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"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION-SPEECH
ORIGINATOR: 02

DOCUMENT NUMBER: 9202998

SPEECH: YES NO

FROM: DANFORTH, William: BUSINESS-HIGHER EDUCATION FORUM

DATE OF EVENT: 02/04/93 THRU: 02/06/93
TENTATIVE DATES:

LOCATION OF EVENT: TUCSON, ARIZONA

TIME OF EVENT:

SUBJECT: AN INVITATION TO PARTICIPATE IN THEIR WINTER MEETING
BY LEADING A DISCUSSION ON THE PARTICULAR NEEDS AND
PROMISE OF RESEARCH INTENSIVE UNIVERSITIES.

RSVP: 10/21/92

CONTACT PERSON:

CONTACT NUMBER:

INVITATION ACCEPTED? YES NO

COPIES TO: PCAST

REMARKS: ENCLOSURES TO DR. BROMLEY

DATE OF LETTER: 09/29/92

DATE RECEIVED: 10/05/92

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Change to
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Tentative acceptance.
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Business-Higher
Education Forum

2998

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AT&T

*affiliation at time of
Forum Chairmanship

Don M. Blandin
Forum Director

Judith T. Irwin
Forum Associate Director

September 29, 1992

D. Allan Bromley
Assistant to the President for
Science and Technology
358 Old Executive Office Building
Washington, DC 20500

Dear Allan:

On behalf of the members of the Business-Higher Education Forum, I would like to invite you to participate in our Winter 1993 Meeting. The meeting is scheduled for Thursday evening, February 4, through Saturday evening, February 6, at the Loews Ventana Canyon Resort in Tucson, Arizona.

As you can see from the enclosed preliminary agenda, we have chosen to organize our meeting around the theme of *First Principles: American Priorities in a New Age and a Different World*. Among the specific topics we intend to focus on are: science and technology, especially the convergence of the two; education as it relates both to K-12 and higher education; the federal budget and its role in promoting (or retarding) economic growth; the press and its responsibilities in a democracy; and alliance building opportunities with Japan and Europe.

Specifically, we are writing to ask you to lead the Saturday morning science and technology discussion on the particular needs and promise of research-intensive universities. We suggest using the upcoming PCAST report to address a wide range of issues affecting the future of American science, technology, industrial competitiveness and higher education.

One Dupont Circle Suite 800 Washington, D.C. 20036

Telephone: (202) 939-9345 FAX: (202) 833-4723

In affiliation with the American Council on Education

Among other PCAST members who we expect to attend the meeting are Harold Shapiro and Peter Likins.

We would be pleased if you could join us for the entire meeting. I think you will find the meeting to be a welcome combination of substantive discussion and friendly socializing. Attendance is limited to the Forum's corporate and academic chief executives, their spouses, and a handful of select guests, such as yourself. In addition, we keep the speeches and presentations to a bare minimum — allowing for more give-and-take among participants.

I have asked Forum Director Don Blandin to follow up this letter with a phone call in the near future to see whether you will be able to join us. Please feel free to contact Don or me if you have any questions.

On behalf of the Forum, I hope to welcome you to Tucson.

Sincerely,

A handwritten signature in dark ink, appearing to read "Bill", written in a cursive style.

William H. Danforth
1992-94 Forum Chairman

Chancellor
Washington University

P.S. Enclosed are some materials to bring you up to date on Forum activities.

THE WHITE HOUSE
WASHINGTON

October 9, 1992

Dear Bill:

Thank you for your letter of September 29 inviting me to participate in the Saturday morning science and technology discussion on the particular needs and promise of research-intensive universities scheduled for February 1993 to be held in Tucson.

With the understanding that it is always possible that Presidential scheduling may force a change in my plans, I would be delighted to accept your invitation.

As the time of the forum approaches, my staff will contact you to work out details for the event.

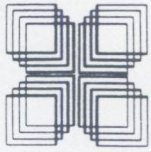
I am looking forward to the occasion.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "D. Allan Bromley", with a stylized, flowing script.

D. Allan Bromley
The Assistant to the President
for
Science and Technology

Dr. William H. Danforth
Chancellor
Washington University
One Dupont Circle - Suite 800
Washington, D.C. 20036



1 September 1992

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* Robert H. Atwell, President, American Council on Education

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Johnnetta B. Cole, President, Spelman College

William H. Cunningham, Chancellor, The University of Texas System

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Peter Likins, President, Lehigh University

Modesto A. Maidique, President, Florida International University

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G. Dennis O'Brien, President, University of Rochester

J. Dennis O'Connor, Chancellor, University of Pittsburgh

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Arnold R. Weber, President, Northwestern University

* Joe B. Wyatt, Chancellor, Vanderbilt University

Charles E. Young, Chancellor, University of California, Los Angeles

*** 1992-94 Forum Chairman

** Immediate Past Forum Chairman (1990-92 Forum Chairman)

* Forum Executive Committee Member



ABOUT THE BUSINESS-HIGHER EDUCATION FORUM

July 1992

The Business-Higher Education Forum, founded in 1978 by the American Council on Education, is a membership organization of 100 academic and corporate chief executives. Their goals are to address issues of mutual concern to the corporate and higher education communities and to build consensus on how the two sectors can collaborate more effectively for the benefit of all society. To carry out its agenda, the Forum holds semiannual meetings, convenes occasional roundtables, publishes policy reports and conducts public-education campaigns.

MEMBERSHIP

Membership is by invitation of the Executive Committee, and the number is limited — equally divided between the two sectors. The relatively small size promotes collegiality and helps build consensus.

The chairmanship rotates between academic and corporate members every two years. William H. Danforth (Chancellor, Washington University) is the 1992-94 Chairman. Previous chairmen have included: Colby H. Chandler (Eastman Kodak Company); David P. Gardner (University of California); Edward Donley (Air Products and Chemicals, Inc.); Rev. Theodore M. Hesburgh, C.S.C. (University of Notre Dame); Robert Anderson (Rockwell International Corporation); Wesley W. Posvar (University of Pittsburgh); and the late James E. Olson (AT&T).

THE PROCESS

The Forum has always been a principals-only organization. Outside experts and observers are regularly invited to attend the semiannual meetings, but most of the discussions center on face-to-face, frank exchanges among Forum members themselves. Furthermore, task forces of Forum members take the lead in overseeing the organization's projects.

Much of the Forum's effectiveness stems from this strong sense of ownership in the organization and its work. Indeed, one of the most important developments that has occurred in the Forum's first decade is the strong and enduring friendships that have grown as a result of participation in the group. These bonds extend well beyond the Forum meetings into the daily lives of many members.

MAJOR PROJECTS

The Forum is very selective in identifying issues for debate and action. Issues must be important to both sectors and to the nation as a whole. They must lend themselves to consensus. And they must be actionable — through a series of pragmatic public and private initiatives. Within those parameters, the Forum has focused on several key areas: competitiveness, human resources development, school reform, international relations, health care, and the environment and the economy.

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Competitiveness

In 1983, for instance, the Forum was the first private-sector group to alert the nation to the economic competitiveness challenge, with publication of *America's Competitive Challenge: The Need for a National Response*. Subsequent reports on the role of the business schools (1984), the commercial development of space (1986) and R&D cooperation (1988) addressed specific competitiveness issues, and a unique collaboration with Members of Congress (1985-1986) produced a blueprint for change that has been implemented by federal and state policymakers.

Human Resources Development

American Potential: The Human Dimension

In recent years, the Forum has been focusing particular attention on the human resources aspects of competitiveness. In 1988, the Forum published *American Potential: The Human Dimension*, which tried to build consensus among all parties on the steps needed to more fully develop the talents of the American people. Specific recommendations called for a comprehensive re-examination of the basic education and skills needed by U.S. students; renewed attention to training and retraining the workforce; and a special effort to expand scientific and technical expertise.

Three Realities: Minority Life in the United States

In June 1990, the Forum released a report that takes a fresh look at the economic opportunities and obstacles facing American minorities, especially blacks and hispanics. The report includes recommendations for business and higher education leaders to implement in their own institutions.

Education and Training Reform

Help Wanted: Crisis in the Work Force

The two major goals of the joint project with the Public Agenda Foundation were to alert the American public about the consequences of an underskilled, undereducated and undermotivated workforce, and to help citizens think through realistic reform alternatives for their local communities.

During 1991 and 1992, Forum members Joe Wyatt (Vanderbilt University), James Baker (Arvin Industries) and Tom Ehrlich (Indiana University), Paul Elsner (Maricopa Community Colleges) and Bill Gerberding (University of Washington) hosted Help Wanted communications campaigns in Nashville, Indianapolis, Phoenix and Seattle over the past year. In addition, the Connecticut Business Education Coalition led a fifth pilot campaign in Hartford.

The pilot campaigns broke much new ground in the way that people are talking about the issues and in the way that communities all over the country are moving ahead on school reform. Through the project, we learned which education and training proposals the public will support — and which ones still encounter the most resistance.

Although the Forum's formal role in the project ended with the five pilot campaigns, the Forum will continue to consider the campaign as part of its future discussions and will encourage individual Forum members wishing to sponsor such campaigns to do so. Meanwhile, Public Agenda is managing a nationwide communications campaign, with participation by ABC TV affiliates, the Network for Public Debate (major newspapers and TV/radio stations in communities across the country), the National Issues Forum (a consortium of over 3,000 universities, libraries and other local groups), Forum members, the Business Roundtable and others.

In February 1991, the project published a report, *Crosstalk: The Public, the Experts and Competitiveness*, which summarizes the major gaps in public and expert understanding of competitiveness and education issues.

Anderson Medal

During the Winter 1992 Meeting, the Forum awarded the second Anderson Medal to *The Think Tank*, based in Phoenix and Maricopa County, Arizona. The Medal recognizes outstanding business-higher education-public school alliances that have helped improve the performance of American students. The Medal is named after 1982-84 Forum Chairman Robert Anderson (Chairman Emeritus, Rockwell International Corporation). Last year's medalist was *Partnerships for Progress*, based in St. Louis, Missouri. Winston Hindle, Jr. (Digital Equipment) is Chairman of the 1992 Selection Committee. The 1991 Selection Committee was chaired by Paul H. Henson (Kansas City Southern Industries).

National Education Goals

The Forum is participating, both on its own and through the Business Coalition for Education Reform, in the effort by the National Governors' Association and President Bush to implement national education goals.

International Relations

Coalition for Democracy and Enterprise

The Coalition for Democracy and Enterprise, co-chaired by Rand Araskog (ITT Corporation) and Arnold Weber (Northwestern University), was established to give the Forum's university and corporate members a mechanism for providing technical assistance to Central and Eastern Europe. The Coalition's first project, formally begun in September 1991, is helping the Warsaw University of Technology establish *business incubator centers* (which provide a wide range of assistance to start-up firms). The Coalition is also helping to develop incubator centers in the Czech and Slovak Federal Republic. A June 1992 workshop on *Business Incubators and Enterprise Development* trained 30 Czechs and 20 Slovaks in the basics needed to establish, operate and support a small business incubator. Later this year the Forum will: conduct a series of technology commercialization workshops in Poland (in cooperation with the U.S. Department of Commerce and U.S.-Poland Science and Technology Joint Commission); and establish a graduate-level interdisciplinary program in telecommunications management in Hungary. Other programs under consideration include management training and technology transfer.

Joint U.S.-European Meeting

The Summer 1992 Meeting was a special joint session with our counterpart organizations from Europe, Canada and Australia. More than 60 leading industry and university executives discussed education and training; environmental protection and economic development; Western aid to the former Soviet bloc; and the future of the Atlantic Alliance in the "new world order."

Global Outreach Efforts

To identify areas of mutual concern with foreign business and higher education leaders, the Forum continues to cooperate with three organizations which it helped to found — the Corporate-Higher Education Forum in Canada (1983), the European University-Industry Forum (1988) and the Australian Business/Higher Education Round Table (1990). Forum members also are vigorously pursuing outreach efforts with their peers in several Asian nations and Mexico.

SEMIANNUAL MEETING ROUNDTABLES

During its semiannual meetings, the Forum focuses on a wide range of topics including the areas mentioned above. The following begins to suggest the diversity of issues examined during meetings.

Environment and Economic Development. The Winter and Summer 1991 and Summer 1992 Meetings focused extensively on environmental issues, with a look at several models of cooperation involving businesses, universities and government agencies, and extended discussions about how to balance environmental protection and economic development.

Science and Technology. During the Summer 1991 Meeting, the Forum addressed the challenge of educating managers for innovation — both in terms of managing new technologies and of restructuring their organizations to become more creative and effective. Previous sessions have addressed the issues of science and math education, and the U. S. technology policy agenda. Follow-up sessions at the Winter 1992 Meeting included presentations by experts such as Lester Thurow (Massachusetts Institute of Technology) and John Seely Brown (Xerox Corporation).

Global Interdependence. The Forum has been using its semiannual meetings to discuss the emergence of new regional alliances. The Summer 1988 Meeting was devoted exclusively to the Pacific Rim. The Winter 1989 Meeting explored the possibility of a North American Alliance, including the United States, Canada and Mexico. The Summer 1989 Meeting addressed the implications for American business and higher education of "EC 92", the planned economic integration of the European Community. The Winter 1990 Meeting featured a major address by former U.N. Ambassador Jeane Kirkpatrick on "Communism in Turmoil." Hedrick Smith (*The New Russians*) discussed the future of Soviet reform at the Winter 1991 Meeting.

Health Care. During the Winter and Summer 1990 Meetings, experts such as Rep. Willis Gradison (R-Ohio), Samuel Thier (Institute of Medicine, National Academy of Sciences), Dallas Salisbury (Employee Benefit Research Institute) and Frank Young (U.S. Department of Health and Human Services) briefed Forum members about the various dimensions of America's health-care challenge. Following up on those sessions, the Forum circulated a primer on issues such as cost, access and quality, focusing on the implications for businesses and universities. In cooperation with The Employee Benefit Research Institute, the Forum is regularly publishing *Health Developments*, a two-page newsletter to keep members up to date on policy trends.

Ethics Roundtable. The March 1989 roundtable focused on ways in which corporate, higher education and foundation leaders can promote more ethical behavior within their own institutions. The roundtable was part of a planned series of joint ventures between Forum members and chief executives of major U.S. philanthropic foundations.

GOVERNANCE AND FINANCING

The Forum is governed by an 11-member Executive Committee, with membership divided between corporate and academic members. The organization is supported by membership dues and project grants from philanthropic foundations. The Forum is affiliated with the American Council on Education, which represents more than 1,500 post-secondary, degree-granting institutions and more than 250 education associations.

For further information, please contact:

Don M. Blandin, Forum Director

Tel: (202) 939-9345

Fax: (202) 833-4723



COALITION FOR DEMOCRACY AND ENTERPRISE

SEPTEMBER 1992

The Coalition for Democracy and Enterprise of the Business-Higher Education Forum was established in 1990 to give the Forum's members — about 100 university and corporate chief executives — a mechanism for providing technical assistance to Central and Eastern Europe. The Coalition's primary goal is to conduct a series of modest but long-term capacity-building projects to strengthen the institutions that will be vital to the transition of these nations to democratic, enterprise-based societies.

The Coalition is co-chaired by Rand V. Araskog (Chairman, President and Chief Executive, ITT Corporation) and Arnold R. Weber (President, Northwestern University). Funding and in-kind contributions have been provided by the Forum's corporate and academic members, as well as by philanthropic foundations, U.S. government agencies and Central and Eastern European governments.

Through a series of well-targeted programs, the Coalition has focused its efforts in three, sometimes overlapping areas:

Enterprise development

Management training and market economics education

Infrastructure development.

The Coalition has been active in Poland, the Czech Republic, Slovakia and Hungary, and is considering projects in Bulgaria and the new independent states of the former Soviet Union. Major accomplishments to date include:

ENTERPRISE DEVELOPMENT

Business incubator center: Poland. The Coalition helped to establish and manage the Enterprise Development Center at the Warsaw University of Technology, which is currently providing technical assistance to 10 small, developing companies; offering training in basic management and business skills; and making plans to serve as a model training center for managers of additional small business incubator centers throughout Poland. The Center is helping to meet the Coalition's broader goal of helping Central and Eastern Europe nurture the development of small- and medium-sized businesses.

Incubator development and training: Czecho-Slovakia. A June 1992 workshop in Prague trained 30 Czechs and 20 Slovaks in the basics needed to operate and support a small business incubator. The workshop also covered the basics of entrepreneurship and enterprise development as part of a broader project designed to assess market feasibility and identify a potential enterprise development network in the Czech and Slovak Republics.

Technology commercialization. A weeklong series of technology commercialization workshops will be conducted in Poland in November 1992 in cooperation with the U.S.-Polish Commission for Cooperation in Science and Technology and the U.S. departments of Commerce and State. The goal of the project is to exchange experiences and practices on technology commercialization with industry, government and academic leaders interested in fostering technology growth and development in Poland.

MANAGEMENT TRAINING AND MARKET ECONOMICS EDUCATION

Internship project. The Coalition is currently working with the Soros Foundation's East-West Management Institute and the United States Information Agency on a region-wide Central and Eastern Europe management internship project. Starting in September 1992, Forum member institutions will be hosting management interns for up to six months of hands-on management training in the United States.

Business Climate Report: Poland. The Coalition is working with the University of Pittsburgh to develop a report that will identify the key factors that lead U.S. corporations and businesses to invest in Poland. The report will serve as a resource for Polish national, regional and municipal government leaders (who help create the investment climate), and for industry, labor and business leaders throughout the country.

Conference on lessons learned. The Coalition, in cooperation with John E. Robson (Deputy Secretary, U.S. Department of the Treasury), is organizing a second conference on *Lessons Learned in Management Training and Market Economics Education in Central and Eastern Europe* which will be held in December 1992. The conference will bring together leaders of U.S. corporate, academic and philanthropic sectors along with recipients of technical assistance from the region. They will discuss successes, failures and lessons learned along with suggestions for moving ahead. The published documents from the conference could act as a guide for the U.S.-led technical assistance efforts in the new independent states of the former Soviet Union.

Management training centers. The Coalition is exploring the possibility of providing extensive management training to professors and managers of large, medium and small enterprises throughout Central and Eastern Europe. Before embarking upon this project, however, the Coalition will need to identify additional funding sources and institutions with which to affiliate. It is not the Coalition's intent to develop any new institutions but to help existing institutions establish their own management training centers for undergraduate, graduate, executive and adult education.

INFRASTRUCTURE DEVELOPMENT

Telecommunications. In cooperation with Northwestern University's Annenberg Washington Program on Telecommunications Policy Studies, the Coalition has developed a graduate-level, interdisciplinary program in telecommunications management. By providing a combination of business, policymaking and technical training to telecommunications managers, policymakers and users throughout Central and Eastern Europe, the project will lead to the development of a modern communications infrastructure. Plans have been made to offer the initial courses of the graduate program in Fall 1992 in conjunction with the Technical University of Budapest. The Coalition is currently exploring expanding the program to Poland, the Czech Republic, Slovakia and Bulgaria.

Technology transfer. The Forum is working with the Institute for East-West Studies, the Warsaw University of Technology and others to establish one or more Business-Higher Education Forums in Central and Eastern Europe. The goals are to support the development of more cooperative industry-academic partnerships in such areas as economic development and technology transfer.

OTHER PROJECTS

Environmental training. The Coalition has had discussions with government and private-sector leaders in Poland and elsewhere in Central and Eastern Europe regarding the possibility of providing environmental training. Such training could include scientific research and technical skills development, pollution prevention and approaches to environmental management in a free-market system.

Textbook donations. Initial shipments of a textbook entitled *The Challenge of Democracy* have been sent to over 45 Foreign Language Teacher Training Colleges throughout Poland. The Coalition is sending these books with assistance from the United States Information Agency's Book Donation Program.

GUIDING PRINCIPLES

Long-term commitment. The Coalition's work has been driven by the assumption that fundamental economic and societal change will take years to accomplish. Thus, the Coalition has focused on long-term activities: identifying key resources in each country, building a network of leaders (current and prospective), assembling coalitions and building projects from the ground up. As a result, the Coalition has earned a reputation for its pragmatic approach and for being able to deliver on its promises.

In-country capacity building. The Coalition's goal is to help put in place the systems and structures that will both foster change -- and ensure these changes are sustained over time. Thus, programs are designed to "train the trainers" and "build the infrastructure" that will be needed to carry on the effort once the Coalition's intervention ends.

Customer-driven. The Coalition began by listening to the industry, academic and government leaders of Central and Eastern Europe describe their priorities for assistance. We wanted to make sure that whatever assistance we provided responded directly to their needs. As a result, we started slow: our first project did not get under way until more than a year after the Coalition was formed. And we started small: the first project was a business incubator center to help foster the development of new business enterprises in Poland. But progress has been steady and the results are measurable.

THE COALITION'S QUALIFICATIONS

As a subsidiary of the Business-Higher Education Forum of the American Council on Education (ACE), the Coalition brings to its Central and Eastern Europe program all the strengths of its sponsoring organizations, including:

- A unique collaboration that unites the theoretical knowledge of the nation's leading colleges and universities with the practical, marketplace experience of America's leading corporations.
- Hands-on leadership and participation by chief executive officers (CEOs) of America's leading corporations, universities and colleges. CEO involvement will facilitate the necessary human and financial resources of each institution to fulfill the objectives of the Coalition.
- A longstanding familiarity with the people and countries of Central and Eastern Europe, through its member institutions. Many of the 100 Forum members are already active in Central and Eastern Europe.
- A distinguished record of accomplishment in helping companies and workers compete more effectively. The Forum and ACE are particularly expert in the area of human resource development and will apply this know-how to help the people and institutions of Central and Eastern Europe compete more effectively.

- A distinguished record of accomplishment in helping foreign businesses and higher education institutions in Western Europe, Canada and Australia cooperate more effectively. The Forum and ACE will apply this know-how to help the nations of Central and Eastern Europe.
- Strong support by U.S. and foreign governments. For instance, during a White House-sponsored conference on President Bush's Central and Eastern European Initiatives in late February 1991, the Forum's Coalition was singled out for praise by senior U.S. Government officials and Jacek Saryusz-Wolski, Poland's Minister for Foreign Assistance and European Integration. In a July 1991 letter to the U.S. government, the Polish Council of Ministers declared its "firm interest in increasing cooperation with the Business-Higher Education Forum and Center for Leadership Development [of the American Council on Education] in the field of management training. These institutions seem perfectly capable of performing their duties and the propositions of the projects presented suit our needs impeccably."

