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Business Proposal

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Row:

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Position:

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1. Science &
Technology
Technology Advisory
Committee accepted

(2) Tech Ceos perd

(3) Export Council
Feb 13 A

Billy said
to send
these to
you.

-Collins
+

ROUTING SLIP

* Status
change *E: 1/18/95FROM: Billy Webster
Director of Scheduling and AdvanceSUBJECT: Inaugural Meeting of POTUS's Export Council Meeting

Don Baer	<u>✓</u>	Abner J. Mikva	<u> </u>
Erskine Bowles	<u>✓</u>	Leon Panetta	<u> </u>
Rebecca Cameron	<u>✓</u>	John Podesta	<u> </u>
Rahm Emanuel	<u> </u>	Jack Quinn	<u> </u>
Mark Gearan	<u>✓</u>	Carol Rasco	<u> </u>
Jack Gibbons	<u> </u>	Bob Rubin	<u>✓</u>
Cindy Gire	<u> </u>	Steve Silverman	<u>✓</u>
Pat Griffin	<u> </u>	Patti Solis	<u> </u>
Marcia Hale	<u> </u>	G. Stephanopoulos	<u> </u>
axis Herman	<u> </u>	Ann Stock	<u> </u>
Nancy Hernreich	<u> </u>	Stephanie Streett	<u>✓</u>
Harold Ickes	<u>✓</u>	Jodie Torkelson	<u> </u>
Anthony Lake	<u> </u>	Kris Van Giesen	<u>✓</u>
Bruce Lindsey	<u> </u>	Melanne Verveer	<u> </u>
Mike McCurry	<u>✓</u>	Anne Walley	<u>✓</u>
Anne McGuire	<u>✓</u>	Maggie Williams	<u> </u>

Mack McLarty FILE: Accept 2nd or 3rd week of February to be determined.FYI ✓ ADVICE ACTION REGRET POTUS, suggest a surrogate is needed: COMMENTS: Walley will set the date per Billy 1/18/95.

Regret, Silverman

ROUTING SLIP

Regret

DATE: 12/19/94

FROM: Billy Webster
Director of Scheduling and Advance

SUBJECT: Inaugural Meeting of the POTUS Export Council/with Swearing-in Ceremony.

Joan Baggett	_____	Mack McLarty	_____
Rebecca Cameron	_____	Dee Dee Myers	_____
Abner J. Mikva	_____	Leon Panetta	_____
Rahm Emanuel	_____	John Podesta	_____
Mark Gearan	<u>X</u>	Jack Quinn	_____
Don Baer	<u>X</u>	Carol Rasco	_____
Jack Gibbons	_____	Bob Rubin	_____
Cindy Gire	_____	Patti Solis	_____
Pat Griffin	_____	G. Stephanopoulos	_____
Marcia Hale	_____	Ann Stock	_____
Alexis Herman	<u>X</u>	Stephanie Streett	<u>X</u>
Nancy Hernreich	_____	Steve Silverman	<u>X</u>
Harold Ickes	_____	Joe Velasquez	_____
Erskine Bowles	<u>X</u>	Melanne Verveer	_____
Anthony Lake	_____	Anne Walley	<u>X</u>
Bruce Lindsey	_____	Maggie Williams	_____
Anne McGuire	<u>X</u>	Kris Van Giesen	_____
FILE:	<u>X</u> <u>Regret</u>	David Dreyer	<u>X</u>
		Sylvia Matthews	<u>X</u>
		Dan Weller	<u>X</u>
FYI	<u>X</u>		<u>Caren Wilcox</u> <u>X</u>
ADVICE	_____	ACTION	_____

