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Subseries: Subject File, 1988-1991

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Folder Title:
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212/593-5194 - FAX to

Henry Dormann



FACSIMILE TRANSMITTAL SHEET

NUMBER OF PAGES INCLUDING COVER 5

DATE 4/2/90

TO MR. HENRY DORMANN

FAX NUMBER 212/593-5194

OFFICE NUMBER _____

COMMENTS Please deliver ASAP. Thanks!

Any problems, please call

Mary Kate Grant in Speechwriting

FROM M.K. GRANT

OFFICE NUMBER 202/456-2930

Grant/Nappo
Draft one
March 22, 1990
A:leaders

PRESIDENTIAL ARTICLE: LEADERS MAGAZINE
TITLE?

We are a world made up of families, with no two families alike. And yet there are dreams that we, as members of families, all share. The hopes that any one of us has had as a parent are the hopes of all parents: that our children grow up in a safe environment with a good education and that they be given the same opportunities as any else's children. That they live a life of values -- a life of which they can be proud.

We are also a world made up of communities, thousands upon thousands of religious, ethnic, social, business, labor and neighborhood organizations, all of them vital to our future together.

With God's help, each of us must chart a course for our own lives and the lives of our children. But working through our own families and communities, we can change things for the better -- and in the process, change our nations and our world for the better.

There is no problem in the world that is not being solved somewhere. Everywhere, citizens are facing the challenges that are threatening our societies and world community: drug abuse, hunger, homelessness, illiteracy, despair in our inner cities, and the breakdown of the family.

There's a role -- a critical role -- for government in finding solutions. But government doesn't have all the answers.

If we could eliminate these problems with more programs and more bureaucracy, we would have gotten rid of them a long time ago.

We all know the government isn't the only organized entity with the power to make a difference. Every reader of this magazine is in a position to help. The resources, the expertise, and the potential energy you command through your organizations and governments is tremendous. And it can be a powerful force for making this a better world for our children.

But no matter who we are or what we do for a living, each of us as individuals can make a difference. For isn't that why we're here -- to live a life of meaning? Each of us must stand up for the values important to all of us -- values like tolerance and decency, responsibility and faith.

There's a story that Martin Luther King told once about serving others. He began with the famous story of the Good Samaritan, who stopped to help the stranger whom two other Samaritans had passed by. Dr. King asked himself: Why didn't the others stop to help? He came up with some good reasons. Perhaps they didn't stop because they were too busy. Maybe they had more important work waiting for them in Jerusalem. So on they went.

Then one day, on his first trip to the Holy Land, Dr. King and his wife travelled that road from Jerusalem to Jericho -- and he understood. He walked the twisting road, full of blind curves, each a perfect ambush point for robbers. And he realized this: the men hadn't stopped because they were afraid.

The way Dr. King imagined it, one asked himself, "If I stop to help this man, what will happen to me?" And he went on his way.

But then the Good Samaritan came along, and he asked himself, "If I don't stop to help this man -- what will happen to him?" That's when he found the bravery to stop and help -- to serve.

Which question do we ask ourselves when we see a homeless man huddled on a steam grate? Or when we see a teenager who's run away from home, living a desperate existence of drugs and alcohol? What will happen to them if we do not stop and help?

But unlike the Good Samaritan, we aren't on our own. We have the power of collective action as a force for good.

But it'll take courage to go to your organizations and suggest that they place community service at the center of their agenda. It may be difficult to insist that community service has a place in every person's life. And it will take some tenacity to make each one believe that from now on, any definition of a successful life must include serving others. But that's exactly what we must do.

This is the challenge before you: Find out what's working in your industry, your profession, or your nation. Spotlight those community service programs which are most effective, and dare others to make those programs the blueprints for their efforts. Put the power of your resources behind those

individuals who give 200% to helping people in need. Channel your collective energy into community service.

It all begins with values -- which begin with the family. Living one's values is the essence of a meaningful life, a successful life. And teaching those values to our children is the way to change our nations and our world for the better.

#

Mar. 6 / Administration of George Bush, 1990

Nomination of Jo Anne B. Barnhart To Be an Assistant Secretary of Health and Human Services

March 6, 1990

The President today announced his intention to nominate Jo Anne B. Barnhart to be Assistant Secretary for Family Support at the Department of Health and Human Services in Washington, DC. This is a new position.

Since 1986 Mrs. Barnhart has served as Republican staff director for the Governmental Affairs Committee of the United States Senate. Prior to this, she served as campaign manager for Senator William V. Roth, Jr., in Wilmington, DE, 1987-1988; consultant in the Office of Policy Development at the White House in Washington, DC, 1986; Associate Commissioner for Family Assistance at the Social Security Administration at the Department of Health and Human Services, 1983-1986; and Deputy Associate Commissioner for Family Assistance at the Social Security Administration, 1981-1983. In addition, Mrs. Barnhart served as legislative assistant for Senator William V. Roth, Jr., 1977-1981; project director for SERVE Nutrition Project at the Wilmington Senior Center, 1975-1977; legislative liaison for the Mental Health Association of Delaware, 1973-1975; and a space and time buyer for deMartin-Marona and Associates in Wilmington, DE, 1970-1973.

Mrs. Barnhart graduated from the University of Delaware (B.A., 1975). She was born August 26, 1950, in Memphis, TN. Mrs. Barnhart is married, has one child, and resides in Arlington, VA.

