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OA/ID Number: 13743
Folder ID Number: 13743-006

Folder Title:
Malcolm Baldrige Awards 12/13/90 [OA 8320]

Stack:	Row:	Section:	Shelf:	Position:
G	26	21	2	3

Event: Malcolm Baldrige AwardDate: Dec 5, 1990

**OFFICE OF PRESIDENTIAL ADVANCE
IN-TOWN EVENT CONTACT SHEET**

Name	Office	Phone Number
Presidential Advance Office		456-7565
Presidential Advance Fax Number		456-2820
Judd Swift	Pres. Advance Office	456-7565
Peggy Hazelrigg	Lead Advance	"
Steve Ross	Press Advance	456 7565 - 363-7729 CH.
Barry Jones	Advance Office	456-7565
PETER VARLIAN	WHCA - TRIP OFFICER	395-4203
John Kephart	WHCA - AV	395-4220
Donnie Guyton	WHCA - ASSIST Trip Officer	395-4070
Doug Adair	WH Cabinet Affairs	456-2800
Gary Foster	Comm. Public Affairs	377-5151
MARK HATFIELD, JR.	Cong. Affairs T/A	377-8160
DAVE FABER	O/SEC	377-1200
DOUG Callen	USSS / LIAISON	535-5838
Steve Garmoa	Dol/office of Security	377-4371
JACK JOHNSON	SECRET SERVICE - WASHINGTON F.O.	634-5100
Carl Meyer	USSS / PPID	395-6340
RAY SPANGLER	USSS / TSD	395-4037/5330
Claire Sechler	WH Cabinet Affairs	456-2800
Carol Blumie	WH Speechwriting	456-7750
Laurien McDonald	office of Sen. Morsbacher	377-5300
Rachel Jackson	" " "	377-5300

PRE-CEREMONY ACTIVITIES
SECRETARY MOSBACHER
December 13, 1990

- 8:55 am Secretary greets Trustees informally (45) (photos)
Secretary's Dining Room
- 9:00 am Trustees Meeting
Secretary's Dining Room
(Secretary gives brief remarks: 3-4 mins.)
- 9:10 am Secretary greets Board of Overseers (7) (photo)
Secretary's Office
- 9:20 am Secretary greets Baldrige Judges (9) (photo)
Secretary's Office
- 9:30 am Secretary greets Winning CEO's (4) (photos)
PRE-BRIEFING (Gary Foster)
Secretary's Office
- 9:42 am Secretary and CEO's move to Room 4830
- 9:45 am News Briefing begins
Room 4830
Sec'y & CEO's 4 min. each, then Q&A session
- 10:20 am News Briefing ends
Secretary returns to his office
CEO's and press move to Holding Room or Great Hall
- 10:57 am Secretary moves to Secretary's entrance
- 11:00 am POTUS arrives; Secretary greets and escorts to
Secretary's office for private meeting (photo)
- 11:05 am POTUS and Secretary depart Secretary's office for
motorcade at Secretary's entrance. Motorcade travels
to Holding Room entrance at 15th and Penn.
- 11:08 am POTUS and Secretary arrive Holding Room. Winning CEO's,
Foundation Trustees and Baldrige Family ready for group
photos
- 11:13 am Winner's CEO's and Foundation Trustees take seats in
Great Hall
- 11:13 am Private moment with Baldrige Family
- 11:14 am Baldrige Family takes seats in Great Hall
- 11:15 am POTUS and Secretary are announced

(Draft proposal to White House)

ARRIVAL OF PRESIDENT BUSH and VISIT TO SECRETARY'S OFFICE
AGENDA

- 10:57 a.m. SECRETARY MOSBACHER goes to Secretary's entrance to greet President Bush
- 11:00 a.m. President Bush arrives at Department of Commerce and proceeds to Secretary's office with SECRETARY MOSBACHER
- 11:05 a.m. President Bush and SECRETARY MOSBACHER depart Secretary's office and proceed to Secretary's elevator
- Exit to motorcade, which moves to Pennsylvania Avenue Entrance
- President Bush and SECRETARY MOSBACHER enter Holding Room

(Draft proposal to White House)

PRESIDENT BUSH AND SECRETARY MOSBACHER
PHOTO SESSION IN HOLDING ROOM

- 11:08 a.m. President Bush and SECRETARY MOSBACHER arrive
Holding Room
Greet Trustees, Baldrige Family and Winners' CEO's
Group photos taken
- 11:13 a.m. Trustees and Winners' CEO's take seats in Malcolm
Baldrige Hall
- 11:13 a.m. Private moment with Baldrige Family
- 11:14 a.m. Baldrige Family takes seats in Baldrige Hall

(Draft proposal to White House)

MALCOLM BALDRIGE NATIONAL QUALITY AWARD CEREMONY
AGENDA

Malcolm Baldrige Great Hall

11:15 a.m.