COMMENTS: Regret per Billy m 12/19/94

~~~~~

# CABINET AFFAIRS ROUTING SLIP

DATE 12/18/94

*NO 12/19*  
*frontal no formal proposal*

From: STEPHEN B. SILVERMAN  
 Deputy Secretary to the Cabinet  
 OEOB 111.5

SUBJECT: Export Council Mtg AGENCY: Commerce  
and swearing-in

Please Respond By: Monday Dec 19 - 5pm

|                   |          |               |          |
|-------------------|----------|---------------|----------|
| Joan Baggett      | —        | Billy Webster | —        |
| Ann Castagnetti   | —        | Dan Wexler    | <u>X</u> |
| David Dreyer      | <u>X</u> | Caren Wilcox  | <u>X</u> |
| Mark Gearan       | —        | Tony Wilson   | —        |
| Pat Griffin       | —        | Other         | _____    |
| Marcia Hale       | —        |               | _____    |
| Karen Hancox      | —        |               |          |
| Alexis Herman     | <u>X</u> | Comments:     | _____    |
| Harold Ickes      | —        |               | _____    |
| Keith Mason       | —        |               | _____    |
| Doris Matsui      | —        |               |          |
| Sylvia Mathews    | <u>X</u> |               |          |
| Colleen McCarthy  | <u>X</u> |               |          |
| Stephanie Streett | —        |               |          |
| Michael Waldman   | —        |               |          |



**UNITED STATES DEPARTMENT OF COMMERCE**  
**Office of the Secretary**  
Washington, D.C. 20230

**Schedule Proposal**

☐ **Accept** ☒ **Regret** ☐ **Pending**

**TO:** Steve Silverman  
Acting Secretary to the Cabinet

**FROM:** Rob Stein  
Chief of Staff

**REQUEST:** To hold the inaugural meeting of the President's Export Council (PEC) with a swearing-in ceremony and short meeting at the White House.

**PURPOSE:** The inaugural meeting of the PEC will allow the President to set the priorities for the Council's work and meet with the 25 members cleared by White House Counsel, including, Chairman C. Michael Armstrong of Hughes Aircraft Company and Vice Chairman Elizabeth Coleman of Maidenform, Inc.

**BACKGROUND:** The PEC is a high-level advisory committee (comparable to the USTR's Advisory Committee on Trade Negotiations) chartered to advise the President about international economic and commercial issues, and export expansion. The PEC consists of 28 CEOs and Presidents from major U.S. corporations. There are five U.S. Senators and five House Members of Congress. In addition, the charter requires that the following agency representatives serve as members:

Secretary Ronald H. Brown  
Secretary Warren M. Christopher  
U.S. Trade Representative Michael Kantor  
Secretary Robert B. Reich  
President & Chairman Kenneth D. Brody  
Secretary of Agriculture  
Secretary of the Treasury

**PREVIOUS PARTICIPATION:** The Administration has been two years without a President's Export Council. It is critical that there be a meeting now that the 28 business leaders have been selected and we have to implement GATT and NAFTA. Twenty-five members have cleared White House Counsel.

**DATE AND TIME:** Last week of January

**DURATION:** 30 minutes minimum.

**LOCATION:** TBD. White House location preferred.

**PARTICIPANTS:** Twenty-five private sector members have been cleared by White House Counsel for attendance.

1. **J. Joe Adorjan**, President, Emerson Electric Company
2. **C. Michael Armstrong**, Chairman & Chief Executive Officer, Hughes Aircraft  
(Chair of PEC)
3. **John J. Barry**, International President, International Brotherhood of Electrical  
Workers
4. **Carol Bartz**, Chairman & Chief Executive Officer, Autodesk, Inc.
5. **George Becker**, International President, United Steel Workers of America
6. **Edgar Bronfman, Jr.**, President & Chief Executive Officer, The Seagram Co., Ltd.
7. **Dean Buntrock**, Chairman & Chief Executive Officer, WMX Technologies, Inc.
8. **John Carlson**, Chairman & Chief Executive Officer, Cray Research
9. **Elizabeth Coleman**, Chairman, Maidenform, Inc.  
(Vice Chair of PEC)
10. **Susan Corrales-Diaz**, President & Owner, Systems Integrated
11. **Lawrence Ellison**, President & Chief Executive Officer, Oracle Systems Corp.
12. **Ellen R. Gordon**, President, Tootsie Roll Industries, Inc.
13. **Steve Green**, Chairman & Chief Executive Officer, Astrum International Corp.
14. **Dr. Ray Irani**, Chairman, President & Chief Executive Officer, Occidental  
Petroleum
15. **Michael Jordan**, Chairman & Chief Executive Officer, Westinghouse Electric Co.
16. **Thomas G. LaBrecque**, Chairman, Chase-Manhattan Corporation
17. **John F. McDonnell**, Chairman, McDonnell Douglas Corporation
18. **Leslie McCraw**, Chairman & Chief Executive Officer, Fluor Corporation
19. **John Jay Moores**, Chairman, Peregrine Systems
20. **Dennis J. Picard**, Chairman & Chief Executive Officer, Raytheon Company
21. **Safi Quereshty**, Chief Executive Officer, AST Research, Inc.
22. **Frank Savage**, Chairman, Alliance Capital Management International Co.
23. **Kathryn Turner**, Chairman & Chief Executive Officer, Standard Technology, Inc.
24. **Thomas N. Urban**, Chairman & President, Pioneer Hi-Bred International Inc.
25. **C.J. Wang**, Chairman, International Corporation of America

**PARTICIPANTS (cont):**

Secretary Ronald H. Brown  
Deputy Under Secretary, International Trade  
Administration, David Rothkopf

Other participation, i.e., Congress, other Cabinet  
Heads, TBD

**OUTLINE OF EVENTS:**

1. Introduction of members to President
2. Statement of objectives for advisory committee  
by Secretary Brown and Deputy Under Secretary,  
International Trade Administration, David  
Rothkopf.
3. Discussion
4. Photo-op
5. Session reconvenes at the Department of  
Commerce after meeting with the President.

**REMARKS REQUIRED:**

Yes. These will follow.

**MEDIA COVERAGE:**

Yes. Good opportunity for economic message.

**1st LADY'S ATTENDANCE:****VICE PRESIDENT'S  
ATTENDANCE:****2nd LADY'S ATTENDANCE:****RECOMMENDED BY:****CONTACT:**

Marianne Smith, Director  
Office of White House Liaison  
Department of Commerce  
202-482-1684

**PRESIDENT'S EXPORT COUNCIL****J. Joe Adorjan**

President

Emerson Electric Company

Missouri

**C. Michael Armstrong**

Chairman and Chief Executive Officer

Hughes Aircraft Company

California

**John J. Barry**

International President

International Brotherhood of Electrical Workers

Washington, D.C.

**Carol Bartz**

Chairman and Chief Executive Officer

Autodesk, Inc.

California

**George Becker**

International President

United Steel Workers of America

Pennsylvania

**Edgar Bronfman, Jr.**

President and Chief Executive Officer

The Seagram Company, Ltd.

New York

**Dean Buntrock**

Chairman and Chief Executive Officer

WMX Technologies, Inc.

Illinois

**John Carlson**

Chairman and Chief Executive Officer

Cray Research

Minnesota

**Elizabeth Coleman**

Chairman

Maidenform, Inc.

New York

**Susan Corrales-Diaz**

President and Owner  
Systems Integrated  
California

**Lawrence Ellison**

President and Chief Executive Officer  
Oracle Systems Corporation  
California

**Ellen R. Gordon**

President  
Tootsie Roll Industries, Inc.  
New Hampshire

