

The administocracy does indeed covet your "house," because space is power. The personal space that you occupy outside of the hospital and clinic, your office and your laboratory, is controlled by the administocracy. Allocation decisions are made not to facilitate your work and not as an incentive for productivity, but as a threat to achieve conformity and to guarantee compliance with their policies. When income is limited and proscribed, when the surgeon has become a 100% employee, then space and the use of that space become powerful inducements for faculty recruitment and retention. Space become a means to form a faculty to fit the new corporate mold. More than ever, space becomes a weapon to enforce compliance and to deny personal autonomy.

If money and space have been removed from the surgeon's control, how about the control of an individual's research? Here, too, administocracy has moved in. The formerly automatic forwarding of a properly prepared grant application has recently been subjected to additional internal institutional review and the threat of an institutional refusal to forward certain grant applications. This newly assumed institutional power has been termed a violation of academic freedom by a regional president of the American Association of University Professors.<sup>1</sup> Ongoing grants have been challenged by administocrats, with attempts at mandating personnel changes on a faculty research team. Faculty peer committees to supervise proper contract relations with industry have been disbanded and replaced by an administrator or a group subservient to the administocracy. Autonomy of research has been replaced by research at the pleasure of the administocracy.

There is, unfortunately, no limit to coveting. According to Horace: "The covetous man is ever in want."<sup>11</sup>

#### RESOLUTION

Although I coined the term administocracy, all else in this version of the Ten Commandments, as perverted by this new corporate bondage, is based on what has happened, is happening, and will happen. For many of us, certain, if not all, of the forces and events outlined are already part of our personal histories. Those fortunate enough to have been spared thus far will not be so favored in the future. I hope no one in this audience suffers from "mural dyslexia,"<sup>12</sup> the inability to read the handwriting on the wall.

My intent in this narrative has been to express, in words and by examples, the manifestations of a calamitous reality that is altering the basic fabric of our professional lives, as well as the quality of medical care. We cannot elect simply to observe this transformation. The structures we stand on are disintegrating. If we continue to be complacent, if we do not oppose the powerful economic elements arrayed against us, if we take little interest in understanding the nature of our enemies, then surgery, as a discipline, and we, as surgeons and as independent practitioners, free to act within the boundaries of our conscience, will lose our culture, as well as our personal autonomy.

I have tried in these remarks to outline a brief differential diagnosis of this malady of encroaching administocracy, in order that we may formulate practical deterrents. I ask you to consider, each for your own situations, a workable, achievable alternative to administocracy, the forging of an ethical governance for academia, income distribution, and administration by facilitation. All of us need to take an active role in this process of evolution and innovation, to take it now, and to commit to it in the years to come.

Further, to maintain the individuality we prize, we have to realize that, individually, we are easy pickings. We must work together, as a community of surgeons, in our academic, cultural, and political organizations to defend our values. Ironical as it may be, we will need to give up some of our precious autonomy to safeguard that very autonomy. In his Republic, Plato expressed the concept of banding together as fundamental to preserving individuality: "... a state comes into existence because no individual is self-sufficient. . . ."<sup>13</sup>

A satisfactory resolution of this clash of cultures will not be achieved quickly or easily. This contest will not be decided by the sprinters. Victory will belong to the marathoners. Fortunately, surgeons are trained for the long haul.

#### CLOSURE

I would like to close with one final quotation, four questions of self-examination from the Talmud, which express my personal aspirations: "Have I lived honorably on a daily basis? Have I raised the next generation? Have I set aside time for study? Have I lived hopefully?"<sup>14</sup>

#### REFERENCES

1. Robson B. Destroying the university to save the university. Minneapolis: City Pages; April 9, 1997.
2. Thurber J. Fables for our time. New York: Harper & Brothers; 1940.
3. Orwell G. 1984. San Diego: Harcourt Brace Jovanovich; 1982.
4. Hammer M, Champy J. Reengineering the corporation: a manifesto for business revolution. New York: Harper Business; 1993.
5. Huxley A. Do what you will. Garden City (NY): Doubleday, Doran & Company; 1929.
6. Metzger WP. Academic tenure in America: a historical essay. In: Keast WR, Macy JW Jr, editors. Faculty tenure. San Francisco: Jossey-Boss Publishers; 1973. p 93-159.
7. Kelley WN, Stross JK. Faculty tracts and academic success. Ann Intern Med 1992; 116:654-9.
8. Marx K. The German ideology. New York: International Publishers; 1947.
9. Watterson B. Attack of the deranged mutant killer monster snow goons. Kansas City: Andrews and McMeel; 1992.
10. La Bruyere J. Characters. New York: Fertig; 1991.
11. Horace. Epistles book I. II, To Tullius, line 56; 65-8 BC.
12. Pappelbaum S. Overview of the health care market place: imperative for change. Presented at the American College of Surgeons Annual meeting, Chicago, Ill, Oct 15, 1997.
13. Plato. Chapter VI. The rudiments of social organization. In: Conford FM, editor. The republic of Plato. New York: Oxford University Press; 1951.
14. The Babylonian Talmud. Tractate Shabbat; 31a. 1898-1981.

