



# The Exponent

JANUARY, 1989

University of Chicago Women's Business Group

## Profile: February Dinner Speaker, Ellen Gordon

by Randi Stillman

Life at the top is sweet for Ellen Gordon, President and COO of Tootsie Roll Industries, Inc. Her talents have helped make Tootsie Roll a notable exception in an industry in which small companies are commonly taken over or fail.

Tootsie Roll Industries is a family-run public company on Chicago's South Cicero Avenue. Its 1.25-million-square-foot, state-of-the-art facility includes an in-house advertising agency, print shop, machinery design and repair shop, and sugar refinery, as well as kitchens that produce over ten million pieces of candy daily.

Although her family had always been involved with Tootsie Roll Industries, Gordon didn't actually plan to some day take over the business. In college (B.A. Brandeis), she majored in linguistics and continued her education with graduate study at Harvard University. While developing her first career as a scholar, she raised her first three (of four) daughters.

Gordon formally entered the business field in 1968 by working as a director on the Tootsie Roll pension plan and corporate investments. In the next few years, she had another child and gradually made the transition to Vice-president and Corporate Secretary in charge of product development. She became a Senior Vice-president in 1977 and the following year was elected President, becoming the second woman president of a company listed on the New York Stock Exchange.

Ellen Gordon stood out again in 1985 as the first woman to win the prestigious Kettle Award, the highest

*continued on page 4*



Ellen Gordon

## Voss Group Offers Career Planning Program Series

The UCWBG is sponsoring a workshop series that addresses the career management needs of the professional. The program will be held at 190 East Delaware on four Saturdays in late February and in March. Priority registration and a discounted price are available to UCWBG members.

If your plans for the New Year include a career evaluation or a job change, use the registration on the insert to reserve your place in one, two or all three of these informative sessions.

Officers of The Voss Group recently discussed with Donna Seltin the workshops they offer. Her report is in the Career Management Forum on page 3.

## Behind the "Sweet Roll" of Success are Hard Work, Determination and Patience

The UCWBG February 1 dinner meeting will feature Ellen Gordon, President of Tootsie Roll Industries. The meeting will be held at the Plaza Club, 130 East Randolph - 40th Floor (The Prudential Building) with a cash bar beginning at 5:30 pm, dinner at 6:15 pm and Ellen Gordon speaking at 7 pm.

The dinner and the presentation are priced individually: dinner and presentation together are \$32, members; \$34, guests. If you can attend only the presentation, the price is \$15. Even if you can't attend the February meeting, please let the Program Committee know at 858-4709 if you would like to continue to have the opportunity to attend the presentation only.

All reservations must be received by Friday, January 27. Thereafter, reservations will be accepted as cancellations are received. For more information, call Shirley Beasley at 858-4709.

To register, use the coupon on the insert.

### Inside This Issue

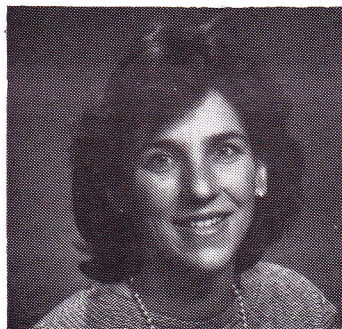
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# From the President's Desk . . .

# Vice-President's Viewpoint

## A New Beginning? Where to from here?

I've been reminded as I assumed the presidency of the UCWBG for 1989 that a year passes by quickly. So much to do and so little time! By year-end, the transition from old to new has taken place and the new Board and committees are busy making plans for the coming year.



A challenge for me, as President, is to set the theme for the year. As a Board member these past two years, I have had the opportunity to observe the UCWBG grow and prosper. As was discussed in the first meeting of the UCWBG Advisory Board this past fall, the key to continued growth and success for the UCWBG is identifying and meeting members' changing needs.

Although not a revolutionary idea (especially among the marketers in the group), I too feel that a refocusing on our membership and its needs is of paramount importance to the future of the UCWBG. An appropriate theme to resurrect for this year is "Reaching Out to Membership".

