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# FOIA MARKER

**This is not a textual record. This is used as an  
administrative marker by the George Bush Presidential  
Library Staff.**

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**Record Group/Collection:** George H.W. Bush Presidential Records  
**Collection/Office of Origin:** Science and Technology Policy, Office of (OSTP)  
**Series:** Bromley, D. Allan, Files  
**Subseries:** Correspondence Files

---

**OA/ID Number:** 62011  
**Folder ID Number:** 62011-005

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**Folder Title:**  
Invitation: General (1) [1 of 8] [1992]

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Stack:

Row:

Section:

Shelf:

Position:

0

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0

0

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"Document Control"

TYPE: INFORMATION

DOCUMENT NUMBER: 9203698

ORIGINATOR: 02

STATUS C

DIRECTORATE STATUS

\*\*\*\*\*

FROM: SELLSCHOP, J.P.F.: UNIVERSITY OF THE WITWATERSRAND

TO: DR. D.A. BROMLEY

DATE OF  
CORRESPONDENCE: 12/11/92

SUBJECT: A LETTER REASSURING DR. BROMLEY THAT THE  
CONSEQUENCES OF THE ELECTION DO NOT AFFECT THE  
INVITATION FOR DR. BROMLEY TO VISIT EARLY IN 1993.

\*\*\*\*\*  
DIRECTORATE STAFF  
ASSIGNED: ASSIGNED:

ACTION STAFF  
REQUIRED: ACTION:

\*\*\*\*\*  
SENDER'S DUE DATE:

OSTP DUE DATE: STAFF DUE DATE  
DATE COMPLETED: DATE COMPLETED/DEPT:

\*\*\*\*\*

COPIES TO: D. Allan Bromley

\*\*\*\*\*

WHITE HOUSE TRACKING #: CONTACT PERSON:  
REMARKS: PHONE: EXT:

OSTP RECEIVED: 01/07/93  
FILE: P-DAB-INVITATION

DEPT RECEIVED:

CENTRAL FILES:



3698



Office of the Deputy Vice-Chancellor (Research)

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

Private Bag 3, Wits 2050, South Africa

Telegrams 'Uniwits'

Fax: (011) 339-7740

Telephone (011) 716-4186

11 December 1992

Dr D Allan Bromley  
The Assistant to the President for Science and Technology  
White House Science Council  
Executive Office of the President  
The White House  
WASHINGTON DC 20506  
USA

Dear Allan,

Just a note to reassure you that the recent changes in electoral wishes and the consequences that follow in January do not change the invitation for you to visit South Africa early next year. We will still be delighted to have you here!

With kind regards,

Yours sincerely,

**PROFESSOR J P F SELLSCHOP**  
**Deputy Vice-Chancellor (Research)**

gb/JPFS/355

"Document Control"

TYPE: ACTION

DOCUMENT NUMBER: 9203663

ORIGINATOR: 02

STATUS I

DIRECTORATE STATUS

\*\*\*\*\*

FROM: APPELQUIST, Thomas: YALE UNIVERSITY

TO: DR. D.A. BROMLEY

DATE OF  
CORRESPONDENCE: 01/05/93

SUBJECT: HE IS WRITING TO REQUEST A COPY OF THE RESEARCH  
INTENSIVE UNIVERSITIES REPORT AND TO INVITE DR.  
BROMLEY TO MEET WITH THE ADVISORY COMMITTEE FOR THE  
DIVISION OF PHYSICAL AND ENGINEERING.

\*\*\*\*\*

DIRECTORATE

STAFF

ASSIGNED: DIRECTOR'S OFFICE

ASSIGNED:

ACTION

STAFF

REQUIRED: AS NECESSARY

ACTION:

\*\*\*\*\*

SENDER'S DUE DATE:

OSTP DUE DATE: 01/11/93

STAFF DUE DATE

DATE COMPLETED:

DATE COMPLETED/DEPT:

\*\*\*\*\*

COPIES TO:

\*\*\*\*\*

WHITE HOUSE TRACKING #:

CONTACT PERSON:

PHONE:

EXT:

REMARKS:

OSTP RECEIVED: 01/05/93

DEPT RECEIVED:

FILE: P-INVITATION

CENTRAL FILES:



3663

# Yale University

Physics Department  
P.O. Box 6666  
New Haven, Connecticut 06511-8167

Campus address:  
217 Prospect Street  
Telephone:  
203 432-3600  
Facsimile:  
203 432-6175  
203 432-3824

January 5, 1992

Dr. D. Allan Bromley  
Executive Office of the President  
Office of Science and Technology Policy  
Old Executive Office Building, Room 360  
17th and Pennsylvania Avenue NW  
Washington, D.C. 20506

Dear Allan:

Happy new year and a pre-welcome back to Yale. I am writing to ask two favors. First of all, I saw in the APS "What's New" newsletter that a PCAST report on the future of research universities has been issued recently. If you could arrange for a copy to be sent to me, I would appreciate it very much.

I would also like to invite you to meet with the Advisory Committee for the Division of Physical and Engineering as soon as it can be arranged after your return. What I have in mind is an informal discussion on whatever topics occur to you or the Committee. I know we would benefit enormously from the exchange. We usually meet on Mondays from 12:00 to 2:00 p.m. in the Becton Faculty Lounge.

I look forward to seeing you soon.

Best regards,



Thomas Appelquist

"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9203669

ORIGINATOR: 02

\*\*\*\*\*

SPEECH: YES NO

FROM: THE SECRETARY OF DEFENSE AND THE JOINT CHIEFS OF STAFF

DATE OF EVENT: 01/14/93 THRU:  
TENTATIVE DATES:

LOCATION OF EVENT: FORT MEYER, VIRGINIA

TIME OF EVENT: 2:45 P.M.

SUBJECT: AN INVITATION TO ATTEND AN ARMED FORCES REVIEW AND AWARDS CEREMONY.

\*\*\*\*\*

RSVP: 01/06/93

CONTACT PERSON:

CONTACT NUMBER: 703-695-1419

\*\*\*\*\*

INVITATION ACCEPTED? YES

NO

*OK.*

\*\*\*\*\*

COPIES TO:

REMARKS:

*Regretted  
1-6-93  
Susan  
(Gary Davies)*

*You will be on leave that day*



DATE OF LETTER: 01/04/93

DATE RECEIVED: 01/04/93

FILE: P-INVITATION



*In honor of  
The President and Mrs. Bush*



*The Secretary of Defense  
and  
The Joint Chiefs of Staff  
on behalf of the United States Armed Forces  
request the pleasure of your company  
at an Armed Forces Review and Awards Ceremony  
on Thursday, the fourteenth of January  
at two forty-five o'clock*

*R.S.V.P.  
(by January 4, 1993)  
(703) 695-1419*

*Ceremonial Hall  
Fort Myer,  
Virginia*

*Informal*

## *Please Note*

*Due to security requirements, an Admission Card will be required for each guest to attend the ceremony. In order to facilitate receiving your card, a favor of a prompt reply is requested.*



"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9203668

ORIGINATOR: 02

\*\*\*\*\*

SPEECH: YES NO

FROM: HOESS, Freidrich: AUSTRIAN AMBASSADOR

DATE OF EVENT: 01/14/93

THRU:

TENTATIVE DATES:

LOCATION OF EVENT: AUSTRIAN CHANCERY

TIME OF EVENT: 5:00 P.M.-8:00 P.M.

SUBJECT: AN INVITATION TO ATTEND A RECEPTION.

\*\*\*\*\*

RSVP: 01/11/93

CONTACT PERSON:

CONTACT NUMBER:

\*\*\*\*\*

INVITATION ACCEPTED?

YES

NO

*OK.*

\*\*\*\*\*

COPIES TO:

REMARKS:

*Your last night in town.*



DATE OF LETTER: 01/04/93

DATE RECEIVED: 01/06/93

FILE: P-INVITATION



*To bid farewell*

*The Ambassador of Austria and Mrs. Friedrich Hoess  
request the pleasure of the company of*

*Dr. and Mrs. Bromley*

*at a Reception*

*Thursday, the fourteenth of January, 1993  
five to eight o'clock*

*R.S.V.P.*

*by enclosed card*

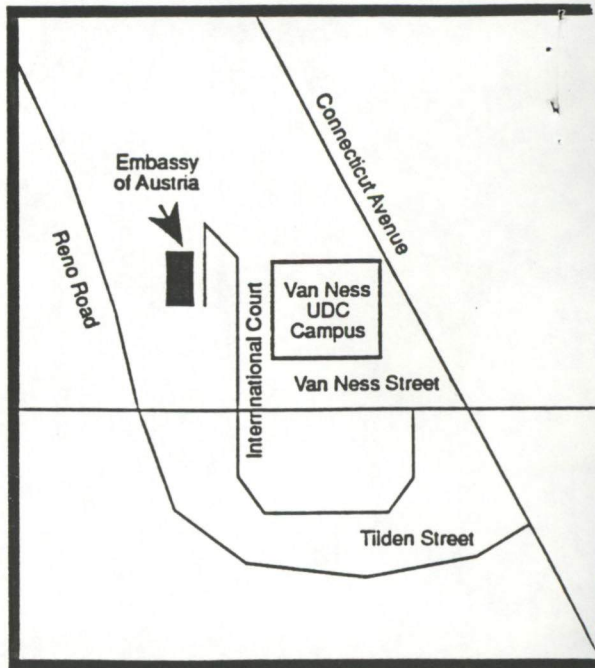
*Austrian Chancery  
3524 International Court, N.W.  
Washington, D.C. 20008*

## Embassy of Austria

3524 International Court, NW  
Washington, DC 20008

Enter International Court NW  
on north side of Van Ness St.  
50 yards east of Reno Road, NW.

