the company through the "bean stock option" program. In 1994, he was awarded the Business Enterprise Trust award for social vision in business. Schultz and his wife, Sheri, enjoy an active Northwest lifestyle participating in skiing and family activities.

Faye Washington, Chief Administrative Officer and Assistant General Manager, Los Angeles Department of Water and Power, Los Angeles, CA. In 1995, Ms. Washington was the first woman to be appointed as CAO and AGM of this department, the nation's largest municipal utility serving 3.6 million residents. Previously, she managed the city's Personnel and Aging departments and was an Assistant Chief Legislative Analyst for the City Council. She considers community service to be her "ministry" and is involved with the Women's Network and the Orange County Links where she helps with the youth, breast cancer, and bone marrow projects. Ms. Washington's commitment to people and public service is patterned after her most influential model: her 91-year-old mother who is proud of her daughter's achievements. Washington is married and has two daughters.

12:25 - 1:20 p.m. LUNCH

Ida Castro, Acting Director, Women's Bureau, U. S. Department of Labor, Washington, DC. Ms. Castro is an attorney who has been actively involved in women's and labor issues throughout her career. At the Department of Labor since 1994, she was the first woman to serve as the Deputy Assistant Secretary for Worker's Compensation in the Employment Standards Administration. Ms. Castro was the Founder and Co-Chair of the first Hispanic women's organization in New Jersey. She grew up in New York City with her mother, Aurora, a garment worker, and her father, Ezequiel, a restaurant worker. She has one daughter, Isamar, who works with women afflicted with the AIDS virus.

Karen Nussbaum, Director, Working Women's Department of the AFL-CIO, Washington, DC. Ms. Nussbaum is the first director of the newly created Working Women's department and brings her lifetime commitment to working women into the heart of the labor movement and back out into workplaces and communities around the world. She comes to the AFL-CIO from the U.S. Department of Labor where she was Director of the Women's Bureau. There she launched the nationwide Working Women Count! campaign which involved thousands of working women in identifying problems and finding solutions to their common needs. Ms. Nussbaum co-founded 9to5, National Association of Working Women, in 1973 and led it for 20 years. Ms. Nussbaum lives in Washington with her husband, Ira Arlook, and their three children, Gene, 13, Jack, 11, and Norie, eight.

Robert Reich, Secretary, U.S. Department of Labor, Washington, DC. Secretary Reich has spearheaded initiatives to improve the nation's workforce development system and to give more Americans opportunities for lifelong learning. During his term in office, he pushed successfully for congressional passage of the Family and Medical Leave Act and has put greater emphasis on workplace safety. Before coming to the Labor Department, Secretary Reich was on the faculty of Harvard University's John F. Kennedy School of Government. He and his wife, Clare Dalton, have two sons, Adam and Sam.

1:45 - 2:05 p.m. CROSS CURRENTS

A play on the connection between the workplace and the

home by Joan Vail Thorne

Performed by

The American Negro Playwright Theater
Barry Scott, Producing Artistic Director
Kimberly LaMarque, Associate Producing Artistic Director
Donna E. Center, Business Manager

CAST (in order of appearance)

Charles Aikens
Christine Fargas
Vickie Schacter
Lilly Fang Lin
Stew Praeger

The American Negro Playwright Theatre

Barry Scott founded the American Negro Playwright Theatre to bring all members of our community in contact with the work of accomplished black theater artists. While the company is committed to the community at large, it focuses particularly on children, inviting them to witness the Black experience, regardless of their own race or family background.

Barry Scott, Director

Barry Scott, a native of Nashville, has wide-ranging professional experience as an actor, writer, producer and director. He is the Producing Artistic Director of the American Negro Playwright Theatre, Theatre Manager at Tennessee State University's Department of Communications, and serves on Nashville's Film Advisory Commission. Mr. Scott received the Ingram Fellowship Award for Theatre, and a Partnership Access and Appreciation Grant from the Tennessee Arts Commission.

Note: Cross Currents was commissioned by the Exxon Corporation and produced by Plays for Living, a division of Family Service America.

2:10 - 3:30 p.m.

THE WORKPLACE AND COMMUNITY PERSPECTIVE

J. T. (Ted) Childs, Jr., Director, Workforce Diversity, IBM Corporation, North Tarrytown, NY. Mr. Childs has worldwide responsibility for workforce diversity programs and policies. In 1989, he was appointed by Governor Cuomo to the Governor's Advisory Council on Child Care and, in 1995, was appointed a delegate to the White House Conference on Aging. Mr. Childs served as Executive Assistant to Dr. Benjamin Hooks, Executive Director of the NAACP. In addition to numerous other groups, he also is Co-Chair of the Conference Board's Work & Family Council and a member of the American Business Collaboration for Quality Dependent Care Board of Champions. He and his wife have two children. His mother, Clara Childs, also attending the conference, met her husband over 50 years ago at Tennessee State University.

Perry Christensen, Director, Human Resources Planning & Strategy, Merck & Co., Inc., Whitehouse Station, NJ. As Director, Mr. Christensen has corporate-wide responsibilities for human resource policies, succession planning, and work/life initiatives. He has worked for Merck for 14 years including six years outside the U.S. Mr. Christensen is Co-Chair of the Wharton/Merck Work/Life Roundtable, a group of business school academics and leading companies who are conducting research on work/life issues. He is also a member of the Boston University Work/Life Roundtable and the Conference Board's Work and Family Research Council. He has five children, ages one to 13, and enjoys skiing, camping, traveling, and church activities with his family. In his spare time, he is a "full-time chauffeur" with a van that makes

frequent stops at baseball games, piano lessons, and McDonalds.

David Jones, Jr., Assistant Superintendent of Personnel, Metropolitan Public Schools, Nashville, TN. Prior to becoming Assistant Superintendent of Personnel, Dr. Jones was also the Assistant Superintendent of Instruction and Administration, and Curriculum and Instruction. In addition, he is the Pastor of the Schrader Lane Church which owns and operates both a child care center and senior citizens center. He has produced three parenting videos and six family relations videos. Dr. Jones is also active in numerous other organizations including the American Cancer Society, Junior Achievement, and 100 Black Men of Middle Tennessee. He and his wife, Mary Carolyne, have two children, David III and Carol Denise.

Linda Mason, Co-Founder and President, Bright Horizons Children's Centers, Cambridge, MA. Bright Horizons manages over 100 corporate-sponsored child care centers across the U.S. for organizations ranging from Warner Brothers to Mattel to Motorola. In addition, Ms. Mason also co-founded The Horizons Initiative, a Boston-based organization which serves the needs of homeless children throughout the Boston area. Previously, she managed large-scale refugee relief operations overseas including Save the Children's emergency program in the Sudan. She and her husband, Roger Brown, CEO of Bright Horizons, have three children. They have traveled with their children to Indonesia, Morocco, Guatemala and Costa Rica.

Kathleen Meyer, Executive Director, the Business Enterprise Trust, Stanford, CA. As Executive Director of the Business Enterprise Trust, Ms. Meyer promotes the stories of business people who combine sound management and social conscience by developing educational materials such as video documentaries, business school cases and teaching notes which are used in colleges and universities throughout the world. Prior to joining the Trust, she had 20 years' experience in a wide variety of business environments including as marketing manager for a venture capital firm, vice president of strategic planning for two major financial institutions, and as line manager for several telecommunications companies. Ms. Meyer also served in an advisory capacity to nonprofit organizations including the American Red Cross and the San Francisco Women's Foundation. She and her family, Alison, 16, and Adam, 15, enjoy playing and watching volleyball and basketball, listening to a wide range of music, viewing classic movies, and taking occasional getaway weekends to the Northern California Coast.

