Withdrawal/Redaction Sheet
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. schedule	Schedule for Hillary Rodham Clinton, Final [partial] (1 page)	3/9/94	b(6)

COLLECTION:
Clinton Presidential Records
First Lady's Office
Liz Bowyer
OA/Box Number: 3980

FOLDER TITLE:
[HRC Background File] Wednesday, March 23 [1994]

2014-0483-S
sb406

RESTRICTION CODES

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

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

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

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

WEDNESDAY, MARCH 23

3/23

Event for Wednesday, March 23, 1994 10:45

This is an event arranged by HealthRight. They are bringing 50 seniors from around the country to talk about the need for health reform, and prescription drugs and long-term care for seniors. They will work with us on the event, but assure me that the seniors will be supportive, and will praise the President's approach.

The event is currently structured --

- Arthur Fleming would speak briefly about HealthRight and the event;

- A 3 minute video;

- 5 seniors would talk about the need for long-term care, prescription drug coverage, and support for the President's approach;

- HRC or another Administration person would speak;

- Members of Congress would speak;

- The event would end; no questions from the press.

Gephardt, Bonior, Hoyer, Fazio, Richardson, Kennelly, and several other Members are expected.

After the event has ended, Wyden will conduct an unofficial hearing where many of the HealthRight seniors will testify. This would go on for several hours.

WILLKIE FARR & GALLAGHER

FAX/TELEX TRANSMISSI N

One Citicorp Center
153 East 53rd Street
New York, NY 10022-4669
212 935 8000

Date: 3/14/94

Time:

Total number of pages (including this page): 9

Fax/Telex No. (with country and area code): (202 456-6208

Telephone No. (with country and area code): ( )

City:

State:

Country:

Please include Client/Matter No. on back of form

FROM: Susan Thomases

Room No.

Ext.

TO: Patti Solis

ATTENTION: FAX OPERATOR

If Any Problems: Call 212 935 8000 Ext. 6239, 6240

Receiving Number: 212 752 2991

250 Park Avenue South
New York, NY 10003-1459
TEL (212) 777-8900
FAX (212) 477-4252

Working with business
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To Susan Thomases	From Kitty Silverman
Co. Willkie Farr + Gallagher	Co. CATALYST
Dept.	Phone # 212-777-8900
Fax # 821-8111	Fax # 212-477-4252

To: Susan Thomases
From: Kitty Silverman, Catalyst
Re: Catalyst Awards Dinner Update
Date: 3/14/94

For your information, I am attaching the following regarding our Awards Dinner on 3/23:

- Participants in the evening's program include:

  Dinner Chair - Gary L. Tooker, Vice Chairman & CEO, Motorola
  Chairman, Catalyst Board of Directors - John H. Bryan, Chairman & CEO, Sara Lee Corporation
  Catalyst President - Sheila W. Wellington
  Awards Presenter - Evelyn H. Lauder, Senior Corporate Vice President, Estee Lauder Companies
  Catalyst Award Winners
  Bank of Montreal - F. Anthony Comper, President & COO
  McDonald's Corporation - Michael R. Quinlan, Chairman & CEO
  Pitney Bowes Inc. - George B. Harvey, Chairman & President

- The list of people who will be sitting on the dais - we currently have 66 names. This list is subject to change, although each person has confirmed once. Other Associate Chairs attending but sitting at their company tables are:

  Zoe Baird, Senior Vice President & General Counsel, Aetna Life & Casualty

  John Biggs, Chairman & CEO, TIAA-CREF

  John Curley, Chairman, President & CEO, Gannett

- The list of companies who will be attending the Dinner.

- FYI, including the dais, we are expecting between 950-1,000 people to attend the Dinner.

'94 Annual Awards Dinner: $$ Status To Date 3/11/94

	A
1	COMPANY
2	
3	
4	
5	~~Aetna Life & Casualty~~
6	AICPA
7	AlliedSignal Inc.
8	Allstate Insurance Company
9	American Brands, Inc.
10	American Express Company
11	American Home Products Corporation
12	Amgen, Inc.
13	Amoco Corporation
14	Anne L. Armstrong
15	Arthur Andersen & Co, SC
16	AT&T
17	Avnet, Inc.
18	Avon Products, Inc.
19	Bank of America
20	Bank of Montreal (1 comp. table)
21	Bankers Trust
22	Barbara Anderson Interior Design
23	Bayer Bess Vanderwarker*
24	BE&K Inc.
25	Bellcore*
26	Bielaska, Mary G. (1 comp seat)
27	Booz, Allen & Hamilton
28	Burson-Marsteller
29	Capital Group Inc, The
30	Chas. Levy Company
31	Chase Manhattan Bank
32	Chemical Banking Corporation
33	Chrysler Corporation
34	Citicorp
35	Citicorp
36	Colgate-Palmolive Company

* after company name indicates new reservation since last report

	A
1	COMPANY
2	
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37	Colgate-Palmolive Company
38	Commonwealth Fund, The
39	Con Edison
40	Continental Insurance
41	Coopers & Lybrand
42	Coors Brewing Company*
43	CPC International Inc.
44	CS First Boston*
45	CUNY Graduate School
46	Dean Witter Discover & Company
47	Deloitte & Touche
48	Dobrzynski, Judith
49	Dorn, Sue (I comp. seat)*
50	Dow Chemical Company
51	Dresser Foundation, Inc.
52	Dun & Bradstreet Corporation, The
53	DuPont
54	Eastman Kodak Company
55	Einiger, Carol B.
56	Elliott, Eleanor T.
57	Emerson Electric Co.
58	Entergy Corporation
59	EQ-The Environmental Quality Company
60	Estee Lauder International
61	Exxon Corporation
62	Fidelity Investments
63	First Interstate Bank of California*
64	Frazier, Diana*
65	Galland, Helen
66	Gannett
67	General Foods USA
68	General Motors Corporation

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69	Goldman, Sachs & Co.
70	Goldsmith, Margie (1 comp seat)*
71	Grey Advertising
72	Guggenheimer, Elinor C.
73	Harkless, George & Eileen (LW's family)*
74	Hechinger, Grace & Fred
75	Hercules Incorporated
76	Hesselbein, Frances
77	Hewlett-Packard Company
78	Hughes, Norah O.
79	Illinois State Lottery*
80	International Paper
81	James, Caroline K.
82	John Hancock Financial Services
83	Johnson & Johnson
84	JP Morgan
85	KPMG Peat Marwick
86	LeBoeuf, Lamb, Greene & MacRae
87	Leiman, Joan & Leonard
88	Lichtenberg, James & Ronna*
89	Lockheed Corporation
90	Matsushita Electric Corporation of America
91	MBIA*
92	McDonald's Corporation (1 comp. table)
93	McDonald's Corporation (1 Patron table)
94	McDonald's Corporation (9 Sponsor tables)
95	McDonald's Corporation (1 Sponsor table)
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97	McPherson, Mary Patterson
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107	Muriel Siebert & Co., Inc.
108	National Broadcasting Company
109	The Natori Company, Inc.
110	Northern Telecom Ltd.
111	NYNEX
112	Ogilvy Adams & Rinehart
113	Ortega, Katherine D.
114	Pauley, Jane
115	Penske, Roger S.
116	PepsiCo, Inc.
117	Pfizer
118	Philip Morris Companies Inc.
119	Phillips Oppenheim Group, The*
120	Pitney Bowes Inc. (1 comp. table)
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142	Steptoe & Johnson
143	Tambrands Inc.
144	Texaco Inc
145	Texas Instruments
146	Texas Instruments (2 addit. seats)*
147	Thomases, Martha
148	Thompson, Terry (1 comp seat)*
149	TIAA-CREF
150	Towers Perrin
151	Trowbridge, Alexander B.
152	Union Pacific Corporation
153	United Airlines, Inc.
154	United Parcel Service
155	U.S. Committee for UNICEF
156	Wachtell, Lipton, Rosen & Katz
157	Warner-Lambert Company
158	Washington Post Company, The
159	Willkie Farr & Gallagher
160	Woodruff, Judy
161	Woolworth Corporation
162	Work/Family Directions
163	Wyse, Lois
164	Xerox Corporation

* after company name indicates new reservation since last report

03/14/1994 18:42 FROM WILLKIE, FARR OPP 839 TO 99850016912024566208 P.01

WILLKIE FARR & GALLAGHER

FAX/TELEX TRANSMISSI N

One Citicorp Center
153 East 53rd Street
New York, NY 10022-4669
212 935 8000

Date: 3/14/94

Time:

Total number of pages (including this page): 9

3/23

Fax/Telex No. (with country and area code): (202) 456-6208

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City:

State:

Country:

Please include Client/Matter No. on back of form

FROM: Susan Thomases

Room No.

Ext.

TO: Patti Solis

cy Bowyer

IMPORTANT: This message is intended only for the use of the individual or entity to which it is addressed, and may contain information that is privileged, confidential and exempt from disclosure under applicable law. If the reader of this message is not the intended recipient, or the employee or agent responsible for delivering the message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by telephone, and return the original message to us at the above address via the postal service. THANK YOU.

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As of 3/14

DAIS GUESTS

Gwendolyn Calvert Baker
President
U.S. Committee for UNICEF

Lawrence A. Bossidy
Chairman & CEO
AlliedSignal Inc.

John H. Bryan
Chairman & CEO
Sara Lee Corporation

F. Anthony Comper
President & COO
Bank of Montreal

J. Michael Cook
Chairman & CEO
Deloitte & Touche

Richard K. Davidson
Chairman & CEO
Union Pacific Railroad Company

Alfred C. DeCrane, Jr.
Chairman & CEO
Texaco Inc.

Judith H. Dobrzynski
Senior Editor
Business Week

M. Kathryn Eickhoff
President
Eickhoff Economics Inc.

Carol B. Einiger
Vice President & CFO
Edna McConnell Clark Foundation

Eleanor T. Elliott
Chairman
Woodrow Wilson National Fellowship Foundation

Tish Emerson
Senior Fellow
The Andrew W. Mellon Foundation

Bonnie Erbe
Host, *To The Contrary*
PBS

Geraldine A. Ferraro
Managing Partner
Keck, Mahin & Cate

The Hon. Barbara Hackman Franklin
Former U.S. Secretary of Commerce

Helen Galland
President
Helen Galland Associates

Thomas L. Gossage
Chairman, President & CEO
Hercules Incorporated

Judith M. Gueron
President
Manpower Demonstration Research Corporation

Elinor C. Guggenheimer
President
New York Women's Agenda

Roberta Gutman
Vice President & Director,
Human Resources Diversity
Motorola

George B. Harvey
Chairman & President
Pitney Bowes Inc.

Susan M. Heilbron
Principal
Lacey & Heilbron

Frances Degen Horowitz
President
CUNY Graduate School

Norah O. Hughes
President
Sumitomo Bank Securities Inc.

Michael J. Johnston
Executive Vice President
The Capital Group

Elaine R. Jones
Director-Counsel
NAACP Legal Defense & Educational Fund

Shirley Strum Kenny
President
Queens College

Richard A. Kraft
President & COO
Matsushita Electric Corporation of America

Kathleen D. Lacey
Principal
Lacey & Heilbron

Evelyn H. Lauder
Senior Corporate Vice President
Estee Lauder Companies

Marilyn Laurie
Senior Vice President,
Public Relations
AT&T

Jerry W. Levin
President & CEO
Revlon

Leon Machiz
Chairman & CEO
Avnet, Inc.

The Hon. Lynn Martin
Former U.S. Secretary of Labor

Jewell Jackson McCabe
President
Jewell Jackson McCabe Associates

The Hon. Ann McLaughlin
Former U.S. Secretary of Labor

Joyce Miller
Executive Director
Glass Ceiling Commission

Josie Natori
President
The Natori Company, Inc.

Nancy Newcomb
Division Executive
Citicorp

Katherine D. Ortega
Former Treasurer of the United States

Louise M. Parent
Executive Vice President & General Counsel
American Express Company

Neil Peck
Managing Partner
Davis, Graham & Stubbs

Lewis E. Platt
Chairman, President & CEO
Hewlett-Packard Company

Margaret S. Poster
Managing Director
Willkie Farr & Gallagher

Lynn Povich
Editor-in-Chief
Working Woman

Michael R. Quinlan
Chairman & CEO
McDonald's Corporation

Barbara Paul Robinson
Partner
Debevoise & Plimpton

Judith Rodin
Provost
Yale University
President Designate
University of Pennsylvania

Judith Rogala
President & CEO
EQ - The Environmental Quality Company

David L. Roll
Chair
Steptoe & Johnson

Donald M. Rorke
President & CEO
Steuben

Felice N. Schwartz
President Emerita
Catalyst

Muriel Siebert
President & Chairperson
Muriel Siebert & Co., Inc.

Robin B. Smith
President & CEO
Publishers Clearinghouse

Larry E. Snoddon
President & CEO
Burson-Marsteller

William F. Stasior
Chairman & CEO
Booz, Allen & Hamilton

Phyllis Swersky
President
Work/Family Directions

Susan P. Thomases
Partner
Willkie Farr & Gallagher

Gary L. Tooker
Vice Chairman & CEO
Motorola

Patricia A. Vlahakis
Partner
Wachtell, Lipton, Rosen & Katz

Horst KD Waldrabe
Executive Vice President, Miles Inc. & President, Pharmaceuticals Division

Rolonda Watts
Supervising Producer & Host
The Rolonda Show

Sheila W. Wellington
President
Catalyst

Judy Woodruff
Anchor & Senior Correspondent
Cable News Network

Lois Wyse
President
Wyse Advertising

Shirley Young
Vice President, Consumer Market Development
General Motors Corporation

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45	CUNY Graduate School
46	Dean Witter Discover & Company
47	Deloitte & Touche
48	Dobrzynski, Judith
49	Dorn, Sue (I comp. seat)*
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71	Grey Advertising
72	Guggenheimer, Elinor C.
73	Harkless, George & Eileen (LW's family)*
74	Hechinger, Grace & Fred
75	Hercules Incorporated
76	Hesselbein, Frances
77	Hewlett-Packard Company
78	Hughes, Norah O.
79	Illinois State Lottery*
80	International Paper
81	James, Caroline K.
82	John Hancock Financial Services
83	Johnson & Johnson
84	JP Morgan
85	KPMG Peat Marwick
86	LeBoeuf, Lamb, Greene & MacRae
87	Leiman, Joan & Leonard
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123	Prudential, The
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154	United Parcel Service
155	U.S. Committee for UNICEF
156	Wachtell, Lipton, Rosen & Katz
157	Warner-Lambert Company
158	Washington Post Company, The
159	Willkie Farr & Gallagher
160	Woodruff, Judy
161	Woolworth Corporation
162	Work/Family Directions
163	Wyse, Lois
164	Xerox Corporation

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HealthRIGHT
NEWS

HealthRIGHT: A VIDEO PETITION FOR HEALTH CARE REFORM

March 23, 1994

(Washington, DC) – HealthRIGHT, the first video petition for health care reform, was created as a way of capturing the American people's views on the health care system and what needs to be done to improve it. Health-RIGHT seeks to fill a void in the health care reform debate by giving the public a voice in the political process. Physicians, drug companies, and the insurance industry all have well-funded lobbies. HealthRIGHT is the people's lobby.

The coalition was founded in early 1992 by three former Capitol Hill staff members with more than 50 years of shared legislative experience. Former Health, Education and Welfare Secretary and Commissioner on Aging Arthur S. Flemming is the chairman of HealthRIGHT, which unites national organizations and individuals in a powerful coalition for change.

For more than two years, HealthRIGHT has traveled from coast to coast gathering the testimony of concerned individuals on the critical issues that are at the center of the health care debate. The HealthRIGHT camera crew has visited hospices, hospitals, senior centers, shopping malls, state houses, schools and many other places people congregate. In the summer of 1993, HealthRIGHT completed a landmark 16,000-mile tour of the 50 states. In the course of this "Speak Out, America!" tour, thousands of Americans sounded off about the health care system.

On January 26, 1994, the day after President Clinton's State of the Union address, HealthRIGHT brought 50 of the people interviewed during its "Speak Out, America!" tour to Washington, D.C. to share their views with the U.S. Senate. Senate Majority Leader George Mitchell (D-ME) chaired this "Health of the Union" event, of which Senator Harris Wofford (D-PA) said, "[T]his extraordinary presentation of testimony today...is something every American needs to listen to and learn from."

HealthRIGHT's work continues. Today's event brings senior citizens from all 50 states and D.C. to Washington to tell their personal stories of health care problems to the U.S. House of Representatives. In April, a similar event featuring children will take place on Capitol Hill. In spring of 1994, HealthRIGHT will launch its "Heartland Tour," taking its camera crew the length of the spine of the country, the Mississippi River valley, and to surrounding states. This time, HealthRIGHT will measure people's reactions to the various health reform proposals now pending in Congress.

HealthRIGHT was organized by the Foundation for Hospice and Homecare. Other sponsors are: the ALS "Lou Gehrig's Disease" Association; the American Association of Retired Persons; the American Federation of State, County and Municipal Employees; the American Federation of Teachers; the Caring Institute; the Child Welfare League of America; the Cleft Palate Foundation; the Hospice Association of America; the Long-Term Care Campaign; the March of Dimes, the National Association for Home Care; the National Caucus and Center for Black Aged; the National Center for Health Care Law; the National Consumers' League; the National Council of Senior Citizens; and the World Organization for Care in the Home and Hospice, among others.

SUPPORTERS OF EMPLOYER BASED REFORM

American Iron and Steel Institute
American Institute of Architects
Institutional and Municipal Parking Congress
Owner-Operator Independent Drivers Association
National Association of Retail Druggists
National Assn of Chain Drug Stores

Dwayne Andreas, CEO, Archer Daniels Midland
Hank Barnette, CEO, Bethlehem Steel
August Busch, CEO, Anheuser-Busch
Garry Drummond, CEO, Drummond Company
Robert Eaton, Chairman, Chrysler Corp
John Hechinger, Sr., Chairman, Hechinger Company
David Hoag, CEO, LTV Corp.
Jack Smith, CEO, General Motors
Stewart Turley, CEO, Eckerd Corp.
Alan Wurtzel, Chairman, Circuit City
Chuck Corry, CEO, USX Corp.
Bob Crandall, CEO, American Airlines
Victor Lund, Chairman, American Stores
Thomas Downs, Chairman, AMTRAK
Alex Trottman, CEO, Ford Motor Co.
Roberto del Rosal, CEO, Bacardi Corp.
Earl Graves, CEO, Earl Graves, LTD
Alex Grass, CEO, Rite Aid Corp.
Peter Manos, CEO, Giant Food
George McCarthy, CEO, Hiram Walker Group
Robert Hannan, CEO, Thrift Drug
John McDonnell, CEO, McDonnell-Douglas Corp.
Mal Mixon, CEO, Invacare Corp.
Bernard Schwartz, CEO, Loral Corp.

FNS DAYBOOK

JANUARY 26, 1994, WEDNESDAY

EDITION: THE WEEK AHEAD

SECTION: GENERAL NEWS EVENTS

LENGTH: 133 words

HEADLINE: EVENT: (HEALTH CARE) NEWS CONFERENCE

TIME: 9:45 am

BODY: SUBJECT: HealthRIGHT, a nonprofit health care reform coalition, holds a news conference where fifty Americans, one from each state, will present their personal messages concerning "the health of the Union" to members of Congress and the media. LOCATION: Dirksen Building, Auditorium -- January 26 CONTACT: Kathleen Brown, 202-547-6586

LANGUAGE: ENGLISH

LOAD-DATE-MDC: January 24, 1994

Business Dateline;

New Haven Register

August 10, 1993

SECTION: Sec BUS; pg --

LENGTH: 442 words

HEADLINE: Group gathers opinions on national health care

BYLINE: John Curtis

DATELINE: Wallingford; CT; US; New England

BODY: WALLINGFORD--Connecticut residents Monday took part in a "video petition" drive, offering their experiences, opinions and hopes for better national health care.

HealthRIGHT, an organization of former congressional staffers whose motto is that health care is a right, not a privilege, interviewed 14 people at the Barnes Road offices of the Connecticut Association for Home Care Inc.

HealthRIGHT is crisscrossing the country in a rented van as a presidential task force prepares to make recommendations on health care reform.

HealthRIGHT is sponsored by 20 national organizations, including the American Federation of State, County and Municipal Employees, the March of Dimes and the National Center for Health Care Law, but has no official links to the task force.

"We were just a little frustrated that the people's voice seemed to be missing" said Melanie Modlin, assistant director of HealthRIGHT, which started conducting interviews on June 21. "We know that the doctors and the pharmaceuticals have their high-powered lobbyists."

As attention in Washington turns from the budget to health care, Modlin and her colleagues plan to present edited versions of their videos to decision-makers in early September.

The brief interviews turn statistics-37 million Americans without health insurance and between 48 and 60 million underinsured into real people with real stories.

"We have no savings," said Karen Hlavac of Wallingford, tears welling in her eyes. "We have nothing for a rainy day. I don't know how I'm going to send my kids to college.

The demands of her 8-year-old son Todd, who's mentally retarded and autistic, have turned Hlavac's life upside down. She gave up her career as a registered nurse to care for the boy.

He's not toilet trained and the family, which includes two other children, spends $ 150 a month on diapers. Insurance doesn't cover all the costs associated with Todd's care, Hlavac said.

A woman said she may have to divorce her husband so he can obtain the treatment he needs for multiple sclerosis. Treatment is more than the couple can afford, but they're considered too well-off for Medicare.

The owner of a small business complained that she can't afford to give her employees better health insurance plans. An East Haven woman who runs concession stands said she pays $ 300 a month for health coverage in the off-season when she's not working.

Those speaking on camera urged that bureaucracy not interfere with health care, that something be done for middle class people who are either too rich or too poor to obtain sufficient care, and that people be allowed some choice in who provides their care.

