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OA/ID Number: 13661
Folder ID Number: 13661-008

Folder Title:
Junior Achievement National Business Leadership Conference 3/16/89 [OA 6347] [1]

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G	26	18	7	2

THE WHITE HOUSE
WASHINGTON

Christmas -
For FIG?

DM

MEMORANDUM

TO: Steve Studdert

FROM: JOSEPH W. HAGIN

SUBJECT: APPROVED PRESIDENTIAL ACTIVITY

EVENT: Address the National Business Leadership Conference

DATE: March 16, 1989

TIME: TBD

DURATION: TBD

LOCATION: Broadmore Hotel, Colorado Springs, Colorado

ATTIRE: Business Suit

REMARKS REQUIRED: Yes

MEDIA COVERAGE: Open

FIRST LADY PARTICIPATION: Yes

ADDITIONAL INFORMATION: RON Colorado Springs, Colorado

CONTACT: _____

TELEPHONE: OFFICE _____ HOME _____

NOTE: PROJECT OFFICER, SEE ATTACHED CHECKLIST

Ed Rogers	Marlin Fitzwater	David Bates
James Cicconi	David Demarest	David Valdez
Fred McClure	Jean Lamb	USSS - PPD
Susan Porter Rose	Steve Studdert	Operations - Executive Residence
Patty Presock	John Keller	WHCA Audio/Visual
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Robert Guttman	Tony Lopez	



515 South Flower Street
Los Angeles, California 90071
Telephone 213 486 2533

13 FEB 1989

L. M. Cook
Chairman and
Chief Executive Officer

Pres. IA. Inc
CARL
Flemke
(714) 540-8000



February 9, 1989

LUNCH
Dinner

The Honorable Stephen M. Studdert
Assistant to the President for
Special Activities and Initiatives
The White House
Washington, D. C., 20500

Dear Mr. *Steve* Studdert:



I'm writing as Chairman of the National Business Leadership Conference, which will be held March 16, 1989 at the Broadmoor Hotel in Colorado Springs. It will be attended by more than one thousand of our nation's business executives and is co-sponsored by Junior Achievement and Fortune magazine.

f: JIM
ayes letter

This conference is one of the most prestigious business functions held each year. It culminates with the induction of six laureates into the National Business Hall of Fame that evening.

As you know, Junior Achievement is the oldest and largest economic education organization in the United States, with a current enrollment in excess of 1,100,000 students. It is interesting to note that more than 30,000 business volunteers help teach these young people, making Junior Achievement the largest facilitator of private sector initiatives with education.

We would be honored if President Bush would give the Conference's keynote address at lunch on March 16. We feel this occasion would represent an ideal forum for the President to discuss his views on education and/or volunteerism.

Enclosed is a brochure which gives more detail on the event. If you need additional information, please give me a call.

Sincerely,

L. M. Cook

P.S. Obviously, we would be honored to have President Bush stay for the Hall of Fame induction ceremony on the evening of March 16, if his schedule permits.

THE 1989 NATIONAL BUSINESS LEADERSHIP CONFERENCE AND NATIONAL BUSINESS HALL OF FAME

Established in 1975, the National Business Leadership Conference is a forum for the exchange of ideas among business leaders.

Each year, hundreds of top business executives gather to take part in this exceptional event. The conference culminates in the National Business Hall of Fame Induction Ceremony.

The National Business Hall of Fame recognizes outstanding business leaders who have made significant contributions to the growth of private enterprise in the United States. The inductees are selected each year by the Board of Editors of FORTUNE, at Junior Achievement's request.

A Hall of Fame exhibit at Chicago's Museum of Science and Industry honors those inducted into the Hall. The 6,000-square-foot, computer-run exhibit contains 16 separate points of interest. With video presentations and interactive displays that encourage participation, the Hall has something for everyone.

THE DAY'S EVENTS



Lodwick M. Cook, Conference Chairman



Dinah Shore, Guest Presenter

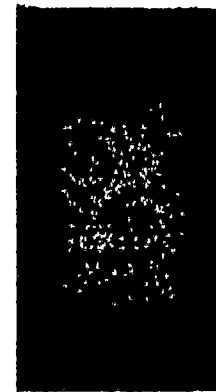
Following registration and a brief look at Junior Achievement's economic education programs, the conference will begin with the Chairman's Luncheon hosted by Lodwick M. Cook.

After lunch, the Conference General Session promises a stimulating discussion on vital economic issues. A panel of FORTUNE's Board of Editors will lead the session.

Topping off the day's activities will be a festive black-tie dinner and the induction of the new laureates into the National Business Hall of Fame.

Dinah Shore and Lod Cook will present the laureate honors. A familiar figure in the entertainment world and a member of the Junior Achievement National Board of Directors, Dinah has co-hosted the induction ceremony for a number of years.

Lod Cook also serves as the conference chairman and as Junior Achievement's National Chairman. He is the Chairman and Chief Executive Officer of ARCO.



NATIONAL BUSINESS LEADERSHIP CONFERENCE CHAIRMEN AND LOCATIONS

1989 — Colorado Springs, Colorado

Lodwick M. Cook

Chairman & Chief Executive Officer - ARCO

1988 — Atlanta, Georgia

John L. Clendenin

Chairman & Chief Executive Officer - BellSouth Corp.

1987 — Indianapolis, Indiana

Richard D. Wood

Chairman, President, Chief Executive Officer - Eli Lilly and Co.

1986 — Detroit, Michigan

Donald E. Petersen

Chairman & Chief Executive Officer - Ford Motor Co.

1985 — Cleveland, Ohio

Alton W. Whitehouse, Jr.

Chairman & Chief Executive Officer - Standard Oil (Ohio)

1984 — Chicago, Illinois

Donald P. Kelly

Chairman & Chief Executive Officer - Esmark, Inc.

1983 — Dallas, Texas

Raymond A. Hay

Chairman & Chief Executive Officer - The LTV Corp.

1982 — Pittsburgh, Pennsylvania

David M. Roderick

Chairman & Chief Executive Officer - U.S. Steel Corp.

1981 — Washington D.C.

C. Peter McColough

Chairman & Chief Executive Officer - Xerox Corp.

1980 — Los Angeles, California

Robert O. Anderson

Chairman & Chief Executive Officer - ARCO

1979 — New Orleans, Louisiana

Clifton C. Garvin, Jr.

Chairman & Chief Executive Officer - Exxon Corp.

1978 — Detroit, Michigan

Henry Ford, II

Chairman & Chief Executive Officer - Ford Motor Co.

1977 — Washington D.C.

W.F. Rockwell, Jr.

Chairman & Chief Executive Officer - Rockwell International Corp.

1976 — Dallas, Texas

Thomas A. Murphy

Chairman & Chief Executive Officer - General Motors Corp.

1975 — Chicago, Illinois

John E. Swearingen

Chairman & Chief Executive Officer - Standard Oil Co. (Indiana)



**REMARKS: JUNIOR ACHIEVEMENT NATIONAL BUSINESS
LEADERSHIP CONFERENCE
COLORADO SPRINGS, COLORADO
MARCH 16, 1989**

**THANK YOU, LOD, FOR YOUR KIND WORDS. AS YOU KNOW,
I'VE BEEN AN ADMIRER OF JUNIOR ACHIEVEMENT AND ALL IT'S
DONE TO ADVANCE ECONOMICS EDUCATION FOR MANY YEARS. AND
FROM WHAT I SEE, LOD COOK HAS TAKEN WHAT WAS ALREADY A
STRONG PROGRAM AND MADE IT THAT MUCH BETTER.**

**GOING INTO THAT CLASSROOM TO MAKE THE MEANING OF
ECONOMICS A LITTLE CLEARER IS A TOUGH ASSIGNMENT.**

2

**I'VE HEARD ABOUT THE VOLUNTEER WHO ASKED HIS CLASS WHAT
THE GROSS NATIONAL PRODUCT WAS -- AND THE BOY WHO SAID IT
WAS "THE MOST DISGUSTING THING MADE IN AMERICA."**

**IT'S ANSWERS LIKE THAT THAT MAKE TEACHING A REWARDING
EXPERIENCE.**

**BUT THERE'S NO DOUBT THAT JUNIOR ACHIEVEMENT HAS A
POSITIVE IMPACT -- IN FACT, BASED ON WHAT LOD'S TOLD ME
ABOUT THE PROGRAM, I'M GOING TO HAVE TO ADD A POINT OR TWO
TO OUR GNP ESTIMATES AS SOON AS I GET BACK TO WASHINGTON.**

WHILE ALL OF YOU HERE TONIGHT SHARE IN THIS SUCCESS STORY, I WANT ESPECIALLY TO COMMEND JIM HAYES OF FORTUNE MAGAZINE. JIM, I KNOW YOU AND A NUMBER OF YOUR STAFF HAVE BEEN ACTIVELY INVOLVED IN JUNIOR ACHIEVEMENT'S "PROJECT BUSINESS," TAKING YOUR SKILLS AND TALENTS INTO CLASSROOMS THROUGHOUT NEW YORK CITY. THE WORK YOU'RE DOING WITH THOSE JUNIOR HIGH STUDENTS IS OPENING THEIR EYES TO A WHOLE NEW WORLD.

JUNIOR ACHIEVEMENT IS A PHENOMENALLY SUCCESSFUL ENTERPRISE BY ANY MEASURE.

THE NUMBERS ALONE TELL THE STORY: YOU REACH OVER A MILLION CHILDREN EACH YEAR, FROM FOURTH THROUGH TWELFTH GRADES, IN MORE THAN A THOUSAND COMMUNITIES ACROSS THE NATION.

I'VE SPOKEN MANY TIMES ABOUT THE THOUSAND POINTS OF LIGHT, THE DEDICATED AND DIVERSE VOLUNTEER ORGANIZATIONS THAT CONTRIBUTE SO MUCH TO AMERICAN LIFE. I'VE TAKEN SOME RIBBING ABOUT JUST WHAT THAT MEANS -- BUT THOSE OF YOU INVOLVED IN JUNIOR ACHIEVEMENT KNOW EXACTLY WHAT I'M TALKING ABOUT.

IN FACT, LOD TELLS ME THAT A THOUSAND POINTS OF LIGHT DOESN'T BEGIN TO DESCRIBE YOUR EFFORTS -- AND THAT THE 100,000 MEN AND WOMEN INVOLVED IN JUNIOR ACHIEVEMENT IS A SUPER-NOVA OF VOLUNTEERS.

LOD, MAYBE I CAN CLEAR UP THE CONFUSION. LET'S AGREE THAT THE VOLUNTEER ETHIC IS THE NORTH STAR. AS LONG AS THAT SENSE OF SERVICE GUIDES US, WE'LL BE A STRONG, SELF-RELIANT PEOPLE, AS READY TO HELP EACH OTHER AS WE ARE TO HELP OURSELVES.

OUR YOUNG PEOPLE ESPECIALLY CAN BRING ENERGY AND ENTHUSIAM TO THE VOLUNTEER EFFORT. THAT'S THE IDEA BEHIND THE INITIATIVE I CALL YES -- YOUTH ENTERING SERVICE.

TONIGHT, I WANT TO TALK ABOUT EDUCATION, THE ISSUE AT THE HEART OF JUNIOR ACHIEVEMENT'S MISSION.

FIRST, A WORD ABOUT THE LESSONS IN "APPLIED ECONOMICS" THAT ARE THE HALLMARK OF JUNIOR ACHIEVEMENT. IN YOUR CREATIVE HANDS, ECONOMICS IS ANYTHING BUT "THE DISMAL SCIENCE" AS SOME HAVE CALLED IT.

YOU GIVE ECONOMICS LIFE -- AND YOU GIVE OUR YOUNG PEOPLE A REAL UNDERSTANDING OF THE STAKE WE ALL HAVE IN ECONOMIC ENTERPRISE.

I KNOW WHAT IT MEANS TO BUILD A BUSINESS. I KNOW THE RISK... THE WORRIES LATE AT NIGHT... THE RESPONSIBILITIES YOU FEEL FOR THE EMPLOYEES THAT ARE IN IT WITH YOU. I DON'T NEED TO TELL ALL OF YOU IT'S SOMETHING YOU NEVER FORGET.

I ALSO KNOW THE FEELING THAT COMES WITH SUCCESS -- THE PRIDE, THE EXHILARATION YOU FEEL WHEN YOUR BUSINESS IS UP ON ITS FEET, AND RUNNING. THE FEELING YOU GET WHEN YOU TAKE AN IDEA -- SOMETHING THAT EXISTS ONLY IN YOUR MIND -- AND TURN IT INTO SOMETHING REAL, A COMMON ENTERPRISE THAT MEETS THE TEST OF THE MARKETPLACE, THAT CARVES OUT A PLACE IN THE LARGER ECONOMY.

ALL OF YOU HERE TODAY ARE HELPING YOUNG PEOPLE EXPERIENCE THAT SAME SENSE OF ACCOMPLISHMENT THROUGH THEIR INVOLVEMENT WITH JUNIOR ACHIEVEMENT.

YOU ARE AWAKENING THE ENTREPRENEURIAL SPIRIT OF A NEW GENERATION.

ALL OF YOU HAVE HEARD ME SAY I INTEND TO BE THE "EDUCATION PRESIDENT." NOW, I'VE HEARD SOME PEOPLE SAY IN RESPONSE: "THAT'S NOT ENOUGH." THEY SEEM TO BE SAYING THAT THE PRESIDENT NEEDS TO CONCERN HIMSELF WITH THE LARGER ISSUES -- AND THAT EDUCATION DOESN'T QUALIFY.

LET ME SAY NOW: I CAN'T THINK OF ANY ISSUE THAT IS LARGER -- OR MORE FAR-RANGING IN ITS IMPACT THAN THE EDUCATION OF OUR YOUTH.

THINK ABOUT THE GREAT ISSUES OF THE DAY. DO WE WANT TO TALK ABOUT AMERICA'S PLACE IN THE WORLD? THEN WE'D BETTER THINK ABOUT EDUCATION. DO WE WANT TO TALK ABOUT COMPETITIVENESS, AND HOW WE CAN IMPROVE IT? AGAIN, WE'D BETTER THINK ABOUT EDUCATION. ABOUT PRODUCTIVITY, AND HOW TO KEEP IT ON THE INCREASE? AGAIN, EDUCATION.

IT'S A MATTER OF OUR HORIZONS -- OUR ABILITY TO SEE HOW WE CAN MEET AND MASTER THE CHALLENGES WE FACE, NOW AND IN THE FUTURE. PLANNING FOR TODAY -- SIMPLY TO GET TO TOMORROW -- IS A GUARANTEE FOR STOP-GAP SOLUTIONS.

EDUCATION IS LONG-RANGE PLANNING AT ITS BEST. IT'S A SOLUTION FOR THE NEXT CENTURY -- FOR PROBLEMS WE HAVEN'T EVEN BEGUN TO RECOGNIZE.

IN ELEVEN SHORT YEARS, WE'LL STAND ON THE THRESHOLD OF A NEW CENTURY. WE KNOW NOW THAT THE WORLD IS IN THE MIDST OF A TECHNOLOGICAL REVOLUTION. WE CAN SEE THE PACE OF CHANGE -- ALWAYS ACCELERATING.

**WHAT WILL OUR WORLD LOOK LIKE IN THE CENTURY AHEAD?
WHO WILL LEAD AMERICA A GENERATION FROM NOW?**

WHO WILL HOLD THE TOP POSITIONS IN GOVERNMENT AND IN THE PRIVATE SECTOR? WHO WILL BE THE NEW PIONEERS IN THE FIELDS OF MEDICINE, SCIENCE, AND ENGINEERING? WHO WILL DISPLAY THE CREATIVE GENIUS THAT WILL CHALLENGE, EXCITE AND INSPIRE US?

WE DON'T KNOW THEIR NAMES. BUT I CAN TELL YOU WHERE TO FIND THEM:

FROM 8 A.M. TO 3 P.M. EVERY DAY IN OUR SCHOOLS.

LOOK FOR THE FIFTH GRADER, WHO FORTY YEARS FROM NOW WILL FIND HIM OR HERSELF IN THE POSITION YOU ARE IN TODAY. LOOK FOR THE FIVE-YEAR-OLD, WHOSE CURIOSITY ABOUT EVERYTHING IS THE FIRST SIGN OF A BUDDING SCIENTIFIC MIND. LOOK INTO CLASSROOMS ACROSS THIS COUNTRY TODAY, WHERE THE SPARK OF INTEREST KINDLES A LIFE-LONG INVOLVEMENT IN EXPLORING, IN EXPANDING, AND ADVANCING OUR KNOWLEDGE.

SO LET'S NOT MAKE THE MISTAKE OF SAYING EDUCATION IS A MINOR MATTER ON OUR NATIONAL AGENDA.

WHEN IT COMES TO OUR NATION'S FUTURE, EDUCATION IS THE KEY. IT'S THE BEST INVESTMENT WE CAN MAKE.

NOW, WE'VE ALL SEEN THE STUDIES THAT SHOW AMERICAN STUDENTS TRAILING THOSE OF OTHER NATIONS IN SCIENCE AND MATH SKILLS. WE'VE ALL READ THE STORIES ABOUT KIDS WHO CAN'T FIND AMERICA ON A MAP. WE ALL KNOW THE DROP-OUT RATE IS TOO HIGH, AND THE LEVEL OF LITERACY TOO LOW. WE KNOW THAT WE MUST DO MORE TO OPEN THE DOOR TO ADVANCEMENT FOR OUR DISADVANTAGED YOUTH, BY PROVIDING THEM THE EDUCATIONAL OPPORTUNITIES THEY DESERVE.

THE ANSWER ISN'T TO WRING OUR HANDS. WE NEED TO ROLL UP OUR SLEEVES, AND TAKE AN ACTIVE PART IN MAKING OUR SCHOOLS BETTER.

AND THAT REQUIRES A TRULY COOPERATIVE EFFORT -- INVOLVING ALL LEVELS OF GOVERNMENT, THE PUBLIC AND THE PRIVATE SECTOR. IN OUR FEDERAL SYSTEM, EDUCATION IS A SHARED RESPONSIBILITY.

WHILE THE PRIMARY RESPONSIBILITY RESTS WITH THE STATES AND LOCAL SCHOOL SYSTEMS, THE FEDERAL GOVERNMENT CAN STILL SERVE AS A CATALYST FOR CHANGE -- FOR FRESH THINKING ABOUT HOW TO BUILD THE BEST POSSIBLE EDUCATION SYSTEM.

I'VE BUILT INTO MY BUDGET A NUMBER OF EDUCATION INITIATIVES I BELIEVE CAN ENHANCE THE QUALITY OF OUR SCHOOLS. I'LL MENTION FOUR HERE TODAY.

FIRST, WE MUST RECOGNIZE EXCELLENCE, AND WE MUST REWARD IT -- WHEREVER IT IS FOUND.

THAT'S WHY I'VE PROPOSED A \$500 MILLION DOLLAR "MERIT SCHOOL" PROGRAM, AND A PRESIDENTIAL AWARD FOR EXCELLENCE IN EDUCATION FOR OUR BEST TEACHERS.

SECOND, WE MUST STRENGTHEN SCIENTIFIC EDUCATION. MY BUDGET INCLUDES AN INITIATIVE CALLED THE NATIONAL SCIENCE SCHOLARSHIP PROGRAM. EACH YEAR BEGINNING IN 1990, A TOTAL OF 570 AMERICAN HIGH SCHOOL SENIORS -- AT LEAST ONE FROM EVERY CONGRESSIONAL DISTRICT ACROSS THE COUNTRY -- WILL RECEIVE UP TO \$10,000 A YEAR IN SCHOLARSHIPS TO THE COLLEGE OF THEIR CHOICE, RENEWABLE FOR FOUR YEARS.

THIRD, WE NEED TO REMOVE THE BARRIERS THAT CAN KEEP TALENTED TEACHERS OUT OF THE CLASSROOM. THINK OF THE KNOWLEDGE ASSEMBLED IN THIS HALL HERE TODAY -- THE BUSINESS ACUMEN, THE HANDS-ON ECONOMIC EXPERIENCE YOU ALL POSSESS. JUNIOR ACHIEVEMENT MAKES IT POSSIBLE FOR YOU TO PASS THAT ON TO OUR SCHOOL CHILDREN. BUT WHAT ABOUT PEOPLE WITH SIMILAR SKILLS AND KNOWLEDGE, WHOSE ENTRY INTO TEACHING AS A PROFESSION IS BARRED BY CERTIFICATION REQUIREMENTS THEY DON'T MEET?

TEACHERS-BY-TRAINING AREN'T THE ONLY ONES WHO CAN TEACH. I URGE STATE AND LOCAL SCHOOL SYSTEMS TO TAKE A LOOK AT THEIR CERTIFICATION SYSTEMS, AND MAKE SURE WE OPEN OUR SCHOOLS TO THOSE WITH A LIFETIME OF EXPERIENCE OUTSIDE THE CLASSROOM, WHO ARE READY AND WILLING TO SHARE WHAT THEY KNOW WITH OUR YOUNG PEOPLE.

FOURTH, WE MUST USE COMPETITION TO SPUR EXCELLENCE IN EDUCATION.

I SUPPORT THE USE OF "MAGNET SCHOOLS" TO INTRODUCE AN ELEMENT OF CHOICE INTO EDUCATION -- AND I'VE REQUESTED \$100 MILLION TO HELP WITH THE START-UP COSTS OF NEW MAGNET SCHOOLS.

WE ALL KNOW THE VALUE OF COMPETITIVENESS IN THE BUSINESS WORLD. CHALLENGING SCHOOLS TO STRIVE TO MATCH THE BEST AMONG THEM CAN PUSH THEM ALL TO NEW HEIGHTS. COMPETITION MIGHT JUST PROVIDE THE QUALITY SCHOOLS WE'RE ALL LOOKING FOR.

AMERICA IS WELL POSITIONED TO REMAIN PRODUCTIVE AND COMPETITIVE IN THE WORLD MARKETPLACE. OUR STRONG SUIT IS OUR ABUNDANT SUPPLY OF THE MOST INEXHAUSTIBLE RESOURCE ON THE PLANET: HUMAN INGENUITY -- AND, OF COURSE, A SYSTEM THAT GIVES THAT INGENUITY FREE REIN.

WE HAVE THE RAW MATERIALS. WE HAVE THE OPPORTUNITY. WHAT WE NEED IS A RENEWED SENSE OF RESOLVE -- A COMMITMENT TO SHAPE OUR FUTURE BY PREPARING TODAY THE CHILDREN WHO WILL LEAD US IN THE 21ST CENTURY.

THANK YOU.

THE WHITE HOUSE
WASHINGTON

March 3, 1989
KBK

MEMORANDUM

REVISED

TO: Steve Studdert

FROM: JOSEPH W. HAGIN

SUBJECT: APPROVED PRESIDENTIAL ACTIVITY

EVENT: Address the National Business Leadership Conference

DATE: March 16, 1989, Thursday

TIME: 6:00 p.m. - 7:00 p.m. Reception
7:00 p.m. - 8:30 p.m. Dinner

DURATION: 8:30 p.m. - 9:00 p.m. Program

LOCATION: Broadmore Hotel International Center
Colorado Springs, Colorado

ATTIRE: Black Tie

REMARKS REQUIRED: Yes

MEDIA COVERAGE: Open

FIRST LADY PARTICIPATION: TBD

ADDITIONAL INFORMATION: RON Colorado Springs, Colorado

CONTACT: Carl Flemke (719) 540-8000

TELEPHONE: OFFICE _____ HOME _____

NOTE: PROJECT OFFICER, SEE ATTACHED CHECKLIST

Ed Rogers	Marlin Fitzwater	David Bates
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Fred McClure	Jean Lamb	USSS - PPD
Susan Porter Rose	Steve Studdert	Operations - Executive Residence
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Robert Guttman	Tony Lopez	

February 27, 1989

Dear Mr. Hayes:

On behalf of the President, I wish to acknowledge and thank you for your kind invitation to address the 1989 National Business Leadership Conference this March.

The President is pleased to accept. This has been entered on his schedule for March 16, and nearer the date Mr. John G. Keller, Jr., Deputy Assistant to the President and Director of Advance will contact you about the President's acceptance of your invitation.

The President's acceptance of this invitation should not be announced to anyone until official notification is given by the White House Press Office, and any public announcement of this event must be coordinated with that office.

You should be aware that certain physical facility requirements exist for any Presidential appearance. The costs associated with these requirements are generally the responsibility of the host and are summarized on the attached list.

If you wish to alter the current plans for this event in any way, such as changing any part of the format, the location, or the participants, please direct your request for the proposed change to the Office of Presidential Appointments and Scheduling.

With best wishes.

Sincerely,

JOSEPH W. HAGIN II
Deputy Assistant to the President
for Appointments and Scheduling

Mr. James B. Hayes
Publisher, Fortune
Time & Life Building
Rockefeller Center
New York, New York 10020

James B. Hayes
2/26/89

FORTUNE

James B. Hayes
Publisher

Time & Life Building
Rockefeller Center
New York, NY 10020

(212) 522-3958
Fax: (212) 522-0096

January 30, 1989

The President
The White House
Washington, DC 20500

Dear Mr. President:

The National Business Leadership Conference is a meeting assembled each year by the National Board of Junior Achievement. It's attended by as many as 1,500 business leaders from all across the country. Junior Achievement presents some of the very excellent work it's doing in America's schools to the visiting business community. Many students participate in the actual presentation of this work.

Another feature is the induction of six laureates into the National Business Hall of Fame. This is done with appropriate fanfare and recognition of the extraordinary careers that these leaders have lived.

Each year an outstanding American serves as keynote speaker. → You delivered the keynote speech in 1982 in Pittsburgh. The work and influence of Junior Achievement has expanded considerably since that time. There are now over one million Americans participating in JA courses in schools throughout this land. The goal is to have two million students participating by the year 1992.

All of America is increasingly aware of the need for improvements in our public education system. Clearly, it is already an important part of your Administration's agenda.

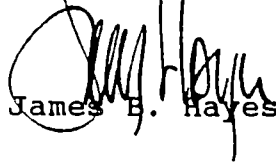
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The purpose of this letter is to formally invite you to deliver the keynote address at the 1989 National Business Leadership Conference in Colorado Springs on March 16. The address would be made at lunch that day at the Broadmore Hotel and would provide you with an excellent opportunity to address this distinguished gathering and discuss your agenda for education. I extend this invitation on behalf of the National Board of JA, on which I serve, and on behalf of the incumbent Chairman of JA, Lod Cook.

Needless to say, it would be a great honor for all those students and business leaders who are involved with JA to have you at this important meeting. I hope that your schedule permits it.

Most sincerely,



James B. Hayes

JBH:lsb



The American Bicentennial Presidential Inaugural

Stephen M. Studdert
Executive Director

December 30, 1988

MEMORANDUM TO, JOE HAGIN

FROM Stephen M. Studdert *SM*

SUBJECT Event Proposal

The attached event proposal is long after the Inaugural. It's all yours.

By thw way, Joe, I think it could be a very good event, and Jim Hayes is a super (!) guy.

THE WHITE HOUSE
WASHINGTON

March 8, 1989
KBK

MEMORANDUM

Chris
REVISED

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FROM: JOSEPH W. HAGIN

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THE WHITE HOUSE
WASHINGTON

February 27, 1989
KBK

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515 South Flower Street
Los Angeles, California 90071
Telephone 213 486 2533

L. M. Cook
Chairman and
Chief Executive Officer

13 FEB 1989

Pres. J.A. Inc
CARL
Flemke
(719) 540-8000

Lunch
Dinner

February 9, 1989

The Honorable Stephen M. Studdert
Assistant to the President for
Special Activities and Initiatives
The White House
Washington, D. C. 20500

Dear Mr. Studdert:

I'm writing as Chairman of the National Business Leadership Conference, which will be held March 16, 1989 at the Broadmoor Hotel in Colorado Springs. It will be attended by more than one thousand of our nation's business executives and is co-sponsored by Junior Achievement and Fortune magazine.

This conference is one of the most prestigious business functions held each year. It culminates with the induction of six laureates into the National Business Hall of Fame that evening.

As you know, Junior Achievement is the oldest and largest economic education organization in the United States, with a current enrollment in excess of 1,100,000 students. It is interesting to note that more than 30,000 business volunteers help teach these young people, making Junior Achievement the largest facilitator of private sector initiatives with education.

We would be honored if President Bush would give the Conference's keynote address at lunch on March 16. We feel this occasion would represent an ideal forum for the President to discuss his views on education and/or volunteerism.

Enclosed is a brochure which gives more detail on the event. If you need additional information, please give me a call.

Sincerely,

L. M. Cook

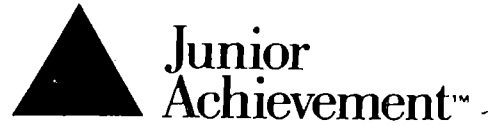
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f: JIM
eyes letter


→

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A strong supporter of the private enterprise system, Junior Achievement believes the future health of our economy rests in the hands of today's students. To that end, it provides practical economic education to young people from fourth grade through twelfth grade, and promotes invaluable partnerships among business people, educators and students. Only through such experiences may we assure the continued strength and vitality of our economy and our nation.



**National Business
Leadership Conference
and
National Business Hall of Fame
Induction Ceremony**



**Junior
Achievement™**
National Headquarters
45 Clubhouse Drive
Colorado Springs, Colorado 80906
719 540 8000

Thursday, March 16, 1989

THE 1989 NATIONAL BUSINESS LEADERSHIP CONFERENCE AND NATIONAL BUSINESS HALL OF FAME

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Each year, hundreds of top business executives gather to take part in this exceptional event. The conference culminates in the National Business Hall of Fame Induction Ceremony.

The National Business Hall of Fame recognizes outstanding business leaders who have made significant contributions to the growth of private enterprise in the United States. The inductees are selected each year by the Board of Editors of FORTUNE, at Junior Achievement's request.

A Hall of Fame exhibit at Chicago's Museum of Science and Industry honors those inducted into the Hall. The 6,000-square-foot, computer-run exhibit contains 16 separate points of interest. With video presentations and interactive displays that encourage participation, the Hall has something for everyone.

THE DAY'S EVENTS



Lodwick M. Cook, Conference Chairman



Dinah Shore, Guest Presenter

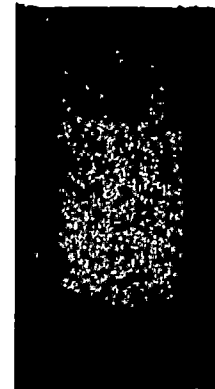
Following registration and a brief look at Junior Achievement's economic education programs, the conference will begin with the Chairman's Luncheon hosted by Lodwick M. Cook.

After lunch, the Conference General Session promises a stimulating discussion on vital economic issues. A panel of FORTUNE's Board of Editors will lead the session.

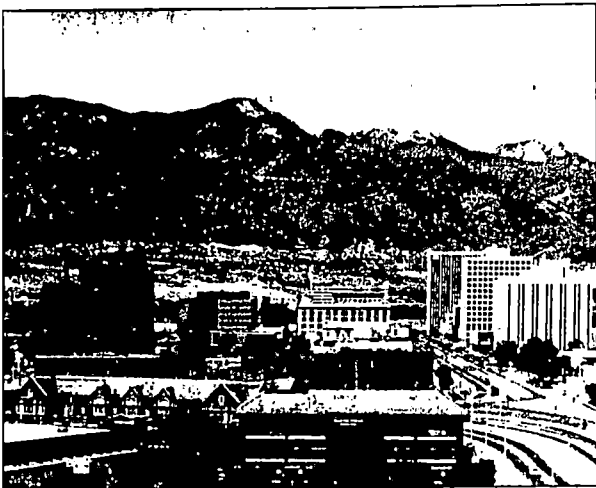
Topping off the day's activities will be a festive black-tie dinner and the induction of the new laureates into the National Business Hall of Fame.

Dinah Shore and Lod Cook will present the laureate honors. A familiar figure in the entertainment world and a member of the Junior Achievement National Board of Directors, Dinah has co-hosted the induction ceremony for a number of years.

Lod Cook also serves as the conference chairman and as Junior Achievement's National Chairman. He is the Chairman and Chief Executive Officer of ARCO.



THE CONFERENCE



Colorado Springs, Colorado, site of the 1989 National Business Leadership Conference. *Photo by Hugh Koester*

The 1989 Junior Achievement National Business Leadership Conference promises to be a full day of informational sessions and lively discussions.

Mr. Lodwick M. Cook, Chairman and Chief Executive Officer of ARCO, will head the 1989 conference in Colorado Springs, the home of Junior Achievement's National Headquarters.

Resting in the expansive shadow of Pikes Peak, Colorado Springs sits nestled among the foothills of the magnificent Rocky Mountains.

A center of high-tech development and manufacturing, the home of the United States Olympic Training Center, NORAD and the seat of many outer-space endeavors, the city is only minutes from the natural beauty of the Rockies and many world-class ski resorts.

Colorado Springs is the home of three military installations and the United States Air Force Academy. The city boasts entertainment and recreational activities to suit almost any taste in a resort setting.

The Broadmoor, a world-renowned resort, has earned Mobil's coveted "5-Star" rating for the past twenty-five years. Its impressive pink stucco facade, convention and dining facilities and three world-class golf courses attract the wealthy and the famous from around the world.

THE SCHEDULE

Registration and Exhibits	10:00 a.m.
Conference registration	
Junior Achievement economic education exhibits	
Tour of Junior Achievement National Headquarters	
Chairman's Luncheon	Noon
General Session	2:30 p.m.
Panel discussion conducted by FORTUNE's Board of Editors	
National Business Hall of Fame	
Reception	6:00 p.m.
Black-tie dinner	7:00 p.m.
Laureate induction ceremonies	8:00 p.m.

RESERVATIONS

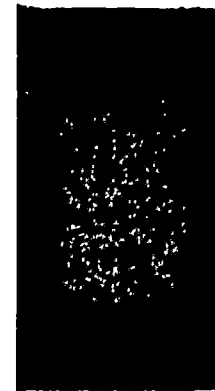
The enclosed reservation form makes it easy to reserve your company's table for the National Business Hall of Fame Induction Ceremony. The fee covers the entire conference program, including the Chairman's Luncheon.

Conference Fee (including dinner table for ten)*	\$2,500
Individual Fee	\$250

This is a sterling opportunity to share in an informative, stimulating conference with your business peers. The Conference and the 1989 Business Hall of Fame Induction Ceremony will be a rewarding and memorable experience.

Please make your reservations early.

* Table assignments will be based on date of receipt of payment.
(Chairman's Luncheon is open seating)



NATIONAL BUSINESS HALL OF FAME LAUREATES

1988

King Camp Gillette
(1855-1932)
Benjamin Graham
(1894-1976)
Milton S. Hershey
(1857-1945)
William R. Hewlett
Estee Lauder
David Packard
Ross Perot

1987

Trammell Crow
Harvey S. Firestone
(1868-1938)
George Stanley Halas
(1895-1983)
Donald M. Kendall
Jack C. Massey
Igor I. Sikorsky
(1889-1972)

1986

Robert O. Anderson
Edward E. Carlson
Walter P. Chrysler
(1875-1940)
Cyrus W. Field
(1819-1892)
Leonard H. Goldenson
Rene C. McPherson

1985

Dr. Arnold O. Beckman
Henry Morrison Flagler
(1830-1913)
Reginald H. Jones
Alden J. Laborde
William F. Laporte
George J. Mecherle
(1877-1951)

1984

William Edward Boeing
(1881-1956)
Bernard Kilgore
(1908-1967)
Forrest E. Mars
William Samuel Paley
Dr. Simon Ramo
John Eldred Swearingen

1983

Leo Hendrik Baekeland
(1863-1944)
Olive Ann Beech

1983 (continued)

John Deere
(1803-1886)
Edward Henry Harriman
(1848-1909)
Ray A. Kroc
(1902-1984)
Abe Plough
(1891-1984)

1982

Edward Crosby Johnson II
(1898-1984)
Charles Franklin Kettering
(1876-1958)
Malcom Purcell McLean
Howard Joseph Morgens
Adolph Simon Ochs
(1858-1935)
Jacob Henry Schiff
(1847-1920)
Charles Michael Schwab
(1862-1939)
Charles Kemmons Wilson

1981

Willis Haviland Carrier
(1876-1950)
Pierre Samuel duPont
(1870-1954)
Dr. Edwin Herbert Land
Andrew William Mellon
(1855-1937)

Donald Thomas Regan
James Wilson Rouse
Owen D. Young
(1874-1962)

1980

William Milfred Batten
Frederick Coolidge Crawford
Robert Justus Kleberg, Sr.
(1853-1932)

William Allan Patterson
(1899-1980)
Charles Clinton
Spaulding
(1874-1952)
DeWitt Wallace
(1889-1981)
Lila Acheson Wallace
(1889-1984)

George Westinghouse
(1846-1914)
Joseph C. Wilson
(1909-1971)

NATIONAL BUSINESS HALL OF FAME LAUREATES

1979

Georges Frederic Doriot
(1899-1987)
Roswell Garst
(1898-1977)
Walter Abraham Haas
(1889-1979)
Sir Ian Kinloch MacGregor
David Mackenzie Ogilvy
John Henry Patterson
(1844-1922)
Cornelius Vanderbilt
(1794-1877)
Robert Elkington Wood
(1879-1969)

1978

Harry Blair Cunningham
Arthur Vining Davis
(1867-1962)
Donald Wills Douglas
(1892-1981)
Henry John Heinz
(1844-1919)
Conrad Nicholson Hilton
(1887-1979)
Francis Cabot Lowell
(1775-1817)
Joseph Irwin Miller
Frederick Weyerhaeuser
(1834-1914)

1977

William Blackie
Benjamin Franklin
(1706-1790)
Florence Nightingale Graham
(1878-1966)
Joyce Clyde Hall
(1891-1982)
Henry John Kaiser
(1882-1967)
Henry Robinson Luce
(1898-1967)
John Jay McCloy
Robert Winship Woodruff
(1889-1985)

1976

Stephen Davison Bechtel, Sr.
Walter Elias Disney
(1901-1966)
James Jerome Hill
(1838-1916)
Albert Davis Lasker
(1880-1952)
Charles Edward Merrill
(1885-1956)
George Stevens Moore
James Cash Penney
(1875-1971)
William Cooper Procter
(1862-1934)
Cyrus Rowlett Smith
Thomas John Watson, Jr.