#### RECOGNITION OF ACHIEVEMENT

• Mr. ASHCROFT. Mr. President, I rise today to extend appreciation to my spring 1999 class of interns: Lionel Thompson, Ryan Carney, Stephanie Harris, Kelly Owens, Daniel Lawson, Lacey Muhlfeld, Pete Johnson, Brian Kim, and J.Y. Brown. Each of these young people has served the people of Missouri diligently in my office. They have been invaluable members of my Operations Team over the past several months, and their efforts have not gone unnoticed.

Since I was elected in 1994, my staff and I have made an oath of service,

commitment, and dedication. We dedicate ourselves to quality service. America's future will be determined by the character and productivity of our people. In this respect, we seek to lead by our example. We strive to lead with humility and honesty, and to work with energy and spirit. Our standard of productivity is accuracy, courtesy, efficiency, integrity, validity, and timeliness.

My spring interns have not only achieved this standard, but set a new standard on the tasks they were given. They exemplified a competitive level of work while maintaining a cooperative spirit. It is with much appreciation that I recognize Lionel, Ryan, Stephanie, Kelly, Daniel, Lacey, Pete, Brian, and J.Y. for their contribution to me and my staff in our effort to fulfill our office pledge and to serve all people by whose consent we govern.●

#### WORKERS' MEMORIAL DAY 1999

• Mr. FEINGOLD. Mr. President, I rise today to honor the men and women in our labor force that put their health and safety on the line every day at work. Today, we observe the passage of the landmark Occupational Safety and Health Act, signed into law 29 years ago, and the tenth anniversary of Workers' Memorial Day.

Mr. President, today is a chance for all of us to celebrate, and to mourn—to recognize the strides we've made on worker safety, and to mourn those who have lost their lives while they were simply doing their job.

Although the workplace death rate has been cut in half since 1970, 60,000 workers still die every year from job hazards, and six million more are injured. In Wisconsin our workplace accidents rate of 11.4 workplace accidents per 100 workers is higher than the national average. This is not a statistic anyone should be proud of, but it does help us maintain our focus as we work toward stronger laws, stricter enforcement, and safer workplaces.

We need to work together to protect the workers that have built our communities and helped them thrive. Unfortunately we still hear stories of workers like Vernon Langholff, who in 1993 fell 100 feet to his death when a corroded fire escape collapsed beneath him while he was cleaning dust from a grain bin. Just this year a company in Jefferson County was convicted in a state court for the recklessness that caused Langholff's death. In 1996 the company was fined \$450,000 for its deliberate indifference to worker safety—because they delayed spending the \$15,000 it would have taken to fix the fire escape and prevent Langholff's death. Stories like this remind us that an unsafe workplace can mean disaster for everyone involved—it can bring untold tragedy to a family, it can bring serious, long-term financial and legal repercussions for an employer.

The consequences of delaying the repair of a fire escape or ignoring safety

procedures can often be tragic, and they are always preventable. To prevent more tragedies on the job, we've got to make sure workers can join unions without employer interference or intimidation, we must help protect whistleblowers who call attention to dangerous working conditions, and above all we've got to fight back against attempts in Congress to weaken OSHA laws.

I do not understand the yearly assault on worker safety in Congress. Again this year, the Safety Advancement for Employees Act, or SAFE Act has been introduced. This legislation takes away a worker's right to an on-site inspection to investigate a hazard, or permitting OSHA to issue warnings instead of citations. This bill isn't OSHA re-form, it's OSHA de-form. This bill would more appropriately be named the "UNSAFE" act.

Mr. President, I will work with my colleagues to fight back any attempt to weaken the protection of Wisconsin's workers. It's time to move the workplace forward to the 21st Century, not back to the dark ages.

I am proud to stand with this country's workers in the fight for the dignity, respect and safe workplace they deserve. I urge my colleagues to join me in this important and worthy battle.

I yield back the remainder of my time.●

#### NATIONAL ASSOCIATION OF LETTER CARRIERS

● Mr. SHELBY. Mr. President, I would like to bring to your attention the National Association of Letter Carriers Food Drive Day. On Saturday, May 8, letter carriers from around the country will collect nonperishable food items placed near their customers' mail boxes. The food will then be given to local food pantries for distribution to those in need. The National Association of Letter Carriers in Alabama collected more than 500,000 items last year alone, and I would like to encourage my colleagues to support the letter carriers' food drives in their States, districts, and hometowns in order to make this worthy event a success.●

#### THE VILLA TRAGARA

● Mr. LEAHY. Mr. President, I was delighted to see that the Villa Tragara in Waterbury Center, Vermont has been awarded the "Emblem of Excellence" in Italian Cuisine.

I am not the least bit surprised. My wife and I enjoy going to this restaurant more than any other. The owners, Tony and Patricia DiRuocco are special friends of ours and have brought the highest of culinary excellence to our state of Vermont. I count among my most enjoyable experiences meals in their superb restaurant and I wanted the rest of the country to have notice of this great honor.

I ask that the article from our local newspaper, The Times Argus, be printed in the RECORD.

