

Originally Processed With FOIA(s):

S

FOIA Number:

S

# FOIA MARKER

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

---

**Record Group/Collection:** George H.W. Bush Presidential Records  
**Collection/Office of Origin:** Speechwriting, White House Office of  
**Series:** Speech File Backup Files  
**Subseries:** Chron Files, 1989-1993

---

**OA/ID Number:** 13751  
**Folder ID Number:** 13751-005

---

**Folder Title:**  
Chief Executives Organization 4/11/91 [OA 6897][1]

---

Stack:	Row:	Section:	Shelf:	Position:
<b>G</b>	<b>26</b>	<b>21</b>	<b>3</b>	<b>4</b>

---

(Lange/Simon)  
April 9, 1991  
6:30 P.M.  
[YUNGPRESZ.DOC]

PRESIDENTIAL REMARKS: CHIEF EXECUTIVES ORGANIZATION  
CLOSED PRESS, CAPITOL HILTON  
THURSDAY, APRIL 11, 1991  
10:00 A.M.

[[ Introductory acknowledgements... ]]

*Chas's annual events*  
I'm told today's the birthday of Oleg Cassini, fashion designer, and Nick Brady, Treasury Secretary. Not that they have that much in common. Oleg probably doesn't have much to say about banking reform... but Nick sure could use a new suit.

*Inside Wash. with CEO Schedule*  
Looking over the week's program, it looks like you've been talked at by everybody in town -- Bob Dole, Jack Kemp, both of the Cheneys; George Mitchell, Ron Brown, Newt Gingrich... and of course, the prayer breakfast: the only place you can talk to someone more powerful than George Mitchell. \\ \\ ]]

Well, given all the listening you've already done, I'll try to be brief. You've probably had just about as much enlightenment as you can stand.

*CEO Brochure*  
As outstanding alumnae of the Young President's Organization -- with members from all over the world and over 30 countries -- you represent some of the best and the brightest in business. You understand, as well as anyone, the benefits of business that go beyond making a product and a profit.

If the earth-shaking events of 1989 and since have reminded us of anything, it's of the power of free wills, the universal appeal of free markets, and the undeniable value of free

enterprise. These forces of freedom have shown the potential to do an enormous amount of good, both here and abroad.

At home, this administration is working to turn the natural wisdom of free wills and free markets to the advantage of every American: from parental choice that brings competition to schools, to market-driven emissions trading in the Clean Air Act, to tenant ownership of public housing projects.

We've rejected the politics of the status quo that turn every policy debate into a bidding war -- by putting enforceable caps on federal spending.

We want to bring comparative advantage to the vast industry of government -- by turning power over to those who can use it best. Local challenges demand local solutions -- so we're working to turn significant funding over to the states in a single grant, for flexible management by the states.

This kind of thinking is finally gaining acceptance across the political spectrum -- not because the status quo likes it, but because it works. It looks beyond an all-knowing centralized government, and in a real sense, creates a market for solutions.

After a quarter-century of failed experiments in government-mandated well-being, we're pursuing a reform agenda to make government more market-driven and accountable -- more able to unleash peoples' natural desire to better their situation.

We're pursuing an economic growth package for broad-based prosperity, in every sector of society. That means initiatives like an education strategy to meet the ambitious goals we set

last year with the nation's governors; an aggressive R & D agenda, both public and private; and a job-generating, enterprise-rewarding cut in the capital gains tax. \\

This conviction in the power of free wills and free markets at home also informs our thinking abroad. There's been a fair amount of talk, after the Gulf War, about the shared ideal of a New World Order -- where the aggression of one nation meets collective resistance, in a world community united by the rule of law.

This ideal -- twice hoped-for in this century, and now again within our reach -- is widely assumed to mean only our military security interests. But prosperity provides an important measure of stability and security. Prosperous nations tend to be more peaceful -- within and without. Prosperity, then, is integral to responsible geopolitics.

Just as advanced communications technologies allow transactions to happen with the tap of a key -- just as international financial streams seem to run swifter by the day -- nations that are inter-linked in trading relationships find their fates interwoven. Their futures, held in common, become brighter and more secure.

You're all aware of the remarkable trade boom this country has enjoyed in recent years -- a boom that's benefitted everyone involved.

Now, we need to do more. A North American Free Trade Agreement would place us in the largest integrated market on

USTR

earth: 360 million people, and \$6 trillion of annual output. It would give our neighbors access to the technologies and products they need to improve their standards of living / further clean their environments / and create a true community of nations in this hemisphere.

That's why it's all the more important that global business leadership finds new ways to communicate and cooperate -- and why groups like this are of such great value, both for our domestic prosperity, and our trans-national interests.

When the Berlin Wall came down, we all bore witness to a powerful transformation in world politics. Our challenge now, is to break down impediments to enterprise here at home -- and to break down the barriers to business between nations.

*CEO Brochure* I understand this group has had gatherings in places ranging from Sweden to Switzerland, Kenya to Antartica. Some think no place in the world has a stranger topography, or more hostile climate, than Washington -- but I hope you've enjoyed your visit here. We've been lucky to have you.

Thank you -- and God bless you all.

# # #

(Lange/Simon)  
April 9, 1991  
6:30 P.M.  
[YUNGPRES.DOC]

PRESIDENTIAL REMARKS: CHIEF EXECUTIVES ORGANIZATION  
**CLOSED PRESS**, CAPITOL HILTON  
THURSDAY, APRIL 11, 1991  
10:00 A.M.

[[ Introductory acknowledgements...

I'm told today's the birthday of Oleg Cassini, fashion designer, and Nick Brady, Treasury Secretary. Not that they have that much in common. Oleg probably doesn't have much to say about banking reform... but Nick sure could use a new suit.

Looking over the week's program, it looks like you've been talked at by everybody in town -- Bob Dole, Jack Kemp, both of the Cheneys; George Mitchell, Ron Brown, Newt Gingrich... and of course, the prayer breakfast: the only place you can talk to someone more powerful than George Mitchell. \\ \\ ]]

Well, given all the listening you've already done, I'll try to be brief. You've probably had just about as much enlightenment as you can stand.

As outstanding alumnae of the Young President's Organization -- with members from all over the world and over 30 countries -- you represent some of the best and the brightest in business. You understand, as well as anyone, the benefits of business that go beyond making a product and a profit.

If the earth-shaking events of 1989 and since have reminded us of anything, it's of the power of free wills, the universal appeal of free markets, and the undeniable value of free

enterprise. These forces of freedom have shown the potential to do an enormous amount of good, both here and abroad.

At home, this administration is working to turn the natural wisdom of free wills and free markets to the advantage of every American: from parental choice that brings competition to schools, to market-driven emissions trading in the Clean Air Act, to tenant ownership of public housing projects.

We've rejected the politics of the status quo that turn every policy debate into a bidding war -- by putting enforceable caps on federal spending.

We want to bring comparative advantage to the vast industry of government -- by turning power over to those who can use it best. Local challenges demand local solutions -- so we're working to turn significant funding over to the states in a single grant, for flexible management by the states.

This kind of thinking is finally gaining acceptance across the political spectrum -- not because the status quo likes it, but because it works. It looks beyond an all-knowing centralized government, and in a real sense, creates a market for solutions.

After a quarter-century of failed experiments in government-mandated well-being, we're pursuing a reform agenda to make government more market-driven and accountable -- more able to unleash peoples' natural desire to better their situation.

We're pursuing an economic growth package for broad-based prosperity, in every sector of society. That means initiatives like an education strategy to meet the ambitious goals we set

last year with the nation's governors; an aggressive R & D agenda, both public and private; and a job-generating, enterprise-rewarding cut in the capital gains tax. \\

This conviction in the power of free wills and free markets at home also informs our thinking abroad. There's been a fair amount of talk, after the Gulf War, about the shared ideal of a New World Order -- where the aggression of one nation meets collective resistance, in a world community united by the rule of law.

This ideal -- twice hoped-for in this century, and now again within our reach -- is widely assumed to mean only our military security interests. But prosperity provides an important measure of stability and security. Prosperous nations tend to be more peaceful -- within and without. Prosperity, then, is integral to responsible geopolitics.

Just as advanced communications technologies allow transactions to happen with the tap of a key -- just as international financial streams seem to run swifter by the day -- nations that are inter-linked in trading relationships find their fates interwoven. Their futures, held in common, become brighter and more secure.

You're all aware of the remarkable trade boom this country has enjoyed in recent years -- a boom that's benefitted everyone involved.

Now, we need to do more. A North American Free Trade Agreement would place us in the largest integrated market on

earth: 360 million people, and \$6 trillion of annual output. It would give our neighbors access to the technologies and products they need to improve their standards of living / further clean their environments / and create a true community of nations in this hemisphere.

That's why it's all the more important that global business leadership finds new ways to communicate and cooperate -- and why groups like this are of such great value, both for our domestic prosperity, and our trans-national interests.

When the Berlin Wall came down, we all bore witness to a powerful transformation in world politics. Our challenge now, is to break down impediments to enterprise here at home -- and to break down the barriers to business between nations.

I understand this group has had gatherings in places ranging from Sweden to Switzerland, Kenya to Antarctica. Some think no place in the world has a stranger topography, or more hostile climate, than Washington -- but I hope you've enjoyed your visit here. We've been lucky to have you.

Thank you -- and God bless you all.

# # #

**BIRTHDAYS TODAY**

**Chuck Connors**, actor, born at New York, NY, Apr 10, 1924.  
**David Halberstam**, journalist, born at New York, NY, Apr 10, 1934.  
**John Madden**, sportscaster, born at Austin, NM, Apr 10, 1936.  
**Don Meredith**, sportscaster, actor, born at Mount Vernon, TX, Apr 10, 1938.  
**Harry Morgan (Harry Bratsburg)**, actor, born at Detroit, MI, Apr 10, 1915.  
**Omar Sharif (Michael Shalhoub)**, actor, born at Alexandria, Egypt, Apr 10, 1932.  
**Paul Edward Theroux**, author, born at Medford, MS, Apr 10, 1941.  
**Max Von Sydow**, actor, born at Lund, Sweden, Apr 10, 1929.



**APRIL 11 — THURSDAY**

101st Day — Remaining, 264

**BARBERSHOP QUARTET DAY.** Apr 11. Commemorates the gathering of some 26 persons in Tulsa, OK, on Apr 11, 1938, and the founding there of the Society for the Preservation and Encouragement of Barbershop Quartet Singing in America.

**CIVIL RIGHTS ACT OF 1968: ANNIVERSARY.** Apr 11. On Apr 11, 1968, exactly one week after the assassination of Martin Luther King, Jr, the Civil Rights Act of 1968 (protecting civil rights workers, expanding the rights of Native Americans and providing anti-discrimination measures in housing) was signed into law by President Lyndon B. Johnson, who said: "... the proudest moments of my presidency have been times such as this when I have signed into law the promises of a century."

**CZECHOSLOVAKIA: INTERNATIONAL RESISTANCE MOVEMENT DAY.** Apr 11. Anniversary of the liberation of Buchenwald.

**EVERETT, EDWARD: BIRTH ANNIVERSARY.** Apr 11. American statesman and orator, born at Dorchester, MA, on Apr 11, 1794. It was Edward Everett who delivered the main address at the dedication of Gettysburg National Cemetery, Nov 19, 1863. President Abraham Lincoln also spoke at the dedication, and his brief speech (less than two minutes) has been called one of the most eloquent in the English language. Once a candidate for vice president of the US (1860), Everett died at Boston, MA, on Jan 15, 1865.

**FORT PULASKI: ANNIVERSARY.** Apr 11. Fort Pulaski National Monument, Tybee Island, GA. Commemorates the siege and reduction of the fort in 1862. On that date, the age of masonry fortification ended and the era of rifled artillery began, with the surrender of the Confederate garrison after a 30-hour siege.

**HAROLD WASHINGTON ELECTED FIRST BLACK MAYOR OF CHICAGO: ANNIVERSARY.** Apr 11. Harold Washington defeated Bernard Epton on Apr 11, 1983, and became the first black mayor of Chicago.

**April 1991**

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

**HUGHES, CHARLES EVANS: BIRTH ANNIVERSARY.** Apr 11. Eleventh chief justice of US Supreme Court. Born at Glens Falls, NY, Apr 11, 1862. Died at Osterville, MA, Aug 27, 1948.

**ISRAEL: YOM HASHOAH (HOLOCAUST DAY).** Apr 11. A day established by Israel's Knesset as a memorial to the Jewish dead of World War II. Anniversary in Jewish calendar of Nisan 27, 5705 (corresponding to Apr 10, 1945, in the Gregorian calendar), the day on which Allied troops liberated the first Nazi concentration camp, one of the most notorious, Buchenwald, north of Weimar, Germany, established in 1937, where about 56,000 prisoners, many of them Jewish, perished.

**PEAR BLOSSOM FESTIVAL.** Apr 11-13. Medford, OR. Celebrates the blossoming of thousands of pear trees surrounding Medford. Arts and crafts exhibits, band festival, 20K run, street fair, baby contest, golf tournament and a parade saluting the area's vast fruit growing industry. Info from: Visitors and Convention Bureau, 304 S Central, Medford, OR 97501.

**SCHMECKFEST.** Apr 11-13. Freeman, SD. Bratwurst and sauerkraut, kuchen and pluma moos. These are just a few of the dishes served at this German "festival of tasting" where visitors can also watch cooking and craft demonstrations and an evening musical. Info from: Delores Kaufman, RR1, Box 62, Hurley, SD 57036.

**SPACE MILESTONE: APOLLO 13 (US).** Apr 11. Astronauts Lovell, Haise and Swigert endangered when oxygen tank ruptured. Planned moon landing canceled. Details of accident made public and world shared concern for crew who splashed down successfully in Pacific Apr 17. Launched Apr 11, 1970.

**TAMPA/ST. PETERSBURG SPRING HOME SHOW.** Apr 11-14. Florida State Fairgrounds, Tampa, FL. Info from: Perl Expo Corp, Exec Office, 6915 Red Rd, Ste 228, Coral Gables, FL 33143.

**UGANDA: LIBERATION DAY.** Apr 11. Republic of Uganda celebrates anniversary of "overthrow of Idi Amin's dictatorship," on Apr 11, 1979.

**BIRTHDAYS TODAY**

**Nicholas F. Brady**, Secretary of the Treasury, born at New York, NY, Apr 11, 1930.  
**Oleg Cassini**, fashion designer, born at Paris, France, Apr 11, 1913.  
**Joel Grey (Joe Katz)**, actor, born at Cleveland, OH, Apr 11, 1932.  
**Bill Irwin**, actor, choreographer, born at Santa Monica, CA, Apr 11, 1950.  
**Ethel Kennedy**, widow of Robert Kennedy, born at Greenwich, CT, Apr 11, 1928.  
**Louise Lasser**, actress, born at New York, NY, Apr 11, 1939.  
**Jean-Claude Servan-Schreiber**, journalist, born at Paris, France, Apr 11, 1918.

**APRIL 12 — FRIDAY**

102nd Day — Remaining, 263

**ANNIVERSARY OF THE BIG WIND.** Apr 12. Mount Washington, NH. The highest-velocity natural wind ever recorded occurred on the morning of Apr 12, 1934, at the Mount Washington, NH Observatory. Three weather observers, Wendell Stephenson, Alexander McKenzie and Salvatore Pagliuca, observed and recorded the phenomenon in which gusts reached 231 miles per hour—"the strongest natural wind ever recorded on the earth's surface." The 50th anniversary was observed at the site in 1984, with the three original observers participating in the ceremony.

**BILLINGS, JOHN SHAW: BIRTH ANNIVERSARY.** Apr 12. American librarian and army physician. Born Apr 12, 1838. Died Mar 11, 1913.



City/State: Capital Hilton  
 Event: Chief Execs  
 Date: 4/8/91 (wyt)

**OFFICE OF PRESIDENTIAL ADVANCE  
 CONTACT SHEET**

Name	Office	Phone Number
Presidential Advance Office		202/456-7565
Presidential Advance Fax Number		202/456-2820
Peggy Hazelrigg	Presidential Advance	202/456-7565
Lisa Walker	Lead Advance	523-8271
James Van Kannel	A/V Director CAPITAL Hilton	347-0488
Lynn Olson	Education Director, CEO	639-5410
Colby Hewitt Jr	PRESIDENT CEO	393-1000x1172
Lucy Muckerman	WH Press Advance	456-7565
JAMES L. DUNLAP	PPD- LEAD ADU.	395-4011
Jim Byers	USSS / WFO	634-5100
TERRY J. MOONEY	EXECUTIVE DIRECTOR - CEO	202/639-5410
Barbara Wilson	Committee Chair	703-687624
James J. Wilson	Committee Chair	703-6876211
Mary Kline	Dir of Convention Service -	202/639-5404
Judy Guy	CEO Capital Hilton	202/639-5410
Robert Riley	Assistant Chief Engineer	703/636-8242
Wilfredo Gonzalez	Asst. Dir. Security Cap. Hilton	393 1000 x 5505
Allan J. Cristantiello	Resident Manager	202-393-1000 x5500
Jerry S. George	White House Communication Agency	202-395-6021
GUS BELL (JR)	WHITE HOUSE COMMUNICATION	202 395-6021
NELS OLSON	WHITE HOUSE	202-456-2684
Bob Simon	WH Speechwriting	456-7750
Erny Hewitt	C.E.O Pres wife	617-834-4502
AL FRASCOIA	USSS/TSD	202-395-4004
BARBARA RIGGS	USSS/PPD	395-4011
Major Dave Bonwit	U.S.M.C. Aide to the President	395-1747

April 8, 1991

MEMORANDUM FOR TONY SNOW

FROM: BOB SIMON

SUBJECT: CEO EVENT

About 500 people in the audience, CLOSED PRESS.