5 minutes walking distance from  
Van Ness Metro Stop.





*Mr. and Mrs.* D. Allan Bromley

~~*will not attend*~~

*will not attend*



"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9203670

ORIGINATOR: 02

\*\*\*\*\*

SPEECH: YES NO

FROM: RAISAN, John: STANFORD UNIVERSITY

DATE OF EVENT: 01/15/93 THRU:  
TENTATIVE DATES:

LOCATION OF EVENT: STANFORD, CA

TIME OF EVENT: RECEPTION 6:30 P.M., DINNER 7:15 P.M.

SUBJECT: AN INVITATION TO ATTEND A DINNER IN HONOR OF DR.  
EDWARD TELLER.

\*\*\*\*\*

RSVP: 01/11/93

CONTACT PERSON:

CONTACT NUMBER: 415-723-2071

\*\*\*\*\*

INVITATION ACCEPTED? YES

NO  
*[Signature]*

\*\*\*\*\*

COPIES TO:

*Per DAB*

REMARKS:

*1/7/93*

*Left message on Kim Reed's  
machine regretting.  
mn*



DATE OF LETTER: 12/31/92

DATE RECEIVED: 01/05/93

FILE: P-INVITATION



*Director and Mrs. John Raisian  
cordially invite you to attend  
a dinner honoring*

*Dr. Edward Teller  
Senior Research Fellow  
at the Hoover Institution  
in celebration of his eighty-fifth birthday*

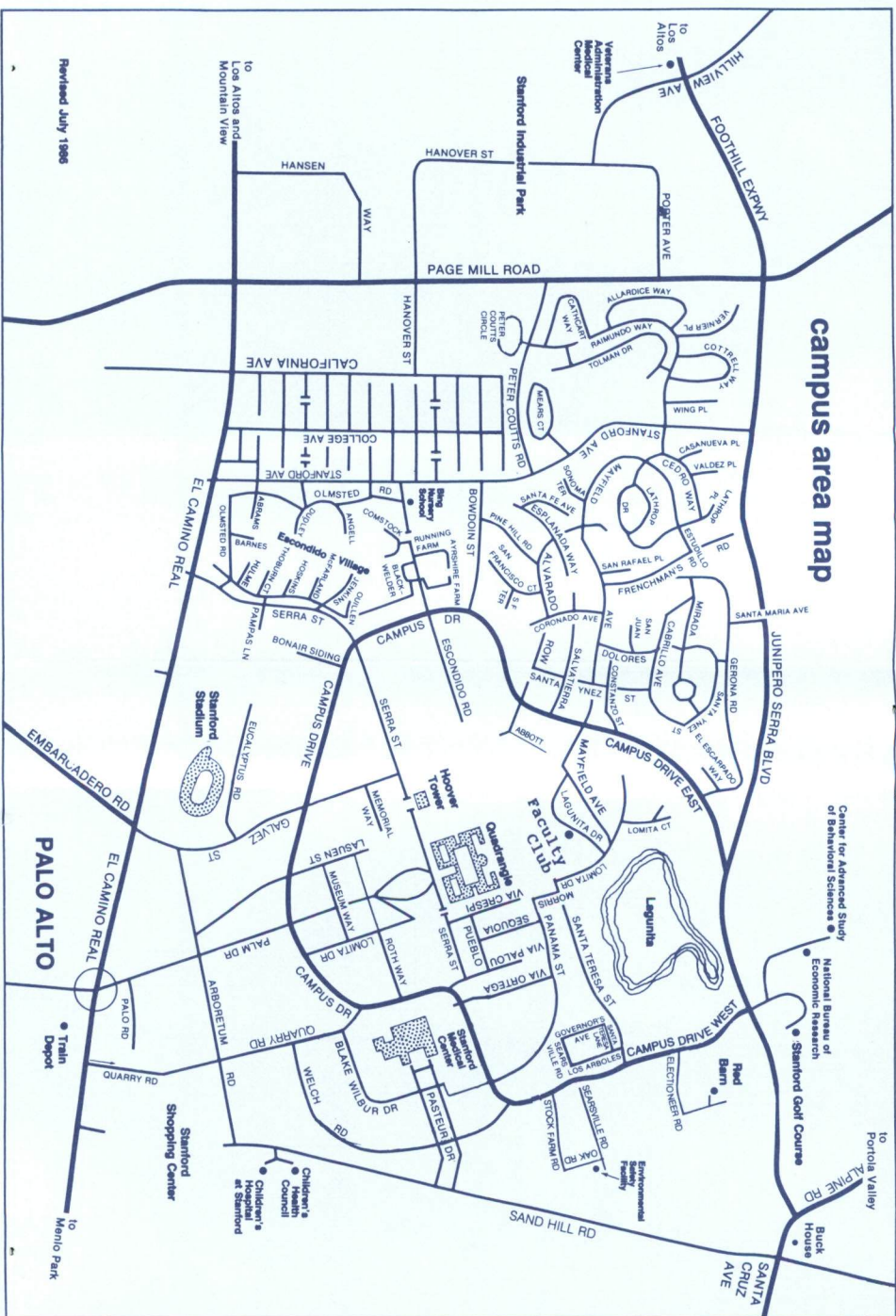
*Friday, January 15, 1993  
Stanford Faculty Club  
Lagunita Drive  
Stanford, California  
Reception 6:30 p.m.  
Dinner 7:15 p.m.*

*R.S.V.P. (415) 723-2071      Business Attire  
Map Enclosed*



Map to Stanford Faculty Club

## campus area map



Revised July 1986

PALO ALTO

- **Train Depot**

to  
Menlo Park

"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9203682

ORIGINATOR: 02

\*\*\*\*\*

SPEECH: YES NO

FROM: GREENWALT, Pamela: BALTIC INTERNATIONAL TECHNOPARK

DATE OF EVENT: 01/27/93 THRU: 01/30/93  
TENTATIVE DATES:

LOCATION OF EVENT: ST. PETERSBURG, RUSSIA

TIME OF EVENT:

SUBJECT: AN INVITATION TO ATTEND THEIR CONFERENCE,  
"INNOVATION CENTERS OF EASTERN AND CENTRAL EUROPE".

\*\*\*\*\*

RSVP: 01/14/93

CONTACT PERSON: MOSELEY, Michelle

CONTACT NUMBER: 310-456-0219

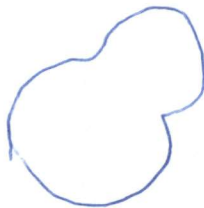
\*\*\*\*\*

INVITATION ACCEPTED? YES NO

\*\*\*\*\*

COPIES TO: INTERNATIONAL/POL

REMARKS:



DATE OF LETTER: 12/29/92

DATE RECEIVED: 01/08/93

FILE: P-INVITATION



December 28, 1992

Hon. D. Allan Bromley  
Assistant to President for Science and Technology  
Office of Science and Technology Policy  
744 Jackson Place, NW  
Washington, DC 20506

Dear Mr. Bromley:

We are pleased to extend the enclosed invitation for your participation in the First ICECE Forum, "Innovation Centres of Eastern and Central Europe" to be held in St. Petersburg, Russia January 28 - 30, 1993. The conference is supported and attended by members of the European Community (EC,) the United Nations Industrial Development Organization (UNIDO,) the Mayor of St. Petersburg, the Russian Association of Small Enterprises, and the Russian Association of Innovation Enterprises. The first ICECE Forum is conducted by the Association of German Technology and Business Incubation Centers (ADT) and Baltic International Technopark (BIT.)

The conference workshops are action oriented and will focus on providing introductions and business opportunities to parties with mutual interests in the fields of innovation, science, technology and economic policy. The Forum will feature leading European and Russian experts in the fields of Innovation and will focus partly on the following items:

- \* Exchange of current technological information including recent advances in ceramics, robotics, laser technology and biomedical technology.
- \* Reconstruction of economic, scientific and technological ties of Central Europe, Eastern Europe and the United States.
- \* Availability of National and International Funding Opportunities.
- \* Organization of an International Committee for Innovation Coordination

Please plan to attend this vital conference. For more information or to reserve your space, complete and return the enclosed registration form at your earliest convenience. If you have any questions or would like to register via telephone, please contact me, Pamela Greenwalt, or Michelle Moseley, at 310-456-0219.

Yours truly,



Pamela Greenwalt  
Conference Coordinator  
First Tuesday on behalf of ICECE Forum

PAG:tim  
Enclosures

1, 1st Krasnoarmeyskaya Street, St. Petersburg, 198005, Russia  
Telephone: 812-251-1162 -- Facsimile: 812-251-1162

U. S. Representatives: 22917 Pacific Coast Highway, #300 Malibu, California 90265  
Telephone: 310-456-0219 -- Facsimile: 310-456-1371

St. Petersburg City Council  
St. Petersburg Free Enterprise Zone Committee  
St. Petersburg, Smolny  
Tel: (812) 278-16-78

Dear Sir,

The First ICECE Forum "Innovation Centres of Eastern and Central Europe" is supposed to be held in St. Petersburg, January 27-30, 1993.

The workshops that are to be organized during the Forum will foresee a meeting between the representatives of the Governments of Central and Eastern European countries, aimed for:

- discussion of possible reconstruction of the economic and science-technological ties of Central and Eastern European countries in the field of innovation activities;
- analysis of the efficiency of the use of international funds and credits;
- organizing the International Committee for coordination of the innovation activities in the interested countries.

The Forum will be participated by a number of governmental organizations of Eastern and Central European Countries, leading western consultancy companies, international organizations (UNIDO, EEC, etc) as well as entrepreneurs in the field of innovation businesses.