GRAPHIC: Photo

LANGUAGE: ENGLISH

LOAD-DATE-MDC: January 25, 1994

The Plain Dealer

July 27, 1993 Tuesday, FINAL / ALL

SECTION: HEALTH & SCIENCE; Pg. 5C

LENGTH: 137 words

HEADLINE: SOUND YOUR HEALTH CARE VIEWS

BODY: If you have an earful for President Clinton and Congress on health care reform, head for the Visiting Nurse Association, 3300 Chester Ave., next Tuesday. From 9 to 11 a.m., a camera crew will be there to record your views.

It's all a part of HealthRIGHT's 13,000-mile tour of the country to gather comments from citizens. They will be compiled and presented to the Washington policymakers this fall.

The tour, called Speak Out America, started in Washington, D.C., last month and will have visited 68 cities by the time it ends in September.

HealthRIGHT's goal is to get opinions from citizens who have no lobbying or political clout. Sponsors include the Foundation for Hospice and Homecare, the Child Welfare League, the March of Dimes and the American Federation of State County and Municipal Employees.

LANGUAGE: ENGLISH

COLUMN: Health Beat

LOAD-DATE-MDC: July 28, 1993

HealthRIGHT
Who We Are

HealthRIGHT is a nonprofit coalition working for comprehensive and compassionate health reform, including long-term care.

Founded in 1992, HealthRIGHT unites organizations and individuals in a powerful coalition for change.

Just as the drug companies and the insurance industry have lobbyists in Washington, HealthRIGHT is the people's lobby. Our goal is to show Congress and the White House the human face of the health care crisis, while at the same time mobilizing the American people to press policymakers for meaningful health care reform.

HealthRIGHT
What We Do

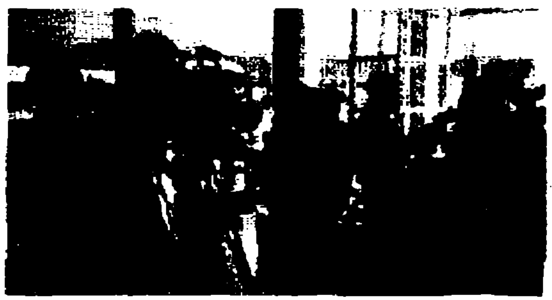
HealthRIGHT is the first video petition for health care reform. The HealthRIGHT camera crew travels coast to coast collecting testimony from Americans concerned about this critical issue. They conduct interviews in city halls, hospitals and hospices, senior centers, schools and shopping malls — anywhere people congregate.

In the summer of 1993, HealthRIGHT completed a 16,000-mile tour of all 50 states and the District of Columbia. Thousands of Americans spoke out about the health care system and what they thought should be done to improve it.

In January of 1994, HealthRIGHT brought one person from each of the 50 states and D.C. to Washington to present their stories of health care hardships to the U.S. Senate. This unique event was described by Senator Harris Wofford (D-PA) as an "extraordinary presentation" that "every American needs to listen to and learn from."

HealthRIGHT
Why We Do It

Every major social reform in the United States — women's suffrage, Social Security, civil rights and Medicare, to name a few — has been preceded by a groundswell of public support. HealthRIGHT aims to harness the American people's strong desire for comprehensive health care reform in order to break through decades of gridlock and arrive at a workable solution. HealthRIGHT uses a three-pronged approach — videotape, personal testimony and detailed survey data gathered from persons interviewed — to enable the people to directly and powerfully petition their leaders for change.



HealthRIGHT
What you can do

- Express your views on health care reform to your Senators or your Representative. Call the Capitol Hill switchboard at (202) 224-3121 and ask for them by name.
- Write a letter to the editor in your local newspaper, making the case for health care reform.
- Send your own videotape to HealthRIGHT. We will accept color videotapes, labeled with the name and address of the person/organization who prepared and submitted them. Please include the name, address and telephone number of each person who appears on tape. Videotapes submitted become the property of HealthRIGHT and cannot be returned.
- If you prefer, send a photograph of yourself or someone whose health care experience you want to share. Please attach a written explanation of the photographed person's experience and/or views regarding the health care system. Photos submitted become the property of HealthRIGHT and cannot be returned.

- Fill out a HealthRIGHT survey, which asks about your priorities for health reform and your personal experiences. To obtain a copy, call the HealthRIGHT office. Distribute copies to your family and friends.
- Call the HealthRIGHT office for more suggestions of how to get involved.

HealthRIGHT
505 C Street, NE
Washington, DC 20002
(202) 543-HELP

HealthRIGHT NEWS

FOR IMMEDIATE RELEASE

CONTACT: KATHLEEN BROWN / MELANIE MODLIN
(202) 543-4357

MEDIA ADVISORY

FIRST LADY HILLARY CLINTON TO HEAR SENIORS DELIVER THEIR MESSAGE ON LONG TERM CARE !

HealthRIGHT BRIEFING ON CAPITOL HILL HIGHLIGHTS OLDER AMERICANS CONCERNS ABOUT LONG TERM CARE.

WASHINGTON, DC– Fifty-one older Americans come to Washington to deliver their unique, personal messages concerning the need for long term care and a health care system responsive to the needs of older Americans to **First Lady Hillary Clinton and Congressional leaders in an extraordinary briefing session to be held in the Rayburn House Office Building (Room 2359) on Capitol Hill on Wednesday, March 23 at 10:45am.**

The older Americans coming to Washington are:

– Solon Blundell, age 72, Huntsville, AL
– Mary Schenker, age 69, Anchorage, AK
– Kathleen Bowkus, age 77, Phoenix, AZ
– Edith Tanner, age 72, North Little Rock, AR
– Ruby Epps, Age 71, San Leandro, CA
– Kay Knapp, age 83, Sacramento, CA
– Nancy Kincheloe, age 59, Longmont, CO
– Ruth Blaney, age 84, Wethersfield, CT
– Ida Chew, Age 81, Wilmington, DE
– Ethel Webster, age 81, Washington, DC
– Michael Santino, age 77, Ft. Lauderdale, FL
– Lena Ector, age 79, Atlanta, GA
– Toshi Nakasone, age 73, Aiea, HI
– Woody Neidhardt, age 81, Coeur d'Alene, ID
– Edward Stewart, age 75, Aurora, IL
– Marie Hower, age 62, Decatur, IN
– Lorraine Keller, age 64, Norwalk, IA
– Ellen Jacobs, age 74, Kansas City, KS
– Tayloria Williams, age 57, Lexington, KY
– Bill Mixon, age 65, Baker, LA
– Rose Rogan-Dinsmore, age 66, Dexter, ME
– Frances Fairley, age 68, Baltimore, MD
– Thomas McDonough, age 65, Bowie, MD
– William Gately, Jr., age 62, Brookline, MA
– William Mitchell, age 67, Detroit, MI
– Monta Childers, age 75, St. Paul, MN
– Betty Hinton, age 69, Ocean Springs, MS
– Kathern Fischer, age 90, St. Louis, MO
– Helyn Neiss, age 72, Billings, MT
– Ruth Blankenship, age 80, Omaha, NE
– Wilda Chevers, age 68, Las Vegas, NV
– Priscilla Avery, age 64, Laconia, NH
– Annie Rose Johnston, age 82, Newark, NJ
– Antonio Martinez, age 69, Santa Fe, NM
– Norman David, age 68, Bronx, NY
– Theresa Springer, age 76, Rochester, NY
– Ruth Neese, age 76, Greensboro, NC
– Georgia Coyle, age 76, Fargo, ND
– Antoinette Podojil, age 82, Cleveland, OH
– Kenneth C. Lochrie, age 84, Tulsa, OK
– Connie Bowen, age 71, Portland, OR
– Eve Lefkowitz, Langhorne, PA
– John Prokopowicz, age 55, Cranston, RI
– Ruby Kennedy, age 72, Denmark, SC
– Cecelia Humphrey, age 85, Sioux Falls, SD
– Anita Woltering, age 68, Nashville, TN
– Jewel Haslen, age 68, Lewisville, TX
– Sybil Hathaway, Salt Lake City, UT
– Barbara Greenwood, age 73, Westminster, VT
– Betty Desper, age 70, Salem, VA
– Dolly Johnson, age 65, Spokane, WA
– Martha Haircrow, age 65, Charleston, WV
– Ruth Colden, age 75, Madison, WI
– Mary Steelman, age 70, Powell, WY

HealthRIGHT, a coalition of national organizations concerned about health care is traveling around the country to gather a **first national video-petition** to give the people a voice in the health care debate. This forum is another in the continuing series of public events to provide legislators with a sense of what the people seek in health care reform. Sponsors of HealthRIGHT tour are national elderly, children's, health care and consumer organizations.

SHEILA W. WELLINGTON

Catalyst
250 Park Avenue South
New York, NY 10003
(212) 777-8900

1993-- **PRESIDENT, CATALYST, NEW YORK, NY**

For three decades Catalyst has been the leading national, not-for-profit organization that focuses the attention of business leaders and public policymakers on women's leadership development in business and the professions.

With a staff of 40, Catalyst undertakes research, environmental assessments and advisory services for leading companies and professional firms, and via its Corporate Board Placement, identifies female candidates for boards of directors.

Catalyst major research reports and publications profile issues affecting women and business as well as current findings, model corporate programs and action steps for policymakers. The organization's Information Center is a vast resource for data on women's workplace issues.

1987 - 1993 **SECRETARY OF YALE UNIVERSITY, NEW HAVEN, CONNECTICUT**

A senior executive officer of Yale University supervising a staff of 120 and responsible for:

Yale's relations with governmental, business, and social organizations; expanding the university role in community economic development, employment opportunities, education, human services, and long term economic and community planning.

The physical security of the university. Management and planning for the Yale Police and university-wide security.

Public information. Oversight of university communications and public affairs.

The traditional activities of a university secretary. Directing all major university functions, including both institutional and community events. Coordination and organizing the activities of the Yale Corporation.

1986 - 1987 **DEPUTY DIRECTOR, YALE PSYCHIATRIC INSTITUTE, NEW HAVEN, CONNECTICUT.**

Managed operations and personnel of nationally known 65-bed in-patient facility serving severely disturbed adolescents and young adults. Responsible for program, budget, hiring and firing, and design and construction of a new facility. Directed fundraising and grant applications. Developed new programs for after care and short term treatment.

Selected for director position in 1987.

1980 -1986 DIRECTOR, GREATER BRIDGEPORT COMMUNITY MENTAL HEALTH CENTER, BRIDGEPORT, CONNECTICUT.

Successfully restructured and expanded the operations of this public sector psychiatric facility by developing new financial resources and reorganizing existing programs for effective delivery of prevention and treatment services. Expanded the physical facility and developed a variety of services and programs to meet the needs of the chronically mentally ill, including minority and homeless patients. Coordinated the provision of emergency and consultation services with local law enforcement, hospitals and other providers. Supervised a staff of more than 400 people.

1968 - 1980 DIRECTOR, HILL-WEST HAVEN DIVISION, CONNECTICUT MENTAL HEALTH CENTER, NEW HAVEN, CONNECTICUT

After serving as the assistant to the Director and Co-Director, directed the operations of this comprehensive community mental health center. By developing new sources of federal, state and Yale University funding, expanded programs and services to meet community mental health needs, initiated and disseminated research and evaluation programs, provided additional training resources to mental health professionals and paraprofessionals. Coordinated research studies, consultation and training services provided to community programs. Managed a staff of 90. The National Institutes of Mental Health designated this center as one of the ten model facilities in the U.S.

1968 - 1987 LECTURER, YALE SCHOOL OF MEDICINE, NEW HAVEN, CONNECTICUT

Throughout professional mental health career, served as a lecturer in public health and psychiatry. Until 1987 taught courses in mental health policy and administration and developed a successful mid-career training program for women and minorities seeking careers in public health. Prepared grant applications and supervised graduate research. Published numerous articles concerning health services policy and administration.

EDUCATION

Master of Public Health	Yale University, Department of Epidemiology and Public Health
Master of Urban Studies	Yale University, School of Art and Architecture
Bachelor of Arts	Wellesley College (Phi Beta Kappa, Durant Scholar)

HONORS AND AWARDS

Woman in Leadership Award, YWCA of Greater New Haven, 1991
Special Citation, for Public Service to the Citizens of Connecticut, 1986
Official Citation, in Recognition for Services to Greater Bridgeport, General Assembly, State of Connecticut, 1985
Outstanding Service Award, Governor's Committee to Employ the Handicapped, Connecticut, 1984
Member, Planning and Review Panel, President's Commission on Mental Health, 1978

COMMUNITY ACTIVITIES

Executive Committee, Connecticut Conference of Independent Colleges
Board of Governor's, Mory's Association Inc.
Board of Trustees, Quinnipiac College
Board of Trustees, Yale-New Haven Hospital
Board of Directors, Science Park Development Corporation
Board of Directors, Shubert Performing Arts Center
Board of Directors, Tennis Foundation of CT, Inc. (Volvo Intl. Tennis Tournament)

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To Liz Boyer		From Lynda Woodworth	
Co.		Co. CATALYST	
Dept.		Phone 212-777-8900	
Fax #		Fax # 212-477-4252	

catalyst

SHEILA W. WELLINGTON

Sheila Wellington assumed the presidency of Catalyst on July 5, 1993. As the "first woman" to achieve in many areas, Ms. Wellington relates strongly to the role of executive women in the workplace. For three decades Catalyst has been the leading national, not-for-profit organization that focuses the attention of business leaders and public policymakers on women's leadership development in business and the professions. Catalyst undertakes research, environmental assessments and advisory services for leading companies and professional firms, and via its Corporate Board Placement, identifies female candidates for boards of directors.

Before joining Catalyst, Ms. Wellington served as the secretary of Yale University, a job with broad responsibilities outside and inside the university, and the institution's third highest office. Hired in 1987 to enhance Yale's relationship with the city of New Haven and with government, business and social organizations, Ms. Wellington made historic progress in her role. One of her most heralded efforts was facilitating a $50 million investment from the Yale Corporation for city economic development projects. Ms. Wellington supervised a staff of 120 and oversaw Yale's external relations, police force, security program, media affairs, activities of the Yale Corporation and major university ceremonies. Upon leaving Yale she received a "golden" key to the City of New Haven, the first Yale official ever so honored.

Ms. Wellington has an extensive management background and is known as an innovator in program and policy. Her initial career choice was in mental health, where she was one of the first women and non-psychiatrists to run a major mental health facility. Before assuming the position of Yale Secretary, she was deputy director and director-designate of the Yale Psychiatric Institute. Previously, Ms. Wellington was the director of the Greater Bridgeport Community Mental Health Center, turning it into one of the best recognized public sector institutions in the nation. She restructured the staffing, financing and operations, and raised money in federal and foundation grants, a coup for an institution that had never received federal program money until Ms. Wellington's arrival. Earlier, she headed up the Hill-West Haven Division of the Connecticut Mental Health Center, which the National Institutes of Mental Health named as one of ten model facilities in the U.S. While teaching at the Yale School of Medicine, Ms. Wellington developed a successful training program for women and minorities seeking careers in public health.

Ms. Wellington has received numerous citations for community leadership and professional achievement and has served on national and state boards and commissions. She is currently a member of the Financial Women's Association of New York, The International Alliance, New York Women's Agenda, the Wellesley College Business Leadership Council and serves on the Advisory Board of the Ms. Foundation's *Take Our Daughters to Work Day*. A graduate of Wellesley College, she received two concurrent masters degrees from Yale, one in public health, the other in urban studies, while raising her family. She is married to Harry Wellington, Dean of the New York Law School and former Dean of the Yale Law School. They have two sons.

SARA LEE CORPORATION

JOHN H. BRYAN

John H. Bryan is chairman of the board of directors and chief executive officer of Sara Lee Corporation.

Mr. Bryan began his business career in 1960 with the family owned and operated Bryan Foods in West Point, Mississippi. In 1968, Bryan Foods was sold to Consolidated Foods Corporation of Chicago. Mr. Bryan became executive vice president and a director of Consolidated Foods Corporation in 1974. That same year, he was elected president and the following year was named chief executive officer. He was elected chairman of the board in 1976. Nine years later, in 1985, Consolidated Foods changed its name to Sara Lee Corporation.

Mr. Bryan is a member of the board of directors of Amoco Corporation, of First Chicago Corporation and its subsidiary, the First National Bank of Chicago, and of General Motors Corporation. He is the past chairman and a member of the board of directors of Grocery Manufacturers of America, Inc.; a member of the Business Council; a member of the policy committee of the Business Roundtable; a trustee of the Committee for Economic Development; a member of the Trustees' Council of the National Gallery of Art, Washington, D.C., and a director and past national chairman of the Business Committee for the Arts. Mr. Bryan also is chairman of Catalyst, the national organization which works with business to effect change for women. In addition, he is a member of the Board of Governors of the National Women's Economic Alliance.

Active in a variety of organizations in the Chicago area, Mr. Bryan is vice president of the board of trustees and treasurer of The Art Institute of Chicago. He also is a trustee of the University of Chicago; a trustee and a vice chairman of Rush-Presbyterian-St. Luke's Medical Center; chairman of the Business Advisory Council of the Chicago Urban League; and chairman of the Chicago Committee of the Chicago Council on Foreign Relations and vice chairman of the Council's board. He is a member of the Commercial Club and of the Economic Club of Chicago.

Mr. Bryan's awards include France's Chevalier de la Légion d'Honneur; Holland's Owrder of Orange Nassau conferred by Queen Beatrix; the National Humanitarian Award of the National Conference of Christians and Jews; and the William H. Albers Award given by the Food Marketing Institute. He also received the Man of the Year Award from the Harvard Business School Club of Chicago, was named the 1992 Executive of the Year by *Crain's Chicago Business*, and is a laureate of the Junior Achievement Chicago Business Hall of Fame and the Mississippi Business Hall of Fame. Mr. Bryan has been awarded the Order of Lincoln Medallion, the state of Illinois' highest honor for individual achievement.

A native of Mississippi, Mr. Bryan is a graduate of Rhodes College, Memphis, where he received a bachelor of arts degree in economics and business administration.

Sara Lee Corporation is a global packaged food and consumer products company with annual sales of $14.6 billion.

# # #

9/93

MOTOROLA

GARY L. TOOKER

Vice Chairman and Chief Executive Officer

Gary L. Tooker joined Motorola, Inc.'s Semiconductor Division in 1962. Since that time, he has held a series of increasingly responsible positions in marketing, product and operations management and corporate management. He was director of products operations--MOS in 1974, and in 1975 he was named director of operations for discrete semiconductor products. Later that year he was promoted to corporate vice president and general manager of the Discrete Semiconductor Division of the newly created Semiconductor Group.

In 1979 Tooker was named to head the group's Discrete Electronic Components Divisions and Materials. The following year he became vice president and general manager of the group's International Semiconductor Division and, in 1981, became general manager of the Semiconductor Products Sector. In December 1982 he was elected a senior vice president by the company's Board of Directors and became an executive vice president in February 1984. He was elected senior executive vice president and chief corporate staff officer in July 1986 and a director of Motorola in August 1986. He became chief operating officer in 1988 and president in 1990. He was elected vice chairman and chief executive officer in 1993.

Tooker is a director of the Pacific Basin Economic Council and serves as chairman of its U.S. Member Committee. He is a director of the National Alliance of Business and serves as co-chair of its Education Committee. He is on the board of directors of Eaton Corp. He is a director of Junior Achievement of Chicago and is active in the Chicago United Way. He serves on Arizona State University's Alumni Association and Foundation boards, and is a member of the Economic Club of Chicago and the Electrical Manufacturers Club.

He has served as chairman of the Board of Directors of the American Electronic Association and was a member of the Executive Committee. He is also former chairman of the Semiconductor Industry Association. He also has been a director of the Arizona Association of Industries and the Scottsdale Boys Club. He has been a member of the Advisory Council on Engineering at Arizona State University and the Phoenix 40.

Tooker is a graduate of Arizona State University, where he received a bachelor's degree in electrical engineering and did postgraduate studies in business administration. In 1983 he received the Distinguished Alumnus Award from Arizona State University.

3/94

Can the United States Reform Its Health Care System?

by
Henry J. Aaron[1]

All too often participants in the debate on health care reform present "best" new systems, rather than "best" reforms of the system that exists. Rather than worrying about how to move from where we now are to where they would like us to be, such advocates pretend that it is possible costlessly to erase current arrangements and start afresh.

Such immaculately conceived visions fail because they do not recognize the enormous investment that the United States (and every other country) has in its current system. Creating wholly new arrangements entails wholesale changes in methods of paying for care, the relationships between patients and health care providers, and perhaps the organization of the delivery of care itself. In a country such as the United States, fundamental change in the health care financing system forces renegotiation of billions -- quite literally billions -- of significant contractual and personal relationships. The wrench of change is compounded if, as under the plan advanced by president Clinton, a large cut in the use or price of medical services is the keystone to financing the new system. Such savings require massive income shifts, changes in practice patterns, or both.

Short of economic or military catastrophe, democracies seldom break so much china in the name of reform. Even parliamentary systems seldom make revolutionary changes when the population is sharply divided, although narrow pluralities can and sometimes do effect sweeping reforms. Under the U.S. governmental system, in which

[1]Director of Economic Studies, The Brookings Institution

minority interests can marshall numerous and powerful defenses to block major changes not supported by dominant and well-mobilized majorities, they are inconceivable.

The structure of U.S. health care problems compounds this political difficulty. Americans recognize the need to assure and extend insurance coverage. This step will cost money. But most reformers say they also want to sharply slow the growth of health care spending. If both goals are met, reform must inflict losses on some people, businesses, industries, and regions, as the gainers win resources that would otherwise have flowed elsewhere. Such shifts run afoul of the political law, peculiarly apt in this case, that Charles Schultze articulated, "Never be seen to do direct harm."