Fran Sussner Rodgers, Founder and CEO, Work/Family Directions, Inc., Boston, MA. Work/Family Directions is the nation's leading provider of corporate work-life services. She was recently recognized by Inc. magazine as "Socially Responsible Entrepreneur of the Year." Author of numerous articles including "Business and the Facts of Family Life" in the Harvard Business Review, Ms. Rodgers has also served as the Federal Administrator of New York and New Jersey child care and community programs, a training specialist for the Department of Health and Human Services, and a Field Representative for the Community and Child Development Programs. She is married to Charles Rodgers, Executive Vice President of Work/Family Directions, and is the mother of two daughters, ages 14 and 18.

Deborah Stahl, Executive Director, the Lucent Technologies Foundation, New York, NY. Lucent Technologies was formerly known as the systems and technology business of AT&T. From 1989 through 1995, Ms. Stahl managed AT&T's Work and Family Programs and served as Director of the Family Care Development Fund, a grantmaking project that invested \$25 million in community-based projects to increase the supply and improve the quality of child and elder care available to AT&T employees across the country. She has served in numerous capacities for various organizations, most recently as Chair of the Human Resources Council of the Business Forum on Aging and as Co-Chair of the Conference Board's Work and Family Council. Ms. Stahl lives in Roselle, New Jersey. She enjoys traveling with her family and friends and pursuing her hobby of photography.

David Tayloe, Jr., Partner, Goldsboro Pediatrics, PA., Goldsboro, NC. In addition to his private practice work, Dr. Tayloe has been very active with the Child Medical Examiner's Program for evaluating suspected victims of child abuse. Dr. Tayloe advocated successfully for a statewide childhood immunization program and for home visits for families with a new baby. He serves on numerous civic organizations including the Executive and Legislative Committees of the NC Pediatric Society, the NC Child Advocacy Institute, and the Healthy Families North Carolina Advisory Board. He and his wife, Denise, have four children.

Valora Washington, Special Assistant to the President, the W. K. Kellogg Foundation, Battle Creek, MI. Dr. Washington provides administrative leadership to programs for youth families, neighborhoods, and higher education. Previously, she was a professor at Antioch College, American University, Howard University and the University of North Carolina-Chapel Hill. The author of six books and over 40 journal articles, she serves on many boards and commissions including the President's Advisory Board of Historically Black Colleges and Universities, the National Council of Jewish Women's Center for the Child, and Michigan's State Advisory Group for Family Preservation and Family Support. She is currently on special leave in the Dominican Republic with her son, Omari, 11, and daughter, Kamilah, four.

On stage, representing the remote sites, will be the following people:

Jane Campbell, Assistant Minority Leader, Ohio House of Representatives, Columbus, OH. State Representative Campbell is currently serving her sixth term in the Ohio House of Representatives. During her tenure, her work played a major role in numerous bills including simplifying the voluntary paternity procedure so unmarried fathers can take responsibility for their children, expanding subsidized child care for 20,000 additional children, and extending Medicaid to working women. She was named one of Cleveland magazine's "Eighty Women to Watch in the '80s" as well as one of Cleveland magazine's "100 Most Influential Women." Ms. Campbell lives with her husband, Hunter Morrison, and their two daughters, Jessica Elizabeth and Catherine Joanna.

Emanuel Cleaver II, Mayor, Kansas City, MO. The 51st Mayor of Kansas City, MO. Mayor Cleaver is the first African American elected to this office. He also serves as pastor of St. James United Methodist Church. He has a long history of civic and community activism and brings that activist approach to his role as Mayor of Kansas City. He has made public safety a priority and spearheaded the community policing concept coming up with innovative programs such as Night Hoops (evening basketball), Police-in-Neighborhood (a low-cost home-financing program encouraging police officers to move into selected neighborhoods), and Hot Summer Nights (evening youth centers). He and his wife, Dianne, have four children.

Douglas Price, President, FirstBank of Denver, N.A., Denver, CO. Mr. Price has long been actively involved in his community. Currently, he is the Chair of the Business Commission on Child Care Finance, the Center City Housing Council of Downtown Denver Partnership, and Chair-Elect of the FoodBank of the Rockies. President of FirstBank of Denver since 1988, he was previously President of FirstBank of Boulder for nine years. He and his wife, Hazel, have two children, ages eight and nine, and enjoy cycling together. Both parents are active volunteers at their children's school.

Audible to the audience from the remote sites will be the following people:

David Knapp, Executive Director, United Labor Agency, Inc., Cleveland, OH. Mr. Knapp has served as Executive Director and Deputy Director of the United Labor Agency since 1976. Prior to that, he was the Staff Representative of the AFL-CIO Community Service Department.

Mr. Knapp was the Founding Chair of the S.E. area committee on Political Education of AFL-CIO and is Co-Chair of Project Awareness at the Criminal Justice Public Information Center. He and his wife, Christine Anne, have two children, Heather Ann and Michael.

Landon Rowland, President and CEO, Kansas City Southern Industries, Inc., Kansas City, MO. In addition to being President and CEO of KCSI, Mr. Rowland is also Chair of the Board of the KCS Railway. Prior to joining KCSI in 1980, he was a partner in the law firm of Watson, Ess, Marshall & Enggas and a professional lecturer in Antitrust Law at the University of Missouri. Mr. Rowland is the Chair of the Local Investment Commission, the Swope Ridge Geriatric Center, the Metropolitan Performing Arts Fund, and the International Federation for Business Education.

Gail Wilson, Executive Director, Colorado Office of Resource and Referral Agencies, Inc., Monument, CO. Ms. Wilson is responsible for design, implementation, and oversight of the statewide system of child care resource and referral agencies as well as the integration of child care with other human service and development needs. Prior to this position, she was the Executive Director and Founder of Child Care Connections, a community-based child care resource and referral agency. Ms. Wilson is President-Elect of the National Association of Child Care Resource and Referral Agencies and also serves on the Governor's First Impressions Goal One Advisory Board, amid numerous other organizations. Ms. Wilson is married and has one child, a daughter who just graduated from college.

3:50 - 5:00 p.m.
FORUM: POLICY SHIFT

Evan Bayh, Governor, Indianapolis, IN. Since taking office in 1989, Governor Bayh has initiated numerous reforms, one of the most closely watched and far-reaching of which is "Step Ahead," a process that will make more certain that every child in Indiana reaches school age ready to learn. Indiana is one of only two states in the nation that has not increased general state taxes since 1989 while it continues to invest more money in education and to maintain all essential state services. Gov. Bayh recently received the "Breaking the Glass Ceiling" award from the National Women Executive in State Government as well as the "Above and Beyond" award from the Indiana Black Expo. He and his wife, Susan, are the parents of twin sons, Beau and Nick, who recently turned seven months old.

Sharon Sayles Belton, Mayor, Minneapolis, MN. As Mayor, Ms. Sayles Belton has emphasized a holistic, community-based approach to Minneapolis' challenges. She prioritizes healthy children and a healthy environment in which they can grow and sponsored the innovative "Success by Six/Way to Grow" program to give young children the nurturing they need to succeed in school. As both the first African American President of the Minneapolis City Council and first female and African American Mayor of Minneapolis, Mayor Sayles Belton acts as a role model to many. She and her husband, Steve, have three children. The mother of a developmentally disabled daughter, she served on the Metropolitan Task Force on developmental disabilities.