Remarks to Members of the American Society of Association Executives

March 6, 1990

Neil, thank you, sir. Thank you all. Thank you, Neil Milner, chairman, for that warm welcome and challenge. And Bill [Taylor], the president, the other president here today, thank you, sir. [Laughter] Let me just say I really am pleased and privileged to be with this group of people that do so much. You know, I really feel comfortable

talking to this group because most people think I've been free associating for years. [Laughter]

I heard that last year I accidentally caused panic among your executive directors. They thought I pledged no new faxes. [Laughter]

Believe it or not, there are still some Americans who don't know what the "association for associations" is. That's why next week they're doing a bit on you for TV's "Unsolved Mysteries." [Laughter]

Because really, only your organization is big enough and broad enough to include the Leafy Greens Council and the Association of Tongue Depressors. [Laughter] That happens to be a fact.

But I guess it's only natural for the heads of organizations like yours to get together themselves. Some people think of our great country as a nation of rugged individualists alone against the odds. And that is part of the American tradition, but only a part. There's another tradition, a tradition as old as America itself, as old as Pilgrims and the Mayflower Compact, as old as the pioneers who settled the West. It's the tradition that Tocqueville described more than 150 years ago, when he came to America, observed the scenes, and wrote that "Americans of all ages, all conditions, and all dispositions constantly form associations."

That shouldn't surprise us, because the act of association is nothing less than democracy in action: individuals translating common interests into a common cause. And you know, today we see the power of democracy, and isn't it an exciting time to be alive, seeing this change in Eastern Europe and in Managua, Nicaragua? We see that power of democracy and we see fresh evidence every day that the democratic ideal we cherish, the idea we call America, is alive everywhere: in the Revolution of 1989 that brought down the Berlin Wall and brought freedom to Eastern Europe; here in our own hemisphere, in the great victories for democracy in Panama and then again in Nicaragua; and millions of people now enjoying the freedoms that America has known for two centuries.

Here at home, we've got to see what these transforming changes in the world mean for us. And those changes carry a

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challenge, a challenge to us to find in our freedoms new ways to solve the problems that threaten our society and our continued leadership in the whole world community. Look around at the problems we face: drug abuse, hunger, homelessness, illiteracy, despair in our inner cities, the breakdown of the family. There's a role, a critical role for government in finding solutions, but we know government doesn't always have the answers. If we could eliminate these problems, solve them once and for all with more programs, more bureaucracy, these problems would have disappeared a long time ago.

The fact is, government isn't the only organized entity out there with the powers to change things, the power to make a difference. Everyone in this room is well aware of the advantages of association. But I don't know whether you are really aware of the full extent of your own power, of the resources, the expertise, the potential energy your organizations can bring to bear on these problems—your ability to help solve community problems.

I know most associations are already active in community service, and I've heard about some of the wonderful work being done: the Medical Association of Atlanta, working after hours to provide free medical care to the homeless; by the Oregon Remodelers Association out there in Portland, Oregon, in Project Pride, a program to do home repairs for the low-income elderly; by the Hotel Association of New York, with its ongoing commitment to donate surplus food to feed the hungry. These are just three, just three of countless community service projects that your associations are engaged in, a commitment of time and talent mirrored in similar community efforts by millions of Americans across the country.

In fact, one study in 1988 found that Americans who volunteered in formal organizations gave almost 15 billion hours, valued at an estimated \$150 billion. Now, that's tremendous, but it's just the tip of the iceberg, just a fraction of all the good works we are capable of. Because the fact is, coping with the problems we face is within our power. There is no problem in America that is not being solved somewhere. Think about it, the programs I've just mentioned:

New York, Atlanta, Portland, thousands more. Think about ways that your organization, every one of your members, can make this mission of serving others your very own.

The story I want to tell you today—a story that Martin Luther King, Jr., told in his speech he made the night before that terrible day in Memphis, 22 years ago—it's a story about serving others and the courage that takes. It's a familiar story about the Good Samaritan and the stranger he helped. But there's another part of the story we don't always remember. Before the Good Samaritan stopped that day, two other men saw the injured stranger and passed him by. And Dr. King thought long and hard about it, and he used to ask himself: Why didn't the others stop to help? And Dr. King came up with some good reasons: They didn't stop because they were too busy, had more important work waiting in Jerusalem of far more consequence than helping one unfortunate man; and so, on they went.

And then one day, Martin Luther King put himself in their shoes. At the age of 30, on his very first trip to the Holy Land, he and his wife, Coretta, traveled that road from Jerusalem to Jericho. And Dr. King saw the story of the Good Samaritan in a new light. That road starts off more than 1,000 feet above the sea level and ends in Jericho 2,000 feet below sea level. A twisting road, full of blind curves. He imagined the road 2,000 years ago, each curve a perfect ambush for robbers. And at the moment, Dr. King realized why the two men didn't stop. It had nothing to do with the reasons he had imagined. They didn't stop because they were afraid.

The way Dr. King imagined it, one asked himself: "If I stop to help this man, what will happen to me?" And he went on about his way. But then the Good Samaritan came along and he asked himself a different question: "If I don't stop to help this man, what will happen to him?" And he asked himself that question, and he found the courage to stop, the courage to help, the courage to serve.

So, which question, then, do we ask ourselves: about going down to the soup kitchen in that dangerous neighborhood; about

stopping on a dark street to help a homeless man; about reaching out to those desperate kids out there, kids who have no home life, who are hooked on drugs, who live a nightmare we can't begin to imagine? Doing any of these things isn't easy. Every one takes an act of courage. But unlike the Good Samaritan, we don't have to act alone. Each one of you understands the power of collective action: how much we can get done when we work together, pool our resources, combine our talents.