As noted, however, health reform must do some harm. To pay for extending benefits, one must either raise taxes, which is always politically difficult, or cut somebody's income, which is politically insupportable under Schultze' law, unless the somebody is shown to be a fool ("we are cutting waste") or a knave ("we are slashing fraud and abuse").

I believe that a recognition of these underlying forces is important for interpreting the various proposals for reforming the U.S. system of paying for health care and for making sense of the forthcoming debate. I shall focus on the proposal President Clinton outlined on October 22nd, but will comment briefly on other major proposals that will play a meaningful part in the debate.

The President's Plan

President Clinton's plan begins with a basically conservative political vision, but deviates substantially from it in execution. The conservative vision sees that most Americans are currently well, if unreliably, insured and that all can be covered securely by building on, rather than replacing, the current system. This vision recognizes that curbs on premium growth linked to limits on approved cost sharing and prohibition of balance-billing can create the budget discipline that is largely missing from the current system.

Unavoidable Complexity

Although advocates of the President's plan would deny it, the vision behind the plan rests on an acceptance of the complexity and cumbersomeness of the current system. It does so, because it forswears neat alternative program designs that would scrap the current system. In fact, the president's strategy *must* increase complexity because his plan cannot rely exclusively on any one of the three possible ways to achieve universal coverage, but must use all three -- an employer mandate to pay for insurance, an individual mandate to purchase insurance, and government provision of insurance.

- Since most Americans, other than those who depend on public programs, are insured through work, the president would extend that system to workers not currently covered by requiring all employers to pay most of the cost of insurance coverage for their employees and families. However, for companies with fewer than 5,000 employees the plan scraps the current employer practice of sponsoring insurance plans for their employees and creates new "regional alliances" that would approve a limited number of insurance plans among which individuals must choose.

- The range of insured services that all approved plans must cover is at least as generous as the average current benefit package, particularly in coverage of mental health and preventive services.

- Exclusion from personal income tax is retained unchanged for required employer-financed benefits. Exclusion for extra employer-financed benefits, such as payment for the share of premium for which employee's would otherwise be responsible, is retained for ten years.

- To avoid disrupting coverage for the elderly and disabled, the Clinton plan would retain government insurance through medicare. But the option of medicare beneficiaries to elect coverage through regional alliances hints at the eventual replacement of government administered insurance with insurance administration by regional alliances for everyone. Meanwhile, the plan adds a new drug benefit and modest long term care coverage. These extensions simultaneously address real problems of the elderly and secure their political support for reform and boost plan costs.

- By definition, self-employed or not-employed nonelderly Americans cannot be covered through an employer. The only way to assure them coverage, in the absence of direct government payment for health coverage, is through what amounts to an individual mandate.

To make the individual mandate affordable, the plan provides subsidies for households containing full-time workers and retirees with incomes below 150 percent of official poverty thresholds, a limit covering most of this group.[2] To ease the shock of the employer mandate for companies that do not currently pay insurance for their employees, the plan contains explicit government subsidies for some companies with 75 or fewer employees in which average earnings of full-time workers are under $24,000 annually. The cap on employer liability for health insurance costs of 7.9 percent of payroll indirectly subsidizes all companies for which the current cost of services

[2]The plan also provides subsidies to individuals or families with incomes up to 250 percent of official poverty thresholds if the family contains one or more part-time workers, but no full-time worker. The incentives of these varied thresholds are quite odd.

mandated under the president's plan exceeds 7.9 percent of payroll. These subsidies are paid for by the government or by payments made by companies that do not now pay for employee health plans.

The president's plan will also redistribute insurance costs among companies in other ways. Companies whose employees are now covered by the plans of relatives employed by other companies will have to shoulder those costs directly. The shift from experience to community rating for all companies with more than fifty but fewer than 5,000 employees will cause even larger inter-company shifts in costs of health care. Companies with above average current costs receive subsidies paid, at least at first, by increased charges on companies with below average costs.[3] If growth of spending is slowed, most companies would have lower insurance costs after a few years. Reportedly at the last minute, a provision crept into the plan to relieve companies of costs of retiree health benefits for people under age 65. This provision, a massive gift mostly to the shareholders of a few, large, old corporations is likely to be subject to the political equivalent of LIFO accounting -- last in, first out.

Each of these steps is initially costly. Exactly how costly is determined by the comprehensiveness of coverage provided under the plan, the generosity of new benefits for the elderly, and the depth of subsidies. The estimated costs of these benefits is $100

[3]The consensus among economists is that most health insurance costs, before and after reform, are borne by workers through reduced wages. For a thorough review of these issues, see Alan B. Krueger, "Observations on Employment-Based Government Mandates, With Particular Reference to Health Insurance," duplicated, October 15, 1993. Few people other than economists believe in this off set, and economists acknowledge that the adjustment process may be slow and painful.

billion in 1998, the first year in which the plan would be fully operational and four years after presumed enactment.

Paying the Bill

The next step is to decide how to pay for the added costs of new and extended services. The problem for government payers is quite different from that of private payers. Governments have four options. Two -- deficit financing and cutting nonhealth programs -- can be disregarded. The deficit is already too high, and elected officials have paid in political blood with program cuts to bring it down; further politically acceptable spending cuts in nonhealth programs are decidedly scarce. The fall-out from the deficit reduction debate seems also to preclude more than token use of the third instrument, tax increases. The added federal costs of the president's health plan are therefore financed largely from cuts in current health programs, notably medicare and medicaid.

The added private costs are met initially by public subsidies and by cost shifting among private payers. The magnitude of inter-company shifts[4] has not been reported, but is likely to be quite large, as the cost differences among plans are now frequently on the order of two or three to one. Moreover, these variations arise primarily from variations in local prices, differences in local practice patterns, and work force characteristics. While the president's plan would perpetuate some of these differences, most would be levelled out by proposed community rating within each regional alliance.

[4]As noted in the preceding footnote, what appear as inter-company shifts in the short run can be expected over time to become shifts in the composition of worker compensation.

Over the longer run, both private and public payers are projected by the Administration to benefit from a sharp slowdown in the growth of health care spending. Real growth of medicare and medicaid, projected to grow under current policy at an annual rate of 8 percent from 1995 to 2000 would be slashed to 1.4 percent in 2000. The ferocity of the implied cost containment is indicated by comparison with the 1980s, when the number of hospital days per person was slashed 30 percent, when medicare and medicaid payments to providers were slashed, but medicare expenditures rose an average of 7.7 percent annually, medicaid expenditures rose 6.5 percent annually,[5] and all other health care spending rose 5.3 percent annually, all after adjustment for inflation.

Administration

President Clinton's plan would also massively change the administration and politics of health insurance. Employers with fewer than 5,000 employees and all individuals would be prohibited from dealing directly with insurers or at-risk providers such as prepaid group practices. Each state would be required to establish one or more non-overlapping regional health alliances that jointly cover the whole state. These alliances would be required to accept applications from entities wishing to sell health insurance and to approve those plans that meet certain conditions, some of which are outlined in the draft plan. The alliances would be the conduit for subsidies paid to

[5]Part of this increase was attributable to extension of medicaid eligibility. In the latter years, part of the increase occurred as states exploited a loophole in federal legislation that permitted them the increase federal payments by an accounting gimmick.

small businesses and low-income households. The alliances would administer risk-rated payments to health plans.

Serious technical and political issues surround these new entities. How would the alliances prevent cream-skimming by health plans? Are available techniques of risk-rating adequate to squeeze the profit out of cream-skimming? If states tried to gerrymander health alliances, are there objective and legally defensible techniques for identifying when such practices are improper? How would the provision prohibiting alliances that span two or more states from favoring providers located locally over providers located in neighboring alliances be enforced? If political differences arise between the president and Congress, on the one hand, and governors and state legislatures, on the other, regarding administration of the plan, are enforcement techniques politically plausible? No reliable answers exist because these questions have never been put in practice.

For example, suppose that the National Health Board allocates to a given state a share of national health spending well below the level the governor or the state legislature deems appropriate or acceptable. Suppose further that they respond by refusing to enforce such limits on local health plans. Is it plausible that the federal government will take over operation of these alliances as called for in the President Clinton's plan? Would it not be preferable to place the states at financial risk, as is done in Canadian provinces, a measure that the administration is reported to have considered and rejected?

Major Alternative Approaches to Reform

Plans that claim to achieve universal insurance coverage without an employer mandate can choose either of two alternative options -- mandatory individual and family purchase of insurance or tax-financed, government insurance -- or a blend of the two.

The Chafee Plan

The proposal advanced by Senator John Chafee and cosponsored by other senate Republicans relies on a mandate that employers make group insurance available to all employees without regard for preexisting conditions or certain other limitations currently common in the group insurance market. But employers would not be required to pay any of the cost of such insurance. Current tax advantages would be extended to the unemployed, but limited in amount for all individual income-tax payers.

Individuals and families would be required to purchase insurance to achieve universal coverage. Unfortunately, however, low income households cannot afford insurance without subsidy. How the Chafee mandate would deal with this problem is unclear. It would provide some subsidies to low-income households, but limit the subsidies initially to households with incomes below 90 percent of official poverty thresholds. The subsidies would gradually be broadened, extending to families with incomes up to 240 percent of official poverty thresholds by the year 2000. The subsidies would be financed out of savings from shaving 2 percentage points annually from the growth of medicare and medicaid spending.

The Chafee proposal leaves fundamental questions about the subsidy and the mandate for universal coverage unanswered. The subsidy budget is implicit in this cost control target, but the outline of the proposal does not specify the exact size of the subsidies. Would the individual mandate take effect gradually from the bottom of the income scale as subsidies become available? Would it apply immediately to those who will never be eligible for subsidies? Or would it be introduced in some other pattern? The plan does not say, and the absence of evidence that these issues and others (for example, how would the mandate to have insurance be policed?) have been thought through raises doubts on whether the sponsors are genuinely serious about universal coverage.

Like President Clinton's plan, the Chafee plan would create new regional health alliances, although their powers would pale beside those of the Clinton alliances. The Chafee alliances would be responsible for creating an insurance pool for employers with fewer than 100 employees and individual purchasers, but would not be empowered to approve health plans or to enforce fee schedules. The Chafee plan would institute some features of managed competition, but would contain no other administrative measures to slow the growth of private health care spending. As the materials accompanying release of the plan acknowledge, the Congressional Budget Office is not likely to credit the plan with any savings in health care spending other than for scorable cuts in medicare and medicaid.

Like the president's proposal, the Chafee plan would rely on reductions in growth of medicare and medicaid spending to pay for the federal costs of subsidies to low income households. Unlike the president's plan, however, the Chafee proposal calls for no additional revenues and contains no controls to discourage providers from shifting additional costs to private payers, as they have done over the last decade.

In contrast to President Clinton's plan, which unambiguously promises universal coverage and a genuine budget constraint in the form of limits on the growth of premiums, the Chafee plan contains no coherent road map to universal coverage and relies upon the rosy claims for cost containment of the more euphoric proponents of managed competition.

Full National Health Insurance

Several plans call for the government to directly provide health insurance to everyone. All contain broad benefit packages, contain some form of budget control or fee regulation on physicians and hospitals, and depend on new taxes along with savings from reduced growth of current programs to pay for the new program.

Long advocated by a solid core of liberal Democrats, this approach credibly promises universal coverage and would create powerful regulatory instruments to control growth of spending. But its even more credible promise to move health care spending from private to public budgets has effectively discouraged support among centrist and conservative members of both parties. Nothing in the current debate has so far suggested that the fate of full national health insurance as the perennial bridesmaid will change soon.

Conservative Options

While all of the preceding options promise universal coverage, proposals for reform advanced by conservative House Democrats led by Representative Jim Cooper and by House Republicans and Senator Gramm make no such claim. These plans would mandate that employers make available group insurance to employees but not pay for it. These plans would prohibit underwriting practices that bar new employees from eligibility and would bar preexisting condition limitations. The Republican proposal would expand tax sheltered savings for medical expenses. The plan advanced by Representative Cooper would establish the framework of managed competition, but not force any employer to pay for insurance. The Cooper plan would pay for coverage for households with incomes below poverty thresholds and partial subsidies for households with incomes up to twice official poverty thresholds. No limits would be placed on the growth of medical expenses except those arising from the incentives created by tax sheltered savings for upper income households to buy high cost-sharing plans.

Defining Questions for the Health Reform Debate

The course of the health care reform debate will be determined by how the Congressional participants respond to five fundamental questions. While members of Congress are clearly responsive to their constituents' views and President Clinton and other members of the administration will try hard to shape these views, I believe that the positions of members of Congress are sufficiently set on the first four so that one can predict the opening and middle-game of the great chess match now beginning. The final moments of this contest, likely to enliven late summer 1994, hinge on answers to the fifth question and still hold important mysteries.

Question 1 **Do participants embrace the principle that government should assure essentially all Americans health insurance coverage?**

Support for this guarantee has clearly grown. The ranks of supporters have long included most Democrats in both houses and now number many Senate Republicans who have endorsed the Chafee plan. Whether a clear majority in the House endorses this proposition remains unclear, but whatever the count may be on the *principle* of universal coverage, what counts is agreement on timing and method, which together strongly influence cost. The critical but still unresolved question is whether the president can mobilize the growing and well-founded middle class fear of curtailment or loss of health insurance coverage into an irresistible force in support of his approach and timetable.

Question 2 **Should universal coverage be achieved by requiring employers to sponsor, *and pay most of the cost for,* insurance for their employees?**

On the answer to this question hinges the fate of President Clinton's approach to health care reform. In the Senate, nearly all Republicans and a few Democrats, constituting (at least) a filibuster-sustaining minority oppose such a mandate. Nearly all House Republicans and a solid bloc of conservative House Democrats, who together form a majority, also now oppose a mandate as extensive as that proposed by the president.

The outcome of the health care reform debate may well hinge on whether the president and his administration can persuade enough opponents to a full blown mandate to accept a limited mandate that would initially force relatively few businesses to change their practices. Opponents of a sweeping mandate would claim that they had won in practice, while proponents would claim they had won in principle.

Question 3 **Should the United States impose an effective budget constraint on growth of health care spending?**

If this question refers to a nationally legislated limit on the annual growth of health insurance spending, whether translated into caps on health insurance premiums or imposed through fee controls and hospital budget caps, the line-up in both the House and Senate closely resembles that on forcing employers to pay for health insurance for their workers.

The important difference, as far as President Clinton's proposal is concerned, is that no obvious compromise exists. The administration could easily accept less stringent limits on premium growth than it proposes. But opponents cannot agree to _any_ such limit without capitulating, *in flagrante delicto,* on the fundamental principle of disagreement with the president's approach to cost control. Furthermore, many opponents to a legislated cap on spending hold fast to the faith (I believe to an illusion) that their method of controlling costs is not only "lighter but tastes better." They believe that various measures to promote price sensitivity among insurance purchasers and to standardize the health insurance product will suffice to produce a sustained slow-down in the growth of health care spending, while the president's approach will fail through bureaucratic elephantiasis.

President Clinton will no doubt continue to try to persuade the public that national spending goals can be met, at least through the year 2000, by eliminating medical waste, fraud, and abuse. In so doing, I believe he will be making a serious blunder. First, trying to wring so much out of health care spending as quickly as he proposes is not practicable. Cuts of the magnitude he projects -- one sixth of baseline acute care spending by 2000 -- would require radical changes in medical behavior of providers or large cuts in their incomes. But while many providers acknowledge instances of waste, I think most believe they are now doing the right thing most of the time. And large cuts in provider incomes are likely to provoke guerilla warfare by the groups whose complicity in, if not actual support for, reform is essential for its success.

Those who note that citizens are more satisfied with their health care financing systems in countries that spend far less than the United States does should acknowledge that large savings will *eventually* be possible. But they can still insist that such savings will take much more than the four years the president allows their achievement.

Second, large sustained reductions in the growth of health care spending must eventually force the denial of some beneficial care to some people. Despite the palpable truth of this assertion, it is more effective in emptying a room of elected officials than shouting "fire." The efforts of elected officials to avoid it is understandable, as the choices that rationing will impose are ethically and politically distressing. But health care reformers who insist on claim that enormous savings can be quickly achieved complicate the task of politicians bent on fuzzing this truth. The president's claims of fast and large savings, which come too quickly for cuts in waste, fraud, and abuse credibly to generate, defeat the political desire to banish the ogre of rationing.

For all of these reasons, I believe that President Clinton's proposed national health budget and limits on premium increases will fail to win majority support. The limited chances for acceptance of the principle of a national health budget were doomed by the high cost of the plan developed by his advisors. The atmosphere created by the 1993 budget debate made politically unthinkable the advocacy of increased taxes on anything but the voluntary inhalation of poison. This situation is highly regrettable, in my view, as President Clinton's repeated insistence on national spending limits are essential for the sustained control of growth of spending is correct. Spending limits are also necessary to create the incentives for efficient resource allocation and even to enable managed competition to achieve its full potential.[6]

President Clinton's health proposal also embraces price regulation of physicians and hospitals that continue to deliver services for fee. But it is not clear how this mandatory extension to the private sector of current practice under medicare and medicaid could win approval outside the general framework of the president's plan.

[6]Henry J. Aaron, *Serious and Unstable Condition: Financing America's Health Care*, Brookings, 1991; Henry J. Aaron and William B. Schwartz, "Managed Competition: Little Cost Containment without Budget Limits, *Health Affairs*, vol 12 (supplement 1993), pp. 204-215; Henry J. Aaron, "Budget Limits *and* Managed Competition, *Health Affairs*, vol. 12 (Fall 1993), pp. 132-136.

Question 4 **What role, if any, should mandatory associations of insurance buyers play in mediating the purchase of insurance by private businesses and individuals?**

Something called "health alliances" is likely to win congressional approval, given their inclusion in both the president's plan and that of Senate Republicans. But the role and powers of the alliances remains in doubt. At a minimum, they would assemble small purchasers into large groups for the purchase of insurance. The larger question is whether they will be vested with regulatory powers to approve health plans, to regulate fees, to pay subsidies to business (if an employer mandate survives), and to pay subsidies to households.

For reasons set forth above and elaborated below, I think Congress is not likely to approve powers for health alliances as extensive as proposed by President Clinton. The incentives are large for health alliances in states politically in the control of a party different from that in control in Washington (even assuming one party *is* in control) to pursue policies that are intolerable to Congress or the president. The regulatory demands on the National Health Board or other federal agencies to police the health alliances are enormous and probably unmanageable.

Despite these difficulties, however, the infinite variations in the design and possible powers of health alliances make this the most negotiable element of the reform debate. A broad consensus has developed on the failures of the small group market. Health alliances are a natural vehicle for effectuating any limitations on permitted practices. The case for insisting that health plans all quote prices for a standard plan to help purchasers compare prices is also powerful. This requirement is an element of the president's and Senator Chafee's plan. It could easily be accepted by all participants in the debate other than those who never met a government function they didn't dislike. Alliances could become the agency for administering medicaid and for offering coverage to any medicare beneficiaries who wished to switch from HCFA.

Any compromise is likely to invest health alliances with powers well short of those proposed in the Clinton plan. A process of gradual evolution would then commence, as Congress added, subtracted, and modified alliance powers. The eventual character of the alliances would be influenced by their initial design, but it would be determined largely by future decisions. The creation of health alliances would be a watershed event, bringing into existence entities that in the future could become enforcers of managed competition, managers of an employer mandate, or the administrators of government sponsored health insurance.

Question 5 **How much change in health insurance arrangements can be implemented over the remainder of this decade?**

No hard analysis can answer this question. How much can be done and how fast it can be done depend on political leadership and will. In fact, U.S. history contains no example of legislation that remotely resembles the President's proposal for reforming health insurance in the depth and pervasiveness of institutional change. It has become commonplace to compare reform of health care financing to enactment of the Social Security Act in 1935. This analogy is faulty, but instructive. On a scale of complexity starting at zero, if the Social Security Act rates a 10, President Clinton's health reform plan rates 200.

The Social Security Act was passed during a time of great economic distress, an era of chaos in the American capitalist system that more closely resembles the current conditions of Russia or the near collapse of Britain after World War II than the slowly emerging and comparatively minor chronic difficulties the United States is now experiencing. Nevertheless, the largest element of that landmark legislation, old age insurance, was financed by taxes that did not start until 1937, nearly two years after enactment, to pay for benefits that did not start until 1940, more than four years after enactment. Survivors insurance was enacted only in 1939. These programs began with a delay and grew slowly. More fundamentally, they replaced essentially nothing and required virtually no one to rewrite existing contracts or change then existing pension arrangements.

In contrast, the president's health care reform would transform the financing and organization of the delivery of roughly 11 percent of gross domestic product. It would bring into existence a wholly new type of agency, the regional alliances, with sweeping regulatory powers and would do so in the space of less than two years. Quite apart from the huge administrative task this represents, the successful operation of these alliances hinges on the successful execution of difficult technical tasks, such as risk rating, that have never been carried out in practice before and whose feasibility remains in doubt, even among experts sympathetic to an employer mandate.

Under some circumstances, such enormous change is possible. The mobilization for World War II involved direct control of most of the U.S. domestic economy and the creation of countless agencies with new and untried powers. The exigencies of war elicited enough cooperation and tolerance for mistakes to make that episode the most glorious triumph of government policy in U.S. history.

The practical question facing Congress involves how much change to ask the American people to embrace during a peacetime of relative prosperity and how fast to ask them to accept it. In making this decision, Congress and the administration that will have to administer the new legislation will not be able to draw on the good will, patriotic fervor, and sense of shared sacrifice that united the nation after Pearl Harbor. They will not even be able to count on the toleration of experimentation born of economic desperation that smoothed the way for the untried and often unsuccessful innovations of the New Deal. They will confront a public suspicious of government and elected officials, that is mostly satisfied with the access to health care it now enjoys but is worried about losing it, and that is bombarded by information and disinformation provided by groups with enormous economic stakes and not all of whom hold truth in high regard. Against this background, I believe that the plan advanced by President Clinton asks more of the political system than it can or will deliver.