1975

William M. Allen
(1900-1985)
Andrew Carnegie
(1835-1919)
George Eastman
(1854-1932)
Thomas A. Edison
(1847-1931)
Henry Ford
(1863-1947)
A.P. Giannini
(1870-1949)

J. Erik Jonsson
Royal Little

Cyrus H. McCormick
(1809-1884)

J. Pierpont Morgan
(1837-1913)

M.J. Rathbone
(1900-1976)

John D. Rockefeller
(1839-1937)

David Sarnoff
(1891-1971)

Alfred P. Sloan, Jr.
(1875-1966)

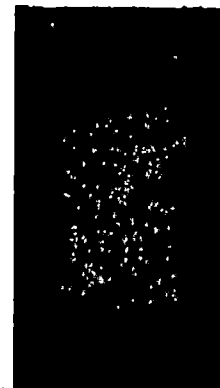
Alexander T. Stewart
(1803-1876)

J. Edgar Thomson
(1808-1876)

Theodore N. Vail
(1845-1920)

George Washington
(1732-1799)

Eli Whitney
(1765-1825)



NATIONAL BUSINESS LEADERSHIP CONFERENCE CHAIRMEN AND LOCATIONS

1989 — Colorado Springs, Colorado

Lodwick M. Cook
Chairman & Chief Executive Officer - ARCO

1988 — Atlanta, Georgia

John L. Clendenin
Chairman & Chief Executive Officer - BellSouth Corp.

1987 — Indianapolis, Indiana

Richard D. Wood
Chairman, President, Chief Executive Officer - Eli Lilly and Co.

1986 — Detroit, Michigan

Donald E. Petersen
Chairman & Chief Executive Officer - Ford Motor Co.

1985 — Cleveland, Ohio

Alton W. Whitehouse, Jr.
Chairman & Chief Executive Officer - Standard Oil (Ohio)

1984 — Chicago, Illinois

Donald P. Kelly
Chairman & Chief Executive Officer - Esmark, Inc.

1983 — Dallas, Texas

Raymond A. Hay
Chairman & Chief Executive Officer - The LTV Corp.

1982 — Pittsburgh, Pennsylvania

David M. Roderick
Chairman & Chief Executive Officer - U.S. Steel Corp.

1981 — Washington D.C.

C. Peter McColough
Chairman & Chief Executive Officer - Xerox Corp.

1980 — Los Angeles, California

Robert O. Anderson
Chairman & Chief Executive Officer - ARCO

1979 — New Orleans, Louisiana

Clifton C. Garvin, Jr.
Chairman & Chief Executive Officer - Exxon Corp.

1978 — Detroit, Michigan

Henry Ford, II
Chairman & Chief Executive Officer - Ford Motor Co.

1977 — Washington D.C.

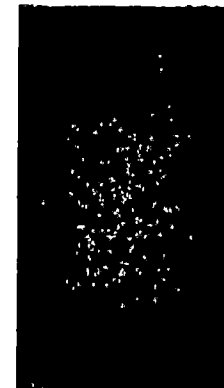
W.F. Rockwell, Jr.
Chairman & Chief Executive Officer - Rockwell International Corp.

1976 — Dallas, Texas

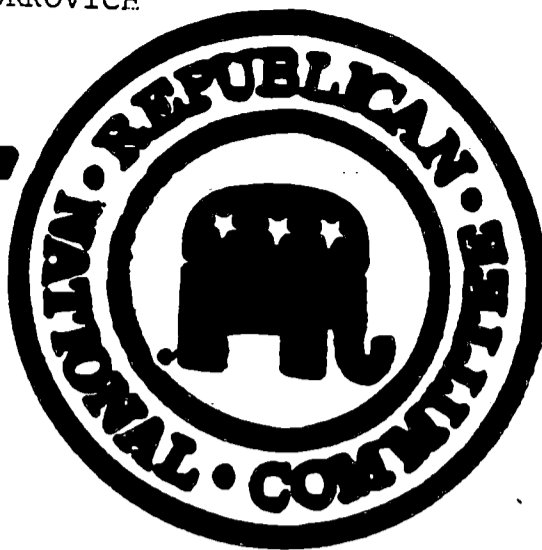
Thomas A. Murphy
Chairman & Chief Executive Officer - General Motors Corp.

1975 — Chicago, Illinois

John E. Swearingen
Chairman & Chief Executive Officer - Standard Oil Co. (Indiana)



DATE: Wed. March 15, 1989
CONTACT: STEVE PASTORKOVICH
FIBSS 863 8550



The Daily News Summary

Long-Ignored House GOP Tries a New Strategy - Unity

By Robert P. Hoy

Staff writer of The Christian Science Monitor

OSM 3/15 P8
WASHINGTON
REPUBLICANS are making a major effort to exert long-missing influence in the United States House of Representatives.

"I don't know if it's more aggressive," Rep. Mickey Edwards of Oklahoma says of the new GOP approach. "But it's certainly more pro-active."

Representative Edwards, who chairs the House Republican Policy Committee, said in an interview that his party is trying to get its members to agree on united positions on major issues, such as child care and the minimum wage, well before they reach the House floor for debate.

Republican members could then fan out to their districts beforehand and seek public support in an effort to influence the outcome of legislation.

The first test comes in the next few days. Through their House Policy Committee, Republicans are trying to reach a consensus on educational reform, child care, the minimum wage, and parental leave before Congress adjourns March 17 for a two-week Easter recess. Edwards says these issues were selected because all are proposals likely to come to the House floor for a vote within 60 days.

On these efforts Republicans are "trying to come up with new approaches," including tax credits, Edwards says.

"We have to find a way to shape the debate" on such major issues, Edwards says of House Republicans, who are outnumbered 260 to 174 by Democrats and have been in the minority for more than three decades. In recent years House Democrats have frequently been able to pass legislation without paying heed to GOP wishes.

In addition, the views of Republicans have generally been fragmented, Edwards notes, thus exacerbating the party's numerical deficiencies.

The GOP effort to reassert itself in the House comes at a time when Democratic Speaker Jim Wright is under siege. The House Committee on Standards of Official Conduct has been reviewing the question of whether Mr. Wright acted ethically in the publication of a book and acceptance of royalties and in dealing with savings-and-loan associations in Texas.

Should the committee findings be critical of the Speaker, his, and his party's, influence in the House might be trimmed somewhat. That would further open the door to Republicans to reassert their influence.

The effort disclosed by Edwards parallels a longer-term attempt by the Republican Party to increase its congressional influence by electing more Republicans.

The party has hired top political operative Edward Rollins to mastermind the effort. In a recent meeting with reporters Mr. Rollins said that in the 1990 election he would try to force vulnerable Democratic House members to justify their support of Wright. He also made clear that he would specifically target leading House Democrats, including the Speaker, Democratic whip Tony Coelho, and Ways and Means Committee chairman Dan Rostenkowski.

Meanwhile, in the House as it now exists, Edwards says, the Republican emphasis has shifted. In recent years the GOP tried, invariably without success, to defeat legislation with which it disagreed. This year it will try to reshape bills by influencing the debate - "trying to be a party of reform," Edwards says. This, he adds, is a "totally new approach. In the past the party has not taken [group] positions very often."

Edwards acknowledges that it will not be easy. Many times it will not be possible to reach a Republican consensus on major issues, although he guesses that agreement will occur in "over half the major issues."

When accord does occur, GOP House members will need to explain the position to the voters back home, and try to get the public to pressure Democrats to modify their proposal in the direction of the GOP view. This is somewhat akin to presidential efforts of recent decades to sway Congress through appeals to the public.

But Edwards admits that House Republicans have a more difficult task, because they have less influence than presidents, and the coordinated efforts of many members in their individual districts is required.

CALIFORNIA POLITICS

GOP Rallies 'Round Pete Wilson

In switch, right-wing conservatives back California senator in his bid for governor's seat

By Cheryl Sullivan

Staff writer of The Christian Science Monitor

CSM 3/15/88
SAN FRANCISCO

BACK in 1976 no one ever would have guessed that US Sen. Pete Wilson could become the golden boy of California conservatives.

Well, guess again.

As Senator Wilson bid last month to become California's next governor, even his closest advisers say they were "taken aback" by his widespread support among state Republicans - including far-right activists formerly estranged from Wilson.

The Republican senator's relationship with California conservatives, strained during the 1976 GOP presidential primary when he backed incumbent President Gerald Ford instead of fellow-Californian and right-wing standard-bearer Ronald Reagan, has been on the mend for years. But last month's Republican state convention, where conservative politicians gave Wilson their ringing endorsements, publicly closed whatever remained of the rift.

Wilson's decision to run for governor of California - considered by some to be the second most appealing job in the US next to the presidency - follows fast on the heels of the news that Repub-

lican Gov. George Deukmejian will not seek reelection in 1990. Wilson, former mayor of San Diego and a former state assemblyman, sought his party's nomination for governor in 1978, finishing fifth in a field of five.

If enmity among conservatives hurt Wilson's gubernatorial chances back in '78, most political insiders now make light of such "ancient history." Time, they say, heals all ills.

"There's an old saying in politics that if you killed all your enemies yesterday, you wouldn't have any friends today," says Sal Russo, a longtime GOP strategist in California. Most GOP activists say the entire party has rallied enthusiastically around Wilson since 1982, when he won his US Senate seat by defeating the man who conservative Republicans love to hate: former Democratic Gov. Jerry Brown.

But other political observers here look beyond fence-mending to explain last month's display of GOP unity. The political reality, they say, is that Republicans need to ensure that they don't get robbed again when it comes time to redraw the boundaries of congressional districts in accord with new 1990 census data.

For nearly a decade, California Republicans have chafed under a grotesquely gerrymandered redistricting plan drawn up by

Democrats in 1982. The plan virtually ensures continued Democratic dominance of both the congressional delegation and the state Legislature - despite a rising proportion of registered Republican voters. That plan was crafted by Democrats and approved by former Governor Brown.

Republican leaders now acknowledge that the best hedge against history repeating itself is to have a veto-wielding Republican sitting in the corner office of the State House. With his political credentials, and experience, Wilson is virtually the only Republican on the scene who stands a decent chance of winning against a strong Democratic contender, political experts say.

WILSON'S announcement, however, has not ended speculation that Peter Ueberroth may challenge for the nomination. The retiring US baseball commissioner, who made a name for himself here while managing the 1984 Los Angeles Olympic Organizing Committee, remains noncommittal, but he has not ruled out the possibility. In addition, Los Angeles Police Chief Daryl Gates remains interested in the job.

"The political pros are drafting [Wilson] because of a political issue called reapportionment," says pollster Steve Teichner of

Teichner Associates. "But the public doesn't care about that. Wilson must be careful because the more they draw him in, the more he just looks like a pol," he says. While conservatives' support for Wilson may involve a "good measure of self-interest" because of reapportionment, "that's good and makes for an enthusiastic campaign," says Larry Thomas, a former Deukmejian aide.

Support from conservative Republicans - or lack of it - has proved crucial in some California elections. In the 1986 US Senate election, GOP nominee Ed Zschau endured public sniping by conservatives who considered his views to be too liberal. Indeed, polling data show that low turnout in some of the state's most conservative wards may have cost Mr. Zschau the election to incumbent Sen. Alan Cranston (D).

Most political observers, however, doubt Wilson will have that problem. He has been through three statewide elections; is experienced in the local, state, and federal arenas; and has a demonstrated base of financial support, raising \$13 million last year for his Senate reelection campaign. "In every election since '78 someone in the media dredges up that old dog" about a Wilson-conservative rift, Mr. Thomas says. "I think that old dog should be buried, and let it rest in peace."

Hyde eyes run for GOP whip; battle of conservatives looms

By Ralph Z. Hallow
THE WASHINGTON TIMES

W 3/15 84

Rep. Henry Hyde, at the urging of some House Republican activists, is poised to take on fellow conservative Rep. Newt Gingrich for the No. 2 GOP leadership post in the House.

Sources close to Mr. Hyde said yesterday that the Illinois Republican would join the race for minority whip if another leading contender, Rep. Edward Madigan of Illinois, quits the race.

The whip position, now held by Rep. Dick Cheney of Wyoming, would become vacant if the Senate, as expected, confirms him as defense secretary.

The prospect of a fight between Mr. Gingrich of Georgia and Mr. Hyde promised to bring agony to many conservatives in the House, who value both men's "progressive conservative" credentials and commitment to do battle with Democrats who control the House.

Until yesterday, the contest for whip had three leading contenders: Mr. Gingrich, Mr. Madigan and Rep. Jerry Lewis of California.

But a group of House Republicans, including Gerald Solomon of Michigan, yesterday persuaded Mr. Hyde to consider entering the race.

House Minority Leader Robert Michel earlier this week had asked Mr. Hyde not

to seek the whip's job in deference to Mr. Madigan, who has seniority over Mr. Hyde.

One member of the pro-Hyde group said its concern was that Mr. Gingrich, who filed the ethics complaint against House Speaker Jim Wright, was perceived as too partisan and that someone with the same goals as Mr. Gingrich but with a more statesmanlike reputation would be better for the post.

Nor was the group enthusiastic about Mr. Madigan's style.

"We have no problem with Madigan or Hyde, but Madigan is colorless and why should we have two colorless leaders from Illinois," said one member from California's 11-member GOP delegation, referring to Rep. Michel.

Mr. Madigan said in an interview late last night that he has "no intention of quitting this race. I have had a team of six House members working with me on this thing all day long."

"We have gone over our lists, and notwithstanding all the rumors going around, we think it's very doable," said Mr. Madigan.

Asked if he approved of Mr. Gingrich's confrontational style against Democrats, Mr. Madigan said, "I can be confrontational when it is the right thing to do, but it is not the right thing to do 40 hours a week."

Mr. Hyde, who often has allied himself tactically with Mr. Gingrich in the past, yesterday gave no indication he would seek a less confrontational strategy than Mr. Gingrich as whip.

"The fact that we have a Republican administration and a Democratic Congress is an invitation [to confrontation] and we may as well be frank about it," Mr. Hyde said in an interview.

"If we can accomplish some things by other means, fine," he said. "But we cannot yield on principle. We must continue the conservative revolution Reagan began."

Mr. Gingrich, who has declined to speak with the press since he began campaigning for the whip post, said in an interview Friday, minutes before Mr. Cheney's nomination as defense secretary was announced: "Any Democrat who wants to work with us on common goals is welcome. But I will not work with Democrats to prop up the corrupt welfare state."

A House Republican who is close to both Mr. Hyde and Mr. Gingrich said, "This obviously looks like a stop-Newt movement. It's bad for everyone because Henry [Hyde] obviously is one of the good guys, too," said the congressman who has been helping round up support among colleagues for Mr. Gingrich.

Supporters for Messrs. Hyde, Madigan and Lewis declined to say how many votes their respective candidates could count on. Mr. Gingrich's supporters said he had 60 "solid votes" as of last night. With 175 GOP members, 88 will be needed to elect the whip.

Rep. Bob Dornan of California, who earlier said he would back Mr. Gingrich for the whip's job, yesterday switched to Mr. Hyde's camp.

Mr. Lewis, also a tactical ally of Mr. Gingrich's, is not considered to have the Georgian's fire in head-to-head fights with the Democrats or Mr. Hyde's rhetorical eloquence.

Bush readies nominations to key posts

WT 3/15/85

President Bush announced his intention to nominate the following:

• **Shella Gall**, assistant secretary of the Department of Health and Human Services for human development services, to succeed **Sydney J. Olson**.

Miss Gall, a Rosary Hill College graduate, has headed the President's Task Force on Adoption since 1987. She is also counselor to the director of the Office of Personnel Management.

She served as deputy domestic policy adviser in the Office of the Vice President from 1981 to 1986. She was a senior legislative analyst at the House Republican Study Committee in 1980 and 1981 and a member of the Reagan-Bush presidential campaign and transition team.

Miss Gall served as director of research for the George Bush for President campaign.

Miss Gall has filled various legislative positions on the staffs of several members of the Senate and House of Representatives.

The mother of two, Miss Gall lives in Arlington.

• **Debra Rae Anderson**, deputy assistant to the president and director of the Office of Intergovernmental Affairs.

A state representative in the South Dakota House of Representatives since 1977, Miss Anderson, 49, served as speaker of the House, assistant majority whip and chairman of the Health and Welfare Committee.

She was named Legislator of the Year in 1987 by the National Republican Legislators' Association. Miss Anderson served as executive director of the George Bush for President campaign in South Dakota.

Miss Anderson, a native of Watertown, S.D., received her bachelor's degree from Augustana College in 1971.

• **Gerald L. Olson**, assistant secretary of the Department of Health and Human Services for legislative affairs, succeeding **Mary T. Goedde**.

Mr. Olson, 55, has been vice president for government relations for the Pillsbury Co. in Minneapolis, Minn. since 1978. Prior to this, he was executive director for government and community relations at the Cummins Engine Co. from 1975 to 1978.

He also has been vice president and division manager for Irwin Management Co. and assistant to the chairman of Cummins Engine Co.

Mr. Olson was special assistant and presidential campaign director for Gov. Nelson A. Rockefeller from 1967 to 1969. Mr. Olson holds a bachelor's degree from Mankato State University. He is a native of Sioux Falls, S.D., and resides in Deephaven, Minn.

• **Deborah Wince-Smith**, assistant secretary for technology policy, Department of Commerce. She would succeed **D. Bruce Merrifield**.

Since 1984, Mrs. Wince-Smith has served as assistant director for international affairs and global competitiveness in the White

House Office of Science and Technology Policy. Prior to this, she was program manager for international programs at the National Science Foundation.

Mrs. Wince-Smith was graduated from Vassar College and has a master's degree from Cambridge University.

• **William Douglas Fritts Jr.**, assistant secretary for congressional affairs at the Commerce Department. He would succeed **Marc G. Stanley**.

Mr. Fritts, 38, has been director of political affairs for the Health Insurance Association of America in Washington since 1985. He was senior assistant to the commissioner of the Social Security Administration in 1985 and served as senior adviser to the secretary of health and human services.

Mr. Fritts also has worked as manager of federal government relations for Philip Morris, Inc., special assistant to the deputy assistant secretary for legislation at the Health and Human Services Department and executive assistant and legislative director to **Sen. Robert Dole** of Kansas.

Mr. Fritts has a bachelor's degree from the University of Vermont. He lives in Arlington.

From Times News Services and Staff Reports

Bush Administration Suspends Import Of Assault Guns, Changing Its Position

WSJ By PAUL M. BARRETT
Staff Reporter of THE WASHINGTON POST
WASHINGTON—The Bush administration said it indefinitely suspended the importation of several makes of assault-type weapons used by some drug gangs.

The suspension, effective immediately, will block the importation of more than 110,000 assault weapons for which import applications are pending with the federal Bureau of Alcohol, Tobacco and Firearms. The temporary ban will stay in place while the bureau studies whether the weapons are "particularly suitable for, or readily adaptable to, sporting purposes," as required by law, a bureau spokesman said.

The bureau decided in the late 1960s to allow importation of the controversial weapons under the assumption they were being used for hunting, according to Dick Pedersen, a bureau spokesman. But after recent reports that guns such as the AK-47 are favorites among drug traffickers, the agency "felt we had to take another look," he said. The bureau declined to say how long the review would take, but one official predicted it would probably be a matter of months.

The action underscores President Bush's gradual movement away from his opposition to further regulation of assault weapons. Last month, the president brushed off proposals for greater federal controls as a local and state issue. In a news conference last week, however, he said he had asked the new federal drug czar, William Bennett, to examine the matter.

Acting swiftly, Mr. Bennett held discussions with the bureau, which is part of the Treasury Department, and decided yesterday morning to push for the suspension, a spokesman said. Bureau officials and Treasury Secretary Nicholas Brady agreed to the move, and it was announced yesterday afternoon. "I've been in government for a long time, and I've never seen something move so fast," said Mr. Pedersen.

An aide to Mr. Bennett, whose formal title is director of the Office of National Drug Control Policy, said the quick action on the gun ban will be characteristic of his efforts to cut drug trafficking. On Monday, his first day on the job, Mr. Bennett said that he would mobilize federal forces on an emergency basis to fight escalating drug problems in Washington, D.C.

Mr. Bennett said he decided to push for the ban on assault weapons after learning of "an alarming surge in requests to import" the guns. In the past three years, the bureau has approved the import of 88,000 such weapons, with the number rising from 4,000 in 1986 to 44,000 last year, he said.

Also referred to as semiautomatic weapons, these guns are especially lethal because they allow the user to fire as quickly as he can pull the trigger. The bu-

reau's Mr. Pedersen said the agency couldn't immediately provide statistics on the total number of assault-type weapons sold or in use in the country. The National Rifle Association, a leading opponent of gun control, estimated that semiautomatic firearms are owned by 20 million to 30 million Americans.

The administration's action drew sharply mixed reactions from Capitol Hill and measured praise from the NRA.

Sen. Howard Metzenbaum (D., Ohio), the sponsor of pending legislation that would ban all sales and possession of new assault weapons, praised the administration for taking "a major first step." But he said his bill is needed because "currently nothing prevents the manufacture of these weapons here in the United States."

Sen. James McClure (R., Idaho) attacked the temporary ban as having "almost nothing to do with any real assault on drug trafficking and drug use in this country." He added, "Can anyone believe that someone smuggling illegal drugs in this country will have any problem smuggling illegal guns?"

NRA spokesman Wayne LaPierre said the import suspension "should put a stop to the media hysteria surrounding the semiautomatic version of the AK-47 rifle and should provide an atmosphere for a reasoned and sensible debate on the issue."

The bureau's suspension applies to the importation of several makes of guns, including AKS-type weapons such as the AK-47, Uzi Carbines and Steyr Aug semiautomatic weapons.

The move came just a day after California's Assembly narrowly approved a ban on the sale of semiautomatic assault rifles after Jan. 1. The legislators' action, which also would require current owners of the guns to register them and restrict their use, still needs approval of the state Senate and the governor.

The California measure passed amid a storm of controversy that erupted in the wake of a January shooting-spree in which a drifter with an AK-47 fired more than 100 rounds into a crowded schoolyard in Stockton, Calif. Five children died and 31 more were injured before the gunman killed himself.

General Dynamics Corp.

General Dynamics Corp., a defense contractor and aircraft maker, said it received a \$2 billion order to make fuselage sections for McDonnell Douglas Corp.'s new MD-11 wide-body jetliner for the next six years.

The order was widely anticipated. General Dynamics's Convair division had made the fuselage for aircraft maker McDonnell's DC-10, the predecessor to the MD-11, as well as the KC-10 military version.

Even GOP squawking at tax plan

By Karen Riley
THE WASHINGTON TIMES

WT 3/15 C1

President Bush's plan to cut capital gains taxes ran into fresh opposition on Capitol Hill yesterday from lawmakers who ordinarily would be expected to support the package — Republicans on the Senate Finance Committee.

The problem: Mr. Bush's plan would exclude assets of certain industries such as timber, coal and commercial real estate, which are important constituencies to members of the key tax-writing panel.

"Let me be parochial," said Sen. Bob Packwood of Oregon, the panel's ranking Republican. "I will not accept it and I will do everything absent any other factors to stop it if that is going to be the discrimination."

Timber is a dominant industry in Mr. Packwood's home state.

Until the 1986 Tax Reform Act, capital gains on timber and other forms of investment were taxed at a rate lower than other income.

But Mr. Packwood and other members of Congress agreed to eliminate this preference in order to achieve across-the-board tax cuts for both business and individuals in the 1986 law.

The assets excluded from Mr. Bush's proposal are likely to touch on the interests of other members of the finance panel as well.

For example, Sens. Jay Rockefeller, West Virginia Democrat, and John Heinz, Pennsylvania Republican, are from coal states. Sen. Dave Durenberger, Minnesota Republican, is from an iron ore state. And many of the members represent powerful commercial real estate interests.

The concerns, aired at a committee hearing yesterday, underscore growing criticism of the political naivete of the Treasury Department under Secretary Nicholas Brady.

Another example was a Treasury proposal, made public in late January, to tax deposits at banks and savings and loan — a plan that was quickly withdrawn amid a political furor.

"This Treasury is not sophisticated. I don't think their act is together. They have no political strategy on this [capital gains] issue," one lobbyist said.

Under the administration's plan, gains would be taxed at a maximum rate of 15 percent to encourage investment and risk-taking.

However, profits from the sale of commercial real estate, coal, timber and other excluded assets would still be taxed as much as 33 percent, the same rate as other forms of income.

The Bush plan would allow the capital gains tax break on sales of residential real estate and financial investments such as stocks and bonds.

The Treasury Department argues that the exclusion on depreciable property, such as natural resources, factories and machines, is appropriate tax policy, done in part to discourage tax shelters.

"Depreciable property sales are not particularly sensitive to changes in tax rate. The timing . . . is more likely to be determined by the condition of the particular asset or by routine business cycles," Dennis Ross, acting assistant secretary for tax policy told the panel.

In fact, the exclusion was done largely for revenue purposes, according to tax analysts. Adding depreciable property would cost \$9.2 billion between 1989 and 1994, almost as much as the \$9.3 billion that the Treasury claims it would gain in revenue from cutting the capital gains tax.

Prior to yesterday, Mr. Bush's proposal was already facing seemingly insurmountable odds in Congress.

Rep. Dan Rostenkowski, chairman of the House Ways and Means Committee, has been firmly opposed to a lower capital gains rate because he said it would unleash a wholesale attack on the tax reform act.

Mr. Rostenkowski and other Democrats also argue that a lower capital gains rate is a tax break for the rich and would do little to help average Americans.

Bush, Congress, Mull Recommendations of Ethics Panel

CSM
3/14 p7

By Robert P. Hey

Staff writer of The Christian Science Monitor

WASHINGTON

FROM Gary Hart to congressional salaries to John Tower, the ethical standards of public figures have been in the spotlight for more than a year.

Today the light intensifies. President Bush and members of his Presidential Ethics Commission plan to discuss the commission's recommendations for stiffer ethics requirements for government employees, especially members of Congress. Eventually, presidential proposals are expected that could result in new ethics laws for the federal government.

Where and when the changes will stop no one knows. Whether Congress will pass tougher ethics legislation this year is questionable, since this is not an election year. Last fall, with one eye on the voters, Congress approved an ethics measure President Reagan refused to sign. House Democrats now plan to reintroduce it.

Subtle changes in public attitudes favoring stiffer ethical standards for politicians make elected officials feel "they're standing on shifting sands," says Michael Josephson, president of the Josephson Institute for the Advancement of Ethics.

The nearly uniform fear among politicians is that sometime in the future they will be grilled for behavior not widely considered unethical when it occurred. The still-vivid example is former Senator John Tower, whose nomination to be secretary of defense was rejected last week by the Senate. Senators criticized Mr. Tower for his lucrative consulting work (though it was legal) on behalf of defense contractors, as well as his past drinking habits.

Under such scrutiny, three competing views of ethical standards now are emerging for politicians, Mr. Josephson says: do what's right, do what's expedient, or do what people expect. It's not apparent which will become the dominant standard: "But they all are moving in one direction" - toward stricter ethics.

Still, there's plenty of room for improvement, the presidential commission implies. Its report recommends ending much of the special treatment Congress has historically accorded itself on ethics. Congress, heretofore, has applied stiffer standards to judges and administration officials than to itself. Josephson and others applaud this recognition of "the need to make whatever policies are adopted more uniform."

For instance, the report proposes a congressional ethics office similar to that in the executive branch.

But such proposals have come in for immediate brickbats (as happened last Friday when the commission's report became public) because the commission did not recommend strengthening the revolving-door prohibitions for administration officials. At the same time, it recommended only a one-year ban restricting former members of Congress from lobbying their colleagues. This latter is a "weaker provision . . . than that which Congress passed for itself" last year, notes Ann McBride, senior vice-president of Common Cause.

One key commission proposal is not likely to get far this year. If passed by Congress, it would ban honoraria for members of Congress just as these payments are currently banned for members of the judicial and executive branches. In return for speaking to industry groups, many members of Congress now legally collect thousands of dollars a year from industries and organizations that have legislative issues before Congress.

For weeks, congressional leaders have said no prospect exists for a ban on honoraria this year, unless Congress gets a pay raise. Yet a pay hike is unlikely, following public protests that squelched an earlier pay raise proposal.

Former US Attorney General Griffin Bell says the best way to judge success or failure of the commission is to note whether Congress passes stiffer ethics laws - and whether Mr. Bush issues a new order on ethics.

"I think [the report] is very tough," Mr. Bell says. "The test of it is - will it be adopted?"

HHS Goal: Better Care for Poor

Sullivan Also Seeks to Restrain Growth of Medical Costs

By Spencer Rich
Washington Post Staff Writer

Health and Human Services Secretary Louis W. Sullivan, the doctor from Atlanta, knows what the problems are.

He worked his way through medical school as a busboy and library aide. Later, as president of Morehouse Medical School, he created a program for training minority youths to serve as doctors in inner cities and impoverished rural areas that lack medical services. Today, his doctor son Paul works in a public health clinic for the poor in Atlanta.

Since taking office, Sullivan, now in charge of a \$425 billion department, has stressed his commitment to "improving health care services to the poor . . . the medically uninsured."

But he also knows there is no money in sight for a big new federally funded health coverage program. President Bush opposes Democratic proposals to simply pass legislation mandating that all employers provide health insurance to their workers.

The new secretary, in interviews and public remarks, acknowledges that better health care for the poor "can't be solved by federal dollars alone" and will require private-sector, state and local government efforts as well. His challenge, it appears, will be to develop creative plans to accomplish his goal.

There are 37 million Americans who lack health insurance, studies show. Many of them are low-income workers whose firms do not provide health insurance, and these workers, while not necessarily deep in poverty, live under the poverty line or close to it.

"Researchers agree that in 1985, the total money earnings of most of the working uninsured was less than \$10,000 a year," the General Accounting Office reported last week. "At least 24 percent of blacks and 32 percent of Hispanics are uninsured," the GAO noted.

Sullivan has also put high on his list a renewed effort to restrain the explosive growth of medical costs while simultaneously improving the general health of Americans.

To accomplish this, he is advocating a two-pronged strategy, and while he isn't the first to suggest it,



THE WASHINGTON POST

Secretary Sullivan says problems "can't be solved by federal dollars alone."

he seems to make it one of his central themes.

The first part of the strategy is making use of what has already been learned about nutrition, exercise, alcoholism and other matters that make for healthier life styles. Sullivan is convinced that educating people to avoid damaging substances can produce larger health improvements and eventual cost savings than almost any other strategy.

At a meeting with reporters, Sullivan pointed to studies that show a high-fiber diet may reduce colon cancer, various diets can reduce hypertension, and that a reduction in fatty foods curbs heart disease. He also mentioned antismoking and prenatal care programs.

The second part of the strategy involves massive computer studies on various medical treatments to see which work best and are most cost-effective. Once the most effective course of treatment is determined, Sullivan said, that knowledge could produce a reduction in unnecessary treatments that are both costly and dangerous.

But improving health coverage and getting a handle on health costs are not the only things Sullivan has to worry about, of course.

AIDS is an enormous health problem, he pointed out. He must get the new welfare program,

stressing job training (a big step toward "the self-empowerment" of people on welfare) off to a good start, and the Medicare "catastrophic" legislation must be fully implemented.

That sweeping change in the Medicare program—providing beneficiaries with protection against doctor and hospital bills that would impoverish them—was the chief accomplishment of Sullivan's immediate predecessor, Dr. Otis R. Bowen.

After a slow start, caused in part by his contradictory public statements about abortion, which frightened abortion foes, Sullivan is beginning to assemble his team to run the department and work on his priorities.

Not all jobs are settled. There is no word so far on what is happening at the Social Security Administration, the biggest agency in the department. And though many believe that Sheila Burke, the chief of staff for Senate Minority Leader Robert J. Dole (R-Kan.) and a specialist on Medicare and Medicaid, will be named to administer those programs, sources say it is not a "done deal" yet.

Everett Wallace, a former Senate Budget Committee staff member and businessman, is temporarily acting as Sullivan's chief of staff and may stay on.

Wright Hitches His Future To Party's View of Ethics

WP
3/5
By Tom Kenworthy
Washington Post Staff Writer
A10

House Speaker Jim Wright (D-Tex.) said yesterday he would not seek another term as speaker if most of his Democratic colleagues determine that a pending ethics report is so damaging that he should not remain in his leadership post.

"I don't have to be speaker," said Wright at an impromptu luncheon meeting with reporters in his Capitol Hill office. "I don't have to run again. If I was convinced in my mind that most of my colleagues didn't want me to be speaker, I wouldn't run again. I'd serve out my term as effectively as I can."

Wright's comments came as his attorney, William Oldaker, was concluding his defense of the speaker's conduct before the 12-member House ethics committee. The committee, which began its closed inquiry nine months ago, is expected to determine soon—perhaps by next week—whether there is sufficient evidence to conclude that Wright violated House rules in a variety of official actions and financial transactions dating back almost a decade.

At issue in the probe are allegations that Wright abused his office by improperly intervening with government officials on behalf of energy and thrift industry interests; by accepting lodging and other items of value from a Fort Worth business associate, and by circumventing outside income limits through the publication and sale of a book for which he received more than \$55,000 in royalties.

Though Wright yesterday reiterated previous predictions that the Standards of Official Conduct panel will find he has not broken any House rules, he appeared resigned to a less than exculpatory report that will at the least question his judgment. "If someone said I was guilty of poor judgment in one or two cases, I'd agree, I'd accept it," Wright said.

The speaker, who is known as a combative and partisan leader, appeared yesterday to be intensifying a two-track strategy for dealing with an ethics committee report that could spark a bitter floor battle between Democrats and Republicans and possibly pose a threat to his leadership position.

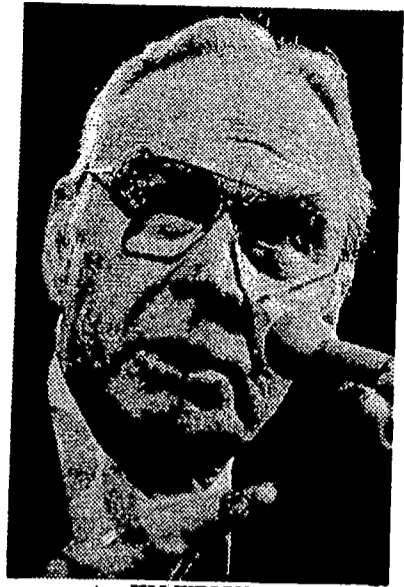
Wright is following recent advice from supporters to greet the ethics findings with contrition in order to

put the issue behind him as quickly as possible and lessen any chance of a rebellion in House Democratic ranks. But Wright, in concert with other Democrats, is also seeking to portray the battle over his ethics problems as part of a larger partisan crusade by Republican firebrands whose ultimate goal is to recapture control of the House.

"I would like to help abate this harsh, angry, really hateful degree of partisanship," Wright said.

At the same time, Wright said it is "fair" to hold him to a higher standard of judgment than rank-and-file House members, although he said he hopes Republican lawmakers will "rise above" the temptation to take revenge on him for the Democratic-led Senate defeat of John G. Tower's nomination as defense secretary.

