

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	Personal (4 pages)	n.d.	P6/b(6)
002a. resume	DOB; SSN (Partial) (1 page)	n.d.	P6/b(6)
002b. paper	DOB; SSN (Partial) (1 page)	n.d.	P6/b(6)

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Bethany Little
OA/Box Number: 18526

FOLDER TITLE:

Advisory Committee

2013-0371-S

ms639

RESTRICTION CODES

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

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

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]

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]

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.

Withdrawal/Redaction Marker

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Doug Ross
6512 Pleasant Lake Court
West Bloomfield, MI. 48322
Tel: (248) 661-3334
Fax: (248) 788-7274

FAX

For: JOHN SCHNUR

Fax #: _____

From: _____

Date: 5/26

Re: _____

Pages 3 **(including this cover sheet)**

NOTES:

***Douglas Ross
6512 Pleasant Lake Court
West Bloomfield, Mi 48322
(248) 661-3334***

Experience

- President, Labor Market Services, an internet firm serving state labor markets, 1998-
- Lecturer of Public Policy, University of Michigan School of Public Policy, 1995-
- Candidate for Governor of Michigan, 1998
- U.S. Assistant Secretary of Labor for Employment and Training, 1993-95
- President, Michigan Future Inc., an economic development firm, 1991-93
- President, Corporation for Economic Development, a non-profit working with states and cities here and in Europe on development strategies, 1989-91
- Director, Michigan Department of Commerce, 1984-89
- Economic Analyst for ABC television in Detroit, 1982-84
- Michigan State Senator, 1978-82

Education

- Master of Public Policy, Princeton University, 1972
- Graduate work in economics, The London School of Economics, 1964
- B.A. in History, University of Michigan, 1966

Writing

- *Mandate for Change*, chapters on economy and workforce issues, edited by Will Marshall and Martin Schram, Berkley, 1992
- *Robert F Kennedy: Apostle of Change*, Trident Press, 1968
- *How To Argue With A Conservative*, co-authored with Neil Staebler, Grossman, 1965

Awards

- Michiganian of the Year, Detroit News, 1988
- Distinguished Service Award, National Governors Association, 1988

CITY COMMISSION

The City Commission of the City of South Bay consists of five elected Commissioners. They are elected annually on a non-partisan basis for staggered two year terms. Elections are held on the second Tuesday in March of each year. Notification of registration and filing for office are advertised in local papers.

At the annual reorganization meeting of the Commission, the Commission elects from its ranks a Mayor and Vice-Mayor to serve a one year term.

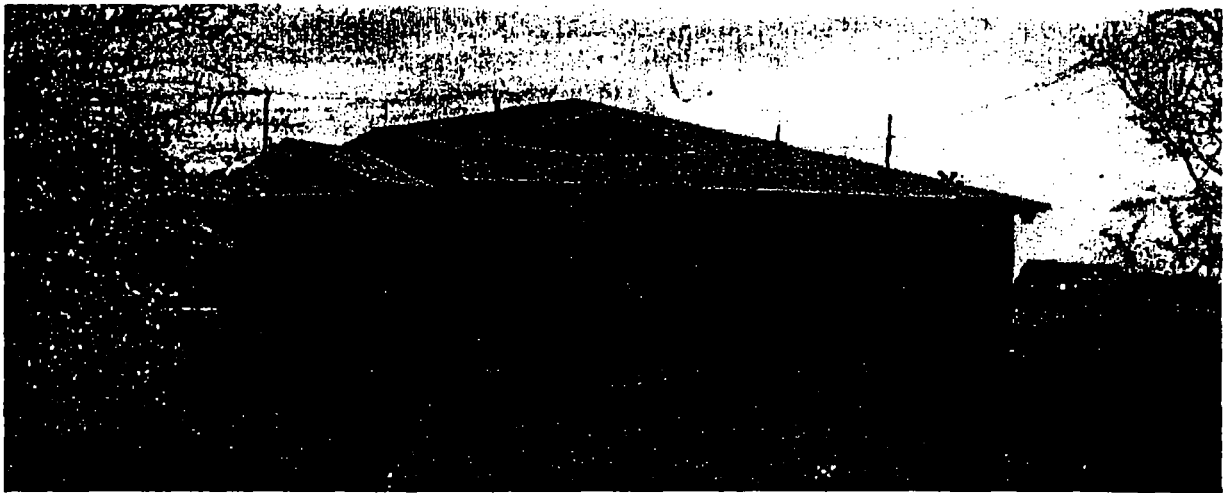
The City Commission is responsible for setting goals, planning and enacting ordinances, formulating policies, setting tax and service fee rates, and enacting the Annual Budget. The City Commission appoints the City Manager, City Clerk, City Attorney, and all Boards and Committees.

- Mayor: Clarence E. Anthony
- Vice-Mayor: Basil K. Anderson
- Commissioners: Michael Jackson, Milranda Smith, Willie Marshall

VOTING REGULATIONS

CITY ELECTIONS

City Elections are held on the second Tuesday in March of each year between the hours of 7:00a.m. and 7:00p.m. To vote in the City Election, you must be 18 years of age, be a United States citizen, and a citizen of the City of South Bay. A person may register at the office of the City Clerk during the regular business hours. In order to vote in an upcoming election, a person must register 30 days before the election.

**Clarence E. Anthony Branch (SB)**

375 S.W. 2nd Avenue

South Bay, FL 33493

(561) 992-8393

Branch Manager: Phyllis J. Lilley

New Hours Effective August 18th: Mon, Wed 10-8/Tue, Thur, Fri 10-5/Sat 10-12, 1-5*** Calendar of Events * Description * Directions****Description of Branch Services**

The South Bay Branch (Clarence E. Anthony Branch) serves a large number of children providing them with programs and educational and recreational reading. For its diverse populations there are growing collections of African American and Spanish materials to meet their needs. They currently have access to hundreds of periodicals through IAC, a service that provides citations and text to thousands of articles for the personal and educational use of patrons. During the summer of 1997 they will be providing their patrons with access to the Internet through FloriNet.

History of Facility

- Opened: May 1992, 4,000 sq. ft.
- Named after Clarence E. Anthony, Mayor of South Bay.

Service Area

South Bay and west to the Hendry County line and south to the Broward County line

Directions

Go west on Southern Boulevard (State Road 80) to the Glades area and S.W. 2nd Avenue. Turn left, go past S.W. 2nd Street to the Library.



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Pamela Tate, President

Pamela Tate is nationally and internationally recognized for her work in facilitating workforce education and training programs among educational institutions, business, labor and government and for her efforts in assisting colleges and universities to develop systems of Prior Learning Assessment and quality assurance in adult learning programs. Tate has been directly involved with the design and implementation of CAEL's tuition assistance management and workforce learning programs since 1986 when CAEL designed the PATHWAYS program for U S WEST Communications and the Communications Workers of America. As a presenter, she is regularly sought out for her vision and insights into adult learning and workforce development and their vital relationship to the future of the economy. She graduated from the University of Illinois at Champaign with masters' degrees in both English and Journalism. She completed her doctoral coursework at the Annenberg School of Communications, University of Pennsylvania. In 1996, Tate was acknowledged for a career devoted to expanding lifelong educational opportunities for adults with the Doctor of Humane Letters honoris causa, conferred by SUNY Empire State College, Saratoga Springs, New York.



Press Releases

For Immediate Release

18 Mar 1999

Contact: (202) 783-4444

Jim Watkins, Ext. 2604

Kathy Walsh, Ext. 2630

NTEU President Tells House Subcommittee Government Plays Key Role In Long-Term Care Insurance Debate

NTEU President Tells House Subcommittee Government
Plays Key Role In Long-Term Care Insurance Debate

Washington, D.C.--The head of the nation's largest independent union of federal workers today emphasized the importance of federal government leadership in developing comprehensive, quality long-term health care plans with affordable group rates.

* President Robert M. Tobias of the National Treasury Employees Union (NTEU) said in testimony submitted to the House Civil Service Subcommittee that "the market influence" of the government as the nation's largest employer makes it a key player in the growing attention to the need for long-term care. Tobias added that he regretted that neither NTEU nor any other federal or retiree organization was invited to appear the hearing.

NTEU represents more than 155,000 employees in 21 agencies and departments. Earlier this year, Tobias offered NTEU's support for an administration proposal that government make available to federal employees and their families private, long-term care insurance, along with a targeted \$1,000 tax credit for people with long-term health care needs or for the families that care for them.

The administration's proposal, one of several under discussion in Congress, would give the Office of Personnel Management (OPM) the authority to negotiate the best policies it can with private insurance carriers, then offer these products to federal employees and retirees and their families at group rates.

That's a start, Tobias said, urging the Subcommittee "to explore the ways a government contribution toward these benefits can be accomplished" in ways similar to the methods by which the cost of the Federal Employees Health Benefits Program (FEHBP) is handled by both agencies and their employees.

That would accomplish two purposes, he said: first, it would send "a strong signal," especially to younger workers, that long-term care benefits "are worthy of their close consideration;" and, second, the widespread purchase of such long-term care insurance, in both the public and private sectors, should help ease the financial burden of such care currently shouldered by Medicaid.

"The budgetary savings inherent" in such a shift, Tobias said, could then "be used to offset the costs

of purchasing long-term care insurance for employees who take on the additional expense.”



Welcome to the National Treasury Employees Union

Robert M. Tobias, President • Colleen M. Kelley, Natl. Executive Vice President

NTEU MISSION STATEMENT

"To organize federal employees to work together to ensure that every federal employee is treated with dignity and respect."



The National Treasury Employees Union is the nation's largest independent non-postal federal employees union. It represents some 150,000 government workers in the Internal Revenue Service, United States Customs Service, Federal Communications Commission, Department of Health and Human Services, FDIC, Nuclear Regulatory Commission, and many other agencies within the federal government.

NTEU sets the standard for labor relations in the federal sector. It is dedicated to building recognition of the value of federal service, respect for employee rights, professional development, and employee involvement in all workplace decisions.

Press Kit



In Press Kit you'll find detailed information on, and a history of, NTEU. You'll also learn where the union stands on labor relations, the rights of federal employees, and current legislation that will affect government workers. And, you'll find out who to contact--and how--for a quote, or background information on a current issue.

Union Office



Union members can access this section for information on their rights, updates on current legislative issues, and negotiated agreements. Get the latest news from the *NTEU Bulletin*. Find out how you can make your voice heard through the Political Power Program. And chapter presidents will find details of upcoming events and other important organizational information.

External Organizing



In External Organizing, you'll find information on NTEU's ongoing efforts to organize federal employees we do not presently represent, where and when future organizing meetings are to take place and how to become involved in these campaigns. In addition, you can contact the NTEU staff members for information on how to get NTEU representation at your workplace.

Member Benefits



Why join NTEU? Just look at all the benefits! Check out everything from comprehensive insurance programs to hotel discounts...from travel packages to grocery coupons! You'll see all kinds of ways members can cut costs while getting quality. [Click here](#) for a membership application.

1999 National Training Information



Keep checking this page for year-round updates and scheduling of new training opportunities. Right now you can get the latest information about the Fall Negotiations Trainings.

What's New



The NTEU Website is always growing! For a quick overview of what's been added or improved on since the last time you visited, stop by here first.

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Who Will Capture the Market for Workforce Training?

by Tony Zeiss

The United States is in the midst of a revolution in workforce training.

Employers who demand training for their new and existing workers typically do not care who provides that training as long as their businesses can acquire, grow and keep high performance workers. Similarly, individual workers who are upgrading their skills or seeking new careers do not care who delivers the training as long as training is available when they want it, where they want it and at a price they can afford.

The value of "college credit" has diminished in a rapidly changing marketplace. Managers and workers are expected to learn necessary information and skills quickly and to continue learning throughout their careers.

Who will emerge as the pre-eminent provider of workforce training is up to conjecture. Community colleges have long identified this as their niche. But competitors, including proprietary schools, private training organizations, and federal job training programs, continue to assert similar claims. The federal government has embraced the use of vouchers for the training of welfare recipients.

Can community colleges retain their dominance in the resulting competition for training dollars?

Community Colleges are Preferred

The good news is that community colleges have finally demonstrated their value to employers.

The National Workforce Training Study indicates that employers representing all types and sizes of businesses prefer community and technical colleges as training providers. This landmark study also verifies the increasing need for training and retraining America's workers. It ranks those skills employers most need now and in the next decade.

The study was conducted by the AACC National Council for Continuing Education and Training, the AACC National Council for Occupational Education, and COMBASE, the organization for community-based education. The study is presented in the new AACC monograph, *Developing the World's Best Workforce: An Agenda for America's Community Colleges*.

This is a valuable resource for college administrators and trustees in demonstrating the value that community colleges bring to economic health. Every community college administrator should be familiar with this research.

The future of our community colleges is bright, but only if leaders seize opportunities to transform the colleges into customer-focused enterprises as the corporate and continuing education units have become. Although some refer to them as "shadow colleges," I believe that corporate and continuing education units are "beacon colleges" that are illuminating the path into the 21st century.

Within three to five years, all instructional units of community colleges must transform themselves into needs-based, market-driven, and customer-focused organizations.

Community colleges have an advantage over competitors, but not for long. Temporary employment agencies, publishing conglomerates, and even Disney are entering the lucrative and high demand business of worker training. With learning at the core of the community college purpose, leaders must loosen the shackles of educational bureaucracy and tradition and commit to becoming market-driven and customer-focused. The existing educational model is becoming dysfunctional and begs dramatic change. Continuing to tweak the old model into greater efficiency and responsiveness is fruitless.

Traditional college degree programs need to embrace the concept of lifelong learning just as continuing education has. With the possible exception of those programs designed for university transfer, time-honored concepts like workload, semester, place-bound and time-bound courses will be replaced with the realities of multiple job duties, flexibility, customized curricula and learner outcomes.

Changes for the 21st Century

Many people, especially employers, are dismayed that our culture and our colleges place such a high emphasis upon academic achievement while almost ignoring the actual workplace skills needed to make people and businesses successful.

Many readers will be familiar with university graduates who return to live in their parents' homes because they have been unable to find a job that allows them to be self-supporting. Education futurist Bill Daggett satirically labels these graduates as "America's successes." They did what our society advised them to do, but our advice was inadequate. Our national unemployment rate is less than five percent, yet an estimated 14 million people are out of work and millions more are under-employed.

What is wrong with this picture? Too much of our educational system is frozen into the post-WWII era where academic achievement alone appeared to yield career success. In today's technological world with its increased

demands for better communication and connectivity, community colleges must learn to value what the market values and to adjust curriculum and teaching methods accordingly.

As community colleges adapt, curricular change will drive new, more productive behaviors. The traditional concept of semesters will begin to vanish, as will the division between credit and non-credit services.

Consider the choices of ice cream lovers. They can enjoy ice cream in a variety of flavors and purchase it in cups, cones or cartons in a variety of stores almost any time of the day or night. Why shouldn't students be able to learn mathematics customized to their needs from a variety of sources at multiple times and places ?

Ice cream is ice cream whether it is chocolate or vanilla, in a cup or in a cone. Mathematics is mathematics, whether it is taught on campus or at work, day or night, and whether it is algebra or statistical process control. We have become a market-demand driven society, and our colleges are not yet in step.

Many community colleges have begun to provide flexible delivery methods. Unfortunately, most community colleges are not teaching all the skills needed by their students or the employers in their communities. Community colleges have largely ignored teaching the social and behavioral skills employers so badly need today.

There are three basic skill sets needed by workers today: academic skills, technical skills and social skills. And like a three-legged stool, if one leg is deficient, the structure is seriously handicapped. The new core curriculum must include all three skill sets.

Twelve Essential Skills

My research on the skills that employers most often seek in job applicants led me to write *The 12 Essential Laws for Getting a Job and Becoming Indispensable*. As the data evolved, it was clear that employers value the same skills sets for new workers that they value in their current employees. By learning and practicing these skills, both the job applicants and existing workers can expect greater success.

These skills represent those most desired by employers today: positive attitude; effective communicator; strong work ethic; team worker; problem solver; customer-focused; results oriented; organized; acts professionally; active learner; proper academic/technical skills and prior experience.

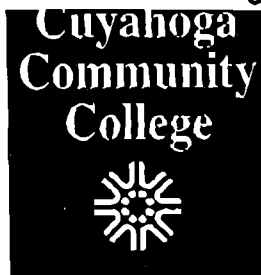
Ironically, of the twelve traits most desired by employers today, the first ten are personal and social in nature, Yet our

primary focus on teaching and learning has been. on academic and technical skills.

Yes, our students will always need solid academic skills integrated with technical knowledge. But today's marketplace demands that colleges expand their curricula to include those interpersonal skills that are essential to function effectively in today's work environment.

If America's community colleges hope to maintain their advantage as the nation's leaders in workforce development, they will do well to follow the lead of their corporate and continuing education units. They will understand what their customers need. They will be willing to expand learning opportunities for their students to include the essential social skills that will enhance their chances for getting and keeping employment.

*Tony Zeiss serves as president of Central Piedmont Community College in Charlotte, NC. He edited **Developing the World's Best Workforce**, available through Community College Press, (800) 250-6557. **The 12 Essential Laws for Getting a Job and Becoming Indispensable**, is available through bookstores and Thomas Nelson Publishing.*



Biographical Sketch: Jerry Sue Thornton, Ph.D.

Dr. Jerry Sue Thornton is President of Cuyahoga Community College, the second largest community college in Ohio. The College's mission is to provide high-quality, accessible and affordable educational opportunities and services -- including university transfer, technical and lifelong learning programs -- that promote individual development and improve the overall quality of life in a multicultural community.

Dr. Thornton came to Cuyahoga Community College in 1992. Under Dr. Thornton's leadership the College has converted to a semester calendar, evaluated and updated the college curriculum, implemented modern technology and has opened a technology learning center at the Eastern Campus. A technology learning center will open this spring at the Metropolitan Campus and a third center is planned for the Western Campus. Major expansion is now underway for the Eastern Campus and the College's Workforce and Economic Development Division has been restructured to better serve Northeast Ohio business and industry.

The College serves 60,000 students annually through more than 70 degree programs and unique services for special population segments. Reaching out to the community, the College has partnerships that include: business and industry, the Playhouse Square Foundation, school systems, NASA, other colleges and universities, and the Rock and Roll Hall of Fame and Museum.

Committed to ensuring the College has a strong community focus, Dr. Thornton serves on several boards, including: Cleveland Public Schools (Non-Voting Board Member); Co-Chair, Empowerment Zone (Citizens' Advisory Council); Greater Cleveland Growth Association; National City Bank; the Greater Cleveland Roundtable; the Rock and Roll Hall of Fame and Museum (Cleveland and New York Boards); Vice Chair, St. Vincent Quadrangle; United Way Services of Cleveland; The Cleveland Foundation; the Cleveland Convention and Visitors Bureau; Applied Industrial Technologies; and the Playhouse Square Foundation.

Office of the President

District Administrative Services

700 Carnegie Avenue

Cleveland, Ohio 44115-2878

216-987-4851 FAX 216-987-4895

Biographical Sketch: Jerry Sue Thornton, Ph.D.

Page Two

Dr. Thornton began her career as a junior high school teacher in Earlington, Kentucky, moved on to Murray High School, and then to Triton College in River Grove, Illinois, where she became Dean of Arts and Sciences. In 1985, she became president of Lakewood Community College in White Bear Lake, Minnesota, and continued in that position until coming to Cuyahoga Community College.

Dr. Thornton's educational background includes a Ph.D. from the University of Texas at Austin; The Institute for the Management of Lifelong Education, Harvard Graduate School of Education; Honorary Doctorate of Humane Letters, College of St. Catherine, St. Paul, Minnesota; a master of arts degree from Murray State University, Murray, Kentucky; and a bachelor of arts degree from Murray State University in Murray, Kentucky.

She has earned many awards and honors. She holds several professional affiliations, including Alpha Kappa Alpha; and she is in great demand as a presenter for international, national and local groups. In addition, she has written for several publications, including books, book chapters and professional articles.

Dr. J. Sue Thornton Honored As Black Professional Of The Year

THE REPORTER
AKRON, OH.

W CIRC. (BLACK) 35,000

JAN-16-99

by Herm Allen

It was dark, rainy, and cold on the evening of Monday, December 21, 1998.

However, for those who attended the general meeting of The Black Professionals Association (BPA) at the Karamu House it was a warm welcome coupled with bright excitement. Why the excitement? The BPA, in a press conference, announced its "Black Professional of the Year." This year's recipient will be Dr. Jerry Sue Thornton, President of Cuyahoga Community College. Dr. Thornton will receive this prestigious award at The Black Professionals Association Charitable Foundation's (BPACF) 19th Annual Scholarship and Awards Gala on February 20, 1999 at the Renaissance Cleveland Hotel.

After opening BPA business by Franklin Martin, BPA Chairman, Barbara Russell, President, BPACF and Thomas Harrington, Gala Chairperson warmly introduced Dr. Thornton. Being an educator it was only fitting for her to speak about the importance of education and the roles of the institutions in our community dedicated to educating our citizens. As she continued to speak one could not help but notice her genuine commitment to her profession and the leadership she brings to it. Upon every word the audience responded with affirming head nods and verbal utterances of agreement.

From the media Donna Davis, anchorperson from FOX8 News, also gave accolades about the astounding work Dr. Thornton has done, not only for Tri-C but also for the Greater Cleveland community. Though a relative newcomer to Cleveland, Donna recognized the many contributions Dr. Thornton has made as this year's "Black Professional of the Year."

Dr. Jerry Sue Thornton is the current president of Cuyahoga Community College (Tri-C), the largest community college in Ohio. Tri-C provides high-quality, accessible and affordable services including university transfer, technical and lifelong learning programs which promote individual development, and opportunities improving the overall quality of life in a



Dr. Jerry Sue Thornton-president of Cuyahoga Community College in Cleveland

multicultural community.

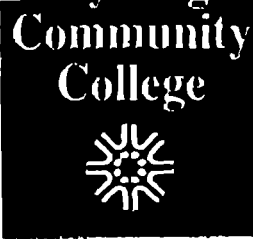
Dr. Thornton, an amazing and accomplished woman, has had many achievements beginning as a junior high school teacher in Earlinton, Kentucky then a high school teacher in Murray, Kentucky. Her career path took her to the next level where she served as an English instructor at Triton College in River Grove, Illinois. While at Triton College, Dr. Thornton matriculated through the ranks to serve as Dean of Arts & Sciences. From Triton she went on to become president of Lakewood Community College in White Bear Lake, Minnesota. In 1992, the Jerry Sue Thornton era began at Cuyahoga Community College.

Managing a budget of \$152 million, Dr. Thornton instituted a Total Quality Management initiative. In addition, new university transfer agreements have been signed; distance learning programs, including a degree program with PBS, have been developed; technology has been

upgraded; and a building program has been initiated to bring technology and students together. Her leadership directs three campuses that serve 60,000 students offering 70 degree programs and unique services for special populations. Under Dr. Thornton the college has developed and maintained partnerships with business and industry, the Playhouse Square Foundation, school systems, NASA, other colleges and universities, and the Rock and Roll Hall of Fame.

Dr. Thornton holds numerous awards and honors, and is in high demand as a presenter for local, national and international groups. She has written for several publications, including books, book chapters and professional articles and holds several professional affiliations.

For ticket information and/or reservations for the 19th Annual Scholarship and Awards Gala, please call 216/691-6515.



#98121503

FOR IMMEDIATE RELEASE

CONTACT:

JORDAN COHEN, MEDIA RELATIONS MANAGER

(216) 987-4820

OR

GAIL HOGAN, ASST. VP, PUBLIC AFFAIRS

(216) 987-4810

news release

**TRI-C PRESIDENT NAMED
1999 BLACK PROFESSIONAL OF THE YEAR**

Cuyahoga Community College President Jerry Sue Thornton, Ph.D., has been named "1999 Black Professional of the Year" by Cleveland's Black Professionals Association. The BPA will make a formal announcement of the award in a news conference to be held at Karamu House, 2355 East 89th St., 6:30 p.m., on Monday, December 21.

Dr. Thornton, Tri-C President since 1992, will receive her award at the 19th Annual Black Professional Association Charitable Foundation Scholarship and Awards Gala to be held Saturday, Feb. 20, 1999 at the Renaissance Cleveland Hotel.

Each year, the Foundation selects its honoree from nominations of its members. The criterion for selection includes professional and civic contributions for community improvement and the nominee's personal standards.

Dr. Thornton has been very active in the community since assuming the helm at Tri-C. She is a non-voting Board Member of Cleveland Public Schools and has been co-chair of the Empowerment Zone for the Cities Advisory Council and the 1999 AAU Junior Olympics. In addition, she has served as board member of the Greater Cleveland Growth Association, the Cleveland Foundation, Greater Cleveland Roundtable, Cleveland Convention and Visitors Bureau, and the United Way.

The Black Professionals Association, chartered in 1977, is dedicated to improving the quality of life of Cleveland's African American community. Its Charitable Foundation supports scholarships and charitable activities.

For more information, contact Yolanda Burt at (216) 687-2245.

Public Affairs and Information

District Administrative Services

700 Carnegie Avenue

Cleveland, Ohio 44115-2878

216-987-4820 FAX 216-987-4806

Cuyahoga Community College is an affirmative action / equal opportunity institution.

CALL & POST
Dec. 17, 1998

Metro Briefs

CURRENTS
CHAGRIN FALLS, OH.
11 CIRC. (SOCIAL) 18,000

NOV-19-98

Tri-C President Honored in Black History Initiative

Cuyahoga Community College President Jerry Sue Thornton, Ph.D., has been selected as an honoree in Allstate Insurance Company's Black History Initiative "From Whence We Came."

A letter notifying her of the award praises Dr. Thornton as "an individual who sets the standard for higher education not only in Cleveland, but in the country." The company says her leadership of Tri-C has enabled Cleveland area residents to develop skills to become competitive in the workplace. The achievements of Dr. Thornton and other African Americans will be the subject of a series to be broadcast on radio stations in 12 cities including Cleveland's WZAK (93.1 FM).

Dr. Thornton and the other honorees will be guests of honor at an awards reception in connection with Black History Month hosted by Allstate and WZAK on Feb. 18, 1999 at the Cleveland Playhouse.

CLEVELAND LIFE

Oct. 7, 1998

CUYAHOGA
COMMUNITY COLLEGE
Renaissance Cleveland Hotel.
987-4868. Newswoman Cokie
Roberts heads the 1988
Presidential Scholarship Luncheon. Oct. 14, noon to 1:30 p.m.
Admission.



Cokie Roberts was the guest speaker when the Cuyahoga Community College Foundation presented its 1998 Presidential Scholarship Luncheon at the Renaissance Cleveland Hotel. Shown here are (from left) Jerry Sue Thornton, president of TRI-C; luncheon co-chair John Lansing, general manager of TV 5; Mrs. Roberts; luncheon co-chair Andrew Randall, president of Star Bank and Rena Blumberg, WDOK's public affairs director, co-chair. Some 1000 people attended the event which netted \$155,000. Rena was nearly rendered speechless when it was announced a \$10,000 scholarship in her honor had been given anonymously to Tri-C for "her spirit of helping others any time, any place, anywhere." A \$25,000 gift in honor of Cokie Roberts was given to the school's department of journalism and mass communication.



#98121003

FOR IMMEDIATE RELEASE

CONTACT:

JORDAN COHEN, MEDIA RELATIONS MANAGER

(216) 987-4820

OR

GAIL HOGAN, ASST. VP, PUBLIC AFFAIRS

(216) 987-4810

news release

TRI-C PRESIDENT HONORED IN BLACK HISTORY INITIATIVE

Cuyahoga Community College President Jerry Sue Thornton, Ph.D., has been selected as an honoree in Allstate Insurance Company's Black History Initiative "From Whence We Came."

