

FOIA MARKER

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[Invitations]-July 1994 Accepted [2]

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. email	re: [Aircraft Manifests] (7 pages)	07/15/1994	b(7)(E)
002. list	re: President's Trip to Miami, Florida (1 page)	07/00/1994	P6/b(6), b(7)(C), b(7)(E), b(7)(F)
003. list	[Personally Identifiable Information] [partial] (5 pages)	07/00/1994	b(6)

COLLECTION:

Clinton Presidential Records
Public Liaison
Alexis Herman
OA/Box Number: 4360

FOLDER TITLE:

[Invitations]-July 1994 Accepted [2]

2012-0741-F

rs2605

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

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Bar
SCHEDULE PROPOSAL

6/16/94

____ ACCEPT

____ REJECT

____ PENDING

TO:

Ricki Siedeman
Assistant to the President and
Director of Scheduling and Advance

FROM:

(H) Harold Ickes
Assistant to the President and
Deputy Chief of Staff

(H) Alexis Herman
Assistant to the President for
Public Liaison

REQUEST:

For the President to make remarks by
satellite to the annual meeting of the
National Medical Association.

PURPOSE:

To recognize the National Medical Association
(NMA) for their tremendous support on behalf
of the Health Security Act and to give them
the boost necessary to carry their activities
enthusiastically into the final months of
health care reform.

BACKGROUND:

NMA is the oldest African American
professional association, having been founded
in 1895, and with a current membership of
17,000 African American physicians. They
will be holding their 99th Annual Meeting and
Assembly in Orlando, Florida. The last time
a President addressed their group was in 1968
with President Johnson. Taking into account
their membership size, their activity on
behalf of the Health Security Act has been
outstanding. In addition, their importance
extends beyond the health care issue because
these individuals have long played key
leadership roles in the African American
community and will be following our
activities in other key areas, i.e., crime
and welfare reform.

PREVIOUS PARTICIPATION: None

DATE AND TIME: Their general assembly meets during the following times:
Saturday, July 23, 3-6pm
Sunday, July 24, 3-6 pm
Tuesday, July 26, 10-12am
Wednesday, July 27, 3-6pm

DURATION: 15 minutes

LOCATION: By satellite to the Marriot World Hotel, Orlando, Florida

OUTLINE OF EVENTS: Dr. Leonard Lawrence, President of NMA, would introduce the President for his remarks.

REMARKS REQUIRED: Remarks would be coordinated by the Office of Public Liaison and Speechwriting.

MEDIA COVERAGE: Open

THE WHITE HOUSE

WASHINGTON

July 13, 1994

MEMORANDUM TO ALEXIS HERMAN

FROM: Marilyn Yager
Ben Johnson

RE: National Medical Association Meeting

As you know, you have an appointment with the Rosemary Davis, Executive VP for Administration, and Dr. Tracy Walton, President, with the National Medical Association today at 2:00 pm in your office. It is my understanding that this meeting came about through conversations Ofield Dukes had with NMA, resulting in his belief that they needed some political reassurance.

Barbara Wooley and I have worked with NMA a great deal in recent months and I wanted to give you some background there as well.

NMA ANNUAL MEETING:

NMA was very disappointed last year that neither the President nor Mrs. Clinton could come to their annual meeting, although Mrs. Clinton did talk to the group by phone. Rosemary Davis has told me on numerous occasions that when they see the President talking to other groups, they wonder why he can't come to their events. I have tried to explain that in most cases, he is speaking to the other groups by satellite or the group is meeting in Washington DC.

However, this year Ben and I have tried to arrange for the President to speak live by satellite to the NMA meeting in Orlando next week. As you know this has been approved by Ricki, however, when I offered it to Rosemary, they are reluctant to accept it. I suggested to her that if picking up the cost of the satellite is a concern, then maybe ten of their doctors could share the cost of the satellite feed.

Rosemary suggested to me several weeks ago that instead of having the President talk to their group next week, she would rather have him talk health care reform to their group in late October during their anniversary meeting here in Washington. I have explained to her

that although we would be happy to put in the request for him to talk to the group in late October, but that that is after Congress adjourns for the year and that Health care reform will either be passed or dead, and for that reason we would still like to the President to talk to their group next week as well.

NMA SUPPORT ACTIVITIES:

NMA has been a committed supporter of the Clinton health plan, and compared to their past experience on other national health issues, they have been extremely active. However, compared to what other small doctors groups are doing, their support is less helpful. I think most of this is due to the small size of their operation and their inexperience.

I consider them one of our top five doctors groups and whenever I call the other doctors groups with requests, I also call NMA. However, it is difficult to reach them, and when we do, their responsiveness is very slow, and what they actually provide is very limited. For example, we have been building lists of supportive doctors by congressional district. The other groups have been very forthcoming, but we have stopped asking NMA for lists (with phone, address) because it is like pulling teeth.

NMA AND OTHER GROUPS:

NMA has indicated that they are working through an African American Health care Coalition, called SUMMIT 93. Ben and I have looked into this group and learned from Wade Henderson that they have done virtually nothing, and certainly no one in our health care operation was familiar with the coalition. However, you should know that in early June NMA did several days of aggressive lobbying on the Hill on behalf of our plan and Kennedy's. Ben and I have talked and this is what we need them to be doing:

- Participate wholeheartedly in White House requests surrounding their participation with other doctors groups and in list building (in both of these instances it increases their visibility and insures their members are included in all of our activities).
- Work the Congressional Black Caucus members aggressively over the next three weeks both in their districts and here in Washington on health reform.