Our first step in support of this theme is the 1989 UCWBG Membership Survey which will be sent out in early January to all Chicago-area members. The purpose of this survey is to identify members' needs, expectations and level of satisfaction with the UCWBG. The results of the survey will be used in setting the future direction for the group including reviewing programming and benefits. The Board looks forward to hearing from you!

### Other Beginning of the Year Activities

The new year presents a perfect opportunity to renew our ties with the Graduate School of Business. This month, several Board members and I will be meeting with Linda O'Bryant, Director of Alumni Affairs to review our plans and finances for the year. We will also be meeting with Dean Gould to discuss our future directions and how we might support each other over the coming year. More to come on this...

Nancy Bruggemeyer-Gunder  
1989 President

## A New Year Brings a New Look to Exponent '89

January brings a new look to The Exponent. As promised in the November issue, *The Exponent* is in the process of redesign, with future revisions fine tuning some of the design elements already introduced. If you have comments or suggestions, please let me know. My address and phone are below.



We've changed to a new two-color format on the front and back pages; added an index to tempt you past the front page; highlighted our regular features with grey shading; and changed the masthead, moving the list of contributors to the outside. I'd like to acknowledge the members that have contributed to this phase of the redesign: Lorena Blonsky, Nancy Gunder, JoAnn Hinz, Kitty Voss and to Pam Ewing who was with us in spirit.

In this issue we also introduce some new features: a calendar of meetings and activities of interest to our members; a feature on Chapters that tells about member news and events outside the Chicago area; and this column, tentatively titled "Vice-president's Viewpoint", to give each board member a chance to say what she is thinking about or working on.

We've introduced "V-P's Viewpoint" so that you, the members, can get to know the board of directors. The President's Message, a regular feature for several years, is a valuable column for at least two reasons. First, it shows members some of the behind-the-scenes efforts so important in running this club, such as relations with the University and other organizations. Second, and for me more important, it lets us see the personal side of some club officers, as our past presidents have been candid about things that are important to them.

I hope a little of each board member's personality shows through in the future "Viewpoints".

Finally, there is a renewed emphasis on having members use *The Exponent* as a forum. This is not my newsletter or the

*continued on page 4*

## THE UNIVERSITY OF CHICAGO WOMEN'S BUSINESS GROUP

### BOARD MEMBERS

<b>President:</b>	<b>Nancy Gunder</b> 833-7003	<b>VP-Internal Communications:</b>	<b>Charlene Paulus Oaks</b> 280-9091
<b>President-Elect:</b>	<b>Lorena Blonsky</b> 726-1841	<b>VP-Career Management:</b>	<b>Kitty Voss</b> 864-5052
<b>VP-Administration:</b>	<b>Shirley Beasley</b> 858-4709	<b>VP-Chapters:</b>	<b>Pamela Ewing</b> 280-8120
<b>VP-Finance:</b>	<b>Susan Larson</b> 376-9780	<b>Immediate Past President:</b>	<b>Kathleen Holoubek</b> 875-1728
<b>VP-Programs:</b>	<b>Adrienne Harvitt</b> 726-4501	<b>Director:</b>	<b>Diana Carpenter</b> 998-2964
<b>VP-Membership:</b>	<b>Sharon Jepson</b> 407-3958	<b>Director:</b>	<b>Ann Rosenbaum</b> 836-7572
<b>VP-Public Relations:</b>	<b>Idell Feldstein</b> 262-7944		

## Who Makes it Happen?

Are you interested in making new contacts?  
Do you feel that life has more to offer?  
Are you getting the most for your membership?

**Then join a committee!**

Are you a telephone addict?

**Membership – member follow-up**  
**Career Management – telemarketing**  
**Chapters – contact of national members**

Want to flaunt your creativity?

**Internal Communications – writing, editing**

Contacts in high places?

**Programs – planning speakers, dinners**  
**Career Management – planning seminars**

Not camera shy?

**Internal Communications – photographer**

Is accountant on your bumper sticker?

**Administration – archives**  
**Membership – editing directory**

Is your motto “a place for everything...”?

**Career Management – planning seminars**  
**Chapters – events of national scope**

Are you a party animal?

