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THE WHITE HOUSE

WASHINGTON

BRIEFING FOR THE INTERNATIONAL WOMEN'S FORUM

Old Executive Office Building, Room 450

Thursday, October 24, 1991

4:45 - 6:00 pm

AGENDA

Introductions

Helen Mobley
Office of Public Liaison

Remarks

Marilyn Tucker Quayle

Constance Horner
Assistant to the President and
Director of Presidential Personnel

Roger Porter
Assistant to the President for
Economic and Domestic Policy

The President and Mrs. Bush wish to thank you for coming to the White House today.

MARILYN TUCKER QUAYLE

In January, 1989, as she walked down Pennsylvania Avenue with her husband Dan Quayle, the nation's newly inaugurated 44th Vice President, Marilyn Tucker Quayle knew she had an opportunity, as well as a responsibility, to try to make a difference. That's what she set out to do in her efforts to raise awareness about disaster preparedness and response issues.

As a child growing up in Indiana -- where tornadoes and floods were commonplace and preparedness was part of every schoolchild's curriculum -- Mrs. Quayle learned that the highest priority of preparing for disasters is the saving of lives. As an adult, she was a volunteer with the American Red Cross in Indiana, continuing to pursue her interest in disaster preparedness.

Today, Marilyn Quayle is still involved in disaster preparedness and response activities, helping and encouraging others around the globe to prepare themselves in advance for all types of natural calamities. She has served food in a Red Cross shelter to victims of Hurricane Hugo, worked with government and private efforts in the aftermath of the Loma Prieta earthquake, and has a continuous working relationship with disaster preparedness leaders around the world.

Mrs. Quayle serves on the Advisory Board of the Federal Emergency Management Agency (FEMA), the federal government's emergency preparedness and response agency. She traveled to South Carolina, Puerto Rico and the Virgin Islands after Hurricane Hugo, and to San Francisco after the Loma Prieta Earthquake to help expedite federal relief efforts.

Mrs. Quayle's interest in heightening disaster readiness is global in scope. As chairman of the International Disaster Advisory Committee of the Office of United States Foreign Disaster Assistance, she is involved in increasing the private sector's role in disaster preparedness and response activities. United Nations Secretary General Perez de Cuellar has appointed her to the Special High-Level Council of the U.N. International Decade for Natural Disaster Reduction. The High-Level Council will advise the UN Secretary General on the activities of the Decade project, heighten awareness about the project in the United States and overseas, and continue to emphasize international disaster preparedness issues.

In addition to her disaster preparedness activities, Marilyn Quayle has gained recognition and praise for her work in raising awareness about breast cancer and addressing the special needs of the hearing impaired.

A native of Indianapolis, Indiana, she graduated from Purdue University with a Bachelor of Arts in Political Science and holds a law degree from Indiana University School of Law. She is a member of the Indiana Bar, admitted to practice law before all Indiana courts, including both the Northern and Southern Federal District Courts, and before the U.S. Supreme Court and the Court of Military Appeals.

Even today, with all their responsibilities, the Vice President and Mrs. Quayle put family first. They are actively involved in the lives of their children -- Tucker, 17, Benjamin, 14, and Corinne, 12. The Vice President and Mrs. Quayle can frequently be seen at school plays, watching their daughter perform, or at the lacrosse fields, cheering on their sons. The Vice President's wife is a familiar figure on the school carpool circuit -- only these days, she rides in the back of the van with the kids, and the Secret Service drives.

August, 1991

August 1991

CONSTANCE HORNER
ASSISTANT TO THE PRESIDENT AND
DIRECTOR OF PRESIDENTIAL PERSONNEL

In August of 1991, President Bush appointed Constance Horner Assistant to the President and Director of Presidential Personnel. In this capacity, Mrs. Horner is responsible for recommending individuals to serve in some 3,500 presidential appointments. She and her staff also work with Cabinet and agency heads on more than 2,000 other non-career appointments in the federal government.

In May of 1989, President Bush appointed Mrs. Horner to the number two position in the Department of Health and Human Services, where she served until assuming her current assignment. As Deputy Secretary, she assisted the Secretary in broad management and policy assignments, as well as chairing a task force charged with the development of proposals for health care financing reform. She also served as Chairman of the White House Domestic Policy Council Working Group on Health and the Vice-President's Competitiveness Council Working Group on the Drug Approval Process.

Prior to her HHS appointment, Mrs. Horner was appointed by President Reagan to be director of the U.S. Office of Personnel Management, formerly the Civil Service Commission, with responsibility for hiring, training, pay, pension and health benefits for the more than 2 million federal employees. She held that post from August of 1985 through her 1990 appointment by President Bush to HHS.

Other government appointments in which she has served include associate director for economics and government for the Office of Management and Budget; director of VISTA and acting associate director of ACTION, VISTA's parent agency; and deputy assistant director of ACTION for policy and planning. She has also served on the President's Commission on White House Fellowships and the President's Commission on Executive Exchange.

Mrs. Horner is a fellow of the National Academy of Public Administration. She has also been elected to membership in the Cosmos Club and selected by the Jaycees as a Healthy American Leader Awardee.

A native of New Jersey, Mrs. Horner is a graduate of the University of Pennsylvania and holds a Master of Arts degree in English literature from the University of Chicago. She has lectured at many of the nation's top public policy and business schools on policy development and management within the federal government. She has also taught at secondary schools in the United States and at universities abroad.

ROGER B. PORTER

Roger B. Porter is Assistant to the President for Economic and Domestic Policy.

Mr. Porter was IBM Professor of Government and Business at Harvard University and Faculty Chairman of the Program for Senior Managers in Government. His teaching and research focused on the relationship between business and government, the management of Federal policy development, the Presidency, and the formulation of domestic and international economic policy.

In the Reagan White House, Mr. Porter served as Deputy Assistant to the President and Director of the White House Office of Policy Development. He also served as Executive Secretary of the Economic Policy Council and as Counselor to the Secretary of the Treasury. He was Executive Secretary of the Cabinet Council on Economic Affairs from 1981-1985.

In the Ford White House, Mr. Porter was a White House Fellow from 1974 to 1975, joining the White House staff in August 1974. He was appointed Special Assistant to the President and served as the Executive Secretary of the President's Economic Policy Board from 1974 to 1977. He also served as secretary to the presidential transition team in August 1974.

Mr. Porter received his B.A. degree from Brigham Young University and was selected as a Rhodes Scholar and Woodrow Wilson Fellow, receiving his B.Phil. degree from Oxford University. He received his M.A. and Ph.D. degrees from Harvard University.

Mr. Porter was Assistant Dean and Tutor in Politics at the Queens College, Oxford, from 1971 to 1972. He served as Associate Director of the Utah Local Government Modernization Study in 1972 and has been actively involved in state constitutional revision efforts. He has taught government and economics at Harvard University and Oxford University.

Mr. Porter has been on the faculty of the School of Government and Graduate School of Business at Harvard since 1977. He was appointed a member of the President's Commission on White House Fellowships by Gerald R. Ford in 1976, and reappointed by Ronald Reagan in 1982. He is a member of Phi Kappa Phi, Pi Sigma Alpha, Phi Eta Sigma, and Phi Alpha Theta. He is the author of two books, Presidential Decision Making and The U.S. - U.S.S.R. Grain Agreement, and numerous articles.