The article follows:

[The Times Argus, April 8, 1999]

VILLA TRAGARA HONORED BY ITALIAN ACADEMY, GOVERNMENT

WATERBURY CENTER—The Villa Tragara Ristorante of Waterbury Center has been awarded "Insegna Del Ristorante Italiano" meaning "The Emblem of Excellence" in Italian Cuisine.

The award has been presented by the prestigious Italian Academy of Cuisine, located in Rome.

Villa Tragara chef/owner Antonino DiRuocco, born in Capri, Italy, and his partner and wife, Patricia, are scheduled to fly to Rome for festivities that include presentation of the award April 10-12.

Festivities include a trip to the Vatican, the Italian Senate and the "Quirinale," home of the Italian president.

DiRuocco will be presented his award April 12 by Signor Oscar Luigi Scalfaro, Italy's president.

Restaurants throughout the world are judged on authenticity of the culinary art, creativity and presentation. A separate award is presented for wines and spirits.

Villa Tragara will be one of 80 restaurants worldwide to receive the award.●

#### TRIBUTE TO MS. RUBY B. MCMILLEN

● Mr. WARNER. Mr. President, I rise today to pay tribute to Ms. Ruby B. McMillen, a native of Virginia's Albemarle County, who is retiring from the Defense Logistics Agency, Fort Belvoir, Virginia, this month after a distinguished civilian career spanning more than thirty-six years. Ms. McMillen, who currently directs the Agency's business management office, has devoted her professional life to supporting the logistics needs of military men and women assigned around the world in defense of our freedom. Her accomplishments are many and her reputation for innovative, visionary leadership is unparalleled. Her contributions to the National Defense will be missed, so as she transitions to new opportunities, I want to say thanks to her on behalf of a grateful nation.

Ms. McMillen's career is noteworthy for many reasons, but her remarkable rise through the civil service ranks speaks to the real value of the work she has done for our warfighters over the years. Starting as a GS-3 clerk in Richmond's Defense General Supply Center, she soon transitioned into professional and leadership positions, but never lost her appreciation of the unique challenges faced by junior-level employees. With each assignment came additional responsibilities and a reputation for cutting through business-as-usual obstacles. Over the years her abilities developed, her contributions grew, and she rose to the top of her career field. For all the challenges she successfully met, Ms. McMillen's enduring contribution will be all those employees to whom she served as an active mentor. The next generation of DLA's professional logisticians has

countless members who would not be making tremendous contributions to the Agency if not for her help, encouragement, and motivation along the way.

Mr. President, I am proud and honored to ask my colleagues to join me in congratulating Ms. Ruby McMillen on her retirement from the Federal Civil Service.●

#### TRIBUTE TO THE AMERICAN GATHERING OF JEWISH HOLOCAUST SURVIVORS

● Mr. SCHUMER. Mr. President, I rise to have printed in the RECORD, the remarks made by Benjamin Meed, President of the Warsaw Ghetto Resistance Organization, on the 56th anniversary of the Warsaw Ghetto Uprising. Mr. Meed made these remarks to the Congregation Emanu-El in New York City. The material follows:

##### REMARKS OF BENJAMIN MEED

Governor Pataki, Senator Schumer, Mayor Giuliani, Comptroller Hevesi, Members of the U.S. Congress, Ambassador Sisso of Israel and Members of the Israeli Consulate, State and City Officials, Members of the New York Legislature, Boro President, Distinguished Guests, fellow survivors, and dear friends.

Today, Jews gather to pay tribute to the memory of our Six Million brothers and sisters murdered only because they were Jewish; We gather to honor the fighters of the Warsaw Ghetto; to grieve; and to continue asking the questions: Why did it happen? How could the civilized world allow it to happen? Why were we so abandoned? Six million times, why?

This year's national Days of Remembrance theme is dedicated to the voyage of the SS *St. Louis*. It is a story of refuge denied; it is a tale of international abandonment and betrayal. Why were they refused entry into this country? How can we ever understand why this was allowed to happen? Today, it is inconceivable to us just how that ship in those days was turned away.

Today 54 years ago the American soldiers came across Nazi Germany slave labor camps and liberated Buchenwald and saved many of us who are here present today. Our gratitude will remain with us forever. We will always remain grateful to these soldiers for their kindness and generosity, and we will always remember those young soldiers who sacrificed their lives to bring us liberty.

Today, wherever Jews live—from Antwerp to Melbourne, from Jerusalem to Buenos Aires, from New York to Budapest—we come together to remember to say Kadish collectively.

Remembering the Holocaust is now a part of the Jewish calendar. We are together in our dedication to Memory and our aspiration for peace and brotherhood. Yom Hashoah, the Days of Remembrance, time to collectively bear witness as a community.

And what lessons did we derive from these horrible experiences? The most important lesson is obvious—it can happen again the impossible is possible again. Ethnic cleansing, genocide, is happening as I speak. It can happen to any one or any group of people. The slaughter in Kosovo and in other places must be brought to an end.

Should there be another Holocaust, it may be on a cosmic scale. How can we prevent it? All of us must remain vigilant—always aware, always on guard against those who are determined to destroy innocent human life for no other reason than birthright.