Igniting, measuring,
and sustaining commitment
in the work force

To: Metro DC ABC Collaborators
From: Deb Dickerson
Date: February 25, 1998
Re: Upcoming ABC Meeting & Expo

This is just a friendly reminder that on **Tuesday, March 10 from 9:00 - 12:30** we will have our next ABC meeting. Mobil has agreed to host this meeting at their headquarters located at 3225 Gallows Road in Fairfax.

This is the first meeting of the year and as we discussed last fall it is an opportunity for us to invite local companies and showcase more projects at an expanded Expo. 118 letters were mailed to companies in the Metro area and we are hoping for a great response.

I hope that you plan to attend. It is really important that we have a united front as we try to expand our resources. I have attached for your review a copy of the letter, ABC Questions & Answers, the agenda, and a copy of the list of invitees. We also included in the mailing the ABC brochure and the Washington Post article.

Please RSVP to me by Friday, March 6 so that I can let Carol know how many people will attend. If you have any questions or suggestions, let me know. I look forward to seeing you on March 10th.

Work/Family Directions, Inc.
930 Commonwealth Avenue
Boston, Massachusetts 02215-1212
617.278.4000
617.566.2806 fax
info@wfd.com

Mcbil Corporation

3225 GALLOWS ROAD
FAIRFAX. VIRGINIA 22037-0001

February 13, 1998

Dear Colleague:

Mobil has been a member of the American Business Collaboration for Quality Dependent Care since 1994. In conjunction with seven other companies with a local presence (AT&T, Deloitte & Touche, Hewlett-Packard, IBM, Lucent Technologies, Price Waterhouse, and Xerox), we've invested over two million dollars enhancing the child care, school-age care and elder care services in the Metro DC area. We're proud of what we've achieved.

- New or improved care for more than 29,000 children
- Innovative voice mail technology to help parents stay connected with their child's school
- Expansion of existing elder care programs to assist with transportation services and meal delivery

We're about to expand our efforts and we invite you to consider joining us. Mobil will host a meeting on **Tuesday, March 10, 1998, from 9:00 a.m to 12:30 p.m.** At this meeting you will have an opportunity to see and learn more about some of the exciting dependent care projects that have been implemented in the Metro DC area. As you can see from the attached *Washington Post* article, these efforts can help your employees in their day-to-day struggles to balance work/life demands, and support your company's business goals.

If you would like more information on how your company can benefit, and the level of financial commitment required, please refer to the attachment. **Please join us at Mobil Corporate Headquarters located at 3225 Gallows Road, Fairfax, VA 22037 on Tuesday, March 10, 1998, from 9:00 a.m. to 12:30 p.m. The agenda is attached for your review. To RSVP, please call Carol Poulsen at 703-846-3731 no later than March 4, 1998.** The Metro DC Collaborators hope that you will consider this opportunity and join us as we move forward.

Very truly yours,

Bob Amrhein

R. F. Amrhein
Vice President
Human Resources

John Simpson

J. C. Simpson
Executive Vice President
Mobil Oil Corporation
ABC Executive Champion

Attachments

ABC Participation Questions & Answers

What are the different roles my company can play within the Metro DC ABC?
Twenty-two companies are national Champions which involves a level of financial and corporate involvement on a national scale.

Many other companies participate on a local level in one or more communities. There are two levels of participation your company could assume on a community level: acting as a "lead company" involved in strategy development, or acting as a "participating local company" not involved in strategy development, but investing in specific projects. In the first instance, the needs of the local company employees would be taken into consideration as the strategy for a particular community is developed.

For example, in Metro DC a new comprehensive, multi-year strategy will be developed during the first quarter of 1998. If you are interested in participating as a lead company you will be involved in a needs assessment process that will confirm what your corporate employees' needs are. Then you and the other participating companies will approve a strategy to address those needs. The focus of the strategy will include dependent care programs that address early child care needs, school-age issues or elder care concerns.

Alternatively, your company could have the opportunity to fund projects that will be developed in response to the needs of the employees of the lead ABC companies, but which may not take into consideration the particular needs of your company employees. While strategy development would not be done based on your workforce or on your particular business issues, we would certainly work with you to match projects to your employees' needs.

What level of financial commitment would be required on my company's part in order to participate in the ABC?
<u>Needs Assessment and Strategy Development</u>
The answer varies according to the level of participation. You may want to consider conducting a needs assessment to support investment decisions. This could include conducting a survey, focus groups or reviewing work previously done. If your company wishes to participate in strategy development there will be fees of approximately $7,500 to $10,000 associated with completing the needs assessment (which includes demand and supply analysis) strategy development and facilitating the process.

<u>Project Investment</u>
Beyond needs assessment and strategy development, your company would incur expenses for specific projects and project implementation fees associated with those projects. In some communities the local lead companies established a minimum investment amount for companies. **In Metro DC, for example, there is a minimum project investment of $7,500.**

Is it a requirement that operating dollars be used to fund collaboration projects (or to pay for needs assessment), or can charitable dollars be used?
It is possible to use charitable dollars to fund collaboration activities, but there are certain restrictions. In most cases, funds from a charitable foundation cannot be contributed to a for-profit organization, nor can they be used to purchase goods or services. In addition, your company would not be able to purchase priority access to any collaboration projects for your employees using charitable funds. Investments in projects in which a not-for-profit organization is selected as a vendor could be funded using charitable dollars.

METRO DC
American Business Collaboration
for
Quality Dependent Care
Project Expo & Collaboration Meeting

Tuesday, March 10, 1998

AGENDA

9:00 - 10:30 Project Expo

10:30 - 12:30 Information Session

- ☐ **The Bridge Project: Connecting Parents and School through Voice Messaging Video & Demonstration**
- ☐ **District (DC) Presentation**
- ☐ **Multi - Year Metro DC Strategy Presentation**
- ☐ **Next Steps for Local Partner Development**

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DEPARTMENT OF THE TREASURY
WASHINGTON, D.C. 20220

FAX TRANSMITTAL SHEET

Date: ______________________

Number of Sheets to Follow: 4

TO: Jon Klein/Nicole Rabner

Addressee's Fax # : ______________________

Addressee's Confirmation # : ______________________

From: Jason Solomon

Sender's Fax # : (202) 622-0073

Sender's Confirmation # (202) 622-6569

SPECIAL INSTRUCTIONS/COMMENTS:

This was sent out formally on Monday.
I also want to talk about another c.c. issue.
Hope y'all are well.
Jason

DEPARTMENT OF THE TREASURY
WASHINGTON, D.C.
December 19, 1997

SECRETARY OF THE TREASURY

MEMORANDUM FOR THE FIRST LADY

FROM: Robert E. Rubin

SUBJECT: Child Care Working Group

I wanted to update you on the private-sector working group on child care that you and the President asked me to convene. In early January, we will announce the members of this working group, which will be comprised of prominent CEOs and labor representatives (see attached list). My Chief of Staff, Michael Froman, recently met with business executives and others to discuss the group's mission, and Treasury staff have been working with an interagency group, including representatives from the White House, CEA, HHS, Education and Labor, to begin gathering best practices in the private sector and in public-private partnerships.

The working group will meet once, probably in March, to discuss the findings of the interagency and private-sector staff and to approve a report that I will forward to you and the President. In addition to looking at the problems facing working parents and best practices in the private sector, the report will include the results of a new Louis Harris survey of businesses that will explore why companies do or do not provide child care, and look at the types of services that companies do provide. This survey arose out of our initial discussion with business executives and others. It is being commissioned by the Travelers Foundation, working with the Child Care Action Campaign and the Families and Work Institute. I believe it will make a significant contribution to our understanding of employer behavior and its effect on employee behavior.

After this meeting, we will release the report publicly, and I hope that you can participate in public events surrounding the release. We will work with private sector representatives and other agencies to make the report widely available in the business community through a variety of means, including posting the report on the Internet.

On January 5, I will attend a ceremony in New York to mark the opening of a new emergency child care center at Travelers, whose CEO, Sandy Weill, will serve on our working group. At the Travelers center, I will announce the members of the working group, and hold a roundtable with parents to discuss child care issues.

Attached is the following: 1) a list of the working group members; 2) a brief overview of how the working group will operate; and 3) the proposed contents of the report that will emerge from the working group.

Please let me know if you would like to discuss the work of this group further. I hope that Treasury can help contribute to raising the profile of child care as a core economic issue for working parents and the business community.

Working Group Members

Sandy Weill, CEO, Travelers Insurance

Randy Tobias, Chairman and CEO, Eli Lilly and Co.

Gary Tooker, Vice President and CEO, Motorola, Inc.

Bruce Rohde, CEO and President, ConAgra

Doug Price, CEO, First Bank of Colorado, chair of Colorado Commission on Child Care

George Stinson, General Converters and Assemblers (Small businessman recommended by Eli Segal, who is working with him on the welfare-to-work effort)

John Sweeney, AFL-CIO

Marcy Whitebook, national co-director, National Center for Early Childhood Workforce

Advisers to the Group:

Faith Wohl, Child Care Action Campaign
Ellen Galinsky, Families And Work Institute
Ted Childs, IBM

Working Group Plan

The working group will focus on child care problems facing working parents, and best practices in the private sector and public-private partnerships.

Staff from the organizations and companies represented on the working group met earlier this month with an interagency staff team led by Treasury. Moving forward, private-sector staff will provide help with fact-finding, and the interagency staff will analyze the materials and produce a report. The actual working group will meet once at the end of the fact-finding process in a session chaired by Secretary Rubin to discuss the staff's findings. Treasury's Office of General Counsel does not believe that the working group as currently structured will be subject to FACA.

After the working group session, Secretary Rubin will provide a written report to the President, the First Lady and the public on the findings of the group. This report will not contain policy recommendations, but will outline the problems facing working parents, and show innovative ways that businesses and public-private partnerships have dealt with child care issues. The report will also provide information on the importance of child care to businesses and the overall economy.

CONTENTS OF REPORT

DEPARTMENT OF THE TREASURY
WASHINGTON, D.C. 20220

Jen - Jason faxed this per my message to him last wk - I said we'd call once we've reviewed. N

FAX TRANSMITTAL SHEET

Date: 12/1

Number of Sheets to Follow: 2

TO: Jennifer Klein / Nicole Rabner

Addressee's Fax # : 456-9412

Addressee's Confirmation # :

From: Jason Solomon

Sender's Fax # : (202) 622-0073

Sender's Confirmation # (202) 622-6569

SPECIAL INSTRUCTIONS/COMMENTS:

Jen/Nicole -

Hope you're both well. Would love to talk about where we are when you have a chance, although this should give you a good sense.

- Jason

DEPARTMENT OF THE TREASURY
WASHINGTON, D.C. 20220

Gerstner Childs
Stolley
Brenda Barnes
John Reed
"Bo" Gibens
Faith Wohl

November 26, 1997

MEMORANDUM FOR SECRETARY RUBIN

FROM: Michael Froman MF

SUBJECT: Child Care Working Group

This memo is to update you on our work in putting together a private-sector working group on child care, and to answer the questions that you had on our last memo on this topic.

