

BRINGING MORE WOMEN INTO PUBLIC OFFICE

# GETTING WOMEN APPOINTED

*New Jersey's Bipartisan Coalition*

THE STATE UNIVERSITY OF NEW JERSEY  
**RUTGERS**

CENTER FOR THE AMERICAN WOMAN AND POLITICS

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Women  
Appointed*

*New Jersey's Bipartisan Coalition*

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# *Getting Women Appointed*

NEW JERSEY'S BIPARTISAN COALITION

*Report written by*  
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## Introduction

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In 1981 the Center for the American Woman and Politics (CAWP) began studying routes to political office, comparing the paths taken by women and men into both elective and appointive offices. In a project supported by a grant from the Charles H. Revson Foundation, CAWP surveyed and talked with public leaders around the country in order to identify effective channels and strategies for increasing the numbers of women officeholders. The project, entitled *Bringing More Women Into Public Office*, was divided into two parts: first, surveys of women and men serving in elective offices at municipal, county, and state levels; second, consultations with public leaders around the country.

During the course of the project, CAWP staff conducted six group consultations. The first of these, held in New Jersey in 1981, brought together about twenty women to discuss routes to appointive office—elected women, political strategists, leaders of major women's organizations, and women who were holding or had held cabinet positions in the state.\* The meeting was held during an election season which featured a gubernatorial contest between Democrat James J. Florio and Republican Thomas H. Kean.

This bipartisan gathering of some of New Jersey's highest ranking political women focused much of its discussion on how women could work toward ensuring continued progress in the area of women's appointments in the next governor's administration. At the end of that session, the women leaders decided to form an ad hoc group to advocate the appointment of women to key posts in the state government. The group, which called itself the New Jersey Bipartisan Coalition for Women's Appointments (NJBCWA), undertook the first systematic effort ever made by women in New Jersey to influence the appointments process. This is a report on the NJBCWA—its formation, its accomplishments, its mistakes, and its future.

This report is organized into three parts. The first section describes the establishment, membership, activities, and successes of the coalition. It also discusses some of the lessons learned for the future—how a group such as this might strengthen its impact and increase its clout.

The second section includes press releases issued by the group, selected correspondence, and newspaper articles about the NJBCWA.

Finally, the report includes a selected list of resource articles and the names of some people who might be helpful to those interested in organizing a women's appointments coalition or learning about other similar efforts.

\* Two reports describing the other consultations are available from CAWP as part of the series, *Bringing More Women Into Public Office*. They are: "Women's PACs" and "Political Women Tell What It Takes."



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## Getting Women Appointed

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**T**his year I was appointed the first female Secretary of State in the history of New Jersey. The influence of the Coalition [New Jersey Bipartisan Coalition for Women's Appointments] played an important part in making that happen.

Jane Burgio  
Secretary of State  
New Jersey  
July 1982

In October 1981, the Center for the American Woman and Politics convened a meeting of key political women in New Jersey to discuss the process of obtaining high-level political appointments in a governor's administration and factors that influence the appointments process. The small group of women participating in the meeting included current and former elected and appointed officials, party activists, and organizational representatives.\*

The discussion focused initially on identifying routes to appointive offices. Among the credentials cited by participants as useful for potential appointees were:

- ▶ elective officeholding experience
- ▶ technical expertise
- ▶ previous political involvement
- ▶ influential contacts
- ▶ identification with a recognized political constituency.

The women agreed that depending on the appointment under consideration, these factors might be accorded varying weights.

Campaigning for and holding an elective position can result in valuable experience, visibility, and contacts, all of which can be very useful for an appointed official. A governor can also assess more easily how a potential appointee might perform in office by examining her officeholding record—her voting history, her relationship to constituents, and her administrative skills. In the opinion of many participants at the meeting, a proven leadership record may be even more important for women than for men, since women may be viewed as outsiders or unknown quantities. However, in some cases, actually holding office may not even be necessary; running, and thus gaining visibility and support, may be enough to earn an appointive post for an unsuccessful electoral candidate.

\* A list of those who attended the meeting is included at the end of this section of the report.

Among the women at CAWP's meeting were several who held or had run for office and who subsequently received gubernatorial appointments.

Technical knowledge or expertise may be critical for gaining appointive office, particularly when the position in question requires a degree of specialization. In agreeing on this point, meeting participants cited the example of Anne Canby whose experience in the U.S. Department of Transportation under President Carter was critical to her appointment as commissioner of transportation under Governor Brendan Byrne.\* In addition to her technical and administrative expertise in the field of transportation, Canby's appointment also had the backing of New Jersey political leaders.

Being politically active and knowing key political figures in a state are extremely helpful when seeking an appointment. All the women at the meeting who had received appointments had long been active in their parties and in campaigns—particularly in the campaigns of the governors who later appointed them.

The extent and influence of one's own constituency can be a critical factor influencing the political appointment process. In some cases, such a constituency may be informal. The women spoke of "a key group of supporters," and of having interest group backing, whether from business, labor, teachers, or environmentalists. They also agreed that women's organizations can be an important source of support for women aspiring to appointive office.

In other cases, a constituency may be more organized. For example, at the federal level, the Coalition for Women's Appointments (CWA) exemplifies such a constituency. The coalition, under the leadership of the National Women's Political Caucus, brought together more than fifty women's organizations to press for the appointment of women to high-level posts in the Carter administration. The group's success came largely as a result of public pressure on the Carter White House and on cabinet secretaries; CWA publicly demanded action and monitored progress. Without this organized pressure by and for women, efforts to secure women's appointments would likely have been less effective. This formally organized, broad-based group made the constituency of women a significant one.

In general, no single factor is adequate in itself to guarantee a gubernatorial appointment. Participants in the CAWP meeting concluded, however, that having an organized coalition to press for women's appointments might make it more likely that the governor-elect and his staff would notice the credentials of strong female candidates for top positions. For that reason, the group decided to create the New Jersey Bipartisan Coalition for Women's Appointments, modeled in part on the CWA in Washington, D.C.

\* Brendan Byrne was New Jersey's governor at the time of the meeting.



## Purpose

The stated goals of the NJBCWA were:

- ▶ to ensure that women would be appointed to key state posts following the gubernatorial election
- ▶ to gather names and résumés of women in various fields statewide and make them available to the governor-elect as a resource for recruitment
- ▶ to meet with the governor, members of his staff, and other political leaders, urging them to give women serious consideration when making appointments.\*

Additionally, the group hoped to garner enough publicity to create an awareness among political leaders and in the public that women throughout the state of New Jersey were going to be watching the governor's performance and expecting him to identify and appoint more than token numbers of women to cabinet and subcabinet posts.