He was selected as one of the Ten Outstanding Young Men in America for 1981 by the United States Jaycees. He and his wife Ann and their four children live in McLean, Virginia.

April 1990

News

United States
Department
of Labor



Office of Information

Washington, D.C. 20210

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"If our end game is to compete successfully in today's global market, then we have to unleash the full potential of the American workforce. The time has come to tear down, to dismantle, to remove and to shatter -- the 'Glass Ceiling'," Secretary of Labor Lynn Martin, Report of the Glass Ceiling Initiative.

LABOR SECRETARY LYNN MARTIN ANNOUNCES PROGRAM

TO DISMANTLE THE GLASS CEILING -- BARRIERS THAT KEEP QUALIFIED MINORITIES AND WOMEN FROM MOVING UP IN CORPORATE AMERICA

Secretary of Labor Lynn Martin today announced a program to dismantle the glass ceiling -- the invisible barrier keeping qualified minorities and women from moving up into management jobs.

Martin said, "The glass ceiling where it exists, hinders not only individuals, but society as a whole. It effectively cuts our pool of potential corporate leaders by eliminating over one-half of our population. It deprives our economy of new leaders, new sources of creativity -- the 'would be' pioneers of the business world. If our end game is to compete successfully in today's global market, then we have to unleash the full potential of the American workforce. The time has come to tear down, to dismantle, to remove and to shatter -- the 'Glass Ceiling'."

The department's program is designed to promote a quality, inclusive and diverse workforce capable of meeting the challenge of global competition. The program contains four parts:

* An Internal Educational Effort -- to educate the Department's officials in the intricacies of corporate human resource issues and establish communications and a working dialogue on the issues surrounding the glass ceiling initiative.

* Encourage Voluntary Efforts -- a broad-based public awareness effort to serve as a catalyst to foster voluntary efforts within the corporate community to remove any barriers which may exist to the advancement of minorities and women into management positions. The department will act as a clearinghouse and resource of information so that federal contractors can receive assistance in their efforts;

* Corporate Management Reviews -- to conduct compliance reviews of federal contractors. The Department's Office of Federal Contract Compliance Programs (OFCCP) reviews companies' policies to make sure there is no discrimination on the basis of race, sex, color, religion, national origin, disability, or veteran status, and that contractors actively recruit qualified workers from all segments of the labor force, and assure that training and advancement opportunities are equally afforded to all employees; and

* Public Recognition and Reward -- to give recognition and reward to those companies which have undertaken a particularly creative and effective program to assure equal opportunity.

The Secretary released a report which studied nine Fortune 500 companies and found a "Glass Ceiling" to be at the mid to lower management level and found minorities significantly behind women in terms of advancement.

Martin, in the report, outlines a pilot project conducted by the department's Office of Federal Contract Compliance Programs, which combined extensive research of available data, compliance reviews of nine companies as well as discussions with business groups, civil rights groups, and other interested groups.

The report lists specific findings from the nine Fortune 500 company compliance reviews and identifies business wide barriers. The compliance reviews found that often promotional practices create a plateau for women and minorities; that companies must give priority to ensuring that their promotional practices are monitored and include diverse pools of applicants; that companies often stereotype individuals into positions that are not in line for advancement; and companies lack recordkeeping to monitor how individuals are promoted.

The barriers to advancement for women and minorities were found to be the manner in which new job openings are advertised or lack thereof; the use of executive search firms which often do not include women and minorities in those recommended; the lack of access for women and minorities to training and development programs, including foreign assignments, special projects and so-

called line duty -- experiences to enhance academic and work-related credentials; and a lack of knowledge at the top levels of corporations regarding equal employment opportunity responsibilities and evaluation.

"In conducting the glass ceiling reviews, we found that we cannot generalize about corporate practices. Every company is different," Secretary Martin said. "We want to be the catalyst for change. We have not and will not act as personnel directors who dictate from a distance who should be hired, fired, or promoted.

"In fact, we have discovered a number of companies who are on the cutting edge of promoting diversity in the workforce. Their efforts include aggressively recruiting minorities and women through external recruitment efforts, making 'deputy' assignments and using these positions as training grounds for developing minorities and women as 'high potential' managers and increasing executive accountability for cultural changes," Secretary Martin said.

"Most of the companies we reviewed truly believed they were fulfilling their obligations as federal contractors. Each company, because of differences in the nature of its business, its corporate culture, had different methods for developing individuals. But they all had one thing in common -- they didn't make these opportunities as available to minorities and women. And they didn't monitor these experiences, like special training or sitting on corporate task forces and committees, for equal opportunity and access."

"A number of progressive corporations already have taken a good, hard look at themselves and initiated efforts to assure they have both a qualified and diverse workforce: some -- but not all. And right now, America cannot afford to deny opportunity and ignore merit. We must do everything in our power to ensure that each and every individual counts. When the litmus test for success is ability, and ability alone, only then can we become a color and sex blind society," Martin said.

"Over the next decade, white males will make up only 15 percent of the net growth in our workforce," Martin said, "American businesses are beginning to understand that their bottom line success may well depend on recruiting, training, and retraining the best possible workforce. Given today's demographics," Martin says in the report, "that means recruiting minorities -- including the physically handicapped -- and women."

Martin said that she intends to "use the bully pulpit as Secretary of Labor to encourage every corporation to develop its own strategy that will allow all employees to realize their maximum potential," and pledged that "the department will act as an informative clearinghouse to provide guidance to assist firms in meeting their affirmative action obligations."

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**STATEMENT OF SECRETARY OF LABOR LYNN MARTIN
GLASS CEILING REPORT
AUGUST 8, 1991**

A few months ago in the Rose Garden of the White House, President Bush said:

"A great nation has the courage to be honest about itself. And we are -- let's never forget it -- we are a great nation.....We are indisputably the world's most powerful force for freedom and economic growth. Still no one can deny that we have these enormous challenges. Not all Americans are living the American dream by a long shot. Many can't even imagine it."

We're here today to talk about those who can and do imagine it -- those who have the ability and the desire to succeed -- but are not being given the chance. We're here today to advance the process of dismantling barriers that keep minorities and women from climbing to the uppermost rungs of the economic ladder.

A number of progressive corporations already have taken a good, hard look at themselves and initiated efforts to assure they have both a qualified and diverse workforce: some -- but not all. And right now, America can not afford to deny opportunity and ignore merit. We must do everything in our power to ensure that each and every individual counts. When the litmus test for success is ability, and ability alone, only then can we become a color and sex blind society.

The Report of The Glass Ceiling Initiative, which details the findings of pilot reviews completed earlier this year, is just one part of an overall strategy to make opportunity a reality for every American.

While 9 reviews do not define the universe, they do give us clear signs that the progress of minorities and women in corporate America is being affected by more than just qualifications and career choices.

Most of the companies we reviewed truly believed they were fulfilling their obligations as federal contractors. Each company, because of differences in the nature of its business, its corporate culture, had different methods for developing individuals. But they had one thing in common -- they didn't make these opportunities as available to minorities and women. And they didn't monitor these experiences, like special training or sitting on corporate task forces and committees, for equal opportunity and access.

