

congressional district of West Virginia, Ms. Marilyn Leftwich, an extraordinary employee of the Federal Prison Camp in Alderson, WV. Upon her retirement on August 31, 1995, Ms. Leftwich will have completed almost 25 years of service. Throughout her career, she has been a professional role model for the staff, and has had a great impact on the various programs at Alderson Federal Prison Camp.

Ms. Leftwich received her bachelor's degree at Bluefield State College, in Bluefield, WV, and her master's degree at Liberty University, during a career which began in 1970. Starting as a correctional officer, she was soon promoted to correctional counselor, community programs coordinator, and eventually to her current position as unit manager. Besides her accomplishments at work, Ms. Leftwich has raised a family of three children, and has been very active in the community, and her church. She has also received a number of awards for her work and dedication to the community and her job, some of which include the Outstanding Achievement Award, Employee of the Month, and Outstanding Performance Appraisal Awards. Active in the National Association for the Advancement of Colored People [NAACP], and in the development of the Alderson Federal Prison Camp Affirmative Action Program, Ms. Leftwich will long be remembered for her hard work to establish equality in all realms of society. Her involvement in community programs like these, has helped the Federal Prison Camp build and maintain a sound relationship with the surrounding community, as well as having a great impact in the attempt of creating a diverse work force.

Mr. Speaker, Ms. Leftwich's dedication throughout the years has been vital in developing community project for the Prison Camp, including a program in which inmates donate clothing for needy families in the community. She helped to organize a group of inmates to maintain a section of the highway under the Adopt a Highway program. Her most recent project was called "Mothers and Infants Together," which allows for pregnant inmate mothers to bond with their newborn babies for a period of 3 months.

At a time when there has been so much focus on reducing government spending, we should appreciate the many programs which Ms. Leftwich developed and supervised. A shining example is the institution sewing room, which has saved the government money by producing maternity clothing and reupholstering services, sewing drapes and other items, while at the same time providing meaningful employment for the inmate workers.

We must commend Ms. Leftwich on her effort to include the inmates into as many projects as possible. These projects served both the inmates and the community, which is an ideal way to let the public know that the inmates should not be forgotten members of society.

Ms. Leftwich's retirement will bring a great void to the staff at the Federal Prison Camp in Alderson, WV. After she retires, Ms. Leftwich plans to continue her community service and council children. She is an extraordinary woman, who has had a great impact of the female inmates and the community of Alderson, WV over the years.

UNITED STATES COOPERATION  
WITH THE INTERNATIONAL  
PARTNERS, INCLUDING RUSSIA,  
IN THE INTERNATIONAL SPACE  
STATION

### HON. BENJAMIN A. GILMAN

OF NEW YORK

IN THE HOUSE OF REPRESENTATIVES

Friday, July 21, 1995

Mr. GILMAN. Mr. Speaker, I rise to express my support for the international space station program. The first phase of this, the most challenging international technological project ever attempted, has already started with the space shuttle missions to Mir, the space station that has been operated by Russia for over 8 years. Just a few weeks ago, NASA and the Russian Space Agency demonstrated that joint operations in space are possible as the crew of *Atlantis* docked with Mir and became the largest, and most populated, spacecraft to ever orbit the Earth with its combined crew of 10. It was a flawless mission that provided our scientists with the opportunity to study the effect of long-duration space travel on one of our own astronauts and, for the first time, on two cosmonauts.

Conducting these joint operations and joint scientific experiments on the shuttle/Mir aboard Mir teaches our two space agencies to work together. This provides valuable experience and test data that will greatly reduce the risk during assembly and operation of the international space station. Conducting scientific experiments aboard Mir also gives our researchers the opportunity to benefit from long-term space flight—something not currently available on shuttle flights that only average about 10 days' duration.

By incorporating Russia into the partnership, space station construction costs to the United States are reportedly decreased by about \$2 billion overall, and it will be completed at least 15 months sooner than planned before Russia's inclusion. The Russian partnership will allow America to tap into the Russians' vast experience. Russians have nearly three times more time in orbit than Americans.

