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Awards

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3-6-96

Potential Q&A for Mike McCurry on the Baldrige Award Ceremony

Question: Isn't it ironic that while you claim to be celebrating "Corporate Responsibility" and "Business Excellence", Bob Allen, the "Corporate Killer," who's company has won 3 Baldrige Awards, but nonetheless just laid off 40,000 workers, is sitting in the front row and shaking hands with the President?

Answer:

(1) This is an event that celebrates quality and success -- companies and workers that are sterling examples of what the President has called "the new American excellence in competitiveness." Look at this year's winners: Both have empowered, educated and trained their workers while ensuring that they share in corporate financial gains. Both have emphasized the idea of partnership, working together -- with employees, customers, community, and government at all levels. Both have seen outstanding results. Coming Telecommunications Product Division (TPD), for example, has increased employment by more than 50 percent over the past 5 years by focusing on quality. They teach us lessons that each of us should take home.

(2) Second, the President is pleased to commend the work of Foundation of the Malcolm Baldrige National Quality Award, of which Bob Allen is the current President. It is the Foundation, created in 1987, has played no small part in elevating the stature of the Baldrige Award -- and accelerating the quality movement in America. Mr. Allen is completing his one-year term after having served in other capacities with the Foundation.

(3) Third, AT&T should be very proud of the fact that three of its divisions -- AT&T Consumer Communications Services (1994), AT&T Network Systems Group/Transmission Systems Business Unit (1992), and AT&T Universal Card Services (1992) -- have won the Baldrige award. That's because these divisions have readied themselves for the competitive market place, and as such have been, according to AT&T, "barely touched" by layoffs. Their constant pursuit of quality and excellence, and steady investments in employee education, training, and development -- critical elements in winning the award -- have prepared them and their workers over the past several years for competition in the marketplace. In fact, because of the success of these divisions, AT&T has made a commitment to carry forward the quality/customer satisfaction focus throughout each of their new companies (Lumina, NCR, and AT&T).

(4) Finally -- it is important to put actions by American businesses in the larger context. While 43 million jobs were lost since 1979, another 70 million were created. Since 1982, the number of working Americans has increased by an astounding 32 percent. [And while AT&T shrinks,] MCI Communications has grown from 12,000 in 1985 to 48,000 today; Sprint, from 27,000 to 52,000. Meanwhile the number of cable operators and programmers has jumped from 24,000 in 1978 to 112,000. In addition, the new telecommunications bill signed by the President -- is expected to create 3.4 million new jobs in the private sector. (Washington Post March 5, 1996, Daily Labor Report, 2/12/96)

Steve Silverman x 62572

Funding for Malcolm Baldrige National Quality Award Program

- Funding for the Malcolm Baldrige National Quality Award program (through the Commerce Department's National Institute of Standards and Technology) was \$3.4 million in FY 95. The President's request for FY 96 was \$4.9 million. The current funding rate under the CR (through March 15) is \$2.9 million.
- The reduction in funding from the FY 95 level will limited outreach and force cancellation of pilot programs for health care and education.
- Endowment raised by a private foundation supplements federal funding for the program.
- Award winners receive no monetary reward, just a crystal and recognition.

MALCOLM BALDRIGE NATIONAL QUALITY AWARD

WHAT IS THE AWARD? By the 1980s, it was clear to many industry and government leaders that a renewed emphasis on quality was no longer an option for American companies but a necessity for doing business in an ever growing world market. As a result, the Malcolm Baldrige National Quality Award was established by Congress in 1987 to promote quality awareness, to recognize quality achievements of U.S. companies, and to publicize successful quality strategies. The award is *not* for specific products or services. Two awards may be given annually in each of three categories: manufacturing, service, and small business. In conjunction with the private sector, the National Institute of Standards and Technology developed and manages the award program.

HOW ARE WINNING COMPANIES SELECTED?

Businesses located in the United States may apply for the award. Those that do must undergo a rigorous evaluation by an independent board of examiners composed of private- and public-sector experts in quality. The examination includes onsite visits for those passing an initial screening. Each applicant receives a written summary of strengths and areas for improvement in quality management.

WHAT ARE THE CRITERIA AND HOW ARE THEY USED?

Seven broad categories make up the criteria: leadership, information and analysis, strategic planning, human resource development and management, process management, business results, and customer focus and satisfaction. Applicants for the award must provide data to show quality achievement and quality improvement in each area.