The mystery that will not be settled until late next year is whether the administration can keep alive in the public the recognition that reform is imperative and that its plan contains many good ideas that should survive in any compromise plan. Can those committed to reform prove sufficiently flexible to start down a road to reform the end of which cannot be seen and that will not be reached within the political lives of most of those asked to begin the journey?

Achievable Triumph on Health Care Reform

Reform of health care financing will not be achieved by one grand new law enacted in 1994. It will emerge from a succession of laws enacted over many years. The current debate is vitally important, however, because it will determine whether the process of reform begins in 1994 or is delayed indefinitely.

I have argued that no proposal now on the table is likely to win majority support in both houses of Congress. A compromise can be fashioned from these proposals that will initiate a process leading eventually to universal coverage and the creation of institutions capable of controlling growth of health care spending. Because the proposals of neither the left nor the right have much potential for adding to their bases of support, a successful compromise must be fashioned principally of elements drawn from the centrist proposals of President Clinton and Senator Chafee. Particular elements of other proposals may be included if support from the left or right hinges on these provisions.

The Clinton and Chafee proposals have important elements in common. Both call for malpractice reform and for limitations on underwriting practices of insurance companies. Both include an individual mandate to buy insurance although the mandate is quite limited in the President's plan. Both call for the creation of regional health alliances although the powers accorded the alliances differ radically between the two plans. Both call for subsidies to help low-income households buy insurance. Both embrace the principle of managed competition. Both advocate large cuts in payments to medicare and medicaid providers. Most importantly, both contain unequivocal commitments to universal coverage.

Building a compromise on these common elements acceptable to a majority of both houses of Congress will be technically and politically difficult and may prove impossible. The principle value of such a compromise will lie in its capacity to serve as the seed from which real reform can grow.

The vital core of this compromise is the creation of regional health alliances. The immense diversity of delivery systems and insurance arrangements in the United States will require some variation in administration. The painful choices that effective cost control inevitably will force on system administrators means that these difficult choices must be made by political entities close to each community. While regional health alliances fully empowered to administer universal coverage and cost controls are unlikely to emerge from Congress in 1994, creation of regional alliances that could evolve through later legislation to assume such responsibilities would represent a historic achievement.

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catalyst

FACSIMILE TRANSMITTAL

Date 3/21/94

No. of pages to follow 13

TO: Liz Boyer

ORGANIZATION: The White House

FROM: Lynda Woodworth

SUBJECT/COMMENTS:

Per your conversation with Ms. Wellington, I'm faxing some background information on Catalyst and the Annual Awards Dinner. Please call me if you need anything further.

____ PLEASE REPLY BY: TELEPHONE
FAX

____ NO REPLY NECESSARY

For office use only

Co. FAX #: 202-456-2239

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Working with business to effect change for women - through research, advisory services and communication.

Catalyst

About Catalyst
1994

Catalyst works with business and the professions to effect change for women—through research, advisory services and communication.

An independent not-for-profit organization founded in 1962, Catalyst has a dual mission—to enable women in business and the professions to achieve their maximum potential and to help employers capitalize on the talents of their female employees. Under the direction of its new president, Sheila W. Wellington, and with guidance from a board of corporate and professional leaders, Catalyst's pragmatic and solutions-oriented approach has earned the confidence of business leaders, who know they can count on Catalyst to help them address women's workplace issues and develop cost-effective responses. Following are highlights of Catalyst's programs and services.

Research and Advisory Services

Catalyst's research includes both published studies that are national in scope and internal organizational assessments conducted on a proprietary basis for corporations and professional firms. Catalyst's research and advisory services staff analyzes workplace barriers and opportunities for women and helps companies and professional firms develop successful strategies to retain, develop and advance women.

Recently completed research includes a census and study of women's representation and contributions to corporate boards and a report commissioned by the U.S. Department of Labor's Glass Ceiling Commission on successful corporate initiatives for breaking the glass ceiling for minorities and women. Currently under way are a study of corporate women's groups as organizational change agents, a study of the opportunities and barriers to success for women in sales, a step-by-step examination of the process needed to successfully implement flexible work policies in corporations and professional firms, and a study of the impact of racial/ethnic status on barriers and opportunities for women in corporate management.

Along with providing large-scale internal company assessments, research and advisory staff can provide Catalyst contributing companies with a range of short-term assistance, including advice on human resources policy changes, coaching on how to establish a mentoring program, corporate women's group and other practices of importance to companies and to female employees, and "best practices" information on such issues as work/life supports, women's leadership development, sexual harassment and managing diversity.

Information Center

Catalyst's Information Center specialists regularly screen hundreds of business publications for data on emerging work force issues and provide guidance and information to contributors and

the media. Containing hundreds of periodicals, thousands of topically filed articles, books and fact sheets, the Information Center represents a vast resource on women's workplace issues. It is available to Catalyst corporate contributors and the media.

Corporate Board Placement

Increasingly, business leaders are seeking women to join their boards of directors. Since 1977, Catalyst's Corporate Board Placement, a confidential, individualized service, has helped over 100 companies identify and recruit carefully selected women to serve on their boards.

The Catalyst Award

The Catalyst Award is presented each March to three corporations or professional firms that demonstrate outstanding achievement in promoting women's career and leadership development. The 1994 Catalyst Award winners are Bank of Montreal, McDonald's Corporation and Pitney Bowes Inc.

Publications

Catalyst publications give companies the facts needed to respond to the challenges of a changing work force. The organization's monthly newsletter, *Perspective*, reports on issues affecting women and business, as well as current research findings, model corporate programs and action steps for policymakers. Practical guides, research reports and two-page *InfoBriefs* help employers address such issues as women's leadership development, flexibility and work/life balance.

Media Outreach

Catalyst has a strong relationship with the media, which relies on the organization's balanced perspective and its Information Center for the most up-to-date facts and statistics. Each year, Catalyst's research findings are cited in over 500 publications, and its issue specialists featured on major business and news broadcasts.

Speakers and Conferences

Catalyst staff specialists annually deliver over 50 presentations to professional organizations, companies, universities and women's groups. Catalyst also communicates research findings through regional conferences cosponsored by major corporations. Recent conferences focused on workplace flexibility, strategies to recruit and retain female engineers and glass ceiling issues.

For more information, contact:

Catalyst, 250 Park Avenue South, New York, NY 10003-1459. (212) 777-8900; FAX (212) 477-4252.

Catalyst is supported by a nationwide consortium of corporate and philanthropic funders. Annual tax-deductible contributions of $5,000 or more provide contributors with access to the services described above.

CATALYST AWARDS DINNER FACT SHEET

Date: Wednesday, March 23, 1994

Place: The Waldorf-Astoria Hotel, New York City

Time: 6:00 p.m. to approximately 9:30 p.m.

• The Catalyst Award is presented each year to three leading corporations and professional firms who have implemented exemplary initiatives to recruit, retain and advance women. Previous award winners include: American Airlines, Arthur Andersen, Con Edison, Continental Insurance, Hewlett-Packard and Motorola.

• The Catalyst Awards Dinner is one of the most prestigious corporate events in the nation, drawing close to 1,000 guests, including *Fortune* and *Service* 500 CEOs, senior human resources executives, academic leaders and preeminent women in corporate and professional life.

• The goals of the Dinner are two-fold: to provide corporate America with model strategies for tapping the talents of female employees and to raise funds for the pursuit of Catalyst's mission.

• This year our Dinner chairman is Gary Tooker, Vice Chairman and Chief Executive Officer, of Motorola. Motorola's progressive policies are well known in the corporate community, as exemplified by their winning the 1993 Secretary of Labor's Opportunity 2000 Award and the 1988 Malcolm Baldridge National Quality Award.

• Previous Dinner chairmen have included Robert Allen of AT&T, John Akers of IBM, Richard Morrow of Amoco and John Bryan of Sara Lee, who is currently chairman of Catalyst's Board of Directors.

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Working with business to effect change for women · through research, advisory services and communication.

Catalyst

News Release

Release Date: Embargoed for January 11, 1994

Contact: Jamie Parilla/Charlotte Weber, Public Relations

LIFE GETS BETTER FOR WOMEN AT WORK
THREE COMPANIES WIN 1994 CATALYST AWARD

January 11, 1994 -- Bank of Montreal, McDonald's Corporation and Pitney Bowes Inc. have won the 1994 Catalyst Award for their bold new initiatives to shatter the glass ceiling. Catalyst, the not-for-profit organization that works with business and the professions to effect change for women, has helped spur the most significant labor market development of the last three decades: the dramatic increase in the number of working women. Since 1987, companies have vied for the prestigious Catalyst Award, which annually honors American business for innovative efforts to advance women.

Bank of Montreal, the first non-U.S. based company to win the award, ensures equal opportunity for women and minorities and has achieved impressive results: women represented 54 percent of executive level promotions in 1993, up dramatically from 29 percent in 1991. A 300 percent increase in female ownership of **McDonald's** franchises during the past five years reflects the leading fast-food restaurant's outstanding commitment to women's progress. Finally, **Pitney Bowes'** comprehensive diversity plan for each of its ten business units formalizes the company's long-standing culture of fairness and equality.

"Women today are better educated and better trained than ever before. They are filling the management pipelines," said Catalyst President Sheila Wellington. "By investing in women, this

--more--

year's winning companies foster leadership by the most able and promote their future economic viability."

Through its research and advisory efforts, Catalyst continually learns about and monitors company programs and policies; those nominated for the Catalyst Award are benchmarked against the organization's comprehensive database and undergo rigorous scrutiny. Members of the Awards Committee carefully evaluate nominations on the following criteria: originality, accountability, replicability, measurable results, top-down support, percentage of women in senior management, communication of and rationale for the program and a supportive environment. Catalyst conducts intensive, on-site audits at finalist companies in order to gauge the programs' effectiveness. Evaluations include interviews and focus groups with executive management, high-level women, human resources professionals and employees at various levels.

"The Catalyst Award competition prompts genuine progress. It educates the business community about model initiatives to develop women's potential," said Wellington.

Bank of Montreal, McDonald's Corporation and Pitney Bowes Inc. will be honored for their winning programs at a dinner to be held on March 23, 1994 at the Waldorf-Astoria in New York City. Gary L. Tooker, Vice Chairman and Chief Executive Officer of Motorola, will serve as chairman and host of the dinner; Evelyn Lauder, Senior Corporate Vice President of Estee Lauder Companies, will present the awards. F. Anthony Comper, President and COO of Bank of Montreal; Michael R. Quinlan, Chairman and CEO of the McDonald's Corporation; and George B. Harvey, Chairman and President of Pitney Bowes Inc., will accept the awards on behalf of their companies. Representatives from each winning company will outline their programs earlier on the afternoon of March 23 at a Catalyst-sponsored research conference.

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ABOUT THE WINNERS

A fully integrated approach to cultural change, **Bank of Montreal's** Workplace Equality initiative was implemented to address the barriers to women's advancement. A task force researched and dispelled beliefs commonly held by employees about women's lack of progress. The newly created Workplace Equality division monitors a business plan that includes goals for all managers on hiring, retaining and advancing women and minorities. Quarterly tracking of progress is undertaken through a variety of channels, including employee feedback compiled in a report to the chief operating officer. Some of the programs that Workplace Equality monitors for the entire bank include work/life initiatives, a series of gender awareness workshops for executive and senior management, revision of all training and education programs to include diversity perspectives, and a national career information network. The success of the initiative is borne out by statistics: between October 1991 and October 1993, women's representation at the executive level has increased from nine to 13 percent; in senior management, from 13 to 17 percent; and in middle management, from 34 to 39 percent.

A key component of the **McDonald's Corporation's** Partnership with Women is its Women Operators' Network (WON). Dedicated to the expansion of entrepreneurial opportunities for women throughout the McDonald's franchise system, WON has the full support of the chairman and senior management. The network offers women participation in the corporation's business plan, with its management liaison reporting directly to the top officers of the company. An important element of the network is the Spouse Certification Program, which offers the spouse of an existing owner/operator who is already active in running a restaurant the training necessary to gain his or her own owner/operator status. Through the partnership, McDonald's has produced a 300 percent increase in female franchise owners during the past five years; their stores are producing some of the top level financial rewards in the system; women are gaining recognition for operational excellence; and contributions made by women operators are recognized by business and community organizations.

In August 1992, Chairman and President **George Harvey** initiated the development of an overall Strategic Diversity Plan at **Pitney Bowes Inc.** A task force drafted a diversity vision statement and created a strategic plan that functions as a model for each of the company's ten business units. The various units' individual plans incorporate such actions as mentoring, preparing competency models for management positions, strengthening the employee career planning process, conducting and analyzing exit interviews, and including a diversity component in orientation and manager training. Each unit's progress in carrying out its diversity strategies is measured monthly; the bonus of each business unit head will be affected by the unit's year-end diversity results rating. Through various communication channels, including an employee publication and a corporate video, employees are kept apprised of the goals of the Strategic Plan.

For more information on the winning companies, please contact:

Bank of Montreal: Lynne Kilpatrick, Manager, Media Relations (416) 867-7662

McDonald's Corporation: Terri Capatosto, Director, Media Relations (708) 575-6109

Pitney Bowes Inc.: Sheryl Battles, Director, Corporate Communications (203) 351-6808

BANK OF MONTREAL

Workplace Equality Initiatives

In sheer numbers, women dominate the banking industry — except when it comes to the senior management and executive ranks. Here they represent a very clear minority. This situation is no longer acceptable at Bank of Montreal, a Canadian-based leader in financial services, which has made the advancement of women a major business priority. Its recent initiatives to promote women and to develop a diverse work force within an equitable workplace have earned it the distinction of being the first non-U.S. based company ever to win The Catalyst Award.

In January 1991, the president and chief operating officer sponsored an employee Task Force on the Advancement of Women in the Bank. The task force's groundbreaking report, issued to all employees in December 1991, provided facts from the human resources databank to prove that by all the important yardsticks — including education, length of service, dedication and job performance — women in the bank equaled or surpassed their male colleagues. It also identified the main barriers to women's advancement and set out action plans to remove them. It became the bank's blueprint for achieving equality, and the catalyst for subsequent task forces aimed at achieving diversity in the workplace.

The Task Force on the Advancement of Women called for the creation of a new department, Workplace Equality, responsible for implementing its recommendations and for ensuring a fully integrated approach to cultural change within the bank. Some of the national initiatives that the Workplace Equality team oversees include gender awareness workshops for executives and senior managers, work/life programs (notably employee-initiated flexible work arrangements, child care and elder care), revision of all policies and training programs to support and reflect diversity and equality, a national career information network and an executive advisor program.

Workplace Equality also monitors the annual business plan process, in which all managers set individual goals for hiring, retaining and advancing women and minorities, and the performance review process, which ensures accountability. Progress is tracked through a variety of channels, including 10 divisional advisory councils that assess the effectiveness of the initiatives at the grassroots level. It is then summarized in a quarterly report to the president and other key executives, and all employees are kept fully informed through milestone reports.

Bank of Montreal's initiatives have been recognized as some of the most comprehensive and visible attempts to promote women ever undertaken by a Canadian organization. And so far, results have been impressive. Between October 1991 and October 1993, the percentage of women who have been promoted into the executive ranks increased from 29 to 54 percent, promotions into senior management from 20 to 38 percent and promotions into middle management from 43 to 57 percent.

Pitney Bowes Inc.

Strategic Diversity Plan

Pitney Bowes is a highly decentralized company, comprising 10 diverse units that produce office equipment or provide companies with business services. In August 1992, Chairman and President George Harvey initiated a process to solidify Pitney Bowes' longstanding commitment to valuing a diverse work force. A task force was formed to draft a diversity vision statement and create a strategic plan that would serve as a model for each business unit.

The 24 members of the task force were diverse not only in terms of division, job function and level, but also in terms of race, age, religion, gender, cultural background and sexual orientation. Representatives from the Minorities and Women's Resource Groups were included to ensure the representation of their respective issues in the strategic plan.

The task force's strategy served as a foundation from which each business unit wrote individualized plans that incorporate such actions as mentoring, rotational and special assignments, preparing competency models for management positions, strengthening the employee career planning process, conducting and analyzing exit interviews, and including a diversity component in orientation and manager training. While the focus of these plans is on women and other diverse groups, the overall Strategic Diversity Plan affirms a commitment to create a culture that fosters the development and upward mobility of all Pitney Bowes employees.

Each business unit's progress in carrying out its diversity strategies is measured in monthly meetings with the chairman and all business unit heads. Pitney Bowes' commitment to diversity as a competitive imperative is evidenced by the fact that the bonus of each business unit head will be affected by the unit's year-end diversity results rating.

Part of the success of the diversity strategy is open communication. Employees have been kept apprised of the goals of the Diversity Task Force and the Strategic Plan through the employee publication, *Outlook*, and a corporate video, diversity has also been a subject of communications meetings in each division.

By implementing the Strategic Diversity Plan, Pitney Bowes has strongly affirmed that developing and maintaining a diverse work force is an essential business practice. And its success is evident: the number of women in management has increased steadily over the past several years; women now represent 16 percent of all business unit heads, vice presidents, executive directors and directors.

McDonald's Corporation

McDonald's Partnership with Women

McDonald's Corporation's "Partnership with Women" encourages and recognizes the contributions that women bring to all facets of the business. McDonald's commitment to developing and enhancing long-term business relationships with women is particularly exemplified by its unique partnership with its Women Operators' Network (WON). The company believes its work force and its franchise owner/operators should reflect the diversity of the communities in which McDonald's does business.

WON shares the values of the corporation and is dedicated to the expansion of entrepreneurial opportunities for women throughout the McDonald's franchise system. WON has the full support of the chairman and senior management. The group's management liaison reports directly to the top officers of the company and provides the group with a communication link to management.

A key element of the network is the Spouse Certification Program, which offers spouses of existing owner/operators the training necessary to gain their own legal owner/operator status. WON's leadership works with regional managers to identify women who are eligible for Spouse Certification. WON members also serve as mentors who provide extensive support to program participants and all McDonald's employee networks. Through the partnership, McDonald's has realized a 300 percent increase in female franchise owners during the past five years. And today, McDonald's has the highest number of female and minority-owned franchises in the fast-food restaurant industry.

Along with increasing the number of female owner/operators, WON has heightened awareness of women's roles and contributions to the McDonald's Corporation. Through the network's efforts, women are being recognized for both operational excellence and community business achievements at national conventions and award programs.

The Women Operators' Network is an important part of McDonald's total quality management philosophy. By providing a forum for the exchange of information and ideas on such topics as running a profitable business, improving customer satisfaction, enhancing community relations and resolving problems, senior executives credit WON as their most successful example of their total quality management.

WON also serves as a model for other networks within McDonald's; for example, WON works closely with the McDonald's corporate women's group, the Women's Leadership Network.

The search for this year's Catalyst Award winners began in May 1993, when Catalyst sent nomination materials to 1,300 public and private companies and professional firms. Interested organizations nominated their initiatives, which were evaluated on the following criteria: originality, accountability, replicability, senior management support, the number of women in key positions, communication of the program, rationale for the program, measurable results, and supportive environment. After the finalists were chosen, members of The Catalyst Award evaluation committee spent two days at each company conducting an intensive audit. Evaluation team members held interviews and focus groups with senior management, high-level women, human resources executives and groups of employees at various levels, thus allowing them to gauge each program's effectiveness. In November 1993, the committee examined and evaluated the merits of each finalist and selected the winners.

The Catalyst Award was designed and made by Boston ceramic artist Kathi Tighe. The piece is hand-carved, fired and glazed by airbrush, in a technique known as Raku, an ancient Japanese art form of pottery. Each piece is unique.

The upward band of white against a blue background is the artist's symbolic representation of women's advancement in business.

Kathi Tighe's work is shown in galleries across the country and represented in private collections around the world.

MOTOROLA

GARY L. TOOKER

Vice Chairman and Chief Executive Officer

Gary L. Tooker joined Motorola, Inc.'s Semiconductor Division in 1962. Since that time, he has held a series of increasingly responsible positions in marketing, product and operations management and corporate management. He was director of products operations--MOS in 1974, and in 1975 he was named director of operations for discrete semiconductor products. Later that year he was promoted to corporate vice president and general manager of the Discrete Semiconductor Division of the newly created Semiconductor Group.

In 1979 Tooker was named to head the group's Discrete Electronic Components Divisions and Materials. The following year he became vice president and general manager of the group's International Semiconductor Division and, in 1981, became general manager of the Semiconductor Products Sector. In December 1982 he was elected a senior vice president by the company's Board of Directors and became an executive vice president in February 1984. He was elected senior executive vice president and chief corporate staff officer in July 1986 and a director of Motorola in August 1986. He became chief operating officer in 1988 and president in 1990. He was elected vice chairman and chief executive officer in 1993.

Tooker is a director of the Pacific Basin Economic Council and serves as chairman of its U.S. Member Committee. He is a director of the National Alliance of Business and serves as co-chair of its Education Committee. He is on the board of directors of Eaton Corp. He is a director of Junior Achievement of Chicago and is active in the Chicago United Way. He serves on Arizona State University's Alumni Association and Foundation boards, and is a member of the Economic Club of Chicago and the Electrical Manufacturers Club.

He has served as chairman of the Board of Directors of the American Electronic Association and was a member of the Executive Committee. He is also former chairman of the Semiconductor Industry Association. He also has been a director of the Arizona Association of Industries and the Scottsdale Boys Club. He has been a member of the Advisory Council on Engineering at Arizona State University and the Phoenix 40.

Tooker is a graduate of Arizona State University, where he received a bachelor's degree in electrical engineering and did postgraduate studies in business administration. In 1983 he received the Distinguished Alumnus Award from Arizona State University.

3/94

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SARA LEE CORPORATION

JOHN H. BRYAN

John H. Bryan is chairman of the board of directors and chief executive officer of Sara Lee Corporation.