Where We Are

Joyce Carrier and Sarah Fordney have been inviting people to participate in the working group. Thus far, the working group includes:

Sandy Weill, CEO, Travelers Insurance
Randy Tobias, Chairman and CEO, Eli Lilly and Co.
Gary Tooker, Vice President and CEO, Motorola, Inc.
Bruce Rohde, CEO and President, ConAgra
Doug Price, CEO, First Bank of Colorado, chair of Colorado Commission on Child Care
John Sweeney, AFL-CIO
Marcy Whitebook, national co-director, National Center for Early Childhood Workforce

We are currently working with SBA to identify a small business person to complete the group.

The private sector staff liaisons, along with 3-5 child care experts, will meet with the interagency staff on December 10 to begin gathering information for the report. The goal is to have a close-to-final draft of the report to present to the one meeting of the CEOs, which you will chair in February.

A group of interagency staff, led by Treasury's Office of Economic Policy and including the White House, SBA, CEA, HHS' Child Care Bureau, Labor and Education, has been meeting to gather the research needed to complement the work of the private sector group and ultimately produce a report from you to the President.

In addition to writing a report, we are beginning to plan for extensive distribution and public outreach surrounding the release of the report, and more generally, to use this working group to publicly highlight the importance of child care to workers, businesses and the economy. As part of this effort, you will attend a ceremony on January 5th to mark the opening of a new child care center at Travelers in New York, as requested by Sandy Weill.

Answers to Your Questions

Treasury's Team. You had asked who at Treasury will head the team. Because this effort not only involves doing research and writing a report, but significant public outreach as well, the effort is being led by Michael Froman, Jonathan Gruber, and Joyce Carrier. Public Affairs is also becoming involved in our efforts.

Best Practices. In our last update, we said that your report to the President, the result of this group's work, would in part "show innovative ways that businesses and public-private partnerships have dealt with child care issues." You asked: "does this mean best practices, or guidance to others?" It is closer to best practices, although we plan to make the report widely available so that other businesses could learn from these best practices.

White House Views. You also asked whether our framework for your report to the President was in line with what the White House wants. We are confident that this is the case, having worked closely with the White House in determining both the membership of the group and the scope of its work. In addition, a White House representative attended our first interagency meeting.

DEPARTMENT OF THE TREASURY
WASHINGTON, D.C. 20220

FAX TRANSMITTAL SHEET

Date: ____________________

Number of Sheets to Follow: 5

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Addressee's Confirmation # : ____________________

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SPECIAL INSTRUCTIONS/COMMENTS:

DEPARTMENT OF THE TREASURY
WASHINGTON, D.C. 20220

November 7, 1997

MEMORANDUM FOR SECRETARY RUBIN

FROM: **MICHAEL FROMAN** MF
CHIEF OF STAFF

JONATHAN GRUBER JG
DEPUTY ASSISTANT SECRETARY (ECONOMIC POLICY)

JOYCE CARRIER JCarrier
DEPUTY ASSISTANT SECRETARY (PUBLIC LIAISON)

SUBJECT: **Proposal for Child Care Working Group**

This memo consists of three sections. The first lays out a plan for how the working group would operate. The second section discusses the scope of what the group would cover. The final section lists the possible members of the group.

We are looking for your guidance as to whether we should move forward with this proposal, and begin inviting people to be a part of the working group.

Working Group Plan:

This working group would focus on child care problems facing working parents, and best practices in the private sector and public-private partnerships. The working group would be made up of 6-10 people from the private sector, including two labor representatives. Attached is a list of potential working group members, with suggestions from the organizers of the White House Child Care Conference.

The group would start its work with the private-sector staff liaisons meeting with an interagency staff team led by Treasury. Private-sector staff would provide help with fact-finding, and government staff would sift through and compile the materials into a report. The actual working group would meet once at the end of the fact-finding process in a session chaired by Secretary Rubin to discuss the staff's findings. The group would not be subject to FACA.

After the working group session, Secretary Rubin would provide a written report to the President and the public on the findings of the group. This report would not contain policy recommendations or advice, but would outline the problems facing working parents, and show innovative ways that businesses and public-private partnerships have dealt with child care issues. The report would provide information on the importance of child care to businesses and the overall economy.

Treasury and other agencies would work to make the report widely available to businesses, non-profits, and other interested parties. We would also publish the report on the Internet.

Scope of the Report:

Problems Facing Working Parents

An introduction will focus on the child care concerns of working parents. There are 20 million families with working parents who rely on child care (both single parents and two-parent families), including eight million families with children under the age of 5. Child care is expensive for many families; for those families paying for care for their preschoolers, costs account, on average, for almost 8 percent of income. This burden is even greater for low-income working parents. Parents also face difficulties in ensuring that their children receive *quality* care and in arranging backup care, in case their child is sick or their primary provider is unavailable.

Economics of Child Care

The second section will examine the economics of child care, in particular the effects of child care on business. The report will examine the important linkage between child care and the labor supply, particularly with respect to working mothers. It will also discuss the effects that child care (or lack thereof) can have on employees' behavior, satisfaction, compensation, productivity, and turnover. Implicit in these discussions, of course, is the relationship between these factors and profitability. This section will also address the question that the President posed to Secretary Rubin at the child care conference: what are the economic causes of the high costs and, in some cases, scarcity, of child care.

Corporate Efforts

The report will then discuss ways in which corporations can expand access to and improve the quality of child care for their employees. It will complement this discussion with a handful of examples of innovative corporate child care programs that have been successful both in the eyes of parents and business. Areas the Working Group could focus on include:

> Resource and Referral Networks
>
> Many working parents are ill informed about their child care options. Similarly, many have a difficult time judging the quality of child care. Some businesses operate or support child care resource and referral agencies, which provide parents information on child care options and methods for selecting quality providers. Some also provide information to providers on how to improve quality.
>
> Workplace Flexibility
>
> Many parents feel constrained by the demands of both work and family. Some businesses support their employees by allowing them flexibility in their work schedules. Examples include job sharing, telecommuting, and "flex-time."

On-Site Child Care Centers

Some businesses have had great success with on-site child care centers. These centers assure parents that their child is receiving adequate care, and parents can visit during work breaks. Many businesses have found that on-site centers reduce turnover, increase productivity, and are beneficial in attracting new hires. Some on-site centers also allow for drop-in care if a child is sick or regular care is unavailable.

Public-Private Partnerships

In several instances, businesses and governments have joined together to support quality child care. In some cases, these partnerships have produced jointly-developed child care priorities (for example, more subsidized slots for low-income families or an increase in the number of accredited centers) and methods to achieve them. Businesses have also provided expertise and logistical and financial support to these partnerships.

Parental Leave

Under the Family and Medical Leave Act, employers are required to provide up to 12 weeks unpaid leave for parents of newborns and sick children. Some employers go beyond the requirements of the Family and Medical Leave Act and offer paid and/or longer leaves to parents.

Child Care Working Group
Draft Members List

Lou Gerstner, Jr. - Chairman and CEO, IBM
CEO Lunch - 9/95
IBM has committed millions of dollars to a wide variety of child care programs including acting as a catalyst for a system of nation-wide child care resource and referral organizations as well as establishing the American Business Collaborative for Dependent Care.

Randy Tobias - Chairman and CEO, Eli Lilly and Company
CEO Lunch: **Attending Dec 11th**
X Randy Tobias has acquired a national reputation in the work-family field and has received numerous awards for Lilly's efforts.

Raymond V. Gilmartin - CEO, Merck and Co., Inc.
CEO Lunch: 3/97
In 1992 Gilmartin served on a task force of corporate leaders for the Committee on Economic Development which resulted in a major policy paper entitled "Why Child Care Matters: Preparing Young Children for a More Productive America." He continues to be involved in the issue.

Sanford (Sandy) Weill - CEO, Travelers Insurance
CEO Lunch: **10/97**
Throughout his career (stints at Commercial Credit, Primerica and American Express) Weill has a long history of involvement in this issue. He would speak with authority and credibility and has a solid record of achievement to back him up. Attended the White House child care conference.

Doug Price - CEO, First Bank of Colorado
In his role as chair of the Colorado Commission on Child Care, Price would bring hands-on experience to the group. Spoke at the White House child care conference.

Brenda Barnes, former CEO, Pepsico North America
Received much publicity when she stepped down from her job as CEO of Pepsico in order to spend more time with her children.

John Sweeney - President, AFL-CIO
(Strongly recommended by John Podesta)

Claudia Wayne, National Center for Early Child Workforce
Representing child care workers. (Strongly recommended by John Podesta)

Diversity?
Stolley
Small Business
Galvin
Platt
Reed

Other possibilities include:
-- Gary Tooker - Vice President and CEO, Motorola, Inc.;
-- James Rodgers - Vice Chair, President and CEO, Cynergy Corporation;
-- Ralph Larsen - Chairman and CEO, Johnson and Johnson;
-- Lou Platt - Chairman, President and Chief Executive Officer, Hewlett-Packard Company;
-- John Reed - CEO, Citicorp;
-- Sue Brody - Bayfront Medical Center in St. Petersburg (also part of Florida's Child Care Partnership program);
-- Richard Stolley, senior editorial adviser, Time, Inc. and President of the Child Care Action Campaign.

In addition, Con Agra and the YMCA (a leading child care provider), among others, have written in asking to be considered for the group. Eli Segal has also called in asking to be involved.

Child Care Working Group
Draft Members List 11/5

1. Sandy Weill, Travelers (Liaison: Dee Topol)
   Alternate: Jamie Dimon, Smith Barney (Liaison: Dee Topol)
2. Doug Price, FirstBank of Colorado
3. Lou Gerstner, IBM (Liaison: Ted Childs, IBM and American Business Collaborative)
4. Chris Galvin, Motorola (Liaison: Kathy Zweiber)
5. Lou Platt, Hewlett Packard (Liaison: Jerry Cashman)
6. John Reed, Citicorp (Liaison: Judith Fullmer)
7. Dick Stolley, Time Warner (Liaison: Faith Wohl)

[8. Earl Graves, Ebony?]

9. Ray Gilmartin, Merck (Liaison: Mickey Peterson)
10. Sue Brody, Bayfront Medical Center, St. Petersburg (Betsy Gulfe)
11. Lawrence "Bo" Gibens, Lucky Star Industries

[12. David Olsen, Patagonia?]

13. Brenda Barnes, former CEO, Pepsico North America
14. John Sweeney, AFL-CIO
15. Claudia Wayne, National Center for Early Child Workforce

[16. Business Week?]

[Janet Yellen/Rebecca Blank, Council of Economic Advisors]

CHILDTIME.
CHILDREN'S CENTERS

Fax Cover Sheet

DATE:	November 20, 1997	FROM:	Harold Lewis
		FAX:	248/476-1168
		PHONE:	248/442-3167
TO:	Jen Klein		
FAX:	202/456-2878		
RE:	*CHILDCARE INDUSTRY*		
CC:			

HLewis

TOTAL PAGES INCLUDING COVER: **3**

Attached is my biography and a synopsis of Childtime. I am applying to the private-sector commission to reach out to employers and find ways to increase their participation in child care. I would be very interested in being selected as part of this committee.