Jim King, Director, U. S. Office of Personnel Management, Washington, DC. For more than 25 years, Mr. King has worked at the federal, state, and local levels of government as well as at major universities. Prior to his current position, he was the State Office Chief of Staff to Senator John Kerry. Mr. King has served on numerous committees including the Massachusetts Aeronautics Commission, the National Council on the Arts and Humanities, and the Massachusetts Cultural Alliance. He is also past commander of Disabled American Veterans in Ludlow, MA. Mr. King and his wife have five children and enjoy outdoor activities including camping.

Philip Lader, Administrator, U. S. Small Business Administration, Washington, DC. Mr. Lader, a South Carolina businessman and

educator, formerly served as White House Deputy Chief of Staff and Deputy Director for Management of the Office of Management and Budget. He and his wife, Linda LeSourd Lader, founded Renaissance Weekends, family retreats for innovative national leaders in diverse fields, in 1981. Mr. Lader was president of South Carolina's Winthrop University as well as Australia's first private university. He and his wife are the parents of Mary-Catherine, 11, and Whitaker, nine. The Lader family enjoys biking on South Carolina's beaches and traveling together.

Rhonda Lauer, Associate Superintendent, School District of Philadelphia, Philadelphia, PA. Ms. Lauer has served as a teacher, principal, and administrator in the School District of Philadelphia working to improve the quality of public education. From the beginning of her career, children have been her priority. She has designed many initiatives including the Adopt-A-School program, a corporate/community partnership initiative. Ms. Lauer also co-founded the Philadelphia Children's Network with Ralph Smith where she served in the capacity of Associate Director. She has two children, Jessica, 12, and David, 16. They enjoy family gatherings, picnics with friends, and trips to New York to see plays and shop at Neiman Marcus and Bloomingdales.

Vincent Poppiti, Chief Judge, Family Court, State of Delaware, Wilmington, DE. A judge since 1979, Chief Judge Poppiti has become an expert on numerous children and family issues. He currently chairs the Domestic Violence Coordinating Council and is a member of numerous groups including the Children's Advocacy Center of Delaware, Inc., the White House Advisory Council on Violence against Women, and the United Way Youth Violence Initiative. He was a presenter at the recent Work and Family Conference: Is the Family a Corporate Stakeholder? held in Los Angeles. In his spare time, he and his family enjoy cooking, attending the theater, traveling, and relaxing together.

Carol Hampton Rasco, Assistant to the President for Domestic Policy, Washington, DC. Ms. Rasco serves as President Clinton's top domestic policy adviser at the White House. In this role, she directs the President's Domestic Policy Council which consists of Cabinet Secretaries and heads of domestic agencies and is responsible for helping to shape, implement, and articulate the President's domestic policy agenda. When Ms. Rasco defines family, she automatically includes her parents, who are retired, her two sisters and their spouses, two nieces and nephews along with her own two children, Hamp and Mary-Margaret. She considers her parents and children her greatest teachers.

Robert Reich, Secretary, U.S. Department of Labor, Washington, DC. Secretary Reich has spearheaded initiatives to improve the nation's workforce development system and to give more Americans opportunities for lifelong learning. During his term in office, he pushed successfully for congressional passage of the Family and Medical Leave Act and has put greater emphasis on workplace safety. Before coming to the Labor Department, Secretary Reich was on the faculty of Harvard University's John F. Kennedy School of Government. He and his wife, Clare Dalton, have two sons, Adam and Sam.

Richard Riley, Secretary, U. S. Department of Education, Washington, DC. As Governor of South Carolina, Riley spearheaded a comprehensive and highly successful reform of that state's school system. Again, as Secretary of Education, he is implementing similar reforms on a national scale by bringing together a coalition of groups including business people, educators and parents. Among the many initiatives developed by Secretary Riley is the Family Involvement Partnership designed to get parents more actively involved in their children's education and to offer positive solutions for helping families and their children. Riley and his wife, Anne, have four children and seven grandchildren.

Ralph Smith, Director of Planning and Development, the Annie E. Casey Foundation, Baltimore, MD. Founding President of the

Philadelphia Children's Network and Founding Director of the National Center on Fathers and Families at the University of Pennsylvania, Dr. Smith is also a member of the law school faculty. He worked as Executive Assistant to the Mayor of Philadelphia. He serves on many boards including the Center for the Study of Social Policy and the Family Resource Coalition. He and his wife, Dorothy Otani-Smith, have one son, Christopher, 15, who is a world traveler and avid swimmer and lacrosse player.

Faith Wohl, Director of the Office of Workplace Initiatives, U. S. General Services Administration, Washington, DC. Overseeing policy development and implementation of child care and telecommuting centers for employees throughout the federal governments, Ms. Wohl has played a critical role in incorporating recommendations made by Vice President Gore's National Performance Review on the family-friendly federal workplace. Previously with DuPont for 20 years, she was Director of Work Force Partnering, Director of Corporate Communications, and Community Affairs and Corporate Affairs among other roles. She has been named one of America's "10 Most Admired Women Managers" by Working Woman magazine and one of "10 People of the Year" by New Woman magazine. Ms. Wohl, a widow, has three children, two stepsons, seven grandchildren with another on the way, and three dogs.

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file: brownstone
1 May 22nd

Internal draft – Do not circulate

White House Conference on Raising Responsible Teenagers in the 21st Century >

Site WA before

Despite many positive developments in the last seven years – including declining rates of teen pregnancy, decreases in crimes against youth, and increases in student achievement and college access – parents of today’s adolescents express significant anxiety about the well-being of their children. In many cases, teenagers themselves feel alienated from their communities and insecure about the future. And recent episodes have made parents and teens of all backgrounds feel helpless in the face of school violence.

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on
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The White House Conference on Raising Responsible Teenagers in the 21st Century will respond to these concerns by focusing attention on ways that families and communities can teach good values, promote healthy behavior, and support positive youth development. Against a backdrop of broader societal changes (the new technology, an increasingly diverse population, and a significant “opportunity gap” for low-income and minority youth), the Conference will bring to light research on positive youth development, emphasize the importance of substantial investments in youth, and highlight the Administration’s achievements in this area.

→ Continuing

What problems will be addressed through the Conference?

Pres - Finner

Interp
Congress
Adm

- Parents that feel disconnected from their children and lack information to respond to the challenges they face.
- Teenagers feel alienated from their families and communities, and may choose their values and behaviors based on peers and the media.
- Low-income and minority teenagers face an “opportunity gap” in many areas.
- Problems of youth require comprehensive and integrated solutions, but often are addressed through programs focused on a single issue.
- There is only limited research on “what works” for adolescents.

Interp
Pres
Finner

Congress for
- support
W. H. H. H.

What do we hope to accomplish?

- To engage parents and communities in a conversation about how we can do a better job working together to raise our teenagers.
- To showcase the accomplishments of the Administration, and advance the President’s budget request, in the area of youth development.
- To encourage more effective, integrated services for and by youth at all levels of government and in the private sector.
- To provide parents and communities with tools and information they can use to address the needs of adolescents.

Pres
Adm
H. H. H.

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M. H. H.
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Special thank for agencies

- To enable teenagers to speak out about the challenges they face and their role in addressing these problems.
- To issue a call to action to the private sector, media, etc. to take responsibility for their effect on youth, and to use their resources to promote healthy behaviors.

Who is the audience?