Members come from the US and 37 other countries. This is their first meeting in Washington.

The President's brother Bucky joined the group a few months ago.  
(Joke?)

The head of the group asked to hear about the New World Order.

To belong to this group, you have to have been President or Chairman of a company by age 37. Thus, this group is all businessmen.



April 5, 1991

The President  
The White House  
Washington, D.C. 20500

Dear Mr. President:

The nation's Governors appreciate the opportunity to develop a block grant proposal for consideration by your administration and the Congress. As you are aware, we have long advocated increased flexibility in the use of federal funds. This flexibility will allow us to deliver improved and increased services directly to the citizens of our states. It will also increase our efficiency by allowing the coordination of services, particularly in the areas of education and human resource development.

In response to your offer, the NGA Executive Committee has adopted the attached proposal which combines forty-seven categorical grants, three direct loan programs, and three guaranteed loan programs into a block with eight functional components totaling \$15.2 billion. This consolidation will assist us in making the critical cost-effective investments in our people, our infrastructure, and our communities for the 21st century. In addition, the Governors support a pilot project in five to ten states for the consolidated grant administration of AFDC, Food Stamps, and Medicaid. If all states were to adopt the consolidation, this program would currently represent an additional \$5.3 billion.

We very much appreciate your offer and look forward to working with you and the Congress in a partnership for American's future to enact a new block grant concept.

Sincerely,

  
Governor Booth Gardner

  
Governor John Ashcroft

**EMBARGOED**

**A PARTNERSHIP FOR AMERICA'S FUTURE**

**A Proposal for Block Grant Consolidation**

**EMBARGOED**

**NATIONAL GOVERNORS' ASSOCIATION**  
**April 1991**

Ensuring our nation's future amidst the challenges of the twenty-first century will require stronger partnerships among all levels of government and greater efficiency and focus within government programs. Clearly, state and federal governments must work together to respond to emerging economic and program issues and to create long-term economic growth.

In February 1991 the National Governors' Association called on Congress and the administration to develop a long-term domestic partnership with states. At the same time, President George Bush proposed a new initiative to increase state flexibility in the management of federal programs. The President asked Governors to suggest categorical grant programs that could be consolidated into a larger flexible block grant to states.

In response to the administration's request, the Governors are recommending that forty-seven categorical grants, three direct loan programs, and three guaranteed loan programs be combined into a block grant with eight functional components totaling \$15.2 billion. In addition, the Governors support an optional pilot project in five to ten states for the consolidated grant administration of Aid to Families with Dependent Children (AFDC), Food Stamps and Medicaid. If all states were to adopt the consolidation, this program would currently represent \$5.3 billion.

The Governors' proposal:

- Focuses on long-run investment grants that are critical to U.S. competitiveness and quality of life in the twenty-first century.
- Increases the flexibility of state government, allowing the funds to be targeted more efficiently to investment in people and infrastructure.
- Reduces the detailed program rules and regulations that create bureaucratic bottlenecks at both the federal and state levels. This will allow quicker action to meet the rapidly changing needs of various populations.
- Concentrates on state-administered programs. However, the Governors welcome the opportunity to work with local officials to expand the proposal to include other programs they recommend.
- Allows greater integration of critical state services. This is particularly important in the human services area, where health, education, and social services must be closely coordinated for at-risk populations.

Competition in the twenty-first century's global marketplace will require a labor force with sophisticated problem identification and problem-solving skills, and a world-class infrastructure. Today most of this investment is provided by state government and, to a lesser extent, local government. While the federal government invests some funds in education and highways, historically it has been a modest share.

The importance of education and infrastructure to economic growth is receiving renewed attention. In a February 1991 Atlantic Monthly article, "The Real Economy," Robert B. Reich indicates that "increasingly, educated brainpower -- along with the roads, airports, computers, and fiber-optic cables linking it up -- determines a nation's standard of living." David Aschauer, formerly at the Federal Reserve Bank of Chicago, recently estimated that a \$10 billion

permanent increase of \$7 billion in the annual gross national product -- a 70 percent return per year.

Increasing the financial investment alone in human and physical capital will not ensure our future competitiveness. It is equally important that this investment be allocated efficiently. Consolidating small programs into a flexible block grant will help ensure that the nation's investments are made in areas that will provide the largest increase in long-run productivity. Furthermore, state innovation would be stimulated through the increased flexibility allowed by consolidation.

The current system of 478 separate federal categorical grants (including 220 that go directly to states), each with its own rules and requirements, not only limits flexibility, but also restricts the ability of state government to integrate critical state services. The need to coordinate services is particularly critical in the areas of education and human resource development.

Governors and state legislators are not alone in calling for greater integration of state services. Increasingly this view is shared by the business community. For example, a recent report by the Committee for Economic Development, The Unfinished Agenda: A New Vision for Child Development and Education, calls for better coordination of services. One of the committee's ten imperatives for change is that "programs that address the needs of children and families must be flexible in design, administration, and funding."

Service providers often operate under crippling constraints and rigid federal and state funding requirements that prevent them from meeting the complex needs of the children and families they serve. Both federal and state governments need to cut through red tape and enhance flexibility to provide services more effectively and efficiently.

### The Governors' Block Grant Proposal

The Governors have consistently called for more state flexibility in administering the federal categorical programs, especially those that go directly to state government. Most recently, this has been an NGA priority for welfare reform and child care legislation. It has been a constant theme in all of the Governors' meetings with the President and the congressional leadership.

The Governors reaffirm their strong support for existing block grants to states, grants that total more than \$13 billion in fiscal 1991. Governors also support the continuation of flexibility without earmarking and excessive reporting requirements. These block grants cover drug control; maternal and child health; alcohol, drug abuse, and mental health; preventive health; low-income energy assistance; social services; job training; small cities; community services; and education. Governors recommend that these block grants be expanded and that Congress give the states increased flexibility to transfer some funds between block grants where they relate to the same service areas, as in health, or the same targeted populations, such as pregnant women and children.

This block grant proposal is in addition to NGA's ongoing work with Congress on major legislative issues, such as health care reform and the renewal of the Job Training Partnership Act, the Surface Transportation Act, and the Clean Water Act. In each of these broad legislative initiatives,

coordinate other directly related programs. The federal government should rely on state administration and performance standards to ensure accountability, rather than micro-managing state-administered programs.

In surface transportation, NGA policy clearly calls for more consolidation and flexibility in administering the twenty-seven program categories in the federal highway program. The Governors call for more reliance on state laws and procedures, rather than federal project-by-project review, regulation, and micro-management. Federal cross-cutting rules should rely on state certification, post audits, and due process resolution procedures. NGA is pursuing greater flexibility in these programs through the surface transportation bill, rather than including a transportation component in the block grant proposal.

The Governors' block grant proposal encompasses three major areas with eight specific components. In addition, the proposal includes a pilot project for the consolidated grant administration of AFDC, Food Stamps, and Medicaid.

#### 1. Achieving the National Education Goals

- School Readiness (consolidates six programs totaling \$1.932 billion)  
  
Head Start, although a component of the readiness category, has been separated into a its own functional area (totaling \$1.952 billion)
- The School Years (consolidates eleven programs totaling \$5.387 billion)
- Adult Literacy and Lifelong Learning (consolidates nine programs totaling \$1.935 billion)

#### 2. Building a World-Class Infrastructure

- Clean Water: U.S. Environmental Protection Agency programs (consolidates six programs totaling \$2.347 billion)
- Clean Water: U.S. Department of Agriculture programs (consolidates three programs totaling \$204 million)

#### 3. Revitalizing Communities

- Rural Economic Development (consolidates four grant programs totaling \$328 million, three direct loan programs totaling \$632 million, and three guaranteed loan programs totaling \$160 million)
- Agricultural Productivity (consolidates nine programs totaling \$348.7 million)

#### 4. A Consolidated Entitlement: A Pilot Project

- The Governors support an optional pilot project in five to ten states consolidating the administrative costs for AFDC, Food Stamps, and Medicaid. If all states were to adopt the consolidation, this program would currently represent \$5.3 billion.

The programs covered under each of the sections are outlined in Attachment A.

The programmatic, financial, and administrative structure of the Governors' proposal is presented in Attachment B. Guarantees of civil rights, drug-free work places, and other traditional protections would be ensured by state government. Principles upon which the block grant proposal is based include the following:

- Prior to enacting any block grants, funding should be guaranteed over five years at levels agreed to among the states, Congress and the Administration. Governors will work with the Congress and the Administration to provide appropriate budget adjustments that recognize agreed upon national priorities, inflation, and increases in the demand for services.
- Each grant should include a clear statement of purpose, including goals for the block grant and a description of the measures that will be used to judge the effectiveness of the use of block grant funds.
- The state-by-state allocation of funds should be based on the current distribution with adjustments made over time to reflect changes in population, at-risk groups and other factors.
- States should be allowed to use existing state procedures for financial management and auditing of block grant funds.
- Funds should be made available to a state when the Governor submits a plan that demonstrates that the use of funds would be consistent with the block grant authorizing legislation.

The total value of the Governors grant consolidation proposal is \$15.2 billion. In addition, the Governors support an optional pilot project in five to ten states for the consolidated grant administration of AFDC, Food Stamps and Medicaid. If all states were to adopt the consolidation, this program would currently represent an additional \$5.3 billion.

The Governors see this proposal as an initial step and welcome the opportunity to work with Congress and the administration to design a plan that allows for increased flexibility and investment in long-term productivity.

## **ACHIEVING THE NATIONAL EDUCATION GOALS**

- **School Readiness**
- **The School Years**
- **Adult Literacy and Lifelong Learning**

## **BUILDING A WORLD-CLASS INFRASTRUCTURE**

- **Clean Water: Environmental Protection Agency Programs**
- **Clean Water: U.S. Department of Agriculture Programs**

## **REVITALIZING COMMUNITIES**

- **Rural Economic Development**
- **Agricultural Productivity**

## **A CONSOLIDATED ENTITLEMENT: A PILOT PROJECT**

## School Readiness

### OBJECTIVE

To provide flexible support for state efforts to ensure that all children, including those who are disadvantaged and at risk, are mentally, physically, and emotionally ready to start school.

### PROGRAMS TO BE INCLUDED

<u>1. Programs</u>	<u>Fiscal 1991 Appropriation</u> (in millions)
Child Care Development Block Grant	\$732.0
Child Care Licensing Grants	13.0
Individuals with Disabilities Education Act (Preschool Grants and Infants and Toddlers Programs)	410.0
Maternal and Child Health Block Grant	587.3
Immunization Grants	182.0
Lead Poisoning Prevention Grants	8.0
<u>Total</u>	<u>\$ 1.932 billion</u>

<u>2. Program</u>	<u>Fiscal 1991 Appropriation</u> (in millions)
Head Start	\$ 1,952
<u>Total</u>	<u>\$ 1.952 billion</u>

### JUSTIFICATION

The first proposed consolidation would allow Governors to better coordinate and integrate state and federal programs that help prepare young children, especially those at risk, for school. Currently, the varying eligibility, reporting, and program requirements often inhibit a state's ability to provide the most efficient and effective services. In this proposal Head Start is converted to a block grant to states, but is not included in the first consolidation.

### AUTHORIZING COMMITTEE JURISDICTION

All federal programs listed in these consolidations are under the jurisdiction of the Senate Labor and Human Resources Committee and the House Education and Labor Committee except the child care licensing grants, which are under the Senate Finance Committee and House Ways and Means Committee; lead poisoning and immunization grants, which are under the House Energy and Commerce Committee; and the maternal and child health grant, which is under the House Energy and Commerce Committee and the Senate Finance Committee.

All programs listed in these block grants are under the jurisdiction of the House and Senate Labor, Health and Human Services, and Education Appropriations Subcommittees.

## The School Years

### OBJECTIVE

To provide flexible support for state efforts to increase graduation rates, improve educational achievement levels in specific subject areas, especially math and science, and provide a safe, drug-free environment for students.

### PROGRAMS TO BE INCLUDED

<u>Program</u>	<u>Fiscal 1991 Appropriation</u> (in millions)
Chapter 2	\$ 456.0
High School Equivalency Program	9.8
JTPA Youth Program	1,394.0
Dropout Prevention Demonstrations	33.0
Drug-Free Schools and Community Act	498.0
Vocational Education	864.0
Education for Homeless Youth	7.3
Eisenhower Math and Science	202.0
National and Community Service Act	62.0
Follow-Through Program	7.3
Individuals with Disabilities Education Act (state grants)	<u>1,854.0</u>
<u>Total</u>	\$5.387 billion

### JUSTIFICATION

This consolidation would allow states to integrate a variety of state and federal programs designed to encourage students to stay in school, or in case of those who have already dropped out of traditional schools to pursue alternative education routes, improve academic achievement, and work in a safe, drug-free environment. Currently, the varying eligibility, reporting, and program requirements often inhibit a state's ability to provide the most efficient and effective services.

### AUTHORIZING COMMITTEE JURISDICTION

All federal programs listed in this consolidation are under the jurisdiction of the Senate Labor and Human Resources Committee and the House Education and Labor Committee.

### SUBCOMMITTEE OF APPROPRIATIONS

All programs listed in this block grant are under the jurisdiction of the House and Senate Labor, Health and Human Services, and Education Appropriations Subcommittees.

## Lifelong Learning

### OBJECTIVE

To provide flexible support for state efforts to ensure that every adult will be literate and possess the knowledge and skills necessary to compete in a global economy.

### PROGRAMS TO BE INCLUDED

<u>Program</u>	<u>Fiscal 1991 Appropriation</u> (in millions)
Job Training for the Homeless	\$ 12.7
Community Service Employment for Older Americans (Title V: Older Americans Act)	86.0
JTPA: Adult	1,100.0
JTPA: Dislocated Workers Formula Funds	422.0
Adult Education Act (Various Programs)	239.0
Food Stamp Employment and Training	<u>75.0</u>
<u>Total</u>	\$1.935 billion

### JUSTIFICATION

This consolidation would allow states to integrate a variety of state and federal programs designed to provide adults with opportunities for education and training throughout their lifetimes. Currently, the varying eligibility, reporting, and program requirements often inhibit a state's ability to provide the most efficient and effective services.

### AUTHORIZING COMMITTEE JURISDICTION

All federal programs listed in this consolidation are under the jurisdiction of the Senate Labor and Human Resources Committee and the House Education and Labor Committees, except the Food Stamp employment and training program, which is under the jurisdiction of the House and Senate Agriculture Committees.

### SUBCOMMITTEE OF APPROPRIATIONS

All programs listed in this block grant are under the jurisdiction of the House and Senate Labor, Health and Human Services, and Education Appropriations Subcommittees except the Food Stamp employment and training program, which is under the jurisdiction of the House and Senate Agriculture Appropriations Subcommittees.

## Clean Water: Environmental Protection Agency Programs

### OBJECTIVE

To provide flexible support for water quality-related planning and construction projects. The proposal would allow better coordination of wastewater treatment plant construction with existing water quality-related planning and management programs, including categorical programs currently aimed at nonpoint sources, wetlands, clean lakes planning, and special demonstrations.

### PROGRAMS TO BE INCLUDED

<u>Program</u>	<u>Fiscal 1991 Appropriation</u> (in millions)
State Revolving Loan Fund	\$2,184
Clean Water Management	82
Clean Lakes	8
Nonpoint Source	51
Wetlands Program	5
104(b) Special Studies	<u>17</u>
<u>Total</u>	\$2.347 billion

### JUSTIFICATION

This consolidation would eliminate separate applications and allow better targeting of state water quality programs on high-priority water problems. In particular, resources could be used more easily to address multifaceted, related aspects of water quality problems in a specific geographic area by focusing attention on the natural system to be protected (e.g., a river or estuary) rather than on its individual components (e.g., the wetlands). Substantially greater flexibility in the use of state revolving funds and management monies would be required.

### AUTHORIZING COMMITTEE JURISDICTION

The House Committee on Public Works and Transportation and the Senate Committee on Environment and Public Works have authorizing jurisdiction.

### SUBCOMMITTEE OF APPROPRIATIONS

Appropriations jurisdiction lies within the House and Senate HUD-Independent Agencies Appropriations Subcommittees.