- NMA should do a letter to other African American groups, health and otherwise, stating their commitment to the Clinton health principles and requesting their immediate active involvement -- essentially a call to arms. Ben and I could help draft the letter.

DISTRIBUTION LIST

Alexis Herman	456-6218
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Tom Epstein	456-6257
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Caren Wilcox	456-6218
Katie Broeren	205-6802

FROM: Peter Yu
456-2801
456-2223 (F)

July 15, 1994

11-12N

OEOB 230

✓ THE WHITE HOUSE

WASHINGTON

July 11, 1994

MEMORANDUM FOR THE ATTACHED DISTRIBUTION LIST

FROM: Peter Yu

SUBJECT: Meeting on the White House Conference on Small Business

FYI

As mentioned in my report on the Sioux Falls conference, I think it would be useful for us to meet briefly both to assess the state conferences to date and to discuss the upcoming conferences.

We will meet Friday, July 15, from 11:00am to 12:00noon in Room 230 OEOB. A proposed agenda is set forth below.

1. Update on conferences to date.
 - Turnout
 - Atmosphere
 - Press coverage
 - Recommendations
2. Sioux Falls and congressional participation
 - Preferred policy going forward?
3. Upcoming conferences, speakers, and press
 - Bismarck, ND (Milt Stewart)
 - Minneapolis, MN (Cassandra Pulley)
 - Charleston, WV (Jere Glover)
 - Columbus, OH (Jonathan Silver)
 - Des Moines, IA (Eiskine Dowlcs)
4. Upcoming conferences and issues
5. Personnel

AD HOC BUSINESS GROUP

ON

HEALTH CARE REFORM

July 21, 1994

The Honorable Richard A. Gephardt
United States House of Representatives
1432 LHOB
Washington, DC 20510

The Honorable George J. Mitchell
United States Senate
SR-176
Washington, DC 20510

Dear Majority Leader:

As companies which are among the nation's largest employers, we urge you to support passage this year of comprehensive health care reform that provides for universal coverage through shared employer responsibility, thus ensuring health care coverage for all Americans.

Now is the time for action. The failings of our current system are well documented -- large numbers of citizens are uninsured, many lack affordable coverage, and there is damaging cost shifting and excessive inflation in the health care sector. Only comprehensive reform can address these problems.

It is time to place the health security of all Americans at the top of the national agenda. This year offers a unique opportunity to address one of the major causes of fear and anguish among our citizens, and one of the major threats to America's long-term economic well-being.

Now is the time for leadership. If Congress fails to act this year, it is unlikely to have another chance at comprehensive reform in this century. The 103rd Congress would be remembered as one which missed a historic opportunity. This must not happen.

We are confident that Congress has the vision, the courage, and the commitment to the greater good of our country to enact comprehensive reform over the next few precious months.

A & P (Great Atlantic and Pacific Tea Company)

ABB Inc.

Acme Steel

AEL Industries

American Corn Growers

American Automobile Manufacturers Association

American Iron and Steel Institute

AMR Corporation (American Airlines)

Archer Daniels Midland Company

Armco Inc.

Bethlehem Steel Corporation

Champion International Corporation

Chrysler Corporation

Drummond Company

Eagle Picher Industries

EDS

Food for Less Grocery

Ford Motor Company

Fortis, Inc.

GEC-Marconi Electronic Systems Corporation

General Motors

Giant Food

Hechinger Company

H.J. Heinz

IBM

Ingersoll-Rand Company

Inland Steel

Loral

Manpower Inc.

Maytag

McDonnell Douglas

National Steel

National Association of Chain Drug Stores

Norfolk Southern Corporation

Pella Corporation

Pioneer Hi-Bred International, Inc.

Ralphs Grocery

Rohm & Haas

Safeway, Inc.

Scott Paper Company

Southern California Edison Company

The LTV Steel Company

The Principal Financial Group

Time Warner, Inc.

United Distillers North America

USX

The Vons Companies

Westinghouse

Wisconsin Public Service Corporation

Zenith Electronic Corporation

Eckerd Corporation

July 12, 1994

The Honorable George J. Mitchell
Majority Leader
United States Senate
Washington, D.C. 20510

Dear Senator Mitchell:

We are writing to reaffirm our strong support for comprehensive health care reform and our commitment to working with you and your colleagues to secure it -- this year, in this session of Congress.

We believe, as you do, that the need for effective reform transcends considerations of partisan politics. We will continue to be rigorously nonpartisan in our efforts on behalf of legislation that will achieve the following three objectives:

(1) assuring -- through a combination of an employer mandate and an individual mandate -- health coverage for all Americans by a time certain and soon.

(2) containing health care costs through a combination of competition, delivery system reforms, expenditure targets, and rate-setting for the fee-for-service segment of the health care system.

(3) improving the quality of health care through an increased commitment to outcomes research, malpractice reform, and the development and dissemination of practice guidelines.

Legislation that meets these three tests would enhance the health and peace of mind of American families, bring spiraling health care costs under better control, and end the destructive shifting of costs to and among American businesses.