- Parents
- Teenagers
- Policymakers and service providers
- Media and the private sector

When will the conference occur?

- Date to be scheduled pursuant to the President and First Lady's availability. Preferred date is the week before Memorial Day to take place before school lets out so we can downlink to classrooms, and to occur in advance of the America's Promise third anniversary conference in June.

How will the conference program be organized?

- The program may be organized thematically around "community, opportunity, and responsibility."
- Within this framework, the following issues may be addressed:
 - Health –teen pregnancy, HIV, smoking, drugs and alcohol, and research on obesity, sleep, etc.
 - Education –afterschool programs, smaller high schools, impact of work on education, college preparation and access
 - Enterprise –entrepreneurship programs, school-to-work, technology
 - Crime –violence by youth, youth as victims of violence, gangs
 - Values –citizenship, service, philanthropy, character education, community strengthening, "One America"
 - Integration of services

What are potential deliverables?

- Announce research agenda
- Commission and release parents' guide to recent research on adolescence
- Budget amplification (pull together all pieces of the federal budget related to this agenda)
- Announce upcoming CNS youth summit (scheduled for late June in Florida)
- Explore possible grant announcements through agencies and foundations

- Explore possible research report releases through agencies and nonprofit organizations

2/18/00 2:39 PM

Heibrunn

Youth Serving Organizations—locally based

*YMCA of the USA – Dave Mercer/Eden Fisher Durbin

*YWCA --

America's Promise – Gregg Petersmeyer

*Girl Scouts of America --

*4-H --

*Save the Children – Charles McCormack/Catherine Milton

*National Mentoring Partnership – Gail Manza

*Girls Inc. – Isabel Stewart?

Youth Service America – Steve Culbertson

National Center for Tobacco Free Kids

Children's Defense Fund – Marion Wright Edelman

*Child Welfare League of America – Che Bilchek

Youth as Resources – Maria Nagorski?

*National Urban League –

National Collaboration for Youth – Gordon Raley (*means member of the collaboration)

7/11

Thurs is adulthood

Youth organizations – conference call

*Boys and Girls Clubs – Roxanne Spillet

City Year – Alan Khazei/Michael Brown/Ann Maura Connolly

Youthbuild – Dorothy Stoneman

*Big Brothers/Big Sisters --

National Youth Leadership Council – Jim Kielsmeier

DoJony - and Jan

Experts

Peter Edelman

American Youth Policy Forum – Sam Halperin

Marty Blank – IEL

Jen Klein -

Ellen Galinsky – Families and Work Institute

Thurs
Edelman
DoJony
Mike Pittman
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Wom/ling
business
my work

JB's List

National Council of La Raza

National Coalition for Parent Involvement in Education

Family Resource Coalition of America

Communities in Schools

Coalition for Community Foundations for Youth

Academy for Educational Development

Center for Youth Development and Policy Research

Children's Aid Society (Phil Coltoff should be involved)

Yank and
to my... ..

Health/Researchers/Academics

Renee Jenkins

Michael Resnick/Robert Blum

Kathy Harris

Sp... ..
Nate Sp... ..
m... ..
G... ..
Ch... ..

Kris Moore
Urban Institute
Center for Adolescent Studies/ Indiana University
Stanford Center on Adolescents
The Search Institute
Carnegie Council on Adolescent Development

Melissa McLan
mid sister
Dan college guy
Nobel Corp + My Summer

Nonprofits/Foundations

Carnegie Foundation
Annie E. Casey Foundation
Grantmakers for Youth

Teachers/Parents/Ed Organizations

National PTA – Pam Grotz, Mary Beth Oakes
Council of the Great City Schools – Mike Casserly
*National Association of Secondary School Principals – Gerald Tirozzi, Rob Mahaffy
National Middle School Association (also do parent tips)
National Association of School Psychologists
American School Counselor Association
Learning First Alliance – Judy Wurtzel
Education Trust – Katie Haycock
East Hartford High School Student Assistance Program – Steve Edwards

Youth

TBD (should we use public liaison's youth councils)

Media

Amy Paulson -- Teen People
Jane Brown – Univ. of NC
Ivan Juzang – MEE Productions
Seventeen
YM/Young Miss
Center for Media Education
National Institute on Media and the Family
[women's magazines]
Youth Today
Sports Illustrated for Kids

AMZ

file:brunsty

YOUTH CONFERENCE ADVISORY MEETINGS

Meeting One – Experts

Peter Edelman
Marian Wright Edelman
American Youth Policy Forum- Sam Halperin
Jen Klein
Michelle Kipky
Karen Pittman

SHIRLEY MTG

Meeting 2- Conference Call with Youth Orgs (out of town)

City Year- Alan Khazei/Michael Brown/Ann Maura Connolly
Youthbuild- Dorothy Stoneman
Big Brothers/Big Sisters-
National Youth Leadership Council- Jim Kielsmeier

SHIRLEY MTG

Meeting 3- Youth Serving Organizations (local)

*Boys and Girls Clubs – Roxanne Spillett
*YMCA of the USA – Dave Mercer/Eden Fisher Durbin
YWCA
America's Promise – Gregg Petersmeyer
4-H--
*Save the Children – Charles MacCormack/Catherine Milton
National Mentoring Partnership – Gail Manza
Girls Inc. – Isabel Stewart
*Youth Service America – Steve Culbertson
National Center for Tobacco Free Kids
Child Welfare League of America- Shay Bilchek
Youth as Resources- Maria Nagorski?
National Urban League
National Collaboration for Youth- Gordan Raley (*means member of the collaboration)
Do Something- Michael Sanchez

SHIRLEY MTG

Work and Family

Families and Work Institute- Ellen Galinsky

Health/Researchers/Academics

Renee Jenkins
Michael Resnick/Robert Blum
Kathy Harris
Kris Moore
Urban Institute
Center for Adolescent Studies/ Indiana University
Stanford Center on Adolescents
The Search Institute

ANN MTG
Curtis - Steve Connolly
SONIA MTG

State adolescent human resources
proposing options

youth director - NCAAP
La Paro

mem 2001

service providers

mobile kiple - coming back from for youth
m. kiple@nsu.edu
mag in DC on 2/18 & 2/20
4 questions

Carnegie Council on Adolescent Development

Nonprofits/Foundations

Carnegie Foundation
Annie E. Casey Foundation
Grantmakers for Youth

SONIA MTG

Teachers/Parents/Ed Organizations

National PTA- Pam Grotz, Mary Beth Oakes
Council of the Great City Schools- Michael Casserly
National Association of Secondary School Principals- Gerald Tirozzi, Rob Mahaffy
National Middle School Association (do some parent tips)
National Association of School Psychologists
American School Counselor Association
Learning First Alliance- Judy Wurtzel
Education Trust- Katie Haycock
High School Student Assistance Programs- Steve Edwards
National Council of La Raza
IEL- Marty Blank
National Coalition for Parent Involvement in Education
Family Resource Coalition of America
Communities in Schools
Coalition for Community Foundations for Youth
Center for Youth Development and Policy Research/Academy for Ed Development- Richard Murphy
Children's Aid Society- Phil Coltoff

CCSSO

A

National
School Boards Assn.
PFAE
+ MORE

Tim McNeill

Youth

TBD

Media

Seventeen
YM/Young Miss
Center for Media Education
National Institute on Media and the Family
[women's magazines- Family Circle, Good Housekeeping, Parenting, Family Life]
Teen People- Amy Paulsen
UNC- Jane Brown
MEE Productions- Ivan Juzang
Sports Illustrated for Kids
Youth Today
[TV- Lifetime, MTV, Nickelodeon]