## Membership

The twenty-five women who joined together to form this ad hoc coalition included:

- the vice chairs of the Democratic and Republican State Committees
- Democratic and Republican elected women
- current and former women cabinet and subcabinet officials
- representatives from the New Jersey Women's Political Caucus
- lobbyists and political activists
- the state president of the League of Women Voters
- members of the staff of the Center for the American Woman and Politics.

The coalition was chaired in 1981–82 by Joan A. Crowley, then-president of the League of Women Voters of New Jersey. In initial discussions, members agreed that the credibility of the group would be strengthened by having a chairwoman who represented a universally respected, nonpartisan organization which had a long history of analyzing state issues and policies.

## Structure and Activities

The NJBCWA was a loosely organized, informal network. It met only three times as a group. The first meeting, held before the election, served as the organizing meeting. At the second session, held immediately after the election, the group agreed that the chairwoman and vice chairwoman would direct the day-to-day activities of the group; other members agreed

\* The initial press release announcing the formation of the group and its goals appears in the second section of this report.



to work in whatever ways they could toward meeting the goals of the group. The third meeting was called to develop procedures for organizing and submitting the résumés.

The NJBCWA's activities fell into three categories:

- publicizing the coalition's goals and efforts
- identifying and recruiting women interested in being appointed either to full-time paid positions or to part-time advisory posts, and forwarding names and résumés to the governor's office
- encouraging the governor, his staff, and members of his cabinet to consider women when filling available positions.

The coalition made two major efforts aimed at publicizing its objectives and activities. The goals of both efforts were to increase the NJBCWA's visibility and to encourage more women to submit their résumés for consideration.

Initially, the coalition issued a press release announcing its formation. This press release resulted in articles in several New Jersey newspapers, some of which are included in the second section of this report.

In early December, after the results of the governor's race were final, the coalition held a press conference outlining its goals and issuing to then Governor-elect Thomas Kean the challenge of appointing record numbers of women to his administration.\* This press conference, held about a month after the election, included members of the coalition and other women leaders from around the state. The goals of this press conference were:

- to inform members of women's organizations and women activists from around the state about the objectives and plans of the NJBCWA
- to generate press coverage so that a broad spectrum of women from across the state would know about the group and send in résumés
- to show the governor that there was broad-based support for the appointment of women.

The second major activity undertaken by the group—identifying women for possible appointments—was a time-consuming and difficult task. The task was complicated by the coalition's lack of staff and financial resources. The coalition attempted to recruit women for possible appointment in three ways. First, through its press releases and press conferences, the coalition attempted to publicize its mission and make its telephone number and address widely available to women throughout the state. Second, coalition members worked individually to encourage their professional acquaintances and colleagues to submit résumés. Third, the coalition worked with women's organizations and elected women

\* The final result of the gubernatorial contest between Democrat James Florio and Republican Thomas Kean was not determined until approximately three weeks after the election. Kean was certified the winner by a margin of about 1,800 votes.

throughout the state to publicize its efforts and to build its list of names. (A sample of the letter which was sent to women's groups throughout the state is included in section two of this report.)

Over 350 women submitted their résumés or indicated interest in having their names put forward for appointments. The NJBCWA organized the names and résumés into three broad categories. First, they separated from the total list those women with well-established Republican credentials and contacts who were interested in obtaining full-time appointments. Second, those women who were interested in obtaining part-time appointments to advisory boards and commissions were culled from the total pool of résumés. The remaining résumés (over 250) were grouped into broad categories which corresponded roughly with job titles or agency divisions in state government. The category in which a résumé was placed depended in large part on the professional background of the person and any other information the coalition members might have had. The categories included: arts, agriculture, law/legal, business/finance, commerce, community affairs, criminal justice, education, environment, general management, health care, housing, human services, personnel, public information, secretarial/clerical.

Within the governor's office, two people were responsible for reviewing requests for appointments. One reviewed the résumés for individuals seeking full-time appointments. The other handled potential candidates for appointment to boards and commissions.

The three groups of résumés were forwarded to the appropriate persons on the governor's staff. A few of the Republican women who were seeking high-level appointments asked the coalition to write letters of support to the governor. After consulting informally with the other members of the NJBCWA, the chairwoman or vice chairwoman wrote these letters.

Finally, as a follow-up to forwarding the résumés, representatives of the coalition met with members of the governor's transition team before he took office, and with members of the governor's appointments staff and the governor himself during the three months after he had officially assumed his office.

### **The Importance of Bipartisanship**

Women in public office are committed to increasing women's representation in public life.\* This commitment cuts across government jurisdictions, state lines, and partisan boundaries. The New Jersey Bipartisan Coalition for Women's Appointments is an example of this commitment.

The NJBCWA included women from all parts of the state, from all levels of office, from both political parties. All the women in the coalition were

\* "Women Make a Difference" and "Political Women Tell What It Takes," two other reports in the CAWP series entitled *Bringing More Women Into Public Office*, discuss this commitment.



committed to one goal: making sure that women received significant appointments in state government. Partisan differences and disagreements were set aside in pursuit of this goal. In fact, the bipartisan strategy adopted by the group strengthened women's clout in the process of advocating appointments.

Bipartisanship in the NJBCWA helped to build the state's network of political women and allowed it to operate in a cooperative, and ultimately more effective, way. Working together in a coalition effort afforded members the opportunity to get acquainted with one another, to develop trust, and to establish ongoing relationships. Before the election, Democrats and Republicans worked together to develop a strategy for getting women appointed. After the election, the Republican coalition members pushed for the appointment of women as "insiders" and the Democratic women worked to influence the system as "outsiders." Nonetheless, both Democrats and Republicans continued to share with each other information vital to getting women appointed.

While Republican members of the coalition were working as "insiders," they were also able to feed information back to the coalition. Thus, the coalition was able to forward appropriate résumés at critical times in the appointments process because they knew which positions were open and what the qualifications were for those positions.

The addition of Democratic and nonpartisan members of the group also enhanced its credibility. Rather than Republican women working for women's appointments only as insiders, the coalition ensured that women's appointments were discussed in a broader context. Because it was bipartisan, the NJBCWA was able to build public support for women's appointments while protecting its individual members from charges of self-interest. In other words, its existence meant that women with close ties to the governor could bring a message of how important women's appointments were. They could bring the message on behalf of themselves as well as on behalf of women from across the state.

