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Collection/Office of Origin: Speechwriting, White House Office of
Series: Speech File Draft Files
Subseries: Chron File, 1989-1993

OA/ID Number: 13595
Folder ID Number: 13595-008

Folder Title:
Christmas Address 12/23/91 [OA 6040]

Stack:	Row:	Section:	Shelf:	Position:
G	26	17	5	3

FINAL

Announcement of Barbara Franklin
December 26, 1991 \ 2:00 p.m.

Good afternoon. I am pleased to announce my intention to nominate Barbara Hackman Franklin as the next Secretary of Commerce. I have known Barbara for many years. I am confident that her outstanding record of achievement in both the public and private sector will serve her well as she tackles this tough and important assignment.

Barbara has dealt with a broad range of domestic and international issues and is a recognized leader in her field. She has served on the Board of Directors of seven major manufacturing and service corporations, providing advice and guidance on how to successfully innovate, manage efficiently, and stimulate economic growth. In fact, in 1990, the American Management Association named her one of our nation's fifty most influential corporate directors.

Currently in her fourth term as a member of the President's Advisory Committee on Trade Negotiations, she understands firsthand the challenge America faces in the international trade arena. She knows that currently exports are our strong suit, and that we must continue to press hard to open more markets to quality American goods and services. That's why she has been a determined advocate of free and fair trade -- keenly aware that when the playing field is level, American workers can compete

with anyone, anywhere. Her first priority is the same as my first priority -- jobs and economic growth.

She has shown a deep commitment to public service -- from serving on the Consumer Product Safety Commission to working as an Alternate Public Delegate to the United Nations. In addition to her corporate and international trade experience, Barbara is an entrepreneur -- founder and owner of her own management consulting firm. As one of the first women to earn an M.B.A. from Harvard University, she has also been a leader and role model for many women in business.

As we address the tough economic issues before us, I look forward to Barbara Franklin's sound, experienced counsel. She will undoubtedly be a valuable member of our economic team. Let me just add that I am grateful for Bob Mosbacher's service at the Department of Commerce. I have every confidence that Barbara will continue that fine tradition of exemplary public service.

#

STATEMENT BY THE PRESIDENT

December 26, 1991

Good afternoon. I am pleased to nominate Barbara Hackman Franklin as Secretary of Commerce. Ms. Franklin will bring a unique and outstanding diversity of business and public experience to the job of Secretary of Commerce. She has dealt with a wide range of issues both on the domestic and international fronts and is a recognized leader in her field. She sits on the Board of Directors of seven major manufacturing and service corporations, providing advice and guidance on economic policy, including stimulating economic growth and competitiveness. In 1990, the American Management Association recognized her expertise and named her one of the Country's 50 most influential corporate directors. She is an expert in management and financial restructuring, having served on seven corporate audit committees. She is also an entrepreneur; founder and owner of her own management consulting firm.

Ms. Franklin is currently in her fourth term as a member of my Advisory committee for Trade Policy and Negotiation. She shares my concern and determination to open new markets for American goods and services to help create jobs and revenue to the economy. Her broad experience has made her keenly aware of the domestic and global challenges confronting American business. In addition to her corporate and international trade experience, Barbara has a deep commitment to public service -- having served as Commissioner of the U.S. Consumer Products Safety Commission and in other capacities. She will follow in the distinguished footsteps of Bob Mosbacher to help promote exports and jobs.

The economy is a high priority as we turn into the new year. I will be meeting with some of my economic advisors later this afternoon to discuss steps that we may take to stimulate the economy and further job expansion. I want to reassure the American people that we will

tackle this problem and be successful. Barbara will be in the forefront in helping devise our approach. She has my full confidence and I look forward to her joining my economic team. She will be an invaluable asset as we move forward on the economic front over the coming weeks and months ahead. Thank you.