Despite Wright's outward equanimity, there are growing indications that a voluminous report by the ethics committee's outside counsel is a rigorous examination of numerous potential violations of House rules by the speaker. While it is still unclear how the ethics committee members will interpret the evidence, House Democrats are



JIM WRIGHT
... "I don't have to be speaker"

increasingly edgy about the report and its potential effect.

"I've heard from two Republicans and six Democrats with good access to the committee that it runs from terrible to very bad," one Democrat said. Wright is likely to survive, the lawmaker added, if the report merely questions his judgment and the speaker is contrite in response.

But if the report and committee finding is harsher and other Democrats feel politically exposed, the lawmaker said, that could imperil Wright's rule. But the speaker said yesterday that he is confident Democrats will not abandon him.

2 Experts Fault O'Connor for Letter

Justice Said to Misquote Court Rulings on Christianity of U.S.

By Al Kamen
Washington Post Staff Writer

A letter written by Supreme Court Justice Sandra Day O'Connor to a conservative Republican activist in Arizona incorrectly cited prior high court decisions as supporting the proposition that the United States is "a Christian Nation."

The letter, written last May, was used by GOP conservatives in the state to help pass a controversial "Christian nation" resolution at a party convention and has been sharply attacked by prominent Jewish Republicans. In the letter O'Connor, a former Republican state senator in Arizona, cited statements in three Supreme Court cases "to the effect that this is a Christian Nation."

Legal experts yesterday said two of the three cases she cited did not support that proposition and that O'Connor had improperly interjected herself in a political controversy.

O'Connor's letter, said conservative court expert Bruce Fein, in addition to being incorrect, is "grossly improper" and "borders on the inexcusable. She has no business trying to provide a unilateral interpretation of a prior decision."

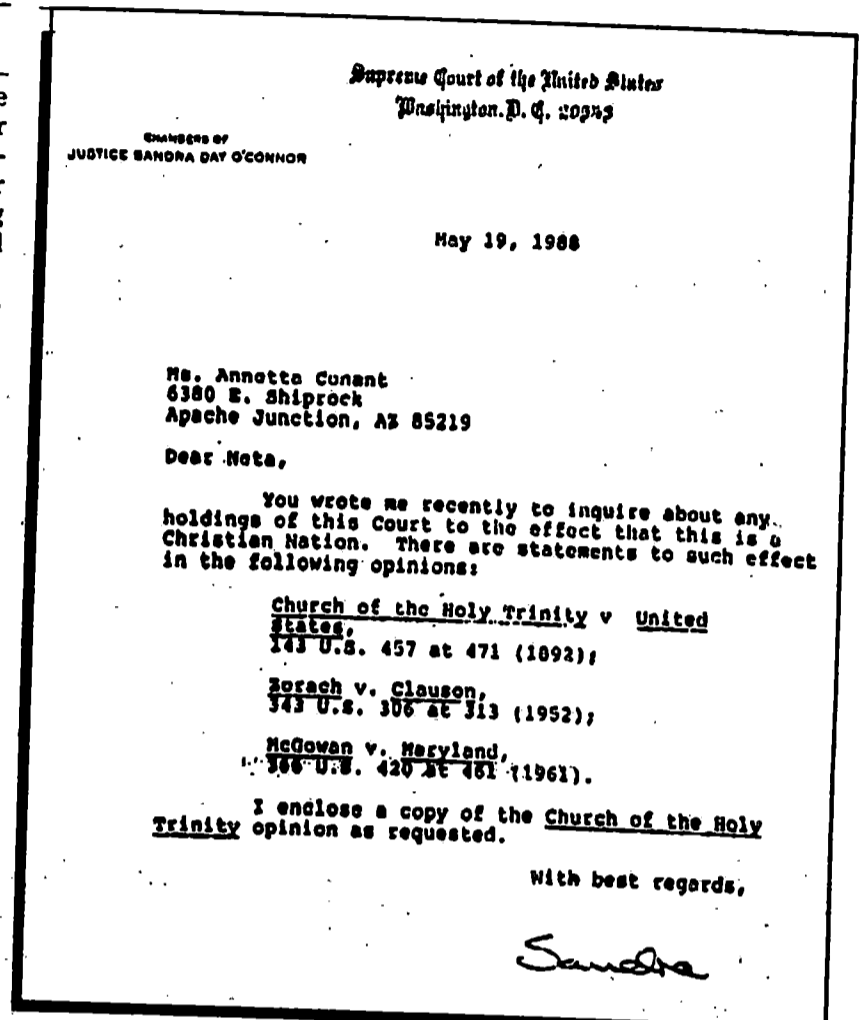
Liberal Harvard Law School Prof. Laurence H. Tribe, said, "I think it is improper for Supreme Court justices to answer inquiries of a potentially politically charged kind in ways that could obviously be misused."

O'Connor was in Arizona yesterday attending a memorial service for her mother and could not be reached for comment, according to court press officer Toni House.

Sources at the court said that the language in O'Connor's letter, including the words "Christian Nation," paralleled language in a 1975 letter by then-librarian Edward G. Hudon written in response to a request for similar information sent to then-Chief Justice Warren E. Burger from a woman in Portland.

House said there was no court policy for responding to such requests for information from the public. "Each chamber handles mail like this differently," she said. She said O'Connor testified recently to a House subcommittee on the court's budget request that she received hundreds of letters a year from the public and that she felt obliged to respond to many of them.

O'Connor's letter was in re-



sponse to one written by Annetta Conant, who drafted the "Christian Nation" resolution that passed at the recent Arizona Republican convention.

Conant said yesterday that she and O'Connor had "known each other in Republican Party politics." Conant said that in her letter she "reintroduced . . . [herself] and said a few personal things" and then asked for a copy of an 1892 decision, *Church of the Holy Trinity v. U.S.* In that case the court said "we are a Christian people, and the morality of the country is deeply engrafted upon Christianity."

Conant said that O'Connor in her letter cited two other cases to back the "Christian nation" view, a 1952 opinion by Justice William O. Douglas, a staunch liberal who firmly believed in separation of church and state, and a concurring opinion in a 1961 case written by Justice Felix Frankfurter, who was Jewish.

There are no references to a Christian nation on the pages listed by O'Connor in either of the later opinions.

Douglas, in *Zorach v. Clauson*, said, "We are a religious people whose institutions presuppose a

Supreme Being. We guarantee the freedom to worship as one chooses."

Frankfurter, in a concurring opinion in *McGowan v. Maryland*, says on the page cited by O'Connor that "Religious beliefs pervade, and religious institutions have traditionally regulated virtually all human activity. It is a postulate of American life . . . that those beliefs . . . shall continue . . . to exist, to function . . . free of the dictates and directions of the state."

Tribe said it "is astonishing for any justice in the late 20th century to treat the court's references to the religious character of our country as somehow equivalent to the . . . proclamation that this is a Christian nation—proclamations that the court has not made since the late 1800s."

Fein, who has been critical of the court's liberal church-state rulings, said that "from the source of the inquiry it was obvious for a reasonable person to assume her answer would be exploited for a political purpose." O'Connor should not have "gratuitously intruded herself into the political process by answering the letter."

THE WASHINGTON POST

New Top Republicans on House Budget Panel Say They Seek Bipartisan Solutions, Not Showdowns

By JOHN E. YANG
Staff Reporter of THE WALL STREET JOURNAL
 WASHINGTON—Rep. Willis Gradison used to welcome fellow Republicans to the House Budget Committee by telling them they wouldn't have much to do but that "it's good theater and you've got great seats for the hearings."

Life in a body that has been dominated by Democrats for nearly two generations tends to create two types of House Republicans. Many become frustrated agitators, less spokesmen for their party's views than obstinate antagonists relentlessly sniping at the majority. Others find ways to participate and gain some influence—no matter how meager—in the legislative process, both because of their skills and knowledge and because Democrats often need their help on tough issues.

The role of the top Republicans on the Budget Committee shifted from that of antagonist to that of participant with last year's retirement of Rep. Delbert Latta of Ohio and the new prominence of Reps. Gradison of Ohio and Bill Frenzel of Minnesota.

"They are keys in trying to develop a bipartisan approach," the new Budget Committee chairman, Rep. Leon Panetta (D., Calif.), says of Reps. Frenzel and Gradison. "They're legislative pragmatists, interested in making the process work. That gives you a head start."

In recent years, the Budget Committee has been one of the most bitterly partisan panels in the House. Led by the pugnacious Rep. Latta, committee Republicans often refused to participate in the process, refused even to produce competing spending plans. During a budget-writing session two years ago, the Republicans wouldn't cast any vote other than "present."

This year, House Republicans picked Mr. Frenzel, a diligent and earnest 18-year veteran of Congress, to succeed Mr. Latta as the panel's ranking GOP member. And House GOP leader Robert Michel appointed Mr. Gradison, a longtime committee member who had expressed interest in the post, to the second minority slot on the panel as the leadership's representative.

Both are veterans of many budget battles past and have been more interested than Mr. Latta in scoring points by helping to shape the final product than through blistering oratory. "They understand that certain members have to talk," says Chairman Panetta, "but ultimately they're working toward an end result."

This year that end result would be a spending plan that meets the Gramm-Rudman law's target of reducing the budget deficit to no more than \$110 billion without any new taxes, as President Bush has promised, and without any politically difficult spending cuts, as lawmakers have signaled.

House Republican budget writers think

the task is so difficult that the Democrats can't afford not to have them involved. "When you get to the tough stuff, the Democrats need some help," says Mr. Frenzel.

The Minnesota lawmaker says he hasn't been hopeful in the past that lawmakers and the administration could get together to make a significant dent in the federal budget deficit. But this year he puts the chances at 50%—a remarkably optimistic forecast, considering that he is one of Congress's leading curmudgeons.

"The difference this year is George Bush," he says. "He's made deficit reduction a high priority. . . . We haven't had that from a president before."

The real message from the voters last year wasn't "no new taxes" but "no same old thing," says Rep. Gradison. "The people sent us mixed signals," the Cincinnati lawmaker says. "They told us: 'Balance the budget, don't cut services that are important to me and, by the way, don't raise taxes.' The hidden message is: 'You guys work it out. Just put your partisan differences aside and work it out.'"

Rep. Panetta is already trying hard to achieve that kind of harmony. The full committee has held candid sessions behind closed doors, and Mr. Panetta has briefed Republicans and Democrats alike on his talks with administration budget officials. Mr. Panetta also conferred with Mr. Frenzel before the start of negotiations with White House budget director Richard Darman that began last week and are continuing this week.

"He's doing everything right," Mr. Gradison says of the new chairman. Adds Rep. Frenzel: "The Republicans feel pretty good about the way things have been handled."

Messrs. Frenzel and Gradison have much in common. Both are old-line Republicans who were born in the Midwest 60 years ago, educated at Ivy League schools and entered family businesses. Both have steadfastly run against the dominant stream of conservative thought among House Republicans. Both were openly skeptical of supply-side economic theories when they were

the Democrats at that time was Rep. Panetta. "We went at it a little bit," Rep. Frenzel says. "But that's over now."

When he chooses to be, though, Mr. Frenzel can be an influential player. In 1987, for instance, he worked with House Ways and Means Committee Chairman Dan Rostenkowski (D., Ill.) to make the trade bill more to his and the Reagan administration's liking, only to turn against it after the full House narrowly adopted a stringent amendment sponsored by Rep. Richard Gephardt (D., Mo.).

Indications are that Mr. Frenzel intends to be a player in his current role, too, saying he is eager to work with the Democratic majority. "If we can come to some sort of agreement, we can all help each other," he says.

On the other hand, Mr. Gradison, reasoned and moderate in both his politics and his personality, has consistently been a respected and effective participant in tax-writing matters on the Ways and Means Committee and on spending issues on the Budget Committee.

During the tax-law overhaul in 1985, Mr. Gradison backed moves that went after such traditional bastions of GOP support as investment tax credits. He was such a reliable vote for tax revision that Mr. Rostenkowski praised him as "a rock."

But Rep. Gradison realizes that however much he or Mr. Panetta wants the two sides to work together, the decision isn't theirs alone. "Leon may be more reasonable about these things than some of those around him," he says, "but he's not totally a free agent, just as I'm not totally a free agent. What our leaders think is more important."



Bill Frenzel



Willis Gradison

the rage in the early days of the Reagan administration and are much more moderate on social issues than their New Right colleagues.

In recent years, the frustration of being a minority within a minority seemed to be taking its toll on Mr. Frenzel. His speeches in the House took on a cranky and caustic tone that some characterized as whining. It reached its peak in 1985 when he railed against the seating of the Democratic candidate in a contested House election in Indiana. "This is rape of the system," he thundered.

Interestingly, the leader of the fight for

Courter spells out anti-crime plan as Edwards emphasizes fight on drugs

By LAWRENCE HACKETT
and DAVID WALD

Two candidates for the Republican gubernatorial nomination discussed anti-crime programs yesterday in separate speeches delivered to audiences of business executives and parents and teachers.

Rep. Jim Courter (R-12th Dist.) blasted the state Supreme Court for overturning death sentences and "preventing the will of the Legislature and the will of the people from being exercised."

In a speech to the Morris Township Rotary Club in which he unveiled his anti-crime plan, Courter reiterated his support for capital punishment and also advocated changes in bail, rules of evidence and sentencing designed to keep drug dealers and other criminals behind bars.

In Trenton, former Attorney General Cary Edwards, another GOP gubernatorial hopeful, spoke about the "drug-free" school program he developed.

"New Jersey's program works, arrests are up and student attitudes are moving in the right direction," he said at an annual Parent-Teacher Association legislative conference.

Courter, a former Warren County assistant prosecutor, said the seven-member state Supreme Court was distorting the language of the death penalty statute and purposely keeping criminals from being executed in defiance of the public's wishes.

The state Supreme Court has reversed all 11 of the execution sentences it has reviewed since the death penalty was resurrected in 1982. All of the sentences—there are another 22 pending before the high court—must be reviewed by the court as part of the law's implementation.

The Supreme Court's reversals, which Courter blamed on "technical and procedural reasons," have drawn fire from other GOP gubernatorial candidates. However, the author of the bill,

Senate President John Russo (D-Ocean), has applauded the justices' deliberations and their adherence to the letter and spirit of the law.

Courter said his first step toward reforming the capital punishment law would be to appoint justices who "are committed to imposing the death penalty." All but two of the Supreme Court justices have tenure, however, and Courter's first opportunity to install a new justice would not come until 1992.

Courter said he favors widening the range of crimes for which execution can be applied to include the ordering of a murder and showing "reckless"

Congressman faults state justices; ex-attorney general backs signs

disregard for human life.

On other law enforcement changes, Courter advocated:

- Locking up drug sellers on their first conviction, rather than offering probation as is commonly done.

- Broadening the type of evidence allowed in court that has been discov-

ered by police "upon a reasonable, good-faith belief that such search and seizure was in conformity with the Constitution."

- Claiming more property and assets of convicted criminals to pay for law enforcement.

Courter acknowledged that aggressive crime fighting would further

burden already crowded jails and prisons, but said the \$200 million prison construction bond issue approved in November would help ease the overcrowding.

Meanwhile, Edwards attacked critics of the drug-free school program, including Princeton Mayor Barbara Boggs Sigmund, a candidate for the Democratic nomination for governor.

Sigmund last week noted that Princeton Borough had refused to participate in the attorney general's program to erect "Drug Free School Zone" signs, labeling the idea "government by gimmick."

She said Princeton approached the drug problem by more aggressive police action, through education and prevention programs and by supporting treatment programs.

Edwards said the signs were only a small part of the "larger, comprehensive program which includes education, prevention, treatment, public awareness and law enforcement."

"We should be expanding our efforts to build Drug-Free workplaces and neighborhoods," he said.

"We've put in place the toughest drug law in the nation," he said.

Newark Star Ledger

3/4/89

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Hardwick accuses Courter backers of hampering his convention effort

By DAVID WALD

Assembly Speaker Chuck Hardwick's campaign complained yesterday that Middlesex County Republicans supporting Rep. Jim Courter for the GOP nomination for governor were hampering Hardwick's ability to contact delegates to next Saturday's Middlesex County GOP organization convention.

As many as 2,000 rank-and-file Middlesex Republicans could attend the convention, which will demonstrate the ability of the GOP candidates for governor to organize at the grassroots level.

The convention will hold a straw poll to record candidate strength at the convention, but the outcome will not necessarily affect the outcome in the June 6 primary. The candidate who wins the convention will not get any special designation on the ballot.

Nearly 2,000 Republicans were registered by Wednesday's deadline to attend the convention. Most of them were registered by one of the various campaigns. Hardwick's campaign yesterday claimed credit for registering 800 delegates.

But Cliff Pintak, Hardwick's campaign manager, said he has been unable to get complete addresses or telephone numbers for delegates registered by other candidates.

The complete lists were supposed to be made available last night. Pintak said he would prefer copies of the actual

registration documents. "We haven't been able to get full information. We simply think it's a matter of equity," he said.

Middlesex County GOP Chairman Sam Thompson has endorsed Courter. He could not be reached for comment yesterday. But a spokesman for Courter denied the congressman has received any special treatment.

Courter campaign manager Ken Connolly said in fact he was unsuccessful in convincing Thompson to give him an early start because Thompson was being scrupulously even-handed. Connolly refused to say how many delegates Courter had registered for the convention.

William Palatucci, a senior adviser and political director for former Attorney General Cary Edwards' campaign, said he did not believe Courter had an upper hand with the credentials committee. Palatucci, too, refused to disclose the number of delegates registered by his campaign.

Grace Applegate, the Republican state committeewoman from Middlesex County, asked Republican State Chairman Robert Franks last night to intervene in the dispute to insure fairness. Applegate is supporting Hardwick.

Franks on Thursday said he was aware that some campaigns were complaining about the way the registration was being processed. He said the campaigns were eager to start "voter" contact, mailing literature and making telephone calls to the delegates.

3/6/89

P1

GOP trio copy Bush on taxes

By DAVID WALD

Three of the five major contenders for the Republican nomination for governor have adopted a pose which proved very successful for now President George Bush in last fall's presidential campaign: "Read my lips. No new taxes."

State Sen. Gerald Cardinale (D-Bergen), Rep. Jim Courter (R-12th Dist.) and Assembly Speaker Chuck Hardwick (R-Union) have taken this position in the face of the move by the Republican Party's most significant figure in New Jersey, Gov. Thomas Kean, to raise some state taxes in order to lower county and municipal property tax rates.

Kean, who is barred by the state Constitution from seeking a third consecutive term, has rallied one Republican primary hopeful to his cause, State Sen. William Gormley (R-Atlantic), and has two partial allies among the Democratic primary field, Assemblyman Alan Karcher (D-Middlesex) and Princeton Mayor Barbara Boggs Sigmund.

The fifth Republican running in the June 6 gubernatorial, former Attorney General Cary Edwards, says he shares the goal of reduced property taxes but has not indicated any means by which to achieve it.

Rep. James J. Florio (D-1st Dist.), the unsuccessful Democratic candidate for governor in 1981 who is considered his party's front-runner to win the nomination again, has articulated no tax policy, sticking to an early campaign strategy to limit discussion of any issues. "I'll be prepared to talk about all that stuff later," he said. "I won't let my timetable be guided by other candidates."

The state Senate on Thursday adopted two parts of a property tax relief program sought by Kean that would shift to the state the costs of the court system and the administration of welfare, as well as increase state education aid.

To pay for the package, the Senate

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Continued from Page One

repealed the Ford Act, the law which has allowed homeowners and tenants to deduct a portion of their property taxes or rent from their state income tax returns, and nearly doubled the wholesale tax on liquor. A third component of Kean's plan, a three-cent tax on plastic containers, was released from a Senate committee. Money from this tax would be earmarked for a revenue sharing program.

The Senate is controlled by the Democrats, and the outcome in the Republican-controlled Assembly is less than certain, particularly with Hardwick in charge as speaker.

Hardwick, Courter and Cardinale argue there is room in the state budget and a sufficient amount of taxes already collected to shift priorities around in order to reduce local property taxes.

Gormley, who is the sponsor of the plastic container tax in Kean's package, says his party colleagues are hypocritical, misleading voters by offering programs that do not provide "real money" for property tax deductions. "I'm the only Republican who has proposed real money for a property tax reduction program. No one else has presented a real plan."

"All the candidates in our party are trying to couch themselves next to Kean, but not on this. Are they therefore saying that Tom Kean is miscalculating the growth in New Jersey? Why is he not credible on this? I think the Governor is accurate. This will reduce property taxes."

The most comprehensive overhaul of the state tax system has been offered by Karcher, the Democrat. "Read my lips," he said. "I will raise the income tax."

Karcher proposes higher income tax rates on higher incomes and a graduated corporate income tax. He would extend the sales tax to tobacco and liquor, and also tax plastic containers. His tax package would pay for about \$750 million in programs now supported by property taxes.

Sigmund endorsed the repeal of the property tax deduction on state income tax bills. "Every time George Bush says no new taxes and would-be governors Jim Courter and Chuck Hardwick say they are not for Kean's proposal, what they're really doing is passing the costs along to Mayor Sigmund and Mayor James," she said in Newark last week, referring to Newark Mayor Sharpe James.

However, Cardinale said, "There is no tax we could ever pass in any amount that would end up reducing property taxes. That's the history of New Jersey."

Cardinale argued that no broad-based state tax like the income, sales and gasoline taxes, or the lottery and casino gambling taxes, has appeared to dampen New Jersey's property tax ap-

petite. "We could tax pajamas but we would always have a demand for money," he said.

Cardinale did not support Kean's tax package when it came to a vote last week in the Senate. He said that too often in Trenton, existing programs are considered "sacrosanct."

"Then when it comes to a point where we don't have enough money, it causes local governments to increase their taxes," he said. "We ought to go back and carefully examine each individual program. Is it a priority program?"

"I will not say there is never going to be an occasion on which to say we will need more revenues. But I think it will take us a thousand years to get to the point," he said. "If we did everything we could do, we could probably lower taxes."

Cardinale said he would find ways to reduce the size of the state government and also enable school systems and municipalities to find ways to save money on their own by reducing the number of programs mandated statewide. Cardinale is a former mayor of Demarest and also served on the town's school board.

"We have to give back to towns the autonomy to do what they believe is in their best interests," he said.

Hardwick has pledged not to increase the income tax or the state sales tax. He said he is opposed to the Governor's tax plan because he believes the administration has created a false crisis by first eliminating more than \$300 million in existing municipal assistance programs.

"The fair way is to give the money where it belongs and then let the state tighten its belt," Hardwick said, adding that Kean was trying to leverage the outrage of mayors to gain a tax increase by saying it will go for property tax aid.

Hardwick said he wants a constitutional amendment to stop successive administrations from skimming off receipts from the gross receipts and franchise tax on utilities for state use. He said this year about \$150 million was kept by the state.

Hardwick identified another \$166 million that was in previous budgets that was not included by Kean in the

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Florio gets Graves nod

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Paterson Mayor and state Sen. Frank Graves yesterday endorsed Rep. James Florio (D-1st Dist.) for the Democratic nomination for governor.

Graves, a state senator since 1978 who is serving his second four-year term as mayor, said Florio had strong anti-crime positions which he supported.

Graves is the chief author of major anti-crime legislation in Trenton, including the law mandating prison terms for people convicted of committing crimes with guns.

Graves applauded Florio for introducing federal legislation to stiffen penalties for drug dealers who use children as couriers and for a measure that would send back to the state money raised by federal authorities selling off the seized assets of convicted drug dealers.

Graves noted that the Passaic County Democratic organization has already endorsed Florio and that Rep. Robert Roe (D-8th Dist.), the most prominent Democrat in the county, is Florio's campaign chairman. "This is going to be a year for unity, and it is going to be a year when we put a Democrat who cares about our families, our neighborhoods and our kids into the Statehouse," Graves said.

Personalities

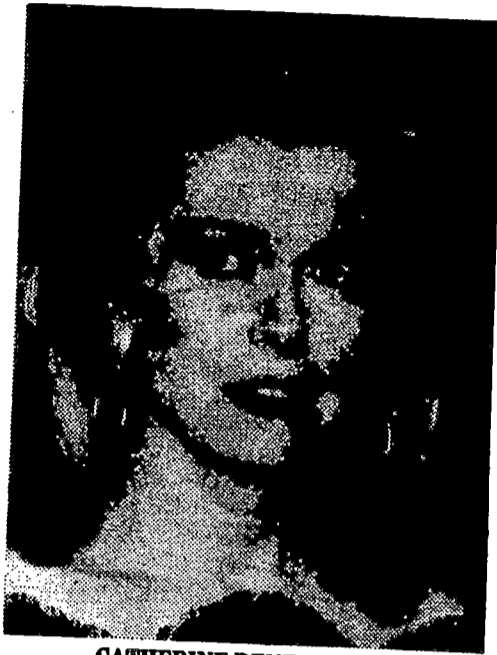
By Chuck Conconi
Washington Post Staff Writer

An angry and bitter **John Tower** is about to go back out on the speaking circuit asking a modest \$15,000 to \$20,000 per speech. His lecture agent, **Joseph Cosby** of Cosby Bureau International Inc. here in Washington, said Tower called him this week to say he is ready to go back to work. Cosby is already booking speeches for him and expects the former Texas senator to average some 30 to 40 annually.

Cosby said Tower is angry about not being confirmed as secretary of defense, and has a lot to say. He is already negotiating for bookings with the University of Virginia, Harvard Law School and the Welding Supply Association meeting in Washington in April. Cosby told Tower that the American Society of Newspaper Editors, also meeting here in April, wants him for a speaker. When Tower heard that, Cosby said, he responded, "You've got to be kidding." Cosby said Tower will charge the newspaper editors more than top dollar if he accepts that one, "and he will tell them what they won't want to hear."

Out and About

The **Salman Rushdie** debate has reached the highest levels of Sweden's Academy of Letters, the guardian of the Nobel Prize for Literature, where two members of the academy resigned their life memberships over the committee's refusal to fully support the embattled author. Novelists **Kerstin Ekman** and **Lars Gyllensten** said they could no longer be members of a body that had failed to condemn Iran's death threats against the Indian-born author of "The Satanic Verses." Unable to agree on how to respond to Iran's threats against Rushdie, the 18-member academy earlier this month issued a statement deploring attacks on

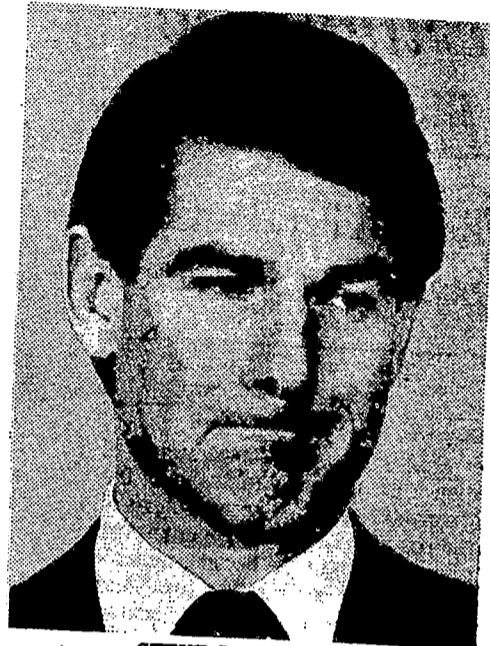


CATHERINE DENEUVE

freedom of speech but failing to mention either Rushdie or Iran. The resignations marked the first time since the academy was founded in 1786 that such a disagreement was made public . . .

Sabrina Le Beauf, who plays the eldest daughter, **Sondra**, on "The Cosby Show," is about to make her first appearance on the stage of the Shakespeare Theatre at the Folger. The young actress will play **Rosalind** in "As You Like It," which opens May 2 . . .

Gilbert Hill, that tough-talking, profane Detroit homicide detective who was demoted to a traffic beat after his role as **Eddie Murphy's** commander in the film "Beverly Hills Cop," is going to run for city council. The 32-year veteran, who also appeared in "Beverly Hills Cop II," said he will join two other police officers in a bid for nine open,



STEVE GARVEY

\$53,000-a-year seats on the full-time council . . .

Actress **Catherine Deneuve** is a woman with a past and no apologies for it. In a Vanity Fair profile she said, "If it isn't a deadly sin and it doesn't hurt someone else's life, sin is fine. That's what gives virtue its value." The elegant beauty, who was the face of Chanel perfume and is the mother of two children by men married to other women—director **Roger Vadim** and actor **Marcello Mastroianni**—says, "There's no such thing as a home-wrecker, a *femme fatale*. Some men are available" . . .

Former L.A. Dodger first baseman **Steve Garvey**, with the multiple paternity claims against him, is the perfect foil for a San Diego radio station giving away T-shirts that read: "I got to first base with Steve Garvey." And in Boston, a bumper sticker has been seen: "Honk if you're carrying Steve Garvey's baby" . . .

By G.B. Trudeau

DOONESBURY



David S. Broder

Good News Cheney

w/p
3/15
A23

Here are three things to understand about Rep. Dick Cheney (R-Wyo.), which will explain why President Bush made such a superb choice in naming him as secretary of defense following the John Tower fiasco. Cheney is smart, he is tough and he is totally trustworthy.

Put those qualities together, and you have a man who will bring real strength and rare judgment to the administration. At 48, Cheney already has proven himself exceeding competent in both the executive and legislative branches of government, performing admirably as President Ford's White House chief of staff and then rising in very few years to the second-ranking leadership position of House Republicans.

His brain is as good as anyone's in town, and he is totally unafraid to voice his convictions in any company. From the time I first encountered him as a University of Wisconsin Ph.D. candidate working on the staff of an equally brainy young congressman, the late Bill Steiger, he has displayed qualities that command the respect of people much older than he is—and often of very different policy views.

Though he is a conservative by conviction and a staunch partisan Republican, he is admired by dozens of Democratic colleagues. He has a particularly close relationship with House Majority Leader Tom Foley (D-Wash.), a man of similar talent and temperament. Like Foley, Cheney plays down his own importance and conceals his shrewdness behind an engaging western humor.

Cheney and his wife, Lynne, the head of the National Endowment for the Humanities, are perhaps the most literate couple in town, individually turning out highly readable essays and, jointly, a fine book on leaders of the House. But Cheney's true calling is government, and in that field there are few better.

Although Cheney's career roots are in Congress, his viewpoint is almost always that of a president's man. No one fought harder during the post-Watergate period and in the Iran-contra affair against measures he thought would inhibit future presidents from exercising their full powers as commander in chief and negotiator in chief. An essay Cheney wrote for an American Enterprise Institute conference this week, on what he calls "congressional aggrandizement" in the national security area, criticizes "aggrandizers" as varied as Sen. Jesse Helms (R-N.C.) and Speaker Jim Wright (D-Texas) and doubtless will provoke questions at Cheney's confirmation hearings.

But Cheney is totally consistent in his view, favoring a strong president—even if it's a Democrat. He told reporters in a 1987 interview that he would far rather see the Democrats nominate Sen. Sam Nunn (D-Ga.), the Armed Services Committee chairman and architect of Tower's defeat, than "a governor with no foreign policy experience," like Massachusetts' Michael Dukakis. Nunn would have a far better chance of beating the Republican nominee, Cheney allowed. But that was more than offset, in his view, by the prospect that if Nunn won, the nation would get what he considered a highly qualified president.

The Cheney nomination demonstrates, once again, that George Bush has quick recuperative powers and the ability to do well with his second efforts. Bush showed that earlier by winning the presidency on his second try and, in that second effort, recouping in New Hampshire what he had lost in the opening contest in Iowa.

Recovery skills are about as useful a trait as a president can possess. No way will the occupant of the Oval Office go through four years, or eight, without bumping into adversity. The ability to come back from such a blow, to shake off the aftereffects and think clearly about what needs to be done, is what distinguishes the political survivors from those who contribute, willfully, to their own political demise. Bush is a survivor.

In choosing Cheney, Bush has completed what may well be the most skilled, politically sophisticated trio of national security officials Washington has seen in decades. Along with Secretary of State James A. Baker III and national security adviser Brent Scowcroft, Cheney forms a team of highly competent, compatible lieutenants, with the capacity to adjust policies to a changing world and defend those policies in the domestic political arena.

Scowcroft is the old pro of the trio, the retired general who served as deputy to Henry A. Kissinger and then established his own model of reticence, probity and professionalism in the national security adviser's post under President Ford.

Baker is the old smoothie in the bunch, the well-bred Texan who can deflect criticism as deftly as he can maneuver to reduce the opposition to impotent frustration. He is the consummate operative, perhaps the most impressive unelected official the capital has seen since Clark Clifford.

In terms of personal chemistry and past history, I cannot recall any match-up of men in these jobs that promises as much compatibility and teamwork as these three. Cheney and Scowcroft worked side by side in the Ford White House; Cheney and Baker were the twin strategists of Ford's courageous 1976 campaign, which turned a looming landslide defeat into a breathlessly close finish.

The country is lucky to have them working together again.

Congre\$\$ional Kindne\$\$

WT 7/15 P2

Congress, with the encouragement of the Bush administration, is likely to embark on a spending and regulatory binge that hasn't been seen since LBJ's Great Society days. In most cases lawmakers are building upon Bush or Reagan administration initiatives that create new federal spending or expand existing programs. Here's a partial listing of such efforts:

■ **WELFARE:** Last year Congress passed the Family Security Act, which could lure thousands of low-income workers into the Aid to Families with Dependent Children program. Rep. Thomas Downey, chairman of the Human Resources subcommittee of the House Ways and Means Committee, wants to make AFDC even more attractive for people not already trapped by welfare. He also has joined with Sen. Albert Gore to sponsor legislation to expand the Earned Income Tax Credit, a sort of federal guaranteed annual income program for the working poor. The expansion would cost \$24.6 billion in the first five years alone.

■ **CHILD CARE:** President Bush wants poor parents to have more money for their kids, and proposes to give those parents tax credits of up to \$1,000 per child under the age of four. Democrats and Republicans want to outbid him with the so-called Act for Better Child Care, which gives money to states to subsidize child care for low- and middle-income parents, and forces care centers to meet federal licensing regulations. Sponsors say ABC will cost \$2.5 billion a year, but Edward Zigler of the Yale Bush Child Development Center, a leading advocate of a larger federal role in this area, places the cost of "quality" care at \$75 billion annually.

■ **FAMILY LEAVE:** The House Education and Labor Committee last week approved legislation requiring employers to provide unpaid parental leave to workers who have just had a child or want to care for a seriously ill child or parent. The bill, which makes a mockery of traditional collective bargaining,

would require all businesses with 50 or more workers to give up to 10 weeks of family leave each two years. After two years, the bill would affect firms with as few as 35 employees.

To add to the expense, the House panel rejected amendments by Texas GOP Rep. Richard Arme and Illinois Rep. Harris Fawell that would have exempted state and local governments and limited damages for violating the law to the loss actually suffered by the plaintiff. The bill provides for treble damages.

■ **EDUCATION:** President Bush has added \$441 million to President Reagan's 1990 education budget, but that's not enough for House Education and Labor Committee Chairman Augustus Hawkins. He wants to add about \$2 billion in new spending for everything from bilingual education to higher-education aid. The California Democrat doesn't want to add spending everywhere, however. He vehemently opposes Mr. Bush's proposals to fund new magnet schools and pay for experiments giving parents a choice in which schools their children will attend.

■ **HOUSING:** The Bush administration, with the strong backing of HUD Secretary Jack Kemp, has agreed to spend upwards of \$400 million for new programs aimed at combatting homelessness. Sens. Alan Cranston and Alfonse D'Amato want more. They're likely to unveil legislation to reauthorize and expand a host of federally subsidized housing programs.

It seems that wherever George Bush tries to be "kinder," Congress tries to be costlier. Such behavior leaves the White House little choice but to gird for a difficult battle. If Mr. Bush and his advisers want to prove their kindness without doubling the deficit, they'll have to hold the line on new spending. And they won't be able to do that without making judicious and repeated use of the presidential veto.

Taking note . . .

Correction

Due to an editing error yesterday's editorial, "Cheney's challenge" described Rep. Ronald Dellums, chairman of the House

Armed Services subcommittee on Research and Development, as chairman of the Armed Services Committee. Rep. Les Aspin, of course, is chairman of the committee.

WHAT BUSH LOST IN TOWER BATTLE

NY Post 3/15 p 29
BY ROWLAND EVANS AND ROBERT NOVAK

BEHIND the relief from weeks of tension effected by selecting the universally esteemed Rep. Dick Cheney for Defense, the true scorecard of the Tower affair lists Sam Nunn as winner and George Bush as loser.

While Nunn has cast off his long-outdated mantle of every Republican's favorite Democrat, he has achieved — certainly for the short term, perhaps for much longer — wide control over defense policy. For all his talents and virtues, Cheney is a new boy at the Pentagon, which is a maze nobody learns to transit quickly.