If you need any other information, or have questions, please call me, or my assistant, Janice Fields (248/442-3164).

from the desk of ...
Childtime Children's Centers
Harold A. Lewis
President & Chief Executive Officer
38345 West Ten Mile Road
Suite 100
Farmington Hills, MI 48335

248/442-3167
Fax: 248/476-1168

HAROLD A. LEWIS

Mr. Lewis is a Senior Management Executive with more than 25 years experience in general management, finance and planning. Mr. Lewis' background includes management of multi-unit companies with particular expertise in strategic financial management and marketing.

Since 1991, Mr. Lewis has been President and Chief Executive Officer of Childtime Learning Centers, Inc. Successfully, he has managed 233 child care centers in residential and at-work settings, with an employee base exceeding 4,500. Mr. Lewis is aggressively dedicated to high quality service, obtained by focusing on consumer demands. Within the first year of his leadership, this ambitious commitment enabled him to transform the financially negative company into the black. In February of 1996, Mr. Lewis' sound strategic planning culminated in the company's public offering (CTIM: NASDAQ).

Mr. Lewis' ability to increase profits and strategically reposition million dollar businesses extends itself to USTravel Systems, (1989-1991) and Thomas Cook Travel, (1986-1989) where he acted as Chief Operating Officer, President and Chief Executive Officer, respectively. Mr. Lewis has extensive background in the expertise of quality management, financial analysis and strategic planning. His career includes 15 years of experience with The Dun & Bradstreet Corporation in a variety of financial and management positions.

Mr. Lewis is a member of the Hofstra University Alumni Organization as well as the New York University Alumni Association. Mr. Lewis sits on the Dean's Executive Council of the Frank G. Zarb School of Business at Hofstra University. He has also been featured in numerous articles, most recently in Forbes Magazine, where Childtime Learning Centers was selected as one of the 200 most successful small companies. Mr. Lewis is also listed in the Finance and Industry addition of Who's Who.

Mr. Lewis has a Masters of Business Administration from New York University and a Bachelor of Business Administration, Magna Cum Laude, from Hofstra Unviersity.

CHILDTIME LEARNING CENTERS

Founded in 1970 as a division of Gerber Products Corporation, Childtime is a 27 year old company with a long history providing quality child care programs to America's working families. In 1990, the Gerber centers were renamed Childtime Children's Centers as part of the acquisition of the division by the current management and outside investors. Childtime completed a successful IPO in February, 1996 (CTIM:NASDAQ) and today is a strong debt free network of 233 centers with 4,500 employees.

Childtime's success comes from our ability to offer a broad range of services to our clients and a commitment of quality programming through our network of centers located near home or at work. Childtime operates 40 centers of corporations, medical centers federal/state government and office parks. For our employer sponsors, we deliver the benefit of quality child care to employees along with professional operational and fiscal management for the employer. This combination of quality benefits and bottom line management is unique to Childtime.

November 14, 1997

Child Care Working Group

This memo consists of two sections. The first lays out a plan for how the working group would operate. The second section discusses the scope of what the group would cover.

Working Group Plan:

This working group would focus on child care problems facing working parents, and best practices in the private sector and public-private partnerships. The working group would be made up of 6-10 people from the private sector, including two labor representatives.

The group would start its work with the private-sector staff liaisons meeting with an interagency staff team led by Treasury. Private-sector and government staff would both provide help with fact-finding, and government staff would sift through and compile the materials into a report. The actual working group would meet once at the end of the fact-finding process in a session chaired by Secretary Rubin to discuss the staff's findings. Treasury's Office of General Counsel does not believe that the working group as currently structured would be subject to FACA.

After the working group session, Secretary Rubin would provide a written report to the President and the public on the findings of the group. This report would not contain policy recommendations or advice, but would outline the problems facing working parents, and show innovative ways that businesses and public-private partnerships have dealt with child care issues. The report would provide information on the importance of child care to businesses and the overall economy.

Treasury and other agencies would work to make the report widely available to businesses, non-profits, and other interested parties. We would also publish the report on the Internet.

Scope of the Report:

Problems Facing Working Parents
An introduction will focus on the child care concerns of working parents. There are 20 million families with working parents who rely on child care (both single parents and two-parent families), including eight million families with children under the age of 5. Child care is expensive for many families; for those families paying for care for their preschoolers, costs account, on average, for almost 8 percent of income. This burden is even greater for low-income working parents. Parents also face difficulties in obtaining *quality* care for their children and in arranging backup care, in case their child is sick or their primary provider is unavailable.

Economics of Child Care
The second section will examine the economics of child care, in particular the effects of child care on business. The report will examine the important linkage between child care and the labor supply, particularly with respect to working mothers. It will also discuss the effects that child care (or lack thereof) can have on employees' behavior, satisfaction, compensation, productivity, and turnover. Implicit in these discussions, of course, is the relationship between these factors and profitability.

Corporate Efforts
The report will then discuss ways in which corporations can expand access to and improve the quality of child care for their employees. It will complement this discussion with a handful of examples of innovative corporate child care programs that have been successful both in the eyes of parents and business. Areas the Working Group could focus on include:

> Resource and Referral Networks
> Many working parents are ill informed about their child care options. Similarly, many have a difficult time judging the quality of child care. Some businesses operate or support child care resource and referral agencies, which provide parents information on child care options and methods for selecting quality providers. Some also provide information to providers on how to improve quality.
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> Workplace Flexibility
> Many parents feel constrained by the demands of both work and family. Some businesses support their employees by allowing them flexibility in their work schedules. Examples include job sharing, telecommuting, and "flex-time."

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In several instances, businesses and governments have joined together to support quality child care. In some cases, these partnerships have produced jointly-developed child care priorities (for example, more subsidized slots for low-income families or an increase in the number of accredited centers) and methods to achieve them. Businesses have also provided expertise and logistical and financial support to these partnerships.

Parental Leave

Under the Family and Medical Leave Act, employers are required to provide up to 12 weeks unpaid leave for parents of newborns and sick children. Some employers go beyond the requirements of the Family and Medical Leave Act and offer paid and/or longer leaves to parents.

Economics of Child Care

- Problems Facing Working Parents

  There are 20 million families with working parents who rely on child care (both single parents and two-parent families), including eight million families with children under the age of 5. Child care is expensive for many families; for those families paying for care for their preschoolers, costs account, on average, for almost 8 percent of income. This burden is even greater for low-income working parents. Parents also face difficulties in ensuring that their children receive *quality* care and in arranging backup care, in case their child is sick or their primary provider is unavailable. Issues to be addressed include the economic causes of the high costs and, in some cases, scarcity, of child care.

- Child Care and Businesses

  Child care plays an important role in labor supply, particularly for working mothers. Child care also affects employees' behavior, satisfaction, compensation, productivity, and turnover. Implicit here, of course, is the relationship between these factors and productivity.

Corporate Efforts

- Best Practices

  The report will discuss ways in which corporations can expand access to and improve the quality of child care for their employees. It will complement this discussion with a handful of examples of innovative corporate child care programs that have been successful both in the eyes of parents and businesses. Particular areas to be discussed include resource and referral networks, workplace flexibility, on-site child care centers, corporate subsidies for off-site care, public-private partnerships, and parental leave.

- Data

  Government staff will work with corporations in collecting data on the areas discussed above. This data can be used to demonstrate what works for corporations (and what doesn't) in increasing employee productivity, reducing turnover, and improving profitability.

Name	Agency	Phone	Fax	E-mail
Gus Faucher	Treasury	622-0744	622-1294	Gus.Faucher@ treas.sprint.com
Joyce Carrier	"	622-0505	2-0505	JoyceCarrier @treas.sprint com
Amy Finkelstein	CEA	395-5147	395-6853	Finkelstei_A@ a1.eop.com
Frank Fuentes		401-7256	690-5600	
Allison Fansler	Treasury	622-0065	622-0073	allison.fansler@ treas.sprint.com
Jason Solomon	"	622-6564	"	jason.solomon@ treas.sprint.com
Cheryl Dorsey	Dept. of Labor	219-8271 x148	219-7971	cdorsey@dol.gov
David Fischer	Treasury	622-2004	622-2633	David.Fischer@ treas.sprint.com
Jon Gruber	"	622-0563	"	jonathan.gruber@treas.sprint.com
Mike Froman	Treasury	622-1906	622-0073	Mike.Froman@ Treas.sprint.com
Nicole Rabner	WH	456-7263	456-2878	rabner_n@ a1.eop.gov
Pauline Abernathy	Education	401-3007	401-9027	Pauline_Abernathy @ed.gov

Corporate Practice	Number of Employees Who Have Option	Number of Employees Who Use Option	Effects on Employee Satisfaction	Effects on Employee Turnover	Effects on Employee Productivity	Other Information
Child care resource and referral networks						
Workplace flexibility (job sharing, telecommuting, "flex-time," etc)						
On-Site Child Care						
Subsidized Off-Site Child Care						
Parental Leave (other than mandated by the Family and Medical Leave Act)						

Does your company participate in public-private partnerships on child care?

If so, what are the goals of the public-private partnership?

How has your company attempted to meet those goals?

Has the partnership succeeded in meeting those goals?

Corporate Practice	Number of Employees Who Have Option	Number of Employees Who Use Option	Effects on Employee Satisfaction	Effects on Employee Turnover	Effects on Employee Productivity	Other Information
Child care resource and referral networks						
Workplace flexibility (job sharing, telecommuting, "flex-time," etc)						
On-Site Child Care						
Subsidized Off-Site Child Care						
Parental Leave (other than mandated by the Family and Medical Leave Act)						

Does your company participate in public-private partnerships on child care?

If so, what are the goals of the public-private partnership?

How has your company attempted to meet those goals?

Has the partnership succeeded in meeting those goals?

To: Jennifer Klein
Office of the First Lady

Fm: Faith Wohl

Re: Business Working Group

Thanks so much for calling this morning to ask if I would be interested and available to participate with the Working Group on Child Care you are planning to set up. As I told you, if I were staying with the Administration I would immediately clear my calendar and devote myself to it full time for the next two months. I am really appreciative that you wanted me to do it.

Since I am going to leave to become President of the Child Care Action Campaign, I would offer a different kind of involvement, as described below. I do think I have a unique set of experiences--whatever my current label--which would be useful to such a group and am anxious that we find the way to make it work.

As you asked, I've given some thought as to who might be named to a working group of the kind you envision. I don't have all my files on the Child Care Conference home with me, so I may have to fill in a couple of blanks later, but here is what I think in general:

1. The group should be small--you and I both said ten members. It's going to have to move quickly and the effort involved in coordinating and scheduling a large group could get in the way of rapid progress.

2. The group should be high level. It should include corporate leaders who have taken leadership positions in providing child care solutions for their employees.

3. It should also include corporate leaders who can bring with them the benefit of experience with some of the successful state-level community partnerships.

4. In addition to high level leadership participation, the group should include some knowledgeable staff people from the corporate sector who know the issue and can carry the work load to help meet the President's deadline.

