

THE WHITE HOUSE
WASHINGTON

August 26, 1998

Mr. Roger Johnson
Roger W. Johnson & Assoc.
3200 Park Center Drive
Suite 310
Costa Mesa, CA 92626

Dear Roger:

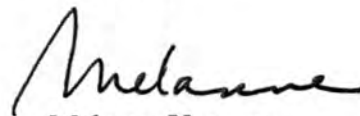
Thank you for forwarding your letter about the Mission San Juan Capistrano Historic Site to the First Lady. I have given it to the White House Millennium Council for consideration. Perhaps we can be helpful.

Preserving our nation's treasures is very important to Mrs. Clinton and she has often mentioned the Mission sites. I hope we get out to California at some point.

Our love to you and Janice. We miss you both, but it's a good time to be out of Washington.

All the best.

Sincerely,

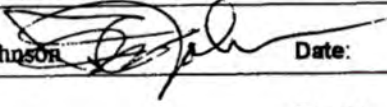
A handwritten signature in dark ink, appearing to read "Melanne".

Melanne Verveer
Chief of Staff to
the First Lady

Roger W. Johnson & Associates
3200 Park Center Drive
Suite 310
Costa Mesa, CA 92626
Phone: 714/979-6832
Fax: 714/979-6823

P.S. make a
copy for
me

facsimile transmittal

To: Hillary Rodham Clinton Fax: 202/456-6244
From: Roger W. Johnson  Date: 07/22/98
Re: Pages: 3
CC:
☐ Urgent ☒ For Review ☐ Please Comment ☐ Please Reply ☐ Please Recycle

Dear Hillary,

Janice and I believe this effort is very consistant with our Millennium effort. A big return for a relatively small investment.



CONFIDENTIAL



**ROGER W. JOHNSON
AND ASSOCIATES, LLC**

July 22, 1998

VIA FACSIMILE

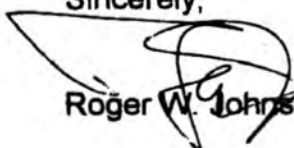
Honorable Barbara Boxer
112 Hart Senate Office Building
Washington, DC 20510

Dear Senator Boxer:

Barbara I really hope we can get this on the appropriation \$2.5M

I am troubled to learn that more progress has not been made towards securing an appropriation for the Mission San Juan Capistrano National Historic Site, especially as the Mission project seems to fit within the First Lady's efforts to highlight our Nation's treasures through the Millennium project. It is my understanding, however, that projects have been routinely added on the Senate floor to the Interior Appropriations bill in recent years. Recognizing the importance of preserving the Mission, I strongly urge you to aggressively pursue a floor strategy to secure the necessary support to complete the Mission project.

Sincerely,


Roger W. Johnson

Attachment

Cc: Hillary Rodham Clinton

3200 PARK CENTER DRIVE
SUITE 310
COSTA MESA, CA 92626

TEL (714) 979-6832
FAX (714) 979-6823
e-mail: rogerwjohanson@msn.com

Suggested language for the National Park Service title of the Bill making Fiscal 1998 Appropriations for Interior and Related Agencies. Insert at appropriate place:

"\$1.5 million shall be made available for the structural stabilization of the Mission San Juan Capistrano National Historic Site."

THE WHITE HOUSE
WASHINGTON

May 4, 1998

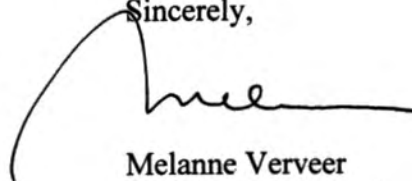
Ms. Irene Jarosewich
The Ukrainian Weekly
2200 Route 10
Parsippany, NJ 07054

Dear Irene:

Thank you very much for your letter. I appreciate your kindness in sending me a copy of your article on Mrs. Clinton's slide presentation and your editorial which was very thoughtful and meaningful.

All the best.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanne', with a long horizontal stroke extending to the right.

Melanne Verveer
Chief of Staff to
the First Lady

2

THE UKRAINIAN WEEKLY

FOUNDED 1933

Published by the Ukrainian National Association Inc., a fraternal non-profit association

2200 Route 10, Parsippany, NJ 07054 (973) 292-9800

April 24, 1998

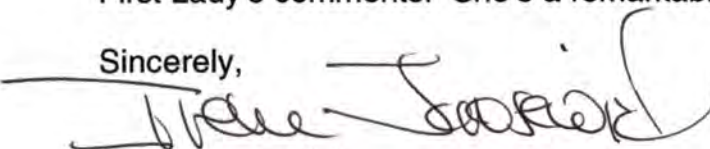
Ms. Melanne Verveer
Office of the First Lady
White House
Washington, DC 20500

Dear Ms. Verveer:

Working from the premise "better late than never," I am sending you the article that our publication ran about Mrs. Clinton's presentation at the State Department on February 17, as well as an editorial that I wrote about the event.

I hope that you enjoy the editorial; we in the audience truly enjoyed the First Lady's comments. She's a remarkable speaker.

Sincerely,


Irene Jarosewich

*Tell her I appreciate
her kindness & really
liked the editorial*

THE WHITE HOUSE
WASHINGTON

May 8, 1998

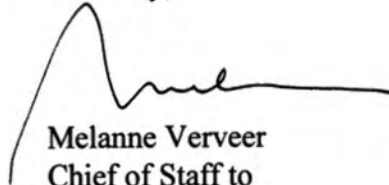
Mr. Leo Jardot
Vice President
Government Relations
American Home Products Corporation
1726 M Street, NW, Suite 1001
Washington, DC 20036

Dear Leo:

Thank you very much for your letter and for sending me John Stafford's letter to the President regarding the upcoming trip to China. I have shared it with others here involved in planning the trip. I am hoping we will be able to visit the Shanghai Children's Medical Center.

Thanks and best wishes.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanne Verveer', with a long horizontal stroke extending to the right.

Melanne Verveer
Chief of Staff to
the First Lady



LEO C. JARDOT
VICE PRESIDENT
GOVERNMENT RELATIONS

1726 M STREET, N.W., SUITE 1001
WASHINGTON, D.C. 20036
(202) 659-8320
Fax: (202) 496-2448
E-Mail: jardotl@md.ahp.com

AMERICAN HOME PRODUCTS CORPORATION



(K)

AMERICAN HOME PRODUCTS CORPORATION

LEO C. JARDOT
VICE PRESIDENT
GOVERNMENT RELATIONS

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WASHINGTON, D.C. 20036
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E-Mail: jardotl@md.ahp.com

Melanne —

Jack Stafford sent the enclosed
letter to the President regarding the
upcoming trip to China, but the
Project Hope sponsored children's
Hospital sounds like a natural
for Mrs. Clinton. Let me know
if we can help.

Leo C. Jardot

AMERICAN HOME PRODUCTS CORPORATION

FIVE GIRALDA FARMS

MADISON, N.J. 07940

(973) 660-5008

April 28, 1998

**JOHN R. STAFFORD
CHAIRMAN, PRESIDENT AND
CHIEF EXECUTIVE OFFICER**

The Honorable William J. Clinton
President
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mr. President:

As I understand you will be traveling to China this June and visiting Shanghai, I wanted to write to you and highly recommend that you and/or Mrs. Clinton take the time to visit the Shanghai Children's Medical Center. Project HOPE, in conjunction with the Shanghai City Government and private industry, has played an instrumental role in bringing this world-class pediatric facility to China.

As a long-time Board Member of Project HOPE, I have taken a personal interest in this project since its inception. Also our Company has provided some financial support. I visited the hospital last week during a trip to Shanghai, and was extremely impressed with the facility which, when completed this year, will serve as a model for children's hospitals in all of China.

I know your schedule will be extremely busy, but hope you will be able to respond favorably to the formal invitation you will receive to attend the opening ceremony of the hospital in late June. This project symbolizes what can occur when private organizations, industry, and government work together to accomplish a very worthwhile cause.

Sincerely,

A handwritten signature in dark ink, appearing to read "Jack Stafford", written in a cursive style.

JRS:MH

cc: Mr. W. Walsh, Jr.

THE WHITE HOUSE
WASHINGTON

January 12, 1998

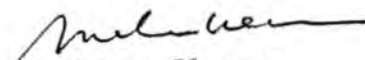
Ms. Maxine Jo Grad
Chair
Governor's Commission on Women
126 States Street
Drawer 33
Montpelier, VT 05633-6801

Dear Ms. Grad:

On behalf of the First Lady, thank you very much for your letter and for the Governor's Commission on Women's Annual Report.

The work being done on behalf of women is commendable and your future plans are very impressive. Best wishes in the most important work you do.

Sincerely,


Melanne Verveer
Chief of Staff to
the First Lady



Governor's Commission on Women

126 State Street

Drawer 33

Montpelier, Vermont 05633-6801

Tel.: (802) 828-2851

December 16, 1997

Hillary Rodham Clinton
First Lady
The White House
200 Pennsylvania Avenue
Washington, DC 20500

Dear First Lady Clinton:

Thank you for bringing the issue of childcare to the public eye through the recent White House conference. While this is an enormous issue hindering the effective participation of women in our society, it does not receive the attention it needs. It is a priority of our Governor and the Commission.

I am thrilled to inform you that the Commission has received a Rural Health Outreach Education Grant from the Office of Rural Health of the U.S. Department of Health and Human Services to provide outreach and education on women and managed care. We will be working in a collaborative network with Vermont service providers: Central Vermont Adult Basic Education, Vermont Adult Learning, Vermont Low Income Advocacy Council and the Women, Infants, and Children (WIC) Program at the Vermont Department of Health. We will conduct focus groups in the first year throughout the state to identify women's managed care issues. In the second year, we will develop a Question and Answer publication and workshops targeted at low and middle-income women to address these issues. Our goal is to help women negotiate the health care system and become effective consumers and advocates for the health care of themselves and their families. This is an exciting opportunity for the Commission to reach all parts of our rural state and complement the extensive work our administration has initiated in health care quality assurance.

I have enclosed a copy of our annual report to provide you with background information on the Commission.

I thank you for providing such meaningful leadership to women world wide.

Respectfully,

Maxine Jo Grad, Esq.
Chair

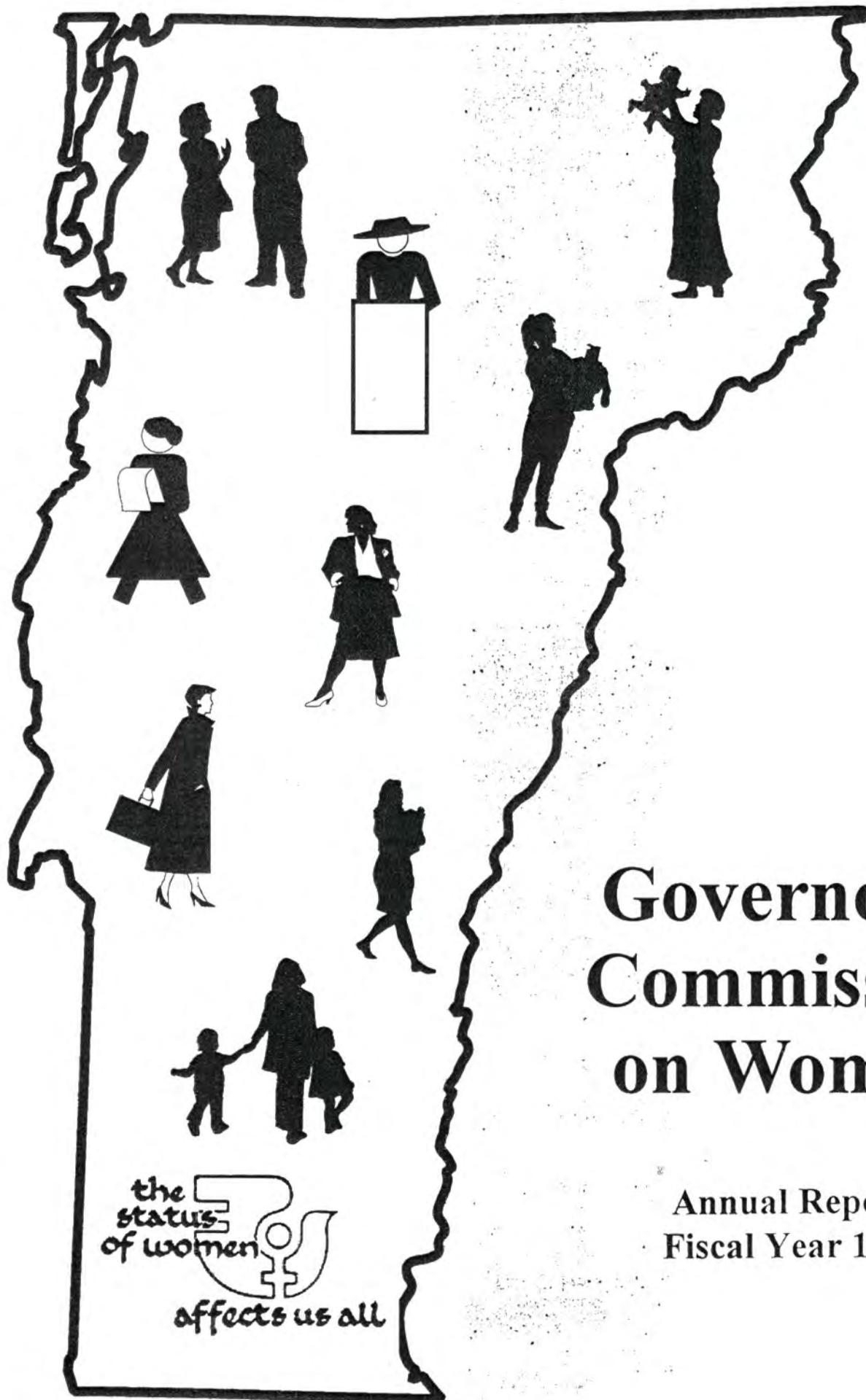
cc: Governor Howard Dean, M.D.
Enc

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Governor's Commission on Women