In addition, as evidence of the growing U.S.-Polish partnership, both the Polish Ministry of National Education and State Committee for Scientific Research have provided significant funding for the Enterprise Development Center -- a cooperative venture of Warsaw University of Technology and the Business-Higher Education Forum.

THE PARTNERS

Business-Higher Education Forum

The Forum is a membership organization of 100 selected chief executives of major American corporations, colleges and universities. The Forum's purposes are to identify, review and act on selected issues of mutual concern; to enhance public awareness of these concerns; and to help guide the evolution of cooperation between corporations and institutions of higher education, while preserving their separate traditional functions.

To carry out its agenda, the Forum holds semiannual meetings, convenes occasional roundtables, publishes policy reports, conducts public-education campaigns and manages projects that mobilize the resources of its multinational members.

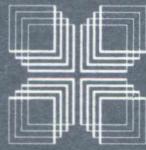
Over the years, the Forum has addressed such critical issues as international economic competitiveness, education and training, R&D partnerships, science and technology, global interdependence, health care, and the environment and the economy.

The 1992-94 Forum Chairman is William H. Danforth, Chancellor, Washington University. Don M. Blandin is the Forum's director.

American Council on Education

ACE, which founded the Forum in 1978, is an independent, non-profit association founded in 1918. It represents over 1,600 accredited and degree-granting postsecondary institutions in the U.S., as well as over 250 national and regional higher education associations. As such, ACE serves as the coordinating umbrella association for American higher education and serves as the focus for discussion and decision-making on higher education issues of national importance.

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Business-Higher
Education Forum

HIGHLIGHTS OF THE
WINTER 1992
MEETING

*FEATURING PRESENTATIONS
AND DISCUSSIONS ON*

BUILDING AMERICA'S FUTURE



ANTHROPOLOGY AND INNOVATION



THE EUROPEAN COMMUNITY



LAYING FOUNDATIONS IN THE FORMER EAST BLOC



HELP WANTED: COUNTING THE BALLOTS

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1992-94 Forum Chairman
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Forum Immediate Past Chairman
(Chairman, 1990-92)
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April 1992

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Colby H. Chandler
(1990-92 Term)
Chairman and Chief Executive Officer
Eastman Kodak Company

David Pierpont Gardner
(1988-90 Term)
President
University of California

Edward Donley
(1986-88 Term)
Chairman
Air Products and Chemicals, Inc.

Rev. Theodore M. Hesburgh, C.S.C.
(1984-86 Term)
President
University of Notre Dame

Robert Anderson
(1982-84 Term)
Chairman of the Board and
Chief Executive Officer
Rockwell International Corporation

Wesley W. Posvar
(1980-82 Term)
President
University of Pittsburgh

James E. Olson
(1978-80 Term)
Vice Chairman of the Board
AT&T

* Affiliation at time of Forum
Chairmanship

CHAIRMAN'S LETTER

During our Winter 1992 Meeting, we covered a wide range of issues — from the dramatic changes in Europe to the disturbing problems in America's classrooms.

In every session, we were challenged — and we challenged ourselves — to meet these dramatic changes with lasting and innovative solutions.

For Lester Thurow, it is a question of vision. As international economic competition intensifies, he called on leaders from business and academia to help focus the nation on the need to make long-term investments in the future.

For John Seely Brown, Marietta Baba and Elizabeth Briody, the challenge is to find a new "set of eyeglasses" to uncover the problems — and potential solutions — that exist within all institutions. Using the tools of anthropology, they helped all of us see more clearly how to make institutions more innovative.

For Bruce Stokes and Charles Goldman, the challenge is to understand and prepare for dramatic changes in Europe. In preparation for the Forum's upcoming Summer Meeting in Brussels, they provided a timely update on the sweeping changes occurring in the European Community.

We focused on other equally dramatic changes in Europe as Rand Araskog, Arnold Weber and Marek Dietrich updated us on continuing efforts by the Forum's Coalition for Democracy and Enterprise to provide technical assistance to Poland and elsewhere in Central and Eastern Europe. Deputy U.S. Treasury Secretary John Robson helped set the stage for the discussion by describing how economic and political change in the region is progressing.

On the home front, political analyst Kevin Phillips discussed how economic difficulties could cause a major shift in presidential politics. U.S. Education Secretary Lamar Alexander urged Forum members to work on the local level to bring about radical reform of America's schools. And William Milliken reminded us of the need to factor love and concern into any effort aimed at helping the nation's troubled youth.

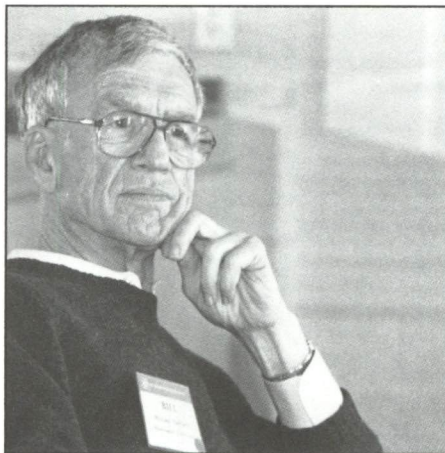
Public Agenda Foundation President Daniel Yankelovich and Former U.S. Labor Secretary Ann McLaughlin provided an

update on the joint Forum/Public Agenda project, "Help Wanted: Crisis in the Work Force." With the help of Forum members James Baker, Thomas Ehrlich, Paul Elsner and William Gerberding, they reviewed some of the promising results of the project's first pilot public education campaigns.

We also gained hope from "The Think Tank,"

which received the second Anderson Medal for being the best three-way alliance of business, higher education institutions and the public schools. The Arizona-based program showed us the kind of change all of us are capable of bringing about — if we are willing to make a commitment.

We hope to bring the challenges facing the U.S. into sharper focus this summer at our special joint meeting with our industry and academic colleagues from Europe. I look forward to the sessions.



William H. Danforth

William H. Danforth

William H. Danforth
1992-94 Forum Chairman

THUROW: CREATING A NATION OF BUILDERS

On a recent drive, Lester Thurow (Massachusetts Institute of Technology) noticed a bumper sticker that summarized what he believes has happened to America. It said: "The man who wins is the one who dies with the most toys."

"That's the kind of world you and I have created," he said. The U.S., according to Professor Thurow, has become a nation lacking in vision — addicted to consumption and unwilling to invest in the future.

"The fact is, when historians look back on us, they will say we paid less attention to the future than any other generation in the history of the U.S.," he said.

What America needs is another Brooklyn Bridge — a national goal that can capture the citizenry's imagination and promote the value of long-term investment. Considered the eighth wonder of the world when it was completed in 1883, the bridge attracted Americans from all over the country who came to see the span that workers labored — and in some cases gave their lives — to construct. "We need to get back to the idea that the best thing you can be is a builder," he said.

Examples of just how far America has strayed from this idea are everywhere. For example, in almost every area — civilian R&D, plant and equipment, infrastructure, training — the other major industrialized countries are investing a greater percentage of their Gross Domestic Product than the U.S., he pointed out.

Making it all the more disturbing and dangerous is that America's blindness toward

the future comes at a time when the nation needs vision the most. "We are being hit and will continue to be hit by a very profound set of changes," he said. "If you think you are living in a competitive world now, you ain't seen nothing yet."

The power to control international trading rules is shifting to Europe; Japan and Germany are rushing ahead to develop critical technologies and industries; and brain power is becoming a key global resource that America is in danger of losing.



Lester Thurow

TRADE

While the U.S. once wrote the rules on international trade, the European Community (EC) will now control the process. "Those who guard the portals to the world's largest market write the rules," he said.

The new European-controlled trading game is like "soccer" — much faster paced than football and with fewer timeouts. Managed trade will also play a greater role.

TECHNOLOGY

In Japan, government and industry collaboration are fueling the country's effort to capture leadership in many of the high-tech industries currently dominated by the U.S., he said. The U.S., on the other hand, has no equivalent strategy for supporting industry and is bogged down in ideological debates over industrial policy. "We are only allowed to talk about 'pre-generic enabling' technology. That does not offer any direction, everything is pre-generic and enabling. We have to have a strategy," he said.

In addition, both Japan and Germany have corporate structures in the form of the Japanese Keiretsu and Germany's Deutsche Bank that are far more supportive of the kind of long-term investment necessary to develop and excel in high-tech industries. The U.S. system, on the other hand, is plagued by outdated laws that force many of its owners to maintain an arm's-length relationship with the firms they own — leaving them with no choice but to be short-term speculators instead of builders.

"If you were asked to name the most successful company in the world, you might say Honda. Do you know an owner of Honda only got a 3 percent return on his investment during the first 15 years? He didn't think that was a sacrifice," Mr. Thurow said. "There is no way the U.S. can compete against that kind of orientation without making adjustments."

EDUCATION

America's education problems also put the nation at a serious disadvantage, he said. With technology making it possible to move physical resources anywhere around the world, brain power is a nation's major remaining resource. In these circumstances, those countries with the most educated



Lawrence Hough



Kay Whitmore, Stanley Ikenberry and James Baker

workforce will win the most valuable jobs — the high-wage, high-skilled jobs.

To improve the nation's education system and ensure the U.S. gets its share of such jobs, Professor Thurow called for several major changes in the education system, including increasing teacher pay in order to attract the most qualified applicants and lengthen-

ing the school day. Perhaps the greatest challenge facing the nation is improving education and training for non-college-bound students, he said. "The only group working in high school right now are those students who are going to college,"

he said. "The rest know that business will never look at their grades."

To help correct this situation, he proposed that U.S. companies write the American equivalent of the French baccalaureate national exam or the Mazda exam, he said. Such an exam would force U.S. students to meet a certain standard of performance in order to get a job and would let schools know what they must teach.

Though many of the economic and education strategies used by other countries are working better than those used by the U.S., Mr. Thurow does not support "copying Japan" or any other country. "We need to

employ the concept of benchmarking. We need to find out about the best practices and then find a way to go one step farther.”

FORUM RESPONSE

Professor Thurow’s presentation inspired considerable discussion during the subsequent small-group sessions as Forum members considered a potential role for the organization in helping to develop a new vision for the nation. Several Forum members suggested that such a project, which might cover such issues as economic competitiveness, could take the form of a report or an action agenda for the next Administration.

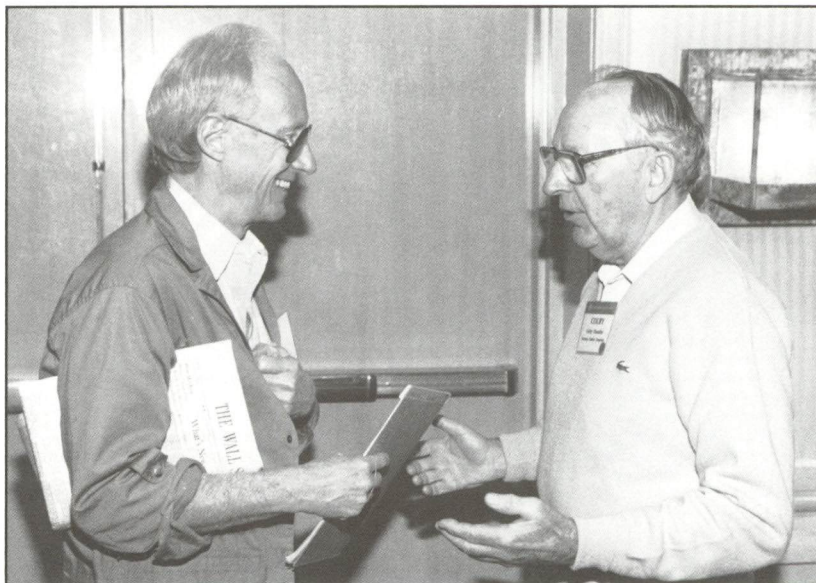
Winston Hindle, Jr. (Digital Equipment Corporation) suggested that the Forum seize the “window of opportunity” opened by the forthcoming presidential election and help set the agenda for the new Administration. Summarizing the conclusions of his small group, Mr. Hindle pointed out that an enormous amount of cultural distrust exists between different segments of society and that the process of working on such a project

could help heal such divisions. He encouraged the Forum to seek input from key leaders in all sectors — including Congress, the media, universities and industry.

In a similar vein, Irvine Hockaday, Jr. (Hallmark Cards, Incorporated) said “maybe what we need to do and what this Forum might be well-suited to do is to define what we mean by ‘winning.’” In summarizing the conclusions of his small group, Mr. Hockaday asked the Forum Executive Committee to consider a project that would help define what a “Great American Society for the future should and could be.”

Driving home the need for the Forum to play a role, Kay Whitmore (Eastman Kodak Company) pointed out that this is a “momentous time to focus on a macro issue.” He cautioned against waiting for leadership to come from elected officials.

The Executive Committee asked Mr. Whitmore to pursue the matter, starting with a survey of members’ interest in such a project and their positions on a host of key issues.



Irvine Hockaday, Jr. and Colby Chandler

ANTHROPOLOGY AND INNOVATION: PROFITING FROM THE INVISIBLE

Every day, employees across America are inventing something new. And every day, most of those inventions are being lost. Why? A failure, according to John Seely Brown (Xerox Corporation), to “profit from the invisible.”

In a discussion about the role of anthropology in innovation, Mr. Brown, Marietta Baba (Wayne State University) and Elizabeth Briody (General Motors) explored how anthropology is being used to uncover hidden problems — and innovations.

LEARNING FROM WITHIN

To illustrate, Mr. Brown described several of Xerox’s experiences. In one example, Mr. Brown was asked to develop an artificial intelligence system that would help technicians “trouble-shoot” copier problems. Instead of adding more technology to a machine that already had 30 microprocessors, he hired an anthropologist to study Xerox service technicians.

The anthropologist discovered that much of the knowledge needed to fix tough problems was shared “around the coffee pot” in the form of “war stories.” Not only was this important body

of knowledge not being captured in any systematic way, its informal transfer was actually being discouraged by the company. “As part of the company’s ‘Quality Improvement’ program, technicians were told not to tell war stories,” Mr. Brown pointed out. By failing to recognize the value of such stories, the company was actually undermining an important part of the technicians’ ability to perform their job.

To expand and improve on the dialogue instead of discouraging it, the stories were entered into an electronic message board system, which gave technicians an easy way to record their “war stories” and find out how others were tackling similar problems. Xerox also equipped the technicians with tiny radios to wear when they were on call



Plenary Session

with the hope that one technician might overhear a problem that another technician was having and then “bust in with a great idea.”

The experiment was so successful that when Xerox tried to take away the radios, workers said they were willing to pay to keep them. “We came away after several years realizing that the expert system we were first challenged to build was not in a machine. We were creating an expert system that resided in the collective memory of these practitioners,” he said.

Anthropology can also help CEOs understand one of the most frustrating problems they face — why top-down vision often becomes so blurred at the bottom. One reason is because of a mismatch between “formal culture” and “informal culture,” Brown said.

By probing the informal culture, anthropologists at Xerox discovered that while the concept of teamwork is considered a crucial part of the formal Xerox culture, the hero culture is a more powerful force among some workers, especially technologists.

The hero culture was so potent, some technologists were actually lying in order to hide a problem so that they could then “sweep in and fix it” later and become heroes.

This important discovery helped the company ensure its formal procedures were not being undermined by the informal culture.

Similarly, Ms. Briody examined why the repatriation experiences of employees sent overseas were not always beneficial to the company even though high-ranking executives considered overseas assignments crucial to the company’s efforts to internationalize. Her insights helped GM make several

changes aimed at improving the company’s global competitiveness.

HISTORY AND CURRENT PRACTICE

Using anthropologists to identify such problems and find solutions first started in 1927 when Western Electric asked Harvard University to help increase worker productivity at the company’s Hawthorne plant in Chicago, according to Ms. Baba.

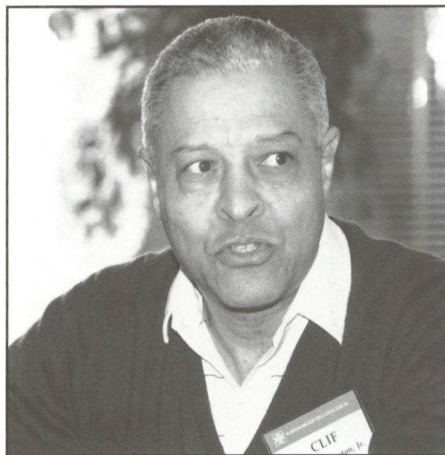
Despite promises of increased pay, the company was unable to increase productivity. Anthropologist W. Lloyd Warner was called in to help. Many of the techniques Warner used formed the core of tools used by today’s anthropologists. Using methods specific to anthropology, such as studying workers in their “native habitat”

over a prolonged period of time, he discovered that workers were systematically holding down productivity.

Ultimately, he discovered the real reason workers were not increasing productivity was because they feared the company would cut the piece rate once productivity increased. As a result, they kept productivity low and



John Seely Brown



Clifton Wharton, Jr.

punished those workers who did not comply. Thanks to Warner's insight, the company realized it needed to address the issue of worker distrust in order to increase productivity.

Though the use of anthropology by business has fluctuated since the Hawthorne project, there has been a resurgence during the past 10 years, Ms. Baba said. In fact, between 10 percent and 15 percent of all new anthropology PhDs are working with business, she estimated.

Ms. Baba attributed this increase to the growing demands on companies to innovate. "Anthropologists tap into tacit knowledge which helps management understand what is actually occurring, and this understanding helps form the knowledge base for innovation," she said.

Mr. Brown concluded the discussion by saying that looking at institutions with "a new set of eye-glasses" can help CEOs see the "invisible processes that actually enable work, learning and innovation to occur in our own organization and help us become sensitive to the clashes between processes enacted by the formal and informal cultures."

FORUM NEXT STEPS

In several of the small-group roundtables, Forum members discussed how anthropology and other social sciences might be used in their own organizations. John Mascotte (The Continental Corporation) shared his own experiences using the theoretical

concepts of anthropology in managing his corporation. And Peter Likins (Lehigh University) noted that every single person in his small group was engaged in trying to transform his or her culture, but knew little of the role anthropology might play in this process before the presentations.

Irvine Hockaday, Jr. (Hallmark Cards Incorporated) observed that many of the problems uncovered by the anthropologists have to do with a fundamental lack of understanding about what is occurring in different parts of a large organization. To increase understanding, he pointed out that Hallmark and other companies are trying to

give workers cross-functional and cross-divisional work experiences.

All the small groups agreed that the Forum should continue to examine how corporations and universities can manage innovation and bring about fundamental changes in their organizations.



Leslie McCraw



Elizabeth Briody and Marietta Baba

EUROPEAN COMMUNITY: RECKONING WITH A NEW REALITY

In advance of the Forum's Summer Meeting in Brussels, Bruce Stokes (*National Journal*) and Charles Goldman (ITT Corporation) provided a status report on the pace of economic union in the European Community (EC) and its effect on the U.S.

Recent disputes within the EC over social, monetary, sovereignty and immigration issues have slowed the train, but "it's still on track and headed for the same station," Mr. Stokes said.

EUROPE INC.?

As the EC continues on the route toward economic integration, the U.S. will have to learn to cope with "a constantly changing mosaic of problems," he said. While an initial fear that European economic union would create a Fortress Europe was "vastly overblown," new concerns are emerging.

"Now, the question is, can we anticipate a Europe Inc. similar to Japan Inc.?" Mr. Stokes asked. In such a situation, the EC would use regulations to bolster the competitiveness of European-based companies at the expense of other firms hoping to trade with Europe or compete with European companies in world markets.

Stokes said several U.S. companies have already had problems exporting to non-EC countries because they had changed their product standards to match those set by the EC. Other potential problems include the extra-territorial reach of EC antitrust law, which gives the EC the right to investigate U.S.-based mergers and acquisitions, he said.

European monetary union, which Mr.

Stokes expects will be completed sometime between 1997 and 1999, poses the greatest challenge to the U.S. Though one European currency will reduce transaction costs for U.S. companies, it may slow economic growth in Europe as countries there are forced to reduce differences in their deficit and inflation rates. This slowdown could hurt U.S. exports at a time when the U.S. may need the economic stimulus.

BARGAINING WITH THE BUNDESBANK

The Bundesbank, which is likely to play a significant role in influencing the EC's

central bank, is also expected to pose problems for the U.S. With the Bundesbank at the center, the Europeans will become much tougher bargaining partners, Mr. Stokes predicted.

"We have long thought it was difficult to coordinate interest rates and currency policies with the Bundesbank. Once a European Central Bank is created, it could become very difficult for the U.S. to have its way in nego-

tiations over the appropriate level for the dollar," he said.

It's a "brave new world" — a world in which the U.S. no longer holds all the cards, he said. "It's going to take a great deal of effort to adjust."

Mr. Stokes, who will brief Forum members in Brussels before the opening session, urged members to bring up such issues and concerns with their European counterparts at this summer's joint meeting in Brussels. "While relations with Japan continue to dominate the headlines, it is developments in Europe that may most immediately affect



Bruce Stokes

our national interest and our traditional role in the world."

Part of meeting the challenge is to understand just how dramatically the situation has changed, Mr. Goldman pointed out. Because progress has been incremental, the U.S. often overlooks the extraordinary revolution that has taken place in Western Europe over the last 40 years.

The degree to which individual nations



Paul Gray

in the lower house of the German assembly is EC-initiated.

have transferred sovereignty to the EC is "just astonishing," but it is creating serious tensions, he said. The power of national legislatures has eroded to such an extent, according to Mr. Goldman, that one member of the Bundestag estimated that a substantial proportion of the legislation introduced

An Invitation: Direct From Europe

In a special video message, Bertrand Collomb (European University-Industry Forum Chairman) invited U.S. Forum members to attend this summer's Joint Meeting of the U.S. and European Forums in Brussels.

"When we talk to American university presidents and business executives, we discover that the main problems and issues we face are strikingly similar," said Mr. Collomb, Chairman and CEO of Lafarge Coppée. The joint meeting, he added, will help both Americans and Europeans find answers to some of these common problems.