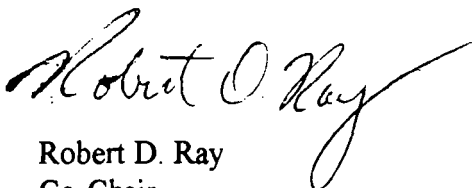
The members of our Coalition -- businesses, unions, consumer groups, and associations of health care providers -- recognize that in the short term comprehensive reform would require money, and we stand ready to support equitable measures to finance such reform. We believe that reform would pay for its cost many times over -- by slowing the rate at which health care spending escalates, for governments and businesses and families. We also believe that reform should permit large employers to continue to self-insure their employees -- and that it should not encourage wide variations in requirements from state to state that would make any new system inordinately complicated for multi-state firms.

The debate about health care reform offers an opportunity for Congress to help Americans and their employers simultaneously -- and, more broadly, to build a better health care system to serve the interests of our people and our economy in the decades to come. We look forward to working with, and standing with, members of Congress to help achieve a great victory in the months just ahead.

Sincerely,



Paul G. Rogers
Co-Chair



Robert D. Ray
Co-Chair

THE NATIONAL
LEADERSHIP
COALITION FOR
HEALTH CARE
REFORM

555 13TH STREET, N.W.
WASHINGTON, D.C. 20004
(202) 637-6830

HONORARY CO-CHAIRS

Former President Jimmy Carter
Former President Gerald Ford

CO-CHAIRS

The Honorable Paul G. Rogers, J.D.
The Honorable Robert D. Ray, L.L.B.

PRESIDENT

Henry E. Simmons, M.D., M.P.H.

EXECUTIVE DIRECTOR

Margaret M. Rhoades, Ph.D.

**MEMBERS OF THE NATIONAL LEADERSHIP COALITION FOR
HEALTH CARE REFORM**

Acme Steel Company
Amalgamated Clothing & Textile Workers Union, AFL-CIO
American Academy of Family Physicians
American Academy of Pediatrics
American Association of Retired Persons
American Automobile Manufacturers' Association
American College of Physicians
American Federation of Teachers, AFL-CIO
American Iron & Steel Institute
American Nurses Association, Inc.
American Physical Therapy Association
American Psychological Association
American Subacute Care Association
Association of Academic Health Centers
Association of Minority Health Professional Schools
B. C. Enterprises
Bannon Research
Bethlehem Steel Corporation
Blue Diamond Growers
Brown & Cole Stores
Burlington Coat Factory
Ceridian Corporation
Christian Children's Fund
Chrysler Corporation
Cold Finished Steel Bar Institute
CoreStates Financial Corp.
Del Monte Foods
Designworks Inc.
Drummond Company Inc.
Families USA Foundation
Filter Materials
First Interstate Bancorp
Ford Motor Company
General Motors Corporation
Georgia-Pacific Corporation
Giant Food Inc.
The Great Atlantic & Pacific Tea Company, Inc.
Gross Electric Inc.
The Heights Group
H. J. Heinz Co.
Inland Steel Company
INSIGHT Treatment Services, Inc.
International Brotherhood of Electrical Workers
International Multifoods
International Union of Bricklayers and Allied Craftsmen
James River Corporation
Johnstown Corporation
Keebler Company
Keller Glass Company
Lincoln Telephone & Telegraph Co.
LTV Steel Company
Lukens Inc.
Mankoff, Inc.

July 18, 1994

Maternity Center Association
Maytag Corporation
MEDNET
National Association of Childbearing Centers
National Association of State Boards of Education
National Education Association
National Steel Corporation
Navistar International Transportation Corporation, Inc.
Norwest Corporation
Olympia West Plaza, Inc.
PAR Associates
Pella Corporation
Preferred Benefits
R. R. Donnelley & Sons Co.
Ralphs Grocery Company
Regis Corporation
Rohm & Haas Company
Safeway Inc.
Sara Lee Corporation
Scott Paper Co.
Service Employees International Union, AFL-CIO
Sokolov Strategic Alliance
Southern California Edison Company
Strategic Marketing Information, Inc.
Texas Heart Institute
Time Warner Inc.
United Air Lines, Inc.
United Food and Commercial Workers International Union, AFL-CIO
United Paperworkers International Union, AFL-CIO
United States Catholic Conference
United Steelworkers of America, AFL-CIO
U.S. Bancorp
Westinghouse Electric Corporation
Wheat, First Securities, Inc.
Wheeling-Pittsburgh Steel Corp.
The Whitman Group
Wisconsin Public Service Corporation
Xerox Corporation

Card, Schamm, Ronald, Doidberg
 Heckinger THE WHITE HOUSE Burd
 WASHINGTON Fromstein

8	4
A.H.	R.R.
Ronald	Schamm
Doidberg	Card
Burd	Fromstein
Breg	Caren
Heckinger	
Caren	

—

OFFICE OF PUBLIC LIAISON
THE WHITE HOUSE

MEMORANDUM FOR LEON PANETTA, CHIEF OF STAFF
HAROLD ICKES, DEPUTY CHIEF OF STAFF
BOB RUBIN, ASSISTANT TO THE PRESIDENT

FROM: ALEXIS HERMAN, ASSISTANT TO THE PRESIDENT AND
DIRECTOR OF THE OFFICE OF PUBLIC LIAISON

SUBJECT: DROP BY TO THANK CEOS DURING LUNCH/JULY 21

DATE: JULY 21, 1994

MEETING: CEOS who will hold a press conference in
behalf of the Ad Hoc Lobbying Coalition
and the National Leadership Coalition
on Capitol Hill endorsing universal
coverage, employer responsibility and
action this year.

