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REMARKS PREPARED FOR DELIVERY BY
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THIRD ANNUAL WOMEN'S BUSINESS DEVELOPMENT COMMITTEE BREAKFAST
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WESTFORD, MASS.

Let me say at the outset what an outstanding job the Northern Middlesex Chambers of Commerce has done in organizing this women's business development committee back in 1984. From the depth of your support displayed here I know the men in the audience won't mind if I focus on women today.

What a pleasure to be in Massachusetts on a spring day and especially to be at the third annual outstanding women in business awards event because I think it's an excellent opportunity for us to get the word out that women mean business.

I'm pleased to see so many business and professional women. I left a part of my heart in Massachusetts. Boston has long been a sort of second home to me. For when I left my native North Carolina in the late fifties, anxious to see and experience another part of the world for myself, I came north to Boston. I spent seven of the happiest years of my life in Boston...

Now, the woman you are honoring today represents private enterprise at its finest. Pauline Yates, as general manager of WCAP radio station in Lowell, is an outstanding leader in one of the nation's most competitive and dynamic industries. Pauline started with WCAP about 20 years ago as a bookkeeper and in six years became station manager. She single-handedly supervises the operations of the station and its 25 employees, and still finds time to serve as local chairperson of the Career Society and she's on the National Legal Committee of the New England Chapter of American Women in Radio and Television.

Women in the 80's comprise a diverse group with varied interests. Some seek their own careers in business. Some run for political office. Others focus on the home and family. And some seek to do all these things. In today's society, no role is superior to another, although I must say that homemaker and mother is, I believe, as tough and rewarding a career as there is! What's important is that every woman has the right and opportunity to choose the role she wishes. Truly, if one word could sum up the vast progress made by women in the past 15 years, it would be choice.

I suggest that we are all natural allies in what I like to call America's "quiet revolution," a tidal wave of qualified and talented women who have entered our work force in record numbers over the past three decades. The proportion of the work force that has shifted from homemaking into the market place is greater than the migration of the work force out of agriculture earlier this century. The impact of this "post-industrial" revolution has been just as tremendous. There is no question that today's "average families" are anything but average. A record 19.5 million mothers with children under the age of 18 were in the U.S. labor force in 1984. And more than three-fifths of all married couples in this country are part of the recent phenomenon called two-income families, a trend that has risen significantly from earlier decades. More than half of all American women now work, a significant change from 20 years ago. We are seeing a revolutionary change in our society and perhaps we don't realize just how significant it is because we are living it.

Women form a clear majority of the college population -- hitting 52 1/2 percent in 1982, a year in which they earned some 49 percent of all bachelor's degrees and 51 percent of all master's degrees. Women now constitute 25 percent to 53 percent of students training for such professions as architecture, law, economics, medicine, accounting and pharmacy, compared with an average of about 12 percent in 1972. Women entering schools of business administration soared by an incredible 2400 percent -- business is now the most popular major for both women and men. And look at the results. The overall ranks of women professionals grew from 4.5 million in 1972 to 7.6 million ten years later. And there's good news about the ratio of female to male earnings. Young women who expect to have long and continuous careers and therefore make the same investment of time and effort that men do in education and career preparation are closing the pay gap.

Entrepreneurship is another way women are making their presence felt. Businesses owned by women are the fastest growing segment of the small business community -- over three million strong, as big as the population of Chicago -- and generating over \$53 billion in receipts.

More and more, women are choosing to start businesses or take jobs in traditionally male-dominated industries. I know a little bit about this because the transportation industry is one of the best examples. You only have to look at the traditional work force in highway construction, shipbuilding or the air traffic control profession to realize this --

although we are working to increase the number of women in the transportation fields.

When I arrived at the Department of Transportation, I asked how many of our employees were women. I was told 19 percent. Then I asked what was the percentage when the Department was established in 1967? The answer: 18.5 percent. It didn't take long for us to design a program to change all that. Now we are helping more women enter our work force, and we're preparing more women than ever to assume managerial positions and to expand existing skills -- for example, to become air traffic controllers and move into more skilled and higher paying jobs. In a Department of over 100,000 people, that vision of change is indeed a challenge. It takes many women to move the female percentage up even one point, but in two years since we began our program, the number of women employees in the Department has increased to 22 1/2 percent. Recently a pilot told me "I flew into a major city and I was really amazed. There were three distinct voices on the air traffic control system. All three were female voices." I said "great, our program is working."