A letter notifying her of the award praises Dr. Thornton as "an individual who sets the standard for higher education not only in Cleveland, but in the country." The company says her leadership of Tri-C has enabled Cleveland area residents to develop skills to become competitive in the workplace. The achievements of Dr. Thornton and other African Americans will be the subject of a series to be broadcast on radio stations in 12 cities including Cleveland's WZAK (93.1 FM).

Dr. Thornton and the other honorees will be guests of honor at an awards reception in connection with Black History Month hosted by Allstate and WZAK on Feb. 18, 1999 at the Cleveland Playhouse.

For more information, contact Ann Reeves Simpson at (330) 656-6000.

Public Affairs and Information

District Administrative Services

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Cleveland, Ohio 44115-2878

216-987-4820 FAX 216-987-4806

Cuyahoga Community College is an affirmative action / equal opportunity institution.



JANINE BENTIVEGNA

Carlo Piazza, director of applied technologies at Cuyahoga Community College, works with metal trades students Kristina Arnold (center) and Shanda Davis (right).

CRAIN'S CLEVELAND BUSINESS
CLEVELAND, OH.
W CIRC. 28,275

4

MAR-22-99

Tri-C forging futures in metalworking

Program will be a feeder to local jobs

By DAVID PRIZINSKY

Cuyahoga Community College is preparing to launch a metal trades program to help ease the Cleveland area's chronic shortage of precision machinists and other skilled metal trades workers.

The program, called Precision Manufacturing Technology, will start small with a projected 40 students, but eventually is expected to match or exceed an 18-year-old program in Dayton that graduates more than 120 students annually.

The Dayton program is conducted by Sinclair Community College and has a waiting list of applicants this year, said Edward Cligrow, a local manufacturing consultant who is assisting Tri-C in developing its program.

Charlie Brinkman, program director of the Precision Metalforming Association's Educational Foundation, said a key element of the Tri-C program is that it "creates a clear career path to a job" for students interested in the metalworking trades.

"If you wanted to be an accountant, you knew

what had to be done," said Mr. Brinkman, whose Independence-based national trade group represents metal stamping companies. "But, if you wanted a career as a die maker, it wasn't clear what you had to do."

Mr. Brinkman estimates that local metal stamping companies and precision machine shops need as many as 400 new workers yearly to keep pace with industry growth and worker retirements. He said the Tri-C program is important "because the success of a company is dependent on the skill of the workers."

"Metalworking companies are in world competition, and the need for skilled workers is a survival issue," Mr. Brinkman said.

Mr. Cligrow said the Tri-C program will act as a feeder program for the local metalworking industry. Mr. Cligrow has been working with Tri-C officials, the Precision Metalforming Association and the Cleveland Chapter of the National Tooling and Machining Association in developing the program.

Mr. Cligrow said the program's courses will include machining labs as well as classroom instruction in basic manufacturing skills. The 30-credit, nine-month program will cost \$1,800 and will be held at the Unified Technologies Center at 2415 Woodland Ave.

Along with the new program, Tri-C is upgrading its machining apprenticeship program to associate degree status.

"For the first time, apprentice will have a college degree that is transferable and which can lead to a four-year degree," said Claude B. Banks, director of Tri-C's apprenticeship programs and special projects.

Mr. Banks said the apprentice who decide to pursue the program will receive an associate degree in applied science in the area of applied industrial technology. Mr. Banks said the University of Akron has agreed to accept the applied science degree credits in its engineering courses and Cleveland State University may do the same.

Mr. Cligrow said upgrading apprenticeship training to associate degree status should help local manufacturers market their programs to high school guidance counselors and school superintendents. Mr. Banks said the applied science degree curriculum includes courses in basic and advanced manufacturing skills, as well as general education courses such as English composition, geology and math.

At present, 161 apprentices are enrolled in metal trades classes at Tri-C. The apprentices are employed at 50 local metalworking companies, Mr. Banks said.

EDUCATION

PLAIN DEALER
CLEVELAND, OH.
PM & SUN CIRC 435,584

DEC-29-98

Laidoff but not without resources

The Grinch-like headline at the top of yesterday's front page was enough to sober even the most enthusiastic holiday reveler:



Phillip Morris

"125 lose jobs during break for Christmas."

It was the sort of story that helps bring critical perspective to one who has grown numb from the impeachment circus, Saddam and the rampant commercialism that largely defines our culture.

If for any reason your heart bleeds for President Bill Clinton, who disgraced himself, or for the filthy-rich athletes and NBA owners who slowly have strangled the goose that laid their golden egg, turn your eyes east to a Wickliffe pipe manufacturing company and look into the face of a 20-year machine operator. Look into the eyes of that person who suddenly has no job, no golden severance package and has learned that he is unable to access the account that contains his 401(k).

Last Thursday, on Christmas Eve, 125 employees filed out of the 86-year-old PMC Industries Inc. and, unbeknownst to them, into the unemployment line. Even as they drove home, preparing to enjoy two weeks of vacation, a letter was en route telling them not to return to work. They had been laidoff, downsized or whatever other euphemism one can think of to describe abrupt employment termination.

How's this for a Christmas greeting?

"While there is never a good time to shut down a plant, it is all the more difficult to have to do this during the holiday," President John F. Roche wrote company employees.

"We sincerely apologize for the timing of this notice... we thank you for your dedication and service over the years."

Commercial Darwinism is a heartless beast. Operating on a global scale it becomes even more invidious and invisible. Trouble in Calcutta can mean trouble in Cleveland. A company's failure to capture or renew a contract in South America can mean sudden unemployment for the young family with three children who live next door.

One hardly is comforted by the thought that mergers and closings are just a part of doing business in the post-industrial society. The loyalty and commitment that one gives to a company for decades can be suddenly shredded when a stranger from Wall Street rides into town buys

dismantle it with the efficiency of an illegal automobile chop shop.

But, for the pipe maker in Wickliffe there are options. Ohio's network of community colleges increasingly has become a perfect fit for the region's heavy manufacturing base. With numerous training programs designed to advance an existing skill, or programs designed to open up new career opportunities, a displaced worker can quickly place himself back into the mainstream.

At Cuyahoga Community College, for example, nearly 65 percent of students seek training or retraining as opposed to using the school in an effort to transfer to a four-year university. (The average age of a CCC student is 32.) And, for their part, many employers are beginning to recognize the value of the community colleges. They are forming joint programs to help chart the futures of their companies and working with schools to design programs to increase employee competitiveness.

For the displaced employee going into the new year without a job, such talk must seem distant and remote. But despite disappointment and anger, now is the time for an honest personal assessment.

"The worst thing a suddenly unemployed person can do is to sit and not take immediate action," said Jerry Sue Thornton, president of Cuyahoga Community College.

"Take stock of your skills and talk with a career counselor. Frankly, being laid off is an opportunity to reassess your career goals and to look at new career options if you choose."

Fortunately, Cuyahoga Community, Lakeland Community and Lorain Community colleges each offers advanced programs that an unemployed or restless employee can use to make himself more marketable or somewhat immune to the trauma that can result from sudden and unexpected joblessness.

The 125 men and women who lost their jobs in Wickliffe over the holiday season represent only a small portion of workers in Northeast Ohio who found themselves thrown out of jobs in the past year. Mergers and other plant closings have disrupted numerous families, if not communities. But the barbarians at the gates have not and should not prevail. The region's infrastructure, complete with a strong network of community colleges, helps to ensure that Cleveland's proud tradition as an international manufacturing center will remain intact.

Morris is an associate editor of The Plain Dealer's editorial page. His e-mail address is...

BEDFORD SUN BANNER
BEACHWOOD, OH.
W CIRC. 5,535

CCC class helps fill need for private security jobs

DEC-31-98

Capt. Mike Cannon of the Cleveland Heights Police Department reports a growing need in law enforcement for those trained in private security.

Cannon heads his city's detective bureau and is commander of the private security academy at Cuyahoga Community College.

For the upcoming spring semester, Tri-C will be conducting academy classes from 8 a.m. to 5 p.m. Saturdays and Sundays.

Studies include criminal law, an overview of the legal system, court testimony and several security concerns in such areas as personnel and information.

Students receive 12 credit hours during the semester, which can be applied toward a degree in the college's law enforcement program.

Cannon, who has been affiliated with Tri-C for five years, said that nearly all students he has seen have shown a commitment to becoming well-trained professionals in private security. Cannon said there is a variety of private security positions and a need for more qualified people.

Spring semester registration is under way, with the academy's first weekend class scheduled for Jan. 23. The course runs through the end of April.

Classes are conducted at the Unified Technologies Center, 2415 Woodland Ave., in downtown Cleveland.

Financial aid and veterans assistance are available.

For more information, call Tri-C's continuing and professional education office at (216) 987-5076.

BRUNSWICK SUN TIMES
MEDINA, OH.
W CIRC. 5,698

DEC-31-98

Cuyahoga Community College has launched its third year of Weekend College and is taking registration for the upcoming spring semester. The program is designed for those who work full time but are willing to take intensive weekend courses to earn an associate's degree.

Students also have an alternative to the classroom since many of the courses are offered on closed circuit television. Among the courses being offered are English composition, American literature, human biology, humanities, U.S. history, history of civilization, cultural anthropology and Rock 'N Roll.

Call Richard Charnigo at (216) 987-5033 for more details about the Weekend College or (800) 954-TRI-C for general information.



#98121602

FOR IMMEDIATE RELEASE

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(216) 987-4810

news release

TRI-C CLASSES FOR PRIVATE SECURITY PROFESSIONALS

Captain Mike Cannon of the Cleveland Heights Police Department says there is a growing need in law enforcement for individuals trained in private security. He should know. Cpt. Cannon, who heads his city's detective bureau, is also Commander of the Private Security Academy conducted at Cuyahoga Community College.

For the upcoming spring semester, Tri-C will be conducting Academy classes on Saturdays and Sundays from 8 a.m. till 5 p.m. Studies include criminal law, legal system overview, court testimony, and several security concerns in such areas as personnel and information. Students receive 12 credit hours during the semester which can be applied towards a degree in the College's Law Enforcement Program.

Cpt. Cannon says the number of private security positions is as varied as any career: "They could be at the mall, a sporting event, a bank, hospital or even an educational institution." Cannon, who has been affiliated with Tri-C for five years, notes that nearly all students he has seen have shown commitment to becoming well-trained professionals in private security--and the need is there for more.

Spring semester registration is underway with the Academy's first weekend class scheduled for Jan. 23, 1999. The course runs through the end of April.

Classes are conducted at the Unified Technologies Center, 2415 Woodland Avenue, downtown Cleveland. For more information, contact Tri-C's Continuing and Professional Education Office at (216) 987-5076. Financial aid and veterans assistance are available.

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CLEVELAND LIFE
CLEVELAND, OH.

SUN PRESS (SHAKER HTS.)
BEACHWOOD, OH.
W CIRC. 28,676

DEC-17-98

Students complete SEMAA experience

OCT-7-98

EMERGING ENTREPRENEUR SERIES
Tri-C West Campus, 11000 Pleasant Valley Rd., Parma. 987-5069. "Basic Recordkeeping" to track income and expenses. Oct. 10, 10 a.m. to noon. Free.

DISABILITY AWARENESS DAY CONFERENCE
Tri-C's Unified Technology Center, 2415 Woodland Ave. 566-5211. Assistant U.S. Secretary of Education Judith Heumann, workshops. Oct. 14, 9 a.m.-2:30 p.m. Admission.

DEC-23-98

CLEVELAND LIFE
CLEVELAND, OH.

WORKSHOPS/SEMINARS EMERGING ENTREPRENEURS SERIES
Tri-C West, 11000 Pleasant Valley Rd. 987-5069. "Staffing Your Business." Learn how to hire, fire and evaluate employees. Jan. 9, 10 a.m.-noon. Free.

THE REPORTER
AKRON, OH.
W CIRC. (BLACK) 35,000

DEC-12-98

Tri-C/NASA Program Prepares Students For Machine Trades

Cuyahoga Community College is involved in a launch with NASA. It's actually the launch of a new program that prepares individuals to enter the machine trades. The new Pre-Apprentice Machine Trades Training Program is a partnership of Tri-C with NASA Lewis Research Center, Westside Industrial Retention and Expansion Network (WIRE-Net), the Ohio Department of Development and the City of Cleveland.

The 32-week full-time program will be conducted at the Research Center located adja-

cent to Cleveland Hopkins International Airport on Brookpark Road. Students will have 12 weeks of classroom training from Tri-C instructors and 20 weeks of hands-on training from instructors in the machining center at NASA. During this latter phase, students will be paid a stipend of \$6 an hour. The program also provides job placement assistance to students who complete the training.

The Pre-Apprentice Machine Trades Training Program provides instruction and hands-on

experience in blueprint reading and the operation of lathes, milling machines and drill presses. This training serves as a stepping stone to apprenticeship and a career in the machine trades. Area manufacturers are in need of skilled machinists, machine operators, CNC programmers and tool and die makers. Experienced precision metalworkers can earn \$40,000 to \$60,000 a year, and the outlook is for steady employment in the years to come.

This program is free for students who qualify. Eligible ap-

heard about the classes from a friend.

Teachers from area school districts teach the SEMAA courses at Tri-C's downtown campus. NASA provides grant money for the program.

U.S. Rep. Louis Stokes, D-11, was instrumental in getting SEMAA started in 1993 and Tri-C officials created the Making a Difference Award in his name. During last month's ceremony, awards were presented to John Hairston, director of external programs for NASA Lewis Research Center, and R. Lynn Bondurant, NASA's educational programs officer.

"I can see where SEMAA is going and it's great to be part of it," Bondurant said.

"I hope young people realize how fortunate they are to be a part of it as well. Sometimes you think there's not much hope when you look at the newspapers, but when you look at the SEMAA group you see a stellar force," he said.

For information about classes offered through SEMAA, contact Patricia DeBerry at (216) 987-3225.

SEMAA's website address is <http://www.lerc.nasa.gov/www/mac/>.

licants must have a high school diploma or GED, be a resident of Cuyahoga County, meet Job Training Partnership Act (JTPA) income requirements and complete skills assessments. The first 32-week session starts Jan. 25, 1999. Class size is limited-so applicants are advised to contact Cuyahoga Community College as early as possible.

For more information or to schedule an appointment for orientation and assessment call (216) 987-3087.



Community
College



#09120301

FOR IMMEDIATE RELEASE

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MARKETING COMMUNICATIONS

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news release

TRI-C/NASA PROGRAM PREPARES STUDENTS FOR MACHINE TRADES CAREERS

Cuyahoga Community College is involved in a launch with NASA. It's actually the launch of a new program that prepares individuals to enter the machine trades. The new Pre-Apprentice Machine Trades Training Program is a partnership of Tri-C with NASA Lewis Research Center, Westside Industrial Retention and Expansion Network (WIRE-Net), the Ohio Department of Development and the City of Cleveland.

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The Pre-Apprentice Machine Trades Training Program provides instruction and hands-on experience in blueprint reading and the operation of lathes, milling machines and drill presses. This training serves as a stepping stone to apprenticeship and a career in the machine trades. Area manufacturers are in need of skilled machinists, machine operators, CNC programmers and tool and die makers. Experienced precision metalworkers can earn \$40,000 to \$60,000 a year, and the outlook is for steady employment in the years to come.

(Over)

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ADD ONE--TRI-C/NASA MACHINE TRADES

This program is free for students who qualify. Eligible applicants must have a high school diploma or GED, be a resident of Cuyahoga County, meet Job Training Partnership Act (JTPA) income requirements and complete skills assessments. The first 32-week session starts Jan. 25, 1999. Class size is limited so applicants are advised to contact Cuyahoga Community College as early as possible.

For more information or to schedule an appointment for orientation and assessment, call (216) 987-3087.



#99040202

FOR IMMEDIATE RELEASE

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news release

JOB FAIR TO FEATURE NEW JOB SEARCH TECHNOLOGY

Cuyahoga Community College in conjunction with the Ohio Bureau of Employment Services presents a "Connect to Your Future" Job Fair Wednesday, April 21, 1999, from 3 to 7 p.m. at the Unified Technologies Center, 2415 Woodland Ave. adjacent to Tri-C's Metropolitan Campus in downtown Cleveland.

The Fair will feature demonstrations of the newest Internet-based job search technology. Of especially important interest to job seekers is the new automated Job Match System which enables employers to post positions and search for candidates who are registered in the system. Potential employers won't be limited to the Internet since up to 100 employers are expected to be there to meet with and interview job seekers from the community at large, as well as Tri-C students and alumni. The Fair will also host workshops to help hone job search skills including interviewing and negotiating tips.

Shuttle transportation service from Tri-C's Eastern and Western Campuses to the Unified Technologies Center will be available free of charge. For more information about the Job Fair or Tri-C's Career Information and Job Placement Center, contact the Unified Technologies Center at (216) 987-3029

Public Affairs and Information

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#98110501

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news release

STUDENTS SAY TRI-C CALL CENTER OPENS EMPLOYMENT DOORS

State of the Art Simulation, funded by Ameritech, provides "hands-on" training for Customer Service trainees

The Cuyahoga Community College/Ameritech Customer Service Call Center will graduate its first class of 20 students this Friday, Nov. 6. Because of the unique hands-on training the students have received, graduates will find many opportunities in this burgeoning field. Growth of call centers in the United States has been phenomenal. Today there are over 60,000 nationally.

One of the new graduates, Jeremiah DiVincenzo of North Royalton, 19 sees the Call Center as his personal entry into the corporate world where he can grow and expand his career. He says that the opportunity to work flexible hours will allow him to further his education with tuition assistance from his new employer. He also points out that his starting pay is comparable to what he was earning in a seasonal construction job he previously held.

Just what are these call centers which are providing a future filled with opportunities for DiVincenzo and other members of the class? Call centers are an essential component of customer service. They handle inquiries, information requests, service issues, technical support, and any related customer questions. Tri-C's Call Center is a functioning, high tech lab located in the College's Unified Technology Center (2415

(More)

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PAGE TWO--CALL CENTER

Woodland Avenue, downtown Cleveland). Funded by a \$230,000 grant from Ameritech and in collaboration with 14 other area businesses, the students' learning laboratory contains the latest in call center technology. There, students receive hands-on training in actual customer service situations. They also develop skills in interpersonal communication and problem solving.

Those skills are in demand...just ask Ameritech. Several years ago, the company was seeking applicants for jobs in customer service positions. They found it necessary to interview 2,000 prospective employees to fill 200 openings. Other companies were also spending far too much time and money on candidates who were not prepared for the positions they were seeking. So, Ameritech made the commitment to take the lead by funding Tri-C to develop the customer service call center.

Doris Cobbs of Warrensville says she will be ready thanks to her call center training. She had been employed as a head cashier and raising two daughters, both in college. But after hearing about the Call Center from a counselor at Tri-C's Eastern Campus, she decided to "make a change for the better now." Her employer has allowed her to adjust her work schedule to take advantage of the program.

Edward Bullock, 30, Garfield Heights, had been self-employed in a seasonal business when he heard about the Call Center program. Prior to this week's graduation, he received two job offers from call center facilities. And, his new employer will allow him to continue his education under its tuition assistance program.

To ensure that Bullock and the other students receive the best training and education, the Call Center utilizes an advisory board consisting of representatives of 15 area companies...all with call centers. Because of their experience with these facilities,

(More)

PAGE THREE--CALL CENTER

board members play a critical role ensuring that graduates of the College's Call Center will meet all industry standards and requirements. But graduation following training is not the ultimate goal for this Call Center...meaningful employment is. "We are committed to getting our students jobs with opportunities," explains Janice Zaletel, the Center's training manager.

For more information, contact Janice Zaletel, program manager, at (216) 987-3085.

BEEDFORD SUN BANNER
BEACHWOOD, OH.
W. CIRC. 5,535

AUG-6-98

Tri-C instruction helps satisfy today's job demands

How times have changed. Jobs in Greater Cleveland are going unfilled, particularly in the medical field. Employers are looking for qualified people — and can't find enough of them.

Graduates of Cuyahoga Community College last spring were well-aware of this. For example, every single graduate of the Sterile Processing and Distribution Technology program at Tri-C's Metro Campus had a job offer — and several had multiple offers. Now, after listening to calls for help, Tri-C is offering new courses and expanding existing ones to give job and career seekers training they need while openings are there.

The SPDT program is, perhaps, the best example. In fact, it's a career that you probably never heard about unless you are in the medical profession. It's the technology of decontaminating, assembling, packaging and sterilizing instruments, along with preparing surgical trays. SPDT technicians manage supply inventory and test patient-care equipment, which they also inspect and maintain. Every hospital contains an SPDT unit, but graduates also find work in instrument sales and dentistry.

Officials at University Hospitals can attest to the need for these professionals. UH hired every June graduate of the Tri-C SPDT program who applied. As medical services expand, so will the need for these graduates. That's especially important for Tri-C, which offers the only SPDT program of its type in northeastern Ohio. The course, still open to applicants, consists of two semesters and an eight-week clinical phase in a summer session, says program manager Barbara Freeman.

Dental hygiene, offered at the Metro Campus since 1966, is another example of an expanding field with a growing need for associate degree graduates. The average salary of Tri-C's dental hygiene graduates is \$22.20 per hour, with most working in private dental offices, managed care and public health.

Massotherapy may not leap into the mind as a career field of demand, but the need for licensed massotherapists is growing. Tri-C has responded as the first community college in the region to offer massotherapy. How big is the demand? Consider the average starting salary for massotherapists runs from \$40,000 to \$60,000.

The program, offered at the Eastern Campus in Highland Hills, requires a two-year full-time commitment. In the first year, students meet academic requirements, particularly in core courses such as biological chemistry, general psychology and math or introductory algebra. For the second year, students have an option of specialized training in general massage therapy or geriatric massage therapy. Graduates are eligible to take the Ohio Medical Board licensing examination or the National Registry examination. For details, call Sheila Bethaja at the Eastern Campus, (216) 987-2445.

The Western Campus in Parma is offering the first college-based certificate training program in sleep disorders, an area drawing increasing publicity. "Beginning Polysomnography" is designed for students interested in becoming technologists who help diagnose and treat sufferers of sleep disorders. This class meets from 6-7:40 p.m. Wednesday.

Don't get the impression the medical field is the only area where jobs are. Tri-C's Eastern Campus offers a one-year "Landscape Technician Certificate of Proficiency" in addition to the existing two-year associate degree in plant science and landscape technology. Students may apply the certificate, accredited by the Associated Landscape Contractors of America, toward an associate degree.

For those seeking the atmosphere of very high-tech, the Western Campus offers an introduction to Quicktime VR, a revolutionary technology enabling computer artists the ability to create 360-degree interactive images, from 8 a.m. to noon Friday for eight weeks; and Adobe Effects, for multimedia users to create professional quality digital movies, also from 8 a.m. to noon Friday. Obviously, neither class is for beginners.

Call your nearest Cuyahoga Community College campus today. The semester begins Aug. 26.

WEST LIFE
WESTLAKE, OH.
W CIRC. 15,208

04/08 '99 13:36 NO.021 25/25
CITY NEWS
WILLOUGHBY, OH.
PM & SUN CIRC. 54,788

FEB-25-98

Polaris and Tri C awarded grant to teach teachers

By Jacqi Templeton

NORTH OLMSTED - Polaris Career Center and Cuyahoga Community College have been awarded a U.S. Department of Education grant to deliver Internet training to 800 science and mathematics educators in Northeast Ohio.

Tri C was one of three community colleges in the country selected to initiate training, and the college selected Polaris as a partner in the endeavor to further the work of Polaris' Instruction, Learning and Technology Leadership Institute (ILTLI.)

Geoff Andrews, technology coordinator for Polaris, and Mike Baker, ILTLI instructor, participated in a week long orientation at Stevens Institute of Technology in New Jersey.

At Polaris' ILTLI, and at Tri-C,, teams will be trained in ten Internet learning experiences and applications in a 30 hour interactive workshop. Those teams, totaling 40 participants, will then provide similar Internet training to another 240 teachers. This

cycle will be repeated in each year of the three year grant.

Training topics include getting on-line, using e-mail in the classroom, linking up around the world, real-time adventures on the Internet, searching for information, creating a school web site, and more.

Information about this opportunity for educators will be distributed through the Greater Cleveland School Superintendents Association, the Northeast Regional Professional Development Center, and the Urban Systemic Initiative. All middle and secondary science and mathematics educators will be invited to participate.

For more information, call Geoff Andrews, 440-891-7728 (gandrews@polaris.edu) or Michael Baker, 440-891-7728 (mbaker@polaris.edu); or visit the Polaris web site, www.polaris.edu/iltli/alliance.htm. At Tri-C call Terry Hancox, 216-887-2887 (Terry.Hancox@Tri-C.cc.oh.us)

THE REPORTER
AKRON, OH.
W CIRC. (BLACK) 70,000

MAR-7-98

Tri-C Host Bilingual Multicultural Career Day

300 bilingual and multicultural students will descend upon the Cuyahoga Community College Metro Campus, 2900 Community College Avenue, on Wednesday, March 25 to learn about career opportunities in the 21st Century.

It's all part of Tri-C's 18th annual Bilingual/Multicultural Career Day which is designed to help the students, all from the Cleveland Public Schools, with their career plans.

The sessions will begin with a 9 a.m. keynote address by Manuel Pomales, the Metro Campus Director of Counseling and Career Services. Then, the students will attend two of seven career workshops. Those being offered are in banking and mortgage finance, computers, education, engineering, health, environmental careers and college readiness. Lunch will follow.

Bilingual/Multicultural Career Day is one of several partnerships between the Cleveland Public Schools and Tri-C to help students with career awareness and fulfilling their potential.

For more information, contact Christina Bruch, Hispanic Steering Council, at (216) 987-5359.

FEB-17-98

Tri-C to offer

Internet training

Cuyahoga Community College and Polaris Career Center have joined forces to provide Internet training to 800 science and mathematics educators in Northeast Ohio.

Tri-C is one of only three community colleges in the nation chosen to initiate training funded by a \$909,000 grant from the U.S. Department of Education.

Teams will be trained in a 30-hour workshop for teachers in kindergarten through the 12th grade. The 40 participants will be designated "turkey trainers," who will provide similar Internet training to another 240 teachers.

The cycle will occur each year of the three-year grant. Among the subjects covered will be getting online, classroom e-mail, information searches and creating a school Web site.

For more information, contact Terry Hancox at 987-2087 or Geoff Andrews at 891-7728.

BROOKLYN SUN JOURNAL
CLEVELAND, OH.
W CIRC. 9,3392

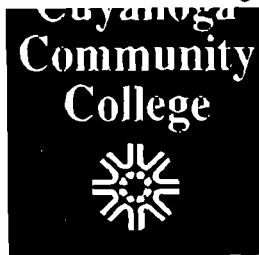
MAR-19-98

Multicultural career day set at Tri-C Metro

Cuyahoga Community College is hosting a multicultural career day March 25.

More than 300 bilingual and multicultural students will descend on Tri-C's Metro Campus, 2900 Community College Ave., to learn about career opportunities in the 21st century.

Call Christina Bruch, 987-5359.



CUYAHOGA COMMUNITY COLLEGE

FACT SHEET

Cuyahoga Community College is Ohio's first and largest public community college and fourth largest institution of higher education in the state. The College is home to over 50,000 credit and non-credit students at our three state-of-the-art campuses; Eastern in Highland Hills, Metropolitan in downtown Cleveland, and Western in Parma. Since its founding in 1963, the College has served over 425,000 residents of Cuyahoga County.

Cuyahoga Community College offers 70 career and technical options, and its arts and science courses transfer to state universities and private colleges. Over 200 credit courses and 300 non-credit courses, seminars and workshops are offered each semester. The College's Workforce and Economic Development Division (WEDD) is creating partnerships to serve the community's public and private sectors.

Cuyahoga Community College provides high-quality, accessible and affordable educational opportunities and services, including university transfer, technical and lifelong learning programs, that promote individual development and improve the overall quality of life in a multicultural community. The College is consciously committed to diversity, integrity, academic excellence, and achievement of individual and institutional goals. We are dedicated to building trust, respect, and confidence among our colleagues, students, and community.