Calling the joint meeting a "landmark occasion," 1992-94 Business-Higher Education

Forum Chairman William Danforth (Washington University) underscored the meeting's importance and value. "We have an extremely exciting

lineup of speakers and presentations and a rare opportunity to better understand the process of unification that is so dramatically changing our world," he said.

The meeting, which is scheduled for June 29 to July 1, 1992, will feature a speech by Jacques Delors, President of the Commission of the European Community. The agenda also includes discussions about

education and training, the environment and the economy, management training models and western aid to the former Soviet Bloc.



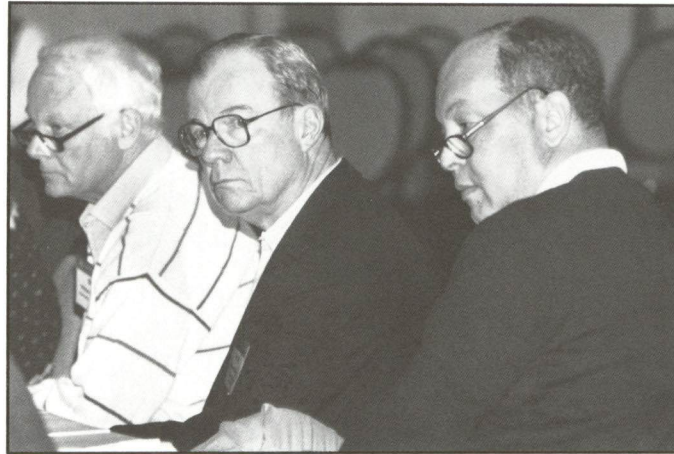
Bertrand Collomb (on screen in background) addresses plenary session.

But as laws increasingly are being made by a supranational institution, sovereignty issues are rising to the fore of public debate. In many countries, these issues have become a major swing issue in national elections and a point of

contention among some members of the European business community, which must now seek EC approval in cases that were once decided by their own country.

In addition, there are North/South problems — with the wealthier North wanting to move ahead on many projects, while the South tries to put the brakes on proposals it cannot afford.

Environment, one of the key topics of this summer's joint meeting, was chosen because it "mirrors every single one of these tensions," according to Mr. Goldman, who



William Gerberding, Winston Hindle, Jr. and Clifford Smith, Jr.

has helped to organize the upcoming U.S. and European Forums' joint session in Brussels this summer.

The Scandinavian countries think the EC proposals are too lax, the middle countries are mostly satisfied and the countries

in the South are concerned because they feel they cannot afford to comply with the regulations. "Environment gives us a chance to discuss a specific issue but learn much more about the underlying web of relationships and tensions that affect the EC as it enters a crucial period of its growth," he said.

Despite such tensions, Mr. Goldman predicted that, by the year 2000, the EC will have 20 member nations, its own currency and its own defense force.

ALEXANDER: EYE ON RADICAL REFORM

During his first year as U.S. Education Secretary, Lamar Alexander has watched communities across America work to reshape their schools.

His broad view of America's education problems, however, has convinced him that the schools cannot do it alone, but need the help of local business and higher education institutions.

Alexander, a former Forum member while President of the University of Tennessee, urged business and academic leaders to use a tactic applied by Mahatma Gandhi. When Gandhi wanted to focus national attention on a problem, he would go to the site of the problem and stay there for nine months. After a short time, people in the community would begin to ask why he was there. Word would spread to neighboring communities until people all over India knew Gandhi was there and he would have communicated his point.

"I wonder if it is not time for CEOs of big companies and presidents of universities to be active where they live and use Gandhi's tactic of focus," the Secretary said. By narrowing the focus to one school, one neighborhood or one community, Secretary Alexander said he believes corporate and academic leaders could "absolutely" transform those schools.

The Secretary also stressed the need to make sure reform efforts do more than make "changes around the edges." Radical reform, according to Secretary Alexander, is the only way the U.S. can meet the challenges

of a society that has changed dramatically since today's schools were first designed.

"We all wish we were living in an Ozzie and Harriet world, but it's an MTV world," he said, citing growing problems created by drugs and teenage pregnancy. "We are not being realistic about the way kids are growing up."

Schools are anachronistic, doing little to cope with the fact that more than 70 percent of women now work outside the home. "We shut down the most expensive building in town, and in the middle of the afternoon send the kids home where they have no supervision," he said.

Schools also are unable to meet higher global standards. The Secretary shared the results of a new math and science test, which found that U.S. schoolchildren are learning math and science just a little bit ahead of children in Jordan and Slovenia and far below students in such countries as Singapore and Taiwan.

The Bush Administration's education initia-

tives, which include support for the New American Schools project, school choice and national standards development, are aimed at addressing such problems. But Secretary Alexander said most of the change must come from local communities working with business and universities. "I want to encourage you to continue supporting the schools and providing the leadership," he said.



Lamar Alexander

PHILLIPS: CHANGING POLITICAL TIDES

If history is any indication, political analyst Kevin Phillips (*The American Political Report*) believes the U.S. may be about to undergo a major political shift that will give the Democrats control of the White House.

Depending on the economy's health and the Democratic party's ability to produce a viable candidate, the Republicans may lose the presidency in 1992 or 1996, according to Mr. Phillips.

While Democrats lose the White House for other reasons, Republicans usually lose the presidency because of economic troubles. According to Mr. Phillips, the Republicans lost the White House four times this century — in 1912, 1932, 1960 and 1976. "In each case, there had been a major downturn that year or in the previous two years," he said.

How bad does the economy have to be? "If you get less than 2.9 percent real income growth in the nine months before the election, the historical framework is that the party in power loses," he said.

The big unknown is whether the Democrats can take advantage of the opportunity. One difficulty the Democrats have in this election, according to Mr. Phillips, is that only their "second-tier" candidates are in the race.

The flawed process used by the Democrats to elect presidential candidates means the race could end in a stalemate, he said, which would leave a window of opportunity for the "first-tier" Democratic candidates to seize the nomination at the convention. "I don't

know how much I would bet on this, but there is a potential," he said.

Mr. Phillips warned that if the Democrats are unable to

rise to the occasion during the next two elections, it is a sign that "there is a major malfunction in American politics. If that's the case, then the whole process is in a lot of trouble."

Another factor affecting American politics is the "populist quotient," which is being fueled by current economic troubles. Mr. Phillips pointed to several yardsticks that

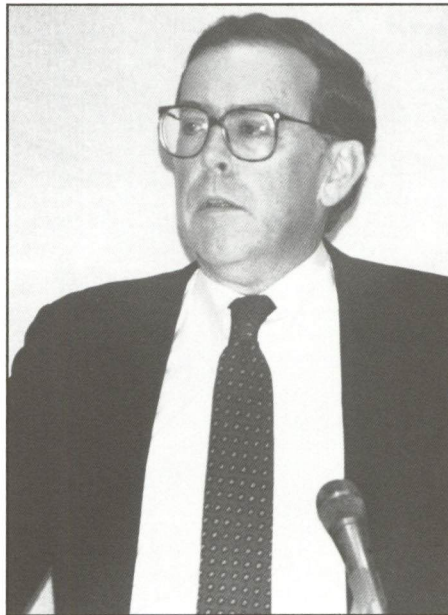
measure U.S. populism. There is increasing animosity toward institutions, including a growing number of proposals for term limits and recalls for politicians as well as shareholder referendums.

This anti-institutional feeling is leveled against business as the CEO salary issue rises to the top of public debate. Mr. Phillips pointed out that a recent poll in *The Wall Street Journal* found Republicans even more critical about CEO salaries than Democrats.

Even mid-level managers, who feel the company no longer cares for them as it moves its operations overseas, are becoming more and more populist in their political attitudes.

"Right now, people are still feeling a little sheepish, but I think pretty soon they will say it is not us, somebody else has let us down," he said. "If the economy goes down another notch, populism will gain even more strength."

As for those who question Mr. Phillips' predictions about which party will win the



Kevin Phillips

White House, he pointed out that few people believed the Republicans would gain control of the White House in 1968 and keep it for 20 of the next 24 years. When he predicted this in his 1967 book, *The Emerging Republican Majority*, the number of people who believed him could fit in "a phone booth," he said.

"In politics, change often happens when



Charles Reed, John Mascotte and Robert Atwell

you least expect it. Just when you're used to the party in power, you lose site of the fact that politics is a lot like the stock market," he said. "When everyone is bullish, it's usually because that's what happened yesterday or last year.

Not what happened today or what's going to happen in the future."



In an after-dinner presentation at the Arizona Historical Society Museum, political entertainer Mark Russell offered his comical interpretation of current events, including a special look at the presidential candidates.

COALITION FOR DEMOCRACY AND ENTERPRISE: STEADY SIGNS OF PROGRESS

When Forum members established the Coalition for Democracy and Enterprise in 1990, they had several important goals in mind: Be realistic, focused, responsive to customers and supportive of high-leverage projects.

"With the vision of a hawk and the line of sight and persistence of an ant," the Forum's Coalition has been able to accomplish all those goals in Poland and is beginning to do the same in the Czech and Slovak Federal Republic, according to Forum member Arnold Weber (Northwestern University).

Mr. Weber, Rand Araskog (ITT Corporation) and the Coalition's partner in Warsaw, Marek Dietrich (Warsaw University of Technology), brought members up to date on the Coalition's progress in launching a series of projects to strengthen democratic institutions and market-based economies in Central and Eastern Europe.

Perhaps the greatest testament to the Coalition's accomplishments is the reputation it has earned in Central and Eastern Europe. Every day, the Coalition receives requests for assistance from those who have heard about its success thus far in Poland. "The Forum has a reputation for achievement and for listening to the needs of the people," according to Mr. Weber. Though its successes have required a patient, step-by-step approach that was sometimes difficult, the Coalition has been able to lay a strong foundation for its current work and any future activities members decide to pursue.

The Coalition's first major project — the Business Incubator at the Warsaw University of Technology — recently began operations. In collaboration with Warsaw University of Technology, the Coalition is providing experts from Northwestern

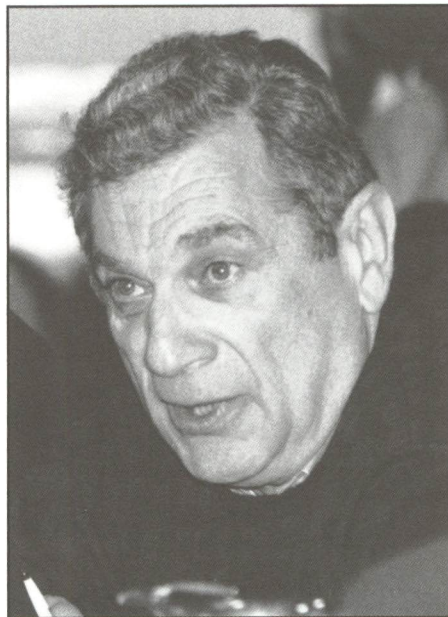
University's Business Technology Innovation Center to help Poland establish and manage the incubator, which is designed to nurture the development of small and medium-sized businesses. In addition to office and laboratory space, computers,

secretarial services and a library with some of the best business textbooks available, the incubator offers accounting, legal and management assistance and advice. It is also helping companies obtain start-up capital.

Signs of progress are many: The incubator, a direct response to the requests of key Polish industry, academic, government and labor leaders, has a facility provided by the university, a small staff and a director. The incubator also has received funding

from the Polish government (through the State Committee for Scientific Research and the Ministry for National Education) and commitments of equipment and services from such companies as Arthur Andersen (a Forum member), Apple Computers and Hewlett-Packard as well as support from the Peace Corps. Most importantly, the incubator is already working with its first clients — three small computer and electronics firms.

The project has been able to leverage other activities as well. The Warsaw



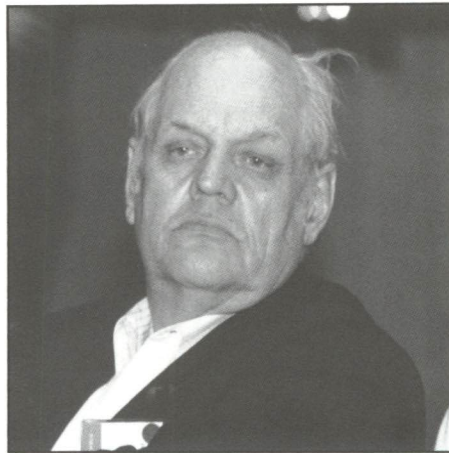
Arnold Weber

University of Technology and the Polish Ministry of National Education recently convened a conference to provide how-to guidance for people wanting to start similar incubator projects in other parts of the country.

EXPANDING THE EFFORT

Based on the Coalition's track record in Poland, the U.S. Agency for International Development (AID) recently awarded the Coalition close to \$100,000 to launch a similar project in the Czech and Slovak Federal Republic.

Plans are also underway to establish a major telecommunications project in Hungary. In cooperation with the Annenberg Washington Program on Telecommunications Policy Studies, the Coalition will establish the Interdisciplinary Program in Telecommunications Management (IPTM), which will provide a combination of business, policymaking and technical training to telecommunication managers, policymakers and users throughout Central and Eastern Europe. Since the Winter Meeting, the Forum has begun exploring the possibility of expanding this program to the Czech and Slovak Federal Republic, Poland and Bulgaria.



Kenneth Olsen

The Coalition, however, needs continued membership support in order to capitalize on the progress made thus far, Mr. Araskog said. "The main point is that these people are not looking for a present from this group. They want to work with us and we could learn from them, too," he added.

Mr. Dietrich, whose university houses the



Marek Dietrich and Rand Araskog

small business incubator, has taken the lead in getting the project off the ground in Poland. In his remarks, he thanked the Coalition for its efforts and described the history of Warsaw University of Technology,

which was established in 1846 and fought to maintain its autonomy during communist control of the country.

The incubator, Mr. Dietrich pointed out, not only helps the clients, but gives the university's students and faculty a chance to learn about how a real business works, he said. "This is something few people have had a chance to see," he said. "Although there is still much to be done, I am confident that, with the continued assistance of the Forum, we will achieve our long-term objectives."

Robson: Common Problems and Solutions in Former East Bloc

One problem all the countries in Central and Eastern Europe share is a profound lack of basic business skills, according to Deputy U.S. Treasury Secretary John Robson. "We have huge populations without a basic understanding of free enterprise and many illusions about what it is to be a capitalist," he said.

That is why the Coalition's efforts in the region are so important, he said. Robson, who serves on an inter-agency committee charged with coordinating U.S. technical assistance to the region, pointed out that any group working in the region must also keep in mind how each country differs. To help in this regard, he updated the Forum on each nation's progress toward change.

Hungary, according to Deputy Secretary Robson, has been the most successful in making the transition to a free-market economy and democracy, partly because it started the earliest. Poland created a splash at the beginning, but now finds itself "mired in politics."

In the Czech and Slovak Federal Republic, the Czechs have a longer tradition of capitalism and are likely to be more successful in making the transition than the Slovaks. Albania and

Romania are simply "struggling to keep their heads above water," while the future shape of war-torn Yugoslavia is still unclear.

U.S. efforts, including \$18 million in federal funding for 20 management training projects, are important, he said. But delivery of the aid has been fragmented. Deputy Secretary Robson called for greater coordination of U.S. public- and private-sector assistance to the region, and asked for Forum members' help in encouraging the establishment of a foundation for this purpose.

He also discussed the possibility of a White House conference on management training and market economics education in Central and Eastern Europe. This follow-up to the successful February 1991 White House-sponsored conference would give those who have been working in the region a chance to discuss their successes, failures, lessons learned and suggestions for moving ahead. The topic of establishing a foundation to coordinate future assistance to the region could also be discussed at such a conference.



John Robson, Richard Madden and Michal Sewerynski

HELP WANTED: PILOT CAMPAIGNS BRIDGE THE GAP

They cast ballots on possible solutions, listened to public service announcements on the television, read front-page articles in the newspapers and held town meetings to discuss the subject. The result? Scores of Americans — from Hartford to Phoenix — started thinking and talking about the threat that an under-educated, underskilled and undermotivated workforce poses to the nation's economic health.

Such encouraging activities are the result of *Help Wanted: Crisis in the Work Force*, the citizen-education campaign conducted by the Public Agenda Foundation in collaboration with the Forum. About 10 months after the first pilot campaign was launched in Nashville, Ann McLaughlin (The Urban Institute), Daniel Yankelovich (The Public Agenda Foundation) and several participating Forum members reported on the results, lessons and successes of the campaign thus far.

"Based on the pilot campaigns, we have learned that, after being exposed to intensive quality discussions about these issues, the public is much more likely to understand the importance of a highly trained workforce and support measures to upgrade and revitalize American schools," Ms. McLaughlin said.

So far, the pilot campaigns in Connecticut, Indianapolis, Nashville, Phoenix and Seattle have reached an estimated 5 million people, created a broad network of support, stimulated grassroots cooperative efforts involving educators, community groups and

mass media, and attracted national recognition from such groups as the White House domestic policy staff.

STRONG PUBLIC INTEREST

Perhaps the most important result is one that is most difficult to measure: the campaigns have prompted people to start thinking about the problem and possible solutions. Forum member Paul Elsner (Maricopa Community Colleges), who helped sponsor a campaign in Phoenix, said he was surprised by the high level of grassroots interest. "We got a deep sense that the public wants to be engaged and that they have a lot to say," he

said.

As evidence of the public's tremendous interest in the campaign, Mr. Elsner pointed to the fact that more than 250 Public Agenda educational videos were checked out at one time. "Many of the videos

were going to assembly-line workers and supervisors and we had good evidence that there was a lot of discussion going on at plants all across Phoenix," he said. A few months after the campaign ended, Mr. Elsner said they are still getting requests for tapes and materials. "I think we underestimated the general public's interest in this topic and their desire to participate in an informed debate," he said.

Much of the campaign's efforts are rooted in research that was summarized in *Crosstalk: The Public, the Experts and Competitiveness*. The report, published in February 1991, revealed a huge gap between the experts and



Ann McLaughlin and Daniel Yankelovich

the public on the U.S. education and training crisis. Many Americans, for instance, do not readily see the connection between educational excellence and economic prosperity.

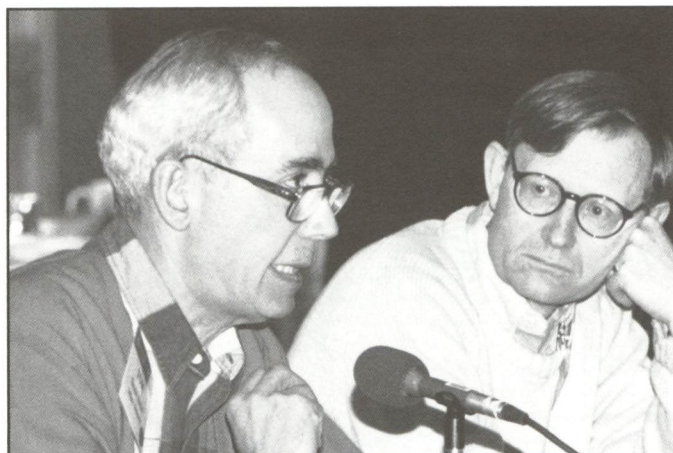
While experts recognize that virtually every U.S. community is at risk, the public tends to believe the education problem is confined largely to inner-city schools. And many Americans are preoccupied by safety and discipline, seeming to accept mediocre skills as long as students are working hard in a safe school.

MEDIA PARTICIPATION

The goal of the campaigns was to try and close those gaps with the help of the media and community groups. The campaigns clearly demonstrated the willingness of the media to participate, according to Mr. Yankelovich. The *Indianapolis Star and News*, for instance, ran more than two dozen mostly front-page stories, Hartford's WFSB-TV ran more than 200 public service announcements and the *Phoenix Gazette* featured a full week of front-page coverage.

The campaigns attracted considerable business, school and community college support as well. Hundreds of community groups held meetings — including one town meeting that received live primetime coverage on the NBC television affiliate in Indianapolis. More than 70,000 people cast ballots — about half them in Seattle, where Forum member William Gerberding (University of Washington), with assistance from The Boeing Company, sponsored the effort.

Forum members James Baker (Arvin Industries, Inc.) and Thomas Ehrlich (Indiana University), who helped sponsor the Indiana campaign, stressed the importance of the community forums. Mr. Baker estimated that some 60 forums were held. "When you have 100 people sitting down and discussing education, it really does add to the public awareness of the issue," Mr. Baker said.



Thomas Ehrlich and Gordon Gee

BALLOT RESULTS

Those casting ballots in Arizona, Connecticut, Indiana, Seattle and Tennessee overwhelmingly endorsed several major changes in American education: giving kids remedial help at the first sign of

trouble; requiring math and science in all grades; mandating an achievement test for high school graduation; and launching a national literacy program for adults. Even when confronted with tradeoffs (such as increased costs), people still voiced strong support for these measures.

By contrast, there was less support for such measures as implementing pay-for-performance plans for teachers, boosting the number of government scholarships for graduate studies in scientific fields or implementing school choice programs.

In pre- and post-campaign telephone surveys, researchers found that citizens became better informed about many issues, such as the real extent of illiteracy and school drop-outs.

The largest increases in public support came in response to two proposals: giving tax incentives to businesses that upgrade worker

skills and extending the school year. Mr. Yankelovich pointed out that support for a longer school year showed a willingness on the part of the public to make such sacrifices as paying higher taxes.

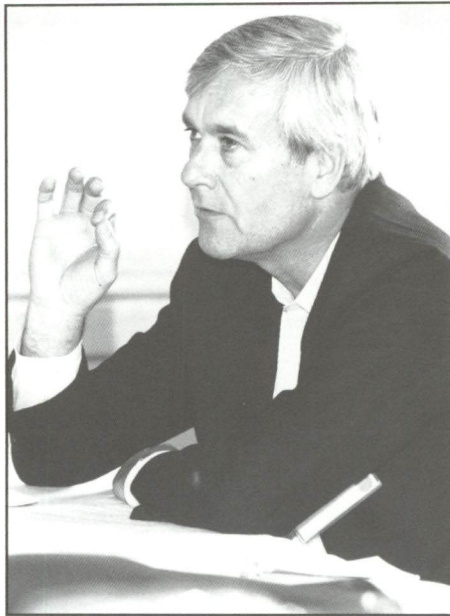
COMPETITIVENESS LINK

Although the pilot campaigns helped boost public awareness of education's role in the domestic economy, they were less successful in helping people connect education to the issue of American global competitiveness.