11:15 a.m. President Bush and SECRETARY MOSBACHER are announced

President and SECRETARY enter Baldrige Hall

11:16 a.m. SECRETARY MOSBACHER makes introductory remarks and introduces President (Draft of remarks attached)

11:17 a.m. President makes remarks.

11:22 a.m. SECRETARY calls names of winners one at a time

President presents red folders for awards to winners

The first winner remains on stage, stepping back to stage right, as the second is called. Repeat for each winner.

11:28 a.m. Pictures taken of winners with President and SECRETARY

11:29 a.m. Concluding remarks by SECRETARY (15 seconds)

11:30 a.m. President and SECRETARY leave stage

SECRETARY escorts President through Holding Room to motorcade for departure

11:32 a.m. SECRETARY returns to Holding Room
SECRETARY greets guests in Holding Room

Guests will include:
Members of Cabinet
Members of Congress
Baldrige Family
Winners' CEO's (accompanied by spouses)
Trustees
Any other VIP's identified

Possible photo opportunity

(continued)

AWARD CEREMONY AGENDA, continued

**11:55 a.m. SECRETARY leaves Holding Room and returns to
office**

**12:00 p.m. VIP's, Winners, and Trustees are escorted to Grand
Foyer for Luncheon**

Walk-through Dept. of Commerce

12/5/90
2pm

Event:

Malcolm Baldrige Awards ~~Thursday~~

4 winning companies, CEOs will represent at event

approx. 30 CEOs in attendance

Baldrige family in attendance

remarks = 11:17am

Sec. Mosbacher will introduce POTUS

↳ gives introductory remarks

open press

remarks 5-7 minutes max.

get drafts of Mosbacher's remarks so POTUS doesn't say the same thing.

CARDS!

no FLOTUS

on days - POTUS?
CEOs, Sec, POTUS?

Malcolm Baldrige 1981-87

Mosbacher's

Speechwriter - Richard Feen 337-5151

Call Brenna-Yvonne probably fit right in @ Commerce
Jep stick, hair, etc

4 Winners:

→ IBM, Cadillac, FedEx

THE WHITE HOUSE

WASHINGTON

December 11, 1990

MEMORANDUM FOR THE PRESIDENT

THROUGH: CHRISS WINSTON (CW)

FROM: MARK DAVIS MD

SUBJECT: MALCOLM BALDRIDGE NATIONAL QUALITY AWARDS

On Thursday, December 13, at 11:15 a.m., you will address the attendees of the Malcolm Baldrige National Quality Awards at the Department of Commerce. Secretary Mosbacher will introduce you, and your remarks, 8-10 minutes in length, will be on cards.

Davis/Blymire
Title: Award
Date: Dec. 11, 1990
Draft: Two

**PRESIDENTIAL REMARKS: MALCOLM BALDRIGE NATIONAL QUALITY AWARDS
GRAND HALL, DEPARTMENT OF COMMERCE
11:15 A.M., THURSDAY, DECEMBER 13, 1990**

((Secretary Mosbacher, Deputy Secretary Murrin, Secretaries Brady and Lujan, Cadillac General Manager John Grettenberger, John Akers -- IBM's Chairman of the Board, Frederick Smith -- CEO, President, and Chairman of the Board of Federal Express, and John Wallace -- CEO of the Wallace Company. Welcome and congratulations.))

We are here today to present four awards named for a man dedicated to quality -- quality in public service as a Secretary of Commerce, and quality as a good friend to so many of us in this room.

Malcolm Baldrige was also a leader in business. And when it came to business, he knew that quality cannot be assured with a slogan or an ad campaign. It begins with winning and keeping business. It begins with the understanding that only customers can define quality. In short, it begins and ends with the unsentimental judgment of the market.

Once, quality separated winning firms from sluggish ones. That time has long since passed. With the fierce competition of the international market, quality means survival -- nothing less.