Mr. Bryan began his business career in 1960 with the family owned and operated Bryan Foods in West Point, Mississippi. In 1968, Bryan Foods was sold to Consolidated Foods Corporation of Chicago. Mr. Bryan became executive vice president and a director of Consolidated Foods Corporation in 1974. That same year, he was elected president and the following year was named chief executive officer. He was elected chairman of the board in 1976. Nine years later, in 1985, Consolidated Foods changed its name to Sara Lee Corporation.

Mr. Bryan is a member of the board of directors of Amoco Corporation, of First Chicago Corporation and its subsidiary, the First National Bank of Chicago, and of General Motors Corporation. He is the past chairman and a member of the board of directors of Grocery Manufacturers of America, Inc.; a member of the Business Council; a member of the policy committee of the Business Roundtable; a trustee of the Committee for Economic Development; a member of the Trustees' Council of the National Gallery of Art, Washington, D.C., and a director and past national chairman of the Business Committee for the Arts. Mr. Bryan also is chairman of Catalyst, the national organization which works with business to effect change for women. In addition, he is a member of the Board of Governors of the National Women's Economic Alliance.

Active in a variety of organizations in the Chicago area, Mr. Bryan is vice president of the board of trustees and treasurer of The Art Institute of Chicago. He also is a trustee of the University of Chicago; a trustee and a vice chairman of Rush-Presbyterian-St. Luke's Medical Center; chairman of the Business Advisory Council of the Chicago Urban League; and chairman of the Chicago Committee of the Chicago Council on Foreign Relations and vice chairman of the Council's board. He is a member of the Commercial Club and of the Economic Club of Chicago.

Mr. Bryan's awards include France's Chevalier de la Légion d'Honneur; Holland's Owrder of Orange Nassau conferred by Queen Beatrix; the National Humanitarian Award of the National Conference of Christians and Jews; and the William H. Albers Award given by the Food Marketing Institute. He also received the Man of the Year Award from the Harvard Business School Club of Chicago, was named the 1992 Executive of the Year by *Crain's Chicago Business*, and is a laureate of the Junior Achievement Chicago Business Hall of Fame and the Mississippi Business Hall of Fame. Mr. Bryan has been awarded the Order of Lincoln Medallion, the state of Illinois' highest honor for individual achievement.

A native of Mississippi, Mr. Bryan is a graduate of Rhodes College, Memphis, where he received a bachelor of arts degree in economics and business administration.

Sara Lee Corporation is a global packaged food and consumer products company with annual sales of $14.6 billion.

# # #

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Working with business to effect change for women - through research, advisory services and communication.

catalyst

SHEILA W. WELLINGTON

Chicago Tribune

February 6, 1994 Sunday, FINAL EDITION

SECTION: WOMANEWS; Pg. 2; ZONE: CN; News in brief. National.

LENGTH: 93 words

BODY: Model companies: Catalyst, a New York organization dedicated to women in business, is giving the 1994 Catalyst Award to the Bank of Montreal, McDonald's Corp. and Pitney Bowes Inc. for their commitment to improving business opportunities for women. "The awards go to the companies, but their value extends beyond to corporate and professional America in honoring innovative, successful programs that can serve as models for other firms," says Sheila Wellington, president of Catalyst. The winners will be honored at a dinner March 23 in New York.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: February 7, 1994

The Gazette (Montreal)

January 17, 1994, Monday, FINAL EDITION

SECTION: WOMAN NEWS; Pg. C2

LENGTH: 365 words

HEADLINE: Bank equality programs garner U.S. award

BYLINE: CANADA NEWS WIRE

DATELINE: NEW YORK

BODY: The Bank of Montreal joins McDonald's Corporation and Pitney Bowes Inc. as winners of the 1994 Catalyst Award for their bold new initiatives to shatter the glass ceiling. Catalyst, the not-for-profit organization that works with business and the professions to effect change for women, has helped spur the most significant labor market development of the last three decades: the dramatic increase in the number of working women. Since 1987, companies have vied for the prestigious Catalyst Award, which annually honors American business for innovative efforts to advance women.

Bank of Montreal is the first non-U.S. based company to win the award. Its equal-opportunity program for women and minorities has achieved impressive results: women represented 54 per cent of executive level promotions in 1993, up dramatically from 29 per cent in 1991. The bank's initiative, implemented to address the barriers to women's advancement, took the form of a Workplace Equality division to monitor a business plan that includes goals for all managers on hiring, retaining and advancing women and minorities. Some of the programs that Workplace Equality monitors for the entire bank include work/life initiatives, a series of gender-awareness workshops for executive and senior management, and a national career information network. Between October 1991 and October 1993, women's representation at the executive level has increased from 9 to 13 per cent; in senior management, from 13 to 17 per cent; and in middle management, from 34 to 39 per cent.

A 300-per-cent increase in female ownership of McDonald's franchises during the past five years reflects the leading fast- food chain's outstanding commitment to women's progress. Finally, Pitney Bowes' comprehensive diversity plan for each of its 10 business units formalizes the company's long-standing culture of fairness and equality.

"Women today are better educated and better trained than ever before. They are filling the management pipelines," said Catalyst President Sheila Wellington. "By investing in women, this year's winning companies foster leadership by the most able and promote their future economic viability."

LANGUAGE: ENGLISH

LOAD-DATE-MDC: January 18, 1994

The Gazette (Montreal)

January 7, 1994, Friday, FINAL EDITION

SECTION: BUSINESS; IN BRIEF; Pg. B4/BREAK

LENGTH: 54 words

HEADLINE: Bank honored for promotion policy

DATELINE: TORONTO

BODY: The Bank of Montreal has become the first company based outside the United States to win a highly regarded American award for promoting women's career and leadership development.

Women represented 54 per cent of executive level promotions in 1993, up dramatically from 29 per cent in 1991, New York -based Catalyst said.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: January 8, 1994

The New York Times

November 10, 1993, Wednesday, Late Edition - Final

SECTION: Section D; Page 6; Column 4; Financial Desk

LENGTH: 337 words

HEADLINE: Women Hold 6.2% of Seats on Top Boards

BYLINE: By SUSAN ANTILLA

BODY: Women hold only 6.2 percent of the board seats in the 1,000 companies that make up the Fortune 500 and Fortune 500 Service companies lists, according to a study released yesterday.

Of 11,715 directors' seats in the study, only 721 were filled by women, said Sheila Wellington, the president of Catalyst, the nonprofit women's organization that conducted the study. "The selection process has to be examined, and the pool has to be broadened," she said. "Almost half these boards have no women on them."

The breakdown of women on boards varied from industry to industry and region to region, Ms. Wellington said. The Northeast, for example, had the highest percentages of women, with 61 percent of corporations having at least one woman on their board. The South ranked lowest, with only 46.3 percent of companies having female representation on their boards.

The nonservice industries with the highest female representations were soaps and cosmetics, jewelry and silverware, toys and sporting goods, and publishing. Ranking lowest was the mining industry, where only two of 13 companies had a woman on their board.

Utility Industry

The utility industry ranked highest among companies on the Service 500 list, while the transportation industry ranked lowest.

Of the 500 women who filled the 721 board seats for an average of 1.4 seats per female director, 74 percent had children and 85 percent were currently or previously married.

Of the 50 most profitable companies in the study, 41 had at least one female director, Ms. Wellington said. Each of the 10 most profitable had a woman on its board, she added.

Asked if it might be an accident that the most profitable companies tended to have women on their boards, she said it was "within the realm of possibility."

But the companies that make it their business to get women on their boards may also be among those that are most open-minded, she noted. "That was not the focus of the study," she said, "but the findings did jump out at us."

LANGUAGE: ENGLISH

LOAD-DATE-MDC: November 10, 1993

The Plain Dealer

November 10, 1993 Wednesday, FINAL / ALL

SECTION: BUSINESS; Pg. 1G

LENGTH: 256 words

HEADLINE: TOPS IN FORTUNE 1,000 INCLUDE WOMEN ON BOARDS

BYLINE: BLOOMBERG BUSINESS NEWS

BODY: What do more than three-quarters of the 50 most profitable Fortune 1,000 companies have in common? They have women on their boards.

What makes that noteworthy is that less than half of all 1,000 companies have women on the board, according to Catalyst, a non-profit research and consulting group.

"We can't say that putting women on the board will bring you more profits," said Sheila Wellington, Catalyst president. "But all our research demonstrates that when you join veteran leaders with people who bring fresh perspective and real corporate experience, you reach better decisions. And that impacts the bottom line."

But while the number of women board members is growing - up 6% in the last year, to 500 women holding 721 seats - they're still a tiny minority. Women represent just 6.2% of all the board seats on Fortune 1,000 companies.

The group also asked a sample of 46 chief executives about women board members. More than a third of them said women are unqualified for board service, and even more said they fear female directors will have a "women's issues agenda."

More than 20 of the men said there are fewer than 250 women in the country capable of serving on a corporate board.

If some shareholders get their way, change will come. Large institutional investors like Connecticut's state pension fund, New York City's pension fund, and the Teachers Insurance and Annuity Association-College Retirement Equity Fund now ask the companies in which they own shares to include women on their boards.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: November 12, 1993

The San Diego Union-Tribune

August 7, 1993, Saturday

SECTION: LIFESTYLE Ed. 1,2,3,4,5 Pg. E-3

LENGTH: 480 words

HEADLINE: Flexible hours meet resistance from bosses

SERIES: FAMILY TIES

BYLINE: MICHAEL LOPEZ Albany Times Union

BODY: More workers are negotiating flexible schedules to care for their families, but women -- who traditionally make these adjustments -- still find supervisors and colleagues resistant to such arrangements, a new survey of corporate America has found.

Growing from pioneer beginnings just four years ago, flexible job arrangements are now formal policies among 61 percent of 70 major companies surveyed last year by Catalyst, a non-profit organization meant to encourage management roles for women.

The New York -based Catalyst, funded by company contributions, recently reported the findings nationally.

Job sharing, part-time hours and work-at-home arrangements were rare in 1989, but each of nearly half of the 70 companies said last year that at least 100 of their employees were using flexible arrangements. Three-quarters of the surveyed companies employed more than 10,000 people.

Flexible schedules are ironed out mainly by women to care for their children, said Marcia Brumit Kropf, Catalyst's director of research.

"For many men in our culture, if you're the primary breadwinner . . . you don't feel like you can reduce your work hours and take a cut in pay," Brumit Kropf said. But, "women are still forced between two very difficult alternatives," she said.

Brumit Kropf found a difference between perception and the reality of what happens when women call time out to care for their families.

Twenty of 45 women in last year's survey said their peers were jealous of their part-time arrangements. Brumit Kropf said the women felt their careers were slowed, but not derailed. More than half the 45 women were promoted while working flexible schedules and 14 returned to work full-time.

Job sharing, part-time arrangements and leaves can allow companies to keep experienced employees whose lives change, by caring for elderly parents or children, for instance, said Joanne Gage, spokeswoman for the Golub Corp., Schenectady, N.Y.-based owner of the Price Chopper supermarket chain.

"We get the benefit of their expertise and they get the flexibility they need during that time," Gage said. "Rather than turning people over and training, which is very expensive, you're investing in people."

LANGUAGE: ENGLISH

LOAD-DATE-MDC: August 8, 1993

The Gazette (Montreal)

August 2, 1993, Monday, FINAL EDITION

SECTION: WOMAN NEWS; FROM AROUND THE WORLD AND AROUND THE CORNER: INTERNATIONAL; Pg. F1/BREAK

LENGTH: 93 words

HEADLINE: NEW HEAD OF U.S. BUSINESS GROUP

DATELINE: NEW YORK

BODY: Sheila Wellington, secretary of Yale University, is taking over as president of Catalyst, a New York non-profit research and advisory organization on women in business. "Catalyst has a national reputation, it is respected, it has access and it has clout," said Wellington. "What I would like to do is take those strengths and work with others who are involved in thinking about the changing nature of American corporate and professional life." Wellington is taking the helm from Felice Schwarz, founder and president of the 31-year-old organization.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: August 3, 1993

Newsday

July 11, 1993, Sunday, NASSAU AND SUFFOLK EDITION

SECTION: BUSINESS; Pg. 70 Other Edition: City Pg. 58

LENGTH: 502 words

HEADLINE: WORKBOOK

BYLINE: Robin Schatz. Martha Guevara

BODY:

Economies of Child Care

Corporate-sponsored child-care programs are surviving the economic slowdown because of strong support by employees, according to a study by Catalyst, a New York research and consulting group that promotes change in the business world to benefit women.

Catalyst also found that, on the whole, these centers are of higher quality than day-care programs available in the general community. Not surprisingly, the best corporate child-care centers were those with the best paid staff.

"If you pay a better salary, you get the more experienced, qualified teachers and they stay," said Catalyst research director Marcia Brumit Kropf.

The study, conducted for the Pew Charitable Trusts to develop a model for quality corporate-sponsored child care, looked at 80 centers sponsored by 91 corporations and found that high staff turnover is one of the biggest problems facing most day-care centers. The average turnover rate runs about 25 percent a year, but at the corporate-sponsored centers, turnover averaged just 15 percent.

But not all employer-sponsored day care is of the highest quality, particularly when the company isn't directly involved in running the center, Kropf said. - Robin Schatz

Dealing With Diversity

More employers are expressing concern about successfully managing America's increasingly diverse work force, but most companies still aren't doing much about it, according to two recent studies.

In a survey of human resource executives by Olsten Corp., the Long Island-based temporary placement firm, half the respondents reported an increased need for education and training programs to manage a work force composed of growing numbers of women, minorities, elderly and the disabled, but only 27 percent had company-wide training programs in place.

Meanwhile, authors of a study by the Society of Human Resource Management and Commerce Learning House Inc. concluded that there was "a disturbing level of intolerance and exclusionism as part of many organizations' cultures." - Robin Schatz

One Exec to Another

At New York's Plaza Hotel recently, 11 promising young women were honored by Clairol - and it wasn't for their hair color.

The women were selected from among 3,000 applicants to participate in the 5-year-old Clairol Mentor Program to work closely with successful executive women in careers similar to their own.

For instance, mentor Kerry Kennedy Cuomo, executive director of the Washington, D.C.-based Robert F. Kennedy Memorial Center for Human Rights, will be working with Elizabeth Retamozo. Like Cuomo, Retamozo works in public service: As the coordinator of educational opportunities for the Boys & Girls Clubs of Greater Fort Worth, Texas, she provides high school students with academic guidance and emotional support and helps them find financial aid.

"It's invigorating to see someone with such determination," Cuomo said of Retamozo. "This woman is someone we are going to be hearing from."

- Martha Guevara

LANGUAGE: ENGLISH

The New York Times

June 12, 1993, Saturday, Late Edition - Final

SECTION: Section 1; Page 22; Column 1; Style Desk

LENGTH: 314 words

HEADLINE: CHRONICLE

BYLINE: By NADINE BROZAN

BODY: FELICE N. SCHWARTZ, who 31 years ago founded Catalyst, a national nonprofit organization that works to help women in business and professional life, will step down as its president next month. She will be succeeded by SHEILA W. WELLINGTON, the secretary of Yale University.

"I am ready to move on to the next stage of my life," said Mrs. Schwartz, 68. "I want to have more leisure, to spend time with my five grandchildren and their parents, to get out from under the very tough job of running Catalyst. I am only now recognizing how exclusive my focus has been."

Although she is leaving the organization, she will remain an advocate for women.

"I have felt for almost a decade that law firms will be the fulcrum of change because the time line from entry into the profession to partnership is so short," she said. "We are now seeing huge numbers of women who have been in firms for the seven to eight years it takes. The motivation for law firms to change is enormous, and I want to document those changes" by writing about them.

Ms. Wellington, 61, who holds the third-highest position at Yale, said: "This will be the first of my last three jobs in which I will not be the first woman. Now I am following a woman, and I am pleased about that."

Among her goals at Catalyst, she said, "is strengthening collaboration between universities, foundations and other organizations, especially in research and in analyzing the implications of research and communication." At Yale, she was the liaison between the school and New Haven.

Moving to New York will give her the chance to move in with her husband, Harry Wellington, the former dean of Yale Law School, now the dean of New York Law School. "I've already purchased my bureau and bookcases," she said, "though I will barely have time to fill them." Her Yale job ends on July 1; she starts at Catalyst on July 5.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: June 12, 1993

USA TODAY

June 3, 1993, Thursday, FINAL EDITION

SECTION: LIFE; Pg. 1D

LENGTH: 1124 words

HEADLINE: A feminist lightning rod retires

BYLINE: Marilyn Elias

BODY: "I am the quintessential victim of the glass ceiling: 31 years with the same organization and I've never been promoted."

That's how Felice Schwartz wryly sums up her progress since founding Catalyst in 1962. It's a rare flash of humor from a very serious lady. She retires this month as president of the New York -based agency, which pioneered the push to enlarge women's opportunities in U.S. corporations and now advises many companies on women's issues.

Her successor, announced today: Yale University executive Sheila Wellington.

But the departure of Schwartz, 68, is past due - and no laughing matter, argues a chorus of livid critics. They say the mommy of the "mommy track" idea, a term she never coined and disavows, set U.S. working women back plenty with her Harvard Business Review article in 1989.

Even her latest, more conciliatory book, Breaking With Tradition (Warner Books, $ 12.99), has hardly quenched the rage of feminists over her original advice that companies separate "career primary" from "career and family" women, keeping the former on a fast track and offering flexible conditions to the latter.

But Schwartz's many defenders credit her with effectively challenging top management's prejudices against women long before it became fashionable. Moreover, they say, her new emphasis on flexible work options and day care just shows she's remained on the cutting edge, where you're bound to get sliced up.

"Felice is a trailblazer - always has been," says Fran Rodgers, president of Work/ Family Directions, a Boston firm that advises about 100 companies on family issues. "She was in there with the CEOs 30 years ago, persuading them to hire women, when nobody else even realized women were around."

Her 31-year tenure coincided with a sea change in women's lives: In 1962, just 33% of mothers with kids under 18 were employed; now it's 67%. The most dramatic shifts occurred among mothers who often felt the sting of day-care traumas: In the early '60s, about 1 in 5 women with a child under 6 worked, compared with 3 in 5 now.

When Schwartz launched Catalyst, her goal was to promote the goals of "re-entry women" - educated, suburban moms ready to take jobs again. The group set up 250 U.S. resource centers to serve career-seeking women.

Under Schwartz's direction, Catalyst also did the first large studies on child care for working parents, relocation, two-career families and parental leave. In recent years, the 40-person staff has specialized in advising companies on women's and family issues.

Executive Bob Burke first met Schwartz when she consulted with senior management at Goldman, Sachs Co., the New York investment banking firm. Says Burke, "She changed attitudes there, she made it seem in their interest to give women opportunities. . . . But Goldman, Sachs wasn't alone - her vision started so many major companies focusing on this area."

Now human resources chief at Putnam Investments in Boston, he invited Schwartz to consult with top management there. "We've made tremendous strides in work/family issues like flexible hours and backup child care. There's no question she helped us. She's one of my favorite people."

But it is just such lavish praise from corporate bigwigs that gives Schwartz's critics the chills. They fear decision-makers will believe her three core convictions and throw even higher barriers into the paths of aspiring women.

Point 1: "The cost of employing women in management is greater than the cost of employing men," the opening line of her Harvard article, is a battle cry for Schwartz's critics.

Her corollary, Point 2: Firms can offset added costs by providing flexible hours and parent-friendly benefits.

Point 3: They'll need to do it anyway, she argues, because impending skilled labor shortages, temporarily masked by the recession, will make able female workers a hot ticket.

But even some of Schwartz's admirers doubt all three assertions. About 1 in 4 women doesn't return to her job after a maternity leave, and that does cost money for retraining.

"Still, men are much more likely to leave for better jobs and more money - that costs a lot, too," says Rodgers of Work/Family Directions. And often mothers don't return only because the job hasn't been kept for them. Also, studies show women in flexible or part-time spots often produce as much as full-timers. "There simply is no evidence that women managers cost more than men," Rodgers insists.

So what's the harm in companies believing it's in their interest to subsidize more family-centered benefits? "They say, 'Oh, don't throw me into that briar patch! It's fine for other companies, but I don't have the money. And if I have to pay for it, in order to have female workers, then forget it,' " says Wendy Reid Crisp, national director of the National Association for Female Executives.

Schwartz's contention that labor shortages will open a wealth of jobs for skilled women also draws fire. "Our economy is changing so drastically - it's downsizing and turning much more to temporary workers. . . . Those jobs are never going to come back," insists Barney Olmsted of New Ways to Work, San Francisco, a business consulting firm.

But Schwartz is nothing if not stubborn - and sure she'll be proven right in the long run. About the Harvard article brouhaha, she says, "If I had to do it over, I would do precisely what I did. At least it got people talking about the issues."

In her vision, the well-functioning workplace of the future will look more like a jungle gym than today's pyramid ringed by vertical ladders to the top. There will be many avenues up, freedom to move laterally or horizontally, opportunities to exit, then re-enter at a different level without impeding advancement.

The scene will be better for women - and men. Her new book recommends flexible work options for employees of both sexes. "Translation: Don't put them on a mommy track," the book advises.

As Schwartz departs, Crisp argues that young women shouldn't affect the pose of ungrateful brats who are too purist and provincial to be fair.

"Felice has been a critical link between the corporate world and the emerging female executive. She had credibility with the corporations, and she fought for women."

As for charges that Schwartz was co-oped by male bosses, became one of them, her voice rises in anger: "If she had been one bit different than she was, she couldn't have done it! Do you think somebody like Wendy Crisp, who practically has to be bribed to get out of her Levis, could have been listened to the way she was?"

Says Olmsted, "She really tried to make more options possible for women, she spent her life doing that - and nobody's perfect."