We would be most delighted to see you among the participants of the First ICECE Forum.

Best regards,



Yuri Saveliev,  
Co-Chairman of Program Committee

See Attachment for more information.



---

**An Invitation To**  
**The First ICECE Forum**  
**Innovation Centers in Eastern and Central Europe**  
**International Conference in St. Petersburg**  
**St. Petersburg, Russia January 28 - 30, 1992**

We are honored to invite you to the First ICECE Forum to be held in St. Petersburg, Russia January 28 - 30, 1993 under the auspices of the European Community (EC,) the United Nations Industrial Development Organization (UNIDO,) the Mayor of St. Petersburg, the Russian Association of Small Enterprises, and the Russian Association of Innovation Enterprises. The first ICECE Forum is conducted by the Association of German Technology and Business Incubation Centers (ADT) and Baltic International Technopark (BIT.)

The objectives of the conference are to foster international understanding of the economic situation in Eastern and Central Europe and to provide for open discussion between conference participants wishing to establish direct contacts. Participants include industrial entrepreneurs, government officials, planners and managers of technology parks and business innovation centers (BIC's,) and other innovation specialists. The three-day Forum will feature leading experts in the field of Innovation and will focus on the following issues:

- \* Russian defense industry conversion methods and opportunities.
- \* Latest advances in sophisticated Russian and Eastern and Central European scientific industries including ceramics, robotics, laser technology and biomedical technology.
- \* Strategies for regional economic development of business innovation centers and incubators.
- \* Support systems for development of small innovation business, privatization, and assistance for entrepreneurship.
- \* National and international financial support for regional development including UNIDO, EC, World Bank, European Bank for Reconstruction & Development, the Know-How Fund.)
- \* Consultants and facilities providing practical experience in transfer and exchange of information and technologies between the United States, Russia, and Western, Eastern and Central Europe.
- \* Practical, successful project models in Eastern and central Europe (Poland, Czecho-Slovakia, Hungary, Bulgaria, Russia.)

Please plan to attend this important conference. For more information or to reserve a space at the First ICECE's, please complete and return the enclosed registration form with your conference fee or contact Pamela Greenwalt or Michelle Moseley at 310/456-0219.

(Fees may be paid in cash the day of arrival if previously agreed to by representatives of the Forum Organizing Committee.)

1, 1st Krasnoarmeyskaya Street, St. Petersburg, 198005, Russia  
 Telephone: 812-251-1162 -- Facsimile: 812-251-1162

U. S. Representatives: 22917 Pacific Coast Highway, #300 Malibu, California 90265  
 Telephone: 310-456-0219 -- Facsimile: 310-456-1371



## ICECE FORUM REGISTRATION

**REGISTRATION COST:**

**US \$1,500.00**

Registration cost includes the full three-day conference fees, workshop materials, hotel accommodations (at the lovely Pribaltiyskaya,) translators and interpreters, a Gala Dinner, a cultural program including tours of the Hermitage Museum, Pushkin, Troika variety show and various restaurant visits and sight-seeing tours.

Special airfares are available to conference participants at a very attractive discount. Please request the airline information packet when making your registration arrangements.

ICECE representatives can also assist you in additional tour and travel arrangements as necessary. Please ask if you have any questions or require a lengthier stay.

### Reserve your space now!

Complete and return this registration form with your conference fee of US \$1,500.00. Upon receipt of your registration we will immediately ship in-depth conference packets and schedule information. Or, avoid the paperwork and post office by registering via telephone. To register by telephone call:

Pamela Greenwalt or Michelle Moseley at 310/456-0219

**Registration Information:**

Name \_\_\_\_\_

Company \_\_\_\_\_

Street Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

Zip \_\_\_\_\_

Telephone \_\_\_\_\_

Facsimile \_\_\_\_\_

1, 1st Krasnoarmeyskaya Street, St. Petersburg, 198005, Russia  
Telephone: 812-251-1162 -- Facsimile: 812-251-1162

U. S. Representatives: 22917 Pacific Coast Highway, #300 Malibu, California 90265  
Telephone: 310-456-0219 -- Facsimile: 310-456-13711



"Document Control"

DOCUMENT NUMBER: 9203654  
DIRECTORATE STATUS

TYPE: ACTION  
ORIGINATOR: 02

STATUS I

FROM: HONDA, Hiroshi: JAPAC

TO: DR. D.A. BROMLEY

DATE OF  
CORRESPONDENCE: 12/18/92

SUBJECT: HE IS WRITING TO REQUEST PERMISSION TO REPRINT  
PORTIONS OF A LETTER DR. BROMLEY SENT TO HIM.

\*\*\*\*\*  
DIRECTORATE

ASSIGNED: DIRECTOR'S OFFICE

STAFF  
ASSIGNED:

*CB*  
*Close out. Nancy*  
*says she has*  
*handled this*  
*dlc*  
*1/8/93*

ACTION  
REQUIRED: AS NECESSARY

STAFF  
ACTION:

\*\*\*\*\*  
SENDER'S DUE DATE: 12/31/92

OSTP DUE DATE:

12/31/92

STAFF DUE DATE

DATE COMPLETED:

DATE COMPLETED/DEPT:

\*\*\*\*\*  
COPIES TO: D. Allan Bromley

\*\*\*\*\*  
WHITE HOUSE TRACKING #:

CONTACT PERSON:  
PHONE:

EXT:

REMARKS:

OSTP RECEIVED: 12/29/92  
FILE: P-INTERNATIONAL

DEPT RECEIVED:

CENTRAL FILES:



# JAPAC

JAPANESE COMMITTEE FOR PACIFIC COAL FLOW

c/o The Institute of Energy Economics, Japan

No. 10 Mori-Bldg. 18-1, Toranomon 1-chome,  
Minato-ku Tokyo

TEL: (03)3501-7838  
FAX: (03)3501-7860  
TELEX: 2225427 IEETKY J

December 18, 1992

Fax No. 202-395-3261

Dr. D. Allan Bromley  
The Assistant to the President  
for Science and Technology  
The White House, Washington, D. C.  
The United States of America

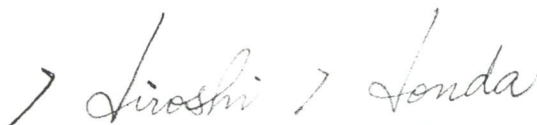
Dear Dr. Bromley:

Thank you very much for your kind letter of December 3. I would like to include an entire copy or main portion of your letter in our JAPAC News No. 3 (January, 1993) issue, if you could permit me to do so. I would very much appreciate it if you could send me your reply on this matter at your earliest possible convenience by return fax.

I assume that a copy of the speech of President Bush at UNCED might be sent to me under separate cover, since it appears that the text of his speech did not accompany your letter. We would like to include an excerpt or an entire text of his speech in the future issue of our publications, if you and President Bush could permit us to do so.

Once again, thank you very much for your kind letter and I respectfully await your reply.

Very truly yours,



Dr. Hiroshi Honda, P.E.

Director

Energy Master Plans and Conferences

Fax No. 81-3-3501-7860

Tel No. 81-3-3501-6625



"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9203619

ORIGINATOR: 02

\*\*\*\*\*

SPEECH: YES NO

FROM: BURNEY, Derek: AMBASSADOR OF CANADA

DATE OF EVENT: 01/07/93 THRU:  
TENTATIVE DATES:

LOCATION OF EVENT: EMBASSY OF CANADA

TIME OF EVENT: 6:30 P.M.-8:00 P.M.

SUBJECT: AN INVITATION TO ATTEND THEIR FAREWELL RECEPTION.

\*\*\*\*\*

RSVP: 12/30/92

CONTACT PERSON:

CONTACT NUMBER: 202-682-7739

\*\*\*\*\*

INVITATION ACCEPTED? YES NO

\*\*\*\*\*

COPIES TO: INTERNATIONAL/POL

REMARKS:

Confirmed PPB  
1/5/92.

*I thought I was committed  
I am on the 6th.  
You are available*

DATE OF LETTER: 12/15/92

DATE RECEIVED: 12/18/92

FILE: P-INVITATION



*The Ambassador of Canada  
and Mrs. Derek Burney  
request the pleasure of your company  
at their farewell reception  
Thursday, the seventh of January, 1993  
from sixth-thirty to eight o'clock*

*R. S. V. D.  
Social Secretary 202-682-7739  
Informal*

*Embassy of Canada  
501 Pennsylvania Ave., N.W.  
Parking at Embassy garage  
off "C" Street*



"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9203586

ORIGINATOR: 02

\*\*\*\*\*

SPEECH: YES NO

FROM: NATIONAL TECHNOLOGICAL UNIVERSITY

DATE OF EVENT: 01/09/93 THRU:  
TENTATIVE DATES:

LOCATION OF EVENT: HOWEY-IN-THE-HILLS, FLORIDA

TIME OF EVENT: 2:00 P.M.

SUBJECT: AN INVITATION TO THE COMMENCEMENT CEREMONY FOR THEIR  
MANAGEMENT OF TECHNOLOGY PROGRAM.

\*\*\*\*\*

RSVP: 12/30/92

CONTACT PERSON:

CONTACT NUMBER: 303/484-6050

\*\*\*\*\*

INVITATION ACCEPTED? YES

NO

\*\*\*\*\*

COPIES TO:

REMARKS: 01/5/93 - Requested to Tracy.mn



DATE OF LETTER: 12/14/92

DATE RECEIVED: 12/16/92

FILE: P-INVITATION





National Technological University  
announces the  
Management of Technology  
Commencement Ceremony  
Saturday, January 9, 1993  
2:00 p.m. Eastern Standard Time  
in the El Gitano Room at  
The Mission Inn,  
Howey-in-the-Hills, Florida

Reception immediately following











*National  
Technological  
University*

*1993  
Management of Technology  
Commencement  
Ceremony*



National Technological University  
700 Centre Avenue  
Fort Collins, CO 80526

National Technological University admits students of any race,  
color, national or ethnic origin.