But more importantly, as democracies the world over now face many difficult situations, we can look to the international space station program as the preeminent example of just how much we can accomplish when former adversaries work with each other, not against each other.

SALUTE TO CAROL JENIFER,  
DISTRICT DIRECTOR OF THE INS

### HON. JOHN CONYERS, JR.

OF MICHIGAN

IN THE HOUSE OF REPRESENTATIVES

Friday, July 21, 1995

Mr. CONYERS. Mr. Speaker, given that we are so frequently confronted with the troubles and the travails of the Immigration and Naturalization Service, I would like to have the following uplifting article inserted in the RECORD. The article profiles Carol Jenifer, the first African-American woman to manage day-to-day operations in an INS district office. Ms. Jenifer is the District Director of the INS district office at the United States-Canada border located in my hometown of Detroit, MI. I hope and ex-

pect that the INS will continue to attract and promote individuals of Ms. Jenifer's caliber.

CAN BUSINESS STILL SURVIVE IN OUR CITIES?

(By Anita Lienert)

Carol Jenifer does not look like a huggable person. She wears her hair in a Marine Corps-style buzz cut and shuns makeup and jewelry. Although she's six feet tall, she seems even taller, carrying herself with a military bearing that reflects her years as a police officer in Washington, D.C. She carries a gold badge that says "District Director" and has just ordered a Glock handgun to keep in her desk. To get inside her office at the U.S.-Canada border in Detroit, you need to get by a metal detector and armed employees.

So when one of her clients leaps out of a seat in the waiting room at the Detroit branch of the U.S. Immigration and Naturalization Service and gives Jenifer a big hug, it seems somewhat out of place.

"Oh, Miss Jenifer," says Chadia Haidous, a Lebanese immigrant. "I just got sworn in today! I'm an American citizen! And now I don't have to worry about my daughter."

Jenifer, 45, the first African-American woman to manage day-to-day operations at one of the 33 INS district offices in the United States, hugs her back and rejoices with the Haidous family.

Moments later, loping up the back steps to her office that overlooks the Detroit River, Jenifer explains that little Alica Haidous, 11, who was born in Senegal, could have faced deportation because her mother was not a U.S. citizen.

"The family was afraid the daughter would have to go back to Senegal unescorted," Jenifer explains. "I could have stuck to the book, but why? I made a heart decision and I made it in the name of family unity. I could have sent her back and had them petition for her, but I didn't. And now it won't happen because we don't treat our citizens like that."

Jenifer, who oversees a hectic operation with a \$14 million annual budget, considers herself one of the new breed of INS managers. While the southern border with Mexico draws most of the media attention, INS officials say the northern border has its share of illegal immigrants—they just don't talk about how many.

Therefore, it's her mission to walk a tightrope to satisfy a number of different constituents, from American taxpayers who are disturbed by the large number of illegal aliens entering the country, to immigrants who complain about long lines and insensitive treatment at INS offices.

One of Jenifer's first management decisions was to improve the atmosphere by installing brighter lights in the crowded waiting room. She is considering hiring a customer-service representative to handle complaints generated by the 48 million people who pass through INS checkpoints in her jurisdiction each year, including the Detroit-Windsor Tunnel, the Ambassador Bridge and Detroit Metropolitan Airport. She is also determined to hire an inspector who is fluent in Arabic because her client base is 50 percent Middle Eastern and no one in the office is fluent in that language.

Jenifer has made it a point to get to know the names—and personal details—of the 254 employees and one drug-sniffing dog who work with her in patrolling eight ports of entry along 804 miles of water boundary between the United States and Canada.

So far, one of Jenifer's "employee" relations challenges has been communicating with the German shepherd: Gitta only responds to commands in German. Even so, Jenifer still knows how to work a room—whether it's full of customers or employees—

in a charismatic style reminiscent of Ronald Reagan. She stops often to ask about sick wives or new husbands. But don't confuse her familiarity and warm-and-fuzzy approach with wimpiness. In reality, her management style is much close to the tenets of Tough Love.

