

# Coalition Chronicle

Report to the National Industrial Base Workforce Coalition

Volume 13, Issue 2

September 2020

## The Advantages of Time and Distance are Gone



Pittsburg Steel Mill, 1910

When he learned that the bombing of **Pearl Harbor** took place before the negotiations with the US had officially ended, Japanese **Admiral Yamamoto** told his officers who were celebrating their victory, “I fear that we have awakened a sleeping giant and filled him with a terrible resolve.” To understand Yamamoto’s comments, one also must consider a statement he made to Japan’s political leaders contemplating war with America. He warned, “I have traveled widely in America. Their industrial might is awesome.”



Throughout the late 1800s and early 1900s, America – rich in natural resources such as coal, oil, iron and other earth elements – did not rely on others for materials used in the production of weapons. In addition, manning the vast number of steel mills, shipyards, auto and aircraft manufacturing centers were millions of skilled American craftsmen, who, when called upon, would produce the weapons essential for waging war in two global theaters simultaneously. America’s industrial capacity grew dramatically following the American Civil War through the Spanish/American War and World War I, including the development of improved weapons and new industries.

### Inside this Issue

<a href="#">Member Update: Jimmy Hart</a> .....	4	<a href="#">Arthur Herman’s <i>Freedom’s Forge</i></a> .....	10
<a href="#">The Saving Grace of Apprenticeships</a> .....	6	<a href="#">Aircraft Update</a> .....	12
<a href="#">Preparing Students for Apprenticeships</a> .....	8	<a href="#">In Memoriam: Marlene Anderson</a> .....	14

The growth of the industrial base enabled the US to arm itself and its allies. This, and the ability to go from peacetime to wartime in manufacturing are the essential elements for America's security. This was frequently pointed out to me in 1972 by my Democratic colleague **John Connally**, former Texas Governor and Secretary of the Navy. He often said, "Unlike World War II, our natural allies of time and distance are no longer on our side. When the balloon goes up, we have to go with what we've got."



From the late 1800s, armies of craftsmen, skilled workers and machinists immigrated to our shores and populated manufacturing centers throughout America. They made the automobiles, civil aircraft, ships and all types of sporting arms such as those made at **Winchester, Remington, Colt, Smith & Wesson** and other firearms producers. From a national security perspective, our peacetime industrial capacity was indeed, as Yamamoto said, "awesome." We could deal with any threat to our national security without aid from allies.

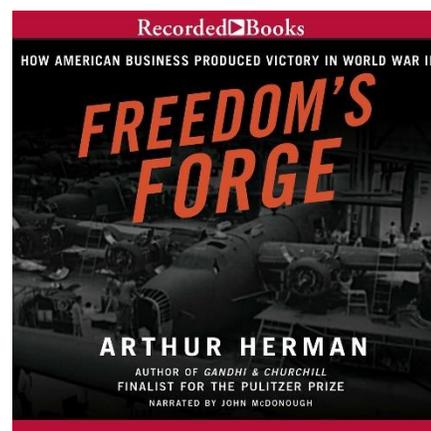
The bombing of Pearl Harbor suddenly thrust America into World War II against countries that had transitioned their peacetime economies to war production years earlier. Japan had already invaded China, and with the exception of Great Britain, Germany had invaded and conquered much of Europe. President Roosevelt was faced with transforming a peacetime economy to a war economy capable of engaging combatants in two global theaters. History records that America entered World War II and was victorious in liberating both Europe and the Far East. Our industrial base produced the vast majority of weapons for ourselves and our allies. How did America transform our peacetime economy to change the outcome of a world war?

The story is told in an excellent book written by **Arthur Herman** titled *Freedom's Forge*. Herman traces the process of how America went from peace to a wartime economy. [See our Freedom's Forge book review in this issue.](#) As a six-year-old child, I saw it happen.

Immediately following the bombing of Pearl Harbor, I recall all of my cousins wearing uniforms of the armed services and their parents working in large and small industries manufacturing components for weapons.