And don't think it won't take courage. It's going to take courage to go back to your member organizations, back to their CEO's and boards of directors, and suggest that they place community service at the center of their agenda. It's going to take courage to insist that community service has a place at the very heart of every organization. It will take courage to make each one believe that from now on in America, any definition of a successful life must include serving others. But that's just exactly what I'm asking you to do.

Today, I want to lay down some challenges, challenges to associations all over America to take up community service. First, build on a firm foundation. Find out what's working in your industry, in your profession, in your community; let your members know which community service programs are most effective; and then, challenge them to make those programs the blueprint for their own efforts. Find new ways to use existing assets. I understand that one of the ASAE's great strengths is its allied societies structure: 69 State and local organizations, thousands more association executives. And I'm asking each of these allied societies to take the lead in their community for solving social problems, become what we call Points of Light action groups.

And second, set a target of 100-percent participation in community service. Challenge your constituents to call on every employee and member at every level of every organization, from the CEO on down to the newest hire, to make community service their personal mission.

And finally, a third challenge: recognize those members who are what I like to call Points of Light. I've belonged, as many of you have, to many associations in my life,

and I know one of the things you do best is to recognize outstanding performance. And so, I ask you to turn the spotlight on community service in your newsletters, your magazines, at your annual meetings—on individuals who give 110 percent helping people in need and on those organizations who demonstrate 100-percent participation in community service.

I'm counting on you, each one of you, to take these challenges to heart. People in this room represent thousands of associations, organizations of all sorts and sizes, a combined membership of 100 million Americans. And so today, I'm asking you: Channel that energy into community service, tap that power and transform a nation.

Once again, my thanks for all you are doing and all that you're going to do. God bless you, and God bless the United States of America. Thank you all very, very much.

Note: The President spoke at 2:12 p.m. in Hall A at the Washington Convention Center. A tape was not available for verification of the content of these remarks.

Statement on Signing a Bill Extending the Authorization for School Dropout Demonstration Programs

March 6, 1990

I am pleased to sign today H.R. 2281, a bill that will help to attack the unacceptable dropout rate in our Nation's schools. This bill extends an important Department of Education program, which provides funds to local school districts to devise and demonstrate innovative strategies to reduce dropout rates and to encourage those who have dropped out to return to school. Successful strategies can then be shared with other schools.

We all know that the dropout problem afflicting our educational system is both chronic and severe. Only about 70 percent of our young people graduate from high school on time, and the statistics are even worse for minority children and those in urban areas. The consequences of our high dropout rate are tragic for the individuals who drop out and harmful for our Nation's

THE WHITE HOUSE

WASHINGTON

December 4, 1989

MEMORANDUM FOR CHRISS WINSTON

FROM: ROGER B. PORTER *RBP*
SUBJECT: Proposed Article for Leaders Magazine

Henry O. Dormann has requested that the President submit an article or grant an interview for publication in the July edition of Leaders magazine. Henry Dormann claims to be a "good friend" of the President and has provided me with a list of articles written by former Presidents which were published in Leaders.

Publisher

Leaders Magazine, Inc.
59 East 54 Street
New York, NY 10022
212/758-0740
Henry O. Dormann, Chairman of the Board

Circulation

Leaders is published quarterly and circulated to distinguished leaders of the world. Circulation is strictly limited and is approximately 35,000. To receive the magazine one must be the leader of a Nation, an international company, a world religion, an international labor organization, or a chief financial officer, major investor on behalf of labor or corporate pension funds, a chief information officer, a nobel laureate or a leader in science or the arts.

Length of article Approximately 750 words

Format Essay or interview

Deadline April is latest

Byline The President

Topic Rededication to the Moral Values of the Family

July 1990 issue

THE WHITE HOUSE
WASHINGTON

Date: _____

TO: MK

FROM: **CHRISS WINSTON**
Deputy Assistant to the President
for Communications
Room 122, OEOB, Ext. 2930

The attached is for:

- | | |
|---|---|
| <input type="checkbox"/> Per our conversation | <input type="checkbox"/> Per your request |
| <input type="checkbox"/> Information | <input type="checkbox"/> Review & Comment |
| <input type="checkbox"/> Direct Response | <input checked="" type="checkbox"/> Appropriate Action |
| <input type="checkbox"/> Draft Reply | <input type="checkbox"/> Signature |
| <input type="checkbox"/> File | <input type="checkbox"/> Other |
| <input type="checkbox"/> Please Return By _____ | |

Comments:

*draft article -
touch base with
Roger on content*

LEADERS

FAX TO: Dr. Roger B. Porter
Assistant to The President for
Economic and Domestic Policy
The White House
Fax Number: 202/456-2878

FAX FROM: Henry O. Dormann
President & Editor-in-Chief
LEADERS Magazine
Fax Number: 212/593-5194

DATE: 19 February 1990

A fax transmission of 3 pages will follow immediately, including this one.

It was so nice hearing from Nancy Jones that the President through Governor Sununu, has agreed to the cover photograph. Our Executive Editor, Darrell Brown, will be in touch with David Valdez to obtain transparencies of the photograph that you and I discussed of the President and Mrs. Bush.

I'm so happy also that the President agreed to the article. Since I'm leaving on Friday for an interviewing trip through the Middle East, Australia and South America, returning on March 28th, I would like very much to talk personally to the Staff Writer who will be putting the article together for the President's approval prior to my departure.