5. The group could utilize, continue and update the work accomplished by corporate leaders on the subject of child care when they developed a major policy paper for the Committee on Economic Development in 1992, "Why Child Care Matters: Preparing Young Children for a More Productive America." This report was a year-long effort involving a number of CEO's and includes much important background, data and ideas that would get the group off to a fast start.

6. I would propose a structure that invited each leadership member to name a designated liaison who would be available to work with other liaisons and help

get the job done. In each case below, I've indicated who could be that ' 'son--they will play a key role.

I would certainly endorse the selection of Sandy Weill as co-chair along with Secretary Rubin. As I said in the memo I wrote earlier to Nicole, describing a number of possible corporate participants and speakers for the Conference, Weill has a long history of involvement in many aspects of child care which he has acted on in each of his assignments asCEO, from American Express, to Commercial Credit, Primerica and his current position as CEO of Travelers. He would speak with authority and credibility on the subject and has a solid record of achievement to back him up. He's also making headlines in his business dealings right at this time. You are aware that Dee Topol, who has headed the corporate foundation at several of Weill's companies, would be an outstanding staff/liaison for him.

Here are other possibilities for the leadership group. (I've also included the name of possible liaisons where known.)

1. Cliff Galvin or Gary Tooker from Motorola--This company has probably done the most to provide on-site child care for its employees. It now has 10 centers in the U.S. and three other countries, with more underway. They take a very strong position on quality, both in their business and in the child care they sponsor. (liaison: Kathy Kane-Zweber, Director of Work/Life Initiatives, or her boss, Rick Dorizel, Vice President of Compensation and Benefits)

2. Lou Gerstner of IBM--This company took the lead to create the American Business Collaborative for Dependent Care (ABC) and has committed millions of dollars to a wide variety of child care programs, including the extraordinary investment it made in catalyzing a system of child care resource and referral organizations around the country. (liaison: Ted Childs, Vice President of Global Diversity)

3. Doug Price of First Bank of Colorado--As the corporate spokesman at the Conference, and as Chair of the Colorado Commission on Child Care, he would be a good choice. He could bring state level experience from his original commission on financing strategies in Colorado, as well as the learnings from the new group he is now heading. (liaison: to be determined)

4. Randy Tobias, CEO of Eli Lilly or James Rodgers, CEO of Cinergy--Either of these individuals would carry with them the valuable experience of Indiana's county-level initiatives in child care. They've each played a leadership role in that state. Tobias has also acquired a national reputation in the work-family field and has received a number of awards for Lilly's efforts. (Cinergy is actually in Ohio, with operations in both states, so presumably you could involve both of them) (liaisons: Candy Lange, Director, Work Life Strategy, Eli Lilly; Pat Riecks, Director of Human Resources, Cinergy)

5. Dick Stolley, Chairman of the Board, Child Care Action Campaign--Dick, who was with Time-Warner (founding editor of People Magazine, managing editor of Life, etc.) is now at the helm of an organization working to build greater involvement by the corporate sector, both at the national level and in state community-based partnership initiatives. CCAC has worked, for example, in Indiana, Florida and Oregon, and is developing initiatives with corporate and community partners in Texas, Michigan and Illinois. (liaison: Faith Wohl, President, CCAC--after November I)

6. Jo Rymer, President, Pro-Tem and Chair of Oregon's Child Care Commission--This woman entrepreneur has built a successful small business in the temporary clerical field, so she understands the impact that child care has on the kind of entry-level people she places. She's also played a leadership role in her state as head of the commission. (liaison: to be determined)

7. A corporate leader from Florida. The real go-getter there was from Barnett Bank and I don't think we can involve them. (They are, as I explained in another memo, in the process of being acquired by NationsBank which said neither group could participate right now because of a dispute with the Department of Labor.) But we should consider finding someone from Florida where a corporate partnership led to legislation establishing the Florida Children's Forum, a state-level board. (liaison: Susan Munchow, Executive Director, Florida Children's Forum)

8. Ralph ~~[illegible]~~ Larsen, CEO, Johnson & Johnson-- J&J has long been a leader in work-family initiatives of all kinds and has built four on-site centers, with two more ready to go. In addition to IBM, they have been the strength behind ABC. Johnson and Johnson chaired the Committee on Economic Development study. (liaison: Chris Kjeldsen, Vice President, Workplace and Community)

9. Raymond V. Gilmartin, CEO, Merck--Gilmartin served on the CED study when he was chairman of Becton-Dickinson. He now heads a highly admired and very successful pharmaceutical company. He could bring the perspective of the earlier work. (liaison: to be determined)

If the leader/liaison strategy doesn't appeal to you, some of the key individuals in those proposed roles could be named as Technical Advisors to the small leadership group. That's how CED did it. In that case, I would include at a minimum, Dee Topol,Ted Childs and Chris Kjeldsen.

If the idea of naming Dick Stolley to the group doesn't work, Faith Wohl could be included as a Technical Advisor.

Other technical advisors could include Ann Mitchell and/or Louise Stoney, who produced the very impressive publication on financing strategies. However, this would be appropriate only if the group is going to look at financing strategies--that was not clear from the description you sent me from Treasury.

Once I saw their document I understood why you were prepared to call this the Family and Work Working Group. I think it's very important that the focus be on child care and that other work and family policies be looked at only in relationship to their support of child care. For example, the way paid leave can substitute for expensive infant care, or the way flexibility can permit parents to be home with school age children in the afternoon instead of using school age programs. The employer community knows a lot about family friendly policies and programs. A different set of strategies and commitments is needed to change the dynamics around child care. I'd urge you to keep this effort very focused.

That's my thinking as of now. I hope this is helpful. Again, I very much want to be part of this effort and believe I have a combination of private and public sector experience that could be additive. I have not had a chance to say anything to Dick Stolley or the CCAC Board about this, nor would I unless you really wanted to find the way for me to be involved even after I leave the Administration. But I will be seeing him on Tuesday and would be glad to discuss if you think appropriate.

I will be in New York on Monday and most of Tuesday, but will respond promptly to phone messages at 632-0186.

Jane

202 456 2878 - Jean
202 - 690 5600 Joan

MEMO

TO: JOAN LOMBARDI and Jean Klein

FROM: DANA FRIEDMAN

RE: RUBIN TASK FORCE

DATE: NOVEMBER 5, 1997

Here is a an attempt to articulate the goals of the business group to be convened by Secretary Rubin. Ellen wanted to make sure that it was clear that they are to be focused on what they can do within their own companies as well as what they might do in the larger community.

GOALS:

- Apply buisiness expertise to addressing the problems and solutions related to child care.
- Examine the economics of child care and the barriers and opportunities for creating a more efficient marketplace of services.
- Illuminate the most compelling arguments for an effective business case for increased investment in child care.
- Identify strategies for involving business organizations in company-wide and community-wide solutuions for child care.

I hope this is helpful. I would be happy to help in whatever way I can to make this work. Thanks for all of your incredible efforts. Great working with you.

NOV-05-1997 09:45 WINGSPREAD 414 681 3960 P.01

→ Financing.
→ Economics case
→ How - better new bus. case
- cost benefit analysis
- what w'ld make sense

Bus. Group

CEO, Hispanic

Eli Segal

✓ John Sweeney, AFL-CIO
✓ Claudia Wayne, Natl Center for Early Child Workforce
✓ Janet Yellen / Rebecca Blank, CEA
✓ Dick Stolley, Time Warner CCAC (Faith)
~~Lou Gerstner~~, IBM (Ted Childs)
✓ ~~[illegible]~~ Chris Galvin, Motorola (Kathy Zwiezer)
✓ Doug Price, FirstBank of Col.
✓ Brenda Barnes
✓ Sandy Weill, Travelers (Dee Topol)
John Reed, Citicorp (Judith Fomer)
Ralph ~~Burke~~ Larson, Johnson & Johnson (Chris Jelsen)
~~Arthur~~ Arnold ~~Hiatt, Stride Rite~~
✓ Lawrence B. "Bo" Gibens, Lucky Star, Miss.
✓ Jo Rymer, Oregon Child Care Commission

Present
- Dana Friedman
- CEA

414-681-3323

[Charlie Rumes, Con Agra? I know Ellen will mention him.]

What about someone from Business Week or Money magazine or the Economist?
(call Betty Blank)

Geographic / racial diversity?

Lou Platt, Hewlett Packard
→ Randy Tobias, Elly Lilly (Kathy Lang)
✓ → John Pepper / Bob Wahling → Proctor & Gamble
✓ → Ray Gilmartin, Merck (Mylky Peterson)

Donna Klein, Marriott

Karen Graybo

→ Financing.
→ Economics case
→ How - ~~IBM~~ - better new bus. case
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CEO, Hispanic

Eli Segal

Bus. Group

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4/4-681-3323

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✓ → John Pepper / Bob Wahling → Proctor & Gamble
✓ → Ray Gilmartin, Merck (Mykky Peterson)

Donna Klein, Marriott

Karen Graybo

To: Jennifer Klein 202 456. 2878

From: Ellen Galinsky

Re: Child Care Working Group

On: November 5, 1997

Sorry - no computer. Here's our list
Let's discuss

Finance: Sandy Weill, Travelers (Dee Topol)
altern. Jamie Dimon, Smith Barney (Dee Topol)
altern. Peter Kann Dow Jones (Jane Ottley)

Midsized Co: Doug Price, First Bank of Colorado
David Olsen, Patagonia
Small: Lawrence "Bo" Gibens, Lucky Stars Ind

High Tech: Lou Gersner (IBM (Ted Childs)
Chance to select Lou, if there are other CEOs
Lew Platt Hewlett Packard (Jerry Cashman)
Chris Galvin, Motorola (Kathy Zweiber)

Chemicals Larry Bossidy Allied Signal (Susan Hyman)

Banking John Reed, Citicorp (Judith Fullmer)
Alt Walter Shipley, Chase (Joy Bunson)

Aerospace Phil Condit Boeing, Jerry Calhoun only
Not → Carol Larson, Molly

Pharmaceuticals: Ray Gilmartin, Merck, Mickey Petersen
alt Frank Pepper: P&G (Bob Wehling)
alt Ralph Larsen J&J (Chris Kjeldsen)
Randy Tobias, Eli Lilly (Candace Lang)

US West CEO is Latino, I think

John Farrell, VP, Chase

Union: John Sweeney, AFL:CIO (Karen Nussbaum)
Dennis Rivera, 1199 (Carol Joyner)
Claudia Wayne, NCECW

Media Dick Stolley (Faith Wohl)
Judy Woodruff CNN
alt Kay Graham, Wash. Post
Earl Graves (Ebony)

Hospitals Sue Brody Bayfront Medical, St. Petersburg
(Betsy Gulfe)

Foundation: Deb Stahl Lucent Technologies
Vartan Gregorian | Carnegie
David Hamburg |
Betty Hamburg

advisor Janet Yellen | Rebecca Blank
Council of Economic Advisors

Mothers at home Brenda Barnes

Corporate Family Solutions, Dana Friedman
Families First, Rosemary Jordano

TO: Jennifer Klein
Office of the First Lady

FM: Faith Wohl

RE: Further Suggestions for Child Care Working Group

This memo is a response to your request for additional corporate candidates for the Working Group and for materials which might be distributed in advance of or at the group's first meeting.