More to the point, the reviews revealed these findings:

- * That the glass ceiling exists at a much lower level of management than originally thought;

- * That minorities have plateaued at lower levels of the workforce than women;

- * That artificial barriers exist in corporations that deny qualified minorities and women opportunity for career advancement;

- * And that there are steps companies can take to identify and eliminate the effects artificial barriers have on minorities and women.

With all this knowledge in hand, what do we do next? First, over the months since it became publicly known that the Department was undertaking this initiative, a number of companies have come to us, to tell us what steps they are taking to dismantle any glass ceiling that might exist.

I intend to use the bully pulpit as Secretary of Labor to encourage every corporation to develop its own strategy -- based on its own corporate culture -- that will allow all employees to realize their maximum potential while accomplishing corporate goals and objectives.

We will continue to meet with business groups, trade and professional organizations, civil rights leaders and other leadership organizations. Our Women's Bureau will spearhead our public outreach.

The Department will act as a clearinghouse and resource of information so that federal contractors can come to us for help. We will provide guidance and technical assistance to help them meet their obligations to provide opportunity and access without reference to race, sex, religion or national origin.

And finally, we will continue to conduct corporate management reviews as part of the Department's ongoing responsibility to ensure that federal contractors live up to their obligations not to discriminate and to actively recruit, and provide training and advancement opportunities for all segments of society.

The glass ceiling, where it exists, hinders not only individuals but society as a whole. It effectively cuts our pool of potential corporate leaders by eliminating over one-half of our population. It deprives our economy of new leaders, new sources of creativity -- the "would be" pioneers of the business world. If our end game is to compete successfully in today's global market, then we have to unleash the full potential of the American work force. The time has come to tear down, to dismantle, to remove and to shatter -- the "Glass Ceiling."

THE WHITE HOUSE
Office of the Press Secretary

EMBARGOED FOR RELEASE
UNTIL 8:00 P.M. EDT
WEDNESDAY, JUNE 12, 1991

TEXT OF REMARKS BY THE PRESIDENT
AS PREPARED FOR DELIVERY
AT THE 100 DAYS EVENT

The South Lawn

June 12, 1991

Thank you, good evening. Members of the Cabinet, honored guests. Dr. Benjamin Payton of Tuskegee Institute who brings a lifelong commitment to our Historically Black Colleges, welcome. Governor Campbell, Governor Castle. Drew Batavia, winner of the 1988 Distinguished Disabled American Award, welcome to you, sir. To Robert Egger, founder of the D.C. Central Kitchen, and the 60 other Points of Light who are here tonight, your work inspires the Nation. Mayor Hackett of Memphis, Mayor Myric of Charlotte, County Commissioner Klinger, good to see you all again. I see Paul O'Neill, Chairman of ALCOA, a dedicated advocate for educational excellence. And to the rest of this extraordinary gathering -- leaders of businesses, veterans groups, associations, volunteer organizations, education partnerships, and all those who make America the land of opportunity, welcome to the White House.

Over the past 30 months, the world has changed at a dramatic pace. America has been called upon to meet one challenge after another. And meet them we did -- each and every one of them. From Eastern Europe, to Panama, to the Persian Gulf, our country stands strong as a champion of freedom.

Ninety-eight days ago, I asked Congress to tackle the urgent problems on the home front with the same energy we dedicated to tackling the crisis on the battlefield. I spelled out my domestic priorities, setting out an ambitious agenda founded upon enhancing economic growth, investing in our future, and increasing opportunity for all Americans. I sent to the Congress literally hundreds of recommendations for legislative change. Then I specifically asked that Congress pass just two laws in a hundred days -- a comprehensive anti-crime bill, and a transportation bill.

I thought a hundred days was pretty reasonable. It is now clear that neither will be on my desk by Friday. I am disappointed, but frankly I'm not surprised. Tonight I would like to put this all in some perspective. I haven't asked you here to sit through a litany of programs and policies. We have a long list of legislative priorities already before the Congress, awaiting congressional action. I won't repeat that list here tonight. Rather, I'd like to do something different, and describe to you how I personally see the shared strength and promise of America.

It is hard for the American people to understand why a bill to fight crime cannot be enacted in a hundred days; or why Congress can't pass a highway bill in a hundred days. Most Americans believe fear of crime and violence threatens our most basic freedoms -- denies us opportunity.

They also believe we must invest in our future -- provide an infrastructure for those who come after us. So they don't understand the complications, the inaction, the bickering, particularly when so many do understand what it takes to solve problems in their own neighborhoods: commitment, compassion, and courage.

I cannot fully explain this inaction to the American people. As I said, I'm disappointed, but not surprised. But I can say this as partial consolation: America's problem-solving does not begin or end with the Congress.

Yes, it would help if Congress would do what the people are asking of them. I'll keep working with the Congress -- my hand remains extended. But we cannot let Congress discourage or deter us from meeting our responsibilities.

I believe the people gathered here tonight, under the twilight shadow of Washington's Monument, understand this better than most. You are extraordinary Americans, representing thousands of others. You bring to life the genius of the American spirit, and it is through you and with you that we can solve our most pressing problems. Together we can transform America, and create whole and good communities everywhere. Tonight, all Americans can help lead the way.

A great nation has the courage to be honest about itself. And we are a great nation. I believe that absolutely, as do you. We are indisputably the world's most powerful force for freedom and economic growth. Still, no one can deny that we have enormous challenges. Not all Americans are living the American Dream. Many can't even imagine it.

There are impoverished Americans, the poor and the homeless, the hungry and the hopeless, many unable to read and write. There are Americans gone astray, the kids dragged down by drugs, the shattered families, the teenage mothers struggling to cope. Then there are Americans uneasy, troubled and bewildered by the dizzying pace of change.

For many years I have crisscrossed this Nation. As President, part of my job is going to small towns and big cities, schools, neighborhoods and factories. Those are the places where you discover what's good and right about our country, and what's going wrong, too.

The state of our Nation is the state of our communities. As our communities flourish, our Nation will flourish. So we must seek a nation of whole communities, a nation of good communities -- an America, Whole and Good.

What defines such a community? First, it is one that cares for the needs of its young people by building character, values and good habits for life. Second, it's a community that provides excellent schools -- schools that spark a lifelong interest in learning. Next, there is opportunity and hope rooted in the dignity of work, and reward for achievement. Fourth, it's where people care about their health and their environment, and where a sense of well-being and belonging is nurtured. Finally, all of its neighborhoods are decent and safe.

Because millions of Americans have chosen to lead the way, these are not just dreams. Thousands of whole and good communities already flourish in America -- communities where ordinary people have achieved the American Dream. We should never lose sight of that. America is the most prosperous, productive, enlightened Nation on Earth -- a nation that can do anything. And we can do even better.

We should be confident about what lies ahead. America has a track record of success -- success shaped with our own hands. Sometimes, in our impatience, we've made mistakes, but when we do, we dust ourselves off, and go at it again. Every American should take pride in this country's fundamental goodness. Each of us must resolve in our own hearts that for all the good we've done, it's time to do better, much, much better.