As we discussed, the subject of the article would deal with the family unit and the need for the reemergence of old-fashioned notions such as love, spending time with the children and bringing back the original family values in an effort to bring up a new generation of children with high moral principles and a caring attitude. In that way, perhaps our current trend of crime, dope, AIDS, etc. would be lessened and the youth of our nation would grow up with standards and ideals that are more concentrated towards good. As you know, we are organizing a small group to work with the Advertising Council to get all media in the nation to make use of this idea so that a Procter & Gamble when advertising Ivory soap would not advertise a bar of soap but would rather advertise it used in a family setting. From all those we have discussed this with, the idea is universally popular and acceptable. Everyone is most enthused about it.

Dr. Roger B. Porter
19 February 1990
Page Two

The President's article might make such a suggestion, if it would be appropriate, but in theme it would call upon not only Americans but good people throughout the world to bring back some of those old-fashioned values that are still worthwhile in a modern world.

In my travels throughout the world, including the Far East, the Japanese family is experiencing the same problems as the American family and also in Muslim nations, Muslim families and their children are surprisingly experiencing similar problems. I have found this information not only from heads of state I have visited, but from people on the street where the same idea is equally of concern. Therefore, we would like this to be a message not only to the United States but to the world calling for this rededication of the principles of good family life.

While the tone is high, the article still needs to be interesting to our readers and not just puff. Because of this, I'd like very much to work closely with the writer personally so that what we publish is something of which the President and you can all be proud, but something also that will be read by our very sophisticated and very busy readers.

If at all possible, I would like to speak with that individual before I leave the country on Friday so that we can prepare in time, because we would need the article by April 1st.

As we discussed, I would also like to whizz through in early April for about thirty seconds to take an updated photograph with the President which we can use with the article.

I appreciated very much also hearing that the President had agreed to meet with the leaders of the organization that would work with the Advertising Council and the nation's major corporations to accomplish this program and to get to the mass public.

Dr. Roger B. Porter
19 February 1990
Page Three

I will fax you a list of those who would like to attend the meeting with the President. It will be a small group taken from amongst the names I sent you before. I'm just checking dates and final clearance and I will then come back to you within the next few days with the appropriate information.

My last thought is that Nancy Jones is one of the nicest people I've ever worked with. I would normally say she deserves a raise but I know you are restricted in that regard so I'll say instead that she deserves a medal. If you can't come up with one at The White House, I'll have to bring one down during my next visit.

LEADERS

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Read on for a few yuks -

*CW -
 This is
 what they're
 looking
 for:*

02/23/90 10:23 NO. 016 P005
Dr. Roger B. Porter
19 February 1990
Page Two

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*The
clinker*

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THE WHITE HOUSE

WASHINGTON

April 2, 1990

Dear Mr. Dormann:

Enclosed is the final version of the President's article for the July issue of Leaders. I have already faxed a copy to your office as well.

If you have any problems or edits in the copy, please do not hesitate to call me at 202/456-7943.

Also, if I could ask one favor: Would it be possible for you to send me three copies of the issue when it is published (one for the President's records, one for Roger Porter, and one for myself)? Thanks so much.

Good luck with the issue, and I look forward to working with you again.

Sincerely,

Mary Kate Grant
Mary Kate Grant
Speechwriter

Mr. Henry O. Dormann
Leaders Magazine
59 East 54 Street
New York, New York 10022

THE WHITE HOUSE

WASHINGTON

March 30, 1990

"IT ALL BEGINS WITH THE FAMILY"

BY PRESIDENT GEORGE BUSH

TO BE PUBLISHED IN LEADERS MAGAZINE

We are a world made up of families, with no two families alike. And yet there are dreams that we, as members of families, all share. The hopes that any one of us has had as a parent are the hopes of parents around the world: that our children grow up in a safe environment with a good education and that they be given the same opportunities as anyone else's children. That they lead a life of values -- a life in which they can take pride.

We are also a world made up of communities, thousands upon thousands of religious, ethnic, social, business, labor and neighborhood organizations -- all of them vital to our future together.

With God's help, each of us must chart a course for our own lives and the lives of our children. By working through our families and communities, we can change things for the better -- and in the process, change our nations and our world for the better.

There is no problem in the world that is not being solved somewhere. Around the globe, citizens are facing the challenges that threaten their societies and the world community: drug use, hunger, homelessness, illiteracy, disease, and the breakdown of the family. And acting as "a thousand points of light," as I like to call them, these citizens are making a difference to those who need help.

There's a role -- an important role -- for government in finding solutions. But we all know that government isn't the only institution with the power to make a difference. Every reader of this magazine is in a position to help. The resources, the expertise, and the potential energy you command through your organizations and governments are tremendous. You can be a powerful force for making this a better world for our children.

But no matter who we are or what we do for a living, each of us as individuals can make a difference. Isn't that why we're here -- to live a life of meaning? Each of us must defend and affirm the values, the fundamental moral principles, important to all of us -- principles like tolerance and decency, responsibility and faith.

Meeting with some community-minded association executives not too long ago, I talked about a story that the Reverend Martin Luther King once told about serving others. He began with the famous Biblical story of the Good Samaritan, who stopped to help a stranger whom two other travelers had passed by. Dr. King asked himself: Why hadn't the others stopped to help? Perhaps

they didn't stop because they were too busy. Maybe they had important work waiting for them in Jerusalem. So on they went.

Then one day, on his first trip to the Holy Land, Dr. King and his wife travelled that road from Jericho to Jerusalem -- and he understood. He walked the twisting road, full of blind curves, each a perfect ambush point for robbers. And he realized that perhaps the men had not stopped because they were afraid.