## Results

The New Jersey Bipartisan Coalition for Women's Appointments represented a first-ever effort by women in New Jersey to influence, in a systematic way, the gubernatorial appointments process. The results of the NJBCWA's efforts are difficult to assess, but there is general agreement that the group did have an impact on the appointments process in several ways.

First, the NJBCWA can point to several appointees whom the coalition had actively promoted for positions. Many of these women who received appointments acknowledged the NJBCWA for having assisted their quests.\*

\* Today, some of these women, who serve in high-ranking cabinet and subcabinet posts meet together regularly. These women, who call themselves the "gang of six," informally advise the governor on issues of concern to women.

The NJBCWA also stimulated public awareness about the importance of women's appointments. Through its publicity drive, the group made the appointment of women an issue for public discussion—an issue which was kept alive for several months. The coalition's work helped to create a climate in which the numbers of women appointed were considered to be important by the media, political observers, and those responsible for making appointments.

Finally, the NJBCWA encouraged the governor and other officials in his administration to become more sensitive to women's expectations and concerns. At the time that members of the coalition met with Governor Kean in May 1982, he informed them that he had urged members of his administration in a cabinet officers' meeting to seek out for appointment those who traditionally had been underrepresented in government. Later, in December 1982, he held a press conference announcing an affirmative action directive which had been issued to members of his cabinet. He announced the directive saying that he had been displeased with the hiring record for women and minorities. During the six intervening months, the NJBCWA had been following the governor's appointments closely—especially noticing when women were unrepresented or underrepresented among his list of appointees—and continuing to push for women's appointments.

### **The Next Time Around**

Based on the New Jersey case, we can make some suggestions for those people interested in establishing appointments coalitions. The following steps are not meant to be definitive or exclusive. Rather, they include those issues and tasks which should be considered, if a group is formed and, ultimately, if it is to be successful.

#### *Start Early*

- ▶ In order to be effective, a coalition should start in January of the gubernatorial election year. A first step would be to create a steering committee of prominent political women and organization leaders. This committee would be charged with outlining goals and developing a plan of action for the year, and ensuring that the group be perceived as a truly broad-based, bipartisan effort.

#### *Develop a Plan of Action*

- ▶ In developing a plan of action, the committee should outline, with specific detail: how communication will take place between individuals and organizations involved in the coalition; lines of responsibility and authority within the group; who will serve as spokespersons; a budget and fundraising plan; staff and office needs.



### *Hire Staff*

- ▶ Having staff support to facilitate the activities of the coalition is absolutely necessary for the group to accomplish its goals successfully. At least one professional staff member must be hired if the coalition wants to mount a highly visible campaign for women's appointments. Publicizing the coalition, gathering and submitting résumés, and keeping coalition members involved in the process all require a significant amount of staff time. The coalition's director must be readily available to identify potential appointees, make phone calls, and organize meetings, particularly in the first few months of the new governor's administration. Without someone primarily responsible for responding to demands in a fast-changing political environment, the coalition's effectiveness will be hampered considerably.

### *Develop Background Materials*

- ▶ A first step should be to compile statistics on the numbers of women appointed in previous administrations. This is necessary for gauging progress and briefing the press.

### *Establish a Process for Identifying Potential Appointees*

- ▶ The staff responsible for the project should devise (at a minimum) a system for collecting and cataloging the résumés. This system should be established during the election season and be ready to put into operation immediately following the election.

### *Plan a Public Relations Campaign*

- ▶ The coalition should plan a series of activities aimed at maximizing its visibility during the election season as well as during the first two years of a governor's term.

### *Find Active Leaders*

- ▶ A state coalition must have leaders who are willing to take the time to meet with and lobby the governor, the governor's staff, and cabinet officials for the appointment of women.

### *Monitor Progress*

- ▶ This group must establish a procedure for tracking gubernatorial appointments. This process, combined with the other background materials developed, will allow the coalition to monitor its own effectiveness. Moreover, good data will be ready for use in subsequent gubernatorial administrations.

### **Conclusion**

During 1981, 987 people served as members of governors' cabinets across the country. Of these, 126 (12.8%) were women.\* If women's numbers among state cabinet-level appointees are to increase, efforts like the New Jersey Bipartisan Coalition for Women's Appointments are vital. These efforts help shed light on the appointments process, make the appointment makers aware that women should not be overlooked, and strengthen the linkages between political women in a state. Coalitions, such as the one in New Jersey, represent one step toward ensuring that more women find their way to key appointive positions in state government.

\* More information about gubernatorial appointees can be found in "Women Appointed to State Government," one report in CAWP's series, *Bringing More Women Into Public Office.*"

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## *Participants\**

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Catherine Arnone

*Public Information Officer, New Jersey Department of Transportation*

Nancy Becker

*President, Nancy Becker Associates, Trenton, New Jersey*

Kathryn A. Brock

*Chair, Democratic Women's Task Force, New Jersey Women's Political Caucus*

Leanna Brown

*New Jersey Assemblywoman*

Jane Burgio

*New Jersey Assemblywoman (1981)  
Secretary of State, 1982–*

Anne P. Canby

*Acting Commissioner, New Jersey Department of Transportation*

Pat Cherry

*Chair, Republican Women's Task Force, New Jersey Women's Political Caucus*

Barbara A. Curran

*Member, Board of Public Utilities, State of New Jersey*

Barbara Geiger-Parker

*Research Associate, Center for the American Woman and Politics*

Katherine E. Kleeman

*Program Director, Public Leadership Education Network, Center for the American Woman and Politics*

Ann Klein

*Former Commissioner, New Jersey Department of Human Services*

Ruth B. Mandel

*Director, Center for the American Woman and Politics*

Carmella Pavlick

*Freeholder, Bergen County*

*President, New Jersey Association for Elected Women Officials (1981)*

\* *Note:* Unless otherwise indicated, we have listed the titles which people held at the time they participated in the CAWP meeting at which the NJBCWA was established.