Another major problem was what Mr. Yankelovich described as "middle-class denial": many Americans continue to believe that the education crisis has somehow avoided their own children and is limited to students in inner-city schools.

He also pointed out that changing deeply rooted public attitudes takes a long time. For instance, Americans have long believed that if you work hard, you will get ahead. "Convincing people that if they work hard *without* the necessary skills, they will *not* get ahead takes a lot of time and effort," he said.

To overcome such key public opinion hurdles, Mr. Yankelovich suggested longer campaigns coupled with increased media coverage, possibly in the form of paid advertising. He also highlighted the effectiveness of education campaigns delivered directly by



Richard Measelle

businesses to their employees as Union Carbide Corporation did last fall.

He also underscored the importance of making sure education is part of any discussion on competitiveness. Though competitiveness has risen to the top of the public agenda, other competitiveness solutions — such as breaking down Japanese trade barriers — are gaining greater attention than the need to improve education and training.

NEXT STEPS

Plans are underway for campaigns in Delaware; Florida; Austin, Texas and Flint, Michigan. Campaigns in Atlanta, Charleston (SC), Washington (DC), and the states of Louisiana, New Mexico and Pennsylvania are in various stages of planning.

Though this phase of the project marks the end of the Forum's formal collaboration with Public Agenda, the Forum will continue to consider the campaign as part of its future discussions and will encourage individual Forum members wishing to sponsor such campaigns in their own communities to do so.

"We feel a great deal of satisfaction in reaching this point in the program and believe we have made a significant contribution in helping to lay the foundation for Public Agenda's future campaigns," 1990-92 Chairman Colby Chandler said.

Anderson Medal Honors The Think Tank



Paul Henson, Janet Beauchamp, Ed Petrazollo, Robert Anderson, Bob Donofrio, Paul Elsner and Don Covey

The Winter Meeting marked the second year of the Anderson Medal award, which honors three-way partnerships of businesses, higher education institutions and the public schools to improve the performance of American students. The 1991 Anderson Medal was awarded to The Think Tank, a Phoenix-based school reform partnership aimed at improving schooling and social services for urban minority students in Maricopa County, Arizona.

The program includes a community-wide tracking system that allows early detection of student problems and progress; programs that allow "average" students to earn some college credits while still in high school; an Urban Teachers Corp.; a restructuring plan based

on a successful West German alternative school for inner-city students; a clearing-house that links students with social, medical and employment services; and an alternative GED/college orientation program for high school drop-outs. The alliance combines the efforts of elementary and secondary schools, seven private-sector groups and corporations (including Forum member Digital Equipment Corporation), the Maricopa Community College District (a Forum member) and Arizona

State University.

"This is not a short-term band-aid but a far-sighted commitment by the partners to restructure all relevant community institutions to meet the needs of a more

**"This is not a
short-term
band-aid"**



Paul Henson, Robert Anderson and Paul Elsner

disadvantaged and mobile population," said Medal Selection Committee Chairman Paul Henson (Kansas City Southern Industries, Inc.).

Mr. Henson also pointed out that the award, named after 1982-84 Forum Chairman Robert Anderson, Chairman Emeritus of Rockwell International, is attracting an increasing number of

applications each year as well as wide-spread attention.

The 1991 Anderson Medal also recognized nine other alliances, ranging from a special minority engineering, math and science program to a school-to-work transition program, with Certificates of Merit.

1991 Certificates of Merit

Detroit Area Pre-College Engineering Program (DAPCEP), Detroit, Michigan
 Louisville Education and Employment Partnership, Louisville, Kentucky
 New York Science, Technology and Society Education Project (NYSTEP), State of New York
 Performance-Based Diploma Program, Fort Pierce, Florida
 Principal's Scholars Program, State of Illinois
 Program for School Improvement, State of Georgia
 Project 2000, Kern County, California
 Tenneco/Jefferson Davis High School/University of Houston-Downtown Educational Collaborative, Houston, Texas
 Yale-New Haven Teachers Institute, New Haven, Connecticut

MILLIKEN: THE HUNGER FOR COMMUNITY

If there is one lesson William Milliken (Cities in Schools, Inc.) has learned after years of struggling to save at-risk youth, it's that children are "hungry for meaningful relationships with adults who care."

In a moving presentation, Mr. Milliken recounted his personal journey from being a high school dropout hanging around pool halls and getting into trouble to becoming one of the nation's foremost pioneers in the crusade to help at-risk youth. In so doing, he underscored that love and concern — "a willingness to pay the price of a relationship with a child" — are often missing from discussions about school reform and disadvantaged youth.

Inspired by someone who was willing to pay that emotional price by helping him to turn his own life around, he began helping young people during the 1960s by setting up a live-in program in New York City to serve drug abusers and other young people who needed food, shelter, medical care and support. He also created the first "street academy," which is still in operation today.

During the 1970s, he founded Cities in Schools, Inc., a comprehensive drop-out prevention program that uses the schoolhouse to bring a range of social services, including health care and drug rehabilitation, public assistance, job training and career planning, to disadvantaged youth.

Along the way, Mr. Milliken learned that the search for solutions to the country's growing education and social problems is often misguided by a lack of understanding of the roots of the problem. People believe

the nation is facing an "education problem" or a "drug problem" or a "teen pregnancy problem."

These problems are symptoms, he believes, of a much deeper problem that began after World War II when families began to break up as people moved all over the country in search of work.

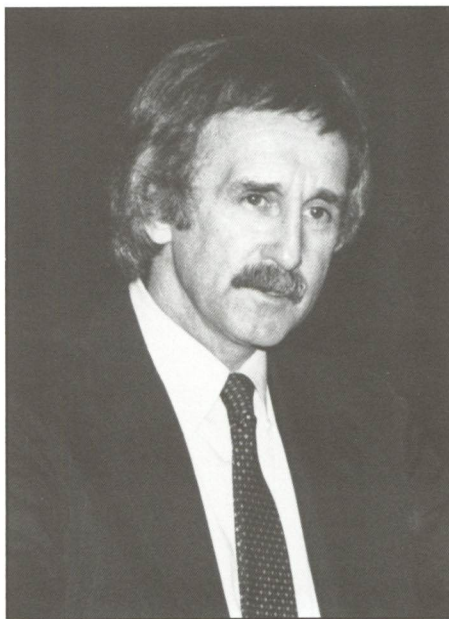
"We blew apart the extended family, which, in lockstep with the religious community, had served as the mediating structure that looked after the community's children whether they came from poor or wealthy families," he said.

Starting in the 1960s, schools started falling into this vacuum as teachers were being asked to be more than teachers. "They were being asked to be mother, father, sister, brother, social worker and hall guard," he said. Despite the demands, which have grown over time, schools and other institutions in society have not adjusted, which is why he created Cities in Schools, which now operates in more than 200 public schools.

"The greatest hunger I see in this country is a

hunger for a sense of community, a sense of neighborhood, a sense of belonging," he said. "I see so many children who have none of these things. The only community they have is the street or the gang or the TV where they try to get community out of images on a screen. Children are hungry for relationships with adults who give a damn that they exist."

Showing concern, however, does not mean "killing kids with kindness," he warned. Mr. Milliken cautioned against the

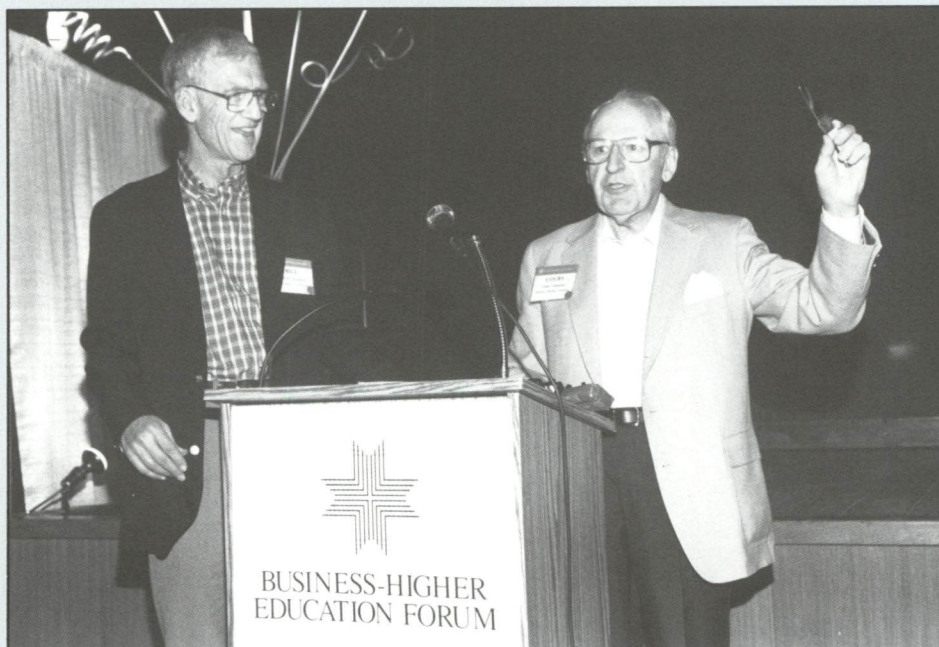


William Milliken

"sin of paternalism," which can make young people feel they have nothing to give, which only adds to their feelings of worthlessness and alienation. "Young people have to be made a part of the partnership," he said.

Colby Chandler (Eastman Kodak

Company) commented after the speech that he hoped "we do not recover quickly from what you have done to us. You have done something we do not normally do and that is to talk about love and relationships. You have made a permanent impression."



1992-94 Forum Chairman William Danforth (Washington University), left, thanked Colby Chandler (Eastman Kodak Company) for his outstanding service to the Forum as its chairman during the past two years. "You have drawn out the best in us," Danforth said. "I hope I can live up to the standards you set."

Thanking the Forum for the tribute, Mr. Chandler said: "I know of no other group I enjoy working with more than the Forum. I have the highest respect,

admiration and love for all of you." As a token of thanks, the Forum gave Mr. Chandler a specially hand-carved pocket knife to add to his collection.

The Forum also added several new members to the executive committee during the meeting. They are Paul Gray (The Corporation of the Massachusetts Institute of Technology), William Gerberding (University of Washington), Rand Araskog (ITT Corporation) and Irvine Hockaday, Jr. (Hallmark Cards Incorporated).

SPEAKERS AND SPECIAL GUESTS WINTER 1992 MEETING

Tucson, Arizona • January 30 - February 1, 1992

Lamar Alexander
Secretary of Education
U.S. Department of Education

Robert Anderson
Chairman Emeritus
Rockwell International Corporation
(1982-84 Forum Chairman)

Marietta Baba
Professor and Acting Chair, Department of Anthropology
Wayne State University

William B. Baker
Vice President for Budget and University Relations
University of California

Janet Beauchamp
Executive Director
The Think Tank

Elizabeth Briody
Staff Research Scientist
General Motors Research Laboratories

John Seely Brown
Vice President
Xerox Corporation
Director
Xerox Palo Alto Research Center

Pat Choate
Economist/Author
Founding Chairman
Congressional Economic Leadership Institute

Don Covey
Superintendent
Creighton Elementary School District

Marek Dietrich
Rector
Warsaw University of Technology

Bob Donofrio
Superintendent
Murphy School District

Judith Eaton
Director, National Center for Academic Achievement and Transfers
Vice President
American Council on Education

Charles N. Goldman
Vice President and Associate General Counsel
ITT Corporation

Paul Hill
Senior Social Scientist
The Rand Corporation

Matina Horner
Executive Vice President, Human Resources
TIAA-CREF
Member
1991 Anderson Medal Selection Committee

Craig Kennedy
President
The Joyce Foundation

Jim Kolbe
U. S. House of Representatives (R-AZ)

Pamela S. Lokken
Assistant Director, Community and Governmental Relations
Washington University

Ann McLaughlin
Visiting Fellow
The Urban Institute

C. Peter Magrath
President
National Association of State Universities and Land Grant Colleges

David Merkowitz
Director of Public Affairs
American Council on Education

William Milliken
President
Cities in Schools, Inc.

Robert H. Murphy
Senior Vice President, Organization & Human Resources
Rockwell International Corporation

Ed Petrazzolo
General Manager
Digital Equipment Corporation Arizona Division

Kevin P. Phillips
Author, Political Analyst and Publisher
American Political Report

Michael Radock
Advisor to the President
Charles Stewart Mott Foundation

John E. Robson
Deputy Secretary
U. S. Department of the Treasury

Mark Russell
Political Satirist

Michal Sewerynski
Rector
Lodz University, Poland

Clifford V. Smith, Jr.
President
GE Foundation

Bruce Stokes
International Economics Correspondent
National Journal, Inc.

Lester Thurow
Dean, Sloan School of Management
Massachusetts Institute of Technology

Deborah Wadsworth
Executive Director
The Public Agenda Foundation

Daniel Yankelovich
Chairman
The DYG, Inc.
President and Co-Founder
The Public Agenda Foundation

ABOUT THE BUSINESS-HIGHER EDUCATION FORUM

The Business-Higher Education Forum is a membership organization of selected chief executives of major American corporations, colleges and universities. The Forum's purposes are to identify, review and act on selected issues of mutual concern; to enhance public awareness of these concerns; and to help guide the evolution of cooperation between corporations and institutions of higher education, while preserving their separate traditional functions.

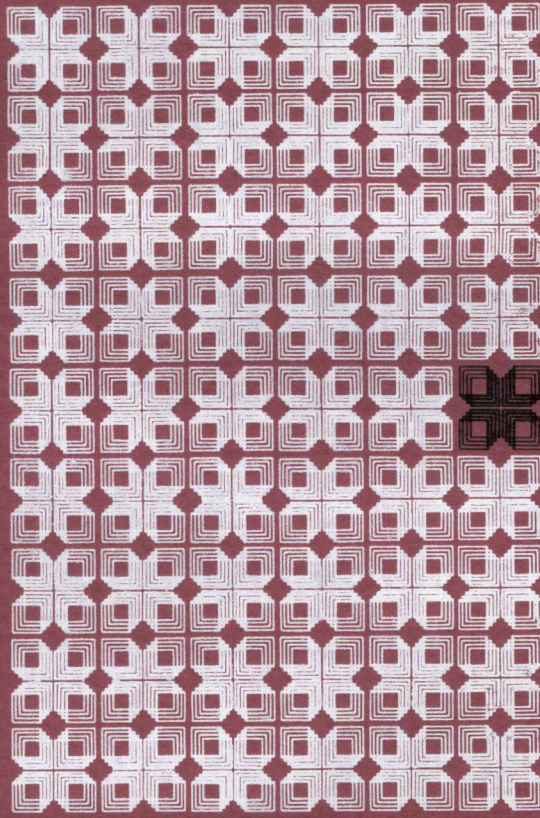
Over the years, the Forum has addressed such critical issues as international economic competitiveness, education and training, R&D partnerships, science and technology, and global interdependence. The 1992-94 Forum chairman is William H. Danforth, Chancellor, Washington University. Don M. Blandin is the Forum's director.

The Forum was founded in 1978 by the American Council on Education (ACE), which represents more than 1,500 post-secondary, degree-granting institutions and more than 250 educational associations. The current chair of ACE is Hoke L. Smith, President of Towson University. Robert H. Atwell is the Council's president.



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THE CHAIRMAN'S REPORT
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BUSINESS-HIGHER
EDUCATION FORUM

THE CHAIRMAN'S REPORT
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STRENGTHENING DEMOCRACY
AT HOME AND ABROAD



BUSINESS-HIGHER
EDUCATION FORUM

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It is not difficult these days to despair about American democracy. Everywhere one turns, there is a diminished sense of national community. We seem to have lost our shared belief that, despite our diversity, we Americans are united by common values, common goals and common solutions. Demographers have succeeded in dividing us by zip codes. Marketers cluster us by neighborhoods. The gaps between rich and poor, educated and illiterate, labor and management are reported to be on the rise. Racial and class tensions seem to resist improvement.

We live in an age of "us-versus-them." Government against business. Business against consumers. Consumers against government. The media against almost everyone. And seemingly everyone against their elected leaders.

Many years ago, the great educator Robert Hutchins wrote, "The death of democracy is not likely to be assassination from ambush. It will be a slow extinction from apathy, indifference and undernourishment." Could he have been predicting the current era? Perhaps.

But there is also some more encouraging evidence, much of it exemplified by the work of the Business-Higher Education Forum in the past few years, that our faith in democracy has not waned. Indeed, in reflecting on the Forum's work during my two-year tenure as Chairman, I am struck by how thoroughly our corporate and academic members have been engaged in trying to make democracy work better, both at home and abroad.

Consider our two major ongoing projects — *Help Wanted* and the *Coalition for Democracy and Enterprise*. On the surface, they could not be more different. One is focused on improving U.S. education and training, the other on helping the people of Central and Eastern Europe rebuild their economies. One is exclusively U.S.-based, the other exclusively foreign-oriented.

Yet, it is easy to see how similar the projects truly are. At the core, both represent efforts by the Forum's members to nourish democracy. By listening closely to the public's concerns about school reform and workplace literacy, and by using those attitudes as the starting point for our *Help Wanted* communications campaigns, we are closing the enormous gap in understanding between leaders and the public on this critical issue.

As Dan Yankelevich has pointed out, the public has been left on the sidelines in the expert debate over school reform. *Help Wanted* is our good-faith effort to improve the level of communications between the American people and their leaders. In so doing, we are reinforcing the idea that the challenge to improve our skills is a shared mission.

Meanwhile, in Poland and elsewhere in Central and Eastern Europe, the Coalition's principal goal has been to help those once-Communist nations master the values that go to the heart of our own democratic traditions: enterprise, entrepreneurship, individual initiative and hard work.

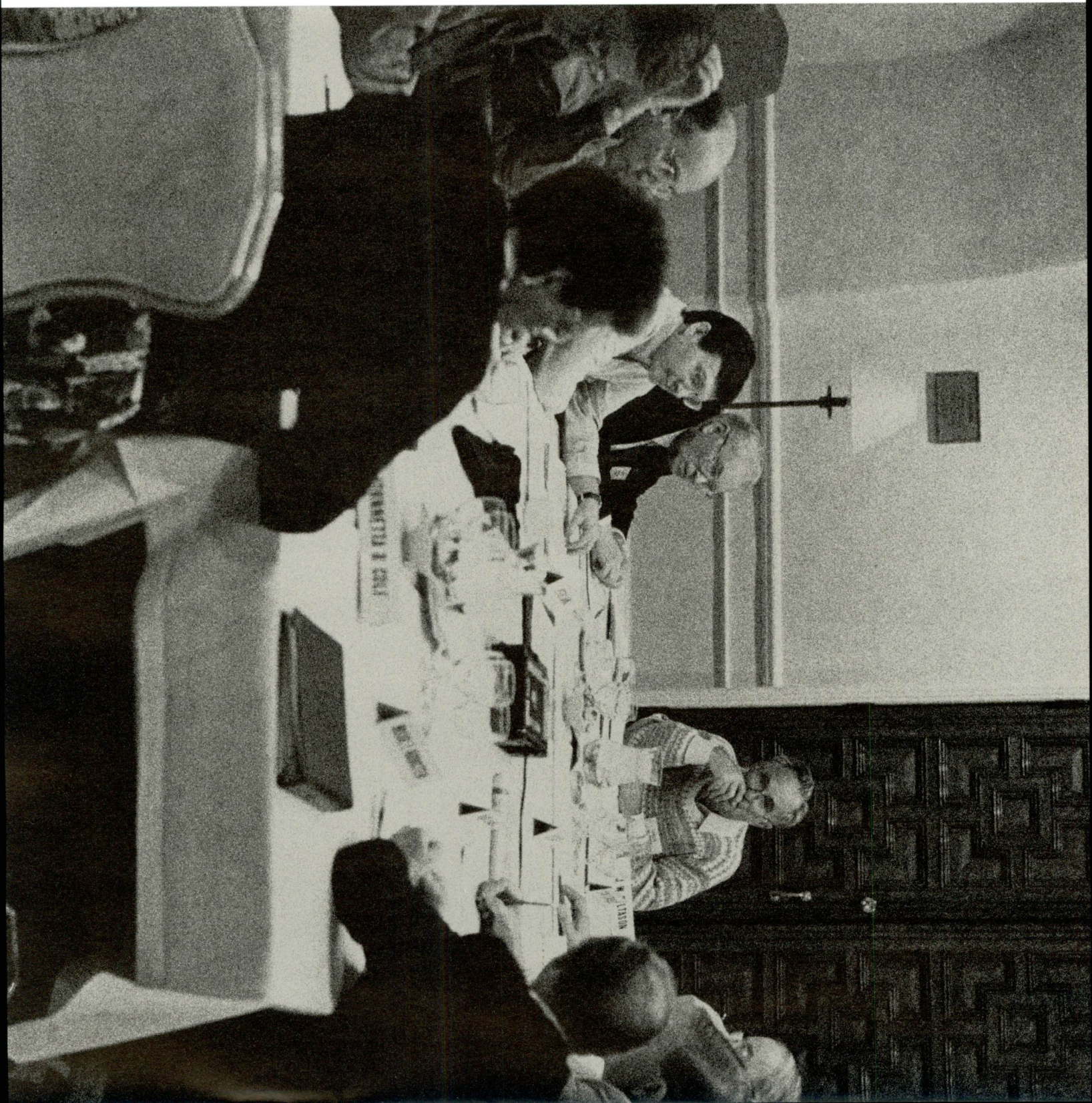
The engaged leadership of such Forum members as Rand Araskog, Jim Baker, Tom Ehrlich, Paul Elsner, Arnie Weber and Joe Wyatt on these projects has been matched by the enthusiastic reception to our initiatives from communities across the country and throughout Central and Eastern Europe. Indeed, the *voluntary* nature of our members' efforts typifies democracy at its best.

I am confident we are on the right track in helping reassert the values that unite us as a nation: an undiminished faith in the power of education, a commitment to confront the tough issues and a willingness to share the benefits of our democratic experiment with others.

And I am confident that, under the leadership of incoming Chairman Bill Danforth, the Forum's contribution to strengthening democracy at home and abroad will only deepen — to the benefit of people everywhere.