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Her primary research and teaching interests are in labor economics with a particular focus on the economics of education. She has studied the effects of community colleges on labor market outcomes and educational attainment in the United States. Her current research examines the Milwaukee Parental Choice Program, educational inputs, and discrimination. Ph.D. Harvard University.

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Hillary C. Pennington

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Jobs for the Future, Inc.
88 Broad Street
Boston, MA 02110
(617) 728-4446

Professional Experience

1984-Present *President, Jobs for the Future, Inc.*

Boston, MA

Responsibilities: Lead nationally recognized workforce development organization. Provide strategic direction and management for research, program design, policy development, technical assistance, proposal development, and communications strategies. Manage relations with clients in federal government, 25 states, and numerous communities on issues of workforce development, school-to-career, community development, and education reform.

Accomplishments:

Management: Established nationally recognized organization, building from staff of 2 and \$500,000 annual budget to staff of 40 with \$4.5 million annual budget.

Policy Development: Key architect of national School-to-Work Opportunities Act. Served on Presidential Transition Team, Clinton Administration, 1992-93; developed comprehensive workforce development strategies for six Governors; provided Congressional testimony.

Program Design: Designed and launched 3 large-scale, multi-year, multi-site school-to-work initiatives with multi-year support from major national foundations; designed 12-state consortium on school-to-career and workforce development.

Public Speaking: Featured regularly as participant and speaker at meetings of business, education, and government organizations in U.S., Europe, and Africa. Selected by President Clinton to present at the President's National Economic Summit, Little Rock, Arkansas, 1992.

Technical Assistance and Consulting: Facilitated creation of National Employers' Leadership Council for school-to-work. Serve as consultant to corporations and foundations on philanthropic strategies for workforce development, youth transition, and education reform. Provide technical assistance on strategic planning, school-to-work and workforce development to states and communities.

1983-1984 *Senior Analyst, Public Policy Issues Analysis,
Aetna Life & Casualty*

Hartford, CT

Developed Aetna position on taxation of employee benefits. Directed internal task force and lobbying position. Advised division management on product and policy design. Wrote major policy statement on Aetna Foundation's education priorities.

1978-1979 *Research Analyst, The Boston Consulting Group*

Boston, MA

Conducted industry studies, market research, financial analysis, and company profiles. Designed and organized training programs / resources.

Professional Affiliations

Board of Directors: Massachusetts Institute for a New Commonwealth;
Milton Hershey School and Milton Hershey Trust; National Advisory Board for
National School-to-Work Office; and Women's Education and Industrial Union.

Hilary C. Pennington**Page 2**

Members: Massachusetts Institute of Technology Task Force on American Labor Market Institutions; American Association of University Women Task Force on Women in Transition; and Committee for Economic Development Task Force on Low Income Labor Markets.

Other Affiliations: Judge for Harold McGraw Prize in Education; Fellow of the National Academy of Human Resources.

Selected Speeches

- * Aspen Institute Domestic Strategy Group, August, 1996
- * Business Roundtable, 1997
- * Council on Foundations Annual Meeting: 1994, 1995, and 1997
- * Fortune Magazine Education Summit, 1988
- * National Association of Secondary School Principals, 1998
- * National Governors Association, Annual Meeting, 1994 and 1995
- * President Clinton's National Economic Summit, Little Rock, Arkansas, 1992
- * Keynotes at numerous state and community conferences

Selected Publications

- * "Redefining Corporate Responsibility in a Global Economy: An Agenda for Action." February 1996. Boston, MA: Jobs For The Future.
- * "The Evolution of the School to Work Opportunities Act," in Jennings, John F. Editor *National Issues in Education: Goals 2000 and School-to-Work*. 1995. Bloomington, IN: Phi Delta Kappa International and Washington, DC: The Institute for Economic Leadership.
- * "How Real Is America's Decline?" *Harvard Business Review*. September-October 1992.

Education

- | | | |
|-----------|--|------------------------|
| 1979-1983 | Yale School of Organization and Management
Masters in Public and Private Management (MPPM). Concentration in organizational diagnosis, work design, economic development, and international management. Conducted independent environmental education field project in Tanzania. | New Haven, CT |
| 1978 | Oxford University
Diploma, Graduate Institute of Social Anthropology. | Oxford, England |
| 1977 | Yale University
Bachelor of Arts in English Literature. Summa cum laude with distinction in major. Phi Beta Kappa. Robert Paine Memorial Prize: best senior thesis in English. | New Haven, CT |



JOBS FOR THE FUTURE

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President
Jobs for the Future

Hilary C. Pennington President

Ms. Pennington is President of Jobs for the Future, a national non-profit, non-partisan organization dedicated to developing innovative workforce development solutions for business, education, and communities. A nationally recognized expert on education and training issues, she has worked with federal and state governments to develop public policies that integrate economic and human resource development. She has devoted her career to improving public systems for workforce development and to promoting more effective linkages between work and learning as a means of strengthening economic opportunity and civic health.

Together with Arthur White of Yankelovich Partners, Ms. Pennington founded JFF in 1984 and has led the organization to national prominence in the 15 years since. In the 1980s, Ms. Pennington designed and directed JFF's work with six states to develop and implement comprehensive strategies for linking their education, workforce development, and economic development systems. In the 1990s, she launched a major initiative to develop more effective systems to support youth transitions from school to productive careers and was invited to make a presentation on this work at President Clinton's Economic Conference held in December of 1992. Today, JFF's programs reach 21 states and over 50 communities.

One of the chief architects of the American school-to-career movement, Ms. Pennington served on the presidential transition team of the U.S. Departments of Labor and Education in 1992, advised federal policymakers on the development of the School to Work Opportunities Act of 1994, and now serves as a member of the National Advisory Council on School-to-Work Opportunities.

In addition to her work with US states and localities, Ms. Pennington has conducted comparative studies of workforce development systems in Europe and South Africa. She is sought internationally as a speaker and advisor on issues of economic security, education reform, workforce development, and corporate responsibility, and has assisted non-profit organizations and corporate foundations with strategic planning and evaluation on these issues. She serves on a number of commissions and task forces.

She has written extensively on education, workforce development, and public policy issues and has been published in numerous publications, including the *Christian Science Monitor* and the *Harvard Business Review*.

Prior to co-founding Jobs for the Future, Ms. Pennington worked in strategic planning at Aetna Life and Casualty Company and as a research analyst at the Boston Consulting Group. She holds a Master of Public Policy and Management degree from the Yale School of Organization and Management, a diploma from Oxford University's Graduate School of Social Anthropology, and a Bachelor of Arts degree from Yale University. She serves on the boards of the Massachusetts Institute for a New Commonwealth, the Milton Hershey School, the Milton Hershey Trust, the National Advisory Board for the National School-to-Work Office, and the Women's Educational and Industrial Union. She is also a Fellow of the National Academy of Human Resources.

Ms. Pennington was born in South Africa and spent 2 years in Tanzania developing wildlife conservation programs at an animal behavior research unit directed by Jane Goodall. She is the mother of two girls.

Jobs for the Future (JFF) is a national, non-profit organization that conducts research, proposes policy innovation, designs systems, and provides technical assistance. Our goal is to enhance economic security and access to opportunity for all individuals by strengthening the linkages between work and learning.

1/5/99

The MASIE Center

The Technology & Learning ThinkTank

The Background of Elliott Masie

To see a picture of Elliott Masie.

To access a schedule of Elliott Masie's upcoming speaking engagements

Elliott Masie is a pioneer in the fields of technology, learning and organizational development. Over the past 25 years, Elliott has provided leadership, insight and perspective to the major corporations as they cope with the integration of technology into their businesses.

Elliott has presented programs to over 276,000 professionals in 25 countries. His consulting has involved over 3000 organizations, ranging from the Central Intelligence Agency to Walt Disney.

Elliott's professional focus has been to demystify the world of technology in order to allow organizations to use their wisdom and resources to make key choices. He has developed models for disseminating technology throughout organizations, providing workforce literacy on computers and developing approaches to changing IS systems.

In addition to his work as an innovator and educator, Elliott has developed several key structures and conferences with the technology industry. He is the host of TechLearn '98, the major event focused on integrating learning with technology. In addition, he was the founder of the Computer Training & Support Conference, The ReTooling Conference and the On-The-Job Learning Conference. Elliott served as the president of a division of Ziff Davis Publishing.

Elliott hosted the Microsoft TV Series "Windows 95". This was an international, live television broadcast aimed at executives approaching the conversion to that operating system from Microsoft. Elliott's role was to be an independent observer of this new technology. He has worked to develop standards for distance learning instructors involved with Microsoft's On-Line Institute.

Elliott is one of the most in-demand speakers on the circuit, focusing a keen eye on the role of technology as it changes the world of business and learning. He has keynoted this past year at the Human Resource Conference in the United Arab Emirates, at the International Federation of Training and Development conference in Dublin, Ireland, at the Distance Learning conference in Madison, WI and many others.

Elliott conducts a bi-monthly one-hour telephone broadcast show with industry leaders on topics ranging from the impact of remote computers in the workplace to the appropriate use of the Internet as a business tool. This broadcast is part of The MASIE Center Membership, which is a subscription service for major corporations on the use of technologies as learning and workplace productivity tools.

Elliott is working with several major corporations to redefine the organizational structures for delivering learning. As organizations reengineer and reorganize, it is essential to increase the responsiveness of Training and Learning departments. He has also been an active participant in conversations with various US Government Agencies that are exploring new methods of

delivering training and meeting the needs of the technology skills gap that exists in our country.

Elliott is the author of a dozen books, including *The Computer Training Handbook*. He is a regular columnist in several magazines, including *Service News*, *Technologies for Learning* and *Computer Reseller News*. His next book, due out in late 1998, will be called *Learning in the Digital Age*.

Elliott is the founder of The On-Line Learning Council and is a major advocate of new models for delivering corporate skills and performance enhancement using technology.

Elliott is married to Cathy DiMiceli Masie, his partner in the MASIE Center. They live in Saratoga Springs and also spend time in the Adirondack Mountains at a remote retreat for recharging and thinking.

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Elliott is married to Cathy DiMiceli Masie, his partner in the MASIE Center. They live in Saratoga Springs and also spend time in the Adirondack Mountains at a remote retreat for recharging and thinking.



Elliott and Cathy's Wedding

we have met... number of times... of board members... to look at issues of transition, both from an ASTD membership and leadership perspective and from a staff perspective.

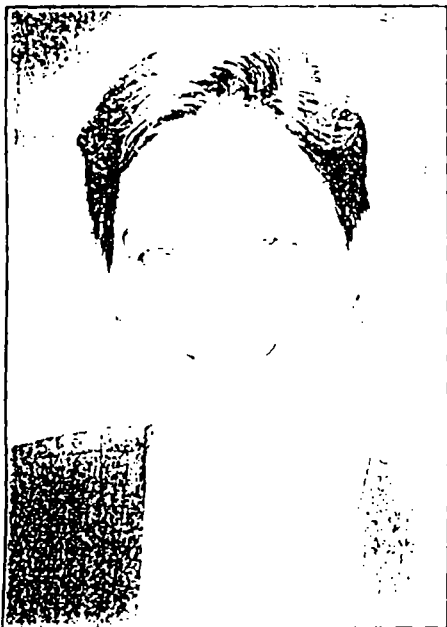
As a board chair who's been in the society for a long time and a volunteer at multiple levels, I think I have knowledge

her understand where ASTD has come from and what that means in terms of where we're going in the next three to five years. Because of this history, I want to make sure that I, the board, ASTD staff, ASTD volunteer leaders, and others don't limit our potential because of the

toward a connectedness across the society. I think the concept of ONE ASTD is really going to evolve based on our strategy of being customer-in driven.

continued on page 2

Meet Laura Liswood, ASTD's New President and CEO



Laura Liswood, ASTD president and CEO

As announced at the International Conference & Exposition in June 1998, on October 1, Laura Liswood became president and chief executive officer of ASTD. Liswood recently sat down with *ASTD Advance* editor Deborah Koehle to

talk about why she took the job, her leadership style, and the challenges ahead.

Q. What interested you in taking this job?

A. Workplace learning and performance are two of the preeminent issues in the workplace today. I'm interested ensuring that workplace learning and performance remain at center stage in terms of importance to those who run organizations.

Q. How do you think ASTD's mission, vision, and values fit with your own?

A. Well, one fit is the dedication members have to the organization and the extent to which members believe that what they do makes a difference. Organizationally, there is the desire, if not always the execution, of high-quality service to members and customers, which is another value that fits.

I'm very interested and concerned about leadership and the quality of leadership, therefore, the value around ASTD being the world-class leader in workplace learning and performance fits within my own personal framework.

Q. The percentage of women within the profession has been increasing over the last 15 years. Today, women make up about half of our membership. What do

you think that indicates for the profession?

A. Of course, I'm pleased that there are so many women in the field because I think it's a great opportunity for women to take leadership roles. More women are getting into organizations and holding significant jobs within those organizations. There also has been a recognition that women bring certain skill sets to workplaces that may enhance what we understand about how we train people and how we get people to work together. This has to do with what kind of style people use within organizations. The style women bring to organizations is becoming more and more acceptable and desirable.

Q. Through your previous experience and outside activities you've been very involved with projects concerning women leaders. What will your experience in that area bring to ASTD?

A. I wear two hats: president and CEO of ASTD and vice-chair of the Council of Women World Leaders, which I created with the president and the prime ministers from several countries. I'm also the cofounder of The White House Project, which is an effort to ensure that at some

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Updated their... goals... who were able to... look at the... operations... problem... software... developed... computer-based... training products... authoring systems... software applications... and... learning tools.

Human performance improvement is at the top of today's business agenda, said Marc Rosenberg, the conference's opening general session speaker. Rosenberg described the transition from training to performance, which represents a significant paradigm shift for the training community. He also showed that this new paradigm is being adopted by many organizations by moving beyond training as a one-way transfer of information to a more interactive, searchable business process.

Blanca Bodnar, chair of the theme of organizational improvement, described the closing general session, a celebration of the future of performance consulting. She said, "It is somewhere between the two extremes of those who think all training should be based on the and those who hope to do so before they ever see a need. System upgrade or software release. Bodnar's presentation included the role of training on the human aspects of learning and communicating while taking hold of the advantages of technology."

The 1998 International Conference & Exposition will be held at the Waldorf Astoria, Washington, D.C., from September 14-16, 1998.

AST

New President and CEO Shares Her Views About ASTD's Future

Continued from page 1

point, sooner rather than later, we have a woman president of the United States.

There is a parallel between The White House Project and ASTD, which is any organization, any effort, can change the course of things. In the case of The White House Project, we have a tendency to say, "What we're trying to do is hurry history" because if we wait for the natural course of events, you'd be looking at having a woman president a couple of hundred years from now.

It's the same thing with ASTD. ASTD is trying to hurry people's thought processes to make them leap ahead in terms of making connections about how employees are treated, what kind of workplace environment exists, how employees are trained and developed, and so on. We're trying to leap over what might be a natural evolutionary thought process. I think if we don't hurry this thought process, the United States will be less productive and less competitive globally. And in this global world, you have to be on the cutting edge.

I think ASTD is a prime actor that plays a substantial and important role in helping the United States stay competitive. What we offer can help any country remain competitive. Other countries, particularly in the developing world, need the things ASTD provides.

Q. You touched on leadership. How would you characterize yourself as a leader? How do you define your leadership style?

A. I characterize my style as loose tight. I want to see people move in the

such pushing at the time its given, they should expect it of us. We're supposed to watch out for their interests, and one of their interests is letting them know what's changing so they can change.

We also have to follow and respond to member needs and the needs of our employees. I think this is a big challenge for any organization, particularly one that has as its charter, as its central core, the purpose of both paving new roads and making sure existing roads are well maintained.

How do we do business as usual and then do business as unusual at the same time? It's dealing with polar opposites. The ability to do that is one definition of maturity. If this were easy, our kids would be doing it. But it's not easy; it's complex and it's challenging.

At the same time, as an organization, we have a responsibility to make our workplace mirror the best workplaces. We can't go around saying that good workplaces look like this and be the cobbler without shoes. We really do have to be the model.

Another challenge we face is that training is considered a soft science, and therefore, often doesn't fit into the sort of same category of importance and hierarchy as the finance, marketing, and operations areas. We all know that none of these other areas will work very well without training. Because training historically hasn't been a quantifiable discipline, one of our biggest challenges is identifying training's return on investment.

Q. The organization introduced its new strategic directions last year. What are going to be some of the challenges

In terms of this whole concept of being a world-class international organization, I'm not sure we quite know yet what we mean by that. I think there is a great desire for the organization to position itself in the world, but the road is strewn with organizations that have tried to do that and then had to rethink how they were doing it. I'd like to see us do it really smartly.

Q. How do you think your experience in the international arena can help?

A. Well, I have some feel for what makes sense in terms of what we're going to try to do. I have some awareness of international cultural differences. Obviously, I know a lot of people internationally and have had a lot of exposure to different models about how one goes about becoming international. The problem is that people use the words international, worldwide, and global interchangeably and they mean different things. We need to decide what it is we want to do, what it makes sense to do, and what we can do. All three of those are defining limits. We have to find our niche and learn from the experiences of others. Going back to what I said before, we also have to generate return on our investment when we do this.

Q. What do you expect will be happening during your first year? You have a lot to learn.

A. I do have a lot to learn. I expect that we will have some organizational changes, some differing alignments within the organization, no doubt aligning toward our priorities. Generally speaking, we will be following the strategies that have been laid out, we don't want to rein-

BOOK NEWS

Four New Books Available from ASTD

The ASTD Publishing Service announces the availability of the following new books.

ASTD Models for Workplace Learning and Performance: Roles, Competencies, and Outputs, by William J. Rothwell, Ethan S. Sanders, and Jeffery B. Soper.

This book helps practitioners understand the convergence of workplace learning and performance. WLP in the future workplace and mainly in the delicate balance between the world also ranks the 52 competencies identified for success in the WLP field by various types of demographic groups including training and development professionals, organization development practitioners, and human resource administrators. The competencies are sorted into six groups (analytical, technical, leadership, business, interpersonal, and technological), which are then combined into seven roles. The study is published for the WLP profession. A competency assessment tool is included, such as a job role that allows you to benchmark your skill level. A competency classification tool for WLP professionals. The book also produces a detailed and highlighting competencies for each of development and provides a comprehensive list of recommended resources.

Order Code: ROWL 140 pages

List price: \$70.00 / ASTD member price: \$49.95

A Practical Guide to Needs Assessment, by Kavita Gupta.

If you are seeking a...

benefit and ratio in individuals. My hope is that as I... an organization and individuals... will exceed their own expectations of what it was they can be. I'm fairly hands-off, which allows people to rise or not rise to their own capabilities.

I think one of the biggest challenges for a leader is that old Chinese notion that if you don't know where you are going, any road will take you there. I believe that the leader provides the direction as to where you are going, so everyone within the organization can be rowing the boat together in the same direction. Once the direction is set it is up to the rowers to be strong and forceful.

I expect people within ASTD to work for the greater good of the organization. That is, I expect we will cooperate and that artificial barriers such as national versus local will be put aside. I will assume that is happening until I'm given evidence to the contrary.

Q. What do you see as the society and the profession's biggest challenge?

A. I think our biggest challenge is the challenge faced by any organization that has existed for some time. Such an organization provides both stability and drag; it gives you weight and gravity but also is a ball and chain. You have an organizational structure that has a vested thought process, yet the world is changing. How far you lag behind that change is the question. I think an organization like ASTD has a responsibility to both lead and follow.

Q. In what way?

A. In many ways, we push people beyond their comfort zone. I would hope and assume members want us to do that, even though they might not embrace

them really. A. We have to set our priorities; we have

The organization needs to ensure it stays updated in its own infrastructure, its own technology. That has a tendency to come in large chunks; sometimes you can't do those things in incremental ways.

to husband our resources intelligently. We have to get a reasonable return on what we invest our dollars in, while at the same time, we have to invest our dollars in some things that won't immediately, or might not ever, produce a return but are essential to the membership and the organization. You have to balance those two things in order to give members and the customers a healthy, growing organization that is financially stable and fiscally responsible at the same time.

It is an issue of priorities, consensus about priorities, and people working on what is most important to us. What often happens when you get a group of really intelligent people together is that they see opportunities all over the place and want to grab on to all of them. But that's like herding kittens; it's impossible to do because you never get a critical mass of organizational force behind the efforts, so, you do everything semi-well and nothing really well.

The organization needs to ensure it stays updated in its own infrastructure, its own technology. That has a tendency to come in large chunks; sometimes you can't do those things in incremental ways. We have to make sure our technology works in order to maximize customer service and other things, such as our Web site, which is clearly going to be a growing part of our knowledge distribution channel.

This is an organization that had wonderful and superb management under one individual, which means his style pervades within the organization. I have a different style. It will take the organization time to absorb that style and shift in its thinking. It's going to take people time to adjust. I would imagine a year from now this organization will be

somewhat different. This is an organization that does some things extremely well and obviously I want to continue to enhance those things. It has a very solid core of activities and in terms of response to its members and customers, it's extraordinary. I don't want to mess with that. On the other hand, I hope to improve some things.

Q. What differences might our members see?

A. I hope members will see an improvement in customer service and response and in our ability to listen to them. My belief is to under promise and over perform rather than make some grand, sweeping statement that we will absolutely, 100 percent of the time provide customer service that exceeds expectations. I hope we will do that; it is my goal and plan to do that. I assume we will always be able to continuously improve.

Q. Anything else?

A. I think this is a very exciting time for ASTD. It has an enormous resource behind it and I think there are people who have watched ASTD over time, been part of it, put forth extraordinary energies being involved with it, and they want it to be successful. There's nothing more you can ask.

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IN/AC/TCM Improving Performance in Organizations William J. Flannell and David J. Phillips, editors. This book studies how the best of business, government and world efforts to improve performance apply a variety of human performance improvement interventions. **ASTD #300-200-0000** **ASTD #300-200-0000**

IN/AC/TCM Implementing Evaluation Systems and Processes David J. Phillips, editor. This book introduces a revolutionary study of the evaluation of systems and models that provide a methodical approach to the evaluation of training and performance improvement programs. The 10 case studies in this book are the vital link to the evaluation of training and systems and methods of evaluation practices. Part 2 presents a wide variety of techniques to evaluate the effectiveness of training and performance improvement programs. **ASTD #300-200-0000** **ASTD #300-200-0000**

To order, call 800-328-2783 or 703-681-3100.

LISA M. LYNCH

Lisa M. Lynch is the William L. Clayton Professor of International Economic Affairs at the Fletcher School of Law and Diplomacy at Tufts University. She received her undergraduate degree with honors from Wellesley College (1978), and her M.Sc. (1979) and Ph.D. (1983) in economics from the London School of Economics. She is also a Research Associate at the National Bureau of Economic Research and the Economic Policy Institute. From October 1995-January 1997 she was the Chief Economist at the U.S. Department of Labor and she has been a faculty member at M.I.T. (1985-1993), The Ohio State University (1983-1985), and the University of Bristol (1982-1983).

Her awards and honors include the William L. Clayton Chair in International Economic Affairs (1994-), The Instituto per la Ricostruzione Industriale Career Development Chair in Industrial Relations (1989-1992), the Fletcher School's James Paddock Teaching Award (1998), M.I.T. Graduate Student Council Teaching Award (1988), Top Ten M.I.T. Professors for Undergraduate Teaching (1988), The Ohio State University Pacesetter Award Commendation for Research (1985), and the Peggy Howard Memorial Scholarship for Graduate Studies in Economics.

Professor Lynch is currently a Co-Editor of the *Journal of Labor Economics*. She has served on the Board of Senior Scholars, U.S. Department of Education's National Center on the Educational Quality of the Workforce, the U.S. Department of Labor's National Longitudinal Survey Technical Review Committee, the Expert Panel for the US Department of Labor's Strategic Research Plan for the Workforce Investment Act, the Census Bureau's Boston Data Research Center Advisory Board, the American Economic Association Committee on the Status of Women in the Economics Profession, and the Academic Advisory Group for the Federal Reserve Bank of Boston. She has also been a visiting scholar in Sweden and Italy and lectured and consulted widely in the U.S., Canada, Europe and Japan.

Professor Lynch has published over 45 papers and books on issues such as private sector training and its impact on productivity and wages, youth unemployment, the school-to-work transition, and the impact of technological change on employment. She edited Training and the Private Sector: International Comparisons (University of Chicago Press, 1994) and authored Strategies for Workplace Training: Lessons from Abroad (Economic Policy Institute, 1993). Her work has appeared in numerous edited volumes, and professional journals such as *The Economic Journal*, *The American Economics Review*, *The Review of Economics and Statistics*, *Industrial and Labor Relations Review*, *The Journal of Econometrics*, *The Journal of Labor Research*, *Oxford Economic Papers*, *Industrial Relations*, and *The British Journal of Industrial Relations*. Her research has been sponsored by the U.S. Department of Education's National Center on the Educational Quality of the Workforce, the Institute for Research on Poverty, the National Science Foundation, The U.S. Department of Labor's Bureau of Labor Statistics, the MacArthur Foundation, and the Ford Foundation.

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- 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]
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- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

CURRICULUM VITAE

[002a]

Lisa M. Lynch

Fletcher School of Law & Diplomacy
Tufts University, Medford, MA 02155

(b)(6)

Nationality: U.S.A.

(b)(6)

EDUCATION

<u>School</u>	<u>Degree</u>	<u>Date</u>
The London School of Economics	Ph.D. (Economics)	1983
The London School of Economics	M.Sc. (Economics)	1979
Wellesley College	B.A. with honors (Economics and Political Science)	1978

PRINCIPAL FIELDS OF INTEREST

Labor Economics, International human resource management, Applied Econometrics

WORK EXPERIENCE

William L. Clayton Professor of International Economic Affairs, The Fletcher School of Law and Diplomacy, Tufts University, 1993 to present.

Chief Economist, U.S. Department of Labor, Oct. 1995 - January 1997.

Visiting Distinguished Scholar, Centre for Economic Performance, London School of Economics, February - July 1997.

Convener, Economics and International Business Division, Fletcher School of Law and Diplomacy, Tufts University, 1994 to 1995.

Associate Professor of Industrial Relations, Sloan School of Management, MIT, 1989-1993.

Assistant Professor of Industrial Relations, Sloan School of Management, MIT, 1985-1989.

Assistant Professor, Faculty of Management and Human Resources, The Ohio State University, 1983-1985.

Senior Research Economist, The National Longitudinal Survey, Center for Human Resource Research, Columbus, Ohio, 1983-1985.

Lecturer, Department of Economics, The University of Bristol, Bristol, England, 1982
-1983.