After all, her office deported 1,249 people in 1994. And shortly after the heartwarming scene with the Haidous family, Jenifer stands firm on a \$15,000 bond set by her deputy director earlier in the afternoon on a Jordanian immigrant whose wife had blurted out during his naturalization interview that she had been "paid to marry him." He also had prior felon convictions and there was an outstanding warrant for his arrest.

But to get a real feel for Jenifer, you need to see her in action at 7:30 a.m., as a single parent in Detroit getting her two daughters, Eboni and Kia, both 13 off to school. Jenifer skips breakfast and barks orders like "Kia, did you finish those dishes?" and "Eboni, give me that assignment notebook to sign."

While her girls scurry around, Jenifer straightens her simple black dress, snaps on a beeper and bundles up in a coat and scarf, stopping only to grab her ever-present black leather organizer.

Outside, it's 20 degrees and still dark, with a light snowfall. Sounding like a typical mother, Jenifer grumbles that she can't get the girls to wear their ski caps to school and that they keep pestering her to buy a dog.

"When I applied for the job a year ago, I told my supervisors that the girls were a huge part of my life," Jenifer says in the car on the way to work. "I told them I would have to limit travel because I attend games, go to parent conferences and pick them up after school. It didn't seem to hurt, because I think they wanted someone who could humanize the office."

At work, her office is decorated with striking paintings of "buffalo soldiers"—the all-black cavalry who fought and resettled the West. Jenifer explains that since taking the job last spring, she has been worried about every little detail, including whether or not she should have hung the artwork.

"I almost took the pictures down," she says. "I didn't want to overwhelm people who couldn't relate to something like that. But after I thought about it, I realized I needed those men [in the pictures] to watch my back. Management has some pitfalls."

In private, Jenifer admits that "being a tall black female has had its problems."

Testifying before a congressional committee last fall on equal employment opportunity protection and employment practices at the INS, she described the low points of her career, beginning with her job interview 12 years ago for an INS analyst position.

"The interviewer seemed more surprised that I was articulate and a product of the D.C. public school system than in other qualifying factors," Jenifer told the committee. "It was quite obvious that I did not fit whatever image this manager had regarding African-Americans. He later remarked that one day I would be his 'boss' . . . There remains a perception that my advancement was due to connections and not based on merit."

She says she had to struggle for every promotion at the federal agency, at one point hiring an attorney to present her concerns about lack of advancement to INS personnel officials.

Despite those early challenges, Jenifer says the transition to her new \$88,000-a-year position has been relatively smooth, due in part to her long INS experience that ranges from working as an officer in the detention-and-deportation branch to holding the post of second-in-command in Detroit before she got the director's job. Her boss, Carol

Chasse, INS eastern region director, describes Jenifer as "a shining star."

"She's got it," Chasse says. "She's a practitioner of good human relations. Leadership in the '90s is about people skills and that's critical here because we deal with huge volumes of people."

Although Jenifer grew up in Washington, D.C., she never dreamed of working for the INS. The daughter of a bookbinder at the Federal Bureau of Engraving wanted to be a firefighter. "But back in those days, women didn't get to be firefighters," she says. "I had to settle for police work." Her time on the D.C. force included a stint undercover on the prostitution detail.

Jenifer later earned two master's degrees, one is counseling from the University of the District of Columbia and one in public administration from Southeastern University. She said the degrees helped her develop the discipline to manage efficiently.

The first order of almost every day is meeting with her top managers. Six out of seven of Jenifer's managers are women, which is notable considering there are no female border patrol chiefs in the United States and there are only two female district directors. On the day of the interview, Jenifer seems to be running late for the daily briefing, until she explains that she sets her office clock 15 minutes fast on purpose. She grabs a piece of hard candy from the jar on her desk and heads out right on time.

The meeting is fast-paced and informal, and covers topics ranging from the need for air fresheners in the office bathrooms to a video for employees about avoiding sexual harassment. Jenifer insists that her managers keep their remarks to a minimum, and they give their daily reports in a sort of verbal shorthand that takes a total of 21 minutes.

"E-mail is negative," begins administrative officer Judy McCormack.

"No arrests yesterday," pipes up James Wellman, acting assistant district director for investigations.