Loss of policy control in itself is a major setback for President Bush. Beyond that, Tower post-mortems give him less than superlative grades.

Bush earns nothing but praise from Republicans for sticking with longtime political ally John Tower to the final roll call. But they saddle him with blame for his post-election delay in

nominating Tower and his surprising lack of arm-twisting at the end.

This scorecard is based on the premise that allegations of drinking and womanizing were not the proximate cause for rejecting Tower. By the standard raised against him, not only his senatorial inquisitors but other Cabinet ap-

Sam Nunn is now in position to dictate Pentagon priorities

pointments routinely confirmed would be in dire trouble.

Nor can the disaster be blamed on John Sununu,

the neophyte White House chief of staff, for offending Nunn by slipping Republicans exclusive information. The case against Sununu is weak; even it were not, it is absurd to think the cool-headed Armed Services Committee chairman took so momentous a step as opposing Tower out of personal pique.

It is an article of faith among Nunn's bitter Republican colleagues on Armed Services that he could not tolerate ex-Chairman Tower controlling the Pentagon as it never was during the Reagan administration.

They disagree when it was that Nunn decided to oppose Tower. Some date his opposition from the moment of the nomination, notwithstanding Nunn's unambiguous statements of support. Others believe he was carried along by Democratic committee members James Exon (Neb.) and Carl Levin (Mich.).

The truth may be in between: that Nunn subconsciously was against Tower from the start but did not come to grips with it for weeks.

Certainly, Tower's demise magnifies Nunn's authority.

There is no illusion among Democrats that Cheney is a pushover. He is more conservative, harder working and probably more resolute than Tower. But he is a freshman just beginning classes in the rigorous college of defense.

What's more, his inherited deputy secretary, General Motors vice chairman Donald J. Atwood, is only a sophomore.

Atwood is a blue-ribbon industrialist who has generated rave notices from courtesy calls in Washington. But his defense experience is limited, beginning in 1985 with GM's acquisition of Hughes Aircraft.

Deprived of a normal transitional experience,

Cheney cannot soon seize control of the building as Caspar Weinberger never did and John Tower almost certainly would have.

Enter Chairman Nunn. Cheney, thanks to experience on the House Intelligence Committee, is Nunn's match on arms control. But in the era of constricted budgets, he will have to be a fast study indeed to keep conventional-warfare reform from being dictated by the well-tuned Nunn.

That could lead to priorities pressed by rejected presidential candidate Michael Dukakis, whose advice had come from Nunn.

It is partly Bush's own fault. Tower confirmation managers maintain that if the then president-elect had promptly nominated

his political ally of 25 years, who just a few years ago received full FBI field clearance and Senate confirmation as an arms negotiator, Nunn could never have started. Stories from Bush's aides that their boss had his doubts about Tower were the first drops of poison.

Even so, Tower might have been saved on the Senate floor had the president turned Democratic senators clearly inclined to support Tower but who ended up the other way — veteran Bennett Johnston, freshmen Joseph Lieberman (Conn.) and Chuck Robb (Va.).

Unlike his predecessors, Bush did not have a notetaker present when he made his lobbying calls. But if he twisted any arms, nobody felt the pain.

I say it's spinach

Ready? Get set: graze! Foes of animal exploitation are preparing for the fifth annual "meat-out" on Monday. The Farm Animal Reform Movement claims that 500 events will be staged nationwide, ranging from vegetarian meals for the homeless to chili (sin carne) cookoffs in Texas and protest demonstrations outside burger joints.

The local attempt to educate people on the health and moral evils of meat-eating will be an "all vegan" lunch for members of Congress. Reform spokesman Lawrence Carter said they haven't decided on the exact menu they hope will lure the honorable members away from the Monocle, La Brasserie and Jenkins Hill.

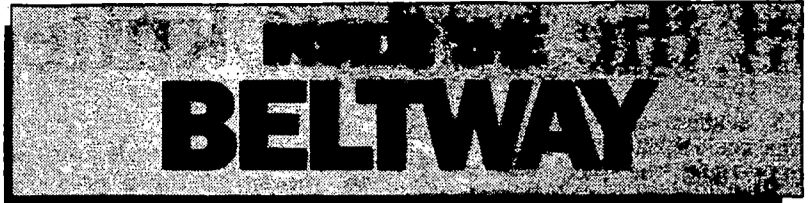
But he explained that "all vegan" is sort of super-vegetarian: not just no meat, but no milk, butter or cheese, "because we don't want to participate in the exploitation of farm animals" or encourage the conditions in which they are kept.

Close call

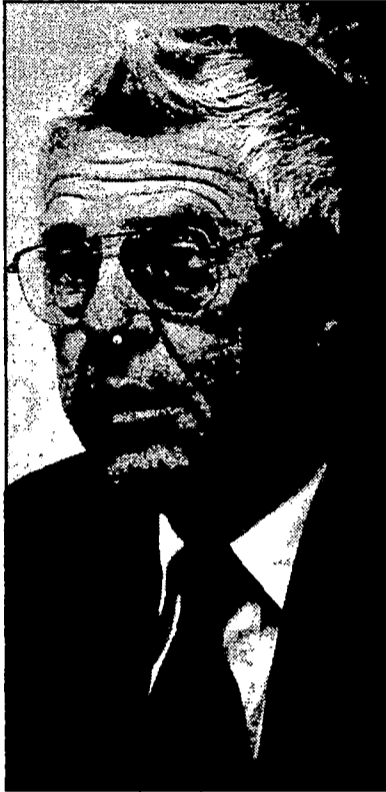
An outraged conservative tipster called to raise serious questions about the seminar on "Vietnam Today" scheduled for tomorrow afternoon at the Smithsonian's Wilson International Center. The four speakers listed on the invitation are professors of various subjects from Hanoi and a novelist/poet from Ho Chi Minh City.

The invitation promised sherry in the rotunda before the seminar and a chance to meet the four scholars and "the rest of the Vietnamese delegation" afterward. What, the caller wanted to know, is the Smithsonian up to? How do these people from communist Vietnam get visas from the State Department, anyway?

The questions turn out to be moot, at least for the moment. The seminar has been canceled, explained a harried Wilson Center of-



ficial between phone calls to expected guests, because the four Vietnamese scholars were having trouble getting signatures on the necessary documents they need — not to enter the United States, but to leave Vietnam.



Lt. Gen. Daniel O. Graham will keynote the "star wars" anniversary.

SDI birthday

A "Coast-to-Coast Toast" marking the sixth anniversary of the Strategic Defense Initiative will be held in dozens of cities a week from tomorrow. On March 23, 1983, President Reagan first proposed the missile-screen project, derisively called "star wars" by critics.

The celebration of the program's survival through budget cuts and scientists' sniping is being sponsored jointly by The Conservative Network and the Center for Peace and Freedom. The Washington birthday party will be held at the Reserve Officers Association, One Constitution Ave. NE, and will feature Lt. Gen. Daniel O. Graham as keynote speaker. Those planning to attend should R.S.V.P. to Jack Rohrer at TCN, 648-1826.

John Kwapiz of the Center for Peace and Freedom said that at least count more than 50 celebrations are planned, in such places as Los Angeles, Denver, Pocatello, Ind., Houston, Norfolk and even the Massachusetts Institute of Technology in Cambridge. He figured there are probably a couple of dozen more the center doesn't know about.

Bible bustout

Two inmates of the Dorchester County Jail in Cambridge, Md., found a bad use for the Good Book — they used the plastic cover of a Bible like a credit card to jimmy open the jail door.

"Well, the Bible is the key of all keys," observed Sheriff Philip McKelvey philosophically. "It unlocks a lot of doors, including jail doors, evidently."

Kenneth Sylvester McRae, 27, awaiting trial for robbery, and Donald Tyrone Gross, 21, facing charges of breaking and entering,

were in a temporary facility used to ease overcrowding at the 106-year-old jail. They "carded" the lock on a fire escape door Saturday night.

"The Bible cover is pliable and yet strong enough to jimmy the lock," the sheriff said. "The locking mechanism itself wasn't working properly and it should not have been able to be jimmyed like that."

The two men were caught Sunday and have been charged with escape. If convicted, they could be sentenced to 10 years. So much for any biblical rejoicing over lambs that stray and are returned to the fold.

Lance is shocked

Bert Lance complains that he's the victim of — can you stand it? — politics! Jimmy Carter's former budget director, who resigned after a big dustup over his banking practices, cried foul in court papers he filed Monday in a \$1.5-million lawsuit brought against him by the Federal Deposit Insurance Corp.

Beginning in the late 1970s, Mr. Lance charged, the FDIC "commenced a policy of selectively 'leaking' to the news media information about [his] personal financial situation." Such information "was confidential and its release by the FDIC was contrary to law," he said.

The FDIC's campaign against him was not only illegal but politically motivated, Mr. Lance claimed. He asked that the lawsuit be dismissed or taken to a jury trial, and that the FDIC be made to pay his legal fees.

Like many of the financial dealings that led to Mr. Lance's departure from Washington after a few months as budget director, the lawsuit is reasonably complex. Essentially, the FDIC claims that Mr. Lance owes it the \$1.5 million on loans the federal agency assumed in a bank takeover; Mr. Lance says he already repaid the loans.

— David Braaten

CAPITAL LINE

USA TODAY'S BRIEFING ON WASHINGTON

Bush: Homelessness a 'national shame'



AP
BUSH: Seeks 'practical solutions'

will cut other social programs to pay for it.

President Bush, saying he wants to help get "ragged and pathetic figures" off the streets, told a meeting of independent insurance agents Tuesday that "homelessness affects a small proportion of Americans but concerns us all. . . . You look out the window of the White House, and see the ragged and pathetic figures huddled over the steam grates of the Ellipse (a park near the White House). It's an affront to the American dream. . . . a national shame." Bush has proposed spending \$694 million on the homeless next year — if Congress

**THE FIRST
100 DAYS
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backs "the bulk" of the group's recommendations.

CLEANUP: President Bush continues to hone an executive order and proposed bills on ethics law changes, both expected soon. They'll be based on work of his special ethics panel, with which he met Tuesday. Spokesman Marlin Fitzwater said Bush

ANGRY WITNESS: Ex-national security adviser Robert McFarlane — in a sharp departure from his usual monotone testimony in Oliver North's Iran-contra trial — Tuesday flared at prosecutor John Kecker. The spark: Kecker suggested McFarlane's account of contra spending, written the day before he tried to commit suicide in '87, was "complete nonsense." Boomed a red-faced McFarlane: "In my state of mind the day before I tried to take my life, if I had tried to parse every last dime that went to the contras, it probably would have come out different." The trial continues today.

ALSO TUESDAY . . .

► A Democrat-controlled House panel rejected President Bush's minimum wage plan (\$4.25 an hour; a \$3.35 training wage) in favor of \$4.65 — but no training wage.

► Rep. Daniel Akaka, D-Hawaii, asked a House budget panel to set aside more next year to begin paying promised \$20,000 reparations to 60,000 World War II Japanese internees. He said money has been provided to pay only 1,000.

► Bills introduced in the House would help 3 million U.S. citizens abroad, in part by giving them a non-voting House delegate and exempting them from U.S. income taxes.

► Estimated cost of the Pentagon's 94 biggest weapons programs skyrocketed by \$57.5 billion in '88, a Pentagon report indicated — but President Bush's plan to pare the military buildup means the report already has "been overtaken by events," Pentagon spokesman Jim Turner said.

PEOPLE WATCH

► Chief Justice William Rehnquist will hold a rare press conference this morning, reportedly to push for a judicial pay raise. It ties in with the annual closed-door meeting of the Judicial Conference, the federal judiciary's governing body. Federal judges are bitter Congress rejected a substantial pay raise for them last month.

► Rep. Jim Wright, D-Texas, under House ethics panel scrutiny, said Tuesday he won't seek a third term as speaker if he believes his support has eroded — but he doesn't anticipate that happening.

The panel is expected to report soon on its nine-month probe of some of his lobbying and financial dealings.

► Said President Bush Tuesday: "If I look a little frantic, our dog is expecting. (But) if you think I look frantic, you haven't seen the silver fox, Barbara" — who, says spokeswoman Anna Perez, is "taking Millie's temperature every 24 hours." A drop indicates delivery within two days. Is Mrs. Bush nervous? "Yes," says Perez. "But she figures Millie will have to do most of the work anyway."



UPI
REHNQUIST: Meets the press today

CLOSE-UP: THE RICO RUCKUS

Business, investors battle

Easing penalties

Here is how RICO lawsuit awards would change:

► **Still getting triple damages:** governments; consumers; investors hurt by insider trading.

► **Getting actual damages only:** investors hurt by arbitrage, junk bond, commodities offenses.

With Congress as the battlefield, consumer groups are squaring off against a well-heeled business coalition in a struggle over a law — RICO — that might seem to concern neither.

Businesses say the law, the 1970 Racketeer Influenced and Corrupt

Organizations Act, which allows triple damages, is being used against them in civil suits. More than 2,500 such lawsuits were filed from November '85 through June '88 — "circumstances far removed from the intent of Congress to strike at organized crime," says Sen. Orrin Hatch, R-Utah.

He's among sponsors of bills to change RICO — which gave prosecutors the statutory equivalent of an AK-47 to fire at mobsters who prey on business, labor and consumers — by keeping its criminal provisions, but wiping out triple penalties in civil cases.

Says Washington lawyer Jack Quinn, representing State Farm Insurance Co.: "We are just interested in bringing some sense to this much-abused statute."

But consumer advocates point out the bill would help three troubled industries — securities, commodities and S&Ls — at, potentially, consumers' expense.

Noting that the USA is "in the middle of an unprecedented corporate crime wave," consumer advocate Ralph Nader says, "This is no time for members of Congress to be soft on corporate crime."

WASHINGTON TODAY

► **PRESIDENT BUSH:** Attends congressional drug hearing; dines with electrical industry representatives.

► **VICE PRESIDENT QUAYLE:** Meets with Denmark's Crown Prince Frederik Andre Henrik Christian.

WP 3/15 AZL

THE NEW REGIME

Another Moore May Be Appointed Envoy to Ireland

Richard A. Moore, one of President Richard M. Nixon's special counsels during the Watergate investigation, is a leading candidate to be ambassador to Ireland, administration officials say.

If appointed, he would be the second member of his family in that slot under a Republican president. Moore's brother, John D.J. Moore, held the post during the Nixon administration.

Bush administration officials said Moore and the president are longtime friends and political allies. Moore worked for George Bush in his 1980 presidential campaign, a commitment that separates longtime loyalists from the more recent vintage, who came aboard when Bush was vice president. When Moore remarried in 1987, the Bushes held a reception at the vice presidential residence.

Moore, a lawyer specializing in the communications industry, worked in two Nixon campaigns and became an assistant to Attorney General John Mitchell in 1970, moving to the White House to be a special counsel in 1973.

The Ireland post was first offered to former House Speaker Thomas P. (Tip) O'Neill Jr. (D-Mass.) in a gesture of bipartisanship, but he turned it down. The White House hopes to make the announcement by Friday, St. Patrick's Day.

Administration officials said Bush in the last few days tentatively approved more than a dozen ambassadorial nominations, several of which are to be announced this week.

Ad Man to Ottawa?

■ One of those announcements is expected to involve the next posting to Canada.

An administration source reports that Edward Ney, a New York advertising executive, is the president's choice for the job in



MOORE



DOLE



FLETCHER

Ottawa. Ney, chairman of Paine Webber-Young and Rubicam Ventures, a marketing-consulting firm, would replace Ambassador Thomas Niles.

Ney, 63, is a longtime Bush friend who served as an informal adviser on advertising to the Bush campaign. He once pledged \$25,000 for a study of ways to improve the American electoral process, reportedly because of his concerns about the tone of political advertising.

'Dole Hands' at Labor

■ At the Labor Department, headed by Secretary Elizabeth Hanford Dole, more old "Dole hands" are officially signed up for top posts.

The White House announced that Bush will nominate Roderick DeArment, a Washington lawyer, to be deputy secretary. DeArment was chief of staff to Sen. Robert J. Dole (R-Kan.) in 1985-86 when Dole was Senate majority leader.

Bush also said he will nominate Kathleen M. Harrington to be assistant secretary for congressional affairs. She has been assistant administrator for public affairs at the Federal Aviation Administration since last year. Harrington was director of Elizabeth Dole's office in her husband's presidential campaign.

National Security Choices

■ At the White House, the national security staff has been rounded out with the formal announcement of seven special assistants:

William W. Working, formerly an intelligence officer with the CIA and staff member of the Senate Select Committee on Intelli-

gence, as senior director for intelligence programs at the White House.

Charles Nicholas Rostow as legal adviser to the National Security Council, a position he held in the Reagan administration.

David C. Miller Jr. to be senior director of international programs and African affairs. A former ambassador to Zimbabwe and Tanzania, Miller has been on the board of the African Development Foundation since last year.

Robert D. Blackwill, a career Foreign Service officer, to specialize in European and Soviet affairs.

Virginia A. Lampley, an executive with a Washington-based consulting firm representing international corporations, as director for legislative affairs. Lampley is a former Air Force officer.

Richard N. Haass, a lecturer in public policy at Harvard University's John F. Kennedy School of Government, as senior director, Near East and South Asian affairs. Haass served in the State Department during the Reagan administration.

Karl D. Jackson, senior director for Asian affairs. Since 1986, Jackson has been deputy assistant secretary of defense for East Asian and Pacific affairs.

Transitioning Out

■ A new administrator for NASA will be appointed within two weeks, according to James C. Fletcher, who has held the job since 1986 and is retiring.

Fletcher has served twice as NASA administrator. He held the job in the 1970s and returned in the aftermath of the 1986 Challenger disaster.

—Maralee Schwartz
and Ann Devroy

Briefing

NYT 3/15 BU

Unpopular Foreign Service plan is dropped ■ Of
photodogs and puppies ■ Definitely a job for Mark!
■ A light touch ■ From Vietnam to Afghanistan.

Dropping a Hot Potato

After more than 10 months of internal debate, the State Department has quietly dropped a proposal to screen certain Foreign Service officers for psychological problems, State Department officials said yesterday.

The proposal, which would have involved officers assigned to posts in Eastern Europe and the Soviet Union, was made in the wake of charges that marines at the American Embassy in Moscow were involved in spying. The plan called for a battery of tests focusing on an officer's emotional stability, family life and financial situation.

The American Foreign Service Association, strongly opposing the proposal, argued that it was "unnecessary, overly intrusive and ineffective in predicting behavior that would lead to security risks."

The association also noted that Foreign Service officers assigned to China and Cuba, where the risk of being compromised was equally high, would not have undergone the tests.

"We realized that the testing would be somewhat intrusive and it wouldn't add much to what we already know about our personnel," said a State Department official who was involved in the decision. "The benefits weren't worth the cost."



Redinger

White House Dog Day

It was 6:40 A.M. in the silent White House press office. Alixe Glen, a White House press officer, was sitting in her office writing a summary of the morning papers for a staff briefing when she heard a noise behind her. Ms. Glen did a double take. There stood President Bush, with the family dog, Millie.

"Where are all the photodogs?" asked the President, grinning, referring to the photographers who usually lounge around the press office.

"Mr. President," replied Ms. Glen, the lone press officer on duty, "it's a bit on the early side."

Mr. Bush smiled and moved happily toward the Oval Office, with Millie beside him.

Later Barbara Bush appeared in the press office with a box of gifts. The First Lady said she was celebrating a birthday.

A staff aide, referring to the Bushes's newest grandchild, asked, "You mean for Ashley?"

"No, no," Mrs. Bush replied. "For Millie."

Millie will be having puppies soon.

Mark, Mark & Mark

The White House has brought its speech-writing corps up to strength in Marks. Only one Mark, Mark Klugman, was left after Mark McIntyre recently joined the Washington consulting firm of Cassidy & Associates.

Four new speech writers have been added: Mark Lange, Mark Davis, Dan McGroarty, and Curt Smith.

The writing stable will operate without a chief.

Inevitable Touches

Barbara Bush has said that, unlike some previous First Ladies, she is not interested in redecorating. But there is always a bit of rearranging here and there in the White House.

Nancy Reagan's exercise room, for example, has been turned into a bedroom for visiting grandchildren. Mrs. Reagan's office has also been turned into a bedroom. The Treaty Room, which was sometimes used for meetings by President Reagan, has now been converted into a study for President Bush.

Looking for Mikhail

John Wheeler is looking for a Russian in Moscow with the given name of Mikhail.

Mr. Wheeler, chairman of the Center for the Vietnam Generation, the group that built the Vietnam Memorial on Washington's Mall, recently read about a certain Mikhail who had placed a small slab of stone in a Moscow park as a memorial to the 15,000 Soviet soldiers who were killed in the decadelong Soviet occupation of Afghanistan.

Mr. Wheeler said, "I want to convey our experience" with the Vietnam Memorial to Mikhail to help the Soviet veterans build their own memorial to soldiers who served in Afghanistan.

ELAINE SCIOLINO
BERNARD WEINRAUB

World-Wide

THE U.S. SUSPENDED imports of certain semiautomatic assault weapons.

The temporary ban, effective immediately, will block the importation of more than 110,000 weapons for which import applications are pending. The suspension comes amid the mounting use of such guns by drug traffickers and other criminals, and will remain in effect until the Bureau of Alcohol, Tobacco and Firearms completes a review of whether the weapons are suitable for sporting purposes. (Story on Page A20)

The suspension underscores Bush's gradual movement away from his opposition to further regulation of such weapons by the federal government.

* * *

A LEBANESE WAS CONVICTED in the U.S. of hijacking a Jordanian jet.

A federal court jury in Washington found 30-year-old Fawaz Younis guilty of the 1985 hijacking of a Royal Jordanian Airlines jetliner in Beirut and holding 70 people hostage for 30 hours. Younis, arrested in 1987, could be sentenced to life in prison. The verdict was considered an affirmation of a 1984 law asserting U.S. jurisdiction over the taking of American hostages. Two Americans were aboard the aircraft during the incident.

Younis testified that he knew hijacking the airliner was illegal, but that he was acting under orders from Lebanon's Amal militia, a Shiite group.

* * *

NASA ORDERED Discovery to conserve power because of hydrogen-tank trouble.

The space agency told the five astronauts aboard the space shuttle to dim lights and turn off computers and other systems after a hydrogen tank exhibited erratic readings. The tank feeds the spacecraft's power-producing fuel cells. The problem raised the possibility of cutting the five-day flight by a day. NASA officials in Houston emphasized that the problem didn't pose a threat to the crew. (Related story on Page B4)

Discovery's astronauts monitored scientific experiments and photographed environmental damage on the Earth a day after liftoff from Cape Canaveral.

Cheney predicted that budget pressures soon will force the U.S. to reduce its military forces, and he called on U.S. allies to offset some of those anticipated cutbacks. The GOP congressman from Wyoming made his remarks as the Senate Armed Services panel began reviewing his nomination to be defense secretary. (Story on Page B2)

* * *

Secretary of State Baker said that "meaningful" negotiations on the Mideast might require Israel to talk with the PLO. The comments indicated a change in U.S. policy on the Arab-Israeli conflict. But Israeli Foreign Minister Arens again ruled out any discussions with Arafat's organization.

* * *

Moslem militiamen battled Christian army units in Beirut, shelling neighborhoods throughout the capital and disrupting operations at the city's harbor and airport. Lebanese police said at least 40 people were killed and about 100 wounded. Almost all the casualties were civilians. Sectarian fighting also was reported in the Bekaa Valley.

* * *

The Soviet Union published a draft law that would give regional and local authorities greater control over managing food production, light industry and other activities. But the blueprint, part of Gorbachev's attempt to create a genuine system of local government, leaves many decisions to the Kremlin. (Story on Page A15)

Thousands of ethnic Russians marched in Estonia's capital and threatened a general strike unless the Communist Party moves to stem Baltic nationalism and "creeping counterrevolution," witnesses in Tallinn said.

* * *

The Bush administration is expected to seek an emergency \$100 million from Congress to help deal with a higher-than-expected influx of refugees this year. The additional funding reportedly is needed because Moscow's new policies have caused an increase in emigration of Soviet Jews.

* * *

Honduras expressed reservations about a U.S. request to allow Nicaragua's Contras to remain in Honduran camps for another year. But Tegucigalpa's foreign minister said the plan wouldn't contradict a Central American peace pact, signed last month, calling for demobilizing the rebel army.

* * *

Died: Stephen D. Bechtel, 88, ex-senior director of Bechtel Group Inc., in Oakland, Calif. . . . Zita, 96, last empress of the Hapsburg empire, while in exile in Zizers, Switzerland. . . . Maurice Evans, 87, actor and producer, Sunday, near Brighton, England.

MEMORANDUM OF CALL

Previous editions usable

TO:

YOU WERE CALLED BY— YOU WERE VISITED BY—

OF (Organization)

PLEASE PHONE ► FTS AUTOVON

WILL CALL AGAIN IS WAITING TO SEE YOU

RETURNED YOUR CALL WISHES AN APPOINTMENT

MESSAGE

Gov. Roy Romer + wife
 Jim Hayes
 Arty Johnson
 Diana Shore
 Masbachel

Attending

RECEIVED BY	DATE	TIME
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**PRESIDENTIAL REMARKS: JUNIOR ACHIEVEMENT
NATIONAL BUSINESS LEADERSHIP CONFERENCE
COLORADO SPRINGS, COLORADO
MARCH 16, 1989**

THANK YOU, LOD, FOR YOUR KIND WORDS. AS YOU KNOW, I'VE BEEN AN ADMIRER OF JUNIOR ACHIEVEMENT AND ALL IT'S DONE TO ADVANCE ECONOMICS EDUCATION FOR MANY YEARS. AND FROM WHAT I SEE, LOD COOK HAS TAKEN WHAT WAS ALREADY A STRONG PROGRAM AND MADE IT THAT MUCH BETTER.

GOING INTO THAT CLASSROOM TO MAKE THE MEANING OF ECONOMICS A LITTLE CLEARER IS A TOUGH ASSIGNMENT. I'VE

2

HEARD ABOUT THE VOLUNTEER WHO ASKED HIS CLASS WHAT THE GROSS NATIONAL PRODUCT WAS -- AND THE BOY WHO SAID IT WAS "THE MOST DISGUSTING THING MADE IN AMERICA."

IT'S ANSWERS LIKE THAT THAT MAKE TEACHING A REWARDING EXPERIENCE.

BUT THERE'S NO DOUBT THAT JUNIOR ACHIEVEMENT HAS A POSITIVE IMPACT -- IN FACT, BASED ON WHAT LOD'S TOLD ME ABOUT THE PROGRAM, I'M GOING TO HAVE TO ADD A POINT OR TWO TO OUR GNP ESTIMATES AS SOON AS I GET BACK TO WASHINGTON.

WHILE ALL OF YOU HERE TONIGHT SHARE IN THIS SUCCESS STORY, I WANT ESPECIALLY TO COMMEND JIM HAYES OF FORTUNE MAGAZINE. JIM, I KNOW YOU AND A NUMBER OF YOUR STAFF HAVE BEEN ACTIVELY INVOLVED IN JUNIOR ACHIEVEMENT'S "PROJECT BUSINESS," TAKING YOUR SKILLS AND TALENTS INTO CLASSROOMS THROUGHOUT NEW YORK CITY. THE WORK YOU'RE DOING WITH THOSE JUNIOR HIGH STUDENTS IS OPENING THEIR EYES TO A WHOLE NEW WORLD.

JUNIOR ACHIEVEMENT IS A PHENOMENALLY SUCCESSFUL ENTERPRISE BY ANY MEASURE. THE NUMBERS ALONE TELL THE

STORY: YOU REACH OVER A MILLION CHILDREN EACH YEAR, FROM FOURTH THROUGH TWELFTH GRADES, IN MORE THAN A THOUSAND COMMUNITIES ACROSS THE NATION.

I'VE SPOKEN MANY TIMES ABOUT THE THOUSAND POINTS OF LIGHT, THE DEDICATED AND DIVERSE VOLUNTEER ORGANIZATIONS THAT CONTRIBUTE SO MUCH TO AMERICAN LIFE. I'VE TAKEN SOME RIBBING ABOUT JUST WHAT THAT MEANS -- BUT THOSE OF YOU INVOLVED IN JUNIOR ACHIEVEMENT KNOW EXACTLY WHAT I'M TALKING ABOUT. IN FACT, LOD TELLS ME THAT A THOUSAND POINTS OF LIGHT DOESN'T BEGIN TO DESCRIBE YOUR EFFORTS --

AND THAT THE 100,000 MEN AND WOMEN INVOLVED IN JUNIOR ACHIEVEMENT IS A SUPER-NOVA OF VOLUNTEERS.

LOD, MAYBE I CAN CLEAR UP THE CONFUSION. LET'S AGREE THAT THE VOLUNTEER ETHIC IS THE NORTH STAR. AS LONG AS THAT SENSE OF SERVICE GUIDES US, WE'LL BE A STRONG, SELF-RELIANT PEOPLE, AS READY TO HELP EACH OTHER AS WE ARE TO HELP OURSELVES.

OUR YOUNG PEOPLE ESPECIALLY CAN BRING ENERGY AND ENTHUSIASM TO THE VOLUNTEER EFFORT. THAT'S THE IDEA BEHIND THE INITIATIVE I CALL YES -- YOUTH ENTERING SERVICE.

TONIGHT, I WANT TO TALK ABOUT EDUCATION, THE ISSUE AT THE HEART OF JUNIOR ACHIEVEMENT'S MISSION.

FIRST, A WORD ABOUT THE LESSONS IN "APPLIED ECONOMICS" THAT ARE THE HALLMARK OF JUNIOR ACHIEVEMENT. IN YOUR CREATIVE HANDS, ECONOMICS IS ANYTHING BUT "THE DISMAL SCIENCE" AS SOME HAVE CALLED IT. YOU GIVE ECONOMICS LIFE -- AND YOU GIVE OUR YOUNG PEOPLE A REAL UNDERSTANDING OF THE STAKE WE ALL HAVE IN ECONOMIC ENTERPRISE.

I KNOW WHAT IT MEANS TO BUILD A BUSINESS. I KNOW THE RISK... THE WORRIES LATE AT NIGHT... THE

RESPONSIBILITIES YOU FEEL FOR THE EMPLOYEES THAT ARE IN IT WITH YOU. I DON'T NEED TO TELL ALL OF YOU IT'S SOMETHING YOU NEVER FORGET.

I ALSO KNOW THE FEELING THAT COMES WITH SUCCESS -- THE PRIDE, THE EXHILARATION YOU FEEL WHEN YOUR BUSINESS IS UP ON ITS FEET, AND RUNNING. THE FEELING YOU GET WHEN YOU TAKE AN IDEA -- SOMETHING THAT EXISTS ONLY IN YOUR MIND -- AND TURN IT INTO SOMETHING REAL, A COMMON ENTERPRISE THAT MEETS THE TEST OF THE MARKETPLACE, THAT CARVES OUT A PLACE IN THE LARGER ECONOMY.

ALL OF YOU HERE TODAY ARE HELPING YOUNG PEOPLE EXPERIENCE THAT SAME SENSE OF ACCOMPLISHMENT THROUGH THEIR INVOLVEMENT WITH JUNIOR ACHIEVEMENT. YOU ARE AWAKENING THE ENTREPRENEURIAL SPIRIT OF A NEW GENERATION.

ALL OF YOU HAVE HEARD ME SAY I INTEND TO BE THE "EDUCATION PRESIDENT." NOW, I'VE HEARD SOME PEOPLE SAY IN RESPONSE: "THAT'S NOT ENOUGH." THEY SEEM TO BE SAYING THAT THE PRESIDENT NEEDS TO CONCERN HIMSELF WITH THE LARGER ISSUES -- AND THAT EDUCATION DOESN'T QUALIFY.

LET ME SAY NOW: I CAN'T THINK OF ANY ISSUE THAT IS LARGER -- OR MORE FAR-RANGING IN ITS IMPACT THAN THE EDUCATION OF OUR YOUTH.

THINK ABOUT THE GREAT ISSUES OF THE DAY. DO WE WANT TO TALK ABOUT AMERICA'S PLACE IN THE WORLD? THEN WE'D BETTER THINK ABOUT EDUCATION. DO WE WANT TO TALK ABOUT COMPETITIVENESS, AND HOW WE CAN IMPROVE IT? AGAIN, WE'D BETTER THINK ABOUT EDUCATION. ABOUT PRODUCTIVITY, AND HOW TO KEEP IT ON THE INCREASE? AGAIN, EDUCATION.

IT'S A MATTER OF OUR HORIZONS -- OUR ABILITY TO SEE HOW WE CAN MEET AND MASTER THE CHALLENGES WE FACE, NOW AND IN THE FUTURE. PLANNING FOR TODAY -- SIMPLY TO GET TO TOMORROW -- IS A GUARANTEE FOR STOP-GAP SOLUTIONS.

EDUCATION IS LONG-RANGE PLANNING AT ITS BEST. IT'S A SOLUTION FOR THE NEXT CENTURY -- FOR PROBLEMS WE HAVEN'T EVEN BEGUN TO RECOGNIZE.

IN ELEVEN SHORT YEARS, WE'LL STAND ON THE THRESHOLD OF A NEW CENTURY. WE KNOW NOW THAT THE WORLD IS IN THE

MIDST OF A TECHNOLOGICAL REVOLUTION. WE CAN SEE THE PACE OF CHANGE -- ALWAYS ACCELERATING.

WHAT WILL OUR WORLD LOOK LIKE IN THE CENTURY AHEAD? WHO WILL LEAD AMERICA A GENERATION FROM NOW? WHO WILL HOLD THE TOP POSITIONS IN GOVERNMENT AND IN THE PRIVATE SECTOR? WHO WILL BE THE NEW PIONEERS IN THE FIELDS OF MEDICINE, SCIENCE, AND ENGINEERING? WHO WILL DISPLAY THE CREATIVE GENIUS THAT WILL CHALLENGE, EXCITE AND INSPIRE US?

WE DON'T KNOW THEIR NAMES. BUT I CAN TELL YOU WHERE TO FIND THEM:

FROM 8 A.M. TO 3 P.M. EVERY DAY IN OUR SCHOOLS.

LOOK FOR THE FIFTH GRADER, WHO FORTY YEARS FROM NOW WILL FIND HIM OR HERSELF IN THE POSITION YOU ARE IN TODAY. LOOK FOR THE FIVE-YEAR-OLD, WHOSE CURIOSITY ABOUT EVERYTHING IS THE FIRST SIGN OF A BUDDING SCIENTIFIC MIND. LOOK INTO CLASSROOMS ACROSS THIS COUNTRY TODAY, WHERE THE

SPARK OF INTEREST KINDLES A LIFE-LONG INVOLVEMENT IN EXPLORING, IN EXPANDING, AND ADVANCING OUR KNOWLEDGE.

SO LET'S NOT MAKE THE MISTAKE OF SAYING EDUCATION IS A MINOR MATTER ON OUR NATIONAL AGENDA.

WHEN IT COMES TO OUR NATION'S FUTURE, EDUCATION IS THE KEY. IT'S THE BEST INVESTMENT WE CAN MAKE.

NOW, WE'VE ALL SEEN THE STUDIES THAT SHOW AMERICAN STUDENTS TRAILING THOSE OF OTHER NATIONS IN SCIENCE AND MATH SKILLS. WE'VE ALL READ THE STORIES ABOUT KIDS WHO CAN'T FIND AMERICA ON A MAP. WE ALL KNOW THE DROP-OUT

RATE IS TOO HIGH, AND THE LEVEL OF LITERACY TOO LOW. WE KNOW THAT WE MUST DO MORE TO OPEN THE DOOR TO ADVANCEMENT FOR OUR DISADVANTAGED YOUTH, BY PROVIDING THEM THE EDUCATIONAL OPPORTUNITIES THEY DESERVE.

THE ANSWER ISN'T TO WRING OUR HANDS. WE NEED TO ROLL UP OUR SLEEVES, AND TAKE AN ACTIVE PART IN MAKING OUR SCHOOLS BETTER.

AND THAT REQUIRES A TRULY COOPERATIVE EFFORT -- INVOLVING ALL LEVELS OF GOVERNMENT, THE PUBLIC AND THE PRIVATE SECTOR. IN OUR FEDERAL SYSTEM, EDUCATION IS A

SHARED RESPONSIBILITY. WHILE THE PRIMARY RESPONSIBILITY RESTS WITH THE STATES AND LOCAL SCHOOL SYSTEMS, THE FEDERAL GOVERNMENT CAN STILL SERVE AS A CATALYST FOR CHANGE -- FOR FRESH THINKING ABOUT HOW TO BUILD THE BEST POSSIBLE EDUCATION SYSTEM.