A handwritten signature in cursive script, reading "Colby Chandler".

Colby H. Chandler
*Retired Chairman of the Board,
Eastman Kodak Company*
1990-1992 Forum Chairman



Small group session of the
Business-Higher Education Forum

STRENGTHENING DEMOCRACY AT HOME

Why — after all the school-reform reports, all the high-level commissions on workplace literacy, all the conferences and congressional testimony and all the efforts by leadership groups such as the Forum — has so little progress been made in the past decade to improve U.S. schools and provide American workers with the skills they will need for the new world of work?

In answering that question in the past two years, the Forum's *Help Wanted* project has broken new ground in the area of citizen education and, in the process, helped stimulate a much-needed, two-way dialogue between leaders and the public on an issue of critical national importance.

And, as former U.S. Labor Secretary Ann McLaughlin observed, "By creating a mechanism for education, business and civic leaders, the media and the public to closely examine policy choices from many sides, perhaps *Help Wanted* can play a small role in reconnecting the leaders to the people — and in so doing, breathe some life back into our democracy."

Three Realities Report

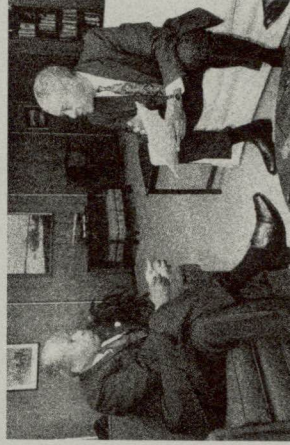


TOP: Task Force Co-Chairman Steven Mason (The Mead Corporation) presented the report about how to "boost minorities into the American mainstream," is how *Washington Post* syndicated columnist William Raspberry described the Forum's study, *Three Realities: Minority Life in the United States*, which was released in June 1990. The centerpiece of the study was its groundbreaking analysis of the "complicated reality" of economic progress by Blacks and Hispanics in the past few decades: about one-third are "making it" as part of a growing minority middle-class;

one third are "at the margin," the working poor; and one-third, including the urban underclass, remain mired in deep poverty. In addition to calling for public policy changes, the report urged businesses and higher education leaders to improve their own recruitment, retraining, retention and promotion procedures.

THREE REALITIES

MINORITY LIFE
IN THE



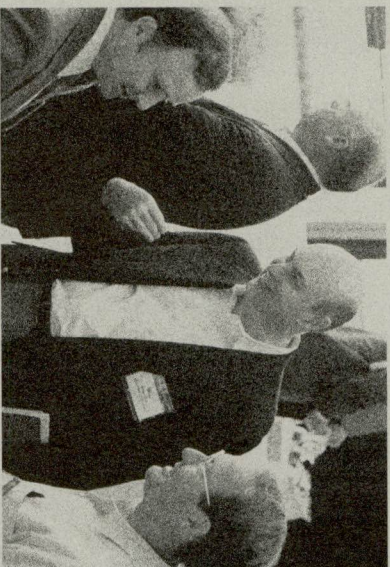
one third are "at the margin," the working poor; and one-third, including the urban underclass, remain mired in deep poverty. In addition to calling for public policy changes, the report urged businesses and higher education leaders to improve their own recruitment, retraining, retention and promotion procedures.

"The Forum and Public Agenda Foundation found that the problem is not the lack of public concern, but a miscommunications problem of massive proportions. The public and the leaders are talking past, not with, each other, because they look at the issues of education and economic competitiveness in very different ways."

— Colby Chandler
(1990-92 Chairman, Business-Higher Education Forum) and
Daniel Yankelovich (President,
Public Agenda Foundation)
Letter to President Bush,
August 1991

"By creating a mechanism for education, business and civic leaders, the media and the public to closely examine policy choices from many sides, perhaps *Help Wanted* can play a small role in reconnecting the leaders to the people — and in so doing, breathe some life back into our democracy."

— Ann McLaughlin (*The Urban Institute*)
Winter 1991 Meeting



Adam Urbanski (Rochester Teachers Association), William White (Charles Stewart Mott Foundation) and Lamar Alexander (University of Tennessee)



Ann McLaughlin (*The Urban Institute*)

The Public-Expert Gap

The initial research, conducted by the Public Agenda Foundation, revealed that a major barrier to progress on school reform has been the unwillingness of many Americans to go along with leadership recommendations. Indeed, the research (summarized in *Crosstalk: The Public, The Experts and Competitiveness*, February 1991) uncovered fundamental disagreements between citizens and leadership — both about the nature of the problems in our schools and workplaces and the preferred solutions.

For instance, while leaders believe the top priority must be to improve our skills, the public is preoccupied by low motivation, eroding values, loss of discipline and the decline of the work ethic.

While experts increasingly emphasize the need for lifelong learning — and hence stress the importance of advanced on-the-job training — the public just wants to make sure that everyone graduates with at least a basic, 8th-grade education.

While experts bemoan the high levels of scientific illiteracy in the U.S., most Americans believe that we remain far ahead of even the Japanese and Germans in virtually all cutting-edge technologies.

While experts stress that the key workplace challenge of the future will be shortages of skilled people to handle all the available jobs, the public is still concerned that there will not be enough jobs to go around, even at the highest level.

And while experts recognize that the education and training challenge extends to virtually every classroom and workplace in the country, much of the public believes the education crisis is mainly confined to inner-city, ghetto schools. Thus, the problem has been all too easy for many Americans to ignore.

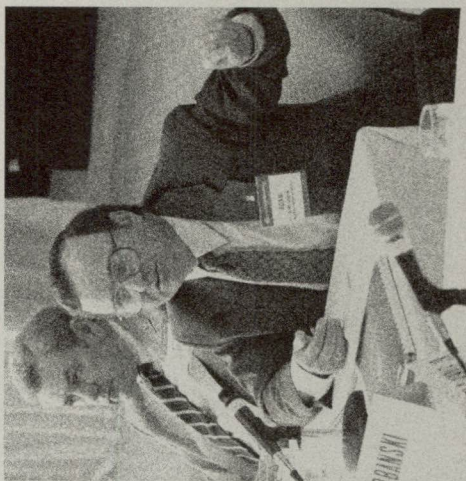
It is not that citizens are necessarily wrong in their diagnoses. A key problem has been the failure of leaders to communicate their priority concerns effectively. Moreover, the research revealed a widespread willingness by Americans to deal with these issues head on.

As the *Crosstalk* report noted, "The public is ready to act. Americans do not believe that 'the good life' is something to be delivered to them by government. Americans continue to believe that they are the makers of their own futures. They sense that 'something is wrong' with the U.S. economy and that somehow, somewhere, we have lost something crucial to our success as a nation. They want to understand what needs to be done to get that 'something' back."

The Pilot Campaigns

Using findings such as these, the Forum and Public Agenda created a citizen-education campaign to help communities around the country close the gaps between expert and public opinion — and, in the process, begin to build the type of public consensus needed to win broad support for programs of school reform and workplace literacy.

Rather than just draw attention to yet another set of expert recommendations, the *Help Wanted*



Kay Whitmore (Eastman Kodak Company) and Adam Urbanski (Rochester Teachers Association)

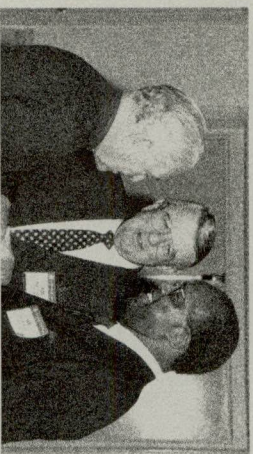
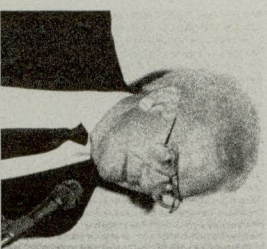
"Working together, educators, parents, public officials and the business community are building a partnership to reshape our schools. The *Help Wanted* campaign was an important part of the effort. Not only did it reinforce the idea that education is a fundamental economic issue — a standard-of-living issue — it helped make the public a partner in all that we are doing."

— Edward Budd
(Chairman and Chief Executive Officer, *The Travelers*)

"One unexpected bonus of the *Help Wanted* campaign is that it has led to vastly improved media coverage of school reform and workplace literacy issues. The coverage is more sophisticated and has more depth than before."

— Joe Wyatt
(Chancellor, Vanderbilt University)
Summer 1991 Meeting

1990 Anderson Medal



TOP LEFT: 1990 Anderson Medal Selection Committee Chairman Rev. Theodore M. Hesburgh, C.S.C. (University of Notre Dame) and Medal representatives David Mahan (St. Louis Public Schools), Blanche Touhill (University of Missouri, St. Louis) and John Mason (Monsanto Fund). BOTTOM LEFT: Rev. Hesburgh, Robert Anderson (Rockwell International) and Benjamin Payton (Tuskegee University). TOP RIGHT: Ernest Boyer (Carnegie Foundation).

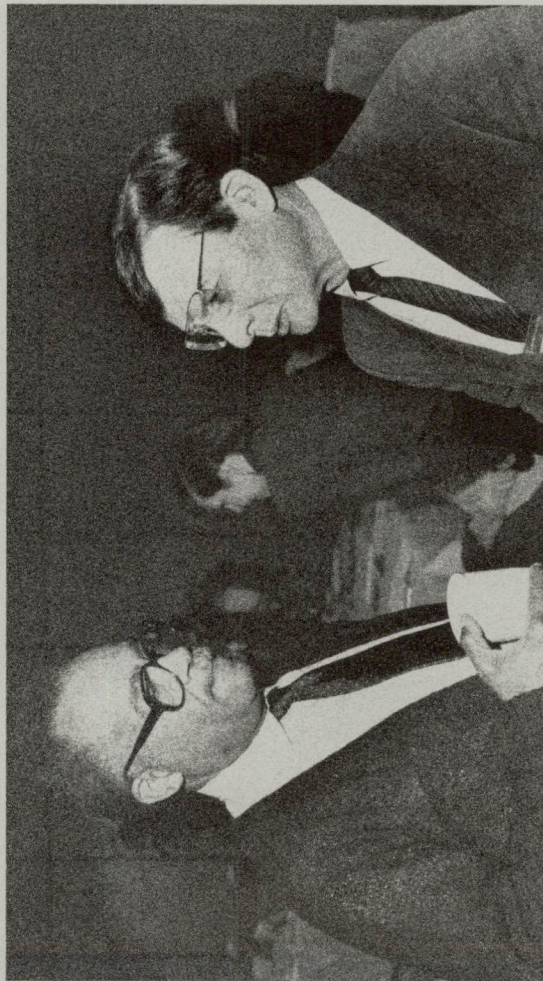
"Education used to be everybody's business — teachers, students, parents, business and civic leaders. The whole community took responsibility for educating its children. It is not the schools that have failed. It is the partnership that has failed," said Ernest Boyer (Carnegie Foundation for the Advancement of Teaching) in congratulating the Forum for establishing the Anderson Medal, which honors three-way alliances of businesses, higher education institutions and the public schools. The 1990 award was presented to St. Louis-based *Partnerships for Progress* during the Forum's Winter 1991 Meeting.

In all, about 70 alliances competed for the unique and prestigious award — including two distinguished national partnerships, *Cities in Schools* and the *Coalition of Essential Schools*, which received special letters of commendation. In commenting on the Medal's effort to honor three-way coalitions, 1990 Selection Committee Chairman Rev. Theodore Hesburgh, C.S.C. (University of Notre Dame) noted, "By combining the intellectual resources of higher education with the pragmatic know-how of businesses, alliances such as these can have an especially powerful effect on the public schools."

project began with the assumption that education and training reform will not occur without broad public support; therefore, any meaningful effort must begin at the "public's starting point" and proceed from there. The idea was to generate a genuine two-way dialogue between leaders and citizens — exposing everyone to different points of view and encouraging participants to carefully weigh the tradeoffs of various proposed recommendations.

Each campaign was structured around three basic choices. Should our priority be to: 1) set higher standards at school and at work; 2) make sure every American can read and write; or 3) make sure all Americans have advanced skills in such areas as science and technology?

Under the leadership of Forum members Joe Wyatt (Vanderbilt University) in Nashville, James Baker (Arvin Industries) and Tom Ehrlich (Indiana University) in Indianapolis, and Paul Elsner (Maricopa Community Colleges) in Phoenix, as well as Business



John Brooks Slaughter (Occidental College) and Peter Likins (Lehigh University)

Roundtable member Edward Budd (The Travelers) in Connecticut, four pilot citizen-education campaigns were held in Spring and Fall 1991.

In addition to these community-wide and statewide efforts, the Union Carbide Corporation conducted an in-house corporate campaign for employees at its Connecticut-based headquarters and Indianapolis facility.

With the active participation of the local newspaper and a network TV affiliate in each locale, the communications campaigns featured discussions of the pros and cons of the three priority reform options. The discussions took a variety of forms: town meetings, front-page news stories, newspaper editorials, print and broadcast ads, televised documentaries, small discussion groups on college

campuses, and articles about education and training in employee newsletters.

Each campaign culminated in the publication of a special newspaper supplement and ballot, which summarized the choices and gave citizens a chance to vote on specific reform proposals.

Similar Results

From Connecticut to Arizona, the ballot results were strikingly similar, with especially strong support for adult literacy programs, a mandatory exit exam for all graduating high school seniors, and more emphasis on science and math education (starting in kindergarten). At the other end of the scale, there was generally little support for such proposals as pay-for-performance compensation plans for workers and teachers.

These results, in turn, were conveyed to political, education and business leaders — and are being used in each community as the foundation for focused, follow-up reform efforts.

"If you have the opportunity to become involved in the *Help Wanted* campaign, grab it because it offers tremendous benefits to your institutions — a chance to be at the center of debate on a major public policy issue, to become a very real part of your community, and to build a deeper, and perhaps a more positive, relationship with your local media."

—Raymond Jansen (*Publisher, The Hartford Courant*)

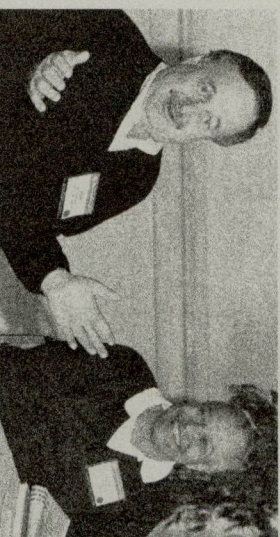
"The public is ready to act. They sense that 'something is wrong' with the U.S. economy and that somehow, somewhere, we have lost something crucial to our success as a nation. They want to understand what needs to be done to get that 'something' back."

—Excerpt from *Crosstalk: The Public, the Experts and Competitiveness*

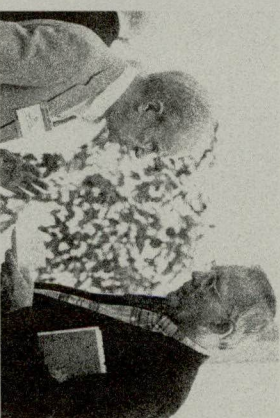
Enthusiastic Response

The voting totals, however, do not begin to capture the excitement generated by the campaigns — nor their potential long-term potential for enhancing the quality of the debate about the interrelated issues of education, training and economic prosperity. In an October 1991 meeting with Forum and Public Agenda representatives, for instance, Vice President Dan Quayle pledged to make sure President Bush and his top advisers are kept up to date on the project's impact. Earlier, several *Help Wanted* representatives discussed the campaign with key members of President Bush's White House staff. U.S. Education Secretary and former Forum member Lamar Alexander has also expressed interest and support.

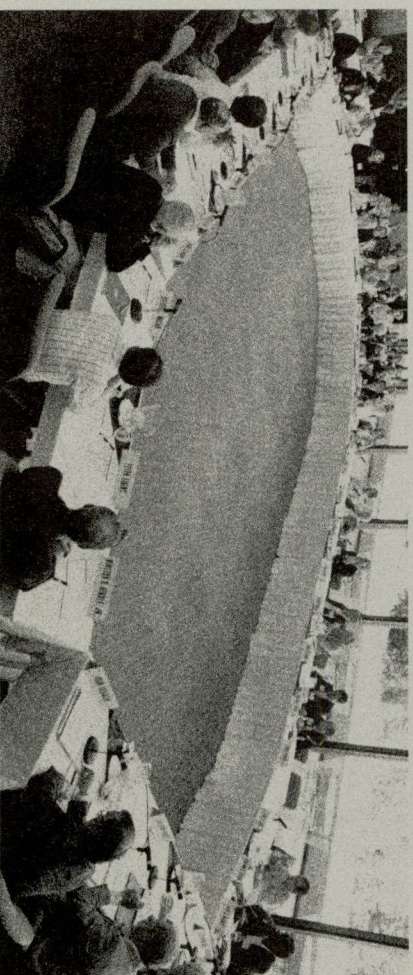
Not even the attempted coup in the Soviet Union in August 1991 could keep the campaign off the front page of the Indianapolis newspapers. To acknowledge the project in Arizona, Governor Fife Symington declared October 1991



Kenneth Macke (Dayton Hudson Corporation) and Clifton Wharton, Jr. (TIAA-CREF)



Edward Donley (Air Products and Chemicals, Inc.) and C.J. Sliass (Phillips Petroleum Co.)



Plenary session of the Business-Higher Education Forum

"*Help Wanted* Month." And participants from Hartford to Nashville have remarked how *Help Wanted* has led to improved, ongoing media coverage of school and

training-related issues in their communities.

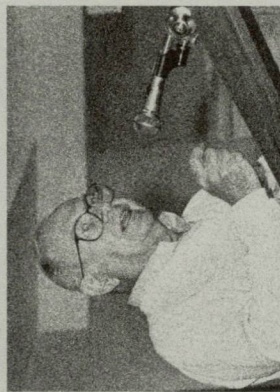
In January 1992, Seattle held a campaign, led by Forum member Bill Gerberding (University of

Washington) and The Boeing Company. In addition, IBM has provided funding for a campaign in Austin, Texas in Fall 1992. Plus, we are in various stages of planning local *Help Wanted* campaigns with leaders in Atlanta, Flint (MI), Washington (DC), and the states of Delaware, Florida, Louisiana and New Mexico. In addition, a media campaign will be offered nationwide in 1992 through the ABC television network affiliates: Capital Cities/ABC's Project Literacy U.S. (PLUS) has become a partner in this endeavor.

The challenge was stated eloquently in the Forum's 1988 *American Potential* report: "It is essential that our people understand the human resources issue as an opportunity for all to lead a better life — not solely in material terms, but in the matters of the spirit and the values that bind us together.... In adding our voice to the growing chorus of concern about American education, we hope to remind our people [that] growth, freedom and a better future for all depend on adapting our human resources to



John Mascotte (The Continental Corporation)



Daniel Yankelovich (Public Agenda Foundation)

ever new and ever more challenging times."

The *Help Wanted* citizen-education project is designed to give Forum members a chance to build on the *American Potential* recommendations in their own communities. Although *Help Wanted* is not the answer to the



Eamon Kelly (Tulane University) and William Esrey (United Telecommunications, Inc. and US Sprint)



Irvine Hockaday, Jr. (Hallmark Cards Incorporated) and John Phelan, Jr. (New York Stock Exchange, Inc.)

education and training crisis, it is helping millions of Americans to think seriously about ambitious and challenging learning goals — and then to work state by state, city by city and school by school to build the kind of broad public consensus needed to transform those goals into reality.

"Ninety-nine percent of the American people are not part of the conversation about major policy issues such as education. As a result, they tend to tune out what leaders have to say. It is as if a Chinese wall were slowly rising to separate expert perceptions and public perceptions."

— Daniel Yankelovich
(President, *Public Agenda Foundation*)

Summer 1991 Meeting



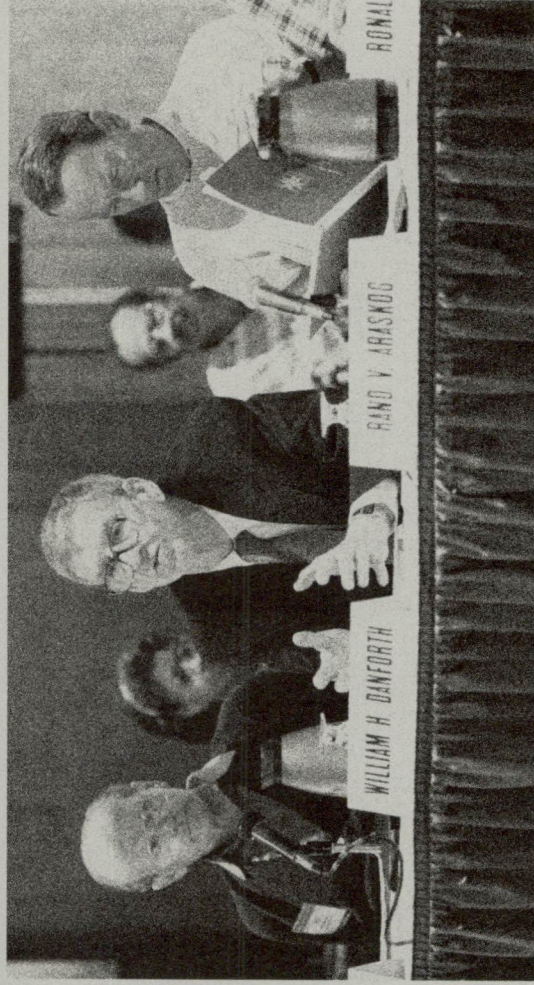
The Coalition's program of activities in Poland was mapped out during two days of meetings among industry, academic, labor and government leaders of Poland and the U.S. The meetings were held in Warsaw in November 1990.

STRENGTHENING DEMOCRACY IN CENTRAL AND EASTERN EUROPE

Our guiding principle should be to help strengthen those institutions — businesses, government agencies, unions, media, voluntary organizations and universities — that will be vital to the transition of these nations to democratic, enterprise-based societies." With those words, spoken shortly after the fall of the Berlin Wall, Arnold Weber (Northwestern University) challenged Forum members during the Winter 1990 Meeting to initiate a program of technical assistance to Central and Eastern Europe.

The Forum responded. The Coalition for Democracy and Enterprise, co-chaired by President Weber and Rand Araskog (ITT Corporation), was formed. Financial aid and in-kind contributions were made by the Forum's corporate and academic members. Additional financial support was provided by such federal bodies as the Agency for International Development and the United States Information Agency.