Copyright © 1993 National Technological University



Dear NTU Graduate,

In August, 1990, you made the commitment to pioneer the study of management of technology in the fledgling NTU program in MOT. The faculty and staff join me in saluting you, the second MOT graduating class. Savor the accomplishment. Congratulations! Celebrate with friends, colleagues and family who supported you in this effort.

Graduations are always something very special. The good feelings that surround the event are widely shared and long remembered by everyone involved. This graduation is like that too, except it is even more special because of the unique character of your class.

You have truly pioneered with NTU, and we are very proud of your achievement. The international recognition which your MOT program has attained is recognition which you justly deserve for countless hours of hard work. You completed courses from several leading institutions, not just one. You successfully juggled priorities between study and job and, in many cases, family. I consider it a privilege to participate with you in this MOT graduation ceremony.

Our sincere best wishes for continued accomplishments and professional growth go out to you individually and collectively as an NTU MOT graduate.

Sincerely,

A handwritten signature in dark ink, reading "Lionel V. Baldwin". The signature is written in a cursive, flowing style.

Lionel V. Baldwin  
President

## *In Appreciation of the Site Coordinators*

*(Continued)*

**Ruth Larson**

*NCR Corporation*

*St. Paul, Minnesota*

**Colleen Hajek**

*NCR Corporation*

*Michigan, Kansas*

**Gail Dunham**

*Pacific Bell*

*San Ramon, California*

**Donna McLaren**

*Xerox Corporation*

*Webster, New York*



## *In Appreciation of the Site Coordinators*

Tracey Harden  
*AT&T*  
Lisle, Illinois

Ann Hollingshead  
*Hewlett-Packard Company*  
Fort Collins, Colorado

Janet Harris  
*AT&T*  
Piscataway, New Jersey

Paula DiMartino  
*IBM*  
Boca Raton, Florida

Ann Ingraham  
*Digital Equipment Corporation*  
Augusta, Maine

Pat Chura  
*IBM*  
Endicott, New York

Betsy Mills  
*Digital Equipment Corporation*  
Littleton, Massachusetts

Anne Saxtan  
*IBM*  
Kingston, New York

Sue-Lane Garrett  
*Digital Equipment Corporation*  
Maynard, Massachusetts

Wendy Augustine  
*IBM*  
San Jose, California

Shirlean Loper  
*E.I. Du Pont de Nemours & Company*  
Wilmington, Delaware

Esther Catron  
*Los Alamos National Laboratory*  
Los Alamos, New Mexico

Paul Bowllan  
*Eastman Kodak Company*  
Rochester, New York

Bill Duncan  
*Motorola Inc.*  
Austin, Texas

Jim Carr  
*Hewlett-Packard Company*  
Boise, Idaho

Laurie A. Nothnagel  
*Motorola Inc.*  
Mesa, Arizona

Linda Hoby  
*Hewlett-Packard Company*  
Corvallis, Oregon

JoAnna Dunn  
*Motorola Inc.*  
Schaumburg, Illinois

## *Order Of Exercises*

*Saturday, January 9, 1993*

*Presiding, Lionel V. Baldwin*

President, National Technological University

*Welcome*

*Introductions*

*Commencement Address*

*Introduction of the Class*

*Conferring of Degrees*

*Recognition Ceremonies*

*Congratulations to the Graduates*

## *About the Commencement Speaker ...*

### **Dr. Yasutsugu Takeda**

Yasutsugu Takeda is Executive Managing Director for Research and Development, Hitachi, Ltd., in Tokyo, Japan. He currently is responsible for all corporate R&D and intellectual property at Hitachi, worldwide.

One of Japan's leading corporate research directors, he has managed his company's resources to develop and apply technologies that contribute to social progress as well as the company's new business; to make the world a happier, healthier, and more meaningful place to live.

For more than two decades, Dr. Takeda has been active in the management of technology for Hitachi's network of business activities that encircle the globe. He formerly was the General Manager of the Hitachi Central Research Laboratory where he developed his organization to achieve research synergy. And for the Globalization of Hitachi's R&D activities, he established research laboratories at Cambridge University and at the University of Dublin.

Dr. Takeda received the B.S. Degree in electrical engineering from the University of Tokyo in 1958. After joining Hitachi, Ltd., he was engaged in developing the opto-electronic technologies and their application to information systems. He received the Ph.D Degree in engineering from the University of Tokyo in 1973 and was awarded the OHM Prize in 1974. In 1989, he was named a fellow of the IEEE. He was awarded an Honorary Doctor of Science Degree from Dublin University in Ireland.

## *Board of Trustees*

Robert M. Anderson, Jr.  
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Illinois Institute of Technology*

*University of Illinois at  
Urbana-Champaign  
Chairman, AMCEE*



NTU's MOT Program has given me new, state-of-the-art tools with which to be a better manager of technology. IBM, as my corporate sponsor, has given me the opportunity to apply these new tools and techniques directly to the challenges of our workplace. This is a rewarding, valuable, and truly unique learning experience. **Paul M. Slayton**

The knowledge and information afforded by the NTU MOT Program could not have come at a better time. The business challenges brought on by the current economic situation, and changing global competitive environment demands that Leaders possess enhanced skills, and strategic visions for change. I want to thank my management at IBM for their support over the past two years; but most importantly my wife Diana, and children Jason and Danielle whose understanding and sensitivity has made this accomplishment possible.

**Thomas C. Stackiewicz**

Intellectual curiosity attracted me to the MOT Program. It's intellectual challenges fueled my interest and extended the boundaries of my quest for a holistic understanding of management and of technology. The intellectual beauty of the entire two year program provided me with unique personal satisfactions. The overall process created a new person. My life has been irrevocably changed. **Wilhelm Sterlin**

Having managed in a technical firm for over 15 years, I found it very exciting to find that there were better ways to manage than just by the seat of your pants. I truly believe that this MOT Program is 1st class. This program was a wonderful way to get brought up to the "leading edge" of management of technology. **James A. Vashro, Jr.**

NTU has provided me with invaluable new knowledge and a circle of lifelong friendships. I thank my wife, Anna, for helping me succeed with my MOT experience. **Wayne S. Yamaguchi**

*Candidates*

*For*

*Management of Technology*

*Degree*

## *Master of Science in Management of Technology*

Laureen M. Alcock

*AT&T, Piscataway, New Jersey*

Jeffrey D. Barnes

*Digital Equipment Corporation, Maynard, Massachusetts*

Gary L. Brown

*Digital Equipment Corporation, Littleton, Massachusetts*

Philip W. Bullinger

*NCR Corporation, Wichita, Kansas*

Lonnie A. Carter

*Digital Equipment Corporation, Augusta, Maine*

Dennis J. Christie

*E.I. Du Pont de Nemours & Company, Wilmington, Delaware*

David J. Doria

*IBM, Boca Raton, Florida*

Mark F. Enzien

*Xerox Corporation, Webster, New York*

Jon S. Hartman

*AT&T, Lisle, Illinois*

William F. Herrmann

*IBM, Endicott, New York*

*The NTU MOT Program has been a unique and valuable educational experience. I am grateful for the association I have had with the MOT faculty and fellow students. Thanks to NCR for the opportunity to participate, and especially to my family who supported me during a busy two years.*

**Gregory J. Lindahl**

*MOT has opened up a whole new path of opportunity for my professional career. I would like to thank Easman Kodak for providing me with this opportunity, and, more importantly, my wife Rose and children Justine and Thomas. Their support, patience, and understanding was key to my successful completion of this program. **Emanuel V. Maldonado***

*Obtaining this MOT Masters Degree has been the most challenging and rewarding professional accomplishment in my life. I dedicate the degree to my wife, Rochelle, who delivered us two beautiful baby boys over the past two years and never stopped supporting and encouraging me.*

**Edward P. Mcleskey**

*The MOT Program has been a valuable and unforgettable experience. I'd like to thank the Hewlett-Packard Company for providing the opportunity to participate. I would especially like to thank my husband, Tim, and sons, Nicholas and Daniel, for their patience and encouragement throughout this endeavor.*

**Elizabeth A. Myers**

*My thanks to Hewlett-Packard, to my family, to the MOT faculty, and to my classmates. This program has been an exceptional experience. **Donovan J. Nickel***

*I feel that the MOT Program has given me the skills necessary to compete, in a global environment, into the 21st century. A truly unique and rewarding experience. **Randy L. Pollock***



Obstacles exist to be overcome. **Lonnie A. Carter**

I believe technology is essential to a renaissance in American industry. MOT has created for me both insights and challenges. The intellectual challenges of an outstanding group of professors has been most rewarding. My completion of MOT has provided the confidence to "soar with my ideas". Thanks to all! **Dennis J. Christie**

I am proud of my NTU MOT Degree. It is one of the most difficult, yet satisfying and fun endeavors in which I have participated. I am grateful to the Lehigh personnel and NTU for forging the outstanding format of the program. Everyone was exceptional, especially my classmates. I feel we have received and education which gives us and our companies a competitive advantage. Of course, I could not have finished without the support of my family and friends at work. Special thanks to my wife, Colleen, for vacating the house on weekends while I watched TV and read books -- it all sounds so easy now.