Annual Report
Fiscal Year 1996

THE WHITE HOUSE
WASHINGTON

January 29, 1998

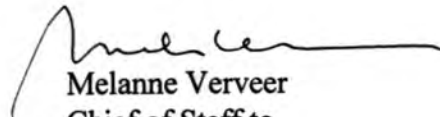
Mr. Cord Jones
Director, Environmental Affairs
Organization Resources Counselors, Inc.
1910 Sunderland Place, NW
Washington, D.C. 20036

Dear Mr. Jones:

I received your letter and the materials on your interest in the position of Army Assistant Secretary for Installation, Logistics and Environment. I have forwarded your materials to the office of Presidential Personnel. I am not in a position to personally sponsor your candidacy.

Best wishes.

Sincerely,



Melanne Verveer
Chief of Staff to
the First Lady

To: Ms. Melanne Verveer
Fax #: 202.456.6244
Re: Position as Army Assistant Secretary
Date: January 14, 1998
Pages: 4, including this cover sheet.

FACSIMILE

Ms. Verveer:

Thank you for your prompt response (via Ms. Huma Abedin) to my telephone call to you.

As I stated to Ms. Abedin, I am seeking to become the Army's next Assistant Secretary for Installation, Logistics and Environment, a position previously held by Mike Walker, who is now Under Secretary of the Army and a friend of mine from our days on former Senator (now Ambassador) Sasser's staff. To achieve this goal, however, I require some assistance; with Ambassador Sasser out of the country, his timely political input will be difficult to obtain. Therefore, I have placed a call to Mike Walker to request his assistance in this endeavor.

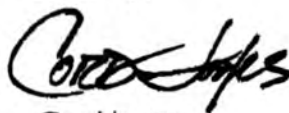
Question: will you, in turn, be my White House support? (To refresh your memory: Linda Arnold suggested, in late 1996, that I send my resume to you, which I did, as an expression of my desire to work for the President. This fax conveys another copy. Subsequent notes from Bob Nash confirmed that my resume is currently on file in White House personnel.)

About me: I served in the Army from 1974-77, and know my way around the Army command structure. I am African American; I also am a former Senate and House staffer for Democratic members (Sasser and Julian Dixon). I also worked briefly during the Carter Administration as a Schedule C appointee.

I look forward to hearing from you.

Many thanks for your consideration.

Sincerely,



Cord Jones

From the desk of...

Cord Jones
Director, Environmental Affairs
Organization Resources Counselors, Inc.
1910 Sunderland Place, NW
Washington, DC 20036

202.293.2980
Fax: 202.293.2915

CARDELL JONES, JR.

2866 South Buchanan Street
Arlington, Virginia 22206
Office Tel.#: 202/293-2980
Home Tel.#: 703/671-0463
FAX: 703/671-8138

Summary of Qualifications: Sixteen (16) years of legislative and Congressional relations experience, ranging from U.S. Senate staff to government relations manager for a small business consortium. Six (6) additional years intensive experience in environmental issues/policy-making.

PROFESSIONAL EXPERIENCE

1993-Present **CONSULTANT (DIRECTOR OF ENVIRONMENTAL AFFAIRS).**
Organization Resources Counselors, Inc.,
Washington, D.C.

Direct ORC's Environmental Group comprised of 25 Fortune 200-level member companies. Analyze environmental issues and policies under consideration by federal and state agencies with the goal of improving the integration of corporate and EPA perspectives on policy and science issues. Facilitate corporations' understanding and implementation of environmental regulations. Organize task forces composed of corporate representatives to evaluate new and changing environmental regulations and their effect on industry, using that information as a base to form an ORC position. Manage a small environmental staff; conduct three (3) Group meetings per year; plan and produce a bi-monthly newsletter; conduct, as requested, telephonic consultations with client companies; market new members for Group.

Manage a forty-five (45) member Fortune 200-level International Safety and Health Forum, addressing the global safety, health, and environmental issues of concern to multinational corporations. Analyze international safety, health, and environmental information and data to keep members apprised of latest regulatory and political trends. Plan and jointly facilitate four (4) Forum meetings per year; plan and organize (every other year) an international safety, health and environment conference. Market new Forum members.

CARDELL JONES, JR.

Page Two

1991-1992 **PROGRAM ANALYST.** U.S. Environmental Protection Agency, Washington, D.C.

Analyzed and evaluated sensitive policy and operational issues relating to the overall effectiveness of EPA policies and programs. Certified by Agency as a Project Officer (trained as Work Assignment Manager, and in contract administration). Also served as a Division project manager.

1989-1990 **WASHINGTON AREA MANAGER.** Figueroa South Investment Associates, Inc./World Wide Vending Group, Inc., Miami, Florida.

Managed all Washington activities--Congressional relations, Federal contract solicitations and negotiations--for the Investment Group's clients. Specialized in helping consortium's small business clients to understand Federal legislative and regulatory processes, and contracting procedures.

1988 **LEGISLATIVE ASSISTANT.** Office of Julian C. Dixon (D-CA), U.S. House of Representatives, Washington, D.C.

Tracked and analyzed legislation for several major issue areas, including: defense, armed services, veterans affairs, budget, banking, education and labor, telecommunications, and housing (wrote H.R. 5124, the "Low-Income Housing Revitalization Act," in the 100th Congress). Prepared detailed analyses of the Administration's yearly budget proposal, outlining its potential impact upon the congressman's district. Served as congressman's speech writer.

1980-1987 **LEGISLATIVE ANALYST/PROJECT OFFICER.** U.S. Dept. of Labor, Washington, D.C.

Analyzed and coordinated DOL agency comments on proposed Federal legislation, Executive Orders and proposed regulations. Briefed Department and Agency officials (assistant and deputy assistant secretaries, regional administrators) prior to their appearances before Congressional committees. Served as Agency liaison for U.S. Senate.

CARDELL JONES, JR.

Page Three

1979-Present **FREELANCE WRITER.** Published articles have appeared on the "op-ed" pages of the New York Times, The Cleveland Plain Dealer, Newsday and The Atlanta Constitution.

1979-1980 **CONGRESSIONAL AFFAIRS OFFICER (SPECIAL ASSISTANT).** General Services Administration, Washington, D.C.

Worked closely with chairmen of Congressional committees and their staffs to ensure that the administrator's policies, plans and goals were presented accurately and fully before Congress. Revised and updated the Agency's policies and operations pertaining to legislative affairs and interaction with Congress.

1977-1979 **PROFESSIONAL STAFF MEMBER.** Committee on Governmental Affairs, United States Senate, Washington, D.C.

Tracked and analyzed all Senate legislation affecting operations of the General Services Administration (GSA). Drafted legislation for introduction by Subcommittee on Civil Service and General Services chairman--five of my issue area bills were signed into law during 95th Congress. Planned and conducted Congressional hearings to supplement Subcommittee chairman's GSA legislative initiatives.

1975-1977 **CONGRESSIONAL LIAISON OFFICER.** Office of the Secretary of the Army, The Pentagon, Washington, D.C.

Established and maintained effective liaison with Senators and key staff on behalf of the secretary of the Army, regarding Army and other military matters. Awarded the Army Commendation Medal.

EDUCATION

M.A., Georgetown University, Washington, D.C.

Major: International Affairs

B.A., University of California, at Santa Barbara.

Majors: Political Science and History.

HONORS

Ford Foundation Graduate Fellow, Woodrow Wilson School of Government and Foreign Affairs, University of Virginia.

THE WHITE HOUSE
WASHINGTON

January 30, 1998

Ms. Irene Jarosewich
Ukrainian National Association, Inc.
2200 Route 10
P.O. Box 280
Parsippany, NJ 07054

Dear Ms. Jarosewich:

Thank you for your letter and the copies of The Ukrainian Weekly on the First Lady's trip to Lviv.

I appreciate your being so responsive and I love getting copies of the paper and reading your coverage and perspectives.

Best wishes in all you do.

Sincerely,



Melanne Verveer
Chief of Staff to
the First Lady



УКРАЇНСЬКИЙ НАРОДНИЙ СОЮЗ, ІНК.

UKRAINIAN NATIONAL ASSOCIATION, INC.

Founded 1894

2200 Route 10 • P.O. Box 280 • Parsippany, NJ 07054 • Tel.: (973) 292-9800, Fax: (973) 292-0900

January 15, 1998

Dear Ms. Verveer -

Thank you for calling and for sending us information about the First Lady's visit to Lviv. I have enclosed two recent issues of The Ukrainian Weekly that include articles about the First Lady and events at The White House.

Sincerely,

Irene Jarosewich

enclosures

THE WHITE HOUSE
WASHINGTON

February 5, 1998

Mr. Randy Jones
President
National Bar Association
1225 11th Street, NW
Washington, DC 20001-4217

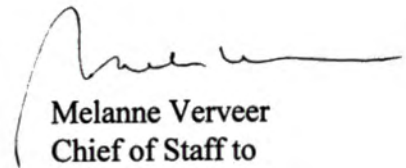
Dear Mr. Jones:

On behalf of the First Lady, thank you very much for your letter and invitation to the National Bar Association's Annual Mid-Year Conference in April.

Regrettably, the First Lady is unable to attend as she is scheduled to be out of the country during that time.

Best wishes for a successful and productive event.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Melanne Verveer', with a long horizontal flourish extending to the right.

Melanne Verveer
Chief of Staff to
the First Lady



NATIONAL BAR ASSOCIATION

Reply To:

6736 Wunderlin Ave.
San Diego, CA 92114
(O) (619) 557-5684
(F) (619) 557-7381

P
bnc
me g
County

Randy K. Jones
President
San Diego, CA

January 26, 1998

Beverly McQueary Smith
President-Elect
Huntington, NY

VIA FACSIMILE (202) 456-6244 AND REGULAR MAIL

Harold D. Pope
Vice President
Detroit, MI

Mrs. Hillary Rodham Clinton
c/o Melanne Verveer
The White House
Washington, D.C. 20502

Patricia M. Rosier
Vice President
Washington, DC

Dear Mrs. Clinton:

Ray L. Shackelford
Vice President
Houston, TX

The National Bar Association, which represents the interests of over 18,000 African American lawyers and judges worldwide, will hold its Annual Mid-Year Conference from April 16-19, 1998 at the Doubletree Paradise Valley Resort in Scottsdale, Arizona.

Sharon E. Strickland
Vice President
Chicago, IL

On Saturday, April 18, during dinner, the National Bar Association will confer its coveted Gertrude E. Rush distinguished service award upon several prominent leaders who manifest the pioneering spirit of Gertrude E. Rush and have demonstrated exemplary concern for human and civil rights. Gertrude E. Rush was the first African American woman admitted to practice law in Iowa in 1918 and the only female founder of the National Bar Association.

