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FROM: MURRIN, Thomas J.: DUQUESNE UNIVERSITY

TO: DR. BROMLEY

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SUBJECT: "QUALITY AS A NATIONAL IMPERATIVE", THE CONFERENCE
ON COMPETING THROUGH TOTAL QUALITY.

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April 3, 1991

RECEIVED
APR 10 10:00
OFFICE OF THE
DIRECTOR

Dr. Allan Bromley
Assistant to the President
for Science and Technology
The White House
Washington, DC 20006

Dear Allan:

I hope this finds you healthy-and-happy --- and that all goes well with your important activities!

I hope to see you soon --- but, in the interim, thought that the attached two talks might be of some interest. . .

Good Luck!

God Bless!

Most sincerely,

Thomas J. Murrin
Dean

TJM:ss
Enclosures

"Quality as a National Imperative"
Conference on Competing Through Total Quality
Vista Hotel - Pittsburgh, PA - March 6, 1991

Thomas J. Murrin, Dean, School of Business & Administration;
Duquesne University

Thank you very much --- and Good Afternoon, Ladies and
Gentlemen!

I am very happy to be back home in Pittsburgh and to be re-
united with Duquesne University --- and I'm truly delighted to
participate in this important Conference on Competing Through
Total Quality!

I congratulate enthusiastically the Pittsburgh High
Technology Council and the other outstanding organizers;
including the University of Pittsburgh --- and the excellent
speakers, moderators, and panelists. But most particularly, I
want to applaud all of you participants --- with the hope that
you find the Conference to be educational and motivational ---
and that you expeditiously implement the best policies and
practices that you hear about during these sessions!

In pondering what would be appropriate to say to you today,
I glanced through some of my old talks --- including one dated
May 1982 --- presented in Detroit to the American Society for
Quality Control Congress . . .

Let me quote from the beginning of that nine-year ago talk:

"As you probably are aware, the growth rate of America's industrial productivity slowed down in the 70's --- and came to a screeching halt in mid-1980. Our productivity actually declined a couple of points in 1981."

"During this same period, productivity kept rising in most other industrial nations. Consequently, some foreign companies which could once survive only in their protected home markets can now compete with American industry everywhere --- including our home markets here in the United States."

"Encouragingly, more and more American companies are beginning to share a sense-of-urgency about this serious problem --- and many are working hard to improve their quality and productivity."

"In our country, we have the technology, the people, and the other resources to meet these economic challenges. What we lack is a national commitment --- and a well-synchronized strategy."

"It is my belief that a truly effective response to our economic problems --- and particularly the competitive Japanese initiatives --- requires a unified effort by key segments of American society."

"Our business community is making some progress --- and Labor and Academe are joining in. The crucial missing partner is Government. It is therefore incumbent upon all of us to convey a sense of urgency to our government officials on the local, state, and federal levels." (Unquote)

Though I didn't then use the words: National Imperative, I hope you agree that this 1982 talk was a plea for "Quality as a National Imperative" --- the title of my comments today.

Happily, since 1982, much progress has been made by Industry, Labor, Academe, and Government --- and I'll comment on this in a few minutes.

First let me explain briefly, how and why, I became such a quality enthusiast --- not to go on an "ego-trip", but rather to share some insights that may be of value to you. . .

For over 25 years, I've been visiting Japan and studying their industrial practices. This has been particularly enlightening in regard to Continuous Quality Improvement --- one of the principal reasons for Japan's extraordinary industrial progress. I should note that several visits to SONY operations in Japan were invaluable --- and indicated the extremely high quality standards that we here must achieve to work successfully with SONY's new nearby operations.

Another factor was PIMS. About a decade ago, the Strategic Planning Institute described an extensive database called PIMS --- which stands for "Profit Impact of Marketing Strategies --- in order to analyze the impact that different business strategies have on the bottom line. PIMS analyses provided powerful insights into the financial ramifications of quality. They showed that return on investment, market share, and net profit --- as a percentage of sales --- are directly dependent on quality.

The PIMS data from several hundred companies clearly showed

that companies providing high-quality products or services often have about three times the return-on-investment as those with lower-quality offerings. And this seemed to hold true regardless of market share. PIMS data also indicated that high quality can consistently command a higher price.

Somewhat later, in 1983, Yankelovitch and other survey takers highlighted the changed value system of the typical American buyer who --- for the first time --- put quality ahead of price, appearance, and availability, as the most important factor in selecting a product or service.

Another stimulus was that for several years, I was assigned responsibility for several programs that were in serious trouble. This consumed countless 80+ hour weeks of effort; cost our company tens of millions of dollars of losses and much public embarrassment; and prevented me and my associates from adequately preparing for the future --- against competitors who were not burdened by such problems. Accordingly, I then vowed to preach-and-promote, "Doing the Right Things Right the First Time" --- and "Competing Through Total Quality."

Also, I concluded --- from my experiences of the past 25 years --- that Continuous Quality Improvement is the single best opportunity for a Business Executive to simultaneously achieve five very desirable goals; to

Satisfy Customers;

Motivate Employees;

Team Suppliers;

Comfort Investors; and

Win Media and Public Acclaim.

Indeed, I know of no other process that holds promise of doing this. So let me repeat these wonderful benefits of Quality:

Satisfy Customers;

Motivate Employees;

Team Suppliers;

Comfort Investors; and

Win Media and Public Acclaim.

As I mentioned earlier, much progress has been made by Industry, Labor, Government and Academe --- and the future prospects are most encouraging . . .

An example of an outstanding Industrial leader is Motorola. Quoting their brilliant CEO George Fisher, the seven key attributes of their Quality System are:

- * Leadership --- and their commitment from top management to Quality;
- * Communications --- with everyone in the firm;
- * Training --- one of their soundest investments;
- * Setting high goals and having high expectation levels;
- * Recognition of employees who have documented truly outstanding results;
- * Developing a participative and cooperative culture; and
- * Developing a creative and receptive culture.

Labor leaders --- as appropriate --- have cooperated and

contributed.

For example --- during my recent stay in Washington, DC --- Howard Samuel, President of the Industrial Union Department associated with the AFL-CIO, played an enlightened and effective role in support of Continuous Quality Improvement.

And Government at various levels is joining in. Happily, Pittsburgh, Allegheny County and Pennsylvania are excellent examples --- and this is a key factor in SONY's plans to invest here.

A few months ago --- as a keynote speaker at NASA's Annual Quality Conference --- I attempted to explain how the benefits to Business of Quality also can apply to a Federal Government Agency.

Let me read to you what I then said. (Quote)

"Let me note the five simultaneous benefits from Continuous Quality Improvement:

Satisfies Customers;

Motivates Employees;

Comforts Investors;

Teams Suppliers; and

Wins Media and Public Acclaim.

"After 18 months in Government, I think that similar judgments are appropriate for this key segment of our society. Let me comment on your Agency's situation in this regard . . .

"Your numerous NASA customers --- including Congress, the citizenry, and some other countries --- are, like industrial customers, increasingly demanding higher quality and greater reliability in the goods and services that they support or procure. Answering these demands can only be beneficial."

"Your NASA employees get great satisfaction and real pride when they participate in successful programs --- and your Quality and Productivity Excellence Awards are wonderful examples of this."

"Congress and citizens can be considered as your NASA investors --- and increasingly they are coming to realize that un-quality and non-conformance are enormously expensive. As Fred Smith, the chairman of Federal Express --- the first winner of a Baldrige Award in the Service category --- recently observed, "At least 15% of the cost of any product or service is spent on repair." So, Quality Improvement can comfort your investors.

"As to establishing a team-like relationship between Government and Industry, you have done this wonderfully well on many programs. Increased emphasis on Quality Improvement can only enhance this relationship --- and serve to truly team NASA with your Contractors."

"Finally, it is very difficult to suggest any group of people --- other than you in the NASA Family --- who have such exposure, for better or worse, to the media and the public. So effective Quality Improvement should win media and public

approval in a unique, world-wide way. Your future performance can help to enhance the prestige and influence of our United States in the world community."

"So (I concluded) your NASA/Contractor team can --- and hopefully will -- through Continuous, Top-Priority Quality and Productivity Improvement, achieve the five benefits mentioned above." (Unquote)

In addition to NASA, several other Federal Government Agencies are committing to Continuous Quality Improvement. . .

For example, the Department of Commerce --- which has been doing an excellent job of coordinating the successful Malcolm Baldrige National Quality Award process for industrial organizations --- decided to apply this process to themselves; and much progress was made in about 18 months. Accordingly, last November, Secretary Bob Mosbacher and I presented to an internal unit of Commerce the first Annual Department of Commerce Quality Award --- following an evaluation and selection process virtually identical to the Baldrige process --- with its seven key criteria and its 1,000 point scoring system.

Largely stimulated by the Federal Quality Institute, and the Office of Personnel Management in Washington, DC, other Federal Agencies are doing much the same --- including the Veterans' Administration; the Federal Communications Commission; the Environmental Protection Agency; the National Aeronautics and Space Administration; the Federal Aviation Administration; the General Services Agency; the Department of Labor; and, very

significantly, the Department of Defense.

More recently, Academe has joined this "Quest for Quality"!

Some educational institutions that are integrating TQM into their curricula include: Northwestern University, The University of Chicago; Texas; Tennessee; Fordham; Wharton; Columbia; and Marian College of Fond du Lac, Wisconsin.

Significantly, the accrediting association for Business Schools --- the American Assembly of Collegiate Schools of Business ---- has selected "Managing for Quality" as the theme of their 1991 Annual Meeting in April.

Xerox --- National Quality Award winner under the inspired leadership of Chairman David Kearns --- recently observed that Business School Deans have two choices: (Quote)

"Either start doing a better job of educating students in Total Quality Management --- or risk being dropped from the Company's recruiting circuit!" David said that Xerox would consider universities that did not educate students along Total Quality lines to be "defective suppliers!" (Unquote)

This obviously is a strong stimulus to Business Schools --- including ours at Duquesne University! In addition --- under the visionary leadership of our President, John Murray and our Vice President of Academic Affairs, Mike Weber --- we are pondering how best to apply TQM internally to the University. In this regard, we are planning a day-long Quality Retreat in mid-May --- - involving several experts from across our great Country --- and some of you may wish to participate.

In addition, valuable cooperation between Industry, Labor, Government, and Academe is occurring. A significant local example relates to the transfer of hard and soft technologies that will strengthen the competitive performance of Pennsylvania's metalworking firms and precision machine shops, which constitute ten percent of the state's manufacturing base. An added benefit will be the exchange of "best practices" --- including Quality Improvement --- between the National Institute of Standards and Technology (NIST) and Industrial Resource Center (IRC) technical staff, on ways to assess the technology needs of manufacturing and aid with the implementation of new technologies and manufacturing techniques. This project --- as some of you know --- is being managed by the Southwestern Pennsylvania Industrial Resource Centers (SPIRC) --- on behalf of the eight IRC's who work with metalworking firms.

So we do now realize that, "Total Quality is a National Imperative"! And that it must involve Business, Labor, Government, and Academe!

Quality Improvement implementation is under way in all these key sectors of our society --- and they in turn are cooperating synergistically with each other. This will bring immense benefits for countless individuals and organizations, and for our Country --- with an increase in our Standard of Living and an enhancement of our National Security!

Before closing, let me comment on one more topic --- a local and timely one. As you know, a recent Pittsburgh Business Times headline announced: "SONY investment may spur boom for suppliers, others"

In the first three paragraphs of his story, Wes Cotter states: (Quote)

"SONY Corp.'s announcement that it will assemble entire television sets at its New Stanton plant, which is touted to be the most integrated and efficient television manufacturing plant in the world, will have a large impact on area commerce --- including spin-off industries that may outweigh the 1,800 jobs created in the plant.

"Larry Larese, planning director for Westmoreland County, said SONY's decision to locate the television assembly plant, as well as the CRT tube line, in the former Volkswagen plant will provide opportunities for construction companies, industrial suppliers, electronic component suppliers, engineers, attorneys, plastics firms, food service companies, tax firms, trucking companies, office furniture firms and others.