Patricia Sheehan

*Manager, Federal Relations, Johnson & Johnson*

*Former Commissioner, New Jersey Department of Community Affairs*

Amy Rosen

*Assistant Commissioner, New Jersey Department of Transportation*

Kathy A. Stanwick

*Assistant Director, Center for the American Woman and Politics*

Eileen Thornton

*Chair, New Jersey Women's Political Caucus*

Betty Wilson

*Executive Director, Center for Non-Profit Corporations*

*Former Deputy Commissioner, New Jersey Department of  
Environmental Protection*



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## *Press Releases*

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THE NEW JERSEY BIPARTISAN COALITION FOR  
WOMEN'S APPOINTMENTS  
P.O. Box 6614, Trenton, New Jersey 08648

October 20, 1981

For information contact:  
Phone numbers listed on attached

NEW BRUNSWICK—The New Jersey Bipartisan Coalition for Women's Appointments, a group of 25 women in elected office, government and the private sector, today announced its formation to ensure continued progress in the area of women's appointments to key state posts following the gubernatorial election next month.

The BCWA plans to gather the résumés of qualified women in various fields statewide, and make them available to the Governor-elect shortly after the November 3 election, as a recruitment resource. The group also plans to meet over the next few weeks with the staff of both gubernatorial candidates, state and county chairmen of both parties and members of the legislature to focus on the issue of women's appointments.

"There are thousands of New Jersey women who have the management experience, skills and talent to qualify for the many key state posts that will be filled by the next Governor—whether that person is Jim Florio or Tom Kean," said Republican Assemblywoman Leanna Brown, and Democrat Patricia Q. Sheehan, former New Brunswick mayor and an executive with Johnson and Johnson Company, speaking for the Coalition.

"In recent years, more women have served in key state positions than at any time in New Jersey's history, including six women at cabinet-level, and we want that progress to continue, and to serve as an example for other levels of government and for the private sector. As the next Governor selects the people who will help him shape public policies and operate state government over the next four years, we want to make sure that he is aware of, and considers, the many qualified women for these positions," continued Brown and Sheehan.

The BCWA grew out of a discussion group this weekend, called by the Center for the American Woman and Politics at Rutgers' Eagleton Institute of Politics, in conjunction with its ongoing study of the routes women take to appointed office.

The group concluded that while there is no shortage of talented professional women in New Jersey, they often do not have access to those in positions to make appointments or those who advise on appointments to both salaried state posts and the dozens of boards and commissions (nonsalaried) that constitute the state's executive and judicial branches.

The BCWA invites all interested women who have professional management experience in the public or private sector, expertise in any program area in state government and/or experience in local government to send her resume to NJBCWA, P.O. Box 6614, Trenton, New Jersey 08648. The New Jersey BCWA will categorize the résumés by areas of experience for presentation to the Governor-elect.

Attached is a list of those involved in establishing the NJBCWA, which expects to substantially expand its membership over the next several weeks.

Catherine S. Arnone  
*Director, Division of Communications and Community Relations*  
N.J. Department of Transportation

Nancy Becker  
Nancy Becker Associates  
Trenton

Kathryn A. Brock  
*Chair, Democratic Women's Task Force*  
N.J. Women's Political Caucus

Leanna Brown  
*Assemblywoman*  
*Former Morris County Freeholder*

Jane Burgio  
*Assemblywoman*

Anne P. Canby  
*Acting Commissioner, N.J. Department of Transportation*

Patricia Cherry  
*Chair, Republican Women's Task Force*  
N.J. Women's Political Caucus

Joan Crowley  
*President, N.J. League of Women Voters*

Barbara A. Curran  
*Member, State Board of Public Utilities*  
*Former Assemblywoman*

Virginia Feggins  
*Vice Chair, Democratic State Committee*

Hazel Gluck  
*Assemblywoman*

Gina Glantz  
*Member, National Democratic Committee*  
*Chief of Staff, Essex County Executive's Office*

Ruth B. Mandel  
*Director, Center for the American Woman and Politics*  
Eagleton Institute of Politics  
Rutgers, The State University of New Jersey

Geraldine Mattson  
*Vice Chair, Republican State Committee*

Barbara McConnell  
*Assemblywoman*

Marie Muhler  
*Assemblywoman*

Carmella Pavlick  
*Deputy Mayor, Hackensack*  
*President, N.J. Association of Elected Women Officials*

Amy M. Rosen  
*Assistant Commissioner, N.J. Department of Transportation*

Patricia Q. Sheehan  
Johnson & Johnson Company  
New Brunswick  
*Former New Brunswick Mayor*  
*Former Commissioner, N.J. Department of Community Affairs*

Barbara Sigmund  
*Freeholder Director, Mercer County*

Kathy A. Stanwick  
*Assistant Director, Center for the  
American Woman and Politics  
Eagleton Institute of Politics  
Rutgers, The State University  
of New Jersey*

Marilyn Berry Thompson  
*Director, State of New Jersey  
Washington, D.C. Office*

Eileen Thornton  
*Chair, N.J. Women's  
Political Caucus*

Betty Wilson  
Princeton Environmental  
Technologies  
*Former Deputy Commissioner, N.J.  
Department of Environmental  
Protection*

Joan Wiskowski  
*Director, Division of Motor Vehicles  
State of New Jersey*



THE NEW JERSEY BIPARTISAN COALITION FOR  
WOMEN'S APPOINTMENTS (BCWA)  
P.O. Box 6614  
Trenton, New Jersey 08648

For release:  
December 1, 1981

For information contact:  
Joan Crowley  
Kathy Stanwick

TRENTON—A bipartisan group of women gathered today at a public meeting urging Governor-elect Kean to appoint women to key state posts in his administration. Organized by the New Jersey Bipartisan Coalition for Women's Appointments (BCWA), spokeswomen at the meeting urged women throughout New Jersey who are interested in being considered for an appointment to submit their resumes to the BCWA, P.O. Box 6614, Trenton, NJ 08648.

President of the New Jersey League of Women Voters and BCWA chairwoman, Joan Crowley, urged Governor-elect Kean to seriously consider résumés and recommendations submitted by the BCWA for key appointments to both full-time state government positions and to the state's many boards and commissions. Crowley cited statistics compiled by the Center for the American Woman and Politics, a unit of the Eagleton Institute at Rutgers, showing that the percentage of women in elected office in New Jersey has dramatically increased over the past five years. "In 1975 women held about 6 percent of elective offices in New Jersey. By 1980 that figure had nearly doubled to 11 percent. Governor Byrne currently has four women serving in his cabinet. We hope that Governor-elect Kean will maintain New Jersey's record as one of the leading states in the appointment of women to high-level posts," said Crowley.