My father went from producing sporting rifles and shotguns at **Winchester Repeating Arms** to manufacturing the M-1 Garand rifle, the gun that won the war in Europe, just as the famous Winchester '73 is known as "the gun that won the west." My mother went from making window locks to making belts that held machine gun bullets and bomb shackles that released bombs from the wings of fighter planes. Virtually every member of my ethnic community not in uniform was in a factory manufacturing components used in defense weapon systems.

But in the 1940s, time and distance were on our side. No airplane could cross either ocean, nor warships assemble off our shores without being detected and destroyed. That is not true today. Nor, in its present capacity, is our industrial base a wartime economy. As we argued in our last *Chronicle*, from the 1960s our political leaders made trade deals that exported millions of industrial jobs in the name of globalism. We stripped our manufacturing capacity in steel, aluminum and other metals that made America industrially independent. We outsourced everything by exporting the components of our industrial base (both machines and jobs). This made America reliant on other countries for everything from rare earth elements to steel to the component parts of the most high-tech equipment, as well as the pharmaceuticals and the antibiotics that treat diseases and extend our lives, thus exporting the very essence of our survival. Today we hear the members of both parties saying, "Oh I didn't know that." They did know, and they did do it. That is not acceptable. America deserves leaders who will work to reverse that trend.



## Defense Production Act

The pandemic we now face is a wakeup call in terms of our vulnerability. The **Defense Production Act** has been activated; using the same conversion strategy used in World War II, US auto workers at Ford, GM and other auto makers are now manufacturing ventilators. Like the defense weapons in World War II, the US is exporting these high-quality ventilators just as we exported tanks and planes to our allies.

In a detailed [report](#) published in August by the **White House Office of Trade and Manufacturing Policy**, the Administration listed all of the companies that initiated procedures to employ workers to mobilize against the virus. In addition to virus activities, since 2017 the President has used the Act to strengthen America's defense industrial base, providing the Department of Defense with the funding authority to address various gaps and vulnerabilities. The table on page 14 of the report identifies these vulnerabilities, and accompanying material discusses steps to address them. Among these projects are fiber for munitions manufacturing, lithium

batteries, materials for munitions, small unmanned aerial systems, and rare earth metal and alloy processing capability.

To address all these vulnerabilities, updating and protecting our industrial manufacturing processes and defense technologies must be a priority of the next US President. This will not be easy to do. The opponents of a strong defense budget are everywhere. Talking about the need to address pressing domestic social problems, CNN journalist Fareed Zakaria, a constant critic of the defense budget, pointed to the fact that the cost of these social needs is a fraction of the money spent on the F-35 program alone.

The international threat has become increasingly dire. As stated in earlier issues of the *Chronicle*, the Congress has allowed our trading partners to exercise cargo reservation while denying US-flagged carriers cargo preference. Now we have fewer than 100 ships while China has 3000. But beyond that, according to retired four-star general **Jack Keane**, China's navy now exceeds the number of war ships in the US Navy. ♦

**Table Four: DPA Title III Presidential Determinations Under President Trump**

1	6/13/17	National Security Space Industrial Base
2	6/13/17	Secure Hybrid Composite Shipping Containers
3	6/13/17	3-D, Ultra-Hi Density Microelectronics For Information Protection
4	6/13/17	High Strength Co-Polymer Aramid Fiber for Munition Manufacturing
5	6/13/17	Adenovirus Vaccine Production
6	1/23/18	Advanced Photomasks for Electronics
7	1/23/18	Thin Wall Castings
8	10/5/18	Alane Fuel Cells
9	10/5/18	Circular Lithium-Sea Water Batteries Production
10	1/16/19	Energetic Materials Production For DoD Munitions
11	1/16/19	Precursors Production For DoD Munitions
12	1/16/19	Inert Materials Production For DoD Munitions
13	1/16/19	Advanced Manufacturing Techniques For DoD Munitions
14	3/12/19	Sonobuoys Production
15	6/12/19	Small Unmanned Aerial Systems
16	6/12/19	Rare Earth Permanent Magnet Production
17	7/22/19	Rare Earth Permanent Magnet Production
18	7/22/19	Rare Earth Separation And Processing Capability
19	7/22/19	Rare Earth Separation And Processing Capability
20	7/22/19	Rare Earth Metal And Alloy Processing Capability
21	7/22/19	Domestic Capacity Expansion for F135 Integrally Bladed Rotors for Aircraft
22	6/24/20	Domestic Manufacturing for Composites

# Member Update: Jimmy Hart

Jimmy Hart, President of the **Metal Trades Department of the AFL-CIO**, addressed the Defense Science Board of the **Department of Defense** on September 15, 2020.