Conventional wisdom in our day once held that all solutions were in the hands of government: call in the best and brightest and hand over the keys to the national treasury; bigger government was better government; compassion measured in dollars and cents; progress by price tag. We tried that course. As we ended the 70's -- our economy strangling on inflation, soaring interest rates, and unemployment -- America turned away from government as "the answer."

So conventional wisdom then turned to the genius of the free market. We began a decade of exceptional economic growth and created 20 million new jobs. Yet, many of our streets are still not safe, our schools have lost their edge, and millions still trudge the path of poverty. There is more to be done, and the marketplace alone can't solve all our problems.

Is the harsh lesson that there must always be those who are left behind? America must have but one answer. That answer is No. There is a better way, one that combines our efforts -- those of a government properly defined, the marketplace properly understood, and service to others properly engaged. This is the only way to an America Whole and Good.

It requires all three forces of our national life. First, it requires the power of the free market; second, a competent, compassionate government; third, the ethic of serving others -- including what I call Points of Light. These three powerful forces create the conditions for communities to be whole and good, and it's time we harnessed all three of them.

In our complex democracy, power is fragmented. That can be frustrating. But on balance it's for the good. And power tends to move toward those who serve the greater good: entrepreneurs, like John Bryant, a young self-starter who has built a multi-million dollar enterprise and now helps rebuild inner city Los Angeles; caring individuals like Mack Stolarski, a retired carpenter who now helps his student apprentices repair homes for the poor and disabled.

And because of the power of the free market, what so much of the world can only imagine, we take for granted: abundant food on the shelves of our supermarkets, and quality products at our shopping centers. Nothing beats the free market at generating jobs, income, wealth, and a better quality of life.

The good news in communities is that the free market is now applying its resources and know-how to our social problems. Many companies, recognizing that tomorrow's workers are today's students, are leaders of a revolution in American education -- partners in our exciting America 2000 strategy. Others are crusaders for environmental protection, while still others are innovators from health care to child care.

Transforming America requires not only the power of the free market, but also a dynamic government. To be the enlightened instrument of the people -- the government of Jefferson and Lincoln and Roosevelt -- and the embodiment of their vision -- it must truly be a force for good.

I believe in this kind of government -- a government of compassion and competence. And I believe in backing it up with action. Here tonight, for example, is Mrs. Lauren Jackson-Floyd, one of the first Head Start graduates. Now she teaches preschoolers in that same marvelous program. Her success is why we expanded Head Start by almost three quarters of a billion dollars. And last year I signed our child care bill to expand parents' choices in caring for their children.

We fought for a Clean Air Act that puts the free market in the service of the environment, and we won. The Americans with Disabilities Act, the most important Civil Rights Bill in decades, has brought new dignity and opportunity to our Nation's disabled -- disability leaders like Justin Dart and Evan Kemp were right here when I signed it.

Jack Kemp and I stood with Ramona Younger in Charles Houston Community Center in Alexandria, Virginia -- if the Congress enacts our HOPE Initiative, these public housing tenants can become America's newest homeowners. Dewey Stokes here, President of the Fraternal Order of Police, wants to help make our neighborhoods safer -- that's why he supports our crime bill. And if we get a civil rights bill like the one I sent to the Congress, we will take an important step against discrimination in the workplace.

This is not big government -- this is good government.

Finally, along with the forces of the free market and the government, we must add the ethic of voluntary service -- Points of Light. That is not a phrase about charity. It is about the light that is within us all. A light that brightens the lives of others and makes whole the lives of those who shine it. As the verse of Randy Travis' song says, "a ray of hope in the darkest night."

Points of Light is a call to every American to serve another in need. But no one of us can solve big problems like poverty or drug abuse by ourselves. Only the combined light from every school, every business, place of worship, club, group, and organization in every community can dissolve the darkness.

Whether a company holds an after-hours literacy program for its workers, a police station counsels tough kids, or third graders phone lonely homebound senior citizens, Points of Light show those in need that their lives matter.

Government, and the market, joined with Points of Light, will overwhelm our social problems. This is how we must guarantee the next American Century. Every person, every business, every school board -- our associations, our clubs, our places of worship -- we all have the duty to lead.

Only then, can we truly think and act anew. Now Congress, too, must understand the successes and failures of the past and help us forge a certain future for America.

The people gathered here tonight represent those who refuse to rest easy. I look out and see so much reflected in your faces -- the strength, the conviction, the commitment. You represent those millions of Americans who use power to achieve a greater good. I know, because you've brought me into your homes and your neighborhoods, your schools and your churches.

Last year I walked through a reclaimed crackhouse in Kansas City with Al Brooks, the leader of an anti-crime coalition. I learned more about how we can fight crime in two hours than in two months of TV news.

Another day I visited D.C. General Hospital, and held a tiny boarder baby in my arms, the child of a cocaine addict. The remarkable dedication of the women who rescued these babies was just as moving. America needs to hear that story, too.

Just a few months ago, I dropped in on a little West Virginia school in a town called Slanesville. The National Teacher of the Year teaches remedial reading there. Her name is Rae Ellen McKee and she's here tonight. Visiting her gave me the opportunity to say to the Nation, "thank God for our teachers."

Just yesterday I spoke before the graduating class of the James H. Groves Adult High School in Sussex County, Delaware. I invited the class to join us tonight. I went there with Governor Castle to honor these men and women who had the courage to go back to school and get their diplomas. They honored us by telling America to be a nation dedicated to lifelong learning.

These are the Americans who love this country for what it is and for what it can become. These are the Americans who make this a nation of boldness -- filled with problem solvers -- gifted with the American tradition of living up to our ideals. These are the Americans who prove that no one in America is without a gift to give, a skill to share, a hand to offer.

This is the genius of America -- ordinary Americans doing extraordinary things.

The Congress can refer our proposals to its hundreds of committees, tie itself up with debate, and produce complicated, expensive, unworkable legislation. But in the end, we must carry forward the magic of America. We must carry forward what is good, and reach out and embrace what is best. We must do the hard work of freedom. I know you have. I know you will. Through you, our country can become an America Whole and Good. For that our country is grateful, and because of that our country will prevail.