"Hundreds of companies that think they have products or services SONY may desire have already called Westmoreland County and been forwarded to local SONY representatives." (Unquote)

I basically agree with these up-beat comments, and I join in the enthusiasm. But I feel obliged to add a cautionary and challenging note. For area suppliers and others to really

benefit, they/you will have to perform to world-class standards --- for SONY is a world-class customer; as well as a world-class supplier.

Let me relate a short case history to help convey this message. Several years ago, Motorola judged that they were the world's leading supplier of pagers --- and they decided to enter the growing Japanese market for pagers. After careful analyses, they identified a large candidate customer --- and visited its Tokyo headquarters with several of their senior executives. They were pleased --- and somewhat surprised --- to be given an English version of the relevant Japanese specification; along with the commitment that if they could completely meet the specs, they would be considered as a potential pager supplier. They returned to their headquarters near Chicago and enthusiastically began to carefully review the Japanese specifications. Their delight soon turned to dismay as they pondered some of the specs --- as they realized they could not meet them. Indeed, they judged that no one could meet some of them. And so they returned to Tokyo to convey their findings. The Japanese listened closely to the Americans' conclusions --- but, in response, the Japanese executives brought forth three different makes of Japanese pagers that already met all of their specifications. In addition, whereas MOTOROLA thought that they were the world leader in pager reliability, with a MTBF of about two years, they were startled to learn that the Japanese pagers had a MTBF of about four years!

On the trip back home, the Motorola executives thoughtfully realized that not only was their dream of entering the Japanese pager market in jeopardy --- but that their incumbent world-wide market share could soon be threatened by such Japanese competition. Happily Motorola really committed to, "Competing Through Total Quality" --- and subsequently they were able to completely meet these Japanese specifications; they became a significant supplier to the large Japanese market; and, even more importantly, they were on the way to qualify for, and win, the Malcolm Baldrige National Quality Award! And today, their pager has an MTBF of about 180 years!

For them, that Japanese company, NTT, was a world-class customer --- just as SONY now is for us! Hopefully, we will meet such challenges --- and qualify for such opportunities!

If I --- or my colleagues --- can help in this "Quest for Quality", we'll be delighted to do so. So that we all will be committing to, "Quality as a National Imperative"!

In the time remaining here, I'll be happy to receive any of your comments --- and to try to answer any of your questions. . .

Again, Many Thanks!

Good Luck!

God Bless!

Keynote Address on Technology - Responsibility - Morality
at the Vesey Symposium - University of Dayton

March 21, 1991

by the Honorable, Thomas J. Murrin; Dean,
School of Business and Administration,
Duquesne University

I'm truly delighted to be with you at this super Symposium --- and I enthusiastically congratulate all of you who are involved! Frankly, I was quite challenged in trying to prepare some worthwhile comments for you --- because the real world situations relating to Technology, Responsibility, and Morality are usually very complex and contentious. Accordingly, I've drawn heavily on the insights of others --- except for a few Conclusions and Recommendations at the end.

In this regard, let me start with a quote from a 1989 Harvard Business Review article by professor Kenneth Andrews, entitled "Ethics in Practice": "As former editor of the Harvard Business Review, I am acutely aware of how difficult it is to persuade business-people to write or to speak about corporate ethics. I am not comfortable doing so myself. To generalize the ethical aspects of a business decision, leaving behind the concrete particulars that make it real, is too often to sermonize, to simplify, or to rationalize away the plain fact that many instances of competing ethical claims have no satisfactory solution. But we also hear little public comment from business leaders of integrity when incontestable breaches of conduct are made known --- and silence suggests to cynics an absence of concern.

"The practice of management requires a prolonged play of judgment. Executives must find in their own will, experience, and intelligence the principles they apply in balancing conflicting claims. Wise men and women will submit their views to others, for open discussion of problems reveals unsuspected ethical dimensions and develops alternative viewpoints that should be taken into account. Ultimately, however, executives must make a decision, relying on their own judgment to settle infinitely debatable issues. Inquiry into character should therefore be part of all executive selection --- as well as all executive development within the corporation."

In the time allotted to me, I'll briefly reference some of my relevant background --- and present some information on Technology, and then on Ethics. Next --- using the field of Bioengineering which covers several of your current topics ---

I'll attempt to relate Technology and Ethics. And finally, I'll suggest a few simple --- but hopefully valuable --- Conclusions and Recommendations.

As to my background, I am fortunate to have had an exemplary mother who aspired to daily mass and to have a wonderful wife who is a model for me and our eight children --- plus the priceless benefits of an education in a Dominican grade school, a Diocesan high school and a Jesuit university. Notably, the Jesuits were "highlighting" Ethics at Fordham in the late 40's when I was there --- and happily, such Ethics still seem compatible with the current teachings of the Spiritans at Duquesne University --- and hopefully, with you Marianists at the University of Dayton.

I've had relevant experiences in Industry --- involving, for example, illegal price-fixing and market rigging (by others); and more recently; responsibility for nuclear power, and military systems businesses plus "cut throat" international activities in dozens of countries.

In Government; for example, I've had Department of Commerce involvement in the Valdez oil spill; have been a member of the Vice President's Space Council, and the chairperson of the new Inter-Agency Committee on Technology and Industry.

And now in Academe, I'm helping to select issues for Duquesne University's Ethics Forums --- from such candidate topics as: the obligations of CEO's to not do business with "unstable" countries such as Iraq; the ethical issues involved in severe employee reductions and/or plant closings; and the ethical obligations of CEO's to avoid any damage to our environment. And to guide other activities centered around various aspects of ethics.

Taken together --- in addition to suggesting that I cannot keep a job --- such experiences in Industry, Government and Academe seem relevant and valuable. Let us turn to the topic of Technology now.

Technological developments typically follow scientific breakthroughs --- and The Economist recently reported on science; as follows: "Governments spend huge amounts of money on science not because they think it adorns their culture as opera does (though the comparison is quite commonly made by scientists); but because ever since a nuclear fission bomb exploded in the New Mexico desert in 1945, they have been

tremendously impressed with the ability of today's scientists to produce new technologies and with the ability of new technologies to produce new industries. Money spent on fundamental research has a rate of return of 28% a year, according to Dr. Frank Press of America's National Academy of Sciences --- and technical innovation accounts for 44 to 77% of productivity increases.

"Mankind, at the approach of the third millennium, is more addicted to this drug of progress than ever --- yet more eager to get rid of that addiction; more distrustful of those who would make better and better versions of that drug, yet more ready to pay them; more aware of the infinity of improvements in the drug that are still possible, yet more convinced that the drug is not the answer to its problems. Ignorance has shrunk because of science, but it has also grown: every discovery reveals how much is not known."

Because of my particular interest in Technology and Global Competitiveness --- and how this relates to our Standard of Living and our National Security --- I found Joel Mokyr's new book, The Lever of Riches, analyzing the relationship between "Technological Creativity and Economic Progress" to be insightful and relevant. Accordingly, I would like to reference some of the author's introductory comments: "This is a book about technological creativity. Why would an economic historian write such a book? Technology is about how to make things and services useful and enjoyable, that is, it is about production. The difference between rich nations and poor nations is not, as Ernest Hemingway said, that the rich have more money than the poor. But that rich nations produce more goods and services. One reason they can do so is because their technology is better; that is, their ability to control and manipulate nature and people for productive ends is superior. If the West is on the whole comfortable, even opulent, compared to the appalling poverty still rampant in most of Asia and Africa, it is in large part thanks to its technology. As one author has put it, we have to give credit to just those dull, everyday, pragmatic, honest betterments in simple technology -- that were taking place in Europe --- doses of which would wash away much of the misery in the world today.

"Western technological superiority has deep historical roots, and can only be understood --- if at all --- by an analysis that is willing to look back centuries, even millennia. To be sure, technology cannot take all the credit: the development of law, trade, administration, and institutions were all part of the story. Yet, as I (Joel Mokyr) shall try

to show, technological creativity was at the very base of the rise of the west. It was the lever of the riches.

"Past economic growth is crucial to the material aspects of our existence: the best predictor of the living standard that a new born baby can expect to enjoy is the accident of where he or she is born. There is very little in common between the quality of life that can be expected by an average person born in, say, rural Cameroon, or urban Java, and one born in Greenwich, Connecticut, or Oslo, Norway. The difference is captured by a somewhat artificial statistic concocted by economists known as national income or gross national product per capita. The current level of this magnitude is determined by its past. In economics, history is destiny.

"To say, then, that a country is rich is to say that it experienced economic growth in the past. While this statement describes everything, it explains nothing. The causes of economic growth --- why some societies grew rich and others did not --- have been pondered by economists, sociologists, historians, and philosophers for centuries. This book is another attempt to struggle with this issue of issues. It focuses on what the author believes to be one key ingredient of economic growth: technological creativity. The book puts forth an argument about the causes of economic progress, about rising living standards, about improving nutrition, clothing, housing, and health, and about reducing toil, grudgery, famine, and disease. Technological progress has been one of the most potent forces in history in that it has provided society with what economists call a free lunch, that is, an increase in output that is not commensurate with the increase in effort and cost necessary to bring it about.

"History provides us with relatively few examples of societies that were technologically progressive. Our own world is exceptional, though not unique, in this regard. By and large, the forces opposing technological progress have been stronger than those striving for changes. The study of technological progress is therefore a study of exceptionalism, of cases in which as a result of rare circumstances, the normal tendency of societies to slide toward stasis and equilibrium was broken. The unprecedented prosperity enjoyed today by a substantial proportion of humanity stems from accidental factors to a degree greater than is commonly supposed. Moreover, technological progress is like a fragile and vulnerable plant, whose flourishing is not only dependent on the appropriate surroundings and climate, but whose life is almost always short. It is highly sensitive to the social and

economic environment and can easily be arrested by relatively small external changes. If there is a lesson to be learned from the history of technology it is that Schumpeterian growth, like the other forms of economic growth, cannot and should not be taken for granted.

"The long predicted decline of the west has thus far failed to materialize. Though it no longer sends gunboats to foreign ports, the west continues to prosper, thanks to its past technological creativity. If it is threatened at all, it is by non-western nations that appear to be able to beat it at its own game. From a global point of view, this threat is desirable. If the west as a whole succumbs to Cardwell's Law, the torch of creativity will be carried on by others. As long as some segment of the world economy is creative, the human race will not sink into technological stasis that could eventually put an end to economic growth. In the politically competitive world of today, nations will be forced not to fall behind. Psychological shocks such as the fear that engulfed the west after the launching of the Soviet Sputnik will prevent the smugness and self-righteousness that in the past permeated societies in which innovation was repressed."

During 1989 and 1990 at the Department of Commerce, I spent considerable effort attempting to monitor and interpret technology changes --- and I must say that I was startled by many competitive advances that have surfaced.

For example, Japan and Western Europe are now equal to and/or gaining ground on the United States in several major technology centers --- such as advanced materials; semiconductors; optoelectronics; aircraft and space; and advanced manufacturing.

West European gains are strong in aerospace related technologies --- and Western Europe has parity with the United States in most civil aircraft technologies. The Europeans have caught up in aerodynamics and structures and are slightly ahead of the United States in a few advanced materials applications. Europe is also at parity in propulsion and only slightly behind in avionics.

The United States maintains an overall lead in space technology --- primarily because of our manned space program. However if we include the USSR in our comparisons, we find that they are ahead of us in some important aspects of space. Both Europe and Japan will also achieve parity soon with the United

States in expendable launch vehicle technology unless new United States developments appear.

Relevant happenings include the PRC's successful entry into the commercial rocket launch business and the prospective entry --- via Cape York, Australia --- of the USSR into this sophisticated marketplace. And the joint venture of one of our aerospace companies with the Soviets to rapidly develop a supersonic executive jet --- with considerable know how and funding to come from the Soviets.

Japan's growing capabilities are most evident in electronics. Japan is the world leader in semiconductor memory technology, non-silicon materials and devices, and semiconductor device manufacturing of all kinds. The Japanese supplier base for semiconductor materials, manufacturing equipment, and related technologies is improving rapidly. Japanese strength in semiconductor manufacturing equipment --- particularly in lithography --- means that United States semiconductor production capabilities will be determined, at least in part, by the quality and timeliness of material and production equipment exported by Japan.