CLOSE HOLD

Document No. _____

9412

WHITE HOUSE STAFFING MEMORANDUM

DATE: 12/26/91

ACTION/CONCURRENCE/COMMENT DUE BY: NOON, TODAY, DEC. 26

SUBJECT: STATEMENT BY THE PRESIDENT RE BARBARA HACKMAN FRANKLIN

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SCOWCROFT	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PETERSMEYER	<input type="checkbox"/>	<input type="checkbox"/>
DARMAN	<input checked="" type="checkbox"/>	<input type="checkbox"/>	PORTER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BRADY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	ROGICH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BROMLEY	<input type="checkbox"/>	<input type="checkbox"/>	SMITH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CARD	<input checked="" type="checkbox"/>	<input type="checkbox"/>	FINDLAY	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DEMAREST	<input checked="" type="checkbox"/>	<input type="checkbox"/>	BOSKIN	<input checked="" type="checkbox"/>	<input type="checkbox"/>
FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

PLEASE PROVIDE COMMENTS ON THE ATTACHED DIRECTLY TO DAVID DEMAREST, 2ND FL, X7620, WITH A COPY TO THIS OFFICE NO LATER THAN NOON, TODAY, THURSDAY, DECEMBER 26.

RESPONSE:

December 26, 1991

MEMORANDUM FOR DAVID DEMAREST

CLOSE HOLD

The NSC staff concurs with the draft statement.

Brent Scowcroft

cc: Phillip D. Brady

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

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GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

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RESPONSE:

CLOSE HOLD

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

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FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

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RESPONSE:

CLOSE HOLD

A few thoughts BO for SR

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

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The economy ^{and jobs} is a high priority as we turn into the new year. I will be meeting with some of my economic advisors later this afternoon to discuss steps that we may take to stimulate the economy and further job expansion. I want to reassure the American people that we will

Mention of trip to Asia?

head on we will succeed

tackle this problem ~~and be successful~~. Barbara will be in the
forefront in helping devise our approach. She has my full confidence
and I look forward to her joining my economic team. She will be an
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VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SKINNER	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MCCLURE	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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RESPONSE:

CLOSE HOLD

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

Good afternoon. I am pleased ^{ANNOUNCE MY INTENTION TO} to nominate Barbara Hackman Franklin as ^{THE NEXT} Secretary of Commerce. Ms. Franklin ~~will~~ ^S bring ~~a unique and~~ ^{AN} outstanding diversity of business and public experience to the job of Secretary of Commerce. She has dealt with a wide range of ^{DOMESTIC AND INTERNATIONAL} issues ~~both~~ ^{on the domestic and international fronts} and is a recognized leader in her field. She sits on the Board of Directors of seven major manufacturing and service corporations, providing advice and guidance on ^{HOW TO SUCCESSFULLY INNOVATE, MANAGE EFFICIENTLY, AND STIMULATE} ~~economic policy, including stimulating economic growth, and competitiveness.~~ In 1990, the American Management Association recognized her expertise and named her one of ^{OUR} ~~the~~ Country's 50 most influential corporate directors. She is an expert in management and financial restructuring, having served on seven corporate audit committees. She is also an entrepreneur; founder and owner of her own management consulting firm.

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SUCCESSFULLY

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coming weeks and months ahead. Thank you. ^{TO HAVING HER SOUND, EXPERIENCED}
^{ADVICE.}

CLOSE HOLD

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WHITE HOUSE STATEMENT MEMORANDUM

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VICE PRESIDENT	<input type="checkbox"/>	<input checked="" type="checkbox"/>	HORNER	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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RESPONSE:

CLOSE HOLD

David Demarest
can we add something about wanting to stimulate new business opportunities and to keep U.S. business competitive in the global market?

