

States. She lent her considerable energy and economic knowledge to the Women In Military Service For America Memorial Foundation on the Board of Directors. Joining the cause in 1991, Lieutenant Colonel Ellerman worked tirelessly to see that this Memorial, housing and showcasing the achievements of all women who serve our nation in military service, was funded, erected and dedicated in October 1997. Through her "behind the scenes" efforts, this Memorial stands as a monument to our countrywomen who freely choose to dedicate their lives in military service to the United States.

Lieutenant Colonel Ellerman never stopped sharing the part of her that made her a dedicated teacher, career Army Officer, and philanthropic entrepreneur. Her charismatic character continues to inspire the men and women who knew and worked with her. The Department of Defense and the American people were well served by this selfless and dedicated Army soldier and civilian citizen. ●

TRIBUTE TO ROBERT TAYLOR

● Mr. MCCONNELL. Mr. President, I rise today to congratulate Bob Taylor on his accomplishments at the University of Louisville Business School and in the Louisville business community.

From the moment Bob took over the reigns at UofL's business school in 1984, good things started to happen. Bob is a man of vision and incredible instincts about what works in the business world. He brought those talents to UofL to improve the quality of the program and strengthen the students' capabilities in a real-life business environment. Bob succeeded at both of those goals and brought UofL's rankings among U.S. business schools up to an honorable level and continues to rise in national recognition.

Numerous academic achievements mark Bob's tenure at UofL, including Success magazine's recent naming of UofL as one of the best in the nation for training entrepreneurs. Also, the business school has begun offering master's level programs overseas and now offers varied advanced degrees.

Several personal achievements are evidence of Bob's knowledge of and influence in the business world. He became the president of the American Assembly of Collegiate Schools of Business last year, which serves as the accrediting body for business schools nationwide. Bob also serves the community on the board of directors for the Rawlings Company, Logan Aluminum Inc., the Louisville Police Administration Advisory Commission, and the Metro United Way.

Many of Bob's colleagues and members of the Louisville business community have noted his extraordinary leadership skills. Bob took on a huge responsibility when he came to UofL, and he continues to press on to reach higher goals for the school. For this, I commend Bob and thank him for his dedi-

cation to UofL. His hard work has paid off and students from across the state and even the nation are reaping the benefits of Bob's success. His experience in business and success at Louisville is a sign of more good things to come for the school and the great State of Kentucky.

Bob, on behalf of my colleagues and myself, thank you for your commitment to the students and faculty at UofL's College of Business and Public Administration. I have every confidence in your ability to lead the school to even greater heights with more accomplishments and successes in the years to come.

Mr. President, I also ask that an article which ran in the Louisville Courier-Journal on Sunday, March 19, 2000, appear in the RECORD following my remarks.

[From the Louisville Courier-Journal, Mar. 19, 2000]

U OF L DEAN DOUBLES AS CIVIC LEADER—LOW-KEY LEADER GUIDES A SCHOOL AND A COMMUNITY

(By David McGinty)

When he arrived in Louisville in 1984 to become dean of the University of Louisville's business school, Robert Taylor did not expect to hang around.

"I was going to stay here three years and move on," he recalled.

For perhaps one of the few times in his life, Taylor's expectation for the future was faulty. At the time, he thought his job would be fairly simple: To help a small business school win accreditation.

Taylor did not foresee the complications and twists that life would throw in his path, or where they would lead.

The business school now has master's-level programs in three overseas locations, offers several advanced degrees and is becoming known in academic circles.

In a recent U.S. News and World Report survey its undergraduate programs ranked 93rd among more than 327 programs—not in the top ranks, but a big step up from the bottom levels the program once inhabited.

Success magazine has ranked the school's program for training entrepreneurs among the best in the nation. And last year Taylor became president of the American Assembly of Collegiate Schools of Business, the accrediting body for business schools.

Apart from his academic accomplishments, Taylor may also be one of the most influential civic figures you never hear of.

He serves on a number of boards, charities and advisory bodies, including the boards of directors of the Rawlings Co. and Logan Aluminum Inc. and the Louisville Police Administration Advisory Commission. He is most proud, he said, of his service on the board of Metro United Way—but his greatest influence may be through less visible activities.

Although his style is low-key and his name rarely surfaces publicly, behind-the-scenes business and political leaders have learned he is a prescient adviser, and they seek him out. His contacts are widespread and so, although it is subtle and anonymous, is his contribution to Louisville's economic well-being.

"You've got to put him among the top five" civic leaders whose contributions are not publicly known, said Bill Samuels, president of Maker's Mark distillery.

Samuels, a longtime friend, said Taylor "is as bright as anybody I've ever met. . . . I've never had a dull conversation with him, and I've had several thousand. In a sense he's been a mentor to me."