Clean Water: U.S. Department of Agriculture Programs

OBJECTIVE

To enhance the ability of states to use federal resources to further state-defined water quality protection goals for agricultural producers. Activities available for funding include small watershed construction projects, wetland banking, and technical assistance.

PROGRAMS TO BE INCLUDED

<u>Program</u>	<u>Fiscal 1991 Appropriation</u> (in millions)
Agricultural Stabilization and Conservation Service Agricultural Conservation Cost Share Program	\$ 190
Agricultural Stabilization and Conservation Service Wetlands Reserve Program*	0
Agricultural Stabilization and Conservation Service Water Bank Program	14
<u>Total</u>	<u>\$ 204</u>

JUSTIFICATION

The proposed consolidation would allow much greater coordination of current agricultural water quality programs. Several of the existing programs operate under priorities set by the federal government rather than by the states. Eliminating the specific program criteria and allowing the states to use the money according to their priorities would advance state water quality agendas, particularly in voluntary, non-regulatory areas. The programs outlined would continue to be administered by federal agencies, but priorities for the grants would be developed by the states.

AUTHORIZING COMMITTEE JURISDICTION

The House and Senate Agriculture Committees have authorizing jurisdiction.

SUBCOMMITTEE OF APPROPRIATIONS

The House Rural Development, Agriculture, and Related Agencies Appropriation Subcommittees and the Senate Agriculture, Rural Development, and Related Agencies Appropriations Subcommittee have appropriations authority.

---

\* The Wetlands Reserve Program was first authorized in the 1990 farm bill, so it was not funded in 1991. The President has recommended an appropriation of \$124 million for 1992. Although it is not reflected in the 1991 total, this proposal would include the \$124 million in the agriculture water quality block grant.

## Rural Economic Development

### OBJECTIVE

To provide states with flexibility to include resources from the Farmers' Home Administration (FmHA) in individual state efforts to enhance the economic capacity of rural areas, to consolidate programs administered by U.S. Department of Agriculture (USDA) that are directly involved in rural economic development activities, and to create a coordinated rural economic development approach between state and federal programs. The consolidation could be used to provide direct and guaranteed loans, grants, and technical assistance to rural communities in need of economic assistance.

### PROGRAMS TO BE INCLUDED

<u>Program</u>	<u>Fiscal 1991 Appropriation</u> (in millions)
<b>Direct Loans*:</b>	
FmHA Water and Waste Disposal	\$500
FmHA Community Facility	100
Rural Development Loan Fund	<u>32</u>
<b>Total Loans</b>	<b>\$632</b>
<b>Guaranteed Loans*:</b>	
FmHA Water and Waste Disposal	35
FmHA Business and Industry	100
FmHA Community Facility	<u>25</u>
<b>Total Guarantees</b>	<b>\$160</b>
<b>Grants:</b>	
FmHA Water and Waste Disposal	301
Rural Development	21
Fire Protection	4
Solid Waste Management	<u>2</u>
<b>Total Grants</b>	<b>\$328</b>
<b>Administrative Programs:</b>	
Rural Development Councils**	0

---

\* These numbers are based on the program levels listed in the Fiscal 1992 Budget Summary, U.S. Department of Agriculture, page 63.

\*\* The USDA budget included \$2.6 million in 1992 funding to finance the State Rural Development Councils, which are the cornerstone of the President's rural development initiative. The President has recommended an additional \$3 million from other agencies to also underwrite the costs of the rural economic development initiatives. For the purpose of the 1991 total, no amount is shown for this program. If a 1992 total was shown, it would include only the \$2.6 million that is in the USDA budget.

States currently fund the lion's share of rural economic development activities. The states have the lead in policy development as well. The federal programs have resources to accomplish the very things states are trying to do in rural areas, but the federal activities operate completely outside the state policy and planning network. A uniform set of priorities and criteria for rural economic development activities, as developed by the state and local governments, could improve the efficiency of the use of scarce resources. The programs outlined would continue to be administered by federal agencies, but priorities for the grants would be developed by the states.

This block grant is similar in intent to the House rural economic development legislation that NGA actively supported in the 101st Congress. In 1991, all the FmHA programs will be transferred to the newly created Rural Development Administration within the USDA.

#### AUTHORIZING COMMITTEE JURISDICTION

The House and Senate Agriculture Committees have jurisdiction.

#### SUBCOMMITTEE OF APPROPRIATIONS

The House Rural Development, Agriculture, and Related Agencies Appropriations Subcommittee and the Senate Agriculture, Rural Development, and Related Agencies Appropriations Subcommittee have jurisdiction.

## Agricultural Productivity

### OBJECTIVE

To increase the role of state and county governments in setting the policy agenda for the U.S. Extension Service by consolidating categorical funding of federally derived priorities. The funds could be used for purposes and in amounts determined by state and county governments, including rural economic development activities, nutrition counseling, water quality education, technical assistance, etc. Most important, state and county governments could coordinate the use of all the Extension Service monies with ongoing programs.

### PROGRAMS TO BE INCLUDED

<u>Program</u>	<u>Fiscal 1991 Appropriation</u> (in millions)
Extension Service Pest Management	\$ 7.4
Extension Service Youth at Risk	7.5
Extension Service Farm Safety	2.0
Extension Service Pest Impact	3.2
Extension Service Smith Lever	252.6
Extension Service Urban Gardening	3.6
Extension Service Food/Nutrition	60.5
Extension Service Water Quality	10.4
Extension Service Food Safety	<u>1.5</u>
<u>Total</u>	\$ 348.7

### JUSTIFICATION

Currently, priorities of the U.S. Extension Service are often set by the federal government rather than the states. While the system is financed through a unique combination of federal, state, and county resources, the federal categorical programs have a tendency to drive the programming for the entire system. By including all of the categorical programs within the Smith-Lever allocation, thereby eliminating the federal prioritization of issues, state and county governments would have more authority over priority setting.

### AUTHORIZING COMMITTEE JURISDICTION

The House and Senate Agriculture Committees have jurisdiction over the U.S. Extension Service.

### SUBCOMMITTEE OF APPROPRIATIONS

The House Rural Development, Agriculture, and Related Agencies Appropriations Subcommittee and the Senate Agriculture, Rural Development, and Related Agencies Appropriations Subcommittee have jurisdiction over the U.S. Extension Service.

## A CONSOLIDATED ENTITLEMENT

### OBJECTIVE

There would be some cost advantage to combining the administrative costs for AFDC, Medicaid, and Food Stamps into a consolidated entitlement. Given the fact that states differ substantially, however, it is important to first do a pilot program for five to ten states. If the pilots are successful, then states, at their option, should be able to negotiate individual state agreements with the appropriate federal agency.

### PROGRAMS TO BE INCLUDED

<u>Program</u>	<u>Fiscal 1991 Appropriation</u> (in millions)
Administrative Cost of Medicaid	\$ 2,590
Administrative Cost of AFDC	1,448
Administrative Cost of Food Stamps	<u>1,311</u>
<u>Total</u>	\$ 5.349 billion

### AUTHORIZING COMMITTEE JURISDICTION

The House Energy and Commerce, House Ways and Means, and Senate Finance Committees have jurisdiction.

**Programmatic Structure**

Block grants are intended to increase the effectiveness of programs by allowing state government greater flexibility in the design and delivery of services. To provide such flexibility, block grant authorizing legislation should:

- Include a clear statement of purpose, including goals for the block grant and a description of the measures that will be used to judge the effectiveness of the use of block grant funds. (Such legislation should leave to states the specification of the services and programs to be used to accomplish those purposes.)
- Clearly define any limits on financial eligibility for service under the block grant. (Such legislation generally should not include categorical eligibility requirements, programmatic earmarks, or other non-financial eligibility criteria not directly related to the purpose of the block grant.)
- Authorize limited transfer of funds among or between block grants to provide the flexibility to accommodate differences in state priorities. For example, 15 percent of block grant X could be used for block grant Y.

**Financial Considerations**

While block grants offer additional flexibility and simplify administration, there is a continuing concern regarding the stability and responsiveness of future congressional appropriations. There is also a concern that uncertainty regarding federal audit standards may unnecessarily reduce flexibility and innovation. To address these concerns, block grant legislation should provide for the following:

- Prior to enacting any block grants, funding should be guaranteed over five years at levels agreed to among the states, Congress and the Administration. Governors will work with the Congress and the Administration to provide appropriate budget adjustments that recognize agreed upon national priorities, inflation, and increases in the demand for services.
- The state by state allocation of funds should be based on the current distribution with adjustments made over time to reflect changes in population, at-risk groups, and other factors.
- If federal or state audits determine that block grant funds are being spent in a manner inconsistent with the purpose of the block grant, allow the funds subject to exception to remain available for acceptable purposes for a period of twelve months subsequent to the audit exception.

requirements of maintenance-of-effort provisions, provide that such requirements and provisions be waived when economic conditions would otherwise force the reduction of federal funds due to a reduction in state expenditure.

### Administrative Requirements

Block grants are intended to improve government efficiency by reducing unnecessary and duplicative administrative expenses. To accomplish those ends, it is critical that new and existing block grants address the following concerns:

- Funds should be made available to the states upon submission of a state plan that demonstrates that funds will be used in a manner consistent with this block grant authorizing legislation.
- In general, federal mandates, standards or requirements should not be included in the block grant. If other requirements are to be imposed, the states should be allowed to certify compliance without the submission of a detailed plan.
- States should be given broad authority to determine the agency or agencies to be held responsible for the administration of block grant programs.
- States should be authorized to use existing legislative or regulatory procedures and/or to establish alternative methods to ensure public input into the development of a state plan for the use of block grant funds.
- States should be authorized to use existing state procedures for financial management and auditing of block grant funds.
- States should have the authority to commingle block grant funds with related programs as long as the overall purpose of the integrated program is consistent with the purpose of the block grant.
- States should be authorized to establish and/or waive confidentiality requirements as necessary to facilitate the integration of programs.
- Block grant funds may be used to fund their proportionate share of consolidated case management activities.
- Authorizing legislation shall not include limitations on administrative costs.
- Federal approval should not be required for the acquisition of data processing systems.

sufficient data for the legislative oversight of the states' use of funds under the block grant. Such data should be relevant to the state plan, and should not be standardized except as necessary to provide information relative to the performance measures established by statute.

- An amount should be set aside for discretionary use by the Governor in the block grant equal to the amounts set aside in the current categorical grants.

These provisions are suggested based on the assumption that existing state law and procedures are sufficient to ensure that funds are expended in a manner consistent with legal and political accountability. While it is reasonable for the federal government to require assurances that funds are being expended for the purposes set forth in federal legislation, there is no need for federal intervention in state administrative or legislative processes. Existing state statutes and requirements already require the distribution of state tax revenues far in excess of the value of any federal block grant.

**STATEMENT OF GOVERNOR CARROLL A. CAMPBELL JR.**  
**OF SOUTH CAROLINA**  
**THE GOVERNORS' BLOCK GRANT PROPOSAL**  
**APRIL 8, 1991**

GOOD MORNING, AND WELCOME TO THE RELEASE OF THE GOVERNORS' BLOCK GRANT PROPOSAL. I'M GOVERNOR CARROLL CAMPBELL, AND I AM HERE TODAY IN MY CAPACITY AS A MEMBER OF THE NATIONAL GOVERNORS' ASSOCIATION EXECUTIVE COMMITTEE. JOHN MARTIN, SPEAKER OF THE MAINE HOUSE OF REPRESENTATIVES AND THE CURRENT PRESIDENT OF THE NATIONAL CONFERENCE OF STATE LEGISLATORS IS ALSO WITH ME TODAY TO RELEASE THEIR PROPOSAL WHICH IS VERY SIMILAR TO THE GOVERNORS'.

WE ARE APPEARING HERE TOGETHER BECAUSE THE NATION'S GOVERNORS AND STATE LEGISLATORS HAVE WORKED CLOSELY TO DEVELOP A RESPONSE TO THE BLOCK GRANT CONCEPT CONTAINED IN PRESIDENT BUSH'S BUDGET. WE BELIEVE OUR PROPOSALS ENCOURAGE THE KIND OF FLEXIBLE STATE MANAGEMENT THAT ALLOWS ALL LEVELS OF GOVERNMENT TO BEST SERVE THEIR CITIZENS.

THE GOVERNORS ARE RECOMMENDING THAT FORTY-SEVEN CATEGORICAL GRANTS AND SIX LOAN AND LOAN GUARANTEE PROGRAMS BE COMBINED INTO A BLOCK GRANT WITH EIGHT FUNCTIONAL COMPONENTS TOTALING \$15.2 BILLION. IN ADDITION, THE GOVERNORS SUPPORT A PILOT IN FIVE TO TEN STATES FOR THE CONSOLIDATED GRANT ADMINISTRATION OF AFDC, FOOD STAMPS AND MEDICAID WHICH WOULD, IF IMPLEMENTED NATIONWIDE, ADD \$5.3 BILLION TO THE PACKAGE.

THE BLOCK GRANT PROPOSAL ENCOMPASSES THREE MAJOR LONG-RUN INVESTMENT AREAS:

FIRST, EDUCATION. OUR PROPOSALS ARE CONSISTENT WITH THE NATIONAL EDUCATION GOALS ESTABLISHED BY THE GOVERNORS AND THE PRESIDENT LAST YEAR, AND INCLUDE COMPONENTS COVERING SCHOOL READINESS, THE SCHOOL YEARS, AND ADULT LITERACY AND LIFELONG LEARNING.

SECOND, A WORLD CLASS INFRASTRUCTURE. WE ARE ADDRESSING INFRASTRUCTURE AT THIS TIME BY FOCUSING ON TWO CLEAN WATER GRANTS. HOWEVER, WE ARE ALSO WORKING WITH CONGRESS AND THE ADMINISTRATION TO DEVELOP MORE FLEXIBILITY AS PART OF THE REAUTHORIZATION OF THE SURFACE TRANSPORTATION ACT. THE GOVERNORS STRONGLY SUPPORT SUCH FLEXIBILITY WITH RESPECT TO HIGHWAYS.

THIRD, COMMUNITY REVITALIZATION. WE ARE PROPOSING TWO CONSOLIDATIONS TO HELP REVITALIZE RURAL COMMUNITIES.

IN ADDITION, TO REDUCE BUREAUCRATIC RED TAPE, WE ARE PROPOSING A PILOT PROJECT CONSOLIDATING THE ADMINISTRATIVE COSTS FOR AFCD, FOOD STAMPS, AND MEDICAID.

IN DEVELOPING THE BLOCK GRANT PROPOSAL, OUR GOALS WERE:

- TO CONCENTRATE IN AREAS WHERE FLEXIBLE STATE MANAGEMENT COULD BRING THE GREATEST BENEFITS;
- TO FOCUS IN AREAS WHERE GRANTS WERE ALREADY GOING TO THE STATES AND AVOID INFRINGING ON PREROGATIVES OR RESOURCES THAT WOULD OTHERWISE BE AVAILABLE TO CITIES, COUNTIES AND OTHER LEVELS OF LOCAL GOVERNMENT;
- AND TO BE AGGRESSIVE ABOUT REDUCING BUREAUCRATIC COSTS;

GOVERNORS HAVE LONG CALLED FOR INCREASED FLEXIBILITY AND THEY HAVE RESPONDED POSITIVELY TO THE BLOCK GRANT CONCEPT. OBVIOUSLY, THEY WANT TO BE AS SURE AS POSSIBLE THAT FUNDING LEVELS ARE STABLE, AND THAT FUNDING IS DRIVEN BY THE NEEDS OF THE PROGRAM AND NOT THE TYPE OF GRANT.

TO ADDRESS THAT CONCERN, THE GOVERNORS PROPOSAL CONTAINS A NUMBER OF PROGRAMMATIC AND FINANCIAL COMPONENTS. FOR EXAMPLE:

- EACH GRANT SHOULD INCLUDE A CLEAR STATEMENT OF PURPOSE INCLUDING GOALS AND MEASURES THAT WILL BE USED TO JUDGE ITS EFFECTIVENESS;
- PRIOR TO ENACTING BLOCK GRANTS, FUNDING SHOULD BE GUARANTEED OVER 5 YEARS AT LEVELS AGREED TO AMONG THE STATES, CONGRESS AND THE ADMINISTRATION, RECOGNIZING NATIONAL PRIORITIES, INFLATION AND INCREASES IN THE DEMAND FOR SERVICES. THE GOVERNORS HAVE CALLED FOR A PARTNERSHIP IN SETTING THE DOMESTIC POLICY AGENDA AND THIS KIND OF PRIORITY SETTING MUST BE PART OF IT.
- THE STATE BY STATE ALLOCATION OF FUNDS SHOULD BE BASED ON CURRENT DISTRIBUTION WITH ADJUSTMENTS MADE OVER TIME TO REFLECT CHANGES IN POPULATION, AT-RISK GROUPS, AND OTHER FACTORS.

- STATES SHOULD BE ALLOWED TO USE EXISTING STATE PROCEDURES FOR FINANCIAL MANAGEMENT AND AUDITING OF BLOCK GRANTS.