PHILLIP D. BRADY
 Assistant to the President and Staff Secretary
 Ext. 2702

Andy

Good afternoon. I am pleased to nominate Barbara Hackman Franklin as Secretary of Commerce. Ms. Franklin will bring a unique and outstanding diversity of business and public experience to the job of Secretary of Commerce. She has dealt with a wide range of issues both on the domestic and international fronts and is a recognized leader in her field. She sits on the Board of Directors of seven major manufacturing and service corporations, providing advice and guidance on economic policy, including stimulating economic growth and competitiveness. In 1990, the American Management Association recognized her expertise and named her one of the Country's 50 most influential corporate directors. She is an expert in management and financial restructuring, having served on seven corporate audit committees. She is also an entrepreneur; founder and owner of her own management consulting firm.

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RESPONSE:

(Handwritten signature)

CLOSE HOLD

PHILLIP D. BRADY
Assistant to the President
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Ext. 2702

STATEMENT BY THE PRESIDENT

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are we sure we can
deliver - This could be
used against us
+ suggest that
matters are
within our
control which
they aren't

Don't say this unless we
mean it -

The history is other wise

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FITZWATER	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
GRAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
HOLIDAY	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>

REMARKS:

PLEASE PROVIDE COMMENTS ON THE ATTACHED DIRECTLY TO DAVID DEMAREST, 2ND FL, X7620, WITH A COPY TO THIS OFFICE NO LATER THAN NOON, TODAY, THURSDAY, DECEMBER 26.

RESPONSE:

CLOSE HOLD

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

Good afternoon. I am pleased to nominate Barbara Hackman Franklin as Secretary of Commerce. Ms. Franklin will bring a unique and outstanding diversity of business and public experience to the job of Secretary of Commerce. She has dealt with a wide range of issues both on the domestic and international fronts and is a recognized leader in her field. She sits on the Board of Directors of seven major manufacturing and service corporations, providing advice and guidance on economic policy, including stimulating economic growth and competitiveness. In 1990, the American Management Association recognized her expertise and named her one of the Country's 50 most influential corporate directors. She is an expert in management and financial restructuring, having served on seven corporate audit committees. She is also an entrepreneur; founder and owner of her own management consulting firm.

Ms. Franklin is currently in her fourth term as a member of my Advisory committee for Trade Policy and Negotiation. She shares my concern and determination to open new markets for American goods and services to help create jobs and revenue to the economy. Her broad experience has made her keenly aware of the domestic and global challenges confronting American business.

In addition to her corporate and international trade experience, Barbara has a deep commitment to public service -- having served as Commissioner of the U.S. Consumer Products Safety Commission and in other capacities. She will follow in the distinguished footsteps of Bob Mosbacher to help promote exports and jobs.

The economy is a high priority as we turn into the new year. I will be meeting with some of my economic advisors later this afternoon to discuss steps that we may take to stimulate the economy and further job expansion. I want to reassure the American people that we will

tackle this problem and be successful. Barbara will be in the forefront in helping devise our approach. She has my full confidence and I look forward to her joining my economic team. She will be an invaluable asset as we move forward on the economic front over the coming weeks and months ahead. Thank you.

Franklin Associates
2600 Virginia Avenue, N. W.
Suite 506
Washington, D. C. 20037

BARBARA HACKMAN FRANKLIN
PRESIDENT

TELEPHONE 202-337-9100
FACSIMILE 202-337-9104

BIOGRAPHY
Barbara Hackman Franklin

A leader in business and government, Barbara Hackman Franklin is a most unusual woman.

Named in October 1990 by the American Management Association as one of the "50 Most Influential Corporate Directors" in the nation, Ms. Franklin now holds directorships at seven of the largest and best known American corporations. She also is president and CEO of Franklin Associates, her own internationally recognized management consulting firm. Ms. Franklin's particular expertise is in providing advice and counsel to companies about their total business environments with special emphasis on the impact of governmental policies and actions and international trade practices.

In addition to her corporate consulting and management responsibilities, Ms. Franklin preserves a deep commitment to public service. Consistent with the service she has rendered to the last four United States Presidents, Ms. Franklin maintains close ties with the Bush Administration and has served in a variety of appointed positions. She also serves as a trustee of educational institutions and holds a number of professional appointments.