National Youth & Cities
Center for
Civic Youth
Maya Mendez

Hill Meeting

ANN MTG

Meredith Heath

Governors/Mayors/Legislators Meeting

ANN MTG

Federal Agencies

HHS- Peggy Hamburg, Ann SEgal

Education- Frank Holleman, Mike Cohen, Adrianna DeKanter

White House Initiative on Hispanic Education – Sarita Brown

CNS – John Gomperts, Marilyn Smith, Kris Minor

DOJ- Charles Simon

Labor- Bill Kamela

NIH- Duanne Alexander

HUD

USDA

FDA

ONDCP

DOL (School-to-Work, job training)

HUD (Youthbuild)

Father involved

↳

Father name same as

Response integrated by
offices

↳ your

TEO Regan

Will be the Blount to use the action

CLASP - Jodie Kivria-Epstein

↳ top DANE funds to you
guide for

Alibramstrong

YOUTH CONFERENCE ADVISORY MEETINGS

Federal Agencies (Ann) → Hill staff

W H staff

Peggy H...
Frank H...
M...
- HHS

- Education

White House Initiative on Hispanic Education - Sarita Brown

CNS - John Gomperts, Marilyn Smith, K...
? CDC (health- std's, aids)

? USDA/Center for Nutrition Policy and Promotion

? FDA/ Children and Tobacco Program

DOJ

NSF

NIH

- DOL (School-to-Work, job training)

- HUD (Youthbuild)

FTL

FCL

ANDCP

Youth Serving Organizations - Sh.../70

*Boys and Girls Clubs - Roxanne Spillet

*YMCA of the USA - Dave Mercer/Eden Fisher Durbin

YWCA

America's Promise - Gregg Petersmeyer

Girl Scouts of America

Boy Scouts of America

*Save the Children - Charles MacCormack/Catherine Milton

National Mentoring Partnership - Gail Manza

Girls Inc. - Isabel Stewart

4H

Service/Philan Organizations Sh...

*Youth Service America - Steve Culbertson

National Youth Leadership Council - Jim Kielsmeier

City Year - Alan Khazei/Michael Brown/Ann Maura Connolly

Youthbuild - Dorothy Stoneman

NASCC

Researchers/Academics Sh... & Ann

Urban Institute - Frank Sauter

Center for Adolescent Studies/ Indiana University

Stanford Center on Adolescents

The Search Institute - Bob Benson

Carnegie Council on Adolescent Development

NAS - ...

Parents

*National PTA

Nonprofits/Foundations (Sonin/70)

Carnegie Foundation

Hill Staff

Foundation

Dugan

Den...
John...
Christine...
Marge...
John...
Arky...
Anne...
Mary...
Andrea...
Beth...
L...
Troy...
Stephen...
L...
S...
Diane...
K...
C...
Phil...
M...
D...

Kellogg Foundation
Annie E. Casey Foundation
American Youth Policy Forum – Sam Halperin

Advocacy Groups

*National Campaign to Prevent Teen Pregnancy – Sarah Brown, Isabelle Sawhill
*Campaign to End Youth Violence – Jeff Bleich
National Center for Tobacco Free Kids –
Hand Gun Control – on line
[Center for Substance Abuse and Prevention] – Adm
*Children's Defense Fund – m
Child Welfare League of America – Sherry Dikeman

Health

Ann DeMunnichy AHA – AMA – APA you write

Teachers/Ed Organizations

– Ann/JO
Council of the Great City Schools
*National Association of Secondary School Principals – Rob Mahaffy
National Middle School Association (also do parent tips)
National Association of School Psychologists
American School Counselor Association
Steve Edwards, East Hartford High School Student Assistance Program –

- I know of an incredible school-based program in Connecticut that brings the community and students together to solve problems through peer mediation, cultural programs, career services, violence prevention initiatives, etc. The program's founder (the school Principal) has won several national and state awards and is a *tremendous* speaker (nation-wide) and thinker on school based community programs (Tirozzi used to work with him and so have I). If we are interested in these types of replicable programs I would highly recommend bringing Steve in, even in just an advisory role.

PTA

Education Trust – Anne Thompson

Youth

– Ann
TBD (should we use public liaison's youth councils)

Mary Beth
CNS – John Gonsky

Media

Seventeen
YM/Young Miss
Center for Media Education
National Institute on Media and the Family
[women's magazines]
Teen People
Sports Illustrated for Kids
Oxygen ? – CDm
Katie Tully – Bill Tully
MTV/VH1 ?
The/Ann Ron Pann
Tully Tully

Jeff Blaw &
Tully Tully

AFT
NEA
Writing, Books
Charts

HHS - Peggy Hams

Ed - Frank Hollman
mine when

Ann Segal

Frog Golden Cactus
20 May 1968 + Ann Segal
Dover

Give Country

Admann DeBente

CWJ - John Vanants -
Murray Smith

Santa Clara

King, Minnie

CDL
Dr. Adam Heavin

Diane
Allensworth
2 Jan 1998

(very small)

USA - (Mississippi Canyon?)

DUY -

Charles Sumner
NYDP?

NSF -

NICHD - Dr. David Ableson

Ellen Stave

DOL -

Yaz Bill Kameln
ETA 692 2700

HVD-

Yuthanda

FIL

Cool Kids

Full -

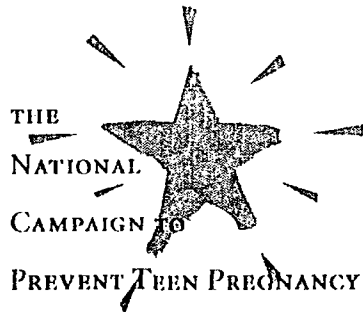
~~Cyberpunk~~ Punk crossover

Parents Matter: Tips for Raising Teenagers

CAMPAIGN FOR TOBACCO-FREE KIDS
NATIONAL CAMPAIGN AGAINST YOUTH VIOLENCE
NATIONAL CAMPAIGN TO PREVENT TEEN PREGNANCY
OFFICE OF NATIONAL DRUG CONTROL POLICY
U.S. DEPARTMENT OF EDUCATION
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

PREPARED FOR THE WHITE HOUSE CONFERENCE ON TEENAGERS
MAY 2, 2000

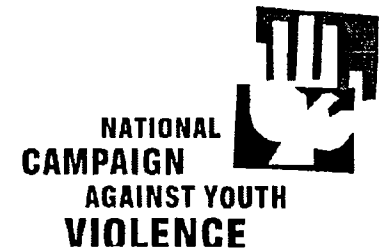
Parents Matter: Tips for Raising Teenagers



Being a parent is one of life's most challenging – and rewarding – responsibilities. But the parents of teenagers may have the toughest job around. Adolescence is the journey from childhood to adulthood, from relying mostly on the judgment of others to learning how to make responsible decisions independently. It can be a difficult transition for both teens and their parents, especially in a society in which young people are confronted daily with the serious risks that come with sex, violence, drugs, alcohol, smoking, and school failure – risks that science and common sense tell us are often related. Because the various risks teens face are so closely connected, so too are the solutions.



It's easy for parents of teens to believe that they've lost their influence over their kids once they reach adolescence. The power of peers and the media can seem overwhelming. But research and experience both make clear: parents *do* matter in the lives of their teens. Teenagers need support, guidance, and caring from their parents as much as younger children do. And teens themselves say they want to hear from their parents about the challenges they face growing up, even if they don't always act like it.