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OFFICE OF THE VICE PRESIDENT

WASHINGTON

DISASTER PREPAREDNESS AND RELIEF

Mrs. Quayle has participated in the following activities:

1989

- May: Briefings at OFDA and FEMA on emergency operations.
- June 1: Attended FEMA/OFDA disaster relief conference "Lessons Learned from Armenia" at FEMA National Emergency Training Center; Emmitsburg, MD.
- June 6: Attended World Bank seminar on disasters and sustainable development.
- June 15: Met with Florida emergency relief officials.
- June 28: Addressed meeting of the National Disaster Medical System in Denver.
- July 11: Met with emergency relief officials from the southeastern U.S.; met with local emergency officials in Georgia - in Atlanta.
- July 18: Observed emergency medical evacuation drill at Camp Pendleton, California. Participated in demonstration of "Shakey Quakey" earthquake education van; Monterrey, California.
- August 7: Participated in Response'89 earthquake preparedness exercise in Sacramento.
- August 8: Participated in demonstration of Albuquerque Disaster Medical Assistance Team capabilities; Sacramento.
- September 13: Addressed meeting of American College of Emergency Physicians; Washington, D.C.
- September 20: Visited Korean Meteorological Service; Seoul
- September 22: Visited Oshima Island's active volcano; participated in briefing on earthquake and volcano monitoring; Japan.
- September 25: Visited Tsukuba disaster research center; Japan

- September 27: Met with Philippine relief agencies and visited with disaster victims.
- October 2 - 3: Toured disaster sites in South Carolina; worked at FEMA disaster centers.
- October 4: Briefed by private voluntary organizations engaged in disaster relief activities; Washington, D.C.
- October 6 - 7: Visited disaster sites in Puerto Rico and the Virgin Islands; met with relief officials and disaster victims.
- October 18: Participated in on-site assessment of damage caused by Loma Prieta earthquake in San Francisco Bay area.
- October 20: Delegate to UN Disaster Relief Organization's conference on emergency relief; Geneva, Switzerland.
- November 2 -3: Toured disaster sites in San Francisco Bay area: Hollister, Watsonville, Los Gatos and Santa Cruz. Met with local government officials and relief workers.
- November 7: Addressed Illinois Earthquake Task Force; participated in briefings with Scott Air Force Base emergency search and rescue and response personnel; Illinois.
- November 9: Attended Annenberg Washington symposium on the role of communications in disasters; Washington.
- November 16: Met with President Carlos Salinas de Gortari to discuss, among other topics, emergency preparedness. Met with key disaster preparedness and relief officials at the Secretaria de Gobernacion and the Mexican Red Cross headquarters; Mexico City.
- November 17: Addressed Partners of the Americas 25th International Convention; Guadalajara.
- November 18: Visited tornado-devastated regions of Huntsville, Alabama; met with local relief and government officials.
- December 5: Addressed meeting of the American Red Cross Eastern Operations Division; Washington, D.C.

December 11: Hosted coffee for Soviet delegation of officials and scientists visiting the U.S. to study earthquake preparedness and response.

1990:

January 16: Participated in OFDA review of disaster preparedness activities over the past ten years.

January 19: Addressed Salvation Army Board of Directors; Washington, D.C.

February 5: Addressed National Coordinating Council on Emergency Management's Mid-Year meeting; Washington, D.C.

February 21: Toured disaster sites in Tuscaloosa, Alabama; in Huntsville, participated in elementary school assembly on severe weather safety; presented awards to local school teachers whose weather awareness saved lives during November tornadoes.

February 22: Addressed FEMA Employee Award Ceremony

February 27: Addressed National Emergency Management Association Mid-Year meeting; Washington, D.C.

March 1: Participated in Ohio Tornado Safety Month Kick-Off, at Watson Elementary School, Youngtown; met with local emergency managers, Niles, Ohio.

March 9: Briefed by disaster preparedness expert; Caracas, Venezuela.

March 10: Met with Caribbean disaster preparedness officials and Peace Corps volunteers; Bridgetown, Barbados.

March 12: Visited earthquake-damaged village of Santa Luisa, Chile; met with federal and local disaster preparedness officials, toured all-volunteer fire station, viewed and was briefed on flood mitigation project on Mapocho River; Santiago, Chile.

March 13: Visited Pilar, Paraguay to view areas flooded by Parana River; briefed by local disaster preparedness and response officials on flood relief program; Paraguay.

- March 13: Participated in meeting on the multinational impact of flooding on the Rio de la Plata system; briefed by local representatives of Caritas relief organization on flood relief programs; Buenos Aires, Argentina.
- March 15: Briefed by scientists from the National Institute for Amazonian Research on flood mitigation projects in the Amazon region; Manaus, Brazil.
- April 18: Delivered keynote address to the National Hurricane Conference; Houston, Texas
- April 30: Taught third grade science class about hurricane preparedness; briefed on beach renourishment project, which is underway to rebuild beaches affected by hurricane-force winds; Bradenton, Florida.
- May 8: Briefing by London Fire Brigade and demonstration of search and rescue technique; London
- May 10: Visited flooded areas of Dallas, Texas; met with Red Cross workers and disaster victims.
- May 23: Briefed by the Small Business Administration about the Agency's disaster relief programs; Washington, D.C.
- May 24: Addressed meeting of private voluntary organizations engaged in foreign disaster relief; Elkridge, Maryland.
- June 14: Participated in U.S.- Canadian Consultative Meetings on disaster preparedness; Ottawa, Canada
- June 25: Attended briefing by disaster preparedness division of the Los Angeles County Fire Department; Los Angeles
- June 25: Participated in disaster simulation staged by Los Angeles County Fire Department and Paramount Studios; Los Angeles
- June 26: Briefed by Getty Museum staff on disaster mitigation and earthquake preparedness measures; Los Angeles
- June 27: Participated in tour and briefing of National Earthquake Information Center; Golden, Colorado

- July 11: Met with Japanese Diet Member Hajime Ishii to discuss U.S. and Japanese programs related to the U.N. Decade on Natural Hazard Reduction; Washington
- September 19: Participated in American Red Cross Family Preparedness Kick-Off; Washington
- September 26: Met with Paraguayan Minister of Health to discuss progress in the Paraguayan Disaster Preparedness Program; Washington
- October 17: Addressed the Bay Area Earthquake Preparedness Project Conference "Lessons Learned from the Loma Prieta Earthquake;" San Francisco
- October 23: Visited disaster volunteers in Plainfield; presented FEMA award to Plainfield High School coach for heroic actions during August tornados; Plainfield, Illinois
- November 15: As co-chair of U.S. disaster preparedness delegation, visited Soviet Scientific Center for Emergency Medical Assistance; toured mobile hospital for emergency medical assistance in disaster areas; met with Raisa Gorbachev and V.H. Doguzhiev, Deputy Chairman of the USSR Council of Ministers' Commission on Emergencies; Moscow
- November 16: Toured training center for civil defense, Novogorsk
- November 17: Visited Proton Machine Building plant for discussion about the production of search and rescue robots; Khruchinov
- November 19: Participated in U.S./Soviet meeting on disaster management cooperation; met with Russian Republic Deputy Prime Minister for Ecological Affairs I.T. Gavrillov; Moscow
- November 30: Visited flooded areas of Washington State; met with disaster victims and state, federal and volunteer workers; Seattle
- December 8: Participated in Center for Strategic and International Studies' earthquake simulation exercise designed to examine the role of the executive and legislative branches in earthquake disaster relief; Washington