I'VE BUILT INTO MY BUDGET A NUMBER OF EDUCATION INITIATIVES I BELIEVE CAN ENHANCE THE QUALITY OF OUR SCHOOLS. I'LL MENTION FOUR HERE TODAY.

FIRST, WE MUST RECOGNIZE EXCELLENCE, AND WE MUST REWARD IT -- WHEREVER IT IS FOUND. THAT'S WHY I'VE

PROPOSED A \$500 MILLION DOLLAR "MERIT SCHOOL" PROGRAM, AND A PRESIDENTIAL AWARD FOR EXCELLENCE IN EDUCATION FOR OUR BEST TEACHERS.

SECOND, WE MUST STRENGTHEN SCIENTIFIC EDUCATION. MY BUDGET INCLUDES AN INITIATIVE CALLED THE NATIONAL SCIENCE SCHOLARSHIP PROGRAM. EACH YEAR BEGINNING IN 1990, A TOTAL OF 570 AMERICAN HIGH SCHOOL SENIORS -- AT LEAST ONE FROM EVERY CONGRESSIONAL DISTRICT ACROSS THE COUNTRY -- WILL RECEIVE UP TO \$10,000 A YEAR IN SCHOLARSHIPS TO THE COLLEGE OF THEIR CHOICE, RENEWABLE FOR FOUR YEARS.

THIRD, WE NEED TO REMOVE THE BARRIERS THAT CAN KEEP TALENTED TEACHERS OUT OF THE CLASSROOM. THINK OF THE KNOWLEDGE ASSEMBLED IN THIS HALL HERE TODAY -- THE BUSINESS ACUMEN, THE HANDS-ON ECONOMIC EXPERIENCE YOU ALL POSSESS. JUNIOR ACHIEVEMENT MAKES IT POSSIBLE FOR YOU TO PASS THAT ON TO OUR SCHOOL CHILDREN. BUT WHAT ABOUT PEOPLE WITH SIMILAR SKILLS AND KNOWLEDGE, WHOSE ENTRY INTO TEACHING AS A PROFESSION IS BARRED BY CERTIFICATION REQUIREMENTS THEY DON'T MEET?

TEACHERS-BY-TRAINING AREN'T THE ONLY ONES WHO CAN TEACH. I URGE STATE AND LOCAL SCHOOL SYSTEMS TO TAKE A LOOK AT THEIR CERTIFICATION SYSTEMS, AND MAKE SURE WE OPEN OUR SCHOOLS TO THOSE WITH A LIFETIME OF EXPERIENCE OUTSIDE THE CLASSROOM, WHO ARE READY AND WILLING TO SHARE WHAT THEY KNOW WITH OUR YOUNG PEOPLE.

FOURTH, WE MUST USE COMPETITION TO SPUR EXCELLENCE IN EDUCATION. I SUPPORT THE USE OF "MAGNET SCHOOLS" TO INTRODUCE AN ELEMENT OF CHOICE INTO EDUCATION -- AND I'VE

REQUESTED \$100 MILLION TO HELP WITH THE START-UP COSTS OF NEW MAGNET SCHOOLS.

WE ALL KNOW THE VALUE OF COMPETITIVENESS IN THE BUSINESS WORLD. CHALLENGING SCHOOLS TO STRIVE TO MATCH THE BEST AMONG THEM CAN PUSH THEM ALL TO NEW HEIGHTS. COMPETITION MIGHT JUST PROVIDE THE QUALITY SCHOOLS WE'RE ALL LOOKING FOR.

AMERICA IS WELL POSITIONED TO REMAIN PRODUCTIVE AND COMPETITIVE IN THE WORLD MARKETPLACE. OUR STRONG SUIT IS OUR ABUNDANT SUPPLY OF THE MOST INEXHAUSTIBLE RESOURCE ON

THE PLANET: HUMAN INGENUITY -- AND, OF COURSE, A SYSTEM THAT GIVES THAT INGENUITY FREE REIN.

WE HAVE THE RAW MATERIALS. WE HAVE THE OPPORTUNITY. WHAT WE NEED IS A RENEWED SENSE OF RESOLVE -- A COMMITMENT TO SHAPE OUR FUTURE BY PREPARING TODAY THE CHILDREN WHO WILL LEAD US IN THE 21ST CENTURY.

THANK YOU.

(McGroarty/Martin)
March 10, 1989
7:00pm #3
dan/ADL-JA

PRESIDENTIAL REMARKS: JUNIOR ACHIEVEMENT NATIONAL BUSINESS
LEADERSHIP CONFERENCE
COLORADO SPRINGS, COLORADO
MARCH 16, 1989

Thank you, Lod, for your kind words. As you know, I've been an admirer of Junior Achievement and all it's done to advance economics education for many years. And from what I see, Lod Cook has taken what was already a strong program and made it that much better.

While all of you here tonight share in this success, I want especially to commend Jim Hayes of Fortune magazine. Jim, I know you and a number of your staff have been actively involved in Junior Achievement's "Project Business," taking your skills and talents into classrooms throughout New York City. The work you're doing with those junior high students is opening their eyes to a whole new world.

Junior Achievement is a phenomenally successful enterprise by any measure. The numbers alone tell the story: you reach over a million children each year, from fourth through twelfth grades, in more than a thousand communities across the nation.

I've spoken many times about the thousand points of light, the dedicated and diverse volunteer organizations that contribute so much to American life. I've taken some ribbing about just

what that means -- but those of you involved in Junior Achievement know exactly what I'm talking about. In fact, Lod tells me that a thousand points of light doesn't begin to describe your efforts -- and that the 100,000 men and women involved in Junior Achievement is a super-nova of volunteers.

Lod, maybe I can clear up the confusion. Let's agree that the volunteer ethic is the North Star. As long as that sense of service guides us, we'll be a strong, self-reliant people, as ready to help each other as we are to help ourselves.

Our young people especially can bring energy and enthusiasm to the volunteer effort. That's the idea behind the initiative I call YES -- Youth Entering Service.

Tonight, I want to talk about education, the issue at the heart of Junior Achievement's mission.

First, a word about the lessons in "applied economics" that are the hallmark of Junior Achievement. In your creative hands, economics is anything but "the dismal science" as some have called it. You give economics life -- and you give our young people a real understanding of the stake we all have in economic enterprise.

I know what it means to build a business. I know the risk... The worries late at night... The responsibilities you feel for the employees that are in it with you. I don't need to tell all of you it's something you never forget.

I also know the feeling that comes with success -- the pride, the exhilaration you feel when your business is up on its

feet, and running. The feeling you get when you take an idea -- something that exists only in your mind -- and turn it into something real, a common enterprise that meets the test of the marketplace, that carves out a place in the larger economy.

All of you here today are helping young people experience that same sense of accomplishment through their involvement with Junior Achievement. You are awakening the entrepreneurial spirit of a new generation.

All of you have heard me say I intend to be the "Education President." Now, I've heard some people say in response: "that's not enough." They seem to be saying that the President needs to concern himself with the larger issues -- and that education doesn't qualify.

Let me say now: I can't think of any issue that is larger -- or more far-ranging in its impact than the education of our youth.

Think about the great issues of the day. Do we want to talk about America's place in the world? Then we'd better think about education. Do we want to talk about competitiveness, and how we can improve it? Again, we'd better think about education. About productivity, and how to keep it on the increase? Again, education.

It's a matter of our horizons -- our ability to see how we can meet and master the challenges we face, now and in the future. Planning for today -- simply to get to tomorrow -- is a guarantee for stop-gap solutions.

Education is long-range planning at its best. It's a solution for the next century -- for problems we haven't even begun to recognize.

In eleven short years, we'll stand on the threshold of a new century. We know now that the world is in the midst of a technological revolution. We can see the pace of change -- always accelerating.

What will our world look like in the century ahead? Who will lead America a generation from now? Who will hold the top positions in government and in the private sector? Who will be the new pioneers in the fields of medicine, science, and engineering? Who will display the creative genius that will challenge, excite and inspire us?

We don't know their names. But I can tell you where to find them:

From 8 a.m. to 3 p.m. every day in our schools.

Look for the fifth grader, who forty years from now will find him or herself in the position you are in today. Look for the five-year-old, whose curiosity about everything is the first sign of a budding scientific mind. Look into classrooms across this country today, where the spark of interest kindles a life-long involvement in exploring, in expanding, and advancing our knowledge.

So let's not make the mistake of saying education is a minor matter on our national agenda.

When it comes to our nation's future, education is the key.

It's the best investment we can make.

Now, we've all seen the studies that show American students trailing those of other nations in science and math skills. We've all read the stories about kids who can't find America on a map. We all know the drop-out rate is too high, and the level of literacy too low. We know that we must do more to open the door to advancement for our disadvantaged youth, by providing them the educational opportunities they deserve.

The answer isn't to wring our hands. We need to roll up our sleeves, and take an active part in making our schools better.

And that requires a truly cooperative effort -- involving all levels of government, the public and the private sector. In our federal system, education is a shared responsibility. While the primary responsibility rests with the states and local school systems, the federal government can still serve as a catalyst for change -- for fresh thinking about how to build the best possible education system.

I've built into my budget a number of education initiatives I believe can enhance the quality of our schools. I'll mention four here today.

o First, we must recognize excellence, and we must reward it -- wherever it is found. That's why I've proposed a \$500 million

dollar "merit school" program, and a Presidential Award for Excellence in Education for our best teachers.

○ Second, we must strengthen scientific education. My budget includes an initiative called the National Science Scholarship program. Each year beginning in 1990, a total of 570 American high school seniors -- at least one from every Congressional district across the country -- will receive up to \$10,000 a year in scholarships to the college of their choice, renewable for four years.

○ Third, we need to remove the barriers that can keep talented teachers out of the classroom. Think of the knowledge assembled in this hall here today -- the business acumen, the hands-on economic experience you all possess. Junior Achievement makes it possible for you to pass that on to our school children. But what about people with similar skills and knowledge, whose entry into teaching as a profession is barred by certification requirements they don't meet?

Teachers-by-training aren't the only ones who can teach. I urge state and local school systems to take a look at their certification systems, and make sure we open our schools to those with a lifetime of experience outside the classroom, who are ready and willing to share what they know with our young people.

○ Fourth, we must use competition to spur excellence in education. I support the use of "Magnet Schools" to introduce an element of choice into education -- and I've requested \$100 million to help with the start-up costs of new magnet schools.

We all know the value of competitiveness in the business world. Challenging schools to strive to match the best among them can push them all to new heights. Competition might just provide the quality schools we're all looking for.

America is well positioned to remain productive and competitive in the world marketplace. Our strong suit is our abundant supply of the most inexhaustible resource on the planet: human ingenuity -- and, of course, a system that gives that ingenuity free rein.

We have the raw materials. We have the opportunity. What we need is a renewed sense of resolve -- a commitment to shape our future by preparing today the children who will lead us in the 21st Century.

Thank you.

THE WHITE HOUSE

WASHINGTON

I wonder whether contact
for Jun. Ach. would be a good
source for Anecdote/story about
actual J.A. "business" successes??

(McGroarty/Martin)
March 10, 1989
7:00pm #3
dan/ADL-JA

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Lod, maybe I can clear up the confusion. Let's agree that the volunteer ethic is the North Star. As long as that sense of service guides us, we'll be a strong, self-reliant people, as ready to help each other as we are to help ourselves.

Our young people especially can bring energy and enthusiasm to the volunteer effort. That's the idea behind the initiative I call YES -- Youth Entering Service.

Tonight, I want to talk about education, the issue at the heart of Junior Achievement's mission.

First, a word about the lessons in "applied economics" that are the hallmark of Junior Achievement. In creative your hands, economics is anything but "the dismal science" as some have called it. You give economics life -- and you give our young people a real understanding of the stake we all have in economic enterprise.

I know what it means to build a business. I know the risk... The worries late at night... The responsibilities you feel for the employees that are in it with you. I don't need to tell all of you it's something you never forget.

I also know the feeling that comes with success -- the pride, the exhilaration you feel when your business is up on its

feet, and running. The feeling you get when you take an idea -- something that exists only in your mind -- and turn it into something real, a common enterprise that meets the test of the marketplace, that carves out a place in the larger economy.

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Let me say now: I can't think of any issue that is larger -- or more far-ranging in its impact than the education of our youth.

Think about the great issues of the day. Do we want to talk about America's place in the world? Then we'd better think about education. Do we want to talk about competitiveness, and how we can improve it? Again, we'd better think about education. About productivity, and how to keep it on the increase? Again, education.

It's a matter of our horizons -- our ability to see how we can meet and master the challenges we face, now and in the future. Planning for today -- simply to get to tomorrow -- is a guarantee for stop-gap solutions.

Education is long-range planning at its best. It's a solution for the next century -- for problems we haven't even begun to recognize.

In eleven short years, we'll stand on the threshold of a new century. We know now that the world is in the midst of a technological revolution. We can see the pace of change -- always accelerating.

What will our world look like in the century ahead? Who will lead America a generation from now? Who will hold the top positions in government and in the private sector? Who will be the new pioneers in the fields of medicine, science, and engineering? Who will display the creative genius that will challenge, excite and inspire us?

We don't know their names. But I can tell you where to find them:

From 8 a.m. to 3 p.m. every day in our schools.

Look for the fifth grader, who forty years from now will find him or herself in the position you are in today. Look for the five-year-old, whose curiosity about everything is the first sign of a budding scientific mind. Look into classrooms across this country today, where the spark of interest kindles a life-long involvement in exploring, in expanding, and advancing our knowledge.

So let's not make the mistake of saying education is a minor matter on our national agenda.

When it comes to our nation's future, education is the key. It's the best investment we can make.

Now, we've all seen the studies that show American students trailing those of other nations in science and math skills. We've all read the stories about kids who can't find America on a map. We all know the drop-out rate is too high, and the level of literacy too low. We know that we must do more to open the door to advancement for our disadvantaged youth, by providing them the educational opportunities they deserve.

The answer isn't to wring our hands. We need to roll up our sleeves, and take an active part in making our schools better.

And that requires a truly cooperative effort -- involving all levels of government, the public and the private sector. In our federal system, education is a shared responsibility. While the primary responsibility rests with the states and local school systems, the federal government can still serve as a catalyst for change -- for fresh thinking about how to build the best possible education system.

I've built into my budget a number of education initiatives I believe can enhance the quality of our schools. I'll mention four here today.

o First, we must recognize excellence, and we must reward it -- wherever it is found. That's why I've proposed a \$500 million

dollar "merit school" program, and a Presidential Award for Excellence in Education for our best teachers.

o Second, we must strengthen scientific education. My budget includes an initiative called the National Science Scholarship program. Each year beginning in 1990, a total of 570 American high school seniors -- at least one from every Congressional district across the country -- will receive up to \$10,000 dollar a year in scholarships to the college of their choice, renewable for four years.

o Third, we need to remove the barriers that can keep talented teachers out of the classroom. Think of the knowledge assembled in this hall here today -- the business acumen, the hands-on economic experience you all possess. Junior Achievement makes it possible for you to pass that on to our school children. But what about people with similar skills and knowledge, whose entry into teaching as a profession is barred by certification requirements they don't meet?

Teachers-by-training aren't the only ones who can teach. I urge state and local school systems to take a look at their certification systems, and make sure we open our schools to those with a lifetime of experience outside the classroom, who are ready and willing to share what they know with our young people.

o Fourth, we must use competition to spur excellence in education. I support the use of "Magnet Schools" to introduce an element of choice into education -- and I've requested \$100 million to help with the start-up costs of new magnet schools.

We all know the value of competitiveness in the business world. Challenging schools to strive to match the best among them can push them all to new heights. Competition might just provide the quality schools we're all looking for.

America is well positioned to remain productive and competitive in the world marketplace. Our strong suit is our abundant supply of the most inexhaustible resource on the planet: human ingenuity -- and, of course, a system that gives that ingenuity free rein.

We have the raw materials. We have the opportunity. What we need is a renewed sense of resolve -- a commitment to shape our future by preparing today the children who will lead us in the 21st Century.

Thank you.

(McGroarty/Martin)

March 9, 1989

3:00pm #2

dan/ADL-JA

PRESIDENTIAL REMARKS: JUNIOR ACHIEVEMENT NATIONAL BUSINESS
LEADERSHIP CONFERENCE
COLORADO SPRINGS, COLORADO
MARCH 16, 1989

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Thank you.

TRANSFER SHEET
BUSH PRESIDENTIAL MATERIALS PROJECT

COLLECTION Bush Presidential Records--
 Office of Speechwriting--
 Speech File - Backup

ACC.NO: 93-01

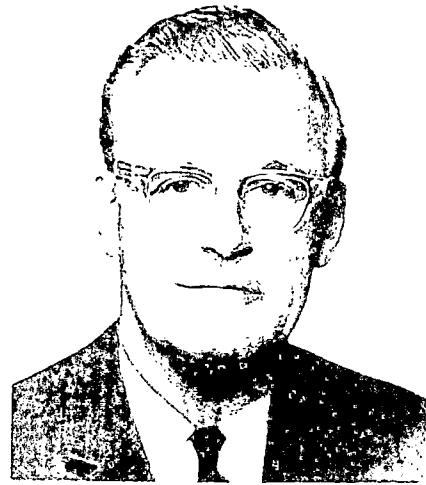
The following material was withdrawn from this segment of the collection and transferred to the X AUDIOVISUAL COLLECTION
 BOOK COLLECTION MUSEUM COLLECTION
 OTHER (SPECIFY: _____)

DESCRIPTION: b/w photo--six new inductees into Business Hall of Fame, 1989

SERIES Office of Speechwriting Speech File - Backup	BOX NO. <p style="text-align: center;">7</p>
FILE FOLDER TITLE: Junior Achievement National Business Leadership Conference [1] 3/16/89 [OA 6347]	
TRANSFERRED BY: <p style="text-align: center;">JGP</p>	DATE OF TRANSFER: <p style="text-align: center;">6/6/96</p>
RECEIVED BY: <i>Mary Finch</i>	DATE RECEIVED <p style="text-align: center;">6/6/96</p>



Robert N. Noyce
Fairchild Semiconductor Corporation
Intel Corporation



W. R. "Buck" Persons
Emerson Electric



W. K. Kellogg
Kellogg Company



Samuel I. Newhouse
Publishing



Marvin Bower
McKinsey and Co.

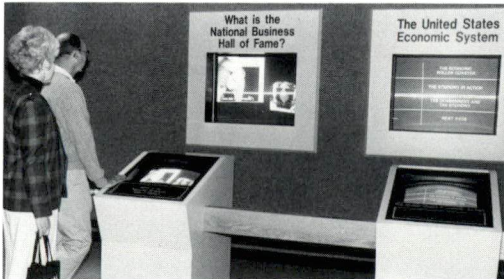


T. A. Wilson
The Boeing Company



"It's Your Choice" shows visitors why a business owner might approach economic choices differently from his employees or customers.

- ▲ The National Business Hall of Fame covers 6,000 square feet, and has a varied menu of activities to explore.
- ▲ Animated displays convey economics in terms elementary school students can understand—while appealing to the child in all of us.
- ▲ The Wall of Honor, Rags to Riches and the Honor Roll relate the life stories of the laureates.
- ▲ The Winner's Challenge business games stress principles of economics as taught to millions of students in Junior Achievement programs nationwide. This exhibit can stimulate an interest in business and economics among a whole new generation of young people.



At the touch on a screen, the stories of the current year's laureates unfold.

The National Business Hall of Fame CONTRIBUTORS

Arthur Andersen & Co.
 ARCO Foundation
 Bank of America
 Giannini Foundation
 William Blackie
 Burlington Northern Foundation
 CBS Inc.
 The Walt Disney Company
 E.I. du Pont de Nemours and Company
 General Electric Foundation
 General Motors Foundation
 H.J. Heinz Company Foundation
 H.J. Heinz II
 Charitable and Family Trust
 Hilton Hotels Corporation
 Illinois Tool Works Foundation
 Kraft, Inc.
 J. Erik Jonsson
 Little Family Foundation
 Museum of Science and Industry
 Chicago
 Peat Marwick Mitchell & Co
 J.C. Penney Foundation
 The Procter & Gamble Company
 Sears, Roebuck and Company
 TRW Foundation
 Union Pacific Foundation
 Weyerhaeuser Family Foundation, Inc.



Junior Achievement has brought economic education to America's youth since 1919. Business executives visit classrooms to discuss actual business operations. Through a partnership with teachers, textbook theory is enhanced, and students gain a more useful understanding of the real world. Through Junior Achievement, tens of millions of dollars in corporate resources and expertise are provided—free of charge—to America's schools.

The National Business Hall of Fame

presented by



Honoring the Heroes of Private Enterprise

The National Business Hall of Fame honors business leaders who have played pivotal roles in America's economic development.

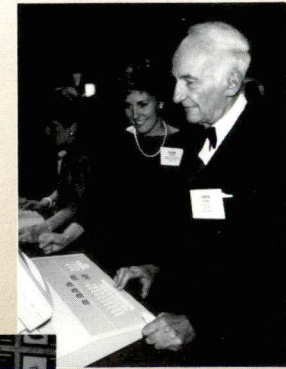
Created by Junior Achievement Inc. in 1975, the National Business Hall of Fame gained a permanent home in 1986 with the completion of a high-tech exhibit in Chicago's Museum of Science and Industry. Four million people visit this world-renowned museum each year.

The million-dollar, computer-run exhibit has 16 separate points of interest, and includes 24 computer terminals and 8 laser-disc driven giant television screens. A simple press of a button will introduce "Pepper's Ghost" life-sized video figures of past laureates. At the touch on a screen, colorful animated displays both inform and entertain visitors with economic principles.

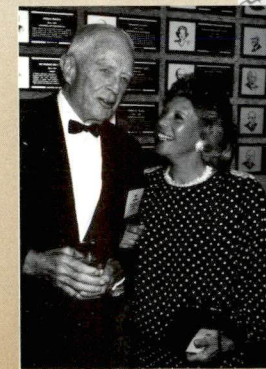
More than 100 laureates have been inducted. These men and women are an inspiration to adult visitors and worthy role models for young visitors. Through electronics technology, the lives and accomplishments of these celebrated business leaders are brought to life.



Winner's Challenge game results from 16 computer terminals are posted on scoreboards.



Dr. Simon Ramo, a laureate who co-founded TRW Inc., tried his hand at computer games during exhibit opening festivities.



Hall of Fame laureate Thomas Watson Jr., chairman emeritus of IBM Corp., with Junior Achievement national board member Dinah Shore.

The National Business Hall of Fame



The Museum of Science and Industry in Chicago.

BUSINESS HALL OF FAME
PREVIOUSLY INDUCTED



Junior Achievement™

National Business
Leadership Conference
and
National Business Hall of Fame



Thursday, March 16, 1989
Colorado Springs, Colorado

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BIRTH-DEATH

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Pierre S.
George Ea
Thomas A.
Cyrus W.
Harvey S.
Henry Morr
Henry Ford
Benjamin Fr
Roswell Gar

A.P. Giannin
King Camp Gi
Leonard H. G
Benjamin Grah
Florence Nigh
Walter Abrah
George Halas
Joyce Clyde Ha
Edward Henry Ha
Henry John Hein

ng Company

1900-1985
1917-
1863-1944
1909-
1900-
1900-
1903-
1906-
1881-1956
1911-

1 Carbide Corp.
Penney Co., Inc.
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Aircraft Co.
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Company
Airlines, Inc.

Steel
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1835-1919
1876-1950
1875-1940
1891-
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s. & Dev. Corp.

1867-1962
1803-1886
1901-1966
1899-1987

uglas Corp.

1892-1981
1870-1954

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1854-1932
1847-1931

c Cable
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1819-1892
1868-1938
1830-1913

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1863-1947
1706-1790
1898-1977

p.

1870-1949
1855-1932

BC Inc.

1905-
1894-1976

Inc.

1878-1966
1889-1979

ears Owner

1895-1983
1891-1982

mark Cards, Inc.
Union Pacific Railroad
H.J. Heinz Company

1848-1909
1844-1919

Milton S. Hershey	Hershey Foods	1857-1945
William R. Hewlett	Hewlett-Packard Co.	1913-
James Jerome Hill	Railroads	1838-1916
Conrad Nicholson Hilton	Hilton Hotels Corp.	1887-1979
Edward Crosby Johnson II	Financier	1898-1984
Reginald H. Jones	General Electric	1917-
J. Erik Jonsson	Texas Instruments	1901-
Henry J. Kaiser	Kaiser Enterprises	1882-1967
Donald M. Kendall	PepsiCo, Inc.	1921-
Charles Franklin Kettering	General Motors Corp.	1876-1958
Bernard Kilgore	The Wall Street Journal	1908-1967
Robert Justus Kleberg, Sr.	King Ranch, Inc.	1853-1932
Ray A. Kroc	McDonald's Corp.	1901-1984
Alden J. Laborde	Odeco/Tidewater, Inc.	1915-
Dr. Edwin Herbert Land	Polaroid Corp.	1909-
William F. Laporte	American Home Products	1913-
Albert Davis Lasker	Lord & Thomas Adv.	1880-1952
Estee Lauder	Estee Lauder Inc.	1908-
Royal Little	Textron	1896-1989
Francis Cabot Lowell	Pioneer Industrialist	1775-1817
Henry R. Luce	Time Inc.	1898-1967
Ian Kinloch MacGregor	AMAX	1912-
John Jay McCloy	Statesman/Chase Manhattan Bk.	1895-
Cyrus H. McCormick	Inventor & Businessman	1809-1884
Malcom Purcell McLean	Sea-Land Service, Inc.	1913-
Rene C. McPherson	Dana Corporation	1924-
Forrest E. Mars	Mars, Inc.	1904-
Jack Carroll Massey	Kentucky Fried Chicken	1904-
George J. Mecherle	State Farm Insurance	1877-1951
Andrew William Mellon	Financier	1855-1937
Charles Edward Merrill	Merrill-Lynch	1885-1956
Joseph Irwin Miller	Cummins Engine Co.	1909-
George Stevens Moore	Citibank	1905-
J. Pierpont Morgan	Financier	1837-1913
Howard Joseph Morgens	Procter & Gamble	1910-
Adolph Simon Ochs	The New York Times	1858-1935
David Mackenzie Ogilvy	Ogilvy & Mather	1911-
David Packard	Hewlett-Packard Co.	1912-
William S. Paley	CBS, Inc.	1901-
John Henry Patterson	NCR	1844-1922
William Allan Patterson	United Airlines	1899-1980
James Cash Penney	J.C. Penney Co., Inc.	1875-1971
Ross Perot	Electronic Data Systems	1930-
Abe Plough	Schering-Plough	1891-1984
William Cooper Procter	Procter & Gamble	1862-1934

Dr. Simon Ramo	TRW/Bunker Ramo	1913-
M.J. Rathbone	Standard Oil of New Jersey	1900-1976
Donald T. Regan	Merrill-Lynch	1918-
James Wilson Rouse	Rouse Co./Real Est. Dev.	1914-
John D. Rockefeller	Standard Oil Co.	1839-1937
David Sarnoff	RCA/NBC	1891-1971
Jacob Henry Schiff	Kuhn, Loeb & Co.	1847-1920
Charles Michael Schwab	Bethlehem Steel	1862-1939
Igor Sikorsky	Sikorsky Aircraft	1889-1972
Alfred P. Sloan, Jr.	General Motors Corp.	1875-1966
Cyrus Rowlett Smith	American Airlines	1899-
Charles Clinton Spaulding	North Carolina Mutual	1874-1952
Alexander T. Stewart	A.T. Stewart & Co.	1803-1876
John Eldred Swearingen	Amoco Corp.	1918-
J. Edgar Thomson	Pennsylvania Railroad	1808-1874
Theodore N. Vail	AT&T	1845-1920
Cornelius Vanderbilt	Railroads	1794-1877
DeWitt Wallace	Reader's Digest	1889-1981
Lila Acheson Wallace	Reader's Digest	1889-1984
George Washington	Statesman	1732-1799
Thomas John Watson, Jr.	IBM	1914-
George Westinghouse	Westinghouse Electric Corp.	1846-1914
Frederick Weyerhaeuser	Weyerhaeuser Co.	1834-1914
Eli Whitney	Pioneer Industrialist	1765-1825
Charles Kemmons Wilson	Holiday Inns, Inc.	1913-
Joseph C. Wilson	Xerox Corp.	1909-1971
Robert Elkington Wood	Sears, Roebuck and Co.	1879-1969
Robert Winship Woodruff	Coca-Cola	1889-1985
Owen D. Young	General Electric	1874-1962

NOTE: There are 39 of the 114 National Business Hall of Fame laureates who are alive today.

Junior
Achievement
Inc.

National Headquarters
45 Clubhouse Drive
Colorado Springs, Colorado 80906
719 540 8000



NEWS RELEASE

For more information, contact
Ed Swartley,
Director-Public Relations
(719) 540-8000 or 598-9058

EMBARGOED:

NOT FOR RELEASE UNTIL 4:30 P.M. EST, FEBRUARY 22, 1989

SIX BUSINESS GIANTS TO BE HONORED

COLORADO SPRINGS, Colo. -- One built a fortune on the back of a piece of electronic circuitry no bigger than a child's fingernail; another built a billion-dollar empire on flakes of corn and wheat.

But all left a giant mark on Corporate America, whether the product was the computer microchip or the corn flake, the Minuteman missile or newspapers, air conditioners or troubleshooting corporate consultants.

Six new members of the National Business Hall of Fame will be inducted March 16, in ceremonies at the Broadmoor Hotel in Colorado Springs. The six will join 114 other past business leaders honored in the permanent National Business Hall of Fame exhibit at Chicago's Museum of Science and Industry in Chicago.

The list of 1988 inductees was released Wednesday by Junior Achievement Inc., which created the National Business Hall of Fame in 1975. The laureates, selected independently by the Board of Editors of FORTUNE Magazine, are:

Robert N. Noyce, inventor of the computer microchip, and founder of Fairchild Semiconductor and the Intel Corporation; **W.K. Kellogg**, inventor of the corn flake and founder of the Kellogg Company; **Samuel I. Newhouse**, creator of a publishing empire that today includes a chain of magazines and electronic media; **T.A. Wilson**, the recently retired chairman of the Boeing

Company; **Marvin Bower**, the father of modern management consulting; and **W.R. "Buck" Persons**, who built the powerful Emerson Electric Company from a faltering motor and fan manufacturer.

Robert N. Noyce, 61, invented the first commercial computer microchip -- more correctly called the "integrated circuit" -- in a California laboratory in 1959. That invention cemented the successful start-up of the Fairchild Semiconductor Corporation. Fairchild was created by Noyce and seven other young engineers who had parted ways with a research laboratory operated by William Shockley, the inventor of the transistor.

The integrated circuit technology allowed rooms full of transistors, wires and soldered connections to be miniaturized for the first time. This revolutionary reduction in size and power usage made possible generations of micro- and personal computers, pocket calculators, microwave ovens and countless other modern conveniences.

W.K. Kellogg made his home town of Battle Creek, Mich., into "The Cereal Capital of the World." For the first 25 years of his adult life, he labored as a hospital administrator, in the shadow of his elder brother, Dr. John Kellogg, a widely renowned physician.

But in 1906, after dozens of unscrupulous entrepreneurs had made their fortunes pirating the health-food inventions of the Kellogg brothers, W.K. split away from his brother to create what later became the Kellogg Company. A keen manager and inventive marketer, Kellogg quickly became "The King of Corn Flakes," at the company that created All-Bran, Rice Krispies, Special K and Tony the Tiger. Kellogg died in 1951.

Born on Manhattan's poverty-stricken Lower East Side in 1895, **Samuel I. Newhouse** started in the newspaper business at the Bayonne (N.J.) Times at the age of 13. He worked as an errand boy, copy boy, bookkeeper and ad runner before taking over operations

of the struggling newspaper while still in his teens. He wisely built his savings and, in partnership with a lawyer/mentor, purchased another struggling daily, the Staten Island Advance, in 1922.

Newhouse gained a reputation as a shrewd business manager who left his editors and reporters alone. Using the profits from one successfully rebuilt newspaper to buy the next, he built a nationwide chain that eventually became the nation's largest -- outpacing the Hearst, Pulitzer, Scripps-Howard and Knight-Ridder chains before Newhouse died in 1979. Among his papers: The Portland Oregonian, Newark Ledger, Cleveland Plain-Dealer and Press, St. Louis Globe-Democrat, Syracuse Herald, Journal and Post-Standard, and the Long Island Press. Today, the publishing operation is perhaps best-known for its ownership of Random House, the New Yorker, Parade, and the Conde Nast publications, which include Glamour and Vogue.

T.A. Wilson, 68, was born in the southern Missouri town of Sekeston, where he developed a rough-hewn toughness that belies his kind and gentle approach to management. He was a leader, a manager's manager, who spent a 42-year career with the Seattle-based manufacturer of airline, defense and aerospace products.

Shortly after he took the reins as CEO of Boeing in 1969, an industry-wide recession threatened the company's existence. Layoffs ensued, and bitterly ironic signs began appearing that read: "Would the last person leaving Seattle please turn out the lights." But the man who had steered the Minuteman missile, B-47, B-52 and AWACS through periods of success, focused greater attention on defense contracting and invested more than \$3 billion in new commercial products like the 757 and 767. The turnaround, and subsequent years of soaring success (Boeing controls some 60 percent of the world market for commercial airliners), were cited as a feat of exceedingly impressive strategic management.

Marvin Bower, 85, completed his law degree and MBA at Harvard, and joined James McKinsey, the founder of McKinsey & Co., in 1933. Over the next 35 years, he turned management consulting into an honored profession with a strict code of ethics, and founded an industry that helped forge modern corporate management.

In 1953, Bower initiated a startling innovation for the time: he began hiring young people directly out of business school and encouraged these aggressive young consultants to perform like private entrepreneurs. Within McKinsey, unless these youngsters performed at superior levels and rose rapidly to partnership, it was recommended that they leave after six or seven years. But both highly successful and less successful young consultants frequently left the consulting profession and advanced into senior managerial and entrepreneurial posts for other companies.

Billings at McKinsey barely reached \$2 million in 1950, but rose to \$25 million by the time Bower retired as managing partner in 1967. He continued as a consultant to the consultants for many years after. The firm is privately held even today, even after some competitors went public in highly profitable stock sales. It remains fabulously successful: McKinsey's 1988 billings reached \$600 million.

Over a span of 20 years as chairman and chief executive of Emerson Electric Co. in St. Louis, W.R. "Buck" Persons built a faltering manufacturing firm into a billion-dollar electronics contractor. In 1954, Emerson's annual sales totalled \$56 million, but the company had only \$600,000 in the bank and profitability was shrinking.

He secured a \$10 million loan to revitalize the company, then concentrated his energies on astute people management and strategic planning. He refocused the company's emphasis on mass production of profitable product lines. And Persons deftly tackled the problems of the ailing manufacturer through modernization, aggressive advertising, diversification, acquisition and decentralization.

The company had reached the billion-dollar threshold by the time Persons retired in 1974, at the age of 65; today its annual sales top \$6.7 billion. To look at it another way, a \$15,000 stake in Emerson in 1953 was worth approximately \$1 million when Persons retired.

Induction ceremonies for the National Business Hall of Fame laureates will be conducted at Junior Achievement's National Business Leadership Conference, which annually attracts more than 1,200 business leaders from across the nation.

The National Business Hall of Fame awards will be presented this year by entertainer Dinah Shore and by Lodwrick M. Cook, chairman and CEO of ARCO. Both are long-time members of Junior Achievement's national board of directors. Cook is currently Junior Achievement's national chairman and is also the chairman of this year's National Business Leadership Conference.

Junior Achievement this year is providing economic-education programs to 1.1 million students in the 4th through 12th grades. With 237 franchise offices that serve more than 1,100 communities, Junior Achievement is the nation's leader in putting the volunteer resources of Corporate America to work in the nation's schools.



Junior
Achievement™

Partners

Winter
Volume 4



1989
Number 1

SPECIAL ISSUE

Tackling the at-risk problem

Fighting illiteracy: Xerox chairman
David Kearns

Making good:
*Junior Achievement
alumni find success*

**Memphis schools
superintendent**
Dr. Willie W. Herenton

Students at risk

THE PROBLEM:

Of the 3.8 million 18-year-olds in America in 1988, 700,000 of them had dropped out of school, and another 700,000 couldn't read their high school diplomas.

25 percent of all ninth-grade students will drop out before graduation. That's about the same percentage as 15 years ago.

As many as 50 percent of all black and Hispanic students living in urban areas drop out. By the year 2000, the majority of the school-age population in 10 states will be composed of minorities.

Of the 23,000 people who took the exam for entry-level jobs at New York Telephone in 1988, 84 percent failed.

20 percent of U.S. children are growing up poor.

50 percent of welfare families in America are headed by high school dropouts.

Welfare families cost taxpayers an average of \$4,300 a year.