THE GOVERNORS SEE THE BLOCK GRANT PROPOSAL AS AN OPPORTUNITY TO IMPROVE SERVICES TO OUR CITIZANS, AND WE WELCOME THE OPPORTUNITY TO WORK WITH THE CONGRESS AND THE ADMINISTRATION IN REACHING CONSENSUS ON A PLAN THAT ALLOWS FOR MUCH NEEDED FLEXIBILITY AND IMPORTANT INVESTMENT IN LONG-TERM PRODUCTIVITY.

**CHIEF EXECUTIVES ORGANIZATION®**



THE CHIEF EXECUTIVES ORGANIZATION • AN ORGANIZATION OF LEADERS • UNE ORGANISATION DE DIRIGEANTS • 領導者的組織 • リーダ  
ERS • EINE FUHRERORGANISATION • UNA ORGANIZAZIONE

A N O R G A N I Z A T I O N  
O F L E A D E R S W H I C H A C H I E V E S  
B E C A U S E I T S M E M B E R S A C H I E V E .

## O R G A N I Z A T I O N O F L E A D E R S



Leadership, creativity and vision form the cornerstone of the Chief Executives Organization.

In CEO we are the sum of the collective wisdom and experience of each of our members. Members come from more than 30 countries and represent enterprises as diverse as the international business community itself. With the imagination, enthusiasm and diversity of our members, we continually create a sense of personal growth and anticipation. As a result of their efforts, each year provides stimulating idea exchanges, educational opportunities, challenging physical activities and the opportunity to meet and discuss the topics of the day with fellow members, topical experts and leaders from all corners of the world.

Members and families explore their community of interests throughout the world in many one-of-a-kind, in-depth, member-developed programs.

Established more than three decades ago at the initiative of several members of the first Young Presidents' Organization graduating class, CEO remains intimate, lively and inquiring.

Members, who are invited exclusively from the Young Presidents' Organization, must show either YPO leadership and participation--which indicates the likely quality of their CEO involvement--or outstanding performance in business, government or community affairs. Membership, which currently numbers approximately 1,200 members, increases by just five to seven percent a year.

(YPO is composed of individuals who before age 40 serve as the president or chief executive officer of a business organization of a minimum qualifying size. YPO graduation comes at age 50.)

## T H E   S P I R I T

**A**n easy warmth--the heart of the founders' intent--permeates the organization, strengthening relationships among the members and their families. CEO's stimulating experiences continue the YPO hallmark spirit and its educational and idea-exchange programs.

**T**he leaders of many widely-known companies belong to CEO. In 1990 the roster of businesses represented includes the American Express Company, Chrysler Motors, Charter Medical, W. R. Grace Company, John Labatt, Ltd., Estee Lauder, Motorola, Northwest Airlines, Inc.,

Paine Webber, Primerica, Rockwell International, Templeton Growth Fund and USF&G. Typically, Business Week lists dozens of CEO members in its Corporate Elite.



## CONNECTED INTERESTS



Enthusiastic international business leaders participate in unusual growth opportunities, thanks to CEO.

Members organize Forums, Seminars and Special Interest Groups. Each format provides a fresh way for members to immerse themselves in the accelerating worldwide interplay of economic, political, cultural, business and social forces. Members plan and produce these programs in which they and their families pursue both unique and shared interests.

### Forums

Forums, which last four to eight days, present a spectrum of formal, sophisticated programs enabling members and guest speakers to exchange ideas and insights while they explore the host location's history, landscape, traditions and contemporary issues.

Forums take place twice a year in countries whose most senior leaders work cooperatively with CEO. Issues and policy analysis as well as social interaction typically result in continuing relationships.

In recent years, Forums have met in Australia, Canada, Egypt, France, Germany, Hungary, Mexico, the Peoples Republic of China, Sweden, Switzerland, United Kingdom and the United States.

### Seminars

The Seminars, which are flexible in format, take place as either recurring or one-time sessions. Lasting a few days to a few weeks, they are diverse. Among recent activities: the three-day Annual Investment Seminar, a group journey to Kenya, a trip to Antarctica, and gatherings on politics, science, arts, technology, business practices, women's lives and entrepreneurship.

Members also customarily host distinguished speakers who are among the world's most successful achievers in government, business, aerospace, diplomacy, manufacturing, finance, technology, the arts, sciences and the military. On an informal basis, members get to know each guest's insights and particular points of view.

Speakers have included Thornton Bradshaw, David Brinkley, George Bush, Jimmy Carter, Pablo Casals, Moshe Dayan, Malcolm Forbes, Sr., Gerald Ford, Valéry Giscard d'Estaing, Sadruddin Aga Khan, Henry Kravis, Richard Leakey, Sol Linowitz, James Michener, Li Peng, Guy de Rothschild, Carlos Salinas de Gortari, Jonas Salk, Alan Shepard, Anatoly Sobchak, John Templeton and Ted Turner.

## Special Interest Groups

Still another part of CEO programming is the lively Special Interest Groups. Individual members organize and conduct them according to specific interests. Photography, scuba diving, golf, skiing or virtually any other shared interest can turn into a Special Interest Group topic. All of these shared experiences, which reflect the members' interests, add to the CEO spirit of accomplishment and idea exchange.



# MEMBERSHIP MANAGEMENT OF PROGRAMS



Members control CEO goals, objectives and plans. In taking turns setting up and carrying out each activity, members monitor costs and value to uphold CEO's standards.

CEO events are member-run with support from professional staff. By rotating organizational responsibilities, members and spouses continually build into the organization a rich variety of talents and viewpoints.

This built-in, lived-out principle of member control makes CEO dynamic and diverse while insuring that the organization remains value-based and cost-conscious.

## MEMBERSHIP RESPONSIBILITY

This organization of leaders achieves because its members achieve. Each member is expected to accept upon request an assignment to a committee or to serve as a director or officer, which is an extension of membership benefits.

CEO offers members and their families uncommon opportunities to learn, grow, reflect and relax, which enrich their business and personal interests, and make their lives more satisfying.

---

Chief Executives Organization  
5430 Grosvenor Lane, Suite 210, Bethesda, Maryland 20814  
(301) 564-9614 • 1-800-634-2655 • Telex 756754 • Fax (301) 564-0060

## H O N O R A R Y M E M B E R S

H. Jack Dow  
Ray T. Hickok

## O F F I C E R S 1 9 9 0 - 9 1

Colby Hewitt, Jr.  
President

President-elect	Harry B. Brock, Jr.
Senior Vice President	John R. Norton, III
Vice President	Hector Hinojosa
Vice President	Robert H. Deming
Vice President-International	Clifford J. Gundle
Secretary	James L. Hesburgh
Treasurer	John L. Schroeder

## B O A R D O F D I R E C T O R S 1 9 9 0 - 9 1

Robert E. Alshuler	Hjalma E. Johnson
George L. Argyros	Peter C. Jordano
Greer M. Arthur	Monroe R. Meyerson
H. Arthur Bellows	Gerald M. Miller
Gerald K. Braznell	Stanley Miller
Harry B. Brock, Jr.	Rodger P. Nordblom
Hardwick Caldwell, Jr.	John R. Norton, III
James C. Castle	William F. Penfold
James A. Collins	Robert J. Reintjes
John M. Darden, III	Edward S. Rogers
Robert H. Deming	Daniel W. Ruple
Edward L. Dreyer	Norman A. Sas
George R. Frank	John L. Schroeder
Edward O. Gaylord	Richard A. Snelling
John D. Durbin	Leland R. Speed
Edward C. Gomes, Jr.	Harrison I. Steans
Clifford J. Gundle	Wallace J. Stenhouse
Kenneth J. Hanau, Jr.	Alexander J. Vogl
James L. Hesburgh	Peter N. T. Widdrington
Colby Hewitt, Jr.	James J. Wilson
Hector Hinojosa	



## PAST PRESIDENTS

H. Jack Dow, Minnesota, 1958 to 1961  
 Theodore R. Bartels, New Jersey, 1961 to 1962  
 Harold M. Altshul, New York, 1962 to 1963  
 Francis J. Trecker, Wisconsin, 1963 to 1964  
 Peter Hilton, New York, 1964 to 1965  
 Bertrand C. Hopper, Illinois, 1965 to 1966  
 Henry L. Kotkins, Washington, 1966 to 1967  
 David L. Ringo, Ohio, 1967 to 1968  
 John M. Templeton, Bahamas, 1968 to 1969  
 Thomas J. Bata, Canada, 1969 to 1970  
 Roland M. Bixler, Connecticut, 1970 to 1971  
 S. B. Rymer, Jr., Tennessee, 1971 to 1972  
 Norman E. Alexander, New York, 1972 to 1973  
 John F. Dille, Jr., Indiana, 1973 to 1974  
 C. Charles Marran, Massachusetts, 1974 to 1975  
 David T. Morgenthaler, Ohio, 1975 to 1976  
 Willis B. Kyle, California, 1976 to 1977  
 Robert W. Halliday, Idaho, 1977 to 1978  
 Robert M. Neiman, California, 1978 to 1979  
 John D. Wisenbaker, Texas, 1979 to 1980  
 Charles W. Durham, Nebraska, 1980 to 1981  
 Walter G. Alpaugh, Ohio, 1981 to 1982

Ashley F. Ward, Ohio, 1982 to 1983  
 Charles I. Schneider, California, 1983 to 1984  
 Robert L. Sandblom, Arizona, 1984 to 1985  
 Robert L. Tate, Maryland, 1985 to 1986  
 Alexander J. Vogl, Illinois, 1986 to 1987  
 Hardwick Caldwell, Jr., Tennessee, 1987 to 1988  
 James A. Collins, California, 1988 to 1989  
 Robert E. Alshuler, California, 1989 to 1990

## EXECUTIVE STAFF

Chief Executives Organization  
 5430 Grosvenor Lane  
 Suite 210  
 Bethesda, Maryland 20814  
 (301) 564-9614  
 1-800-634-2655  
 Telex 756754  
 Fax (301) 564-0060  
 Terence J. Mooney, Executive Director  
 Lynn Olson, Education Director  
 Judy Guy, Conference Coordinator

## COUNTRY LISTING

Argentina	Monaco
Australia	Norway
Austria	Panama
Bahamas	(Republic of)
Belgium	South Africa
Bermuda	Spain
Brazil	Switzerland
Canada	Taiwan
Denmark	Thailand
France	Turkey
Germany	United Arab
Greece	Emirates
Hong Kong	United Kingdom
India	United States of
Japan	America
Mexico	Venezuela

Text: Laurance S. Morrison Company, Inc., Sturbridge, Massachusetts 01566  
Design: Primary Concepts, Thorndike, Massachusetts 01079  
Printing: Davis Press/Lafayette Graphics, Worcester, Massachusetts 01608

ОРГАНИЗАЦИЯ ЛИДЕРОВ • 領導者的組織 • องค์กรผู้นำ



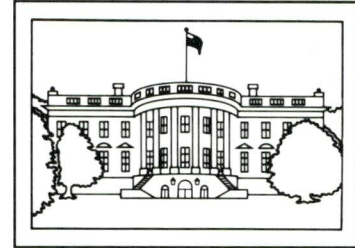
**CHIEF EXECUTIVES ORGANIZATION®**

5430 Grosvenor Lane, Suite 210

Bethesda, Maryland 20814

## WASHINGTON FORUM DAILY SCHEDULE

TIME	THURSDAY, APRIL 11
6:30AM-7:30AM	Jogging, <i>Meet in Lobby</i>
7:00AM-6:00PM	CEO Office Open, <i>Continental Room</i>
7:00AM-7:45AM	Aerobics, <i>Pan Am</i>
7:00AM-8:15AM	Buffet Breakfast, <i>Congressional &amp; Senate</i>
8:00AM-2:00PM	Registration, <i>Upper Lobby</i>
8:45AM-9:45AM	East European Ambassadors Panel, <i>Ballroom</i> Moderator: Nicolas M. Salgo Ognian Pishev, Bulgaria; Peter Zwack, Hungary; Kazimierz Dziewanowski, Poland; Rita Klimova, Czechoslovakia; Friedrich Hoess, Austria
10:00AM-10:30AM	President George Bush, <i>Ballroom</i>
10:30AM-11:30AM	Closing Ceremonies, <i>Ballroom</i>
2:00PM-4:00PM	Tennis, <i>Arlington Y Tennis and Squash Club</i>
6:45PM	Departure for Evening, <i>K St. Entrance</i>
7:00PM-11:00PM	Mark Russell Gala "Salute to the Senators", <i>Pension Building</i>



# INSIDE WASHINGTON WITH CEO

April 7-12, 1991

# WEEK AT A GLANCE

TIME	FRIDAY, APRIL 12
8:00AM-10:00AM	Buffet Breakfast, <i>Congressional &amp; Senate</i>

## WASHINGTON FORUM DAILY SCHEDULE

TIME	SATURDAY, APRIL 6
10:00 AM - 5:00PM	Registration, <i>Upper Lobby</i>
1:30PM - 5:00PM	Welcome to Washington Tour, <i>K St. Entrance</i>

TIME	SUNDAY, APRIL 7
7:00AM-6:00PM	CEO Office Open, <i>Continental Room</i>
7:30AM-5:00PM	Registration, <i>Upper Lobby</i>
1:00PM 5:00PM	VIP Tour of Capitol Hill, <i>K St. Entrance</i>
1:00PM-5:00PM	Mall Shuttle, <i>K St. Entrance</i> Tours of Air and Space Museum National Gallery of Art Hirshhorn Museum - at 1:30PM & 3:00PM
1:15PM-5:15PM	Mount Vernon, <i>K St. Entrance</i>
1:30PM-5:00PM	Welcome to Washington Tour, <i>K St. Entrance</i>
7:00PM	Welcome Party, <i>Ballroom</i>

## WASHINGTON FORUM DAILY SCHEDULE

TIME	MONDAY, APRIL 8
6:30AM-7:30AM	Jogging, <i>Meet in Lobby</i>
7:00AM-6:45PM	CEO Office Open, <i>Continental Room</i>
7:00AM-7:45AM	Aerobics, <i>Pan Am</i>
7:00AM-8:15AM	Buffet Breakfast, <i>Congressional &amp; Senate</i>
7:30AM-2:00PM	Registration, <i>Upper Lobby</i>
8:00AM	Jazz Ambassadors Concert, <i>Ballroom</i>
8:15AM	Opening Ceremony, <i>Ballroom</i>
9:15AM-10:15AM	Norman Ornstein, <i>Ballroom</i>
10:15AM-10:45AM	Refreshment Break, <i>Foyer 1 &amp; Capital Terrace</i>
10:45AM-11:30AM	Jack Kemp, <i>Ballroom</i>
11:30AM-12:30PM	Lynne Cheney, <i>Federal</i>
11:30AM-12:30PM	Ed Rollins, <i>South American Room</i>
12:30PM-1:30PM	Deli Buffet Luncheon, <i>Senate</i>
12:45PM-4:15PM	Backstage at the Kennedy Center, <i>K St. Entrance</i>
1:00PM-5:00PM	VIP Tour of Capitol Hill, <i>K St. Entrance</i>
1:00PM-5:00PM	Mall Shuttle, <i>K St. Entrance</i> Tours of Air and Space Museum National Gallery of Art Hirshhorn Museum American History - at 1:30PM & 3:00PM
1:15PM-4:00PM	National Cathedral, <i>K St. Entrance</i>
1:30PM-4:45PM	Pentagon Briefing Tour, <i>16th St. Entrance</i>
1:30PM-5:00PM	Welcome to Washington Tour, <i>16th St. Entrance</i>
2:00PM-4:00PM	Tennis, <i>Arlington Y Tennis and Squash Club</i>
5:00PM-5:45PM	Aerobics, <i>Pan Am</i>
6:45PM	Depart for Smithsonian Evening Air and Space on K St.; American History on 16th St.
7:00PM	Smithsonian Museum Dinners

**WASHINGTON FORUM DAILY SCHEDULE**

<b>TIME</b>	<b>TUESDAY, APRIL 9</b>
6:30AM-7:30AM	Jogging, <i>Meet in Lobby</i>
7:00AM-10:00PM	CEO Office Open, <i>Continental Room</i>
7:00AM-7:45AM	Aerobics, <i>Pan Am</i>
7:00AM-8:15AM	Buffet Breakfast, <i>Congressional &amp; Senate</i>
7:00AM-8:15AM	Young Adults Resource Breakfast, <i>Federal</i> Speaker: Rudy Maxa
8:00AM-2:00PM	Registration, <i>Upper Lobby</i>
8:30AM	William Seidman, <i>Ballroom</i>
9:15AM-10:00AM	George Mitchell, <i>Ballroom</i>
10:00AM-10:45AM	Robert Dole, <i>Ballroom</i>
10:45AM-11:00AM	Refreshment Break, <i>Foyer 1 &amp; Capital Terrace</i>
11:00AM-12:30PM	Michael Boskin, <i>Federal</i>
11:00AM-12:30PM	Ron Brown, <i>South American</i>
11:45AM-12:30PM	Michael Novak, <i>Ballroom</i>
12:30PM-1:30PM	Deli Buffet Luncheon, <i>Senate</i>
12:45PM-2:00PM	OPTIC Lunch, <i>Congressional</i>
11:45AM-4:15PM	Hillwood with Lunch, <i>K St. Entrance</i>
1:00PM-4:30PM	Phillips Collection and State Department, <i>K St. Entrance</i>
1:00PM-5:00PM	Mall Shuttle, <i>K St. Entrance</i> Tours of Air and Space Museum Hirshhorn Museum American History - at 1:30PM & 3:00PM
1:15PM-5:15PM	VIP Tour of Capitol Hill, <i>K St. Entrance</i>
1:30PM-5:30PM	Dumbarton Oaks and Tudor Place, <i>K St. Entrance</i>
1:30PM-4:00PM	Hill Visits, <i>K St. Entrance</i> Think Tank Visits, <i>Taxis at 16th St. Entrance</i>
(Continued)	