The issue of bathroom air fresheners prompts some discussion. "I don't care what you get, as long as we get them in there," she says to her staff, slightly annoyed after being questioned about what type should be ordered.

Jenifer is anxious to end the meeting and get down into the public waiting room for her daily "walk around" with people who are here to take citizenship tests, file paperwork contesting deportations or apply for green cards. Although she speaks English only, she communicates well, sometimes with gestures or handholding or by repeating phrases over and over.

Today, about 75 people are assembled by 9:30 a.m., under disconcerting signs that say things like Fingerprinting—Now Serving #823. Jenifer later explains that the signs record the number of people from January 1 to the present. Still, the signs just seem to magnify the "Waiting for Godot" atmosphere in the room. The Detroit office serves about 350 people a day and conducts about 1,300 naturalization interviews a month.

Jenifer doesn't identify herself, but plunges into the crowd, smiling and joking.

"Where are you from?" she asks one man.

"Nigeria," he replies tersely.

"What part?" Jenifer continues.

"Africa," he says.

"I know it's Africa, silly," she chides him, laughing. "I've been there. What part?"

By this time, the man and his companions are smiling. Everyone in the room is staring.

"Lagos," he says. "Have you been there?"

She has been accused of working the crowd, but "this is some of the most important work I do," she explains afterward. "I got a real feel for front-line work when I

worked for the INS processing refugees in Kenya a couple of years ago. It sure gives you a difference perspective on naturalization. It makes you realize that these are people's lives you're making decisions about."

Back in her office around 10:15 a.m., Jenifer sucks on another hard candy and meets with Harold Carter, an INS examiner who chairs a committee representing minorities in the Detroit district.

"Come on Harold, get comfortable," Jenifer coos as she scrabbles around on her desk looking for a pen. After Carter settles into a chair, she launches into her concerns: "There are no Hispanics in investigations . . . We don't have any representative [minority] groups at Sault Ste. Marie. We have to show we've tried to reach parity. Can we get people to work up there?"

Carter laughs, noting it's pretty cold at the Soo, which is an INS port-of-entry located in Michigan's Upper Peninsula. But they get serious again quickly. After all, there is a class-action suit in Los Angeles about lack of advancement among black INS officers.

After the meeting, she's off to the Detroit-Windsor Tunnel, which runs underneath the Detroit River, but first stops to order Girl Scout cookies from a coworker. "I should have ordered more," she muses. "My kids know I hide them under my bed."

Jenifer needs to see how work is progressing at the tunnel and Detroit's Ambassador Bridge—the largest commercial-vehicle entry port in the United States—on the "Portpass" program. Portpass allows pre-qualified drivers to use express lanes, which will speed up the flow of traffic.

"Traffic can be my worst nightmare," Jenifer says. "We have a federal mandate to get people inspected here in less than 20 minutes—and we have to keep it moving or the complaints start backing up." The INS inspects people crossing the border, while U.S. Customs agents inspect things, but the two cross-train and work together. To the public, they are virtually indistinguishable.

Touring the new tunnel Portpass office, Jenifer is complimentary about the countertops that will separate staff and customers. "Good," she notes. "I like them wide so nobody can reach across and grab our people."

She's less sanguine, however, about the Portpass signs in the traffic lanes at the tunnel. "The signs are too little," she complains. "I don't know if people will be able to see them."

At the bridge at noon, Jenifer is still obsessed with signage. She tells Norman Byron, port director for the bridge, that she's worried that people won't be able to see the express lane signs at night. He assures her that they will be well-lit.

The two tour a trailer-type office set up at the foot of the bridge to accommodate the new program and staff. Jenifer checks out every closet and toilet and pushes back part of the wall paneling that has bowed out. She nearly slips coming down the steps in the snow and asks when skid strips will be put in.

"The skid strip for steps costs \$3,000 a roll," Byron says. "Some things we can't do until the weather gets warmer."

Back in Byron's office, Jenifer banters with several INS agents and asks for their recommendations on good places to eat nearby. They direct her to a restaurant in Detroit's nearby Mexican Village that looks like a dive, but turns out to have decent food.