DATE/TIME: Thursday, July 21, 1994
11:45 a.m. to 1 p.m.

LOCATION: West Lobby 11:45 a.m. to 12 noon
Mess 12 noon to 1 p.m.

PARTICIPANTS: **Steven A. Burd, President and CEO of
Safeway Inc.** Mr. Burd is new to Safeway
having joined them in 1992 as COO, but
has been in the food and retail business
as both an employee and consultant. He
lives in California. Safeway has
supported health care reform via events
and publicity. Mr. Burd is representing
the National Leadership Coalition.

**Andrew Card, President of the American
Automobile Manufacturers Association,
(former Secretary of Transportation for
Republicans.)**

Mitchell Fromstein, CEO, Manpower Inc.
Mr. Fromstein, who is from Wisconsin,
has managed Manpower through a hostile
takeover and back to control of the
company. Manpower is the largest
supplier of temporary help, and has
sales over \$3 billion and pre-tax
profits of over \$100 million. It
operates in 36 countries. He is known
for innovative personnel techniques.

Manpower is a new company involved in the health care debate in support of the POTUS principles.

Gary Goldberg, President, National President, American Corn Growers Association, Kearney, NE. Mr. Goldberg is the only New York city born, Jewish head of a farm organization in the United States. He is a farmer in Nebraska. He was a Clinton/Gore delegate to the Democratic National Convention in 1992. Mr. Goldberg's organization is a member of the Small Business Coalition for Health Care Reform.

John W. Hechinger, Sr., Chairman of Hechinger Company. Mr. Hechinger, who is a fifth generation Washingtonian, has served both the District of Columbia and the Democratic Party for many years. He was the first Chairman of the City Council of Washington, and served six four-year terms as Democratic National Committeeman for the District of Columbia. Hechinger Company is now a \$1.5 billion of 130 home centers operating in 23 states. Hechinger's was an early endorser of health care reform and was also active on the Economic Plan. Mr. Hechinger was active in the campaign as well.

Mark H. Ronald, CEO and President, GEC-Marconi Electronics Systems Corporation, Wayne, NJ. Mr. Ronald only agreed to come to Washington late on Wednesday for the press conference and we do not have his bio.

Carl J. Schramm, Executive Vice President, Fortis, Inc., a diversified insurance and financial service company, and formerly President and CEO of the Health Insurance Association of America (HIAA) from 1987 to 1992. Mr. Schramm, who holds a Ph.D. in Economics from University of Wisconsin and a J.D. from Georgetown, is an expert in health policy and management. He founded the Johns Hopkins Center for Hospital Finance and management in 1980. Prior to leaving HIAA he lead the commercial

insurance industry toward support of major reform in the small group and individual markets area.

PURPOSE:

To thank these CEOs for their help on this press conference and for their support of the POTUS principles.

BACKGROUND:

Both the Ad Hoc Group, chaired by former Congressman Jim Moody and Letitia Chambers, and the National Leadership Coalition, headed by Dr. Henry Simmons, have supported universal coverage and employer responsibility, along with other issues of importance to the business community.

This group today will issue a letter signed by over 50 companies and hold a press conference of support.

Like other groups which have supported the President, they had hoped to have a meeting with a Principal today, but that was not possible. Therefore, drop-bys are important to thank these individuals for their support.

AGENDA:

Alexis Herman will be hosting the table in the Mess with the seven CEOs between 12 noon and 1 p.m.

CC: Steve Hilton
Greg Lawler
Caren Wilcox
Amy Zisook

PRESS RELEASE

LARGE CORPORATIONS RAISE VOICE FOR UNIVERSAL COVERAGE,
EMPLOYER COST SHARING

Washington, DC, July 21, 1994.

A wide and diverse group of large corporations petitioned Congress today to enact universal coverage by maintaining and extending the employer-based insurance system already in place in America.

More than one hundred and twenty companies and associations, which represent many more companies and employees, released two letters today calling for decisive action by Congress in 1994, and endorsing the twin principles of universal coverage and shared employer responsibility. The companies signing the letters employ millions of Americans and insure tens of millions, including workers, their families and former workers.

"Most American companies are already covering their workers," it was noted. "But they're also covering other companies workers too -- the companies who free load of the system" . Unless everyone is insured, health care costs of the uninsured will continue to be shifted to the corporations, large and small, that do the responsible thing by covering their workers.

Not only is that not fair, it also drives the rate of inflation in the health sector, which is usually twice that of the rest of the economy. This in turn further drives up the costs of the products and services of companies covering their workers, which puts them at an unfair disadvantage domestically, when competing with companies that don't provide insurance,

and it also makes U.S. companies less competitive in the world market.

If left unchanged, the current system will cause the U.S. economy to lose millions of jobs as world competition becomes more fierce. Employers who do provide insurance will be forced to face the hard choices of continuing to be placed at a competitive disadvantage at home and abroad, or of dropping coverage altogether.

The economic and social health of our country and our people requires universal coverage. There is no other way to achieve adequate health coverage for our citizens, and to contain costs, or be fair to responsible, worker and family-friendly companies.