Democrat Pat Sheehan, former New Brunswick mayor and a former member of Byrne's cabinet, explained that many posts on boards and commissions must be filled by Democrats and urged all women, regardless of party affiliation, to submit résumés. Sheehan continued, "There are qualified and talented women in both political parties who should be considered for appointments. Our goal, as a bipartisan coalition, is to encourage and support the women who are seeking these appointments."

Republican Assemblywoman Jane Burgio read a statement from Governor-elect Kean in response to a letter from the BCWA. Kean said, "What I want to emphasize now, is that I do recognize the rich resource that New Jersey has in the experience, talents and skills of its women, and I will definitely consider these qualified women when it comes time to fill those key posts." Burgio also announced that Governor-elect Kean will be establishing several issue-related task forces during the transition period for which he is seeking women to appoint. "Tom Kean has made a commitment to appointing women. I am confident that he will honor his commitment," said Burgio.



The BCWA plans to categorize the résumés and present them to the Governor-elect. Women submitting résumés should indicate whether they are interested in a full-time or part-time position and their major areas of expertise.

Attached is a list of the organizing members of the BCWA.

Catherine S. Arnone <i>Director, Division of Communications &amp; Community Relations N.J. Department of Transportation</i>	Virginia Feggins <i>Vice Chair, Democratic State Committee</i>
Nancy Becker <i>Nancy Becker Associates Trenton</i>	Muriel B. Fielo <i>President, No. Region, N.J. Association of Women Business Owners</i>
Kathryn A. Brock <i>Chair, Democratic Women's Task Force N.J. Women's Political Caucus</i>	Hazel Gluck <i>Assemblywoman</i>
Leanna Brown <i>Assemblywoman Former Morris County Freeholder</i>	Gina Glantz <i>Member, National Democratic Committee Chief of Staff, Essex County Executive's Office</i>
Jane Burgio <i>Assemblywoman</i>	Elizabeth T. Lyons <i>President, Elizabeth T. Lyons &amp; Associates Chair, N.J. Coalition of Small Business Associations Past President, N.J. Association of Women Business Owners</i>
Ruth Ann Burns <i>Director, N.J. Operations WNET-Thirteen</i>	Ruth B. Mandel <i>Director, Center for the American Woman and Politics Eagleton Institute of Politics Rutgers, The State University of New Jersey</i>
Anne P. Canby <i>Acting Commissioner, N.J. Department of Transportation</i>	Geraldine Mattson <i>Vice Chair, Republican State Committee</i>
Mary Ellen Capek <i>Director, Continuing Education Princeton University</i>	Barbara McConnell <i>Assemblywoman</i>
Patricia Cherry <i>Chair, Republican Women's Task Force N.J. Women's Political Caucus</i>	Marie Muhler <i>Assemblywoman</i>
Olive S. Cram <i>Secretary Treasurer, Concord Chemical Co., Inc. Member, N.J. Economic Development Authority</i>	Carmella Pavlick <i>Deputy Mayor, Hackensack President, N.J. Association of Elected Women Officials</i>
Joan Crowley <i>President, N.J. League of Women Voters</i>	Amy M. Rosen <i>Assistant Commissioner, N.J. Department of Transportation</i>
Barbara A. Curran <i>Member, State Board of Public Utilities Former Assemblywoman</i>	Marion Ruffin <i>Chairperson, Minority Women's Affirmative Action Coalition</i>

Patricia Q. Sheehan  
Johnson & Johnson Company,  
New Brunswick  
*Former New Brunswick Mayor*  
*Former Commissioner, N.J.*  
Department of Community  
Affairs

Barbara Sigmund  
*Freeholder Director, Mercer County*

Kathy A. Stanwick  
*Assistant Director, Center for the*  
*American Woman and Politics*  
Eagleton Institute of Politics  
Rutgers, The State University  
of New Jersey

Marilyn Berry Thompson  
*Director, State of New Jersey*  
Washington, D.C., Office

Eileen Thornton  
*Chair, N.J. Women's Political*  
Caucus

Betty Wilson  
Princeton Environmental  
Technologies  
*Former Deputy Commissioner, N.J.*  
Department of Environmental  
Protection

Joan Wiskowski  
*Director, Division of Motor Vehicles*  
State of New Jersey

Judith Yaskin  
*First Assistant Attorney General,*  
State of New Jersey

Joanne Rajoppi  
*Asst. Secretary of State, State of New*  
Jersey

Jacqueline Walker  
*Director, Office of Equal Access*  
N.J. Dept. of Education

NEW JERSEY BIPARTISAN COALITION FOR  
WOMEN'S APPOINTMENTS

P.O. Box 6614, Trenton, New Jersey 08648

For release:  
July 1, 1982

For information contact:  
Joan Crowley  
Kathy Stanwick

TRENTON—The New Jersey Bipartisan Coalition for Women's Appointments reported today that it has collected, and referred to the Kean Administration, the résumés of more than 350 qualified, professional women interested in state government service.

The Coalition was formed last October with the goal of ensuring continued progress in the appointment of women to policy-making positions in state agencies and on boards and commissions. Joan Crowley, President of the New Jersey League of Women Voters, is chairperson of the group, which includes elected officials, and women in professional positions in government and the private sector. Résumés may be sent to BCWA, P.O. Box 6614, Trenton, N.J. 08648.

"We are extremely pleased with the response from women whose experiences range from finance and personnel to law, the sciences and social service," said Ms. Crowley.

"The Coalition recently met with Governor Thomas Kean and he assured us of his commitment to increase the number of women and others who have been underrepresented in top level government positions. The Governor expressed his desire to surpass the record of his predecessor, Governor Brendan Byrne, who is widely acknowledged to have brought more women into high level positions than any other Governor in the state's history."

Ms. Crowley noted that among the Governor's top level appointments have been four women who were involved in forming the coalition: Jane Burgio, Secretary of State; Barbara Curran, President of the Board of Public Utilities; Hazel Gluck, Executive Director of the New Jersey Lottery; and Elizabeth Lyons, Chief of the Office of Small Business Administration.

Other women appointees whose names had been submitted to the Governor's office by the Coalition include: Ming Hsu, Director of the Office of International Trade; Feather O'Connor, Director of the Division of Housing; Judith Stanley, Member of the New Jersey Highway Authority; Helen Fenske, Assistant Commissioner for Natural Resources, Department of Environmental Protection; Pamela Poff, Director of the Division on Civil Rights.

Ms. Crowley said that the Coalition plans to meet with individual cabinet officers in its efforts to identify agency needs and bring qualified women candidates to the attention of those in a position to make major personnel decisions.