The **Defense Science Board**, DSB, seeks timely and insightful solutions on the numerous technical and operational challenges faced by the Defense Department. President Hart was asked to provide a labor perspective on the issue of the industrial capability needed to meet current and future national security threats faced by the United States. President Hart spoke to the solutions, policies and resources needed to mitigate and address the shortfalls in worker experience and skills necessary to strengthen our nation's industrial base.

President Hart's presentation strongly endorsed skilled trade's apprenticeships. As a former leader in the **Plumbers and Pipefitters union**, President Hart firmly committed his department and its affiliates to preserving and reinvigorating apprenticeship programs that have provided the footings for the foundation of the labor movement throughout its history.

Former Principal Deputy Under Secretary of Defense **J. David Patterson** participated in the DSB meeting and characterized Hart's presentation as insightful, bringing a perspective that the DSB and DoD needed to hear, saying, *"President Hart's presentation was unique because so few times does the Defense Department hear from the people who actually turn wrenches, put fasteners in panels, or weld pipes to keep military aircraft*



*and naval vessels operational. Hart's presentation was revealing and informative, and the take-away is that the Department of Defense should make every effort to reach out to the leadership of the organized workforce for their views on any number of issues that would lead to more efficiency and effectiveness for the defense industry, meeting the national security mission needs, and supporting the National Defense Strategy."*

Readers of the *Coalition Chronicle* will remember David Patterson from his work with the *Coalition* in the past. When he was Principal Deputy at DoD, he conducted an analysis of the procurement process and was the first DoD official to consult with labor unions on issues important to that process.





The invitation to address the Defense Science Board comes nearly two years after **Secretary of Defense James Mattis** invited the *National Industrial Base Workforce Coalition* to meet with key DoD policy makers to explore cooperative efforts with the *Workforce Coalition*. That meeting, which included leaders of all crafts representing skilled artisans in the employ of federal defense contractors, as well as subsequent consultations with administration and congressional leaders over the next two years, resulted in a series of critical decisions made by DoD officials to work more closely with workers and their unions. The decision made by the Navy to assist and endorse the endangered Philly shipyard, has resulted in the creation of 2000 good paying government ship building and repair jobs over the next ten years.

President Hart's activity over the last two years has put him in a position to help other industrial unions within the AFL-CIO. No better example

of this is his role in the recent strike at **Bath Iron Works** in Maine. This strike had the possibility of delaying the building of ships essential to our national defense. Hart worked behind the scenes with **Assistant to the President Peter Navarro, Director of the Office of Trade and Manufacturing Policy**. The negotiations at Bath Iron Works were frozen solid, leaving the strike to continue unresolved. Navarro brought in a new negotiating team that broke the impasse. With the logjam at the table cleared, union shipbuilders overwhelmingly ratified the contract and the strike was over. In an interview seen on CNBC, C-SPAN and other networks, Dr. Navarro credited **Jimmy Hart** as being the impetus which helped bring resolution to the employer and the 4300 striking shipyard workers at **Bath Iron Works**, saying: "We worked closely with Jimmy Hart over at the AFL-CIO, a really great, truly great labor leader to help folks get back to the table." ♦



# The Saving Grace of Apprenticeships

By Dr. Michael P. Balzano

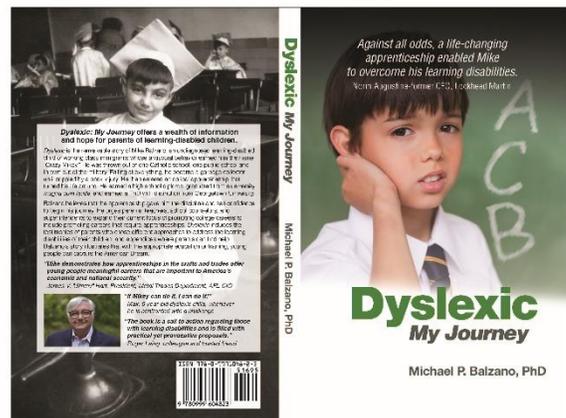
In past issues of the *Chronicle* we published workforce resolutions urging presidential candidates and public policy makers to create apprenticeship programs to train the next generation of skilled workers. During the early and mid-twentieth century, apprenticeship programs were introduced to students in the public-school system. In middle school, there were classes taught in wood, metal, plastic, electronic and print shops. Young people were exposed to the crafts and trades that offer employment in the general economy.