**Public Relations – pulling the press**  
**Programs – planning and execution**

Can you commit to periodic work?

**Membership – survey**  
**Special Events**

Not your everyday taste?

**Public Relations – new perspectives**  
**Administration – special issues review**

**Who makes it happen? You make it happen... when you choose to get involved.**

Your resources, comments and ideas are always welcome. Do you have questions on how to get involved or where? Call Diana Carpenter, 998-2964 (24 hours) or send her the coupon on the insert page

## Chapter News

by Pamela Ewing

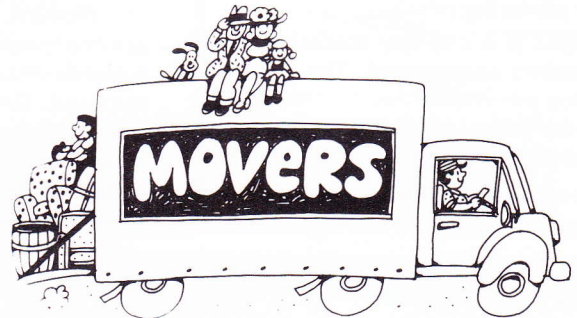
In 1988, Chapters tried to capture more national interest by strengthening existing chapter relations and forming new contacts.

*Washington* – The Washington chapter's president, Becky Hudecek, retired after many years of service. Becky was the driving force behind the establishment of the Washington chapter and remains an active member. Marjorie Adams, who has been active in various roles, was elected as president.

The Washington chapter has renewed its commitment to the UCWBG. We are trying to expand their programming efforts, increase membership and support local initiative. The Washington group had four programs and events in 1988.

*New York* – Elena Tallian has been very energetic in the development of the New York group. They held their first meeting this year and formed a planning group to work on programs for next year. New York desires to hold a few different types of meetings in 1989 and, if participation allows, to file for formal chapter status.

*National* – A nationwide picnic was planned to coordinate with and compliment the local summer picnic. Though things didn't work out as originally conceived, new contacts were established for members in the following areas: New York, Kentucky/Indiana/Ohio, Florida, Los Angeles, San Francisco, and Boston. We have developed new horizons and laid groundwork for future activities.



## We've Moved—

The new address for the University of Chicago Women's Business Group is:

UCWBG

630 Green Bay Road, P.O. Box 350

Kenilworth, IL 60043

Clip out the address on the coupon insert and tape into your 1988 directory until the new directories come out.

Gordon, continued from page 1

award in the Candy Industry. The award recognizes "unselfish devotion and achievement" in many areas of business concern, such as quality advancement, government relations, administrative and financial techniques, production and plant improvement, research and product development, sales and marketing efforts, and energy and environmental contributions.

Gordon credits her hands-on management style as one of the reasons that Tootsie Roll has been doing so well. She maintains frequent contact with her employees and the manufacturing process to help stimulate her thoughts about the business. Her door is always open; any of the Tootsie Roll employees may approach her at any time with a

question, a problem, or an idea.

Also important to Tootsie Roll's success is Gordon's philosophy of strong brand identification. It enables her to make sure that short-range goals don't conflict with long-range plans and has led the firm into more investments. In 1985, Tootsie Roll completed the acquisition of Cella's Confections, accomplishing a long-range goal of growth through acquisition without borrowing a lot of money.

Where does Ellen Gordon go after being president? According to a 1984 interview published in *Today's Chicago Woman*, Gordon always finds a new challenge. "Just when I think I have it all under control, something happens and I'm right back at it again."

Career Forum, continued from page 7

an uphill battle for women. Men generally have more existing networks available to them. Women progress through family life cycles at a different rate than men. Women still assume most of the family responsibilities, although men are beginning to report conflict between work and family needs as well.

#### **How Have You Adapted Your Career Planning Services for Group Seminars?**

Voss: The Voss Group has developed a three-part program designed to meet the career management needs of professionals. Participants can attend all three or individual sessions to meet career planning needs.

Part I is a one-day workshop that emphasizes assessment. The program includes job evaluation and skills and interests inventories. This session is limited to 15 participants and provides

opportunity for individual resume consultation.