1. Additional Candidates

You asked that I come up with some names of heads of small businesses that would be appropriate participants.

I've talked to a number of people about possible candidates and have the following to suggest:

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Owner
Lucky Star Industries
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Mr. Gibens owns and runs a company of about 800 people that performs"cut and sew" operations, primarily for Levi Strauss (their only remaining American source for this kind of work). They have two facilities in Mississippi and a plant in Mexico. Working with the Mississippi Forum on Children and Families, he built a terrific child care center for l00 children, including school age, where his people pay only $30 per week. Since the early l980's he's also provided kindergarten when it was not readily available through the public school system. He was honored by the State last year for his work on child care. I'm told he is a very wealthy man who can "hold his own" in the company of high level government officials and corporate leaders

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I've met Olsen and he's a very unusual CEO--far ranging in his ideas and his ideals. Under his leadership, Patagonia, which employs about 600 people, offers two months paid parental leave for both mothers and fathers. They provide and subsidize on-site child care. They sponsor a network of in-home providers and on-site kindergarten, as well as after-school programming. His company is focused completely on quality--both in the manufacture of the outdoor clothing that is their main product line, as well as in their environmental efforts. Olsen links this emphasis on quality to his rationale for supporting quality care for employees' children. He was a speaker at the national meeting of the Alliance for Work Life Professionals in San Diego last February on a panel of CEO's which I moderated, so I've had some chance to meet and talk with him. He also appeared at Vice President Gore's Family Reunion Conference.

Two other possibilities include:

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Division President
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This company of about 500 employees has an on-site center for children and elders. The company management has been very outspoken about child care. They are on the Working Mothers Top l00 list and participate in work and family conferences of all kinds.

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Chairman of the Board and CEO
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I have several other names (6 or 7) which have been recommended but which don't seem as good as these. However, if these don't pass muster I can provide additional ones.

I also wonder whether we want some child care expertise on the group. Two individuals come to mind who could add tremendously and are, themselves, heads of small businesses:

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Fran heads the leading provider of services to support companies in their work-family efforts. WFD also manages the money and dependent care investments for the American Business Collaboration for Dependent Care. She is a close colleague of dozens of corporate CEO's and works particularly closely with Ted Childs of IBM. Her company has about 500 employees. She was named Inc,. Magazine's Entrepreneur of the Year in the Social Responsibility category last year. She has participated in a number of White House activities, including the Vice President's l996 Family Re-Union and the White House meeting on corporate responsibility held that spring. She knows a lot about child care and the role of employers.

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I still think the group needs to stay small --since it will have to work quickly and efficiently! Again, let me know if you want additional names.

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CHILD CARE OPTIONS FOR EMPLOYERS

OPTION	DESCRIPTION
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To: Jennifier Klein

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But on short notice, here's what I've found:

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4. An issue of a Conference Board publication, Work-Family Roundtable: Child Care Services.

5. A chapter from Families and Work Institute's Community Mobilization workbook, on "Involving Business."

6. Last year's Annual Report for the American Business Collaboration for Quality Dependent Care.

As I told you, I will be in New York City on Monday but will be here on Tuesday. I will be in Boston Wednesday through Friday.

After today, the best way to reach me (other than Tuesday--my last day here at NPR) is to call me at home 302-234-8418. As of December l, my phone number in New York will be 212-239-0l38.

I will come to Washington during November as I am needed to work on this with and for you. I will also be here for sure on November l2 and probably on November l8th.

Suggested Names for Working Group

*Cliff Gavin or Gary Tooker
Motorola

Lou Gerstner
IBM

*Doug Price
First Bank of Colorado
Chair, Colorado Commission on Child Care

Randy Tobias
CEO, Eli Lilly

James Rodgers
CEO, Cinergy

*Dick Stolley
Chairman, Child Care Action Campaign

Jo Rymer
President, Pro-Tem
Chair, Oregon Child Care Commission

A Corporate Leader from Florida

Ralph Burke
CEO, Johnson & Johnson

Raymond V. Gilmartin
CEO, Merck

Janet Yellen or Rebecca Blank
CEA

Arthur Hiatt
Chairman, Stride Rite Foundation

Two representatives from organized labor

*These are the people that I think are very important to consider

THE WHITE HOUSE

WASHINGTON

Office of the First Lady

Ph: (202) 456-6266
Fax: (202) 456-6244

To: Jennifer Klein

Phone No.:

Fax No.: 62878

From: Noa Meyer

No. of pages (including cover):

Comments: Jen,
Here are a couple of articles on Brenda Barnes - there are many, many more, but they're mostly news articles. Let me know if you need additional info.

Noa

5TH STORY of Level 1 printed in FULL format.

The Christian Science Monitor

October 8, 1997, Wednesday

SECTION: BUSINESS & MONEY; Pg. 1

LENGTH: 1657 words

HEADLINE: Trading 30,000 Staff For 3 Kids

BYLINE: Shelley Donald Coolidge, Staff writer of The Christian Science Monitor

DATELINE: SOMERS, N.Y.

HIGHLIGHT:
Family Business

BODY:
It's late on a Friday afternoon, and Brenda Barnes can finally see an end to the madness.

The president and chief executive of Pepsi-Cola North America has been up since 4 a.m. giving interviews and making the rounds on the morning news shows. The "Today" show even showed up at her house to film her three children.

Her decision, just 48 hours earlier, to relinquish the helm of a $ 7 billion enterprise - and her ranking as one of the country's top women executives - in order to be at home with her children sent a lightning bolt through the business world.

It has also enlivened one of the most pressing workplace debates of the decade: how working parents balance demanding careers and equally demanding family lives.

The attention, she admits, has been surprising.

"I've been stunned, absolutely stunned," says Ms. Barnes, who for some four years has started her day at 3:30 a.m. to juggle it all. "But it struck a chord because everyone is struggling with the same thing. We're all on a frenetic pace, and everybody wants time. It is all about time."

Barnes is not the only executive to jump off the fast track. CBS Sports program director Susan Kerr and former American Express president Jeffrey Stiefler both walked away from high-profile jobs two years ago to spend more time with their families.

Many agree these executives underline what the rest of working America wants but lacks the financial freedom to express.

For Ms. Barnes, a 22-year veteran of PepsiCo Inc., the decision to go from high-powered executive to homemaker has been anything but easy.

"The job I have is a wonderful job and exciting and thrilling," she says. "The people here are wonderful, and I get a lot of satisfaction. So I love what I do. But it's not a bad choice, to leave one thing you love to go to another thing you love."

And demands from the "other thing" were adding up. The years of missed birthday parties, and the fact that her children - ages 7, 8, and 10 - seem to need her more now than ever.

"I found when they were babies - not that you ever love leaving them - but it didn't seem to be as critical a time as when they are going through the trials and tribulations of growing up," she says, nursing a Pepsi. When they get older, the picture changes.

"They want to talk to you,' she says. "But they may not want to talk during the 10 minutes you happen to have."

Barnes started contemplating a move out of the corporate world more than two years ago. She jokes that she's talked about leaving so many times that her kids and husband didn't believe her when she finally made the choice.

When she took the job as North American chief about 18 months ago, she warned long-time boss Craig Weatherup, Pepsi's worldwide beverage chief, that she might not stay.

Several months ago, she decided to do it (although she probably would not have made the decision had she not made CEO). Pepsi-Cola was on track (1996 operating profits of $ 1.43 billion, sales of $ 7.73 billion) and her kids weren't getting any younger.

Again Pepsi tried to persuade her to stay. Her bosses offered less-demanding responsibilities or a leave of absence.

"Anything I would have offered I think Pepsi would have listened to," Barnes says. "But after you have the big job, for me psychologically, it would be hard to do something less."

* * *

Barnes prides herself on being an all-around soccer mom and being there for her three children. For a high-powered executive, with 70- hour weeks and frequent travel, that's some kind of juggling act.

To make it work, she sets the alarm for 3:30 a.m., and starts working from home. At 7 a.m., she gets her children up, with help from a nanny, eats breakfast with them, and heads to the office.

At 7 p.m., she heads home to see her kids and tuck them into bed.

Weekends belong, 100 percent, to family. That means no work - at least not while everyone's awake. She admits to a few early hours either Saturday or Sunday morning. "I don't talk about that, but I do it," she whispers.

"You end up making choices, and what's not all that important you just eliminate. So you cut back on your sleep and on things for yourself," she says. "If you want to play tennis and go to the beauty salon and go shopping, then you probably can't have three kids and have the kind of job I have."

The Christian Science Monitor, October 8, 1997

At the same time Barnes's husband has been on his own fast track. Until last April, he was treasurer of PepsiCo but resigned to spend the summer with the Barnes kids.

For nine years, they lived in separate cities, commuting back and forth. And Barnes can rattle off every long-distance combination: Dallas to Houston; Dallas to New York; New York to Louisville; New York to St. Louis; Wichita, Kan., to New York; Wichita to Dallas; then Dallas back to New York.

* * *

For this self-proclaimed workaholic, the road to the top has been well thought-out. She credits her success to a company that challenged her, a supportive husband, and a strong work ethic.

One of seven children, Barnes was raised in Chicago. Her father was a factory worker and her mother a homemaker.

"My parents," she says, "gave me a strong work ethic and the ability to listen to people and value what they have to say and do. That base foundation of values helped me tremendously."

In 1975, she graduated from Augustana College in Rock Island, Ill., with a degree in business and economics - and no job.

For a year, she worked odd jobs, sorting mail at a post office, waiting tables, selling clothes.

"I wasn't exactly one of those people you say, 'Boy, she has her act together,' " she says laughing.

In 1976, Barnes landed a job as a business manager, for $ 10,000 a year, at Wilson Sporting Goods, then part of PepsiCo.

"Early on I think I knew I wanted to run a company - I never anticipated it would be Pepsi North America," she says.

While still new to Wilson, she mapped out a career path, all the way to head of sales. Her goal: to earn her age. "I've certainly exceeded that," she interjects.

At the time, Wilson was dominated by men. In fact, women were told that they couldn't be in the team sports division because they didn't know enough about baseball gloves and footballs, she says.

But Barnes was unfazed: "I knew there were certain people who were uncomfortable dealing with me as a woman ... but I went about doing my job. I probably wasn't terribly sensitive to those things."

From Wilson, she moved in 1981 to Frito-Lay (a division of Pepsi) where she became vice president of marketing. In 1984, she made another jump to Pepsi-USA. At the urging of her mentor, she changed disciplines and moved into sales. In 1988, she became vice president of national sales and marketing at Pepsi.

Her first executive appointment came in 1992, when she was named president of Pepsi-Cola South, then chief operating office of Pepsi-Cola North America a year later, then CEO.

* * *

In many ways, she'll be tested all over again, as she moves from overseeing 30,000 people and closing multimillion-dollar deals to a world of homework and carpools.

Having enough to do, she contends, will not be the problem.

"I haven't exercised in 10 years. I don't get a chance to read many books. I'd love to get deeper into computer skills. I'd love to learn how to cook," she says. And she serves on the boards of several organizations.