And in September 1991, the Coalition formally launched its first program — a project to help



TOP: Donald Petersen (Ford Motor Company), William Danforth (Washington University) and Rand Araskog (ITT Corporation)

RIGHT: Rev. Edward Malloy, C.S.C. (University of Notre Dame), A.W. Clausen (BankAmerica Corporation) and Arnold Weber (Northwestern University)



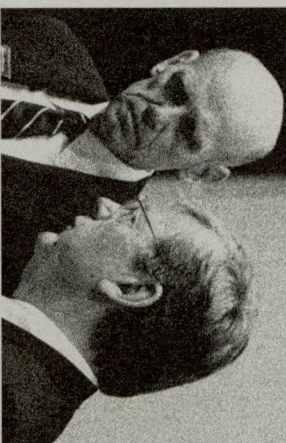
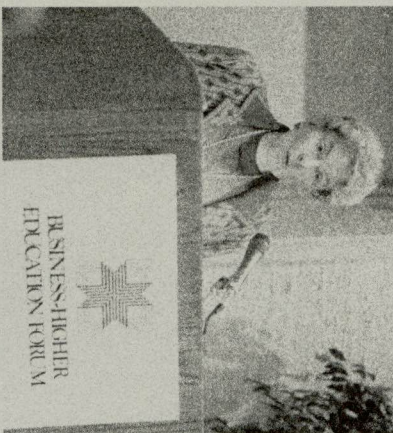
"We're hoping to provide something unique, distinct and different to improve the world in Central and Eastern Europe."

— Rand Araskog
(Chairman and Chief Executive,
ITT Corporation)
Summer 1990 Meeting

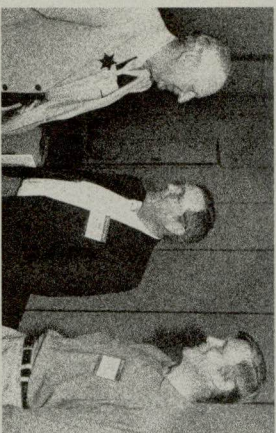
"We have a vested interest in facilitating their transition to a democratic and enterprise-based system."

— Arnold Weber
(President, Northwestern University)
Winter 1990 Meeting

Fostering Global Cooperation



Former U.N. Ambassador Jeanne Kirkpatrick (top left photo) and Ronald Roskens, Administrator of the U.S. Agency for International Development (top right photo with Maricopa Community Colleges' Paul Elsner), were among the experts helping Forum members understand the impact of the changes that swept the Communist world in early 1990. Noted Kirkpatrick (Winter 1990 Meeting): "The recent events cap the successful U.S. foreign policy of the past 45 years. I think we should enjoy it." Asked Roskens (Summer 1990 Meeting): "Should there not be a Business-Higher Education Forum in Poland? In Hungary? In Czechoslovakia?"

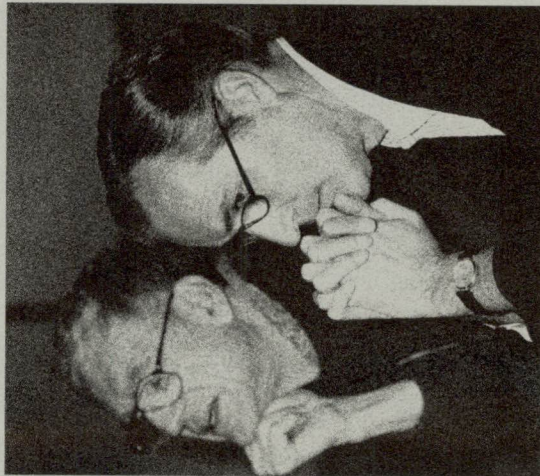


The semiannual meetings help to reinforce the Forum's alliances with counterpart organizations from Canada, Europe and Australia. The upcoming Summer 1992 Meeting will represent a landmark in such global business-education cooperation — the first-ever joint session involving the U.S. Forum, the Round Table of European Industrialists and the European University-Industry Forum. Shown here during the Winter 1991 Meeting are, from left, U.S. Forum Chairman Colby Chandler (Eastman Kodak Company), Canadian Forum representative Robert Peterson (Imperial Oil Limited) and European Forum Representative Dag Kavlie (Norwegian Institute of Technology).

Poland develop one or more business incubator centers, which will nurture the development of small- and medium-sized companies. Polish officials have repeatedly emphasized their strong desire to create a network of small, technology-driven, entrepreneurial companies as a central part of their broader economic revitalization strategy.

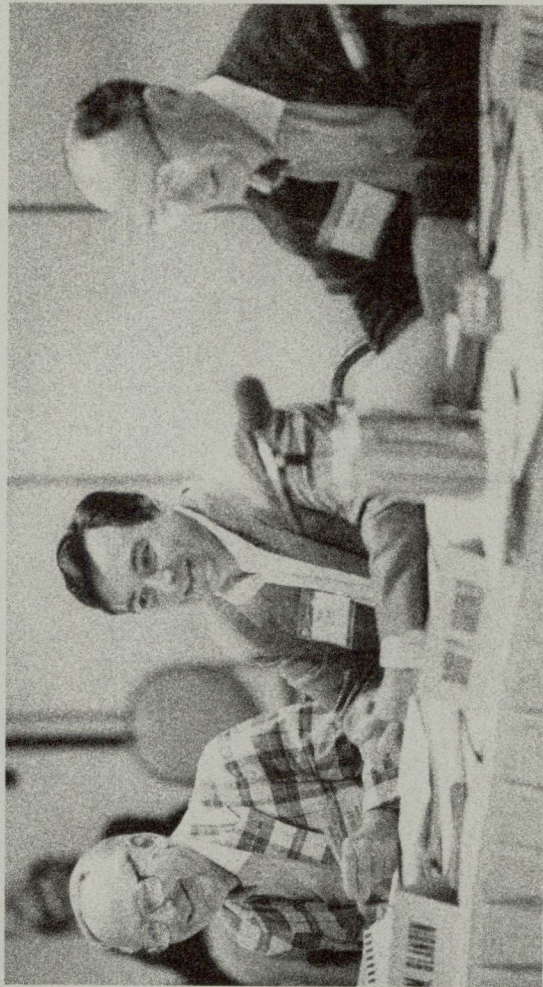
In collaboration with the Warsaw University of Technology, experts from Northwestern University's Business Technology Innovation Center have been providing advice and training to would-be managers and entrepreneurs. Moreover, the Coalition has received federal funding to conduct a replication project in Czechoslovakia and is considering a similar effort in Hungary.

The enthusiasm among the Polish officials for incubators emerged during a two-day series of workshops, seminars and discussions held in Warsaw in November 1990. A 12-member U.S. delegation of corporate and academic leaders, headed by President



William Danforth (Washington University) and Thomas Labrecque (The Chase Manhattan Corp. and The Chase Manhattan Bank, N.A.)

Weber, met with a few dozen Polish government, business, labor and academic leaders to discuss a wide range of potential projects, including management training, technology transfer and a program that would teach Polish managers how to use incentives and compen-



Colby Chandler (Eastman Kodak Company), Don Blandin (Business-Higher Education Forum) and David Gardner (University of California)

sation systems to motivate workers.

In itself, the sessions represented a significant accomplishment — giving Americans a chance to learn first-hand about Poland's priorities for assistance and providing the Poles with an

opportunity to determine the most promising areas for matching Poland's needs with America's education and training capabilities. More important, the meetings set the stage for the hands-on followup activities.

"I can think of no more important voluntary effort that we, as leading executives, can make than to ensure the continuation, indeed the expansion of, the democratic revolutions occurring in Central and Eastern Europe."

— Colby Chandler
(1990-92 Chairman, Business-Higher Education Forum)
1990 letter to Forum members

"Our interest in the idea of a business incubator center or park of science, connected with big technological universities, is full of promise. I am sure the effectiveness of such an incubator in developing new enterprises will be high."

— Marek Dietrich
(Rector, Warsaw University of Technology)
1990 Roundtable in Poland

Other Potential Projects

Management Training. The Coalition also is continuing to explore the possibility of providing management training to nations of Central and Eastern Europe. The goal of the program would be to introduce educators and managers to methods of management in a market-driven economy.

The Coalition has targeted its efforts at four key populations: business school professors; selected senior and middle-level managers in important industrial settings; key managers, who will participate in an internship program that will allow them to work in U.S. companies for limited periods of time; and higher education administrators (through the Center for Leadership Development of the American Council on Education).

Telecommunications Education Institute. In cooperation with the Annenberg Washington Program on Telecommunications Policy Studies of Northwestern University, the Coalition expects to



Winston Hinde, Jr. (Digital Equipment Corporation), Steven Mason (The Mead Corporation) and Peter Likins (Lehigh University)

begin offering in 1992 a graduate-level program in telecommunications management in Central and Eastern Europe. The program is designed to provide a combination of business, policymaking and technical training to telecommunications managers, policymakers and users in countries such as Hungary, Poland and Czechoslovakia.

Technology Transfer.

The Coalition is exploring with key Polish leaders the possibility of establishing a Business-Higher Education Forum in Poland as a means of facilitating cooperative ventures — notably technology transfer — between universities and industry.

The Coalition's efforts have received strong support from the U.S. and foreign governments. Tadeusz Diem (Deputy Minister for National Education, Poland) observed after the Coalition's 1990 visit, "There is a big spirit of America in Poland. I hope that this project can help bring that spirit to reality, that it can bring business



James Duderstadt (The University of Michigan) and Joseph Duffey (The American University)

and the hard, professional knowledge of American universities to Poland."

And in a July 1991 letter to U.S. government officials, the Polish Council of Ministers declared its "firm interest in increasing cooperation" with the Forum, stating that "the projects presented suit our

needs impeccably."

As Forum Chairman Chandler noted, "I can think of no more important voluntary effort that we, as leading executives, can make than to ensure the continuation, indeed the expansion of, the democratic revolutions occurring in Central and Eastern Europe."

"The projects presented suit our needs impeccably."

— July 1991 letter to U.S. government officials from the Polish Council of Ministers



James Baker (Arvin Industries)
and Rev. Edward Malloy, C.S.C.
(University of Notre Dame)

SPOTLIGHT ON OTHER PROJECTS

Health Care

During their Winter 1990 and Summer 1990 Meetings, Forum members closely examined the crisis in the American health care system, focusing in particular on rising costs, inadequate coverage and growing concerns about the uneven quality of care.

With the help of experts such as Rep. Bill Gradison (R-OH), Dallas Salisbury (Employee Benefit Research Institute), Samuel Thier (Institute of Medicine, National Academy of Sciences) and Frank Young (U.S. Department of Health and Human Services), the Forum addressed such questions as:

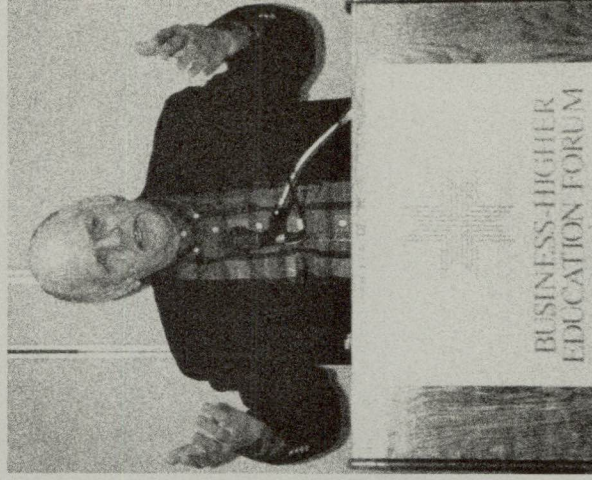
What do we expect from our health care system? To what extent are our expectations being met? How can providers improve, or at least maintain, service and quality while reducing costs? What are the most promising strategies for reducing costs while maintaining a high-quality health care system? What can government do to establish a more comprehensive, equitable national health care policy? How can the public and

private sectors work together more effectively to develop a national policy on health care?

To help explore those questions further, an Advisory Committee, headed by William Danforth (Washington University) and Donald Petersen (Ford Motor Company), oversaw the preparation of a Primer, which focused on the implications for business and higher education institutions of the cost, access and quality issues. The Primer, circulated to Forum members in early 1991, was followed by publication of *Health Developments*, a two-page summary of key policy trends prepared in cooperation with the Employee Benefit Research Institute. *Health Developments* is being circulated regularly to Forum members as a way of keeping business and academic leaders informed about this major issue of national concern.

The Environment and the Economy

While the world's population is increasing at a record pace, the



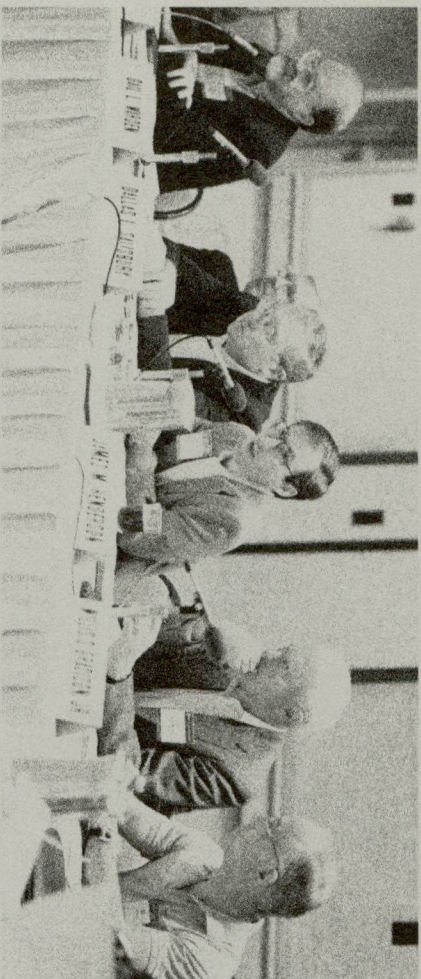
Kenneth Olsen (Digital Equipment Corporation)

"You Americans have set up an elaborate and sophisticated system of cost-shifting. But there is almost no focus on cost-containment."

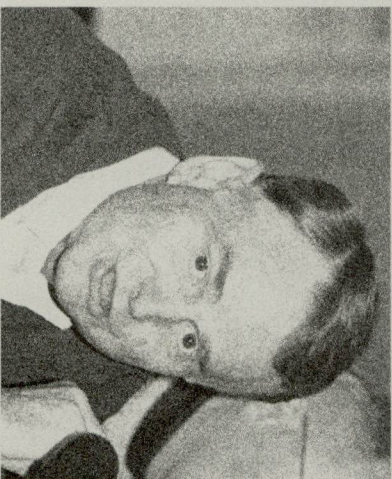
— Robert Evans
(Director, Population Health Program, University of British Columbia)

Winter 1990 Meeting

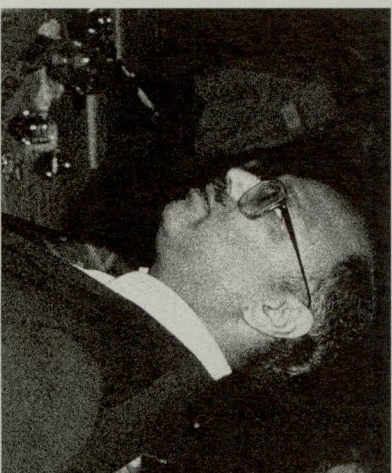
"With the budget problem, how are we going to raise enough money to fill the gaps in coverage? And how are we going to deal with the power of constituents — hospitals, unions, health insurance companies, small businesses and so on — to veto change?"
— Rep. Bill Gradison (R-OH)
Winter 1990 Meeting



Health experts John Rother (American Association for Retired Persons), Gail Warden (Henry Ford Health Care Corporation), Dallas Salisbury (Employee Benefit Research Institute), James Henderson (Pacific Telesis Group) and Rep. Bill Gradison (R-Ohio)



Harold Poling (Ford Motor Company)



C.K. Prahalad (The University of Michigan)

natural resources needed to feed, house and clothe them are being in depleted rapidly. How do we address that reality? asked Peter Raven (Director, Missouri Botanical Garden).

Of the 4 billion people living in developing countries, one-quarter of them survive on only \$1 a day. How can they be encouraged even to think about long-term preservation issues when demands of daily existence are so all-consuming? asked Wilfried Thalwitz (The World Bank).

Bombarded with media reports of one environmental disaster after another, how can corporate and academic chief executives sort out the highest priorities for immediate action? And, faced with the competing demands to stimulate economic growth while preserving the environment, how can policymakers strike the correct balance?

Those were among the questions Forum members explored during the semiannual Winter and Summer 1991 Meetings. Joined by experts such as Messrs. Raven and Thalwitz, and researchers at the

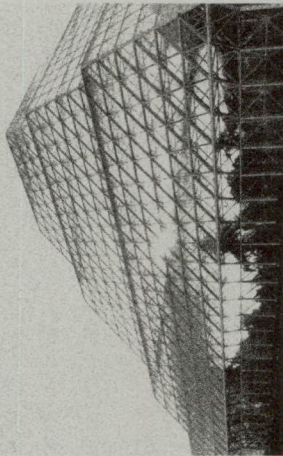
University of California, Santa Barbara, Forum members took a closer look at the global environmental challenges and discussed the role of university science in providing better data to decision-makers.

Moreover, the sessions examined several models of cooperation through which industry, universities and government agencies are collaborating on innovative solutions. For instance, representatives from a utility and environmental group described their efforts to boost energy conservation in New England. A Boston University business school professor described a partnership with the World Wildlife Fund to improve environmental education for managers. And a top official of the U.S. Environmental Protection Agency previewed EPA's new policy direction for the 1990s: an emphasis on government-industry partnerships, pollution prevention and environmental education.

The bottom line? Quoting from EPA Director William Reilly, Forum Chairman Chandler observed:

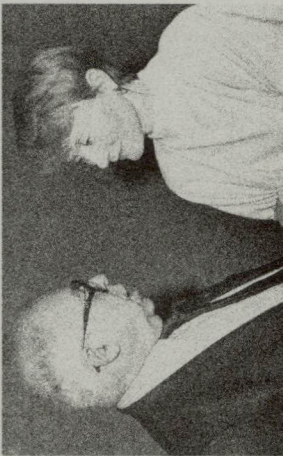
"There are promising signs that we are at last beginning to build bridges across the gulf of mutual incomprehension that has long separated advocates for the environment and advocates for a strong economy."

Biosphere and Buchwald



During the Winter 1991 Meeting, Forum members and guests toured Biosphere 2, the three-acre, \$30-million structure that recreates the earth's ecosystem. Eight researchers and 3,800 varieties of plants and animals are now living there for two years. The goal is to collect data on fuel-conservation efforts and test the feasibility of building similar environments in outer space.

Following the tour, humorist Art Buchwald, shown below speaking to Forum member Barbara Uehling (University of California, Santa Barbara), delivered after-dinner remarks.



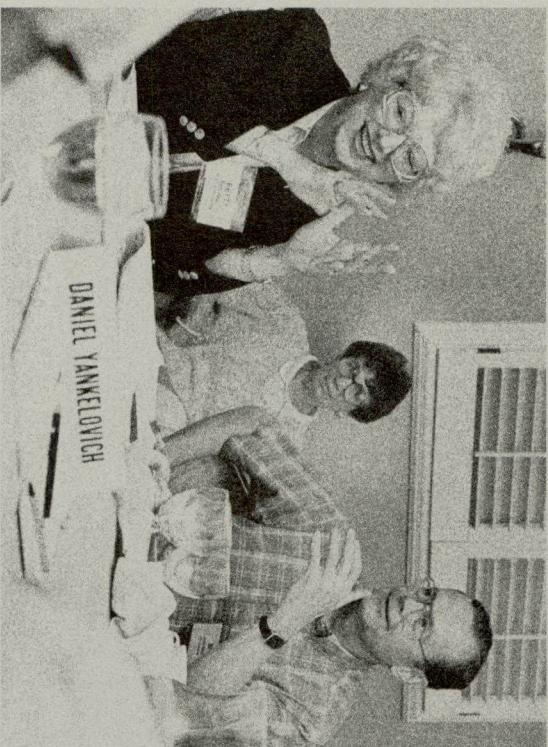
The Forum expects to resume its discussion on The Environment and The Economy in June 1992, during a special joint session with industry and academic leaders from Europe.

"If nothing else, what we do right now will determine how well our children and grandchildren play the game of survival."

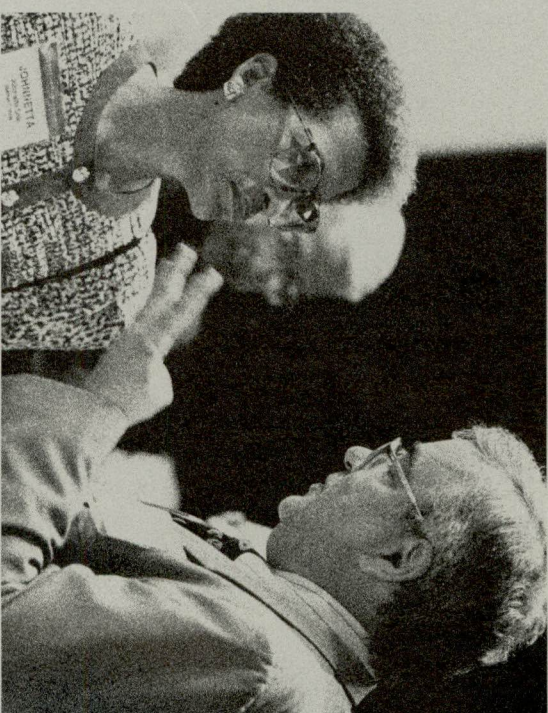
— Peter Raven
(Director, Missouri Botanical Garden)
Winter 1991 Meeting

"Rich countries such as the United States have the security to worry about tomorrow. But not the Third World."

— Wilfried Thalwitz
(Senior Vice President,
The World Bank)
Summer 1991 Meeting



Betty Siegel (Kennesaw State College), Anne Wexler (The Wexler Group) and James Baker (Arvin Industries)



Johnnetta Cole (Spelman College) and Robert Atwell (American Council on Education)

Innovation and Management

Under what circumstances does innovation occur? Can it be taught in traditional university settings? Or do we need to break the mold? Indeed, can universities meaningfully help U.S. industry become more innovative and competitive? If so, how?