**WASHINGTON FORUM DAILY SCHEDULE**

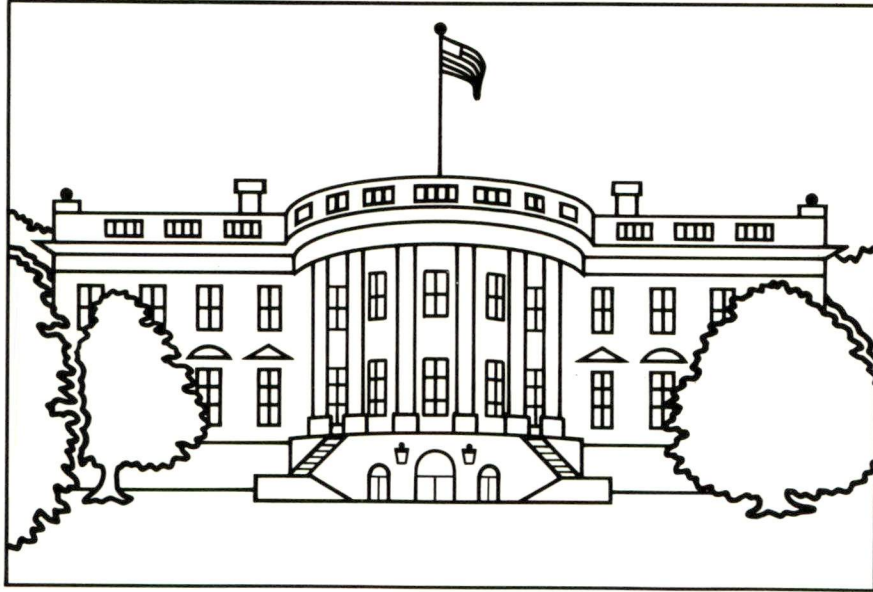
<b>TIME</b>	<b>TUESDAY, APRIL 9 (Continued)</b>
2:00PM-4:00PM	Tennis, <i>Arlington Y Tennis and Squash Club</i>
4:00PM-5:00PM	Young Adults Career Panel, <i>South American</i>
5:00PM-5:45PM	Aerobics, <i>Pan Am</i>
5:00PM-6:00PM	International Members Reception, <i>Presidential Suite #1274</i>
6:30PM	Depart for Dine Around, <i>TBA</i>
9:30PM	Intermezzo, <i>Ballroom</i>
10:00PM-11:00PM	Capitol Steps Performance, <i>Congressional Ballroom</i>

**WASHINGTON FORUM DAILY SCHEDULE**

<b>TIME</b>	<b>WEDNESDAY, APRIL 10</b>
6:30AM-7:30AM	Jogging, <i>Meet in Lobby</i>
7:00AM-10:00PM	CEO Office Open, <i>Continental Room</i>
7:00AM-7:45AM	Aerobics, <i>Pan Am</i>
7:00AM-8:15AM	Buffet Breakfast, <i>Congressional &amp; Senate</i>
7:00AM-8:15AM	Prayer Breakfast, <i>Federal A&amp;B</i>
7:00AM-8:15AM	International Members Breakfast, <i>New York Room</i>
8:00AM-2:00PM	Registration, <i>Upper Lobby</i>
8:30AM	Dick Cheney, <i>Ballroom</i>
9:30AM-10:15AM	Dick Gephardt, <i>Ballroom</i>
10:15AM-10:45AM	Refreshment Break, <i>Foyer 1 &amp; Capital Terrace</i>
10:45AM-11:30AM	Clayton Yeutter, <i>Ballroom</i>
11:30AM-12:30PM	Newt Gingrich, <i>Federal</i>
11:30AM-12:30PM	James Jones, <i>South American</i>
12:30PM-1:30PM	Deli Buffet Luncheon, <i>Senate</i>
12:45PM-4:15PM	Hillwood, <i>K St. Entrance</i>
1:00PM-4:30PM	Phillips Collection and State Department, <i>K St. Entrance</i>
1:00PM-5:00PM	Mall Shuttle, <i>K St. Entrance</i> Tours of Air and Space Museum National Gallery of Art Hirshhorn Museum American History - at 1:30PM & 3:00PM
1:15PM-5:00PM	VIP Tour of Capitol Hill, <i>K St. Entrance</i>
1:30PM-5:30PM	Mount Vernon, <i>K St. Entrance</i>
1:00PM-4:00PM	Tennis, <i>Arlington Y Tennis and Squash Club</i>
<i>(Continued)</i>	

**WASHINGTON FORUM DAILY SCHEDULE**

<b>TIME</b>	<b>WEDNESDAY, APRIL 10 (Continued)</b>
1:30PM-4:00PM	Hill Briefings, <i>K St. Entrance</i>
1:45PM-9:30PM	Young Adults Outing, <i>K St. Entrance</i> Middleburg, VA
5:00PM-5:45PM	Aerobics, <i>Pan Am</i>
Evening	Free
9:30PM-11:30PM	Night Cap Cafe "Governor's Club", <i>Pan American</i>



*INSIDE WASHINGTON WITH C. E. O.  
APRIL 7-12, 1991*

# COMMITTEES

---

## FORUM COMMITTEE

*Chairmen:*

Dick and Barbara Snelling

*Education:*

Tony and Gay Frank  
Frank and Nancy Murkowski  
Bill and Gretchen Gorog

*Activities:*

Jim and Barbara Wilson  
Herbert and Sharron Bank  
Philippe and Nan-B de Gaspé Beaubien  
Mel and Ryna Cohen  
Paul and Gloria Sonnabend  
Albert and Shirley Small  
Rod and Dottie Stieff

*Communications:*

Leo and Rita Greenland

*Transportation:*

Bob and Marion Rosenthal

*Treasurer:*

Dick and Ginny Bowe

*Tours:*

Richard and Alice Norair

## HOSPITALITY COMMITTEE:

*Chairmen:*

Harvey and Dottie White

Antonio and Marcela Artigas  
Jerry and Barbara Braznell  
Dick and Ann Butler  
Dooley and Ann Culbertson  
Cliff and Soozee Gundle  
Dick and Lois Hug  
Bill and Sara Kimball

George and Andy Macomber  
Nicky and Ariane Meyerhofer  
Gerry and Carole Miller  
Ray and Jean Pecor  
Bob and Joyce Tate  
Dudley and Elizabeth Walker  
Steve and Thelma Yeonas

---

**TABLE OF CONTENTS**

Welcome .....	2
Resources.....	4
Who's Here (Registrants) .....	27
Family Members .....	29
Who's New (First Timers).....	30
CEO.....	39
Calendar of Events.....	40

# ***WELCOME***

---

INSIDE WASHINGTON is going to be one of THE most exciting CEO events in years! In company with the other government leaders, the appearance of President Bush and Secretary Cheney will take CEO Inside the Leadership and Inside Government at a very historic moment in the life of the Republic!

And don't miss a moment of any of the extraordinary social events—organized by Jim and Barbara Wilson for all of us and our many Young Adults. We and all CEO congratulate Governor Dick and Barbara Snelling and their entire committee for their successful uses of power, markers, contacts and, not the least of all, friendships in organizing and presenting this incomparable week.

Colby and Emmy Hewitt



Barbara and I have had a really delightful experience working with a great Forum Committee to make sure that your experiences the next few days will be memorable.

And we welcome you to Inside Washington with CEO which we believe has a truly well-balanced attention to education and social events which will make you leave Washington with a different view of the city and a better understanding of how the future of the nation and indirectly of the world, is shaped and changed by the decisions made here.

From the welcoming ceremony throughout the week, we believe that even those who come most often to Washington will develop a broader understanding of what makes this place so special.

It is really an honor for any group that comes to Washington to be addressed by a Cabinet Officer or a few Legislative "V.I.P's". The members of CEO obviously are highly regarded when the President of the United States and a number of Cabinet Officers and key leaders of the Congress are not only willing, but delighted to be a part of your program. And we feel very honored by the invitations of so many members of the diplomatic corps to take us inside their Embassies on Tuesday night.

Despite the prestige of CEO, the Committees and Committee Chairs certainly are responsible for the program. It just doesn't come together without the *leadership* of Education committee Chairs, Tony and Gay Frank; Social Committee Chairs, Jim and Barbara Wilson; Communications Chairs, Leo and Rita Greenland; Hospitality Committee Chairs, Harvey and Dottie White; Transportation Chairs, Bob and Marion Rosenthal; Tour Chairs, Richard and Alice Norair; and all the members of each Committee.

Barbara and I take great pride not so much in the results of these great Committees, as in our good fortune (and good judgment) in putting together such an outstanding Committee.



Dick and Barbara Snelling

## *President George Bush*

---

George Herbert Walker Bush was born on June 12, 1924, in Milton, Massachusetts, to Dorothy Walker Bush and the late Senator Prescott Bush (R-CT, 1952-62).

Mr. Bush graduated from Phillips Academy, Andover, Massachusetts, in June, 1942, and enlisted in the United States Navy as a Seaman 2nd Class. Receiving his wings and commission while still 18 years old, he was the youngest pilot in the Navy at that time.

On active duty from August, 1942 to September, 1945 during World War II, Mr. Bush flew torpedo bombers off the USS San Jacinto. On September 2, 1944, Mr. Bush's plane was hit by anti-aircraft fire while making a bombing run over the Bonin Island of Chichi Jima, 600 miles south of Japan. Although the plane was afire and severely damaged, he completed his strafing run on the targeted Japanese installation before flying towards sea to bail out. Mr. Bush was able to bail out successfully and was rescued by a Navy submarine, the USS Finback. Tragically, his two crew members were killed. For his courageous service in the Pacific Theater, Mr. Bush was awarded the Distinguished Flying Cross and three Air Medals.

On January 6, 1945, George married Barbara Pierce of Rye, New York. Today they are the parents of five children: George, John (Jeb), Neil, Marvin and Dorothy Bush LeBlond. Their second child, Robin, died of leukemia in 1953. The Bushes have 12 grandchildren.

Following World War II, Mr. Bush entered Yale University, where he pursued a degree in economics and served as captain of the varsity baseball team. He graduated Phi Beta Kappa in 1948.

After his graduation from Yale, George and Barbara Bush moved to Texas, where he worked as an oil field supply salesman for Dresser Industries. In 1951, he co-founded a small royalty firm, the Bush-Overbey Oil Development Company. Two years later he co-founded the Zapata Petroleum Corporation. In 1954, at the age of 30, he became co-founder and president of a third firm, Zapata Off-shore. Zapata pioneered in experimental off-shore drilling equipment.

Following an unsuccessful bid for a Senate seat in 1964, Mr. Bush was elected to the U.S. House of Representatives in 1966 from Texas' 7th District. One of the few freshman members of Congress ever elected to serve on the Ways and Means Committee, he was reelected to the House two years later without opposition. Mr. Bush lost a second campaign for the Senate in 1970.

During the 1970's, Mr. Bush held a number of important leadership positions. In 1971, he was named U.S. Ambassador to the United Nations. He served there until 1973, when he became Chairman of the Republican National Committee.



In October, 1974, Mr. Bush traveled to Peking, where he served as Chief of the U.S. Liaison Office during the critical period when the United States was renewing ties with the People's Republic of China. In 1976, Mr. Bush was appointed Director of Central Intelligence. He is given credit for strengthening the intelligence community and helping to restore morale at the CIA while Director of the agency.

In July, 1980, Ronald Reagan selected George Bush to be his Vice Presidential running mate. Four months later, Mr. Bush was elected Vice President.

After eight years as Vice President, George Bush was nominated for the Presidency at the 1988 Republican National Convention. During the November 8th election, the Bush-Quayle ticket won 40 states and a landslide Electoral College victory of 426-112. On January 20, 1989, George Bush was sworn in as the 41st President of the United States.

The President and Mrs. Bush are residents of Houston, Texas, and are members of St. Martin's Episcopal Church, where he is a former vestryman. When in Washington, the President and First Lady attend services at St. John's Episcopal Church. The President is on the board of the Episcopal Church Foundation. He serves on the vestry of St. Ann's Episcopal Church, Kennebunkport, Maine.

## *Michael J. Boskin*

---

Chairman  
The President's Council of Economic Advisors

Dr. Michael Boskin has been Chairman of the Council since the beginning of the Bush Administration. In this position, he is the President's chief economic advisor, providing economic analysis and advice directly to the President. He assists in formulating the Administration's economic policies on a wide variety of domestic and foreign issues, including fiscal policy, trade policy, regulatory policy and interaction with the Federal Reserve.

Dr. Boskin is on leave from Stanford University, where he is the Burnet C. and Mildred Finley Wohlford Professor of Economics. He is also on leave as a Research Associate of the National Bureau of Economic Research.

Long a voice in national economic issues, prior to his appointment to the Council, Dr. Boskin served as a consultant and advisor to the White House and numerous other federal agencies, including the Department of Health and Human Services, the Treasury Department of Labor, as well as to Members of Congress, the House Ways and Means Committee and the Joint Economic Committee.

Dr. Boskin received his B.A. degree with highest honors in 1967 from the University of California at Berkeley, where he also received his M.A. in 1968 and his Ph.D. in 1971. In his research, he has specialized in public finance, applied macroeconomics, applied econometrics and applied economic theory. He is the author of more than 80 books and articles in such areas as government spending, public debt and economic growth.

Dr. Boskin resides in Washington with his wife, Chris.



## ***Ronald H. Brown***

---

Chairman  
Democratic National Committee

Ron Brown was elected Chairman of the Democratic National Committee (DNC) in 1989. He has had a long and distinguished career in civil rights, politics and public service, first with the National Urban League as Vice-President for Washington operations and deputy executive director. From the Urban League, he went to the position of Chief Counsel to the U.S. Senate Judiciary Committee and then served as staff director for Senator Edward Kennedy. Brown is currently a partner in Patton, Boggs & Blow.

His political career began in Mt. Vernon, New York where he was Democratic Party District Leader in 1971-73. Brown was deputy national campaign manager for Senator Kennedy in 1980. He was Chairman of the DNC's Task Force on Voting Rights and Voter Participation from 1986-88 and Deputy Chair from 1986-88. Brown was a senior political advisor to the 1988 Dukakis-Bentsen campaign.

Ron Brown graduated from Middleburg College and received his law degree from St. John's University. He served in the U.S. Army and was a Captain at the time of his discharge in 1967.

He was born in Washington and raised in Harlem. Brown is married to the former Alma Arrington, and they have two children.



## *Dick Cheney*

U.S. Secretary of Defense

Dick Cheney was sworn in as Secretary of Defense on March 21, 1989. While this is his first Cabinet post, Mr. Cheney has had a distinguished career in public service since graduating from the University of Wyoming in 1965, the year he was an intern in the Wyoming State Legislature.

Receiving his M.A. in 1966, Mr. Cheney headed to Wisconsin to work on his Ph.D. and intern on the staff of then-Governor Warren Knowles. From Wisconsin, he left for a Congressional Fellowship in Washington in the office of the late Congressman William A. Steiger.

Following his stint on Capitol Hill, Mr. Cheney began several years of service to Presidents Nixon and Ford in various capacities. In 1973, he left government service briefly to join an investment advisory firm. But when Gerald Ford became President in 1974, Mr. Cheney joined the White House staff. In 1975, at the age of 34, he became White House Chief of Staff, a position he held through the remainder of the Ford Administration.

Mr. Cheney returned to Wyoming in 1977 and in 1978 he was elected to the U.S. Congress, where he remained until becoming Secretary of Defense. In the Congress, he quickly rose in the Republican leadership, becoming Chairman of the House Republican Policy Conference in his second term, and he was Republican Whip when he left.

Mr. Cheney is married to the former Lynne Vincent of Casper, Wyoming. Lynne Cheney is Chairman of the National Endowment for the Humanities. They have two daughters—Elizabeth and Mary.



## ***Lynne Cheney***

---

Chairman  
National Endowment for the Humanities (NEH)

Lynne Cheney has served as NEH Chairman since 1986. This independent federal agency provides grants to scholars, colleges, museums, libraries and other cultural institutions to support research, education, preservation and public programs in the humanities.