* * * * *

CONTACT: Jim Moody (202) 857-0670
 Chambers Associates

STATEMENT BY ANDREW H. CARD, JR.
PRESIDENT & CEO
AMERICAN AUTOMOBILE MANUFACTURERS ASSOCIATION
HEALTH REFORM PRESS CONFERENCE
THURSDAY, JULY 21, 1994

I am very pleased to be here on behalf of America's car companies -- Chrysler, Ford, and General Motors -- all of whom believe it essential that health reform legislation achieve universal coverage, with all employers sharing in the responsibility to help finance coverage for America's workers and their families.

Throughout this national debate on health reform, the focus of attention has been on the burden, or increased costs, that would be incurred by businesses that do not provide insurance coverage to their employees. Often overlooked is the burden incurred by those employers who do provide insurance coverage and pick up the slack for those that do not.

We need to remember that all health care costs must ultimately be paid by someone. When individuals do not have coverage either because their employer does not provide it, they can't afford it, or they choose not to buy it, others end up paying for it. For manufacturing firms, which generally provide comprehensive coverage to their employees and families, this burden is a heavy one. These firms pay 28 percent higher health costs due to cost-shifting from various sources.

Most American businesses provide health insurance to their employees. **Last year, the three auto companies spent nearly \$6 billion in providing health coverage for 2.8 million people -- that's one out of every 90 Americans.** We have moved aggressively to control our health costs, but we cannot control costs shifted to us because of those who do not pay their fair share.

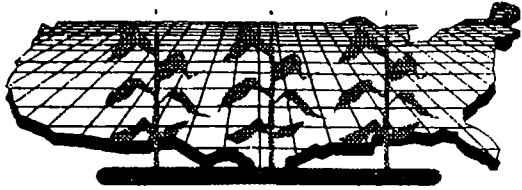
This \$6 billion burden has a very substantial impact on our companies and on the consumers of our products. Health care costs average more than \$1100 per car. High health costs mean less money for product development, new plants, and growth of high-skilled, high-wage jobs for American citizens.

As a result of high health costs, the American auto companies operate at a competitive disadvantage versus their primary competitors. The Japanese companies, for example, pay about \$500 less per vehicle in health costs. Other industrialized nations have been far more successful than the U.S. in containing overall health costs -- and in spreading the burden of paying for health care fairly throughout their economies.

Let me be very clear about where America's car companies stand in this debate. We must have reform legislation which spreads the cost of health care equitably. This will require universal coverage and shared responsibility between government, individuals, and all employers.

We cannot support legislation which fails to provide for equitable financing of universal coverage by a date certain. Nor can we support legislation, such as the Senate Finance Committee bill, which imposes substantial new taxes on businesses which now provide coverage, while allowing other businesses to keep their free ride.

We know the White House and the Congressional leaders here today see the need for universal coverage and shared responsibility the same way we do. We hope we will be able to support the legislation which ultimately emerges from each House of Congress in August.



American Corn Growers Association

National headquarters:

PO Box 18157

Washington, DC 20036

Phone: 202-835-0330

Fax: 202-429-0699

President's field office:

PO Box 22994

Lincoln, NE 68542-2994

Phone: 402-475-ACGA (2242)

Fax: 402-476-8859

I'm Gary Goldberg, a Kearney Nebraska Corn Farmer and President of the American Corn Growers Association, which represents large and small farming businesses.

Some say that there is no crisis in health care. In agriculture, there is, in fact, a crisis. Almost one third of all farmers are either un-insured or under-insured. This is the second most dangerous occupation in the United States. When farmers can't pay their bills, the first thing to go is insurance. Something must be done.

There is a lot of debate about what kind of health care system we should have and who should pay for it. But while the different policies are debated back and forth, the health care crisis continues for American Agriculture and Rural America.

The American Corn Growers Association believes that any health care solution must include:

- Guaranteed comprehensive health insurance benefits for all.
- 100% tax deductibility of health care costs for employers and the self-employed.
- Require that health insurance be transferable from work-place to work-place.
- Prohibit the denial of coverage for pre-existing conditions.
- require shared financial responsibility among employers, individuals and the government.

Anything less than these five items will continue to jeopardize the health of agriculture and rural America.

This is the greatest country in the world. It is also the breadbasket of the world. But if it wants to continue to have hard working men and women feed this country the tastiest, safest and least-expensive food in the world, it must develop a health care system that is workable and affordable.

AD HOC BUSINESS GROUP

ON

HEALTH CARE REFORM

Corporation Representatives Available to Speak on Health Care Reform

Company	Champion International
Name	Jeanne Connelly
Telephone	785-9888
Fax	785-3286
Company	National Association of Chain Drug Stores
Name	David Lambert
Telephone	703-549-3000
Fax	703-549-0771
Company	Safeway
Name	Represented by Henry Simmon, Mark Goldberg, Peggy Rhoades
Telephone	637-6830
Fax	637-5910
Company	Time Warner
Name	Arthur B. Sackler
Telephone	457-8582
Fax	457-8861
Company	The Great Atlantic & Pacific Tea Company
Name	Michael Rourke
Telephone	201-930-4236
Fax	201-930-4034
Company	The Principal Financial Group
Name	Stuart J. Brahs
Telephone	682-1280
Fax	682-1412

Company Chrysler
Name Wally Maher
Telephone 862-5447
Fax 862-5445

Company American Automotive Manufacturers Association
Name Mel Bass
Telephone 326-5518
Fax 326-5567