**Steven Green**

Chairman and Chief Executive Officer  
Astrum International Corporation  
Florida

**Dr. Ray Irani**

Chairman, President and Chief Executive Officer  
Occidental Petroleum  
California

**Michael H. Jordan**

Chairman and Chief Executive Officer  
Westinghouse Electric Company  
Texas

**Thomas G. LaBrique**

Chairman  
Chase-Manhattan Corporation  
New York

**John F. McDonnell**

Chairman  
McDonnell Douglas Corporation  
Missouri

**Leslie McCraw**

Chairman and Chief Executive Officer  
Flour Corporation  
California

**John Jay Moores**

Chairman

Peregrine Systems

Texas

**Dennis J. Picard**

Chairman and Chief Executive Officer

Raytheon Company

Massachusetts

**Safi Quereshy**

Chief Executive Officer

AST Research, Inc.

California

**Frank Savage**

Chairman

Alliance Capital Management International Co.

Connecticut

**Kathryn Turner**

Chairman and Chief Executive Officer

Standard Technology, Inc.

Maryland

**Thomas N. Urban**

Chairman and President

Pioneer Hi-Bred International, Inc.

Iowa

**C.J. Wang**

Chairman

International Corporation of America

Virginia

Awaiting Clearance from White House Counsel:**Frank Biondi**

President and Chief Executive Officer

Viacom Inc.

New York

**Joseph Gorman**

Chairman and Chief Executive Officer

TRW, Inc.

Ohio

**Miles Rubin**  
**President**  
**Sun Apparel**  
**New York**

# ROUTING SLIP

E: 1 / 19 / 95

FROM: Billy Webster  
Director of Scheduling and Advance

SUBJECT: POTUS Meeting with Technology CEOs

2nd week of February  
2/6/95 - 2/10/95

|                             |                                     |                          |                                     |
|-----------------------------|-------------------------------------|--------------------------|-------------------------------------|
| Don Baer                    | <input checked="" type="checkbox"/> | Abner J. Mikva           | <input type="checkbox"/>            |
| Erskine Bowles's<br>format. | <input checked="" type="checkbox"/> | Leon Panetta             | <input checked="" type="checkbox"/> |
| Rebecca Cameron             | <input checked="" type="checkbox"/> | John Podesta             | <input type="checkbox"/>            |
| Rahm Emanuel                | <input type="checkbox"/>            | Jack Quinn               | <input checked="" type="checkbox"/> |
| Mark Gearan                 | <input checked="" type="checkbox"/> | Carol Rasco              | <input checked="" type="checkbox"/> |
| Jack Gibbons                | <input checked="" type="checkbox"/> | <del>Bob Rubin</del> NEC | <input checked="" type="checkbox"/> |
| Cindy Gire                  | <input type="checkbox"/>            | Steve Silverman          | <input checked="" type="checkbox"/> |
| Pat Griffin                 | <input checked="" type="checkbox"/> | Patti Solis              | <input checked="" type="checkbox"/> |
| Marcia Hale                 | <input type="checkbox"/>            | G. Stephanopoulos        | <input type="checkbox"/>            |
| axis Herman                 | <input checked="" type="checkbox"/> | Ann Stock                | <input checked="" type="checkbox"/> |
| Nancy Hernreich             | <input checked="" type="checkbox"/> | Stephanie Streett        | <input checked="" type="checkbox"/> |
| Harold Ickes                | <input type="checkbox"/>            | Jodie Torkelson          | <input type="checkbox"/>            |
| Anthony Lake                | <input checked="" type="checkbox"/> | Kris Van Giesen          | <input checked="" type="checkbox"/> |
| Bruce Lindsey               | <input type="checkbox"/>            | Melanne Verveer          | <input type="checkbox"/>            |
| Mike McCurry                | <input checked="" type="checkbox"/> | Anne Walley              | <input checked="" type="checkbox"/> |
| Anne McGuire                | <input checked="" type="checkbox"/> | Maggie Williams          | <input type="checkbox"/>            |

Mack McLarty

FILE: Accepted — DATE TBD

FYI ☒

ADVICE ☐

ACTION ☐

Media Coverage  
&  
Location  
to be  
discussed.

REGRET POTUS, suggest a surrogate is needed: ☐

COMMENTS: Billy has accepted this request with the  
stipulation that ~~there~~ a series of briefings Leon, OSTP,  
NEC & OPL with the POTUS dropping by. ONLY BW

THE WHITE HOUSE

WASHINGTON

January 18, 1995

*Billy -  
sounds reasonable  
let discuss -  
E*

MEMORANDUM FOR ERSKINE BOWLES

FROM: Dorothy Robyn and David Lane, NEC

SUBJ: POTUS Meeting with Technology CEOs

On January 12, NEC, OSTP and OPL proposed that the President meet with key technology CEOs (attached). According to the Scheduling Office, you and Billy Webster agreed to the proposal but tentatively decided that the meeting could be put off until February or March. We would like to urge you to schedule the meeting for **early February**.

Time is critical because our technology investments are vulnerable to rescission, and the House is moving quickly on a rescission package. The meeting between the President and CEOs is step one of a strategy to mobilize the business community in support of our technology programs. If the meeting does not take place relatively soon, we may be too late to affect the rescission process.

Thank you for considering this request.

*2d Feb week  
(6<sup>th</sup> - 10<sup>th</sup>)  
format*

THE WHITE HOUSE

WASHINGTON

Schedule Proposal

January 12, 1995

Accept

Regret

Pending

TO: Billy Webster/Leon Panetta

FROM: W. Bowman Cutter  
Gene Sperling  
John H. Gibbons

Alexis Herman  
John Emerson

REQUEST: Meeting with key technology CEOs.

BACKGROUND  
AND PURPOSE:

The Administration's technology initiatives, a presidential priority that has been well received in industry, are under attack and vulnerable to rescission. Republicans are promising business leaders a capital gains tax cut in place of these programs -- a false choice but one industry may be reluctant to reject. The President has been closely involved in these initiatives, and they have significant implications for California.

The President needs to recruit a small group of key CEOs who can act as drivers of a broader business effort to support the Administration's technology policy. The President should reiterate his commitment to his technology initiatives and express his concern about their future.

DATE/TIME: Late January or early February; White House staff needs 2 weeks lead time to arrange the meeting.

DURATION: 30 minutes

BRIEFING  
TIME: 15 minutes

LOCATION: White House

PARTICIPANTS: See attached list.

RECOMMENDED: We believe it is critical to have the President and Vice President meet with these leaders, if we are to mobilize the business community in support of our technology initiatives.

ORIGIN OF  
PROPOSAL: White House Staff

CONTACT: Dorothy Robyn (6-5365); David Lane (6-5352)

## ROUTING SLIP

E: 1/18/95FROM: Billy Webster  
Director of Scheduling and AdvanceSUBJECT: Mtg. w/ Key technology CE Os

|                 |                                     |                   |                                     |
|-----------------|-------------------------------------|-------------------|-------------------------------------|