Part II is a half-day workshop that explores where job opportunities can be found. Participants examine both published and unpublished resources and leave the workshop with a detailed plan of weekly job-search activities.

Part III is a half-day workshop focusing on the interview process. Participants identify principles of effective communication and walk through an interview from the initial appointment call to the follow-up letter.

#### **Who are the Most Appropriate Participants for Your Workshops?**

Fleming: Most of the participants are contemplating or are in the midst of a career change, either self-initiated or imposed. Those who benefit most from our workshops have a high internal locus of control and believe that they can make positive changes in their life.

V-P Viewpoint, continued from page 2

**board's** newsletter, it is **your** newsletter. Please use it so we can all exchange ideas and information.

If you have an idea for an article, a piece of news or a quote, please call or send it in. The career management committee began this focus last year by changing their section from "Joblines" to "Career Management Forum". However, they find the one thing holding members back from contributing is the fear that they will be expected to produce the article for which they have an idea. Please don't let that stop you from sharing your ideas with us!

If you have an idea and want to run with it, that's great. If you have an idea but not the time to develop it, let me know anyway. We'll try to find someone to help. The important thing is to make this newsletter work both ways.

Our deadline for final copy is the Wednesday before the Board of Director's meeting (usually third Saturday of the month, but check the calendar). There is no deadline for quotes or story ideas... when you have one, send it in. My address is *The Exponent*, Charlene Paulus Oaks, 1340 North Dearborn 11-D, Chicago, IL 60610. My phone is (312) 280-9091 from 8 am to 10 pm (Central time).

If you would like to serve on the Internal Communications Committee, please let me know. I need people for both writing and non-writing jobs. I promise not to work you too hard. If you haven't worked on an UCWBG committee before, I think you will find it one of the most satisfying and valuable aspects of UCWBG membership.

*Charlene Paulus Oaks*  
VP-Internal Communications

## CAREER CONNECTIONS

**Alice L. Connors**, '82, 190: has moved. Her new address is 30 Compton Street, Bristol, TN 37620, (615) 878-6897. Alice, please write and tell us about your new position.

**Lisa Page Harding**, '83, Campus: has changed positions from Senior Business Analyst in Corporate Development at Inland Steel to Senior Buyer, Purchasing in the Inland Steel Company subsidiary. Her new business address is 3210 Watling, East Chicago, IN 46312, (219) 399-5271. Lisa has also been

appointed to the International B'nai B'rith Youth Commission.

**JoAnne H. Miller**, '87, XP 56 (1987): has left her job as Department Head/Small Computer Development for AT & T Computer Systems to be the Technical Director of SEI/ISD, a small software service business. Her new work address is 2811 South Fairfield, Suite C, Lombard, IL (312) 575-5450. Congratulations, JoAnne!

**Janice M. Nieman**, '84, 190: has started her own metal fabricating business, Nieman Design Systems. Her business address is 1819 South 54th Avenue, Cicero, IL 60650, (312) 652-7743. She has also moved, and her new home address is 17 South Thurlow, Hinsdale, IL 60521, (312) 887-0777. Good luck, Janice!

**Nancy L. Tani**, '78, Campus: has moved. Her new home address is 2729 North Sheridan Road, Evanston, IL 60201, (312) 475-5141.

**Career Planning Seminar Registration Form**

Name \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Daytime Phone \_\_\_\_\_  
 UCWBG Members \_\_\_\_\_ Guests \_\_\_\_\_  
 (Priority for registration will be given to UCWBG members)

I have enclosed a check payable to the UCWBG in the amount of \_\_\_\_\_.  
 I am registering for the following seminars: (Please check the sessions and register for all the sessions you plan to attend at one time.)

**Part I - Career Assessment (\$60 per person, limited to 15 per day)**

Please bring your resume and other relevant materials.  
 Put a 1 and a 2 next to your first and second choices.

February 25, 1989 \_\_\_\_\_  
 March 4, 1989 \_\_\_\_\_

**Part II - Job Sourcing: Where are the Opportunities? (\$35 per person)**

March 11, 1989 \_\_\_\_\_

**Part III - The Interview Process (\$35 per person)**

March 25, 1989 \_\_\_\_\_

Return to: Donna Seltin, 1136 Ontario Street, Oak Park, IL 60302 (312) 848-1262

**I Want to Help  
 Make it Happen!**

Sign up for as many committees as you want.