Andrea Pair Bryant
Secretary
Austin, TX

Joseph H. Halrston
Treasurer
Washington, DC

Rodney G. Moore
General Counsel
San Jose, CA

As President of the National Bar Association, I would be extremely proud if you could be present on Saturday, April 18, to accept the presentation of this award for your outstanding leadership and for your years of devotion to the cause of human and civil rights. By accepting this award, you will join a stellar list of past recipients, including Secretary Rodney Slater, former Congresswoman Shirley Chisholm, former Secretary Hazel O'Leary, and the late Ronald H. Brown, to name a few.

Robie A. Beatty
Parliamentarian
Washington, DC

John Crump
Executive Director
Washington, DC

Mrs. Hillary Rodham Clinton
January 26, 1998
Page 2

The National Bar Association recognizes the demands of your busy schedule. We expect that the awards dinner would last from 7:00 pm to 10:00 pm. At the appropriate time, you will be formally introduced and the podium will be reserved for you to make whatever acceptance remarks you desire. For your information, there will be three other award recipients.

The National Bar Association would be most honored if you could join us for the presentation of this award. Your prompt response to inform me of your availability will be appreciated.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Randy K. Jones', with a long horizontal line extending to the right.

RANDY K. JONES
President
National Bar Association

February 4, 1998

Mr. Randy K. Jones
President
National Bar Association
6736 Wunderlin Ave.
San Diego, CA 92114

Dear Mr. Jones:

Thank you very much for your letter and invitation to the First Lady to attend the National Bar Association's Annual Mid-Year Conference Dinner on April 18.

We have forwarded your request to Patti Solis-Doyle, Director of Scheduling for the First Lady, and she will be in touch with you.

Best wishes.

Sincerely,

Melanne Verveer
Chief of Staff to
the First Lady

*Humm,
Didn't you
just do a
request?
Yes - this
has been
responded to.*



NATIONAL BAR ASSOCIATION

R
copy to letter

Reply To:

6736 Wunderlin Ave.
San Diego, CA 92114
(O) (619) 557-5684
(F) (619) 557-7381

Randy K. Jones
President
San Diego, CA

January 26, 1998

Beverly McQueary Smith
President-Elect
Huntington, NY

VIA FACSIMILE (202) 456-6244 AND REGULAR MAIL

Harold D. Pope
Vice President
Detroit, MI

Mrs. Hillary Rodham Clinton
c/o Melanne Verveer
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Washington, D.C. 20502

Patricia M. Rosler
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Dear Mrs. Clinton:

Ray L. Shackelford
Vice President
Houston, TX

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Chicago, IL

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John Crump
Executive Director
Washington, DC

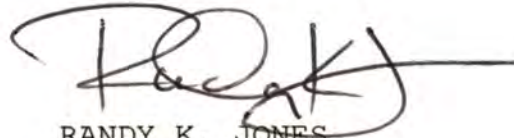
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Mrs. Hillary Rodham Clinton
January 26, 1998
Page 2

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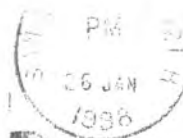
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Sincerely yours,

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RANDY K. JONES
President
National Bar Association

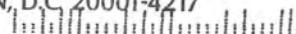
NBA



Mrs. Hillary Rodham Clinton
Attn: Ms. Melanne Verveer
Chief of Staff
The White House
Washington, D.C. 20502



NATIONAL BAR ASSOCIATION, 1225 11TH STREET, N.W., WASHINGTON, D.C. 20001-4217



February 4, 1998

Ms. Leslie Owen
W 150 S7655 Dorothy Drive
Muskego, WI 53150

Dear Ms. Owen:

I received your letter and the materials on your interest in a position in the Office of the First Lady. I have forwarded your materials to the office of Presidential Personnel and am confident that you will be given full consideration.

Best wishes.

Sincerely,

Melanne Verveer
Chief of Staff to
the First Lady

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January 22, 1998

Malanne Verveer
Chief of Staff to the First Lady
1600 Pennsylvania Ave. NW 20500
Washington, DC 20535

Ms. Verveer:

I am writing to acquaint you with myself. In submitting my resume I hope to be considered for a position within Mrs. Clinton's office.

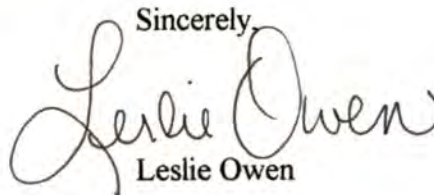
I recently completed an internship with U.S. Senator Herb Kohl. That experience not only gave me an insight to the interworkings of government but also provided me with a foundation of many skills which could make me an asset to your office. I graduated from the University of Wisconsin, Whitewater in December of 1997 with a Bachelor's Degree in Political Science and a minor in Public Relations. I took an active part on my college's campus and the surrounding community by holding leadership positions in a variety of organizations. I am excited to take all of my skills and apply them to a demanding position in today's government.

I am eager to further my learning process by beginning with a career in your office. My key strengths lie in communication, both verbal and written. The position I mentioned and my future career goals revolve around these characteristics matched with a career in government service. Please do not let my youth sway you from considering me but take it as an asset in bringing an untapped view and energy to your office.

I would consider it an honor to work for Mrs. Clinton. I am available to set up an interview with you, at your convenience, to further discuss my qualifications.

Thank you for your time.

Sincerely,


Leslie Owen

**Leslie Owen**

W150 S7655 Dorothy Drive

Muskego, WI 53150

(414) 422-0503

Professional Objective: To explore the many facets of legislative and public policy issues by enhancing my knowledge of the public sector.

Education: Bachelor of Arts in Political Science with a minor in Public Relations
University of Wisconsin-Whitewater
December 1997 Graduate

Experience: Internship with U.S. Senator Herb Kohl's Milwaukee office

- assisted constituents with problems
- researched and conducted constituent casework
- formulated written responses to constituent requests
- assisted with the scheduling operation for the senator
- performed administrative duties including filing, switchboard operator and typing

Honors/Activities: PSSA - Political Science Student Association

- founding member and Treasurer/Executive Board Member

Alpha Sigma Sorority

- held positions of Chaplin, Historian, Rush Chairperson, Assistant Pledge Mistress, Pledge Mistress, Executive Board Member

1997 Midwest Greek Council Association Conference in Chicago, IL

Spirit of America Volunteer Service Award

AFS International Exchange Student to New Zealand

Volunteer Work: Vocational Industries Volunteer

- job coached mentally disabled adults in the workplace

Adopt-A-School Program Volunteer

- helped children with their reading skills

Adopt-A-Lot Volunteer

- improved a 2/3 square mile radius lot by picking up trash and working on landscape

Paid Experience: *I have worked various positions to finance my education*

Olive Garden Restaurant, 1997 to present

- bartender

Cleaning for Less, 1995 to present

- founded and operated an office cleaning company

Crystal Ridge Ski Area, 1994 to present

- worked in many capacities, ranging from customer service at the front desk to operating a ski lift

Yunker's Department Store, 1994 to 1996

- learned customer service and delegation of authority through assisting the manager with distribution of tasks within the department

Computer Skills: Washington Alert, MS Word 7.0, Netscape Navigator,
EDS Quick Response, Word Perfect 6.1, Paradox for Windows
References available upon request

February 4, 1998

Mr. Joseph Duffey
Director
United States Information Agency
Washington, D.C. 20547

Dear Mr. Duffey:

Thank you for your letter and information on the civic education project that you are undertaking in Bulgaria.

I have passed the information along to the First Lady and we appreciate your efforts and the important work that you are doing.

Best wishes in all you do.

Sincerely,

Melanne Verveer
Chief of Staff to
the First Lady

A handwritten signature in dark ink, appearing to be "MVC" with a long, sweeping horizontal stroke extending to the right.

**United States
Information
Agency**

Washington, D.C. 20547

Personal b3

Office of the Director



January 26, 1998

Mrs. Hillary Rodham Clinton
The White House

Dear Hillary:

I thought you might be interested in a new civic education project we are undertaking in Bulgaria, which you could announce during the visit of President and Mrs. Stoyanova.

I have enclosed some brief notes about the project. Our Eastern European office can provide additional details to your staff if that would be useful. It is a breakthrough project for Bulgaria and we think it addresses many of the important themes you have been articulating both here and abroad.

Best always,

Sincerely,

A handwritten signature in dark ink, appearing to read 'm. duffey', written in a cursive style.

Joseph Duffey
Director

**USIA CIVITAS Project for
Civic Education Curriculum Development in Bulgaria**

- USIA recently allocated (but has not yet formally announced) \$250,000 for a cooperative project with the Bulgarian Ministry of Education, Sciences and Technology and the Open Education Centre (OEC Bulgaria) that will facilitate the development of a comprehensive civic education curriculum and a vibrant network of Bulgarian civic educators. **Although USIS Sofia has discussed the general outline for the project with the Ministry and with the OEC, a public announcement has not been made, nor has the Embassy formally notified the Bulgarian government about the grant. The First Lady will therefore be able to announce the project during her meeting with Mrs. Stoyanova.**
- The USIA grant will fund a partnership between an American institution or university, the Bulgarian Ministry of Education and the OEC, a Soros-funded NGO that has authored materials on human rights teaching and conflict resolution and conducted teacher training throughout Bulgaria. This partnership will offer the Bulgarian partners access to American models of civic education and the insight and guidance of leading American civic educators and curriculum developers. The Bulgarians will draw on these resources as they create their own indigenous model for civic education in Bulgaria.
- As the first step, experts from the American institution will travel to Bulgaria and meet with the Bulgarian partners. Working together, the Americans and Bulgarians will identify a *Coordinating Committee* that will spearhead civic education's development and implementation in Bulgaria. This Coordinating Committee, comprised of Bulgarian and American educators, will select the scholars responsible for curriculum development, the educators who will oversee the implementation and testing of materials, and the methodology experts who will coordinate teacher training. The Bulgarian curriculum developers will then travel to the American site for a three-month intensive seminar and produce a curriculum and preliminary course materials. After the curriculum developers return to Bulgaria, the Coordinating Committee will initiate an evaluation of the materials by a wider circle of educators and will pilot-test the materials in targeted schools. The materials will be revised based on these tests and the training group will begin to develop methodology for the teacher training workshops based upon these revised materials.
- An important element of the project will be the assistance and cooperation of central European civic educators. USIA has invested substantial resources in developing central European expertise in civic education and the American partner will bring central Europeans into the Bulgaria program as regional experts--as trainers, curriculum consultants or strategic advisors. Once trained, the Bulgarian civic educators will in turn act as resources and network builders for educators and activists in other central European nations.

February 4, 1998

Mr. Glenn R. Ruihley
2124 Pauline Blvd. Apt. 107
Ann Arbor, MI 48103-5170

Dear Mr. Ruihley:

Thank you for your letter and your book, "An
Anthology of Great U.S. Women Poets 1850-1990: Temples
and Palaces."

I have passed the book along to the First Lady and
appreciate your ~~efforts and the important work that you are~~
doing.

Thoughtfulness

Best wishes in all you do.

Sincerely,

Melanne Verveer
Chief of Staff to
the First Lady

LYNN N. RIVERS
13TH DISTRICT, MICHIGAN

1724 LONGWORTH BUILDING
WASHINGTON, D.C. 20515
(202) 225-6261

106 E. WASHINGTON
ANN ARBOR, MI 48104
(313) 741-4210

3716 NEWBERRY
WAYNE, MI 48184
(313) 722-1411



COMMITTEE ON THE BUDGET
COMMITTEE ON SCIENCE

UNITED STATES
HOUSE OF REPRESENTATIVES

January 27, 1998

Mrs Hillary Clinton
First Lady of the United States
The White House
Washington DC 20500
Attn: Melanne Verveer

Dear Mrs. Clinton:

Enclosed is a letter I received from my constituent, Mr. Glen Ruihely, concerning a book he wrote entitled, "An Anthology of Great U.S. Women Poets 1850-1990: Temples and Palaces." He mentioned that he sent a copy to you on January 9, and per his request, I am inquiring as to whether you have received it.

Thank you for your assistance in this matter, and if you have any questions about my request, please contact Ileana McCalip of my staff at (202) 225-6261.