Company Ford
Name Elliott Hall
Telephone 962-5371
Fax 962-5456

Company Chambers Associates
Name Jim Moody
Telephone 857-0670
Fax 867-0668

Company Fortis, Inc
Name Carl Schramm
Telephone (21st) 637-5600
Telephone (22nd) 414-299-1272

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. email	re: [Aircraft Manifests] (7 pages)	07/15/1994	b(7)(E)

COLLECTION:

Clinton Presidential Records
Public Liaison
Alexis Herman
OA/Box Number: 4360

FOLDER TITLE:

[Invitations]-July 1994 Accepted [2]

2012-0741-F

rs2605

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]



DEPARTMENT OF HEALTH & HUMAN SERVICES

Chief of Staff

Washington D.C. 20201

July 15, 1994
1030a**FACSIMILE**DATE 7/13/94

TO: (NAME, ORGANIZATION, CITY/STATE AND PHONE NUMBER):

ATTN: Pat
Carol Rasco
Assistant to the President
for Domestic Policy

456-2216

FROM: (NAME, ORGANIZATION, CITY/STATE AND PHONE NUMBER):

Kevin Thurm
Chief of Staff

690-6133

RECIPIENT'S FAX NUMBER: () 456-2878NUMBER OF PAGES TO SEND (INCLUDING COVER SHEET): 3

COMMENTS:

JUL 6 '94 10:00

PAGE.002

Timothy M. Westmoreland

Subcommittee on Health and the Environment
 2415 Rayburn House Office Building
 Washington, DC 20515
 (202) 225-4952

1364 G Street, SE
 Washington, DC, 20003
 (202) 544-1033

PROFESSIONAL EXPERIENCE

Subcommittee on Health and the Environment
 (Congressman Henry A. Waxman, Chairman)
 Committee on Energy and Commerce
 U.S. House of Representatives

Council, 1987-present
 Assistant Council, 1980-1987
 Special Assistant, 1979-1980

Responsible for policy analysis, the arrangement of oversight and legislative hearings, the development of legislation, the drafting of statutes, the preparation of reports on legislation, and the general management of Subcommittee consideration of issues involving public health, reproductive health, biomedical research, biomedical ethics, and health regulation. Principal staff on AIDS issues, including research, prevention and education, care and treatment, and finance. Principal staff on public health, poverty clinics, privacy, and information systems in the context of health reform.

Responsible for writing and editing materials on these topics, including articles for lay and professional press, speeches for the Chairman, and legislative materials.

Representative legislative work

Omnibus Budget Reconciliation Act of 1993, including provisions relating to expansion of Medicaid coverage of persons with tuberculosis and provisions relating to the Federal purchase of vaccines for poor children.

The NIH Revitalization Act (1993), including provisions relating to biomedical research on transplantation of fetal tissue and provisions relating to the consolidation of planning and budgeting of biomedical research on AIDS.

The Breast and Cervical Cancer Detection and Control Act (1991), creating a program of grants for mammography and cervical cancer screening programs for women with no source of payment.

The Ryan White Comprehensive AIDS Resources Emergency Act (1990), creating local, State, and poverty clinic programs for people with AIDS and HIV.

The National Vaccine Injury Compensation Act (1987), creating a Federal no-fault compensation system for the compensation of children with injuries relating to the administration of routine pediatric vaccines and to assure the continued manufacture and availability of domestic vaccines.

Reauthorization and revision of the Orphan Drug Act (1990-present), providing for grants and marketing protections for drugs for rare diseases.

Reauthorization and revision of Federal family planning programs (1981-present).

Reauthorization and revision of Centers for Disease Control programs, including immunization, infectious disease control, lead poisoning screening, and injury prevention (1981-present).

Ben
Jeffrey
of
Committee
Health
and
Environment
U.S. House of Representatives

JUL 6 '94 10:01

PAGE 003

White House Task Force on Health Reform**January-June 1993**

Took part in policy analysis and development of proposals for reform of health care delivery and finance for people with chronic illnesses and disabilities, for poor or disadvantaged people, and for other vulnerable populations, as well as for reform of Federal financing of public health systems.

Clinton-Gore Presidential Transition Team**November 1992-February 1993**

Responsible for policy development in public health and health regulation, including AIDS, biomedical research, poverty clinical care, and public education and prevention activities. Also responsible for policy development regarding health reform and people with chronic illnesses and disabilities.

Guest lecturer**1984-present**

Serve as guest speaker for graduate courses on health, political science, and law at such schools as the Johns Hopkins School of Hygiene and Public Health, the Columbia School of Journalism, the Georgetown Nursing School, the Harvard Kennedy School of Government, and the Yale Graduate School.