| Don Baer        | <input checked="" type="checkbox"/> | Abner J. Mikva    | <input type="checkbox"/>            |
| Erskine Bowles  | <input checked="" type="checkbox"/> | Leon Panetta      | <input type="checkbox"/>            |
| Rebecca Cameron | <input checked="" type="checkbox"/> | John Podesta      | <input type="checkbox"/>            |
| Rahm Emanuel    | <input type="checkbox"/>            | Jack Quinn        | <input type="checkbox"/>            |
| Mark Gearan     | <input checked="" type="checkbox"/> | Carol Rasco       | <input type="checkbox"/>            |
| Jack Gibbons    | <input checked="" type="checkbox"/> | Bob Rubin         | <input type="checkbox"/>            |
| Cindy Gire      | <input type="checkbox"/>            | Steve Silverman   | <input type="checkbox"/>            |
| Pat Griffin     | <input type="checkbox"/>            | Patti Solis       | <input type="checkbox"/>            |
| Marcia Hale     | <input checked="" type="checkbox"/> | G. Stephanopoulos | <input type="checkbox"/>            |
| xis Herman      | <input checked="" type="checkbox"/> | Ann Stock         | <input type="checkbox"/>            |
| Nancy Hernreich | <input type="checkbox"/>            | Stephanie Streett | <input checked="" type="checkbox"/> |
| Harold Ickes    | <input type="checkbox"/>            | Jodie Torkelson   | <input type="checkbox"/>            |
| Anthony Lake    | <input type="checkbox"/>            | Kris Van Giesen   | <input type="checkbox"/>            |
| Bruce Lindsey   | <input type="checkbox"/>            | Melanne Verveer   | <input type="checkbox"/>            |
| Mike McCurry    | <input checked="" type="checkbox"/> | Anne Walley       | <input checked="" type="checkbox"/> |
| Anne McGuire    | <input checked="" type="checkbox"/> | Maggie Williams   | <input type="checkbox"/>            |
| Mack McLarty    | <input type="checkbox"/>            | G. Sperling       | <input checked="" type="checkbox"/> |

FILE: Accept date and Time TBD (Feb or March)

FYI ☒ ADVICE ☐ ACTION ☐

W. Bowman Cutter ☒  
John Emerson ☒

REGRET POTUS, suggest a surrogate is needed: \_\_\_\_\_

COMMENTS: Accept per Billy in 1/18 mtg.

THE WHITE HOUSE

Dave -

POTUS would like for Sr. Staff to do series of briefings (Leon, Rubin, NEC, Bowles, etc.) POTUS will drop by (a scheduled visit).

Please coordinate w/ Stephanie -

Burr

1/13/95 Approved by Billy for wk of 2/6/95.

THE WHITE HOUSE  
WASHINGTON

95 JAN 13 4 26 58

**Schedule Proposal**

January 12, 1995

Accept

Regret

Pending

TO: Billy Webster/Leon Panetta

FROM: W. Bowman Cutter  
Gene Sperling  
John H. Gibbons

Alexis Herman  
John Emerson

REQUEST: Meeting with key technology CEOs.

**BACKGROUND  
AND PURPOSE:**

The Administration's technology initiatives, a presidential priority that has been well received in industry, are under attack and vulnerable to rescission. Republicans are promising business leaders a capital gains tax cut in place of these programs -- a false choice but one industry may be reluctant to reject. The President has been closely involved in these initiatives, and they have significant implications for California.

The President needs to recruit a small group of key CEOs who can act as drivers of a broader business effort to support the Administration's technology policy. The President should reiterate his commitment to his technology initiatives and express his concern about their future.

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PARTICIPANTS: See attached list.

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ORIGIN OF  
PROPOSAL: White House Staff

CONTACT: Dorothy Robyn (6-5365); David Lane (6-5352)

**PARTICIPANTS:** John Young, retired CEO, Hewlett-Packard  
George Fisher, Chairman/CEO, Eastman Kodak  
Paul Allaire, CEO/President, Xerox  
Bob Allen, Chairman/CEO, AT&T  
Roy Vagelos, Chairman/CEO, Merck  
Jerry Junkins, President/CEO, Texas Instruments  
Gordon Moore, Chairman, Intel  
John McDonnell, Chairman, McDonnell-Douglas  
Robert Eaton, Chairman/CEO, Chrysler  
Robert Saldich, Chairman/CEO, Raychem  
Bob DeHaven, Chairman/CEO, Quality Systems  
T.J. Malone, President, Milliken  
Mike Armstrong, Chairman/CEO, Hughes Aircraft

EDITED BY OWEN ULLMANN

## REMEMBER CLINTON'S INDUSTRIAL POLICY? O.K., NOW FORGET IT

**T**he Republican takeover of Congress may please most business execs, but John L. Simonds is worried. He heads a San Diego consortium that's developing high-capacity computer storage systems. The group—whose members include IBM, Hewlett-Packard, and Eastman Kodak—receives millions from one of the Clinton Administration's favorite industrial-policy efforts, the \$431 million Advanced Technology Program. But now, the ATP tops the GOP hit list of technology programs to slash. "That would be a serious blow," says Simonds.

He'd better brace himself: The cuts won't end with ATP. House Republicans, led by incoming Budget Committee Chairman John R. Kasich of Ohio and GOP Whip candidate Robert S. Walker of Pennsylvania, are taking aim at all Administration efforts to spur U.S. commercial technologies. Other targets include the Pentagon's plan to create a U.S. flat-panel-display industry, a multi-agency program that funds research on supercomputers, and advanced networks and industrial research at the national laboratories. The programs cost just a few billion dollars, but their symbolism is big: They represent Clinton's high-profile attempt to promote high-tech industries.

**ENDANGERED PETS.** The GOP sees a better way to win Corporate America's heart than through what it calls misguided industrial policy. "Our priority is to create the right climate," explains Representative Sherwood L. Boehlert (R-N. Y.), a key House Science Committee member. By that, he means ending subsidies to develop commercial technologies and using the money for tax cuts and credits for investment and research and development. Although the approach would hurt some R&D mavens such as Simonds, the vast majority of executives prefer the GOP philosophy. "While our industry certainly needs R&D funding, the broader benefits of a capital-gains tax cut would help the economy more," notes Jerry R. Junkins, CEO of Texas Instruments

Inc. That's why businesses aren't "going to fall on their swords" to save ATP, says William G. Morin, technology policy chief at the National Association of Manufacturers.

Administration officials admit that saving their pet programs will be tough. "If this is about politics and ideology, we are not going to make a lot of progress," says Arati Prabhakar, director of the National Institute of Standards & Technology, which runs ATP.

Still, the GOP hit squad faces obstacles. For one, proponents are already doing chameleon acts, recasting programs

as examples of R&D that the GOP favors: support for basic research and national defense. Take flat-panel displays. A few months ago, companies were trumpeting the Defense Dept.'s \$587 million flat-panel initiative as a boon to the U.S. economy. Now, they're labeling it as a national security imperative that allows the military to buy screens at an affordable price.