Still, "it's the fear of, 'I have done this for so long, it's who I am. Who am I when I don't do this any more?' " she says quietly. "I hope I don't have an identity crisis. It sounds crazy I know."

Q&A

'We Women Feel We Have to Do Better'

Below are excerpts from a Monitor interview with Brenda Barnes, president and chief executive officer of Pepsi-Cola North America.

Who is responsible for helping employees balance work and family? The individual or the company?

They both are. Every person has to figure out what's right for them ... and you have to realize that one decision here may mean a trade-off here.... Then you have to talk about what's important ... with whomever you work for. The company's role is to make it OK to talk about it. The company has to create an environment that encourages those discussions and doesn't make anyone feel penalized for saying that.

I never, ever call anyone on weekends.... I never call meetings at very early hours, and I do my darndest not to have them be late at night because I don't think it's my right to interfere with people's lives in that way.

Does a glass ceiling exist in corporate America?

I don't think it does, although I don't think the numbers would reflect what I just said.... I think the issue isn't that people get up there and they're cut off. It's an issue of, are enough people in their careers getting the right kinds of experiences to be there in enough numbers to get the right jobs?

Why aren't more women getting the right experiences?

It's a combination of enough women willing to take a chance and enough companies forcing the chance to be taken.

Are women tested more than men?

I think we do it to ourselves. We women - I'll put myself in that camp - feel like we have to do better because we're so paranoid about not looking good enough.... But if that makes you do really good work, then maybe in the end that's not such a bad thing.

What advice would you give to women just starting out in the corporate world?

Do good work and work hard. Don't get distracted. Don't try to be something you're not.... [But] if you do good work and don't take chances, that won't do it either.

GRAPHIC: PHOTOS: 1) BRENDA BARNES: Stepped down as head of Pepsi's American beverage business to be with her kids and husband, Randall. BY JANET DURRANS/SPECIAL TO THE CHRISTIAN SCIENCE MONITOR 2) UP BEFORE DAWN: While working 70-hour weeks at Pepsi, Barnes scraped for time with her family, seeing her kids at breakfast, bedtime, and weekends. BY JANET DURRANS/SPECIAL TO THE CHRISTIAN SCIENCE MONITOR

LANGUAGE: ENGLISH

LOAD-DATE: October 07, 1997

8TH STORY of Level 1 printed in FULL format.

Chicago Sun-Times

September 26, 1997, FRIDAY, Late Sports Final Edition

SECTION: EDT; Pg. 37

LENGTH: 334 words

HEADLINE: The modern worker

BYLINE: Editorials

BODY:

A few months after being named chief executive officer of PepsiCo Inc.'s beverage business, Brenda Barnes was interviewed by a trade magazine. The language was that of the soda pop world -- discussions of delivery and pricing and marketing strategies.

Unlike most of these types of interviews, though, Barnes injected her family. "Every minute outside of here is family time," she said. "I have three children who are the most important thing to me in my life."

Three years later, America has found out just how important they are. Barnes has resigned her position as one of the highest-ranking women in corporate America to spend more time with her husband, Randall, and her three children, Jeff, 10, Erin, 8, and Brian, 7. Or, as Barnes prefers to describe it: "I'm not leaving because they need more of me, but because I need more of them."

Barnes' resignation has prompted new discussion about women in the workplace, and of balancing family with career. It is a difficult feat. True, men face some of these same issues, but it is doubly difficult for mothers.

Barnes has told reporters her decision should not foster any backlash against working women. "I hope it doesn't tell people that women can't stay in a big job because they have kids," she said. She is right. This has nothing to say about women and the executive career path. It certainly is not unusual for a prominent man who has reached the corporate heights to announce that he is quitting to pursue some dream, perhaps sailing around the world, or to pursue a new career path such as college teaching. No one claims that such a decision constitutes a verdict on the entire male population.

What Barnes' resignation should foster is discussions on how to keep talented people like her in the workplace, perhaps through flexibility in work scheduling or assistance in handling workloads. Modern workers are demanding time for families. "Hopefully, one day America can do battle with this," said Barnes. And it should.

LANGUAGE: English

LOAD-DATE: September 26, 1997

TO: Jennifer Klein
Office of the First Lady

FM: Faith Wohl

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As I told you, I will be in New York City on Monday but will be here on Tuesday. I will be in Boston Wednesday through Friday.

After today, the best way to reach me (other than Tuesday--my last day here at NPR) is to call me at home 302-234-8418. As of December l, my phone number in New York will be 212-239-0l38.

I will come to Washington during November as I am needed to work on this with and for you. I will also be here for sure on November l2 and probably on November l8th.

Child Care Working Group

This working group would focus on child care problems facing working parents, and best practices in the private sector and public-private partnerships.

The working group would be made up of 6-10 people from the private-sector, and chaired by a private-sector leader on this issue. [In addition, CEA would be represented on the working group.]

The staff would come from a variety of sources. Treasury employees would help get the working group started and deal with any logistical issues. Some of the research would be done by Treasury, CEA, HHS and Labor employees, but the bulk of the work in driving the meetings and producing the resulting report to Secretary Rubin would be done by staff of the working group members.

The group would start in mid-November, meet 4-6 times, and report back in 45 days. This timeframe allows the findings of the working group to be presented as part of the President's child care initiative in the State of the Union.

At the end of the 45 days, the group would present a report to Secretary Rubin. The report would also be made publicly available. This report would not be policy recommendations or advice, but would outline the problems facing working parents, and show various, innovative ways that businesses and public-private partnerships have dealt with child care issues. The report would provide information on the importance of child care to businesses and the economy overall.

The working group would be subject to FACA, which would mean open meetings, written minutes, and a full-time government employee assigned to be responsible for the group and present at the meetings.

Karen Tramontano
11/03/97 02:31:48 PM

Record Type: Record

To: Jennifer L. Klein/OPD/EOP

cc: Robin Leeds/WHO/EOP
Subject: Re: Child Care Working Group

Jennifer,

sorry for my delay in getting back to you --i've been up to my ears in Amtrak. My two recommendations for the Child Care Working Group are: John Sweeney, President AFL-CIO and Claudia Wayne, Executive Director, National Center for Early Childhood Workforce (NCECW)

the Sweeney recommendation is based on the AFL-CIO's national focus on child care and for workforce issues both of their members and child care workers.

the Wayne recommendation is based on NCECW's focused work thru the years on child care workers, their issues, wages, benefits, training etc. When no one else was talking about child care workers -- NCECW was in the forefront.

And, before I end -- I want to congratulate you on a great conference. Although I was not able to attend -- i was in Amtrak negotiations -- I heard rave reviews. In fact, one comment that I heard from the founder of NCECW -- was that she had worked for 25 years to focus attention on child care workers -- and she cried when both the President and the First Lady talked about the workers as well as the need for quality child care.

Again, CONGRATS!!!!

Let me know what I can do to help -- and what the decisions are...
Thanks for asking

CCAC

CHILD CARE ACTION CAMPAIGN • 330 7th Ave., 17th fl., New York, NY 10001 • (212) 239-0138 • Fax (212) 268-6515 • hn 5746 @ handsnet.org

Richard B. Stolley
President
Child Care Action Campaign

Richard B. Stolley is Senior Editorial Adviser of Time Inc., which publishes 25 magazines throughout the world with a readership of more than 120 million.

Stolley has been a reporter, writer, bureau chief, editor and managing editor of Time Inc. since 1953. He worked for 19 years as a reporter and editor with the weekly *Life* magazine and was founding managing editor of *People* magazine, which he directed for ten years. He served as editorial director of Time Inc. from 1989 to 1993. He was also Executive Producer of EXTRA, the Time-Warner entertainment news show.

Stolley has served on the Board of Directors of the Child Care Action Campaign since 1984, becoming its president in 1992. He was instrumental in developing an emergency child care center for employees of Time Inc. and is a nationally-recognized advocate of increased employer involvement in child care and early education.

Stolley is past president of the American Society of Magazine Editors, a member of the board of the National Parkinson Foundation and Dirksen Congressional Leadership Research Center, and Chairman of the board of the Twins Foundation. He was inducted into the Editors Hall of Fame of the American Society of Magazine Editors, and is the recipient of the Henry Johnson Fisher Award for Lifetime Achievement in magazines.

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Child Care Action Campaign Mission Statement

The Child Care Action Campaign (CCAC) is a national, nonprofit organization dedicated to strengthening families, improving education and advancing the well-being of children.

CCAC

- builds partnerships among communities, schools and business leaders to improve child care and early education, and to make it affordable to all working families.
- stimulates investment in child care by employers, state and local governments, schools, and community organizations.
- communicates innovative ideas for improving child care to inspire parents, community leaders and the public to take action.
- advocates public policies that support families.

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WASHINGTON, D.C. 20220

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TO: Jer Klein

Addressee's Fax # : 456-2878

Addressee's Confirmation # : ______________________

From: Mike From / Jason Solomon

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SPECIAL INSTRUCTIONS/COMMENTS:

Draft

Topics for Child Care Working Group

As part of the Administration's child care initiative, a private-sector working group will report to Secretary Rubin on problems faced by working parents, and the steps that businesses can take to address these problems by promoting affordable, quality care. The purpose of the working group is to identify the best and most innovative practices in the private sector and in public-private partnerships. In particular, the commission will focus on:

- **Problems Facing Working Parents**

  There are 20 million families with working parents using child care (both single parents and two-parent families), including eight million families with children under the age of 5. Child care is expensive for many families; for those families paying for care for their preschoolers, costs are, on average, almost eight percent of income. This burden is even greater for low-income working parents. Parents also face difficulties in ensuring their children receive *quality* care and in arranging backup care, in case their child is sick or their primary provider is unavailable.

- **Resource and Referral Networks**

  Many working parents are unaware of what child care is available or how to judge the quality of child care. Some businesses operate or support child care resource and referral agencies, which provide parents information on child care options and how to select a quality provider. Some also provide information to providers on how to improve quality.

- **Workplace Flexibilities**

  Many parents feel constrained by the demands of both work and family. Some businesses support their employees by allowing them greater flexibility in their work schedules. Examples include job sharing, telecommuting, and giving employees more say over how to structure their hours (e.g. flex-time).

- **On-Site Child Care Centers**

  Some businesses have had great success with on-site child care centers. These centers assure parents that their child is receiving adequate care, and parents can visit during work breaks. Many businesses have found that on-site centers reduce turnover, increase productivity, and are beneficial in attracting new hires. Some on-site centers also allow for drop-in care if a child is sick or regular care is unavailable.

- **Public-Private Partnerships**

  Businesses and governments have joined together in some areas to support quality child care. In some instances, they have jointly developed child care priorities (for example, more subsidized slots for low-income families or an increase in the number of accredited centers) and methods to achieve them. Businesses have also provided expertise and logistical and financial support to these partnerships.

TO: NICOLE RABNER
Office of the First Lady

FM: FAITH WOHL
National Performance Review

RE: OPTIONS FOR CORPORATE PARTICIPATION
White House Conference on Child Care

Situation:

Last week, you asked me to provide for you a paper outlining options and recommendations for corporate participation on the program and in the audience at next month's White House Conference on Child Care.