Business Experience

Ms. Franklin founded Franklin Associates, her Washington-based consulting firm, in 1984. The unique counseling focus of the firm, concentrating on fostering productive

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November 1991

For more information contact: Carole Trimble
(202)393-5247

-2-

interrelationships between business and government, builds upon Ms. Franklin's diverse and extensive experiences in business, government and academia.

The companies of which Ms. Franklin is a director are:

- Aetna Life & Casualty Company;
- Armstrong World Industries, Inc.;
- Automatic Data Processing, Inc.;
- Black & Decker Corporation;
- The Dow Chemical Company;
- Nordstrom, Inc.;
- Westinghouse Electric Corporation.

With special expertise in audit responsibilities, Ms. Franklin chairs the audit committees at Aetna and Dow and is a member of the audit committee of the other five corporations of which she is a director. She also chairs the ethics committee at Westinghouse and the pension committee at Black & Decker.

One of the first women to graduate from Harvard Business School, Ms. Franklin began her business career as a market research analyst at the Singer Company. She moved quickly into the emerging field of corporate strategic planning, serving first as a Manager of Environmental Analysis, responsible for assessing the competitive environment, and then moving to Citibank. As an Assistant Vice President of Citibank, she managed an effort to identify new financial services that the recently formed bank holding company could add to its portfolio. She also established the bank's first government relations department.

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-3-

Professional Affiliations

For eight years, Ms. Franklin was a public member of the board of the American Institute of Certified Public Accountants (AICPA) and also chaired its audit committee. She is currently a public member of the AICPA's Auditing Standards Board Planning Committee.

Recently, Ms. Franklin was elected to the Board of Trustees of the Committee for Economic Development, an organization of business leaders and university presidents which conducts research and develops policy recommendations on major economic and social issues.

Other economic organizations of which she is a member include the New York Economic Club, the Women's Economic Roundtable and the National Women's Economic Alliance for which she also serves as a member of the Advisory Board of Governors.

Ms. Franklin has been a founder of several women's organizations, including Executive Women in Government and the Women's Forum of Washington.

Government Service

In 1971, Ms. Franklin was appointed by President Nixon to direct the first program ever initiated by the White House to recruit women for high-level government positions. Ms. Franklin's appointment led directly to a tripling of the number of women holding Cabinet and sub-Cabinet posts and another series of "firsts" for other women.

In 1973, Ms. Franklin was nominated by the President and confirmed by the United States Senate as one of the first Commissioners of the newly-created U.S. Consumer Product Safety Commission. Though the youngest Commissioner appointed, she was twice elected Vice Chairman during the six years she was a member of that body.

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-4-

Counted among her accomplishments during her service with the Commission are the development of a coordinated federal government approach for controlling carcinogens and toxic substances. She was an early proponent of using cost/benefit analysis as a part of the regulatory process. For her work in child safety, Ms. Franklin was honored with citations from several national organizations, including the American Academy of Pediatrics.

Currently, Ms. Franklin serves as an advisor to the Comptroller General of the United States. An expert on international trade, she is now in her fourth term as a member of the President's Advisory Committee for Trade Policy and Negotiations. Previously, she chaired the Task Force on Tax Reform for this group. In the fall of 1989, Ms. Franklin was appointed by President Bush, and confirmed by the Senate, as Alternate Representative and Public Delegate to the 44th Session of the United Nations General Assembly.

Academic Associations

After leaving the Consumer Product Safety Commission, Ms. Franklin became Senior Fellow of the Wharton School of the University of Pennsylvania. Additionally, for eight years, she was Director of its Government and Business Program, a unique competitive educational experience that equips selected MBA candidates with a better understanding of the workings of the federal government by providing them with opportunities for direct interaction.

Ms. Franklin holds honorary degrees from Drexel University in Philadelphia and Bryant College in Smithfield, Rhode Island.