A college teacher, editor, and widely-published author, Cheney is known for her commitment to the humanities as an important field of study in American schools and colleges and in the life of Americans. She said in her 1987 Endowment study, *American Memory*, that the nation's schools are failing to teach students enough history, literature, or their own cultural heritage. In the report, *Humanities in America*, she pointed out that Americans now spend more money on cultural events than on sporting events, proving that the American public is interested in the humanities.

Among the Endowment's initiatives under Cheney's leadership is the NEH/Reader's Digest Teacher-Scholar program that allows schoolteachers to undertake a full year of independent study in the humanities. Also at Cheney's direction, a \$1.5-million research center has been established at the University of California, Los Angeles, for the purpose of studying the way history is taught and learned in U.S. schools.

Cheney has written two novels and co-authored a third. With her husband, Secretary of Defense Dick Cheney, she wrote a history of the House of Representatives. A Wyoming native, she earned her BA at Colorado College, her MA from the University of Colorado and her Ph.D. from the University of Wisconsin.



## *Sharon Pratt Dixon*

Mayor  
District of Columbia

Sharon Pratt Dixon's stunning come-from-behind win in last September's Democratic mayoral primary ushered in a new era for the D.C. government and thrust her into the national spotlight as the first African-American woman to lead a major U.S. city.

Long active in the civic and political affairs of her native city, Mayor Dixon was Vice-Chairman of the D.C. Law Revision Commission, a four-term Democratic National Committee (DNC) member and treasurer of the DNC, a member of the Howard University Board of Trustees and active in the Legal Aid Society.

Mayor Dixon joined the general counsel's office of PEPCO (the local electric utilities company) in 1976, rising to Vice-President of Consumer Affairs and later, Public Policy. At PEPCO, she initiated services to the city's low-income and fixed-income residents through discounts on utility bills, providing installment billing to qualified residents and decentralizing PEPCO's branch offices.

Mayor Dixon received a BA and a Juris Doctor from Howard University, practiced law and was on the faculty of Antioch Law School. In private practice, she fought for the rights of children and advocated for families. She is a member of Holy Comforter Church and a single mother of two daughters.



## ***Bob Dole***

### **Senate Republican Leader**

Senator Bob Dole, one of America's best known leaders, has a distinguished record of public service that spans almost four decades.

A tough, common sense conservative from America's heartland, Senator Dole has earned national acclaim with his leadership for budget responsibility, tax reform, a sound Social Security system, quality and affordable health care, rights for the disadvantaged and people with disabilities and a better future for rural America.

Also respected as a legislator and for his exceptional ability to build bridges among the diverse elements of Congress and the Executive Branch, he was unanimously re-elected by his Republican colleagues to a fourth term as their Senate Leader on November 14, 1990.

Bob Dole was first elected to the United States Senate in 1968, after serving four consecutive terms in the House of Representatives. From 1981 to 1984, he was Chairman of the powerful Senate Finance Committee, where he was instrumental in laying the foundation for the Reagan economic program.

During the second World War, Bob Dole left premedical studies at the University of Kansas to enlist in the Army. Rising quickly to a position of command, he became a platoon leader in the legendary Tenth Mountain Division in Italy. In 1945, he was gravely wounded on the battlefield. As a result of his injuries, Bob Dole spent thirty-nine months in hospitals fighting for his life, an experience that helped make him a lifelong advocate for veterans and individuals with disabilities. In 1948, he was honorably discharged from the Army with the rank of Captain.

At age 26, Bob Dole entered public office for the first time when he was elected to the Kansas House of Representatives. Two years later, he became Russell County's prosecuting attorney, an office he held until his 1960 election to Congress. Senator Dole later became Republican National Chairman and President Gerald Ford's running mate in the 1976 Presidential election.

Senator Dole received his bachelor's and law degrees from Washburn Municipal University. He is married to Elizabeth Hanford Dole, President of the American Red Cross. She served in the Reagan and Bush cabinets as Secretary of Transportation and Secretary of Labor, respectively and is only the seventh woman in history to hold a cabinet post. Senator Dole also has a daughter, Robin, who resides in Washington, DC.



### *Kazimierz Dziewanowski*

---

Ambassador of Republic of Poland  
to the United States of America

An award-winning author and veteran of the Solidarity movement, Kazimierz Dziewanowski was born in Warsaw, attended underground schools during the war and graduated from law school in 1953, but never became a lawyer. He printed his first article at the age of 16 and was a prize-winning journalist by age 26.

He worked for several major Polish newspapers. When Solidarity came into being in 1981, Mr. Dziewanowski helped to organize its first weekly. During the same year, he joined the Board of the Polish Writers Union, which was officially disbanded by the advent of martial law, but continued to function. In the years that followed, he continued to take part in the underground activities of the Polish democratic opposition while publishing the journals *Universal Weekly* and *Universal Monthly*.

When the communist government finally entered into negotiations with Solidarity, Mr. Dziewanowski was among the group of Solidarity representatives participating in the round table debates which led to free parliamentary elections. He became Ambassador to the United States in July, 1990.

Mr. Dziewanowski has published 15 books. He won the PEN-Club Award in 1990 and the Solidarity (literary) Award in 1988. He is married with one daughter and two grandchildren and speaks English and French.



## ***Newt Gingrich***

---

House Republican Whip

Newt Gingrich, the House Republican Whip, is in his sixth term in the Congress.

During his time in the House of Representatives, he has been described by the *New York Times* as, "A thoughtful analyst . . . who gushes with ideas." *The Wall Street Journal* said his ideas will "have important political implications for both parties." Columnist and TV commentator Robert Novak said of Newt, "More than any other politician, he has had the courage to challenge the political system in Washington."

In September of 1986, Newt took over as Chairman of GOPAC, one of the four major national Republican political committees. Under his leadership, GOPAC works with state and local GOP candidates to build the team of elected officials that will help win a Republican majority in the U.S. House of Representatives.

In May, 1988, Newt was the congressman who initiated the Ethics Committee's investigation of House Speaker Jim Wright. In March, 1989, he was elected House Republican Whip, the second highest Republican leadership post in the House of Representatives. Newt is also a member of the House Administration Committee.

Newt is the son of a career soldier. He received his Bachelor's degree from Emory University. He received his Master's and his Doctorate from Tulane University in Modern European History.

Newt lives in Jonesboro, Georgia, with his wife Marianne. He has two daughters, Kathy and Jackie.



### ***Friedrich Hoess***

---

Austrian Ambassador to the United States

Dr. Friedrich Hoess has served as Ambassador to the U.S. since 1987. A native of Vienna, he received his B.A. and Ph.D from the University of Vienna.

Dr. Hoess began his diplomatic career as an attache at the Austrian Embassy in Washington in 1958. He has served as Consul General in Berlin, Ambassador to Australia and Permanent Representative to International Atomic Energy Agency. Dr. Hoess was a member of the Bundesrat (Senate) from 1983-87 and also was a member of the Parliamentary Assembly of the Council of Europe from 1985-87.

He is married to Claire Barclay.



## ***James R. Jones***

---

Chairman and Chief Executive Officer  
American Stock Exchange

James R. Jones took office on November 10, 1989 as the 15th chairman of the American Stock Exchange. At that time, he had served since January, 1987 as a member of the Exchange's Board of Governors and was a partner in the Washington law firm of Dickstein, Shapiro & Morin.

From 1972 to 1986, Mr. Jones served in the United States Congress, representing the First District of his native Oklahoma. While in Congress, he was elected chairman of the House Budget Committee and served on the powerful House Ways and Means Committee for 12 years. Jones was recognized as a leader in the areas of budget, tax, international trade and health care.

Mr. Jones also chaired the United States-Japan Trade Task Force and the Social Security Subcommittee. He continues to serve on the Advisory Council on Social Security. Jones was a co-author of the Jones-Steiger 1978 tax cut law, the 1985 Social Security Act and other significant legislation.

Prior to practicing law, Mr. Jones served first as a special assistant to President Lyndon Johnson and then as the youngest chief of staff in White House history under Johnson.

Mr. Jones, in January, 1991, took on additional responsibility as the new chairman of the American Business Conference. He also serves on the Board of Directors of the Regional Plan Association, the Overseas Development Council, American Council for Capital Formation, the Committee for a Responsible Federal Budget and the Securities Industry Foundation for Economic Education.

Born in Muskogee, Oklahoma in 1939, James Jones received undergraduate degrees in journalism and government from the University of Oklahoma and his law degree from Georgetown University. He served in the United States Army as a captain in the Counter-Intelligence Corps.

Mr. Jones is married to the former Olivia Barclay, a Phi Beta Kappa graduate of Stanford University and Harvard Law School. They have two sons.



## *Jack Kemp*

---

Secretary

U.S. Department of Housing and Urban Development

HUD Secretary Jack Kemp has spent 21 years on the Washington scene as a member of Congress, presidential candidate and now as part of the Bush cabinet. He is well-known for his ideas, enthusiasm and intelligence. One of the early believers in the supply side theory, Secretary Kemp was a key player in the Congress on economic and tax issues. In Republican politics, he has long been an advocate for minorities and the poor.

As HUD Secretary, he has focused on helping local communities provide housing assistance for low-income families; helping first-time and inner-city homebuyers obtain private financing to buy their own home and assisting local governments meet extraordinary development through public/private partnerships and federally-assisted economic development. Secretary Kemp has backed efforts of tenants to operate and manage public housing. Recently, he has been in the news spreading the gospel of empowerment for the poor. His efforts to devise creative solutions to poverty without resorting to huge government programs have earned him the respect of both political parties. No one "in the know" rules him out of a future presidential race.

Prior to entering Congress in 1970, Secretary Kemp was a professional football quarterback, leading the Buffalo Bills to AFL Championships in 1964 and 1965. He received a BA from Occidental College and is a native of Los Angeles.

Secretary Kemp is married to the former Joanne Main. They have four children and two grandchildren and live in Bethesda, Maryland.



## ***Rita Klimova***

---

Czechoslovakian Ambassador to the United States

Rita Klimova has been Ambassador to the United States since February, 1990.

When she was eight years old, her family emigrated to the United States, and she attended grade school and junior high school in New York. Returning to Czechoslovakia, Klimova attended high school and worked as a lathe turner in a factory. She became a member of the Communist Party in 1948 and studied at the Prague School of Economics. Ambassador Klimova then became an Associate Professor of economics at the Charles University.

She married, had two children, divorced and taught at the University during the 1960's. In 1970, Ambassador Klimova was expelled from the Party in the purges following the invasion in 1968. As a result, she lost her University job and became a free-lance translator for an agency engaged mostly in translating for medical and scientific congresses. She was dropped by the agency after the human rights petition Charter 77, but was able to continue employment by doing written translations. In 1986, Ambassador Klimova retired on a state pension.

The outspoken Klimova was, for a time, secretary of the Czechoslovak Helsinki Committee. She was also active in various samizdat publications. On November 20, 1989, she began working for Civic Forum dealing with foreign journalists, which led to her appointment as Ambassador three months later. Ambassador Klimova has delighted audiences in the U.S. with her heavy New York accent!

## *Rudy Maxa*

Senior Writer  
*The Washingtonian*

Rudy Maxa, Washington's premier gossip columnist, was a reporter and columnist with *The Washington Post* for more than 12 years, prior to joining *The Washingtonian* in 1983.

While at the *Post* he broke the Wayne Hays-Elizabeth Ray sex scandal, coverage that was nominated for the Pulitzer Prize. He is well-known for his exclusive stories of political scandals involving such figures as Representative John Jenrette and Rita Jenrette, Paula Parkinson and Senator Brock Adams.

Subjects of his stories have ranged from Donna Rice to Gore Vidal, from post-Watergate morality to the downfall of Carl Bernstein. In his monthly gossip column, Mr. Maxa recently revealed the attempted sale of nude pictures of the new Mrs. Jack Kent Cooke and name the Soviet girlfriend of Russian-bashing Congressman Charlie Wilson, among other items.

He is the author of two non-fiction books, including one (*Public Trust, Private Lust*) on congressional corruption. The second, *Dare To Be Great*, is an unauthorized biography of a con man, Glenn W. Turner, who operated businesses on five continents.

During his career in Washington, Mr. Maxa has hosted a talk radio show on NBC and provided daily commentary for Cable News Network. He has also written for television, including a script for the ABC-TV dramatic series, "Capital News." As the "Savvy Traveler" he is heard regularly on "Marketplace", the syndicated evening business show on most NPR stations across the country.

His anecdotal style and experience with political scandal makes him a frequent guest on national television talk shows including The CBS Morning News, Good Morning America, Geraldo!, Hard Copy and dozens of regional television talk shows.



## ***George Mitchell***

---

Majority Leader  
U.S. Senate

Senator George Mitchell of Maine was elected Majority Leader at the conclusion of the 100th Congress in 1988. He first came to the Senate in 1980 to fill the unexpired term of Senator Muskie who had resigned to become Secretary of State. Elected to the Senate in his own right in 1982, he received a majority of 61% and in 1988 was re-elected with 81% of the vote, the highest percentage ever received by a statewide candidate in Maine history.

From 1984-1986, Senator Mitchell served as Chairman of the Democratic Senatorial Campaign Committee, leading the successful effort to elect a Democratic majority to the Senate. He is on the Environment and Public Works Committee, where he spearheaded the effort for Senate passage of the 1990 Clean Air Act and on the Finance Committee where he has concentrated on the Medicare Program, welfare reform and the 1986 Tax Reform Act.

Senator Mitchell is a native of Maine, a graduate of Bowdoin College and Georgetown University Law Center. His legal career includes service as a trial lawyer in the Justice Department, Assistant County Attorney, and U.S. Attorney for Maine. In 1979, he was appointed a U.S. District Court Judge and is the only former federal judge serving in the Congress.

As Majority Leader in the 101st Congress, Mitchell spearheaded the effort of Senate passage of an increase in the minimum wage, the extension of civil rights protection for the disabled, oil spill legislation and comprehensive child care legislation.

Senator Mitchell has one daughter, Andrea, and resides in Portland, Maine.



### *Michael Novak*

---

Director of Social and Political Studies  
George Frederick Jewett Chair in Religion and Public Policy  
American Enterprise Institute

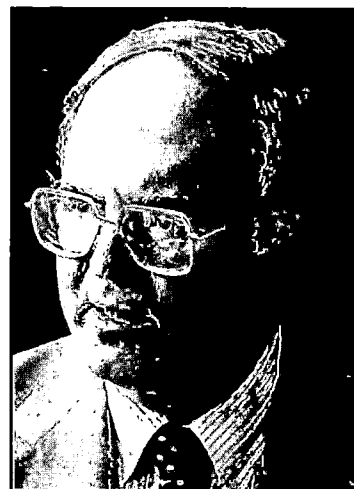
Theologian, author, journalist, philosopher, professor and U.S. Ambassador, Michael Novak has served in both Democratic and Republican administrations in official and unofficial capacities. Mr. Novak's rare gift—the ability to formulate and translate philosophical and religious precepts into concrete political action—makes him one of the most well-regarded figures in Washington today.

A prolific author with more than twenty books to his credit, Mr. Novak's latest output, *This Hemisphere of Liberty: A Philosophy of the Americas*, was called “an extremely important contribution to the ongoing search for authentic progress in this hemisphere” in a *Wall Street Journal* review. His classic 1982 *The Spirit of Democratic Capitalism*, an analysis and defense of the moral underpinnings of capitalism, was praised throughout the world as “unique”, “original”, “important”, “a brilliant book which may someday be regarded as a classic”.

Mr. Novak, with the rank of Ambassador, headed the U.S. Delegation to the 1986 meeting on Human Contacts and also served as the head of the U.S. Delegation to the U.N. Human Rights Commission in Geneva.

One of the more telling tributes to Mr. Novak was published last year in the *Los Angeles Times* magazines. Naming ten Americans who should run for public office, the article said, “In his writing, Novak has dealt with such basic questions as the morality of capitalism and the conflicts between individual liberty and the public good, but he has never isolated himself from temporal political debates. To the Senate he would bring his philosophical understanding that “to be practical you have to have large ideas, because the world is a large one.”

In addition to his scholarly work at AEI, Mr. Novak writes a column, *The Larger Context*, for *Forbes Magazine*.



## ***Norman J. Ornstein***

---

Resident Scholar  
American Enterprise Institute

Norman Ornstein is well-known to regular viewers of the MacNeil Lehrer NewsHour where he serves as political contributor. He also is an election analyst at CBS News and co-director of The People, Press & Politics, a Times Mirror study of the American electorate.

Columbia Journalism Review has called him “the nation’s hottest pundit” while the National Journal spotlighted him as one of “the select few who get quoted alone: the authorities, society’s sages, those called on to deliver the final word.”

Ornstein’s career has spanned academia, Capitol Hill, and the media. He received his Ph.D. from the University of Michigan and was Professor of Politics at Catholic University until 1983. On Capitol Hill, he served as a Congressional Fellow, a consultant to the Commission on the Operation of the Senate and Staff Director of the Committee to Study the Committee System, which reorganized the Senate. Ornstein was series editor and co-host of the PBS series Congress: We the People and political editor of The Lawmakers, a PBS program which ran from 1980-83.