What's more, GOP ranks are far from united. While ideologues such as Walker want to rub out all traces of industrial policy, moderates such as incoming Senate Budget Committee Chairman Pete V. Domenici back government-industry collaborations, particularly when they aid the vast national laboratories in his state,

New Mexico. Also, some programs on the hit list, such as the effort to develop advanced computers and networks, really do involve the kind of basic research the GOP favors. "Some of my colleagues are not as conversant as we would like them to be on these subjects," admits Boehlert, who backs the computer initiative.

That's the kind of high-tech program that should survive, so long as it wears the right set of policy clothes. But there's no avoiding a harsh reality for Clinton: His great industrial policy experiment is heading for a dramatic slowdown.

By John Carey



WALKER: Lifting the ax

## CAPITAL WRAPUP

### TRADE DEPARTURE

► Deputy Trade Representative Rufus H. Yerxa—the chief U.S. negotiator for the new General Agreement on Tariffs & Trade—plans to leave his post early next year. Yerxa, 43, who in 1981 became trade counsel to former House Ways & Means Committee Chairman Dan Rostenkowski (D-Ill.), will return to his roots in Seattle—a gateway to Asia—to practice trade law. Meanwhile, despite rumors to the contrary, the other deputy USTR, Charlene Barshefsky, insists she is not

leaving the government. But friends say that she has considered quitting because of frustration over the Administration's inability to reach a far-reaching trade agreement with Japan. Talks continue in autos and a few other sectors.

### YELLEN SPEAKS

► During her first four months on the Federal Reserve Board, Janet L. Yellen has been the invisible central banker, avoiding public appearances and press interviews. But Yellen at

last is emerging to position herself as an inflation hawk. She may have learned from the debut of another new Clinton appointee to the Fed, Vice Chairman Alan S. Blinder, who got into trouble with remarks that made him look soft on inflation to Wall Street. Yellen, also suspected of being an inflation dove, isn't taking any chances with the Street. In an interview with BUSINESS WEEK, the former University of California-Berkeley economist says: "I don't want the inflation rate higher when I leave here than it is now."

## ROUTING SLIP

RE: 1/12/95FROM: Billy Webster  
Director of Scheduling and AdvanceSUBJECT: Mtg. w/ Pres.'s Nat'l Sec. Telec. Adv. Comm. (NTSAC)

|                 |          |                   |          |
|-----------------|----------|-------------------|----------|
| Don Baer        | _____    | Abner J. Mikva    | _____    |
| Erschine Bowles | <u>✓</u> | Leon Panetta      | _____    |
| Rebecca Cameron | _____    | John Podesta      | _____    |
| Rahm Emanuel    | _____    | Jack Quinn        | _____    |
| Mark Gearan     | _____    | Carol Rasco       | _____    |
| Jack Gibbons    | _____    | Bob Rubin         | _____    |
| Cindy Gire      | _____    | Steve Silverman   | _____    |
| Pat Griffin     | _____    | Patti Solis       | _____    |
| Marcia Hale     | _____    | G. Stephanopoulos | _____    |
| Lexis Herman    | <u>✓</u> | Ann Stock         | _____    |
| Nancy Hernreich | _____    | Stephanie Streett | _____    |
| Harold Ickes    | <u>✓</u> | Jodie Torkelson   | _____    |
| Anthony Lake    | <u>✓</u> | Kris Van Giesen   | _____    |
| Bruce Lindsey   | _____    | Melanne Verveer   | _____    |
| Mike McCurry    | _____    | Anne Walley       | _____    |
| Anne McGuire    | <u>✓</u> | Maggie Williams   | _____    |
| Mack McLarty    | _____    | <u>D. Wexler</u>  | <u>✓</u> |

FILE: Accepted 1/12 POTUS did attendFYI ✓      ADVICE \_\_\_\_\_      ACTION \_\_\_\_\_

REGRET POTUS, suggest a surrogate is needed: \_\_\_\_\_

COMMENTS: Per Billy, this is an option on today's schedule, 1/12

Schedule Proposal

9511/95

95 JAN 11 All : 4

\_\_\_\_ ACCEPT

\_\_\_\_ REJECT

\_\_\_\_ PENDING

TO: Billy Webster  
Deputy Assistant to the President and  
Director of Scheduling and Advance

FROM: Alexis Herman  
~~Assistant to the President and Director,~~  
~~Office of Public Liaison~~

REQUEST: Meeting with the President's National  
Security Telecommunications Advisory  
Committee (NTSAC).

PURPOSE: To show support and appreciation to the  
NTSAC. Also to thank Norm Augustine for  
his work as Chair of NTSAC.

BACKGROUND: NTSAC was established by executive order  
in 1982 to advise to the President and  
Secretary of Defense on national  
security telecommunications policy and  
emergency preparedness. The members are  
CEO's of America's leading aerospace and  
communications corporations. These  
corporations combined have approximately  
3 million employees and annual revenues  
comprising 10% of the U.S. GDP.

Norm Augustine, Chairman and CEO, Martin  
Marietta Corporation, serves as Chairman  
of NTSAC, this is his last meeting as  
Chair. William Esrey the current Vice  
Chairman will take over as Chairman  
after this meeting. Esrey is Chairman  
and CEO of Sprint Corporation.

This is their third meeting since  
President Clinton took office.

Both President's Reagan and Bush  
attended every NTSAC meeting.

PREVIOUS PARTICIPATION: None. The President was scheduled to a  
attend meeting in the Indian Treaty Room  
on May 27, 1993 but cancelled at the  
last minute. The Vice President  
attended in his place.

DATE AND TIME: January 12, 1995. They are meeting in the Indian Treaty Room between 12:00 and 2:45 pm. They are scheduled to have lunch followed by an Executive Session. The President could attend at any time.

BRIEFING TIME: 10 minutes

DURATION: 30 minutes

LOCATION: Indian Treaty Room

PARTICIPANTS: 30 NTSAC members (list attached)  
Tony Lake  
Alexis Herman

OUTLINE OF EVENTS: Brief meeting in hold with Chair and Vice Chair, brief remarks, meet and greet. Q & A tbd.

REMARKS REQUIRED: To be provided by NSC

MEDIA COVERAGE: Closed Press

FIRST LADY'S ATTENDANCE: No

VICE PRESIDENT'S ATTENDANCE: Tbd

RECOMMENDED BY: Alexis Herman

CONTACT: Danny Wexler 6-2930

ORIGIN OF THIS PROPOSAL: Invitation attached

Dr. George H. Heilmeier

President and Chief Executive  
Officer,  
Bell Communications Research,  
Incorporated

Mr. William J. Hilsman

Chairman,  
InterDigital

Mr. Royce J. Holland

President and Chief Operating  
Officer,  
MPS Communications Company

Mr. William R. Hoover

Chairman of the Board and Chief  
Executive Officer,  
Computer Sciences Corporation

X Mr. Arthur E. Johnson\*

Group Vice President,  
Loral Federal Systems,  
Loral Corporation

XO Mr. Charles R. Lee

Chairman of the Board and Chief  
Executive Officer, GTE Corporation

Mr. Craig O. McCaw

Chairman and Chief Executive  
Officer,  
McCaw Cellular Communications,  
Incorporated

Mr. Richard D. McCormick

Chairman and Chief Executive  
Officer,  
U S West, Incorporated

Mr. John F. Mitchell

Vice Chairman of the Board,  
Motorola, Incorporated

Mr. Bert C. Roberts, Jr.

Chairman and Chief Executive  
Officer,  
MCI Communications Corporation

Mr. Charles E. Robinson