In the inner-city schools that I attended, boys were introduced to shop and girls were offered cooking and sewing classes. In my junior high school, students were further divided by those who were taking business courses and those expected to attend college.

Those who know me today have difficulty believing that Dr. Balzano was once a problem child thrown out of two schools before the third grade and quitting school at the end of the ninth grade. After dozens of jobs that I either quit or was fired from over the next five years, at 21 I entered an optical apprenticeship. I began as a lens grinder and eventually was licensed by the state of Connecticut and managed several optical companies. That apprenticeship saved my life. It also gave me an appreciation for the crafts and trades that employ members of the *Workforce Coalition*. For millions of skilled workers, apprenticeships are the path for achieving the American Dream.

Over the years, I have become close friends with presidents of unions who administer apprenticeship programs. They are always surprised at my appreciation for the steps that the apprentice must take over a period of years to become a craftsman. I tell them that I know about those steps because I traveled them during the five years that it took me to receive my credentials and become a licensed optician.

I recently published a book that chronicles my life from a high school dropout to becoming a fully licensed optician, a manager of optical companies and a recipient a PhD from Georgetown. The title of that book is ***Dyslexic: My Journey***. Jimmy Hart, president of the AFL-CIO Metal Trades Department, read the book and ordered copies for all of the presidents within the Metal Trades Department.



President Hart administered apprenticeship programs in the state of New York and was quite familiar with the rigors required to become a skilled craftsman or woman.



Click photo for video of interview

Recently, [WebAble.TV](http://WebAble.TV)'s own **Dave Gardy** interviewed **President Hart** about my book and about the importance of apprenticeships, especially for those students who have not finished high school or graduated but did not plan to attend college. In his interview, Hart stated, *"It's not enough to just go into an apprenticeship program and quit or get fired and be cast aside. You have to have the ability to go from employer to employer, work under the tutelage of a craftsman or a journeyman, learn your craft, and graduate. That's the key, it can't be a hit or miss; I come in on Monday, I quit on Tuesday, I come back three years later. No, apprenticeship, it's a commitment. It's like going to grade school, it's like going to junior high school, it's like going to college. You make a commitment and you can't say you've completed it until you finish."*

President Hart understands that a large percentage of high school students today will be attracted to careers that require a college degree. The problem is there are millions of college degree holders who have degrees for which there are no jobs. Many of these are taking jobs for which only a high school diploma is required. The fact is that there are many careers open through apprenticeship programs that allow both high school students and high school dropouts to enter the workforce with

skills that will enable them to earn as much or more than those in the marketplace who have college degrees. Workers in our *Coalition* appreciate this because they have done well for themselves across the range of all of the crafts and skilled trades that they mastered. ♦

## *Coalition Chronicle*

*National Industrial Base*

*Workforce Coalition*

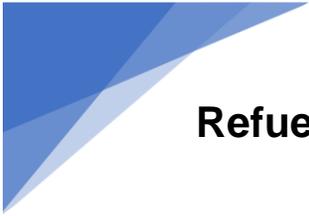
Representing American scientists, engineers, technical, professional, service & production workers in maritime, aerospace, defense, electronics, energy, tele-comm., transportation, pharmaceutical and base industries in both the public and private sectors.

Michael P Balzano  
Executive Director

Christopher Balzano  
Managing Editor

Special thanks to our editorial team!