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## *Reaching Out*

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THE NEW JERSEY BIPARTISAN COALITION FOR  
WOMEN'S APPOINTMENTS

P.O. Box 6614  
Trenton, New Jersey 08648

The New Jersey Bipartisan Coalition for Women's Appointments (BCWA) was formed in mid-October to ensure continued progress in the area of women's appointments to key state posts following November's gubernatorial election. The BCWA, a group of 35 women in elected office, government, the private sector, higher education and major statewide organizations, is gathering résumés of qualified women in various fields statewide and plans to make them available to the Governor-elect as a recruitment resource.

As part of its effort to identify capable, experienced women throughout the state, the BCWA is encouraging all interested women who have professional management experience in the public or private sector, expertise in any program area in state government and/or experience in local government to send her résumé to the Coalition. The BCWA is collecting résumés from women leaders in business, labor, education and major voluntary organizations.

Résumés should be sent to:

NJBCWA  
P.O. Box 6614  
Trenton, NJ 08648

THE NEW JERSEY BIPARTISAN COALITION FOR  
WOMEN'S APPOINTMENTS

P.O. Box 6614

Trenton, New Jersey 08648

The New Jersey Bipartisan Coalition for Women's Appointments (BCWA) was formed in mid-October to ensure continued progress in the area of women's appointments to key state posts following last month's gubernatorial election. The BCWA is gathering résumés of qualified women in various fields statewide and plans to make them available to Governor-elect Kean as a recruitment resource.

As part of its effort to identify capable, experienced women throughout the state, the BCWA is encouraging all interested women who have professional management experience in the public or private sector, expertise in any program area in state government and/or experience in local government to send her résumé to the Coalition. The BCWA is gathering résumés from women in business, education, labor, and major voluntary organizations, as well as from women in government.

Résumés should be sent to:

NJBCWA

P.O. Box 6614

Trenton, NJ 08648

Women submitting résumés should include a cover note which indicates:

- whether she is interested in a part-time post on an advisory board or commission or in a full-time position
- her main area(s) of expertise or the area(s) in which she is seeking an appointment

It should be noted that non-paid advisory board and commission memberships are continuously filled as they become available. In addition, many boards and commissions are required by law to have a bipartisan composition.

THE NEW JERSEY BIPARTISAN COALITION FOR  
WOMEN'S APPOINTMENTS  
P.O. Box 6614, Trenton, New Jersey 08648

November 23, 1981

Dear Organization Leader:

The New Jersey Bipartisan Coalition for Women's Appointments (BCWA) is asking you and other members of your organization to join in our efforts to ensure continued progress in the appointment of women in the next gubernatorial administration. The BCWA is an ad hoc group formed in October to serve as a recruitment resource for the governor-elect.

We need your help in two ways. First, we would like to ask you to identify women qualified for appointments and encourage them to submit their résumés to the BCWA. The BCWA will categorize the résumés and present them to the governor-elect thereby ensuring that women are considered for appointments.

Women submitting résumés should include a cover note which indicates:

- whether she is interested in a full-time position or in a part-time post on an advisory board or commission
- her main area(s) of expertise or the area(s) in which she is seeking an appointment

It should be noted that non-paid advisory board and commission memberships are continuously filled as they become available. In addition, many boards and commissions are required by law to have a bipartisan composition.

Second, we need your support to show that the appointment of women to positions in state government is of concern to women in New Jersey. Specifically, on December 1 at 11 a.m. in the Assembly chambers in Trenton, we are holding a statewide meeting to which we are inviting women from all over the state. The purpose of the meeting is to inform people throughout the state about the goals of the BCWA and its work to date and to show broad-based support for its mission.

We hope you will encourage women to submit résumés to the BCWA (address above) and show your support for our efforts by attending the meeting on December 1 and encouraging your members and other people to join us.

Either Kathy Stanwick or I would be happy to assist you. We can be reached at the numbers below.

Kathy Stanwick, Assistant Director  
Center for the American Woman and  
Politics  
Eggleton Institute of Politics  
Rutgers University  
New Brunswick, NJ 08901  
201.828-2210

Sincerely,

Joan Crowley, Chairwoman  
The New Jersey Bipartisan Coalition  
for Women's Appointments  
President  
League of Women Voters of N.J.  
212 West State Street  
Trenton, NJ 08608  
609/394-3303



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## Selected Newspaper Articles

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THE STAR-LEDGER, Wednesday, October 21, 1981

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### Women's coalition forms with eye on state posts

A group of 25 prominent New Jersey women yesterday announced the formation of a bipartisan coalition to ensure more women's appointments to key state posts following the gubernatorial election next month.

"There are thousands of New Jersey women who have the management experience, skill and talent to qualify for the many key state posts that will be filled by the next governor—whether that person is Jim Florio or Tom Kean," said Assemblywoman Leanna Brown (R-Morris), speaking for the New Jersey Bipartisan Coalition for Women's Appointments (BCWA).

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Among the women members are Acting State Transportation Commissioner Anne P. Canby; Motor Vehicle Director Joan Wiskowski; Assemblywomen Barbara McConnell (D-Hunterdon) Marie Muehler (R-Monmouth) Jane Burgio (R-Essex) and Hazel Gluck (R-Ocean).

Also joining the coalition are Barba-

ra A. Curran, commissioner on the state board of public utilities; Joan Crowley, president of state League of Women Voters; Ruth B. Mandel, director of the Center for the American Woman and Politics at Eagleton Institute of Politics, Rutgers University; Eileen Thornton, chairwoman of the New Jersey Woman's Political Caucus; Marilyn Berry Thompson, director of the state's Washington, D.C., office; Patricia Q. Sheehan, former New Brunswick mayor and former commissioner of the state Department of Community Affairs; Betty Wilson, former deputy commissioner of the state Department of Environmental Protection; and Gina Glantz, member of the National Democratic Committee and chief of staff for Essex County Executive Peter Shapiro.

Geraldine Mattson, vice chairwoman, Republican State Committee, and Virginia Feggins, vice chairwoman of the Democratic State Committee, have also joined the group which plans to meet with the staff of both gubernatorial candidates to focus on the issue of women's appointments.

# Group seeks key posts for women

A bipartisan group called on Gov-elect Thomas Kean to appoint women to key state posts yesterday and urged women throughout the state to seek high-level jobs in the new administration.