Chairman and Chief Executive  
Officer,  
Pacific Telecom, Incorporated

X Mr. Donald J. Schuenke\*

Chairman of the Board,  
Northern Telecom, Incorporated

X Mr. Martin A. Stein\*

Vice Chairman, BankAmerica  
Automation and Support Services,  
BankAmerica Corporation

Mr. Roy A. Wilkens

President, Williams  
Telecommunications Incorporated

Mr. Albert F. Zettlemoyer

President, Government Systems Group,  
Executive Vice President,  
Unisys Corporation

\* Pending Official White House  
Appointment

< Now completed except for  
security clearances

THE PRESIDENT'S  
NATIONAL SECURITY TELECOMMUNICATIONS ADVISORY COMMITTEE (NSTAC)

Members  
(as of December 12, 1994)

|                                                                |                                                                                                |
|----------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| Mr. Lester M. Alberthal, Jr.                                   | Chairman of the Board, President,<br>and Chief Executive Officer,<br>Electronic Data Systems   |
| Mr. Robert E. Allen                                            | Chairman and Chief Executive<br>Officer,<br>AT&T                                               |
| Mr. C. Michael Armstrong                                       | Chairman and Chief Executive<br>Officer,<br>Hughes Aircraft Company                            |
| XO Mr. Norman R. Augustine (Chairman)                          | Chairman and Chief Executive<br>Officer,<br>Martin Marietta Corporation                        |
| X Mr. Stanley C. Beckelman                                     | President,<br>Boeing Computer Support Services,<br>The Boeing Corporation                      |
| Mr. Kent M. Black                                              | Executive Vice President and<br>Chief Operating Officer,<br>Rockwell International Corporation |
| X Mr. Bobby A. Boaldin                                         | Second Vice Chairman of the Board,<br>United States Telephone Association                      |
| ✓ X Dr. Vance D. Coffman (See cover sheet<br>for note on this) | Executive Vice President,<br>Lockheed Corporation                                              |
| Mr. Bruce L. Crockett                                          | President and Chief Executive<br>Officer,<br>Communications Satellite Corporation              |
| Mr. D. Travis Engen                                            | Executive Vice President,<br>ITT Corporation                                                   |
| XO Mr. William T. Esrey (Vice Chairman)                        | Chairman and Chief Executive<br>Officer,<br>Sprint Corporation                                 |
| X Mr. Louis V. Garstner                                        | President and Chairman of the Board,<br>International Business Machines<br>Corporation         |
| X Mr. Joseph T. Gorman                                         | Chairman and Chief Executive<br>Officer,<br>TRW Incorporated                                   |
| Mr. John T. Hartley                                            | Chairman, President, and Chief<br>Executive Officer,<br>Harris Corporation                     |

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FROM DISA OPERATIONS D3

TO

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**National Security  
Telecommunications  
Advisory Committee**

**December 9, 1994**

The President  
The White House  
1600 Pennsylvania Avenue, N.W.  
Washington, D.C. 20500

Dear Mr. President:

As Chairman of your National Security Telecommunications Advisory Committee (NSTAC), I am writing to invite you to participate in our 17th meeting of the NSTAC (NSTAC XVII). Several activities are scheduled, including a 6:30 p.m. reception and 7:15 p.m. dinner in the Willard Hotel on January 11, 1995. We especially recommend that you attend our 12:30 p.m. Executive Luncheon and 1:45 p.m. Executive Session in the Indian Treaty Room of the Old Executive Office Building, on January 12, 1995. I am hopeful that you can attend and will agree to speak with our members, 29 senior corporate leaders of the Nation's telecommunications, information systems, and aerospace industries. We would appreciate hearing your thoughts on America's telecommunications policy, particularly with regard to the evolving National Information Infrastructure (NII) and how the Committee can assist you in your efforts.

As soon as the NII was announced as a goal, your NSTAC established an NII Task Force to help foster its growth and ensure that national security and emergency preparedness (NS/EP) considerations are part and parcel of NII development. Initial investigations and discussions with the Government's Information Infrastructure Task Force clearly indicate that security of the NII is of extreme importance to meet NS/EP requirements as well as the public's needs. In addition to security, foundations for the NII development must also include survivability, reliability, privacy, and universal access. We will advise you on this effort, bringing the experience the Committee has gained from many years of operating and protecting the public switched networks. We also look forward to reporting on other issues we have addressed since the last NSTAC meeting, such as Network Security and Wireless Services.

NSTAC XVII will be my last meeting as Chairman, as I will be passing the gavel to your newly appointed Chairman. I can assure you that the Committee will continue to support you with the quality advice and information you need to prepare our Nation's infrastructure for the 21st Century. We sincerely hope your schedule will permit you to take part in at least some portion of our meeting on January 12, 1995.

Sincerely,



Norman R. Augustine  
NSTAC Chairman and  
Chairman of the Board and  
Chief Executive Officer,  
Martin Marietta Corporation

1 Enclosure:  
NSTAC Membership List

## THE WHITE HOUSE

WASHINGTON

January 11, 1995

ACTION

## MEMORANDUM FOR THE PRESIDENT

FROM:

ANTHONY LAKE *AL*

SUBJECT:

Potential Drop-By at NSTAC XVII, January 12, 1995

*Optional*  
*12-2:00*Purpose

To provide background information and brief talking points for a potential drop-by at the National Security Telecommunications Advisory Committee (NSTAC) Executive Session in the Indian Treaty Room on January 12, 1995 between 1:45-2:30 pm (Agenda at Tab B).

Background

The NSTAC is a Presidential Commission of 30 telecommunications CEOs (Tab C) who provide advice to you and the Secretary of Defense (the NSTAC Executive Agent) on a broad range of national security telecommunications issues. The NSTAC companies have 2.8 million employees and annual revenues comprising more than 7% of the U.S. GDP (\$424 billion). Norm Augustine from Martin Marietta is the outgoing NSTAC Chairman. On January 6, you designated William (Bill) Esrey (currently Vice Chairman) of Sprint to be the new Chairman, and Charles (Chuck) Lee of GTE to be the new Vice Chairman. A January 12 White House press release will announce the designation of Esrey and Lee (final appointment pending White House Counsel's checks with FBI and IRS).