In addition to his work on MacNeil Lehrer, he frequently appears on NPR’s All Things Considered, ABC’s Nightline and CBS’s Face the Nation. Ornstein’s books include The New Congress and Interest Groups: Lobbying & Policy-Making.

Ornstein is married to attorney Judith Harris and has two sons, Matthew and Daniel.



### *Ognian Pishev*

---

Ambassador of the Republic of Bulgaria  
to the United States of America

Dr. Ognian Pishev, an international economist, is 39 years old and has served as Ambassador to the U.S. since December of 1990 and is a member of the Council of Economic Advisors to the President of Bulgaria.

After graduating from the Moscow Institute for International Relations, Mr. Pishev worked at the Institute for Integrated Communications and Automated Systems, The Bulgarian Academy of Sciences and wrote the Economic Program of the opposition, *Union of Democratic Forces*.

In a recent interview with the *Washington Times*, Dr. Pishev stated of his new position, "It is extremely important to demonstrate to the public that Bulgaria is no longer communist—U.S. technical and financial assistance will be important to the success of the democratic transition."

Dr. Pishev and his wife, Diana, who is also an international economist, have two children. He speaks English in addition to four other foreign languages.



## ***Ed Rollins***

Partner  
Sawyer Miller Group

Ed Rollins has long been known as one of America's premier political strategists. He has served in the Administration of three Republican Presidents—Richard Nixon, Gerald Ford, and, most recently, Ronald Reagan. While serving as the Assistant to the President for Political Affairs in Reagan's first term, President Reagan chose Mr. Rollins to serve as the National Campaign Director for his 1984 reelection campaign. He guided that campaign to the largest electoral landslide in American history, carrying 49 states for the Reagan-Bush ticket.

After that campaign, Mr. Rollins rejoined the Administration as one of the President's top advisors, serving as the Assistant to the President for Political and Governmental Affairs.

In April Mr. Rollins joined Sawyer Miller Group as a partner in the Washington office. Sawyer Miller Group is a strategic communications management group.

Prior to joining Sawyer Miller, Mr. Rollins served as the co-chairman of the National Republican Congressional Committee.

Throughout his national political career, Mr. Rollins has been one of America's most sought after Republican spokesmen and strategists, winning the respect of candidates, the news media and his Democrat counterparts.

Prior to coming to Washington, Mr. Rollins held several positions in the California legislature. He graduated from the California State University System, and he later served as a professor and University Administrator in California and Missouri. In college, he was a nationally ranked boxing champion, winning both Golden Gloves and A.A.U. championships.

Mr. Rollins was born in Boston, Massachusetts and now resides in Alexandria, Virginia, with his wife, Sherrie.



### ***Nicolas M. Salgo***

Special Negotiator for Property Issues  
U.S. Department of State

CEOer Nick Salgo, who holds the permanent rank of Ambassador, is a native of Hungary who emigrated to the United States in 1948. He served as owner and president of a number of companies in New York, Washington and Montana from 1948 through 1983. Ambassador Salgo was founder and limited partner of Watergate Improvement Associates, which developed the famous Watergate complex here in Washington.

In 1983, he returned to his native Hungary as U.S. Ambassador, where he served until 1986. Following his return from Hungary, Ambassador Salgo was assigned to the Department of State on special bilateral property projects involving the Communist Bloc. From March-October 1989 he was Director of the Moscow Embassy Buildings Control Office.

Ambassador Salgo received his LL.D. and Ph D. from the University of Budapest in 1937. He is married to the former Josseline de Ferron, and they have two children, Miklos and Christina.



## ***Clayton Yeutter***

---

Chairman  
Republican National Committee

Clayton Yeutter was unanimously elected Chairman of the Republican Party on January 25, 1991 by the Republican National Committee at its annual meeting in Washington, D.C.

Immediately prior to being chosen to lead the RNC, he served two years as Secretary of Agriculture in President Bush's Cabinet. Yeutter also served in the Cabinet as U.S. Trade Representative during President Reagan's second term. While in that position, the *New York Times* described him as "a tough, tireless negotiator, an ideological free trader with a pragmatic bent." He earned that description by leading a myriad of negotiations challenging unfair trade practices in many countries, including a highly successful agreement under which Japan is now phasing out its import quotas on beef and citrus. Yeutter also led the historic negotiation of the U.S.-Canada Free Trade Agreement.

Yeutter's career in public service began in 1966, when he was one of a brain trust of young people who helped elect Norbert Tiemann Governor of Nebraska. He then served two years as Tiemann's chief of staff, handling the governor's legislative agenda.

His next foray in politics was on the national level when in 1972 he served as Midwest Regional Director of President Nixon's re-election campaign. Subsequently, he served in what is now the position of Undersecretary of Agriculture for International Affairs and Commodity Programs, and then under President Ford he became Deputy Special Trade Representative during the Tokyo Round of trade negotiations.

In 1978, Yeutter became president and CEO of the Chicago Mercantile Exchange, the world's second largest futures market. During his seven-year tenure, the CME became one of the fastest-growing, most innovative exchanges in the world.

Yeutter graduated with high distinction from the University of Nebraska in 1952 with a Bachelor of Science degree in animal husbandry. He followed with a law degree and a Ph.D. in agricultural economics from the same university, both at the top of his class, while simultaneously operating a 2,500-acre farm, which he still owns.

Yeutter and his wife, Jeanne, have four children. Their permanent residence is in Lincoln, Nebraska, but they now reside in McLean, Virginia.



### ***Peter Zwack***

Ambassador of the Republic of Hungary  
to the United States of America

Peter Zwack was born in Budapest on May 21, 1934 into a well-known Hungarian family. J. Zwack & Company, Distillers was Hungary's largest and best known distillery, founded in 1840 to produce the family's world famous digestive liqueur, "UNICUM", invented in 1790. In 1948, the company was confiscated by the Communists and the family fled first to Italy and then to the United States.

Peter Zwack first married in the United States and has five children born in Chicago and New York (his eldest son is a United States Army captain). He became a U.S. citizen in 1959. As a successful businessman, he raised funds for the Hungarian refugees who fled after the 1956 revolution, through "First Aid for Hungary", headed by Herbert Hoover and Sargent Shriver.

He returned to Europe in 1970 where he remarried and lived in Florence with his wife and two children born in Italy. In 1987, he became the first Hungarian industrialist to return to his native country. He repurchased his family's expropriated properties in 1989, setting an example for other major western investors. Using the original Zwack family secret recipe that the Communists had tried but failed to imitate, the family distilleries once more began producing Zwack UNICUM—which this year celebrates its 200th anniversary.

He was elected in 1989 as Chairman of the Hungarian Government's Enterprise Fund to develop small and medium sized private enterprises. On July 4, 1990, he was confirmed as the Ambassador of the Republic of Hungary to the United States, after having to renounce his U.S. citizenship.

Mr. Zwack was educated in Hungary, Switzerland, Italy and the United States, and speaks Hungarian, English, Italian, German and French.



Joe & Barbara Abensur  
Ollie & Edie Adelman  
Stan & Ita Adelstein  
Norm & Marjorie Alexander  
Pete & Joy Alpaugh  
Bob & Patsy Alshuler  
Dick & Jean Archer  
Greer & Veronica Arthur  
Antonio & Marcela Artigas  
Lee & Rachel Ault  
Herb & Sharron Bank  
Mac & Itsy Barrett  
Paul & Merrill Barringer  
Leo & Marilyn Beckwith  
Al & Phyllis Berger  
Dick & Martha Bermingham  
Jerry & Ruth Bidlack  
Marsh & Mary Blackburn  
Henry & Ruth Blackstone  
Red & Carolyn Blount  
Dick & Ginny Bowe  
Jerry & Barbara Braznell  
Chuck & Barbara Brethen  
Harry & Jane Brock  
Jack & Barb Busch  
Dick & Ann Butler  
Hardy & Betsy Caldwell  
Mel & Carole Cohen  
Mel & Ryna Cohen  
Jim & Carol Collins  
Cliff & Louisa Cooper  
Dermot & Janet Coughlan  
Russ & Susanna Cox  
Dooley & Ann Culbertson  
Steve & Mary D'Agostino  
Ken Dahlberg  
Philippe & Nan-b de Gaspé  
Beaubien  
Bob & Bev Deming  
Art & Pat Dickerson  
Logan & Ann Dickerson  
Roger & Regina Dirksen  
Ed & Rose Dreyer  
Henry & Ellen Dubinsky  
Dan & Ruth Edelman  
Karl & Stevie Eller  
Eric & Rona Ellerine  
John & Ginny Eulich  
Sy Finkelstein & Irene Ginn  
Peter & Cede Flagg  
Dennis & Jeanette Frandsen  
George & Mary Catherine Frank  
Richard & Mary Alice Frank  
Tony & Gay Frank

Ted & Louise Gaylord  
Mike & Sheila Geddes  
David & Cynthia Gluckman  
John & Liz Gnaedinger  
Ed & Pam Gomes  
Bill & Gretchen Gorog  
Bill Greene & Joanne O'Brien  
Leo & Rita Greenland  
Cliff & Soozee Gundle  
Wally & Sydney Hall  
Bob & Bobbie Halliday  
Ken & Carol Hanau  
Joe & Carole Hankin  
Walt & Peggy Helmerich  
Ernie & Mary Louise Henderson  
Colby & Emmy Hewitt  
Gene & Nancy Hibbs  
Art Hilsinger & Barbara Janson  
John & Jo Lynne Hoegg  
Ove & Nunne Hoegh  
Richard & Phyllis Hojel  
Dick & Lois Hug  
Howard & Frances Jacobson  
Hjalma & Laura Johnson  
Cal & Marje Johnston  
Pete & Gerd Jordano  
Jerry Katell  
Shell & Babs Kent  
Mervyn & Liz King  
Art & Sara Jo Kobacker  
Willis & Lois Kyle  
Claude & Betty Lou Laval  
John Lee  
Jerry & Mimi Lerner  
Vince & Glenda Liuzza  
George & Andy Macomber  
Frank & K Maier  
Bruce & Peggy Mainwaring  
John & Jane Martin  
Tom & Anne Maxwell  
Myles & Jean McDonough  
Ray & Ginny McGarvey  
Ginger Mead  
Pete & Nancy Meinig  
Bob & Betty Merwin  
John & Mary Metz  
Nick & Ariane Meyerhofer  
Monroe & Leila Meyerson  
Stan & Helaine Miller  
Gerry & Carole Miller  
Dave & Lindsay Morgenthaler  
Bill & Nancy Mortensen  
Bill & Kay Morton  
Cruse & Ginny Moss

Gerry & Anne Murphy  
Sukie & Maevadi Navapan  
Bob & Suzy Neiman  
Randy & Margo Ney  
Richard & Alice Norair  
Rod & Murry Nordblom  
John & Doris Norton  
Dan & Sallie O'Brien  
Nicos & Niki Papaipannou  
Klaus & Gudrun Pavel  
Ray & Jean Pecor  
John & Alella Pepper  
Warren & Sally Peterson  
Mike Pinto  
Cecil & Betty Pond  
Phil Rauch & Lucy Rauch Henning  
George & Robin Raymond  
Ross & Pam Reucassel  
Jack & Lila Riggs  
Sydney & Jackie Rosenberg  
Bob & Marion Rosenthal  
Andre & Robbie Rubenstein  
Bill & Johnnie Ryan  
Don & Reggie Ryan  
Skeet & Anne Rymer  
Ivan & Dulcie Sacks  
Norman & Irene Sas  
Chuck & Barbara Schneider  
Marv & Lee Schorr  
Bennie & Zoey Schreiber  
Jack & Gloria Schroeder  
Gordon & Carole Segal  
Al & Lila Self  
Julio Serrano & Vera Alfieri  
Ed & Ruth Shannon  
Dennis & Susan Shapiro  
Jack & Jean Sheehan  
George Sheldon & Daphne Gilbert  
Shep & Carol Ruth Shepherd  
Albert & Shirley Small  
Joel & Joan Smilow  
Dick & Barbara Snelling  
Eliot & Ruth Snider  
Paul & Gloria Sonnabend  
Les & Barbara Speyer  
Tony & Shirley Spitz  
Paul & Margarita Sprague  
Harrison & Lois Steans  
Wally & Elaine Stenhouse  
Rod & Dottie Stieff  
Jack & Boo Sutton  
Bob & Joyce Tate  
John & Irene Templeton  
Don & Peggy Thomas

## ***WHO'S HERE***

---

Ben & Jan Tregoe  
Tom & Ruth Triplett  
Harry & Lucile Trueblood  
Alex & Joanne Vogl  
Robin & Carolyn Wade  
Dudley & Elizabeth Walker  
Ashley & Lucy Ward  
Karl & Ann Weiler  
Harvey & Dottie White  
Peter & Betty Ann Widdrington  
Jim & Barbara Wilson  
Clive & Michele Wolpert  
Jack & Barbara Woodhull  
Steve & Thelma Yeonas  
Sol & Betty Young

Tanya Arthur	Laura Hankin	Pat Russo (The Vogl Family)
Gem Arthur	Marc Hankin	Lori Schroeder
Nick Ault	Brian Hankin	Lynn Schroeder
Victor & Turner Barringer	Jay Hoegg	Rachel Shapiro
Erica Berger	Leif Hoegh	Leo Smith & Heather Steans
Adam Berger	Anette Hoegh Goelet	Vince Sosnkowski (The Arthur Family)
Peter Bernson (The S. Miller Family)	Morris Housen	Alexandra Sosnkowski (The Arthur Family)
Jerry & Gay Bird (The Macomber Family)	Jeff & Karen Johnston	Tom & Nancy Strickland (The Brethen Family)
Chip & Betsy Brethen	Holly Koncz (The Hanau Family)	Judy Swaim (The Busch Family)
L.H. & Kitty Caldwell	Hunter & Susan Lapelle (The Brethen Family)	Richard & Lori Swain (The Hanau Family)
Ted & Beth Caldwell	Roger Lee	Cynthia Tregoe
Mark & Ann Caldwell	Vincent Liuzza	Elizabeth Tregoe
Tina Currin (The Caldwell Family)	Bill & Missy Macfadyen (The Gaylord Family)	Zach Walley (The Caldwell Family)
Darla Davies	Matt & Jan Mathews (The Johnston Family)	Ned Walley (The Caldwell Family)
Cathy Frandsen	Budge Mead	Jamie Weiler
John Gaylord	Stuart Meyerson	Mary Pat Wilson
Ted Gaylord	Lissa Morgenthaler	Mike Wilson
Hilary Gomes	Peter Mortensen	Gail & Anne Zimmerman (The Templeton Family)
Valerie Gomes	Stacey Pecor	
Prim Guna-Kasem (The Navapan Family)	Marty Peterson	
Sydney Ann Hall	Lauren Preston (The Rymer Family)	
Ken Hanau		

## ***Herbert and Sharron Bank***

While earning a BS degree from Johns Hopkins University, Herb began a 25-year career with Maryland Cup Corporation as an apprentice machinist for the Universal Machine Division. He rose through an explosive growth stage of the company to become President of several domestic and foreign subsidiaries. In 1984 he left Maryland Cup to found Bancorp, Inc. which develops and manages commercial and industrial properties. Herbert acquired a Jiffy Lube franchise a little later and has since spread into other branches of retailing. The father of three, he is an avid golfer and skier. His wife, Sharron, attended Goucher College and owns a quilt studio.

---



## ***Roger and Regina Dirksen***

Roger, who holds an MBA degree from Northwestern University, has been President of Associated Commerce Bank since 1985. The prior eleven years were spent as President of Heritage Banks. Roger enjoys the arts, tennis, golf and skiing and is active in the United Way and Rotary. Regina teaches German on the high school level and likes tennis, golf, and skiing. She is also a volunteer for the Milwaukee Ballet.

---



## ***Henry and Ellen Dubinsky***

Henry is President of Waterway Gas and Wash which operates one of the nation's largest full service car wash chains. Based in St. Louis, it also operates in the Kansas City area. Henry was Chairman of the St. Louis chapter of YPO and, with his wife, Ellen, ran the 1990 YPO Irish Golf Academy. Henry is a graduate of Amherst College and Washington University Law School and a member of the Missouri Bar and Missouri Society of CPA's.

---



## ***Michael and Sheila Geddes***

In the fall of 1978 Mike formed Geddes and Company, a private investment and consulting firm acting on its own account and servicing clients in the principal areas of mergers, acquisitions and divestitures; financial and business consulting; and investments in business, real estate and venture capital opportunities. Mike's civic activities include Fund Manager for the Arizona Public Safety Personnel Retirement System, Director of Arizona Economic Council, Director of Catholic Community Foundation, and Director of Phoenix Together. His wife, Sheila, has been active in child raising, educational organizations, and health work at the Phoenix Indian Hospital and the American Red Cross.

---



## ***David and Cynthia Gluckman***

David is the Managing Director of Chemilite (Pty) Ltd., a filtration engineering oil purification firm located in Johannesburg, South Africa.