GRAPHIC: PHOTO, color, Andrea Renault, AP

LANGUAGE: ENGLISH

Chicago Tribune

March 14, 1993, Sunday, FINAL EDITION

SECTION: WOMANEWS; Pg. 1; ZONE: N

LENGTH: 251 words

HEADLINE: Survey seeks to rouse slumbering companies

BYLINE: By Mark Wukas.

BODY: Felice Schwartz says that corporate America needs a wakeup call regarding how it treats women employees, and she is only too happy to sound reveille.

Schwartz is the president of Catalyst, a non-profit research group in New York that focuses on issues facing working women. She recently published a 20-item questionnaire for corporate leaders in her newsletter, Catalyst Perspective, that is intended to help them evaluate their treatment of women employees.

"I created the questionnaire to stimulate new thought and provoke (corporate leaders) to think about some of these issues," says Schwartz, whose latest book, "Breaking With Tradition: Women and Work, the New Facts of Life" (Warner Books, $12.99), comes out in paperback this month.

Some questions are blunt ("Are there specific obstacles to the advancement of women in your company that don't exist for men?"); others are more subtle ("Are men reluctant to take parental leave, even when it's offered?").

The "correct" answer to every question, it turns out, is yes, but the phrasing of the questions means that even a perfect score of 20 yeses only gives a company a rating of 3 on a scale of 1 to 5.

Schwartz defines a rating of 1 as "Can't find a pulse of interest in women"; a 5 "elevates the playing field for women."

Schwartz, a corporate consultant, says that CEOs "are very honest" in rating themselves and says the majority rank themselves at 2. "In a way it's a game, but in a way it's a very serious game," she says.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: 03-15-93

Chicago Sun-Times

January 15, 1993, FRIDAY , LATE SPORTS FINAL

SECTION: FINANCIAL; WORKING WOMEN; Pg. 46

LENGTH: 762 words

HEADLINE: Home/Work Flexibility Crucial

BYLINE: Cindy Richards

BODY: Felice Schwartz once thought she would put herself out of business. But the glass ceiling has proven tougher than she thought.

When she retires May 1 after 31 years as head of Catalyst, the New York -based organization will continue its efforts to open up business opportunities for women.

The 68-year-old dynamo, who once thought she would see gender equality in her lifetime, now predicts her grandchildren will see a world free of gender prejudice before they die.

Schwartz, who was in town this week taking her message to Chicago's corporate elite, has tred a rocky path in the last few years. Her 1989 Harvard Business Review article, dubbed "The Mommy Track" by naysayers, made her a pariah among feminists. She had dared to suggest that women can't have it all any more than men have had it all in the past.

"I felt that, in 1989, we had turned a real corner from a time when women were superfluous to a time when women would be a business imperative. I thought we could afford to put the issues on the table because companies were no longer looking for excuses to put women down," she said.

Schwartz admits the Mommy Track controversy was "very painful, but the outcome is a dream of any social activist like me: It got the issues discussed."

Her latest message is the centerpiece of her 1992 book, Breaking With Tradition: Women and Work, and the New Facts of Life. In it, she argues that companies are hurting themselves by failing to recognize that home and work no longer are separate

93
31
62

entities. Women as well as men can be good workers and modern dads as well as moms also want to be good parents.

Companies, however, are pursuing the old norms.

"The word is going out: You've got to word harder and longer. You've got to travel and take work home on the weekend," Schwartz said.

When men respond to that message, they are prevented from being participative parents - and their wives are left with all the duties of home.

"So (employers) get this guy (who'd rather spend more time with his family) and he's not functioning that well anymore. They get his wife who has to drop the kids before she goes to work and has to leave promptly to pick them up - and leaving promptly is antithetical to leadership - then she has to go home and cook dinner and take care of the myriad things that used to be women's full-time job," Schwartz said.

"Think of how limited her contribution to her employer then is. Wouldn't he be smart to send out a message to men: We want you to share in parenting (as well as work). Then, what would your employer get? Two people who really can be committed . . . not only to their employers but to their children.

"It's a simple thing," Schwartz said as she stopped for a breath.

That's easy for her to say. And maybe it will happen in her grandchildren's lifetime.

But the reality for most working couples today is not two flexible work schedules that allow both parents to share parenting and require that children spend only a few hours a day with a surrogate caregiver. It is much more likely that both parents work long hours each day and the wife hopes she'll finish in time to get the kids before 6 p.m.

Despite the entrenched corporate bias against it, Schwartz believes flexibility is inevitable. The new corporate environment, which offers just a few levels of management, no longer allows companies to reward workers in the old way: a promotion to the next level.

Chief executives may have heard from the human resources department that women with children are absent more than men. Or they may have a daughter who just got her MBA and can't seem to find a job where her skills are valued. Or a valued secretary may have chosen not to return from maternity leave because she can't work 60 hours a week and raise a child.

But the CEOs don't see gender equity - career opportunities for women and well as family flexibility for men - as a bottom-line issue. They want to solve one small problem, not change the corporate culture, she said.

"The things I'm talking with corporate leaders about are largely incremental at a time that calls for revolution. And they don't know it," she said. "We no longer have two worlds. We have one world and it has to do both: Produce goods and support family."

So is this Schwartz's dream, or our future reality?

She figures there's no other way. Companies that don't accommodate their employees' needs won't be able to hire the best and brightest managers, she said.

"And I don't think you can survive if your management is second tier."

LANGUAGE: English

LOAD-DATE-MDC: January 31, 1993

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3/28

catalyst

FACSIMILE TRANSMITTAL

Date 3/21/94

No. of pages to follow 13

TO: Liz Boyer

ORGANIZATION: The White House

FROM: Lynda Woodworth

SUBJECT/COMMENTS:

Per your conversation with Ms. Wellington, I'm faxing some background information on Catalyst and the Annual Awards Dinner. Please call me if you need anything further.

____ PLEASE REPLY BY: TELEPHONE
FAX

____ NO REPLY NECESSARY

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Working with business to effect change for women - through research, advisory services and communication.

Catalyst

About Catalyst
1994

Catalyst works with business and the professions to effect change for women—through research, advisory services and communication.

An independent not-for-profit organization founded in 1962, Catalyst has a dual mission—to enable women in business and the professions to achieve their maximum potential and to help employers capitalize on the talents of their female employees. Under the direction of its new president, Sheila W. Wellington, and with guidance from a board of corporate and professional leaders, Catalyst's pragmatic and solutions-oriented approach has earned the confidence of business leaders, who know they can count on Catalyst to help them address women's workplace issues and develop cost-effective responses. Following are highlights of Catalyst's programs and services.

Research and Advisory Services

Catalyst's research includes both published studies that are national in scope and internal organizational assessments conducted on a proprietary basis for corporations and professional firms. Catalyst's research and advisory services staff analyzes workplace barriers and opportunities for women and helps companies and professional firms develop successful strategies to retain, develop and advance women.

Recently completed research includes a census and study of women's representation and contributions to corporate boards and a report commissioned by the U.S. Department of Labor's Glass Ceiling Commission on successful corporate initiatives for breaking the glass ceiling for minorities and women. Currently under way are a study of corporate women's groups as organizational change agents, a study of the opportunities and barriers to success for women in sales, a step-by-step examination of the process needed to successfully implement flexible work policies in corporations and professional firms, and a study of the impact of racial/ethnic status on barriers and opportunities for women in corporate management.

Along with providing large-scale internal company assessments, research and advisory staff can provide Catalyst contributing companies with a range of short-term assistance, including advice on human resources policy changes, coaching on how to establish a mentoring program, corporate women's group and other practices of importance to companies and to female employees, and "best practices" information on such issues as work/life supports, women's leadership development, sexual harassment and managing diversity.

Information Center

Catalyst's Information Center specialists regularly screen hundreds of business publications for data on emerging work force issues and provide guidance and information to contributors and

the media. Containing hundreds of periodicals, thousands of topically filed articles, books and fact sheets, the Information Center represents a vast resource on women's workplace issues. It is available to Catalyst corporate contributors and the media.

Corporate Board Placement

Increasingly, business leaders are seeking women to join their boards of directors. Since 1977, Catalyst's Corporate Board Placement, a confidential, individualized service, has helped over 100 companies identify and recruit carefully selected women to serve on their boards.

The Catalyst Award

The Catalyst Award is presented each March to three corporations or professional firms that demonstrate outstanding achievement in promoting women's career and leadership development. The 1994 Catalyst Award winners are Bank of Montreal, McDonald's Corporation and Pitney Bowes Inc.

Publications

Catalyst publications give companies the facts needed to respond to the challenges of a changing work force. The organization's monthly newsletter, *Perspective*, reports on issues affecting women and business, as well as current research findings, model corporate programs and action steps for policymakers. Practical guides, research reports and two-page *InfoBriefs* help employers address such issues as women's leadership development, flexibility and work/life balance.

Media Outreach

Catalyst has a strong relationship with the media, which relies on the organization's balanced perspective and its Information Center for the most up-to-date facts and statistics. Each year, Catalyst's research findings are cited in over 500 publications, and its issue specialists featured on major business and news broadcasts.

Speakers and Conferences

Catalyst staff specialists annually deliver over 50 presentations to professional organizations, companies, universities and women's groups. Catalyst also communicates research findings through regional conferences cosponsored by major corporations. Recent conferences focused on workplace flexibility, strategies to recruit and retain female engineers and glass ceiling issues.

For more information, contact:

Catalyst, 250 Park Avenue South, New York, NY 10003-1459. (212) 777-8900; FAX (212) 477-4252.

Catalyst is supported by a nationwide consortium of corporate and philanthropic funders. Annual tax-deductible contributions of $5,000 or more provide contributors with access to the services described above.

CATALYST AWARDS DINNER FACT SHEET

Date: Wednesday, March 23, 1994

Place: The Waldorf-Astoria Hotel, New York City

Time: 6:00 p.m. to approximately 9:30 p.m.

• The Catalyst Award is presented each year to three leading corporations and professional firms who have implemented exemplary initiatives to recruit, retain and advance women. Previous award winners include: American Airlines, Arthur Andersen, Con Edison, Continental Insurance, Hewlett-Packard and Motorola.

• The Catalyst Awards Dinner is one of the most prestigious corporate events in the nation, drawing close to 1,000 guests, including *Fortune* and *Service* 500 CEOs, senior human resources executives, academic leaders and preeminent women in corporate and professional life.

• The goals of the Dinner are two-fold: to provide corporate America with model strategies for tapping the talents of female employees and to raise funds for the pursuit of Catalyst's mission.

• This year our Dinner chairman is Gary Tooker, Vice Chairman and Chief Executive Officer, of Motorola. Motorola's progressive policies are well known in the corporate community, as exemplified by their winning the 1993 Secretary of Labor's Opportunity 2000 Award and the 1988 Malcolm Baldridge National Quality Award.

• Previous Dinner chairmen have included Robert Allen of AT&T, John Akers of IBM, Richard Morrow of Amoco and John Bryan of Sara Lee, who is currently chairman of Catalyst's Board of Directors.

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Working with business to effect change for women - through research, advisory services and communication.

Catalyst

News Release

Release Date: Embargoed for January 11, 1994

Contact: Jamie Parilla/Charlotte Weber, Public Relations

LIFE GETS BETTER FOR WOMEN AT WORK
THREE COMPANIES WIN 1994 CATALYST AWARD

January 11, 1994 -- Bank of Montreal, McDonald's Corporation and Pitney Bowes Inc. have won the 1994 Catalyst Award for their bold new initiatives to shatter the glass ceiling. Catalyst, the not-for-profit organization that works with business and the professions to effect change for women, has helped spur the most significant labor market development of the last three decades: the dramatic increase in the number of working women. Since 1987, companies have vied for the prestigious Catalyst Award, which annually honors American business for innovative efforts to advance women.

Bank of Montreal, the first non-U.S. based company to win the award, ensures equal opportunity for women and minorities and has achieved impressive results: women represented 54 percent of executive level promotions in 1993, up dramatically from 29 percent in 1991. A 300 percent increase in female ownership of **McDonald's** franchises during the past five years reflects the leading fast-food restaurant's outstanding commitment to women's progress. Finally, **Pitney Bowes'** comprehensive diversity plan for each of its ten business units formalizes the company's long-standing culture of fairness and equality.

"Women today are better educated and better trained than ever before. They are filling the management pipelines," said Catalyst President Sheila Wellington. "By investing in women, this

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year's winning companies foster leadership by the most able and promote their future economic viability."

Through its research and advisory efforts, Catalyst continually learns about and monitors company programs and policies; those nominated for the Catalyst Award are benchmarked against the organization's comprehensive database and undergo rigorous scrutiny. Members of the Awards Committee carefully evaluate nominations on the following criteria: originality, accountability, replicability, measurable results, top-down support, percentage of women in senior management, communication of and rationale for the program and a supportive environment. Catalyst conducts intensive, on-site audits at finalist companies in order to gauge the programs' effectiveness. Evaluations include interviews and focus groups with executive management, high-level women, human resources professionals and employees at various levels.

"The Catalyst Award competition prompts genuine progress. It educates the business community about model initiatives to develop women's potential," said Wellington.

Bank of Montreal, McDonald's Corporation and Pitney Bowes Inc. will be honored for their winning programs at a dinner to be held on March 23, 1994 at the Waldorf-Astoria in New York City. Gary L. Tooker, Vice Chairman and Chief Executive Officer of Motorola, will serve as chairman and host of the dinner; Evelyn Lauder, Senior Corporate Vice President of Estee Lauder Companies, will present the awards. F. Anthony Comper, President and COO of Bank of Montreal; Michael R. Quinlan, Chairman and CEO of the McDonald's Corporation; and George B. Harvey, Chairman and President of Pitney Bowes Inc., will accept the awards on behalf of their companies. Representatives from each winning company will outline their programs earlier on the afternoon of March 23 at a Catalyst-sponsored research conference.

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ABOUT THE WINNERS

A fully integrated approach to cultural change, Bank of Montreal's Workplace Equality initiative was implemented to address the barriers to women's advancement. A task force researched and dispelled beliefs commonly held by employees about women's lack of progress. The newly created Workplace Equality division monitors a business plan that includes goals for all managers on hiring, retaining and advancing women and minorities. Quarterly tracking of progress is undertaken through a variety of channels, including employee feedback compiled in a report to the chief operating officer. Some of the programs that Workplace Equality monitors for the entire bank include work/life initiatives, a series of gender awareness workshops for executive and senior management, revision of all training and education programs to include diversity perspectives, and a national career information network. The success of the initiative is borne out by statistics: between October 1991 and October 1993, women's representation at the executive level has increased from nine to 13 percent; in senior management, from 13 to 17 percent; and in middle management, from 34 to 39 percent.

A key component of the McDonald's Corporation's Partnership with Women is its Women Operators' Network (WON). Dedicated to the expansion of entrepreneurial opportunities for women throughout the McDonald's franchise system, WON has the full support of the chairman and senior management. The network offers women participation in the corporation's business plan, with its management liaison reporting directly to the top officers of the company. An important element of the network is the Spouse Certification Program, which offers the spouse of an existing owner/operator who is already active in running a restaurant the training necessary to gain his or her own owner/operator status. Through the partnership, McDonald's has produced a 300 percent increase in female franchise owners during the past five years; their stores are producing some of the top level financial rewards in the system; women are gaining recognition for operational excellence; and contributions made by women operators are recognized by business and community organizations.

In August 1992, Chairman and President George Harvey initiated the development of an overall Strategic Diversity Plan at Pitney Bowes Inc. A task force drafted a diversity vision statement and created a strategic plan that functions as a model for each of the company's ten business units. The various units' individual plans incorporate such actions as mentoring, preparing competency models for management positions, strengthening the employee career planning process, conducting and analyzing exit interviews, and including a diversity component in orientation and manager training. Each unit's progress in carrying out its diversity strategies is measured monthly; the bonus of each business unit head will be affected by the unit's year-end diversity results rating. Through various communication channels, including an employee publication and a corporate video, employees are kept apprised of the goals of the Strategic Plan.

For more information on the winning companies, please contact:

Bank of Montreal: Lynne Kilpatrick, Manager, Media Relations (416) 867-7662

McDonald's Corporation: Terri Capatosto, Director, Media Relations (708) 575-6109

Pitney Bowes Inc.: Sheryl Battles, Director, Corporate Communications (203) 351-6808

Bank of Montreal

Workplace Equality Initiatives

In sheer numbers, women dominate the banking industry — except when it comes to the senior management and executive ranks. Here they represent a very clear minority. This situation is no longer acceptable at Bank of Montreal, a Canadian-based leader in financial services, which has made the advancement of women a major business priority. Its recent initiatives to promote women and to develop a diverse work force within an equitable workplace have earned it the distinction of being the first non-U.S. based company ever to win The Catalyst Award.

In January 1991, the president and chief operating officer sponsored an employee Task Force on the Advancement of Women in the Bank. The task force's groundbreaking report, issued to all employees in December 1991, provided facts from the human resources databank to prove that by all the important yardsticks — including education, length of service, dedication and job performance — women in the bank equaled or surpassed their male colleagues. It also identified the main barriers to women's advancement and set out action plans to remove them. It became the bank's blueprint for achieving equality, and the catalyst for subsequent task forces aimed at achieving diversity in the workplace.

The Task Force on the Advancement of Women called for the creation of a new department, Workplace Equality, responsible for implementing its recommendations and for ensuring a fully integrated approach to cultural change within the bank. Some of the national initiatives that the Workplace Equality team oversees include gender awareness workshops for executives and senior managers, work/life programs (notably employee-initiated flexible work arrangements, child care and elder care), revision of all policies and training programs to support and reflect diversity and equality, a national career information network and an executive advisor program.

Workplace Equality also monitors the annual business plan process, in which all managers set individual goals for hiring, retaining and advancing women and minorities, and the performance review process, which ensures accountability. Progress is tracked through a variety of channels, including 10 divisional advisory councils that assess the effectiveness of the initiatives at the grassroots level. It is then summarized in a quarterly report to the president and other key executives, and all employees are kept fully informed through milestone reports.

Bank of Montreal's initiatives have been recognized as some of the most comprehensive and visible attempts to promote women ever undertaken by a Canadian organization. And so far, results have been impressive. Between October 1991 and October 1993, the percentage of women who have been promoted into the executive ranks increased from 29 to 54 percent, promotions into senior management from 20 to 38 percent and promotions into middle management from 43 to 57 percent.

PITNEY BOWES INC.

Strategic Diversity Plan

Pitney Bowes is a highly decentralized company, comprising 10 diverse units that produce office equipment or provide companies with business services. In August 1992, Chairman and President George Harvey initiated a process to solidify Pitney Bowes' longstanding commitment to valuing a diverse work force. A task force was formed to draft a diversity vision statement and create a strategic plan that would serve as a model for each business unit.

The 24 members of the task force were diverse not only in terms of division, job function and level, but also in terms of race, age, religion, gender, cultural background and sexual orientation. Representatives from the Minorities and Women's Resource Groups were included to ensure the representation of their respective issues in the strategic plan.

The task force's strategy served as a foundation from which each business unit wrote individualized plans that incorporate such actions as mentoring, rotational and special assignments, preparing competency models for management positions, strengthening the employee career planning process, conducting and analyzing exit interviews, and including a diversity component in orientation and manager training. While the focus of these plans is on women and other diverse groups, the overall Strategic Diversity Plan affirms a commitment to create a culture that fosters the development and upward mobility of all Pitney Bowes employees.

Each business unit's progress in carrying out its diversity strategies is measured in monthly meetings with the chairman and all business unit heads. Pitney Bowes' commitment to diversity as a competitive imperative is evidenced by the fact that the bonus of each business unit head will be affected by the unit's year-end diversity results rating.

Part of the success of the diversity strategy is open communication. Employees have been kept apprised of the goals of the Diversity Task Force and the Strategic Plan through the employee publication, *Outlook*, and a corporate video; diversity has also been a subject of communications meetings in each division.

By implementing the Strategic Diversity Plan, Pitney Bowes has strongly affirmed that developing and maintaining a diverse work force is an essential business practice. And its success is evident: the number of women in management has increased steadily over the past several years; women now represent 16 percent of all business unit heads, vice presidents, executive directors and directors.

McDonald's Corporation

McDonald's Partnership with Women

McDonald's Corporation's "Partnership with Women" encourages and recognizes the contributions that women bring to all facets of the business. McDonald's commitment to developing and enhancing long-term business relationships with women is particularly exemplified by its unique partnership with its Women Operators' Network (WON). The company believes its work force and its franchise owner/operators should reflect the diversity of the communities in which McDonald's does business.

WON shares the values of the corporation and is dedicated to the expansion of entrepreneurial opportunities for women throughout the McDonald's franchise system. WON has the full support of the chairman and senior management. The group's management liaison reports directly to the top officers of the company and provides the group with a communication link to management.

A key element of the network is the Spouse Certification Program, which offers spouses of existing owner/operators the training necessary to gain their own legal owner/operator status. WON's leadership works with regional managers to identify women who are eligible for Spouse Certification. WON members also serve as mentors who provide extensive support to program participants and all McDonald's employee networks. Through the partnership, McDonald's has realized a 300 percent increase in female franchise owners during the past five years. And today, McDonald's has the highest number of female and minority-owned franchises in the fast-food restaurant industry.

Along with increasing the number of female owner/operators, WON has heightened awareness of women's roles and contributions to the McDonald's Corporation. Through the network's efforts, women are being recognized for both operational excellence and community business achievements at national conventions and award programs.

The Women Operators' Network is an important part of McDonald's total quality management philosophy. By providing a forum for the exchange of information and ideas on such topics as running a profitable business, improving customer satisfaction, enhancing community relations and resolving problems, senior executives credit WON as their most successful example of their total quality management.

WON also serves as a model for other networks within McDonald's; for example, WON works closely with the McDonald's corporate women's group, the Women's Leadership Network.