A General Accounting Office report calls the award criteria "the most widely accepted formal definition of what constitutes a total quality management company." Almost 1 million copies of the criteria have been distributed. Thousands of organizations use the criteria as a quality improvement "road map." In addition, about 30 states have established—or will establish soon—state quality awards programs, most of which are modeled after the Baldrige Award.

DOES QUALITY PAY? While quality management cannot guarantee success, the Baldrige award winning companies and many others believe that investing in quality can lead to outstanding returns, both for individual companies and the country. According to a recent report by the Conference Board, a private business membership organization, "A majority of large U.S. firms have used the criteria of the Malcolm Baldrige National Quality Award for self-improvement, and the evidence suggests a long-term link between use of the Baldrige criteria and improved business performance."

FOR FURTHER INFORMATION: Write or call the Malcolm Baldrige National Quality Award Office A537 Administration Building, NIST, Gaithersburg, Md. 20899-0001, (301) 975-2036, email: oqp@micf.nist.gov (via Internet).

A list of the winning companies from 1988 to 1995 follows.

MALCOLM BALDRIGE NATIONAL QUALITY AWARD WINNERS

1995

Armstrong World Industries' Building
Products Operation
Lancaster, Pa. (manufacturing)

Corning Telecommunications Products Division
Corning, N.Y. (manufacturing)

1994

AT&T Consumer Communications Services
Basking Ridge, N.J. (service)

GTE Directories Corp.
Dallas/Ft. Worth, Texas (service)

Wainwright Industries Inc.
St. Peters, Mo. (small business)

1993

Eastman Chemical Co.
Kingsport, Tenn. (manufacturing)

Ames Rubber Corp.
Hamburg, N.J. (small business)

1992

AT&T Network Systems Group/
Transmission Systems Business Unit
Morristown, N.J. (manufacturing)

Texas Instruments Inc.
Defense Systems & Electronics Group
Dallas, Texas (manufacturing)

AT&T Universal Card Services
Jacksonville, Fla. (service)

The Ritz-Carlton Hotel Co.
Atlanta, Ga. (service)

Granite Rock Co.
Watsonville, Calif. (small business)

1991

Solelectron Corp.
Milpitas, Calif. (manufacturing)

Zytec Corp.
Eden Prairie, Minn. (manufacturing)

Marlow Industries
Dallas, Texas (small business)

1990

Cadillac Motor Car Division
Detroit, Mich. (manufacturing)

IBM Rochester
Rochester, Minn. (manufacturing)

Federal Express Corp.
Memphis, Tenn. (service)

Wallace Co. Inc.
Houston, Texas (small business)

1989

Milliken & Company
Spartanburg, S.C. (manufacturing)

Xerox Corp.
Business Products and Systems
Rochester, N.Y. (manufacturing)

1988

Motorola Inc.
Schaumburg, Ill. (manufacturing)

Commercial Nuclear Fuel Division
of Westinghouse Electric Corp.
Pittsburgh, Pa. (manufacturing)

Globe Metallurgical Inc.
Beverly, Ohio (small business)

winner, says, "We continue to use the Malcolm Baldrige National Quality Award criteria even after winning the award in 1991. The criteria have helped us build a quality company and return substantial value to our shareholders. From 1989 to 1994, sales have increased from \$130 million to \$1.46 billion, net profit has increased from \$4 million to \$56 million. Solecron's stock price has had an average growth of 82 percent per year, and the number of customer awards for quality and service has increased from 14 to 63."

According to a NIST study, the five whole company Baldrige Award winners — Eastman Chemical Co., Federal Express Corp., Motorola Inc., Solecron Corp., and Zytec Corp. — outperformed the Standard & Poor's 500 from the time they won the award (or the date they went public) to Oct. 3, 1994, by 6.5 to 1.

In a study of 20 companies, the U.S. General Accounting Office found that "in nearly all cases, companies that used total quality management practices achieved better employee relations, higher productivity, greater customer satisfaction, increased market share, and improved profitability."

Baldrige award winners have achieved outstanding results in customer satisfaction, product and service quality, and overall company performance.

Do the award criteria take into account a company's financial performance?

Yes. The criteria include many factors that contribute to financial performance, including business decisions and strategies that lead to better market performance, gains in market share, and customer retention and satisfaction.

Companies are urged to use financial information, including profit trends, in analyzing and reporting on improved performance and to look for the connection between the two.

Do applicants receive credit for being creative in their approach to quality management?