Jenifer orders the quesadillas and chicken enchiladas and ends up taking home a doggie bag of most of the food for her kids. "I'm a horrendous cook, so I love leftovers," she admits.

By 1 p.m., she's on her way to Detroit's Metro Airport to check on a request for more INS inspectors to accommodate a 60 percent increase in international passengers since 1993 due to airline mergers. It's a 45-minute drive to the airport, and on the way she talks about the mundane, yet important issues that face single parents, such as getting the laundry done and whether it's wise to hire a housekeeper.

Stuck in rush-hour traffic with Jenifer, you find yourself sharing the problems of raising teenagers and getting along with men. She seems more like an old friend by mid-afternoon than an interview subject. But then, her staff has warned you that Jenifer often "pulls an Oprah," or gets people to tell all unwittingly.

At the INS section of the airport, Michael Freeman, the supervisory immigration inspector at the airport, prints up a computer list of how passengers have increased on each airline since 1989. Jenifer studies the print-out and tells him she'll consider hiring 10 or 11 new inspectors to ease the crunch. Jenifer asks Freeman if he's lost weight. It's clear Freeman's busting to tell her something else and he finally does.

"I just found out my wife is having a baby," he says. They chat about children and health concerns. If Jenifer ever tires of the INS, she could probably have her own talk show.

She makes it a point to shake hands with or speak to all 12 of the INS inspectors on duty that afternoon before heading back to her office. The new hires, whose desks are piled with books like *The Art of Cross-Examination*, stiffen when Jenifer walks in the room. But within minutes they are relaxed.

Back at the office, Jenifer goes through the paperwork that has sprouted on her desk over the last few hours. Her secretary puts the most urgent notes on her chair. There are employee identification cards to sign, a quarterly meeting with immigration lawyers to arrange and an application for a bowling tournament with the heads of other federal agencies in Detroit, from the Secret Service to the FBI.

"Oh," Jenifer groans. "I need a coach to help me bowl better. I bowled an 80 last time and have yet to live down the shame."

By 4:45 p.m., Jenifer is walking out the door to pick up the girls. They are waiting for her in the school library, complaining about their eighth-grade class pictures.

Jenifer studies the photos as closely as she's looked at any paperwork today. "Yes, I'm keeping these for blackmail purposes," she says. The three of them burst out laughing.

By 5:15 p.m., the INS manager who insists that "fair management and families" are the cornerstones of her personal and professional life, is walking in the side door of her house holding the leftover chicken enchiladas in her free hand.

#### HONORING RALPH SPENCE

#### HON. RALPH M. HALL

OF TEXAS

IN THE HOUSE OF REPRESENTATIVES

Friday, July 21, 1995

Mr. HALL of Texas. Mr. Speaker, I rise today to pay tribute to an outstanding east Texan, Ralph Spence of Tyler, TX, who died recently at the age of 76. Ralph Spence was one of those extraordinary individuals who was successful in so many areas of his life. He devoted his energies to a variety of worthy causes in east Texas and beyond, and his presence will be sorely missed by all those who knew him.

Born January 4, 1919, in Yorktown, Ralph lived in Tyler most of his life. He served in the United States Navy during World War II and participated in the invasions of Normandy, southern France, Okinawa, and the Philippines. He was an independent oil operator in Tyler who contributed to the discovery of several oil fields. He served as vice president of the Independent Petroleum Association of America, served on the IPAA executive committee and founded the Tyler Petroleum Club.

Ralph Spence was actively involved in his community. He was director of the former Citizens First National Bank, a life member and past chairman of the Salvation Army Board, past president of the Texas Rose Festival and Order of the Rose, president of the East Texas Symphony Association, past president of Robert E. Lee High School Parent Teachers Association, director of the East Texas Hospital Foundation, and past member and vice chairman of the Federal Bi-Racial Committee. He originated the Eisenhower International Golf Classic in Tyler and assisted in fundraising for the Tyler-Smith County Public Library.