While each of the organizations that have helped develop this publication has a different focus, we offer many of the same messages to parents. Parents can do so much to foster their kids' talents and skills and guide them toward healthy development. Parents can also shape the communities their children grow up in. Whether you're concerned about drinking, drugs, violence, trouble in school, smoking, or sex (or all of the above), the best advice for parents is the same: stay closely connected to your teenage sons and daughters. The following ideas can help parents make a difference in the lives of their teens.



Spend time with your children and teens.

Spend time with your kids, engaged in activities that suit their ages and interests. Shared experiences build a bank account of affection and trust that forms the basis for future communication. Eat together as often as you can. Meals are a great opportunity to talk about the day's events and to grow closer with your children. Use the time for conversation, not confrontation. Read, watch TV or movies, and surf the internet together. Exercise or play sports as a family. Get involved in community service with your kids.

Help teens gain a sense of self-confidence.

Self-confidence is earned, not given. Give kids opportunities to learn skills and gain confidence. Offer praise for jobs well done, accentuate the positive, emphasize the things your children do right. If they fall short, suggest ways to improve; don't criticize. Affection and respect will reinforce good behavior (and change bad) far more successfully than fear or embarrassment.

Encourage your teens to get involved in fun, safe, fulfilling activities.

Help your children to identify their strengths, talents, and interests and to find opportunities in which these assets can be developed. Encourage them to volunteer in the community, join a youth group, or participate in arts or sports. It'll give them a sense of accomplishment, connect them to positive peers and adult leaders, and – not least of all – keep them busy.

Help your teenagers set goals and understand that they have options for the future.

Help kids understand how the choices they make now can affect their whole lives. Introduce them to successful people in your community who can explain what it took to succeed. Teens with long-term goals for education or work will be less likely to compromise their futures by engaging in risky behavior.

Let your kids know that you value education highly.

Stay involved in your children's education and let them know it is important to you. Explain to them how their education will reward them later in life and why it is so important for them to take it seriously now. School failure is often a warning sign of other problems. If you notice a drop in performance, talk to your teen and his or her teachers immediately.

Stay involved with your teens' schools.

Parents are often very connected to their children's elementary schools but disengage as the kids get older. Try to stay involved right through middle and high school. Pay attention to the classes your teens are taking and the homework they are being assigned. Join the PTA or another parent organization. Volunteer to be a tutor, mentor, or guest lecturer. Meet your teens' principals, teachers, counselors, and coaches. Attend back-to-school nights, student exhibitions, plays, band and chorus recitals, and sporting events. If you don't show up, your kids will be the first to notice.

Know where your kids are and what they're doing.

Set clear rules for your kids about what they may do and with whom they may spend time, and talk to them about why these rules are important. Establish curfews and make unchaperoned parties off-limits. Make a special effort to know where your children and teens are on the weekends and after school, since those are the "danger zones" when unsupervised young people may have many opportunities to use drugs, commit crimes, and engage in other risky behavior. The goal is to be an attentive parent without being authoritarian. Remember, knowing where your kids are and what they're up to doesn't make you a nag; it makes you a caring parent.

Get to know your children's friends and their families.

Friends have a strong influence on each other, so it is important to get to know your children's friends and their parents. Much peer pressure is actually positive. Encourage your teens to hang out with healthy, positive friends. Welcome their friends into your home and talk with them openly.

Talk with your children early and often about the pressures of growing up and the risks they may encounter: sex, drugs, alcohol, smoking, and violence.

Although it may be difficult to initiate a conversation, start when your children are curious and begin to ask questions. Make it clear that everyone experiences pain, fear, anger, and anxiety, and talk with them about the appropriate ways to deal with troubling emotions. Make sure your kids know the dangers of tobacco, drugs and alcohol, and sex. Frequent communication on such issues should begin early in childhood and continue throughout adolescence, as questions and situations continue to change. Of course, with teens in particular, you may have to take the initiative in keeping communication going. Create an ongoing two-way dialogue by respectfully answering each question or topic thoughtfully. Talk *to* kids, not *at* them.

Be clear about your own values and attitudes.

Communicating with your children about difficult issues is most successful when you, as a parent, are certain about your own feelings. By being open and honest, you can express your values in a caring way. Many parents worry about seeming hypocritical, particularly if they engaged in risky behavior as teenagers themselves but are now urging their children to take a different path. While most teens have a very well-tuned "hypocrisy radar," they are often sophisticated enough to realize that, in this age of AIDS, automatic weapons, and other dangers, new standards are appropriate.

Set the right example.

Be a living day-to-day example of your values and standards. Show the compassion, honesty, discipline, and openness you want your children to have. If you abuse drugs or alcohol, know that your kids are watching and what they observe may undercut your good intentions to keep them substance-free. Don't smoke or allow smoking in your home. Model non-violent behavior. If you want young people to shun violence, you need to demonstrate how. Parents who are dating should know that their kids see what they do, not just hear what they say.

Pay attention to kids before they get into trouble.

Programs and support for teens in trouble are great, but all kids benefit from encouragement, attention, and support. Don't focus attention on them only when there's a problem. Let your kids know you are proud of them for doing the right thing – even when it seems like no big thing.

Watch for signs that your teenager needs help.

Learn the signs of drug and alcohol use, school failure, depression, and violence. Here are some clues to watch for: large amounts of time spent alone in isolation from family and friends, sudden changes in school performance, drastic mood swings or changes in behavior, lack of interest in hobbies or social and recreational activities, and changes in your child's peer group or separation from long-time friends. Don't be afraid to step in and seek outside help. Most communities have resources to help parents help their kids.

Make your home safe and teach your kids the importance of safety.

If you own guns, make sure that they are kept locked up. Don't bring illegal drugs into your home, and keep your liquor cabinet locked. Don't smoke around your kids or allow others to do so. Make sure your teens wear seatbelts, get good drivers' education, and know the danger of drinking and driving.

Know what your kids are watching, reading, and listening to.

It is your role as a parent to serve as a filter between the media and your child. Even teens need guidance to become educated media consumers. Watch television or listen to music with your children and help them understand the difference between real life and what gets portrayed in the media. Look for teachable moments; characters and stories shown in the media often provide opportunities for talking about issues that concern you or your children.

Get involved in your community.

Parents can make a real difference in the lives of their children and teens, but parents can't fix all the problems their kids face. Parents must get involved in changing the environment in which teens face tough challenges and choices. The more your community supports the positive development of teens, the easier it will be for you to do your job as a parent. Encourage schools and other organizations to adopt and enforce tobacco- and drug-free campuses. Advocate for teen-friendly and safe places that are drug-free, alcohol-free, and smoke-free. Join community organizations that promote policies to help kids, like restricting the marketing of tobacco to children or reducing community violence. Patronize businesses that promote healthy choices by teens. Help other teens in your community by becoming a mentor or employing teens at your place of work. Get involved with the youth group at your place of worship or local community center.

Resources:

Campaign for Tobacco-Free Kids

1707 L Street, NW, Suite 800
Washington, DC 20036
(202) 296-5469
www.tobaccofreekids.org

National Campaign Against Youth Violence

33 New Montgomery Street, 20th Floor
San Francisco, CA 94105-9781
(415) 512-4008
www.NoViolence.net

National Campaign to Prevent Teen Pregnancy

1776 Massachusetts Avenue, NW, Suite 200
Washington, DC 20036
(202) 478-8500
www.teenpregnancy.org

National Clearinghouse on Families and Youth

PO Box 13505
Silver Spring, MD 20911
(301) 608-8098
www.ncfy.com

For information on parenting skills and other ways to
raise a drug-free child, please visit www.theantidrug.com.
For printed or audiovisual materials, call the National Clearinghouse
for Alcohol and Drug Information at (800) 788-2800.