Sincerely,


Lynn N. Rivers

LNR\iam



Mr. Glenn R. Ruibley
2124 Pauline Blvd. Apt. 107
Ann Arbor, MI 48103-5170
Ann Arbor, Michigan 48107

University

JAN 16 1998

10 January 1998

Congresswoman
Lynn N. Rivers
House of Representatives

Dear Ms. Rivers :

My beautiful 605 page anthology meant to restore discarded women poets and to claim greatness for 18 of our most impressive women poets was printed last January. Shortly afterwards Peter Heydon, director of the Mosaic Foundation of Ann Arbor, turned his back on his own child so the book hasn't been reviewed or advertised and is on sale in one store. It exists in six libraries all but one of these by my own arrangements.

This is the only book that collects all of our most important women poets and reevaluates them upward. It could be of great value in the classroom and two acquaintances have already said that they plan to use it. I'm trying to save it -- and having already done everything else, I sent a copy yesterday (Jan 9) to Mrs. Clinton. I know she would care about it -- everyone does who sees it. Perhaps someone in your office could inquire at the White House whether it was received.

I'm going to bring some friends to your town meeting on Jan 17. You amaze me with your common sense and your grasp of what really matters in our battered and bleeding society. Thank you for supporting the idea that any future budget surplus should NOT be spent on goodies for taxpayers. In a society where the average credit card debt is \$6000! Long continued prosperity like ours carries the heavy penalty of moral decay. The people in our government AND our citizens have lost all grip on reality. I wish all of them could spend a lot of time in Third World countries as I've done and as Mrs. Clinton has chosen to do. "Versailles on the Potomac" is the best description of our capital I've ever heard.

With best wishes for ^{all} future successes,

Glenn R. Ruibley
Glenn Ruibley

Enclosures:

two pages on my anthology
GREAT US WOMEN POETS

U.S. HOUSE OF REPRESENTATIVES

WASHINGTON, DC 20515-2213

PUBLIC DOCUMENT

OFFICIAL BUSINESS

THIS MAILING WAS PREPARED, PUBLISHED,
AND MAILED AT TAXPAYER EXPENSE

ENCLP

Lynn T. Rivers

M.C.



TELETYPE
UNIT

NOV 25

THE WHITE HOUSE
WASHINGTON

June 22, 1998

Ms. Wanda Jones, Dr.P.H.
Deputy Assistant for Health
Dept. of Health and Human Services
200 Independence Ave., SW
Room 712E
Washington, DC 20201

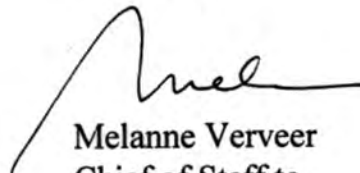
Dear Wanda:

It was a wonderful pleasure to meet you and to receive an update on your work. Thank you for your letter and a copy of the Trafford article and the 1997 Summary of Accomplishments.

I have shared the materials with my colleagues. We appreciate the important work you are doing and we look forward to working in collaboration with you.

Best wishes in all you do.

Sincerely,



Melanne Verveer
Chief of Staff to
the First Lady

Melanne Verveer

(R)

Thank her +

Menfile

Thank for article
etc

from the desk of:

Wanda K. Jones, Dr.P.H.

Deputy Assistant Secretary for Health (Women's Health)
U.S. Department of Health and Human Services

200 Independence Avenue, S.W., Room 712E

Washington, D.C. 20201

Phone: (202) 690-7650

E-mail: wjones@osophs.dhhs.gov

Fax: (202) 401-4005

Melanne,

I've enclosed information
on the Federal Coordinating
Committee on Breast Cancer
meeting this fall, for your
consideration re: any role for
the White House to play given
scheduling constraints, per
our discussion May 27.

Also, I've enclosed a copy of
Abigail Trafford's thoughtful
analysis of Viagra vs. birth
control, FYI. This was the
article that had so impressed me.
Thanks again for meeting with me!
Wanda



DEPARTMENT OF HEALTH AND HUMAN SERVICES

Office of the Secretary

Assistant Secretary for Health
Office of Public Health and Science
Washington, D.C. 20201

Date: June 4, 1998

TO: Melanne Verveer

FROM: Deputy Assistant Secretary for Health (Women's Health)

SUBJECT: National Action Plan on Breast Cancer Accomplishments Report and
Federal Coordinating Committee on Breast Cancer Activities

I wanted to follow up on our conversation last week regarding the National Action Plan on Breast Cancer (NAPBC) and concerns you expressed on behalf of the President and First Lady regarding its accomplishments. Attached please find *1997 Summary of Accomplishments: A Report to the Steering Committee*, which highlights the activities of the Plan over the past year. (**Note:** This report was also sent under separate cover to an intern for Chris Jennings in the Office of Domestic Policy in March). As you can see, some Working Groups have made real progress toward their individual charges.

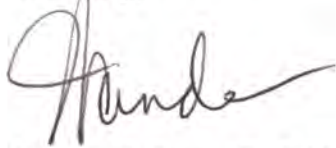
As I indicated when we spoke last week, the NAPBC Steering Committee has scheduled a retreat for July 20 in Washington, D.C. We are hoping that this retreat will include a critical discussion of the future direction of the Plan and how it can realize its full potential to impact the fight against breast cancer.

I also mentioned the work of the Federal Coordinating Committee on Breast Cancer (FCCBC). This group, chaired by the PHS OWH, will sponsor a workshop entitled "Partnering to Eliminate Disparities: Opportunities for Collaboration in Federal Breast Cancer Programs" on September 28, 1998, in the Washington, D.C., metropolitan area. The workshop will highlight federal activities related to breast cancer and will encourage forming new and strengthening existing collaborations to eliminate racial, socioeconomic, and age disparities in breast cancer services and health outcomes.

The one-day workshop will be divided into plenary sessions and break-out sessions and will conclude with an integration panel to provide a summary and conclusions for the workshop. (Please see attached draft agenda.) The break-out sessions will feature short presentations on programs with successful partnerships or opportunities for new collaborations and will, with the assistance of professional moderators, encourage dialogue and networking among workshop participants and panelists. The poster session will highlight ongoing research and programs funded by the FCCBC. Target participants for this workshop are representatives of federal and state breast cancer programs.

Thank you for your interest in the NAPBC and FCCBC, and I look forward to discussing further strategies to increase their impact on this important women's health issue. If you have any questions, please do not hesitate to contact me at (202) 690-7650.

Sincerely,

A handwritten signature in cursive script, appearing to read "Wanda", with a long horizontal flourish extending to the right.

Wanda K. Jones, Dr.P.H.

Attachments: 1997 Summary of Accomplishments
FCCBC Workshop Draft Agenda

cc: Marybeth Donahue



National Action Plan on Breast Cancer
A Public/Private Partnership

1997 Summary of Accomplishments:

A Report to the Steering Committee

National Action Plan on Breast Cancer

1997 Summary of Accomplishments: A Report to the Steering Committee

Background

The National Action Plan on Breast Cancer (NAPBC) is a unique public/private partnership that serves as a catalyst for national efforts to coordinate actions by government and nongovernment organizations, agencies, and individuals to advance breast cancer knowledge, research, policy, and services. The NAPBC was initiated in response to the National Breast Cancer Coalition's 2.6 million-signature petition calling for a coordinated national strategy to combat breast cancer, the second leading cause of cancer deaths among American women. By encouraging new ideas and mobilizing partnerships, the NAPBC strives to "jump-start" innovative, long-term efforts that will result in rapid progress in the fight against breast cancer. The work of the NAPBC is guided by a Steering Committee and six Working Groups. Implementation of the NAPBC is coordinated by the U.S. Public Health Service's Office on Women's Health (PHS OWH) within the Department of Health and Human Services.

A Second Year of Achievement

In 1997, the NAPBC reached a new level of achievement. Building on the infrastructure and plans developed in 1996, the partnership moved decisively into the implementation stage, completing an impressive number of activities and initiatives that addressed the priorities of the Plan. Workshops in groundbreaking areas of research successfully demonstrated the effectiveness of a public/private partnership, as researchers and advocates examined the current state of the science, identified research gaps, and developed comprehensive recommendations for future research and actions. During the year, the Working Groups developed questionnaires and survey instruments, prepared publishable papers on a variety of urgent topics, and assisted with pertinent state and Federal legislation. These initiatives not only have significantly advanced knowledge in specific research areas but also have brought public awareness and the attention of high-level legislators and policymakers to important issues related to breast cancer.

The Steering Committee continued to guide the efforts of the Working Groups, refine the infrastructure of the Plan, and gain the support and collaboration of new public and private partners. In addition to reviewing Working Group budgets and activities, the Committee addressed membership issues in a continuing effort to enhance the diversity and expertise of the group. Although many important operating policies and decisions were made during the year, they are not the focus of this report. This report provides an overview of the NAPBC Working Groups' accomplishments in their second year to further national efforts to eradicate breast cancer.

The Hereditary Susceptibility Working Group

This Working Group is implementing a comprehensive plan to address the needs of individuals carrying breast cancer susceptibility genes and to advance education among consumers, health care professionals, and at-risk patient groups. During the past year, the Working Group examined a broad range of critical issues related to genetic susceptibility to breast cancer. In 1997, the Working Group:

- ✓ *Disseminated over 30,000 copies of the video, Genetic Testing for Breast Cancer Risk: It's Your Choice, to medical practitioners, cancer centers, and breast cancer organizations. This video was designed to assist consumers in making informed choices about genetic testing. Through personal stories of breast cancer survivors, as well as experts' presentations of the pros and cons of testing, it will help women answer the complex issues of genetic testing, including how it is done, what the results mean, and what effects the results may have on them and their families. The video also can be viewed on OncoLink, the University of Pennsylvania Cancer Center Web site (the NAPBC is among the site's sponsors). In addition, the NAPBC has received several requests to broadcast the video nationally and internationally.*

NAPBC Actions To Advance Policy

- ◆ *Held a press conference to discuss an article, published in Science, that addressed workplace discrimination based on genetic testing information. The conference produced articles in newspapers across the country and stimulated public awareness of this issue.*
- ◆ *Participated in a White House event at which President Clinton announced that legislation would be submitted to Congress to prevent discrimination in the health insurance industry on the basis of information from genetic tests.*

Jump-Starting Progress: The Hereditary Susceptibility Working Group

For many women, the exciting scientific advances to enable the identification of genes that increase the risk of developing breast cancer create a great personal dilemma: Should they be tested and possibly risk insurance and workplace discrimination? The Hereditary Susceptibility Working Group has moved rapidly on several fronts to provide information to assist women in making decisions about genetic testing, educate health professionals about genetic predisposition to cancer, identify research issues requiring immediate attention, and stimulate national policies to protect women and their families.

- ✓ *Developed the "Position Paper on the Ethical Marketing and Use of Genetic Testing" to improve understanding and consensus on principles formulated to facilitate the ethical marketing and use of genetic testing.*
- ✓ *Held a press conference to discuss an article, published in Science on March 21, that addressed discrimination in the workplace based on genetic testing information. The conference produced articles in newspapers across the country and stimulated public awareness of this issue.*

- ✓ *Convened the Workshop on Privacy and Confidentiality in Genetics Research* on September 16 and 17. The workshop was cosponsored by the National Human Genome Research Institute. At the workshop, over 100 researchers, legal and insurance experts, and patient advocates assessed protection mechanisms for confidentiality in genetics research, addressed key privacy and confidentiality issues, and developed a set of policy recommendations. Prior to the workshop, the Working Group prepared and disseminated to participants a background paper. Working Group members also worked with representatives at the U.S. Department of Health and Human Services to develop sections of the Secretary's Report on Privacy and Health Research.
- ✓ *Completed Hereditary Susceptibility to Breast and Ovarian Cancer: An Outline of Fundamental Knowledge Needed by All Health Care Professionals and developed a dissemination plan.* The outline will serve as a framework for genetics education efforts for health care providers and establish competencies expected of them. It also will serve as a resource guide and a foundation for establishing curricula on hereditary susceptibility to cancer. One such curriculum, based on the NAPBC document, already has been developed by the American Society of Clinical Oncology.
- ✓ *Participated in a White House event at which President Clinton announced that legislation would be submitted to Congress "that will ban all health plans, group and individual, from denying coverage or from raising premiums on the basis of genetic tests."* The U.S. Department of Health and Human Services Secretary Donna Shalala spoke about the efforts of the NAPBC in addressing genetic discrimination and health insurance.
- ✓ *Served as a major information resource on the status of state legislation on health insurance and workplace policies related to genetic information.* In response to requests from the public, the media, and state and Federal policymakers, the Working Group provided current information on legislation around the country.