The way Dr. King imagined it, the passerby asked themselves, "If I stop to help this man, what will happen to me?" And they went on their way.

But then the Good Samaritan came along, and asked himself, "If I don't stop to help this man -- what will happen to him?" That's when he found the courage to stop and help -- and the courage to serve.

Which question do we ask ourselves when we see a homeless man huddled on a steam grate? Or when we see a teenage runaway, living a desperate existence on drugs and alcohol? What will happen to them if we do not stop and help?

But unlike the Good Samaritan, we aren't alone. We have the power of collective action as a force for good.

But it takes courage to go to your organizations and ask that they place community service at the center of their agenda. Sometimes, it may be difficult to insist that community service has a place in every person's life. And it will take tenacity to make each one believe that from now on, any definition of a

successful life must include serving others. But that's exactly what we must do.

This is the challenge before you: Find out what's working in your industry, your profession, or your nation. Spotlight community service programs that are effective, and challenge others to make those programs the blueprints for their own efforts. Put the power of your resources behind the kind of individual who gives 200% to help people in need. Channel your collective energies into community service.

It all begins with the kind of moral principles -- values we consider important and these begin with the family -- the family living under your roof, but also the family of nations, the family of man. Living one's values is the essence of a meaningful life, a successful life. If we live by our principles and teach them to our children we will find our nations and our world changing for the better.

#

IDEAS

July 1986

8. Letters to the Editor



16. The Future of Financial Services: Playing the Intermediation Game

James D. Robinson III, Chairman and Chief Executive Officer, American Express Company

20. Economics and the Financial Services Industry

Allen Sinai, Chief Economist and Managing Director, Shearson Lehman Brothers, Inc.

22. Public Responsibility Issues for Financial Services Companies

Meredith M. Fernstrom, Senior Vice President—Public Responsibility, American Express Company

24. The Information Revolution and Financial Services

Harry L. Freeman, Executive Vice President, American Express Company

28. A Passion for the Past

Fayez Barakat, President, Barakat

35. Disciplined Investment Management

Henry J. Gailliot, President, Federated Investment Counseling, Inc.

36. Multiple Valuation Approach to Equity Investing

John J. Nagorniak, President, Franklin Portfolio Associates

37. An Alternative to Straight Value Management

Mark L. Mallon, Executive Vice President, Federated Investment Counseling, Inc.

38. Pension Investment Strategy

Dean LeBaron, Trustee, Batterymarch Financial Management

40. The Small Firm Phenomenon

Rex A. Siquefield, Executive Vice President, Dimensional Fund Advisors Inc.

44. Raising Capital in London

Joseph E. Levangie, Chief Financial Officer, Colorgen, Inc.

48. Redlegged Partridge Shooting in Spain

William R. Haselton, Vice Chairman of the Board, Champion International Corporation

50. The Sovereign Debt Crisis

Frank G. Zarb, Senior Partner, Lazard Freres & Co.

53. Reciprocity in International Banking

Dr. Franz Galliker, Chairman of the Board of Directors, Swiss Bank Corporation, Basle

56. Gearing Up for Management Buy-Outs

Michael F. Spiessbach, President, Wesray International, Inc.

DEFENSE

60. No Substitute for Vigilance

The Hon. Ronald W. Reagan, President of the United States of America

62. The Gas Turbine Goes Navy

Brian H. Rowe, Senior Vice President and Group Executive, General Electric Marine and Industrial Engine Division

64. The Quiet Economic Revolution in Navy Shipbuilding

William E. Haggett, President and Chief Executive Officer, Bath Iron Works Corporation

66. A Century of Shipbuilding

Edward J. Campbell, President and Chief Executive Officer, Newport News Shipbuilding

69. The Corporate Aircraft—Should You Own One? Orlando E. Panfile, Chairman, Chief Executive Officer and President, Aero Services International, Inc.

72. How to Buy a Used Plane without Getting Your Wings Clipped

Andrew B. Callen, President, Boston Jet Search, Inc.

76. The Human Factor in Design

James M. Ryan, Partner, Henry Dreyfuss Associates

80. Designing for Flight

Michael S. Reese, President, Reese Design

92. The Case for Battle Surveillance Airships

C.E. Myers, Jr., President, Aerocounsel, Inc.

96. The Electronic Edge

John W. Dixon, Chairman and Chief Executive Officer, E-Systems, Inc.

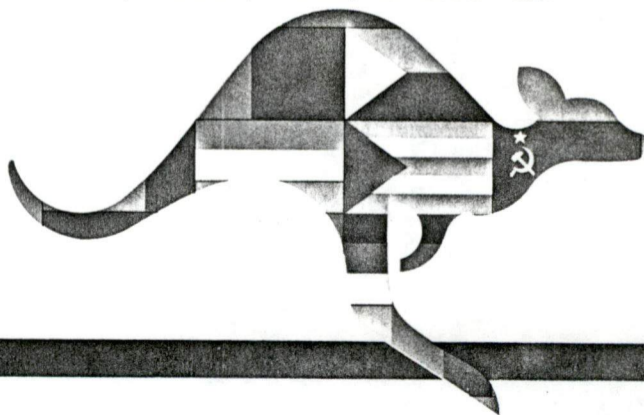
AUSTRALIA INTERNATIONALIZES: Down Under On Top