You envisioned one corporate speaker on the panel on quality and perhaps ten corporate leaders as part of the small audience in the East Room. You also asked that I contact all of the corporate participants in the June focus group and others who might offer advice to support these options.

That process is now complete. I have talked to at least two dozen individuals, including all participants at the June session. This paper provides options for the speaking role. Another memo will follow on ideas for the audience.

Background:

In preparing to call the corporate representatives, I re-read the notes from the June session. One of the concerns that was aired at that meeting was that the conference not "advocate a one-size fits all approach." This was said originally largely in the context of the variety of community settings out there--some with strong educational systems on which to build, others with a well-defined network of community-based organizations, others with neither foundation. But I also heard the same message as I talked to the two dozen individuals--don't have just one corporate spokesperson or you are likely to signal, with the power of the White House, that the approach they have taken or represent is favored or chosen.

With that in mind, I want to urge that we have at the very least two corporate speakers, one on the panel on quality and one who can provide a business perspective on financing issues or community collaboration. Given that we are likely to rely heavily on the employer community in the next several years to provide commitment, funding and other resources to spark and support necessary improvements in quality, accessibility and affordability, we should involve the maximum number of business participants. Two strikes me as an absolute minimum--in light of the two very different ways that companies can help--first, through investments they make in support of their own employees and second, in the role they play in identifying and responding to community needs of all kinds.

Options:

Following are descriptions of six corporate leaders who could bring different strengths, experiences and messages to a place on a panel on quality or other appropriate topic.

Christopher L. Galvin, Chairman and CEO, Motorola, Inc.

With Galvin you get a strong message on quality, not only as it affects workplace measures like productivity, reduced turnover and absenteeism, but as it impacts on child development. Motorola takes a somewhat different perspective on its child care investments than its corporate colleagues and really works on developing outstanding quality that will lead to long-term developmental benefits for children. They have, for example, provided Dr. Berry Brazelton's "Touchpoints" training to many of their center directors and staff, an unusual commitment. Motorola is just building its tenth on-site center, not only in the United States but in other countries (Scotland, Taiwan, Germany). It also now subsidizes emergency child care nationwide and is developing a family child care network in Chicago. Motorola, as an early winner of the Malcolm Baldridge Award, is also a company known for its total quality efforts and applies its principles of customer satisfaction consistently to its child care programs.

Doug Price, President of the First Bank of Denver and Chair of the Colorado Business Commission on Child Care Financing.

With Price you get a strong message on innovative financing strategies as well as his personal conversion from a bottom-line driven business leader to one who now sees child care as a fundamental right of children. His commission, appointed by Governor Romer, consisted of 25 business leaders who were tasked with examining financing structures for child care and early education from a business point of view. The Commission's work had direct and immediate impact on the Colorado legislature. Powerful and persuasive input from Doug Price led, among other accomplishments, to a voluntary check-off on the Colorado personal income tax form for contributions to a child care fund to make investments in training and other quality improvements; also to restoration of the state dependent care tax credit to families (had been eliminated in 1988) to help families pay for licensed care. Since the commission completed its work, Price has been on the speaking circuit--recently at the National Governors Conference, for example--and may have diminished impact, despite his speaking skills, because so much has been made of the Colorado situation. I would not have him as the lone spokesman for that reason.

Louis P. Gerstner, Chairman, IBM

With Gerstner you get a strong message of sustained leadership and investment by a single company, capped with successful accomplishments of the American Business Collaboration for Dependent Care (ABC). IBM is the acknowledged corporate leader in the work-family field, responsible for such innovations as the widespread use of child care resource and referral programs; exceptionally long family leave and other outstanding programs and policies. (The company has topped the Working Mother Magazine's "Best Companies" list consistently for a dozen years.) Their child care strategy is not to build on-site centers, but rather to support near-site and community-based programs--they now help support 200 such programs. IBM's Vice President for Global Diversity, Ted Childs, has been the sparkplug and organizer behind ABC, a voluntary coalition of some 22 "champion" companies which together have pledged $100 million for dependent care initiatives over the next four years.

John Reed, Chairman and CEO, Citicorp

With Reed you get a message of investment to support the needs of its employees, particularly those at lower income levels. Citicorp has long recognized child care as a very important issue for working parents. Their first center was built in 1990 and they currently have facilities in Hagerstown, Sioux Falls, Las Vegas and Kansas City. The center in Hagerstown is about to expand from its present size of about 100 children to serve the needs of about 400 children from six weeks to school age, making it one of the largest (if not THE largest) centers in the nation. The new facility will cost in excess of $8 million. Importantly, however, its size is not the only outstanding feature--it will offer infant care at a highly subsidized price of $70 a week to make it affordable to the employees of the credit card operation at that site. A Vice President of Human Resources at the company told me this week that despite this, John Reed recently said his company is not doing enough in this important area, so we can expect more strides in the years ahead. The First Lady has been invited to attend the opening of the new center in Hagerstown and those I've talked to suggest it would be an appropriate and positive experience for her.

Sanford Weil, CEO, Travelers Group

With Weil you get a long and varied history of accomplishments in child care from the perspective of the leader of several companies. At each, he has had extraordinary impact on child care. At American Express, he stimulated the creation of family child care networks and subsidies for employees. As head of Commercial Credit in Baltimore he was instrumental in establishing the Maryland Committee for Children, a statewide resource and referral network, widely considered one of the best and most effective in the nation. At Primerica, he chaired then-Mayor Dinkins Task Force on Child Care. Today, as CEO of Travelers, he has been a prominent and outspoken supporter of community efforts such as the "I Am Your Child" Campaign, the Children's Defense Fund and the Child Care Action Campaign, while greatly broadening the child care options available to his employees to include significant financial subsidies, an-on-site center at corporate headquarters, discounts at other child care providers. Smith, Barney, a Travelers company has also built an outstanding emergency/backup care center in New York.

Ian Rolland, Chairman and CEO of Lincoln National Corporation

With Rolland, you get the leader of a much smaller company and therefore someone to whom a large cross section of American employers might relate more readily than to some of the giants above. His organization is an insurance company and money management firm with about 9,000 employees, headquartered in Ft. Wayne. Despite the relatively small size, the company has been on the Working Mothers list for the past eleven years. Lincoln has a near-site center at corporate headquarters. Rolland is described as a passionate advocate of quality child care, a subject he speaks on frequently. When he does, he emphasizes his multiple perspectives as corporate executive, father and grandfather.

Next Steps

I provided a summary of this information by phone this morning to Mike King, for inclusion in a memo going to the First Lady. What would be helpful to me is any reaction from your office at this point to any of these names. I have many others to offer, but these seem the best, for the reasons indicated. I would also like to talk with you about these names before providing you with a list of possible audience members. I'd like to see a coordinated strategy on who speaks/attends and why. I can do that for you tomorrow, if we can talk for a few minutes.

Child Care Study

The purpose of this study would be twofold:

First, to evaluate the barriers that child care poses to work among parents. Child care can be a very costly work expense for families with small children, particularly among low income families and single parent families. An important purpose of this study will be to evaluate the magnitude of these barriers. To what extent are they limiting entry into the labor force of parents? How are they affecting the choice of job and hours of work? How do these effects differ between parents with small children and those with school age children? How do these effects vary across demographic groups, income classes, and regions of the nation?

Second, to identify best practices for overcoming these barriers. One example is corporate support for child care, such as on-site child care, support for local child care centers, and after-school and summer care of school age children. Another is flexibility in work schedules and work practices, such as work-sharing, parental leave policies, and flexible vacation timing. This discussion could build on the fruitful public-private partnerships that have evolved in a number of states.

Sanford I. Weill of Travelers.

- **Travelers Group Includes Smith Barney and Salomon Brothers:** Newsday reported, "Sanford I. Weill said his Travelers Group, a sprawling collection of financial companies that includes the white-shoe investment banking firm Smith Barney, would acquire the scrappy bond-trader Salomon Brothers for $9 billion in stock."[Newsday, 9/28/97]

- **Recently, Smith Barney Tentatively Settled a Sexual Harassment Lawsuit:** As a part of their campaign for Women-Friendly Workplaces, the National Organization of Women picketed in front of Smith Barney branches and labeled the company a Merchant of Shame. The case appears to be close to a settlement. The Hartford Courant reported: "Smith Barney -- sister company of Hartford-based Travelers Insurance -- has reached a tentative deal to settle a sexual- harassment lawsuit probably best known for its allegations of a 'boom-boom room' in a branch office's basement where male workers engaged in lewd fraternity house antics. The disclosure was made in federal court Thursday by lawyers for the brokerage firm and the 26 former and current female workers, who said they were subjected to obscene behavior by brokers and managers for years. The lawsuit also alleged that the firm discriminated against women in hiring, promotion and pay. The agreement, in what is one of the largest sexual harassment cases against a Wall Street firm, was reached after four days of mediation. It would help end an embarrassment and public relations nightmare for Smith Barney. Terms of the tentative agreement were not disclosed. But lawyers for both sides told U.S. District Judge Constance Baker Motley in a hearing Thursday that they hope to present a final proposed settlement to the court Nov. 18 for approval." [NOW web page; The Hartford Courant, 10/10/97]

  Some are skeptical, the Daily News reported: "This has all been worked out behind closed doors, and I can't help but be doubtful about it," said Pamela Martens, who charged in the suit that a manager had grabbed and kissed her on the lips against her will." [Daily News, 10/10/97]

- **Olson, A Campaign Contributor and Traveler's CEO, is Nominated as Ambassador:** The Sacramento Bee reported: "Lyndon L. Olson Jr., the president's choice as ambassador to Sweden, attended an Aug. 23, 1996, coffee klatch hosted by the president for big-money contributors. Less than two months later, Olson donated $ 20,000 to the Democratic Senatorial Campaign Committee. Olson, chairman and chief executive officer of Travelers Insurance Holdings Inc., donated $ 20,000 to the DSCC on Oct. 21, 1996, according to an analysis by the watchdog group Common Cause. The Travelers Group and its executive and subsidiaries donated $ 214,800 to Democrats in the 1996 election cycle and $384,796 to Republicans, Common Cause reported." [Sacramento Bee, 10/7/97]

- **Salomon Brothers Makes Working Mother's Prestigious List of the Best 100 Companies to Work for.** The Christian Science Monitor reported: "The survey, now in its 12th year, rates companies on pay, advancement opportunities for women, child care, flexible hours, and family-friendly benefits such as adoption aid and elder-care resources...The Wall Street firms that made the list for the first time were J.P. Morgan and Salomon Brothers. Merrill Lynch and Bankers Trust made the list for a second consecutive year." [Christian Science Monitor, 9/16/97]

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TO: Jennifer Klein

Addressee's Fax # : 456-2878

Addressee's Confirmation # : ____________________

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Sender's Confirmation # (202) ____________________

SPECIAL INSTRUCTIONS/COMMENTS:

3RD STORY of Level 1 printed in FULL format.