The renewed commitment by America to quality can be seen in the explosion of applications to receive the Baldrige Award. In

just a few years, the National Quality Award has literally become the standard of business excellence.

The renewed spirit of excellence in business -- of making quality an integral part of America's corporate strategy -- has truly made us more competitive in the international arena. Exports have already increased nearly 8 percent from year ago levels and the figures keep rising.

To compete and win in the international arena, U.S. companies are simply going to have to offer products and services that are world-class. That is the purpose behind this award -- and it is a national purpose.

So we are here today not only to honor four firms, but to promote an awareness of quality in American business, and to share successful management strategies -- strategies that can sharpen America's lead in the world marketplace.

Each of these companies offers unique lessons. But these four companies also found success in a few basic principles.

They learned that "quality control" cannot be imposed from top to bottom.

They understand that quality management must cut through organization charts, across departments and offices. A "quality culture" does not depend on titles and job descriptions.

Finally, these winning companies also realize that they are only as strong as the intelligence, judgment, and character of their employees.

This year the Malcolm Baldrige National Quality Award is going to all three award categories: manufacturing, small business and for the first time -- service.

The winners with us today were selected from a population of American organizations that requested more than 180,000 application guidelines this year. What I said of last year's honorees applies today: Most companies catch hell from the competition. But these companies are in the lead because no competitor gave them a tougher time than they gave themselves.

Three of our winners are household names. Let me start with IBM Rochester -- a company that proves that quality coupled with employee training and education is good business. In fact, IBM Rochester spends five times the national average on education and training. Just one reason why IBM Rochester is globally competitive.

The next recipient is another household name, the first automotive company to earn this award -- Cadillac. When many companies speak of quality changes, they speak of improvements in management. This company speaks of a "culture change" -- a clear recognition that Cadillac knows that quality begins with the morale and ideas of its people. Cadillac executives, plant managers, and union representatives all have worked together to help win this award. Quality councils are at work at each of the company's seven major facilities, supported by hundreds of company teams. Cadillac shows that labor-management cooperation yields quality results.

The next recipient is Federal Express -- the first large service company to earn this award. This is a critical recognition, because so much of our work force and our national wealth comes from the service sector. And Federal Express is simply nothing less than a model for all other service corporations.

From ground zero in 1973, Federal Express has shot up to one of the world's largest transportation companies, with more than 90,000 employees making one-and-a-half million shipments daily.

As with IBM Rochester and Cadillac, the secret of success for Federal Express is its training and reliance on its employees. With a no-layoff philosophy and extensive training, Federal Express attracts top-notch, motivated people. In fact, during the last five years, nearly 100 percent of Federal Express employees surveyed responded that they were proud to be a part of their company.

That is why Federal Express delivers. All American workers should feel they are as much a part of their companies.

Which brings me to the Wallace Company of Houston, the first small service business to be recognized. This family-owned firm extends its family approach to all of Wallace's 280 skilled and well-trained employees -- people who think of themselves as "associates."

The Wallace Company proves that quality is not just for the Fortune Five Hundred. This small distributor of industrial goods not only survived the recent rough economic times in Houston. It

proved that even in tough times you can still commit to long-term improvements in quality.

In business, success is its own reward. But the men and women of these four firms have given all Americans a standard of excellence. A standard to emulate. A standard to surpass.

They have proven that quality management is not just a strategy: it must be a new style of working, even a new style of thinking. A dedication to quality and excellence is more than good business. It is a way of life -- giving something back to society, offering your best to others.

For that, you have my admiration, and my heartiest congratulations to every single American worker you represent. Thank you and may God bless you all.

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But these companies are in the lead because no competitor gave them a tougher time than they gave themselves.

Three of our winners are household names. Let me start with IBM, Rochester -- a company that proves that employee training and education is good business. In fact, IBM ^{Rochester} spends five times the national average on education and training. And IBM puts its own products to good use, giving its employees access to 11,000 terminals and worldwide information. Just one reason why IBM is globally competitive.

with
copy
1/25/85

The next recipient is another household name, the first car company to earn this award -- Cadillac. When many companies speak of quality changes, they speak of improvements in management. This company speaks of a "culture change" -- a clear recognition that Cadillac knows that quality begins with the morale and ideas of its people.

In fact, Cadillac has so much confidence in what its employees can produce, it ~~is~~ ^{has} expanded ^{ed} its warranty ~~from 1 year and 12,000 miles, to 4 years and 100,000 miles.~~ ^{or 50,000} ~~100,000~~ ^{50,000} miles.