Educating Consumers and Providers

- ◆ *To assist consumers in making informed choices about genetic testing, disseminated over 30,000 copies of the video, Genetic Testing for Breast Cancer Risk: It's Your Choice, to medical practitioners, cancer centers, and breast cancer organizations.*
- ◆ *Developed a dissemination plan for the finalized Hereditary Susceptibility to Breast and Ovarian Cancer: An Outline of Fundamental Knowledge Needed by All Health Care Professionals, a framework for health care providers' genetics education efforts.*

The Clinical Trials Accessibility Working Group

This Working Group is investigating methods to make clinical trials more widely accessible to women with breast cancer and women at risk for breast cancer. It is identifying barriers to participation in clinical trials, including barriers associated with the informed consent process,

patients' and physicians' misperceptions about clinical trials, and costs of participation. In 1997, the Working Group:

- ✓ *Developed a plan for conducting further research*—including focus groups with consumers, health professionals, and cancer patients—to obtain information for formulating a marketing communications strategy to demystify breast cancer clinical trials, promote awareness, and encourage women to learn about and enroll in such trials.
- ✓ *Conducted focus groups* on participation in clinical trials. Nine consumer and five physician telephone focus groups were completed.
- ✓ *In preparation for writing two publishable papers, analyzed and compiled information* from a critical review of the literature on barriers to and facilitators of consumer participation in clinical trials.
- ✓ *Continued consensus-building efforts* with health insurance companies, hospitals, physicians, researchers, Federal agencies sponsoring research, industry representatives, and consumer groups concerning reimbursement for breast cancer clinical trials and monitored the development of policies on informed consent issues and insurance coverage of randomized controlled trials.

***Mobilizing Partnerships:
The Clinical Trials Accessibility Working Group***

Breast cancer clinical trials are critical to the development of new and more effective treatments and prevention strategies. These clinical trials rely on the participation of breast cancer patients and those at risk for breast cancer. Currently, however, only a small percentage of all eligible cancer patients participate in these important research trials. One of the many complex reasons women do not participate is that they may not be knowledgeable about clinical trials. The Clinical Trials Working Group is building necessary partnerships to address this problem by bringing together consumers, scientists, government representatives, health care providers, and health communications experts to make information about clinical trials more available and user-friendly and to centralize this information in a registry.

The National Biological Resource Banks Working Group

This Working Group has focused on establishing a national network of tissue banks to ensure a resource of well-characterized and well-documented biological materials for multiple areas of breast cancer research. In 1997, the Working Group:

- ✓ *Completed the analysis of results from the Needs Assessment Survey* that was sent to 20,000 researchers across the country to ascertain the quantities and types of tissue needed for breast cancer research. The results of this survey suggest that researchers want to access epidemiologically well-described materials suitable for conducting population-based studies on breast cancer; many of these materials currently are available but not to all interested researchers. Survey results were compiled in a final report that can be viewed on the NAPBC Web site.

- ✓ *Met with members of the College of American Pathologists* to discuss the availability of tissue for formal and informal research, and in particular how long tissues are retained. During the meeting, participants explored current practice regarding retention of tissue blocks beyond the required time limitations and incentives needed to encourage longer retention.
- ✓ *Developed guidelines for Institutional Review Boards (IRBs) and others, a model patient consent form, and a patient fact sheet.* After these documents were revised at a June 1997

**Catalyzing Action:
The Biological Resource Banks Working Group**

Research studies to understand all aspects of breast cancer biology depend on the availability of normal and breast cancer tissue. However, no national system for obtaining, storing, and registering the tissue available for use in research studies exists, and some researchers have difficulty obtaining tissue to address specific research questions. The Biological Resource Banks Working Group, in collaboration with consumers, scientists, government agencies, and professional organizations, conducted a series of initiatives to determine the availability and adequacy of existing sources of tissue, addressed ethical and legal issues involved in collecting and using biological materials, and built the foundation for a national breast cancer tissue banks network that could be maintained by collaborating partners. The Working Group has successfully accomplished its objectives and is preparing a final report on its achievements.

workshop convened by the Working Group, Public Responsibility in Medicine and Research (PRIM&R), a trade group for Institutional Review Boards, presented them at its annual meeting in December. PRIM&R will disseminate the IRB guidelines to researchers, ethicists, professional societies, IRBs, and advocates. The National Cancer Institute (NCI) will coordinate and support field testing studies to validate the model informed consent form. The workshop summary and the other documents can be viewed on the NAPBC Web site.

- ✓ *Assisted with the transition to NCI of the responsibility for implementing a network of tissue banks.* NCI has hired an ombudsman to serve as a central point of contact for researchers needing biological materials for breast and other cancer research studies. Information on tissue repositories can be obtained on the NCI Web site (<http://cancernet.nci.gov/research.htm>) or by contacting Marianna Bledsoe of the Cancer Diagnosis Program, National Cancer Institute, National Institutes of Health (301-496-7147).

The Etiology Working Group

This Working Group is focusing efforts on expanding the scope of biomedical, epidemiological, and behavioral research activities related to the etiology of breast cancer, particularly in the areas of chemicals and hormones, lifestyle factors, ionizing and non-ionizing radiation, viruses, and gene/environment interactions. In 1997, the Working Group:

- ✓ *Completed focus group testing on all modules of the Breast Cancer Core Questionnaire* and continued to integrate the comments into the modules. In collaboration with scientists

and consumers, the Working Group designed the core questionnaire to provide a standardized set of questions, for use by all researchers, on environmental factors linked to breast cancer.

✓ *Convened workshops* to explore several aspects of breast cancer etiology:

- ▶ Workshop on Viruses and Human Breast Cancer: Exploring the Links. The workshop recommendations will be published in the *Journal of Infectious Diseases*.
- ▶ Workshop on Physical Activity and Breast Cancer, cosponsored by the American Cancer Society and the Susan G. Komen Breast Cancer Foundation.
- ▶ Workshop on Medical Ionizing Radiation and Human Breast Cancer.
- ▶ Workshop on Electromagnetic Fields, Light-At-Night, and Human Breast Cancer.

NAPBC Actions To Advance Research

- ◆ *Developed guidelines for Institutional Review Boards and others, a model patient consent form, and a patient fact sheet.*
- ◆ *Convened workshops on a variety of research areas related to breast cancer etiology: viruses, physical activity, medical ionizing radiation, and electromagnetic fields and light-at-night.*
- ◆ *Conducted focus groups on participation in breast cancer clinical trials.*
- ◆ *Completed focus group testing of a six-module breast cancer core questionnaire designed to collect comparable data across studies.*
- ◆ *Produced a supplement to Environmental Health Perspectives based on presentations at the Workshop on Hormones, Hormone Metabolism, Environment, and Breast Cancer.*

Findings from each workshop are being prepared for submission to scientific journals for publication.

Understanding the Causes of Breast Cancer

Understanding the etiology, or causes, of breast cancer is critical to understanding how to prevent the disease from ever occurring and to improving treatment. Scientists know that independently and in combination, genetic, biologic, lifestyle, and environmental factors all may contribute to the initiation of breast cancer. With the assistance of consumer advocates and prominent researchers, the Etiology Working Group determines what is known about these factors and explores areas for further research.

✓ *Summarized and forwarded recommendations from the Workshop on Viruses and Human Breast Cancer to the Director of the National Cancer Institute and officials at the Department of Defense for incorporation into their research priorities.*

✓ *Published papers based on presentations from the 1995 Workshop on Hormones, Hormone Metabolism, Environment, and Breast Cancer in a supplement to the journal, *Environmental Health Perspectives*.*

- ✓ *Developed a list of resources* with information on individuals and public and private agencies that are involved in examining geographical areas in which there are elevated breast cancer rates.

The Information Action Council

The goal of this Working Group is to improve access to information about breast cancer for consumers, scientists, and practitioners via the Internet and other information technology. In 1997, the Working Group:

- ✓ *Introduced a new NAPBC Web site design* that provides easier access to the most current information and to frequently used sections of the site.
- ✓ *Expanded the NAPBC Web site*, linking with breast cancer information and resources from around the country and increasing the availability of information about NAPBC activities and efforts.
- ✓ *Augmented the information available through the NAPBC Web site by providing additional information* on breast cancer-related resources in response to online requests.
- ✓ *Developed and placed on the NAPBC Web site the "Guide to Volunteering in the Fight Against Breast Cancer,"* which directs readers to volunteer opportunities with breast cancer advocacy organizations.
- ✓ *Implemented the Bridging the Gap Initiative pilot project*, through which five community-based organizations across the nation are finding innovative ways to link informationally underserved women with breast cancer information through new technology such as the Internet and Web TV. The Working Group is providing oversight to the Bridging the Gap Initiative pilot project organizations in program activities, such as community outreach, peer advisor training, Internet access training, partnership building, and other tasks that advance the project goals.

Bridging the Gap: Linking Women to Breast Cancer Information

Operating on the knowledge that there is a wealth of breast cancer information available over the Internet and on the principle that underserved women could benefit from this information, the Information Action Council developed the Bridging the Gap Initiative. Through a competitive procurement process in the third quarter of FY97, the Information Action Council awarded contracts to five community groups across the nation to link women to breast cancer information. The goals of the pilot project are to make the Internet available as a primary source of breast cancer information; to have women act on the health knowledge they gain through the Internet; and to expand breast cancer information networks within communities of underserved populations. Over the next two years, the IAC will observe programs in Anchorage, Alaska; Boston, Massachusetts; Bowling Green, Kentucky; Little Rock, Arkansas; and San Francisco, California, to evaluate the impact of the pilot project on the breast health practices of the diverse populations reached by this initiative.

The Consumer Involvement Working Group

This Working Group has defined several specific activities to help ensure consumer involvement at all levels in the development of national research, education, and service delivery programs related to breast cancer. The Working Group seeks to increase and institutionalize consumer participation in ongoing research, as well as in the review of research for funding, and to involve consumers in the design of service delivery and education programs. In 1997, the Working Group:

- ✓ *Developed survey instruments* for (1) consumer organizations, (2) cancer centers, and (3) pharmaceutical companies. The purpose of the surveys was to explore the nature and extent of involvement of breast cancer consumers (patients and survivors, their representatives, or those at risk) as consumer advocates in research, service delivery, public policy, and education and outreach. In collaboration with the National Alliance of Breast Cancer Organizations (NABCO) and the National Breast Cancer Coalition (NBCC), the Working Group pilot tested the consumer organization and cancer center surveys and developed strategies for survey dissemination and data collection.

Involving Consumers

The past several years have brought many changes in how health issues are addressed. Among these changes is the increasing involvement of those affected by a disease in the development of national programs and policies. However, consumers are not yet an integral part of many health planning efforts. The Consumer Involvement Working Group is addressing this issue by gathering additional information on the nature and extent of consumer involvement in different organizations and programs to identify gaps in consumer involvement and opportunities for closing those gaps.

- ✓ *Established a database* of cancer centers and pharmaceutical companies for use in survey mailings and management and, with assistance from NABCO and NBCC, mailed 60 industry surveys, 515 cancer center surveys, and 900 consumer group surveys.
- ✓ *Entered and analyzed data* from 186 consumer group and 193 cancer center surveys that were completed and returned. A draft report on the results was prepared as a foundation for future Working Group initiatives.

NAPBC Grants Program

In 1997, the *National Action Plan on Breast Cancer Compendium of Grants* was prepared. In addition to providing contact information, the compendium summarized each grant's purpose and accomplishments.