OTHER RESEARCH AND VISITING APPOINTMENTS

Co-Director, William L. Clayton Center for International Economics Affairs 1993-present
Fletcher School of Law and Diplomacy

Research Associate, National Bureau of Economic Research 1993-present

Research Associate, Economic Policy Institute 1993-present

Member Expert Panel, U.S. Department of Labor, Strategic Research Plan for
the Workforce Investment Act 1999-present

Academic Advisory Group, Federal Reserve Bank of Boston 1999-present

National Longitudinal Survey Technical Review Committee
1993-present
Bureau of Labor Statistics, U.S. Department of Labor

Advisory Board, U.S. Bureau of the Census, Boston Data Research Center 1998-present

Member, Brookings Institution, Intangible Assets Task Force, 1998-present
Human Capital Subgroup

Faculty Research Fellow, National Bureau of Economic Research 1985-93
Board of Senior Scholars, National Educational Research and Development 1991-95

Center on the Educational Quality of the Workforce
(funded by the U.S. Department of Education)

National Advisory Committee, National Center for the Workplace 1993-1995
U.S. Department of Labor

Advisory Council, "Redefining Corporate-Community Relationships in a
Global Economy", Jobs for the Future and the Hitachi Foundation 1994-95

Visiting Scholar, Centre for Economic Performance, London School of
Economics, London, England 1997

Visiting Scholar, Institute for Fiscal Studies, London, England 1997

Visiting Scholar, Department of Economics, Uppsala University,
Uppsala, Sweden May 1991

Visiting Scholar, Innocenzo Gasparini Institute for Economic
Research, Milan, Italy
May-June '94

May 1993

AWARDS AND HONORS

William L. Clayton Chair of International Economic Affairs
1994-present

James Paddock Teaching Award, Fletcher School of Law and Diplomacy	1998
I.R.I. Career Development Chair in Industrial Relations	1989-1992
M.I.T. Graduate Student Council Teaching Award	1988
Top Ten M.I.T. Professors for Undergraduate Teaching	Spring 1988
Ohio State University Pacesetter Award - Commendation for Research	1985
The Peggy Howard Memorial Scholarship for Graduate Studies in Economics (Wellesley College)	1978-1979

PUBLICATIONS

Books and Monographs

- 1.) Lynch, Lisa M., editor, Training and the Private Sector: International Comparisons.
Chicago: University of Chicago Press, 1994. (Winner of Top Ten books in
Industrial Relations, Princeton University, 1995)
- 2.) Lynch, Lisa M., Strategies for Workplace Training: Lessons from Abroad. Washington,
D.C.: Economic Policy Institute, 1993.

Doctoral Thesis

- 3.) Lisa M. Lynch, Determinants of Unemployment and Earnings Behavior of Young
Workers in Great Britain: 1950-1980, London School of Economics, 1983

Articles

- 4.) Lynch, Lisa M. and Black, Sandra E. "Beyond the Incidence of Training : Evidence
from a National Employers' Survey", Industrial and Labor Relations Review,

Oct. 1998, pp. 64-81.

- 5.) Lisa M. Lynch, "Wage Inequality and Long Term Unemployment: Is Human Capital the Answer?", Swedish Economic Policy Review, Spring 1998
- 6.) Lisa M. Lynch, "Do Investments in Education and Training Matter?" Perspectives on Work, vol. 1 number 3, 1998.
- 7.) Sandra Black and Lisa M. Lynch, "The New Workplace: What Does it Mean for Employers?", Industrial Relations Research Association Papers and Proceedings, January 1998.
- 8.) Lisa M. Lynch, "Do Investments in Education and Training Make a Difference?", Policy Options, July/August 1997, pp. 31-34.
- 9.) Black, Sandra and Lynch, Lisa M. "Human Capital Investments and Productivity", American Economic Review, May 1996.
- 10.) Lynch, Lisa M. "The Growing Wage Gap: Is training the answer?", Federal Reserve Bank of New York Quarterly Review, Spring, 1995.
- 11.) Lynch, Lisa M. "The Economics of Youth Training in the United States", The Economic Journal, November 1993.
- 12.) Lynch, Lisa M. "Entry Level Jobs: First Rung on the Employment Ladder or Economic Dead End?", Journal of Labor Research, April 1993.
- 13.) Lynch, Lisa M. "Private Sector Training and its Impact on the Earnings of Young Workers", American Economic Review, March, 1992 pp. 299-312.
- 14.) Lynch, Lisa M. "Training: How Will it Help Women in the Next Century?", American Statistical Association Proceedings, 1992.
- 15.) Lynch, Lisa M. "The Role of Off-the-Job versus On-the-Job Training for the Job Mobility of Women Workers", American Economic Review, May, 1991 pp. 151-156.
- 16.) Lynch, Lisa M. "Issues in the Use of Household Labor Statistics in Industrial Relations Research", Industrial Relations Research Association Proceedings, December 1990.
- 17.) Lynch, Lisa M. "The Youth Labor Market in the 80's: Determinants of Re-employment Probabilities for Young Men and Women", Review of Economics and Statistics, Feb. 1989, pp. 37-45.

- 18.) Lynch, Lisa M. and Osterman, Paul. "Technological Innovation and Employment in Telecommunications", Industrial Relations, Spring, 1989, pp. 188-205.
- 19.) Lynch, Lisa M. "The Role of the Private Sector in Training", Industrial Relations Research Association Proceedings, December 1989, pp. 387-395.
- 20.) Lynch, Lisa M. "Racial and Gender Differences in the Returns to Private Sector Training for Young Workers", Industrial Relations Research Association Proceedings, December, 1988, pp. 557-566.
- 21.) Lynch, Lisa and Sandver, Marcus. "Determinants of the Decertification Process: Evidence from Employer-Initiated Elections", Journal of Labor Research, Winter, 1987, pp. 85-92.
- 22.) Lynch, Lisa M. "State Dependency in Youth Unemployment: A Lost Generation?", Journal of Econometrics, April, 1985, pp. 71-84.
- 23.) Lynch, Lisa M. "Job Search and Youth Unemployment", Oxford Economic Papers, October, 1983, pp. 271-282.
- 24.) Lynch, Lisa M. and Richardson, Ray. "Unemployment of Young Workers in Britain", The British Journal of Industrial Relations", Nov. 1982, pp. 362-372.
- 25.) Lynch, Lisa M. "Strike Frequency in British Coal Mining: 1950-1974", The British Journal of Industrial Relations", March, 1978, pp. 95-98.

Chapters in Edited Volumes

- 26.) Lisa M. Lynch, "What Can We Do? Remedies for reducing inequality", Council on Foreign Relations, Global Trade and Wages, forthcoming 1999.
- 27.) Lisa M. Lynch, "Payoffs to Investments in Children -- An Overview", in S. Danziger and J. Waldfogel, editors, Securing the Future, Russell Sage, forthcoming.
- 28.) Lynch, Lisa M. "A Needs Analysis of Training Data: What do we want, what do we have, can we ever get it?", in J. Haltiwanger, M. Manser and R. Topel eds. NBER Conference on Research in Income and Wealth: Labor Statistics Measurement Issues, Chicago: University of Chicago Press, 1998.
- 29.) Lynch, Lisa M., "Payoffs to Alternative Training Strategies at Work", in R. Freeman editor, Working Under Different Rules, New York: Russell Sage, 1994.
- 30.) Lynch, Lisa M., "Training and the Private Sector: An Overview", in Lisa M. Lynch

editor, Training and the Private Sector: International Comparisons", Chicago: University of Chicago Press, 1994.

- 31.) Blanchflower, David and Lynch, Lisa M. "Training at Work: A Comparison of US and British Youths", in Lisa M. Lynch editor, Training and the Private Sector: International Comparisons", Chicago: University of Chicago Press, 1994.
- 32.) Lynch, Lisa M. "Workplace Training and its Impact on Earnings, Labor Mobility, and Productivity: The U.S. Experience", in G. Laflamme and contributors, Vocational Training: International Perspectives, Geneva: International Labor Office, 1993, pp. 89-108.
- 33.) Lynch, Lisa M. "Using Human Resources in Skill Formation: The Role of Training", in T. Kochan and M. Useem editors, Transforming Organizations, Oxford: Oxford University Press, 1991, pp. 139-153.
- 34.) Lynch, Lisa M. "The Private Sector and Skill Formation in the United States: A Survey" in G. Libecap editor, Advances in the Study of Entrepreneurship, Innovation and Economic Growth: Vol. 5, Greenwich: JAI Press, 1991, pp. 117-145.
- 35.) Lynch, Lisa M. "Training and Flexible Compensation", in G. De Santis editor, Transforming U.S. Industrial Relations, Milano: Franco Angeli publishers, 1991.
- 36.) Lynch, Lisa M. "Individual Differences in the Youth Labor Market: A Cross Section Analysis of London Youths", in P. N. Junankar editor, From School to Unemployment? The Labour Market for Young People, London: Macmillan Press, Nov. 1987, pp. 185-214.
- 37.) Lynch, Lisa M. "The Household Costs of Unemployment" in S. Hills editor, Changing Labor Markets: A Longitudinal Study of Young Men, Boston: Lexington Books, 1986, pp. 79-89.
- 38.) Lynch, Lisa M. "Job Search and Youth Unemployment" reprinted in C. Greenhalgh, R. Layard and A. Oswald editors, The Causes of Unemployment, Oxford: Oxford University Press, 1984.

Comments and Reviews

- 39.) Lisa M. Lynch, "Analyzing Training and Productivity", Monthly Labor Review, July 1998. Pp. 53-54.
- 40.) Lynch, Lisa M., Book Review of Trade and Income Distribution by William R. Cline,

Fletcher Forum, Spring 1998.

- 41.) Lynch, Lisa M., Comment on L. Kletzer "Trade and Job Loss in U.S. manufacturing, 1975-1994" to appear in R. Feenstra and G. Hansen eds. The Impact of International Trade on Wages, Chicago: University of Chicago Press, forthcoming.
- 42.) Lynch, Lisa M. "Invited Reaction: Employer Training - Is a Mandated Tax the Only Solution?", Human Resource Development Quarterly, vol. 4, Fall 1993, pp. 243-246.
- 43.) Lynch, Lisa M. Book review of New Developments in Worker Training: A Legacy for the 1990s, edited by L. Ferman et al, Industrial and Labor Relations Review, 1993.
- 44.) Lynch, Lisa M. Discussion of "The Economic Consequences of Raising the Minimum Wage" Industrial Relations Research Association Proceedings, Dec. 1990.
- 45.) Lynch, Lisa M. Comment on "Are Public Sector Workers Really Overpaid?" by A. Krueger in When Public Sector Workers Unionize, edited by R. Freeman and C. Ichniowski, Chicago: University of Chicago Press, Nov. 1988.
- 46.) Lynch, Lisa M. Book review of Youth Wages, Employment and the Labour Force, by the Australian Bureau of Labour Market Research, The Economic Journal, June 1984.

Working Papers

- 47.) Black, Sandra E. and Lynch, Lisa M. "How to Compete: The Impact of Workplace Practices and Information Technology on Productivity", NBER working paper 6120, August 1997. (Revised and Re-submitted The Review of Economics and Statistics)
- 48.) Lynch, Lisa M. and Black, Sandra E. "Employer Provided Training in the Manufacturing Sector: First Results from the United States", EQW working paper #34, presented at the World Bank Conference "Enterprise Training and Productivity", June 1995.
- 49.) Imbens, Guido and Lynch, Lisa M. "Re-employment Probabilities Over the Business Cycle", NBER working paper # 4585, Dec. 1993,
- 50.) Lynch, Lisa M. "Differential Effects of Post-School Training on Early Career Mobility", NBER working paper # 4034, March 1992.
- 51.) Lynch, Lisa M. "The Impact of Private Sector Training on Race and Gender Wage

Differentials and the Career Patterns of Young Workers", Sloan working paper number 3353-91-BPS, July, 1991, 65 pp.

52.) Lynch, Lisa M. "Young People's Pathways into Work: Utilization of Postsecondary Education and Training", Report for the National Academy of Sciences, MIT mimeo, March 1992, 54 pp.

53.) Lynch, Lisa M. "International Comparisons of IR/HR Practices and Labor Market Outcomes: Evidence from National Statistics", MIT mimeo, June 1992, 72 pp.

SPONSORED RESEARCH

Department of Education, Center on the Educational Quality of the Workforce, Co-Principal Investigator, EQW- National Employers Survey 1993-95

Institute for Research on Poverty, University of Wisconsin-Madison 1994-95
Small grants Award Co-Principal Investigator: "Transitions Between School and Work"

National Science Foundation, Census/NSF Pilot Research Data Center (Boston) 1994-95
Co-Principal Investigator: "Training Strategies, Productivity and Wages"

Department of Labor, Bureau of Labor Statistics 1990-1991
Principal Investigator: "Race and Gender Differences in Occupational Mobility and Earnings" Final Report submitted July 1991

Ford Foundation, NBER, and Centre for Economic Performance, LSE 1991-1992
Sponsored Research and the conference "The Privatization of Skill Formation: International Comparisons", at the London School of Economics, London, England, December 15-17, 1991. Conference Organizer

PROFESSIONAL ORGANIZATIONS AND ACTIVITIES

Co-Editor, Journal of Labor Economics 1993 - present

Associate Editor, Labour Economics: An International Journal 1991 - 1996

National Committees:

American Economics Association, Committee on the Status of Women in the the Economics Profession, Board Member 1998-present

Industrial Relations Research Association Nominations Committee
1993-1995

Industrial Relations Research Association Publications Working Group chair 1995
1989-90

Associations:

The American Economics Association, The Industrial Relations Research Association, The International Industrial Relations Association

COURSES TAUGHT

International Human Resource Management (graduate and senior executive, OSU, MIT, Tufts)

Human Resource Management (graduate and senior executive - MIT)

Labor economics (graduate and undergraduate, OSU, MIT and U. Bristol)

The Economic Transformation of Eastern and Central Europe (graduate - Tufts)

International Trade (graduate and senior executive - Tufts)

Introduction to International Trade and Finance (graduate - Tufts)

Microeconomics (graduate (Fletcher) and undergraduate (U. Bristol))

Labor in Industrial Society (undergraduate - MIT)

Fletcher Faculty



Prof. Lisa M. Lynch

William L. Clayton Professor of International Economic Affairs

Research Interests:

International comparisons of the impact of training and education on productivity, competitiveness and pay.

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Address:

C602, Fletcher School of Law and Diplomacy, Tufts University, Medford, MA 02155;

Telephone: (617) 627-5451

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URL: <http://www.tufts.edu/~llynch2/>

Office Hours: Generally Monday and Tuesday afternoons, otherwise by appointment. Please see the signup sheet on my door.

Other Affiliations

Research Associate, National Bureau of Economic Research
Board Member, Committee on the Status of Women, American Economics Association, CSWEP
Co-Editor, Journal of Labor Economics

Course Descriptions and Syllabi:

Introduction to International Trade and Finance: EIB E200

Microeconomics: EIB E207

Seminar on the Transformation of Eastern/Central European Economies: EIB E232

International Human Resource Development: EIB B240

Course Descriptions and Syllabi - Spring 99

International Human Resource Development: EIB B240

Seminar on the Transformation of Eastern/Central European Economies: EIB E232

Short Bio Curriculum Vitae

Tufts University | Fletcher of Law and Diplomacy

Last Updated - 4 September 1998

Comments? llynch2@emerald.tufts.edu

Lawrence F. Katz

Biographical Sketch

Lawrence Katz is Professor of Economics at Harvard University and a Research Associate of the National Bureau of Economic Research. His research focuses on issues in the general areas of labor economics and the economics of social problems. His work has examined a wide range of topics including wage and income inequality; unemployment; theories of wage determination; the economics of education; the impact of globalization and technological change on the labor market; and the evaluation of the effectiveness of social and labor market policies. He is the author of numerous articles in scholarly journals on these topics. Katz=s recent research explores the patterns and determinants of recent changes in the U.S. wage structure and rising labor market inequality in an historical and international comparative context. He is currently examining the history of economic inequality in the United States and the roles of technological changes and the pace of educational advance in affecting the wage structure.

Professor Katz has been editor of the *Quarterly Journal of Economics* since 1991 and edited the book *Differences and Changes in Wage Structures* (University of Chicago Press and NBER, 1995). He served as the Chief Economist of the U.S. Department of Labor from January 1993 to August 1994 and was the first Director of the Program on Children at the National Bureau of Economic Research. Professor Katz graduated from the University of California at Berkeley in 1981 and earned his Ph.D. in Economics from the Massachusetts Institute of Technology in 1986. He was elected a fellow of the Econometric Society in 1993 and was selected as a Global Leader of Tomorrow by the World Economic Forum in the inaugural class of 1993.



Bobby L. Harnage, Sr.

**National President
American Federation of Government Employees (AFGE)**

Leading by example comes naturally to Bobby L. Harnage, who stands watch over the rights of some 600,000 federal and D.C. government employees.

As national president of the American Federation of Government Employees (AFGE), AFL-CIO, Harnage leads the nation's largest union for government workers in some 1,100 locals in the United States and overseas. Harnage took the oath of office, filling the vacant position of national president, on Nov. 4, 1997.

Prior to becoming national president, Harnage served as national secretary-treasurer for six years, from 1991 to 1997. He was elected to his third term as national secretary-treasurer by acclamation in August 1997 at the union's national convention. Under his leadership the union greatly eliminated delinquencies, created a streamlined electronic membership processing system, increased its investment opportunities, undertook a successful database cleanup effort and overhauled the union's entire computer system, creating an intranet system between the headquarters and district offices. While secretary-treasurer, Harnage also played a key role as chair of the union's privatization committee--a watchdog for defense workers and the vital services they provide.

Subsequent to his election as national secretary-treasurer, Harnage's reputation as a trusted leader earned him a 13-year term as 5th District national vice president, from 1978 to 1991. The 5th District represents government employees in Alabama, Florida, Georgia, South Carolina, Tennessee, Puerto Rico and the Virgin Islands. He was a member of the Labor Advisory Board, Center for Labor Education and Research at the University of Alabama and served on the Board of Directors of the Atlanta Metropolitan Area Red Cross.

Before serving as national vice president, Harnage worked as a national representative for the 5th District, from 1968 to 1978, earning the reputation as a hard-nosed, hard-working representative of federal employees in South Carolina and Georgia. A dedicated unionist throughout his career, Harnage became a member of the Federation of National Representatives (FNR) negotiating team while serving as a national representative and helped negotiate two collective bargaining agreements with AFGE. Harnage later became FNR president--a position he held until resigning to run for national vice president.

During Harnage's Air Force years from 1959 to 1963, he worked as an Air Police Investigator at Clark Air Force Base in the Philippines. He was later transferred to the Strategic Air Command at Warner Robins Air Force Base in Georgia. His distinguished military career led Harnage to become the vigilant defender of America's national security that he is today.

While at Robins, he became involved in small arms competition and twice won the 8th Air Force

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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]

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

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Individual Championship. He also won the Georgia State Championship, was a team member of the Air Force Logistics Command Championship Team, placed fourth in worldwide competition and won a gold medal in 1962. Harnage--a registered Master with the National Rifle Association (NRA)--terminated his membership in 1994 because of the NRA's anti-federal employee rhetoric and support of government-bashing political candidates.

After his discharge in 1963, Harnage stayed at Warner Robins, beginning his civilian career as a sheet metal helper. He later transferred to the Security Police, where he worked until his resignation in 1968 to accept the position of national representative.

Harnage, an activist with AFGE for over 30 years, represents the best in union leadership. Starting out as a union steward after his military discharge, he consistently rose through the leadership ranks, serving as Local 987 first vice president while at Robins.

(b)(6) Harnage was raised and educated in Moultrie, Georgia. He graduated from Moultrie Senior High in 1957 where he won letters in football, track and baseball. He attended Norman Junior College on a baseball scholarship prior to entering the Air Force. After his discharge from the military, he attended Macon College and the University of Georgia.

An AFGE family man through and through, Harnage is married to the former Sharon G. Turner of Jacksonville, Florida, who was president of her AFGE local for 12 years and also served as a vice president and president of the AFGE National Housing and Urban Development Council. Bobby and Sharon now live in Chesapeake Beach, Maryland. They have four children and six grandchildren.



Rita R. Mason

**National Secretary-Treasurer
American Federation of Government Employees (AFGE)**

Known throughout the labor movement as a political leader who gets things done, Rita R. Mason serves as the national secretary-treasurer of the American Federation of Government Employees (AFGE), AFL-CIO, the largest union for federal workers, representing some 600,000 government employees in 1,100 locals in the United States and overseas, as well as the District of Columbia.

Mason was unanimously elected by the union's National Executive Council (NEC) in November 1997 to fill the vacant position of national secretary-treasurer. As a senior member of the NEC, Mason has extensive experience as a budget administrator, managing the union's finances both at the district and national levels. Since taking office she has pioneered new train-the-trainer classes to increase the field staff's understanding of membership maintenance, general bookkeeping and computer programming.

Prior to her selection as national secretary-treasurer, Mason served as the 2nd District national vice president (NVP) for 15 years, from 1982 to 1997. The 2nd District represents some 90,000 federal

employees in 140 AFGE locals in New Jersey, New York, Connecticut, Maine, Vermont, Massachusetts, New Hampshire and Rhode Island.

Mason, while 2nd District NVP, established the Quality Partnership Network comprised of labor and management representatives. A strong advocate of labor-management partnership, Mason set up the network shortly after the issuance of Executive Order 12871, which greatly expanded collective bargaining rights for federal employees and their unions. Representatives of the network meet to share experiences, discuss ways of overcoming obstacles and support efforts to develop partnerships and improve customer service. The network's goal is to create a more effective and responsive government for all Americans.

A well-known political activist, Mason is a familiar sight on Capitol Hill, fighting for the rights of federal and D.C. government employees. She regularly works with Congress on a bipartisan basis to promote labor issues. Elected three times to serve as a delegate to the Democratic National Convention, her political savvy is credited with helping to elect friends of government employees--both Republicans and Democrats--to Congress. She was formerly chair of the NEC's Legislative Committee and as a long-time activist brought busloads of unionists yearly to lobby on Capitol Hill.

Her AFL-CIO credentials are noteworthy--serving as a vice president on both the New Jersey and New York State AFL-CIO Federations. Mason has served as a member of the Executive Board of the Labor Alumni Association and Trade Union Consulting Committee at Rutgers University. In addition, Mason was a charter member of President Clinton's "Americans For Change Task Force."

She served for many years on both the Executive and General Committees of the New Jersey Commission on Employment and Training, where she chaired a Task Force on the Disabled and helped disabled Americans find work and maintain benefits. In addition, she was appointed to serve on New Jersey's Defense Conversion and Community Assistance Commission as a member of the Planning Committee and was a former member of the Board of Directors of the American Red Cross in Burlington County, New Jersey.

Before serving as national vice president, Mason was president of Local 1999 at Fort Dix, N.J., and also president of the New Jersey State Council of AFGE Locals. Because of her tenacity as a leader, she was able to help keep Fort Dix open during the first round of base closures, preserving the jobs of 3,000 employees at the federal facility and an additional 10,000 federal jobs throughout the Northeast. Her hard work to save Fort Dix won her the prestigious Peter J. McGuire Labor Excellence Award in 1990 presented by former New Jersey Governor Tom Kean.

Mason continues to be honored by the labor movement at large. In 1998, both the New Jersey State AFL-CIO and the New York State AFL-CIO presented her with their highest Labor Award in recognition of her well-regarded labor career and political involvement. In fact, she is the first woman and the first public sector labor leader in the organization's history to have received the New Jersey AFL-CIO Labor Award. In 1989 the A. Philip Randolph Institute recognized Mason for her dedicated leadership. In 1984 she was recognized as one of New Jersey's top women leaders. In 1982 Mason received a Labor Achievement Award from the New Jersey State A. Philip Randolph Institute.

Born in Montreal, Canada, Mason was raised and educated in New York City. She attended college in New Jersey.

Mason proudly brags about her "union family." Her youngest son, Robert, was a shop steward at the age of 16. Her husband, Eddie (now deceased), was a member of the Communications Workers of

America (CWA) and her eldest son, Eddie, was a local representative for CWA. Her daughter, Linda, has worked as a legislative coordinator for the New Jersey State AFL-CIO and is now the Legislative and Political Coordinator for AFGE's 2nd District.



Kitty A. Peddicord

**Director, Women's/Fair Practices Departments
American Federation of Government Employees (AFGE)**

Fighting for the rights of women and minorities in the government is a way of life for Kitty A. Peddicord, who serves as the director of the Women's and Fair Practices Departments of the American Federation of Government Employees (AFGE), AFL-CIO. As the largest union for government workers, representing some 600,000 federal and D.C. government employees in 1,100 locals throughout the United States and overseas, Peddicord rallies against discrimination in the government. She was first elected to her post in 1994, after an unprecedented grassroots campaign, and was re-elected in 1997 for another three-year term.

Since assuming the role of women's director, Peddicord has established and expanded the local grassroots coordinator network for both the Women's and Fair Practices Departments and increased classes offered at the Human Rights Training Conference to include multi-level training tracks for all levels of activists. She serves as the union's liaison to other coalitions, working with the Leadership Conference on Civil Rights, the A. Philip Randolph Institute, Federally Employed Women and the Coalition of Labor Union Women (CLUW), which recently elected Peddicord to serve as an executive board member--the first AFGE national officer to be elected to the CLUW board.

Peddicord frequently provides training for institutes, organizations and at special events, including the Women's Southern Labor School, Government Training Institute, Federally Employed Women, George Meany Center for Labor Studies and at the Working Women's Conference sponsored by the AFL-CIO Working Women's Department. She works with other civil rights organizations in fighting attacks on affirmative action and stopping child labor. She is currently working to reform the federal equal employment opportunity (EEO) process and launched a study within the Department of Veterans Affairs on abuses of the EEO process.

As chair of the union's 1995 Lockout Task Force, Peddicord led AFGE in its fight to protect government employees locked out of their jobs or forced to work without pay during the two government shutdowns. As a result of the union's full scale campaign, strong public pressure was brought to bear on an intractable Congress, ending the shutdowns and returning employees to work with the guarantee of back pay.

Prior to her election as women's director, Peddicord served as an organizer at AFGE headquarters, from 1987 to 1994. During that eight-year period, she racked up an impressive string of organizing victories, never once losing a campaign that she led. Peddicord was also instrumental in staving off raids on AFGE's Social Security Administration (SSA) bargaining units. A staunch union activist, Peddicord served as a steward in the Office of Professional Employees International Union (OPEIU) and the Communications Workers of America (CWA) while an employee of AFGE.

In 1970 Peddicord joined the federal sector as a GS-2 file clerk at SSA's Division of Personnel where she soon became an AFGE steward with Local 1923. After several years at home and in the private sector, Peddicord returned to the SSA Office of Disability Operations as a part-time GS-3 typist in the typing pool. She moved up to benefits authorizer and resumed her post as steward with the local and became a member of the Health and Safety Committee. Later, she served as the local's chief negotiator, fighting for improved working conditions for clerical employees.

Peddicord hasn't forgotten her struggle to achieve the position she now holds. Initially as a single parent raising her two sons alone, Peddicord had to rely on government aid to feed her children. Today she remains a strong advocate of federal assistance programs for those in need. And as a champion of children's rights, she volunteers her time to committees and organizations which promote our greatest national resource--our children.

Along with her AFGE responsibilities, Peddicord serves as a board member of the A. Philip Randolph Institute, the National Association for the Advancement of Colored People, the White House Conference on Aging and the Democratic National Committee.

Peddicord and her two sons, Ryan and Gary, live in Sykesville, Md. She is an avid gardener, frequently decorating the headquarters offices with her unique floral arrangements.

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AFGE FACTS

AFGE AT A GLANCE

- The American Federation of Government Employees (AFGE) is the largest federal employee union representing some 600,000 federal and D.C. government workers nationwide and overseas. Workers in virtually all functions of government at every federal agency depend upon AFGE for legal representation, legislative advocacy, technical expertise and informational services.
- AFGE believes that all unions should belong to the house of labor and has been nationally affiliated with the AFL-CIO since AFGE was founded in 1932. At AFGE's national convention in 1997, the delegates took the importance of affiliation one step further, voting for each of its 1,100 locals to affiliate with their AFL-CIO state federations. This makes AFGE one of the few nationally affiliated unions to have all of its locals affiliated at the state level. National President Bobby L. Harnage, National Secretary-Treasurer Rita R. Mason and Women's Director Kitty Peddicord are active participants in the AFL-CIO, working to enhance and energize the labor movement.
- AFGE takes seriously its responsibility to help provide good government services, while ensuring that government workers are treated fairly and with dignity. The union supports a meaningful transformation of the federal workplace to improve the way services and benefits are delivered to the American public.
- President Bobby L. Harnage serves as a member of the National Partnership Council, created by the Clinton Administration to carry out Executive Order 12871, aimed at reinventing government. AFGE believes real government reinvention cannot occur without full partnership with government employees and their unions. AFGE is committed to protecting and enhancing the rights of government workers and the people who rely upon their services.
- As a labor union, AFGE is in a unique position because it is not currently afforded the same full scope collective bargaining rights as workers in the private sector. For this reason in addition to negotiating working conditions at the bargaining table, AFGE coordinates a full-scale legislative and political action program to monitor issues that impact the government workforce. When Congress debates funding of vital government programs administered to the public by government workers or tackles employee health care issues, AFGE is on the scene representing its members.