Finding innovative solutions to problems is considered a hallmark of world-class quality management and is one of the characteristics shared by all of the winning companies. The Baldrige Award criteria encourage companies to be creative in the way they achieve quality management goals. These methods can include using tools and techniques in a unique way or putting a new twist on a method used in another application or by another business.

Can only U.S. companies win the award?

Any for-profit business located in the United States or its territories may apply for the award. A foreign-owned company or subsidiary may apply, but only if more than 50 percent of its employees or 50 percent of its physical assets are located in the United States or its territories.

Is it tougher for small companies to win?

No. The award is meant to identify, recognize, and hold up as models companies that are truly world-class and that can compete successfully against the best in the world. No one said that would be easy—for large or small companies.

How much do companies spend trying to win the award? How much is it worth to a company?

While there is a fee to apply, the amount of time and money each company spends on preparing the application package varies. A vice president of one of the small business winners wrote the application at home over a weekend. That was possible because the company had for years been tracking the necessary information. In other, larger companies, teams of people may spend weeks working on the application.

But, thousands of companies are using the Baldrige Award criteria in their business practices not to win awards, but to provide value to their customers and improve overall company performance.

1995 AWARD WINNERS:

The 1995 recipients are being awarded The Malcolm Baldrige Award in recognition of their business excellence and quality achievement. Corning and Armstrong have empowered, educated and trained their workers, while ensuring that their workers share in corporate financial gains; made substantial investments in research and development in order to remain on the cutting edge of innovation and technology; and emphasized partnership, by, for example, establishing cross-functional teams within their companies and working with the government.

ARMSTRONG WORLD INDUSTRIES' BUILDING PRODUCTS OPERATION

The Building Products Operation (BPO) is the World's No. 1 producer of acoustical ceiling and walls, and employs about 2,400 of Armstrong's total workforce of 20,600. Their major customers are commercial and residential contractors and building suppliers.

The company is committed to promoting a high-performance work environment, providing its workers with the skills, tools, and information, flexibility and authority needed to respond quickly and effectively to customers requirements. In each of the past 5 years, over half of the BPO work force has participated on the more than 200 employee improvement teams operating at any given time. These teams have helped BPO increase output and sales, improving the rate of on-time deliveries, and improving plant safety.

BPO became one of the first partners in the Commerce Department's **Advanced Technology Program (ATP)** -- a government-industry cost-shared program to develop high-risk, longer term technologies that have broad economic benefits. BPO also has worked with the Department of Commerce NIST laboratories, seeking to improve fire testing for our nation's buildings and BPO's customers.

Since 1991, the price the company pays as a result of waste and non-conformance has dropped 37 percent, contributing \$16 million in additional operating profits in 1994.

Since 1991, output per manufacturing worker has risen 39 percent and annual sales per manufacturing worker has risen by 40 percent.

In 1994, BPO reduced operating costs by a company-record \$40 million while maintaining or increasing its share in each of its markets. Employees shared in those accomplishments: BPO set industry safety records; employees worked more than 3 million hours without a lost-time injury. In 1994, BPO made its highest-ever gainsharing and incentives payouts.

Employees work in teams in which each individual can perform a variety of jobs. As of 1996, six of the companies seven plants pay workers for mastering new skills and knowledge. The company also offers "gainsharing" which links measures of safety, customer satisfaction, process effectiveness, and other aspects of performance areas to a portion of each employee's compensation.

CORNING TELECOMMUNICATIONS PRODUCTS DIVISION (TPD)

Corning invented the optical fiber, holds all of the pioneering patents in the field, and is the world's largest optical fiber manufacturer, serving customers in more than 30 countries, employing some 1,400 people. James R. Houghton is the Chairman of the Board and Chief Executive Officer of Corning Incorporated.

In 1994, Corning received the President's National Medal of Technology for its many life-changing and life-enhancing innovations which made possible entire new industries -- lighting, television, and optical communications.

In 12 years, the company has grown from being unknown in the business to being the world's leader in optical fiber manufacturing. During this time, the company has increased sales, market share, and profitability, doubled productivity, decreased defects nearly tenfold, and has never lost a customer. Since 1990, the company has increased its workforce with 50 percent. Over the last seven years, TPD has achieved a sixfold reduction in hazardous waste levels. 98 percent of its customers rate the quality of TPD products as "very good" or "excellent," and the company is viewed as the industry and technology leader.

Corning uses its own technology to provide distance learning to its employees and to ensure that they have the greatest opportunity to learn and retool their skills. The company also prepares its employees to deal with cultural change through individual development training, which is an essential part of building the foundation for Corning's High Performance Work Systems. TPD makes significant investments in up-front training for union and management leaders, teaching them how to work together in a partnership to achieve business success.