**Mark F. Enzien**

The MOT Degree has truly been a positive experience in my life. It has broadened my outlook regarding business and many other events currently in the news. I would recommend the program to everyone willing to commit the time and energy into a very challenging program. **Jon S. Hartman**

I would like to thank IBM for the tremendous opportunity to participate in this program. Thanks to all the great people who made MOT happen, including NTU, Lehigh, the faculty, and class 2. Thanks most of all to Jane. **William F. Herrmann**

The MOT Program has been a very challenging, rewarding, and unique educational experience. **Brian J. James**

## *Master of Science in Management of Technology* (Continued)

Brian J. James

*Los Alamos National Laboratory, Los Alamos, New Mexico*

Gregory J. Lindahl

*NCR Corporation, St. Paul, Minnesota*

Emanuel V. Maldonado

*Eastman Kodak Company, Rochester, New York*

Edward P. McLeskey

*IBM Corporation, San Jose, California*

Elizabeth A. Myers

*Hewlett-Packard Company, Corvallis, Oregon*

Donovan J. Nickel

*Hewlett-Packard Company, Fort Collins, Colorado*

Dan L. Pattyn

*Motorola, Schaumburg, Illinois*

Randy L. Pollock

*Motorola Inc., Mesa, Arizona*

Paul M. Slayton

*IBM, Kingston, New York*

## *Master of Science in Management of Technology*

*(Continued)*

Thomas C. Stackiewicz

*IBM, Kingston, New York*

Wilhelm Sterlin

*Motorola Inc., Austin, Texas*

James A. Vashro, Jr.

*Heulett-Packard Company, Boise, Idaho*

Wayne S. Yamaguchi

*Pacific Bell, San Ramon, California*

## *Graduate Reflections*

I found NTU's MOT Program to be personally and professionally stimulating and rewarding. I extend my grateful thanks to my patient family and to AT&T for making it possible for me to complete this challenging program. It teaches what American business needs to know. **Laureen M. Alcock**

The MOT Program, although demanding, has been a rewarding experience. The tremendous support from both faculty and students makes the fact this is distance learning almost irrelevant. It is an experience I will always cherish. **Jeffrey D. Barnes**

I'm glad it's over. It's been hard work, long hours, and difficult compromises. I'm glad I did this. I have learned and I will put that learning to use. I thank my co-workers, my friends, my children and especially my wife, Ginger. Their support made this possible and actual. **Gary L. Brown**

I would like to thank NCR, and in particular, those people who personally supported and encouraged me towards the completion of the MOT Degree. Balancing work and graduate studies would not have been possible without the assistance and understanding of my peers and management. I would also like to thank my classmates and the faculty for their inspiration to keep going. My deepest appreciation, however, is for my wife Shirley. Without her encouragement, I would not have pursued the MOT Degree - without her constant support, I would not have finished. We truly share in the joy and celebration of this graduation. **Philip W. Bullinger**



"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9203587

ORIGINATOR: 02

\*\*\*\*\*

SPEECH: YES NO

FROM: KNAUSS, John:NOAA

DATE OF EVENT: 12/17/92 THRU:  
TENTATIVE DATES:

LOCATION OF EVENT: WASHINGTON, DC

TIME OF EVENT: 3:30 P.M.-6:00 P.M.

SUBJECT: AN INVITATION TO THEIR HOLIDAY PARTY.

\*\*\*\*\*

RSVP: 12/16/92

CONTACT PERSON:

CONTACT NUMBER: 202-482-2985

\*\*\*\*\*

INVITATION ACCEPTED? YES NO

\*\*\*\*\*

COPIES TO:

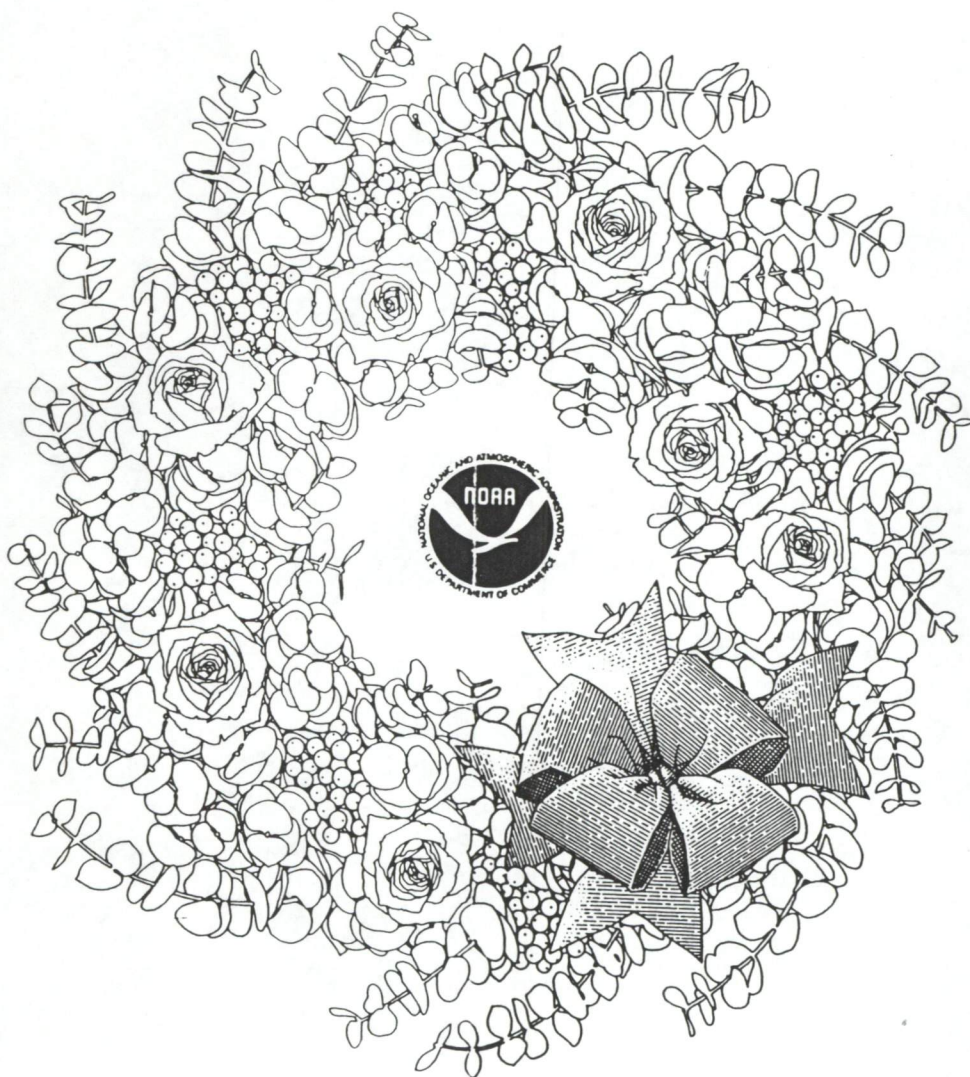
REMARKS:

DATE OF LETTER: 12/14/92

DATE RECEIVED: 12/16/92

FILE: P-INVITATION





*NOAA*  
*Holiday Party*



"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9203592

ORIGINATOR: 02

\*\*\*\*\*

SPEECH: YES NO

FROM: LANGENBERG, Donald: UNIVERSITY OF MARYLAND

DATE OF EVENT: 01/09/93 THRU:  
TENTATIVE DATES:

LOCATION OF EVENT: BALTIMORE, MD

TIME OF EVENT: 8:00 P.M.-12:00 A.M.

SUBJECT: AN INVITATION TO A HOLIDAY CELEBRATION.

\*\*\*\*\*

RSVP: 12/28/92

CONTACT PERSON: ROCK, Megan

CONTACT NUMBER:

\*\*\*\*\*

INVITATION ACCEPTED? YES NO

*ppb*  
*DWA*

\*\*\*\*\*

COPIES TO:

REMARKS:

DATE OF LETTER: 12/14/92

DATE RECEIVED: 12/16/92

FILE: P-INVITATION

NIGHT

TWELFTH



NIGHT

TWELFTH



THESE TWELFTH NIGHT FESTIVITIES ARE SUPPORTED BY OUR  
GENEROUS PEEPAGE AND NOT THE COIN OF THE REALM.

2630



# HEAR YE ONE AND ALL!

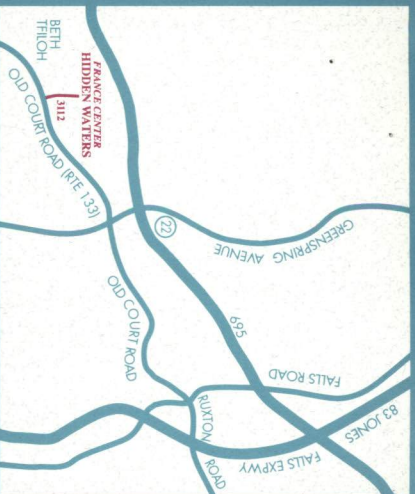
CHANCELLOR DONALD LANGENBERG  
AND LADY PATRICIA

REQUEST THE PLEASURE OF YOUR COMPANY  
FOR AN EVENING OF REVELRY AND MERRIMENT  
IN CELEBRATION OF THE TWELFTH NIGHT.

A CORNUCOPIA OF SAVORY VICTUALS  
WILL BE SERVED, FOLLOWED BY THE  
CEREMONIAL BURNING OF THE YULE TREE.

THIS FRIVOLITY WILL TAKE PLACE  
AT THE CASTLE "HIDDEN WATERS"  
ON SATURDAY, THE 9TH OF JANUARY, 1993  
FROM EIGHT TO TWELVE MIDNIGHT.