But we are also using the skills of women in another way at the Department -- by contracting with them for goods and services needed in transportation. We are contracting with women-owned businesses to the tune of \$434 million in fiscal year 1986 in direct and federally-assisted highway and transit contracts -- and that's up 32 percent from FY 1983. I'm proud of this record. Under those contracts, women are providing services ranging from construction machines for use on railroads and clearing railroad wreckage to outreach assistance for women-owned businesses -- helping them with marketing, bonding and insurance problems.

And last, but I hope not least, I've found my own little footnote in history at the Department of Transportation. I am the first woman to serve as a military aide to the President. The Coast Guard's search and rescue efforts save thousands of lives every year and their vigilance prevents the loss of millions of dollars in property damage. And how proud I am of the Coast Guard's drug interdiction efforts. In 1986, the Coast Guard seized 154 vessels, and prevented around \$2 billion worth of illegal drugs from entering America's cities. And the Coast Guard was the first to open its academy to women.

So, yes the numbers of the past decades speak eloquently of progress for women. But who among us can argue that we have completely eliminated discrimination, or totally banned that insidious brand of prejudice -- what I call the tyranny of perfection.

Social critic Marya Mannes put it best, I think, when she wrote: "Nobody objects to a woman being a good writer or sculptor or geneticist if, at the same time, she manages to be a good wife, a good mother, good-looking, good-tempered, well-dressed, well-groomed and unaggressive."

In other words, you, too, can be treated the same as a man -- so long as you out-perform him. Nor are such perceptions the only roadblocks that yet remain on the path to prosperity and job satisfaction. Much of society continues to perceive women as consumers instead of producers.

And we find that the vicissitudes of the work place can be especially difficult for women trying to juggle the demands of careers, homes and children. The biggest challenge we face today is how we reconcile the important competing priorities in each of our lives.

There are already encouraging signs of change, of new attitudes, that are helping women to meet this challenge. And women themselves are taking the lead in designing and implementing solutions to these dilemmas that affect us all. A recent Washington Post article, for example, noted that more and more law firms are allowing young associates of both sexes to work part time in order to care for young children. Some career women take a few years off and reenter the work force when their children are older. And for those who don't, more and more companies are providing on-premises day care and including such services in employee benefit packages. We've had a first-hand experience with the rewards of on-site day care with our own DOT-sponsored facility, begun two years ago. Parents can spend time with their children they would otherwise miss -- to and from work and during lunch. Like many private employers, we're seeing the benefits in reduced absenteeism and turnover and improved productivity. And this is an excellent example of self help. Employees helped raise the money for this center.

The progress we've already made in such a short period of time is not surprising when you consider the amazing resilience and flexibility of the U.S. economy. Not only has our economy created over 30 million additional jobs filled by women since World War II, but it has also created jobs that interest and attract women: in business, and the professions, science and technology, and the service sector. The market produced these jobs while still providing rising real wages and income for both men and women. As we continue to meet the challenges of the quiet revolution, the dynamism of the U.S. economy promises a brighter future for all of us.

The traditional vigor and adaptability of the U.S. economy is equally crucial as Americans of both sexes face the challenges of an increasingly competitive world economy. The removal of government regulations and red tape that unnecessarily burden and hinder the productivity of American business is one important way we can meet that challenge.

Economic deregulation of the nation's airlines, railroads and trucking companies, for example has saved American industry and consumers literally billions of dollars. As 1986 study by the Brookings Institution estimated that airline travellers have benefited by about \$6 billion per year in lower costs and more frequent flights. Since passage of the 1978 Airline Deregulation Act, the number of passenger boardings has grown by over 100 million -- a 40 percent increase.