- AFGE represents government workers who are the vital threads of the fabric of American life. Government employees inspect the food we eat and the places we work, they protect citizens from the illicit flow of drugs, maintain the safety of our nation's borders, care for our nation's veterans, serve as a vital link to Social Security recipients, keep the national defense systems prepared for any danger and much, much more. AFGE is proud to make America work.
- The union is headquartered in Washington, D.C., and divided into 12 geographical districts consisting of some 1,100 locals. Over one-half of AFGE's members are consolidated into agency-wide bargaining units. Agencies with the highest concentration of union membership include the Department of Defense, the Department of Veterans Affairs, the Social Security Administration and the Department of Justice.
- Of the 1.75 million people employed by the federal government, only 250,000 are based in the Washington, D.C., metropolitan area. The majority work in federal offices across the nation as mechanics, lawyers, correctional officers, environmentalists, nurses, mine inspectors and more. The range of jobs performed by both D.C. and federal government employees is impressive-- and so is their work.

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Computer Strategies, Inc.

12015 Lee Jackson Highway, Suite 510, Fairfax, VA 22033 (703) 383-9330

www.unanet.com

Frances B. Craig, President

Currently President and CEO of Computer Strategies, Frances Craig has directed global IT planning, development and operational activities at DHL Worldwide Courier, GTE Telenet and Carnegie-Mellon University. Founded in 1988 by Ms. Craig and based in Fairfax, Virginia, Computer Strategies, Inc. (CSI) is an information technology company specializing in Web business products and solutions for managing information age work. Clients include internal IT, consulting, systems integrator and engineering organizations. These Web business products are server-based and include time management, project oversight, expense reporting, and order management. Future products include e-commerce and knowledge management. Ms. Craig is driving the transition of Computer Strategies from a services organization to a products company.

Recently, Ms. Craig has been selected to participate in Mindshare, a group of "maverick" CEOs and entrepreneurs with leadingedge IT companies. She is a member of the Northern Virginia Technology Council (NVTC) where she participates in the Committee for CEO, CFO and CIO programs. Ms. Craig is on the Board of Directors of the Capital Area Chapter of The Society for Information Management (SIM) and held positions on international Board of SIM. She is a member of Women In Technology (WIT), sits on the WIT executive committee and participates in the WIT mentor program. She is a member of the Association for Corporate Growth, a local xxxx dedicated to xxx and participates in The Advisory Group (TAG) for CEOs sponsored by Offut, Childers and Putman, one of the area's leading accounting and consulting firms.

Ms. Craig is dedicated to peer networking and shared creation of intellectual capital. She created and nurtured the working group concept of senior IT leaders in the Society for Information Management (SIM). Using creative tools for the adult learning model, Ms. Craig facilitates groups of senior IT leaders in the development of forward thinking issues for the IT profession. Topics include quality in IS, client/server technology, processes for the IT organization, methodologies to create a process-centric IT organization, and leading IT innovation. Ms. Craig speaks on business processes for IT organizations, leading IT innovation for business, and the power of the Internet.

Ms. Craig holds a B.S. in Mathematics with honors from Saint Mary's College, Notre Dame, Indiana. She has taken graduate studies at American University, George Washington University and Carnegie-Mellon University.



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Frances B. Craig Founder and President

Overview

Ms. Craig has over 35 years of experience in software engineering, strategic IT planning, enterprise computer networks, information technology management, data center operations, financial systems, and communications. Ms. Craig is Founder, Leader and President of Computer Strategies, Inc., an information technology company specializing in Web products for managing work in the information age. Most recently, she has led the organizational transformation of Computer Strategies from a consulting services organization to one that provides strategic internet business products. As an active member of the Society for Information Management (SIM), Ms. Craig has been active in SIM's Association of Chief Information Officers and recently served as Vice President of Benchmarking and Learning Forums for SIM. Ms. Craig spearheaded the development of one of SIM's most successful learning tools for the IT profession - the Working Group. Working Groups are sharing and learning encounters for senior Information Management Executives. These self-managed teams develop insights, share leading practices and produce documents and one-day seminars to spread this knowledge and elevate the Information Technology profession. Ms. Craig continues to nurture and foster SIM working groups.

The following information technology capabilities are included in Ms. Craig's experience:

- Web products, E-commerce, and Knowledge Management
- Unanet (Internet/Intranet/Extranet)
- Strategic information technology planning
- Information technology assessment, evaluation and due diligence
- Emerging information technology identification and exploration
- Information technology selection, acquisition and implementation
- Information and information technology architecture standards and policy development
- Business process engineering
- Software engineering and processes
- Quality management for information systems organizations
- Project management/systems integration and processes
- Electronic messaging
- Distributed systems development and delivery
- Software distribution management
- Computer and communications architectures (vendor/proprietary)
- Accounting systems
- Traffic accounting systems
- Order entry systems
- Cross-functional systems

Education

B.S., Mathematics, Cum Laude, Saint Mary's College, Notre Dame, Indiana, 1964. (Kappa Gamma Pi Honor Society).

Additional studies in mathematics, statistics, computer science, management, finance, communications, and total quality.

Professional Highlights

- Developed the alliance programs for Computer Strategies to resell its products through alliance partners.
- Led the development of the Unanet suite of Web based products including UnaTime, for collecting time, UnaSense, for collecting expenses, and UnaPulse, for enhancing project management.
- Led the development of a Web-based order entry system for a telecommunications company.
- Created the business partnership to develop the first of a suite of products to assist senior executive management in managing technology organizations.
- Assisted in the organizational development of the IT organization for a new CIO of a major telecommunications company. Led the development of IT metrics for this IT organization.
- Advised a water authority on the strategic information technology plan and presentation. Included metrics as a key driver.
- Facilitated development of a business program office for a product development life cycle across all functions of the organization including the prioritization, project management and supporting processes.
- Educated senior IT management people and led the development of the IT organizational transformation transition plan.
- Facilitated the design of a quality management process to imbed quality into all people and all organizations. Transformed the quality department from project management and FDA standards only to quality advocates in all IT organizations being responsible for quality.
- Facilitated the design of a help desk process which subsequently was implemented to improve customer satisfaction from 50% to 85%.
- Developed an overall strategy for implementing an Information Systems Business Process Architecture for an IT infrastructure organization which subsequently transitioned to a process centric organization.
- Facilitated the development of a high-level strategy for a computer systems and services organization after defining a high-level strategic plan.

- Facilitated a team from an association to identify the IT products and services, the processes necessary for these products and services, the associated skills and the resulting organization.
- Facilitated a task force on invoice integrity for a major communications company. Let the team through identifying the problems, prioritizing the problems, doing a root cause analysis, developing solutions, and presenting to senior management.
- Facilitated the development of a strategic information technology plan for a premier association of doctors.
- Participated in the strategic planning process for a major gas company, specifically in facilitating the identification of processes for the IT organization.
- Advised an organization on the process of and the report for a strategic information technology plan.
- Advised a scientific studies organization on the process for and the report from a strategic information technology plan.
- Prepared an education and orientation session for Information Technology management personnel at a large health care organization charged with implementing a process-focused organization. The education and orientation session covered the topics of process management, process versus functional organizations, change management, process reengineering and metrics. Skills training included time-boxing, visioning, brainstorming, listening, guiding principles and other facilitation techniques. Further assisted with the development of a plan to transition to the process focused organization.
- Led the analytical evaluation using standard test suites of a software interchange product for a major database company using NetBios, TCP/IP and SPX/IPX.
- Prepared an information technology architecture to support client/server applications development and production. Led a team of client/server developers to discover requirements, build a prototype, and design and develop a client/server application for order management and service provisioning in a satellite services organization. Deployed a process life cycle.
- Worked with a major retail catalog company to implement client/server applications into the customer service organization.
- Facilitated a major communications company to develop an application development and delivery process which supports rapid application development, client/server, and object orientation
- Assisted a major health organization to build a business process model for the technology infrastructure organization, redesign the customer support process, and restructure the organization according to the process model.

- As one of the founders of the SIM Working Groups, she nurtured self-managed teams of senior IT executives to share learning's on information technology management. She edited the collected works of one of the working groups, the Information Systems Process Architecture.
- Led the effort for a large telecommunications company to identify key information technology industry trends, to map them to existing and future business requirements and to develop standard profiles for desktop and server computers.
- Led an interdepartmental focus group on software distribution management to identify requirements, target potential software applications, evaluate the alternatives, and recommend the choice to management.
- Facilitated the strategic systems planning effort for a large, complex county government.
- Led the effort to develop a strategic network plan for a satellite entertainment company. The network plan included the local area network supporting the enterprise business systems as well as the wide area network supporting the electronic usage accounting data for billing the customers.
- Managed an inter-enterprise team to define the requirements, select the appropriate vendors, develop a design document, develop the software, create test plans, technically install and configure, functionally integrate and implement into the organization, and perform maintenance for a software distribution management system.
- Assisted a director of information systems in the development of a strategic information system plan for downsizing and creation of information technology architectures, specifically for the computer platform and network architectures through senior executive interviews for business objectives.
- Facilitated the strategic decision to posture for X.400 electronic mail; configured the communications architecture; recommended the necessary software, hardware, communications, and implementation scenario; and managed the development of a requirements and design document for the international electronic messaging system.
- Facilitated for an EDI clearinghouse of medical claims, the business process improvements for a cross-functional system of marketing, sales, production, accounting, collections, and customer support for the electronic data interchange medical claims forms.
- Served as chief information technology advisor on a team to design a framework of computers and communications for the automation of a state judicial system.

- Directed the analysis, design, development and deployment of a world-wide tracing and tracking system for an international courier.

Information Technology Expertise

Networks

- Frame Relay, X.25, TCP/IP, SPX/IPX, AppleTalk, SDLC
- Novell Netware, Microsoft NT, Unixware
- Microsoft SMS

Computers and Operating Systems

- Microsoft NT, Windows
- Unix, SCO, Stratus VOS, DEC VMS, Linux
- Microsoft Exchange, Microsoft Outlook and Knowledge Applications
- Lotus Notes and Knowledge Applications

Enabling Software Applications

- Database Management Systems,
- Network Management Systems
- Messaging Systems
- Order Management Systems
- Customer Services Systems
- Traffic Accounting Systems
- Invoicing and Accounts Receivable
- Executive Management Systems
- Financial Systems
- Groupware

Professional History

- Computer Strategies, Inc., Vienna, Virginia, President, 1988-Present.
- MAXIMUS, McLean, Virginia, Executive Vice President, 1986-1988.
- DHL/NetExpress, Inc., Vienna, Virginia, Director, 1982-1986.
- GTE/Telenet, Reston, Virginia, 1980-1982.
- Carnegie-Mellon University, Pittsburgh, Pennsylvania, 1971-1979.
- Advanced Computer Techniques, Arlington, Virginia; Phoenix, Arizona; Milan, Italy; 1967-1971.
- The Chesapeake and Potomac Telephone Company, Silver Spring, Maryland, 1964-1967.

Professional Associations

Northern Virginia Technology Council
Society for Information Management
Association for Computing Machinery
American Management Association

Publications

"Innovating IT Process Management at Merck", 1996, to be published.

"Electronic Messaging: More Than Just Electronic Mail," SIM Network, Volume VI, Issue 1, pp. 1-4, January/February 1991.

Speaking Engagements

Fairfax County Democratic Committee, "The Challenges of Starting a High Tech Company and how Government Can Help", Falls Church, Virginia, December 16, 1998

George Mason Entrepreneurial Center, "How to Sustain and Grow your Woman Owned Business", Fairfax, Virginia, October 21, 1998

ADECCO Lee Hecht Harrison, "Internet Uses and Abuses", McLean, Virginia, October 7, 1998

GIGA, "Translating IT Innovation into Business Advantage", Boston, February, 1998

Society for Information Management, "Translating IT Innovation into Business Advantage", Boston, September, 1997

Society for Information Management, "Cross-Functional IT Processes", San Francisco, October 1996

Society for Information IT Management Agenda, "Information Systems Process Architecture 2", IBM Palisades, New York, May 1996

Society for Information Management, Capital Area Chapter, "Lotus Notes", 1995, Washington, D.C.

Society for Information Management Annual Conference, "Information Systems Process Architecture 2", Orlando, October, 1995

Boston SIM Chapter, June, 1994, "Information Systems Process Architecture".

Datapro Canada and Duffy Consulting Group, Executive Symposium on Assessing IS Performance, May 1993, "Information Systems Process Architecture".

Fairfield University, April 1993, "Information Systems Process Architecture".

DPMA, February 1990, "Information Management of Electronic Messaging".

George Washington University, School of Government and Business Administration, Seminar in Advanced Technology, October 1989 and October 1990, "Information Management of Electronic Mail".

ACM, SIGCPR (Special Interest Group on Computer Personnel Research), April 1988, Impact of Package Software on the MIS Function.

ANTHONY P. CARNEVALE

Vice President for Public Leadership

Anthony P. Carnevale is an internationally recognized authority on education, training and employment. He currently serves as Vice President for Public Leadership at Educational Testing Service. Since its creation in 1947, ETS has been the world leader in the development and delivery of instruments for assessing individual competencies; the assessment and certification of competencies in particular occupations; and tools for individual career guidance and planning.

Before coming to ETS, Carnevale served as Vice President and Director of Human Resource Studies at the Committee for Economic Development. The CED, a business think tank, is led by almost 250 trustees who are also Chief Executive Officers in the broad range of the nation's business organizations.

In August of 1993, President Clinton appointed Carnevale as Chair of the National Commission on Employment Policy. Carnevale also serves on numerous other boards and commissions including: the Board of Overseers for the Malcolm Baldrige Quality Award; The Kellogg Commission on Lifelong Learning; the human resources committee of the U.S. Council on Competitiveness; The congressional U.S. Competitiveness Policy Council; the National Alliance of Business Workforce Excellence Advisory Council; The Twentieth Century Fund Task Force on Worker Retraining; and the Hudson Institute Advisory Board on Workforce 2000.

Carnevale has written numerous books and articles on competitiveness and human resources. His most recent books are *The American Mosaic: An In-depth Report on the Future of Diversity at Work*, published in the summer of 1995, and *Tools and Activities for a Diverse Work Force*. His other books include: *America and the New Economy: How New Competitive Standards Are Radically Changing American Workplaces*; *Jobs for the Nation: Challenges for a Society Based on Work*; *Workplace Basics: The Essential Skills Employers Want*; *Training in America: The Organization and Strategic Role of Training*; and *Training the Technical Workforce*.

Before joining CED, Carnevale served as the President of The Institute for Workbased Learning, an applied research center affiliated with the American Society for Training and Development, a professional association for human resource specialists in private companies. Before joining ASTD, Carnevale served as senior economist for the Senate Democratic Policy Committee; government affairs director for The American Federation of State, County, and Municipal Employees; staff director for employment, education, training, and social service programs for the U.S. Senate Committee on



the Budget; senior staff economist for the Government Operations Committee in the U.S. House of Representatives; and senior policy analyst in the Office of the Secretary in the U.S. Department of Health, Education, and Welfare.

Prior to coming to Washington, he worked as a research economist with the Syracuse University Research Corporation. During that time, he was involved in the reform of school financing and was a co-author of the principal affidavit in *Rodriguez v. San Antonio*, a U.S. Supreme Court action to remedy unequal tax burdens and education benefits. Carnevale was also a psychiatric social worker and high school teacher in his home state of Maine.

Carnevale received his B.A. from Colby College in Waterville, Maine, and his Ph.D., with a concentration in public finance economics, from the Maxwell School at Syracuse University.



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ETS NAMES CARNEVALE VICE PRESIDENT OF PUBLIC LEADERSHIP

PRINCETON, N.J. (Feb. 7, 1996) -- Educational Testing Service recently named **Anthony Carnevale** its new vice president of Public Leadership.

According to ETS president Nancy Cole, the public leadership agenda will cut across all of ETS's strategic directions and will require collaborations with other organizations interested in influencing key issues. "To make ETS credible in this effort requires a person with respected expertise on critical national issues," she said. "Our new vice president has the credentials to participate on our behalf within the highest circles of business and government."

Carnevale's most recent position was vice president and director of Human Resource Studies of the Committee for Economic Development (CED) in Washington, D.C. The CED is the oldest and most prestigious business voice on economic policy issues. Its 250 trustees are the chief executive officers of the nation's largest companies. He also is chair of the National Commission for Employment Policy, an independent federal agency appointed by the president to identify the employment goals and needs of the nation and assess how current policies and programs meet them.

Carnevale served as president of the Institute for Workplace Learning of the American Society for Training and Development (ASTD) in Alexandria, Va., from 1983 to 1993. ASTD is a professional association representing 55,000 human resource specialists. "As the primary spokesman for ASTD," said Cole, "he developed critical relationships with Congress, federal agencies, the media and education, and training and labor communities that will service him well in his ETS role."

The new vice president also has served as a senior economist in the U.S. Senate, as government relations director for the American Federation of State, County and Municipal Employees of the AFL-CIO, and has held several fiscal and policy analyst positions with the federal government.

He is the author of numerous books, manuals and articles on diversity, training, job skills and school reform as they relate to the American economy. **Carnevale** serves on the W.K. Kellogg Commission for a Nation of Lifelong Learners, the National Alliance of Business, the National Center on Education and the Economy, the National Association for Industry-Education Cooperation, and the National Economic Council's Workforce Development Task Force.

He holds a Ph.D. from the Maxwell School of Citizenship and Public Affairs of Syracuse University and a B.A. from Colby College in Waterville, Maine.

Carnevale will have offices in both Washington, D.C., and Princeton, N.J.

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ETS Study: Office Workers Are 41 Percent Of Workforce, Account For Half Of All Earnings

PRINCETON, N.J. (Feb. 10, 1998) -- America's "Office Economy" of the 1990s employs 41 percent of all workers, pays the highest salaries, and is the fastest-growing section of the marketplace, according to a new study by Educational Testing Service.

The report, *Education for What? The New Office Economy*, was co-written by Anthony Carnevale, ETS vice president for public leadership, and Stephen Rose, ETS senior economist.

These findings, which undermine the image of an America splintering into lucrative high-technology jobs and low-skilled, low-paying jobs, have far-reaching implications for educators, policymakers and labor leaders.

"The media-driven vision of a high-technology economic future sometimes obscures the surging Office Economy, where we project even greater job growth and earnings potential," said Carnevale. "Clearly, the new service economy is in the office. College-educated, office-based business managers and professionals are making the business decisions to guide these technological explosions, benefiting businesses, shareholders, and customers."

The study confirms that education matters. College graduates are more likely to secure the high-paying elite professional and managerial jobs. Between 1959 and 1995, 75 percent of college-educated workers held these elite jobs. The increased availability of college-educated workers changed the nature of office employment. Within the office sector, the share of elite jobs grew from 31 percent in 1959 to 44 percent in 1995.

New categories based on what workers actually do instead of what industry they work for show that as the Office Economy has risen, the industrial economy has fallen. The study reveals that the office sector -- workers in management, business, administrative and financial services -- is big, is the main source of new jobs, and that these jobs pay the highest. Specifically:

- The office sector is the largest. The office category accounted for 41 percent of all employment in 1995, compared to 22 percent in low-skilled services and 19 percent in industrial production.
- The office sector generates the most new jobs. Of the 69 million new jobs created between 1959 and 1995, almost half -- 34 million -- were in the office sector. In the period between 1979 and 1995, 59 percent of the 26 million new jobs were in the office.
- Many office sector jobs are very good jobs. Of the 53 million office workers in 1995, 44 percent were business managers and professionals.
- The office employs most college graduates. In 1995, 61 percent of men who were college graduates worked in the office, as did 45 percent of women who were college graduates.
- Office jobs are the highest paying. In 1995, the average earnings of workers in office jobs were 47 percent more than the earnings of workers in all the other sectors combined.

The study also indicates that the Office Economy has been beneficial to females and African Americans, who were underrepresented in the manufacturing economy, although their pay and status still lag behind White male workers. Between 1959 and 1995, the share of female workers who were business managers and professionals rose from 4 percent to 15 percent. Through 1969, college-educated females tended to work in nursing and teaching; by 1995, as many females were employed in office jobs as in health and education. As more career opportunities have opened up for females, their pay has increased. The real earnings of female office workers with college degrees have almost doubled since 1959.

Over the same time period, the portion of African American workers who worked in the office sector rose from 14 percent to 31 percent (in the case of Black males) and from 10 percent to 40 percent (in the case of Black females). As employment barriers came down, African Americans' pay increased dramatically. Males' earnings rose from \$15,400 in 1959 to \$27,700 in 1995, while females' income almost tripled, from \$7,400 to \$21,000 (in inflation-adjusted 1996 dollars).

But males still earned 72 percent more than females in 1995, on average. And White males with bachelor's degrees earned 34 percent more than Black males with the same level of education in 1995. Generally, Black college graduates are still less likely to be employed in the office than their White counterparts.

"This study reminds us that inequality is still a factor in our economy, particularly where jobs and earnings are growing," said ETS president Nancy Cole. "Now more than ever, the key to obtaining the best jobs is a college education. As parents and educators, we need to be careful not to put limits on our youngsters. We should prepare them to take advantage of the full range of educational and career options."

Free copies of *Education for What? The New Office Economy* are available by writing to ETS Communications Services, MS 50-D, Rosedale Road, Princeton, NJ 08541, or calling (609) 734-5050.

ETS is the world's largest private educational measurement institution and a leader in educational research. The nonprofit organization develops and administers achievement, occupational and admission tests, such as the SAT for the College Board, for clients in education, government and business. ETS annually administers more than 9 million tests in the United States and 180 other countries. For further information, contact ETS's website at www.ets.org.

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Charting A Black Research Agenda



**An interview with
H. Patrick Swygert, Esq.,
President of
Howard University**

I think it's most appropriate that, at Howard University we never lose sight of the fact that this is an African American institution.

President H. Patrick Swygert, 54, assumed the helm of the nation's only historically Black Research I institution in 1995. Since his arrival at Howard University, he has been crafting a strategy to carry the institution into the twenty-first century on a more stable financial footing, from which it will be poised to lead the nation in shaping and implementing the academic and research agenda for African Americans in the next millennium.



Swygert came to Howard from another Research I institution, the State University of New York-Albany, where he was president for five years. An alumnus of the institution he now leads, Swygert appears committed to sustaining Howard's stature as a leader among post-secondary institutions serving African Americans.

Black Issues spoke to him in February. The following is an excerpt from that interview.

Do you see a lot more African Americans being groomed at White schools and then going to teach?

You touch upon one of the critical issues confronting higher education today. There is a sense that some of our best and brightest find their way to majority up institutions as opposed to the stream running in the other direction. As I travel around the country and as I visit with colleagues elsewhere, I'm finding that more and more colleagues understand that the future is with the historically Black colleges, and that one can have a full and satisfying professional life at a historically Black college.

Are there challenges that scholars face when working at HBCUs that they don't necessarily encounter at traditionally White institutions? And if there are, can you talk a little about what it is that Howard is doing to address this, both at the administrative and faculty levels?

I come to the question with the perspective of someone who spent twenty-three years on the other side of the mountain. There's no mystery to me in terms of what those schools have to offer. Indeed, I have led one of those institutions, and I think many of them are overselling. As many colleagues find when they move to those institutions, it's simply not a bed of roses.

In terms of what a Howard or other historical Black schools and colleges must do to retain the best and brightest, I think we have to do a couple of things. The first thing is we [as an institution] have to acknowledge and confront certain truths. The best and the brightest are mobile folk who can and do leave. You simply cannot say to a colleague or faculty member or the brightest graduate and professional students that you must come here because you must come here. That simply doesn't work.

The second reality is that you must provide your talented faculty - and all of your faculty - with, at a minimum, the basic academic and technological resources that they would expect at any first-rate institution. As an example, when I came to Howard - now nearly three years ago - a fraction of our teaching faculty had

access to personal computers supplied by the university. At my first meeting with the faculty, I said that at the end of three years, every full-time member of this faculty would be outfitted with computing resources and the conductivity necessary to communicate with colleagues both on campus and around the world. I'm happy to say that by spring break 1998, we will have met that pledge.

Coming from a research university and with my background, I understood that was the minimum that must be given to a faculty. That's a multimillion dollar proposition, but you have to do that.

What we're trying to do here at Howard is acknowledge that, build up departments, and give departments resources. That, in turn, provides for a more wholesome, more energetic environment for our faculty.

Could you give us a specific example of how you do that?

In my Strategic Framework, we sought to establish a fund called the Fund for Academic Excellence. It operates as a kind of venture capital fund for faculty, allowing them and their departments to explore a particular issue or set of issues, or underwrite faculty travel or some activity that either is not subject to grant funding, is not subject to external support, or is not within the operating budget of the department.

How large is this fund?

The fund is now \$1 million. is [its] first year. It is managed by our provost Dr. Antoine Garibaldi.... We made \$500,000 worth of awards this semester. That's the kind of thing that faculty can see, such, and feel. And that transcends the rhetoric of saying, "We want to create a wonderful environment."

Is that in addition to and above the departmental budget?

Yes! Absolutely! It's additional money.



I've been here not quite three years. The university has been here 131 years. I think it would be presumptuous of me to speak in terms of a culture change in such a short period of time.

What are your criteria for determining where you want to put your research emphasis?

This year, 1998, we celebrate the fortieth anniversary of the awarding of the first Ph.D. at Howard University. We therefore begin the analysis as a research university by looking at our graduate and research programs that we believe do several things. First, they continue to add to the base of knowledge of the individual discipline itself. Secondly, they are disciplines that have demonstrated staying power. They have been sustained by faculty and grants and public acclaim. Thirdly - as I think is the case with most HBCUs, and is certainly the case at Howard - the program or activity is consistent with, and complements, the aspirations of the larger African American community.

I think it's most appropriate that, at Howard University, we never lose sight of the fact that this is an African American institution. It's an African American institution that was created and chartered by the United States Congress to speak to the needs and the aspirations of the larger African American community. That core value is something that has to inform all of our decisions - whether it's allocation of resources, graduate education, or otherwise.

Also, like other research institutions, there is a degree of engagement in terms of issues that are evolving, and issues that warrant and can find external support. One can't craft research and graduate programs by simply chasing current funding fashions. But funding resources and issues of national priorities as defined by major funders, in this case the federal government, are certainly important to us. The framework requires us to begin program review this year.

There is a tremendous funding gap between those research institutions that get the bulk of federal dollars and the rest. How does Howard plan to catch up? Or are you setting more modest goals for this university?

As you know, I have been accused of a lot of things and modesty is not one of them. And that's perfectly consistent with the history of this great institution. We didn't get to be great by thinking in modest terms. However, we can't do everything. There was a time, not long ago, when universities by definition thought of themselves as being universal in reach and program and discipline. Those days are, in fact, over.

At Howard we have a history that gives us a context. I'll give you an example. Civil rights, for my generation, meant, among other things, access to the greater society. Whether it was public accommodations, whether it was voting, whether it was economic opportunity, it was a notion of access. We wanted to be there. We wanted to have an opportunity to be there. And in large measure, the revolution succeeded.

However, we now confront the phenomenon of so many African Americans who are either middle class by income, or middle class by status and aspirations. Yet at the same time, we are confronting this phenomenon of more African Americans incarcerated - and African American women are being incarcerated more than ever before...How does a great institution relate to [this] dual phenomenon?