She has been a trustee of the Pennsylvania State University, a regent of the University

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-5-

of Hartford, a member of the State Board of Education in the Commonwealth of Pennsylvania and a member of the board of the Defense Systems Management College.

Personal Background

Born in Lancaster County, Pennsylvania, Ms. Franklin was graduated with distinction from the Pennsylvania State University in 1962.

A recipient of numerous honors and awards, she is a frequent author and speaker on matters of business, corporate governance and public policy.

Ms. Franklin is married to Wallace Barnes, Chairman of Barnes Group, Inc., a Fortune 500 manufacturer and distributor of industrial products, headquartered in Bristol, Connecticut. The couple commute between their homes in Bristol and Washington, DC.

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Barbara Hackman Franklin
Political Activities

Dinner Chairman, Bush-Quayle '92 Fundraising Dinner, Washington, D.C. (11/20/91).

National Finance Vice-Chairman, Bush-Quayle '92 (1991).

Republican Eagle (1989-Present).

National Steering Committee and Finance Committee, Fund for America's Future (1985-1987).

National Finance Co-chairman, George Bush for President (1987-1988).

National Steering Committee, George Bush for President (1986-1988).

Vice Chairman, Pennsylvania George Bush for President Committee (1986-1988).

Bush Campaign, Member of Task Force on Competitiveness and Chaired Subgroup on International Trade (1987-1988).

Bush Convention Team, Director of Republican Coalitions/Convention (1988).

Presidential Trustee (1988). Contributed \$10,000 to Bush candidacy through Republican National Committee.

Surrogate Speaker, Reagan-Bush '84 Committee.

Surrogate Speaker, Pennsylvania Women Speak for President Reagan (1984).

Founder and Member, National Women's Coalition (organized by Republican National Committee) (1984).

Surrogate Speaker, Reagan-Bush Committee '80.

Member of Women's Policy Board, Reagan-Bush '80.

Member of Reagan-Bush Transition Team (1980).

Member of Advisory Council, National Federation of Republican Women (Early 1980's).

Member of Advisory Council, Republican Women's Federal Forum (Early 1980's).

Member of Century Club, Pennsylvania Republican Party (1980's-Present).

Member of Thornburgh Transition Team, Pennsylvania (1978).

Member of Board of Governors, Women's National Republican Club, New York (1969-1971).

Chairman of Junior Members, Women's National Republican Club (1967-1970).

Nixon-Agnew National Campaign, New York (1968).

BARBARA HACKMAN FRANKLIN
INTERNATIONAL TRADE EXPERIENCE

Barbara Franklin has had a long-time interest and expertise in international trade. In September 1991, she was appointed by President Bush to a fourth term on the Advisory Committee for Trade Policy and Negotiations (ACTPN). Previously, she had been appointed by Presidents Bush and Reagan. ACTPN is the only Presidentially-appointed advisory group on trade policy matters, composed of 45 private sector leaders representing a variety of interests -- business, labor, agriculture, academia and the public. Among her specific accomplishments are these:

- o In 1983, she prepared for Ambassador Brock, then U.S. Trade Representative, a memo which explored thoughts and ideas about trade issues for the balance of the decade and beyond. He saw fit to circulate this to the entire ACTPN group. One of her points was the need to raise the urgency of trade policy in the U.S. governmental policy process, a theme she has continued to emphasize in the years to follow.

- o In 1984, she chaired an ACTPN subgroup which explored the LDC debt crisis and its links to trade. This work made suggestions for solving the LDC debt problems and described the ensuing benefits for U.S. trade.

- o She chaired ACTPN's Task Force on Tax Reform which functioned in 1985-86 when various proposals to reform the tax code were being debated. At key points, the Task Force prepared statements of position, which were approved by the full ACTPN, to articulate the private sector's position. Four such documents were produced. Each document contained specific proposals and forcefully underscored the point that our tax code and changes to it must take into account the impact on trade and on America's competitive position in the world. These statements were sent to appropriate Administration officials -- the President, Trade Representative, Secretaries of Treasury and Commerce, and various White House officials -- as well as to the Finance Committee of the U.S. Senate and the Ways and Means Committee of the U.S. House of Representatives. The Task Force visited Capital Hill on two occasions to explain its positions.