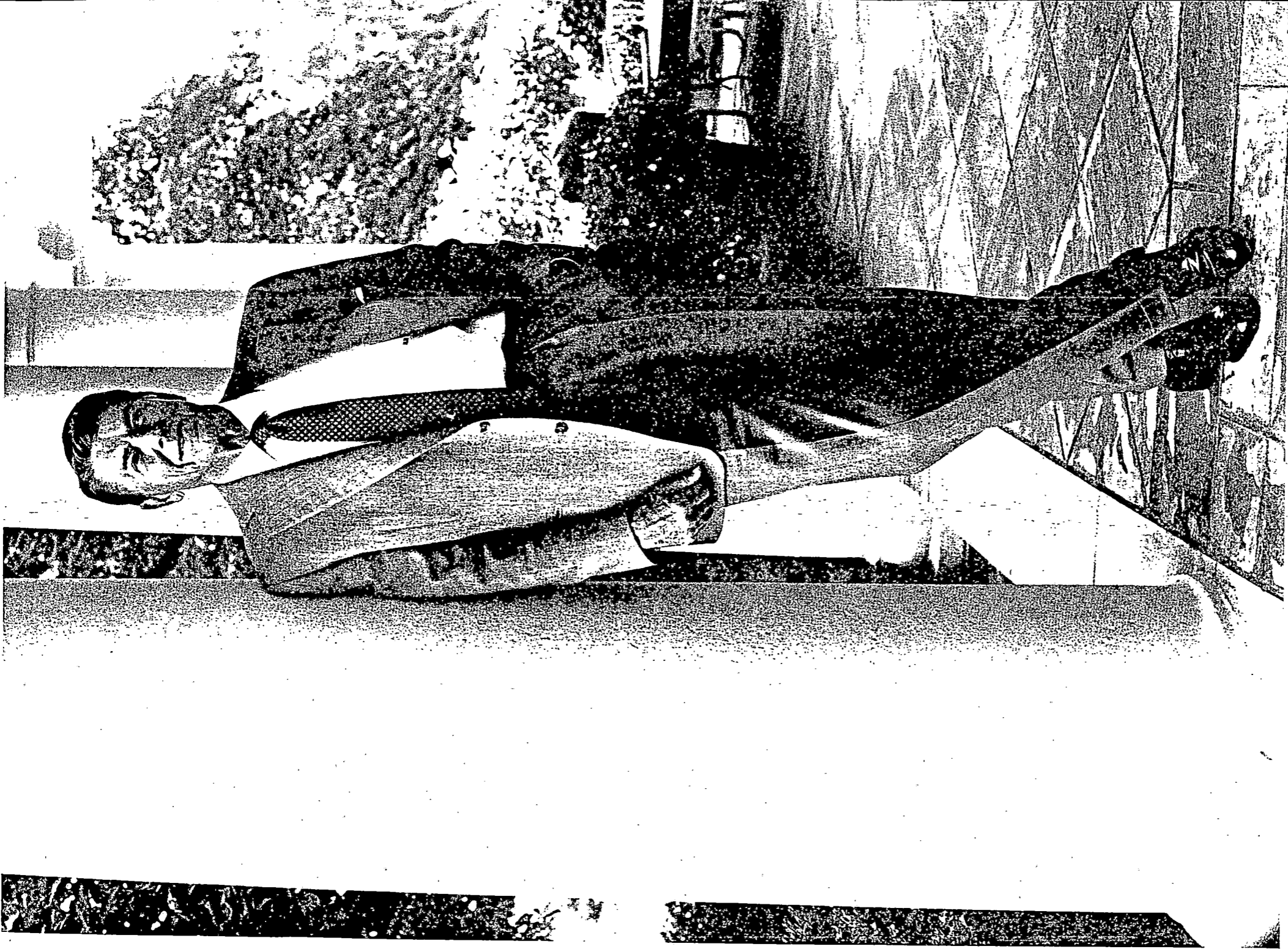
101. Investment in Australia

The Hon. Robert J. Hawke, Prime Minister, Commonwealth of Australia

104. The China Trade

Sir Peter Abeles, Chief Executive and Managing Director, TNT Ltd., Redfern, New South Wales





No Substitute for Vigilance

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words.

By The Honorable Ronald W. Reagan,
President of the United States of America

Two hundred and ten years ago, our forefathers had the courage to create a new Nation. Today, we must have the courage to preserve it.

Much has changed since 1776, as American invention, industry, and growth have worked magic in the New World. But while the face of America has changed, our commitment to defend freedom remains a vital part of our heritage.

There is no substitute for vigilance in the defense of freedom and no substitute for strength in the preservation of our security. Americans understand this; the people want a strong national defense. We have learned the hard lesson of history: Weakness tempts those who make war.

For centuries, nations have known that only the strong can preserve the peace. As the English poet George Herbert put it 300 years ago, "One sword keeps another in the sheath." John Kennedy, in one of his first statements as President, said: "Only when our arms are sufficient beyond doubt can we be certain that they will never be employed."

The terrorists of the world do not strike at those willing to strike back. They target their attacks at the weak, the unprepared, the passive, and the unsuspecting. The only way to ward them off is with the strength that comes from being prepared.

There was a time when we faltered in our resolve to be strong. And freedom paid the price. In the '70s, we reduced defense spending by 20 percent in real terms. The Soviets, in turn, spent 50 percent more on defense than we did in the same period, \$100 billion more on research and development alone. The Soviets gained ground or gained influence in Laos, Cambodia, South Vietnam, Afghanistan, South Yemen, Ethiopia, Mozambique, Angola, Nicaragua, and Grenada. Today, Americans are finding success in our search for peace: Since 1981, when we renewed our commitment to a strong defense, not one nation has been lost to Communist expansion and Grenada has been set free.