PLEASE HERALD YOUR ARRIVAL  
BY RETURNING THE ENCLOSED CARD.



## Hidden Waters

3112 Old Court Road BALTIMORE, MD 21208

### DIRECTIONS:

BALTIMORE BELTWAY 695 TO GREENSPRING AVENUE, EXIT 22, SOUTH ON GREENSPRING AVENUE TO FIRST LIGHT, RIGHT ON OLD COURT ROAD ABOUT 7/10 MILE TO ENTRANCE ON RIGHT.

*FROM WASHINGTON D.C.:* BELTWAY 495 TO INTERSTATE 95 NORTH TO BELTWAY 695 TOWARDS TOWSON (EXIT FROM LEFT LANE), THEN FOLLOW DIRECTION FROM ABOVE.

*FROM DOWNTOWN BALTIMORE:* JONES FALLS EXPRESSWAY I-83 TO RUXTON ROAD EXIT, LEFT ON TO RUXTON ROAD, WHICH BECOMES OLD COURT ROAD, ABOUT 3 MILES TO ENTRANCE ON RIGHT.

CARRIAGE PARKING WILL BE PROVIDED.







HEAR YE ONE AND ALL!

LORD/LADY D. Allan Bromley

AND CONSORT \_\_\_\_\_

WILL ATTEND \_\_\_\_\_ REGRETS XXX

THE FRIVOLITY ON THE 9TH OF JANUARY, 1993  
AT THE CASTLE "HIDDEN WATERS"

"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9203621

ORIGINATOR: 02

\*\*\*\*\*

SPEECH: YES NO

FROM: THE BRAZILIAN AMBASSADOR

DATE OF EVENT: 01/07/93

THRU:

TENTATIVE DATES:

LOCATION OF EVENT: BRAZILIAN EMBASSY RESIDENCE

TIME OF EVENT: 6:30 A.M.

SUBJECT: AN INVITATION TO VIEW THE LAUNCHING OF BRAZIL'S  
FIRST SATELLITE.

\*\*\*\*\*

RSVP: 12/30/92

CONTACT PERSON: DERRICK, Kathy

CONTACT NUMBER: 703-803-2078

\*\*\*\*\*

INVITATION ACCEPTED?

YES

NO

\*\*\*\*\*

COPIES TO: INTERNATIONAL/POL

REMARKS:

*Event postponed.*

*(703) 591-3300  
Launch Hotline*

DATE OF LETTER: 12/14/92

FILE: P-INVITATION

DATE RECEIVED: 12/18/92

*Conflicts with Canadian reception.*  
*By all means*  
*garry [signature]*  
*DRB*  
*right to in your head, having worked on this satellite w/ Brazil*



Brasil's Instituto Nacional De Pesquisas Espaciais  
and Orbital Sciences Corporation  
are pleased to invite you to view  
the launch of Brasil's first satellite,  
the SCD-1 environmental data collecting satellite,  
by the Pegasus® Air-Launched Space Booster  
on its first international mission.

Date: January 7, 1993

Time: 6:30 am (See attached agenda)

Location: Center for Innovative Technology, Herndon, Virginia

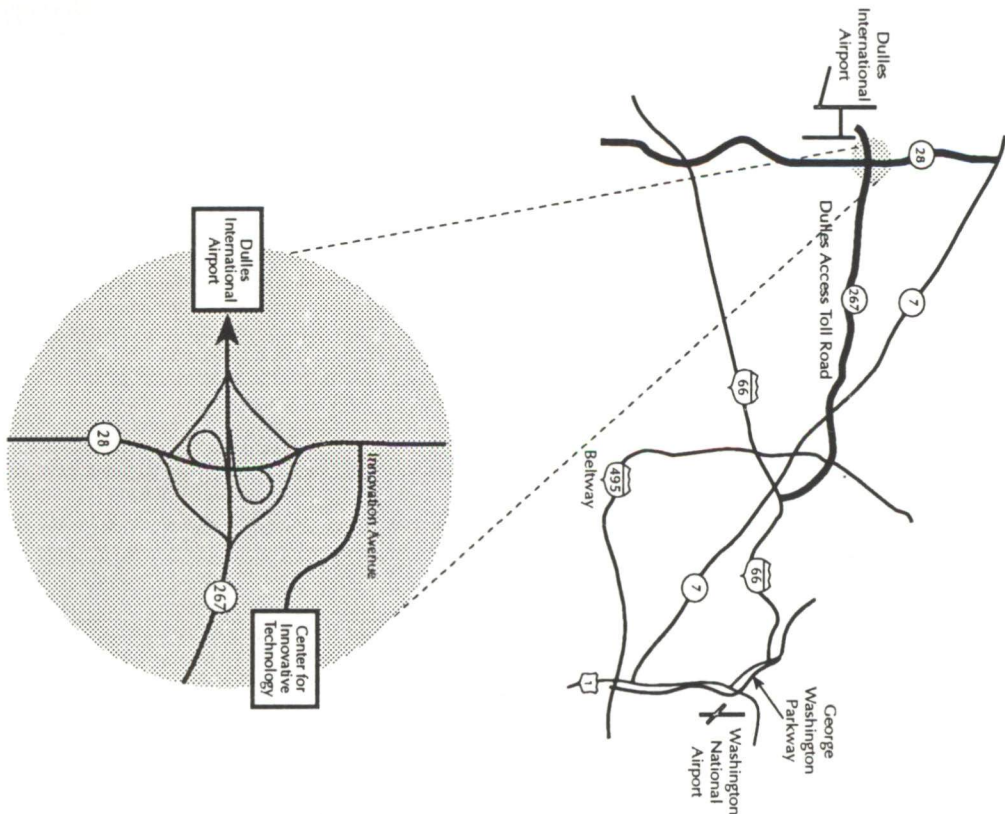
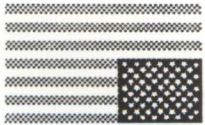
Please RSVP by December 30, 1992, to

Kathy Derrick (703) 803-2078,

to receive additional information.

Note: Launch schedules are subject to change.

Please be sure to call Orbital Sciences Corporation for current launch information.



3621



## *Agenda*

- 6:30 am Breakfast*
- 6:45 am Welcome and Brief Overview*
- 6:59 am B-52 Take-Off*
- 8:05 am Pegasus Launch*
- 10:00 am Mission Statements*
- 7:00 pm Post Launch Party*

*Map to CIT Building provided on back.*



*On the occasion of the launch of the  
first Brazilian environmental data collecting  
satellite, SCD-1,  
the Brazilian Ambassador,  
Brasil's Instituto Nacional De Pesquisas Espaciais, and  
Orbital Sciences Corporation request the honor of  
your company at a post launch ceremony on  
January 7, 1993, at 7:00 p.m.*

*Please RSVP to  
(703) 803-2078*

*Brazilian Embassy Residence  
3000 Massachusetts Ave., N.W.  
Washington, D.C. 20008*

TYPE: ACTION

DOCUMENT NUMBER: 9203554

ORIGINATOR: 02

STATUS I

DIRECTORATE STATUS

\*\*\*\*\*

FROM: O'CONNELL, Susan: AAAS

TO: DR. D.A. BROMLEY

DATE OF  
CORRESPONDENCE: 12/02/92

SUBJECT: SHE IS FORWARDING A COPY OF A GALLEY OF DR.  
BROMLEY'S TALK FOR APPROVAL.

\*\*\*\*\*

DIRECTORATE

STAFF

ASSIGNED: DIRECTOR'S OFFICE

ASSIGNED:

ACTION

STAFF

REQUIRED: AS NECESSARY

ACTION:

\*\*\*\*\*

SENDER'S DUE DATE: 12/11/92

OSTP DUE DATE: 12/11/92

STAFF DUE DATE

DATE COMPLETED:

DATE COMPLETED/DEPT:

\*\*\*\*\*

COPIES TO: D. Allan Bromley

\*\*\*\*\*

WHITE HOUSE TRACKING #:

CONTACT PERSON:

PHONE:

EXT:

REMARKS:

OSTP RECEIVED: 12/09/92

DEPT RECEIVED:

FILE: P-INVITATION-SPEECH

CENTRAL FILES:



3554

American  
Association  
for the Advancement of  
Science

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1333 H STREET, NW, WASHINGTON, DC 20005

General Information: (202) 326-6450  
Marketing & Exhibits: (202) 326-6462  
Fax: (202) 289-4021

2 December 1992

Dear AAAS\*93 Topical Lecturer:

Enclosed is a galley of your talk as it will appear in the Annual Meeting Program book.

Some editing may have been performed to achieve style consistency and requested synopsis/abstract length. We ask that you review the page for typos, legibly print or type any changes, and fax it to 202-289-4021, Attn: Sue O'Connell, as soon as possible but BEFORE FRIDAY, 11 DECEMBER. Please do not call in changes, even if they are minor -- at this busy time, we need to work from hard copy.

Thank you in advance for your prompt response to this request. If you have any questions, call me at 202-326-6714.

Sincerely yours,

*Sue O'Connell*

Sue O'Connell  
Program Editor

**Monday, 1:15pm**

**Hynes/309**

13-7T

**Topical Lecture**

"The theory and practice of science advising: In the United States and abroad"

**D. Allan Bromley** (*Off of Science & Technology Policy*)



"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9203552

ORIGINATOR: 02

\*\*\*\*\*

SPEECH: YES NO

FROM: HOROWITZ, Barry M.: MITRE CORPORATION

DATE OF EVENT: 02/15/93 THRU: 02/19/93  
TENTATIVE DATES:

LOCATION OF EVENT: WILLIAMSBURG, VA

TIME OF EVENT:

SUBJECT: AN INVITATION TO ATTEND THEIR GOVERNMENT EXECUTIVE  
SEMINAR.