Highlights of Upcoming Activities

Substantial progress was made in implementing NAPBC activities in 1997. Highlights of some of the upcoming NAPBC activities for 1998 include the following:

- ✓ Three research articles generated from the Etiology Working Group's Workshop on Physical Activity and Breast Cancer will be submitted for publication.
- ✓ A genetics leadership meeting will be convened in spring/summer 1998 to educate advocate speakers on diverse genetics topics.
- ✓ Several activities will be conducted concerning multicultural aspects of breast cancer etiology. The scientific literature will be summarized, and organizations active in this area will be identified. In addition, a workshop will be convened to review and discuss the current state of knowledge about this topic and to make recommendations for future research priorities and study designs.
- ✓ Planning will begin for a workshop on hormone (estrogen) metabolizing genes, carcinogen metabolizing genes, and their relationship to environmental influences on breast cancer.
- ✓ The Breast Cancer Core Questionnaire will continue to undergo refinement. All modules, as well as a long and a short core questionnaire, will be completed. The questionnaire and an accompanying interviewer's manual will be available on the Web site in late 1998.
- ✓ Links to Internet resources concerning areas with elevated breast cancer rates will be placed on the NAPBC Web site.
- ✓ An initiative to design and produce a toolkit to encourage communities to build Web sites about local breast cancer resources will be explored.
- ✓ Fact sheets on individual accomplishments and a final report of the National Biological Resource Banks Working Group will be prepared.
- ✓ In a continuation of efforts to identify barriers to participation in clinical trials, three focus groups with people diagnosed with cancer are planned for early January 1998.
- ✓ Two papers on participation in clinical trials will be submitted for publication in spring 1998—one on healthcare provider-based barriers to patient participation and the other on patient barriers to participation and strategies to overcome these barriers.
- ✓ The Hereditary Susceptibility Working Group will continue to facilitate the advancement of policies to prevent workplace discrimination based on genetic information.

THE WHITE HOUSE
WASHINGTON

July 10, 1998

Margaret Jakobson,
Chair, DREDF Board of Directors
Disability Rights Education and Defense Fund, Inc.
1629 K Street, NW, Suite 802
Washington, DC 20006

Dear Ms. Jakobson,

Thank you very much for your letter and invitation to the First Lady to deliver the keynote address at the DREDF event in San Francisco this fall.

It is too early to determine at this time whether it will be possible. I have forwarded your letter to our scheduling office and they will contact you once a decision has been made.

Thanks and best wishes.

Sincerely,


Melanne Verveer
Chief of Staff to
the First Lady

*make sure
Patti gets
a copy of
response*

*forward your
letter to our
scheduling*

June 26, 1998

Margaret Jakobson,
Chair, DREDF Board of Directors
Disability Rights Education and Defense Fund, Inc.
1629 K Street, NW, Suite 802
Washington, DC 20006

Dear Ms. Jakobson,

Thank you very much for your letter and invitation to the First Lady to deliver the keynote address at the DREDF event in San Francisco this fall.

Though the First Lady hopes to participate, it is too early to determine at this time whether it will be possible. Our scheduling office will contact you once a decision has been made.

Thanks and best wishes.

Sincerely,

Melanne Verveer
Chief of Staff to
the First Lady

make sure
Patti gets
a copy of
response

I have forward your
letter to our
scheduling

②

DREDF

Disability Rights Education and Defense Fund, Inc.

Law, Public Policy, Training and Technical Assistance

June 19, 1998

Ms. Melanne Verveer
Deputy Chief of Staff
The White House
Washington, DC 20500

Dear Ms. Verveer:

At the suggestion of Pat Wright, Director of Government Affairs in our Washington, D. C. office, I am forwarding you a copy of a letter we have sent to the First Lady requesting her participation in our annual San Francisco event this Fall.

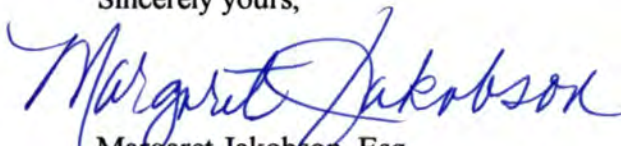
As you may know, Mrs. Clinton and the President have supported the work of the Disability Rights Education and Defense Fund since 1994 by serving as Honorary Co-Chairs at our Washington, D. C. Galas.

DREDF's San Francisco event last year was very successful, due in large part to a keynote address by Tipper Gore. Mrs. Gore's very personal and warm approach to the issue of rights for people with mental disabilities greatly added to the evening.

Any assistance you can give to see that our request is considered would be very much appreciated. We are all tremendous admirers of the First Lady and would be very pleased and very honored if her schedule permitted her to attend. The person to contact at DREDF with a reply is Beatrice Burgess. Her number is (510) 644-2555.

Thank you in advance for your attention; we know your help is invaluable.

Sincerely yours,



Margaret Jakobson, Esq.
Chair, DREDF Board of Directors

June 19, 1998

The First Lady
Mrs. Hillary Rodham Clinton
The White House
Washington, D.C. 20500

Dear Mrs. Clinton:

I am writing to ask if you would honor us by delivering the keynote address at the Disability Rights Education and Defense Fund, Inc. (DREDF's) San Francisco event in late Fall. You and the President have lent our work for civil rights inestimable support by chairing the Washington D.C. Galas and we would be very pleased if you could participate in our annual West Coast event. The San Francisco event will bring together people from the disability, business, academic and legal communities to educate them about disability civil rights issues. If you are able to come, this year's luncheon or dinner would be planned according to your schedule.

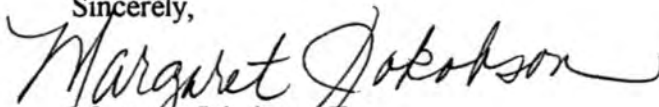
As you know, DREDF is a national legal defense fund staffed and managed primarily by people with disabilities and parents of children with disabilities. DREDF helps thousands of people every year, all across America, to secure their rights to education, employment, housing, transportation and access to public accommodations. In short, DREDF has worked for nineteen years to make sure that people with disabilities can join the mainstream of American social and economic life.

Last year Tipper Gore was the keynote speaker at DREDF's San Francisco dinner. Her thoughtful remarks about the rights for people with mental disabilities illuminated another facet of disability civil rights, and helped to make the evening a success. Other speakers and honorees in past years have included Senator Edward M. Kennedy, Dr. Mathilde Krim, Attorney General Janet Reno and Steny Hoyer.

We are fervent admirers of yours, Mrs. Clinton, and your support of our event would lend your unique credibility and prestige to our mission and programs.

Thank you for considering our invitation. Your staff may call Beatrice Burgess at the DREDF office at (510) 644-2555 to let us know if you can come. We look forward to hearing from you.

Sincerely,



Margaret Jakobson, Esq.

Chair, DREDF Board of Directors

copy to: Ms. Melanne Verveer

THE WHITE HOUSE
WASHINGTON

September 11, 1998

Rev. Joseph Jensen, O.S.B.
Chair, T.V. Moore Lecture Committee
St. Anselm's Abbey
4501 South Dakota Avenue, NE
Washington, DC 20017

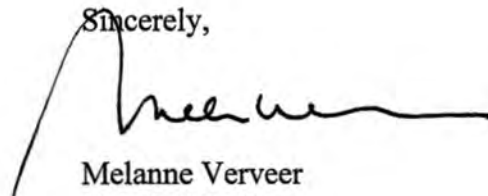
Dear Father:

On behalf of the First Lady, thank you for your invitation to attend the 25th Annual Thomas Verner Moore Lecture on September 26.

Mrs. Clinton will be in Haiti on September 26 and, therefore, she will not be able to accept the invitation to attend the lecture. We have also notified Ms. Norris that the First Lady will be unable to attend.

Mrs. Clinton conveys her best wishes for the event's success and we wish everyone associated with St. Anselm's a fullness of God's blessings.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanne Verveer', with a long horizontal flourish extending to the right.

Melanne Verveer
Chief of Staff to
the First Lady

ST. ANSELM'S ABBEY

4501 South Dakota Avenue, N.E.
Washington, DC 20017
(202) 269-2300

©
HRC scheduled
to be out 9
from

August 12, 1998

Melanne Verveer
Chief of Staff to the First Lady
The White House
1700 Pennsylvania Avenue
Washington, DC 20500

Dear Ms. Verveer:

I write at the request of Kathleen Norris to give notice of the following event:

THE TWENTY-FIFTH ANNUAL THOMAS VERNER MOORE LECTURE

TO BE GIVEN BY KATHLEEN NORRIS, ON THE TOPIC

"INCARNATIONAL LANGUAGE: THE WITNESS OF THE WRITER"

Saturday, 26 September 1998

eight o'clock in the evening

Caldwell Hall Auditorium, Catholic University of America

reception follows

This series is co-sponsored by St. Anselm's Abbey and Catholic University. I will send you a flier as soon as one is available. If you wish any further information, I can best be reached at my office (Executive Secretary, Catholic Biblical Association) at Catholic University: 202-319-5519.

Sincerely yours,

Joseph Jensen, O.S.B.

Joseph Jensen, O.S.B.

Chair, T. V. Moore Lecture Committee

THE WHITE HOUSE
WASHINGTON

PIS
File

September 28, 1998

Ambassador James Joseph
US Embassy Pretoria
US Department of State
2201 C Street, NW
Washington, DC 20521-9300

Dear Ambassador Joseph:

Enclosed are photos taken during the President's visit to South Africa in March. We know we can count on you and your staff to get them to the right people.

Thank you for your graciousness and support during the visit. Your assistance was invaluable in so many ways.

With Very Best Wishes,



Melanne Verveer
Chief of Staff to
the First Lady

THE WHITE HOUSE
WASHINGTON

September 28, 1998

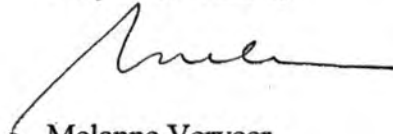
Ambassador Jo Powell
US Embassy Kampala
US Department of State
2201 C Street, NW #5240
Washington, DC 20540

Dear Ambassador Powell:

Enclosed are photos taken during the President's visit to Uganda in March. We know we can depend on you and your staff to get them to the right people.

Looking at these photos, I am reminded how successful and important the visit was for everyone involved and beyond. Thank you for your assistance during the visit. Your support was invaluable and it was great for us to see you in your new post.

Very Best Wishes,

A handwritten signature in black ink, appearing to read 'Melanne', with a long horizontal stroke extending to the right.

Melanne Verveer
Chief of Staff to
the First Lady

THE WHITE HOUSE
WASHINGTON

September 28, 1998

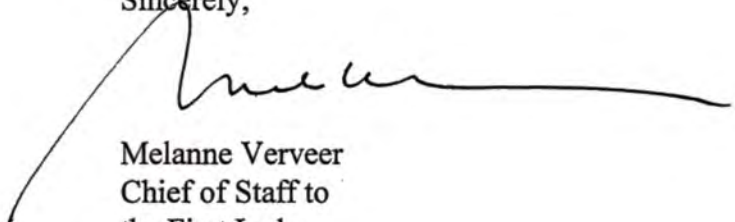
Ms. Sharon Lauorel
US Embassy, Accra
c/o Department of State
2201 C Street, NW
Washington, DC 20521-2020

Dear Ms. Lauorel:

Enclosed are photos taken with the First Lady during the President's visit to Ghana in March. We know we can depend on you to get them to the right people. Thank you again for your graciousness and hospitality and all you did to make the visit such a success.

Very best wishes.

Sincerely,



Melanne Verveer
Chief of Staff to
the First Lady

THE WHITE HOUSE
WASHINGTON

November 9, 1998

Barbara Jacobs
Executive Director
USTA/Mid-Atlantic Section
2230 George C. Marshall Drive, Suite E
Falls Church, VA 22043-2582

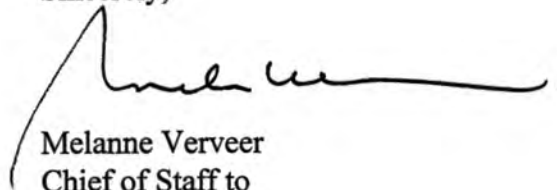
Dear Ms. Jacobs:

Thank you for your letter to the First Lady and your request to initiate the *Kids on the Court Program* from the White House.

Rules governing the use of White House property, however, prevent us from accommodating your request. But I know Mrs. Clinton would want me to convey her appreciation for USTA's efforts to motivate and inspire children through tennis, along with her best wishes for the program's success.

All the best.

Sincerely,

A handwritten signature in black ink, appearing to read 'Melanne Verveer', with a long horizontal flourish extending to the right.