Those were among the questions addressed in a wide-ranging roundtable discussion during the Forum's Summer 1991 meeting. Moderators Peter Likins (Lehigh University) and Randall Tobias (AT&T) were joined by such experts as Moshe Rubinstein (University of California, Los Angeles), C.K.

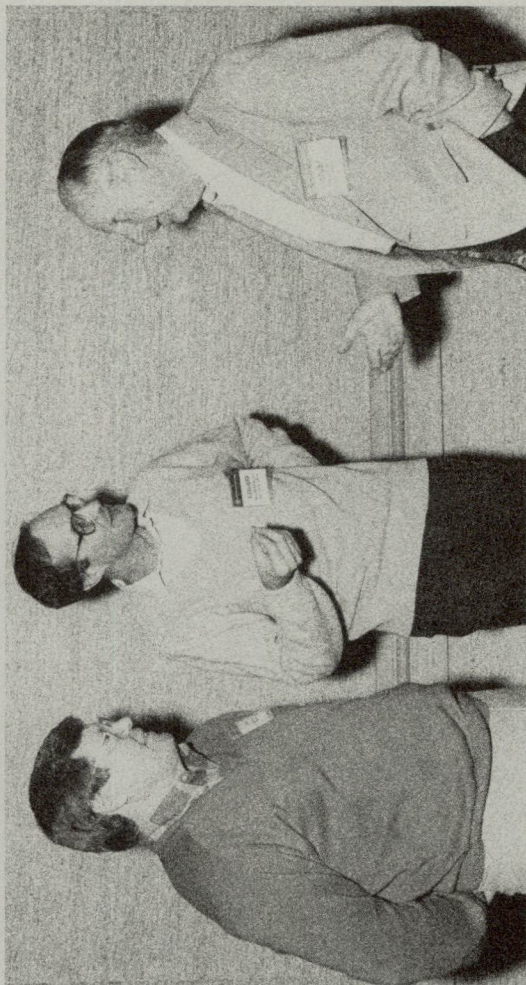
Prahalad (The University of Michigan), Paul Gray (The Corporation of the Massachusetts Institute of Technology) and Lionel Baldwin (National Technological University) to explore the issue of innovation from many perspectives.

The departure point for the discussions was a relatively narrow

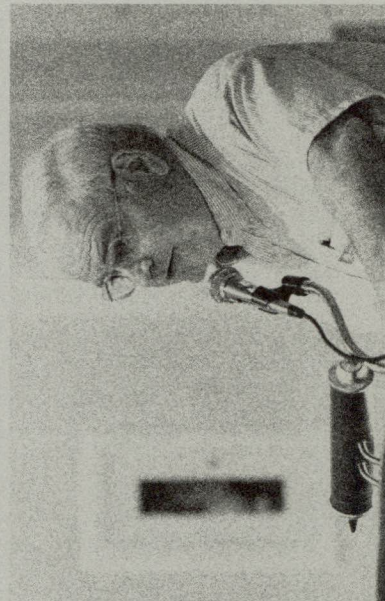
issue: the universities' role in helping American corporations improve their technological innovations. As concerns about America's economic competitiveness persist, innovation increasingly is seen as an important national strength. As such, participants focused on how educators can help industrialists speed the process of taking new ideas from the R&D stage to the marketplace.

But the presentations and discussions ranged far afield — covering topics as diverse as steps for changing the "culture" of a company or university to taking a fresh look at what it means to be competitive.

The Forum continued its discussions during the Winter 1992 Meeting with presentations by Lester Thurow (Massachusetts Institute of Technology), John Seely Brown (Xerox Corp.) and others.



David McCamus (Corporate-Higher Education Forum, Canada), Alexander Rinnoo Kan (European University-Industry Forum) and Colby Chandler (Business-Higher Education Forum)

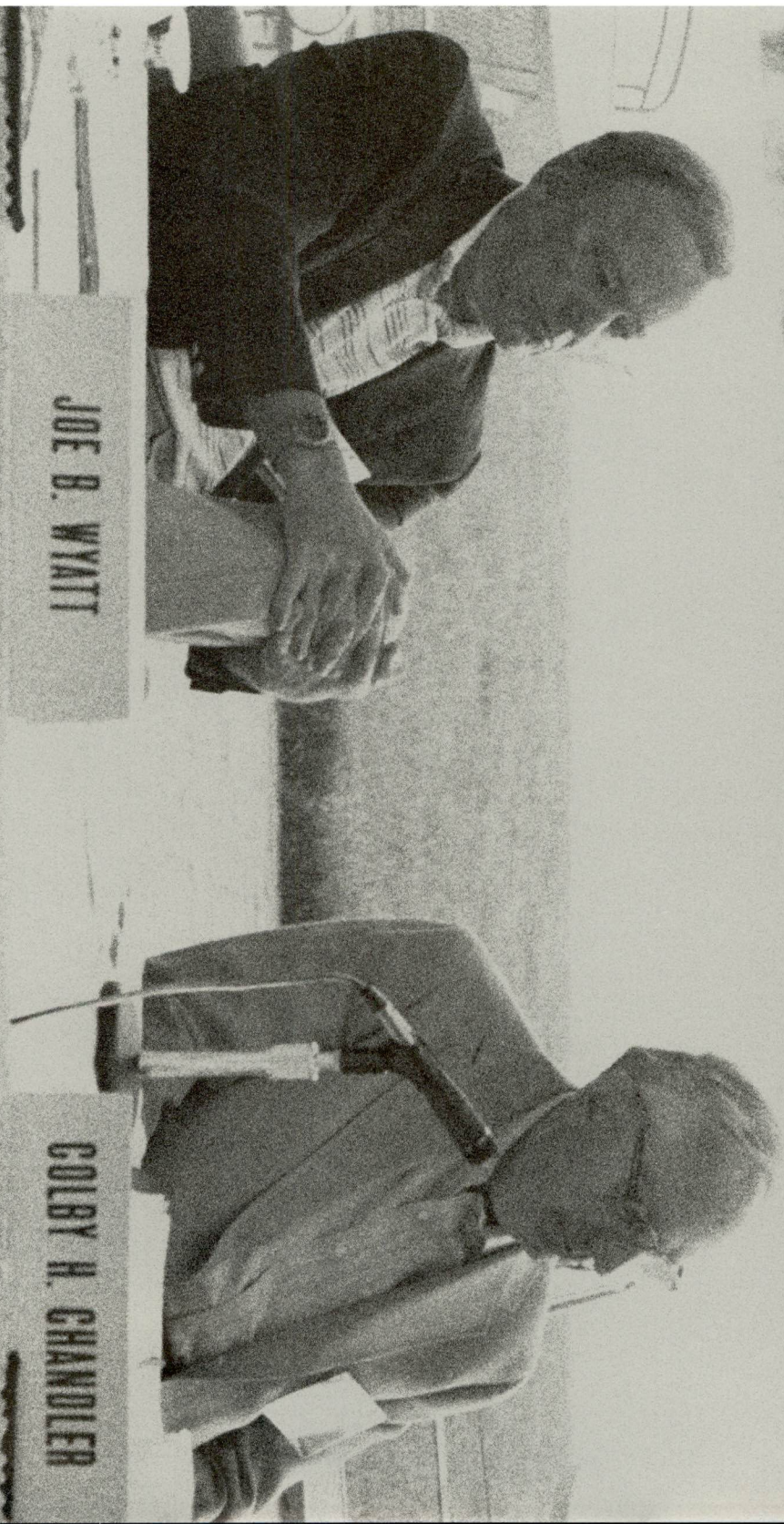


Paul Gray (The Corporation of the Massachusetts Institute of Technology)

"Too many American companies are not aware of their core competencies. As a result, they are measuring the wrong thing — market share in end products — and are losing their competitiveness."

— C. K. Prahalad
(Professor, The University of Michigan)

Summer 1991 Meeting



JOE B. WYATT

COLBY H. CHANDLER

William H. Danforth (1992-94 Chairman)



William H. Danforth is the Forum's 1992-94 Chairman. Dr. Danforth became Washington University's thirteenth Chancellor in July 1971.

Born in St. Louis on April 10, 1926, he received his B.A. from Princeton University and his M.D. from Harvard Medical School in 1951. After completing his internship in medicine at Barnes Hospital in St. Louis, he served in the United States Navy from 1952-54. He returned to St. Louis to continue his medical training at Barnes Hospital and at St. Louis Children's Hospital.

Dr. Danforth joined the Washington University Medical School faculty in 1957. In 1967, he was appointed professor of internal medicine, which is his present

faculty rank at the university. From 1965-71, Dr. Danforth served as Vice Chancellor for Medical Affairs and as president of the Washington University Medical Center. He is a member of the National Academy of Sciences' Institute of Medicine and served on the Council from 1977-79. He has been a member of the Business-Higher Education Forum since 1984.

Dr. Danforth is chairman of the board of trustees of the Danforth Foundation and is a trustee of the American Youth Foundation. He is chairman of the board of governors of the St. Louis Christmas Carols Association. He serves on the boards of directors of Ralston Purina Company and McDonnell Douglas Corporation, both headquartered in St. Louis.

SPEAKERS AND SPECIAL GUESTS 1990 AND 1991 MEETINGS

(affiliation at time of meeting)

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Syntax (U.S.A.) Inc.

Robert Anderson
Chairman Emeritus
Rockwell International Corporation
(1984-86 Forum Chairman)

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University Relations
University of California

Lionel V. Baldwin
President
National Technological University

Alden S. Bean
William R. Kenan Professor of
Management and Technology,
College of Business and Economics
Lehigh University
Director
Center for Innovative Management
Studies

Elmer Bernstein
Composer, Pianist and Conductor

Jon Blyth
Program Officer
Charles Stewart Mott Foundation

Ernest L. Boyer
President
Carnegie Foundation for the
Advancement of Teaching

Art Buchwald
Syndicated Columnist

Raymond E. Bye, Jr.
Director, Office of Legislative and
Public Affairs
National Science Foundation

Michael Cavalier
Operations Manager
Delco Electric

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Assistant Director, Office of
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Director
National Center for Academic
Achievement

John E. Estes
Professor of Geography and Director,
Remote Sensing Research Unit
University of California,
Santa Barbara

Robert G. Evans
Director, Population Health Program,
Canadian Institute for Advanced
Research
University of British Columbia

Mutui O. Fagbayi
Manager, Kodak 21st Century Learning
Challenge
Eastman Kodak Company

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Executive Director
Conservation Law Foundation
- Robert Freeman**
Director, Eastman School of Music,
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- Robert J. Gibbons**
Director, Communications Services,
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(Chairman, 1990 Anderson Medal
Selection Committee; and 1984-86
Forum Chairman)
- John Hillkirk**
Business Writer
USA TODAY
- Kenneth O. Hoffman**
Vice President and General Manager,
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U.S. Coordinator and Director,
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The Public Agenda Foundation
- Dag Kavlie**
Former Rector
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(Member, European University-Industry
Forum)
- The Honorable Jeane Kirkpatrick**
Former U.S. Ambassador to the United
Nations
- The Honorable Jim Kolbe (Arizona)**
U.S. House of Representatives
- Gerald E. Kotas**
Director, Pollution Prevention Division
U.S. Environmental Protection
Agency

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Commercial Systems Group and
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Eastman Kodak Company

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(continued from page 29)

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(affiliation at time of chairmanship)



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About the Forum

The Business-Higher Education Forum is a membership organization of selected chief executives of major American corporations, colleges and universities. The Forum's purposes are to identify, review and act on selected issues of mutual concern; to enhance public awareness of these concerns; and to help guide the evolution of cooperation between corporations and institutions of higher education, while preserving their separate traditional functions.

The 1992-94 Forum chairman is William H. Dartforth, Chancellor, Washington University. Don M. Blandin is the Forum's director.

The Forum was founded in 1978 by the American Council on Education (ACE), which represents all accredited post-secondary institutions as well as national and regional higher education associations. The current chair of ACE is Hoke L. Smith, President of Towson State University. Robert H. Atwell is the Council's president.

A Word of Thanks

In addition to membership dues, the Forum has received generous support during the past two years from several foundations, corporations and government agencies.

We are indebted to the Charles Stewart Mott Foundation and William R. Kenan, Jr. Fund for general support. The Business Roundtable, IBM, National Science Foundation and Union Carbide Corporation contributed to our *Help Wanted* project. In addition, we appreciate the support from the U.S. Agency for International Development and the U.S. Information Agency to the *Coalition for Democracy and Enterprise*.

Finally, we are particularly indebted to the supplementary contributions made by more than 50 Forum members, which made possible the *Help Wanted* and *Coalition* initiatives.



Business-Higher Education Forum
in affiliation with the American Council on Education
Suite 800

One Dupont Circle
Washington, D.C. 20036
(202) 939-9345

"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9203028

ORIGINATOR: 02

SPEECH: YES NO

FROM: WILCHER, LaJuana S.: ENVIRONMENTAL PROTECTION AGENCY

DATE OF EVENT: 11/24/92 THRU:
TENTATIVE DATES:

LOCATION OF EVENT: EPA

TIME OF EVENT: 10:00 A.M.

SUBJECT: AN INVITATION TO ATTEND THE MEETING OF THE OCEANS PRINCIPLES GROUP.

RSVP: 10/22/92

CONTACT PERSON: FITCHETT, Ruth

CONTACT NUMBER: 202-260-1952

INVITATION ACCEPTED? YES NO

COPIES TO: ENVIRONMENT

REMARKS: 10.15.92 Informed Ruth F.
that Nancy Maynard
is the attendee at
these meetings,
MN

DATE OF LETTER: 09/29/92

DATE RECEIVED: 10/08/92

FILE: P-INVITATION

eps
Nancy Maynard to cover?
1/25




3028

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

SEP 29 1992

OFFICE OF
WATER

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

Dear Dr. Bromley:

The Environmental Protection Agency (EPA) was unable to schedule the meeting of the Ocean Principals Group on Tuesday, September 29, 1992, as planned due to conflicts in the calendars of principal and alternate participants. We are now proposing to hold the meeting on either Tuesday, November 24, 1992, or Tuesday, December 1, 1992, beginning at 10:00 a.m. until 12:30 p.m. As previously planned, the meeting will be held in the Office of Water conference room 1032 East Tower, with coffee and rolls being provided at the start of the meeting.

I propose to include on our agenda a discussion of ocean dumping issues, including the final phase-out of the dumping of municipal sludge, the watershed approach to coastal protection including the National Estuary Program and Great Water Bodies protection, and the cooperative effort between EPA and NOAA to control nonpoint sources in coastal areas.

Please have your secretary contact Ms. Ruth Fitchett at (202) 260-1952 to indicate your availability on the above dates and to suggest any additional agenda items.

I look forward to confirming a date for this meeting and to having an opportunity to brief you on the coastal and ocean protection programs of the EPA.

Sincerely yours,



 LaJuana S. Wilcher
Assistant Administrator

cc: Dr. Nancy Maynard

"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION

DOCUMENT NUMBER: 9202941

ORIGINATOR: 02

SPEECH: YES NO

FROM: HITTINGER, William C.: LEHIGH UNIVERSITY BOARD OF TRUSTEES

DATE OF EVENT: 10/23/92 THRU: 10/24/92
TENTATIVE DATES:

LOCATION OF EVENT: LEHIGH UNIVERSITY

TIME OF EVENT:

SUBJECT: AN INVITATION TO ATTEND THEIR PRESERVING THE VISION WEEKEND.

RSVP: 10/08/92

CONTACT PERSON:

CONTACT NUMBER:

INVITATION ACCEPTED? YES

NO

Conflict (PAST)

COPIES TO:

REMARKS:

~~REDACTED~~

DATE OF LETTER: 09/28/92

DATE RECEIVED: 09/30/92

FILE: P-INVITATION

In Celebration: Preserving the Vision

The Lehigh we know today is the result of a 127-year reaffirmation of the magnificent vision of Asa Packer and the other great individuals who founded Lehigh. Forces of change have always presented opportunities and challenges but each president, each faculty member, each student and each alumnus and alumna has measured them against the vision and adapted. It is only through this ongoing commitment of all Lehigh people that the vision has been preserved.

During the last two years, through consultations, surveys and meetings with many Lehigh people, the Board of Trustees undertook an in-depth review of Lehigh's progress. As expected, differences of opinion abound, yet there is consensus that our university always has been a special place -- always right for the times -- not without its challenges but always willing to rise to meet them.

The recent announcement of our major \$300 million campaign for *Preserving the Vision* was made in the spirit of this determination.

During the next five years you will be hearing much more about this campaign, the greatest financial challenge Lehigh has ever undertaken, as we seek greater national recognition, the brightest and best students, the very best faculty and facilities and the diversity of educational experiences needed to ensure that we can continue to meet our mission of learning through teaching, research and service to others.

But right now I invite you to celebrate Lehigh's vision in a very special way. To honor the traditions and accomplishments of our past and present and to look forward to how the vision will guide us in the future, the Board of Trustees has planned a special series of events on October 23 - 24: *Preserving the Vision Weekend*.

Through our discussions we learned that "the Lehigh experience" is personal and unique for all who share it. *The Preserving the Vision Weekend* is designed with opportunities not only to look both backward and forward, but also to celebrate the Lehigh that each of us has experienced. Please plan to join us.

William C. Hittinger, Chairman
Board of Trustees

Accommodations

Blocks of rooms have been reserved at several Lehigh Valley hotels. When making your reservations, please mention Lehigh's Preserving the Vision Weekend.

Hotel Bethlehem: 437 Main Street
(215) 867-3711

Holiday Inn East: U.S. Rt. 22 and Pa. Rt. 512
(215) 866-5800

Sheraton Jetport: off Rt. 22 at Airport Road North
(215) 266-1000

Additional information about hotel accommodations is available from Nancy Kesling (215) 758-5268.

Please return the attached reply card at your earliest convenience; confirmation materials, including tickets and campus maps will be mailed to you.

**Preserving the
Vision Weekend**



**Come celebrate
Lehigh's traditions of
Learning and Leadership
and
our vision for the future**

October 23 - 24, 1992

Schedule of Events

Friday, October 23

Learning and Leadership Recognition Reception 6:00 p.m.

Stabler Athletic and Convocation Center

Honoring Lehigh alumni, faculty and students for outstanding service to their communities and the world.

Learning and Leadership Dinner 7:00 p.m.

Stabler Athletic and Convocation Center

After dinner, enjoy entertainment including a preview of "The Lehigh Experience: Preserving the Vision," a new Lehigh film.

Saturday, October 24

Visions for the Future 9:00 - 11:00 a.m.

Choose among four College Symposiums featuring presentations from Lehigh faculty, alumni, friends and students. Refreshments available at each site beginning at 8:30 a.m.

College of Arts and Science

The Challenges Facing the Media in the 21st Century
Neville Hall

College of Business and Economics
Leader Development: The Next Generation
Perella Auditorium, Rauch Business Center

College of Education
College of Education Alumni Day
Wood Dining Room, Iacocca Hall
Mountaintop Campus

College of Engineering and Applied Science
Engineering Education Issues in the 21st Century
Packard Laboratory Auditorium

Preserving the Vision Tailgate Luncheon 11:00 a.m. - 1:00 p.m.

Goodman Stadium Main Entrance

A Lehigh Tradition with a special celebration of its past and present including **Gourmet Pigskin Basket luncheon** (B.Y.O.B.), music and entertainment. The highlight of the morning will be the sinking of the *Preserving the Vision* time capsule.

Football: Lehigh vs. Colgate 1:00 p.m.

Murray H. Goodman Stadium

Reply Card

Friday, October 23

6:00 p.m.

Learning and Leadership Recognition Reception and Dinner

_____ tickets \$30 _____ tickets \$15 per Lehigh student
Total _____

Saturday, October 24

11:00 a.m. - 1:00 p.m.

Preserving the Vision Tailgate

Gourmet Pigskin Basket: Please enter quantity
_____ Marinated Chicken Breast at \$8 per person
_____ Mini-Kaiser Roll Sandwiches at \$8 per person
Total _____

Football: Lehigh vs. Colgate 1:00 p.m.

_____ tickets \$9 per person Total _____
(Admission is complimentary for faculty, staff and students with I.D.)

Name _____ Year _____

Address _____

City _____ State _____ Zip _____

Daytime Phone _____

Please make check payable to Lehigh University. Then, detach, fold, and return in enclosed envelope.

"INVITATION FOR DR. BROMLEY"

TYPE: INVITATION-SPEECH

DOCUMENT NUMBER: 9203054

ORIGINATOR: 02

SPEECH: YES NO

FROM: CONNOLLY, Tara E.: IVY LEAGUE MODEL UNITED NATIONS
CONFERENCE

DATE OF EVENT: 01/28/93 THRU: 01/31/93
TENTATIVE DATES:

LOCATION OF EVENT: WYNDHAM FRANKLIN PLAZA, PHILADELPHIA, PA

TIME OF EVENT:

SUBJECT: AN INVITATION TO SERVE AS THE KEYNOTE SPEAKER FOR
THEIR HIGH SCHOOL CONFERENCE.

RSVP: 10/21/92

CONTACT PERSON:

CONTACT NUMBER:

INVITATION ACCEPTED? YES

NO

PPB
[Signature]

COPIES TO:

SET
connection
not
evident.

REMARKS:



DATE OF LETTER: 09/26/92

DATE RECEIVED: 10/07/92

FILE: P-INVITATION

THE WHITE HOUSE
WASHINGTON

October 29, 1992

Dear Ms. Connolly:

Thank you for your letter of September 26 inviting me to address the Ivy League Model United Nations conference for high school students on January 28, 1993. I apologize for the much belated response.

As much as I would like to join you, I unfortunately have a long-standing commitment, so I must regretfully decline.

Thank you for thinking of me and I would like to offer my best wishes for a successful conference.