At TPD's manufacturing plant, teamwork and inter-unit cooperation has become the standard way of doing business, resulting in improved information sharing, more rapid decision making, and other operational benefits that foster continuous improvement. Corning's suppliers also are integrated into the manufacturers' improvement efforts and serve on teams that establish quality requirements and monitor performance.

TPD measures how well employees understand the relationship between their personal work objectives and the division's key strategic initiatives. Through "GoalSharing" bonuses, employee compensation is tied to continuous improvements in customer returns, delivery performance, unit costs, sale and division profits.

Corning is at the leading edge of the technologies that comprise three of the fastest growing segments of the global economy -- communications, environment, and life sciences. TPD's products are at the very heart of the exploding information infrastructure networks that are changing the way everyone does business.

Microenterprise Awards

1/27/97

The Awards

- President Clinton, the First Lady and Secretary Rubin will present the first-ever Presidential Awards for Excellence in Microenterprise on Thursday, Jan. 30, in the East Room.

- Seven groups will be honored for providing access to credit, technical assistance and training to micro-entrepreneurs. (Microenterprise is defined as small businesses with five or fewer employees, often referred to as self-employment.)

- The awards are in four categories, including Poverty Alleviation and Excellence in Program Delivery.

- The awards program is coordinated by the Community Development Financial Institutions (CDFI) Fund at Treasury. CDFI makes grants, loans and other investments in community development financial institutions.

- The awards were created as part of the US commitments at the Fourth World Conference on Women in Beijing. In August 1995, the President instructed Sec. Rubin to establish this awards program. In May 1996, Rubin and the First Lady announced the details of the program.

In her remarks, the First Lady said: "The basis for any long-term solution to poverty rests in a community's ability to help those living in poverty raise their own incomes." She quoted a woman working to set up a small business as having said: 'Too many great ideas die in the parking lots of banks.'

- This has long been an area of concern to the President and First Lady. They were instrumental in starting one of the first in the nation, the Good Faith Fund, in Arkansas. Mrs. Clinton has also seen how microenterprise programs in developing nations can transform the lives of women and their families.

Microenterprise

- Microenterprise is about providing access to opportunity to people who are often left out of the economic mainstream, such as low income people, women and minorities.

-- Microenterprise programs build community by creating jobs, building businesses, generating new economic activity and bringing new entrepreneurs into established business networks and institutions.

-- The Microenterprise industry is young, consisting of some 300 mostly grassroots community organizations .

12-6-96
awards

THE WHITE HOUSE
WASHINGTON

December 5, 1996

MALCOLM BALDRIGE NATIONAL QUALITY AWARD

DATE:	December 6, 1996
LOCATION:	Sheraton Washington Hotel
TIME:	11:30 a.m. -12:30 p.m.
FROM:	Stephen Silverman <i>SS</i>

I. Purpose

You will present the Malcolm Baldrige award to four companies that exemplify excellence in quality. Named in honor of Commerce Secretary Malcolm Baldrige who died in 1987, the award was established to raise awareness and recognition of U.S. companies that have successful practices in quality management.

II. Background

The Baldrige Award

Malcolm Baldrige award winners are selected by an independent Board of Examiners composed of private sector experts in quality. This honor is awarded to any for-profit business located in the U.S. or its territories that demonstrate excellence in: leadership, information and analysis, strategic planning, human resource and development management, process management, business results, and customer focus and satisfaction. Over 80 companies applied for this award. The 1996 recipients are ADAC Laboratories, Dana Commercial Credit Corporation, Custom Research Inc., and Trident Precision Manufacturing.

Baldrige Expansion

Commerce's National Institute of Standards and Technology ran a pilot program for companies and non-profit organizations in education and health care in 1995, but had no funding to launch a full-scale award in FY 1996 or 1997. Currently, only for-profit organizations can apply for the Baldrige award. At the event, Foundation President Earnest Davenport is expected to say that the Foundation will establish endowments for education and health care Baldrige awards, in FY 1998 in partnership with the federal government. NIST's Baldrige Award is funded at \$2.9 million in FY 1997 (out of a total NIST budget of \$588 million). The expected FY 1998 Presidential budget level is \$5.2 million, providing \$2.3 million to enable NIST to establish education and health care awards.