Resumes from women throughout New Jersey have been trickling in to the New Jersey Bipartisan Coalition for Women's Appointments (BCWA), according to Kathy A. Stanwick, who is an assistant director of the Center for the American Woman and Politics at the Eagleton Institute.

The coalition is acting as a steering committee and hopes to meet with Kean and present him with about 1,000 resumes from women seeking Cabinet, sub-Cabinet and mid-level governmental appointments, Stanwick said.

But Stanwick said the uncertainty over the gubernatorial election apparently has deterred many women from submitting resumes. So far, the coalition has received about 100 resumes.

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The coalition is hoping Kean will maintain or better the record of the Byrne administration, which increased dramatically in the last five years, said Joan Crowley, president of the New Jersey League of Women Voters and BCWA chairwoman.

At a press conference in the State House, the coalition urged women of all parties to seek government posts.

"While it is a Republican administration, it does not mean Democrats will disappear in a puff of smoke," said Patricia Q. Sheehan, a former commissioner of the Department of Community Affairs. "There are qualified and talented women in both political parties who should be considered for appointments."

The coalition plans to categorize the resumes and present them to Kean shortly. Women submitting resumes should indicate whether they are interested in a full-time or a part-time position and major areas of expertise.

Resumes may be sent to BCWA, P.O. Box 6614 Trenton, N.J. 08648.

# Kean asked to give jobs to women

By DAN MC CARTHY  
Home News Trenton Bureau

TRENTON — Thomas Kean, who was declared New Jersey's governor-elect just yesterday, is already being urged by a statewide organization to appoint women to key posts in his administration.

The New Jersey Bipartisan Coalition for Women's Appointments yesterday intensified its campaign and asked women interested in obtaining state jobs to forward their resumes to the organization.

Joan Crowley, president of the New Jersey League of Women Voters and BCWA chairwoman, said Kean should "seriously consider" appointing women to both full-time state government positions as well as part-time boards and commissions.

Ms. Crowley cited statistics compiled by the Center for the American Woman in Politics, which is located at the Eagleton Institute in New Brunswick, that show the percentage of women in elected office in New Jersey has almost doubled during the past five years.

"In 1975, women held about 6 percent of elected offices in New Jersey," she said. "By 1980, that figure had nearly doubled to 11 percent. Gov. (Brendan T.) Byrne

currently has four women serving in his Cabinet. We hope that governor-elect Kean will maintain New Jersey's record as one of the leading states in the appointment of women to high-level posts."

Patricia Sheehan, a former Democratic mayor of New Brunswick and commissioner of the Department of Community Affairs in Byrne's administration, said Kean should consider appointing Democratic women — not just members of his own party — to top-level posts.

"There are qualified and talented women in both political parties who should be considered for appointment," said Ms. Sheehan, who now works for Johnson & Johnson. "Our goal, as a bipartisan coalition, is to encourage and support the women who are seeking these appointments."

In response to the coalition's effort, Kean said: "What I want to emphasize now is that I do recognize the rich resource that New Jersey has in the experience, talents and skills of its women, and I will definitely consider these qualified women when it comes time to fill those key posts."

THE STAR-LEDGER, Wednesday, December 2, 1981

THE HOME NEWS, December 2, 1981



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# NEW JERSEY JOURNAL

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Anthony DePalma

In 1975, women held about 6 percent of the elected offices in New Jersey; by last year, that proportion had nearly doubled, to about 11 percent. However, a coalition of elected officials, business leaders, educators and present government employees — all women — feel that the number of women in government should be even higher during the administration of Governor-elect Thomas H. Kean.

The women have formed the Bipartisan Coalition for Women's Appointments. They hope to meet with Mr. Kean and present him with about 1,000 resumé solicited from women seeking government jobs from cabinet through mid-level appointments, as well as positions on special commissions and committees.

"Basically, we want to make sure that there are enough women available for whatever positions are available," said Assemblywoman Jane Burgio, Republican of North Caldwell and a coalition member.

Mrs. Burgio said that the group was formed last October after meeting at the Center for American Women in Politics at the Eagleton Institute of Rutgers University.

Several prominent New Jersey women, including Ruth B. Mandel, director of the Center for American Women in Politics; Joan A. Crowley, president of the New Jersey League of Women Voters, and Patricia Q. Sheehan, former Commissioner of the Department of Community Affairs, formed the coalition.

The primary goals of the coalition are to make sure that enough women have applied for the available upper-level and mid-level jobs being filled by the new administration and to encourage women who might be hesitant about it to become involved in government. Resumé can be sent to the coalition at Post Office Box 6614, Trenton, N.J. 08648.

The transition team for Mr. Kean estimates that as many as 1,500 positions could be filled, depending on who is held over from the present administration. The team's office in Trenton is accepting resumé from everyone, regardless of sex, who wants to be considered for a position. The address of the transition office is 28 West State Street, Suite 614, Trenton, N.J. 08608. ■



# Burgio officially picked as Secretary of State

By LINDA LAMENDOLA

Former Assemblywoman Jane Burgio was officially nominated yesterday to become New Jersey's first woman secretary of state by Gov.—elect Thomas Kean.

Shortly after her nomination was announced, Burgio met with the Senate Judiciary Committee, which is expected to approve her nomination for full Senate confirmation when the Legislature returns to Trenton next week.

"I intend to be an activist secretary of state," Burgio told the committee. "I do not intend to be a figurehead."

Because her nomination was announced only yesterday, Burgio said she had not had time to look at the agency "in any great depth. But I do want to increase the efficiency of the department."

The former assemblywoman, who completed her fourth term yesterday, said she has a "great interest in election law."

She explained that before her career in the Legislature, she had worked with the Essex County Board of Elections in 1971 and 1972.

In making the announcement of Burgio's selection, Kean said it was his de-

sire to remove the Office of Secretary of State from "the traditional role which has developed over the years, namely, that of a highly visible political operation."

"I feel very strongly that this constitutional office should not be seen in that light and should not fulfill that function," Kean said.

"The duties of the Office of Secretary of State are clearly spelled out in the statutes and in the constitution and under Mrs. Burgio's tenure, they will be discharged in an effective and efficient fashion," the Governor-elect said.

Burgio, a lifelong resident of Essex County, represented the 25th Legislative District, but did not seek re-election last year.

When she was elected to her first term in 1973, her running mate was Kean and she succeeded Philip D. Kaltenbacher, the current Republican state chairman.