Franklin led the group, prepared the first draft of each document, reported the Task Force's progress at each ACTPN meeting and communicated with other interested groups.

International Trade Experience

Page 2

Among the Task Force's diverse members were the Chairman of DuPont, the President of the United Auto Workers Union, the President of the National Cattlemen's Association, and the Vice Chairman of Citibank.

- o She was part of a delegation of ACTPN members to Geneva in September 1990, for the purpose of assessing the progress of the Uruguay Round and articulating the concerns of the U.S. private sector. The delegation met with the Director-General as well as Ambassadors to GATT from a dozen countries.

- o She currently serves on the recently-formed Task Force for the North American Free Trade Agreement. An example of the way she brings to this work her combined experience: as the NAFTA process began, she asked the chairman of each of the seven large corporations of which she is a director for data relating to its ability -- or inability -- to do business and to trade with Mexico. She then communicated these responses -- together with her own views -- to Ambassador Hills and other key individuals who were formulating the U.S. government positions. Subsequently, as the NAFTA Task Force was crafting a statement of the U.S. private sector objectives for the negotiation, she went through the same process vis-a-vis those seven companies. The result was significant input and in some cases specific, important language changes in the final document. Franklin's technique of impacting the trade policy process is unique and effective.

- o She also serves currently on the Task Force on Intellectual Property which has formulated private sector objectives for the NAFTA negotiation as well as for the Uruguay Round.

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BARBARA HACKMAN FRANKLIN
UNITED NATIONS EXPERIENCE

Barbara Franklin was appointed by President Bush and confirmed by the Senate as Alternate Representative and Public Delegate to the 44th United Nations General Assembly. She was a very valuable member of the delegation. The following are some of her specific accomplishments as Public Delegate:

- o She was part of the team which handled the U.S. resolution calling for a moratorium on driftnet fishing on the high seas, the most important and contentious environmental issue of the 44th General Assembly. Franklin was involved from beginning to end in nearly every aspect and made a contribution to the successful result.

There were numerous consultations with Washington and with many other countries prior to tabling the U.S. resolution in the Second Committee. Then, by direction of the Committee Chairman, five weeks of negotiations between the U.S. and Japanese delegations ensued in an effort to resolve differences between resolutions. At the same time, there were continuous consultations with Washington, the nineteen co-sponsoring countries and others to get their views and communicate the U.S. position. The United States and Japan finally reached an agreement, the essence of which was adopted by consensus in the Second Committee and then by the General Assembly in December 1989. Other aspects of this issue in which Franklin was involved included the digesting and comprehending of the bilateral agreements already existing between the U.S. and other countries. She became the USUN's expert on these. She participated in the monitoring of Congressional and other international activities, e.g. the Twentieth South Pacific Forum. She met with interest groups, e.g. Atlantic Swordfish Net Association, and was involved in developing and reacting to the variety of "non-papers" which formed the basis for the negotiations with Japan.

- o She made a special effort to relate to the women who represent their countries at the United Nations and instituted a special series of contacts, culminating in a luncheon in their honor. This served to underscore American leadership in the move toward women's equality worldwide.
- o She helped formulate and fine tune the U.S. position on several already-introduced resolutions relating to debt and development. A major part of this entailed consultations with officials at the Departments of State and Treasury, both in New York and Washington. A statement in the Second Committee was based in part on these efforts.