\*\*\*\*\*

RSVP: 12/23/92

CONTACT PERSON:

CONTACT NUMBER:

\*\*\*\*\*

INVITATION ACCEPTED? YES

NO *[Signature]*

\*\*\*\*\*

COPIES TO:

REMARKS: 12/22/92 - Regutted to Missy (Nancy Downing's office).

*mn*

DATE OF LETTER: 12/07/92

DATE RECEIVED: 12/09/92

FILE: P-INVITATION

7 December 1992  
WL-93-022

Dr. D. Allan Bromley  
Science Advisor to the President  
Director of the Office of Science and  
Technology Policy  
Executive Office Building  
Washington, DC 20500

Dear Dr. D. Allan Bromley:

You are cordially invited to return an application for attendance at The MITRE Corporation's seventeenth annual Government Executive Seminar, to be held 15-19 February 1993 at the Williamsburg Lodge and Conference Center in Williamsburg, Virginia. The theme of this year's seminar is *Enterprise Re-engineering: Technology as the Catalyst*. The seminar will explore the concepts of enterprise re-engineering--the process of radically changing and improving the way an organization's tasks are carried out--and examine how evolving information technologies can facilitate re-engineering within elements of the Federal Government.

The MITRE Corporation is an independent not-for-profit systems engineering organization which primarily supports the Federal Government. Since MITRE's inception in 1958, we have been involved in the evolution of information systems and telecommunications technology and its application to complex military and civil challenges. We recognize the issues faced by Government executives who must plan for and implement successful information systems. These annual seminars have been designed to assist such individuals by bringing them together with leading representatives of industry and Government to discuss key technology opportunities and challenges.

A seminar mailer describing this year's program and an application card are enclosed. The total number of participants is limited to thirty-five senior managers from various Government agencies to maintain an informal atmosphere and maximize the discussion between participants and speakers. Seminar sessions and discussions will be kept in confidence by all participants.

Attendance at the seminar is by invitation only. Priority is given to executives at the SES and Flag Officer levels. In addition, priority will be given to first-time attendees. Within these guidelines, applications will be considered on a first-come, first-served basis; all applications must be received by 6 January 1993.

Sincerely,

A handwritten signature in dark ink, appearing to read "Barry Horowitz", written over the printed name.

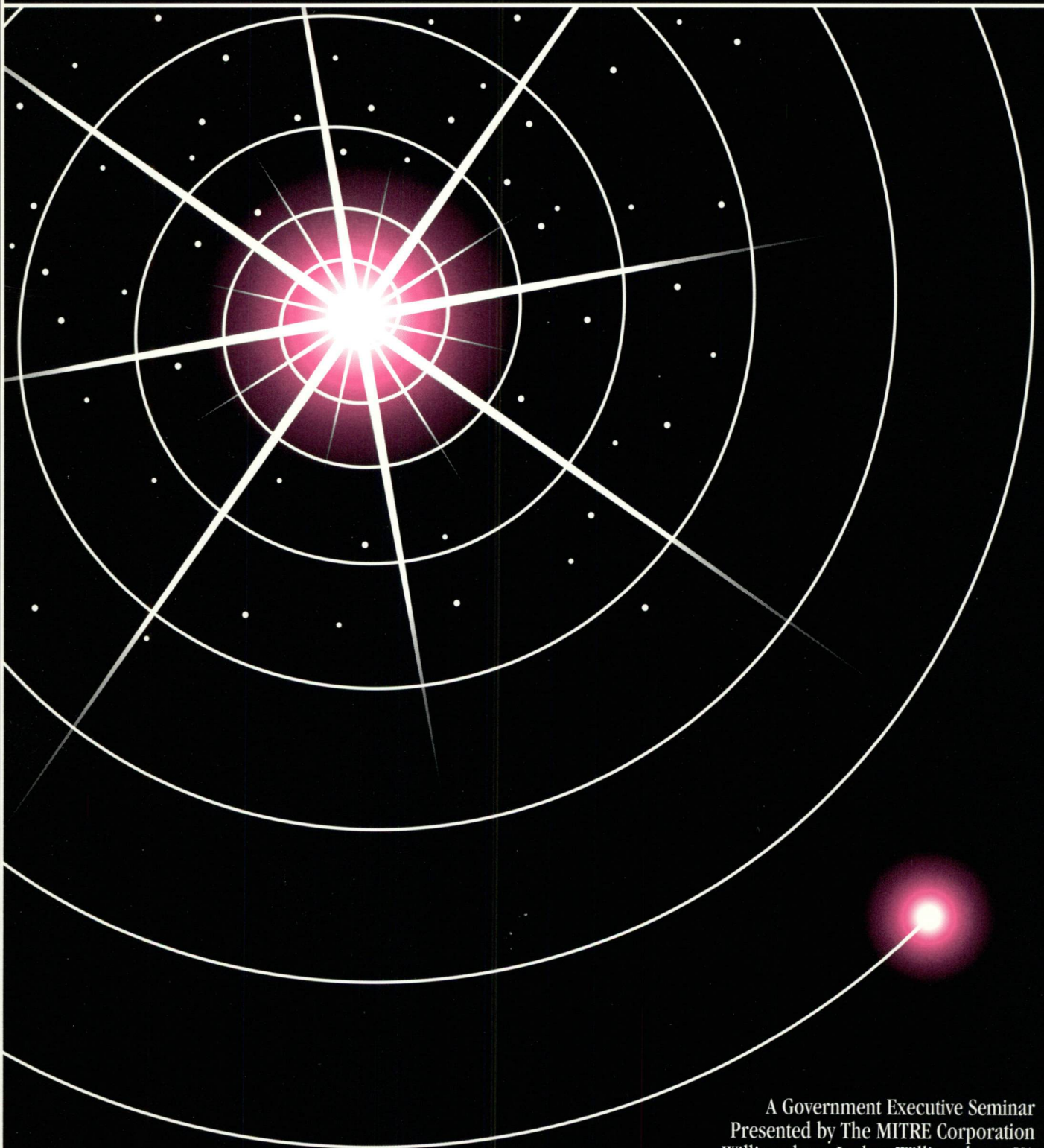
Barry M. Horowitz  
President and Chief Executive Officer

BMH/srh

Enclosures

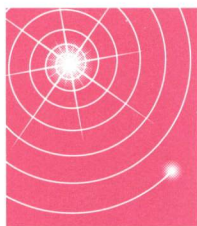


# Enterprise Re-engineering: Information Technology as the Catalyst



A Government Executive Seminar  
Presented by The MITRE Corporation  
Williamsburg Lodge, Williamsburg, VA  
February 15 through 19, 1993

A  
Government  
Executive  
Seminar



**Enterprise  
Re-engineering:  
Information  
Technology  
as the Catalyst**

## Purpose

Enterprise re-engineering is the process of radically changing and improving the way business is carried out. It provides the potential for significant improvements in organizational productivity. In enterprise re-engineering, organizations look first for ways to optimize business functions, and then for ways automation can facilitate this optimization. Government organizations are considering enterprise re-engineering to meet the growing public demand for improved services in the face of budget cuts. This seminar brings together key U.S. Government and industry executives to explore how information technology can facilitate enterprise re-engineering within Federal organizations. Seminar sessions deal with the enterprise re-engineering process, how information technologies can be tools for enabling change, and lessons learned from real-world experience. Breakout sessions will provide participants an opportunity to informally discuss the concepts presented in the seminar.

## Approach

This seminar includes a wide range of discussions by recognized leaders in the application of information technology to the redesign of business processes. Sessions are conducted in an informal, off-the-record atmosphere to encourage extensive interaction among participants and speakers. Enrollment is carefully limited to facilitate this interaction.

## Background

To operate in the 1990s, Government organizations are searching for more efficient and effective ways of doing business. In an effort to provide better service with ever diminishing resources, agencies are recognizing the need for dramatic change in the way business functions are performed. Business process redesign and information technology are natural partners to effect this change.

Careful application of information technology is an essential part of successful enterprise re-engineering. Electronic data interchange, open systems architectures, imaging, "video presence," collaborative computing, advanced voice technology, mobile communications, e-mail-enabled applications, parallel computing, high-speed communications, and other recent information technology advances provide vastly increased capabilities and new approaches to performing an organization's basic tasks. There are, however, risks associated with introducing dramatic change into an organization, and the costs of change to information systems can be significant. Hence, the introduction of new technologies must be carefully charted. In addition, in the Government, acquisition approaches and regulatory constraints may influence options for technology use.

These considerations present many challenges to Government executives in applying information technology to facilitate enterprise re-engineering, and in reworking information practices to support new organizational goals. This seminar provides a forum for examining the issues, pitfalls, key success factors, and benefits that are essential to successful use of information technology in enterprise re-engineering.

# Program

Monday, February 15

*Registration: 3:00 - 6:00 p.m.*

*Reception, Dinner, and*

*Keynote Address:*

*6:00 - 9:00 p.m.*



Tuesday, February 16

### Enterprise Re-engineering and Information Technology: A Perspective

The opening session of this Government Executive Seminar will provide the context for the week's program by focusing on the related roles of enterprise re-engineering and information technology in effecting change in an organization. The first speaker of the morning will provide an overview of enterprise re-engineering, exploring how this process can be used by an organization to accomplish significant change.

Our second speaker will provide a technology perspective on enterprise re-engineering and will explore how information technology can catalyze business process redesign.

Learning from the experience of others can help agencies considering enterprise re-engineering approaches. In our afternoon session, we will explore two of four case histories. The speakers will address the approach taken, and specific results and lessons learned from their experience.