- Administration \_\_\_\_\_
- Finance \_\_\_\_\_
- Programs \_\_\_\_\_
- Membership \_\_\_\_\_
- Public Relations \_\_\_\_\_
- Internal Communications \_\_\_\_\_
- Career Management \_\_\_\_\_
- Chapters \_\_\_\_\_
- Special Projects \_\_\_\_\_
- Where needed \_\_\_\_\_

Name \_\_\_\_\_  
 Address \_\_\_\_\_  
 Phone: (day) \_\_\_\_\_  
 (evening) \_\_\_\_\_

Send to Diana Carpenter  
 Apt. 403, 1551 Ashland Avenue  
 Des Plaines, IL 60016

**R. S. V. P. for February Meeting  
 and Ellen Gordon Presentation**

To make a reservation, send form and check (payable to UCWBG) c/o Adrienne Harvitt, Harvitt & Gekas, 135 South LaSalle Street, Suite 1254, Chicago, IL 60603

Name \_\_\_\_\_  
 Daytime Phone \_\_\_\_\_  
 Guest(s) \_\_\_\_\_  
 Amount Enclosed \_\_\_\_\_

**We've Moved—**

Clip out our new address and tape it in your old directory until the 1989 books come out.

University of Chicago  
 Women's Business Group  
 650 Green Bay Road  
 P.O. Box 350  
 Kenilworth, IL 60043

**CAREER CONNECTIONS**

Please let us know if you have **moved** or **made any changes** in your career lately. Send information to CAREER CONNECTIONS, Kitty Voss, 801 Hinman, Evanston, IL 60202, or call (312) 864-5052, with the information.

NAME \_\_\_\_\_ CLASS YEAR \_\_\_\_\_  CAMPUS  
 DAY PHONE \_\_\_\_\_  190  XP \_\_\_\_\_

TYPE OF CHANGE:  
 (Include old and new title, company, and other background information.)

CHANGED JOBS  PROMOTED  
 APPOINTED TO BOARD OF DIRECTORS  RECEIVED AWARD/RECOGNITION  
 OTHER (moved, started a new company, family, etc.)

Please indicate any changes to home or business address/phone. Write "Do Not Publish" next to any information you do not wish to appear in Career Connections.

HOME \_\_\_\_\_ PHONE \_\_\_\_\_  
 WORK \_\_\_\_\_ PHONE \_\_\_\_\_

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so you can clip all the coupons on  
the reverse side**

# Career Management Forum

## Career Planning

by Donna Seltin

This month's column focuses on the career planning process. Officers of The Voss Group provide their insights in this informative interview.

Kathleen M. (Kitty) Voss, President of The Voss Group, is a human resource consultant and career counselor. Prior to starting her company, Voss had eight years of general human resource experience and spent ten years as a health



Kathleen (Kitty) Voss

care professional conducting individual, group and family counseling. In the field of outplacement, she has been active in developing inhouse outplacement programs for major corporations, as well as providing group and individual outplacement services to a broad range of executives and managers from diverse industries.

M. Catherine (Missy) Fleming, Ph.D., Vice President of The Voss Group, is currently a program administrator at the American Medical Association. Fleming's career demonstrates expertise in outplacement and training: she initiated the Organization Development Department at Northwestern Memorial Hospital and also directed the University's Program on Women where she offered individual and group career

planning workshops. She holds faculty appointments at Mundelein College and Loyola University Graduate School.

### What Type of Client Does The Voss Group Serve?

Voss: Most of our clients are referred for career counseling. We also provide outplacement consulting. Typically, a company terminating an employee would provide this service as part of a severance package. I have been doing some benefits work involving Section 89 of the 1986 Tax Reform Act. Missy Fleming and I are also providing career seminars primarily for non-profit groups such as the UCWBG.