---

## ***William Greene***

Bill Greene is Executive Vice President and Director of W. B. Greene Company and Executive Vice President of Greene Investment Corporation of Kingsport, Tennessee. He is a graduate of the Bank Marketing and Public Relations School at Northwestern University and a graduate of the Stonier Graduate School of Banking at Rutgers University. A retired Captain in the U.S. Army Infantry Reserves, he also served for eight years as Chairman of the Bureau of Aeronautics for the State of Tennessee and is presently Chairman of the Elizabethton Municipal Airport. He is Chairman of Carter County Bank in Elizabethton, Tennessee and Chairman of Bank TennCorp (Bank of Tennessee) in Kingsport, Tennessee.

---



## ***Joseph and Carole Hankin***

Dr. Joseph Hankin serves as President of Westchester Community College, which provides occupational, transfer and continuing education programs sponsored by Westchester County under the program of the State University of New York. Joe was named as one of the 100 most effective two- and four-year college presidents in the country. His wife, Carole, is also Dr. Hankin, having received her doctorate in curriculum and administration from Columbia University. She has a wealth of teaching and educational administrative experience and was designated one of the "100 Up and Coming Executive Educators for 1988" by The Executive Educator magazine.

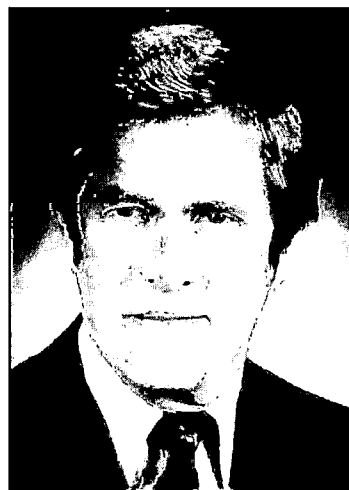
---



## ***Arthur Hilsinger***

After earning his MBA from Harvard University, Arthur Hilsinger spent a few years at the Scott Paper Company in Chester, Pennsylvania, before going on to The Hilsinger Corporation where he serves as President. The Hilsinger Company, located in Plainville, Massachusetts, manufactures eyeglass accessories and frames. He holds several directorships, among them Vision Council of America, Durfee Attleboro Bank and Massachusetts Business Roundtable.

---



## ***Richard and Phyllis Hojel***

Richard Hojel's company, Corporacion Sierra Grande, designs and manufactures equipment in the thermodynamics field and spans both Mexico and the United States, with several offices located in each country. As he phrases it, "My role in the development has been since start-up in 1975 to the present, from 'Chief Cook and Bottle Washer' to Chairman of the Board of the Holding Companies, the position I presently hold". Richard and Phyllis enjoy their four children and two grandchildren.

---



***Richard and Lois Hug***

Richard Hug is President and Chief Executive Officer of Environmental Elements Corporation, a privately held business in Baltimore, Maryland, which supplies high technology environmental control products and engineered systems and services to the defense, municipal, utility, and industrial markets for the abatement of air, sound, waste and water pollution. Formerly, he spent 26 years with the Koppers Company. Dick is listed in *Who's Who in America* and enjoys hunting, fishing, boating, gardening and cooking. Lois is Director of the Charitables Division of the State of Maryland and is responsible for overseeing the registration of all charities operating within the State. They have a son, daughter, and a grandson.

---

***Gerald Katell***

Jerry Katell is President of Katell Properties, Inc., the twenty-fifth largest commercial real estate development organization in Los Angeles County, California. Jerry had previously been associated with W & K Company, a division of Watt Industries, as the managing General Partner. Formerly, he was founder and President of a parking structure development company known as Parking Structure International. Mr. Katell is a council member of the Urban Land Institute, served as Chapter Chairman of the Los Angeles Chapter of YPO and is active with the Los Angeles Music Center, the M.I.T. School of Real Estate Development and the Stanford Business School.

---

***Jerome and Mimi Lerner***

After running two successful organizations with his partner/brother-in-law, Jerry sold both businesses in the mid-1980's—one to his partner and the other to a public company. After working for the public company for about a year, Jerry resigned and shortly thereafter acquired controlling interest in two additional businesses: a tobacco and candy distribution business in the New York metropolitan area and an electronic connector manufacturer in Cincinnati, Ohio. Jerry and Mimi reside in Jupiter Island, Florida, but spend a considerable amount of time in Cincinnati where they are active in numerous civic and charitable organizations.

---



## ***Vincent and Glenda Liuzza***

Vincent is President and CEO of Cucos, Inc., a Mexican Restaurant chain with 11 company-owned restaurants and 18 franchised restaurants. He is also Chairman of Sizzler Family Steakhouses of Southern Louisiana, Inc. and founder of the National Sizzler Franchise Association. He is a member of the Tulane University Executive Education Board and lectures at the Louisiana State University. His leisure time activities include sailboat racing, wines and traveling. Glenda is Vice President of Market and Concept Development at Cucos, Inc. and is presently attending Loyola University. She enjoys reading, Egyptology, wines and traveling. They are the parents of two children.

---



## ***Frank and K Maier***

Frank is in the retail jewelry business and has been President of Maier & Berkele, Inc. in Atlanta, Georgia, since 1970. He served a couple of years as President of the American Gem Society and is currently President of the Jewelers Vigilance Committee, Governor of the Gemological Institute of America, and Director of Jewelers Mutual Insurance Company. He is certified as a gemologist by the American Gem Society. K, a graduate of the University of Georgia is a silver appraiser. Her hobbies include gardening, horses, knitting and tennis.

---



## ***Thomas and Anne Maxwell***

Shortly after graduation from The University of Notre Dame, Tom joined the American National Rubber Company, a supplier of gaskets and other sealing devices to the automotive industry as well as a material supplier to Cranz Rubber and Gasket Company in Buffalo, New York. At home in Huntington, West Virginia, Tom and Anne are both active in community work. Anne is currently President of the Board of Directors of the Huntington Museum of Art. Leisure activities include golf and spending time on their Virginia farm.

---



***Peter and Nancy Meinig***

After graduating from Harvard University Graduate School of Business Administration, Pete spent several years in Mexico City where he rose to the position of CEO for Rassini Rheem, S.A., manufacturer of automotive parts and other metal products sold to both Mexican and U.S. customers. In 1980 he moved to Tulsa, Oklahoma to start his own business, which focused on making leveraged acquisitions of manufacturing businesses. Today HM International is a diversified manufacturing organization with sales of approximately \$250 million. Nancy is active with numerous civic and cultural organizations including the Tulsa Opera, Tulsa Ballet Theater and the Medical College of Pennsylvania. The Meinigs are the parents of three daughters.

---

***John and Mary Metz***

A thirty-year veteran of the foodservice industry, John is currently involved in a number of new entrepreneurial business ventures including real estate development, banking and restaurant management in the Pittsburgh, Pennsylvania area. Until recently, Metz served as Chairman and Chief Executive Officer of Morrison's Custom Management, a corporation which ranks among the top four contract management companies in the country. During the two years that he served in this position, the leadership and direction provided by John helped the corporation grow to over 900 accounts coast to coast and internationally as well. John and Mary currently reside at Harvey's Lake, Pennsylvania.

---

***William and Kay Morton***

Bill Morton is Chairman and President of Jack Morton Productions, Inc., a nationwide company specializing in the design and production of corporate meetings, training programs, entertainment, videoconferencing and exhibits and environmental design. Bill actively participates on the boards of a variety of community organizations. Kay, a homemaker and interior designer, is also involved in school and community fund raising and is an active participant in the Greenwich Garden Club. Together they enjoy traveling, skiing, golf, fly fishing and the arts.

---



## ***Randolph and Margo Ney***

Randy joined his family's department store business after graduating from Yale. Three years ago, they sold all of the department stores and now operate a specialty store in Beaumont, Texas. He received the 1986 "Independent Retailer of the Year" Award and sits on the St. Elizabeth Hospital Advisory Board as well as being on the Board of the First City Bank of Beaumont, the Beaumont Symphony and the First National Bank of Fort Smith, Arkansas. Margo is a licensed real estate salesperson and is active in the Beaumont Junior League, Art Museum of Southeast Texas and the Beaumont Symphony Women's League.

---



## ***Klaus Pavel***

Klaus Pavel is President and CEO of Rheinnadel GmbH, a German-based highly diversified operation. Needles for industrial sewing machines, shrink wrapping packaging machines, petrol pumps for gas stations and devices for automation and parts feeding are the main business lines. Klaus has an engineering degree and has lived many years abroad, mainly in Brazil. He and his wife, Gudrun, have three children. As a family, they enjoy golf, skiing, riding and other sports.

---

## ***Raymond and Jean Pecor***

Ray is President of the Lake Champlain Transportation Company in Burlington, Vermont, an auto-passenger ferry service. In addition, he has two other businesses: Lake Champlain Cable TV and a commercial real estate business. Ray is Director of Merchants Bank, President of Greater Burlington Industrial Corporation and Director of Cabot Coop and Creamery. He and Jean make their home in Shelburne, Vermont.

---



***William and Pamela Reucassel***

Ross, as William Reucassel is usually called, heads the International Group, Inc., a manufacturer and processor of waxes, adhesive and white oils. He is also a member of the Packaging Association of Canada, President of Adhesives Manufacturers Association, Director of the National Community Bank of New Jersey and Director of St. Andrews College. His hobbies include tennis, swimming and golf. Ross has helped set up area golf tournaments and has played in a number of Canadian pro-am golf tournaments. Pam just recently became a business entrepreneur by starting her own children's clothing wholesale company.

---

***Andre and Roberta Rubenstein***

In 1987 Andre was named Chairman of the Board of Rubenstein Brothers, Inc., a retailer of menswear with three stores in the greater New Orleans area. Four additional stores, known as All American Jeans, retail sportswear for men and women. He currently serves on the Board of Directors of the New Orleans Area Council of the Chamber of Commerce/New Orleans and the River Region, the Executive Committee of the Greater New Orleans Tourist and Convention Commission, Commissioner of the Downtown Development District and serves on the New Orleans Branch of the Federal Reserve Board. He and his wife, Robbie, have raised three children. She works in Information Systems at Rubenstein Bros and contributes many hours to volunteer work.

---

***Gordon and Carole Segal***

In 1962 Gordon and Carole conceived and founded the first Crate & Barrel store, importing culinary equipment and contemporary, European-designed tableware from small overseas resources. This first store was opened in the Old Town area of Chicago in 1600 square feet of space provided by an abandoned elevator factory. Today there are 27 Crate & Barrel stores in the Chicago and Boston areas, Texas, California and Washington, DC. The company has a direct mail catalogue and contract division and two furniture stores. Gordon is Chairman, Retail Cluster, of Career Awareness/Chicago Careers for Youth. Carole is a member of Les Dames D'Escoffier and the Northwestern University's Women's Board.

---



## *Anthony and Shirley Spitz*

Tony is founder of The Spitz Group of Companies involving retail, manufacturing and real estate companies. He is CEO of MacSteel Commercial Holdings (Pty) Ltd. in South Africa and Chairman of Glencliffe Investments Ltd. in London. His community involvement has included the national Chairmanship of the Israel United Appeal, The United Communal Fund and The South African Friends of the Hebrew University. His wife, Shirley, is a clinical psychologist in private practice and is on the part-time staff of the University of Witwatersrand. She is also involved in giving therapy to victims of political oppression and torture. They divide their time between London and Johannesburg.

---

## *Clive and Michelle Wolpert*

Clive joined Tiger Oats Ltd., a food manufacturing company in South Africa with international interests in 1956. He was appointed to the main board in 1961 and became Managing Director in 1985. He was made Chairman of the Food Group in 1988. He is a vegetarian, dedicated to a healthy lifestyle, supported by regular exercise, mountaineering, tennis and skiing. Michelle, for many years involved internationally in the fashion industry, switched her interests to interior decorating and the manufacture of semi-precious jewelry. She, too, is a health food enthusiast.

---



**OFFICERS 1990-91**

**Colby Hewitt, Jr.**

*President*

<i>President-Elect</i> .....	Harry B. Brock, Jr.
<i>Senior Vice President</i> .....	John R. Norton, III
<i>Vice President</i> .....	Hector Hinojosa
<i>Vice President</i> .....	Robert H. Deming
<i>Vice President International</i> .....	Clifford J. Gundle
<i>Secretary</i> .....	James L. Hesburgh
<i>Treasurer</i> .....	John L. Schroeder

**BOARD OF DIRECTORS**

**1990-1991**

Robert E. Alshuler	Hjalma E. Johnson
George L. Argyros	Peter C. Jordano
Greer M. Arthur	Monroe R. Meyerson
H. Arthur Bellows	Gerald M. Miller
Gerald K. Braznell	Stanley Miller
Harry B. Brock, Jr.	Rodger P. Nordblom
Hardwick Caldwell, Jr.	John R. Norton, III
James C. Castle	William F. Penfold
James A. Collins	Robert J. Reintjes
John M. Darden, III	Edward S. Rogers
Robert H. Deming	Daniel W. Ruple
Edward L. Dreyer	Norman A. Sas
George R. Frank	John L. Schroeder
Edward O. Gaylord	Richard A. Snelling
John D. Durbin	Leland R. Speed
Edward C. Gomes, Jr.	Harrison I. Steans
Clifford J. Gundle	Wallace J. Stenhouse
Kenneth J. Hanau, Jr.	Alexander J. Vogl
James L. Hesburgh	Peter N. T. Widdrington
Colby Hewitt, Jr.	James J. Wilson
Hector Hinojosa	

**PAST PRESIDENTS**

H. Jack Dow .....	1958-61	David T. Morgenthaler .....	1975-76
Theodore R. Bartels .....	1961-62	Willis B. Kyle.....	1976-77
Harold M. Altshul .....	1962-63	Robert W. Halliday .....	1977-78
Francis J. Trecker (deceased) .....	1963-64	Robert M. Neiman.....	1978-79
Peter Hilton (deceased) .....	1964-65	John D. Wisenbaker .....	1979-80
Bertrand C. Hopper .....	1965-66	Charles W. Durham .....	1980-81
Henry L. Kotkins .....	1966-67	Walter G. Alpaugh.....	1981-82
David L. Ringo .....	1967-68	Ashley F. Ward.....	1982-83
John M. Templeton .....	1968-69	Charles I. Schneider .....	1983-84
Thomas J. Bata.....	1969-70	Robert L. Sandblom.....	1984-85
Roland M. Bixler .....	1970-71	Robert L. Tate.....	1985-86
S. B. Rymer, Jr.....	1971-72	Alexander J. Vogl.....	1986-87
Norman E. Alexander.....	1972-73	Hardwick Caldwell, Jr. ....	1987-88
John F. Dille, Jr. ....	1973-74	James A. Collins.....	1988-89
C. Charles Marran.....	1974-75	Robert E. Alshuler .....	1989-90

**CALENDAR OF EVENTS****Vancouver Forum**

September 22-27, 1991

Chairmen: Peter and Betty Ann Widdrington  
The Westin Bayshore and Chateau Whistler  
Vancouver, Whistler  
British Columbia, Canada

**Photography Seminar**

October 4-13, 1991

Chairmen: Rod and Murry Nordblom  
Nova Scotia, Canada

**Today's Woman: Changes and Transitions**

October 24-27, 1991

Chairwomen: Ann Butler and Barbara Snelling  
Radcliffe College/Charles Hotel  
Cambridge, MA

**6th Annual Investment Seminar**

December 8-10, 1991

Chairman: Joel Smilow  
Plaza Hotel  
New York, NY

**Galapagos Islands Travel Seminar**

January 25-February 5, 1992

Chairmen: Bob and Carolyn Reintjes  
Galapagos Islands  
Ecuador

**Buying and Selling a Business**

February or March, 1992

Chairman: Tony Whyte  
TBD

**Berlin Forum**

April 26-May 1, 1992

Chairmen: Buck and Lainie Bell  
Grand Hotel  
Berlin, Germany

**Heli-hiking/Bugaboos**

June, 1992

Chairmen: Pete and Judy Siracusa

**Family Business Seminar**

June 17-21, 1992

Chairmen: Philippe and  
Nan-b de Gaspé Beaubien  
TBD

**Madrid Forum**

September 13-18, 1992

Chairmen: Jim and Mary Hesburgh  
Palace Hotel  
Madrid, Spain

**Wine and Food**

November 6-8, 1992

Chairmen: Roger and Anne Walther  
Napa Valley, CA

**INSIDE WASHINGTON  
FORUM STAFF**

Terry J. Mooney  
*Executive Director*

Shirley S. Law  
*Education Assistant*

Bonnie M. Banker  
*Registrar*

Lynn Olson  
*Education Director and  
Communications Director*

Noel S. Dominquez  
*Accounting Assistant*

J. Joanne Crawford  
*Conference Assistant*

Kevin J. Fagan  
*Administrative Assistant*

Judith A. Guy  
*Conference Coordinator*

Darrell Stoutamire  
*Accountant*

Sonya Polasky  
*Receptionist*

Patricia N. Parker  
*Office Manager*