Burgio served on the Essex County

## Senate expected to confirm first woman to fill the office

Republican Committee from 1962 to 1972, was West-Caldwell Republican vice chairman from 1966 to 1968, and chairwoman from 1968 to 1972. She also served as vice chairwoman of the county Republican Committee from 1970 to 1972 and was an alternate delegate to the Republican National Convention in 1972.

Her nomination was hailed by a spokeswoman for the New Jersey Women's Political Caucus.

"Mrs. Burgio has been a fine example of women helping other women to become politically involved. We applaud Gov.-elect Kean's decision, and we are pleased that he recognized her talents," said Eileen P. Thornton, president of the New Jersey Women's Political Caucus.

"We feel Mrs. Burgio's appointment is an important one because she will be the first woman to hold the Office of Secretary of State in New Jersey's history," said Thornton.

"And the women are hopeful that Mrs. Burgio's appointment is the beginning and that we will see more women in the forefront of Gov.—elect Kean's administration," she said.

In her new job, Burgio will receive a salary of \$70,000, which includes a \$14,000 raise approved Monday by the Legislature.

Burgio's responsibilities as secretary of state include certification of election results as well as the filing of corporate records and the financial disclosure statements by state officials.

The office is one of the oldest in the state, dating to 1776.

Burgio has been active in the newly formed New Jersey Bipartisan Commission for Women Appointments, which had urged both gubernatorial candidates to name women to high-level posts in state government.

She also is a trustee of the North-West Essex Arts Council and the West Essex League of Women Voters and the Millburn-Short Hills Business and Professional Women's Club.

Burgio's husband, John, is a business executive. They are the parents of two sons, John, an attorney, and James, a businessman.

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## *Selected Resources*

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### **National Women's Political Caucus**

The NWPC has spearheaded a major coalition organized to press for the appointment of women. The Coalition for Women's Appointments (established in 1976) pushes for appointments of women to cabinet and subcabinet posts in federal government and to federal judgeships.

Coordinated by Marilyn Nejelski, NWPC's Appointments Project Manager, the appointments project also works at the state level with state chapters of the NWPC and individuals interested in increasing the numbers of women appointed to state cabinet posts, state advisory boards and commissions and state judgeships.

Nejelski has authored a short pamphlet entitled "How to Start and Run an Appointments Project."

For further information contact:

Marilyn Nejelski  
 NWPC  
 1275 K Street, NW, Suite 750  
 Washington, DC 20005  
 (202) 898-1100  
 or  
 NWPC Appointments Chair,  
 Marcia Mellitz  
 824 Payson Drive  
 St. Louis, MO 63132

### **California—City and County of San Francisco, Commission on the Status of Women**

"How to Get That Appointment" was published in December 1980 by the San Francisco Commission on the Status of Women. Chapter 1, "The Process of Getting Appointed to Boards and Commissions," provides a "how-to" section that those interested in obtaining appointments will find helpful. The report includes sections on San Francisco appointments, California state appointments, federal appointments, and appointments to corporate and nonprofit boards. Although the section of the report which lists San Francisco boards and commissions is out of date, the book will be very useful for those seeking appointments.

Copies can be obtained for \$2.00 from:

San Francisco Commission on the Status of Women  
 1095 Market Street, Room 408  
 San Francisco, CA 94103  
 (415) 558-3653



**Massachusetts**

In 1982, Massachusetts women organized a coalition to press for the appointment of women to state government posts. Based partly on New Jersey's model, the Massachusetts effort was very successful.

For more information contact:

League of Women Voters  
8 Winter Street  
Boston, MA 02108  
(617) 357-8380

**Missouri—The Women's Register for Leadership in Missouri**

Established in 1979, The Women's Register (TWR) is designed to be a model project seeking to make women more aware of the appointments process and providing a well-organized support system for women who desire challenging paid or volunteer positions in public service. TWR is a cooperative effort of diverse women's organizations throughout the state.

TWR has developed a series of ongoing projects aimed at getting women appointed. These projects include: a computer talent bank with names and qualifications of women interested in appointment; a computer file of existing boards, commissions and councils; appointment requirements; expiration dates for present appointees and persons responsible for making appointments; directories listing pertinent information for boards and commissions on the state and local level; conferences to teach women a "how-to" approach to all aspects of the appointment process.

The Women's Register has a speakers' bureau and works with individuals interested in seeking appointments.

Presently, the group is focusing on getting women appointed to judge-ships. After the 1984 election, the group will work to get women appointed in the new gubernatorial administration.

To contact The Women's Register write:

The Women's Register for Leadership in Missouri  
P.O. Box 21551  
St. Louis, MO 63132

To find out more about how this group was established write:

Marcia Mellitz  
824 Payson Drive  
St. Louis, MO 63132

**Texas—Leadership Texas**

Leadership Texas, a program of the Texas Foundation for Women's Resources, identifies and brings together outstanding women from across Texas to further strengthen their leadership skills and to bring them into dialogue with leaders of the day in Texas arts, education, business and



government. About 120 women have participated in the program. Of these, 20 have received government appointments; others have made advancements in different careers.

For more information contact:

Martha Farmer, Executive Director  
Leadership Texas/Texas Foundation for Women's Resources  
P.O. Box 50224  
Austin, TX 78763  
(512) 476-6112



**Project Staff**

Ruth B. Mandel, *Director, CAWP*

Kathy A. Stanwick, *Assistant Director, CAWP*

*Project Director, Bringing More Women Into Public Office*

Susan J. Carroll, *Senior Research Associate, CAWP*

Barbara Geiger-Parker, *Research Associate, CAWP*

Katherine E. Kleeman, *Research Associate, CAWP*

John Cohen, *Research Assistant, CAWP*

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The Center for the American Woman and Politics (CAWP) is the only research, education, and public service center of its kind. Established in 1971 with a Ford Foundation grant to the Eagleton Institute of Politics, the Center designs and sponsors a variety of programs aimed at developing and disseminating knowledge about women's political participation. CAWP encourages women's full and effective involvement in all areas of public life.

As a unit of the Eagleton Institute of Politics at Rutgers, The State University of New Jersey, CAWP programs reflect Eagleton's long-standing interest in political institutions, political practitioners, and public policy in the United States. CAWP is supported by: Rutgers; grants and contributions from foundations, government, corporations, and individuals; consulting fees; and income from the sale of publications.

Inquiries about the Center for the American Woman and Politics should be directed to Ruth B. Mandel, Director.

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CENTER FOR THE AMERICAN WOMAN AND POLITICS (CAWP)  
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New Brunswick, NJ 08901  
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