A Seasonal Publication  
Balzano Associates  
Washington, D.C.  
(703) 362-1053  
[chris@nibwc.com](mailto:chris@nibwc.com)



# Refueling the American Dream: A FAST BREAK Solution

By David Goodreau,  
Small Manufacturers Institute (SMI)

When reflecting on how our lives have been turned upside down recently, it's a good time to consider solutions we will need to recover stronger than ever. For those of us in America's supply chain, the shortage of blue-collar workers in the fields of manufacturing, assembly and maintenance was a problem even before the COVID-19 crisis occurred. Now is the time to solve this shortage.

Across the nation, there are millions of Americans that have potential, but personal or institutional barriers have left them behind. Imagine the impact of a mere eight-week program designed to transform the

mindset and work-habits of individuals 17-30 years old who have fallen through the cracks, having either dropped out of high school or having graduated without the skills necessary to hold down a steady, productive job.

The **FAST BREAK** model accepts the individual with their existing personal and academic challenges and creates measurable improvements to form in each person a "winners" mindset. In eight weeks, students engage in a process centered around four pillars meant to integrate soft interpersonal training with hard academic skills through a total immersion curriculum.

## FAST BREAK 4 Pillars:

- ❖ Whole Brain Learning
- ❖ Team Taught Classes
- ❖ Cross-Disciplinary Skills
- ❖ A Project-Based Approach

## The FAST BREAK program requires students:

- Be Drug Free
- Show Up on Time
- Consistently demonstrate self-motivation and increasing competency
- Work well with others, avoiding conflict or interpersonal strife

## The FAST BREAK graduate will have:

- Improved two or more grade-levels in both reading and math
- Achieved advanced computer skills
- Worked through their personal challenges
- Demonstrated increased proficiency in soft skills and interpersonal relationships
- The ability to enter an apprenticeship program or further training with no remediation, and even go on to college and higher education



For more information on SMI's FAST BREAK model click photo

FAST BREAK is a proven process that originated at Detroit's **Focus: Hope** in 1987 and continues to this day. **Colin Powell**, who once stated it was the best program he had seen, helped replicate it in California in 1995. It has been expanded in various forms in Michigan and Alabama with over of 15,000 graduates in 33 years. With the exception of Focus: Hope in Detroit, all additional sites have closed after initial public funding ended despite the consistent achievement of 2-3 grade level improvements.

I have spent my career hiring and training individuals to have successful and profitable careers in the supply chain of America's industries. It is my hope that industry leaders, local, state and federal officials

as well as teachers and administrators will stand up to support restarting the FAST BREAK model at several test sites across the country. From there, as the program gathers steam and notoriety, we intend to see the program replicated all across the country.



David Goodreau

As we look to transition into a post-COVID economy, it is going to be critical that employers and employees come out swinging! Our companies, our paychecks and our lives are going to depend on a new level of cooperation and efficiency we have never known. Let the FAST BREAK program be the model for

training our young people for that bright, new future. ♦



**A Look into Our Past ... and Our Future—  
 “Freedom’s Forge:  
 How American Business Produced Victory in World War II”**

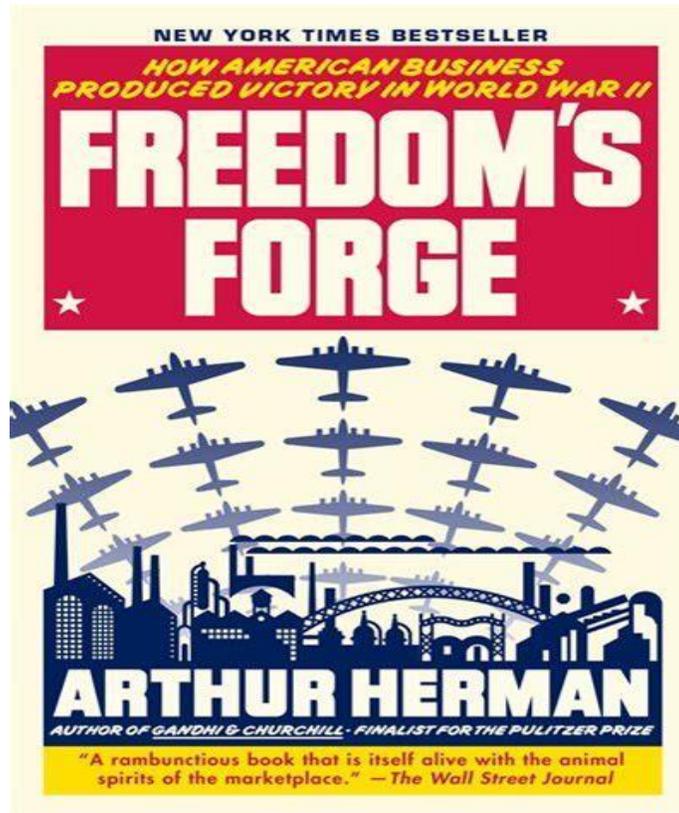
*Freedom’s Forge*, by American historian **Dr. Arthur Herman**, provides a vivid historical overview of how America transitioned from a peacetime to a wartime economy as the US prepared to enter World War II. Herman, arguably one of the most read American historians of our day, places the reader right into the drama of the battle to produce the material necessary to win World War II. Published in 2012, *Freedom’s Forge* was named by **The Economist** as one of their Most Notable Books of that year.