#### Speakers:

Dr. Edward Moldt  
Managing Director  
Snider Entrepreneurial Center  
The Wharton School  
University of Pennsylvania

Dr. Alan Salisbury  
Executive Vice President  
and Chief Operating Officer  
Microelectronics and Computer  
Technology Corporation

Mr. Richard A. Bolandz  
Vice President of Strategy  
and Technology  
PHH Corporation

Mr. Peter Higgins  
Deputy Assistant Director - Engineering  
U.S. Department of Justice  
Federal Bureau of Investigation

Wednesday, February 17

### The Technologies of Change

Emerging information technologies offer significant new opportunities to change basic business processes and to increase the integration among an organization's functions. To reap the benefits of new technologies, however, information systems executives must avoid such dangers as embracing a technology too early or too late, and failing to deal with a technology's effect on an organization's culture.

This day's sessions cover several developing information technologies in the light of their maturity, potential use, and effectiveness in supporting organizational change. Four speakers will present in-depth discussions of how collaborative computing, advanced telecommunications (including "video presence" and voice technology), the client/server paradigm, and imaging can be exploited in restructuring operations.

#### Speakers:

Dr. Jay Nunamaker  
Department of MIS  
Eller Graduate School of Management  
University of Arizona

Mr. Mark B. Myers  
Senior Vice President  
Corporate Research and Technology  
Xerox Corporation

Mr. Carl Schulz  
Vice President of UNIX  
Distributed Computing  
GTE Data Services

Mr. Dennis Hylton  
Assistant Vice President for  
Technology Development  
Bell Atlantic

Thursday, February 18

### Making Enterprise Re-engineering Work

The morning session will continue the presentation of case studies. Two speakers will provide additional business re-engineering "lessons learned."

The experience of organizations that have been through an enterprise re-engineering effort provides considerable insight into the factors critical to successful change. Often cited as the most important factors are creativity - a willingness to set aside old paradigms and ways of doing business; commitment - from top management and from key business stakeholders; vision - to understand key business goals and the important components for achieving them; and boldness - to think big and not settle for small gains when large, dramatic ones are possible. In the afternoon working groups, we will discuss the critical success factors, the benefits, and the pitfalls of undertaking an enterprise re-engineering effort. In these small-group settings, conference attendees will have the opportunity to raise issues and engage in more in-depth discussions with both Government and industry colleagues who have experience with or are considering a re-engineering effort.

Thursday evening, seminar attendees will enjoy a featured speaker at the seminar banquet.

#### Speakers:

Mr. Edward M. Rafter, III  
Vice President for Re-engineering  
Cigna Corporation - Systems Division

Mr. William E. Kelvie  
Senior Vice President and  
Chief Information Officer  
FannieMae

#### Banquet Speaker:

The Honorable Deborah L. Wince-Smith  
Assistant Secretary for Technology Policy  
Department of Commerce

Friday, February 19

### Getting the Benefit

The seminar concludes with presentations from the Thursday afternoon working group sessions and a panel discussion covering highlights of earlier parts of the seminar. The panel discussion will help to synthesize the many valuable insights provided by the experts in enterprise re-engineering and technologies, and the lessons learned from the case studies. We will conclude by identifying the top challenges in using information technology as an effective driver in enterprise re-engineering.

#### Panel Moderator:

Dr. Stephen Kahne  
Seminar Chairman  
The MITRE Corporation



### Format

The seminar will begin on Monday evening, February 15, 1993, with a reception, dinner, and keynote address, and will continue through lunch on Friday, February 19. On Tuesday and Wednesday, there will be four 90-minute sessions, as well as an informal discussion session after dinner. On Thursday, there will be two sessions followed by the formation of working groups to explore enterprise re-engineering issues. Friday morning will begin with a working group debriefing followed by a panel discussion to summarize the results of the week's discussions. On Thursday evening, a seminar banquet will be held at the Kingsmill Golf and Country Club. The keynote dinner and banquet require business attire; dress for all other events will be casual.

### Registration

The seminar is intended for senior executives at the SES and Flag Officer levels and above, with total attendance limited to 35 people. Applicants will be notified of their acceptance as soon as possible. Consideration will be given to GS-15 equivalent applicants on an exception basis, in view of the scope of their responsibilities. Tuition of \$650 covers meals and seminar costs. Fees for lodging of approximately \$114 per day (single or double), personal charges, and transportation expenses are not included in the tuition.

### Accommodations

The seminar will be held at the Williamsburg Lodge and Conference Center in Williamsburg, Virginia, approximately a 2 1/2-hour drive from the Washington, D.C., area. Room reservations will be handled by The MITRE Corporation. Attendees should plan to arrive between 3:00 and 6:00 p.m. on Monday, February 15, for registration, which will be followed by a reception, dinner, and keynote address. Provision will be made for accepting telephone messages through the Williamsburg Lodge and Conference Center.

### About The MITRE Corporation

The MITRE Corporation is an independent, not-for-profit corporation working entirely in the public interest. Over 30 years of experience in solving complex problems for U.S. Government agencies has kept MITRE immersed in state-of-the-art technologies, policy analysis, and systems engineering involving information systems and telecommunications. This experience has given MITRE an in-depth understanding of the growth and use of these technologies. MITRE is experienced in supporting agencies that serve the needs of our nation as they deal with changing requirements, costs, budgets, legislation, and policies. This is the seventeenth consecutive year that MITRE has sponsored a seminar for Government executives in decision-making roles.

For additional information, please contact

Dr. Stephen Kahne  
The MITRE Corporation  
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McLean, VA 22102-3481  
(703) 883-6204  
(703) 883-6190 (fax)  
skahne@mitre.org (e-mail)

"Document Control"

TYPE: INFORMATION

DOCUMENT NUMBER: 9203610

ORIGINATOR: 02

STATUS C

DIRECTORATE STATUS

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FROM: GELLER, Kenneth N.: DREXEL UNIVERSITY

TO: DR. D.A. BROMLEY

DATE OF  
CORRESPONDENCE: 11/17/92

SUBJECT: A THANK YOU FOR DR. BROMLEY'S PARTICIPATION IN THE  
STEIN CONFERENCE.

\*\*\*\*\*  
DIRECTORATE STAFF  
ASSIGNED: ASSIGNED:

ACTION STAFF  
REQUIRED: ACTION:

\*\*\*\*\*  
SENDER'S DUE DATE:  
OSTP DUE DATE: STAFF DUE DATE  
DATE COMPLETED: DATE COMPLETED/DEPT:

\*\*\*\*\*  
COPIES TO: D. Allan Bromley

\*\*\*\*\*  
WHITE HOUSE TRACKING #: CONTACT PERSON:  
REMARKS: PHONE: EXT:

OSTP RECEIVED: 12/07/92  
FILE: P-INVITATION

DEPT RECEIVED:

CENTRAL FILES:



3610

The Office of Sponsored Projects  
32nd and Chestnut Streets  
Philadelphia, Pennsylvania 19104  
TEL 215 895-2499  
FAX 215 895-1619

November 17, 1992

Dr. D. Allan Bromley  
Director  
Office of Science & Technology Policy  
Executive Office of the President  
Washington, D.C. 20506

Dear Dr. Bromley:

On behalf of the University, the Stein Family, and personally, thank you for helping us make our Third International Stein Conference, "Advanced Materials: Synthesis to Applications," so successful. Your presentation, along with those of the other speakers, certainly made this a unique and memorable event.

Please let me know if you have any conference-related travel expenses for which we have to reimburse you.

Thanks again for your support of and participation in the Stein Conference. I hope our paths will cross again in the near future.

Sincerely,

A handwritten signature in blue ink that reads "Ken Geller".

Kenneth N. Geller, Ph.D.  
Assistant VP for Research and  
Technology Management  
and  
Stein Conference Coordinator

cc: Elazar Gutmanas  
Mike Koczak  
Ron Smith



"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9203553

ORIGINATOR: 02

\*\*\*\*\*

SPEECH: YES NO

FROM: JOHN SIMON GUGGENHEIM MEMORIAL FOUNDATION

DATE OF EVENT: 12/29/92 THRU:  
TENTATIVE DATES:

LOCATION OF EVENT: WASHINGTON SHERATON

TIME OF EVENT: 5:00 P.M.-7:00 P.M.

SUBJECT: AN INVITATION TO ATTEND A RECEPTION HONORING THE  
GUGGENHEIM FELLOWS.

\*\*\*\*\*

RSVP: 12/21/92

CONTACT PERSON:

CONTACT NUMBER: 212-687-4470

\*\*\*\*\*

INVITATION ACCEPTED? YES

NO

\*\*\*\*\*

COPIES TO:

REMARKS: 12/22/92 - Regretted to Beverly,  
mr

DATE OF LETTER: 12/04/92

DATE RECEIVED: 12/09/92

FILE: P-INVITATION

3553  
JOHN SIMON GUGGENHEIM MEMORIAL FOUNDATION

90 PARK AVENUE, NEW YORK, NY 10016 (212) 687-4470

coincident with the meetings  
of the American Historical Association in Washington, DC

You are cordially invited  
to a cocktail party to honor Guggenheim Fellows

at the Washington Sheraton Hotel  
Holmes Room  
Washington, DC

from five o'clock until seven o'clock

Tuesday, December 29, 1992.

RSVP to the address or telephone number above by December 21, 1992.

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Name\_\_\_\_\_

Address\_\_\_\_\_

\_\_\_\_\_ Yes, I will attend.

\_\_\_\_\_ No, I am unable to attend.

\_\_\_\_\_ Please let me know if other Guggenheim gatherings are planned in my area in the future.