I hope there's a greater awareness that the Black agenda, the unfulfilled agenda for African Americans, is part of Howard's core value.... That's why we were chartered.

Now does that mean that every faculty member [and] every researcher here should somehow or another funnel their research aspirations in a way to address that issue? Of course not. What it does mean, however, is that the university can encourage, the university can support, the university can nourish those faculty members who are looking at that kind of issue.

Black and Hispanic colleges are now competing with one another for federal dollars. How do you feel about the notion that Black colleges are in some way being penalized, particularly because Howard gets this large block of federal money?

Well, that's interesting. I've never had a colleague or president say to me that he or she felt that their campus was penalized.

I don't have an argument with my Hispanic colleagues. What I would argue, though, is that we all need to get more. We need to increase the size of the pie rather than get into what I think are really destructive arguments and diversionary issues that only serve to divide us. I think there's \$1.7 trillion. It seems to me there's enough for everyone.

But how do you make that happen?

Well, I think these are two issues. It's not simply a question of the Hispanic community making its weight known in higher education circles. There's another issue which is equally, if not more, pressing - the issue of the loss of character, or the risk of loss of character, of some traditionally and historically Black institutions as a result of a kind of integration where it would appear as if the institutions are becoming less Black. And in fact, some have become White institutions.

Let's talk about those successful, middle-class young people who have become alums. You've brought about some significant gains in alumni support. You've got a 30 percent goal of participation. How have you done it? The legacy that you inherited was not a good one.

I've been quite fortunate in that we have some tremendous folk here who are working very hard to re-engage

the alumni - and it's certainly not a one-man band. In the last two-and-a-half years, I think I have personally visited virtually every major alumni center in the country to try and take the message out there personally. And like other institutions, I am a beneficiary of this economy. The economy has been very robust, and just as our endowment has done very, very well the last several years, so have many of our alums. We've gone from about 4 percent alumni participation to slightly more than 12 percent. In fact, I hope that by spring it will be more like 15 percent. I write a lot of letters to alums to let them know what's going on, and they've been very responsive. But we've got a long way to go.

Has the Patrick Swygert message, the approach you take, been incorporated into the culture here? Is your faculty on board?

I've been here not quite three years. The university has been here 131 years. I think it would be presumptuous of me to speak in terms of a culture change in such a short period of time. The way I like to look at it is that my faculty and the students are moving in a way that is positive, as they define positive, and I try to help them with that definition.

Every year you have an opportunity to put your stamp on the faculty in terms of the people you recruit and the people to whom you give tenure. Has it been communicated downstream that this Black agenda is important, and do they understand that they need to get on board with this agenda if they're going to be promoted and tenured at Howard?

I hope there's a greater awareness that the Black agenda, the unfulfilled agenda for African Americans, is part of Howard's core value. It's not something that I've invented. It's not something that I pulled out of the air as a kind of catchy phrase. That's why we were chartered.

Isn't there some conflict, in some ways, with a larger national agenda?

I don't see that it's inconsistent at all. Quite the contrary. Some of the skills that many majority institutions thought were throw-away skills, or not skills at all, as the economy becomes globalized in a real way, are terribly important. For more than 100 years here at Howard, for example, we have educated Africans, we have educated folks from the Caribbean, we've educated folks from all over the United States and all around the world. That's a fairly substantial skills bank that you build up over time.

There was a time when folks said that was all soft. It didn't make any difference if you knew how to relate to different people's cultures. But people now are specializing in that and are marketing that - and it's very, very important. That's not new to us.

There is a notion of, "I can be in a particular discipline that is totally free of, and not touched by, culture." But I don't know what discipline that is. We don't exist in a vacuum. We exist in a dynamic environment. It happens that the dynamic environment of Howard University is the United States of America first, and it is the African American community as well. And the two are not inconsistent with one another because we helped define that larger United States of America.



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► Biography**► Commencement '98 Opening Remarks,
(May 9, 1998)**

"Sons and daughters of Howard, yours is a heritage of leadership. Even more, as the product of a NATIONAL university, you are entitled to enter the arena of leadership. What you do with your lives will determine your ability to remain there. I have no doubts that you will."

**► Dear 1998 Graduate: A Message from the President
(May 1998)**

"You'll travel an impatient world, perpetually changing, complex, ambiguous, fiercely competitive, yet rich in opportunity! Travel light, seize every opportunity as best you can understand it, and show the way."

**► Charting a Black Research Agenda
(March 1998)**

"At Howard we have a history that gives us a context. I'll give you an example. Civil rights, for my generation, meant, among other things, access to the greater society. Whether it was public accommodations, whether it was voting, whether it was economic opportunity, it was a notion of access. We wanted to be there. We wanted to have an opportunity to be there. And in large measure, the revolution succeeded."

**► Howard University -- End-Of-Year Report -- 1996
(January 1997)**

"As Howard University approaches its 130th Anniversary, its faculty, students, staff, alumni and Trustees can rejoice and point with pride to many accomplishments".

**► The Strategic Framework For Action
(October 1996)**

"We are engaged in a strategic planning process in order to fortify our heritage of leadership and service and to make real our core values ... Let us begin."

► Convocation Speech (September 1995)

"In my vision, Howard University is a comprehensive research university, unique and irreplaceable, defined by its core values, the excellence of all its activities -- its instruction, research and service, and by its enduring commitment to educating youth, African Americans and other people of color in particular for leadership and service to our nation and the global community."



H. Patrick Swygert
President

What happens when all
your talents pull together?

Forbes

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1997 1998



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Note: Click on the tab to find out which technology star held this ranking in that year.

76 Christopher Galvin - CEO

The man charged with pulling Motorola out of its slump, Galvin had better hurry up. Shareholders and board members gave him until early next year to bring Motorola back-or he's out. He's also got a self-interest in turning the company around-he owns 3.5 million shares of Motorola stock.

Motorola

AGE: 48

LOCATION: Schaumburg, IL

HOLDINGS: 2.5M

INDUSTRY: Semiconductors

ESTIMATED WEALTH:



Other Motorola Tech 100:

		Estimated Wealth
Rank	Name	
19	<u>Robert Galvin</u>	\$747.3M



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**Our consultants will guide you
in resolving today's issues
and envisioning tomorrow's possibilities.**

Over the past years, Motorola has built a quality culture based on a shared vision of providing Total Customer Satisfaction. Many other companies and organizations have benchmarked Motorola to understand and learn from our worldwide quality mindset. Often they ask us to help their organizations achieve their quality goals.

Motorola University has responded to these requests through the Consulting and Training Services (CTS) team. CTS supports Motorola's goals by working with Motorola departments, selected customers, suppliers and other external organizations in improving their business performance. The services include quality and cycle time analyses, customized education and training programs and application consulting to ensure implementation and continuous performance improvement.

What distinguishes our consultants from others is experience. Each team member has over 20 years of experience either in Motorola or in other major global organizations. They combine consulting, teaching and facilitating to help our clients apply in their organizations what has successfully been incorporated into Motorola's culture.

This form of consulting extends the learning beyond the classroom to help your organization gain a distinctive competitive advantage. Our consultants have proven skills in a variety of functional areas. They have experienced first-hand the benefits of quality improvements. They are experts, champions and problem solvers.

Meet our Consulting Team

The major consulting areas are the following:

- Business needs analysis
- Cross-functional process mapping
- Cycle time reduction
- Quality improvement processes
- Benchmarking
- Strategic planning
- Advanced tools and techniques
- Quality System Review process

To discuss any of these areas, call 847-576-1310. One of the CTS team members will help you connect with one of the Applications Consultants.



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The Role of a Corporate University During Times of Radical Transition

Motorola Executive Forum

Executive Forums feature senior management of Motorola and Motorola University, discussing current issues and challenges with participants from a number of companies. The forums are a series of small-group discussions on current topics facing global organizations. Participants are decision-makers, director level and above, from other organizations. The following are examples of topics featured in the Executive Forums for 1998:

Keyword Search:



- Globalization
- Leadership
- Motorola's Quality & Total Cycle Time Reduction Stories
- Customer Focused Quality
- Education & Development for Leaders
- Teaming
- Reward & Recognition
- How a Global Company Communicates with its Employees
- Quality and the Bottom Line
- Leading Continuous Improvement
- How to Lead an Organization During Rapid Change

General Information:

Time:

Registration and continental breakfast start at 7:30 a.m. The forum begins at 8:00 a.m. and ends at 5:00 p.m.

Briefing Includes:

Continental breakfasts and lunches are included in the executive forum.

A. William Wiggerhorn

President, Motorola University

- The role of Motorola University during the current Motorola reorganization
- The key roles of training/communicating with employees during such times of radical transition
- The steps Motorola University has taken/is taking to support this transition

Audience:

- Director level and above decision makers

Session Information:



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Motorola Quality Briefing

How has Motorola created a quality culture? What we have learned can benefit you. Join us at a Motorola Quality Briefing.

As winner of the first Malcolm Baldrige National Quality Award in 1988, Motorola has been sharing the quality journey message several times each year since that exciting event.

The briefing provides information on why and how Motorola created a quality culture. A message from Bob Galvin, Chairman of the Executive Committee of the Board of Directors, will be shown at the beginning of the program. This is the original video that describes his vision for quality and inspired the organization to focus on total customer satisfaction.

General Information:

Time:

Registration and continental breakfast start at 7:30 a.m. The briefing begins at 8:00 a.m. and ends at 4:30 p.m.

Briefing Includes:

Continental breakfast, breaks, lunch, and copies of all presentation materials, including a copy of Motorola's Quality Systems Review (QSR) Guidelines. There also will be a display of publications from Motorola University Press.

Materials Covered:

Morning Session:

- Brief introduction to Motorola
- Six Sigma Process in manufacturing and non-manufacturing environments
- Total Customer Satisfaction
- Requirements for culture change
- Training as a catalyst for change

Afternoon Session:

- Total Cycle Time Reduction
- Cross Functional Process Mapping
- Implementation of empowered work teams

Audience:

- CEOs/Presidents
- Senior Managers
- HRD/Training
- Quality Managers
- Manufacturing/Engineering
- Other interested individuals

Session Information:

Closed Sessions (only for your employees, on your sites or ours):

There are custom licensed sessions available for this briefing. For further information, contact Diane Prange at (847) 576 - 0176 or send email to a10092@email.mot.com.



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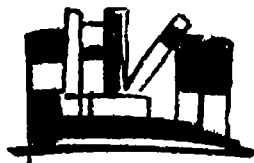
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[Uncompromising Integrity:
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Motorola University Press has won prestigious publishing awards, and many of its publications are used at leading universities and other centers for education. An important goal is to provide publications that support Motorola's initiatives.

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The Motorola University Bookstore is now open in the Galvin Center for Continuing Education in Schaumburg, Illinois, U.S. Daily hours are from 10:00 A.M. - 3:00 P.M.

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The following titles appear in the second quarter edition of *Opportunities*:

[10 Steps to Financial Success: A Beginner's Guide to Saving and Investing](#), W. Patrick Naylor

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To help you find a title, browse through our list of the [top twenty titles](#) sold, or look through our many [Collections](#).

Also, look at the titles below that appear in *Opportunities*.

Crossing the Chasm: Marketing and Selling High Tech Products to
Mainstream Customers, Geoffrey Moore

Do's and Taboos Around the World, Roger Axtell

The Year 2000 Software Crisis: Challenge of the Century, William M.
Ulrich

Project Management Body of Knowledge, PMI Institute



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Roberts T. Jones

Mr. Jones is President and Chief Executive Officer of the National Alliance of Business

A nationally recognized expert in the workforce development field, Roberts Jones has over thirty years of organizational management and public policy experience in the training and education field. As a lifelong advocate for investing in people, Jones is widely credited with helping place workforce development at the forefront of the nation's public policy agenda. Prior to joining the Alliance, Jones was vice president of RJR Nabisco, Inc.

Mr. Jones served both Presidents Reagan and Bush as Assistant Secretary of Labor, responsible for federal workforce development and training policy addressing the significant changes in work and the workplace. Jones played a key role in the Hudson Institute's landmark research project and report, *Workforce 2000: Work and Workers for the 21st Century*, and was responsible for the Department of Labor's SCANS Commission, which for the first time spelled out the skills necessary for success in the workplace.

Mr. Jones is a frequent commentator on economic and workforce issues on CNN, CNBC, and National Public Radio. He also writes about workplace issues, appearing regularly in newspapers and periodicals across the United States. Mr. Jones serves on the Board of Overseers of the Malcolm Baldrige National Quality Award, the Board of Trustees of the Carnegie Foundation for the Advancement of Teaching and the boards of United Benefit Advisors, Inc., the Management & Training Corporation, the Career Training Foundation, and the Talent Alliance. He is also a member of the National Council on Science and Technology Education of the American Association for the Advancement of Science.

Mr. Jones was awarded the Presidential Distinguished Executive Award, the highest honor in the federal government, in 1986. Mr. Jones received his B.S. in Psychology from the University of Redlands in Redlands, California, and performed graduate work in Public Administration at the American University in Washington, DC. He also served for four years in the United States Air Force.

Before founding Working Today, Sara Horowitz was a labor attorney in private practice and a union organizer with 1199, the National Health and Human Service Employees Union. She has a masters degree from Harvard's Kennedy School of Government and a law degree cum laude from the SUNY Buffalo Law School. She is a graduate of Cornell University's School of Industrial and Labor Relations, which awarded her its labor prize.

Sara started Working Today in 1995 and was named Public Interest Pioneer by the Stern Family Fund in 1996. The Rockefeller Foundation recently invited her to join its Next Generation Leadership Program, and she has been awarded three fellowships from echoing green. Sara is a member of the Task Force on Restructuring America's Labor Market Institutions, which is sponsored by the Massachusetts Institute of Technology and supported by grants from the Ford and Rockefeller Foundations. She was also recently invited to participate in "Emerging Labor Market Institutions for the 21st Century," a research group of academics, policy experts, and practitioners convened by Harvard University, the National Bureau of Economic Research, and the Economic Policy Institute.

In addition to her work as Executive Director of Working Today, Sara also serves as an arbitrator of employment disputes with the American Arbitration Association.

FieldNotes

MANAGING

Treating Temporary Work as a Permanent Fixture

IN CONCEIVING HER New Age labor movement, Sara Horowitz has grasped a pivotal truth: not everyone wants to be an entrepreneur.

Or not, at least, in the sense that the term has been batted at American workers in recent years. The argument, spouted by countless big-picture types, usually follows the same reasoning: to prosper in a ruthless global economy, companies need all the flexibility they can muster, which includes adapting to their inventory of humans the same "just-in-time" mind-set they've brought to raw materials. Smart workers should treat their careers just as entrepreneurs behave toward their businesses: constantly casting an eye toward adding marketable capabilities and keeping in mind that they'd better provide for their own job security.

All of which makes for a wonderfully efficient economy, except for one problem: it's awfully scary.

That's where Horowitz's nascent movement, Working Today, comes in. The group seeks to draw its rank and file from the country's independent workers—the home-based entrepreneur, the downsized-manager-turned-consultant—who number between 10 million and 20

million, according to data gatherers. Based in New York City, the nonprofit aims to give that atomized constituency what the original labor movement gave industrial workers: an organized voice and better working conditions, including access to collective health-insurance purchas-

ing workers at the turn of the century. In both cases the legal and institutional safety net was slow to adapt to basic changes in the economy. "In a sense the mode of representation has to catch up," says Heckscher. "Right now people are floundering."

Horowitz has set an am-

ditional workplace-based union structure just doesn't work for it."

What will work, exactly, is hard to predict. As Horowitz points out, the distinction between labor and management has lost its sharpness. "If you're in a traditional union setting, it's labor versus management," she notes. "But if you're a freelancer going from project to project, whom are you going to be adversarial against?"

For starters, the government: Horowitz says the real oppressor of the new workforce is an outmoded set of laws. So public education, not collective bargaining, will be Working Today's focus. Among the legislative remedies Horowitz advocates: clarification of the definition of independent contractors; elimination of double Social Security taxes for the self-employed; and a better system of portable health insurance and pensions. She also promotes letting the self-employed set aside pre-tax income for "dry spells," to help offset the effects of fluctuating earnings.

To be effective, though, Working Today has to attract members: only 2,000 have paid its \$10 fee. "We'll probably see a series of cuts on this problem," predicts author William Bridges, whose 1994 book, *JobShift: How to Prosper in a Workplace Without Jobs*, documents what he dubs the "de-jobbing" of America. "Whether this will be the group that succeeds, I don't know." ■

—Jerry Useem



MORE PERFECT UNION: Sara Horowitz hopes Working Today can unite a new mobile, flexible workforce.

ing, legal services, and discounts on office supplies.

Charles Heckscher, a professor in the School of Management and Labor Relations at Rutgers University who chairs Working Today's board, likens the plight of contingent workers today to that of manu-

bitious goal: to marry the social mission of the labor movement with the harsh economic realities of the 1990s. "We have to find ways to help people in the new way they're working," says Horowitz, 34. "There's a new mobile, flexible workforce, and the tradi-

THE NEW YORK TIMES OP-ED FRIDAY, NOVEMBER 3, 1995

In America

BOB HERBERT

Strength in Numbers

On Tuesday Secretary of Labor Robert Reich said, "There is something wrong with rising profits, rising productivity and a soaring stock market, but employee compensation heading nowhere."

The Labor Department had just reported that an expanding economy had driven stock prices to record levels in the past year but the earnings of American workers had risen by only 2.7 percent, the smallest annual increase on record.

The report was not surprising. American workers have been on a downhill slide for years, losing wages, losing benefits, losing jobs, losing respect, and in all too many cases, losing hope.

Now comes Sara Horowitz, young and energetic and optimistic, with a project that is bold and timely and just might work.

Ms. Horowitz is the president of a new organization, based in New York, called Working Today. It is (or, more correctly, aspires to be) an employee lobby, an association of all types of workers modeled on the American Association of Retired Persons.

"It is open," said Ms. Horowitz, "to all those who work or want to work: professionals and service workers, managers and time-clock punchers, consultants, freelancers, and part-time and seasonal workers, as well as all those who are unemployed."

Downsized managers and part-time hamburger flippers (the distinction is not as great as it might seem; some individuals inhabit both roles) are among the millions of American workers adrift in the bewildering new world of employment. It is a world that increasingly favors the fortunate few at the very top.

For millions of others in all income groups the mere thought of the workplace can provoke anxiety and dread.

The smart set, obsessed by the impact of technology and the global economy, would have you believe there is not much that can be done to counter the humiliation of American workers. That mystical force called the market has spoken. The message is as follows: Bill Gates has an operating system that is more efficient than you, and Bangladesh has workers that are far cheaper than you.

Now what was that you said about a raise?

Ms. Horowitz and her colleagues, including Prof. Herbert J. Gans of Columbia University, who has been studying the problem of unemployment since the 1960's, offer a somewhat different message:

"That companies are able to shift from offering good jobs with benefits and security to offering poorly paid jobs with no benefits and no security is due, in part, to the absence of a strong voice from those who work."

Working Today hopes to remedy that by being an advocate on issues important to the 150 million workers or potential workers who have no unified national voice, and by providing practical services and advice to its members, who pay a \$10 annual fee.

The organization, with headquarters at 25 West 43d Street, is in its earliest stages. But members are signing up, some foundation money is coming in, and Ms. Horowitz's plans are moving smartly ahead.

Some of the issues are obvious — job creation, wage stagnation, the portability of health and pension benefits. Some are less obvious. People who work at home, for example, have to pay for office supplies, which can be hugely expensive. Working

Creating an employee lobby.

Today will try to find ways to pool resources and buy in bulk, thus providing discounts for its members.

Ms. Horowitz is a lawyer who recently finished a stint at the Kennedy School of Government at Harvard. She is a strong believer in civic participation and cooperation, and believes the same principles should be applied to the workplace.

"People are focusing so much as individuals, and they don't really have the organizations or institutions to bring them together," she said. "When these big problems like downsizing start happening, it's almost as if everyone sort of looks at each other and says, 'Now what?'"

An important goal of Working Today is to link individuals and groups from around the country that are already working on employee issues. "We're designing an Internet strategy," Ms. Horowitz said, adding, "We're trying very hard to reach people, to connect people and ideas." She made it clear that advice and expertise and any other type of support would be welcome.

Working Today is a big project and worth rooting for. □

DAILY @ NEWS

NEW YORK'S HOMETOWN NEWSPAPER

Monday, September 1, 1997

THE OP-ED PAGE

How to help part-time workers

LARS-ERIK NELSON



UPS management trumpeted the end of its dispute with its unionized drivers by buying full-page ads depicting... a smiling driver.

As it returned to

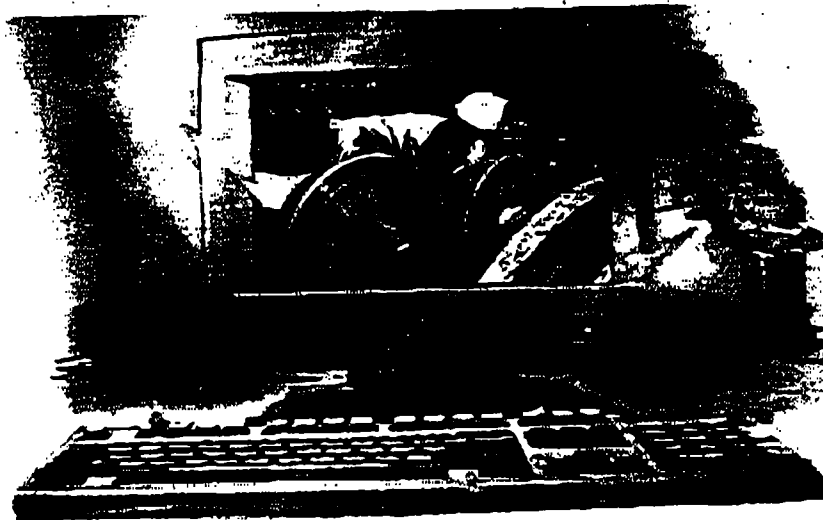
work, the company knew that yesterday's enemy was in fact its greatest asset.

The UPS strike was a unique victory for organized labor. In contrast to many American employers, UPS could not threaten to move jobs to Mexico or automate them out of existence or even bring in replacements to work the complex delivery routes. When the drivers walked, UPS had to settle.

But the central issue of the strike — the increasing use of part-time workers — remains a threat to millions of other Americans. Few have the advantages enjoyed by the UPS drivers or an organization like the Teamsters to represent them.

According to a study by the Economic Policy Institute, a labor-backed Washington research organization, nearly 30% of American workers are now employed part-time, as temps, as independent contractors or as casual workers moving from job to job. For most, wages are lower than in similar full-time jobs, and benefits are nonexistent.

There are two possible responses to this reality: We can whine about greedy employers or we can look at solutions like one advocated by Sara Horowitz of Working Today. She proposes organizing the increasing army of temps, part-timers and independent contractors into groups to buy discounted health insurance independently of



JIM WILLIAMS DAILY NEWS

their ever-shifting employers.

"The UPS strike showed that we have a two-tier work force — those with full-time jobs and benefits and those without," she said the other day. "Traditionally, benefits like health coverage came with the job. Now, for temps, it's not even clear who the employer is. And people who have jobs that take them from project to project are not even covered by unemployment insurance."

Working Today's program would offer individual workers the benefits of group health insurance, discounted legal advice and tips on how to survive as an independent worker.

"Currently," Horowitz says, "there are two views about benefits: The Republican notion that the individual is on his own and the Democratic notion that the employer should provide them. We offer a third way."

Horowitz admits that her health-insurance plan is a good deal for high-income independent contractors or those who can persuade employers to foot the bill. It is not much help for low-wage

temps and part-timers who cannot afford to buy it. But in an era when President Clinton tells us we will all change jobs six or eight times in our lives, she wonders why basic benefits like health insurance should be at the mercy of a changing array of employers.

Horowitz, who comes out of a liberal background, finds more interest in this concept from Republicans fearful of Big Government health insurance plans than from Democrats who tend to look to employers or government to provide benefits.

Through affiliation with groups like freelance writers' unions, Working Today already has 35,000 members and has won some financial support from the Ford Foundation. It has a Web site: www.workingtoday.org, and an address: Box 1261 Old Chelsea Station, New York, N.Y. 10113-9998.

Does it also have an answer to the plight of increasing numbers of American workers? Yes. This is a neat compromise between conservative and liberal answers to a changing work place.

DAILY NEWS

NEW YORK'S HOMETOWN NEWSPAPER

Friday, May 14, 1999

www.nydailynews.com

Microsoft ruling may aid local tech temps

By KENNETH LI

Daily News Business Writer

In a Federal court ruling with wide-reaching implications for high-tech workers nationwide — including New York's Silicon Alley — Microsoft may have to pay up to \$15 million to its legions of temporary workers denied full-time employee benefits.

The ruling, issued yesterday by the Ninth U.S. Circuit Court of Appeals in Seattle, Wash., was being viewed yesterday as a shining beacon in the plight of the relatively small but growing contingent of overworked, underpaid Silicon Alley employees, labor organizers said.

They hoped the ruling would spur renewed focus on what they called exploitative labor practices in the growing new media industry in New York.

At issue in the Microsoft case was the denial of lucrative employee benefits — specifically the right to purchase the high-flying Microsoft stock at an employee discount.

A large group of workers claimed they were, in essence full-time workers, even though Microsoft considered them temporary.

As a result, Microsoft stands to pay up to \$15 million in stock purchase options to thousands of affected workers

since 1986.

Microsoft executives could not be reached for comment.

The court ruling "is a big win for people in the [high-tech] industry everywhere," said Marcus Courtney, co-founder of WashTech, a year-old Seattle-based labor group trying to organize West Coast high-tech workers.

Microsoft's ruling should be a "lesson for employers that as an industry progresses, there should be a concern for the entire work force," said Sara Horowitz, executive director of Working Today, a New York-based nonprofit organization that promotes the interests of independent workers.

dependent workers.

"This is a new work force in a new economy," Horowitz said. And "clearly, the people on the bottom are not doing so well."

In New York's new media zone, Silicon Alley, many successful new businesses have been hatched "on the backs of intern workers and workers being paid \$10 an hour as freelancers working 50 to 60 hours a week," said Dick Jones, an organizer at Labor Online.

Horowitz' Working Today is planning to launch within the next 10 months a "portable" health plan for freelance employees, who may not have company-sponsored health benefits.



DAILY NEWS • Friday, May 14, 1999

The Boston Globe

TUESDAY, SEPTEMBER 23, 1997

Bill, group target contingent workers

INSTEAD OF WORKING THE standard full-time job with one employer at a time, millions of men and women today are taking an alternative path that many others want to follow: working less than full time for one or more employer. Their roles include part-time employee, agency or in-house temp, or independent contractor. Like those in the standard format, workers in alternative formats range from top-notch professionals and managers to unskilled workers.

Some want but can't find a full-time job. Others prefer the alternative format. More time for family, further training or education, and other personal pursuits are major drawing cards. Lower compensation, fewer benefits, few if any statutory work rights are serious drawbacks, especially for the unskilled and semiskilled.

Efforts to address the problems and develop remedies are finally getting under way. The Teamsters and other labor unions are the leading activists. Their focus is on reducing and improving part-time employment and on organizing part-time workers.

Setting the pace for groups that include part-timers and the self-employed is Working Today, a two-year-old nationwide, nonprofit membership organization. It provides a voice for "The New Workforce," offers its members education, advocacy, group health insurance, and other benefits. Based in New York City, it charges annual dues of \$10, which include a quarterly newsletter (17 West 17th St., New York, NY 10011; 212-366-8066).

Besides building its individual

LIVING WITH WORK Juliet F. Brudney

membership, currently several thousand, Working Today recently launched a network composed of organizations and professional associations. Nine groups with a total of about 40,000 members have already joined the network, including Mass. Employees Association, Society of Telecommunications Consultants, Translators and Interpreters Guild, Women Inc.