In *Freedom’s Forge*, Dr. Herman identifies the people President Roosevelt called upon to shift the US economy virtually overnight. They were leaders in America’s industrial base, presidents of US auto companies and builders of America’s hydro dams. The former president of GM, **William “Bill” Knudsen**, an immigrant from Denmark, convinced the president that automobile assembly lines could also make tanks and even military aircraft. **Henry J. Kaiser**, who built massive concrete dams and who had never built a ship, began building “Liberty Ships,” steadily reducing production time from months to weeks and eventually the

record setting construction of the *Robert E. Peary* in 4 days, 15 hours and 26 minutes. None of these men ever heard of a degree called an MBA. Nor did they hold graduate degrees from prestigious universities. They were manufacturing giants who knew how to manage production and how to motivate industrial workers.

Herman’s work continues by diving into the smallest parts of the American war effort at home. He takes the reader from macro scale picture of aircraft assembly lines to the micro scale of parts suppliers, including the **Harrington family** of Rockford, Illinois, who made machine tools for turning artillery shells and tank turrets in their white clapboard home. When visited by prime contractors, company

representatives could not believe parts of such quality were being made in a farmhouse. Indeed, Herman brings to light the fact that these small suppliers even went so far as to create their own machine tools out of old machines they had on site. This is truly a remarkable look at the supply chain of the industrial might mentioned by Yamamoto our [first article](#).



Herman's work lays bare the relationship between management and workforce throughout the war. With corporations attempting to make production of war materiel profitable, organized labor fought to preserve the advances in worker pay, hours worked and working conditions. While it was not always smooth sailing, Herman presents the need for organized labor and corporate management to work together to ensure rapid production while preserving employee protections.

Given the global tension of a rising military challenge from China and the importance of a strong industrial base capacity to meet that challenge, this book is a must read both for the CEOs of industrial base corporations as well as union leaders, and rank & file members.