United Nations Experience

Page 2

- o She helped to craft and made an important speech in the Third Committee on alternative approaches and ways and means within the United Nations system for improving the effective enjoyment of human rights and fundamental freedoms, November 7, 1989. She also spoke in the General Assembly on Operation Lifeline Sudan, October 24, 1989.
- o She participated in the 18th Special Session of the General Assembly on International Economic Cooperation which completed its work on May 1, 1990, with the adoption of a consensus declaration. The achievement of consensus -- especially the fact that the U.S. came on board -- in this very difficult area, was widely proclaimed as a significant event. The declaration gives an assessment of the 1980's, describes the challenges and opportunities for the 1990's and elaborates commitments and policies for international development cooperation. Franklin's earlier work on debt and development contributed to this result.
- o She participated in the United Nations General Assembly special session on Narcotics, February 20-23, 1990 which adopted a Global Program of Action.
- o Throughout all sessions, she provided many hours of time contacting delegates, listening to the public debate, and evaluating the situation for USUN.
- o She took on a special task for Ambassador Pickering at her own initiative -- preparing an extremely valuable and useful paper on how and in what way the Mission can make better use of and prepare for, the public delegates to the 45th and succeeding General Assemblies. The fact that USUN has implemented a very large share of her recommendations is a tribute to her own insight and interests.
- o She was asked to write an op-ed piece for The Los Angeles Times about the Gulf War. This counted heavily on her U.N. experience, and was published on January 20, 1991. She also wrote an article containing insights gained through her U.N. experience which appeared in the Penn Stater Magazine (September - October 1990).

* * *

BIOGRAPHY**Barbara Hackman Franklin**

A leader in business and government, Barbara Hackman Franklin is a most unusual woman.

Named in October 1990 by the American Management Association as one of the "50 Most Influential Corporate Directors" in the nation, Ms. Franklin now holds directorships at seven of the largest and best known American corporations: Aetna Life & Casualty Company; Armstrong World Industries, Inc.; Automatic Data Processing, Inc.; Black & Decker Corporation; The Dow Chemical Company; Nordstrom, Inc., and Westinghouse Electric Corporation. With special expertise in audit responsibilities, Ms. Franklin chairs the audit committees at Aetna and Dow and is a member of the audit committee of the other five corporations of which she is a director. She also chairs the ethics committee at Westinghouse and the pension committee at Black & Decker.

She is president and CEO of Franklin Associates, her own internationally recognized management consulting firm which she founded in 1984. Ms. Franklin specializes in providing advice and counsel to companies about their total business environments with particular emphasis on the impact of governmental policies and actions and international trade practices.

In addition to her corporate consulting and management responsibilities, Ms. Franklin preserves a deep commitment to public service. Consistent with the service she has rendered to the last four United States Presidents, she has served in a variety of appointed positions with the Bush Administration.

In particular, the Administration has taken advantage of Ms. Franklin's expertise in international trade. She is in her fourth term as a member of the President's Advisory Committee for Trade Policy and Negotiations. In 1985, she chaired a Task Force on Tax Reform for this group. Currently, she is a member of the Advisory Committee's Task Force for the North American Free Trade Agreement. She also is an advisor to the Comptroller General of the United States.

Her government service began in 1971 when she was appointed by President Nixon to direct the first program ever initiated by the White House to recruit women for high-level government positions. Her efforts led to a tripling of the number of women in those jobs. In 1973, Ms. Franklin was nominated by the President and confirmed by the United States Senate as one of the first Commissioners of the newly-created U.S. Consumer Product Safety Commission. She was twice elected Vice Chairman during the six years she was a member of that body.

While with the Commission, Ms. Franklin was influential in establishing an early mechanism for a coordinated federal

Biography
Barbara Hackman Franklin
Page 2

government approach for controlling carcinogens and toxic substances. She was an early proponent of using cost/benefit analysis as a part of the regulatory process. For her work in child safety, Ms. Franklin was honored with citations from several national organizations, including the American Academy of Pediatrics.

In the fall of 1989, she was appointed by President Bush, and confirmed by the Senate, as Alternate Representative and Public Delegate to the 44th Session of the United Nations General Assembly.