And the Japanese are using their superiority in semiconductor components to help them pull even in computer hardware. Their next generation of supercomputers will probably have performance levels close to those of the best United States machines. And they are using their access to U.S. technology to overcome deficiencies in software and microprocessors.

Another worrisome competitive factor is the superior capabilities --- particularly of the Japanese --- in such significant techniques as Concurrent Engineering, Just-in-Time Production, and Continuous Quality Improvement.

Additional foreign gains in relative technology standing are virtually certain. Acquisition of U.S. technology by well capitalized foreign firms offsets advantages that our United States has in innovation. The most innovative U.S. work is done in small firms with limited financial resources --- firms which are attractive for foreigners seeking licenses, technology development arrangements, equity participation, or acquisition.

Consequently, it appears almost certain that our international competitiveness and our relative standard-of-living will be increasingly challenged in the foreseeable

future.

Now let me switch subjects --- to ethics. Even though some of us may be enthusiastic sports fans, we cannot accept, in regard to ethics, the suggestion of the great Yankee philosopher and catcher, Yogi Berra, who said: "If you come to a fork in the road --- take it!" Rather we must take the "high road" --- and strive to do what is ethical.

Though I'm enthused with the increased interest in ethics across our country, I'm somewhat bewildered by the apparent lack of consensus as to what basic beliefs should underlie our various ethical views. Accordingly, in order to better understand the "Science and Art of Ethics", I have become re-acquainted with the seminal work of Reverend Thomas J. Higgins, S.J., entitled Man as Man...

To understand ethics, Father Higgins observes that: "Ethics is an odd word. Like metaphysics, physics, and the now obsolete optics, it has come into the English language by way of scholasticism. It is a transliteration into English of the Greek word which means *moralia* in Latin and *morals* in English. Since the ultimate root means *mos* in Latin, or customary ways of action, there are those who say morals are merely conventions; changeable customs which vary with time and place. Hence, to them, ethics is not a true science, but merely the historic record of fashions in human conduct in vogue among various peoples and in different times. Such persons admit that there are mores, but emphatically deny that they are universal, immutable laws of morality everywhere valid. We shall establish that ethics is vastly more than a discussion of mores --- that it is a true science based upon laws as valid as the laws of physics, chemistry, and astronomy.

"The word ethics is sometimes used in the sense of a code of honor, of accepted and customary procedure in some given field of human activity. Thus people speak of legal or medical ethics. We mean much more because we use the term in the most universal sense, as applying to all men, not merely as a code one must live up to under penalty of offending against good taste or arousing the displeasure of fellow practitioners, but as a rule of conduct to be observed by all under risk of incurring the ultimate of human evil.

"Ethics prescind from man's supernatural status and dignity. Its conclusions are drawn not from revelation but from reason.

"Above all, ethics is an art. An art is a systematic application of knowledge resulting in acquisition of skill in the production of some desired result. Ethics is the art of human living and its end product should be ease in being the good man in every circumstance. Only a barren pedagogy would permit the student to be content with a take-it-or-leave-it explanation of the laws of human behavior. As logic aims at giving the student skill in producing correct acts of the intellect, ethics should give the student skill in performing good acts of the will. Even at the risk of being called exhortatory ethics, this science must aim at the extirpation of vice and the fostering of virtue. The purpose of ethics, then, is to teach a man how to live aright that by right living he may attain the full stature of his ultimate perfection. Ethics, therefore, is a way of life --- the good life.

Father Higgins goes on to state that; "It is an observable fact that all men --- except, of course, the sophisticated few who do violence to the light of their intellects --- differentiate between human acts that are good and human acts that are bad. Every nation and people have distinguished between good men and bad men. All languages have words to express virtue and vice. People likewise think there are some acts which a man ought to do because they are good and some which he ought to avoid because they are bad. Those who do good are regarded as deserving praise; those who do evil, as rightly deserving censure.

"Ethics accepts these facts and sets out to render our natural certitude. Without resorting to subtle distinctions or employing unnecessary technical language, which may obscure rather than clarify, this study will show that ethics is our common sense knowledge of morality put into systematic form and not, as some beginners complain, common sense mystified."

Thus far, we've been exposed to some insightful commentary on Technology and on Ethics. Now for the difficult task of tying them together. To help with this let's draw on the recent writings of Thomas Shannon in his Introduction to Bioethics.

By way of introduction, Mr. Shannon observes that: "Humans have always seemed to find a way of intervening in nature. The ability to make a fire and the invention of the wheel had profound impacts on the development of human society. The domestication of plants and animals allowed humans to live in ways unthought of before. The rise of modern science and

the Industrial Revolution stand as markers of yet another major change in our way of life.

"Our current technological revolution presents further opportunities and capacities for intervening in life on both the micro and macro levels. The technologies surrounding conception and birth, such as in vitro fertilization and amniocentesis, help determine when we will be born and what some of our qualities may (or may not) be. Developments in genetics led to the production of new grains that produce more bushels per acre. An oil eating bacterium has been manufactured to help clean up oil spills. And the artificial heart is now a reality.

"Hardly an area of our lives is not touched by technology. But the record of technology is certainly a mixed one. Clearly technology has brought benefits. Computers have given us incredible capacities for calculating and information processing. Medical technologies provide improved diagnostic capacities.

"Other technologies have fairly negative consequences. Nuclear weapons have brought us to the brink of annihilation. More sophisticated instruments of interrogation continue to be developed. The impact of yet other technologies is mixed. Nuclear power stations provide necessary energy but problems of waste disposal have yet to be satisfactorily resolved. Birth technologies provide children, but are such children reduced to commodities?

"Whatever one's judgment about a particular technology, technology is here to stay and will continue to have far-reaching effects on our lives.

"If we look around us, it is clear that technology is here to stay. Our culture is utterly dependent on various aspects of it. We could not get through our day without technology. From clocks to microwaves to transportation systems to VCRs, our lives, work and entertainment are inherently tied up with technology.

"Our quality of life has greatly increased because of technology. We live in greater comfort in various climates. We have abundant food and water supplies, we can communicate and travel much more efficiently, and our health has improved.

"But we also suffer from the terrors of technology. We stand in daily dread of the release of weapons that would

destroy us. We have more information accessible to us but we know less of what it means or what to do with it. Pollution, a by-product of our technical culture, is threatening to destroy our ecosystem.

"Thus many benefits and problems are given to us by technology. Each requires study and examination.

"The duty of nonmaleficence clearly imposes an obligation not to harm someone intentionally or directly. However, it is also possible to expose others to a risk of harm. For example, if I am driving too fast, I may not actually harm someone, but I am clearly exposing individuals to the risk of harm. Thus the duty of nonmaleficence would prohibit speeding.

"But there are other situations in which individuals are exposed to the risk of harm, and the duty of nonmaleficence is not necessarily violated. An individual receiving chemotherapy is exposed to various risks of harm from the therapy. Can such risks of harm be justified and, if so, how?

"The traditional method for examining the legitimation of risks or harmful effects is the principle of double effect. This tradition has its origin in traditional Roman Catholic theology but has gained wide acceptance as a means of judging the moral acceptability of risks and harms.

The principle of double effect has four conditions:

"1. What we are going to do must not be evil or wrong. This is simply a restatement of the traditional moral axiom that we are never allowed to do wrong.

"2. The harm we are considering must not be the means of producing the good effect. Our proposed action has a harmful dimension but the good end does not justify the means. We cannot do something wrong simply because a good consequence may also follow.

"3. The evil or harmful effect may not be intended, but merely permitted or tolerated. For example, when someone has cardiac bypass surgery, one undergoes a risk of death; one suffers the direct physical harm of having one's rib cage split open. However, the purpose of the operation is to repair blocked heart arteries, not to cut open one's chest. To repair the arteries, the chest must be cut open.

"4. There must be a proportionate reason for performing the action in spite of the consequences the act has. This

requires us to weigh a variety of benefits and costs, of values and disvalues. In doing this, one should ensure that the good outweighs the bad. Otherwise, the second condition is violated."

Now --- as a result of all of this --- what overall Conclusions and Recommendations could one rationally arrive at? The following attempts to suggest a few:

* Technology is not only "here to stay" --- but will increasingly impact us with new, complex, challenging and contentious developments --- such as those relating to two of your discussion topics: Genetic Technology and Reproduction Technology. Technology can and should continue to contribute crucially to an improving standard of living --- provided we can avoid technological calamities such as nuclear holocausts or excessive global warming. It is in our individual --- and national --- self-interest to be pre-eminent in technology --- not only to enhance our standard-of-living and help ensure our national security, but also to help assure that much of the rest of the world is not unduly influenced by competing countries who might place much less priority than we do on responsibility and morality.

* We will have an increased need for responsibility and morality via enlightened ethical leaders; effective, positive communication; and international cooperation for the common good. In the "real world", the issues often are extraordinarily challenging --- and decisions are determined largely by the ingrained convictions of key involved executives in Government, Industry, Academe --- and/or an enlightened citizenry. Rarely are there "official" guidelines --- nor expert authorities. Consequently, it is extremely desirable --- really imperative --- that our decision makers, in all sectors of our society, be trained in technology and ethics so they can act responsibly and morally. Symposiums such as this can be very valuable.

* Common sense and our God-given rationality suggests that Good Ethics equate with Good Business and Good Government. Accordingly, we should strive to preach-and-promote-and-practice this simple powerful concept.

It has been my experience that those people whose practices, over an extended period of time, conform to a high standards of Ethics and Quality --- are markedly more successful-and-satisfied with their careers and lives. So, in addition to staying out of jail and to avoid suffering public

embarrassment, we --- our leaders and colleagues --- have compelling reasons to practice responsibility and morality. Simply stated, we should strive to show that Good Guys and Girls can win wars; ball games, and other difficult competitions --- while still practicing high ethical standards!

* Finally, let me urge that we commit to, "Doing the Right Things Right the First Time"! This is an appropriate definition of Quality Improvement in an industrial context --- and, hopefully, an adequate guide to ethical practices. Based on extensive studies and countless experiences in the U.S., Japan, and Europe, it is clear that Quality Improvement --- properly defined and effectively implemented --- is the single, most significant competitive secret to industrial success. And as we heard earlier, "Ethics is a way of life --- the good life!" Therefore --- as proponents of Marianist values and participants in this super Symposium --- I suggest that you have a special stimulus, and an outstanding opportunity, to commit yourselves to Quality Improvement and Ethical Practices on a top-priority basis! This can provide success and satisfaction in both your professional and personal lives. And this can contribute significantly to the betterment of ourselves, our organizations, and our wonderful country!

"CORRESPONDENCE TRACKING"

TYPE: INFORMATION

DOCUMENT NUMBER: 9120943

FROM: BRADY, Nyle C.: UNITED NATIONS DEVELOPMENT PROGRAMME

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE: 03/27/91

SUBJECT: RE: DR. BROMLEY'S COMMENCEMENT ADDRESS AT OHIO STATE
UNIVERSITY.

ASSIGNED TO:

ACTION REQUIRED:

SENDER'S DUE DATE:

OSTP DUE DATE:

DATE COMPLETED:

COPIES TO: D. Allan Bromley

WHITE HOUSE TRACKING #:

CONTACT PERSON:

REMARKS:

DATE RECEIVED: 03/29/91

FILE: *p-* BROMLEY *personal* ~~CORRESPONDENCE~~

RECEIVED 

91 MAR 29 P 2: 53

OFFICE OF THE
DIRECTOR

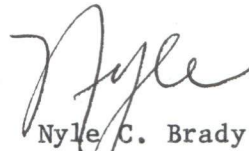
27 March 1991

Dear Allan,

Just a note to tell you how proud I was to be on the same platform with you as you received an honorary Doctor's degree from Ohio State University, and as you delivered the Commencement Address to the 1,700 graduates assembled there. Your message was an important one that I am sure the faculty, students and parents all found to be of great significance.