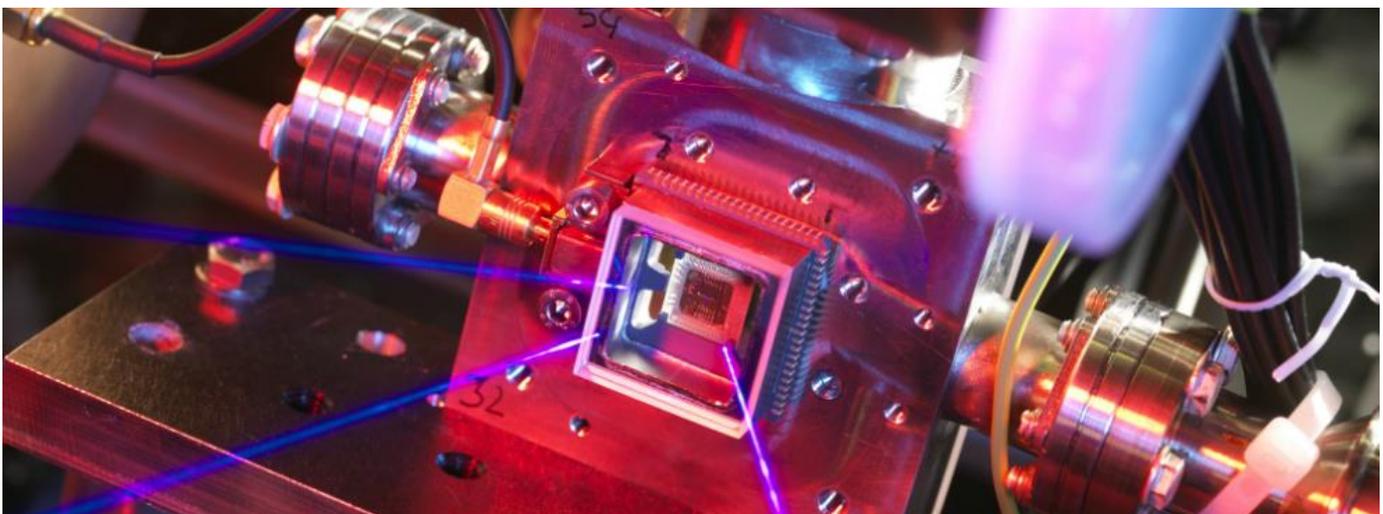


Dr. Arthur Herman  
Hudson Institute

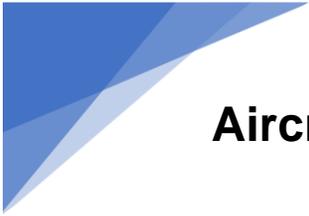
Dr. Herman's recent work as co-founder and Director of the **Quantum Alliance Initiative** sees him promoting and disseminating the importance of winning the race to the first quantum computer. As with the industrial effort of World War II, most especially its culmination in the Manhattan Project, this current race to discovery will dictate the outcome of wars to be fought in the future.

For more information, a [podcast](#) on Quantum technologies featuring an interview with Dr. Herman, as well as a piece written by Dr. Herman in [Forbes](#) provide an excellent overview of what

any technician, engineer or touch-labor worker who uses a computer for work will face in the future. ♦



For more on Dr. Herman or the QAI click photos



# Aircraft Update: Progress in the Air and on the Sea

By Christopher Balzano

Since our 2017 article in the *Chronicle*, “**Maintaining US Air Superiority**,” we have seen many positive developments to the Ford Class carrier’s future airwing. The USS Gerald R. Ford carrier, CVN-78, built by **Huntington Ingalls Industries** in Newport News, Virginia has also achieved several milestones as it moves into the final phases approaching its initial deployment as the first of America’s newest class of aircraft carrier.

In January of this year, the Ford carrier’s Electromagnetic Aircraft Launch System (**EMALS**) and Advanced Arresting Gear (**AAG**) were cleared for shipboard launch and recovery of all currently deployed naval aircraft. Flight Deck Certification (**FDC**) and Carrier Air Traffic Control Center (**CATCC**) were completed two months later. In August, the new carrier had CVW-8 (Air Wing 8), known as “**Team Factory**”, formally attached to the ship after having first been aboard the carrier in May. This will make the carrier operational while enabling the continued process of fine tuning before the carrier/airwing’s first deployment.

During this period, the aircraft of the carrier’s new airwing have achieved significant milestones of their own.

In January 2020, the **E-2D Advanced Hawkeye** made its first-ever arrested landing aboard the new Ford class carrier. Later in the year, the Hawkeye squadron VAW-117, “**The Wallbangers**,” completed the catapults and traps aboard the USS Gerald R. Ford required for their carrier qualification and await their “Safe for Flight” designation.

In 2019, 24 of these E-2D Advanced Hawkeye airplanes were ordered from **Northrop Grumman** with delivery expected over 5 years. **Lockheed Martin** will be providing the APY-9 radars with their advanced UHF capability to allow the tracking of stealth aircraft such as those flown by China and Russia. Newly equipped with a refueling boom and improved T56-A-427A engines manufactured by **Rolls-Royce**, the aircraft will have increased range and endurance to provide airborne early warning for the entire Carrier Strike Group

The Navy has begun taking delivery from Boeing of the new **F/A-18E/F Block III Super Hornets** which feature several major upgrades: new conformal fuel tanks for decreased drag and increased range, a decreased radar cross-section, an extended service life, and an advanced networking infrastructure to enhance information sharing. The contract includes 78 new Block III Super Hornets, as well as upgrades to existing Block II versions of the fighter/bomber.