The Boston Globe

October 10, 1997, Friday, City Edition

SECTION: ECONOMY; Pg. D1

LENGTH: 640 words

HEADLINE: Get the point?
THE PRIVATE SECTOR / JOAN VENNOCHI

BYLINE: By Joan Vennochi, Globe Staff

BODY:

'Best news of the day. And you can quote me on that," a male colleague said, referring to a prominent piece in Wednesday's Wall Street Journal about the alleged new market for stiletto heels.

We're not talking about another Marv Albert seduction scene, but about something even scarier: working women being encouraged to wear sky-high heels, skirts with thigh-high slits, low-cut blouses, lace camisoles, and leather dresses. To work.

If the nation's business bible presents this as important business news, it must be so.

Certainly the fashion industry is banking on a woman's desire to wear clothes that "reach her masculine and feminine sides," as designer Donna Karan told the Journal. And any number of men no doubt hope such latent female desires blossom into a full-fledged trend, as satisfying as the rise in small-cap stocks.

There were two other articles about women on the same Journal page. But they were about real working women, not the fantasy ones sashaying around the office on spikes.

One piece talked about the life of a woman chief executive who commutes between Philadelphia and a Chicago suburb. For the past few years, she has lived in a Philadelphia apartment during her work week and spent her Saturdays and Sundays at home with her husband and three teenage sons. When one of her sons first entered middle school, his friends asked who she was when she turned up on weekends.

Another article addressed the fallout from the decision by a top female executive at PepsiCo Inc. who recently resigned, citing work-family issues. The executive, Brenda Barnes, one of corporate America's top-ranking women, angered some career women who believe it's wrong to be honest and tell your boss you're leaving because you want to attend your children's birthday parties.

These three stories illustrate a continuing confusion about the role of professional working women in our culture. And they show that in some ways, women are as confused as men.

Our confusion is not over what we should wear.

Sorry, but stilettos are not an option for most women who walk the dog, stoop to hug a 4-year-old goodbye, then go off to race down the already-slippery corridors of power seeking respect and credibility along with our paycheck.

The confusion, still, is over how we do it.

How do we go for the big jobs, when in our hearts we know we will sacrifice something precious - our families - if we must do the big jobs just like the guys?

It's not physically possible to do the early-morning breakfasts and late-night networking that are so much a part of the corporate world - and still be there to watch your child walk into school at the start of the day, and to go over his spelling words at the end.

True, parental duties change as a child grows older. But there's still something intrinsically sad in the story about the woman chief executive from Illinois who has to tell one of her sons that when she says the whole family will be together on Wednesday, she means not next Wednesday but the Wednesday before Thanksgiving.

Many mothers can't imagine putting a child in that situation, so we don't even bother going for the jobs that demand that kind of commitment. Today many fathers reach the same conclusion: Putting your work life over your family life isn't worth it, no matter how big the paycheck or the perks.

The difference is, other men don't accuse these fathers of standing in the way of male advancement and, in fact, many men and women praise them for their sense of balance.

In the meantime, no man is encouraged to look or act sexy at work, whether he's on the fast track or the daddy track.

That brings us back to the topic of the day: stilettos in the workplace. In the end, it's not confusing at all. Men often like to wield them, but they want women only to wear them.

LANGUAGE: ENGLISH

LOAD-DATE: October 10, 1997

1ST STORY of Level 1 printed in FULL format.

The New York Times

October 12, 1997, Sunday, Late Edition - Final

SECTION: Section 3; Page 11; Column 3; Money and Business/Financial Desk

LENGTH: 1574 words

HEADLINE: EARNING IT;
Goodbye to the Job. Hello to the Shock.

BYLINE: By JULIA LAWLOR

BODY:

AS a regional director for Ross Perot's 1992 Presidential campaign, Tamara Hardy never stopped to think what life would be like without constant travel, 14-hour workdays, cellular phones, pagers and an endless supply of frequent-flier miles. When she finally quit to become a stay-at-home mother, reality hit hard.

"I was riding on a fast-moving train, it came to a screeching halt and I jumped off," said Mrs. Hardy, 32, who is now happily raising her three children in Seattle. "I gained weight, and my self-esteem dropped. Since I was hardly ever home while I was working, I knew no one. And it was hard to find people I had anything in common with."

It is the rare fast-tracker who hasn't entertained the thought of quitting a job, even though most men and women in dual-career marriages say they can't afford to make such a move. So when Brenda Barnes, 43, president of Pepsi-Cola North America, said last month that she was leaving the corporate world to spend more time with her husband and three children, the question was raised anew: Is dropping out a viable option when balancing work and family seems impossible?

Sometimes a woman finds the transition from work to home relatively easy, especially if it is her choice to go home and if her spouse supports the move. But many others struggle with feelings of loneliness, isolation, boredom and lower self-esteem.

And even if their families can withstand the drop in income, women also put themselves at risk by forgoing pensions at a time they are living longer than ever before. Today, a woman in her 50's can expect to live to 90.

"This is not some magic solution to today's stresses," said Stephanie Coontz, professor of history and family studies at Evergreen State College in Olympia, Wash., and author of "The Way We Really Are: Coming to Terms With America's Changing Families" (Basic Books, $23).

"I'm not knocking anybody who cobbles together a personal arrangement," she said. "But research shows that women are least likely to be distressed if they have a job, a supportive partner and autonomy and flexibility at work."

The trend is for more women to enter the labor force and to stay there after the birth of their children. According to the Bureau of Labor Statistics, women with children younger than 6 are one of the fastest-growing segments of the work force: 62 percent of mothers with children younger than 6 were in the labor force last year, compared with 47 percent in 1980.

WHEN Ms. Barnes announced her departure last month, she left open the possibility of returning to the corporate world. (She denied that her departure was connected to the resignation of her husband from a high Pepsico post after he failed to get a promotion.) Ms. Barnes, of course, could live well financially for some time without returning to work, and she has said that she does intend to spend time with her children at home.

Some women, however, don't stay home for long -- or at all.

Sheila Wellington, president of Catalyst, a research and advisory firm in Manhattan, said the firm had interviewed hundreds of women who had left corporate managerial positions in the last few years.

"Invariably they tell their employers they are leaving to go home," she said. "But very few actually do so. Women do not want to burn their bridges. They start their own businesses. Or they look for jobs where they can have a better balance, or where the opportunities for advancement are better. And they find them."

Women in all kinds of jobs can find it disorienting to leave the work force. Three years ago, Joanne Brundage of Elmhurst, Ill., went back to work in a job-sharing arrangement after spending eight years at home with her two children. She had quit her job as a letter carrier for the Postal Service in 1986, after failing to find adequate child care for her son.

"I was really blindsided by how devastated I was emotionally," said Ms. Brundage, 45, who founded an organization called Female, for Formerly Employed Mothers at the Leading Edge, as a result of her experience in adjusting to life outside work. "I felt worthless. I suddenly didn't know who I was. I never realized how much my identity was wrapped up in my work. When I was working, I'd look forward to seeing my daughter when I got home. But then I was home all the time, and it was like that song, 'How will I miss you if you don't go away?' "

Several studies in the last decade have found that a job offers women psychological support as well as a paycheck. A 1989 study of 745 married professional and blue-collar women in the Detroit area found that women who stopped working to care for children reported 30 percent more distress over a three-year period than women who returned to work after the birth of a child.

Women who reduced their hours and worked part time or as freelancers reported 10 percent more symptoms of distress, said one author of the study, Elaine Wethington, an associate professor of human development and sociology at Cornell University. Those who had never been in the work force reported no change in their distress level during the three years.

"It's a difficult transition to make," Ms. Wethington said. "Work is truly a defining identity in the United States."

Yet that does not mean every stay-at-home mother is unhappy.

"I'd rather be here than anywhere right now," said Catherine Carbone Rogers, 36, a former television reporter who is raising two young children in Seattle.

"I had always planned to be at home with my kids. Before, I was stretched at home, stretched at work and not giving 100 percent to either. Now I'm confident I'm giving my children what they need: a secure, stable environment."

Women who feel strongly that they want to be home usually are better off for doing so, said Janice Steil, professor of psychology at Adelphi University in Garden City, N.Y.

"Being employed is not better for all women," she said. "It depends a lot on factors such as how good your child care is and whether it's what you really want to do."

Ms. Wethington said women often adjusted by building support networks and finding other roles, like volunteer work.

What accounts for the improved mental health of women in the work force? Rosalind Barnett, author of "She Works/He Works" (HarperSanFrancisco, $24), said work offers social interaction as well as a sense of mastery and immediate reward that tends to bolster self-esteem.

"You have performance criteria, you're using your skills, you're growing," said Ms. Barnett, senior scientist at the women's studies program of Brandeis University and senior scholar in residence at the Murray Research Center at Radcliffe College.

Researchers have also found that the more roles people have, the happier they are.

"On average, if you lose roles, your anxiety and depression will increase," said Peggy Thoits, professor of sociology at Vanderbilt University. Yet the quality of the role is important, too. If you have a rigid, tension-filled job in which you think you lack control, the level of anxiety and depression could increase. "In that case," Ms. Thoits said, "abandoning the job might be a mental health benefit."

The state of a marriage also affects a woman's psychological well-being. Bonnie Strickland, professor of psychology at the University of Massachusetts at Amherst, said a 1986 study of depression in women found that stay-at-home wives with troubled marriages were the most depressed, followed by employed wives with troubled marriages and tension-filled jobs. Stay-at-home wives with happy marriages had relatively low levels of depression, but least depressed were employed wives with happy marriages and flexible jobs.

AN an interesting sidelight, a 1995 study by the Families and Work Institute with the Whirlpool Foundation showed that 85 percent of women and 67 percent of men reported wanting to work less than a full-time schedule or not at all. A third of women said they would prefer to stay home; but so did 21 percent of men.

But if one spouse quits, it is typically the woman, and that sends the wrong message, Ms. Coontz said.

"Not only does it reinforce women's second-class position in the work force, but it reinforces Dad's second-class position in the family," she said. "She becomes the expert, and he never catches up."

It is far better for a family, Ms. Coontz said, if both parents cut back on their hours and share the responsibilities equally.

After dropping out of the work force for two and a half years, Linda Kaye Briggs reached that conclusion last year. Ms. Briggs, 42, of Gig Harbor, Wash., stayed home with her son, Marcus, now 4, after losing her 70-hour-a-week job as a bank executive in a reorganization. She kept busy, at first giving luncheons, taking Marcus to the park and doing volunteer work. "Then came a time when it wasn't enough," she said. "I had always defined myself by my job, and I was lost. Financially, I wanted to share the burden with my husband."

But she also wanted time for her family, and so did he. So they decided to scale back. She took a job allowing her to work 40 to 50 hours a week, though the pay was $30,000 less than her old job. He switched to a less-demanding job and took a $20,000 pay cut. So far, they have no regrets.

"I think I'll always work outside the home," Ms. Briggs said. "But make no mistake what comes first. He has red hair, and he weighs about 36 pounds."

GRAPHIC: Photo: Leaving a campaign job to be a stay-at-home mother was a jolt for Tamara Hardy. Her children are Colton, left, Joshua and Austin. (Therese Frare for The New York Times)

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