~~Sounds expensive, but it isn't. Cadillac can afford to be generous with its customers because quality improvement has led to a ^{significant} 30 percent drop in warranty-related costs. Some managers think of quality improvement as costly. Cadillac proves that quality saves money and yields an immediate return.~~

The next recipient is the Federal Express Company -- the first large service company to earn this award. This is a critical recognition, because so much of our work force and our

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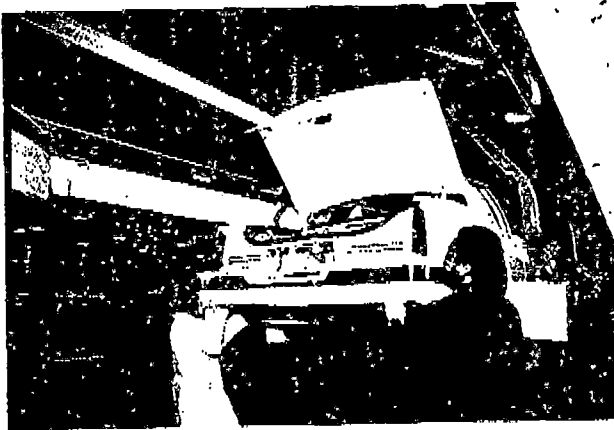
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Cadillac executives, plant managers, and union representatives all have worked together to help win this award. Quality councils are at work at each of the companies seven major facilities, supported by hundreds of company teams. Cadillac shows that labor-management cooperation yields quality results.

[FROM AWARD PROFILES]

Successes achieved by SE teams were the springboard to a complete transformation in Cadillac's quality culture. Its partnerships with the United Auto Workers (UAW) have been a catalyst in this transformation. Along with Cadillac executives and plant managers, union leaders serve on the Divisional Quality Council, which is part of the UAW/GM Quality Network. At Cadillac, the Quality Network also includes plant councils at each of its seven major facilities, which are supported by the efforts of nearly 600 work teams and cross-functional teams, each composed of between 10 and 15 hourly and salaried employees.

Pledging to involve its employees "in the running of the business," Cadillac solicits the views of all employee teams during the preparation of its annual business plans,



which embody short- and long-term quality improvement goals. The open, yet disciplined, planning process, guided by analyses of information in more than 50 databases, culminates with the completion of detailed quality plans for plants and staff units. These plans translate business objectives into discrete measurable actions carried out by teams and individuals. Progress is closely monitored, and feedback is provided in weekly team meetings. Feedback is also provided through individual and team recognition awards.

A comprehensive program of competitive analyses—of products; product features; services; and planning, development, and manufacturing processes—provides Cadillac management and employees with a clear picture of what the division must do to maintain or achieve world-class status in each category.

Thorough planning is also a hallmark of Cadillac's "people strategy" for improving the effectiveness and job satisfaction of hourly and salaried employees' efforts. Especially close attention is paid to educational needs. Each plant and staff unit has a Training Priorities Committee to determine what skills and knowledge workers must have to accomplish quality goals, and training programs are crafted to individual needs. In 1990, for example, skilled hourly personnel will receive a minimum of 80 hours of formal instruction in such areas as quality

improvement, leadership skills, process modeling, statistical methods, and health and safety.

Suppliers and dealers also are fully integrated into Cadillac's customer-focused quality improvement efforts. Three-fourths of the division's 55 Product Development and Improvement Teams have suppliers as members. External suppliers must demonstrate continuous improvement in meeting "targets for excellence" in five key areas: quality, cost, delivery, technology, and management. A well-developed assessment and part qualification process assures conformance, eliminating the need for regular inspection of shipments.

In reliability and durability tests equivalent to 100,000 miles of customer use and 10 years of corrosion exposure, all models have improved markedly, as determined from measures of the "number of things gone wrong" during the test. For all nine models, the number of such problems decreased between 27 percent and 71 percent since 1986 or, for new models, since production began. In tests of 1990 and 1991 cars, nearly all models met or exceeded world-class levels for reliability and durability.

For the customer, these product improvements and Cadillac's commitment to improving service have resulted in expanded warranty coverage—to a minimum of four years or 50,000 miles, as compared with one year or 12,000 miles in 1988. Improved product quality, however, has resulted in a 29-percent drop in warranty-related costs during the first year or 12,000 miles, from 1986 to 1989.