62 percent of all prison inmates are high school dropouts. It costs \$14,000 a year to keep a prisoner in jail.

By 1990, more than half of all jobs will require education or technical training beyond the high school level.



Partners

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Purpose Statement

To provide young people with practical economic education programs and experiences in the competitive private enterprise system through a partnership with the business and education communities.



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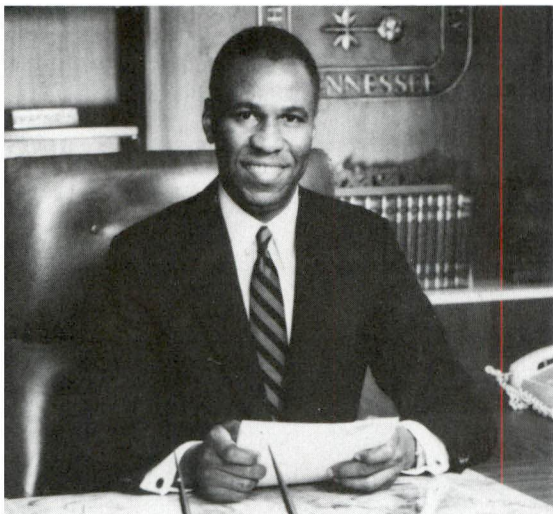
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Memphis school leader battles odds

Dr. Willie W. Herenton, superintendent of Memphis City Schools, describes the problem of students at risk as a critical national issue. But it's also a problem that heavily impacts the Memphis school system.

A majority of the students in Memphis are at risk, that is, they face a very high probability of failing to complete their high school education.

The city of Memphis spends \$2,700 per year on each pupil in the city school system. Compare that with the national average spent per pupil of \$4,300. Dr. Herenton emphasizes that his school system does not have the financial resources to effectively educate its students.



Dr. Willie W. Herenton

Faced with such overwhelming odds, Dr. Herenton, a member of the national board of Junior Achievement, is taking on the challenge of educating poor, minority youth, with the help of partners in the business community.

"I am increasingly discouraged as Memphis City Schools continue to deal with our elected officials," Dr. Herenton says. "Many elected officials have difficulty in fully understanding or appreciating the challenges of large organizations. Memphis City Schools is one of the largest employers in Memphis, in excess of 12,000 people. Business leaders must become actively involved because they better understand and appreciate our concerns since they are experiencing many of the same issues within their own corporations."

A recent outside study of at-risk youth in Memphis showed that of the 278,000 people under age 21 living in Memphis, 13 percent were extremely at risk, 30 percent were very much at risk, 22 percent were disadvantaged by poverty and only

"Business leaders must become actively involved because they better understand and appreciate our concerns since they are experiencing many of the same issues within their own corporations."

35 percent were not at risk. 78 percent of the students in Memphis are black, and 22 percent are white. 24 percent of students in Memphis drop out before graduation.

"The local Junior Achievement board is keenly interested in how they can impact students at risk," Herenton says.

"Junior Achievement and the business community are essential components to the community-wide at-risk strategy," Herenton says. "It is critically important that the business community convey to students that the American free enterprise system can work for them. Junior Achievement is the essential vehicle to accomplish this goal."

"In the city of Memphis," Herenton says, "we're very fortunate to have a very strong program of Junior Achievement which has had a long-standing good relationship with the Memphis City Schools."

Junior Achievement in-class programs are used in a substantial number of the city's schools. It's a continuing tradition that was begun when the JA Company program was established in Memphis 34 years ago. Junior Achievement board members are supporters of the school system, providing their employees as classroom consultants.

"I think that Junior Achievement is a priority in Memphis — and it helps when the superintendent is supportive. The city of Memphis recognizes the significant contribution of Junior Achievement. The partnership has been very strong."

"Economic literacy is a basic component of overall literacy," Herenton says. "In order for a student to function, he must be abreast of our economic system. Economics is a basic component of the core curriculum. It affects every aspect of our lives."

"I believe economic education can best be served through Junior Achievement than through any other program. Junior Achievement (Applied Economics) does a better job than traditional high school economics courses. (It) has the best delivery system because it makes economics real to the students. I would eventually like to be able to fully substitute Applied Economics for all of our traditional high school economics courses."

And Dr. Herenton suggests ways Junior Achievement can be even more effective.

"More in-class role models should be minority members. With the increasing presence of minority students, Junior Achievement needs to actively recruit more minority consultants."

Herenton believes the role model, or consultant, is the most effective part of Junior Achievement's delivery system, and that it makes the difference between dropouts and successful students. ▲

WHO ARE STUDENTS AT RISK?

They may demonstrate some or all of the following characteristics:

- Two to three grade levels behind their peers.
- Come from single-parent families.
- Have grown up in poverty.
- Have criminal records.
- Absent from school much of the time.
- Very low self-esteem.
- Highly likely to become pregnant.
- Lack the basic reading, writing and developmental skills.

Without help, the possible results are:

- Failure to complete their education.
- Potentially unemployable and non-productive citizens.
- May end up on public assistance.

Source: Dr. Willie W. Herenton
Superintendent, Memphis City
Schools

Xerox chairman fights illiteracy

Cover Story

By now, David Kearns' book, *Winning the Brain Race*, is a fixture on the reading list of many business people and educators. Kearns, chairman and chief executive officer of Xerox Corporation, is intensely concerned about education, and he fears the lack of it will cripple America's future work force.

"Young people need to know that their education is an absolute requirement if they are going to participate productively in the economy."

"America needs young people who know how to learn," Kearns says. "Right now it looks like people will change jobs five to seven times during their career by the 21st century. They will have to be retrained each time. The members of our future work force will really have to know how to think and to learn and to communicate, so that business can train them in the very specific skills they will need to work at a Xerox, IBM, or for that matter most any company."

The three Rs — Reading, Writing and Arithmetic — are the primary subjects all children need to master to succeed, Kearns says. But he doesn't stop there. Schools must also prepare students for the future by teaching them values: ethics, work habits, and understanding democracy. Kearns, a member of the national board of Junior Achievement, doesn't hesitate to say that economics is an essential part of a complete education. The American economic system is founded on the notion of private enterprise. Understanding how that economic system works is a key to understanding democracy.

Junior Achievement teaches young people how the American economic system operates. In three in-school programs at the elementary, junior high and high school levels, young people learn about the fundamentals of economics and private enterprise, and how those fundamentals will apply to the career they choose. They learn how their future job will fit into the big picture. And they learn how they can help keep this country strong.

"There is a nifty quote by Cardinal John Henry Newman," Kearns says. "The best vocational education is a liberal education. And that was in 1840."

Liberal education teaches young people about geography, history, philosophy, language, economics. It is a multi-discipline approach that teaches students how to think and how to learn.

Kearns emphasizes the importance of learning to read, write and do arithmetic in order to be able to study the more advanced discipline of economics.

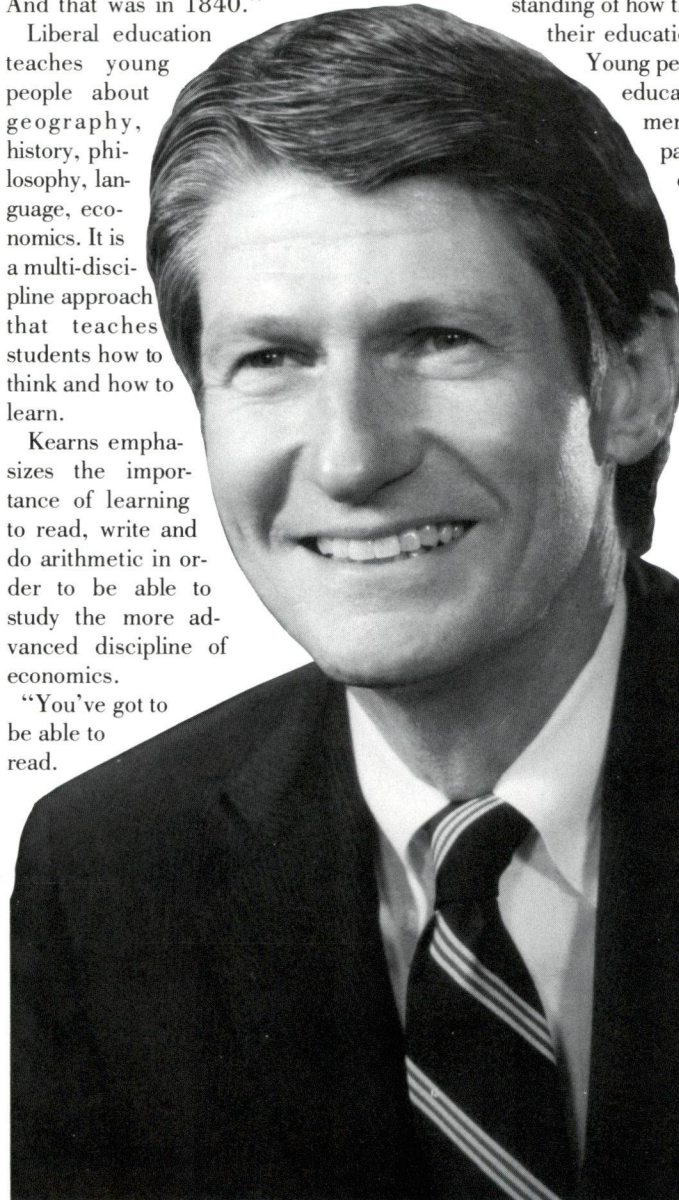
"You've got to be able to read.

You've got to be able to discern a set of facts from what you read and make it come to a conclusion."

But with that accomplished, Kearns says Junior Achievement's programs can be important in teaching kids the value of a good education.

"Junior Achievement programs are timely motivators to drive down the dropout rate," Kearns says, explaining that courses like Project Business hit young people at a time when they may begin to be disenchanted with school, and consider dropping out. "They give young people a better understanding of how the economy works, and that their education is tied to the economy.

Young people need to know that their education is an absolute requirement if they are going to participate productively in the economy." ▲



Xerox supports Junior Achievement programs in the following cities:

- Albany, NY
- Anchorage, AK
- Atlanta, GA
- Birmingham, AL
- Buffalo, NY
- Chicago, IL
- Columbus, OH
- Dallas, TX
- Detroit, MI
- El Paso, TX
- Lansing, MI
- Los Angeles, CA
- Louisville, KY
- Oklahoma City, OK
- Orlando, FL
- Phoenix, AZ
- Portland, OR
- Richmond, VA
- Roanoke, VA
- Rochester, NY
- Sacramento, CA
- San Diego, CA
- San Francisco, CA
- Wilmington, DE

PITTSBURGH

Alternative school: New approach to old problem

In Pittsburgh, students in a special alternative high school will get the opportunity this spring to take Junior Achievement's Applied Economics course.

Parkway West alternative school serves 70 students in grades 10 through 12. The students are sent to Parkway by their home high school, where they've had academic or discipline problems that make them likely to be expelled, fail or drop out.

They come from all economic levels. Some are substance abusers or come from single-parent families. Many of them have problems with truancy or delinquency. The alternative school focuses on positive reinforcement to help these students feel that they are special and productive. Many of them have dropped out of school before.

At the alternative school, students are more closely supervised and get more individual attention, thanks to smaller class size. It gives a second chance to students who couldn't perform well in a traditional high school setting.

Twenty-four of the students are enrolled in two Applied Economics classes. School officials are excited about the chance to reach these extremely at-risk young people.

"We try to elevate children's self-esteem by coordinating outside services," says Yvonne Thornton, a member of Junior Achievement's at-risk minority task force.

Although not involved directly at Parkway School, Thornton is project director for Cities and Schools.



The at-risk minority task force

"We found that by listening to the students, working with them, and showing them that you care, you will succeed," she says.

Dr. Juan Pinchiera, a clinical psychologist, and Rosario Pinchiera, a clinical social worker, will serve as business consultants in the Applied Economics course.

Junior Achievement officials hope their specialized training and experience will enable them to meet the special needs of the students at Parkway. ▲

Survey results aid in curriculum revision

Teachers and consultants from across the nation agreed strongly that the importance of staying in school should be a key subject of discussion in Project Business classes. 87 percent thought students should begin exploring career options in the junior high school-level course. Some teachers also said the course improved overall student attendance.

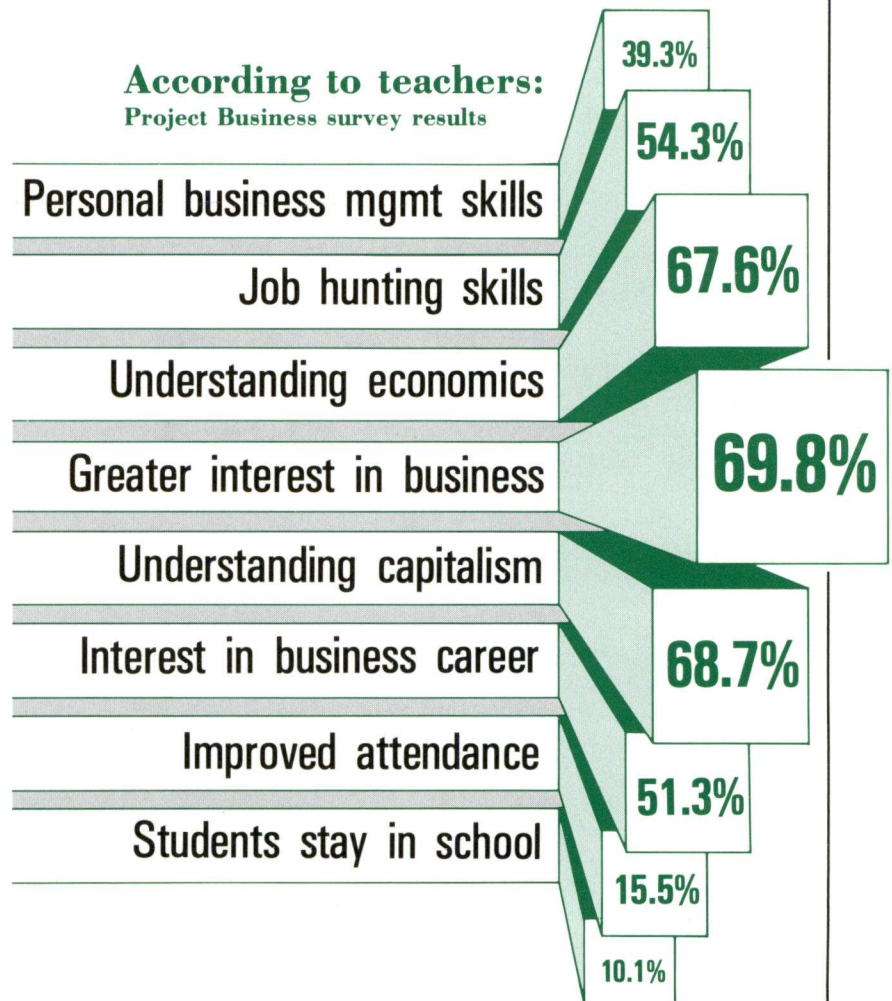
The statements were part of a report recently completed by Junior Achievement on its evaluation of Project Business as part of its overall curriculum development process. Junior Achievement evaluates all of its programs on a three-year cycle. Surveys like this one often result in revisions of the materials.

The report is a result of a survey sent to 1,300 Project Business consultants, largely in urban areas, selected at random from across the nation. A somewhat smaller sampling of teachers and students were also included in the survey.

"This survey is an important tool," Jean Buckley, vice president of Curriculum, Research and Development for Junior Achievement Inc., said. "We needed a broader view of which activities were being used and how effective they were, largely because the program is so flexible, with so many activities available."

Project Business materials currently give teachers and consultants more than 50 different activities to choose from.

"Because of this important feedback," Buckley says, "we're now allocating more resources for development of materials to reach at-risk students." ▲



Cincinnati youth organizations collaborate

"They have to understand what the world of work is like... That's what Junior Achievement does."

The Cincinnati Youth Collaborative combines the best efforts of all kinds of youth organizations to prevent inner-city at-risk students from dropping out.

Junior Achievement is a major part of this movement, headed by Sister Jean Patrice Harrington, the program's executive director. She recently met with national Junior Achievement President Karl Flemke and other members of the national staff in Colorado Springs to discuss Junior Achievement's role in the Cincinnati effort.

The group looked at how Junior Achievement can develop a program to reach children in kindergarten through third grade. They also discussed ways Junior Achievement's existing programs can be made flexible enough to address the at-risk problem and the needs of adult dropouts.

Marvin Womack, vice president of Purchases and Quality at Procter and Gamble, and a member of Junior Achievement's national board of directors, has been involved since the developmental stages of the Youth Collaborative more than two years ago.

"Everything that Junior Achievement stands for is 'dead on' to what these kids need," Womack says. "Getting a job is not an 'event' that occurs after graduation. It's a process that begins in the elementary grades. But it has to continue into the high school years.

"They have to understand what the world of work is like," he continues. "That's what Junior Achievement does."

Womack is concerned that traditional extracurricular activities are lost on inner-city kids, who have a complex set of problems to deal with outside of school. He believes in-class programs have a better chance of reaching these hard core at-risk students.

"Bridges to Jobs" is an exciting part of the Youth Collaborative's efforts. Junior Achievement is helping to put students together with business people for job shadowing experiences. Students in this program are trained in how to survive in the job market. So far, 90 percent of the graduates of the program are still employed at the end of nine months. ▲

Boston school system tackles at-risk issue

Course combines economics and math

Junior Achievement of Boston is working with the Boston public school system to bring economic education to at-risk students. They want to use Applied Economics, Junior Achievement's high school curriculum, to enhance a newly developed mathematics program at the high school level.

Under the proposed plan, students in 17 new math classes would take Applied Economics one semester, and a math course the remaining semester of their senior year. It's a new approach to keeping kids in school.

This unique experiment will be closely monitored by Junior Achievement's curriculum and education departments.

The Boston Compact, a dropout prevention program that incorporates improved classroom curriculum and youth job training opportunities, is unique among business and education partnerships. Nearly 350 Boston businesses are working with the Boston school system to reduce the high school dropout rate by five percent

per year. Local businesses have agreed to provide summer jobs to Boston students, and even some permanent employment upon graduation. The school system, in turn, has agreed to continue working to decrease the dropout problem.

Applied Economics fits into the overall Compact plan because it teaches young people how the business world operates, along with the fundamentals of economics.



A special Applied Economics class is being developed in Boston

In addition, Junior Achievement classes in the Boston Compact program are geared for different levels of ability. Applied Economics is extremely easy to adapt to groups with differing needs, thanks to the wide variety of activities provided. Honor students might enroll in one section, while students with learning difficulties would fit into another section.

As another part of the program, students at colleges and universities in the Boston area are serving as interns while they teach Business Basics to 4th, 5th and 6th graders.

In a project funded by the Cross Foundation, the students are testing a section on business ethics for elementary school youngsters, even as courses in business ethics are being developed at the college level. ▲

PROVIDENCE, R.I.

Three steps to success

"Project Success," a newly developed Junior Achievement class aimed at dropout prevention, is meeting with great success in Providence, R.I.

"There is no doubt in my mind that this has been a very significant component of the program for our students," says Joseph C. DiPalma, assistant superintendent for secondary education in Providence. "The exposure to a business executive on a regular basis does more than provide information. The students feel important, recognize the potential for their own futures, and become motivated to succeed.

"A year ago these students had very little interest in school and in their own futures. Although there are other factors in school that have also changed in order to bring this turnaround, the Junior Achievement program is one of the important factors."

The program, which won Junior Achievement's National Innovation Award last year, is a three-phase approach. Phase I is a special JA Company program class for dropout-prone students. Phase II, sponsored by the Providence Chamber of Commerce, takes the students into a job-shadowing experience, where they spend a day with a local business person. Phase III, also



Rhode Island governor Edward D. DiPrete speaks to "Project Business" students

primary aim is simply to keep the students showing up for class every day.

The pilot project, based on the JA Company program model, took place at Mount Pleasant High School with a beginning enrollment of 52 students. 46 remained in the course at the end of the fall semester.

Instead of meeting after school for an extracurricular activity, as in the standard JA model, the students meet in a two-hour class setting twice a week. Two consultants

time to gain momentum in working on their projects. The students meet for 15 weeks, as groups do in the JA Company program, but meeting twice a week helps these special students stay motivated to come to class each week.

High-risk students have begun to perceive the program, now in its second year, as a reward for staying in school. Because of that, the school administration has decided not to expand the program to reach all at-risk students in the school, as they had initially planned. Students who are already performing a bit better will be included in the class. Administrators hope that will give less conscientious students the incentive to keep coming to class in order to be included in this program.

Bill Annino, who initiated the program in Providence, has moved on to a new position as president of Junior Achievement of Boston. He

plans to implement Project Success in the Boston Public Schools in the fall of 1989.

Potential dropouts are looking for the kind of training Project Success offers — training in how to function in the business world. ▲

"A year ago these students had very little interest in school and in their own futures. Although there are other factors in school that have also changed in order to bring this turnaround, the Junior Achievement program is one of the important factors."

sponsored by the Chamber, provides summer jobs to the students in the program.

Begun during the 1987-88 school year, the program targets high school students who are ready to drop out. The program's

and a classroom teacher work with the students on building job skills to prepare them for their post-high school job search.

The two-hour time frame seems to work best because the students needed the extra

CHARLOTTE, N.C.

Applied Economics before applying for graduation

In Charlotte, N.C., they take economic education seriously. The school board believes economics is such an essential part of every student's education, they've made it a requirement. And they think it's helping kids stay in school.

"I find that the advanced kids gravitate toward working to the textbook in Applied Economics," says Charlotte AE teacher David Vawter. "The at-risk kids really get a kick out of running the mini-company. It caters to what they do best."

It began when the University of North Carolina decided in 1983, that all incoming freshmen would be required to have a high school economics course, prior to admission, beginning in 1987. There was a public outcry, and UNC backed away from the new requirement, but the Charlotte public school system thought economics was important enough to require it of all graduates in

the local system.

They decided to use Junior Achievement's Applied Economics course as a means to meet the new requirement. Today, all Charlotte high school graduates have passed Applied Economics.

That has required some innovation on the part of school administrators. The requirement means that Applied Economics is brought to special classes for 91 potential dropouts, 167 teen mothers, 377 special education students, 51 students who are considered socially maladjusted and two home-bound students.

"I think it's an equalizer of people," Vawter says, "because it may be the only class where academically gifted students come together with average and below-average students. Many of my at-risk students become officers in the mini-company."

It is amazing that enough volunteers

can be found to act as consultants in all those classes and show up on time for class every week. The outstanding contribution of these volunteers is a tribute to the commitment the business community has made in Charlotte and across the nation to seeing that this new generation becomes economically literate.

"The course is also helpful because it teaches survival skills," Vawter says, "how to write a check, how to fill out a job application, and how to work with others."

In addition, 90 percent of Charlotte junior high school students complete Project Business. They take it as part of a required social studies course called "Decisions" that addresses legal, political and economic issues. In addition to learning how the government and private enterprise system operate, they learn to balance a checkbook and to handle personal financial problems. ▲

NEW YORK

Finding new ways to help kids stay in school

From the beginning, Junior Achievement of New York has been on the cutting edge in dealing with students at risk of dropping out. A new study to determine how Junior Achievement prevents dropouts is already under way.

The Ford Foundation has funded a five-year longitudinal study of the impact of Project Business on at-risk students in New York schools. The study will focus on whether Project Business affects young people's decision to stay in school, and why it has that impact. The Economics of Staying in School, a new Project Business activity on dropout prevention, is also being tested as part of the study. (inset)

Junior Achievement of New York is constantly developing new ways to remedy the at-risk problem in the city's schools.

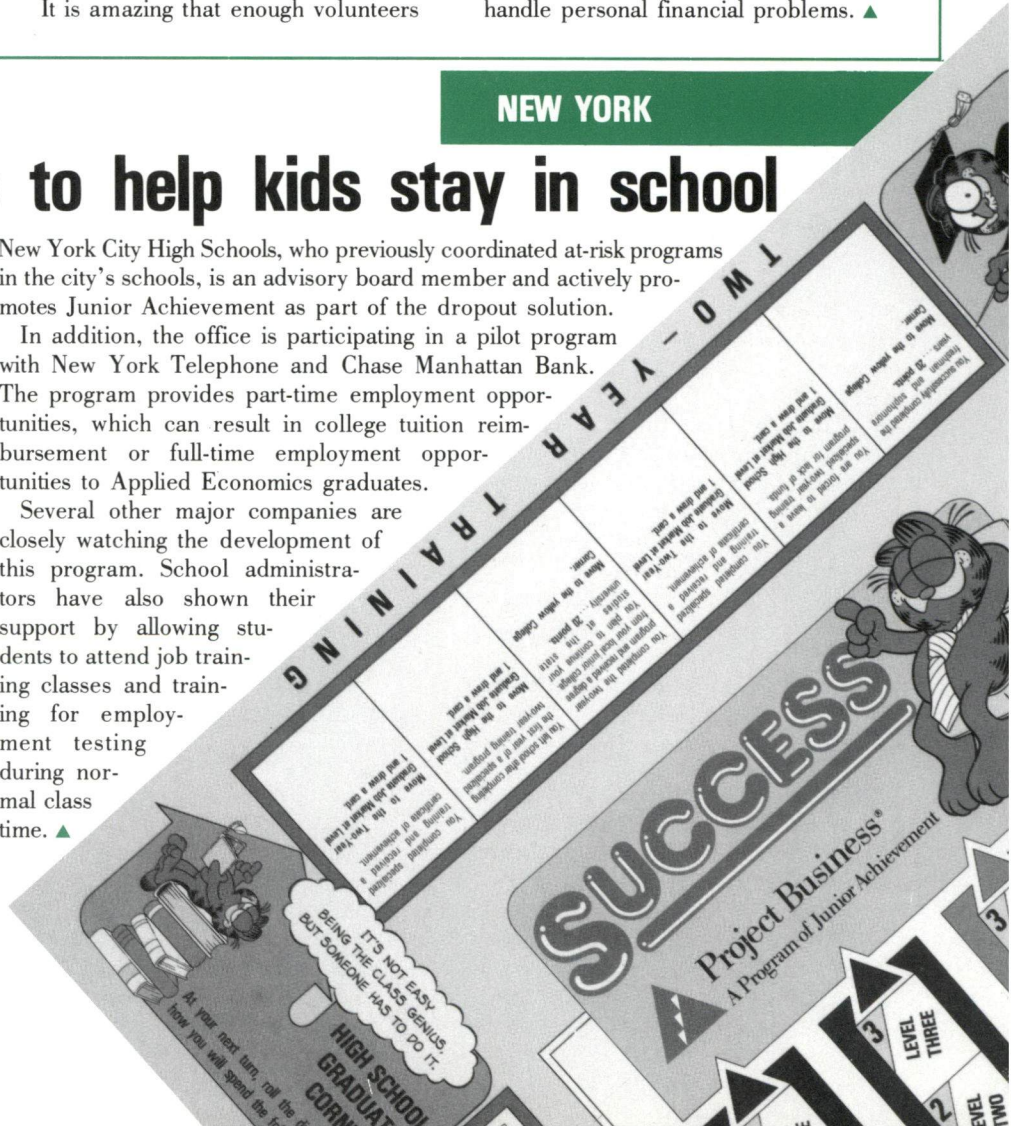
For example, hard core at-risk young people benefit from Applied Economics classes aimed specifically at attendance improvement and dropout prevention. School and community support agencies are currently studying the effects of these classes on the overall dropout problem.

Dropout prevention experts serve on the local advisory board. The new director of

New York City High Schools, who previously coordinated at-risk programs in the city's schools, is an advisory board member and actively promotes Junior Achievement as part of the dropout solution.

In addition, the office is participating in a pilot program with New York Telephone and Chase Manhattan Bank. The program provides part-time employment opportunities, which can result in college tuition reimbursement or full-time employment opportunities to Applied Economics graduates.

Several other major companies are closely watching the development of this program. School administrators have also shown their support by allowing students to attend job training classes and training for employment testing during normal class time. ▲



Update: Mayra Almonte moves ahead

When Mayra Almonte was a high school senior, she spoke to the luncheon audience at the 1988 National Business Leadership Conference about her Junior Achievement experience. Delivering that speech helped her decide to pursue a career in broadcast journalism.

Mayra is now a freshman at Mount Saint Mary's College in Newburg, N.Y., majoring in media studies. She reminisces about her experiences as a freshman at Aviation High School in New York.

"Everything was great in the beginning," Mayra says. "I was doing very well academically, and I had lots of friends. But then I got involved with the wrong crowd, and that's when everything started to go wrong.

"I remember we went to a hooky party — that's when we skipped school — and there were a lot of activities going on which I did not feel comfortable with because they were against my morals and principles. I will never forget that day when my friend's mother came in with an ashtray full of marijuana to give to her daughter and all of us." It was near the end of the school year, and when Mayra left that situation, she left her friends behind.

When she came back to school the next fall, determined to change her life, Mayra enrolled in Applied Economics. The teacher, Mitch Cutler, "told me that if I really want something in life to go for it, and don't let anything or anyone stop you."

Joyce Early, a volunteer Applied Economics consultant from Citibank in New York, served as a powerful role model for Mayra.

"I wanted to be like her," Mayra says. "I really look up to her because she took an interest in my life, and the other kids' lives. She cared. And not many people care when you have the problems that I went through in my freshman year of high school."

Mayra went on to teach a Junior Achievement

Business Basics class to elementary school students later in her senior year.

At college, she is associate editor of her school newspaper, treasurer of the Public Relations Association, and volunteers in the soup kitchen operated by the college chaplain for local indigent people. Mayra also finds time to work 10 hours a week in the school's computer lab as a Spanish language assistant.

"Junior Achievement motivated me to pursue my goals, and not to give up," Mayra says. ▲

The right choice: JA instead of drugs

George "Freemy" Huggins has been repairing cracked car windows every day for the last six years, in much the same way as Junior Achievement helped repair his

of friends, and helped to keep him busy and out of trouble.

He studied auto-body repair at Lynn Vocational Technical High School, and went on to become an auto-glass technician. He couldn't afford to go to college because his father died when he was a senior in high school, but the dreams Junior Achievement instilled in Freemy are still with him.

"My memories of Junior Achievement still make me want to own my own business. I think I will some day." A key to the turnaround in Freemy's life were the advisers in his JA companies.

"They were always willing to help you with your problems," Freemy says now. "They taught me about business — I had no idea about business before that. They kept me away from drugs. And the social functions were good, too. It was fun."▲

Handicap can't hold back JA alumnus

Linda Dickerson left Salem High School in Greensburg, Pa., in 1976, but she's returning to school in 1989 as an Applied Economics consultant. Dickerson credits much of her success to her Junior Achievement experience. She is now president of Riverview Publications, which publishes the Executive Report, a slick monthly magazine aimed at business executives in Southwestern Pennsylvania.

"I credit Junior Achievement with a lot of the success I've experienced," Dickerson says, "certainly my desire to become an entrepreneur." — See DICKERSON next page



George "Freemy" Huggins



broken life almost 15 years ago.

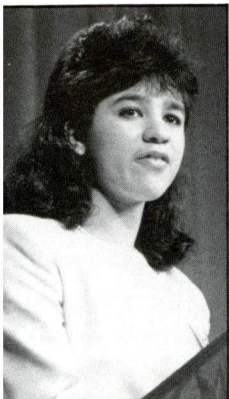
"Freemy" is a nickname for George's middle name, Freeman.

Back in 1972, when Freemy was a ninth-grader at Breed Junior High School in Lynn, Mass., he was running with the wrong crowd and experimenting with drugs.

Frank McIntosh, now executive vice president of Junior Achievement of Wilmington, Del., came to Breed to present an assembly to ninth graders on Junior Achievement's after-school company program. The tales of opportunity appealed to Freemy, and he went to the local JA business center to find out more.

Over the next four years, Freemy was an active member of his Junior Achievement companies, twice taking on the role of vice president of manufacturing, and once serving as president of his company.

McIntosh recalls an astounding turnaround in Freemy's life after he joined Junior Achievement. Freemy says Junior Achievement introduced him to a new set



Mayra Almonte



Laureates' Corner

Crawford: Key is economic literacy

Frederick C. Crawford, one of the founders of TRW, Inc., was inducted into the National Business Hall of Fame in 1980. Crawford is concerned about America's future work force. He emphasizes the importance of a good education to at-risk students and to America.

"I had economics at Harvard," Crawford says. "Harvard '13 was my class. I enjoyed economics although it was theoretical economics. I

learned most of the economics I learned in trying to run a business.

"Economics is most important for the youngsters because America is economically illiterate. This country and its people do not understand how wealth is produced. And because they don't understand, they vote policies that are destroying the ability to produce.

"Now, how can you change people? You begin with the children. If we can turn out a million youngsters a year who understand the secret of producing well, which is very simple, it will have a profound effect on this country."

At age 97, Crawford believes opportunities still exist for all students, even in the face of seemingly insurmountable odds.

"Opportunities in this country are limitless," Crawford says. "Problems are opportunities. God knows we have enough (problems) don't we? Now the problem is being prepared to accept an opportunity. Unless young people prepare themselves in education or in some way, they can't accept opportunity."



Crawford tells this story to illustrate his point. "An interesting example was during the war (World War I), we were supplying very valuable things to the French Air Force. I can't read French, so I put up a sign asking all the young college graduates to assemble and read French for me. Of all the young men, we had a single one show up — a young fellow who just came in from Yugoslavia. He was born to talk German.

"I said, 'How did you learn French?' He said, 'My company sent me to Paris to install machinery. I had six months in Paris and I thought — What can I do to better myself?' So he studied French. Here was a boy who used his time wisely. And after he joined us, he turned up solving a problem the president couldn't handle. So he immediately could meet me on equal terms.

"We discovered he was a fine engineer and within two years, he was a vice president — indicating my point that there are limitless opportunities, but young people must prepare themselves in some way to be ready to accept them." ▲

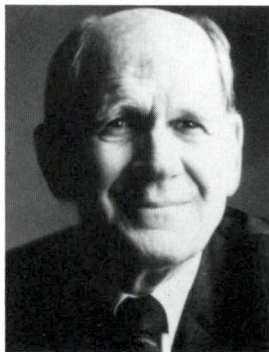
Crow: Private enterprise works in China and Japan

Commercial real estate developer Trammell Crow hasn't slowed down for a minute since his induction into the National Business Hall of Fame in 1987. Although Crow is technically retired, he is currently developing a merchandise mart in Kobe, Japan, and has plans for one in Shanghai, China, as well.

Crow is excited about the growth of private enterprise in socialist countries.

"Well, it is all for the good," Crow says. "You read about Russia and it seems like it is happening there. In fact, it seems like the whole world is learning that the best economic systems are the ones

that have maximized freedom and individual effort and individual responsibility, which implies also prospective individual profit for extra work and success."



Teaching young people about the private enterprise system in school is also important, Crow believes. He says having an experienced business role model to teach economics is an effective method.

"It couldn't help but have a good effect," Crow says. "Indeed, I can well see how the example and the presence of persons who have been through the loop would have an influence upon young people. Maybe it is the best way to have influence." ▲

Laureates' Corner is a regular feature that keeps you up to date on what's new with our National Business Hall of Fame Laureates.

DICKERSON (continued)



Most successful people have had to battle odds to get where they are today. For Dickerson, the odds were a little stiffer than most.

Dickerson has been confined to a wheelchair since infancy because of a congenital defect. She never learned to walk. But she and her family didn't see that as a reason to give up.

Even though many teachers and school administrators were not entirely receptive to the concept of "mainstreaming" handicapped students 20 years ago,

Dickerson attended public school for 12 years. By the time she reached high school, school administrators were becoming more at ease with the idea of having a wheelchair-bound student in class.

"I want to emphasize just how important Junior Achievement programs are to the future success of this country," says Dickerson, who has also taught Project Business classes. "It's critical that students are able to understand how this country functions. It's vital to being a part of this society." ▲

COMING EVENTS

15th Annual

National Business Leadership Conference

Colorado Springs, Colorado

March 16, 1989

3rd Annual

Dinah Shore/Junior Achievement Golf Tournament

Colorado Springs, Colorado

June 19, 1989

National Junior Achievement Conference

Bloomington, Indiana

August 6-11, 1989

COMING IN THE NEXT ISSUE OF PARTNERS

National Business
Leadership Conference
Highlights

Meet the new
National Business
Hall of Fame
Laureates



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FACT SHEET: THE NBLC AT-A-GLANCE

THE EVENT: The 15th annual National Business Leadership Conference, including induction ceremonies for the 1989 laureates to the National Business Hall of Fame.

DATE: March 16, 1989

SITE: The Broadmoor Hotel in Colorado Springs, Colorado.

CHAIRMAN: Lodwrick M. Cook, chairman of the board and chief executive officer of ARCO. Mr. Cook also is chairman of Junior Achievement's National Board of Directors.