The Catalyst Award

The search for this year's Catalyst Award winners began in May 1993, when Catalyst sent nomination materials to 1,300 public and private companies and professional firms. Interested organizations nominated their initiatives, which were evaluated on the following criteria: originality, accountability, replicability, senior management support, the number of women in key positions, communication of the program, rationale for the program, measurable results, and supportive environment. After the finalists were chosen, members of The Catalyst Award evaluation committee spent two days at each company conducting an intensive audit. Evaluation team members held interviews and focus groups with senior management, high-level women, human resources executives and groups of employees at various levels, thus allowing them to gauge each program's effectiveness. In November 1993, the committee examined and evaluated the merits of each finalist and selected the winners.

The Catalyst Award was designed and made by Boston ceramic artist Kathi Tighe. The piece is hand-carved, fired and glazed by airbrush, in a technique known as Raku, an ancient Japanese art form of pottery. Each piece is unique.

The upward band of white against a blue background is the artist's symbolic representation of women's advancement in business.

Kathi Tighe's work is shown in galleries across the country and represented in private collections around the world.

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SHEILA W. WELLINGTON

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Co. | Co. CATALYST
Phone 212-777-8900
Fax 212-477-4252

SHEILA W. WELLINGTON

Sheila Wellington assumed the presidency of Catalyst on July 5, 1993. As the "first woman" to achieve in many areas, Ms. Wellington relates strongly to the role of executive women in the workplace. For three decades Catalyst has been the leading national, not-for-profit organization that focuses the attention of business leaders and public policymakers on women's leadership development in business and the professions. Catalyst undertakes research, environmental assessments and advisory services for leading companies and professional firms, and via its Corporate Board Placement, identifies female candidates for boards of directors.

Before joining Catalyst, Ms. Wellington served as the secretary of Yale University, a job with broad responsibilities outside and inside the university, and the institution's third highest office. Hired in 1987 to enhance Yale's relationship with the city of New Haven and with government, business and social organizations, Ms. Wellington made historic progress in her role. One of her most heralded efforts was facilitating a $50 million investment from the Yale Corporation for city economic development projects. Ms. Wellington supervised a staff of 120 and oversaw Yale's external relations, police force, security program, media affairs, activities of the Yale Corporation and major university ceremonies. Upon leaving Yale she received a "golden" key to the City of New Haven, the first Yale official ever so honored.

Ms. Wellington has an extensive management background and is known as an innovator in program and policy. Her initial career choice was in mental health, where she was one of the first women and non-psychiatrists to run a major mental health facility. Before assuming the position of Yale Secretary, she was deputy director and director-designate of the Yale Psychiatric Institute. Previously, Ms. Wellington was the director of the Greater Bridgeport Community Mental Health Center, turning it into one of the best recognized public sector institutions in the nation. She restructured the staffing, financing and operations, and raised money in federal and foundation grants, a coup for an institution that had never received federal program money until Ms. Wellington's arrival. Earlier, she headed up the Hill-West Haven Division of the Connecticut Mental Health Center, which the National Institutes of Mental Health named as one of ten model facilities in the U.S. While teaching at the Yale School of Medicine, Ms. Wellington developed a successful training program for women and minorities seeking careers in public health.

Ms. Wellington has received numerous citations for community leadership and professional achievement and has served on national and state boards and commissions. She is currently a member of the Financial Women's Association of New York, The International Alliance, New York Women's Agenda, the Wellesley College Business Leadership Council and serves on the Advisory Board of the Ms. Foundation's *Take Our Daughters to Work Day*. A graduate of Wellesley College, she received two concurrent masters degrees from Yale, one in public health, the other in urban studies, while raising her family. She is married to Harry Wellington, Dean of the New York Law School and former Dean of the Yale Law School. They have two sons.

SHEILA W. WELLINGTON

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1993-- **PRESIDENT, CATALYST, NEW YORK, NY**

For three decades Catalyst has been the leading national, not-for-profit organization that focuses the attention of business leaders and public policymakers on women's leadership development in business and the professions.

With a staff of 40, Catalyst undertakes research, environmental assessments and advisory services for leading companies and professional firms, and via its Corporate Board Placement, identifies female candidates for boards of directors.

Catalyst major research reports and publications profile issues affecting women and business as well as current findings, model corporate programs and action steps for policymakers. The organization's Information Center is a vast resource for data on women's workplace issues.

1987 - 1993 **SECRETARY OF YALE UNIVERSITY, NEW HAVEN, CONNECTICUT**

A senior executive officer of Yale University supervising a staff of 120 and responsible for:

Yale's relations with governmental, business, and social organizations; expanding the university role in community economic development, employment opportunities, education, human services, and long term economic and community planning.

The physical security of the university. Management and planning for the Yale Police and university-wide security.

Public information. Oversight of university communications and public affairs.

The traditional activities of a university secretary. Directing all major university functions, including both institutional and community events. Coordination and organizing the activities of the Yale Corporation.

1986 - 1987 **DEPUTY DIRECTOR, YALE PSYCHIATRIC INSTITUTE, NEW HAVEN, CONNECTICUT.**

Managed operations and personnel of nationally known 65-bed in-patient facility serving severely disturbed adolescents and young adults. Responsible for program, budget, hiring and firing, and design and construction of a new facility. Directed fundraising and grant applications. Developed new programs for after care and short term treatment.

Selected for director position in 1987.

1980 -1986 DIRECTOR, GREATER BRIDGEPORT COMMUNITY MENTAL HEALTH CENTER, BRIDGEPORT, CONNECTICUT.

Successfully restructured and expanded the operations of this public sector psychiatric facility by developing new financial resources and reorganizing existing programs for effective delivery of prevention and treatment services. Expanded the physical facility and developed a variety of services and programs to meet the needs of the chronically mentally ill, including minority and homeless patients. Coordinated the provision of emergency and consultation services with local law enforcement, hospitals and other providers. Supervised a staff of more than 400 people.

1968 - 1980 DIRECTOR, HILL-WEST HAVEN DIVISION, CONNECTICUT MENTAL HEALTH CENTER, NEW HAVEN, CONNECTICUT

After serving as the assistant to the Director and Co-Director, directed the operations of this comprehensive community mental health center. By developing new sources of federal, state and Yale University funding, expanded programs and services to meet community mental health needs, initiated and disseminated research and evaluation programs, provided additional training resources to mental health professionals and paraprofessionals. Coordinated research studies, consultation and training services provided to community programs. Managed a staff of 90. The National Institutes of Mental Health designated this center as one of the ten model facilities in the U.S.

1968 - 1987 LECTURER, YALE SCHOOL OF MEDICINE, NEW HAVEN, CONNECTICUT

Throughout professional mental health career, served as a lecturer in public health and psychiatry. Until 1987 taught courses in mental health policy and administration and developed a successful mid-career training program for women and minorities seeking careers in public health. Prepared grant applications and supervised graduate research. Published numerous articles concerning health services policy and administration.

EDUCATION

Master of Public Health	Yale University, Department of Epidemiology and Public Health
Master of Urban Studies	Yale University, School of Art and Architecture
Bachelor of Arts	Wellesley College (Phi Beta Kappa, Durant Scholar)

HONORS AND AWARDS

Woman in Leadership Award, YWCA of Greater New Haven, 1991
Special Citation, for Public Service to the Citizens of Connecticut, 1986
Official Citation, in Recognition for Services to Greater Bridgeport, General Assembly, State of Connecticut, 1985
Outstanding Service Award, Governor's Committee to Employ the Handicapped, Connecticut, 1984
Member, Planning and Review Panel, President's Commission on Mental Health, 1978

COMMUNITY ACTIVITIES

Executive Committee, Connecticut Conference of Independent Colleges
Board of Governor's, Mory's Association Inc.
Board of Trustees, Quinnipiac College
Board of Trustees, Yale-New Haven Hospital
Board of Directors, Science Park Development Corporation
Board of Directors, Shubert Performing Arts Center
Board of Directors, Tennis Foundation of CT, Inc. (Volvo Intl. Tennis Tournament)

Chicago Tribune

February 6, 1994 Sunday, FINAL EDITION

SECTION: WOMANEWS; Pg. 2; ZONE: CN; News in brief. National.

LENGTH: 93 words

BODY: Model companies: Catalyst, a New York organization dedicated to women in business, is giving the 1994 Catalyst Award to the Bank of Montreal, McDonald's Corp. and Pitney Bowes Inc. for their commitment to improving business opportunities for women. "The awards go to the companies, but their value extends beyond to corporate and professional America in honoring innovative, successful programs that can serve as models for other firms," says Sheila Wellington, president of Catalyst. The winners will be honored at a dinner March 23 in New York.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: February 7, 1994

The Gazette (Montreal)

January 17, 1994, Monday, FINAL EDITION

SECTION: WOMAN NEWS; Pg. C2

LENGTH: 365 words

HEADLINE: Bank equality programs garner U.S. award

BYLINE: CANADA NEWS WIRE

DATELINE: NEW YORK

BODY: The Bank of Montreal joins McDonald's Corporation and Pitney Bowes Inc. as winners of the 1994 Catalyst Award for their bold new initiatives to shatter the glass ceiling. Catalyst, the not-for-profit organization that works with business and the professions to effect change for women, has helped spur the most significant labor market development of the last three decades: the dramatic increase in the number of working women. Since 1987, companies have vied for the prestigious Catalyst Award, which annually honors American business for innovative efforts to advance women.

Bank of Montreal is the first non-U.S. based company to win the award. Its equal-opportunity program for women and minorities has achieved impressive results: women represented 54 per cent of executive level promotions in 1993, up dramatically from 29 per cent in 1991. The bank's initiative, implemented to address the barriers to women's advancement, took the form of a Workplace Equality division to monitor a business plan that includes goals for all managers on hiring, retaining and advancing women and minorities. Some of the programs that Workplace Equality monitors for the entire bank include work/life initiatives, a series of gender-awareness workshops for executive and senior management, and a national career information network. Between October 1991 and October 1993, women's representation at the executive level has increased from 9 to 13 per cent; in senior management, from 13 to 17 per cent; and in middle management, from 34 to 39 per cent.

A 300-per-cent increase in female ownership of McDonald's franchises during the past five years reflects the leading fast- food chain's outstanding commitment to women's progress. Finally, Pitney Bowes' comprehensive diversity plan for each of its 10 business units formalizes the company's long-standing culture of fairness and equality.

"Women today are better educated and better trained than ever before. They are filling the management pipelines," said Catalyst President Sheila Wellington. "By investing in women, this year's winning companies foster leadership by the most able and promote their future economic viability."

LANGUAGE: ENGLISH

LOAD-DATE-MDC: January 18, 1994

The Gazette (Montreal)

January 7, 1994, Friday, FINAL EDITION

SECTION: BUSINESS; IN BRIEF; Pg. B4/BREAK

LENGTH: 54 words

HEADLINE: Bank honored for promotion policy

DATELINE: TORONTO

BODY: The Bank of Montreal has become the first company based outside the United States to win a highly regarded American award for promoting women's career and leadership development.

Women represented 54 per cent of executive level promotions in 1993, up dramatically from 29 per cent in 1991, New York -based Catalyst said.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: January 8, 1994

The New York Times

November 10, 1993, Wednesday, Late Edition - Final

SECTION: Section D; Page 6; Column 4; Financial Desk

LENGTH: 337 words

HEADLINE: Women Hold 6.2% of Seats on Top Boards

BYLINE: By SUSAN ANTILLA

BODY: Women hold only 6.2 percent of the board seats in the 1,000 companies that make up the Fortune 500 and Fortune 500 Service companies lists, according to a study released yesterday.

Of 11,715 directors' seats in the study, only 721 were filled by women, said Sheila Wellington, the president of Catalyst, the nonprofit women's organization that conducted the study. "The selection process has to be examined, and the pool has to be broadened," she said. "Almost half these boards have no women on them."

The breakdown of women on boards varied from industry to industry and region to region, Ms. Wellington said. The Northeast, for example, had the highest percentages of women, with 61 percent of corporations having at least one woman on their board. The South ranked lowest, with only 46.3 percent of companies having female representation on their boards.

The nonservice industries with the highest female representations were soaps and cosmetics, jewelry and silverware, toys and sporting goods, and publishing. Ranking lowest was the mining industry, where only two of 13 companies had a woman on their board.

Utility Industry

The utility industry ranked highest among companies on the Service 500 list, while the transportation industry ranked lowest.

Of the 500 women who filled the 721 board seats for an average of 1.4 seats per female director, 74 percent had children and 85 percent were currently or previously married.

Of the 50 most profitable companies in the study, 41 had at least one female director, Ms. Wellington said. Each of the 10 most profitable had a woman on its board, she added.

Asked if it might be an accident that the most profitable companies tended to have women on their boards, she said it was "within the realm of possibility."

But the companies that make it their business to get women on their boards may also be among those that are most open-minded, she noted. "That was not the focus of the study," she said, "but the findings did jump out at us."

LANGUAGE: ENGLISH

LOAD-DATE-MDC: November 10, 1993

The Plain Dealer

November 10, 1993 Wednesday, FINAL / ALL

SECTION: BUSINESS; Pg. 1G

LENGTH: 256 words

HEADLINE: TOPS IN FORTUNE 1,000 INCLUDE WOMEN ON BOARDS

BYLINE: BLOOMBERG BUSINESS NEWS

BODY: What do more than three-quarters of the 50 most profitable Fortune 1,000 companies have in common? They have women on their boards.

What makes that noteworthy is that less than half of all 1,000 companies have women on the board, according to Catalyst, a non-profit research and consulting group.

"We can't say that putting women on the board will bring you more profits," said Sheila Wellington, Catalyst president. "But all our research demonstrates that when you join veteran leaders with people who bring fresh perspective and real corporate experience, you reach better decisions. And that impacts the bottom line."

But while the number of women board members is growing - up 6% in the last year, to 500 women holding 721 seats - they're still a tiny minority. Women represent just 6.2% of all the board seats on Fortune 1,000 companies.

The group also asked a sample of 46 chief executives about women board members. More than a third of them said women are unqualified for board service, and even more said they fear female directors will have a "women's issues agenda."

More than 20 of the men said there are fewer than 250 women in the country capable of serving on a corporate board.

If some shareholders get their way, change will come. Large institutional investors like Connecticut's state pension fund, New York City's pension fund, and the Teachers Insurance and Annuity Association-College Retirement Equity Fund now ask the companies in which they own shares to include women on their boards.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: November 12, 1993

The San Diego Union-Tribune

August 7, 1993, Saturday

SECTION: LIFESTYLE Ed. 1,2,3,4,5 Pg. E-3

LENGTH: 480 words

HEADLINE: Flexible hours meet resistance from bosses

SERIES: FAMILY TIES

BYLINE: MICHAEL LOPEZ Albany Times Union

BODY: More workers are negotiating flexible schedules to care for their families, but women -- who traditionally make these adjustments -- still find supervisors and colleagues resistant to such arrangements, a new survey of corporate America has found.

Growing from pioneer beginnings just four years ago, flexible job arrangements are now formal policies among 61 percent of 70 major companies surveyed last year by Catalyst, a non-profit organization meant to encourage management roles for women.

The New York -based Catalyst, funded by company contributions, recently reported the findings nationally.

Job sharing, part-time hours and work-at-home arrangements were rare in 1989, but each of nearly half of the 70 companies said last year that at least 100 of their employees were using flexible arrangements. Three-quarters of the surveyed companies employed more than 10,000 people.

Flexible schedules are ironed out mainly by women to care for their children, said Marcia Brumit Kropf, Catalyst's director of research.

"For many men in our culture, if you're the primary breadwinner . . . you don't feel like you can reduce your work hours and take a cut in pay," Brumit Kropf said. But, "women are still forced between two very difficult alternatives," she said.

Brumit Kropf found a difference between perception and the reality of what happens when women call time out to care for their families.

Twenty of 45 women in last year's survey said their peers were jealous of their part-time arrangements. Brumit Kropf said the women felt their careers were slowed, but not derailed. More than half the 45 women were promoted while working flexible schedules and 14 returned to work full-time.

Job sharing, part-time arrangements and leaves can allow companies to keep experienced employees whose lives change, by caring for elderly parents or children, for instance, said Joanne Gage, spokeswoman for the Golub Corp., Schenectady, N.Y.-based owner of the Price Chopper supermarket chain.

"We get the benefit of their expertise and they get the flexibility they need during that time," Gage said. "Rather than turning people over and training, which is very expensive, you're investing in people."

LANGUAGE: ENGLISH

LOAD-DATE-MDC: August 8, 1993

The Gazette (Montreal)

August 2, 1993, Monday, FINAL EDITION

SECTION: WOMAN NEWS; FROM AROUND THE WORLD AND AROUND THE CORNER: INTERNATIONAL; Pg. F1/BREAK

LENGTH: 93 words

HEADLINE: NEW HEAD OF U.S. BUSINESS GROUP

DATELINE: NEW YORK

BODY: Sheila Wellington, secretary of Yale University, is taking over as president of Catalyst, a New York non-profit research and advisory organization on women in business. "Catalyst has a national reputation, it is respected, it has access and it has clout," said Wellington. "What I would like to do is take those strengths and work with others who are involved in thinking about the changing nature of American corporate and professional life." Wellington is taking the helm from Felice Schwarz, founder and president of the 31-year-old organization.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: August 3, 1993

Newsday

July 11, 1993, Sunday, NASSAU AND SUFFOLK EDITION

SECTION: BUSINESS; Pg. 70 Other Edition: City Pg. 58

LENGTH: 502 words

HEADLINE: WORKBOOK

BYLINE: Robin Schatz. Martha Guevara

BODY:

Economies of Child Care

Corporate-sponsored child-care programs are surviving the economic slowdown because of strong support by employees, according to a study by Catalyst, a New York research and consulting group that promotes change in the business world to benefit women.

Catalyst also found that, on the whole, these centers are of higher quality than day-care programs available in the general community. Not surprisingly, the best corporate child-care centers were those with the best paid staff.

"If you pay a better salary, you get the more experienced, qualified teachers and they stay," said Catalyst research director Marcia Brumit Kropf.

The study, conducted for the Pew Charitable Trusts to develop a model for quality corporate-sponsored child care, looked at 80 centers sponsored by 91 corporations and found that high staff turnover is one of the biggest problems facing most day-care centers. The average turnover rate runs about 25 percent a year, but at the corporate-sponsored centers, turnover averaged just 15 percent.

But not all employer-sponsored day care is of the highest quality, particularly when the company isn't directly involved in running the center, Kropf said. - Robin Schatz

Dealing With Diversity

More employers are expressing concern about successfully managing America's increasingly diverse work force, but most companies still aren't doing much about it, according to two recent studies.

In a survey of human resource executives by Olsten Corp., the Long Island-based temporary placement firm, half the respondents reported an increased need for education and training programs to manage a work force composed of growing numbers of women, minorities, elderly and the disabled, but only 27 percent had company-wide training programs in place.

Meanwhile, authors of a study by the Society of Human Resource Management and Commerce Learning House Inc. concluded that there was "a disturbing level of intolerance and exclusionism as part of many organizations' cultures." - Robin Schatz

One Exec to Another

At New York's Plaza Hotel recently, 11 promising young women were honored by Clairol - and it wasn't for their hair color.

The women were selected from among 3,000 applicants to participate in the 5-year-old Clairol Mentor Program to work closely with successful executive women in careers similar to their own.

For instance, mentor Kerry Kennedy Cuomo, executive director of the Washington, D.C.-based Robert F. Kennedy Memorial Center for Human Rights, will be working with Elizabeth Retamozo. Like Cuomo, Retamozo works in public service: As the coordinator of educational opportunities for the Boys & Girls Clubs of Greater Fort Worth, Texas, she provides high school students with academic guidance and emotional support and helps them find financial aid.

"It's invigorating to see someone with such determination," Cuomo said of Retamozo. "This woman is someone we are going to be hearing from."

- Martha Guevara

LANGUAGE: ENGLISH

The New York Times

June 12, 1993, Saturday, Late Edition - Final

SECTION: Section 1; Page 22; Column 1; Style Desk

LENGTH: 314 words

HEADLINE: CHRONICLE

BYLINE: By NADINE BROZAN

BODY: FELICE N. SCHWARTZ, who 31 years ago founded Catalyst, a national nonprofit organization that works to help women in business and professional life, will step down as its president next month. She will be succeeded by SHEILA W. WELLINGTON, the secretary of Yale University.

"I am ready to move on to the next stage of my life," said Mrs. Schwartz, 68. "I want to have more leisure, to spend time with my five grandchildren and their parents, to get out from under the very tough job of running Catalyst. I am only now recognizing how exclusive my focus has been."

Although she is leaving the organization, she will remain an advocate for women.

"I have felt for almost a decade that law firms will be the fulcrum of change because the time line from entry into the profession to partnership is so short," she said. "We are now seeing huge numbers of women who have been in firms for the seven to eight years it takes. The motivation for law firms to change is enormous, and I want to document those changes" by writing about them.

Ms. Wellington, 61, who holds the third-highest position at Yale, said: "This will be the first of my last three jobs in which I will not be the first woman. Now I am following a woman, and I am pleased about that."

Among her goals at Catalyst, she said, "is strengthening collaboration between universities, foundations and other organizations, especially in research and in analyzing the implications of research and communication." At Yale, she was the liaison between the school and New Haven.

Moving to New York will give her the chance to move in with her husband, Harry Wellington, the former dean of Yale Law School, now the dean of New York Law School. "I've already purchased my bureau and bookcases," she said, "though I will barely have time to fill them." Her Yale job ends on July 1; she starts at Catalyst on July 5.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: June 12, 1993

USA TODAY

June 3, 1993, Thursday, FINAL EDITION

SECTION: LIFE; Pg. 1D

LENGTH: 1124 words

HEADLINE: A feminist lightning rod retires

BYLINE: Marilyn Elias

BODY: "I am the quintessential victim of the glass ceiling: 31 years with the same organization and I've never been promoted."