In step with service and product quality, customer satisfaction has risen, as measured through extensive surveys and analyses of complaints handled by its 24-hour Customer Relations Center, for instance. On three key measures—satisfaction with cars, service, and total ownership experience—1985 customers rated Cadillac at about 70 percent. In 1989, Cadillac's scores in all three categories were 86 percent or better.



Cadillac

For more information, contact:
Rosetta M. Riley
Director, Customer Satisfaction
Cadillac Motor Car Company
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Detroit, MI 48232
Phone: 313-554-5700
Fax: 313-554-7789

or
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Cadillac Motor Car Company
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Detroit, MI 48232
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Fax: 313-554-5074

TELECOPIER COVER SHEET

PUBLIC AFFAIRS DIVISION

Building 101 - Room A903
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Gaithersburg, MD 20899

Date: 12/11

To: Carol Blynn

FAX 202/456-6218

ORG.

Xt.

From: MAT HEYMAN

FAX 301-926-1630

ORG. NIST

Xt. 301-975-2762

Number of Pages (including cover sheet):

2

MALCOLM BALDRIGE NATIONAL QUALITY AWARD PUBLIC AFFAIRS CONTACTS FOR 1990 AWARD RECIPIENTS

MALCOLM BALDRIGE NATIONAL QUALITY AWARD

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Gaithersburg, MD 20899

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P. O. Box 2597 FAX: 713/672-5848
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THE WHITE HOUSE
WASHINGTON

Clare Sechler

^2800

Malcolm Baldrige

Davis/Blymire
Title: Award
Date: Dec. 5, 1990
Draft: One

PRESIDENTIAL REMARKS: MALCOLM BALDRIGE NATIONAL QUALITY AWARDS
DEPARTMENT OF COMMERCE
11:15 A.M., THURSDAY, DECEMBER 13, 1990

((Acknowledgements -- Secretary Mosbacher, Midge Baldrige))

We are here today to present ~~an~~ award named for a man dedicated to quality -- quality in public service as a Secretary of Commerce, and quality as a good friend to so many of us in this room.

Malcolm Baldrige was ~~also~~ a leader in business. And when it came to business, he knew that quality cannot be assured with a slogan or an ad campaign. It begins with winning and keeping business. It begins with the understanding that only customers can define quality. In short, it begins and ends with the unsentimental judgment of the market.

Once, quality separated winning firms from sluggish ones. That time has long since passed. With the fierce competition of the international market, quality means survival -- nothing less.

In the 1950s, American companies generally competed only against each other. Today, American companies may face a dozen competitors from a dozen countries. Some would turn their backs on this challenge. But we cannot beat the competition by ignoring them or hiding behind the moats and heavy walls of an economic Fortress America. We must compete and we must win. \\\

Mat Heyman

Claire Sechler



To win, U.S. companies are simply going to have to offer products and services that are world-class. That is the purpose behind this award -- and it is a national purpose.

[So we are not here today to only honor four firms.] We are ^{new word} In honoring these 4 firms,

^{also} here to promote an awareness of quality in American business, and to share successful management strategies -- strategies that can sharpen America's lead in the world marketplace.

Each of these companies offers unique lessons. But these four companies also found success in a few basic principles.

They learned that "quality control" cannot be imposed from top to bottom.

They understand that quality management must cut through organization charts, across departments and offices. ^{Quality culture} It ~~must~~ often ~~ignores~~ titles and status.

doesn't depend upon
doesn't rely upon
doesn't rest solely on

Finally, these winning companies also realize that modern industry requires more than muscle-power from robot-like workers. Today's industries are only as strong as the intelligence, judgment and character of its employees.

This year, for the first time, the Malcolm Baldrige National Quality Award is going to all three award categories: manufacturing, service and small business. Our fourth honoree is the first small ^{bold} service business to be recognized. Sentence may cause confusion

let Heyman
301-975-2762

Mat Heyman

The winners with us today were selected from a population of American companies that requested more than 180,000 application guidelines this year. What I said of last year's honorees applies today: Most companies catch hell from the competition.

But these companies are in the lead because no competitor gave them a tougher time than they gave themselves.

Three of our winners are household names. Let me start with IBM, Rochester -- a company that proves that employee training and education is good business. In fact, IBM spends five times the national average on education and training. ~~And IBM puts its own products to good use, giving its employees access to 11,000 terminals and worldwide information.~~ Just one reason why IBM is globally competitive.