The **EA-18G Growler** has made history as Boeing and the US Navy have successfully flown two with autonomously controlled, uncrewed air systems. The uncrewed Growlers were remotely controlled by a third, crewed EA-18G at NAS Patuxent River, MD. On over 21 demonstration missions, the aircraft performed takeoffs, flight and landings autonomously. The technology will allow the Navy to extend the reach of their sensors while keeping manned aircraft out of harm’s way.

In coming years, the Growler will be receiving its Next Generation Jammer Mid-Range from **Raytheon**, which will produce 15 prototypes to be tested by the Navy. This aircraft will deny enemy aircraft, surface vessels, and land-based installations the use of their communications and radar during any conflict with our forces, while simultaneously giving our war fighters a clearer picture of the battlefield.

The **MQ-25 Stingray** unmanned aerial refueling tanker program is progressing well. In 2019, the prototype aircraft made its first flight, autonomously completing taxi, takeoff, and flying a predetermined route for two hours. It received its experimental airworthiness certificate from the FAA, paving the way for the first delivery of four Stingrays in August 2024.

Finally, the **V-22 Osprey** made news with the first delivery to the US Navy in February. The Navy will be ordering at least 40 to replace the **C-2A Greyhound** cargo aircraft. The V-22 is the only carrier qualified aircraft that can deliver

replacement engines for the **F-35C Lightning II**, the Navy variant of the new Joint Strike Fighter. The Navy's variant, known as **CMV-22B**, made its first flight at the **Bell** assembly plant in Amarillo, Texas in January of this year.

**Boeing** recently finished a \$130 million factory at the company's **Ridley Park helicopter complex** in Pennsylvania, where older V-22s will be refurbished while the workforce continues to build new ones. This expansion signals the expectation that the US Marines will keep adding to and updating its fleet of over 300 Ospreys.

The men and women who built these aircraft, from the electricians and metal workers to the fabricators and assemblers, should be proud of all the work they have done in this effort. Their work will be of special importance as the nation moves into turbulent times around the world. It is important that we keep these weapon systems coming. ♦



CVN-78 with partial airwing aboard

Photo Credit: navalnews.com

## In Memoriam: Marlene Anderson

Over the last year, *Coalition* members inquired about **Marlene Anderson**.

I sadly reported to them that Marlene passed almost two years ago. At that time, I did call some of our *Coalition* leaders who worked closely with her, especially **Betty LaPointe** of **IBEW Local 1505** in Tewksbury, Massachusetts.

Marlene worked closely with Betty on issues affecting programs at her local.

I met Marlene Anderson in Pittsburg in 1980 while conducting research on labor social service programs for a Washington DC public policy institute. I was searching for a research assistant in the labor community and asked the legendary **I.W. Abel**, president of the **United Steelworkers of America**, for a candidate. He suggested Marlene, who at that time was the **Meals on Wheels** coordinator for the Lutheran Social Services in Pittsburg. Abel said that Marlene knew all the local presidents in the Pennsylvania, Ohio and West Virginia triangle.

Marlene joined me at the scholarly institute in DC and co-authored a major study titled, "*The Social Programs of Organized Labor.*" Our study was reviewed on the front page of the Wall Street Journal. Following the publication of that study, Marlene went on to serve as the special assistant to the Secretary of Education and became the **Peace Corps country director** in



the Seychelles Islands off the south eastern coast of Africa.

During her career, Marlene worked with CEOs, scholars at prestigious academic foundations, and at the Peace Corps with US ambassadors. She was admired and

respected for her intellect and abilities. Yet no one knew that she had only a high school diploma. She helped me with rank-and-file union members for 30 years. Those of us who watched her meteoric rise believed that she was a national treasure. That is how I described Marlene at her inurnment at **Arlington National Cemetery** where she rests with her beloved husband and with other national treasures.

The photos show Marlene as Peace Corps country director and with Betty LaPointe in Tewksbury. She was a one-of-a-kind and will be missed by everyone. ♦