EDUCATION

Yale Law School
New Haven, CT

1976-1979

Duke University
Durham, NC

B.A., Psychology, 1976
Summa Cum Laude

Oxford Institute of Experimental
Psychology
Oxford University
Oxford, UK

Summer Research Program, 1975**ACADEMIC DISTINCTIONS**

Phi Beta Kappa
Angier B. Duke Research Grant
Flexner Writing Prize
Angier B. Duke Scholarship
National Merit Scholarship

OTHER ACTIVITIES

Presentations on health issues for the National Academy of Sciences, the Henry J. Kaiser Family Foundation, the Robert Wood Johnson Foundation, the Ford Foundation, the United Hospital Fund of New York, and other philanthropic, research, professional, and advocacy groups (1980 to present)

Advisory Committee on the Future of Public Health Law, Milbank Memorial Fund (1993-present)

Advisory Panel on AIDS Health Services, Robert Wood Johnson Foundation (1986-1988)

Duke University Board of Trustees (1975-1978)

THE WHITE HOUSE
WASHINGTON

July 12, 1994

MEMORANDUM FOR GEORGE STEPHANOPOULOS
PHIL LADER
BRUCE LINDSEY
PAT GRIFFIN
ALEXIS HERMAN
BILL GALSTON
STEVE NEUWIRTH

FROM:

JOEL KLEIN *JK*

Attached is the proposed testimony that will be discussed at this afternoon's meeting at 3:30-4:00 in my office. If you cannot attend and want to provide me with written comments that would be fine.

July 13

330-4

Joel Klein's dr

DRAFT 3. 7/11 STATEMENT OF DEVAL L. PATRICK, ASSISTANT ATTORNEY GENERAL, CIVIL RIGHTS DIVISION BEFORE THE COMMITTEE ON LABOR AND HUMAN RESOURCES, UNITED STATES SENATE, CONCERNING S. 2238, THE EMPLOYMENT NON-DISCRIMINATION ACT OF 1994, JULY 19, 1994.

Mr. Chairman and Members of the Committee, it is a pleasure that my first appearance before you is in connection with S. 2238, the Employment and Non-Discrimination Act of 1994.

I want to commend you, Mr. Chairman, your colleagues in the House, Mr. Frank and Mr. Studds, and your 130+ cosponsors in both chambers, for introducing this bill. It is a thoughtful and reasoned first step in addressing the issue of discrimination against gay men and lesbians, unfairness based on status that reaches many facets of the lives of these Americans, too often including violence.

The President and this Administration support the principle of non-discrimination in employment based on sexual orientation. Americans should be able to find jobs, keep jobs and earn promotions based on their qualifications and the quality of their work, not on irrelevant characteristics. This has been a core value in this country for many years.

As you know, forty years ago, the Supreme Court began the modern civil rights era by deciding *Brown v. Board of Education*, and thirty years ago Congress enacted the Civil Rights Act of 1964, including Title VII prohibiting discrimination in

employment based on race, color, religion, sex and national origin. In 1967 the Age Discrimination in Employment Act began to protect older Americans. Most recently, in 1990, Congress enacted the Americans with Disabilities Act to extend full civil rights protections to persons with disabilities.

It is time to begin to provide civil rights protection to millions of Americans who feel the sting of discrimination based on sexual orientation. As the President said in Riga, Latvia, recently, "Freedom without tolerance is freedom unfulfilled." It is in that spirit and that of our historic national commitment to tolerance that this Administration believes the principle of non-discrimination in employment should be extended to include sexual orientation.

As past debates in Congress have shown, characteristics such as race, religion, sex, age and disability have no relevance to the ability of an individual to perform required functions of a job. Quite often, and unfortunately, it is prejudice and stereotypes held by some employers that limit a person's ability to obtain and keep a job.

Our Nation prides itself on embracing the principle that persons should be judged based on merit and ability, not on class, culture or other extraneous factors. Our civil rights laws reflect this principle. By allowing discrimination on the

basis of sexual orientation, our society cheats itself out of the contributions of the very able and talented lesbians and gay men throughout the Nation.

And so here we should move that ball forward by providing protection in employment based on sexual orientation. With the increasingly competitive international marketplace, America does not have the luxury of wasting talent in this country.

S.2238 is, frankly, a very modest bill. In the past, Congressional advocates of providing civil rights protections for gay men and lesbians have introduced omnibus bills that amended all existing civil rights laws to include sexual orientation. These bills would have provided civil rights protection in public accommodations, public facilities, federally assisted programs, employment and housing.

S. 2238 takes a much narrower and more focused approach. Instead of merely amending existing law, it starts with the basics of Title VII banning discrimination in employment and, much like the Americans with Disabilities Act, molds the protection to meet the particular problems of discrimination based on sexual orientation.

The bill uses the same framework of Title VII, by covering the same employers, using the same standards, and providing the

same enforcement mechanisms. It builds on the 30 years of Title VII jurisprudence, but with some notable exceptions.

The first exception is for cases of disparate impact. Disparate impact was first recognized by the courts in *Griggs v. Duke Power*, 401 U.S. 424 (1971). In *Griggs*, the Supreme Court recognized that a facially neutral practice that appears fair in form may have a discriminatory effect, and may, if not justified by business necessity, be prohibited by Title VII. The Civil Rights Act of 1991 amended Title VII to codify the disparate impact standard. The Employment Non-Discrimination Act, however, explicitly excludes the disparate impact test from use in cases of discrimination on the basis of sexual orientation.

The second exception is for religious entities. The Employment Non-Discrimination Act provides a broad exemption for religious organizations, but does not exempt for-profit activities of such organizations. Title VII an exemption for discrimination based on religion for religious organizations.

The third exception is for benefits. The Employment Non-Discrimination Act does not apply to the provision of employee benefits to an individual for the benefit of his or her partner. Under Title VII, discrimination in the provision of employee benefits is prohibited.