NSTAC XVII will begin with a reception and dinner at the Willard Hotel the evening of January 11. Sandy Berger will represent you there. There will be an Executive Breakfast hosted by Ron Brown at Commerce on January 12, followed by a morning business session. This session will focus primarily on the National Information Infrastructure (NII) and how best to ensure its security. The NSTAC CEO's will come to the Indian Treaty Room at OEOB for lunch at 12:30 pm (this overlaps with your lunch with the retired admirals and generals), followed by a 1:45 pm Executive Session that includes a presentation of a gavel to outgoing NSTAC Chairman Augustine (incoming Chairman Bill Esrey will not be there). Sandy Berger and John Deutch are scheduled to give brief remarks.

cc: Vice President  
Chief of Staff

If you are able to drop by, brief remarks are attached for your use at Tab A. A copy of your thank you letter to Norm Augustine is at Tab D.

RECOMMENDATION

That you review the attached Tabs in preparation for a possible drop-by at the NSTAC Executive Session on January 12.

Attachment

Tab A Talking Points for Drop-By  
Tab B NSTAC Agenda  
Tab C NSTAC CEOs  
Tab D Thank You Letter to Mr. Augustine

PROPOSED TALKING POINTS  
FOR PRESIDENT CLINTON  
AT THE  
NATIONAL SECURITY TELECOMMUNICATIONS ADVISORY COMMITTEE  
EXECUTIVE SESSION

JANUARY 12, 1995

- THANK YOU. I WANTED TO STOP BY, IF ONLY BRIEFLY, TO PERSONALLY EXPRESS MY APPRECIATION FOR YOUR CONTINUED COUNSEL AND SUPPORT ON IMPORTANT TELECOMMUNICATIONS AND NATIONAL SECURITY ISSUES.
- SINCE ITS INCEPTION, THE NSTAC (PRONOUNCED "N-STACK") HAS CONSISTENTLY RESPONDED TO OUR NATION'S NEEDS AND MADE VALUABLE CONTRIBUTIONS IN THE TELECOMMUNICATIONS AREA.
- I AM PARTICULARLY PLEASED WITH THE WORK YOU HAVE BEEN DOING REGARDING THE NATIONAL INFORMATION INFRASTRUCTURE (NII). I AM ENCOURAGED THAT YOU ARE TAKING UP THE REALLY TOUGH QUESTIONS REGARDING NII SECURITY AND RELIABILITY. WE NEED YOUR EXPERT ADVICE AND INPUT FROM INDUSTRY.
- I AM CONFIDENT THAT THE NSTAC WILL CONTINUE TO PLAY AN IMPORTANT ROLE IN FURTHER DEVELOPING THE NII, WHICH IS AN ESSENTIAL ELEMENT OF OUR FUTURE ECONOMIC HEALTH FOR OUR

NATION, AS WELL AS THE MANY BROADER TELECOMMUNICATIONS ISSUES THAT NSTAC HAS ADDRESSED.

- THANK YOU, NORM, FOR YOUR LEADERSHIP OVER THE PAST TWO YEARS.
  - I LOOK FORWARD TO REVIEWING THE RECOMMENDATIONS THIS NSTAC WILL SUBMIT AND TO YOUR CONTINUING ADVICE AND ASSISTANCE.
- THANK YOU.

**TENTATIVE AGENDA FOR  
THE 17TH MEETING OF  
THE PRESIDENT'S NATIONAL SECURITY TELECOMMUNICATIONS ADVISORY COMMITTEE  
(NSTAC XVII)**

**January 12, 1995**

- 7:30 a.m. Executive Breakfast (Department of Commerce Executive Dining Room)  
(Secretary Brown invited for welcoming remarks).
- 8:30 a.m. Threat Briefings (~~SECRET~~) (Briefings in the Interdepartment Radio  
Advisory Committee Meeting Room, Department of Commerce).
- 8:30 a.m. Introduction of guest speakers (LtGen Edmonds).
- 8:32 a.m. CIA Threat Briefing (~~SECRET~~) (ADM Studeman invited).
- 9:00 a.m. NSA Information Warfare Briefing (~~SECRET~~)  
(VADM McConnell).
- 10:15 a.m. Business Session (~~SECRET~~) (Business Session in Department of  
Commerce Auditorium).
- 10:15 a.m. Opening Remarks (Mr. Augustine).
- 10:30 a.m. NII Task Force (Mr. Ripa).
- 10:45 a.m. Network Security Group (Dr. Edwards).
- 11:00 a.m. Wireless Services Task Force (Dr. Dayton).
- 11:15 a.m. Industry Executive Subcommittee (Mr. Hocker).
- 11:30 a.m. NCS Manager's Report (LtGen Edmonds).
- 11:45 a.m. Adjourn, depart for Old Executive Office Building.
- 12:30 p.m. Luncheon (Old Executive Office Building, Indian Treaty  
Room).
- 12:30 p.m. Welcoming remarks, guest introductions  
(Mr. Augustine).
- 12:35 p.m. Luncheon.
- 1:45 p.m. Executive Session with President and/or other senior White  
House Representatives (Mr. Augustine and guests).
- 2:45 p.m. Adjourn (Mr. Augustine).

**TENTATIVE SCHEDULE FOR**  
**THE 17TH MEETING OF**  
**THE PRESIDENT'S NATIONAL SECURITY TELECOMMUNICATIONS ADVISORY COMMITTEE**  
**(NSTAC XVII)**

- **Wednesday, January 11, 1995; Willard Hotel, Washington, D.C.**
  - 6:30 p.m.: Reception (open bar and hors d'oeuvres) hosted by Mr. Norm Augustine, Martin Marietta, and Mr. Bill Esrey, Sprint.
  - No remarks; networking, socializing.
  - 7:15 p.m.: Dinner bells (proceed through opened double doors for dinner; assigned seating posted). Head table (#1) is in middle of ballroom. Microphone at podium.
  - CAPT Gannon: introduces LtGen Edmonds as dinner host.
  - LtGen Edmonds: welcoming remarks (introduce special guests).
  - Begin serving dinner.
  - Approximately 8:30 p.m.: Begin serving dessert.
  - CAPT Gannon introduces entertainment (Singing Sergeants, Army Chorale, or Strolling Strings).
  - Entertainment ends.
  - Approximately 9:00 p.m.: Program ends.
  - CAPT Gannon thanks entertainment, closes program.
  - Attendees provide own transportation.
- **Thursday, January 12, 1995; Department of Commerce and Old Executive Office Building.**
  - 7:30 a.m.: Begin Executive Breakfast, 5th floor Executive Dining Room. Remarks from Mr. Augustine. (Commerce Secretary Ron Brown invited to provide welcoming remarks). Caterer: Ridgewell's
  - 7:30 a.m.: Begin continental breakfast for NCS COP/COR, NSTAC IES, other guests. Rooms adjacent to Department of Commerce Auditorium and 14th Street entrance.
  - 8:10 a.m.: Mr. Augustine ends Executive Breakfast, invitees escorted to 6th floor briefing room (Interdepartment Radio Advisory Committee room). (IES members in place to meet with their NSTAC principals).
  - 8:30 a.m.: LtGen Edmonds welcomes attendees and introduces guest speakers for classified briefings (Secret). CIA: ADM Studeman invited; NSA: VADM McConnell (confirmed).
  - 8:32 a.m.: ADM Studeman (or representative): CIA Threat Briefing.
  - 9:00 a.m.: VADM McConnell: NSA Information Warfare Briefing.

- 9:55 a.m.: End Q&A on Information Warfare; all depart for Business Session in Department of Commerce Auditorium.
- 10:15 a.m.: All in place for Business Session. Opening remarks from Mr. Augustine (Secretary Brown also invited to welcome attendees as the host). Mr. Augustine will introduce each speaker in turn.
- 10:30 a.m.: NII Task Force (Mr. Carl Ripa, Bellcore).
- 10:45 a.m.: Network Security Group (Dr. Jack Edwards, NTI).
- 11:00 a.m.: Wireless Services Task Force (Dr. Al Dayton, COMSAT).
- 11:15 a.m.: Industry Executive Subcommittee (Mr. John Hocker, Martin Marietta).
- 11:30 a.m.: NCS Manager's Report (LtGen Al Edmonds, Manager, NCS)
- 11:45 a.m.: Adjournment (Mr. Norm Augustine) Executive Luncheon/ Executive Session invitees will be escorted to waiting busses.
- 12:00 p.m.: Busses depart for Old Executive Office Building (OEOB).
- 12:15 p.m.: Enter OEOB (Pennsylvania Avenue entrance), transit security. (Access lists are coordinated in advance, but attendees still need to produce identification at entrance.) Proceed to Indian Treaty Room. Assigned seating for luncheon; Executive Session follows after break and table clearing. Caterer: Ridgewell's.
- 12:30 p.m.: Luncheon and Executive Session schedule contingent upon President/Vice President's arrival.