Former Louisville Mayor Jerry Abramson said that while he was in office he often worked with Taylor, particularly in urban workshops on visits to other cities to observe their accomplishments. After a visit Taylor would lead group discussions on what lessons could be learned, and he proved to be an adroit moderator with a gift for shaping a plan of action.

"Whenever we needed someone who could think outside the box and be a visionary and push the envelope a little bit, we always looked to the dean," Abramson said.

"There have been times when we worked on issues that I wasn't ready for a public discussion on, that I would take him into my confidence. He's a tremendous listener, and he can frame a consensus out of disparate views."

"He's probably one of the biggest assets to the community," said David Wilkins, chairman of Doe-Anderson Advertising and Public Relations. "He moves in and out of virtually every circle and level of the community with ease. He's trusted and respected by everybody."

Wilkins' relationship with Taylor is a close one, with an unusual twist. In 1994, in what Taylor said was a pivotal moment for him, he took a six-month sabbatical to work at Wilkins' agency and learn firsthand how the business world works.

At the time, Taylor was winding up a decade of busy and often frustrating activity. He took charge of the business school just as it was entering an unforeseen period of problems and change.

At Doe-Anderson, Taylor made an abrupt eye-opening transition from academia to the business world. He quickly learned "that the environment business people were facing was changing daily."

"Everything was getting much faster," Taylor said. "The turnaround time on work was faster, the demands were faster. In order to be successful, they had to be completely flexible."

Taylor's own background is a mix of academic and military, with no private business experience. A native of Pittsburgh, he graduated from Allegheny College in 1961 with a U.S. Air Force commission through the ROTC. Later he received advanced business degrees from Ohio State University and Indiana University.

He had a eight-year stint at the U.S. Air Force Academy in Colorado, rising to head the Department of Economics, Geography and Management. After retiring from the Air Force in 1981 he joined the faculty of the University of Wisconsin-Stevens Point, where he headed the division of business and economics. From that job he came to U of L.

After his stint at Doe-Anderson, Taylor returned to U of L convinced that the business school was not keeping up with the world outside, so he set up teams of faculty to reorganize the school.

"I said, 'Look, gang, we are not adapting quickly enough. We've got to do something different so that we have the same sense of urgency, the same flexibility that our students must have if they're going to be successful in business.'"

The response, Taylor acknowledged, was not overwhelming. One faculty member said he'd left the business world because "I didn't want that kind of frenzy."

And some of the results weren't successful. But such stumbles are part of progress, Taylor believes, and the school has made progress. When he came back from his sabbatical, he set long-range goals for the school.

He wanted it to achieve national recognition for its public administration programs. That recognition is coming, and the school's overseas programs are gaining an international reputation and alumni base.

He wanted the schools entrepreneurial program to start new, student-run businesses. That effort is beginning to get off the ground through a venture-capital fund, a telecommunications research center intended to incubate new businesses and the aid of former business executives on the faculty.

He wanted the school's endowment to top \$25 million. It has topped \$21 million and is growing.

In Louisville's business community the school's reputation is increasingly solid, in no small part because of Taylor's own credibility. Civic figures who have worked with him say he has been a prescient advocate—sometimes the first—for coming economic trends.

He was one of the first voices in the community to preach the importance of new technology and the Internet.

Doug Cobb, who was until recently president of Greater Louisville Inc., said Taylor "is the original champion of the idea that Louisville needs to be more entrepreneurial."

Cobb, himself one of the city's foremost advocates of entrepreneurial activity, said he feels like "I walk in his steps a little bit."

To Taylor, this kind of trailblazing is part of the job. "I feel like my responsibility to this community is that we have to be on the leading edge, and somebody has to be telling people what is happening."

It has not always been rewarding work, and by his own account Taylor has not always been successful. In the early 1990s, he foresaw a coming shortage of workers in the community and began urging measures to attract immigrants to Louisville.

But when he proposed such steps to a committee planning economic-development strategies for the community, the reception was hostile. "I'll never forget. A couple of aldermen and other people just berated me, saying we've got unemployed in this community we've got to help first."

Without rancor, Taylor characterized that period as his "biggest failure" to direct the community's attention to an important issue.

Now, of course, employers are straining to find qualified workers. Civic leaders are pondering how to ensure that the community will have enough workers in the future to support economic growth—and one of the strategies is to attract immigrants.

"I think if we had been prepared, we wouldn't have had the pressure on our work force that we have today, and we could be bringing in more people than we bring in now," he said.

That's an opportunity missed. Taylor now is pushing the community's business leaders not to miss other opportunities that he sees, particularly in rapidly evolving technologies.

Traditionally, Taylor said, Louisville has been content to follow economic trends. That's got to stop, he said. "I'm saying the trends are occurring so quickly we can't afford a time lag. We have to go and grab it."

Taylor is already pushing his faculty to what he sees as emerging possibilities for global education—a degree program that involves courses in two countries, two universities, two languages, two cultures.