Paul Bergewin
IBM Corporate
Med. Rel.
914-765-6630

Rock

Rock

→ not specific to IBM R.

not unique

The next recipient is another household name, the first ~~car~~ ^{automotive} company to earn this award -- Cadillac. When many companies speak of quality changes, they speak of improvements in management. This company speaks of a "culture change" -- a clear recognition that Cadillac knows that quality begins with the morale and ideas of its people. In fact, Cadillac has so much confidence in what its employees can produce, it is ~~expanding~~ ^{has expanded} its warranty from 1 year and 12,000 miles, to 4 years and ~~112,000~~ ^{50,000} miles.

Sounds expensive, but it isn't. Cadillac can afford to be generous with its customers because quality improvement has led to a 29 percent drop in warranty-related costs. Some managers think of quality improvement as costly. Cadillac proves that quality saves money and yields an immediate return.

The next recipient is ~~the~~ Federal Express ~~Company~~ ^{Corporation} -- the first large service company to earn this award. This is a critical recognition, because so much of our work force and our

national wealth comes from the service sector. And Federal Express is simply nothing less than a model for all other service corporations.

From ground zero in 1973, Federal Express has shot up to ~~((Fortune 500 status))~~, with ^{more than} 90,000 employees making one-and-a-half million shipments daily.

skw
OK w/ Fortune 500
one of the worlds largest transp. cos.

As with IBM and Cadillac, the secret of success for Federal Express is its training and reliance on its ~~workers~~ ^{employees}. With a no-layoff philosophy and extensive training, Federal Express attracts top-notch, motivated people. In fact, during the last five years, ^{nearly 100%} ~~at least 91 percent~~ of Federal Express employees surveyed responded that they were proud to be a part of their company.

That is why Federal Express delivers. All American workers should feel they are as much a part of their companies.

Which brings me to the Wallace Company of Houston. This family-owned firm extends its family approach to all of Wallace's ~~288~~ skilled and well-trained employees -- people who think of themselves as "associates." ^{→ bold, very imp.}

288
Michael Spess, VP
713-672-5809

The Wallace Company proves that quality is not just for the Fortune Five Hundred. This small distributor of industrial goods not only survived the recent rough economic times in Houston. They took the chance to prove that in tough times you can make the opportunity to commit to long-term improvements in quality.

In business, success is its own reward. But the men and women of these four firms have given all Americans a standard of



excellence. A standard to study. A standard to emulate. A standard to surpass.

They have proven that quality management is not just a strategy: it must be a new style of working, even a new style of thinking. A dedication to quality is more than business. It is a way of life -- giving something back to society, offering your best to others.

For that, you have my admiration, and my heartiest congratulations to every single American worker you represent. Thank you and may God bless you all.

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THE WHITE HOUSE

WASHINGTON

November 30, 1990

MEMORANDUM FOR ADVANCE OFFICE

FROM: LUCY MUCKERMAN *LM*

SUBJECT: WALK-THRU'S

EVENT: Jobs for America's Graduates First Annual
Governors Leadership Award Luncheon
DATE: Wednesday, December 12, 1990
LOCATION: National Press Club
WALK-THRU: Wednesday, December 5, 1990
Departing West Basement at 10:00 am
TRIP COORDINATOR: Patty Conrad
LEAD ADVANCE: Mark Rosenker
PRESS ADVANCE: Steve Ross

Dooley

EVENT: Malcolm Baldrige Awards Ceremony
DATE: Thursday, December 13, 1990
LOCATION: Department of Commerce
WALK-THRU: Wednesday, December 5, 1990
Departing West Basement at 2:00 pm
TRIP COORDINATOR: Kris Goodwin
LEAD ADVANCE: Peggy Hazelrigg
PRESS ADVANCE: Steve Ross

Blymire

EVENT: Tree Lighting Ceremony
DATE: Thursday, December 13, 1990
LOCATION: Ellipse
WALK-THRU: *Wed.* ~~Monday~~, December ~~9~~⁵, 1990
Meet at National Christmas Tree at 2:30 pm
Monday, December 10, 1990
Meet at National Christmas Tree at 10:00 am
TRIP COORDINATOR: Lucy Muckerman
LEAD ADVANCE: Gordon James
PRESS ADVANCE: Steve Ross

Grossman