It has been a privilege to have been associated with you over the past ten years. I wish you well as you continue to influence the course of science not only in the U.S., but around the world.

Sincerely,



Nyle C. Brady
Senior Consultant

Dr. Allan Bromley
Assistant to the President
for Science & Technology
Old Executive Office Building
Washington, DC 20500



"CORRESPONDENCE TRACKING"

TYPE: ACTION DOCUMENT NUMBER: 9123644
ORIGINATOR: 02 STATUS C DIRECTORATE STATUS

FROM: PERLMAN, Harvey: UNIVERSITY OF NEBRASKA, LINCOLN

TO: DR. D.A. BROMLEY

DATE OF
CORRESPONDENCE: 03/25/91

SUBJECT: RE: NOMINATION OF DR. BROMLEY FOR THE POSITION OF
CHANCELLOR OF THE UNIVERITY OF NEBRASKA.

DIRECTORATE STAFF
ASSIGNED: D. Allan Bromley ASSIGNED:

ACTION STAFF
REQUIRED: DIRECT REPLY ACTION:

SENDER'S DUE DATE:
OSTP DUE DATE: 05/09/91 STAFF DUE DATE
DATE COMPLETED: 05/09/91 DATE COMPLETED/DEPT:

COPIES TO:

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

OSTP RECEIVED: 03/30/91 FILE: P-DAB-PERSONAL
DEPT RECEIVED:

CONFIDENTIAL

March 25, 1991

Dr. D. Allan Bromley
President's Science Advisor
Director, Office of Science & Technology Policy
Executive Office of the President
Old Executive Office Building
Washington, DC 20506

Dear Dr. Bromley:

I am writing as Chair of the Search Advisory Committee charged with recommending candidates for the position of Chancellor of the University of Nebraska-Lincoln. The position also carries the title of Vice-President of the University of Nebraska. You have been nominated as a person who has the credentials and personal characteristics required to be an effective leader for this campus.

The University system consists of four campuses with the University of Nebraska-Lincoln being the flagship campus. It is Nebraska's land grant and comprehensive University, has a student body of approximately 24,000 undergraduate, graduate, and professional students. The Lincoln campus is the primary research institution in Nebraska and also has state-wide outreach responsibilities.

The position presents many opportunities for a person interested in educational administration at this level. We are engaged in a nation-wide search and the Board of Regents have expressed a preference for a person who is not currently at the University.

I hope you will permit us to consider your candidacy by sending us an expression of your interest and a copy of your resume. If you have questions or want additional information please feel free to call me at (402) 472-2161. We will make every effort to keep confidential the names of those under consideration until a final list of candidates is recommended to the President. Finalists will be contacted to assure their continued interest prior to release of their names to the public.

Sincerely,



Harvey Perlman
Dean

cjb

A BRIEF DESCRIPTION OF THE UNIVERSITY OF NEBRASKA-LINCOLN

The University of Nebraska-Lincoln is a comprehensive, public, land-grant university, with a threefold mission of teaching, research, and service. From its foundation by legislative charter, the institution has grown to its present size and complexity. It is now one of three units (soon to be four when Kearney State College joins the system in July 1991) of a multi-campus University of Nebraska system. The University of Nebraska-Lincoln (UNL) is the largest of these units, serving a student population of over 24,000 with its diverse programs of study, offering degrees at the bachelor's, master's, professional, and doctoral levels. UNL employs approximately 5,200 full- and part-time faculty, staff, and support personnel to carry forward its mission. Throughout its history, the University of Nebraska-Lincoln has recognized that its greatest responsibility is to the people of Nebraska, but it is also mindful of its obligations and opportunities as a member of larger regional, national, and international communities.

A Brief History

The University of Nebraska was established by an act of the state legislature of Nebraska in 1869, two years after the state was admitted to the Union. The institution awarded its first undergraduate degree in 1873 and its first graduate degrees in 1886. The University was designated as a land-grant institution under the Morrill Act of 1862 and became a member of the Association of American Universities in 1909. The University's mission as a comprehensive land-grant research university gradually evolved over the years; as in the case of most American universities, it experienced its greatest sustained growth during the period from the end of World War II until the mid 1970s, when its enrollment grew from 4266 in 1945 to 22,477 in 1978, reaching a peak of 25,075 in 1982 before gradually levelling at about 24,000. In 1968 the University of Nebraska was reconstituted as a multi-campus system: the University of Nebraska-Lincoln became one of the three constituent units, along with the University of Nebraska Medical Center, located in Omaha, and the University of Nebraska at Omaha, the last named formed from the Municipal University of Omaha. Kearney State College will become the fourth campus of the system in July 1991 and will thereafter be known as the University of Nebraska at Kearney.

By action of the state legislature in 1973, the Institute of Agriculture and Natural Resources (IANR) was created as a distinct unit of the University of Nebraska-Lincoln, headed by a Vice Chancellor. In 1979, the College of Dentistry was administratively transferred from the University of Nebraska-Lincoln to the University of Nebraska Medical Center, completing the consolidation of health and medical programs under that unit begun with the transfer to the Medical Center of the College of Pharmacy in 1971. Also in 1979, the College of Journalism was created from a unit of the College of Arts and Sciences. The University of Nebraska-Lincoln is accredited by the North Central Association.

I. The Role and Mission of the University of Nebraska-Lincoln

Historically, UNL offered a wide spectrum of educational programs for undergraduate students, graduate students, non-degree candidates, and members of the general public. Its position throughout its history as the only public university in the state, together with its designated mission as a land-grant institution, has meant that it takes very seriously its responsibility to serve all the citizens of Nebraska by fulfilling its role as a comprehensive, public university. At the same time, as a university, the institution places a premium on creative activity and the discovery and dissemination of new knowledge through basic and applied research. The University of Nebraska-Lincoln is aware of its special function as the only public campus in the state to offer a wide range of doctoral programs in non-health related areas.

The general role of the University of Nebraska-Lincoln has most recently been examined as part of a comprehensive study of public and private higher education in Nebraska undertaken by a Study Committee created by the Legislature and appointed by the Governor, which issued a final report in November 1990.

"The Role and Mission of the University of Nebraska-Lincoln" was adopted by the Board of Regents of the University of Nebraska on October 14, 1977, and continues in force as the institution's official statement of purpose. A revised Role and Mission statement has been drafted and should be considered for adoption by the Board of Regents in late spring 1991. Briefly, the Role and Mission document seeks to define the University of Nebraska-Lincoln as an institution with certain characteristics which distinguish it from other kinds of educational institutions. Chief among these are the comprehensive nature of its teaching mission; its special responsibility for the conduct of graduate-level education and research, especially at the doctoral level; its fulfillment of the land-grant mission by its emphasis on agricultural research and extension; and its general responsibility to make its programs and resources available to serve the needs of the entire state. In addition a Strategic Academic Plan and a Comprehensive Facilities Plan Update, formulated by UNL, were received by the Board of Regents this winter and are currently being reviewed and developed further, prior to formal approval.

II. General Governance of the University of Nebraska-Lincoln

The University of Nebraska system is governed by a Board of Regents, whose eight members are elected from districts for six-year terms. In addition the campus student body presidents serve as non-voting members of the Board for one-year terms. The chief executive officer of the University of Nebraska is the President, who is assisted by four vice presidents serving in a staff relationship: the Executive Vice President and Provost, who is also the Dean of the system-wide Graduate College; the Vice President for Administration; the Vice President and General Counsel; and the Vice President for University Relations. The chief executive officer of each of the three campuses is known as the Chancellor, each of whom also holds the title of Vice President of the University of Nebraska. The Chancellor reports to the President of the University and through the President to the Board of Regents. Thus each Chancellor serves both as a line officer for a particular campus and a staff officer for the system at large.

The Chancellor of the University of Nebraska-Lincoln is assisted by five Vice Chancellors: the Vice Chancellor for Academic Affairs, the Vice Chancellor for Agriculture and Natural Resources, the Vice Chancellor for Research and Graduate Studies (who is also the campus Dean for Graduate Studies), the Vice Chancellor for Business and Finance, and the Vice Chancellor for Student Affairs. In addition, the Executive Dean for International Affairs, the Director of University Information, the Director of the UNL Computing Resource Center, the Director of Institutional Research, Planning and Fiscal Analysis, the Director of the Sheldon Art Gallery, the Director of the Lied Center for the Performing Arts, the Director of Athletics, the Director of Public Relations, the University Affirmative Action Officer, ROTC units, the Director of University Television, and the Ombudsman report to the Chancellor.

There are eight undergraduate colleges (Agricultural Sciences and Natural Resources, Architecture, Arts and Sciences, Business Administration, Engineering and Technology, Home Economics, Journalism, and Teachers), each headed by a Dean reporting to the Vice Chancellor for Academic Affairs, with the exception of the Dean of the College of Agricultural Sciences and Natural Resources, who reports to the Vice Chancellor for Agriculture and Natural Resources. There is an effort underway to create a ninth college, Fine and Performing Arts, which would be composed of several existing departments in the College of Arts and Sciences. The Dean of the one professional college, the College of Law, also reports

to the Vice Chancellor for Academic Affairs. The Graduate College is a system-wide unit without budgeted faculty lines. Its affairs on the Lincoln campus are the responsibility of the Vice Chancellor for Research and Graduate Studies.

Other major units reporting to the Vice Chancellor for Academic Affairs are the University Libraries and the Division of Continuing Studies, each headed by a Dean, and the Teaching and Learning Center, and Summer Sessions, each headed by a Director. Reporting to the Vice Chancellor for Research and Graduate Studies are the Office of Research and Sponsored Programs, the Director of the University Press, and the Director of the Nebraska State Museum, and directors of several research centers.

The main units of the Institute of Agriculture and Natural Resources are the Agricultural Research Division, the College of Agricultural Sciences and Natural Resources (mentioned above), the Cooperative Extension Division, the Conservation and Survey Division, and the International Programs Division. Each division is headed by a Dean, with the exception of the Conservation and Survey Division, which is headed by a Director with the equivalent rank of Dean.

Legislative Bill 663 is presently being considered by the Unicameral and will provide for the duties and authorities of the Coordinating Commission for Postsecondary Education. This Commission will be vested with the authority for the coordination of public postsecondary educational institutions. The statement of intent of the new Commission is to provide three basic authorities: planning, program approval, and budget review. How this Commission will influence governance of the University remains uncertain for the present, but it most surely will have an impact.

III. Overview of Current Status

A. Enrollment

The enrollment in the fall semester of the 1990-91 academic year was 24,453 students. Of these, 20,082 (82.1%), were undergraduates, and 4,371 (17.9%) were graduate or professional students; 5,458 were classified as part-time and 18,995 were classified as full-time students.

B. Students

The student body of the University of Nebraska-Lincoln has the following characteristics: 54.3% are male; 45.7% are female; 89.8% are residents of Nebraska; 10.2% are non-residents, and of these 50.1% (1248) are classified as foreign students. Approximately 67% of undergraduates receive some sort of scholarship, financial, or job dollars. Of the total dollar amount of financial aid (\$35,418,900), 45% is attributable to grants, 44% to loans and 11% in jobs. The average composite ACT (enhanced) score for entering freshmen is 22.5. Generally, all students graduating in the upper half of their high school graduating class qualify for admission to the University of Nebraska-Lincoln.

C. Faculty

The number of persons holding faculty rank at the University of Nebraska-Lincoln is 1,514; 83% (1,263) of these hold regular full-time appointments; 76% (1,144) hold tenure or are eligible for tenure. Of those holding tenure or who are eligible for tenure, 18% (208) are women and 7% (80) are members of ethnic minorities. Faculty are distributed by rank as follows: 503 are Professors, 354 are Associate Professors, 427 are Assistant Professors, 113 are Instructors, and 117 hold other ranks.