The 1996 Baldrige Recipients

ADAC Laboratories is a company of 710 employees that designs, manufactures, markets and supports products to hospitals, universities, and clinics throughout the world since 1970. Their focus has been on nuclear medicine, radiation therapy planning and healthcare information systems. ADAC's headquarters is based in Milpitas, CA, with facilities in Houston, TX, and Washington, MO.

Dana Commercial Credit Corporation is a subsidiary of Dana Corporation and provides leasing and financing services to a broad array of business customers in selected markets. Dana Commercial Credit employs 547 workers. Dana's activities range from leveraged leases for power generation facilities to customized programs assisting vendor-manufacturers in selling products, to customizing private label leasing programs that aid computer manufacturers, distributors and dealers. Their primary offices are located in Toledo and Maumee, OH; Troy, MI; Oakville, Ontario, Canada; and Weybridge, Surrey, United Kingdom.

Custom Research, Inc. (CRI) is a full-service national marketing research firm of 105 full-time employees. Its clients are in consumer, business-to-business, services and medical markets. Over the years, CRI has worked with multinational corporations to design and conduct products that provide information to help make more conscious business decisions. One of CRI's chief partners, Judith Corson, is the first woman to receive a Baldrige Award. CRI is based in Minneapolis, MN with offices in San Francisco, CA and Ridgewood, NJ.

Trident is a privately held contract manufacturer with 167 employees. This company develops tooling and processing to manufacture components and assemblies designed by its customers in a variety of industries. These industries include medical supplies, banking, computers and defense. Trident operates out of a single factory in Webster, NY.

III. Participants

YOU

Secretary Kantor

David L. Lowe [Low] - Chairman and CEO, ADAC Laboratories

Douglas H. Keare, Jr. [Care] - VP of Quality, ADAC Laboratories

Edward J. Shultz - Chairman and CEO, Dana Corporation

Woody J. Morcott - Chairman and CEO, Dana Corporation (DCC parent)

(You have played golf with him.)

Judith S. Corson - Partner, Custom Research Incorporated

Jeffrey L. Pope - Partner, Custom Research Incorporated

Nicholas Juskiw [Jus-kyou] - CEO and President, Trident Precision Manufacturing Inc.

Joe Miran - VP of Operations, Trident Precision Manufacturing Inc.

Earnest W. Deavenport [Dav-in-port]- Chairman and CEO, Eastman Chemical Company Foundation President, Malcolm Baldrige Foundation (His company won the award in 1993.)

IV. Photo

Participants:

Secretary Mickey Kantor

Mary Good, Under Secretary for Technology, Department of Commerce

Robert Baldrige

Nancy Baldrige

Letita Baldrige

Margaret Baldrige

Arati Prabhaker, Director, NIST

Harry Hertz, Quality Programs Director, NIST

Earnest Deavenport, President, Baldrige Award Foundation

David Lowe, Chairman and CEO, ADAC Laboratories

Douglas Keare, Jr., Vice President of Quality, ADAC Laboratories

Edward Shultz, Chairman and CEO, Dana Commercial Credit Corporation

Woody Morcott, Chairman and CEO, Dana Corporation

Judith Corson, Partner, Customs Research, Inc.

Jeffrey Pope, Partner, Customs Research, Inc.

Nicolas Juskiw, CEO and President, Trident Precision Manufacturing

Joe Miran, Vice President for Operations, Trident Precision Manufacturing

G. Wayne Clough, President, Georgia Institute of Technology

John Hudiburg, Florida Power and Light

Robert Waller, President and CEO, Mayo Foundation

Robert Osterhoff, Xerox Corporation

Phillip Scanlan, AT&T

Mark Nelson, E.I. duPont de Nemours and Company

Fred Thompson, Northrop Grumman Corporation

George Vorhauer, Eastman Kodak Company

Larry Unrein, AT&T Investment Management Corporation

Eric R. Fenel, McDonnell Douglas Corporation

Jules Duvalsaint, Trustee Substitute,

Program Director for Quality & Customer Satisfaction, IBM Corporation

Mike Cooney, Trustee Substitute, Vice President Quality Assurance Texas Instrument

Andrew King, Director Substitute, Senior Vice President of Operations Columbia/HCA

James Berry, Trustee Substitute, Vice President of Technology Lockheed

9-9-96

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

September 5, 1996

STATEMENT BY THE PRESS SECRETARY

President Clinton has announced that he will award the Presidential Medal of Freedom, the nation's highest civilian honor, to eleven distinguished Americans. All have made important contributions to their communities and the nation. The President will bestow the medals at a White House ceremony on September 9, 1996. The honorees are:

JOSEPH CARDINAL BERNARDIN. One of the most beloved priests in the country, Cardinal Bernardin has had a distinguished career in the Church. At age 38, he became the youngest bishop in the nation, consecrated in the Atlanta archdiocese. He was assigned to Chicago in 1982, was named cardinal within a year, and set about to strengthen the Chicago archdiocese. Cardinal Bernardin has championed such causes as racial equality and arms control, and has been a persistent voice for moderation.