"Numbers bring strength," says Sara Horowitz, Working Today's founder and executive director. Network goals include educating the public and policymakers about the changing nature of work, linking participants to the Pension Portability Coalition, and creating a large consumer pool to purchase discounted benefits, she reports. "No fee to join yet because we're still building. There will be later."

The Massachusetts Legislature is considering a bill on contingent workers. Its first proposed step would be conducting a study "to determine the number, nature, and quality of job vacancies; the gap between the number of livable wage jobs and job seekers; the impact of job training on job opportunities," states a fact sheet on the bill from the Campaign on Contingent Work. Other information material is available (647-1922, Jason Pramas; free, donations welcome).

Sponsors of the proposed legislation are Representative Pat Jehlen (D-Somerville) and Senator Stephen Lynch (D-South Boston). Jehlen will

chair a free forum on the topic: Discussion of Part-Time Work, 7 p.m. Oct. 15 at the main branch of Somerville Public Library (823-5000, Josie Wrangham). Speakers include Laura Younger of the Campaign on Contingent Work and Chris Tilly, author of "Half a Job, Bad and Good Part-Time Jobs in a Changing Labor Market." An associate professor of regional economic and social development at UMass-Lowell, Tilly provides an astute analysis of "industry-driven" part-time options in his book (Temple University Press; 800-447-1656; \$19.95 + \$4 shipping).

Tilly distinguishes between "retention" part-time jobs, which are used to keep valued employees who are relatively skilled, and secondary part-time jobs, which are "broken into units with little skill or responsibility." Most of the part-time market involves secondary jobs. Interviews with employees in the retail industry, where there are many secondary part-time jobs, and in insurance, which has retention positions, show that secondary positions are found mostly in "labor markets with persistent labor surpluses and sharp distinctions among the various categories of workers and jobs."

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FAST COMPANY
DECEMBER/JANUARY 1998

By Daniel H. Pink

FREE AGENT NATION



There's a new movement in the land—as fast-growing as it is invisible.
From coast to coast, in communities large and small, citizens
are declaring their independence and drafting a new bill of rights.
Meet some of the 25 million residents of Free Agent, USA.

Photography by Chris Sanders

WELCOME TO FREE AGENT, USA.

Federal census takers can't tell you how many people actually live here. Government mapmakers have yet to give it an official location.

But if you go look for it, as I did, you can't miss it. It's out there, from coast to coast, and it's growing every day. The residents of Free Agent, USA are legion: Start with the 1.4 million self-employed Americans. Consider the 8.3 million Americans who are independent contractors. Factor in the 2.3 million people who find work each day through temporary agencies. Note that in January the IRS expects to mail out more than 74 million copies of Form 1099-MISC—the pay stub of free agents.

So let's hazard a guess. If we add up the self-employed, the independent contractors, the temps—a working definition of the population of Free Agent Nation—we end up with more than 16% of the American workforce: roughly 25 million free agents in the United States, people who move from project to project and who work on their own, sometimes for months, sometimes for days.

And if you're looking for a place to start making the map, you can mark Deborah Risi's home in Menlo Park, California. A 40-year-old marketing whiz, Risi worked for many years at companies like Apple Computer and Pacific Bell, climbing her way gracefully through their marketing divisions, securing ever-better positions at ever-higher salaries. Then, about two and a half years ago, she walked out of a company she'd rather not name and reexamined her life. "I looked back on my work history and realized I had never felt really, really good about it," she says. "I had maybe one boss I could both respect and learn from. I was tired of working incredibly hard for companies that lacked leadership and didn't share my values."

So she declared herself a free agent, landed her first client four days later, and hasn't looked back. Today Risi operates out of a room in her house that overflows with computer gear, file cabinets, and a Magic 8-Ball ("my managerial decision-making tool"). She consults on marketing strategy for high-tech giants like Sun Microsystems, Oracle, and Cisco Systems, usually juggling four to six clients at a time and bringing in a lot more money than she earned during her years in corporate America.

She feels more invigorated than she ever did in a traditional job. No surprise there. But—and this is one of the many counterintuitive truths of Free Agent Nation—she also feels more secure. She pilots her work life using an instrument panel similar to the one

she uses for her investments: plenty of research, solid fundamentals, and most of all, diversification. Just as sensible investors would never sink all their financial capital into one stock, free agents like Risi are questioning the wisdom of investing all their human capital in a single employer. Not only is it more interesting to have six clients instead of one boss; it also may be safer.

The concept eludes some. About a year ago Risi applied for a mortgage. The bank demanded to see every scrap of paper about her life and her finances, because a woman without a "job" was, in its old-economy view, an obvious credit risk.

"I showed them my résumé and said, 'You're kidding me! I've been at Apple, Pacific Bell, Cullinet Software—all these high-tech companies. You're telling me that I would be a safer bet at one of those than I am with six active clients? If one of my clients goes away, I'm still going to make my payments. But if I'm employed by Apple and they let me go, I'm out on the street.'"

She got her loan.

"Unless you're into self-abuse, or you're incredibly lucky and avoid restructuring," says Risi, "being a lifer is no longer an option."

As you take to the highways found on the new map of work, you'll soon learn the foremost rule of the road: freedom is the pathway to security, not a detour from it.

LIKE MANY FREE AGENTS, I'M LOOKING FOR EL DORADO. EL DORADO, New Mexico, that is. That's where you'll find June Walker, 53, a free agent who lives in an adobe house in this tiny, nonincorporated area eight miles outside of Santa Fe. A tax and finance consultant, she advises other free agents on the intricacies and frustrations of the tax code. She says that if free agency changes the old equation between security and freedom—the either-or proposition of what Walker acidly calls the "W-2 world"—then the next challenging issue it raises goes straight to the heart of the matter: Why work?

"Free agency forces you to think about who you are and what you want to do with your life," she says. "Previously, it was only those wonderful, flaky artists who had to deal with this."

The old social contract didn't have a clause for introspection. It was much simpler than that. You gave loyalty. You got security. But now that the old contract has been repealed, people are examining both its basic terms and its implicit conditions.

Free agents quickly realized that in the traditional world, they were silently accepting an architecture of work customs and social mores that should have crumbled long ago under the weight of its

own absurdity. From infighting and office politics to bosses pitting employees against one another to colleagues who don't pull their weight, most workplaces are a study in dysfunction. Most people do want to work; they don't want to put up with brain-dead distractions. Much of what happens inside companies turns out to be about... nothing. The American workplace has become a coast-to-coast "Seinfeld" episode. It's about nothing.

But work, free agents say, has to be about something. And so, instead of accepting the old terms, they're demanding new ones. Thus the second rule of the road for navigating Free Agent, USA: work is personal. You can achieve a beautiful synchronicity between who you are and what you do.

"A large organization is about submerging your own identity for the good of the company," says David Garfinkel, 44, from his apartment in San Francisco. "People have their game faces on." A few years ago, when he was a bureau chief for business publisher McGraw-Hill, Garfinkel decided he couldn't play that game any longer. "The appearance and title of the job were exciting, but the job wasn't using the best part of me. I felt like I was out of touch with who I really was." He's now a free-agent marketing strategist and copywriter.

Across the Bay, Sue Burish—a beefy, boisterous Oakland-based free agent who goes by the unlikely nickname of "Birdi"—concurs. "In traditional companies," she says, "people don't believe in themselves. How they act is so frequently not who they are. They put on masks for eight hours and then take them off when they're done."

Free agents gladly swap the false promise of security for the personal pledge of authenticity. "In free agency," says Burish, who now designs training programs, "people assume their own shape rather than fit the shape of some corporate box."

Burish, 45, knows about corporate boxes. She began her career in the mid-1970s, selling Parker pens. Since then she's worked at Southern Pacific Railroad, at Crocker Bank and, for more than seven years, at Raychem Corp., the large electronics manufacturer.

"I have been rifled, merged, and bankrupted into unemployment," she says of her corporate life. But as a free agent for the last two years, she's been something altogether new: she's been whole. "I used to think that what I needed to do was balance my life, keep my personal and professional lives separate," she says. "But I discovered that the real secret is integration. I integrate my work into my life. I don't see my work as separate from my identity." The

mask is gone. For this free agent, work is who she is.

And just as the first rule of the road leads to the second, the second yields the third: Work is fun.

For example, Burish came up with one of her best business ideas while taking the afternoon "off" to attend a day game of her beloved Oakland A's. "I don't know if going to a baseball game is business or fun," she says. "I've stopped worrying about it."

Because in Free Agent Nation, work is supposed to be fun.

IT WAS THE FUN OF HER JOB THAT THERESA FITZGERALD MISSED WHEN she rose from low-level designer to creative director at United Media, a New York company that syndicates columns and comic strips. She earned more and more money, got more and more responsibility, and moved further and further away from what she loved. Instead of doing art, she was managing people who did art. "I'd come into the studio and say, 'You guys are having all the fun,'" Fitzgerald explains. So, at the top of her career, she left to become a free agent.

It's yet another way that free agents have reversed the organizing premises of work in America. Remember the Peter Principle? That old chestnut held that people rise through the ranks until they reach the level of their incompetence. Fitzgerald embodies the Paul Principle: people rise through an organization until they stop having fun. Then they leave to become free agents.

Today Fitzgerald, 35, operates out of a 10x12 room in an apartment on Manhattan's Upper West Side. The ceiling is low, and the ceiling fan makes it seem even lower. A plastic Gumby dangles from the cord, dancing to the sound of the jackhammers devouring West 83rd Street. The Paul Principle propelled her here, where she designs children's clothing, toys, and promotions for clients including Playskool, Scholastic Publishing, and Major League Baseball. As much as she treasures her years as a corporate honcho, she knew she was losing touch with who she really was.

"I'm a doer," Fitzgerald says. "I would have very busy days at United Media, but I wouldn't have done anything."

She does not consider this boxy room the East Coast version of a Cupertino garage—the incubator for a large design operation of her own. "If I become a studio," she says, "I begin to lose me."

Tacked above her drafting table is a newspaper photo of Norman Rockwell with a small knot of people. "Why do you have a picture of Norman Rockwell?" I ask. She points to a young man at the edge of the frame, almost cropped out of the photo: "That's my dad. He took drawing classes from Norman Rockwell."

HER BUSINESS SCHOOL DEAN ADVISED JOANNA BAKER TO TAKE A PLUM JOB AT A PHARMACEUTICALS COMPANY. SHE TURNED IT DOWN TO BE A FREE AGENT: "I DID A GUT CHECK. I DIDN'T WANT TO GIVE UP JOANNA BAKER TO BE A COG IN THEIR MACHINE."

"Was he a professional artist?" I ask.

"No," she answers. "He worked at General Electric for 35 years, but he was a very talented artist." Back then, freedom and security were a tradeoff, and with five kids to feed, he understandably chose security. Work wasn't personal, and it damn well wasn't supposed to be fun.

"It was," Fitzgerald says, "a different world."

"I'M WIFED," SAYS JOANNA BAKER FROM HER CELLPHONE as she drives to a meeting somewhere near Chicago. "I've been working every night until 10."

Baker, 36, is the founder of an executive search firm. She's off to see another client. Like many in her field, Baker has sterling academic credentials—an undergraduate degree from Bernard College, an advanced degree in management from Northwestern University's Kellogg School. But unlike the legions of squeaky-clean MBAs who make their way lemminglike from on-campus interviews to socially acceptable "jobs," Baker has been a free agent from day one of her career. Smart, talented, driven, she is a first-round draft pick who's opted to play in a league of her own.

She recalls her B-school days as she pilots her Toyota Corolla wagon to her next stop: "Everybody was looking for that big plum job. Everybody wanted to be a brand manager." She too was tending that way—until she attended a few recruiting receptions. "They were fake, they were plastic." She was looking for authenticity.

She had entered Kellogg's Class of '93 after working in social services in New York City: "I worked at a nonprofit. I didn't know what the hell a balance sheet was." But gradually Baker grew to love the world of business, in particular the talent side of business—hiring and recruiting people to join companies.

By her second year of B-school, she figured she could do that sort of work on her own, but she covered her bets by talking to the megacompanies that were interviewing on campus. A pharmaceuticals company offered her a job as a recruiter at a juicy starting salary. But she decided she'd rather go it alone. Then, in the spring of her second year, the dean of Kellogg took Baker to lunch and told her not to do anything rash. Take the job at the drug company, he advised. You won't regret it.

For a time, she considered it. Here was the dean of one of the nation's top business schools giving her private career counseling.

But in the end, she turned down the offer: "I did a gut check.

And my gut said that I'm going to be a little sick to my stomach when I wake up in the morning. I didn't want to give up Joanna Baker to be a cog in their machine."

So, haltingly, she struck out on her own. She joined a professional association, The Research Roundtable, and visited other recruiters. She didn't always like what she saw. These recruiters, she says, "put a high value on having mahogany and brass. There's no mahogany in my house."

In her Evanston, Illinois home office, there are two phone lines and a black Labrador retriever—elements that Baker considers essential to her free-agent success. The dean has become a friend and even introduces her to prospective clients. And when she attends alumni meetings and sees her old classmates, she realizes that she makes about as much money as they do but has fringe benefits they probably can't even imagine.

"I get to do yoga every day in my house," Baker says. "Other people are commuting while I'm doing yoga."

DEEP IN THE HUDSON VALLEY, ACROSS THE ABANDONED RAILROAD tracks, past the rural cemetery, beyond the stone lions, in a cedar-paneled house at the foot of the Shawangunk Mountains, Terri Lonier is working solo. Literally.

Lonier, 45, is the founder of Working Solo, a consulting and publishing operation that advises free agents on how to navigate this new world; it also helps larger businesses understand and reach this growing new market. She is both evangelist and ambassador. She spreads the word, urging the growing flock of free agents to have faith—in themselves. And she journeys to the more established land of business to decode what's taking place in the strange new realm that she represents.

At her home here in New Paltz, New York, one of the most compelling subplots in the Free Agent Nation story is unfolding in Lonier's basement and across her telephone lines. Throughout the country, small groups of free agents are helping one another succeed professionally and survive emotionally. These groups belie another of the central myths about free agency: that without that office watercooler, free agents become isolated and lonely. As Lonier puts it, "Working solo is not working alone."

These groups—at once hard-headed and soft-hearted—are creating new communities. One part board of directors, another part group therapy, these small, self-organized clusters are part of the emerging free-agent infrastructure. Along with Kinko's, Office

Depot, Staples, and Web sites too numerous to count, they are forming the new foundation of our economic and social lives.

Every other week, usually on a Friday morning, Lonier and three colleagues—including Elaine Floyd, 36, a newsletter impresario based in St. Louis, and Pam Davis, 47, a television producer based in San Diego—hold a conference call to discuss their microbusinesses. They solicit and receive advice, set goals for the coming weeks, and give one another an emotional boost.

David Garfinkel, the free-agent copywriter from San Francisco, is the fourth participant in the biweekly call. He says that being accountable to peers has forced him to get things done that he might have let slide. "I have a lot of great friends," Garfinkel says, "but they haven't chosen this path. No matter how kindhearted they are, they just can't cheer you on. They're on a different emotional frequency."

Adds Davis: "A lot of people don't understand what I'm going through. I see this look on their faces, and I say, 'I'm going to go talk to my group about it.'"

A DIFFERENT FRIDAY MORNING, A DIFFERENT GROUP. THIS TIME I'M in Miriam Krasno's living room in Skokie, Illinois, with a plate of bagels to my left and her parrot BooBoo to my right. This is the Strategy Group, which includes Joanna Baker, the executive recruiter, and three other women: Krasno, 41, a career coach; Cheryl Rodgers, 41, an educational technology consultant; and Beth Sirull, 34, a free-agent marketing guru.

The Strategy Group has fun, but it's structured fun. At their meetings, each participant has a maximum of 20 minutes to speak, with the time divided into four periods. The first period is called Accomplishments and Insights; here, a participant must talk for at least two but no more than five minutes about what she has achieved in the past month—personally, professionally, and, yes, spiritually. Next comes Struggles and Dilemmas, a two-to-five-minute chance to discuss problems while avoiding self-flagellation. That sets the stage for the nine-minute interactive session, during which the group offers advice (like a corporate board) and encouragement (like a support group). Then comes the one-minute finale, in which each woman makes commitments to herself that the group will enforce.

For this session, Rodgers—sitting cross-legged on Krasno's

couch—begins. She reports on her month, which has been a bit up-and-down. She likes some of the work she's doing, dislikes some of the rest. Midway through a sentence, Baker's black pocket timer screeches to signal the end of this period. "Struggles and Dilemmas," Baker says. "Let's go."

Rodgers's main difficulty is that a contract she's working on looks as if it will take significantly longer than she expected. She feels she's not getting paid a fair amount. "I have no idea whether it's appropriate to go back to my client and say that I'm uncomfortable with this," she says.

"Did you give the client a written proposal?" Krasno asks, peering from behind her birdlike glasses.

Rodgers, head turned down, says, "No."

"That's the problem," says Sirull. "You've got nothing to fall back on, nothing to point to."

Rodgers also thinks she might want to work full-time for an operation for which she's now a contractor. Her group debates the merits of such a move. "If you can get health insurance, it might be worth it," Sirull offers.

The rapid-fire squeal of Baker's timer sounds again: now it's Krasno's turn. Then comes Sirull.

Baker goes last, and she has a lot going on. She's secured office space because new business has flooded in. And she's landed even more work. But her report quickly turns personal: "I'm going to start teaching yoga soon." Later she adds, "I haven't had an actual date since last time we met."

Her first struggle: for one large project, she's had to spend a lot of time in a cubicle inside a large company. "I remembered all those things I'd forgotten—pantyhose being stupid, commuting being stupid, not seeing light during the day. I want not to work there so badly I can taste it."

Another struggle: her schedule is so packed that she's having a tough time doing things like shopping for groceries and sustaining a social life.

The group helps her decide which time commitments to honor and which to discard. They also validate her decision to secure new office space, and they help her navigate an ethical dilemma that she faces with one client. All in all, they provide useful and compassionate advice.

Baker's commitments for next time run the gamut—from having lunch with a new business contact to cleaning her house.

Unprovoked, Sirull offers a prediction: "I think you'll have a date in the next month too."

**UNION ORGANIZING RUNS DEEP IN SARA HOROWITZ'S FAMILY.
NOW SHE'S STARTED THE OPPOSITE OF A LABOR UNION—
A CONSUMER'S UNION THAT DEFENDS THE BUYER'S RIGHTS OF FREE AGENTS.
"THIS IS GOING TO BE A NEW KIND OF DEMOCRACY."**

IN A SPARTAN EIGHTH-FLOOR OFFICE OF A MANGY building in the Union Square section of Manhattan, Sara Horowitz is busy writing the new rules of labor. Horowitz, 34, is executive director of Working Today, a two-year-old organization made up of nine professional groups and comprising 35,000 people—including 2,500 individuals who have signed up on their own. By joining Working Today, free agents can secure some of the economies of scale enjoyed by traditional workers. Working Today's \$10 membership fee buys access to health insurance, office supplies, computer software, and airline tickets, all at group discounts.

What makes this idea so innovative is that it leads to the exact opposite of a labor union. Traditionally, labor unions have derived their strength from seeking to establish a monopoly on the sale of labor in a certain industry or region. In this radically new economy, Horowitz is establishing more or less a monopoly of buyers—in short, a consumer union. It's practically impossible for free agents to bargain for wages as a group. But it's relatively easy for them to bargain together for better prices on the things they all must buy. Free agents represented by Working Today can say, "Sell us health insurance and office supplies at a reasonable price, or we'll take our business—and there's a lot of it—elsewhere."

Her work unsettles many in the labor establishment, because it abandons many of the movement's core strategies, revises its central vocabulary, and calls for a new architecture of laws and regulations. Horowitz thinks she has the standing to reinvent the game. Her grandfather was vice president of the International Ladies' Garment Workers' Union. Her father was a labor lawyer. So is her husband. And so is she. When she graduated from Cornell University, she went to work as a union organizer at a nursing home.

At a Manhattan coffee shop, Horowitz reaches across our table, grabs my notebook, and begins scribbling. "This is the structure of work," she says, drawing an enormous box. "The big building, the office." She then draws a stick figure. "This is an employee. An employee goes and works on a job. From that base, because

they're called employees, they can unionize. They have labor rights, administrative benefits. This notion that you are working on your job—all these things flow from that. You get your health insurance, your pension, your unemployment insurance."

She draws another diagram—a bunch of tiny, disconnected circles. "This is the 1990s. This is the new structure of work. Any rights you have come from being an individual. This job notion, which used to undergird everything, doesn't exist here."

Horowitz pauses. "We need to look at the new ways people are working and say, 'These legal distinctions don't make sense. You don't tie these rights to the job. You tie them to the individual.'"

She has a point. There's no economic or moral reason why



**BO RINALDI REPRESENTS 1,000 FREE-AGENT SOFTWARE DEVELOPERS.
"IN THE NEW METAPHOR OF WORK, THE LOYALTY FACTOR IS STILL VERY HIGH.
COMPANIES DO NOT EXIST. COUNTRIES DO NOT EXIST.
BUT THE TEAM EXISTS. THIS IS THE SUMMER OF LOVE REVISITED, MAN!"**

Americans get health insurance and pensions from their jobs. It's an accident of history. During World War II President Franklin Roosevelt imposed a wage freeze throughout the economy. Companies faced a labor shortage, and since they were prohibited from raising wages, they enticed workers with fringe benefits. They offered health insurance, and the custom stuck. In the United States most people who have health insurance receive it from an employer. Horowitz is willing to upset the status quo with what amounts to a moral argument: we should get health insurance not because we have some artificial Industrial Age construct called a job, but because of our dignity as individuals.

She cites Alexis de Tocqueville, who believed that what made the young American republic strong was its citizens' penchant for forming associations. Unions are declining, Horowitz says, but free agents "have been forming associations like crazy. This is going to be a new kind of democracy," she says.

"But Working Today isn't building a big, gargantuan bureaucracy," she says. Instead, she's drawing lessons on building her organization from Dee Hock, who used complexity theory and the principle of distributed power to create Visa International.

Yet Horowitz remains animated by the union ideals that seem imprinted on her genes: "If we're going to say that people are going to work on their own, then we have to put mechanisms in place so that more people can do that—and not just the well-to-do, the extraordinarily talented, or the extremely lucky."

THERE'S NO WAY TO KNOW AT FIRST, NO WAY even to suspect. The building is stylish—two sleek stories and lots of wood—but not much different from many here in downtown Los Altos, California. The office I enter is pleasant but hardly on the cutting edge.

But the instant I meet him, the moment he begins talking, I know. I've met Jerry

Maguire—the pop culture icon of the free-agent economy.

Actually, he's what you'd get if you genetically combined Jerry Maguire with Frank Zappa. His name is Bo Rinaldi. As executive vice president of the Trantner Network, which dubs itself the "Digital Talent Source," Rinaldi, 49, is the agent for some 1,000 software developers. In this land where lords and ladies of the digital renaissance construct their kingdoms, Rinaldi represents the traveling minstrels of software, the developers whose code can make or break a company. He finds them work, negotiates their contracts, and soothes their easily inflamed egos. Forget all the talk about Siliwood—the convergence of Silicon Valley and Hollywood. Rinaldi is Siliwood. He's brought the techniques of the Hollywood agent to the closed culture of Silicon Valley. And he's become a powerful force.

But visiting Bo is not like visiting a power broker. It's more like having an audience with a Zen master.

"We're in the center of the hourglass," Rinaldi explains in a



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Bio for Sara Horowitz and press clips



CWA Leadership Profiles

Morton Bahr, President

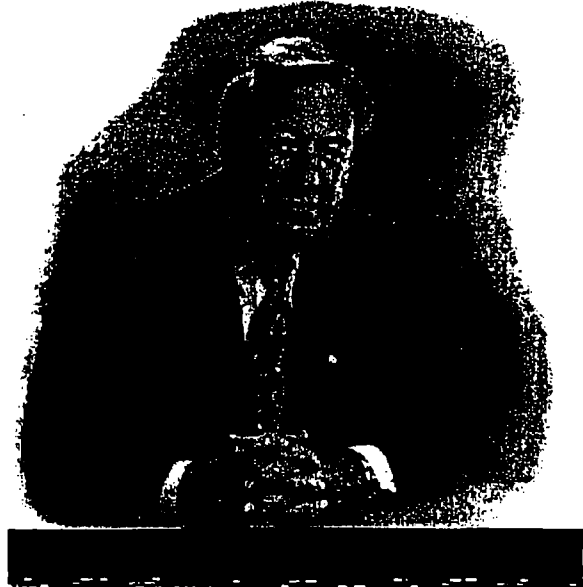
- President Bahr's recent speeches and monthly column in *CWA News* are available online

Morton Bahr became CWA's third president with his election on July 16, 1985, and since then he has guided the 650,000-member union through its most challenging era since its founding in 1938.

Prior to accepting the top post, Bahr served for 16 years as CWA vice president and head of District 1, the union's largest district covering New York, New Jersey and the New England states.

Wide Ranging Activities

One of the most influential figures in American labor, Bahr serves as a vice president of the AFL-CIO, as a member of the Labor Advisory Committee on Trade Negotiations for the U.S. Trade Representative, as a member of the federal Commission on Public Employment Policy, and as a member of the Labor Advisory Committee to the National Administrative Office which oversees the NAFTA labor side agreement.



In addition, he serves on the Collective Bargaining Forum comprised of business and union leaders committed to improving the collective bargaining process.

Bahr is well known in international labor circles and serves as vice president of the world executive committee of the Postal, Telegraph and Telephone International, representing 4.5 million telecommunications and postal workers in 115 countries.

He is a key leader in the area of communications policy, serving on the U.S. Advisory Council on National Information Infrastructure and the FCC's Network Reliability Council for telecommunications.

Bahr's long-standing involvement in community service and political action includes service as vice chair of the United Way Board of Governors, board member of the Families and Work Institute, board member of the Points of Light Foundation, chairman of the Commission on Adult Learning, member of the Democratic National Committee.

Building and Broadening CWA

Bahr assumed the presidency of CWA only one year after the historic breakup of AT&T's Bell System, which at one time employed 90 percent of the union's members. Under his leadership, CWA has grown and broadened its membership to reflect the convergence of telecommunications with broadcast, cable, publishing, entertainment and computer fields into one vast information industry.

In addition to organizing vigorously in these areas, Bahr has pursued a strategy of reaching out to unions in other segments of the information industry to join forces in dealing with the multi-media

corporations. The result so far has seen affiliations with CWA by the International Typographical Union in 1989, and the National Association of Broadcast Employees and Technicians in 1994, as well as a pending merger with The Newspaper Guild.

Also under his leadership, CWA has emphasized organizing public and health care workers, who now comprise a 100,000-member sector of the union.

In the Bargaining Arena

As vice president of District 1, Bahr led the historic 218-day strike against New York Telephone in 1971 that paved the way to CWA's long-sought goal -- national bargaining with the Bell System, achieved in 1974.

When Bahr assumed the presidency of CWA in 1985 the Bell System had been shattered. CWA's challenge was to deal with the disruption to the industry and the lives of thousands of CWA members in the new competitive era of communications.

Under his leadership in collective bargaining, CWA has focused on winning access for union members to new jobs in the increasingly deregulated communications industry, and in expanding educational and training opportunities for CWA members.

In 1986, CWA won a major breakthrough at AT&T with the first jointly owned, non-profit educational organization, the Alliance for Employee Growth and Development, currently funded at \$68 million. This was followed by other innovative training and educational programs such as one at U S West where today some 30 percent of the workforce is enrolled in college level work.

A new educational benchmark was established in 1994 under Bahr's leadership with negotiation at NYNEX of a college degree program whereby members go to school one day a week with full pay to pursue an Associate Degree in Applied Science, receiving a salary upgrade upon completion.