KEYNOTE LUNCHEON: A national figure will keynote the Chairman's Luncheon, which kicks off the day-long conference.

AFTERNOON PROGRAM: Managing Editor Marshall Loeb, of FORTUNE, will moderate a panel comprised of members of the FORTUNE Board of Editors. The panel will discuss corporate takeovers.

INDUCTION CEREMONY: The new 1989 laureates to the National Business Hall of Fame will be inducted at a black-tie dinner. About 1,200 leaders of Corporate America will honor the laureates at the ceremony. Entertainer Dinah Shore and Mr. Cook will be the evening's emcees.

HISTORY: Established in 1975, the NBLC offers a forum for business leaders from around the country to meet, exchange ideas, and discuss topical issues. The National Business Hall of Fame recognizes business leaders who have made outstanding contributions to the private enterprise system and to our nation. Each year, FORTUNE's Board of Editors selects those special few for induction.

FACT SHEET: THE NATIONAL BUSINESS HALL OF FAME AT-A-GLANCE
Sponsored by Junior Achievement Inc.

LOCATION: A permanent exhibit in the Museum of Science and Industry, 57th and Lake Shore Drive, Chicago, Illinois.

PURPOSE: To showcase individuals whose great contributions to American business provide visitors with an opportunity to learn about business and economics. Opened in 1986, 114 business leaders have been inducted at previous ceremonies. The National Business Hall of Fame had no physical home in the decade after its creation in 1975 by Junior Achievement Inc.

THE EXHIBIT: 6,000 square feet. There are 18 separate points of interest to attract visitors' attention to the \$1 million exhibit. The inductees are the focus of seven of the Hall of Fame displays. The National Business Hall of Fame also includes a display that contains computer terminals that allow 24 visitors simultaneously to invest hypothetical capital and test their knowledge on an array of management, finance and production issues. Four laser-disc driven television screens provide animated displays of historical facts and insights into business and economics.

January 1989



**COLORADO SPRINGS
ECONOMIC DEVELOPMENT COUNCIL**

M E D I A A D V I S O R Y
February 17, 1989

When Junior Achievement's 15th annual "National Business Leadership Conference" convenes in Colorado Springs on March 16, news groups will find stories and good recreational opportunities in the surrounding area.

A metropolitan area of 400,000 at the foot of famed Pikes Peak, Colorado Springs is growing as a world class business center, with aerospace, electronics, amateur sports, tourism and a substantial military community comprising the economic base.

More than 450 firms are engaged in electronics research and assembly work, plastics and metals processing, publishing and other light manufacturing operations. Many companies work under contract on projects at military installations in the area: the North American Aerospace Defense Command (NORAD); the U.S. Space Command and Air Force Space Command; the Consolidated Space Operations Center, which includes the National Test Facility for the Strategic Defense Initiative; U.S. Air Force Academy, and Ft. Carson, home of the U.S. Army's 4th Infantry Division.

The U.S. Olympic Committee and the governing bodies of 26 amateur sports are also headquartered in Colorado Springs, and the city is the site of the principal American training center for Olympic athletes. In a scenic area on the plains nearby, the USOC will soon build a national Olympic Hall of Fame, designed by visionary architect Antoine Predock of Albuquerque,, N.M.

Tours of the Olympic facilities and military installations can be arranged for reporters and editors attending the NBLC.

Colorado Springs is also the home of the U.S. Space Foundation, the Professional Rodeo Cowboys Association, the

- more -

American Numismatic Association and seven Christian organizations with worldwide operations.

These groups, well known electronics and space industry firms, and the 115 other companies that have moved to Colorado Springs since 1976 have recognized the city's attractions: central geographic location with good air service; well educated work force, reasonable costs of living and doing business, beautiful natural surroundings, and quality of life.

The Broadmoor, located on 3,000 wooded acres in the foothills below Pikes Peak, is one of the few "Grand Resort Hotels" in the world. It has three 18-hole golf courses, 16 tennis courts, three swimming pools, an ice skating arena and skeet and trap shooting ranges. The quality of service in its eight dining rooms and lounges, modern conference facilities and accommodations for up to 2,600 people have won the hotel the Mobil 5-Star award every year since 1961 and AAA's 5-Diamond recognition ever since that honor was established.

JUNIOR ACHIEVEMENT -- FACT SHEET

Headquarters: The headquarters for Junior Achievement's national offices moved to Colorado Springs, Colo., on May 1, 1987. The 80-employee operation is now housed in a new 35,000-square-foot, \$2.8-million building.

Programs: Junior Achievement is a non-profit organization that creates partnerships between business leaders and educators. The application of corporate resources brings Junior Achievement's four economic-education programs to more than one million students annually in 237 U.S. cities and in 16 foreign countries. Those programs are:

Applied Economics: A one-semester course that offers high school credit through a curriculum developed by Junior Achievement. First, students form a mini-company to produce and market a product or service. Then, while the teacher guides students through the text, a business consultant from the local corporate community leads the class one day a week. The consultant uses a computerized management simulation to help students understand how one company's business decisions can affect the profitability of all competitors in the marketplace.

Project Business: A corporate executive visits a junior high school classroom weekly to enhance existing social studies or economics curriculum.

Business Basics: Junior Achievement students help introduce economic concepts to elementary school students in a four-week program.

JA Company Program: The traditional after-school Junior Achievement program, founded in 1919. Students incorporate a mini-company, create and sell a product or service, then distribute profits among company stockholders.

Top officials: -- Lodwrick M. Cook is chairman of the National Board of Directors. Mr. Cook is chairman and chief executive officer of ARCO, a Los Angeles-based petroleum company.

-- Karl Flemke is president and chief executive officer of Junior Achievement Inc.

-- Donald T. Floyd, Bruce Lesley and John P. Nayden are the executive vice presidents of the organization.

BACKGROUND INFORMATION

LOD COOK, DINAH SHORE, JIM HAYES, KARL FLEMKE

LODWRICK M. COOK - CHAIRMAN and CHIEF EXECUTIVE OFFICER, ARCO

Lod Cook's ARCO career began in 1956 as an engineer trainee. He went on to hold management positions in Labor Relations, Refining/Marketing, Planning, Supply, and Transportation. He served as Chairman of the Owners' Committee of the Trans Alaska Pipeline System, the largest private construction project ever undertaken, which was completed in 1977.

Elected a corporate vice president in 1970, he advanced through the many executive positions. He has been a member of the board of directors of ARCO since 1980. Cook became president and chief executive officer in 1985. He became chairman of the board of directors and chief executive officer in 1986.

Cook's interests outside the company focus upon education, youth and minority programs. He is chairman of the board of Junior Achievement Inc. He is married to Carole Diane Cook and has five grown children and two granddaughters.

KARL FLEMKE - PRESIDENT AND CEO - JUNIOR ACHIEVEMENT INC.

Karl Flemke joined Junior Achievement in 1958 as head of operations in New Bedford, Mass. Receiving many honors both from Junior Achievement and from the communities in which he lived and worked, he went on to head Junior Achievement operations in Pittsburgh and In Los Angeles. In 1980 he was promoted to the position of National Executive Vice President and in 1982 he was named National President and Chief Executive Officer.

Flemke was born in Wethersfield, Conn. He is a graduate of Wethersfield High School and the University of Pittsburgh, and was awarded an honorary doctorate from Green Mountain College in Vermont. Karl and his wife, Mary, have three children. Mrs. Flemke has a doctorate in Education from the University of Southern California.

DINAH SHORE

Dinah Shore has never limited her talent to the performing arts. Her enthusiasm for diverse interests has propelled her into a variety of activities, in which sports -- tennis and golf in particular -- play a prominent part. As hostess of one of the most popular annual events on the Ladies Professional Golf Association tour, Dinah has been a dedicated leader in furthering the growth of women's golf in stature, prize money and talent.

Dinah began starring on network television in the 1950s. The "Dinah Shore Show" met with instant success. She hosted her own 90-minute talk/variety show, "DINAH," in the late 1970s. She has performed for heads of state, presidents and royalty all over the world.

Dinah has served on Junior Achievement's national board of directors since 1981, taking an active and visible role in the progress of the organization. She annually hosts the Dinah Shore/Junior Achievement Golf Tournament.

JIM HAYES - PUBLISHER - FORTUNE MAGAZINE

James B. Hayes is publisher of FORTUNE magazine and he became a vice president of the Time Inc. Magazine Group in August 1987.

Hayes joined Time Inc. in 1959 as a member of the Promotion Department of Sports Illustrated. During the ensuing years, he served as a sales representative in the New York, Philadelphia and Detroit offices. He was appointed Sports Illustrated's Detroit sales manager in 1972 and New York sales manager in 1977. In 1979 Hayes was named national advertising sales manager of Sports Illustrated. Hayes then joined Money as advertising sales director in March 1982. In June 1984 he was named publisher of Discover and moved into his present position as publisher of FORTUNE in 1987.

Hayes is a trustee of the New York Hall of Science and a vice president of that organization; a director of the American Advertising Federation and a member of the board of directors of Junior Achievement Inc. Hayes is a native of New York City. He received his education at the Canterbury School and Georgetown University, and served for two years with the Army in Europe.

(McGroarty/Martin)
March 9, 1989
2:00pm
dan/ADL-JA

PRESIDENTIAL REMARKS: JUNIOR ACHIEVEMENT NATIONAL BUSINESS
LEADERSHIP CONFERENCE
COLORADO SPRINGS, COLORADO
MARCH 16, 1989

NBLC
Brochure

Thank you, ⁺Lod, for your kind words. As you know, I've been an admirer of Junior Achievement and all it's done to advance economics(?) education for many years. And from what I see, ⁺Lod Cook has taken what was already a strong program and made it that much better.

And while all of you here tonight share in this success, I want especially to commend ⁺Jim Hayes of Fortune magazine. ⁺Jim, I know you and a number of your staff have been actively involved in Junior Achievement's "Project Business," taking your skills and talents into classrooms throughout New York City. The work you're doing with those junior high students is opening their eyes to a whole new world. ⁺ → publisher

phone
conversation
3-7-89

Karl
Flenke

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briefing Book

Junior Achievement is a phenomenally successful enterprise by any measure. The numbers alone tell the story: you reach ⁺1,115,000 ⁺three million children each year, from fourth through twelfth grade, in 1000 communities across the nation. ⁺ → 8th grade

Jr. Achiev.
Inc.

Co. Springs

Ed Swartley

(719) 540-8000
Press Release 2-22-89

I've spoken many times about the thousand points of light, the dedicated and diverse volunteer organizations that contribute

so much to American life. I've taken some ribbing about just what that means -- but those of you involved in Junior Achievement know exactly what I'm talking about. In fact, Lod tells me that a thousand points of light doesn't begin to describe your efforts -- and that the 100,000 men and women involved in Junior Achievement is a super-nova of volunteers.

Lod, maybe I can clear up the confusion. Let's agree that the volunteer ethic is the North Star. As long as that sense of service guides us, we'll be a strong, self-reliant people, as ready to help each other as we are to help ourselves.

Tonight, I want to talk about education, the issue at the heart of Junior Achievement's mission.

First, a word about the lessons in "applied economics" that are the hallmark of Junior Achievement. In your hands, economics is anything but "the dismal science." You bring economics alive -- and you give our young people a real feel for having a stake in an economic enterprise.

I know what it means to build a business. I know the risk... The worries late at night... The responsibilities you feel for the employees that are in it with you. I don't need to tell all of you it's something you never forget.

I also know the feeling that comes with success -- the pride, the exhilaration you feel when your business is up on its feet, and running. The feeling you get when you take an idea --

Briefing BK
overview p1

Jr. Achieve.
Fact Sheet

something that exists only in your mind -- and turn it into something real, a common enterprise that meets the test of the marketplace, that carves out a place in the larger economy.

All of you here today are helping young people experience that same sense of accomplishment through their involvement with Junior Achievement. You are awakening the entrepreneurial spirit of a new generation.

All of you have heard me say I intend to be the "Education President." Now, I've heard some people say in response: "that's not enough." They seem to be saying that the President needs to concern himself with the larger issues -- and that education doesn't qualify.

Let me say now: I can't think of any issue that is larger -- or more far-ranging in its impact than the education of our youth.

Think about the great issues of the day. Do we want to talk about America's place in the world? Then we'd better think about education. Do we want to talk about competitiveness, and how we can improve it? Again, we'd better think about education. About productivity, and how to keep it on the increase? Again, education.

It's a matter of our horizons -- our ability to see how we can meet and master the challenges we face, now and in the

future. Planning for today -- simply to get to tomorrow -- is a guarantee for stop-gap solutions.

Education is long-range planning at its best. It's a solution for the next century -- for problems we haven't even begun to recognize.

In eleven short years, we'll stand on the threshold of a new century. We know now that the world is in the midst of a technological revolution. We can see the pace of change -- always accelerating.

What will our world look like in the century ahead? Who will lead America a generation from now? Who will hold the top positions in government and in the private sector? Who will be the new pioneers in the fields of medicine, science, and engineering? Who will display the creative genius that will challenge, excite and inspire us?

We don't know their names. But I can tell you where to find them:

In our schools.

Look for the fifth grader, who forty years from now will find him or herself in the position you are in today. Look for the five year old, whose curiosity about everything is the first

sign of a budding scientific mind. Look into classrooms across this country today, where the spark of interest kindles a life-long involvement in exploring, in expanding, and advancing our knowledge.

So let's not make the mistake of saying education is a minor matter on our national agenda.

When it comes to our nation's future, education is the key. It's the best investment we can make.

Now, we've all seen the studies that show American students trailing those of other nations in science and math skills. We've all read the stories about kids who can't find America on a map. We all know the drop-out rate is too high, and the level of literacy too low. We know that we must do more to open the door to advancement for our disadvantaged youth, by providing them the educational opportunities they deserve.

The answer isn't to wring our hands. We need to roll up our sleeves, and take an active part in making our schools better.

And that requires a truly cooperative effort -- involving all levels of government, the public and the private sector. In our federal system, education is a shared responsibility. While the primary responsibility rests with the states and local school systems, the federal government can still serve as a catalyst for change -- for fresh thinking about how to build the best possible education system.

I've built into my budget a number of education initiatives I believe can enhance the quality of our schools. I'll mention four here today.

o First, we must recognize excellence, and we must reward it -- wherever it is found. That's why I've proposed a \$500 million dollar "merit school" program, and a Presidential Award for Excellence in Education for our best teachers.

o Second, we must strengthen scientific education. My budget includes an initiative called the National Science Scholarship program. Each year beginning in 1990, a total of 570 American high school seniors -- at least one from every Congressional district across the country -- will receive \$10,000 dollar a year scholarships to the college of their choice, renewable for four years.

o Third, we need to remove the barriers that can keep talented teachers out of the classroom. Think of the knowledge assembled in this hall here today -- the business acumen, the hands-on economic experience you all possess. Junior Achievement makes it possible for you to pass that on to our schoolchildren. But what about people with similar skills and knowledge, whose entry into teaching as a profession is barred by certification requirements they don't meet?

Teachers-by-training aren't the only ones who can teach. I urge state and local school systems to take a look at their certification systems, and make sure we open our schools to those

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Building A
Better America
P 53 BABA

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P 57 BABA

with a lifetime of experience outside the classroom, who are ready and willing to share what they know with our young people.

P. 56 BABA
o Fourth, we must use competition to spur excellence in education. I support the use of "Magnet Schools" to introduce an element of choice into education -- and I've requested \$100 million dollars to help with the start-up costs of new magnet schools.

We all know the value of competitiveness in the business world. Challenging schools to strive to match the best among them can push them all to new heights. Competition might just provide the quality schools we're all looking for.

America is well positioned to remain productive and competitive in the world marketplace. Our strong suit is our abundant supply of the most inexhaustible resource on the planet: human ingenuity -- and, of course, a system that gives that ingenuity free reign.

We have the raw materials. We have the opportunity. What we need is a renewed sense of resolve -- a commitment to shape our future by preparing today the children who will lead us in the 21st Century.

Thank you.

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March 9, 1989
2:00pm
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o First, we must recognize excellence, and we must reward it -- wherever it is found. That's why I've proposed a \$500 million dollar "merit school" program, and a Presidential Award for Excellence in Education for our best teachers.

o Second, we must strengthen scientific education. My budget includes an initiative called the National Science Scholarship program. Each year beginning in 1990, a total of 570 American high school seniors -- at least one from every Congressional district across the country -- will receive \$10,000 dollar a year scholarships to the college of their choice, renewable for four years.

o Third, we need to remove the barriers that can keep talented teachers out of the classroom. Think of the knowledge assembled in this hall here today -- the business acumen, the hands-on economic experience you all possess. Junior Achievement makes it possible for you to pass that on to our schoolchildren. But what about people with similar skills and knowledge, whose entry into teaching as a profession is barred by certification requirements they don't meet?

Teachers-by-training aren't the only ones who can teach. I urge state and local school systems to take a look at their certification systems, and make sure we open our schools to those

with a lifetime of experience outside the classroom, who are ready and willing to share what they know with our young people.

o Fourth, we must use competition to spur excellence in education. I support the use of "Magnet Schools" to introduce an element of choice into education -- and I've requested \$100 million dollars to help with the start-up costs of new magnet schools.

We all know the value of competitiveness in the business world. Challenging schools to strive to match the best among them can push them all to new heights. Competition might just provide the quality schools we're all looking for.

America is well positioned to remain productive and competitive in the world marketplace. Our strong suit is our abundant supply of the most inexhaustible resource on the planet: human ingenuity -- and, of course, a system that gives that ingenuity free reign.

We have the raw materials. We have the opportunity. What we need is a renewed sense of resolve -- a commitment to shape our future by preparing today the children who will lead us in the 21st Century.

Thank you.

THE WHITE HOUSE
WASHINGTON

March 3, 1989
KBK

Chris

REVISED

Vogel

MEMORANDUM

TO: Steve Studdert

FROM: JOSEPH W. HAGIN

SUBJECT: APPROVED PRESIDENTIAL ACTIVITY

EVENT: Address the National Business Leadership Conference

DATE: March 16, 1989, Thursday

TIME: 6:00 p.m. - 7:00 p.m. Reception
7:00 p.m. - 8:30 p.m. Dinner

DURATION: 8:30 p.m. - 9:00 p.m. Program

LOCATION: Broadmore Hotel International Center
Colorado Springs, Colorado

ATTIRE: Black Tie

REMARKS REQUIRED: Yes

MEDIA COVERAGE: Open

FIRST LADY PARTICIPATION: TBD

ADDITIONAL INFORMATION: RON Colorado Springs, Colorado

CONTACT: Carl Flemke (719) 540-8000

TELEPHONE: OFFICE _____ HOME _____

NOTE: PROJECT OFFICER, SEE ATTACHED CHECKLIST

Ed Rogers	Marlin Fitzwater	David Bates
James Cicconi	David Demarest	David Valdez
Fred McClure	Jean Lamb	USSS - PPD
Susan Porter Rose	Steve Studdert	Operations - Executive Residence
Patty Presock	John Keller	WHCA Audio/Visual
Speechwriting Office	Tim McBride	WHCA Operations
Laurie Firestone	J. Bonnie Newman	
Robert Guttman	Tony Lopez	

THE WHITE HOUSE
WASHINGTON

February 27, 1989
KBK

MEMORANDUM

TO: Steve Studdert

FROM: JOSEPH W. HAGIN

SUBJECT: APPROVED PRESIDENTIAL ACTIVITY

EVENT: Address the National Business Leadership Conference

DATE: March 16, 1989

TIME: TBD

DURATION: TBD

LOCATION: Broadmore Hotel, Colorado Springs, Colorado

ATTIRE: Business Suit

REMARKS REQUIRED: Yes

MEDIA COVERAGE: Open

FIRST LADY PARTICIPATION: Yes

ADDITIONAL INFORMATION: RON Colorado Springs, Colorado

CONTACT: _____

TELEPHONE: OFFICE _____ HOME _____

NOTE: PROJECT OFFICER, SEE ATTACHED CHECKLIST

Ed Rogers	Marlin Fitzwater	David Bates
James Cicconi	David Demarest	David Valdez
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Speechwriting Office	Tim McBride	WHCA Operations
Laurie Firestone	J. Bonnie Newman	
Robert Guttman	Tony Lopez	



515 South Flower Street
Los Angeles, California 90071
Telephone 213 486 2533

13 FEB 1989

L. M. Cook
Chairman and
Chief Executive Officer

Pres. J.A. Finc
CARL
Flemke
(719) 540-8000

Lunch
Dinner



February 9, 1989

The Honorable Stephen M. Studdert
Assistant to the President for
Special Activities and Initiatives
The White House
Washington, D. C., 20500

Dear Mr. Studdert:

Steve

I'm writing as Chairman of the National Business Leadership Conference, which will be held March 16, 1989 at the Broadmoor Hotel in Colorado Springs. It will be attended by more than one thousand of our nation's business executives and is co-sponsored by Junior Achievement and Fortune magazine.

F: Jim
eyes letter

This conference is one of the most prestigious business functions held each year. It culminates with the induction of six laureates into the National Business Hall of Fame that evening.

As you know, Junior Achievement is the oldest and largest economic education organization in the United States, with a current enrollment in excess of 1,100,000 students. It is interesting to note that more than 30,000 business volunteers help teach these young people, making Junior Achievement the largest facilitator of private sector initiatives with education.

We would be honored if President Bush would give the Conference's keynote address at lunch on March 16. We feel this occasion would represent an ideal forum for the President to discuss his views on education and/or volunteerism.

Enclosed is a brochure which gives more detail on the event. If you need additional information, please give me a call.

Sincerely,


L. M. Cook

P.S. Obviously, we would be honored to have President Bush stay for the Hall of Fame induction ceremony on the evening of March 16, if his schedule permits.

A strong supporter of the private enterprise system, Junior Achievement believes the future health of our economy rests in the hands of today's students. To that end, it provides practical economic education to young people from fourth grade through twelfth grade, and promotes invaluable partnerships among business people, educators and students. Only through such experiences may we assure the continued strength and vitality of our economy and our nation.



**National Business
Leadership Conference
and
National Business Hall of Fame
Induction Ceremony**



**Junior
Achievement™**
National Headquarters
45 Clubhouse Drive
Colorado Springs, Colorado 80906
719 540 8000

Thursday, March 16, 1989

THE 1989 NATIONAL BUSINESS LEADERSHIP CONFERENCE AND NATIONAL BUSINESS HALL OF FAME

Established in 1975, the National Business Leadership Conference is a forum for the exchange of ideas among business leaders.

Each year, hundreds of top business executives gather to take part in this exceptional event. The conference culminates in the National Business Hall of Fame Induction Ceremony.

The National Business Hall of Fame recognizes outstanding business leaders who have made significant contributions to the growth of private enterprise in the United States. The inductees are selected each year by the Board of Editors of FORTUNE, at Junior Achievement's request.

A Hall of Fame exhibit at Chicago's Museum of Science and Industry honors those inducted into the Hall. The 6,000-square-foot, computer-run exhibit contains 16 separate points of interest. With video presentations and interactive displays that encourage participation, the Hall has something for everyone.

THE DAY'S EVENTS



Lodwick M. Cook, Conference Chairman



Dinah Shore, Guest Presenter

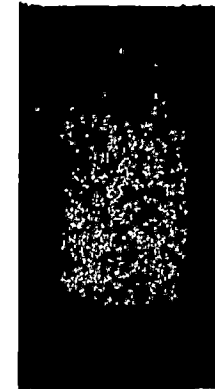
Following registration and a brief look at Junior Achievement's economic education programs, the conference will begin with the Chairman's Luncheon hosted by Lodwick M. Cook.

After lunch, the Conference General Session promises a stimulating discussion on vital economic issues. A panel of FORTUNE's Board of Editors will lead the session.

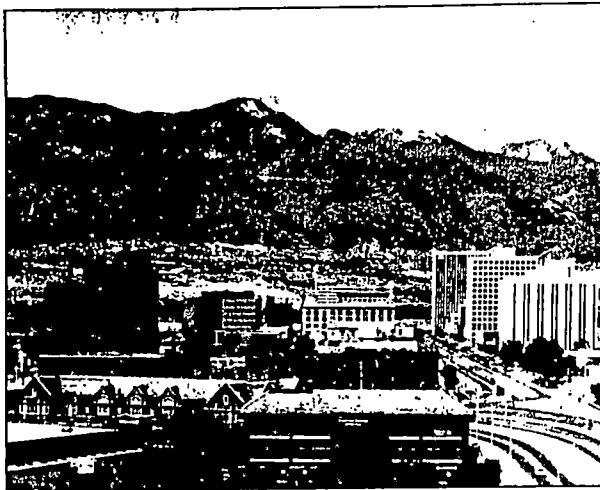
Topping off the day's activities will be a festive black-tie dinner and the induction of the new laureates into the National Business Hall of Fame.

Dinah Shore and Lod Cook will present the laureate honors. A familiar figure in the entertainment world and a member of the Junior Achievement National Board of Directors, Dinah has co-hosted the induction ceremony for a number of years.

Lod Cook also serves as the conference chairman and as Junior Achievement's National Chairman. He is the Chairman and Chief Executive Officer of ARCO.



THE CONFERENCE



Colorado Springs, Colorado, site of the 1989 National Business Leadership Conference. Photo by Hugh Koester

The 1989 Junior Achievement National Business Leadership Conference promises to be a full day of informational sessions and lively discussions.

Mr. Lodwick M. Cook, Chairman and Chief Executive Officer of ARCO, will head the 1989 conference in Colorado Springs, the home of Junior Achievement's National Headquarters.

Resting in the expansive shadow of Pikes Peak, Colorado Springs sits nestled among the foothills of the magnificent Rocky Mountains.

A center of high-tech development and manufacturing, the home of the United States Olympic Training Center, NORAD and the seat of many outer-space endeavors, the city is only minutes from the natural beauty of the Rockies and many world-class ski resorts.

Colorado Springs is the home of three military installations and the United States Air Force Academy. The city boasts entertainment and recreational activities to suit almost any taste in a resort setting.

The Broadmoor, a world-renowned resort, has earned Mobil's coveted "5-Star" rating for the past twenty-five years. Its impressive pink stucco facade, convention and dining facilities and three world-class golf courses attract the wealthy and the famous from around the world.

THE SCHEDULE

Registration and Exhibits	10:00 a.m.
Conference registration	
Junior Achievement economic education exhibits	
Tour of Junior Achievement National Headquarters	
Chairman's Luncheon	Noon
General Session	2:30 p.m.
Panel discussion conducted by FORTUNE's Board of Editors	
National Business Hall of Fame	
Reception	6:00 p.m.
Black-tie dinner	7:00 p.m.
Laureate induction ceremonies	8:00 p.m.

RESERVATIONS

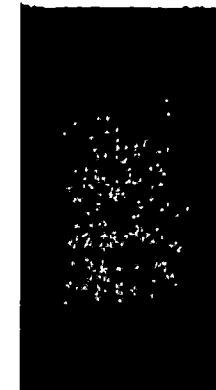
The enclosed reservation form makes it easy to reserve your company's table for the National Business Hall of Fame Induction Ceremony. The fee covers the entire conference program, including the Chairman's Luncheon.

Conference Fee (including dinner table for ten)*	\$2,500
Individual Fee	\$250

This is a sterling opportunity to share in an informative, stimulating conference with your business peers. The Conference and the 1989 Business Hall of Fame Induction Ceremony will be a rewarding and memorable experience.

Please make your reservations early.

* Table assignments will be based on date of receipt of payment.
(Chairman's Luncheon is open seating)



NATIONAL BUSINESS HALL OF FAME LAUREATES

1988

King Camp Gillette
(1855-1932)
Benjamin Graham
(1894-1976)
Milton S. Hershey
(1857-1945)
William R. Hewlett
Estee Lauder
David Packard
Ross Perot

1987

Trammell Crow
Harvey S. Firestone
(1868-1938)
George Stanley Halas
(1895-1983)
Donald M. Kendall
Jack C. Massey
Igor I. Sikorsky
(1889-1972)

1986

Robert O. Anderson
Edward E. Carlson
Walter P. Chrysler
(1875-1940)
Cyrus W. Field
(1819-1892)
Leonard H. Goldenson
Rene C. McPherson

1985

Dr. Arnold O. Beckman
Henry Morrison Flagler
(1830-1913)
Reginald H. Jones
Alden J. Laborde
William F. Laporte
George J. Mecherle
(1877-1951)

1984

William Edward Boeing
(1881-1956)
Bernard Kilgore
(1908-1967)
Forrest E. Mars
William Samuel Paley
Dr. Simon Ramo
John Eldred Swearingen

1983

Leo Hendrik Baekeland
(1863-1944)
Olive Ann Beech

1983 (continued)

John Deere
(1803-1886)
Edward Henry Harriman
(1848-1909)
Ray A. Kroc
(1902-1984)
Abe Plough
(1891-1984)

1982

Edward Crosby Johnson II
(1898-1984)
Charles Franklin Kettering
(1876-1958)
Malcom Purcell McLean
Howard Joseph Morgens
Adolph Simon Ochs
(1858-1935)
Jacob Henry Schiff
(1847-1920)
Charles Michael Schwab
(1862-1939)
Charles Kemmons Wilson

1981

Willis Haviland Carrier
(1876-1950)
Pierre Samuel duPont
(1870-1954)
Dr. Edwin Herbert Land
Andrew William Mellon
(1855-1937)
Donald Thomas Regan
James Wilson Rouse
Owen D. Young
(1874-1962)

1980

William Milfred Batten
Frederick Coolidge Crawford
Robert Justus Kleberg, Sr.
(1853-1932)

William Allan Patterson
(1899-1980)

Charles Clinton
Spaulding
(1874-1952)

DeWitt Wallace
(1889-1981)

Lila Acheson Wallace
(1889-1984)

George Westinghouse
(1846-1914)

Joseph C. Wilson
(1909-1971)

NATIONAL BUSINESS HALL OF FAME LAUREATES

1979

Georges Frederic Doriot
(1899-1987)
Roswell Garst
(1898-1977)
Walter Abraham Haas
(1889-1979)
Sir Ian Kinloch MacGregor
David Mackenzie Ogilvy
John Henry Patterson
(1844-1922)
Cornelius Vanderbilt
(1794-1877)
Robert Elkington Wood
(1879-1969)

1978

Harry Blair Cunningham
Arthur Vining Davis
(1867-1962)
Donald Wills Douglas
(1892-1981)
Henry John Heinz
(1844-1919)
Conrad Nicholson Hilton
(1887-1979)
Francis Cabot Lowell
(1775-1817)
Joseph Irwin Miller
Frederick Weyerhaeuser
(1834-1914)

1977

William Blackie
Benjamin Franklin
(1706-1790)
Florence Nightingale Graham
(1878-1966)
Joyce Clyde Hall
(1891-1982)
Henry John Kaiser
(1882-1967)
Henry Robinson Luce
(1898-1967)
John Jay McCloy
Robert Winship Woodruff
(1889-1985)

1976

Stephen Davison Bechtel, Sr.
Walter Elias Disney
(1901-1966)
James Jerome Hill
(1838-1916)
Albert Davis Lasker
(1880-1952)
Charles Edward Merrill
(1885-1956)
George Stevens Moore
James Cash Penney
(1875-1971)
William Cooper Procter
(1862-1934)
Cyrus Rowlett Smith
Thomas John Watson, Jr.

1975

William M. Allen
(1900-1985)
Andrew Carnegie
(1835-1919)
George Eastman
(1854-1932)
Thomas A. Edison
(1847-1931)
Henry Ford
(1863-1947)
A.P. Giannini
(1870-1949)

J. Erik Jonsson

Royal Little

Cyrus H. McCormick
(1809-1884)

J. Pierpont Morgan
(1837-1913)

M.J. Rathbone
(1900-1976)

John D. Rockefeller
(1839-1937)

David Sarnoff
(1891-1971)

Alfred P. Sloan, Jr.
(1875-1966)

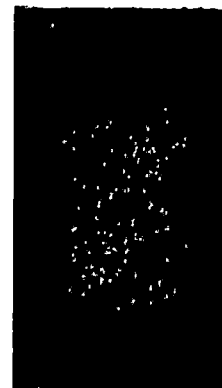
Alexander T. Stewart
(1803-1876)

J. Edgar Thomson
(1808-1876)

Theodore N. Vail
(1845-1920)

George Washington
(1732-1799)

Eli Whitney
(1765-1825)



NATIONAL BUSINESS LEADERSHIP CONFERENCE CHAIRMEN AND LOCATIONS

1989 — Colorado Springs, Colorado

Lodwick M. Cook

Chairman & Chief Executive Officer - ARCO

1988 — Atlanta, Georgia

John L. Clendenin

Chairman & Chief Executive Officer - BellSouth Corp.

1987 — Indianapolis, Indiana

Richard D. Wood

Chairman, President, Chief Executive Officer - Eli Lilly and Co.

1986 — Detroit, Michigan

Donald E. Petersen

Chairman & Chief Executive Officer - Ford Motor Co.

1985 — Cleveland, Ohio

Alton W. Whitehouse, Jr.

Chairman & Chief Executive Officer - Standard Oil (Ohio)

1984 — Chicago, Illinois

Donald P. Kelly

Chairman & Chief Executive Officer - Esmark, Inc.

1983 — Dallas, Texas

Raymond A. Hay

Chairman & Chief Executive Officer - The LTV Corp.

1982 — Pittsburgh, Pennsylvania

David M. Roderick

Chairman & Chief Executive Officer - U.S. Steel Corp.

1981 — Washington D.C.

C. Peter McColough

Chairman & Chief Executive Officer - Xerox Corp.

1980 — Los Angeles, California

Robert O. Anderson

Chairman & Chief Executive Officer - ARCO

1979 — New Orleans, Louisiana

Clifton C. Garvin, Jr.

Chairman & Chief Executive Officer - Exxon Corp.

1978 — Detroit, Michigan

Henry Ford, II

Chairman & Chief Executive Officer - Ford Motor Co.

1977 — Washington D.C.

W.F. Rockwell, Jr.

Chairman & Chief Executive Officer - Rockwell International Corp.

1976 — Dallas, Texas

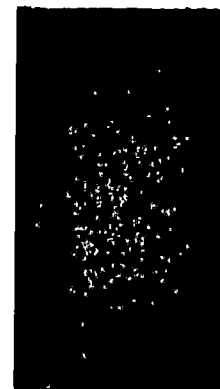
Thomas A. Murphy

Chairman & Chief Executive Officer - General Motors Corp.

1975 — Chicago, Illinois

John E. Swearingen

Chairman & Chief Executive Officer - Standard Oil Co. (Indiana)



- Addition of Partners
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"Super Nova"

40,000 exc.

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for 8-12 wks

* Jim Haygs - Project Business

in NYC
9th Grade

Twice

7 key executives

Ed Gaylord, 2 Run tolls
Bill Hibble
Broadmore

National Business Leadership Conference

P. 517

Carl Flenke (Flenke)
(M19) 54D - 8000

Mike Moran
Gary Banks
Linda Swift

Don Floyd

Jud Swift

Gary Fendler

* Lod Cooke - Pres. knows
8:32 Thurs nite

15th National

Induction of Laureates

Emthrely Adcits

Bus exec.

700 flying in

300 from Co

200 Co. Springs (elites)

100 other Denver

Educators

PSV

Carl Flenke
(719) 540-8000

Don Floyd
Gary Hickman
Laura Banks

Snyder or Shaw
x 733

FAX
456-7739

1ST STORY of Level 1 printed in FULL format.

Copyright (c) 1989 Business Wire Inc.;
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February 22, 1989, Wednesday

DISTRIBUTION: Business Editors & Education Writers

LENGTH: 1539 words

HEADLINE: JUNIOR-ACHIEVEMENT; Six business giants to be honored

DATELINE: COLORADO SPRINGS, Colo.

BODY:

One built a fortune on the back of a piece of electronic circuitry no bigger than a child's fingernail; another built a billion-dollar empire on flakes of corn and wheat.

But all left a giant mark on corporate America, whether the product was the computer microchip or the corn flake, the Minuteman missile or newspapers, air conditioners or trouble-shooting corporate consultants.

Six new members of the National Business Hall of Fame will be inducted March 16, in ceremonies at the Broadmoor Hotel in Colorado Springs.

The six will join 114 other past business leaders honored in the permanent National Business Hall of Fame exhibit at Chicago's Museum of Science and Industry in Chicago.

The list of 1988 inductees was released Wednesday by Junior Achievement Inc., which created the National Business Hall of Fame in 1975.