Melanne Verveer
Chief of Staff to
the First Lady



UNITED STATES TENNIS ASSOCIATION
MID-ATLANTIC SECTION

August 12, 1998

Mark Sarver
President and
Chairman of the Board
P.O. Box 505
Bland, VA 24315

Peter Finck
First Vice President
3067 Mullineaux Lane
Ellicott City, MD 21042

Elaine Freeman
Second Vice President
1805 Crystal Drive, #606
Arlington, VA 22202

William Redd
Secretary
613 Coralberry Drive
Richmond, VA 23236

Maurice Patterson
Treasurer
2914 Vista Street, NE
Washington, DC 20018

Rod Dulany
Delegate to USTA
& Immediate Past President
Washington Golf and Country Club
3017 Glebe Road
Arlington, VA 22207

Barbara Jacobs
Executive Director

Mrs. Hillary Rodham Clinton
First Lady of the United States of America
The White House
Washington, D.C.

RE: "Kids on the Court Program"

Dear Mrs. Clinton:

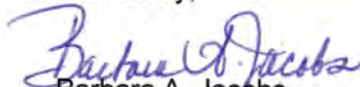
The USTA/Mid-Atlantic Section has joined with Wilson Racquet Sports and the Billy Stearns Tennis Center to initiate the "Kids on the Court Program" as a national model to encourage inner city youth to take up the game of tennis. We believe that *kids on the court stay out of court*. Wilson Racquet Sports will provide 2000 tennis racquets in support of this effort. The USTA/Mid-Atlantic Section will distribute this equipment to any "at-risk" boy or girl who participates in the USA Tennis 1-2-3 Program. The combination of free lessons and free equipment will offset economic barriers that might prevent disadvantaged youth from taking up the game.

To launch this effort properly, we would be grateful for the opportunity to conduct an inaugural tennis clinic at the White House tennis facility. Internationally known tennis coach Billy Sterns will provide instruction to a dozen local youth and a similar number of House, Senate and Administration guests. Wilson Racquet Sports will provide tennis gear to each youngster that attends. We anticipate an event lasting no more than three hours, with approximately forty total guests.

While we welcome the participation of any White House or Administration official, we also recognize that the White House tennis facility can be scheduled more easily during a Presidential absence. We would appreciate any opportunity to conduct this event on the White House grounds.

Thank you for your kind consideration of this proposal, and we hope to hear from you.

Yours truly,


Barbara A. Jacobs
Executive Director
USTA/Mid-Atlantic Section

TENNIS—THE SPORT FOR A LIFETIME

R
Conrado

USTA/MID-ATLANTIC SECTION
2230 George C. Marshall Drive, Suite E
Falls Church, VA 22043-2582

Telephone 703 560-9480
Fax 703 560-9505
www.usta-mas.com

*this
can we rule
out on legal grounds*

THE WHITE HOUSE
WASHINGTON

February 1, 1999

Ambassador James Joseph
US Embassy, Pretoria
877 Pretorius Street, Pretoria Arcadia 0083
Pretoria, 0001 South Africa

Dear Ambassador Joseph:

Thank you for your letter and the copy of Dr. Pat Gorvalla's paper on Career Development for South African Women.

The paper addresses an important issue and we applaud the author's efforts to improve the job status of women in South Africa. I have shared Dr. Gorvalla's paper with the First Lady and my colleagues. We shall keep this excellent resource on file in our office for future reference.

Very best wishes to you and Mary. Happy New Year!

Sincerely,



Melanne Verveer
Chief of Staff to
the First Lady



MEMORANDUM

Pretoria, November 24, 1998

TO: Ms. Melanne Verveer
Chief of Staff to the First Lady

FROM: James A. Joseph *Jim Joseph*
United States Ambassador to South Africa

SUBJECT: **Concept Paper from Dr. Pat Gorralla concerning Career Development for South African Women**

During the March 1997 visit to South Africa by the First Lady, she attended a small dinner at my residence. In the course of the dinner, she spoke with Dr. Pat Gorralla, a prominent South African businesswoman, regarding possible programs to help South African women move more rapidly into mid- and senior-level positions in business. Dr. Gorralla has submitted a concept paper that explains her ideas in this area in more detail. A copy of the paper is attached for your information.

Dr. Gorralla's paper raises important issues regarding the status of South African women. The barriers to women's entry into executive positions in business are very real and of great concern to the South African Government and to the U.S. Mission to South Africa. A recent study on workforce equity, funded by the U.S. Agency for International Development (USAID/South Africa), found that African women comprise only 1% of senior managers among respondent firms, whereas white men comprise nearly 80% of senior managers.

For some time, the South African Government has been working to address broad issues regarding human resource development, and more specific concerns with respect to the equitable representation of disadvantaged groups in the workplace. As part of these efforts, the South African Government has recently enacted the Job Skills Act and the Equity Act, which, among other things, requires employers with more than 50 employees to undertake positive steps to increase the equitable representation in the workplace of women, blacks (defined to include people of African, Coloured and Asian descent), and the disabled.

To support the South African Government's efforts, the U.S. Mission to South Africa has focused increasing attention on workforce development issues and employment equity, including examining barriers to women's advancement. A number of initiatives are already underway, and a larger program is being developed.

The programs being explored by U.S. Government agencies in South Africa are consistent with the ideas presented in Dr. Gorralla's concept paper. For this reason, I have asked USAID/South Africa and the Foreign Commercial Service to consult with Dr. Gorralla regarding their programs. I am confident that her insights, together with those of our South African Government counterparts, will contribute to the development of effective programs to expand career opportunities for South African women.

PROJECT PROPOSAL

CAREER DEVELOPMENT FOR WOMEN IN SOUTH AFRICA: BEYOND THE BARRIERS

Submitted: Dr Pat Gorralla.
1998
Cape Town -South Africa

EXECUTIVE SUMMARY:

PROPOSAL: CAREER DEVELOPMENT FOR WOMEN IN SOUTH AFRICA: BEYOND THE BARRIERS

Purpose of the Project:

The purpose of this proposal is to enable women to break through the barriers identified in the upward mobility of women and specifically black women in South Africa (De Vries, 1991). For the purposes of this particular project the major determinants of upward mobility will be proper career management within the corporation that influences the career development of women and in particularly black women. Furthermore, an internship programme with identified international partners, will be sought for the purposes of learning transferable skills as well as developing strong mentor relationships.

Potential benefits of the Project:

- Personal benefits to women.
- The value of the Internship.
- Value of a Theory based programme to Unlock potential.

Target Group

Women who represent the disadvantaged populations' groups in South Africa with managerial potential to advance to Middle management level.

Evaluation of the Programme

Portfolio to document the experience.

Time Period Of The Initiative:

Pilot study

4 components of 6 weeks each over a 5 year cycle.

Number of Trainees per Session:

15 women.

Accountability and Control.

Independent auditors of the project.

Evaluations of trainees as well as intern placements.

Proposal written: Linda De Vries

PROPOSAL: CAREER DEVELOPMENT FOR WOMEN IN SOUTH AFRICA: BEYOND THE BARRIERS.

INTRODUCTION

The experiences of the black women in South Africa and the structure of work in the South African labour market illuminate the racial and gender inequalities of the labour market. These experiences were also interwoven with a legal and political system deliberately aimed at creating an underclass.

The segmentation of the labour market entrenched discriminatory labour practices. Poverty and the underclass also reflect low human capital investment. The level of skills and education of women in South Africa indicates the equivalent in school-entry results for white women and white men but a skewed distribution between white women and black women (De Vries, 1991). Labour-force participation increased as black women's education increased.

Employment by gender in South Africa indicates that 44 % of women are economically active. The unemployment rates by race and gender indicate that only 9 % of white women can be classified as unemployed. The unemployment rate for black women ranges from 28 % to 50 % between the different classified groupings of the previous government. Statistics relating to the formal employment of women by sector and race show that 14 % of women are employed in the manufacturing sector, 20 % in the trade and accommodation and 48 % in social services. White women have an unusually high presence in the finance sector of 4,9% (Budlender, 1995). This reflects their advantage with the educational policies and access to higher education. The mean salaries of women in relation to that of men reflect the greatest variance in the manufacturing sector. The variances are 65 % of the wages of men, and in the trade sector, 75 % of the wages of men. Women are distributed in large numbers in the service sectors and the semi-professional occupations.

Predictably, discrimination by race and gender was a major point of focus in the current negotiated political process towards constitutional change (Murray, 1994).

However, addressing gender discrimination will demand specific attention. The national economic policy framework suggests that South Africa must utilize the management skills of all its people. The RDP places particular emphasis on human development and the stimulation and support of enterprises. None of these policies is necessarily gender specific; they are

developed within the constitutional framework of non-discrimination.

Career plans for many professionals and highly skilled people will include the possibility of being a partner in a professional firm or the chief executive officer of one of the Fortune 500 or Financial Mail Top 100 companies. However, this career plan seems to be too ambitious for many women and specifically for black women as they have progressed very slowly to the senior positions within organisations. Career development in many corporations is a neglected area for women and needs specific attention.

The role of women changed dramatically in most countries over the past decade(Lessing, 1994; Tanton, 1992; Human, 1994; as well as Brodsky,1993). The employment patterns of women(Larwood, Stromberg, and Gutek, 1985) as well as in the various countries across the world indicate a significant increase of women at all levels within the organisation. These trends influence the way organisations perceive these employees who are increasingly part of the workforce and have permanent status. However for many organisations there are women everywhere but not a single one within the top of the managerial structure. This could be as a result of the barriers for women to be upwardly mobile(Cox and Harquil, 1981 and Prekel, 1994) or because their own perception of their capacity to be managerial potential.

This project will focus on the career mobility of women within the organisation who are skilled with at least two years of work experience and who have identified managerial potential. The population to be considered for the purpose of this project will be women within lower level management as members of the black management forum. South Africa has a critical shortage of high-level human resources(Sadie, 1991). The ratio of executives to lower -level worker is 1:52(Erwee, in Adler and Izrael, 1994). A lack of career development strategies within the corporations is seen as a major reason why women are not optimally utilized even though their participation in the labour force reflects similar patterns than those of men. Also their educational backgrounds in terms of years of study are equitable to that of men.

Purpose of the Project:

The purpose of this proposal is to enable women to break through the barriers identified in the upward mobility of women and specifically black women in South Africa (De Vries, 1991). For the purposes of this particular project the major determinants of upward mobility will be proper career

management within the corporation that influences the career development of women and in particularly black women. Furthermore, an internship programme with identified international partners, will be sought for the purposes of learning transferable skills as well as developing strong mentor relationships.

Potential Benefits Of The Project:

Personal Development:

A key factor in considering advancement of women and addressing the barriers towards further advancement would be to focus the attention on the personal development of women.

The Value Of Internship:

Work experience that transcends that of menial and routine work is an essential component for further advancement within a career. In today's environment when the corporate world is looking for employees who have demonstrated experience as well as workplace professional skills. The corporate world still value excellence, references as well as an autonomy of decision making when they consider women for management development. Internships are an excellent way to gain experience within a highly competitive context as well as to established a network and mentoring relationships.

Integrating theory with practice is a proven way of developing quality education. Models of co operative education indicate how valuable a combination of theory and practice is in achieving greater learning.

Value of a Theory based programme to Unlock Potential:

Practical training is a valuable asset in the career development of any women. However, to complement this experience an integrated curriculum of a broad base management skills as well as personal development skills will provide the spring board from which a focused career plan will develop. A proposed training programme would be developed focusing on managerial skills, leadership skills, project management as well as personal development.

Target Group of Possible Trainees:

The South African context provides the excellent backdrop of women who has identified managerial potential but who lack a network, a mentor or a proper work experience cannot develop their full potential. Black women in particular are still the group who experience the double discrimination of

both race and gender in the corporate world.

Evaluation of the Programme:

The model is that of an integrated learning process that develop both writing and presentation skills of trainees. They would have a portfolio that would document their learning experience through the following:

- A reflective journal
- An analytical record of the work experience provided.
- An analysis of the theory and its application for the career plan.
- A detailed developed career plan with specific goals and objectives.
- A proposed strategy for further career development.
- A recognition of the value of "to have a mentor, be a mentor."
- Resume
- Application letter for a group of identified positions that complements the work experience and the theoretical background.

Time Period for the Initiative:

6 weeks Preparation for Internship and Management training in South Africa.

6 weeks for the internship- in USA.

6 weeks in a training programme-USA.

6 weeks of mentoring and sharing with another women-South Africa.

Number per session:

15 women.