Ralph also devoted countless hours on behalf of higher education. He was chairman of the development board of the University of Texas at Tyler and was the only man to serve on five University of Texas development boards—University of Texas at Austin, University of Texas at Tyler, University of Texas Medical Branch at Galveston, College of Business Administration at the University of Texas at Austin, and the University of Texas Health Center at Tyler. As chairman of the University of Texas Chancellor's Council, he completed the acquisition of the Gutenberg Bible for the university. He received many awards and honors, including life membership in the Texas Congress of PTA, a public service award from Texas College in Tyler, the Pioneer Award from the East Texas Association of Petroleum Landmen, and community service award as chairman of Earl Campbell Day. He received the distinguished alumnus award from the University of Texas Ex-Students' Association Administration and from the University of Texas College of Business Administration, was named "The Centennial Dad" by the University of Texas Dad's Association and was appointed to the Texas College Coordinating Board. He also was listed in Men of Achievement in Texas.

An active member of Christ Episcopal Church, Ralph Spence held numerous lay positions in the church and was named lifetime vestry member. He was elected by the Diocese of Texas to serve as deputy or alternate to the general convention for 30 years and was elected by the general convention to the executive council of the National Church. He was a member of the executive board of the Episcopal Diocese of Texas and a representative to the Diocesan Council for 40 years.

Ralph is survived by his wife, Mary John Spence of Tyler; one son and daughter-in-law, Ralph Spence, Jr., and Tancy of Billings, MT; two daughters and sons-in-law, Louise and Guy Griffith of Dallas and Judy and Charles Tate of Houston; two brothers and sisters-in-law, Charles and Carolyn Spence of Raymondville and Pat and Judy Spence of Tyler; nine grandchildren and several nieces and nephews.

Mr. Speaker, our lives are enriched by citizens like Ralph Spence, who devote their time and energies to our communities, churches

and schools. One of the benefits of being a Member of Congress is that you meet and get to know the Ralph Spences of the world—people who really care and really help others—who really love and are loved. There is no way to measure the good Ralph Spence did during his lifetime—and he will be missed. As we adjourn today, I join his family and many friends in paying our last respect to this exemplary citizen. His legacy will be felt for generations to come.

#### TRIBUTE TO THE LIA ON ITS 60TH ANNIVERSARY

#### HON. BOB FRANKS

OF NEW JERSEY

IN THE HOUSE OF REPRESENTATIVES

Friday, July 21, 1995

Mr. FRANKS of New Jersey. Mr. Speaker, I rise today to congratulate the Linden Industrial Association [LIA] which will celebrate its 60th anniversary on September 27, 1995.

Over the past 60 years, the LIA has faced many challenges and been active on many different fronts. These include offering advice on legislation at the local, State, and Federal level; working with municipal officials on tax, public safety, and education issues; improving the public image of the city of Linden and advocating various economic development projects. Perhaps LIA's most important function has been to facilitate communications between the local industrial community and public officials. Since the LIA was formed in 1935 in the midst of the Great Depression, it has advanced the interests of the Linden-area business community.

On September 27, the LIA will be celebrating its 60th anniversary with a special dinner entitled "Linden . . . 2000 and Beyond." In keeping with its progress-oriented charter, the focus of the evening will be on Linden's future, not its past.

Like most organizations, the LIA's able leadership has been responsible for much of its success. Individuals such as Anthony Soriano, president; Thomas Noble, 1st vice president; H.R. Van Handle, 2nd vice president; Kenneth Estabrook, secretary, and Eileen Williams, treasurer, deserve recognition for their essential role in making the LIA a vibrant organization.

Mr. Speaker, it is my great honor to represent part of Linden, NJ, in Congress. I know first-hand many of the dedicated men and women who make up the business community there. I am continually impressed by the commitment these people have to their community and to New Jersey. Their leadership will help ensure that Linden, and Union County, will continue to be a center of economic activity in northern New Jersey for generations to come.

#### RETIREMENT OF STANLEY G. FEINSTEIN FROM THE GENERAL ACCOUNTING OFFICE

#### HON. GEORGE MILLER

OF CALIFORNIA

IN THE HOUSE OF REPRESENTATIVES

Friday, July 21, 1995

Mr. MILLER of California. Mr. Speaker, I want to express appreciation for the tireless