When we took office, the cost of major weapon systems was increasing at the rate of 14 percent a year. Through tough-minded reforms we have cut that cost growth back to one percent a year. Since 1981, the Defense Department has conducted more than 60,000 audits, which produced \$10 billion in savings. And we have increased nearly four-fold the number of Navy contracts awarded by competitive bidding. But even with all we have accomplished, the job of

improving efficiency in defense is never complete and we continue to implement improvements whenever they are identified. Oddly, however, one issue today is just how much efficiency and cost-savings Congress will allow.

Earlier this year, my Blue Ribbon Commission on Defense Management, chaired by David Packard, said Congress must stop trying to "micromanage" the Defense Department. Many senior members of Congress who are experts in the defense field endorse this finding. The Commission said—and I agree—that Congress should share in the critical decisions about national security priorities and major weapon systems procurement. But as Senator Barry Goldwater, Chairman of the Senate Armed Services Committee, observed: "The present budget process distorts the nature of Congressional oversight by focusing primarily on the question of how much before we answer the key questions of what for, why, and how well."

I have already ordered the adoption of virtually all of the Packard Commission's management reform proposals that do not require changes in law or Congressional procedures. I remain hopeful that Congress will move quickly to make additional changes in law where necessary and also make sensible changes in the way it conducts its affairs, as the Commission recommends.

As Commander in Chief, it is my duty to make certain our young people in uniform have the equipment they need to get the job done. Given the Soviet goal of military superiority over the United States, and their massive leads in armaments and troops, we will probably never be bigger than the Soviet forces. That is why we need to be *better*.

Some critics complain about unnecessary complexity they say is added to our weapons. But as we've seen time and time again, the excellence of our technology often provides an extra margin of safety for our servicemen and women. For example, the combination of electronic warfare and so-called "smart bombs" allows our combat pilots to fly through air defenses and make only one pass over their targets. Use of older, less costly weapons would require our pilots to incur greater risk by spending more time exposed over their targets in full view of the enemy's air defense. Clearly, that alternative would be more dangerous and less effective. The lives of U.S. troops and their effectiveness in combat demand prudent investment in technology.

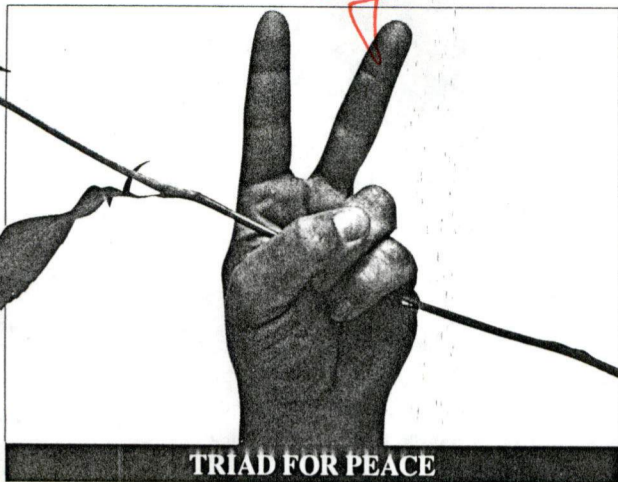
The men and women who stand ready to protect us and our allies against those who would do us harm risk their lives as surely as our forefathers did more than two centuries ago. Like the patriots of Lexington and Concord, today's patriots are volunteers who love liberty and are willing to make sacrifices to defend freedom. We owe them, we owe ourselves, and we owe our children a commitment to ensuring that our strength is second to none and our resolve is never questioned. ●



**Congress
must stop try-
ing to "micro-
manage" the
Defense
Department.**

July 85

FORWARD



TRIAD FOR PEACE

16. Triad for Peace

The Honorable Ronald Reagan, President of the United States

19. A Potent Force for Peace

Vice Admiral N.R. Thunman, USN, Deputy Chief of Naval Operations (Submarine Warfare)

20. Defense vs. Retaliation

General Charles A. Gabriel, Chief of Staff, U.S. Air Force

22. A Credible Strategy

General Bennie L. Davis, Commander in Chief, Strategic Air Command and Director, Joint Strategic Target Planning Staff

25. Strategic Deterrence: A Broader Meaning

Vice Admiral James A. Lyons, Jr., Deputy Chief of Naval Operations

26. Towards a More Effective Defense Posture

Thomas V. Jones, Chairman of the Board and CEO, Northrop Corporation

29. The Status Quo Isn't Enough

Edward J. Campbell, President and CEO, Newport News Shipbuilding

32. Merchant Statesman

Adnan M. Khashoggi, Chairman, The Triad Group of Companies

EXECUTIVE HEALTH

37. Executive Health

Armin A. Dassler, President, Puma-Sportschuh Fabriken AG, Herzogenaurach, Guest Editor

39. Executive Eyes

Robert S. Coles, M.D.

40. The Executive Back

James A. Nicholas, M.D., Director, Department of Orthopedic Surgery, Lenox Hill Hospital

45. Executive Feet

Vincent J. Turco, M.D., Turco-Casale-Spinella Orthopaedic Associates, Inc.

46. Executive Fat

Isadore Rosenfeld, M.D., Clinical Professor of Medicine, New York Hospital-Cornell Medical Center

48. Snoring Sleep Affects Productivity

Michael J. Thorpy, M.D., Director, Sleep-Wake Disorders Center, Montefiore Medical Center and Albert Einstein College of Medicine

50. Preventing Heart Disease

Floyd D. Loop, M.D., The Cleveland Clinic Foundation

52. Easy, Painless New Teeth in 45 Minutes

Earle Davidoff, D.D.S., P.C.