The laureates, selected independently by the board of editors of FORTUNE Magazine, are:

Robert N. Noyce, inventor of the computer microchip, and founder of Fairchild Semiconductor and the Intel Corp; W.K. Kellogg, inventor of the corn flake and founder of the Kellogg Co; Samuel I. Newhouse, creator of a publishing empire that today includes a chain of magazines and electronic media; T.A. Wilson, the recently retired chairman of the Boeing Co.; Marvin Bower, the father of modern management consulting; and W.R. "Buck" Persons, who built the powerful Emerson Electric Co. from a faltering motor and fan manufacturer.

Noyce, 61, invented the first commercial computer microchip -- more correctly called the "integrated circuit" -- in a California laboratory in 1959.

That invention cemented the successful start-up of the Fairchild Semiconductor Corp. Fairchild was created by Noyce and seven other young engineers who had parted ways with a research laboratory operated by William Shockley, the inventor of the transistor.

The integrated circuit technology allowed rooms full of transistors, wires and soldered connections to be miniaturized for the first time. This revolutionary reduction in size and power usage made possible generations of micro- and personal computers, pocket calculators, microwave ovens and

(c) 1989 Business Wire, February 22, 1989

countless other modern conveniences.

Noyce remains a vice chairman of Intel, but has stepped away from day-to-day operations. He currently is CEO of Sematech, an industry consortium designed to improve America's semiconductor competitiveness in world markets.

Kellogg made his home town of Battle Creek, Mich., into 'The Cereal Capital of the World.' For the first 25 years of his adult life, he labored as a hospital administrator, in the shadow of his elder brother, Dr. John Kellogg, a widely renowned physician.

But in 1906, after dozens of unscrupulous entrepreneurs had made their fortunes pirating the health-food inventions of the Kellogg brothers, W.K. split away from his brother to create what later became the Kellogg Co.

A keen manager and inventive marketer, Kellogg quickly became 'The King of Corn Flakes,' at the company that created All-Bran, Rice Krispies, Special K and Tony the Tiger. Kellogg died in 1951.

Born on Manhattan's poverty stricken Lower East Side in 1895, Newhouse started in the newspaper business at the Bayonne (N.J.) Times at the age of 13. He worked as an errand boy, copy boy, bookkeeper and ad runner before taking over operations of the struggling newspaper while still in his teens. He wisely built his savings and, in partnership with a lawyer/mentor, purchased another struggling daily, the Staten Island Advance, in 1922.

Newhouse gained a reputation as a shrewd business manager who left his editors and reporters alone. Using the profits from one successfully rebuilt newspaper to buy the next, he built a nationwide chain that eventually became the nation's largest -- outpacing the Hearst, Pulitzer, Scripps-Howard and Knight-Ridder chains before Newhouse died in 1979.

Among his papers: The Portland Oregonian, Newark Ledger, Cleveland Plain-Dealer and Press, St. Louis Globe-Democrat, Syracuse Herald, Journal and Post-Standard, and the Long Island Press.

Today, the publishing operation is perhaps best-known for its ownership of Random House, the New Yorker, Parade, and the Conde Nast publications, which include Glamour and Vogue.

T.A. Wilson, 68, was born in the southern Missouri town of Sikeston, where he developed a rough-hewn toughness that contributed to an approach to management described as 'stern and demanding, but fair.' He was a leader, a manager's manager, who spent a 42-year career with the Seattle-based manufacturer of airline, defense and aerospace products.

Shortly after he took the reins as CEO of Boeing in 1969, an industry-wide recession threatened the company's existence. Layoffs ensued, prompting the appearance of a bitterly ironic sign that read: 'Would the last person leaving Seattle please turn out the lights.'

But the man who had steered the B-47, B-52, Minuteman missile, and AWACS through periods of success, focused greater attention on defense contracting and invested more than \$3 billion in new commercial products like the 757 and 767. The turnaround, and subsequent years of soaring success (Boeing controls some

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60 percent of the world market for commercial airliners), were cited as a feat of exceedingly impressive strategic management.

Bower, 85, completed his law degree and MBA at Harvard, and joined James McKinsey, the founder of McKinsey & Co., in 1933. Over the next 35 years, he turned management consulting into an honored profession with a strict code of ethics, and founded an industry that helped forge modern corporate management.

In 1953, Bower initiated a startling innovation for the time: he began hiring young people directly out of business school and encouraged these aggressive young consultants to perform like private entrepreneurs.

Within McKinsey, unless these youngsters performed at superior levels and rose rapidly to partnership, it was recommended that they leave after six or seven years. But both highly successful and less successful young consultants frequently left the consulting profession and advanced into senior managerial and entrepreneurial posts for other companies.

Billings at McKinsey barely reached \$2 million in 1950, but rose to \$25 million by the time Bower retired as managing partner in 1967. He continued as a consultant to the consultants for many years after. The firm is privately held even today, even after some competitors went public in highly profitable stock sales. It remains fabulously successful: McKinsey's 1988 billings reached \$600 million.

Over a span of 20 years as chairman and chief executive of Emerson Electric Co. in St. Louis. "Buck" Persons built a faltering manufacturing firm into a billion-dollar electronics contractor. In 1954, Emerson's annual sales totalled \$56 million, but the company had only \$600,000 in the bank and profitability was shrinking.

He secured a \$10 million loan to revitalize the company, then concentrated his energies on astute people management and strategic planning. He refocused the company's emphasis on mass production of profitable product lines.

And Persons deftly tackled the problems of the ailing manufacturer through modernization, aggressive advertising, diversification, acquisition and decentralization.

The company had reached the billion-dollar threshold by the time Persons retired in 1974, at the age of 65; today its annual sales top \$6.7 billion. To look at it another way, a \$15,000 stake in Emerson in 1953 was worth approximately \$1 million when Persons retired.

Induction ceremonies for the National Business Hall of Fame laureates will be conducted at Junior Achievement's National Business Leadership Conference, which annually attracts more than 1,200 business leaders from across the nation.

The National Business Hall of Fame awards will be presented this year by entertainer Dinah Shore and by Lodwrick M. Cook, chairman and CEO of ARCO. Both are long-time members of Junior Achievement's national board of directors. Cook is currently Junior Achievement's national chairman and is also the chairman of this year's National Business Leadership Conference.

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Junior Achievement this year is providing economic-education programs to 1.1 million students in the fourth through 12th grades. With 237 franchise offices that serve more than 1,100 communities, Junior Achievement is the nation's leader in putting the volunteer resources of Corporate America to work in the nation's schools.

EDITORS/ASSIGNMENT EDITORS: Junior Achievement will be happy to arrange interviews with students, teachers or businessmen in any of 1,100 communities in which Junior Achievement operates.

ALSO: Be advised that art of the six inductees will be transmitted via Westar 4, on Channel 14 (transponder 7X) from 10:45 until 11:30 a.m. on Feb. 22.

(End of advance for release 4:30 p.m. Feb. 22)

CONTACT: Junior Achievement Inc., Colorado Springs
Ed Swartley, 719/540-8000 or 598-9058
KEYWORD: COLORADO

2ND STORY of Level 1 printed in FULL format.

PR Newswire

January 27, 1989, Friday

DISTRIBUTION: TO CITY DESK

LENGTH: 349 words

HEADLINE: RECEPTION TO LAUNCH COLORADO BUSINESS HALL OF FAME

DATELINE: DENVER, Jan. 27

KEYWORD: RECEPTION TO LAUNCH COLO BUSINESS HALL OF FAME

BODY:

DENVER, Jan. 27 /PRN/ -- On Feb. 2, Lod Cook, chairman and CEO of ARCO, and entertainer Dinah Shore will join Gov. Roy Romer for a special business and press reception at the Governor's Mansion at 4:30 p.m. to announce the inception of the Colorado Business Hall of Fame.

Hosted by Manville Corporation, the reception will set the stage for the 1990 Colorado Business Hall of Fame banquet. This will be an annual gala black tie event in January 1990 honoring the legends of the Colorado business community. The Colorado Hall of Fame is co-sponsored by Junior Achievement of Metropolitan Denver Inc. and the Greater Denver Chamber of Commerce.

Cook, who also serves as the chairman of Junior Achievement's National board of directors, will also be inviting Colorado business people to the National Business Leadership Conference on March 16, 1989, at the Broadmoor Hotel in Colorado Springs, where six giants of American business and industry will be inducted into the National Business Hall of Fame.

Ceremonies for the National Business Hall of Fame are held in a different city each year and attract more than 1,500 business leaders from across the nation. Presidents and other top-ranking officials of the nation's best-known businesses will be gathering for the event at the Broadmoor.

Among those actively involved in the NBLC in the past include George Bush, Peter Ueberroth, Hicks Waldron (chairman and CEO of Avon), and John Clendenin (chairman and CEO of BellSouth Corporation).

Begun in 1975, the National Business Hall of Fame is sponsored by Junior Achievement, a nonprofit economic education organization headquartered in Colorado Springs with offices in 237 cities. The organization educates more than a million students nationwide, grades four through twelve. At Junior Achievement's request, Fortune magazine's board of editors serves as the laureate selection committee.

CONTACT -- Rex John of the Greater Denver Chamber of Commerce, 303-894-8500; or Lynn Curtis of Junior Achievement, 303-399-0432

3RD STORY of Level 1 printed in FULL format.

Copyright (c) 1988 Business Wire Inc.;
Business Wire

February 24, 1988, Wednesday

DISTRIBUTION: Business Editors

LENGTH: 816 words

HEADLINE: JUNIOR-ACHIEVEMENT; Seven giants of American business and industry to be inducted into the National Business Hall of Fame

DATELINE: COLORADO SPRINGS, Colo.

BODY:

Seven giants of American business and industry will be inducted into the National Business Hall of Fame in ceremonies April 14 at Atlanta's Marriott Marquis Hotel.

The list of 1988 inductees was released Wednesday by Junior Achievement Inc. which created the National Business Hall of Fame in 1975. Laureates are selected by the board of editors of Fortune Magazine.

Those being inducted this year are computer industry pioneers William Hewlett and David Packard, cosmetic company founder Estee Lauder, economist/investor Benjamin Graham, Texas billionaire H. Ross Perot, food company founder Milton S. Hershey and safety-razor inventor King Camp Gillette.

The seven new laureates will join 107 other past business leaders honored in the National Business Hall of Fame exhibit, a 6,000 square-foot permanent display at the Museum of Science and Industry in Chicago.

Hewlett, 74, and Packard, 75, started the Hewlett-Packard Co. in the rented garage of their home in Palo Alto, Calif., in 1938. The two men parlayed an initial investment of \$538 into a combined fortune estimated at nearly \$4 billion.

The Hewlett-Packard Co. today has annual sales of more than \$8 billion and employs approximately 82,000 people worldwide.

Lauder founded Estee Lauder Inc., in 1946, after selling cosmetics and creams to friends, beauty shop customers and wealthy socialites for more than a decade.

Her persistent sales techniques, aggressive "gift-with-purchase" marketing in prestigious department stores created the foundation of a corporate empire that today has carved out more than one-third of the world's market in cosmetics.

Graham, who died in 1976, was one of the foremost economists of the first half of the century. His theory of "Value Investing" advocated the purchase of stock in companies whose price was substantially less than its underlying value.

Graham's economic textbook "Security Analysis," written with David Dodd, remains the "Bible" of investment theory more than 50 years after its first printing.

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Graham also was a former chairman of Geico Inc. -- the Government Employees Insurance Co.

Perot, 57, left IBM Corp. in 1962 to found Electronic Data Systems, a pioneer in the software applications of computer technology. When Perot sold his stock in EDS to General Motors Corp. in 1984, his initial \$1,000 stake in the company was worth an estimated \$2.5 billion.

Perot also is well-known for his adventurous and patriotic exploits. He first made national headlines when he loaded a Boeing 707 with food and Christmas presents and tried to have it flown to American prisoners of war in Hanoi in 1969.

He spearheaded the paramilitary rescue of two EDS executives held hostage in Iran in 1979, which was chronicled in the best-selling book "On Wings of Eagles" and later made into a television movie.

Hershey, after several unsuccessful business ventures, crated a confectionery company in the late 19th century that quickly grew into the largest seller of candies in the world.

In addition to his corporate success, the creator of the nickel candy bar built the company town of Hershey, Pa., around his factory.

He and his wife, childless, founded the Hershey Industrial School for orphan boys, which he endowed with the bulk of a fortune estimated at \$60 million in 1918. The trust later built the Hershey Medical Center. He died in 1945.

Gillette was a frustrated bottle-cap salesman in 1901 when a friend counseled him to create a product that customers used, discarded, then came back to buy more.

His invention of the safety razor turned a dream of disposable razor blades into riches at the turn of the century, and Gillette's mustachioed face soon appeared on billions of blade wrappers around the world.

Today, the Gillette Co. is a consumer-goods giant with products that include Paper Mate pens, Right Guard deodorant, Oral-B toothbrushes and a variety of household appliances.

Induction ceremonies for the National Business Hall of Fame laureates will be conducted at Junior Achievement's National Business Leadership Conference, which annually attracts more than 1,500 business leaders across the nation.

Donald Keough, president of the Coca-Cola Co., is the keynote speaker at the day-long conference.

The National Business Hall of Fame awards will be presented this year by entertainer Dinah Shore and by Lodwrick M. Cook, chairman and CEO of ARCO.

Junior Achievement this year is providing economic education programs to more than 1 million students in the fourth through 12 grades.

With offices in 237 cities, Junior Achievement is the nation's leader in putting the volunteer resources of Corporate America to work in the nation's

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schools.

CONTACT: Junior Achievement Inc., Colorado Springs
Ed Swartley, 303/540-8000

5TH STORY of Level 1 printed in FULL format.

PR Newswire

April 14, 1986, Monday

DISTRIBUTION: TO BUSINESS AND ASSIGNMENT DESKS

LENGTH: 719 words

DATELINE: STAMFORD, Conn., April 14

KEYWORD: JUNIOR ACHIEVEMENT NATIONAL BUSINESS LEADERSHIP CONFERENCE

BODY:

STAMFORD, Conn., April 14 /PRN/ -- Economist David A. Stockman will be the keynote speaker April 17 at the 1986 National Business Leadership Conference sponsored by Junior Achievement Inc.

Stockman will address about 1,500 business, government and educational leaders expected by Junior Achievement at a luncheon at the Westin Hotel/Renaissance Center in Detroit.

Stockman, formerly director of the Office of Management and Budget in the Reagan Administration, is now managing director of Salomon Brothers Inc. of New York. Stockman has completed a book on Washington politics slated to be published April 23 by Harper & Row of New York.

Donald E. Petersen, chairman and chief executive officer of the Ford Motor Co., will be general chairman of the NBLC, an annual event designed to recognize significant contributions to American business.

Six business leaders will be inducted into the U.S. Business Hall of Fame at an evening banquet at the Renaissance Center. The four living laureates being honored all are former chairmen of their firms: Robert O. Anderson, of ARCO (the Atlantic Richfield Co.); Leonard Goldenson, of the American Broadcasting Co., Ed Carlson, of United Airlines; and Rene McPherson, of the Dana Corp. Two men also will be inducted posthumously at the banquet: Cyrus Field, who spearheaded the laying of the trans-Atlantic telegraph cable completed in 1866; and Walter Chrysler, founder of the automobile corporation that bears his name.

These six laureates were chosen by the editors of Fortune Magazine, in conjunction with the Stamford, Conn.-based Junior Achievement. They will join 95 laureates installed in the National Business Hall of Fame since the program was inaugurated in 1975. The 101 laureates will be enshrined in a National Business Hall of Fame exhibit scheduled to be opened by autumn in Chicago's Museum of Science and Industry.

Entertainer Dinah Shore and William S. Rukeyser, managing editor of Fortune Magazine, will co-host formal evening induction ceremonies April 17.

In addition, the NBLC will provide a forum for discussion of issues critical to business and economics education. Seminars are scheduled for the participants, and a variety of opportunities established for informal discussion. The keynote luncheon April 17 also will include presentation of Junior Achievement Gold Leadership awards, honoring six volunteers who have made substantial efforts on behalf of Junior Achievement.

Junior Achievement, founded in 1919, creates and operates programs

PR Newswire, April 14, 1986

for economic education to students in elementary, junior high and high schools across the country. Its operations are funded primarily through corporate contributions. Nearly 800,000 students this year are participating in the four major programs offered by Junior Achievement, a non-profit organization that also operates in 16 foreign countries.

'Our commitment to the recognition of excellence is underscored by the vast accomplishments of this year's laureates and Gold Leadership award winners,' said Junior Achievement President Karl Flemke. 'The NBLC ceremonies this year take on special significance with the establishment of a permanent, physical museum exhibit to mark their works and the works of the 95 laureates who have preceded them.'

'When you consider the kind of impact leaders like these individuals have on America's young people, I find it particularly satisfying to be associated with such achievements. I hope the challenge of continuing their good works will be taken up and the deeds of a new generation inspired by their example,' Flemke said.

The keynote luncheon, hosted by Petersen on behalf of the Ford Motor Co., begins at noon at the Renaissance Center. The National Business Hall of Fame Banquet and Induction Ceremony begins at 7 p.m. An exposition of Junior Achievement's programs will be open to the public from 10 a.m. to 4 p.m. Seminars for participants will begin at 3 p.m.

Audio-visual production for the conference and laureate banquet are being produced by September Moon Productions Inc. of Detroit.

CONTACT -- Ed Swartley of Junior Achievement, 203-359-2970, ext.

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6TH STORY of Level 1 printed in FULL format.

PR Newswire

March 21, 1984, Wednesday

DISTRIBUTION: TO FINANCIAL

LENGTH: 534 words

HEADLINE: For Your Information

KEYWORD: NATIONAL BUSINESS LEADERSHIP CONFERENCE

BODY:

Two thousand executives from business and other fields will gather in Chicago Thursday to discuss the American economic system at the 10th annual National Business Leadership Conference (NBLC) sponsored by Junior Achievement (JA), the not-for-profit economic education organization for youth.

The conference theme is "America's Success is Everybody's Business," and begins with a news conference at 11 a.m. and the president's luncheon at 12:30 p.m. It includes a special session announcing the results of a Harvard University study on American competitiveness and concludes with a formal banquet honoring 1984 laureates in the JA National Business Hall of Fame.

All sessions are open to the media.

CONFERENCE HIGHLIGHTS

March 22, 1984

HYATT REGENCY CHICAGO

- 11 a.m. News Conference, Regency Ballroom, West Tower: "The Deterioration of U.S. Competitiveness In the World Economy: Cures and Consequences"
Presented by Prof. Bruce R. Scott and Prof. George C. Lodge, Harvard Graduate School of Business
- 12:30 p.m. President's Luncheon, Grand Ballroom, East Tower
Host and guest speaker: Donald Kelly, president and chief executive officer, Esmark Inc.
- 3 p.m. Afternoon Symposium, Regency Ballroom, West Tower:
Harvard Professors' presentation (same as news conference) to 1,200 conference attendees
- 7 p.m. National Business Hall of Fame Induction Banquet: Grand Ballroom
Award Presenters: JA Board Member Dinah Shore, Fortune magazine Managing Editor William Rukeyser
Honoring: William E. Boeing, Boeing Aircraft; Bernard Kilgore, The Wall Street Journal; Forrest E. Mars, Mars Inc.; Dr. Simon Ramo, TRW; William S. Paley, CBS Inc.; John E. Swearingen, Standard Oil (Indiana)
- 9 p.m. Visual Story: Grand Ballroom, East Tower Video presentation of permanent exhibit for national business Hall of Fame; giant pinball machine concept created by Walt Disney; fundraising kickoff for exhibit to be installed at Chicago Museum of Science and Industry

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10 a.m.

-4 p.m. Chicago JA Trade Fair JA student companies manufacturing and selling products; classroom demonstrations of applied economics high school course from St. Francis De LaSalle High, Chicago

The press may obtain media credentials from the media office, Skyway Room 268, Hyatt Regency, East Tower.

CONTACT -- Glenn Gardinier, Rose M. Walsh or Julie O'Rourke of Junior Achievement at 312-938-0844 or 312-938-0845; or Susan Joseph of Carl Byoir and Associates at 312-527-5100 for Junior Achievement.

Lod Cook will be introducing
Pres. at 8:32 pm. Lod is
personal friend of Pres.
∴ WTHng opening himself

Other people to acknowledge:

Tim Hayes - "Project Business"
in NYC

8th grade program

7 other key exec's also teach

Ed Grayford > The Broadmar

Bill ~~W~~
Hybl

Call themselves "Super Nova" of

Bush's 1000 pts. of light

40,000 exec. in classrooms for 8-12 wks

Audience: Entirely Adults (Bus. Exec.)

700 flying in Educators 10⁰

300 from CO

(200 CO Springs (only the elites)
100 other mostly from Denver

**REMARKS: JUNIOR ACHIEVEMENT NATIONAL BUSINESS
LEADERSHIP CONFERENCE
COLORADO SPRINGS, COLORADO
MARCH 16, 1989**

**THANK YOU, LOD, FOR YOUR KIND WORDS. AS YOU KNOW,
I'VE BEEN AN ADMIRER OF JUNIOR ACHIEVEMENT AND ALL IT'S
DONE TO ADVANCE ECONOMICS EDUCATION FOR MANY YEARS. AND
FROM WHAT I SEE, LOD COOK HAS TAKEN WHAT WAS ALREADY A
STRONG PROGRAM AND MADE IT THAT MUCH BETTER.**

**GOING INTO THAT CLASSROOM TO MAKE THE MEANING OF
ECONOMICS A LITTLE CLEARER IS A TOUGH ASSIGNMENT.**

2

**I'VE HEARD ABOUT THE VOLUNTEER WHO ASKED HIS CLASS WHAT
THE GROSS NATIONAL PRODUCT WAS -- AND THE BOY WHO SAID IT
WAS "THE MOST DISGUSTING THING MADE IN AMERICA."**

**IT'S ANSWERS LIKE THAT THAT MAKE TEACHING A REWARDING
EXPERIENCE.**

**BUT THERE'S NO DOUBT THAT JUNIOR ACHIEVEMENT HAS A
POSITIVE IMPACT -- IN FACT, BASED ON WHAT LOD'S TOLD ME
ABOUT THE PROGRAM, I'M GOING TO HAVE TO ADD A POINT OR TWO
TO OUR GNP ESTIMATES AS SOON AS I GET BACK TO WASHINGTON.**

WHILE ALL OF YOU HERE TONIGHT SHARE IN THIS SUCCESS STORY, I WANT ESPECIALLY TO COMMEND JIM HAYES OF FORTUNE MAGAZINE. JIM, I KNOW YOU AND A NUMBER OF YOUR STAFF HAVE BEEN ACTIVELY INVOLVED IN JUNIOR ACHIEVEMENT'S "PROJECT BUSINESS," TAKING YOUR SKILLS AND TALENTS INTO CLASSROOMS THROUGHOUT NEW YORK CITY. THE WORK YOU'RE DOING WITH THOSE JUNIOR HIGH STUDENTS IS OPENING THEIR EYES TO A WHOLE NEW WORLD.

JUNIOR ACHIEVEMENT IS A PHENOMENALLY SUCCESSFUL ENTERPRISE BY ANY MEASURE.

THE NUMBERS ALONE TELL THE STORY: YOU REACH OVER A MILLION CHILDREN EACH YEAR, FROM FOURTH THROUGH TWELFTH GRADES, IN MORE THAN A THOUSAND COMMUNITIES ACROSS THE NATION.

I'VE SPOKEN MANY TIMES ABOUT THE THOUSAND POINTS OF LIGHT, THE DEDICATED AND DIVERSE VOLUNTEER ORGANIZATIONS THAT CONTRIBUTE SO MUCH TO AMERICAN LIFE. I'VE TAKEN SOME RIBBING ABOUT JUST WHAT THAT MEANS -- BUT THOSE OF YOU INVOLVED IN JUNIOR ACHIEVEMENT KNOW EXACTLY WHAT I'M TALKING ABOUT.

IN FACT, LOD TELLS ME THAT A THOUSAND POINTS OF LIGHT DOESN'T BEGIN TO DESCRIBE YOUR EFFORTS -- AND THAT THE 100,000 MEN AND WOMEN INVOLVED IN JUNIOR ACHIEVEMENT IS A SUPER-NOVA OF VOLUNTEERS.

LOD, MAYBE I CAN CLEAR UP THE CONFUSION. LET'S AGREE THAT THE VOLUNTEER ETHIC IS THE NORTH STAR. AS LONG AS THAT SENSE OF SERVICE GUIDES US, WE'LL BE A STRONG, SELF-RELIANT PEOPLE, AS READY TO HELP EACH OTHER AS WE ARE TO HELP OURSELVES.

OUR YOUNG PEOPLE ESPECIALLY CAN BRING ENERGY AND ENTHUSIAM TO THE VOLUNTEER EFFORT. THAT'S THE IDEA BEHIND THE INITIATIVE I CALL YES -- YOUTH ENTERING SERVICE.

TONIGHT, I WANT TO TALK ABOUT EDUCATION, THE ISSUE AT THE HEART OF JUNIOR ACHIEVEMENT'S MISSION.

FIRST, A WORD ABOUT THE LESSONS IN "APPLIED ECONOMICS" THAT ARE THE HALLMARK OF JUNIOR ACHIEVEMENT. IN YOUR CREATIVE HANDS, ECONOMICS IS ANYTHING BUT "THE DISMAL SCIENCE" AS SOME HAVE CALLED IT.

YOU GIVE ECONOMICS LIFE -- AND YOU GIVE OUR YOUNG PEOPLE A REAL UNDERSTANDING OF THE STAKE WE ALL HAVE IN ECONOMIC ENTERPRISE.

I KNOW WHAT IT MEANS TO BUILD A BUSINESS. I KNOW THE RISK... THE WORRIES LATE AT NIGHT... THE RESPONSIBILITIES YOU FEEL FOR THE EMPLOYEES THAT ARE IN IT WITH YOU. I DON'T NEED TO TELL ALL OF YOU IT'S SOMETHING YOU NEVER FORGET.

I ALSO KNOW THE FEELING THAT COMES WITH SUCCESS -- THE PRIDE, THE EXHILARATION YOU FEEL WHEN YOUR BUSINESS IS UP ON ITS FEET, AND RUNNING. THE FEELING YOU GET WHEN YOU TAKE AN IDEA -- SOMETHING THAT EXISTS ONLY IN YOUR MIND -- AND TURN IT INTO SOMETHING REAL, A COMMON ENTERPRISE THAT MEETS THE TEST OF THE MARKETPLACE, THAT CARVES OUT A PLACE IN THE LARGER ECONOMY.

ALL OF YOU HERE TODAY ARE HELPING YOUNG PEOPLE EXPERIENCE THAT SAME SENSE OF ACCOMPLISHMENT THROUGH THEIR INVOLVEMENT WITH JUNIOR ACHIEVEMENT.

YOU ARE AWAKENING THE ENTREPRENEURIAL SPIRIT OF A NEW GENERATION.

ALL OF YOU HAVE HEARD ME SAY I INTEND TO BE THE "EDUCATION PRESIDENT." NOW, I'VE HEARD SOME PEOPLE SAY IN RESPONSE: "THAT'S NOT ENOUGH." THEY SEEM TO BE SAYING THAT THE PRESIDENT NEEDS TO CONCERN HIMSELF WITH THE LARGER ISSUES -- AND THAT EDUCATION DOESN'T QUALIFY.

LET ME SAY NOW: I CAN'T THINK OF ANY ISSUE THAT IS LARGER -- OR MORE FAR-RANGING IN ITS IMPACT THAN THE EDUCATION OF OUR YOUTH.

THINK ABOUT THE GREAT ISSUES OF THE DAY. DO WE WANT TO TALK ABOUT AMERICA'S PLACE IN THE WORLD? THEN WE'D BETTER THINK ABOUT EDUCATION. DO WE WANT TO TALK ABOUT COMPETITIVENESS, AND HOW WE CAN IMPROVE IT? AGAIN, WE'D BETTER THINK ABOUT EDUCATION. ABOUT PRODUCTIVITY, AND HOW TO KEEP IT ON THE INCREASE? AGAIN, EDUCATION.

IT'S A MATTER OF OUR HORIZONS -- OUR ABILITY TO SEE HOW WE CAN MEET AND MASTER THE CHALLENGES WE FACE, NOW AND IN THE FUTURE. PLANNING FOR TODAY -- SIMPLY TO GET TO TOMORROW -- IS A GUARANTEE FOR STOP-GAP SOLUTIONS.

EDUCATION IS LONG-RANGE PLANNING AT ITS BEST. IT'S A SOLUTION FOR THE NEXT CENTURY -- FOR PROBLEMS WE HAVEN'T EVEN BEGUN TO RECOGNIZE.

IN ELEVEN SHORT YEARS, WE'LL STAND ON THE THRESHOLD OF A NEW CENTURY. WE KNOW NOW THAT THE WORLD IS IN THE MIDST OF A TECHNOLOGICAL REVOLUTION. WE CAN SEE THE PACE OF CHANGE -- ALWAYS ACCELERATING.

**WHAT WILL OUR WORLD LOOK LIKE IN THE CENTURY AHEAD?
WHO WILL LEAD AMERICA A GENERATION FROM NOW?**

WHO WILL HOLD THE TOP POSITIONS IN GOVERNMENT AND IN THE PRIVATE SECTOR? WHO WILL BE THE NEW PIONEERS IN THE FIELDS OF MEDICINE, SCIENCE, AND ENGINEERING? WHO WILL DISPLAY THE CREATIVE GENIUS THAT WILL CHALLENGE, EXCITE AND INSPIRE US?

WE DON'T KNOW THEIR NAMES. BUT I CAN TELL YOU WHERE TO FIND THEM:

FROM 8 A.M. TO 3 P.M. EVERY DAY IN OUR SCHOOLS.

LOOK FOR THE FIFTH GRADER, WHO FORTY YEARS FROM NOW WILL FIND HIM OR HERSELF IN THE POSITION YOU ARE IN TODAY. LOOK FOR THE FIVE-YEAR-OLD, WHOSE CURIOSITY ABOUT EVERYTHING IS THE FIRST SIGN OF A BUDDING SCIENTIFIC MIND. LOOK INTO CLASSROOMS ACROSS THIS COUNTRY TODAY, WHERE THE SPARK OF INTEREST KINDLES A LIFE-LONG INVOLVEMENT IN EXPLORING, IN EXPANDING, AND ADVANCING OUR KNOWLEDGE.

SO LET'S NOT MAKE THE MISTAKE OF SAYING EDUCATION IS A MINOR MATTER ON OUR NATIONAL AGENDA.

WHEN IT COMES TO OUR NATION'S FUTURE, EDUCATION IS THE KEY. IT'S THE BEST INVESTMENT WE CAN MAKE.

NOW, WE'VE ALL SEEN THE STUDIES THAT SHOW AMERICAN STUDENTS TRAILING THOSE OF OTHER NATIONS IN SCIENCE AND MATH SKILLS. WE'VE ALL READ THE STORIES ABOUT KIDS WHO CAN'T FIND AMERICA ON A MAP. WE ALL KNOW THE DROP-OUT RATE IS TOO HIGH, AND THE LEVEL OF LITERACY TOO LOW. WE KNOW THAT WE MUST DO MORE TO OPEN THE DOOR TO ADVANCEMENT FOR OUR DISADVANTAGED YOUTH, BY PROVIDING THEM THE EDUCATIONAL OPPORTUNITIES THEY DESERVE.

THE ANSWER ISN'T TO WRING OUR HANDS. WE NEED TO ROLL UP OUR SLEEVES, AND TAKE AN ACTIVE PART IN MAKING OUR SCHOOLS BETTER.

AND THAT REQUIRES A TRULY COOPERATIVE EFFORT -- INVOLVING ALL LEVELS OF GOVERNMENT, THE PUBLIC AND THE PRIVATE SECTOR. IN OUR FEDERAL SYSTEM, EDUCATION IS A SHARED RESPONSIBILITY.

WHILE THE PRIMARY RESPONSIBILITY RESTS WITH THE STATES AND LOCAL SCHOOL SYSTEMS, THE FEDERAL GOVERNMENT CAN STILL SERVE AS A CATALYST FOR CHANGE -- FOR FRESH THINKING ABOUT HOW TO BUILD THE BEST POSSIBLE EDUCATION SYSTEM.

I'VE BUILT INTO MY BUDGET A NUMBER OF EDUCATION INITIATIVES I BELIEVE CAN ENHANCE THE QUALITY OF OUR SCHOOLS. I'LL MENTION FOUR HERE TODAY.

FIRST, WE MUST RECOGNIZE EXCELLENCE, AND WE MUST REWARD IT -- WHEREVER IT IS FOUND.

THAT'S WHY I'VE PROPOSED A \$500 MILLION DOLLAR "MERIT SCHOOL" PROGRAM, AND A PRESIDENTIAL AWARD FOR EXCELLENCE IN EDUCATION FOR OUR BEST TEACHERS.

SECOND, WE MUST STRENGTHEN SCIENTIFIC EDUCATION. MY BUDGET INCLUDES AN INITIATIVE CALLED THE NATIONAL SCIENCE SCHOLARSHIP PROGRAM. EACH YEAR BEGINNING IN 1990, A TOTAL OF 570 AMERICAN HIGH SCHOOL SENIORS -- AT LEAST ONE FROM EVERY CONGRESSIONAL DISTRICT ACROSS THE COUNTRY -- WILL RECEIVE UP TO \$10,000 A YEAR IN SCHOLARSHIPS TO THE COLLEGE OF THEIR CHOICE, RENEWABLE FOR FOUR YEARS.

THIRD, WE NEED TO REMOVE THE BARRIERS THAT CAN KEEP TALENTED TEACHERS OUT OF THE CLASSROOM. THINK OF THE KNOWLEDGE ASSEMBLED IN THIS HALL HERE TODAY -- THE BUSINESS ACUMEN, THE HANDS-ON ECONOMIC EXPERIENCE YOU ALL POSSESS. JUNIOR ACHIEVEMENT MAKES IT POSSIBLE FOR YOU TO PASS THAT ON TO OUR SCHOOL CHILDREN. BUT WHAT ABOUT PEOPLE WITH SIMILAR SKILLS AND KNOWLEDGE, WHOSE ENTRY INTO TEACHING AS A PROFESSION IS BARRED BY CERTIFICATION REQUIREMENTS THEY DON'T MEET?

TEACHERS-BY-TRAINING AREN'T THE ONLY ONES WHO CAN TEACH. I URGE STATE AND LOCAL SCHOOL SYSTEMS TO TAKE A LOOK AT THEIR CERTIFICATION SYSTEMS, AND MAKE SURE WE OPEN OUR SCHOOLS TO THOSE WITH A LIFETIME OF EXPERIENCE OUTSIDE THE CLASSROOM, WHO ARE READY AND WILLING TO SHARE WHAT THEY KNOW WITH OUR YOUNG PEOPLE.

FOURTH, WE MUST USE COMPETITION TO SPUR EXCELLENCE IN EDUCATION.

I SUPPORT THE USE OF "MAGNET SCHOOLS" TO INTRODUCE AN ELEMENT OF CHOICE INTO EDUCATION -- AND I'VE REQUESTED \$100 MILLION TO HELP WITH THE START-UP COSTS OF NEW MAGNET SCHOOLS.

WE ALL KNOW THE VALUE OF COMPETITIVENESS IN THE BUSINESS WORLD. CHALLENGING SCHOOLS TO STRIVE TO MATCH THE BEST AMONG THEM CAN PUSH THEM ALL TO NEW HEIGHTS. COMPETITION MIGHT JUST PROVIDE THE QUALITY SCHOOLS WE'RE ALL LOOKING FOR.

AMERICA IS WELL POSITIONED TO REMAIN PRODUCTIVE AND COMPETITIVE IN THE WORLD MARKETPLACE. OUR STRONG SUIT IS OUR ABUNDANT SUPPLY OF THE MOST INEXHAUSTIBLE RESOURCE ON THE PLANET: HUMAN INGENUITY -- AND, OF COURSE, A SYSTEM THAT GIVES THAT INGENUITY FREE REIN.

WE HAVE THE RAW MATERIALS. WE HAVE THE OPPORTUNITY. WHAT WE NEED IS A RENEWED SENSE OF RESOLVE -- A COMMITMENT TO SHAPE OUR FUTURE BY PREPARING TODAY THE CHILDREN WHO WILL LEAD US IN THE 21ST CENTURY.

THANK YOU.


TRANSFER SHEET
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COLLECTION Bush Presidential Records-- ACC.NO: 93-01
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 Speech File - Backup

The following material was withdrawn from this segment of the collection and transferred to the _____ AUDIOVISUAL COLLECTION
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SERIES Office of Speechwriting Speech File - Backup	BOX NO. 7
FILE FOLDER TITLE: Junior Achievement National Business Leadership Conference [1] 3/16/89 [OA 6347]	
TRANSFERRED BY: JGP	DATE OF TRANSFER: 6/6/96
RECEIVED BY: 	DATE RECEIVED 6/6/96