"That's my new vision," he said, and he admits that when he espouses it "some people are looking at me like I've gone off the deep end."

To his friends, that's just vintage Bob Taylor.

"He's such an individualist," Samuels said. "He enjoys ideas that are in the unconventional vein. And I've got so much respect for his judgment. I think he'd make a wonderful CEO." •

NATIONAL COUNTY GOVERNMENT WEEK

• Mr. GRAMS. Mr. President, I rise today to salute the work of the 3,072 county governments nationwide, and in particular the work of the 87 counties in my home State of Minnesota. Counties are often an invisible, but extremely important part of our intergovernmental system. As we enter the new millennium, it is important to review our past as we look to the future.

County governments began as a response to the needs of the early settlers of our country, tracing their beginnings to the roots of the Anglo-Saxon local government 1,000 years ago. Counties first appeared in colonial America, making them older than the Republic itself.

Traditionally, counties performed state-mandated duties which included assessment of property, record-keeping, such as property and vital statistics, maintenance of rural roads, and administration of election and judicial functions. Today, counties are moving rapidly into other areas, undertaking programs relating to consumer protection, economic development, employment training, planning and zoning, and water quality, to name just a few.

During the week of April 9–15, counties across the country are celebrating National County Government Week. This celebration is an annual event for counties. First held in 1991, the goal of National County Government Week is to raise public awareness and understanding about the roles and responsibilities of the Nation's counties.

More than 1,000 counties annually participate in National County Government Week by holding a variety of programs and events at the national, State and local levels. These include tours of county facilities, presentations in schools, meetings with business and community leaders, recognition programs for volunteers, briefings on environmental projects, and the adoption of proclamations.

There is a theme each year for National County Government Week. This year, the theme is "Honoring Volunteers." The National Association of Counties will recognize the top county volunteer programs in the country at a ceremony April 13 in Washington, D.C. Counties will receive awards for their "Acts of Caring" efforts that they undertook using volunteers to improve their country's quality of life.

I know that NACo has encouraged counties to hold a town meeting this week during National County Government Week or launch a series of community-wide dialogues to solicit citizen participation in identifying the community's most pressing issues and establishing a comprehensive vision for the future. I hope many Minnesota counties will participate in these activities.

NACo has also suggested that, as we enter the new millennium, counties reflect on the past and prepare for the future. As part of that process, counties

may want to apply for the designation of Millennium Community. This designation, presented by the White House Millennium Council, is given to counties and cities that have established programs that "Honor the Past—Imagine the Future."

One of NACo's priorities for this year is economic development. The organization is encouraging counties to create and expand businesses, noting the fact that businesses not only provide jobs, but also keep taxes in check. Therefore, counties have been encouraged to promote economic development programs.

Mr. President, I am pleased to rise today to support the efforts of our county governments not only in Minnesota, but throughout the country. National County Government Week will again be successful in raising public awareness of the good work of our nation's county governments and how they help improve the lives of their residents. •

EXECUTIVE AND OTHER COMMUNICATIONS

The following communications were laid before the Senate, together with accompanying papers, reports, and documents, which were referred as indicated:

EC-8297. A communication from the Commissioner, Public Buildings Service, General Services Administration transmitting a report relative to the new Byron G. Rogers Federal Building-Courthouse in Denver, CO; to the Committee on Environment and Public Works.

EC-8298. A communication from the Director, Office of Regulatory Management and Information, Office of Policy, Planning and Evaluation, Environmental Protection Agency, transmitting, pursuant to law, the report of a rule entitled "Approval and Promulgation of Implementation Plans; California State Implementation Plan Revision; Sacramento Metropolitan Air Quality Management District, San Diego County, San Joaquin Valley Unified, and Ventura County Air Pollution Control Districts" (FRL #6569-9), received March 29, 2000; to the Committee on Environment and Public Works.

EC-8299. A communication from the Director, Office of Regulatory Management and Information, Office of Policy, Planning and Evaluation, Environmental Protection Agency, transmitting, pursuant to law, the report of a rule entitled "Hazardous Waste Management System; Identification and Listing of Hazardous Waste; Final Exclusion" (FRL #6570-2), received March 29, 2000; to the Committee on Environment and Public Works.

EC-8300. A communication from the Director, Office of Regulatory Management and Information, Office of Policy, Planning and Evaluation, Environmental Protection Agency, transmitting, pursuant to law, the report of a rule entitled "Revision to the California State Implementation Plan, Santa Barbara County Air Pollution Control District" (FRL #6569-5), received March 29, 2000; to the Committee on Environment and Public Works.

EC-8301. A communication from the Director, Office of Regulatory Management and Information, Office of Policy, Planning and Evaluation, Environmental Protection Agency, transmitting, pursuant to law, the report of a rule entitled "Revision to the Water Quality Planning and Management Regulation Listing Requirements" (FRL #6569-7),