That's how Felice Schwartz wryly sums up her progress since founding Catalyst in 1962. It's a rare flash of humor from a very serious lady. She retires this month as president of the New York -based agency, which pioneered the push to enlarge women's opportunities in U.S. corporations and now advises many companies on women's issues.

Her successor, announced today: Yale University executive Sheila Wellington.

But the departure of Schwartz, 68, is past due - and no laughing matter, argues a chorus of livid critics. They say the mommy of the "mommy track" idea, a term she never coined and disavows, set U.S. working women back plenty with her Harvard Business Review article in 1989.

Even her latest, more conciliatory book, Breaking With Tradition (Warner Books, $ 12.99), has hardly quenched the rage of feminists over her original advice that companies separate "career primary" from "career and family" women, keeping the former on a fast track and offering flexible conditions to the latter.

But Schwartz's many defenders credit her with effectively challenging top management's prejudices against women long before it became fashionable. Moreover, they say, her new emphasis on flexible work options and day care just shows she's remained on the cutting edge, where you're bound to get sliced up.

"Felice is a trailblazer - always has been," says Fran Rodgers, president of Work/ Family Directions, a Boston firm that advises about 100 companies on family issues. "She was in there with the CEOs 30 years ago, persuading them to hire women, when nobody else even realized women were around."

Her 31-year tenure coincided with a sea change in women's lives: In 1962, just 33% of mothers with kids under 18 were employed; now it's 67%. The most dramatic shifts occurred among mothers who often felt the sting of day-care traumas: In the early '60s, about 1 in 5 women with a child under 6 worked, compared with 3 in 5 now.

When Schwartz launched Catalyst, her goal was to promote the goals of "re-entry women" - educated, suburban moms ready to take jobs again. The group set up 250 U.S. resource centers to serve career-seeking women.

Under Schwartz's direction, Catalyst also did the first large studies on child care for working parents, relocation, two-career families and parental leave. In recent years, the 40-person staff has specialized in advising companies on women's and family issues.

Executive Bob Burke first met Schwartz when she consulted with senior management at Goldman, Sachs Co., the New York investment banking firm. Says Burke, "She changed attitudes there, she made it seem in their interest to give women opportunities. . . . But Goldman, Sachs wasn't alone - her vision started so many major companies focusing on this area."

Now human resources chief at Putnam Investments in Boston, he invited Schwartz to consult with top management there. "We've made tremendous strides in work/family issues like flexible hours and backup child care. There's no question she helped us. She's one of my favorite people."

But it is just such lavish praise from corporate bigwigs that gives Schwartz's critics the chills. They fear decision-makers will believe her three core convictions and throw even higher barriers into the paths of aspiring women.

Point 1: "The cost of employing women in management is greater than the cost of employing men," the opening line of her Harvard article, is a battle cry for Schwartz's critics.

Her corollary, Point 2: Firms can offset added costs by providing flexible hours and parent-friendly benefits.

Point 3: They'll need to do it anyway, she argues, because impending skilled labor shortages, temporarily masked by the recession, will make able female workers a hot ticket.

But even some of Schwartz's admirers doubt all three assertions. About 1 in 4 women doesn't return to her job after a maternity leave, and that does cost money for retraining.

"Still, men are much more likely to leave for better jobs and more money - that costs a lot, too," says Rodgers of Work/Family Directions. And often mothers don't return only because the job hasn't been kept for them. Also, studies show women in flexible or part-time spots often produce as much as full-timers. "There simply is no evidence that women managers cost more than men," Rodgers insists.

So what's the harm in companies believing it's in their interest to subsidize more family-centered benefits? "They say, 'Oh, don't throw me into that briar patch! It's fine for other companies, but I don't have the money. And if I have to pay for it, in order to have female workers, then forget it,' " says Wendy Reid Crisp, national director of the National Association for Female Executives.

Schwartz's contention that labor shortages will open a wealth of jobs for skilled women also draws fire. "Our economy is changing so drastically - it's downsizing and turning much more to temporary workers. . . . Those jobs are never going to come back," insists Barney Olmsted of New Ways to Work, San Francisco, a business consulting firm.

But Schwartz is nothing if not stubborn - and sure she'll be proven right in the long run. About the Harvard article brouhaha, she says, "If I had to do it over, I would do precisely what I did. At least it got people talking about the issues."

In her vision, the well-functioning workplace of the future will look more like a jungle gym than today's pyramid ringed by vertical ladders to the top. There will be many avenues up, freedom to move laterally or horizontally, opportunities to exit, then re-enter at a different level without impeding advancement.

The scene will be better for women - and men. Her new book recommends flexible work options for employees of both sexes. "Translation: Don't put them on a mommy track," the book advises.

As Schwartz departs, Crisp argues that young women shouldn't affect the pose of ungrateful brats who are too purist and provincial to be fair.

"Felice has been a critical link between the corporate world and the emerging female executive. She had credibility with the corporations, and she fought for women."

As for charges that Schwartz was co-oped by male bosses, became one of them, her voice rises in anger: "If she had been one bit different than she was, she couldn't have done it! Do you think somebody like Wendy Crisp, who practically has to be bribed to get out of her Levis, could have been listened to the way she was?"

Says Olmsted, "She really tried to make more options possible for women, she spent her life doing that - and nobody's perfect."

GRAPHIC: PHOTO, color, Andrea Renault, AP

LANGUAGE: ENGLISH

Chicago Tribune

March 14, 1993, Sunday, FINAL EDITION

SECTION: WOMANEWS; Pg. 1; ZONE: N

LENGTH: 251 words

HEADLINE: Survey seeks to rouse slumbering companies

BYLINE: By Mark Wukas.

BODY: Felice Schwartz says that corporate America needs a wakeup call regarding how it treats women employees, and she is only too happy to sound reveille.

Schwartz is the president of Catalyst, a non-profit research group in New York that focuses on issues facing working women. She recently published a 20-item questionnaire for corporate leaders in her newsletter, Catalyst Perspective, that is intended to help them evaluate their treatment of women employees.

"I created the questionnaire to stimulate new thought and provoke (corporate leaders) to think about some of these issues," says Schwartz, whose latest book, "Breaking With Tradition: Women and Work, the New Facts of Life" (Warner Books, $12.99), comes out in paperback this month.

Some questions are blunt ("Are there specific obstacles to the advancement of women in your company that don't exist for men?"); others are more subtle ("Are men reluctant to take parental leave, even when it's offered?").

The "correct" answer to every question, it turns out, is yes, but the phrasing of the questions means that even a perfect score of 20 yeses only gives a company a rating of 3 on a scale of 1 to 5.

Schwartz defines a rating of 1 as "Can't find a pulse of interest in women"; a 5 "elevates the playing field for women."

Schwartz, a corporate consultant, says that CEOs "are very honest" in rating themselves and says the majority rank themselves at 2. "In a way it's a game, but in a way it's a very serious game," she says.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: 03-15-93

Chicago Sun-Times

January 15, 1993, FRIDAY , LATE SPORTS FINAL

SECTION: FINANCIAL; WORKING WOMEN; Pg. 46

LENGTH: 762 words

HEADLINE: Home/Work Flexibility Crucial

BYLINE: Cindy Richards

BODY: Felice Schwartz once thought she would put herself out of business. But the glass ceiling has proven tougher than she thought.

When she retires May 1 after 31 years as head of Catalyst, the New York -based organization will continue its efforts to open up business opportunities for women.

The 68-year-old dynamo, who once thought she would see gender equality in her lifetime, now predicts her grandchildren will see a world free of gender prejudice before they die.

Schwartz, who was in town this week taking her message to Chicago's corporate elite, has tred a rocky path in the last few years. Her 1989 Harvard Business Review article, dubbed "The Mommy Track" by naysayers, made her a pariah among feminists. She had dared to suggest that women can't have it all any more than men have had it all in the past.

"I felt that, in 1989, we had turned a real corner from a time when women were superfluous to a time when women would be a business imperative. I thought we could afford to put the issues on the table because companies were no longer looking for excuses to put women down," she said.

Schwartz admits the Mommy Track controversy was "very painful, but the outcome is a dream of any social activist like me: It got the issues discussed."

Her latest message is the centerpiece of her 1992 book, Breaking With Tradition: Women and Work, and the New Facts of Life. In it, she argues that companies are hurting themselves by failing to recognize that home and work no longer are separate entities. Women as well as men can be good workers and modern dads as well as moms also want to be good parents.

Companies, however, are pursuing the old norms.

"The word is going out: You've got to word harder and longer. You've got to travel and take work home on the weekend," Schwartz said.

When men respond to that message, they are prevented from being participative parents - and their wives are left with all the duties of home.

"So (employers) get this guy (who'd rather spend more time with his family) and he's not functioning that well anymore. They get his wife who has to drop the kids before she goes to work and has to leave promptly to pick them up - and leaving promptly is antithetical to leadership - then she has to go home and cook dinner and take care of the myriad things that used to be women's full-time job," Schwartz said.

"Think of how limited her contribution to her employer then is. Wouldn't he be smart to send out a message to men: We want you to share in parenting (as well as work). Then, what would your employer get? Two people who really can be committed . . . not only to their employers but to their children.

"It's a simple thing," Schwartz said as she stopped for a breath.

That's easy for her to say. And maybe it will happen in her grandchildren's lifetime.

But the reality for most working couples today is not two flexible work schedules that allow both parents to share parenting and require that children spend only a few hours a day with a surrogate caregiver. It is much more likely that both parents work long hours each day and the wife hopes she'll finish in time to get the kids before 6 p.m.

Despite the entrenched corporate bias against it, Schwartz believes flexibility is inevitable. The new corporate environment, which offers just a few levels of management, no longer allows companies to reward workers in the old way: a promotion to the next level.

Chief executives may have heard from the human resources department that women with children are absent more than men. Or they may have a daughter who just got her MBA and can't seem to find a job where her skills are valued. Or a valued secretary may have chosen not to return from maternity leave because she can't work 60 hours a week and raise a child.

But the CEOs don't see gender equity - career opportunities for women and well as family flexibility for men - as a bottom-line issue. They want to solve one small problem, not change the corporate culture, she said.

"The things I'm talking with corporate leaders about are largely incremental at a time that calls for revolution. And they don't know it," she said. "We no longer have two worlds. We have one world and it has to do both: Produce goods and support family."

So is this Schwartz's dream, or our future reality?

She figures there's no other way. Companies that don't accommodate their employees' needs won't be able to hire the best and brightest managers, she said.

"And I don't think you can survive if your management is second tier."

LANGUAGE: English

LOAD-DATE-MDC: January 31, 1993

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b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

SCHEDULE FOR HILLARY RODHAM CLINTON
DATE: WEDNESDAY, MARCH 9, 1994
FINAL

Scheduling Desk:	**Julie Hopper**	
	202-456-7561	**office**
	202-456-2317	**fax**
	202-544-4223	**home**
	1-800-528-7528	**WHCA#4096**

PREV RON The White House

8:30 am (b)(6) 001

9:30 am-
10:15 am **MEETING** w/Cong. Philip Sharp [D-IN]
HRC's Office
CLOSED PRESS

PARTICIPANTS:
HRC
Cong. Philip Sharp
Ray Garant, Leg. Asst.
Melanne Verveer
Jack Lew

FORMAT:
- Informal meeting

Sharp Contact: Kimberley Floyd 225-3021

10:30 450 OEOB Crime meeting

10:15 am - **PVT MTG** w/Maggie Williams & Patti Solis
10:30 am HRC's Office

10:30 am - **PVT MTG** w/Maggie Williams
10:45 am HRC's Office

11:00 am- 11:45 am	**MEETING** w/Sen. Carol Moseley-Braun [D-IL] HRC's Office **CLOSED PRESS**

PARTICIPANTS:
HRC
Sen. Carol Moseley-Braun
Francesca Cook, Legislative Asst.
Melanne Verveer
Chris Jennings

FORMAT:
- Informal Meeting

Moseley-Braun Contact: Kaarin Anderson
224-2854

12:30 pm	**DEPART** The White House South Portico **EN ROUTE** Capitol Hill [Drive Time: 10 minutes] <u>Travelling w/HRC:</u> Kelly Craighead Lisa Caputo Melanne Verveer Chris Jennings WH Photographer
12:40 pm	**ARRIVE** Capitol Bldg
12:30 pm- 2:00 pm	**MESSAGE MEETING** Room: S-211 Attire: Business **CLOSED PRESS**

PARTICIPANTS:
-Approx. 13 Senators expected to attend
-Bob Chlopak
-30 to 40 Staffers
[See briefing book for further info]

FORMAT:
- Sen. Thomas Daschle will open the meeting & intro HRC
- HRC gives brief remarks
- See briefing book for agenda

NOTE: Lunch will be served during the meeting.

Event Contact: Trish Morief 224-3232

2:05 pm **DEPART** Capitol Hill
EN ROUTE The White House

2:15 pm **ARRIVE** The White House South Portico

2:45 pm-
3:30 pm **MEETING** w/Sen. Joseph Biden [D-DE]
HRC's Office
CLOSED PRESS

PARTICIPANTS:
HRC
Sen. Joseph Biden
Jane Woodfin, Leg. Director
Melanne Verveer
Chris Jennings

FORMAT:
- Informal meeting

Biden Contact: Marianne Baker 224-5042

3:45 pm-
4:30 pm **MEETING** w/Sen. Dave Durenberger [D-MN]
HRC's Office
CLOSED PRESS

PARTICIPANTS:
HRC
Sen. Dave Durenberger
Susan Foote, Senior Leg. Health Care Staffer
Rick Evans, HC Staffer
Melanne Verveer
Chris Jennings

FORMAT:
- Informal meeting

Durenberger Contact: Julie Hassler 224-3244

RON The White House

WEATHER FORECAST FOR WASHINGTON, DC:
- Cloudy, breezy, with rain showers occasionally mixing with sleet. Low 33 to 38. High 38 to 43. Wind northeast at 12 to 18 knots gusting to 25 knots.

WASHINGTON, DC EVENTS:
KENNEDY CENTER:
-The Sisters Rosensweig

-Shear Madness
-College of Wooster Chorus
-Academy of Ancient Music

ARENA STAGE:
-A Small World

NATIONAL THEATER:
-Grease

250 Park Avenue South
New York, NY 10003-1459
TEL (212) 777-8900
FAX (212) 477-4252

Working with business to effect change for women - through research, advisory services and communication.

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Post-It™ brand fax transmittal memo 7671 | # of pages ▸ 4
To Liz Boyer | From Lynda Woodlief
Co. | Co. CATALYST
Phone ~~212 777-8900~~
Fax # 212-477-4252

SHEILA W. WELLINGTON

Sheila Wellington assumed the presidency of Catalyst on July 5, 1993. As the "first woman" to achieve in many areas, Ms. Wellington relates strongly to the role of executive women in the workplace. For three decades Catalyst has been the leading national, not-for-profit organization that focuses the attention of business leaders and public policymakers on women's leadership development in business and the professions. Catalyst undertakes research, environmental assessments and advisory services for leading companies and professional firms, and via its Corporate Board Placement, identifies female candidates for boards of directors.

Before joining Catalyst, Ms. Wellington served as the secretary of Yale University, a job with broad responsibilities outside and inside the university, and the institution's third highest office. Hired in 1987 to enhance Yale's relationship with the city of New Haven and with government, business and social organizations, Ms. Wellington made historic progress in her role. One of her most heralded efforts was facilitating a $50 million investment from the Yale Corporation for city economic development projects. Ms. Wellington supervised a staff of 120 and oversaw Yale's external relations, police force, security program, media affairs, activities of the Yale Corporation and major university ceremonies. Upon leaving Yale she received a "golden" key to the City of New Haven, the first Yale official ever so honored.

Ms. Wellington has an extensive management background and is known as an innovator in program and policy. Her initial career choice was in mental health, where she was one of the first women and non-psychiatrists to run a major mental health facility. Before assuming the position of Yale Secretary, she was deputy director and director-designate of the Yale Psychiatric Institute. Previously, Ms. Wellington was the director of the Greater Bridgeport Community Mental Health Center, turning it into one of the best recognized public sector institutions in the nation. She restructured the staffing, financing and operations, and raised money in federal and foundation grants, a coup for an institution that had never received federal program money until Ms. Wellington's arrival. Earlier, she headed up the Hill-West Haven Division of the Connecticut Mental Health Center, which the National Institutes of Mental Health named as one of ten model facilities in the U.S. While teaching at the Yale School of Medicine, Ms. Wellington developed a successful training program for women and minorities seeking careers in public health.

Ms. Wellington has received numerous citations for community leadership and professional achievement and has served on national and state boards and commissions. She is currently a member of the Financial Women's Association of New York, The International Alliance, New York Women's Agenda, the Wellesley College Business Leadership Council and serves on the Advisory Board of the Ms. Foundation's *Take Our Daughters to Work Day*. A graduate of Wellesley College, she received two concurrent masters degrees from Yale, one in public health, the other in urban studies, while raising her family. She is married to Harry Wellington, Dean of the New York Law School and former Dean of the Yale Law School. They have two sons.

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Working with business to effect change for women - through research, advisory services and communication.

catalyst

About Catalyst 1994

Catalyst works with business and the professions to effect change for women—through research, advisory services and communication.

An independent not-for-profit organization founded in 1962, Catalyst has a dual mission—to enable women in business and the professions to achieve their maximum potential and to help employers capitalize on the talents of their female employees. Under the direction of its new president, Sheila W. Wellington, and with guidance from a board of corporate and professional leaders, Catalyst's pragmatic and solutions-oriented approach has earned the confidence of business leaders, who know they can count on Catalyst to help them address women's workplace issues and develop cost-effective responses. Following are highlights of Catalyst's programs and services.

Research and Advisory Services

Catalyst's research includes both published studies that are national in scope and internal organizational assessments conducted on a proprietary basis for corporations and professional firms. Catalyst's research and advisory services staff analyzes workplace barriers and opportunities for women and helps companies and professional firms develop successful strategies to retain, develop and advance women.

Recently completed research includes a census and study of women's representation and contributions to corporate boards and a report commissioned by the U.S. Department of Labor's Glass Ceiling Commission on successful corporate initiatives for breaking the glass ceiling for minorities and women. Currently under way are a study of corporate women's groups as organizational change agents, a study of the opportunities and barriers to success for women in sales, a step-by-step examination of the process needed to successfully implement flexible work policies in corporations and professional firms, and a study of the impact of racial/ethnic status on barriers and opportunities for women in corporate management.

Along with providing large-scale internal company assessments, research and advisory staff can provide Catalyst contributing companies with a range of short-term assistance, including advice on human resources policy changes, coaching on how to establish a mentoring program, corporate women's group and other practices of importance to companies and to female employees, and "best practices" information on such issues as work/life supports, women's leadership development, sexual harassment and managing diversity.

Information Center

Catalyst's Information Center specialists regularly screen hundreds of business publications for data on emerging work force issues and provide guidance and information to contributors and

(3/21/94)

19th Annual Catalyst Awards Dinner
March 23th, 1994
The Waldorf-Astoria

EVENING'S AGENDA: *FINAL*

	ACTION	STAGE DIRECTION
5:45	Rehearsal for speakers.	
6:00	VIP reception-Basildon & Jade rooms (1 hour) General reception-East & Astor rooms (1 hour)	Piano player in Jade Room. Music piped into other reception rooms.
6:45	Dais is lined up in Basildon Room. Doors to Grand Ballroom open; guests begin to take seats (appetizer preset).	House lights up. Show 1994 Awards slide (stays up thru dais reading). Music provided by Wade.
6:55	Dais enters Ballroom	
7:05	Dais announced by offstage voice ("Please hold your applause..."). Each dais member rises as name is read (10 min.)	Lights lowered. Very soft background music. Spotlight each member as they rise.
7:15	Opening video module runs (2 min.)	Lights blacken.

7:17	Gary Tooker makes welcoming remarks and brief speech; introduces Hillary Clinton video appearance (3 min.)	Lights up. Show Tooker title slide. Spotlight follows all speakers from dais to podium and stays on them as they speak. IMAG for all speakers.
7:20	Hillary Clinton video runs (10 min.)	Lights blacken.
7:30	Clear appetizer after video. Dinner (entree & dessert) is served (55 min.)	Lights up. Alternate 1994 Awards slide and winners slide. Music provided by Wade.
8:25	John Bryan walks to podium and introduces himself; makes brief remarks (re: Catalyst and transition) and introduces Sheila (5 min.)	Lights lowered; show Bryan title slide.
8:30	Sheila makes remarks (8 min.)	Show Sheila title slide.
8:38	Tooker walks to podium and introduces Evelyn Lander (3 min.)	
8:41	Lander speaks about awards criteria; announces names of winners and ends with "I'd like to introduce tonight's award winners" Lander sits next to podium (3 min.)	Show Lander title slide. Show award slide.
8:44	First video on Bank of Montreal runs (3 min.)	Lights blacken.

8:47	Video ends with intro of Bank of Montreal. Lauder returns to podium and invites **Comper** to stage.	Lights partly up. Title slide for Comper goes up.
8:48	Lauder shakes hands with Comper and returns to seat next to podium. Comper speaks (2 min.)	
8:50	Second video on McDonald's runs (3 min.)	Lights blacken.
8:53	Video ends with intro of McDonald's. Lauder returns to podium and invites **Quinlan** to stage.	Lights partly up. Title slide for Quinlan goes up.
8:54	Lauder shakes hands with Quinlan and returns to seat next to podium. Quinlan speaks (2 min.)	
8:56	Third video on Pitney Bowes runs (3 min.)	Lights blacken.
8:59	Video ends with introduction of Pitney Bowes. Lauder returns to podium and invites **Harvey** to stage.	Lights partly up. Title slide for Harvey goes up.
9:00	Lauder shakes hands with Harvey and returns to seat next to podium. Harvey speaks (2 min.)	
9:02	Harvey and Lauder return to dais seats; Tooker returns to podium, thanks guests for attending and adjourns evening (2 min.)	House lights up. Winners slide up. Music (reprise from video).