CHILDLINE

Question: How does Childline work in the U.K.? Can we use the Domestic Violence Hotline as a model for establishing a child hotline in the U.S.?

Answer:

Childline

Childline is the free, confidential, 24-hour telephone helpline in the U.K. for children and young people in trouble or danger. Ninety percent of its budget comes from voluntary donations. The goals of Childline are to protect children who are at risk of harm, to help children resolve or alleviate their problems to raise public awareness, and influence policies and practice which affect children's lives and development.

In the spring of 1986, a BBC program appealed to viewers for their help in conducting a survey on child abuse. The BBC also ran a helpline for 24 hours after the program for adults and children who wished to call. On the night of the launch, 50,000 children tried to call the helpline, many telling stories of cruelty and sexual abuse. A special Childwatch team was set up that eventually met with child care professionals to discuss how to establish a permanent free telephone helpline that would be open 24 hours a day. Since the first night it opened, Childline has counseled more than 750,000 children. While, the demand continues to grow with approximately 10,000 children attempting to call every day, Childline can only answer about 3,300 calls a day (one-third of the calls made).

Childline phone counselors are volunteers who undergo extensive training and are supported by a professional staff team. Many of the children who call Childline report that they have never spoken to any grown up before about their problems and that it has taken them months to work up the courage to call. All calls to Childline are confidential. Childline counselors do not make referrals against the child's wishes, unless the child's life is in danger. In 1997-98, almost 1,000 children and young people were referred, however intervention is not always possible. Childline also publishes reports on issues ranging from children's health to bullying to racism.

Domestic Violence Hotline

In the 1994 Crime Bill, President Clinton established a nationwide 24-Hour Domestic Violence Hotline. The hotline (1-800-797-SAFE) provides immediate crisis intervention, counseling and referrals for those in need. The Hotline links individuals to help in their area using a nationwide database that includes detailed information on domestic violence shelters, other emergency shelters, legal advocacy and assistance programs, and social service programs. One call summons immediate help, in English or Spanish, 24 hours a day, seven days each week. The Hotline also has interpreters available to translate an additional 139 languages. The Hotline may be reached toll-free by phone from all 50 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands. Since the President unveiled the Hotline phone number in February 1996, there have been more than 300,000 calls -- averaging 8,000 calls a month -- from all 50 States, the District of Columbia, Puerto Rico and the U.S. Virgin Islands. The Hotline costs \$1.2 million a year. In 1995, its first year, it cost \$1 million, much of which was for start-up costs. In 1996, it cost \$400,000 and in each year since it has cost \$1.2 million.

New Perks for Harder Work

To Attract and Retain Talent, Employers Get Creative

By **KIRSTIN DOWNEY GRIMSLEY**
Washington Post Staff Writer

Workers have always looked to their employers for their bread and butter.

Now they're turning to them for their chipotle-grilled salmon, their parmesan chicken breast, their breakfast quiches and even their "homemade" fudge.

Chef-prepared take-home meals, such as those J.C. Penney offers workers at its Plano, Tex., headquarters, are the newest kind of perk being offered in corporate America. They are part of a proliferation of free or subsidized employer-proffered services designed to help ease the lives of time-strapped, stressed-out workers.

And they are being offered to more and more employees, and not just the elite. Now, at banks and tech firms, retailers and insurance companies, for mail-

room clerks and VIPs alike, their employers will arrange to pay the bills, walk the dog, clean clothes, plan honeymoons, sue the neighbors, protect teens from online

predators, send Mom flowers on her birthday, pick a nursing home for Dad and even offer advice on what kind of birth control to use.

Companies here and across the country—America Online, Fannie Mae, Freddie Mac, the Calvert Group, Marriott International, Cigna, Deloitte & Touche, Texas Instruments, Charles Schwab and many others—have developed a bevy of programs to deal with worker overload.

In general, the companies pay for the concierge and referral services and employees pay for the products, often at discounted prices. Some firms are pooling resources so they can offer perks they can't afford on their own.

The goal of these programs—partly benevolent and partly pragmatic—is to get people on the job and keep them there. It's not surprising in a hyper-competitive, global, 24-hour-a-day, seven-day-a-week economy, where getting a product to market days before an industry rival can mean life or liquidation for a company.

"We need to make them come and make it feasible to stay without working themselves into the ground," said Betty Purkey, manager of work-life programs at Dallas-based Texas Instruments. Lifestyle-friendly programs there include an online parents network where workers can get child-rearing advice, flexible scheduling, breastfeeding rooms, summer camps for children, a concierge to run errands and an elder-care referral service.

"We're realizing it's not smart to burn people out," Purkey said. "It doesn't get you anything long term—even if it gets you something short term."

Broad economic forces form the backdrop here. With unemployment at a 30-year low and labor-participation rates at record highs, there are few people left to tend to matters of the hearth. And Americans now work the longest hours—and have the highest productivity—of any industrialized nation in the world, according to a recent study by the International Labour Organization.

In such times, personnel executives are working hard to add to their rosters of creative job perks.

The accounting firm Deloitte & Touche, for example, offers its 800 Washington area employees an opportunity to buy computer products online at discount prices. It also provides them with a loan assistance program that frees them from lenders' red tape and even coaches them how to better parent a poorly motivated teenager.

Three months ago, rival accounting firm Ernst & Young, which had employed 30 concierges around the country, expanded that service to its 7,500 consultants nationwide, including 350 in the Washington area.

The consultants and their spouses have access to a toll-free number where workers are on call 12 hours a day to buy tickets for them, arrange for housecleaning or pet care, or plan and book a family reunion. Ernst & Young's Denise Hoffman said the program has been so popular the company is considering expanding it to the entire work force.

This surge of cradle-to-grave services is garnering praise as a sanity saver for legions of workers. At the same time, some experts say it raises troubling questions about the dark side of the American work ethic.

"The way people work has made them end up with more pressured lives," said Ellen Galinsky, director of the Families and Work Institute, which researches work patterns. "Work creates the problem. Then work creates the solution, rather than dealing with the problem."

Robert Drago, a professor of labor studies at Pennsylvania State University, takes a similar view. "Employees are being asked to handle work-family conflict by having their families fade into the background," he said. "Firms are providing services that allow workers to work harder and longer so their productivity will continue to rise. The downside is that people are spending less time dealing with family problems. They are giving up control over their family life and letting other people make their decisions."

It's a Faustian bargain that workers seem eager to accept. Faye Rainey, 39, a software engineer at Texas Instruments and the mother of a 5-year-old son, Jelani, and a 3-year-old daughter, Shani, said the fast pace of the semiconductor industry sometimes stretches her nine-hour workdays to 14 hours, particularly when new products are being tested.

So last year, as her wedding anniversary approached, she turned to the company concierge for help planning the evening. The concierge booked a hotel room, reserved a table at a posh seafood house, arranged for a

limousine, even ordered up a special anniversary dessert—a cheesecake inscribed with the couple's names—to be presented personally by the restaurant's chef.

"My husband was so proud of me, I didn't have the heart to tell him I didn't plan it," Rainey said.