1991

- January 8: Visited Marion County and Kokomo, Indiana; met with local firefighters and DAC members; North Central Indiana
- February 23: Addressed the Indiana Fire Conference on disaster issues and volunteerism; Indianapolis, IN
- February 25: Toured the National Institute of Standards and Technology and saw demonstrations of lightening, flashover and structural testing; Gaithersburg, MD
- February 27: Addressed the Credit Union National Association on disaster issues and international development cooperation; Washington
- March 4: Addressed the Simon Weisenthal Center National Leadership Conference on disaster issues; Washington
- April 15: Addressed the Wisconsin Funeral Director's Mass Casualty Training Symposium on disaster issues and NDMS; Steven's Point, Wisconsin
- April 22: Addressed the National Association of State Fire Marshals on disaster issues and emergency preparedness; Newport, Rhode Island
- April 24: Attended meeting of the Subcommittee for Natural Disaster Reduction; briefed on U.S. Government agency efforts in the disaster response and planning fields; NOAA, Washington
- April 30: Addressed the Annual Congressional Fire and Emergency Services Dinner on disaster issues and emergency preparedness; Washington
- May 21-23: Assisted with international relief efforts in the cyclone-affected areas of Bangladesh; met with the Prime Minister and Acting President of Bangladesh; briefed on U.S. response efforts and those of international private voluntary organizations; Dhaka/Chittagong, Bangladesh
- May 29: Chaired first full committee meeting of the International Disaster Advisory Committee (IDAC); the IDAC, organized by Office of Foreign Disaster Assistance at the U.S. Agency for International Development, is a group of private sector representatives examining ways to increase their involvement in preparedness and response issues overseas, Washington

- May 30: Participated in two workshops and gave plenary remarks at the 20th annual conference of the National Association for Search and Rescue, Winston-Salem, North Carolina
- June 21 Addressed the Florida Association of Insurance Agents about disaster preparedness and response, Orlando
- June 27 Hosted breakfast in honor of the Disaster Relief Coordination Delegation from the Soviet Union, Washington
- July 25 Presented awards to Centennial Cooperative Weather Observers and delivered disaster preparedness remarks at NOAA, Dept. of Commerce, Washington
- July 26 Met with Rep. Bill Emerson and staff regarding disaster relief response and famine in Africa, Washington
- August 7 Visited fire department training center, Sao Paulo, Brazil
- October 1-2 Lead American delegation to the National Emergency Respose Services IV meeting of UNDR0 at the U.N./Geneva, Switzerland
- October 9-10 Participated in the first meeting of the Special High-Level Council of the International Decade for Natural Disaster Reduction, United Nations, New York

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

October 18, 1991

REMARKS BY THE PRESIDENT
AT CEREMONY FOR SWEARING IN OF CLARENCE THOMAS
AS ASSOCIATE JUSTICE OF THE SUPREME COURT

The South Lawn

2:00 P.M. EDT

THE PRESIDENT: Welcome all to the White House. Mr. Vice President and Mrs. Quayle, a warm welcome. And, of course, to the members of the Supreme Court. And may I simply say that Barbara and I join with you and with all the nation in mourning the loss of Nan Rehnquist, the wife of the Chief Justice.

Let me also welcome the many members of the United States Congress that are with us today. Single out but a few -- Minority Leader Dole and Chairman Biden, and ranking member Thurmond of the committee, and so many others. Members of our Cabinet over here and so many friends of Clarence Thomas, who have worked with him here in Washington -- and, of course, I should especially single out Senator Jack Danforth, a man every American would be proud to call friend. (Applause.)

And of course, those special guests, the many members of Clarence Thomas's family here today: his wife, Ginnie, son Jamal here in the front row. And Clarence's mother, Mrs. Leola Williams; his sister, Emma Mae Martin; his brother, Myers. His cousins -- it reminds me of Pinafore -- his cousins, sisters, aunts. (Laughter.) But that's the way it ought to be. And all of you, some of whom drove all the way up -- I see a little advertisement over here from Pin Point, Georgia, to be here this afternoon. (Applause.) That's 600 long miles -- but I've got a feeling they might have driven 6,000 miles to be here today.

People from far and wide -- from all walks of life, all levels of education and income -- have come here today in testament to the character of Clarence Thomas. But what brought you here is also something more: the power of the American ideal -- the values of faith and family, of hard work and opportunity. These are the values that unite us all -- that give America meaning.

America is the first nation in history founded on an idea: on the unshakable certainty that all men are created equal. When we ask our Justices to uphold the Constitution, we entrust to them the laws that give life to our principles. Clarence Thomas now joins the distinguished ranks of jurists to whom we entrust this sacred task -- who, in the stark and simple phrase of Chief Justice Marshall, tell us "what the law is."

I said when I nominated Clarence Thomas that this man is a fiercely independent thinker, with an excellent legal mind, who believes passionately in equal opportunity for all Americans. Since then, the whole nation has learned that the passion and the intellect and the independence of mind all spring from a single source: an inner strength stamped on his character long ago, when he walked the dirt roads of Pin Point.

Clarence Thomas comes to the Supreme Court having worked in the private sector -- having served in state government and in

MORE

every branch of federal government. Each position will serve him well on the Court -- sharpening his vantage point on the many questions that come before him.

These are the man's qualifications. They are not the same as his experience.

Clarence Thomas knows firsthand the searing hate and sting of segregation. He knows the cold face of indifference -- the unthinking cruelty that tells some men and women that society expects little of them -- and offers even less.

But Clarence Thomas would not be here today if there were not more to his story. He's known his share of the joys of life: the love of family, the devotion of friends, the kind gestures from people committed to decency and fairness, to justice and to the American Dream.

Clarence Thomas has endured America at its worst -- and he's answered with America at its best. He brings that hard-won experience to the High Court, and America will be better for it.

So let me say to everyone here: Don't be overawed by the solemnity of this moment. Celebrate this day. See what this son of Pin Point has made of himself. See how he makes us proud of America -- proud of all that is best in us.

In just a few moments, we will bear witness as the oath of office is administered to our nation's newest Supreme Court Justice. Before we do, let me say on a personal level, America is blessed to have a man of this character serve on its Highest Court.

Clarence Thomas -- Mr. Justice Thomas, congratulations. And now I'd like to ask Justice Byron White to administer the oath. (Applause.)

(The oath is administered.)

JUSTICE THOMAS: Thank you all so much. This is wonderful.

Mr. President, Mrs. Bush, Mr. Vice President and Mrs. Quayle, Senator Dole, and all my friends and all the members of Congress, Justice White and my future colleagues, and all my wonderful family members, friends, supporters and those who helped. Even as I am joyful at this event, I am deeply saddened by the death of Mrs. Rehnquist, and I join in the heartfelt condolences to the Chief Justice and his family.

Since that bright, sunny day in Kennebunkport July 1, there have been many difficult days as we all went through the confirmation battle -- and I mean we all. But on this sunny day in October at the White House, there is joy -- joy in the morning. (Applause.)

I thank almighty God. I thank those who stood along the road of 43 years of my life from Pin Point to the Supreme Court, from 1948 to 1991. I thank my mother and my father; my wonderful, wonderful grandparents; the nuns; my relatives; my neighbors; my friends -- all who insisted that I make something of myself. And all who stood ready to help me do just that.

I thank America for the ideal, the opportunity and the reaffirmation of so much that is good about our great country. I thank my wonderful wife and my funny son. (Laughter.) My wife is my best friend, and over the past 110 days, we have been brought closer together, our love has been strengthened, and we have become better people.

Today, now, it is a time to move forward. A time to look for what is good in others, what is good in our country. It's a time to see what we have in common, what we share as human beings and as citizens. It is a time to look for solutions rather than exploit problems. In the words of Sir Winston Churchill, "Let us go forward together."

I close this process, this long and enduring process, as I began in Kennebunkport. Only in America could this day have been possible. I thank you all and may God bless you. (Applause.)