D. Facilities

The principal facilities of the University of Nebraska-Lincoln are located on two campuses, known as the City Campus and the East Campus. The City Campus is situated just to the north of Lincoln's central business district, and the East Campus is in a largely residential area about two miles to the northeast. On the City Campus are found the administrative offices, the colleges of Architecture, Arts and Sciences, Business Administration, Engineering and Technology, Journalism, and Teachers, as well as the Conservation and Survey Division, the State Museum, the Sheldon Gallery, the Lied Center for the Performing Arts and the intercollegiate athletic facilities. On the East Campus are found the Agricultural Research Division, the College of Agricultural Sciences and Natural Resources, the Cooperative Extension, and the International Programs Division of the Institute of Agriculture and Natural Resources; the colleges of Home Economics and Law; the Barkley Memorial Center for hearing and communications disorders; the Nebraska Educational Telecommunications Center, and the administrative offices and conference center of the Division of Continuing Studies.

Outside of Lincoln, the Colleges of Home Economics and Engineering and Technology operate programs with physical facilities on the campus of the University of Nebraska at Omaha; the Cooperative Extension Division and the Agricultural Research Division operate district research and extension centers at Concord, Scottsbluff, North Platte, and Clay Center. The Agricultural Research Division also has research facilities at Mead, Sidney, Alliance, Whitman, Plattsmouth, and Virginia. The Nebraska State Museum has operations and physical facilities at Fort Robinson near Crawford; the School of Biological Sciences of the College of Arts and Sciences maintains the Cedar Point Biological Station near Ogallala. The Nebraska College of Technical Agriculture, located at Curtis, technically is not part of the University but the Board of Regents has been authorized to administer (through the Institute of Natural Resources) its programs and budget. The Division of Continuing Studies administers programs throughout the state of Nebraska and the Cooperative Extension service operates in every county of the state. Thus the "campus" of the University of Nebraska-Lincoln extends to every corner of this large state, making its services available to all Nebraska citizens.

The University enjoys many fine facilities, but making a special contribution to the quality of campus life are the outstanding collections of the State Museum and of the Sheldon Art Gallery, the latter housed in a fine building designed by Philip Johnson. The Lied Center for the Performing Arts is just finishing its premier season. The 2,300-seat, acoustically exquisite hall is fitted for statewide live broadcasts over the Nebraska Educational Television network.

Projects currently under construction include a \$14.5 million campus recreation center, and a \$7.2 million addition to the College of Business Administration. Plans are underway to construct the \$23.7 million G.W. Beadle Center for Genetics and Biomaterials Research (\$17.7 million in federal funds have been appropriated to date).

E. Fiscal Support

For 1990-91, the general operating budget of the University of Nebraska-Lincoln totalled \$372,292,113. Of this amount, \$133,147,473 (35.8%) was provided by state funds; \$36,893,984 (9.9%) was provided by tuition income; \$5,411,426 was from unrestricted federal funds (1.4%); \$58,797,925 was from auxiliaries; \$75,532,000 was from Grants and Contracts; \$55,735,305 was from sales and services; and \$6,774,000 was from other sources.

In 1988, the Nebraska Legislature began a five-year Nebraska Research Initiative aimed at strengthening the University of Nebraska's research capabilities as a catalyst for economic development. The Research Initiative provides scientific and technological resources—funding, talent, and increased cooperation between the university and industry. During the first three years, UNL received as its portion of the university-wide program, an addition of \$8,425,000 to its base budget.

This description was taken from the 1987 University of Nebraska-Lincoln Self-Study for the North Central Association of Colleges and Schools. The narrative and data have been modified to reflect current conditions.

IRPFA: 14MAR91
E:\WP51\FCHANC\SUM.WP, LM

THE WHITE HOUSE

WASHINGTON

May 9, 1991

Dear Dean Pearlman:

Many thanks for your letter of March 25 in which you tell me of my nomination as a candidate for the position of Chancellor of the University of Nebraska-Lincoln.

I am, of course, honored to be recognized in this way, but I must tell you that I have a commitment to President Bush to remain in my present position through at least the end of the first Bush Administration, and in consequence, I will be unable to be considered as a candidate for your very attractive position.

Again, my thanks for thinking of me and let me wish you every success in this important and difficult task that you have undertaken.

With all best wishes,

Sincerely yours,

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

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

Office of Science and Technology Policy
Executive Office of the President

Professor Harvey Perlman
Dean
College of Law
The University of Nebraska
Lincoln, Nebraska 68583

"CORRESPONDENCE TRACKING"

TYPE: REQUEST TO MEET

DOCUMENT NUMBER: 9120897

FROM: WILLIAMS, R. Michael: CANCER TREATMENT CENTERS OF AMERICA

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE: 03/21/91

SUBJECT: REQUEST TO MEET FOR LUNCH IN NEW HAVEN ON WEDNESDAY
4/10/91 OR BREAKFAST IN NEW HAVEN OR NEW YORK ON
THURSDAY 04/11/91.

ASSIGNED TO: D. Allan Bromley

ACTION REQUIRED: AS APPROPRIATE

SENDER'S DUE DATE:

OSTP DUE DATE:

DATE COMPLETED:

4-1-91

COPIES TO:

WHITE HOUSE TRACKING #:

CONTACT PERSON: CYNTHIA MEHNERT

REMARKS:

DATE RECEIVED: 03/25/91

FILE: ^{P-} BROMLEY ^{personal} ~~CORRESPONDENCE~~

*See him I am
already committed
for all meals while
in new haven
but look to and
to see him
DOB*

Declined 4-1-91



March 21, 1991

D. Allan Bromley, Ph.D.
Assistant to the President
for Science and Technology
White House
1600 Pennsylvania Avenue NW
Washington, D.C. 20500

Dear Dr. Bromley:

It has been twenty-five years since we organized the Gibbs Society at Yale. Your personal guidance and your comment, "If you want something done ask someone busy" have stayed with me always.

Each year I find an excuse not to attend the annual meeting of the Yale Science and Engineering Association in New Haven. Your guest speech should not be missed, so I look forward to seeing you again on Wednesday, April 10, 1991.

If your schedule allows perhaps we can have lunch in New Haven on Wednesday or breakfast in New Haven or New York on Thursday.

Please feel free to call me at home in Evanston (708) 475-5219 or ask my assistant Cynthia Mehnert in Tulsa to track me down (918) 496-5700.

Sincerely yours,

R. Michael Williams

R. Michael Williams, M.D., Ph.D., Yale '68, MS '70
Professor of Medicine, Northwestern University
Senior Medical Director & Chief Medical Officer

RMW:clm

"CORRESPONDENCE TRACKING"

TYPE: INFORMATION

DOCUMENT NUMBER: 9120849

FROM: PACKARD, David: HEWLETT - PACKARD COMPANY

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE: 03/18/91

SUBJECT: ARTICLE: DAVID PACKARD SAYS HEARING WAS 'A SAD DAY
FOR STANFORD'.

ASSIGNED TO:

ACTION REQUIRED:

SENDER'S DUE DATE:

OSTP DUE DATE:

DATE COMPLETED:

COPIES TO: D. Allan Bromley

WHITE HOUSE TRACKING #:

CONTACT PERSON:

REMARKS:

DATE RECEIVED: 03/22/91

FILE: *p- pursuit* DAB ~~CORRESPONDENCE~~*PCAST

9120849

RECEIVED

HEWLETT - PACKARD COMPANY
1501 PAGE MILL ROAD
PALO ALTO, CALIFORNIA 94304

DAVID PACKARD
CHAIRMAN OF THE BOARD

91 MAR 22 P 3:14

OFFICE OF THE
DIRECTOR

March 18, 1991

Dr. D. Allan Bromley
Assistant to the President for
Science & Technology
Old Executive Office Building
17th St. & Pennsylvania Ave. N.W.
Washington, D.C. 20506

Dear Allan:

I had an opportunity to get our favorite issue in the news, and I would like to move ahead now and see if we can get together and straighten this out along the lines we have been working on. If you have any trouble in doing this, let me know.

Sincerely,



David Packard

DP:mmm/my

Enclosure

David Packard Says Hearing Was 'a Sad Day for Stanford'

By Bill Workman
Chronicle Peninsula Bureau

Billionaire David Packard, one of Stanford University's major benefactors, agreed yesterday with congressional investigators who claim that Stanford wasted taxpayer research dollars on dubious expenses, but he said other leading research universities "have to share the blame for what is a big problem."

During a phone interview from Washington, Packard called for reforms in federal accounting rules to "take away the temptations" for abuse from "all the trustees, presidents and administrators of our great research schools."

"It was a sad day for Stanford," Packard said of the congressional subcommittee hearing Wednesday at which Stanford was accused of overbilling the U.S. government

\$200 million for overhead costs of conducting research at the Palo Alto campus.

Representative John Dingell, D-Michigan, chairman of the House Subcommittee on Oversight and Investigations, raised the possibility of criminal prosecution and threatened to cut \$20 million in Stanford research funds. Dingell has said he will expand his committee's probe to include other universities.

"The country club atmosphere at Stanford makes not one iota of contribution to the great research at the university," said Packard.

He was referring to allegations that Stanford had billed to the government portions of numerous, questionable items including \$45,250 for a trustees' retreat at Lake Tahoe and other charges to outfit Stanford President Donald Kenne-

dy's house with luxurious antiques and to provide flowers for the dedication of campus horse stables.

The public embarrassment of his university prompted political scientist John Manley, a longtime Kennedy critic, to call on the Stanford leader to step down. "He simply has to resign. We need someone to come in and clean house... or Stanford is going to be tainted indefinitely," Manley claimed.

There were no signals from Stanford trustees or key alumni that they were ready to urge the departure of Kennedy, now in his 10th year as president.

Packard defended his performance. He said Kennedy, accused of "incompetence" and "rascality" by Dingell, had been a "whipping boy" for other universities, including Harvard, Yale, and Princeton, and had been under "tremendous peer pressure" to try to rationalize and explain the kinds of expenses that Packard said are "charged by all the universities" in calculating what part of research overhead costs can be billed to the government.

Kennedy, he said, was "operating in an impossible situation." But there could be "no honest justification" for most of the challenged expenses at Stanford, said Packard, who served during the Nixon administration as a deputy secretary of defense and who headed a commission on defense management in 1986.

"I intend to put this issue on the front burner," said Packard. "Coming up with a solution will be painful" for the nation's top research institutions, he said, "but they brought it on themselves, doing things that should not be done."

Kennedy said that although Stanford concedes that it made accounting errors, the mistaken charges have been corrected and the hearing produced "no evidence of wrongdoing at Stanford."

He reiterated that the university is committed to "take all necessary steps to enhance public confidence in our stewardship of public funds."

"CORRESPONDENCE TRACKING"

TYPE: ACTION

DOCUMENT NUMBER: 9120767

FROM: JOHNSON, Rosita: AAAS

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE:

SUBJECT: REQUEST TO FORWARD THE ATTACHED LETTER AND "SPEAKER
TOY"

ASSIGNED TO: D. Allan Bromley

*MaryS
DAB has declined
this opportunity to
forward to the
President. Close
out.*

ACTION REQUIRED: AS APPROPRIATE

SENDER'S DUE DATE:

OSTP DUE DATE:

04/01/91

DATE COMPLETED: -----

COPIES TO:

WHITE HOUSE TRACKING #:

CONTACT PERSON:

REMARKS:

DATE RECEIVED: 03/18/91

FILE: MISCELLANEOUS

*P. Bromley Co. ~~correspondence~~
personal*

9120767

American
Association
for the Advancement of
Science

1333 H STREET, NW, WASHINGTON, DC 20005

Meetings & Publications Center
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91 MAR 18 AID: 02
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Meetings (202) 326-6448
Publications (202) 326-6460
OFFICE OF THE
DIRECTOR

Dear Dr. Allan Bromley:

We appreciated your being the liaison between AAAS and President Bush. His lecture to our science attendees was well received.

Please forward the enclosed letter and SPEAKER TOY.