When she has had family problems, such as questions about schools or day care, breastfeeding or birth control, she has taken them to Texas Instruments' online parenting network, where co-workers share their insights.

"You can barely stay in touch with your own immediate family, not to mention your friends," she said. "But it's easy to send an e-mail out. And the parents network is very responsive."

Companies that already offer such programs are expanding them, partially because the labor shortage is forcing them to make themselves more attractive to job applicants. Concierge services, for example, are now offered at 26 of the firms that made Fortune magazine's list of the "100 Best Places to Work," up from 15 firms two years ago.

At AOL, even low-level workers at their far-flung call centers in Jacksonville, Fla., or Ogden, Utah, can call on a personal concierge to make a restaurant reservation, book a hotel room or send birthday flowers.

Last September, an information systems technical manager in his early thirties at AOL's Dulles headquarters, matter-of-factly called the concierge desk. "The guy said, 'I'm getting married in two weeks and I haven't planned the honeymoon yet,'" recalled concierge Candiece (that's her legal name), who works on-site.

She quickly reserved a flight to Miami for the couple, selected luxurious accommodations and booked a Caribbean cruise, much to the groom's relief. "They're so focused on work," she said. "Too many details from work and personal life. We're here to help them with their lives, and every month the requests are increasing."

These services and programs are cropping up even in areas where unemployment is high and workers are a dime a dozen. In Fresno, Calif., where unemployment is 12.7 percent, three times the national average, more than 45 employers have rushed to join a new work-life association launched by the Fresno Surgery Center, which has linked reports of fatigue, headaches and gastrointestinal distress to job-related stress.

Laura Glenn, business health manager at Fresno Surgery Center, said she was startled by the quick response from employers. "They're hungry for it," Glenn said. Some of the employers offered to pool resources when they couldn't afford their own service providers.

Employer-provided take-home meals are clearly becoming more popular—though on occasion they are taken back to the office rather than home. According to the Fortune survey, 46 of the companies the magazine designated among the 100 best places in America to work now offer take-home meals.

"We have a lot of clients interested in [that perk], and we're getting more requests for it," said Bill Wagner, director of marketing and culinary support at Sodexo Marriott's corporate services division, which offers take-home meals as a special feature to corporate clients with on-site cafeterias. "They see other companies doing it and they feel a bit left out if they are not doing it themselves."

At J.C. Penney, many workers at the headquarters building pick up their children at the lavishly appointed child-care center and then, kids in tow, stop by the cafeteria to select chef-prepared meals made to order for each member of the family. Then they head home to eat together. A take-home meal for a family of four, complete with entree, side dishes, beverages and dessert, costs less than \$20.

At Enron, a Houston-based energy firm whose workers tend to be younger, the take-home meals are typically just carted upstairs for evening consumption while workers labor late into the evening. Only about 5 percent to 7 percent of the take-home meals there actually go home, Wagner said.

For some families, take-home meals can mean much more. Lori O'Connell, 36, who handles human resources and facilities budgeting for AOL, faced long workdays going into the holiday season because of her end accounting and 12K responsibilities. Just one week before Christmas, she suddenly realized with a start that her in-laws were arriving within days and that she had nothing for them to eat.

"I pushed the panic mode," O'Connell recalled. "I ran to [Sodexo Marriott staff on site] and said, 'Can you help me?' Then I ran to the AOL store to do the last of my Christmas shopping."

Several days later, she loaded the holiday fare into her car: lasagna for Wednesday night when the in-laws arrived at the airport, beef tenderloin for Christmas Eve dinner, honey-glazed ham for Christmas Day, appetizers and vegetable platters, cranberry and apple pies—all complete with reheating instructions.

"We work hard," she said. "Expectations are high, and you need to be focused. This makes one less distraction."

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Pentagon Vows to Rein In Corps of Engineers

By MICHAEL GRUNWALD
Washington Post Staff Writer

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The Pentagon yesterday announced that it is reviewing the management of the Army Corps of Engineers, promising quick changes "to ensure that we provide appropriate leadership and oversight" of the embattled public works agency.

Lt. Gen. Joe Ballard, the top military commander of the Corps, fiercely defended the agency yesterday before a Senate subcommittee,

dismissing recent allegations that senior officials have manipulated studies in order to green-light big construction projects. Ballard also insisted that a new "Program Growth Initiative" designed to boost the engineers' budget by more than 50 percent reflected his agency's desire to "increase its service and value to the nation" by building needed water projects, not an attempt at empire-building.

But several senators questioned the ability of the Corps to conduct honest analyses. Sen. Robert C. Smith (R-N.H.), chairman of the Environment and Public Works Committee, criticized "the chaos at the Corps," while Sen. Ron Wyden (D-Ore.) said the agency has lost its credibility. Meanwhile, after the White House expressed "concern" about the Corps for the first time yesterday, the Pentagon moved to widen its probe of alleged misconduct at the agency.

In a statement, Army Secretary Louis Caldera said he took the various charges "very seriously," and vowed to address "both the specifics of the issues raised as well as the more fundamental issues of oversight and control of the civil works program." Caldera had already promised an investigation last week into allegations that top Corps officials rigged a \$50 million study of navigation improvements on the Mississippi and Illinois rivers.

"I expect to consider a number of options and make changes as soon as possible," Caldera said.

The new barrage of rhetoric followed an article in The Washington Post yesterday reporting the "Program Growth Initiative," a detailed plan by the engineers' military leaders to increase their \$4.1 billion civil works budget to \$6.2 billion by 2005. While a slide show of the plan was presented to at least two divisions and a meeting of project managers, it was never shared with the civilians who are responsible for controlling the agency's civil works policy.

Yesterday, Ballard testified at the Senate hearing with the top Corps civilian, Assistant Army Secretary Joseph Westphal, and said he had planned to inform Westphal about the growth proposals. Ballard also said the point of the strategy was to build more projects that Congress has already authorized, not to seek new projects.

"I assure you that when all the facts are in, the integrity of the Corps will be intact, and you will know that the trust you have traditionally placed in the Corps is well-founded," Ballard said.

The program growth slide show—which the Corps released publicly yesterday—seemed to clash with the general's testimony about avoiding new projects. The plan would double the agency's budgets for studying new projects, and suggests that "with continuation of historical success rates," new studies will inevitably lead to new construction. The slide show also lists as its top "Impediment to Growth" the rules that govern how the Corps analyzes new projects. It proposes that budget growth should either be a "Hard and Fast Goal for Each [District]" or an "Overall Guideline for All to Strive to Meet."

Ballard and Westphal played down tensions between the civilian and military sides of the 37,000-employee agency, but Smith sug-

gested there is still confusion over who is in charge. Westphal said his civilian predecessors delegated oversight for most Corps studies to military leaders, a decision he said he may rescind. Ballard noted that the administration and Congress are ultimately responsible for going ahead with projects, and for the agency's final budget. Smith called these unclear lines of authority "completely unacceptable."

The culture clash has been harshest over the Upper Mississippi study, which Wyden cited yesterday as an example of the engineers "hot-wiring the process" to serve special interests. According to an internal memo, Maj. Gen. Hans Van Winkle apparently ordered a team reviewing the study to make sure the final results pleased the navigation industry.

But Sen. Christopher S. Bond (R-Mo.), a strong proponent of navigation, denounced the critics who have questioned the agency's push for major lock expansions on the Mississippi and Illinois rivers, calling them vital for grain exports. If the Corps analysis does not endorse a plan to rebuild the aging locks, he said, "then Congress will have to do it for them."