END

2:22 P.M. EDT

Rosemary Weiss - President IJDF

Melinda Andrews - IJDF

NYS-8881

Srieking Ln

Photo of Mrs. Quake in
before

w/ PRES. of IJDF
Rosemary Weiss

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→ Internat'l
Women's
Forum

Lunch

THE WHITE HOUSE
WASHINGTON

Barbara Franklin

Briefing for 220

Rm. 450

Oct. 24 4:00-5:00
of

~~5:50-6:30~~

Rm. reserved 4:30-5:30

Domestic Policy Briefing

~~John~~
Lynn Martin

Mrs. Quayle - Marguerite Sullivan
(Janet Holt)

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To Helen

Date 10/15 Time 12⁰⁰

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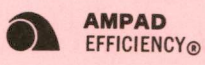
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Forum Oct 24

Operator



23-020

To Helen

Date 10/15 Time 1⁰⁰

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M Laura Holmes

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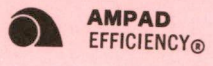
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RETURNED YOUR CALL

Message _____

Operator



23-020

WEDNESDAY, OCTOBER 23, 1991

"New Discoveries, New Directions" begins with an elegant evening reception at the British Embassy, located on Washington's exclusive Embassy Row. Following the reception, you'll enjoy a champagne tour of the Washington monuments, ending with a special supper under the moonlight at the Lincoln Memorial.

THURSDAY, OCTOBER 24, 1991

After your "official" welcome to Washington, (as only Washington can do), you meet our first panel of experts at the National Museum of Women in the Arts to learn about **"New Discoveries and New Directions in Space and Telecommunications"**. Our speakers, on the cutting edge of technology, from the National Aeronautics and Space Administration, Pacific Cellular, and the Advanced Materials Center, will tempt you with "what can be" and "what will be". Before leaving . . . a personal tour of the only national museum for women in the arts, led by its Founder and IWF member, Wilhelmina Holladay.

Then we're off to a luncheon on Capitol Hill with House and Senate Leadership, Committee Chairmen, and Ranking Members, co-chaired by IWF members, Senators Nancy Kassebaum and Barbara Mikulski. After dining with your own Congressional representatives, senior Members of Congress will brief you on Energy and the Environment; International Finance; the Budget; Defense and Foreign Affairs; and the U.S. Domestic Agenda.

A Special Invitation

Our busy day would be incomplete without afternoon tea, which we'll have at The White House, hosted by some very special Washingtonians! (Photo identification required for admittance).

Evening Dine-Around

In the tradition of saving an evening for ourselves to meet new friends, connect with old friends, and just enjoy one another, IWF Washington members invite you into their homes for a sumptuous meal and scintillating conversation.

FRIDAY, OCTOBER 25

We're inviting the top women from the diplomatic corps from each of our Forum countries to join us for breakfast at an embassy, before beginning our first-hand look at **"New Directions in International Relations"** at the U.S. State Department. IWF members Ambassador Rozanne L. Ridgway, President of the Atlantic Treaty Council and Senator Nancy Kassebaum (R-Kansas); senior state department officials; and one of our own IWF foreign correspondents will then brief us on what the world may be like at the turn of the century.

Then . . . lunch at The John F. Kennedy Center for the Performing Arts to celebrate **Women and Corporations Who Have Made a Difference** awardees, emceed by IWF members and television news anchors, Susan King with WJLA-TV, the ABC affiliate in Washington, D.C., and Carole Simpson of ABC.

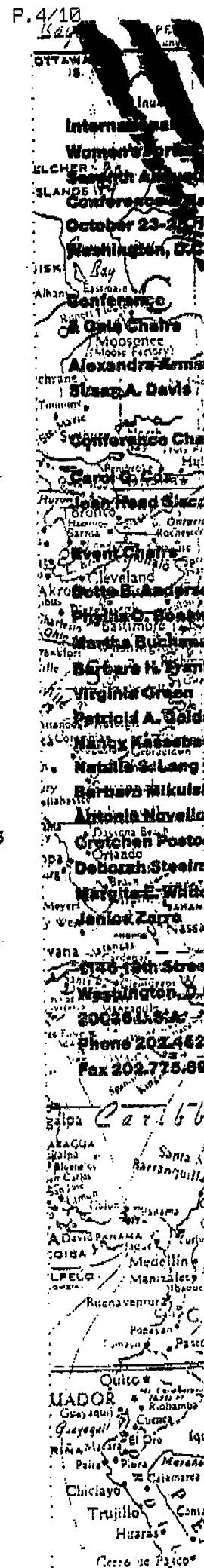
And . . . we end our conference at the Pan American Health Organization with a focus on ourselves . . . as IWF member and U.S. Surgeon General Antonia Novello leads a panel of international experts on **"New Discoveries in Health"**.

Seventh Annual International Hall of Fame Gala

This year we honor **President Violeta Barrios de Chamorro** of Nicaragua; American Activist and Author **Betty Friedan**; **Katharine Graham**, Chairman of the Board of The Washington Post Co.; and **Dr. Dorothy L. Height**, President of the National Council of Negro Women, Inc. Emcee **Lynda Carter** will keep the evening fast-paced and exciting, concluding with a very special performance by the world-renowned political satirists, "Capitol Steps."

SATURDAY, OCTOBER 26

If you can spend the day in Washington, D.C., we recommend visiting the Smithsonian's many museums; browsing through our fantastic art galleries; shopping in our exclusive stores; or driving to Annapolis or Mount Vernon. Didion World Travel will be happy to assist you in making plans. Also on this day, the IWF Board of Directors, Committees and Leadership Foundation Board will meet.



New Discoveries, New Directions

CHAIRS: Carol Cox Alexandra Armstrong
Jean Sisco Susan Davis

1991 ANNUAL CONFERENCE

HOST HOTEL: Washington Hilton

Wednesday, October 23, 1991

- 7:00 PM Reception at hotel - Light hors d'oeuvres
- 8:00 PM Moonlight tour of the monuments
- 8:45 PM Tents at the Lincoln Memorial
Light buffet & music
Esther Smith and Ginger Green - chairs

Thursday, October 24, 1991

- 7:00 AM Registration and continental breakfast
- 8:00 Honor guard - Cardoza Band
Sharon P. Dixon, Mayor of Washington, D.C. -
welcome
- 8:30 Buses leave for Women's Museum
- 9:00 New Directions in Space & Tele-communications
Pat Goldman and Margita White - Co-Chairs
- 11:00 AM Tour of Women's Museum
- 11:40 AM Buses leave for Capitol Hill
- 12:00 PM Lunch on Capitol Hill - Senate Caucus Room
Nancy Kassebaum & Barbara Mikulski
Co-Chairs
Leadership of House & Senate, Heads of
leading committees invited
- 1:30 PM Break
- 2:00 PM Senate Budget Committee Hearing Room -
Congressional leaders
Carol Cox & Jan Zarro - Co-chairs.
- 4:00 PM Break
- 4:30 PM White House
Barbara Franklin & Deborah Steelman
- 7:00 PM Reception
- 8:00 PM Dine Around - Chair - Martha Buchanan
Spouse Program - Joe Sisco, Bob Wilkerson,
Bob Waite - Chairs