PHARMACEUTICALS—THE PROBLEMS OF DRUG DEVELOPMENT

57. The Problems of Drug Development

John J. Horan, Chairman and CEO, Merck & Co., Inc., Guest Editor

58. Research and Development

P. Roy Vagelos, M.D., Executive Vice President, Merck & Co., Inc.

60. Opportunities and Challenges

Joseph D. Williams, President and CEO, Warner-Lambert Company

60. The Academia-Industry Connection

Harris Busch, M.D., Ph.D., and Michael E. DeBakey, M.D., Department of Pharmacology and Department of Surgery, Baylor College of Medicine

62. Japan's Challenge

Edmund T. Pratt, Jr., Chairman and CEO, Pfizer Inc.

64. Challenges of Drug Development

Dr. Stanley T. Croke, President, Research & Development, Smith Kline & French Laboratories, and Vice President, SmithKline Beckman Corporation

69. The Game of Air Defense

Allen E. Puckett, Chairman of the Board and CEO, Hughes Aircraft Co., Guest Editor

71. North American Aerospace Defense

General Robert T. Herres, Commander in Chief, North American Aerospace Defense Command, Commander, U.S. Air Force Command

72. Protecting Sovereign Airspace

Major General S. Boy, General Manager, NATO AEW & C Programme Management Agency, Brunssum

74. Airspace Command and Control

Air Vice-Marshal Stewart Menaul, RAF Retired, Farnham

77. A Data Base for Security

Major General Arne K Sejnæs, Commander AIRMATCOMNOR, Royal Norwegian Air Force Materiel Command, Kjeller

78. Art for Productivity's Sake

Paul LaBell, Director of Marketing, Lublin Graphics Incorporated

80. A Safari for Royalty

Geoffrey Kent, Chairman of the Board, Abercrombie & Kent International, Inc.

84. The Convergence Is Coming

Stig Larsson, President, Ericsson Information Systems

85. Greying Demographics

Donald C. Wood, President, Donnelley Marketing Information Services, A Company of the Dun & Bradstreet Corporation

86. An Industrialist's View

Andre Leysen, Chairman, Agfa-Gevaert

90. Kidnap and Ransom Insurance: Unmentionable yet Unavoidable

Bruce K. Howson, President, CIGNA Worldwide, Inc.

92. Growth through A Return to Basic Values

Jack F. Reichert, Chairman, President and CEO, Brunswick Corporation

96. What Do You Do After You Do The Deal?

Daniel J. Manella, Chairman and CEO, McGregor Corporation

98. Gift-Giving Customs You Should Know

William R. Chaney, Chairman of the Board and CEO, Tiffany & Co.

102. Intelligence for Business Leadership

William E. Colby, General Partner, Colby, Bailey, Werner and Associates

THE CHALLENGING ROLE OF CHIEF FINANCIAL OFFICERS

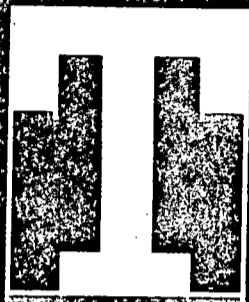
105. Asset-Based Financing: The Brave New World
Robert H. Martinsen, Chairman, Citicorp Industrial Credit

108. The Changing Role in Capital Goods
R.C. van den Heuvel, Board of Management, Fokker B.V.

110. Motivating the C.E.O. to Upgrade His Own Price/Earnings Multiple
Theodore H. Pincus, Chairman and Managing Partner, The Financial Relations Board, Inc.



LEADERS



Today, we in the United States and our allies and friends face diverse and serious threats to our security. Our principal adversary, the Soviet Union, continues to build a military arsenal far beyond any conceivable defense needs. To exert its military power around the world, the Soviet Union is also expanding the geographic reach of its forces. We have seen growth in the Soviet airlift capability, the emergence of a strong blue-water Navy, the development of overseas bases, and the opportunistic expansion of Soviet influence worldwide.

To counter these threats, the United States must maintain a strong military posture. This means in turn that we must complete the modernization of our strategic nuclear forces, including the full planned deployment of MX Peacekeeper missiles. We must, furthermore, continue our strategic defense research program for exploring technologies that may someday provide us with a way to defend the U.S. and our Allies against nuclear missiles. Finally, we and our Allies must continue to strengthen the land, sea and air components of our conventional forces.

The modernization of our

military forces remains a major budgetary challenge to the American people. Adequate security is expensive, but inadequate protection can be even more costly. The problem is that in a complacency nurtured by years of peace, defense weaknesses can only too easily be put out of mind. It falls to leaders with a realistic vision to ensure that government's first priority — safeguarding the nation — is achieved.

True, lasting peace cannot be secured through the strength of arms alone. We therefore emphasize constructive diplomacy and are committed to negotiating deep reductions in arms through equitable and verifiable agreements. Underlying all our efforts, however, there must be a realistic assessment of the possible military challenges to our security. Neither weakness nor wishful thinking can keep us secure.

Among free peoples, the open exchange of ideas ultimately is our greatest security. The theme, "Triad for Peace," appropriately suggests the complexity of the challenges to America's security. The phrase also emphasizes that all varieties of our military forces — land, sea and air — are essential to safeguarding the United States and our interests worldwide.

The Honorable Ronald Reagan,
President of the United States