Sincerely,


Rosita Johnson
Meetings Associate

American
Association
for the Advancement of
Science

1333 H STREET, NW, WASHINGTON, DC 20005

Meetings & Publications Center
(202) 326-6450; FAX: (202) 289-4021

Marketing & Sales (202) 326-6446
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Publications (202) 326-6460

13 March 1991

The Honorable George H. Bush
President of the United States
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20506

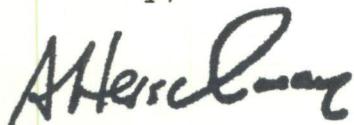
Dear President Bush:

Now that the usual post-convention pressures have subsided, I would like to take this opportunity to convey to you our sincere thanks on behalf of the AAAS for your contribution to the 1991 AAAS Annual Meeting in Washington, D.C. As the first President since Harry Truman in 1948 to address our meeting, your keynote lecture was an historic event for science, and we are honored that you could speak to us. As token of remembrance, we hope you will enjoy the enclosed AAAS*91 PLENARY SPEAKER TOY.

I think back to that Friday morning as you spoke of Iraq's first overture of withdrawal, and congratulate you on the swift conclusion to the Gulf War that has ensued. Our scientists look forward to your continued, strong support of science education and research that promises to keep our country at the top of the world.

Thank you again for your very special lecture.

Sincerely,



Arthur Herschman
Head, Meetings Office

Enclosure

"CORRESPONDENCE TRACKING"

TYPE: INFORMATION

DOCUMENT NUMBER: 9120913

FROM: BANCROFT, James R.: BANCROFT, AVERY & MCALISTER

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE: 03/15/91

SUBJECT: A THANK YOU FOR DR. BROMLEY'S LETTER OF 02/12/91.

ASSIGNED TO:

ACTION REQUIRED:

SENDER'S DUE DATE:

OSTP DUE DATE:

DATE COMPLETED:

COPIES TO: D. Allan Bromley

WHITE HOUSE TRACKING #:

CONTACT PERSON:

REMARKS:

DATE RECEIVED: 02/27/91

FILE: *p* BROMLEY CORRESPONDENCE

personal

BANCROFT
AVERY
&
MCALISTER

Attorneys at Law

601 Montgomery Street
Suite 900
San Francisco, CA 94111
415/788-8855
Fax: 415/397-1925

Walnut Creek Office:
500 Ygnacio Valley Road
Suite 370
Walnut Creek, CA 94596

415/256-8200
Fax: 415/945-8932

JAMES R. BANCROFT
OF COUNSEL

JAMES H. MCALISTER
LUTHER J. AVERY
ALAN D. BONAPART
NORMAN A. ZILBER
EDMOND G. THIEDE
ROBERT L. DUNN
JAMES WISNER
SANDRA J. SHAPIRO
GEORGE R. DIRKES
BOYD A. BLACKBURN, JR.
DENNIS O. LEUER
ROBERT L. MILLER
JOHN S. MCCLINTIC
ARNOLD S. ROSENBERG
JOHN R. BANCROFT
REBECCA A. THOMPSON
LEWIS WARREN
JOHN L. KOENIG
M. KIMBALL HETTENA
RONALD S. KRAVITZ
FORREST E. FANG
MICHAEL G. SCHINNER
LEONARD W. ROTHSCHILD, JR.
REYNALDO G. GOMEZ
HELENE K. WRIGHT

March 15, 1991

Honorable D. Allan Bromley
Assistant to the President
for Science and Technology
The White House
Washington, D.C. 20515

Dear Allan:

Thank you very much for your letter of February 12.

Although our chardonnay is theoretically sold in New York and three adjoining states, there was very little available. As a practical matter there is not much difference between 100 cases for four states and no cases at all. The 1987 Merlot is gone (there were only 400 cases), and the 1986 Private Reserve Cabernet Sauvignon is almost entirely gone.

However, all is not lost. When we can get together out here, I will place selected wines in a styrofoam-lined 12-pack case and will tape it for shipment back to Washington (or wherever you say) as airline baggage.

You may be interested in the enclosed copies of newspaper clippings. The Los Angeles Times syndicate article impresses me as being more thoughtful than most.

I suppose we will always suffer from an enormous amount of nonsense pollution. Except for preferring creationism over Darwinism, many established religions seem to ignore science and scientists. Once environment worship became a new religion, one Commandment of its more zealous sects has been to abhor science and scientists as the ultimate evil empire; i.e., the devil which every religion seems to need.

On a wholly different subject, if I understood him correctly, a man from LucasFilm stated flatly that current efforts to develop HDTV based on analog technology are or will become obsolete because of developments in digital technology. I had not the foggiest idea why he thinks so, but if it has a Hollywood connection, it must be true.

RECEIVED

91 MAR 27 AM 11:47 OUR FILE NUMBER

OFFICE OF THE
DIRECTOR

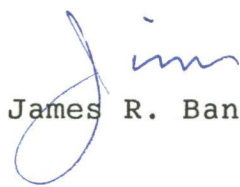
Honorable D. Allan Bromley
Page 2
March 15, 1991

In earlier times I sometimes felt that Keith was about the most litigious human being I had ever met. However, I probably was next, at least within UNC. If you recall, I was the one who insisted that Harry file our lawsuit against Gulf without waiting one more hour for any telephone calls to any Board member. I never was able to explain successfully to one director that if we had waited even 24 hours (presumably in order to present a cost-benefit analysis to the board and to obtain formal board approval), Gulf would have won the race to the courthouse and would have had its choice of the forum. Right now, I am plaintiff in three lawsuits (two of which are merely complex foreclosures) in southern California and one in Dallas. Keith, if he is lucky, is involved in none. We expect to win all of them, but the process is always slow, frustrating and costly. In each case, the problem arose because of outright fraud or some lesser form of dishonesty. I have never been afraid of a fight and like to win as much as anyone, but litigation has to be one of the truly miserable by-products of being in business.

This letter requires no response. The letter (or telephone call or fax) which Jane and I hope to receive soon is the one which will advise when you will be in our part of the world.

With warmest regards, as always,

Sincerely,

A handwritten signature in blue ink, appearing to read "Jim", with a large, stylized initial "J" that loops around the name.

James R. Bancroft

MICHAEL SCHRAGE

INNOVATION

If it quacks
like a duck,
it must be . . .

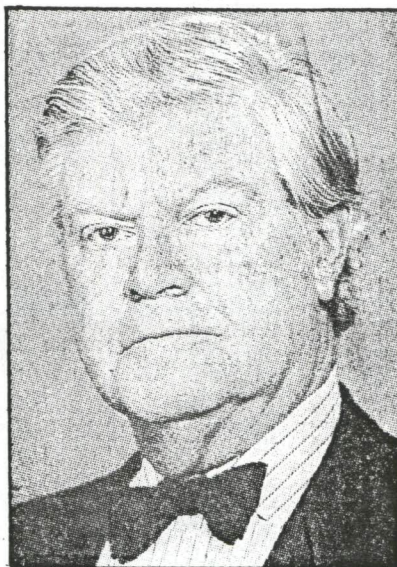
A SA NUCLEAR physicist, "spin control" was the sort of phenomenon that D. Allan Bromley explored in papers like "Enhanced E1 Deexcitations in Ra-128 and the Evolution of Reflection Symmetry at Moderate Spins."

As Bush's White House science adviser, Bromley's science of spin control is less Einsteinian than Darmanesque. In fact, Bromley — a feisty, bow-tied Yale University professor — is probably as gifted putting clever twists and spins on administration policy initiatives as he ever was shooting ions down linear accelerators. He persuasively pushed for increased federal funding of scientific research; science was one of the few big winners in the Bush budget.

But, more intriguingly, he's also used his position as the head of the Office of Science and Technology Policy to call for government intervention in what he calls "critical technologies" to boost U.S. competitiveness in global markets.

Practically speaking, Bromley is now the highest-ranking administration official advocating both national — and nationalistic — policies to enhance America's technology leadership. He may be the science adviser to the President, but he is intensely involved in blending public sector science with private sector participation. Indeed, he argues that the best way to serve the President's interests is to create new dimensions of public-private relationships.

"Competitiveness and national security aren't separated anymore," says Bromley, asserting that the success of America's



D. Allan Bromley: "Competitiveness and national security aren't separated anymore."

high-tech weaponry in Gulf has prompted a positive "sea change in attitude" toward technology. "The two are intertwined and have to be treated that way."

Doesn't that sound suspiciously like "industrial policy" — the anti-free market concept that the John H. Sununu and Richard G. Darman have sworn to expunge from the Administration lexicon? Absolutely not, Bromley insists, it's really "pre-competitive generic technologies" like high-performance computer networks and new materials.

Excuse me, pre-competitive generic technologies? While Bromley doesn't quite wink when he describes such industrial pol — excuse me, generic technologies — you would swear there's a twinkle in his eye. Just slip a controversial industrial policy initiative like, say, high definition television, into the Bromley Spin Vortex and it's deconstructed into tidy, fundable bundles of generic technology.

"I think the HDTV initiative (which was ultimately torpedoed by the White House) was presented in a completely wrong fashion," says Bromley. "It should have been presented as a package of generic technologies: high resolution imaging systems, application specific integrated circuits (i.e., custom computer chips) and frontier software . . . technologies that have broad applications throughout the economy. Instead, this was presented as a television problem."

As Bromley freely acknowledges, "there's a gray area" where some technologies are less generic than others. Then again, that doesn't seem to be as important as prodding people into building new technological infrastructures that can have a national impact.

Bromley is consequently a huge supporter of "high-performance computer networks" — a system that would do for high-speed, graphics-rich computer communication tomorrow what the telephone does for voice communications today. "Ten years from now," says Bromley, "I'd like it to be widely available and looked upon like the telephone network."

This new communications infrastructure — which has also been championed by Sen. Albert Gore Jr. (D-Tenn.) among others — would offer a vast array of new opportunities for American businesses to share information with each other, thus making them more competitive, Bromley hopes.

He feels so strongly about this that insiders indicate he will ask the Justice Department to seek an **antitrust waiver for the giant regional Baby Bell phone companies** to let them participate in building these new networks. "It's extremely important to take advantage of all the expertise we have," says Bromley, who doesn't distinguish antitrust intervention as either industrial policy or pre-competitive generic technology.

But given Japan's dominance in computer chips and other telecommunications components, wouldn't this new American network have to be assembled from foreign parts?

"I don't think so," asserts Bromley. "We still have the leadership in hardware and software." In fact, he wants this network to be an American effort using American companies.

Bromley takes much the same perspective in his efforts to open up the national labs to better collaborate with American business. "We support the national labs, but too often they're doing things just to satisfy their own curiosity," he remarks. "We need to get people from industry much more involved in decisions that are now entirely internal. We want industrial collaborators to be present at the creation of new ideas and directions."

So should a Sony, a Hitachi or a Siemens be able to participate in the newly formed Lawrence Livermore industrial council? "I would probably say no," Bromley says. "The element of time is why . . . a six-month advantage can be critical."

Make no mistake, Allan Bromley may not have a huge budget, but he has a lot of influence and an agenda to go with it.

While Bromley is not an Administration heavyweight like Sununu or Darman, he picks his battles carefully and is widely regarded as a credible team player. He has also enjoyed some success at mobilizing resources throughout the Office of Management and Budget and other executive departments.

By any fair measure, the Bush Administration and Bromley have treated science and technology seriously in both policy and budget circles. What's not yet clear is just how far the Administration is prepared to go. Without question, Bromley's efforts at semantic engineering have gone over well thus far. Will they continue to succeed when some of these initiatives harden into reality?

Can Bromley's brand of techno-nationalism survive and flourish in the Bush White House? To the extent free market ideologues dominate the White House, Bromley is playing a dangerous game. To the extent that George Bush believes that government has to play an increasing role — however ill-defined — in sharpening America's technical edge, Allan Bromley is now the point man. We'll know by the end of the year.

(c) 1991, Los Angeles Times Syndicate

we hope so!

White House may have tried to bias power lines study

Associated Press

1-14-91

The Environmental Protection Agency has rebuffed what researchers say was a White House attempt to weaken an EPA report that finds evidence of health risks from household electrical and magnetic fields.

Today, a panel of outside scientists will convene a three-day meeting in Washington to review the EPA report, the customary last step followed by the EPA in the preparation of scientific documents. The group's suggestions will be incorporated into the final report.