(over)

Friday, October 25

- 8:00 AM International Breakfast - location TBD
- 10:00 AM New Directions in International Relations
State Department Auditorium
Roz Ridgeway - Chair
- NOON Kennedy Center - AFI - Awards Ceremony
"Women and Corporations Who Make a Difference"
Gretchen Poston - Chair
Susan King & Carole Simpson - Emcees
- 1:00 PM Awards Luncheon - Kennedy Center
- 2:30 PM New Directions in Health
Debbie Steelman - Chair
Surgeon General Toni Novella -Featured Speaker
- 4:00 PM Return to hotel
- 7:00 PM Cocktails
- 8:00 PM Gala - Susan Davis & Alex Armstrong Co-chairs
Bette Anderson - Chair corporate sponsors
Capital Steps entertain
Lynda Carter - master of ceremonies.
- 11:00 PM Party for special guests

PROJECTED ATTENDANCE FOR
1991 IWF INTERNATIONAL CONFERENCE

Total Participants 275 - 300 persons

Geographic Distribution:

* United States of America	210
United Kingdom	15
France	6
Belgium, The Netherlands, Luxembourg	4
Italy	8
Sweden	4
USSR	4
China	1
Hong Kong	2
The Philippines	3
Mexico	4
The Bahamas	6
Canada	2
Israel	2
Turkey	4

* 25 of the U.S. participants are expected to be from the Women's Forum of Washington, D.C.

Franklin Associates

2600 Virginia Avenue, N. W.

Suite 506

Washington, D. C. 20037

BARBARA HACKMAN FRANKLIN
PRESIDENTTELEPHONE 202-337-8100
FACSIMILE 202-337-9104

August 14, 1991

*Helen - This is a copy of
an earlier letter - but the
info is still useful.*

The Honorable Susan Porter Rose
Chief of Staff to the First Lady
The White House
Washington, D.C. 20500

Dear Susan:

Here's a bit more information about the International Women's Forum. I've tried to answer your key questions relating to our hope that Mrs. Bush can greet the group on the afternoon of October 24th.

- o What does IWF do? In addition to "bringing together women of diverse achievements...", there is another important thing I neglected to mention when we spoke. That is the Leadership Foundation which is the education and training arm of the Forum.

The Leadership Foundation's mission is to provide impetus to the study of women in leadership roles and to encourage women to help each other in striving to become leaders. One of its notable recent contributions: the Foundation commissioned a unique study of styles of leadership to see if there are differences between the way women and men lead. The study showed that there are differences, and the results were published in a Harvard Business Review article authored by the University of California professor who did the study. It illuminated the special way women lead -- "interactive leadership" -- by "making people feel important, included, and energized." The article is enclosed.

Enclosed also is an op ed piece, which will appear soon, articulating what the Leadership Foundation is all about. Additionally, there are other materials regarding the Foundation enclosed in the blue folder.

The Honorable Susan Porter Rose
August 14, 1991
Page 2

- o How many women will be at the meeting here in October and where are they from? I told you there would be 250, but I've since learned that the number is now estimated at 275-300. (See the enclosed sheet.) The majority (210) will be from the United States. Texas will have one of the largest delegations (15-20), with other major delegations representing California, New York, Ohio, Colorado, Washington state, Oregon, Arizona, Maryland, and, of course, Washington, D.C.

Thank you for your help, and please let me know if there are other questions. I very much hope she can do it.

Warm regards to you,

Sincerely,

Barbara

Enclosures

*Hope this isn't too much paper - get rid
what you don't want!*

Ways Women Lead

by Judy B. Rosener

An excerpt from this article will follow. If you'd like the entire article (7 pages), I'd be happy to send it.



Harvard Business Review

No. 90608

The IWF Survey of Men and Women Leaders

The International Women's Forum was founded in 1982 to give prominent women leaders in diverse professions around the world a way to share their knowledge with each other and with their communities and countries. The organization now has some 37 forums in North America, Europe, Asia, Latin America, and the Middle East. To help other women advance and to educate the public about the contributions women can and are making in government, business, and other fields, the IWF created the Leadership Foundation. The Foundation commissioned me to perform the study of men and women leaders on which this article is based. I conducted the study with the help of Daniel McAllister and Gregory Stephens (Ph.D. students at the Graduate School of Management at the University of California, Irvine) in the spring of 1989.

The survey consisted of an eight-page questionnaire sent to all the IWF members. Each respondent was asked to supply the name of a man in a similar organization with similar responsibilities. The men received the same questionnaire as the IWF members. The respondents were similar in age, occupation, and educational level, which suggests that the matching effort was successful. The response rate was 31%.

The respondents were asked questions about their leadership styles, their organizations, work-family issues, and personal characteristics. The following are among the more intriguing findings, some of which contradict data reported in academic journals and the popular press:

- The women earn the same amount of money as their male counterparts. The average yearly income for men is \$136,510; for women it is \$140,573. (Most other studies have shown a wage gap between men and women.)
- The men's household income (their own and their spouse's) is much lower than that of the women—

\$166,454 versus \$300,892. (Only 39% of the men have full-time employed spouses, as opposed to 71% of the women.)

- Both men and women leaders pay their female subordinates roughly \$12,000 less than their male subordinates with similar positions and titles.
- Women are more likely than men to use transformational leadership—motivating others by transforming their self-interest into the goals of the organization.
- Women are much more likely than men to use power based on charisma, work record, and contacts (personal power) as opposed to power based on organizational position, title, and the ability to reward and punish (structural power).
- Most men and women describe themselves as having an equal mix of traits that are considered "feminine" (being excitable, gentle, emotional, submissive, sentimental, understanding, compassionate, sensitive, dependent), "masculine" (dominant, aggressive, tough, assertive, autocratic, analytical, competitive, independent), and "gender-neutral" (adaptive, tactful, sincere, conscientious, conventional, reliable, predictable, systematic, efficient).
- Women who do describe themselves as predominately "feminine" or "gender-neutral" report a higher level of followership among their female subordinates than women who describe themselves as "masculine."
- Approximately 67% of the women respondents are married. (Other studies report that only 40% to 50% of women executives are married.)
- Both married men and married women experience moderate levels of conflict between work and family domains. When there are children at home, women experience only slightly higher levels of conflict than men, even though they shoulder a much greater proportion of the child care—61% of the care versus 25% for the men.

One example of the kinds of mechanisms that encourage participation is the "bridge club" that one interviewee, a group executive in charge of mergers and acquisitions at a large East Coast financial firm, created. The club is an informal gathering of people who have information she needs but over whom she has no direct control. The word *bridge* describes the effort to bring together these "members" from different functions. The word *club* captures the relaxed atmosphere.

Despite the fact that attendance at club meetings is voluntary and over and above the usual work

demands, the interviewee said that those whose help she needs make the time to come. "They know their contributions are valued, and they appreciate the chance to exchange information across functional boundaries in an informal setting that's fun." She finds participation in the club more effective than memos.

Whether or not the women create special forums for people to interact, they try to make people feel included as a matter of course, often by trying to draw them into the conversation or soliciting their opinions. Frieda Caplan, founder and CEO of Frieda's