- If President/Vice President arriving before lunch, but not attending luncheon, all await until arrival, then proceed with short remarks from President/Vice President and Gavel Presentation to Mr. Augustine. Proceed with lunch after President/Vice President departs.
- If President/Vice President arriving after lunch and before Executive Session, proceed with luncheon and await arrival. Short remarks from Mr. Augustine before lunch. Conduct President/Vice President visit and Gavel Presentation upon arrival. Conduct Executive Session after President/Vice President departure. Start with short remarks from other VIPs after introduction from Mr. Augustine.
- If President/Vice President arriving sometime during Executive Session, proceed with Executive Session after lunch. Start with short remarks from other VIPs after introduction from Mr. Augustine. Conduct President/Vice President visit and Gavel Presentation upon arrival. Depending upon time available after departure of President/Vice President, continue Executive Session.
- If President/Vice President do not arrive, conduct Gavel Presentation near end of Executive Session. Senior Government Official available will present on behalf of President (e.g., National Security Advisor, Deputy Secretary of Defense, Director OSTP, Secretary of Commerce).
- 2:45 p.m.: Mr. Augustine adjourns. Attendees provide transportation.



**THE PRESIDENT'S  
NATIONAL SECURITY TELECOMMUNICATIONS ADVISORY COMMITTEE (NSTAC)**

**Members**  
(as of December 12, 1994)

|                                      |                                                                                                |
|--------------------------------------|------------------------------------------------------------------------------------------------|
| Mr. Lester M. Alberthal, Jr.         | Chairman of the Board, President,<br>and Chief Executive Officer,<br>Electronic Data Systems   |
| Mr. Robert E. Allen                  | Chairman and Chief Executive<br>Officer,<br>AT&T                                               |
| Mr. C. Michael Armstrong             | Chairman and Chief Executive<br>Officer,<br>Hughes Aircraft Company                            |
| Mr. Norman R. Augustine (Chairman)   | Chairman and Chief Executive<br>Officer,<br>Martin Marietta Corporation                        |
| Mr. Stanley C. Beckelman*            | President,<br>Boeing Information Services,<br>The Boeing Corporation                           |
| Mr. Kent M. Black                    | Executive Vice President and<br>Chief Operating Officer,<br>Rockwell International Corporation |
| Mr. Bobby A. Boaldin*                | Second Vice Chairman of the Board,<br>United States Telephone Association                      |
| Dr. Vance D. Coffman*                | Executive Vice President,<br>Lockheed Corporation                                              |
| Mr. Bruce L. Crockett                | President and Chief Executive<br>Officer,<br>Communications Satellite Corporation              |
| Mr. D. Travis Engen                  | Executive Vice President,<br>ITT Corporation                                                   |
| Mr. William T. Esrey (Vice Chairman) | Chairman and Chief Executive<br>Officer,<br>Sprint Corporation                                 |
| Mr. Louis V. Gerstner*               | Chairman and Chief Executive<br>Officer,<br>International Business Machines<br>Corporation     |
| Mr. Joseph T. Gorman                 | Chairman and Chief Executive<br>Officer,<br>TRW Incorporated                                   |
| Mr. John T. Hartley                  | Chairman, President, and Chief<br>Executive Officer,<br>Harris Corporation                     |

|                           |                                                                                           |
|---------------------------|-------------------------------------------------------------------------------------------|
| Dr. George H. Heilmeier   | President and Chief Executive Officer,<br>Bell Communications Research, Incorporated      |
| Mr. William J. Hilsman    | Chairman,<br>InterDigital                                                                 |
| Mr. Royce J. Holland      | President and Chief Operating Officer,<br>MFS Communications Company                      |
| Mr. William R. Hoover     | Chairman of the Board and Chief Executive Officer,<br>Computer Sciences Corporation       |
| Mr. Arthur E. Johnson*    | Group Vice President,<br>Loral Federal Systems,<br>Loral Corporation                      |
| Mr. Charles R. Lee        | Chairman of the Board and Chief Executive Officer, GTE Corporation                        |
| Mr. Craig O. McCaw        | Chairman and Chief Executive Officer,<br>McCaw Cellular Communications, Incorporated      |
| Mr. Richard D. McCormick  | Chairman and Chief Executive Officer,<br>U S West, Incorporated                           |
| Mr. John F. Mitchell      | Vice Chairman of the Board,<br>Motorola, Incorporated                                     |
| Mr. Bert C. Roberts, Jr.  | Chairman and Chief Executive Officer,<br>MCI Communications Corporation                   |
| Mr. Charles E. Robinson   | Chairman and Chief Executive Officer,<br>Pacific Telecom, Incorporated                    |
| Mr. Donald J. Schuenke*   | Chairman of the Board,<br>Northern Telecom, Incorporated                                  |
| Mr. Martin A. Stein*      | Vice Chairman, BankAmerica<br>Automation and Support Services,<br>BankAmerica Corporation |
| Mr. Roy A. Wilkens        | President, Williams<br>Telecommunications Incorporated                                    |
| Mr. Albert F. Zettlemoyer | President, Government Systems Group,<br>Executive Vice President,<br>Unisys Corporation   |

\* Pending Official White House Appointment

THE WHITE HOUSE  
WASHINGTON

January 6, 1995

Dear Norm:

Thank you for your dedicated efforts for these last two years as Chairman of the President's National Security Telecommunications Advisory Committee. Under your leadership, the Committee has continued to provide me invaluable advice on our national security and emergency preparedness telecommunications issues. Your recommendations regarding network security, emergency electric power, wireless services and our evolving National Information Infrastructure have been very beneficial and have helped ensure our ability to respond effectively to the diverse and dynamic challenges ahead.

The Committee has set the standard for a Government and industry partnership that assures our national telecommunications remain effective, reliable, efficient and secure. Your country sincerely appreciates the leadership and dedication you have devoted to our Nation, not just on the Committee, but in your many other endeavors as well.

I look forward to your continued support and contributions as an active committee member.

Sincerely,

A handwritten signature in black ink, appearing to read "Bill Clinton", with a stylized, cursive script.

Mr. Norman R. Augustine  
Chairman and Chief Executive Officer  
Martin Marietta Corporation  
6801 Rockledge Drive  
Bethesda, Maryland 20817