JAMES BRADY. In less than three months on the job, Brady had already become an effective and popular press secretary for President Reagan when he was shot by President Reagan's would-be assassin, John Hinckley, and left paralyzed. Mr. Brady and his wife, Sarah, went on to become courageous, outspoken leaders in the fight for responsible gun control, including the "Brady Bill," which bears his name.

MILLARD FULLER. Founder and president of Habitat for Humanity, which is celebrating its 20th anniversary, Fuller has devoted himself to providing decent and affordable housing for low-income families. Habitat has already built over 50,000 homes in the United States and around the world and has become one of the nation's largest home builders. The organization is designed to provide a hand up, not a hand-out, and those who buy Habitat homes must invest not only their dollars but their own labor alongside Habitat volunteers.

DAVID HAMBURG. A psychiatrist who has devoted his life to fighting for the needs and rights of American children, Hamburg is retiring this year from the Presidency of the Carnegie Foundation. He has been a major influence on generations of policy makers and has worked tirelessly for measures such as the Family and Medical Leave Act. He has written about building parental competence, strengthening social support networks by bringing generations together, and child development.

JOHN H. JOHNSON. Johnson is the Chief Executive Officer of Johnson Publishing Company, which produces leading African-American magazines, including Ebony and Jet. He has committed himself to breaking negative stereotypes and building self-respect in the Black community by turning the spotlight on successful African-Americans.

EUGENE LANG. In 1981, Lang "adopted" the sixth grade class of his alma mater in East Harlem, promising to cover the costs of college for any child who graduated from high school. A remarkable 75% of the class took him up on his offer and got their degrees or equivalency certificates. Inspired by that experience, Lang created the "I Have a Dream" Foundation in 1986, to give underprivileged children a chance at college by providing financial assistance, mentoring, and tutoring. Today, there are over 15,000 students in 59 cities involved in "I Have a Dream."

IAN NOWAK-JEZIORANSKI. National Director of the Polish-American Congress, Nowak has devoted his life to the cause of freedom and democracy. During World War II, he risked his life as a member of the Polish underground, making numerous trips from Nazi-occupied Warsaw to London in order to inform Allied leaders. For 25 years, he directed Radio Free Europe's Polish Service, serving as the voice of democracy for a generation of Poles.

ANTONIA PANTOJA. The founder of many organizations dedicated to serving the Puerto Rican community, Pantoja has devoted her energies to promoting community development. In 1961, she helped found ASPIRA, an organization that promotes education, leadership training, and community service for Latino youth. Spreading her "dare to dream" message, she has helped many Latino youth to achieve their higher educational goals. She is also a leading advocate of community restoration and development.

ROSA PARKS. On December 1, 1955, Rosa Parks refused to give up her seat on a city bus in Montgomery, Alabama and helped launch the modern civil rights movement. Since that historic act of civil disobedience, Parks has remained devoted to human rights issues. In 1987, she founded the Rosa and Raymond Parks Institute for Self Development in Detroit, which offers career training for teenagers. She makes frequent personal appearances and was a vocal opponent of apartheid in South Africa.

GINETTA SAGAN. Fifty years ago, Sagan was tortured and nearly killed by Mussolini's Black Brigade because of her involvement with the Italian resistance. With courage and determination, she has fought human rights abuses around the world. She founded the first West Coast chapter of Amnesty International USA and has organized some 75 other chapters around the United States. Amnesty International has honored her by creating the Ginetta Sagan Fund, which is dedicated to stopping torture and persecution of women and children and promotes human rights education.

MORRIS UDALL. A World War II veteran and former professional basketball player, Udall represented Arizona during a distinguished thirty-year career in the House of Representatives. Afflicted with Parkinson's disease, he resigned his seat in 1991. Widely respected for his humor and quiet dignity, he served as the Chairman of the Interior Committee for fourteen years, leading the way on landmark environmental legislation, including the Alaska Lands Act, the 1984 Wilderness Act, and the 1982 Nuclear Waste Management Act.