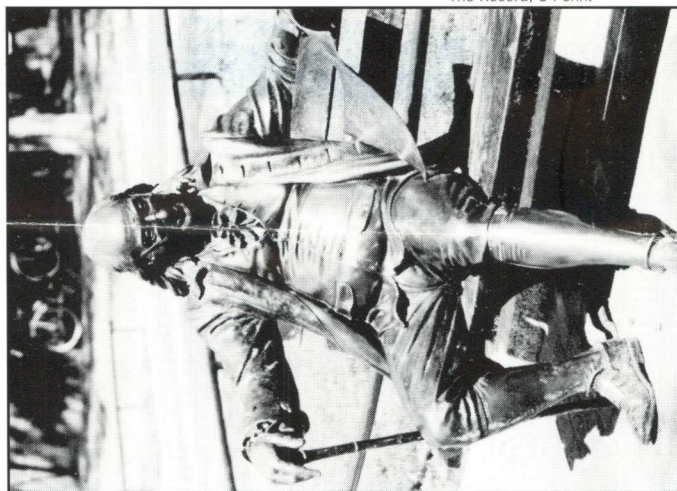
Sincerely yours,

A handwritten signature in black ink that reads "D. Allan Bromley". The signature is written in a cursive, flowing style.

D. Allan Bromley
The Assistant to the President
for
Science and Technology

Ms. Tara E. Connolly
Director of Conference Affairs
University of Pennsylvania
ILMUNC 1993
3905 Spruce Street
Philadelphia, PA 19104

The Ivy League Model United Nations Conference 1993



The Record, U Penn.

Ben Franklin on Locust Walk, University
of Pennsylvania Campus

JANUARY 28 - 31, 1993

Philadelphia

UNIVERSITY of PENNSYLVANIA

Founded in 1740

International Affairs Association

US Postage Paid
Non-Profit Org.
Permit No. 2563
Phila., PA 19104



THE IVY LEAGUE
ILMUNC
MODEL UNITED NATIONS
CONFERENCE 1993
3905 Spruce St., Philadelphia, PA 19104-6005

What is Model United Nations?

Model United Nations, or MUN, is an exciting role-playing activity which has become increasingly popular and widespread over the past two decades. This type of simulation provides students of the social sciences and forensics with an illuminating interchange that cannot be duplicated in any textbook or classroom. As students assume the national identities and responsibilities of foreign diplomats, they cultivate a global perspective towards world events and cultures, while developing invaluable public speaking, writing and interpersonal skills.

COMMITTEE STRUCTURE

The 21 committees of ILMUNC contain from a dozen to a hundred delegates. The representation in each can be found on the enclosed chart. Representation information for the three Application-Only committees is shown on the application form.

General Assembly

The General Assembly with its committees is the main deliberative body of the United Nations. It is composed of all 159 Member States of the United Nations, each of which has one equal vote. The final sessions of these committees will meet as the General Assembly Plenary.

- First Committee - Political and Security**
- Special Political Committee**
- Second Committee - Economic and Financial**
- Third Committee - Social, Humanitarian and Cultural**
- Sixth Committee - Legal**

Economic and Social Council

The Economic and Social Council is the organ which coordinates the economic and social work of the United Nations and the specialized agencies and institutions. The Council makes recommendations and initiates activities relating to development, world trade, human rights, the status of women, prevention of crime, and many other economic and social questions.

- Commission on Crime Prevention and Control**
- Commission on Human Rights**
- Commission on the Status of Women**
- Economic Commission for Europe**
- Economic and Social Commission for Asia and the Pacific**

Specialized Committees and Agencies

United Nations Environment Programme

The Governing Council of the Programme, which reports to the General Assembly through the Economic and Social Council, seeks cooperation in matters relating to the human environment, striving to prevent pollution of the world's finite resources.

World Bank

Representative members of the World Bank Group, both debtor and creditor nations, examine various development proposals, ranging from agricultural projects to population control, determine their feasibility and appropriate funds. Proposals will be submitted by delegates prior to the Conference.

World Health Organization

The primary objective of the WHO is to promote the highest possible global level of health through education about healthful practices, the providing of essential drugs and disease management programs.

General Agreement on Tariffs and Trade

The GATT is the only multilateral institution which regulates international trade. Its primary goal is the liberalization of world trade, in order to promote economic growth and development. One of many areas in which the GATT works is with measures of distorting trade, such as high tariffs and other trade barriers.

Crisis Committees

These fast-paced committees force delegates to deal with simulated crises introduced by the ILMUNC staff. These crises are based on real world information and formulated by separate staffs, which also act as "home governments," advising delegates when necessary. These committees demand delegates who are extremely well-informed about world events and can represent their nations accurately with consummate diplomatic skill.

Security Council

The United Nations Security Council is a committee in which delegates must formulate responses to international crises not only on the basis of their own nation's policies but on the basis of the bloc interests they represent. The Security Council is the body responsible for the enforcement of the U.N. Charter. Delegates are expected to react to crises at any time they arise.

Middle East Summit

This is a fictional forum designed to simulate a meeting of foreign ministers from the Middle Eastern nations and interested powers. The intention of this meeting is to formulate comprehensive solutions to the interlocking problems within the region. Delegates are advised to come ready to negotiate based on national interest instead of rhetoric.

Organization of American States

This Summit brings together foreign ministers of nations in both Americas to work together and form regional solutions to dilemmas which plague the entire area. These nations are attempting to focus on the unique problems of Latin America without the interference of outside powers.

Conference on Security and Cooperation in Europe

The CSCE will be conducted in a crisis format throughout the conference. The 34-member CSCE is of extreme importance to the newly emerging order in Europe; it is the only body to include every European nation plus the U.S. and Canada. Delegates must be prepared to deal with a variety of security, political, economic, and social issues.

University resource with conference participants. This is a unique opportunity for high school students to become acquainted with the collegiate academic environment.

Faculty Programs

One of our goals is to make the conference experience as fulfilling for the faculty advisors as for the delegates. To this end, we offer a number of activities to complement the advisors' time spent observing their students in committee sessions. Programs already scheduled include a Faculty Security Council, a panel discussion with Penn experts on current international issues, and two faculty Wine and Cheese Receptions.

ILMUNC Outreach

One of our long-term objectives is to increase and promote high school students' awareness of the United Nations and international issues. To this end we have inaugurated a new program, ILMUNC Outreach, to involve area schools in Model UN. ILMUNC staff members help schools in the Philadelphia area with little or no Model UN experience with delegate preparation and training. Interested schools should contact the Secretariat.

Application-Only Committees

In order to provide a more rigorous committee experience for highly motivated delegates, we present three Application-Only Committees. These require an extra amount of delegate commitment and preparation both before and during the conference. Only enthusiastic students should apply, using the enclosed application form. Countries will be assigned separately from the rest of the conference. There is no limit to the number of these applications from each school.

International Court of Justice

This exclusive committee simulates the sole judicial body of the United Nations. Fifteen carefully selected justices serve as unbiased legal experts, deliberate and deliver decisions on two cases prepared and presented by ILMUNC staff.

The United States National Security Council

This committee recreates the 9-member body which advises the U.S. president on all matters of national security. The NSC's recommendations are critical in the decision making process of the President. This committee is designed to provide experienced delegates with a chance to participate in national policy formulation.

Conference of the Commonwealth of Independent States

This committee will have representatives from all former Soviet states. They will gather to discuss problems plaguing the region since the demise of the superpower, and will attempt to find cooperative solutions. This committee is designed to give experienced delegates with the unique opportunity to act out the dynamic situation unfolding in the former Soviet Union.

The ILMUNC Experience

FEATURES OF ILMUNC

Research and Preparation

One aspect of ILMUNC which adds to its success is the intensity of committee debate. We attribute this to the high level of participant preparation. The ILMUNC staff contributes to this by supplying each delegation with exhaustive committee background guides, presenting the committee's history, analyzing the topics to be discussed at the Conference, and describing where to begin further research. Each staff member is committed to thoroughly researching the committee topics and developing these guides.

Along with the background guides, each delegation will receive the *ILMUNC Preparation Guide*, now in its Second Edition. The *Guide* provides valuable training information for faculty and students.

To ensure consistency of preparation, ILMUNC '92 requires that every delegation submit a Position Paper for each committee on which it serves. These will be evaluated by the committee staffs and returned to delegates at the conference with comments and suggestions.

The location of ILMUNC '93 makes it an ideal destination for students and faculty advisors alike. This year's schedule provides the participants with free time to visit some of Philadelphia's historical and cultural sites, from the Liberty Bell to the Academy of Music. Many, including the exciting Franklin Institute and the Museum of Art, are situated within minutes of the Franklin Plaza Hotel. Philadelphia is also an excellent destination to complement a high school student's college search, with over a dozen schools located in the city and its suburbs.

Operations

The Conference Operations Center is designed to ensure smooth committee debate by preparing and distributing delegates' submissions rapidly and efficiently. Experienced Penn students process documents using a network of Apple Macintosh® workstations and several Xerox™ photocopiers. The Apple and Xerox corporations generously provide these resources. This enables delegates to spend time in committee and caucus, *not* at the keyboard.

Delegate Resource Center

The Delegate Resource Center furnishes delegates with substantive resources throughout the Conference. Here they can find general background information about the United Nations and various committees, as well as specific documents and publications pertaining to individual committee topics. Each delegation's Position Papers will also be available for perusal. The Resource Center will be staffed by trained librarians well-attuned to delegate needs.

Other Activities

There are several activities planned for the non-committee hours. Free time on Friday morning will be scheduled to allow the delegates and faculty advisors to enjoy Philadelphia's history and diversity. This time may also be used for visiting the fine Philadelphia area colleges, including Ben Franklin's own University of Pennsylvania. Friday evening will include a delegate activity (to be announced). On Saturday evening there will be the ever popular delegate reception, to include music, dancing and refreshments.

ILMUNC '93 At a Glance

Philadelphia, Wyndham Franklin Plaza, January 28 - 31, 1993

Deposit due by October 16, 1992 - \$25 per delegate

Delegate fee due by December 4, 1992 - \$45 per delegate

Hotel fees due by December 4, 1992 - \$95 + 11%

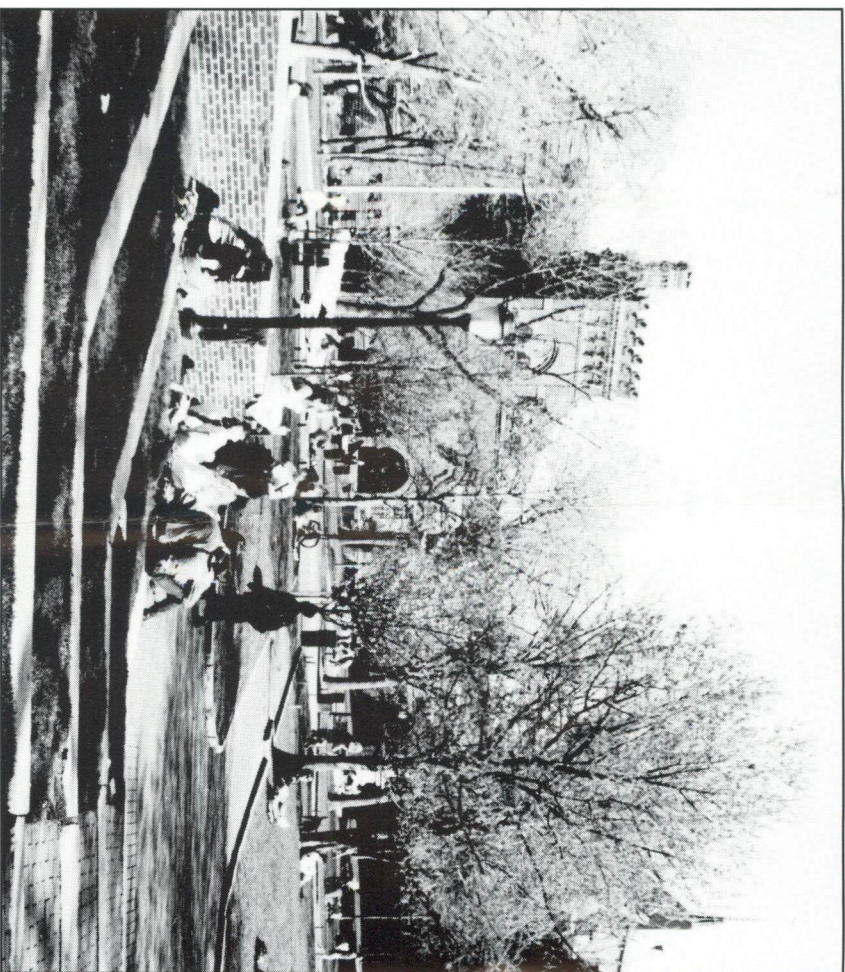
All inquiries and checks should be made to: ILMUNC 1993 at

3905 Spruce St.

Telephone or Facsimile

Philadelphia, PA 19104-6005

(215) 898-4823



College Green, University of Pennsylvania

PROGRAMS

Visiting Scholars' Program

Expanding on past success, the Visiting Scholars' Program brings a noted authority in a relevant field to address each committee during a scheduled session. Most are University of Pennsylvania professors, noted academics and published authors who lecture regularly. They are available to answer questions from delegates and take part in a special reception with the faculty advisors. ILMUNC '93 is excited to share this important

AN INVITATION . . .

Dear Students and Faculty Advisors,

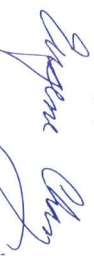
On behalf of the Secretariat and staff of the 1993 Ivy League Model United Nations Conference (ILMUNC), I am pleased to cordially invite you to participate in a unique and rewarding educational experience. ILMUNC will again be held at the Wyndham Franklin Plaza Hotel in Center City Philadelphia, from Thursday, January 28, to Sunday, January 31. Staffed entirely by undergraduates, ILMUNC is presented annually by the International Affairs Association (IAA) of the University of Pennsylvania, the oldest university in the United States and a member of the Ivy League.

The IAA prides itself on the professionalism with which it presents its conferences, and the conferences' diverse committee structures. These committees range from the main bodies of the UN General Assembly to the regional economic commissions of the Economic and Social Council, including intense Application-Only opportunities such as the Conference of the Commonwealth of Independent States and exciting crisis simulations such as the Organization of American States. All of the committees are intimate in size when compared to other large East Coast conferences. Our 1:9 staff-to-delegate ratio assures that all delegates interact personally with the highly accessible, qualified and motivated staff. ILMUNC '93 provides an ideal environment for both the novice and the experienced delegate.

For years, the dedication and caliber of the staff has placed ILMUNC in a class by itself. Most members of the International Affairs Association have been involved with Model UN since high school and continue to travel to conferences. The IAA also conducts the intercollegiate University of Pennsylvania Model UN Conference, now in its 26th year. This level of hands-on experience in addition to the months spent in preparation by the staff help to ensure a productive, educational and enjoyable weekend.

I am certain that ILMUNC '93 will enlighten all participants both substantively and socially. This opportunity to interact and work with top high school scholars from around the world should not be missed. If you have any questions about the conference, I would be happy to answer them. I truly hope to hear from and meet all of you. See you in January!

Sincerely yours,



Eugene F. Chay
Secretary-General

The ILMUNC Checklist

By **Friday, October 16, 1992**, return the enclosed application together with a minimum **\$25 per delegate** non-refundable deposit (applied toward your fee). Choose various countries from the representation key inside this brochure. We recommend schools apply for multiple countries as opposed to assigning two students to the same committee spot. Apply early as assignments will be made on a first come, first served basis. No assignments will be given by phone.

In late October you will receive your country assignments, background papers, ILMUNC Preparation Guide, and hotel reservation card. Please do not attempt to contact the hotel directly prior to this point. Begin research and preparation. The Secretariat is always available for questions at (215) 898-4823, and committee chairmen are available for substantive questions as well.

By **Friday, December 4, 1992**, please remit the balance of the **\$45 per delegate** fee (no fee for faculty advisors or chaperones and no delegation fee) to ILMUNC '93 and return the hotel reservation card to the Wyndham Franklin Plaza with full payment of **\$95** per single, double or quad room **plus 11%** sales and room tax.

Join us on Thursday, January 28th at the deluxe Wyndham Franklin Plaza Hotel at 17th and Race Streets in Center City Philadelphia and become part of ILMUNC 1993. Schools are responsible for making their own travel arrangements. The Secretariat is currently negotiating group discounts with a full-service travel agency. Interested parties should contact us for further details.

At ILMUNC . . .



THE IVY LEAGUE
ILMUNC
MODEL UNITED NATIONS
CONFERENCE 1993

University of Pennsylvania
ILMUNC 1993
International Affairs Association
3905 Spruce Street
Philadelphia, Pennsylvania 19104-6005
Telephone: (215) 898-4823
Facsimile: (215) 898-4823

RECEIVED

92 OCT 7 PM 2:58

POST
MAIL ROOM

September 26, 1992

Eugene F. Chay
Secretary-General

Brian A. Block
Director of Publications
and Services

Tara Connolly
Director of Conference
Affairs

Edward Ro
Under-Secretary-General

Hye-Yong Min
Under-Secretary-General

Lauren Slawe
Under-Secretary-General

D. Allan Bromley
Assistant to the President for Science and Technology and Director
Office of Science and Technology Policy
Old Executive Office Building
17th Street & Pennsylvania Avenue N.W.
Washington DC, 20500

Dear Dr. Bromley,

My name is Tara Connolly and I am writing to you on behalf of the University of Pennsylvania Ivy League Model United Nations conference for high school students. The Model United Nations at Penn would be honored if you would serve as keynote speaker for the high school conference that we are sponsoring in January.

The conference is attended by delegates from roughly 250 high schools from all over the United States. Over the course of four days, each student represents a member nation and attends a specific U.N. committee where he or she works with other delegates to propose solutions to current international conflicts.

The weekend is formative for the delegates. They learn a great deal about contemporary international issues and the perspectives of many different nations. It is an opportunity, furthermore, to develop debating and problem solving skills.

Since delegates put a large effort into this conference, the Model United Nations of the University of Pennsylvania wants to provide them with an inspirational keynote speaker, and it is our hope that you, as someone renowned in the international arena, would be willing to provide this service for us.

Enclosed please find the conference brochure. The conference is held January 28-January 31 at the Wyndham Franklin Plaza Hotel in Philadelphia, PA. The keynote speaker will address the students on the evening of January 28.

The Ivy League Model United Nations Conference eagerly anticipates your reply. Thank you for your consideration.

Sincerely,

Tara E. Connolly
Director of Conference Affairs
ILMUNC 1993

THE IVY LEAGUE
ILMUNC
MODEL UNITED NATIONS
CONFERENCE 1993

3905 Spruce St. • Philadelphia, PA 19104

Eugene F. Chay
Secretary-General
Brian A. Block
Director of Services and
Publications
Tara Connolly
Director of Conference Affairs
Edward Ro
Under-Secretary-General
Hye-Yong Min
Under-Secretary-General
Lauren Slawe
Under-Secretary-General

Telephone & Facsimile
215/898-4823

TYPE: INVITATION

DOCUMENT NUMBER: 9202598

ORIGINATOR: 02

SPEECH: YES NO

FROM: WORLD SPACE CONGRESS

DATE OF EVENT: 08/31/92 THRU:
TENTATIVE DATES:

LOCATION OF EVENT: U.S. DEPARTMENT OF STATE

TIME OF EVENT: 12:30 P.M.

SUBJECT: AN INVITATION TO ATTEND A LUNCHEON.

RSVP: 08/12/92

CONTACT PERSON:

CONTACT NUMBER:

INVITATION ACCEPTED? YES NO

COPIES TO: PHYSICAL SCIENCES

REMARKS:



DATE OF LETTER: 09/27/92

DATE RECEIVED: 07/29/92

FILE: P-INVITATION



On the Occasion of the World Space Congress

Gerald A. Johnston
General Chairman

Daniel S. Goldin
Administrator
National Aeronautics and Space Administration

Frank Press
President
National Academy of Sciences

request the honor of the presence of

Dr. D. Allan Bromley

at a Luncheon at 12:30 p.m.

The Franklin Room
U. S. Department of State

Monday, August thirty-first
Nineteen hundred and ninety-two

RSVP before August 12
Business Attire

Photo Identification
Required
2201 C Street, NW
Washington, DC

RECEIVED

92 JUL 29 AM 11:25

OSTP
MAIL ROOM

2598

World Space Congress
U. S. Department of State Luncheon
Monday, August 31, 1992

The U. S. Department of State security procedures require the following information for entrance. Please complete this card.

Name A Allen Bromley
FIRST MIDDLE INITIAL LAST
Embassy or Organization Asst. to the President for Science & Technology
Telephone Area Code 202 Number 456-7116 Extension _____

XX I will attend
_____ I will be unable to attend

Passport Number or U. S. Social Security Number 084-28-5959

Citizenship USA

Date of Birth 5/4/26 DATE MONTH YEAR

Please return by August 12, 1992.

For additional information, please contact Stacy Stoklos or Pam Lucas at 202-639-4042.

"Document Control"

TYPE: INFORMATION

DOCUMENT NUMBER: 9202896

ORIGINATOR: 02

STATUS C

DIRECTORATE STATUS

FROM: CHAKRABARTI, Paritosh M.: PPG INDUSTRIES

TO: DR. D.A. BROMLEY

DATE OF
CORRESPONDENCE: 09/10/92

SUBJECT: HE IS WRITING TO INFORM DR. BROMLEY THAT HE WILL BE
HANDLING THE DETAILS OF DR. BROMLEY'S TRIP TO
PITTSBURGH.

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: DIRECTOR'S OFFICE

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

OSTP RECEIVED: 09/25/92
FILE: P-INVITATION

DEPT RECEIVED:

CENTRAL FILES:

2896



PPG Industries, Inc.

One PPG Place Pittsburgh, Pennsylvania 15272 USA Telephone: (412) 434-2921 Telefax: (412) 434-2133

Paritosh M. Chakrabarti, D.Sc.
Vice President
Science and Technology

September 10, 1992

Dr. D. Allan Bromley
The Assistant to the President
for Science and Technology
The White House
Washington, DC 20500

Dear Dr. Bromley:

I am pleased that you have accepted Dr. Joseph Rowe's invitation to address the PPG Collegium on November 7, 1992.

Dr. Rowe retired from PPG on September 1, 1992, and I have been elected PPG's Vice President, Science and Technology. Consequently, I will be handling the details of your visit to Pittsburgh.

I am looking forward to your visit in November and to meeting you at that time.

Sincerely,

A handwritten signature in dark ink, appearing to read 'P. M. Chakrabarti', with a stylized flourish at the end.

Paritosh M. Chakrabarti, D.Sc.
Vice President, Science and Technology