The effect of the 1980 Staggers Act reducing regulation of the nation's railroads has been even more dramatic. Only a decade ago, the heavily-regulated railroad industry was literally on its knees. Nearly one-quarter of the nation's track was in bankruptcy. The industry faced a ten year capital shortage in excess of \$13 billion. Undercapitalization and deferred maintenance had exacted a heavy price: a seriously deteriorating rail infrastructure.

Decreased regulation has revitalized that once dying industry. Rates per ton mile have fallen significantly and service has improved markedly with faster, more reliable delivery, reduced loss and damage, and more competitive options for both operations and rates. The rebirth of competition has allowed the railroads to generate the capital necessary to upgrade their infrastructure into a safer system. Train accidents have been cut by two-thirds.

Last week, we sold Conrail, our government-owned freight railroad through a public stock offering. It was the largest initial industrial public offering in U.S. history. It would not have been possible without deregulation's revitalization of the rail industry -- a revitalization that enable a sickly ward of the state to be transformed into a \$1.88 billion publicly traded, privately-owned railroad. It was thrilling for me to stand on the floor of the New York Stock Exchange last week as eager investors bought every last share of the government's stock in Conrail. The sale brought \$1.88 billion for the federal treasury.

We provided a unique opportunity for minorities and women-owned firms in the securities industry to participate to a significant degree in the public offering for the sale of Conrail. The plan not only included underwriting and sales but a "special bracket" for minorities and women to participate in the management of the offering. The inclusion of these firms in all aspects of a financing of this magnitude not only increased the experience of the firms involved, it sends an important signal to the investment banking community that minority and female involvement in large corporate financing transactions, in addition to the traditional municipal financing by state and local governmental bodies, is an idea whose time has come.

And our success with selling Conrail has energized us for the privatization of commercial space transportation. For three years I've argued within the government, that the federal monopoly in space must be ended. In 1986, President Reagan gave the private sector the green light when he announced that routine commercial satellites would no longer be launched by the space shuttle. That announcement heralded the birth of a dynamic new transportation industry which is already moving out to compete with the French, the Chinese and the Russians.

Although we have made much progress, we still have a ways to go. Because of continued regulation in the United States, it is cheaper in some trades to ship goods from overseas than it is to ship the same goods within

the United States. For example, a retailer in Dallas reportedly pays less transportation cost per garment to import blue jeans from Taiwan than from manufacturers in Texas! Naturally, this difference results in higher prices for American consumers and hurts the competitiveness of American producers. Transportation, for example, averages 25 percent of the cost of a delivered product. Regulation adds an average of 20-40 percent to the transportation cost. The complete regulatory reform of trucking, according to a recent private study, would save American business \$87 billion in distribution costs over the next five years and increase their competition against foreign imports. That's why President Reagan has put deregulation in the rail bill: it's not just deregulation, it's our survival as a player in the world economy. Deregulation is one piece of trade legislation that really works.

Deregulation works because free enterprise, not government, is the source from which our blessings flow. The American spirit of enterprise is sparked by individuals like yourselves who dare to dream, and who are willing to work to make your dreams come true.

A fellow North Carolinian for whom I have great respect is Barbara Proctor, who grew up in Black Mountain, North Carolina, in a house with no running water or electricity. Through sheer determination, she earned a college degree in three years and went on to become the first black woman in advertising in Chicago. Barbara Proctor quickly rose to the top of the company, then started her own business, Proctor & Gardner Advertising, with an \$80,000 federal loan. That was in 1970. Her company had \$13 million in billings in 1983. Barbara Proctor serves on numerous Boards of Directors, has received countless awards and has been cited by Business Week as one of the 100 top businesswomen in America.

Words like unachievable, unattainable, impossible and unimaginable have never been a part of the American businesswomen's vocabulary. And it shows. Your success not only speaks well of the American system, it strengthens it. And how proud I am to join this conference promoting commitment to excellence that spans 52 weeks of the year, and which heralds the female entrepreneur in an economy more than ever dependent upon her for its progress and its potential.

One of the greatest American women was Helen Keller, an inspiration to millions over the years. Helen Keller's philosophy of life can be summed up in a single sentence, "One can never consent to creep when one feels a need to soar." Obviously, you are already soaring. May I wish you every success, collectively and individually.

Thank you very much and God bless you all.

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