### How Do You Approach the Career Counseling Process with Your Clients?

Voss: The process begins with a thorough assessment of self. Typically, the job seekers begin with the marketplace—looking in the newspaper, in the *Wall Street Journal*, contacting search firms—and then try to fit themselves into existing cubbyholes. I think that's a way people frequently become dissatisfied. You have got to start with you, not with the marketplace. It's worthwhile to take time out up front to do a personal inventory. What are my dreams? If I could do anything in the world, what would I be doing? What kind of fantasies have I put out of my mind saying "that's silly"? I try to have people take away the artificial constraints that we all put up, real or imagined. I have my clients start with "If I only could...". We do this through discussion, exercises and psychological instruments if necessary.

Next I encourage my clients to find people in the marketplace who are doing the types of jobs they think they might like to do and interview them. Once we have a sense of direction, a phase of exploration begins. I strongly encourage networking as a way of getting information. After a clearer focus is obtained, draft a resume. This is an

accomplishment, action-oriented document. The resume is well-focused with a positioning statement up front of where you would like to go from here. The rest of the resume supports with facts why you have the skills to do that.

Then comes the process of the job search itself. We develop a strategy, much like a salesperson setting out to sell a product. The client develops a written marketing plan with a schedule of targets for each week. This helps the client to set appropriate expectations and monitor the job search process.

Early on in the assessment process we develop criteria for the next job and then put it away. When job offers come



M. Catherine (Missy) Fleming

we pull out these criteria and score the job against the criteria we set at the beginning of the job search. In addition to helping the client evaluate offers, we also assist to strategize salary negotiations.

### Are There Differences in Career Planning for Men and Women?

Fleming: The career planning process is essentially the same for both men and women. However, there are some fundamental differences. It is more of

*continued on page 4*

# Calendar

## January

- 23 MYOB Seminar  
"Leverage Yourself When Money is Scarce"; Mary Anne Jackson, founder of My Own Meals speaks.  
Contact: Debbie Harold 702-7724

## February

- 1 UCWBG Dinner Meeting  
**Speaker: Ellen Gordon**  
**Plaza Club, 130 East Randolph, 40th Floor**  
**See article, page 1, for details**
- 3 MBA+  
International Update  
190 East Delaware, 9 am-noon/1:30-4 pm  
Contact: Sara Bittinger 702-7572
- 6 MYOB Seminar  
"Cash in on Customer Relations" with Terry Kirch, co-founder and COO of Resource Information Management Systems, Inc.  
Contact: Debbie Harold 702-7724
- 10 MBA+  
Operations Update  
190 East Delaware, 9 am-noon/1:30-4 pm  
Contact: Sara Bittinger 702-7572
- 17 MBA+  
Marketing Update  
190 East Delaware, 9 am-noon/1:30-4 pm  
Contact: Sara Bittinger 702-7572

- 22 Box Lunch 12-1:30 pm  
Speaker: Katherine Schipper  
1 First National Plaza, Suite 2718
- 24 MBA+  
Finance Update  
190 East Delaware, 9 am-noon/1:30-4 pm  
Contact: Sara Bittinger 702-7572

- 25 UCWBG Career Planning Program Series  
**Part I - Career Assessment**  
**190 East Delaware; 8:30 am-3 pm**  
**See article, page 1**

- 27 MYOB Seminar  
"The Wide Reach of Barter"  
Panel Discussion with Peter Kennedy of Quality Flow and Keith Greenwald of Exchange Parts of America  
Contact: Debbie Harold 702-7724

## March

- 3 MBA+  
Industrial Relations Update  
190 East Delaware, 9 am-noon/1:30-4 pm  
Contact: Sara Bittinger 702-7572
- 4 UCWBG Career Planning Program Series  
**Part I - Career Assessment**  
**190 East Delaware; 8:30 am-3 pm**  
**See article, page 1**
- 11 UCWBG Career Planning Program Series  
**Part II - Job Sourcing**  
**190 East Delaware; 8:30 am-12 pm**  
**See article, page 1**
- 25 UCWBG Career Planning Program Series  
**Part III - The Interview Process**  
**190 East Delaware; 8:30 am-12 pm**  
**See article, page 1**



## The University of Chicago Women's Business Group

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