After leaving the Consumer Product Safety Commission, Ms. Franklin became a Senior Fellow of the Wharton School of the University of Pennsylvania. Additionally, for eight years, she was Director of its Government and Business Program, a unique educational experience that equips selected MBA candidates with a better understanding of the workings of the federal government.

One of the first women to graduate from Harvard Business School, Ms. Franklin was a public member of the board of the American Institute of Certified Public Accountants (AICPA) for eight years and also chaired its audit committee. She is currently a public member of the AICPA's Auditing Standards Board Planning Committee.

Ms. Franklin holds honorary degrees from Drexel University in Philadelphia and Bryant College in Smithfield, Rhode Island. She has been a trustee of the Pennsylvania State University, a regent of the University of Hartford, a member of the State Board of Education in the Commonwealth of Pennsylvania and a member of the board of the Defense Systems Management College.

Born in Lancaster County, Pennsylvania, Ms. Franklin was graduated with distinction from the Pennsylvania State University in 1962. A recipient of numerous honors and awards, she is a frequent author and speaker on matters of business, corporate governance and public policy. Ms. Franklin is married to Wallace Barnes, Chairman of Barnes Group, Inc., a Fortune 500 manufacturer and distributor of industrial products, headquartered in Bristol, Connecticut. The couple commute between their homes in Bristol, Washington, DC, and Lancaster County, Pennsylvania.

December 1991

TALKING POINTS

NOMINATION OF BARBARA HACKMAN FRANKLIN AS SECRETARY OF COMMERCE

- o Barbara Franklin brings a unique and outstanding diversity of business experience to the job of Secretary of Commerce.
 - She is a director of seven major corporations -- four manufacturing and three service. They are: Aetna Life & Casualty Company; Armstrong World Industries, Inc.; Automatic Data Processing, Inc.; Black & Decker Corporation; The Dow Chemical Company; Nordstrom, Inc.; and Westinghouse Electric Corporation.
 - In 1990 the American Management Association named her one of the country's "50 Most Influential Corporate Directors."
 - Her board experience has made her keenly aware of the domestic and global challenges confronting American business.
 - She is one of the country's leading experts on audit committees and has written and spoken extensively on that subject. She serves on seven audit committees and chairs those at Aetna and Dow. She formerly chaired the audit committee of the American Institute of CPA's. She served on the board of the AICPA for eight years as a public member, and now serves as a public member on the Auditing Standards Board Planning Committee.
 - She is an entrepreneur; founder and owner of her own management consulting firm, Franklin Associates.
 - Early in her career, she held management positions at the Singer Company and Citibank in New York City.
 - She has been a Senior Fellow of the Wharton School of the University of Pennsylvania and director of the Wharton Government and Business Program.
- o Barbara Franklin is an expert in international trade.
 - She is in her fourth term as a member of the Presidentially-appointed Advisory Committee for Trade Policy and Negotiations (ACTPN). In 1985-86, she chaired the ACTPN Task Force on Tax Reform. Currently, she serves on the Task Force for the North American Free Trade Agreement.
 - She shares the President's determination to open new markets for American goods and services and thereby add jobs and revenue to the economy.
- o Barbara Franklin has government experience and understands the process.
 - She was appointed by President Nixon to direct the first program initiated by any President to recruit women for high-level government positions.
 - She was one of the first Commissioners of the U.S. Consumer Product Safety Commission, and was twice elected Vice-Chairman. She was an early proponent of using cost/benefit analysis in the regulatory process and was honored with citations from several national organizations for her work in child safety.
 - She was appointed an alternate representative and public delegate to the 44th Session of the United Nations General Assembly in 1989.
- o Barbara Franklin was one of the first women to graduate from the Harvard Business School (1964). She attended Harvard Business School with the help of a scholarship and a loan. She holds honorary degrees from Drexel University and Bryant College.
- o Barbara Franklin grew up in Lancaster County, Pennsylvania, and continues to vote in that state. She resides with her husband, Wallace Barnes, in both Bristol, Connecticut and Washington, D.C.

December 24, 1991