When that panel was being selected last summer, White House science adviser D. Allan Bromley sent the EPA a memorandum urging it to select some candidates from a list he provided of scientists known to believe that electromagnetic fields pose little or no risk. A copy of the memorandum, which the EPA in the end did not follow, was obtained by The Associated Press.

The researchers on Bromley's list "range from skeptics to vociferous disbelievers," said David Savitz, an epidemiologist at the University of North Carolina in Chapel Hill. He has done important studies on the health risks of electromagnetic fields, which are created by power lines and household electrical wiring.

"If they were picked exclusively, they would predictably put less credence in the suggestions of adverse health effects from electromagnetic fields," Savitz said.

Robert Adair of Yale University was one of Bromley's candidates for the panel, but he agreed that the list does not represent a wide range of opinion. "I think there's no question they would say this is a poor document," he said.

As for the EPA report itself, he called it "an advocacy document, very poor scientifically. I feel that anybody who thinks that was a good document is a nitwit."

In the end, the panel consisted of scientists representing a broad range of scientific disciplines including biology, physics and epidemiology. It also included some scientists aligned with the utility industry. None of the people Bromley proposed was selected.

Bromley was unavailable for comment.

The EPA report, which reviews existing studies, says studies finding evidence that fields cause cancer "are biologically plausible." Studies of cancer in children "have consistently found modestly elevated risks, some statistically significant, of leukemia, cancer of the nervous system and, to a lesser extent, lymphomas," the report concludes.

"CORRESPONDENCE TRACKING"

TYPE: ACTION DOCUMENT NUMBER: 9121916
ORIGINATOR: 02 STATUS C DIRECTORATE STATUS

FROM: GALLMAN, Andre: CENTER OF NUCLEAR RESEARCHERS- STRASBOURG

TO: DR. D.A. BROMLEY

DATE OF
CORRESPONDENCE: 03/14/91

SUBJECT: REQUEST TO CONFIRM A MESSAGE GIVEN TO MARIAN NIDA
CONCERNING A MEETING 03/14/91.

DIRECTORATE STAFF
ASSIGNED: D. Allan Bromley ASSIGNED:

ACTION STAFF
REQUIRED: AS NECESSARY ACTION:

SENDER'S DUE DATE:
OSTP DUE DATE: 03/26/91 STAFF DUE DATE
DATE COMPLETED: 03/26/91 DATE COMPLETED/DEPT:

COPIES TO:

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

REMARKS:

OSTP RECEIVED: 03/14/91 FILE: BROMLEY'S ~~CORRESPONDENCE~~
DEPT RECEIVED: *p-* *personal*

INSTITUT NATIONAL DE PHYSIQUE
NUCLÉAIRE ET DE PHYSIQUE DES PARTICULES
INP P3

9121916
UNIVERSITÉ LOUIS PASTEUR

UIP

CENTRE DE RECHERCHES NUCLEAIRES

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TELECOPIEUR 88.28.09.80
23, rue du Loess
STRASBOURG-CRONENBOURG

TEL Accès direct 88.28.64.40.
AGa/ng

Strasbourg, le 14 mars 1991

Dr. D.A. BROMLEY
Assistant for Science and
Technology
WHITE HOUSE OFFICE
1600, Pennsylvania Avenue
WASHINGTON, D.C. 20500
U.S.A.

TELECOPIEUR N° : 19-1-202-395-32-61

Dear Allan,

I want to confirm you to message I have passed on to Marian, namely :
it is a great pleasure for me to announce you that the *Conseil d'Administration
de l'U.L.P., siégeant en formation restreinte aux membres A (Professeurs et
Directeurs de Recherche)* has, at his meeting of March 13th, given a unanimous
recommendation to my proposal Walter Greiner becoming a Docteur Honoris
Causa of our University.

The documents concerning the case will now be forwarded to our *Ministre
de l'Éducation Nationale*, who, normally, should proceed to the nomination.

I know the important role you have played in this issue (the arguments you
have developed in your letter of November 21, 1990, to Gilbert Laustriat, have
been particularly percussive), and I want to thank you very warmly once more.
How good is it to have reliable friends !

With my warmest regards,
André

André Gallmann

P.S. : Walter is at the University of Arizona Tucson, tel. : 602. 621. 4278 up
tomorrow friday 15th noon (local time).

THE WHITE HOUSE

WASHINGTON

March 26, 1991

Dear Andre:

Many thanks for your note of March 14 in which you tell me that your university has finally decided to grant Walter Greiner the Docteur Honoris Causa. Do you have any feeling as yet as to when the actual award ceremony might take place?

Patricia and Michael just sent me a notice of the birth of their first child. You and Laure have another wonderful grandchild of whom you can be very proud.

I still do not know when I will be in Europe, although I have every anticipation of being there, as you know, several times before the end of the year. I will let you know whenever my plans become more definite.

Thanks also for sending me the copy of the article from *La Mond* concerning the meeting we held in Mt. Kisco. I was somewhat surprised by the article because we had agreed before leaving Mr. Kisco that all of our discussions would be held completely confidential and so I have refused to talk to any reporters here in the U.S. about the meeting, other than to say that it occurred. It was a very useful session giving all of us a chance to get to know one another much better and I think will prove to be a useful forum in the future.

We are again considering the question of the Human Frontier funding, and I much appreciated Gilbert Laustriat's thoughtful input to that discussion.

With warmest best wishes to both you and Laure,

Sincerely yours,



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

Professor Andre Gallmann
Centre de Recherches Nucleaires
B.P. 20 67037
Strasbourg Cedex
France

"CORRESPONDENCE TRACKING"

TYPE: INFORMATION

DOCUMENT NUMBER: 9120777

FROM: DRAKE, Charles L.: DARTMOUTH COLLEGE

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE: 03/13/91

SUBJECT: AN ARTICLE IN THE DARTMOUTH ALUMNI MAGAZINE

ASSIGNED TO:

ACTION REQUIRED:

SENDER'S DUE DATE:

OSTP DUE DATE:

DATE COMPLETED:

COPIES TO: D. Allan Bromley

WHITE HOUSE TRACKING #:

CONTACT PERSON:

REMARKS:

DATE RECEIVED: 03/18/91

FILE: MISCELLANEOUS

P-T Bromley Correspondence
Personal



9/20777

Dartmouth College

Department of Earth Sciences

HANOVER • N. H. 03755-1896

• TELEPHONE: (603) 646-3338
FAX: (603) 646-3922

91 MAR 18 AM 11:41

CHARLES L. DRAKE
Chairman

OFFICE OF THE
DIRECTOR

March 13, 1991

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

Dear Allan:

I came across this article in the Dartmouth Alumni Magazine. Maybe you could check it out with the Boss. I am sure that he has a reasonable counter to the scurrilous remarks of Alan Parsons, Dartmouth '50.

Regards,

Charles L. Drake

The Day George Bush Missed the Ball

T

HREE INNINGS LATER, in the eighth, the Green notched its only other marker when...Capt. Poppy Bush discovered that Desmond's line

drive was too hot to handle and started running away from it after the ball had dropped to the ground."

So reported Alan Parsons '50 in *The Dartmouth* on May 17, 1948.

But former Dartmouth third baseman Richard Desmond '49 remembers it differently. It was the bottom of the eighth, with Yale leading six to one and Dartmouth runners on second and third. Desmond hit a sharp line drive which was curving toward the right-field line. As he recalls it, the future leader of the free world dived for the ball, "but it hit the top of his glove and shot off the glove into right field." One player came home, but Dartmouth could not sustain its rally, and the final score remained 6-2.

George Bush was spared the ignominy of adding a fielding error to his 0 for 4 batting performance when Desmond was credited with a base hit on the play. "President Bush was an outstanding baseball player in his time," he remembers. "He wasn't a great hitter, but he was known as an outstanding first baseman."

As for the President's version of the play, we've contacted the White House and will tell you as soon as we get an answer.

—Jonathan Douglas '92



Was the ball really too hot for Poppy to handle?

"CORRESPONDENCE TRACKING"

TYPE: INFORMATION

DOCUMENT NUMBER: 9120800

FROM: THORNBURGH, Dick: ATTORNEY GENERAL

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE: 03/12/91

SUBJECT: A COPY OF THE PUBLICATION, "200th ANNIVERSARY OF THE
OFFICE OF THE ATTORNEY GENERAL 1789-1989"

ASSIGNED TO:

ACTION REQUIRED:

SENDER'S DUE DATE:

OSTP DUE DATE:

DATE COMPLETED:

COPIES TO: D. Allan Bromley

WHITE HOUSE TRACKING #:

CONTACT PERSON:

REMARKS:

DATE RECEIVED: 03/19/91

FILE: MISCELLANEOUS

P. Bromley
~~*Correspondence*~~
personal

9120800



Office of the Attorney General

Washington, D.C. 20530

RECEIVED

91 MAR 19 P 2:31

March 12, 1991

OFFICE OF THE
DIRECTOR

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

Dear Allan:

In September of 1989, the Department of Justice celebrated the 200th anniversary of the Office of the Attorney General, created by the Judiciary Act of 1789.

The enclosed publication sets forth the history of this office and recounts the event which was attended by President Bush and several distinguished former Attorneys General.

I hope you will find this book as handsome and informative as I have, and through the book will share in our celebration.

Sincerely,

A large, stylized handwritten signature of Dick Thornburgh is written over the word "Sincerely," and extends below the printed name.

Dick Thornburgh
Attorney General

Enclosure

THE WHITE HOUSE

WASHINGTON

March 26, 1991

Dear Dick:

Thank you for your recent letter and for the copy of the publication on the history of the Office of the Attorney General.

It is an impressive work, handsomely produced, and I am pleased to have it as part of my personal library. I appreciate your thinking of me.

My best wishes,

Sincerely,



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

The Honorable Dick Thornburgh
Attorney General of the United States
Washington, D.C. 20530

"CORRESPONDENCE TRACKING"

TYPE: INFORMATION

DOCUMENT NUMBER: 9120826

FROM: STEWART, William D.P.: CHIEF SCIENCE ADVISOR, BRITIAN

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE: 03/11/91

SUBJECT: A LETTER IN RESPONSE TO MEETING DR. BROMLEY AT MOUNT
KRISCO.

ASSIGNED TO:

ACTION REQUIRED:

SENDER'S DUE DATE:

OSTP DUE DATE:

DATE COMPLETED:

COPIES TO: D. Allan Bromley
Thomas Ratchford

WHITE HOUSE TRACKING #:

CONTACT PERSON:

REMARKS:

DATE RECEIVED: 03/21/91

FILE: *p- pursuit* DAB ~~CORRESPONDENCE~~*INTERNTL



CABINET OFFICE

70 Whitehall London SW1A 2AS Telephone 071-270 0259 31 MAR 21 A10:19

From the Chief Scientific Adviser
Professor William D. P. Stewart, FRS., FRSE.

OFFICE OF THE
DIRECTOR

W0764

Dr Allan Bromley
Assistant to the President for
Science and Technology and Director
of the Office for Science and Technology Policy
Old Executive Office Building
Washington DC 20506
USA

11 March 1991

Dear Allan,

I was delighted to have had such an agreeable opportunity to get to know you at Mount Kisco. In my view, the Carnegie meeting fully met its objectives and I am glad that we agreed it should have a continuing role.

I had a most interesting series of calls on the agencies involved in science and technology in Washington and came away with a number of stimulating ideas for our work here. As I told you, the problems we each face are remarkably similar.

Understandably you were preoccupied by the last act of the Gulf War when I saw you briefly in Washington. But I very much hope that we can get together again soon, whether during one of your stops in London or when I next visit the US.

I very much enjoyed our meeting and
look forward to our continued close
collaboration

All the best
Yours sincerely
W.D.P.