Personal Background

Bahr began his union activism in 1947, following wartime service in the Merchant Marine, when he hired on as a radio operator at Mackay Radio & Telegraph Company (later to become ITT World Communications). He was a leader in the organizing drive at Mackay, which culminated in a successful representation election in 1954, and he became president of CWA Local 1172.

Bahr joined the international union staff as an organizer in 1957 and led an organizing drive that brought 24,000 members of the New York Telephone Company into CWA. He went on to become CWA's New York director in 1961, and then assistant to the vice president of District 1 two years later. He was elected District 1 vice president in 1969.

Bahr's deep interest in lifelong learning partly stems from his own experience. His education had been interrupted by World War II, and later, as a CWA vice president, he resumed studies at night and finally completed his B.A. at Empire State College on Long Island in 1983.

A native New Yorker, Bahr and his wife, Florence, now reside in Washington, D.C.

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58th Convention: Winning Prescription for a Growing Union

- Clinton-Gore Mobilization
- Support for Detroit Strikers
- Bigger Organizing Budget
- New Team of Officers

More than 2,300 CWA delegates, alternates, retirees and guests converged on Detroit, June 10-12, to embrace a vigorous political program to re-elect the President and Vice President and take back the Congress for working families. And they marched on the Detroit News and Detroit Free Press, where a year-old, bitter strike by six newspaper unions has come to symbolize all workers' struggle for justice.

Speaker after speaker at CWA's 58th Annual Convention, including First Lady Hillary Rodham Clinton, AFL-CIO President John Sweeney and House Minority Leader Richard Gephardt (D-Mo.), exhorted the delegates to work in local campaigns, volunteer for phone banks and, most of all, to impress upon friends and neighbors the high stakes and importance of voting in this November's elections.

The delegates officially endorsed the Clinton-Gore candidacy as well as the AFL-CIO's grassroots legislative and political program, and pledged record participation in the fall elections.

Celebrating the addition of 50,000 new members during the last year, including over 7,500 professional and technical workers at the University of California and thousands of police, corrections, probations and public safety officers in the South and Southwest, they enthusiastically passed a constitutional amendment calling upon CWA at the international level to spend 10 percent of its finances each year on organizing - an increase of 3 percent above the \$4 million it was already spending - in addition to spending by local unions.

By acclamation they re-elected CWA President Morton Bahr, Secretary-Treasurer Barbara Easterling and Executive Vice President M.E. Nichols, all who ran unopposed.

Among others re-elected in district and sector voting: Vice Presidents Peter Catucci, District 2; Jeffrey Rechenbach, District 4; Sue Pisha, District 7; Vincent Maisano, District 13; James Irvine, Communications and Technologies; T.O. Moses, Telecommunications; Brooks Sunkett, Public and Health Care Workers, and William Boarman, Printing Publishing and Media Workers.

The delegates elected four new CWA vice presidents: Larry Mancino, District 1, formerly an assistant to Bahr; James E. Smith Jr., District 3, who had been an assistant to retiring Vice President Gene Russo; Ben G. Turn Jr., District 6, formerly an assistant to retiring Vice President Vic Crawley, and Tony Bixler, District 9, former president of CWA Local 9400, Los Angeles.

Victory '96

"Everything we have accomplished, all that we are and all that we hope to achieve in the future, will be rendered meaningless unless we win at the ballot box in November," CWA President Bahr warned the delegates. "Between now and November, we must engage in the most vigorous, energetic and effective political action program that CWA has ever waged."

"At the Olympics, you win a silver medal for coming in second," he continued. "In politics, second

place gets you Bob Dole and Newt Gingrich."

Secretary-Treasurer Barbara Easterling stressed that, "The future of the trade union movement as we know it is on the line this year."

"For CWA members and working Americans everywhere, the 1996 elections are the most important in our lifetime."

The delegates repeatedly rose in applause as First Lady Hillary Clinton reviewed President Clinton's accomplishments and outlined his program to further improve the lives of working families.

"This President believes in you and your future," Clinton told the delegates. "He believes in your spirit and your energy and your commitment to working men and women."

She pointed out that during his first term President Clinton has cut the federal deficit almost in half, that the period has produced 9.7 million new jobs and that inflation is at its lowest in 27 years.

"This President believes collective bargaining is a right, not a privilege," said Clinton, restating the President's stand against the permanent replacement of strikers, his pledge to veto the TEAM Act and his pro-worker appointments to the National Labor Relations Board.

She acknowledged that while the economy has grown stronger, thousands of workers who have lost their jobs due to corporate downsizing have yet to participate in the recovery.

She listed among the President's goals: raising the minimum wage to a living wage, reclaiming communities from crime, drugs and violence and making it easier for workers and their children to pursue a higher education.

The "America's Hope" scholarship that the President has proposed, she said, would make \$1,500 a year, for two years, available to any college student who maintains a "B" average, stays out of trouble with the law and does not use drugs.

She also said the President would seek a \$10,000 a year tax deduction for sending kids to school or retraining workers.

Following her address, the First Lady met briefly with several Detroit newspaper strikers.

House Minority Leader Dick Gephardt (D-Mo.) recalled the Republicans' 1994 victory in electing a majority to Congress.

"The worst day of my life was the day in January of 1995, when I had to hand the gavel to Newt Gingrich," said Gephardt. "I felt like I was surrendering on behalf of the working people of this country."

Assuring the delegates of his confidence they will restore the Democratic Party to control of the House, he continued, "When I take that gavel back, I am going to be looking at him (Gingrich), but I am going to be thinking about every one of you."

"People voted for change," in 1994, Gephardt continued, "but they didn't vote for the kind of change they got."

He detailed current targets of congressional Republicans: Medicare, Head Start, pensions, job safety and wage and hour laws, and vowed that under a Democratic Congress, "Medicare will be there for you, for your kids and for your grandkids."

Gephardt said he would stand with the President and Senate Minority Leader to announce a "Families First" agenda for the nation that will include all the points the First Lady outlined and will encourage employers and unions to work together to "reward people for their productivity, and to honor work and to honor labor."

To loud cheers from the delegates he insisted, "We must not continue the practice of permanent replacement workers. We must stop it now."

"I believe with all my heart that permanent replacement workers go to the heart of the ability of our unions and our workers to succeed."

AFL-CIO President John Sweeney drew a sharp distinction between the candidacies of Bob Dole and Bill Clinton.

Dole, he said, "is smiling and acting kinder and gentler and trying to pretend he's from outside the Capital Beltway, but he's still the 'Darth Vader' of politics."

By contrast, Bill Clinton is "leading our nation toward economic recovery," Sweeney said, "but he isn't smirking, because he knows we've left a lot of workers behind."

Just 10 percent of Americans share 68 percent of the nation's wealth, he pointed out, while, "Working families have little money to spend, they're loaded with debt, and they have little time to spend with their families."

"The problem is, America needs a raise," said Sweeney. "The solution is a bigger and stronger labor movement."

He reported the near completion of AFL-CIO "town hall" meetings in 25 cities, to educate communities on the wage and wealth gap, and thanked CWA for its support of Union Summer. He announced that the first 500 young organizers were deployed in 10 cities the week before the convention and that 500 more would go to 10 more cities before the week's end.

Sweeney said the federation is already gearing up Union Fall, its program to put 3,000 staff into the field to work on the elections, with core groups of 100 activists in every congressional district and challenged CWA members to participate.

He won a standing ovation when he asked, "Will you stand with me and Richard Trumka, and Linda Chavez Thompson and Morty Bahr and Barbara Easterling as we take back this country?"

Industry Convergence

In the last year, "the convergence of the telecommunications, information, media and entertainment industries continued at a rapidly accelerating pace," CWA's Bahr noted. "We saw the passage of historic legislation that will dramatically impact on telecommunications. Mergers, joint ventures and breakups are reshaping the industry."

Federal Communications Commission Chairman Reed Hundt acknowledged the strong role that CWA played in developing that legislation, and that it continues to play in shaping federal policy to ensure universal access to new technology and to see that its development benefits working families.

Citing President Clinton's proposal to make two-year college scholarships universally available, he added, "What you should also know is that one of the President's ideas for raising the money to pay for this proposal is to tell the FCC to sell the rights to use the airwaves instead of giving them away to the people with the best lobbyists and the best lawyers in Washington."

The new telecommunications law has spawned massive investment by business that is good for the country because it creates jobs, he said.

Right now we are in the middle of a \$50 billion investment boom in wireless communications alone, driven by the auctions we conduct. We raised \$20 billion from selling these airwaves instead of giving them away."

Hundt applauded CWA's efforts to fight layoffs in the telecommunications industry and its message to employers as to the foolishness of cutting jobs to please Wall Street:

"Train your workers, don't derail them," he said to strong applause from the delegates. "Don't think you can be lean and mean. That's the way to be weak and meek when you face the competitors of the communications world."

Philip Bowyer, general secretary of Postal, Telegraph and Telephone International - a secretariat of communications unions in 117 countries - praised Bahr's participation in the G-7 Conference of industrialized nations recent session in South Africa, and explained how CWA's principles of developing union strength through mergers and providing universal access to technology are helping thousands of workers in that emerging new nation.

PTTI began, with CWA's support, to provide organizing support and legal assistance to a new union of 121,000 telecommunications workers formed there 10 years ago. Within a year the union was on strike, 4,000 workers laid off and its leaders jailed.

"The week that Morty was there, they formed a new union. They merged three existing unions," he noted. "When you think about it, you can see that the obscenity of apartheid still lives on, because that merger was actually a merger of the African union, which was our affiliate; of an Indian union, because Indians were never allowed to join the same union; and a colored union, because colored people were not allowed to join the same union."

He pointed out that only 9 percent of South Africans have access to telephones - all in white areas of the country - and there are still seven white communications unions in that country that are not affiliated.

"We will work with them and we will continue that work until they can form one single trade union on a totally non-racial basis, which will then be able to represent all workers in the South African communications industry."

The delegates resolved to call upon the U.S. government to advocate world forums to promote universal telecommunications service, to urge the development of an international "Marshall Plan" for universal information technology development and deployment and to continue working with foreign sister unions to raise living standards of working people.

Better Lives for Working Families

CWA Executive Vice President M.E. Nichols brought the delegates up to date on the union's efforts in the areas of education and worker safety and health, as well as enhanced benefits offered through the CWA Union Privilege program.

He particularly cited labor-management joint efforts at U S West, which have resulted in a national apprenticeship program for network technicians, approved by the Labor Department, with plans to develop similar programs for other titles and with other CWA employers.

Nichols pointed out that CWA and U S West have received a \$500,000 grant to develop a

school-to-work program, initially in Seattle, Wash., but with plans to expand to other areas of the country.

These and similar initiatives, said Nichols, inspire rank-and-file confidence and mobilization. "We need success stories like these," he stressed.

Former New Jersey governor Jim Florio, co-chair of Labor Secretary Robert Reich's Task Force on Excellence in State and Local Government Through Labor-Management Cooperation, announced the release of a report that affirms the dedication of public workers, recommends new initiatives in labor-management cooperation to reduce stress and enhance productivity, and suggests ways to reduce the insecurity of workers fearful of layoffs and lost benefits.

Rep. John Conyers (D-Mich.) and Frank Garrison, president of the Michigan State AFL-CIO thanked the convention for supporting Detroit's striking workers.

The delegates passed economic resolutions to campaign for Federal Reserve policy to keep interest rates low, to promote living wage ordinances nationwide and to re-evaluate investments based on levels of CEO compensation. They resolved to strengthen coalitions of workers in various sectors of the information industry by promoting Convergence Councils, and of workers, consumers and community groups through Jobs with Justice. They further resolved to create a separate dues structure for members who cannot take advantage of collective bargaining.

Solidarity Forever

CWA's new slate of officers drew a resounding ovation at the close of the convention, as Bahr called on the entire membership to unite behind them.

"This is the team - and I stress team - that you elected," he said, with a sweeping gesture.

"This is my team, and this is your team. We need your support. We need your friendship. We need your love.

"Above all, we need your solidarity."

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NABET-CWA Wins Pact at Detroit TV Station

media outlet.

Practically as long as members of CWA and the Newspaper Guild and four other unions have been on strike against Detroit's two daily newspapers, members of NABET-CWA Local 43 have been fighting for a new contract at another Detroit

media outlet. Their patience and hard work paid off on March 6 when NABET-CWA announced the union had reached a tentative agreement with management at Detroit's WJBK-TV, also known in the community as "FoxTV2."

"We didn't lose a day's pay and we learned a lot about putting pressure on management through advertising and viewer boycotts," said Local 43 President Bob Shafer, recalling the struggle that started in November, 1995, when the previous contract expired.

"We held rallies and demonstrations, we wrote letters, we made telephone calls, we hand billed and we advertised. We even had (CWA President) Morty Bahr and (NABET-CWA President) John Clark come rally the troops," says Tom Balanowski, the local's secretary and mobilization chair.

At one point, the local had distributed more than 10,000 buttons and bumper strips urging viewers to "Turn-Off Fox TV2."

The new pact, ratified 53-3 on March 15, provides an immediate four percent wage increase, followed by three percent raises in 1998 and 1999 on the three-year contract which will expire Jan. 21, 2000.

Fox also agreed to fully fund the current defined pension plan and to merge the current 401(K) plan into the Fox plan which includes a matching contribution of up to three percent, according to Don Jernigan, the NABET-CWA staff representative who guided the bargaining.

Also improved were the major medical health plan, holiday treatment, break language and sick leave. New benefits include an optical plan and dependent care assistance plan.

One of the battles the negotiators faced was a battle of billionaires: when the talks started, the station was owned by Ron Perleman (Revlon, Marvel Comics, Coleman Outdoor Equipment, First Nationwide Bank and Consolidated Cigar), whose estimated worth is \$5 billion; by the time the talks reached a successful conclusion, the new owner was Rupert Murdoch, a multibillionaire with extensive holdings in publishing and various media outlets.

The local represents 75 technicians and other workers at WJBK, as well as the technicians at WDIV, the NBC television affiliate in the Detroit area.

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'A Perceptive Discussion of CWA's Past and a Blueprint for it's Future'

By Ray Marshall, former United States Secretary of Labor

'From the Telegraph to the Internet' is an important book for all who are concerned about the future of the American labor movement. CWA is a major national union which has adapted to changing conditions and maintained its strength at a time when private sector union membership has declined.

CWA's success is due in part to the nature of the cutting-edge technologies where its membership is concentrated. It represents manufacturing, technical and professional, as well as telecommunications employees. But this is only part of the story because most high-tech workers are not unionized. Rather, the character of CWA is the main reason for its success. That character is reflected in the three remarkable people who have led this organization — Joe Beirne, Glenn Watts and Morty Bahr — all of whom have been very able, energetic leaders dedicated to their union and the labor movement, as well as to all workers and the country.

Because of his courage, integrity and ability, Morty Bahr is one of America's most respected labor leaders. He has practiced the lifelong learning he preaches for CWA and all Americans. Morty understands that education strengthens the competence, as well as the commitment, of union members and leaders.

Throughout the book, Bahr stresses the importance of the "triple threat" developed by Joe Beirne: collective bargaining, organizing and community and political action. These interrelated concepts reinforce each other and are essential for effective trade unionism.

Under Morty's leadership, these concepts have been adapted to workplaces being transformed by technology and global competition.

Regardless of conditions, CWA's simple and profound mission has remained the same: "to make life better for our members and their families, for our communities and for all of society." Collective bargaining is basic to CWA's mission, but has been adapted to reflect the transformation of companies from oligopolies and regulated monopolies to multinational organizations engaged in global competition.

Bahr emphasizes the need for a combination of tough bargaining and labor-management cooperation in order to enable companies to be profitable and provide employment security for employees. The CWA therefore has pioneered in labor-management cooperation while maintaining a tough bargaining posture.

Organizing also has to adapt to a new, more hostile environment where anti-union employers, aided by labor laws that favor such employers, vigorously resist today's unions. In this new environment, Bahr stresses the vital need to mobilize members and consolidate unions through mergers as well as to organize the unorganized. Democratic unions strengthen collective bargaining, organizing and community and political action.

Community and political strategies are important, according to Bahr, not only to protect collective bargaining gains and improve community and public benefits for members, but also because "organized labor is a broad economic and social movement." In a more technology-intensive and

competitive global economy it is absolutely essential for strong labor movements to be active in community and political affairs — nobody else will resist low-wage economic policies and promote high value added, high wage strategies and economic justice that benefit workers, communities and countries — not just CWA members.

Morty Bahr stresses the risks and opportunities in the existing environment. Organizations like CWA and leaders like Morty Bahr help ensure that the risks are minimized, opportunities maximized and that the benefits and costs of change are equitably shared.

"From the Telegraph to the Internet" is an interesting and perceptive discussion of the CWA's past and a blueprint for its future. It is my hope that this book will be widely read and that the labor movement and the country will benefit from its excellent analysis.

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CWA on the Web

From the Desk of . . .
CWA President
Morton Bahr

Remarks to the CWA District 7 Conference

April 8, 1997

Rapid City, South Dakota

I am very pleased to be with you this morning. I want to take this opportunity to share with you what I believe are some of the important issues facing our union and our members.

The past ten years have seen the greatest upheaval in a major industry in all U.S. history. And there should be no doubt in anyone's mind that the future will be any easier than what we have already experienced. We face enormous challenges -- challenges that this generation of CWA leaders must accept and overcome if we are to move strongly into the next century.

In February, our union experienced an extraordinary series of events that I shared with all Local Presidents. I hope they shared that information with their executive boards and local union members.

Those of you who attended the legislative conference heard me discuss those activities in more detail.

The trip to South Africa with the Vice President; the many meetings with top White House and congressional leaders to discuss our concerns; our initiatives on the international front;

All of these activities are moving us forward on the issues of importance to our members and our union. Take for granted politicians sensitive to our issues -- with the exceptions of Senators Kennedy and Wellstone.

I want to also stress that the fight in Detroit continues, on the inside, when workers are called back and on the outside, where the boycott continues. All the unions have made "unconditional return to work" offers.

This tactic starts the clock running on back pay awards if the NLRB determines that this is an unfair labor practice strike. We are pressing the NLRB to seek an injunction ordering the companies to rehire all strikers.

Strike benefits will continue to be paid to our members and I urge more locals to offer to adopt a striker so that those who have been doing so for a year or longer can be relieved of their obligation.

If your local has not yet adopted a striker, or joined with another local to adopt a striker, please accept your duty to support our members in Detroit who are fighting gallantly in this difficult struggle.

The striking unions are planning a mass educational event in Detroit over the June 20 weekend.

All of these remarkable activities should clearly indicate to you the vibrancy and excitement in CWA today.

These activities are taking place as the telecommunications industry remains in great flux and turmoil. The new telecommunications law is opening the doors of the market to all comers.

Virtually without exception, the new players pay lower wages and benefits, and have no pension and health care obligations, so they start with a big edge over our employers.

That's why we continue to press the White House and the FCC to see that the new rules implementing the law must encourage the growth of jobs. We must not simply turn the industry over to resellers where no job creation takes place and low wages and benefits are the norm.

Let's look at some recent industry developments that will impact on our members:

Ameritech will refile this month to provide long distance service while AT&T is offering local service distance to large business users in Pacific Bell's territory and in Ameritech's territory.

MCI also is making its presence felt in U S WEST territory.

On March 19, MCI introduced local calling service in the Greater Denver area, its first step in entering the Colorado telephone market.

The following day, MCI launched a new joint venture with Northwest Iowa Power Cooperative and Northwest Iowa Telephone to provide service to rural communities in Iowa.

And MCI claims they will add new power company and local phone company partners as they expand the service into new areas.

This is just the beginning.

And other RBOC's are preparing to enter long distance just as soon as they can. It is anticipated that all the RBOCs will be in long distance by the end of this year or early in 1998.

The British Telecom-MCI merger knocks AT&T off its perch as the telecom leader. The new company will be called Concert. Concert is the first trans-Atlantic global communications company. It will have \$2 billion in combined revenue, a 20% share of U.S. long distance, and 90% of domestic United Kingdom local and long distance market and network facilities in 30 countries.

BT brings an enormous cash infusion to MCI, plus its knowledge of the local service business. Coupled with MCI's marketing expertise, they will be a formidable competitor.

Deutsche Telekom and France Telecom, two of Europe's biggest communications carriers, have a 20% stake in Sprint. They may ultimately move to acquire Sprint. They are going after the highly profitable corporate market all over the world.

Time-Warner is expected to spin off its cable operations to U S WEST which already owns Continental Cable, making U S WEST the second largest cable operator in the U.S. Thus, U S WEST, through Continental, will compete with the RBOCs and AT&T around the country. U S WEST has spent \$12.5 billion to guy systems with nearly 5 million subscribers and plans to spend \$3 billion more by the end of 1999 to make these systems the most sophisticated in the country. We need to pressure U S WEST to granting neutrality and card check recognition. What we do will have an impact on bargaining throughout the telecom industry -- including U S WEST. Here is an enormous organizing task for all of us in this room.

This is part of our policy of Wall to Wall representation.

In 1994, when I raised the Wall to Wall objective, I said we had two rounds of bargaining to achieve it. We are making good progress.

Two weeks ago we signed an agreement with SBC giving us neutrality and card check for all current

and new subs. We will get the same from PacTel. We already have it in NYNEX. Very shortly, in a matter of weeks, we will be able to make a major announcement regarding a new relationship with GTE that will include folding their wireless into the core company and giving us recognition.

So you need to make U S WEST management understand that you are serious about it being a Wall to Wall company.

The SBC-PacTel merger is now complete.

NYNEX-Bell Atlantic requires Department of Justice approval which should come in two weeks.

We have been players as the industry changed around us. The changes I outlined in SBC-PacTel and GTE just didn't happen.

But our activity goes beyond our own employers.

Indeed, 1997 could be a year when we make major breakthroughs in MCI and Sprint. This would dramatically level the playing field for the RBOCs and AT&T, as these non-union companies would begin to pay union wages and benefits. Thus, it is easy to see how politics and legislation impact on organizing and collective bargaining.

Our efforts in politics, in the legislative arena, in organizing and in effectively representing our members do not take place in a vacuum.

Why do you think that the closest person to the President would make calls on our behalf to the head of the second largest long distance company?

Why would the Vice President invite me to fly with him on Air Force II to South Africa, which gave me significant one-on-one private time with him to discuss our issues?

Why would top White House officials and the Minority Leader of the U.S. House of Representatives -- who we want to be Speaker of the House after the 1998 elections -- make private appointments to see me about our members' concerns?

The reason has nothing to do with Morty Bahr. It is because of you and our members. Through your effectiveness in our communities, your political work and our COPE dollars, CWA is a national force to be taken seriously.

Trade unionists like you make me and our union look good all over the world!

The 1996 election results were successful for labor. We cut the margin of extremist Republicans and we made a down payment for 1998.

But the threat to our union rights and collective bargaining as we know it still exists. They are playing hardball.

Listen to this quote from Paul Huard, who is the chief lobbyist for the National Association of Manufacturers, about the AFL-CIO's political activity:

"As is often said, when you set out to kill the king, you better succeed and they didn't. So they had better watch out."

We must begin now with every local accepting the responsibility to conduct year-round and ongoing CWA-COPE campaigns to sign up an ever larger number of our members on payroll deduction.

We have set a goal of \$2 million voluntary dollars by 2000. And the Executive Board, with Sue's

leadership, recently approved an aggressive, all-out COPE program to achieve that goal.

More importantly, when we sign up a member on payroll deduction, we get more than money. We recruit a committed union worker and the family to the ideals and principles that we all share.

There is no better time than when that new employee signs a card for payroll deduction for dues to also sign up for COPE payroll deduction.

When someone contributes to CWA-COPE, they become more personally involved and open to our message. We expand our volunteer base and maybe even get some of our members to run for political office.

We will need all of the political strength that we can muster in the months ahead.

The House of Representatives recently passed comp time legislation that undermines the forty-hour week and your right to be paid overtime.

Under this bill, which should be called the Paycheck Reduction Act, there are no effective safeguards to stop an employer from telling an employee, who needs a paycheck more than family time, that he or she has no choice. The boss calls all the shots -- when, where and how you take comp time.

Fortunately, President Clinton has promised to veto this bill. But we can't count on a presidential veto forever.

In addition, hearings have already been held in the Senate on The TEAM Act, S. 295. This is the same bill that was passed in the last Congress.

Imagine the power your employer would have to undermine your local union if the TEAM Act becomes law. Management could appoint all the committee members involved in employee participation activities.

Future legislation is planned to weaken the Occupational Safety and Health Act, open our pensions to corporate raids and campaign reform that will single out union political spending.

I want to tell you a story about how nasty the Republican leaders can be.

Since the end of World War II, Congress has allocated funds for the use of the AFL-CIO to assist unions around the world to develop democratic worker organizations.

That's not all. CWA is at the top of their list.

Notwithstanding the Republican agenda, we need not look to the future with fear and uncertainty. However, if we are to remain strong, our Locals must grow in size and revitalize our community roots.

That is why we are putting such an emphasis on what we call "community-based unionism." Indeed, community-based unionism is the theme of our convention this year.

CWA has an outstanding reputation as a community-minded union and as a union that provides outstanding representational service to our members.

Now, we must take the next logical step -- that of transforming our local unions into strong community-based unions that do just as good a job in political and legislative action, in organizing and representing our members.

Organizing must be community-based. We need to organize all the unorganized in a community while being visibly active in the life of the community.

This means bringing the unorganized into our union in the towns, cities, and states.

Last year, we adopted amendments to our Constitution calling for greater resources for organizing. The national union will probably spend more than ten percent of our budget on organizing. Although not mandated, each of the locals here must also make a commitment to allocate at least ten percent of its resources on organizing -- if not the first year, at least build up to it.

Some of you are. Many are not.

We must all be organizers if we are to grow into the 21st Century and impact the direction of our country.

Successful political action also begins with community-based unionism. Our ties to the community strengthen our ability to raise money, elect our friends and influence legislation. It enables us to resist attacks designed to weaken us.

The business community and their political allies in Congress are undertaking an all-out campaign to undermine, weaken, restrict and hamper the ability of workers to engage in collective bargaining.

Union membership as a percent of the U.S. private sector workforce dropped from 14.9 percent in 1995 to 14.5 percent last year. Let me tell you what it is in each of your states.

Union Membership/Density in U S WEST States

For Private Sector Workers

Data for 1995

<u>State</u>	<u>Percent Covered by Union Contract</u>
Arizona *	6.2
Colorado	8.2
Idaho*	6.2
Iowa*	10.0
Minnesota	12.8
Montana	10.6
Nebraska*	6.9
New Mexico	6.5
North Dakota*	7.0
Oregon	12.2
South Dakota*	5.1
Utah*	5.1
Washington	17.0

Wyoming*

9.7

**State has right-to-work law*

Source: Hirsch and MacPherson, Union Membership and Earnings Data Book:

Compilations from the Current Population Survey (1996 Edition), Bureau of National Affairs, Washington, D.C.

The Organization for Economic Cooperation and Development measured the spread between income inequality and union membership in the industrialized nations.

In countries like Sweden, Germany, and Australia, where union membership is eighty percent or more of the population, there is the smallest income gap between the wealthiest and the lowest households.

Guess what country has the lowest percent of workers represented by labor unions and the widest income gap?

The United States. And the income disparity between the top 10 percent and the rest of us continues to grow.

Most CWA members are among the lucky few in the U.S. who have maintained their standard of living. But how much longer can we resist these anti-union pressures if the environment in our nation doesn't change?

As you participate in this district meeting, I urge you to think about and discuss issues involving community-based organizing, political action and representation -- all three legs of the triangle -- as part of your agenda.

The successful union of the 21st Century will be rooted in its community power, strength and visibility and our solidarity.

As I look at the chain links that surround the CWA logo, I am reminded about an event that changed the world. That event took place in Poland in the Gdansk Ship Yard.

I look forward to working with you to meet this challenge, and together we will assure that CWA will be the premier union for all workers as we move into the next millennium.

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