Number of sessions:

Pilot programme-1998/1999

Continuous programme for a period of 4 years into the millenium.-1999-20002

RATIONALE FOR PROPOSING CAREER DEVELOPMENT PROGRAMME FOR BLACK WOMEN IN SOUTH AFRICA:

Career mobility would be defined as the rate of movement and the propensity to move within and outside of organisations. These two variables are not similar, yet are often treated similar (Veiga, 1983). He proposes that the following needs attention when career mobility is considered. The factors like career and work stages are a major determinant. Mortimer and Lorence document job involvement at different level of the career stages. Phillips and Imhoff (1997) reflect on the faster career track of men. Women do not move within the job and within the profession. The accompanying salaries for women are also disproportionate to that of the men when controlling for education, age, experience, and performance (Cox and Harquail, 1991). The many other barriers to career advancement are sexual harassment (Mackinnon, and Gutek, 1988 as well as Davidson and Cooper, 1992).

Proposition 1:

Women who have the educational background as well as the network will be more able to move within the organisation than those who do not have the educational background.

Proposition 2:

Organisations who have career development plans would have marked career paths for women's upward mobility.

Proposition 3:

Women who have their own career plans will have a greater propensity for upward mobility than those who do not have career plans.

Proposition 4:

Organisations who have mentorship programme in place for women would have a greater amount of women involved in higher levels of the organisational structure.

A major factor on career advancement is the presence of a mentor. Another related area is the presence of networks and its influence on career advancement (Ibarra, 1993).

Proposition 5:

Black woman's career advancement is negatively influenced by their race and their status within society and in the workplace.

Against a legal and societal background that placed emphasis on women as minors, many women in South Africa are still encapsulated by their cultural backgrounds.

Race in the South African context is a key factor that influences female career mobility (Human, 1994). The projections of Sadie (1990) for the year 2000 indicate a bleak future when it comes to the leadership that would provide impetus for economic development in South Africa.

Career mobility is an important topic in many of the research literature (Malos and Campion, 1995; Veiga, 1986 and Hall, 1986).

Research indicates that women display entrepreneurial abilities (Watkins, J. and Watkins, D. 1983) as well as unique leadership abilities (Rosener, 1990). By utilising as well as developing women as leaders, South Africa could change from low economic growth to higher economic growth.

Sadie (1990) indicates that category I and II, the source of South African leaders, are overextended and are often appointed without the necessary education and experience. Research done in 1989 confirms this viewpoint. Statistics like the shortfall of 496 000 managers at an average growth rate of three percent per annum, should discourage any entrenchment's of myths or stereotyping of women.

The needs of the country are clear. The process of dismantling perceptions and behaviour patterns based on discrimination is still evident. However proper career development is needed for women in those positions. Interactive leadership (Rosener, 1990) has proved to be the effective style that contributed to women's success. Changing needs and changing environments are indicating that interactive leadership styles might be the choice for leading organisations. It must be acknowledged, too, that diversity in leadership styles could be a competitive advantage for organisations who are willing to develop women as potential leaders.

Mentorship as seen by Dinsdale (1990) could be that force that would supply or encourage the two components needed to advance as managers and leaders, namely:

- personal growth; and
- Career development.

McKeen and Burke (1989) suggest that mentoring relationships would contribute to the improving of the quality of work life for women in addition to career success.

Mentor relationships could lead to increased self-confidence and the development of strategies for dealing with career stress (Nelson and Quick, 1988).

All people, be they male or female, black or white, need to understand the functioning of an organisation as a system. There are differences of opinion on the functioning of the organisation as the corporate game - likened to a game of sports (Hall, 1990). Yet theories on organisational development indicate that the following exist within organisations:

- The politics of the organisation;
- The norms, standards, values, ideology, history and heroes/heroines in the organisation;
The psychological contract that indicates the expectations that organisations have of the members.
- The skills and levels of competence necessary in the organisation for succession to the next immediate step;
- The paths to advancement and the "blind alleys";
- The acceptable methods for gaining visibility in the organisation. Who needs to know what and what do these people need to know?
- The characteristic stumbling blocks in the organisation and the personnel failure patterns.
(Levinson as quoted in McKeen and Burke, 1989).

Dinsdale (1990) suggests that mentorship is "the holistic development of the individual". Mentors often become a model for their protégé to follow. Commitment and knowledge are essential components of mentorship. There would necessarily be risks attached to mentoring of people especially women.

Dinsdale (1990) further suggests that organisations' leadership should acknowledge their commitment to mentoring by formalising it in order to indicate the importance thereof.

The number of women available to provide mentor assistance to other women is limited. Specific barriers can arise because of the difficulty of adequate mentors for women.

These include:

- i. Lack of access to information networks. The lack of access to informal informational networks, as well as exclusion of women from male-only clubs.
- ii. Tokenism: Women would have problems in establishing these relationships as perceptions could arise that they succeeded because of policy decisions and not their own ability.
- iii. Stereotypes and characteristics: Stereotypes of managers as being male and of women's abilities to manage generally can be stumbling blocks for cross-sex mentoring to occur.

- iv. Developmental dilemma - of sexual attraction, marital disruption and gossip. Clawson and Kram (1984) indicate that because of this barrier, the appropriate level of intimacy necessary for mentorship, is a problem.

Specific strategies for organisations

Organisations that are serious about utilising women and developing their potential, need to establish formal mentoring programmes. Such programmes should display the following characteristics:

- i. They should be well-defined and actively supported by all levels of management.
- ii. They should offer training and development to foster an awareness and understanding of mentoring.
- iii. Their design should be of an appropriate structure so as to encourage desired behaviour.
- iv. They should be so designed as to ensure meaningful work interactions (McKeen, et al, 1989).
- v. There should be careful selection and matching of mentors. South Africa needs to be careful lest it be accused of favouring white women at the expense of black women.
- vi. There should be scope for development of action-research programmes to evaluate and control as well as for providing corrective measures on a timely basis.

Moreover, positive action policies are needed to address the imbalance at the higher levels of the organisational structure: there are too few women in the top jobs at most organisations.

The developmental management concept encourages employees to identify their aspiration levels within the organisation.

- i. Commitment from top management

A review of the manpower plans of organisations should provide the data necessary to convince managers of the urgency of their commitment. In the United States lawsuits arising from discrimination are costing businesses large amounts of money.

- ii. Identifying candidates

Many organisations have methods of identifying people who have high potential for executive training. Assessment centres could be a means of identifying candidates.

Organisations could just examine their current profile of workforce to identify qualified female candidates with various degrees or diplomas that would normally provide access for men to managerial training programmes.

iii. Task force inclusion

Including women in task force groups which solve specific problems would cost the organisation no extra money but would provide experience and recognition to women. Care should be taken not to place women in stereotyped roles like secretaries or tea organisers.

Hofmeyer, K.B. (1984) presented a Human Resource planning model that could be applied for black management advancement. This model could be adapted to include women in order to address discrimination towards them as well as the serious shortage of leaders/human resources in South Africa.

Table 1 Women Manager Advancement Plan

<u>SUPPLY</u>	<u>UTILISATION</u>	<u>DEVELOPMENT</u>	<u>CLIMATE AND ATTITUDES</u>
Recruit ment, identify- cation of talent	Clarifica- of roles, jobs experience	Individual training, career devel- opment, appraisal	Changing overcoming resistance to change

Source: Adapted from Hofmeyr, K.B. 1984. S.A. Journal of Labour Relations, in De Vries(1991).

Specific equalisation tools that would aid organisations in their attempts at non-discrimination could be:
An effective strategy should strive towards a three pronged approach, namely:

- .. individual change,
- .. organisational change,

Further any strategy should consist of a mix of both the top-down and bottom-up approach. If it is accepted that discrimination is still evident in the workplace, than strategies that address unfair discrimination, past and present, are essential.

In any organisation the agents of change could be external or internal but the author would suggest a combination of both groupings. A task force could be put together to monitor, evaluate and correct strategies as implemented.

Any strategy that focuses only on individual change without change in the organisation, its process and structure, would assume that it is only women or individuals that need training and not the organisation itself. Table 3 presents possible strategies for change of both the individual and the organisation.

Table3. Positive Strategies And Changing Opportunities For Women In Management.

<u>STRATEGY</u>	<u>A MAIN FOCUS OF THE STRATEGY</u>
<i>Training for women for higher status work</i>	<i>Individual change</i>
<i>Training of women and men re attitudes and practices</i>	
Development of Human Resource Policies process and practices	
Organisational development experiments in work roles/processes	
Changes in structures of organisations	
Changes in Management approaches	Organisational change

Adapted from: Skinner, J. et al, 1988:26.

OUTCOME:

Changing individual perceptions, opportunities, positions and rewards lie at the foundation of taking constructive action.

Table4. Constructive Action - possible rationales.

THEME	ACCESS 'OPENING'	INDIVIDUAL CAREER PROGRESS
Aims/goals of positive action	<i>Overcoming barriers to individual opportunity</i>	<i>Opening up individual opportunities to get in/get at work</i>
Main strategy	Remove formal blocks; 'open' doors to choices	<i>Encourage 'pioneer' career/job approaches</i>
Typical activities	1. Training individual women 2. Legislation to remove formal blocks	<i>1. Training of groups of women</i> <i>2. Attitude training for men and women working to-gether</i> <i>3. Personnel practice changes to help women at work</i>
Underlying assumptions	<i>'Meritocratic' view'</i> Individual injustices can be overcome by establishing rights. Little organisation change required	<i>'Radical social justice view'</i> Individual injustice can be overcome by adjustments within the organisation and some special measures

Source: Skinner, J and Robinson, C. 1988:153

Constructive action for the advancement of women needs to diverse with different starting points and goals. Women need survival knowledge and skills to survive as well as progress in man-made organisations.

However, few employers seem to make the connection between the changing work patterns, the way they should be managed and the role of women.

Calculating costs and benefits of employment of women could help to address the concerns in management about the expense of employing women or minorities. Multiple perspectives are needed to develop a long-term view of the career development of women in the workplace.

The following table attempts to analyse methodically the influence of various decisions concerning women over time within the workplace(De Vries, 1991).

Table 5 A tangible and intangible cost-benefit analysis of the employment of women.

TANGIBLE COSTS/ BENEFITS	SHORT TERM	MEDIUM TERM	LONG TERM
Tangible costs of under-employment of women			
Training cost	/	/	/
Recruitment fees	/		
Resignations (loss of human capital investment)	/	/	/
Discrimination court cases	/	/	
Sexual harassment law suits	/		
Non-optimisation of fixed cost	/		
Non-utilisation of productive capacity	/		/
Increased demands from men for parental roles and re-sponsibility	/	/	
Intangible Cost to employ-er of under-employment of women			
Loss of goodwill	/	/	/
Non-support from pressure groups	/		
Disruption of relations at work			
Loss of diverse contributions to problem solving	/	/	/
Loss of androgynous leadership style		/	/

Source: De Vries, L.E. R. Unpublished MBA thesis. University of Stellenbosch. South Africa.
Adapted from Heald, 1990.

This analysis tried to evaluate the various trade-offs that women, and organisations make in their career development decisions of women. It will be influenced by the organisational culture and values of each organisation.

BUDGET:

A detailed budget will be provided as soon as possible.

Project leaders:

Linda De Vries:

MBA degree-University Stellenbosch. Currently enrolled for her doctoral degree. Title: Female Entrepreneurship in South Africa.

Senior lecturer at University Western Cape-Faculty Economic and Management Sciences. Consultant to both the Namibian and the Peruvian government on Workforce Development. Extensive experience with both the private and the public sector with respect to training and development needs.

Dr Pat Gorvalla

One of the most experienced and successful business leaders in the country. She is not only an entrepreneur in her own right but also serves on numerous boards of both educational and business institutions.

CONCLUSIONS

Career mobility is important for women as they started to enter the workforce in equal numbers as that of men. Notwithstanding their contribution to organisations, women have traditionally been regarded as secondary workers. Many organisations as well as the country at large, recognise the various new challenges that exist in terms of both, a new workforce and the optimum utilisation and investment in human resources. Changing leadership styles that fit the changing workforce demand new mind sets and abilities.

An appreciation of diversity in the workforce, and the proper utilisation of the strengths and weaknesses thereof would ensure the implementation of strategies that would address the question of equal opportunity and the advancement of women.

The trade-offs for organisations and women when they are fully utilised, need to be evaluated to ensure an integrated approach towards the needs of the organisation.

Vague and loose commitments towards the advancement of women are often more damaging as

they create perceptions of change without real results. Specific changes are taking place in the workplace that demand a workforce that is adaptable and diverse. These changes are challenging traditional forms of organisations and their policies.

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