PROFESSOR WILLIAM D P STEWART
Chief Scientific Adviser

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Letter	To: William Stewart From: Allan Bromley Re: response to 3/11/91 letter [personal information redacted] (2 pp.)	3/26/91	(b)(6)	

Collection:

Record Group: Bush Presidential Records
Office: Science and Technology Policy, Office of (OSTP)
Series: Bromley, D. Allan, Files
Subseries: Personal Files
WHORM Cat.:
File Location: D. Allan Bromley - Personal [7 of 8] [1991]

Date Closed:	3/8/2010	OA/ID Number:	62029-002
FOIA/SYS Case #:	2005-0336-F	Appeal Case #:	
Re-review Case #:		Appeal Disposition:	
P-2/P-5 Review Case #:		Disposition Date:	
AR Case #:		MR Case #:	
AR Disposition:		MR Disposition:	
AR Disposition Date:		MR Disposition Date:	

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P-1 National Security Classified Information [(a)(1) of the PRA]
P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-3 Release would violate a Federal statute [(a)(3) of the PRA]
P-4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P-6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Removed as a personal record misfile.

Freedom of Information Act - [5 U.S.C. 552(b)]

(b)(1) National security classified information [(b)(1) of the FOIA]
(b)(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
(b)(3) Release would violate a Federal statute [(b)(3) of the FOIA]
(b)(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
(b)(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
(b)(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
(b)(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
(b)(9) Release would disclose geological or geophysical information

"CORRESPONDENCE TRACKING"

TYPE: INFORMATION

DOCUMENT NUMBER: 9120756

FROM: PISANO, Daniel J.: MACBETH

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE: 03/11/91

SUBJECT: NOTIFICATION THAT DANIEL PISANO HAS LEFT
PERKIN-ELMER TO JOIN KOLLMORGEN CORPORATION AS
PRESIDENT OF THEIR MACBETH DIVISION.

ASSIGNED TO:

ACTION REQUIRED:

SENDER'S DUE DATE:

OSTP DUE DATE:

DATE COMPLETED:

COPIES TO: D. Allan Bromley

WHITE HOUSE TRACKING #:

CONTACT PERSON:

REMARKS:

DATE RECEIVED: 03/15/91

FILE: MISCELLANEOUS

P. Bromley personal
Correspondence

9126752
MACBETH

Division of
Kollmorgen Instruments Corporation
Newburgh, New York 12551-0230

RECEIVED

Daniel J. Pisano, Jr., Ph.D.
President

91 MAR 15 A 9:06

March 11, 1991

OFFICE OF THE
DIRECTOR

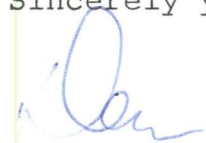
The Honorable D. Allan Bromley
Assistant to the President
The White House
17th Street and PA Avenue, NW
Room 358
Washington, DC 20506

Dear Allan,

I thought I would drop you a note to let you know I have left Perkin-Elmer to join Kollmorgen Corporation as president of their Macbeth Division. Macbeth is a leader in the field of international instrumentation to measure color and its products are sold to a wide range of industries. This position will give me an opportunity of transforming "an average American company" into a world-class company. I am excited about the challenge.

I hope things are going well with you and your family. With best wishes

Sincerely yours,



Daniel J. Pisano, Ph.D.
President

DJP/bd

THE WHITE HOUSE
WASHINGTON

March 26, 1991

Dear Dan:

Congratulations on your new position! It sounds very exciting and I am sure that you will be extremely successful with the new responsibilities. Please do keep in touch.

With warmest best wishes,

Sincerely yours,



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

Dr. Dahiel J. Pisano
President
Macbeth
Division of
Kollmorgan Instruments Corporation
Newburgh, New York 12551-0230

"CORRESPONDENCE TRACKING"

TYPE: INFORMATION

DOCUMENT NUMBER: 9120613

FROM: WALDEN, Gregory S.: ASSOCIATE COUNSEL TO THE PRESIDENT

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE: 03/04/91

SUBJECT: STATE TAXATION OF INCOME

ASSIGNED TO:

ACTION REQUIRED:

SENDER'S DUE DATE:

OSTP DUE DATE:

DATE COMPLETED:

COPIES TO: D. Allan Bromley

WHITE HOUSE TRACKING #:

CONTACT PERSON:

REMARKS:

DATE RECEIVED: 03/04/91

FILE: MISCELLANEOUS

P-Bromley ~~Correspondence~~
personal

THE WHITE HOUSE

WASHINGTON

March 4, 1991

MEMORANDUM FOR D. ALLAN BROMLEY
ASSISTANT TO THE PRESIDENT
FOR SCIENCE AND TECHNOLOGY

FROM:  GREGORY S. WALDEN
ASSOCIATE COUNSEL TO THE PRESIDENT

SUBJECT: State taxation of income

My research of the United States Code and informal discussions with the Chief Counsel's office of the IRS reveal no Federal or State of Maryland provision regarding the state taxation of Executive Branch officials, or even Presidential appointees. Members of Congress, however, are not subject to state taxation by a state in which they are resident for the purpose of their legislative responsibilities, 4 U.S.C. 113. There is no similar provision for Executive or Judicial officials.

By another statute, 4 U.S.C. 111, Congress has consented to state taxation of the compensation of Federal employees, so long as it does not discriminate against the employee because of the source of pay or compensation. Taxation by states depends on individual state laws, but is generally based on concepts of domicile or residence. It appears that Maryland subjects to income tax all "residents," who are defined to include persons who maintain within the state a place of abode for 6 months or more.

You may wish to confirm my understanding of Maryland law by seeking the views directly from Maryland tax authorities.

OFFICE OF THE
DIRECTOR

51 MAR 6 9 15

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"CORRESPONDENCE TRACKING"

TYPE: INFORMATION

DOCUMENT NUMBER: 9120609

FROM: GILLELAND, John R.: BECHTEL

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE:

SUBJECT: JOHN GILLELAND LEAVING ITER TO ASSUME A VICE
PRESIDENCY AT BECHTEL CORPORATION.

ASSIGNED TO:

ACTION REQUIRED:

SENDER'S DUE DATE:

OSTP DUE DATE:

DATE COMPLETED:

COPIES TO: D. Allan Bromley

WHITE HOUSE TRACKING #:

CONTACT PERSON:

REMARKS:

DATE RECEIVED: 03/04/91

FILE: BROMLEY CORRESPONDENCE

9/20/05

Bechtel

50 Beale Street
San Francisco, CA 94105-1895

Mailing address: P.O. Box 193965
San Francisco, CA 94119-3965

RECEIVED

51 MAR 4 P 3: 01

OFFICE OF THE
DIRECTOR

February 27, 1991

Hon. D. Allan Bromley
Assistant to the President for
Science & Technology
Old Executive Office Building
17th Street & Pennsylvania Avenue, NW
Washington, DC 20506

Dear Allan,

This is my final "official" progress note to you on ITER. I am leaving my post as Managing Director of ITER to assume a Vice Presidency at Bechtel Corporation. I want to assure you that my departure is in no way a negative comment on the program. The primary consideration had to do with family matter; the opportunity to work with Harold Forsen is, of course, also attractive.

I remain a staunch supporter of international scientific collaborations such as ITER. The spreading of costs so that scientific mega-projects become fiscally achievable is only one of the benefits. In some ways, *mult-cultural* projects work better than single nation efforts. A participant finds his own opinions and methods under continuous constructive attack by colleagues with a very different way of perceiving the world. As a director, I was at first somewhat bewildered by the number of conflicts within the team. As time passed, however, I found that basic cultural differences in the art of thinking and problem solving greatly enhanced the project's ability to attack the toughest problems. My recent direct experience also convinces me that the social and political benefits, though harder to quantify, are the greatest of all.



Bechtel Group, Inc.

Hon. D. Allen Bromley
February 27, 1991
Page 2

Alex Glass of Lawrence Livermore Laboratory has just become the new leader of ITER in the United States. Alex is well suited to the job and has my full support. We are working together to insure a smooth transition (It helps that we are close neighbors in Berkeley).

I believe the prospects for ITER are bright. As I assume you know, all four parties have agreed to negotiate the next phase of Engineering Design Activities (EDA). Their desire to move forward with ITER is the result of an assessment of the technical and political benefits of the program, as exemplified during the first phase of Conceptual Design Activities (CDA) and as projected into the future.

I was privileged to be the principal author and editor of the CDA final report and will forward a copy to you under separate cover. If there is any way I can be of further assistance in the future, please let me know. Perhaps my "lessons learned" (some the hard way) might be useful to someone planning other new collaborations.

Truly yours,

A handwritten signature in blue ink, appearing to read "John R. Gilleland", with a stylized, flowing script.

John R. Gilleland

JRG:za

"CORRESPONDENCE TRACKING"

TYPE: ACTION

DOCUMENT NUMBER: 9120555

FROM: TEICH, Albert H.: AAAS

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE: 02/26/91

SUBJECT: REQUEST TO RECEIVE A TRANSCRIPT OF THE TALK ON
"SCIENCE ADVICE TO NATIONAL LEADERS" AT THE AAAS
MEETING, IF POSSIBLE.

ASSIGNED TO: Steve Olson

ACTION REQUIRED: AS NECESSARY

SENDER'S DUE DATE: OSTP DUE DATE: 03/19/91

DATE COMPLETED: -----

COPIES TO: D. Allan Bromley

WHITE HOUSE TRACKING #:

CONTACT PERSON:

REMARKS:

I talked to Teich & told him that no
transcript is available.

— Steve Olson

DATE RECEIVED: 02/27/91

FILE: MISCELLANEOUS

*P-Bromley Correspondence
personal*

9120555

American
Association
for the Advancement of
Science

Directorate for Science and Policy Programs
1333 H Street, NW, Washington, DC 20005
(202) 326-6600 FAX (202) 371-9526

RECEIVED

91 FEB 27 P 4: 01

OFFICE OF THE
DIRECTOR
February 26, 1991

Dr. D. Allan Bromley
Assistant to the President for Science and Technology
Office of Science and Technology Policy
Executive Office of the President
Washington, D.C. 20506

Dear Allan:

Bill Golden and I are deeply grateful to you for taking the time to talk to our symposium on "Science Advice to National Leaders" at the AAAS meeting in Washington a little over a week ago.

As I am sure you could tell, our audience was extremely interested in your remarks. They greatly appreciated your careful description of the U.S. science advisory system and your candor in explaining its operations.

All in all, I believe our symposium was a great success. I have received many positive comments on it from those who attended. I am only sorry that the firm which tape records selected symposia at our meetings chose not to tape this one. Many people are disappointed that we are unable to provide such a tape.

I have had many requests for copies of your talk. I understand you spoke from notes, but if you have a similar talk or paper that we might send out, I would be grateful for it.

Again, thank you for participating in this symposium. I hope you found it interesting and a productive use of your time.

With best wishes,

Sincerely,


Albert H. Teich
Director
Directorate for Science
and Policy Programs

AHT/hs

cc: William T. Golden

"CORRESPONDENCE TRACKING"

TYPE: ACTION

DOCUMENT NUMBER: 9120523

FROM: FESHBACH, Herman

TO: DR. BROMLEY

DATE OF
CORRESPONDENCE:

SUBJECT: ADDITIONAL PERMISSION FORMS

ASSIGNED TO: D. Allan Bromley

ACTION REQUIRED: SIGNATURE

SENDER'S DUE DATE:

OSTP DUE DATE:

03/01/91

DATE COMPLETED:

COPIES TO: Michelle Van Cleave

WHITE HOUSE TRACKING #:

CONTACT PERSON:

REMARKS:

DATE RECEIVED: 02/26/91

FILE: MISCELLANEOUS

p Bromley Correspondence
personal

Date December 1990

To: Plenum

Bromley
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91 FEB 26 AIO: 14

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Wiley manuscript page or figure # Ch. 17 Fig. 5.1

5.10
5.4
5.6

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Author/tentative title Herman Feshbach THEORETICAL NUCLEAR PHYSICS, NUCLEAR REACTIONS

Estimated publication date June 1991 Approximate number of pages 700

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From page _____, line _____, beginning with the words _____

To page _____, line _____, ending with the words _____

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(If necessary, attach continuation sheets)

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CAMBRIDGE, MASSACHUSETTS 02139

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Estimated publication date June 1991 Approximate number of pages 700

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Estimated publication date June 1991 Approximate number of pages 700

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To page _____, line _____, ending with the words _____

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CAMBRIDGE, MASSACHUSETTS 02139

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by  Asst to Prof 9/27/91
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