The fourth exception is for members of the armed forces. Although Title VII does not apply to members of the armed forces, the military provides some form of protection against discrimination based on race, color, religion, sex and national origin. Under terms of the current policy for gay men and lesbians in the military, the military may exclude them under certain circumstances. Like Title VII, ENDA explicitly protects veterans preferences from its application.

In addition to these exceptions, the bill also prohibits the use of quotas and preferential treatment.

I want to commend the Committee for conducting these hearings in a serious and dignified manner. Until this year, Congress had not heard testimony on the issue of discrimination in employment based on sexual orientation in nearly 15 years. In past years, hearings were sidetracked by issues unrelated to employment discrimination. I trust over the course of these hearings that you will hear from many witnesses who will document the problems faced by lesbians and gay men in employment and their testimony will build a useful and solid record on the problems of discrimination in employment based on sexual orientation.

Exploring the issue of providing civil rights protection based on sexual orientation brings up a unique circumstance that

has not applied to most other groups covered by civil rights laws. Many other gay men and lesbians will not be willing or able to tell their stories, the fear and consequences of coming "out of the closet" are too much to bear. These people still suffer from discrimination, and still deserve protection.

The notion of providing antidiscrimination protection is not so novel as to be untested in the public and private sectors. In the federal government, civil service law provides some protection against discrimination on the basis of sexual orientation in federal civilian employment. Eight states and over 80 local governments provide some form of protection. In the private sector, companies such as General Motors, Miller Brewing Company, Citicorp, IBM, and AT&T have policies of non-discrimination based on sexual orientation. A number of these employers also provide the same degree of employee benefits to a person's partner, without regard to sexual orientation.

Mr. Chairman, at my swearing in ceremony earlier this year, I made the following observation:

This nation has a creed. That creed is deeply rooted in the concepts of equality, opportunity and fair play. Our faith in that creed has made us a prideful nation, and enabled us to accomplish feats of extraordinary achievement and uplift. And yet in the same instant we see racism and unfairness all around us. In the same instant we see acts of unspeakable cruelty and even violence because of race, or ethnicity, or gender, or disability, or sexual orientation. They present a legal problem, to be sure. But they also pose a moral dilemma. How can a nation founded on such principles, dedicated to such a creed, sometimes fall so short?

Mr. Chairman, as a Nation, we have been grappling with that moral dilemma for decades, through countless acts of private and public courage, large and small. Here before you is another opportunity to express the national commitment to tolerance and fairness. The Employment Non-Discrimination Act of 1994 takes a step moving towards equality, opportunity and fair play for people who are discriminated against based on their sexual orientation. Let us not fall short in our endeavor.

Mr. Chairman, I appreciate the opportunity to appear before you this morning. The Department of Justice stands ready to work with you and the Committee to craft a fair and effective bill to eliminate discrimination based on sexual discrimination in employment. I look forward to addressing any questions members of the Committee may have.

What does this bill do?

ENDA prohibits discrimination in employment based on sexual orientation.

How does it compare to other civil rights laws?

Much like the Americans with Disabilities Act, ENDA uses the basic employment discrimination law, Title VII of the Civil Rights Act of 1964, as its model for coverage.

Is sexual orientation protected under existing law?

No, employment discrimination is not covered by existing federal law. The only law that addresses sexual orientation discrimination is the Hate Crimes Statistics Act, which requires the collection of hate crimes data based on sexual orientation, as well as other factors.

Are small businesses covered?

No. Like Title VII, employers with fewer than 15 employees are not covered.

Are religious organizations covered?

No. Unlike Title VII, which allows an exemption against only religious discrimination for religious organizations (thus race, color, sex or national origin discrimination is still prohibited) ENDA exempts religious organizations from the antidiscrimination requirement. ENDA would cover any for-profit activities of a religious organization that are subject to taxation, because they would be substantially unrelated to religious purposes.

Is the military covered?

No. The recent compromise on gays is the military would be unaffected by ENDA. Title VII also does not cover members of the armed forces.

Is the federal government covered?

Yes, as it is by Title VII.

Is Congress covered?

Yes, as it is by Title VII -- the House and Senate have separate enforcement mechanisms established by the Civil Rights Act of 1991.

Do other governments provide similar protection?

Yes. 8 states and over 80 local governments ban discrimination in employment based on sexual orientation.

Does ENDA provide special rights?

No. It provides that persons may not be discriminated against based on sexual orientation. It expressly prohibits providing "preferential treatment" for persons making such a claim.

How does relief work?

Relief works in the same manner as Title VII.

What standards?

The same standards of Title VII apply, with certain exceptions -- x x x x

Does ENDA allow a claim of disparate impact, as provided under Griggs and now Title VII?

No. Disparate impact claims expressly excluded under ENDA. Even if there was not this prohibition, it would be very hard to bring a successful disparate impact claim on the basis of sexual orientation, because many persons are "closeted" and are unwilling to disclose their orientation, thus not allowing for a statistically valid sample of potential disparity.

Does ENDA require quotas?

No. ENDA expressly prohibits the use of quotas or other preferential treatment.

Are benefits covered?

No. Unlike Title VII, which prohibits discrimination in the provision of employee benefits (but does not require that benefits be provided), ENDA explicitly excludes benefits from coverage.

Are transvestites (persons who cross-dress) covered?

Transvestites who suffer discrimination based on sexual orientation (because they are homosexual, bisexual, or heterosexual) would be entitled to protection under ENDA. But the key here is whether they are subject to discrimination based on their sexual orientation.

Is ENDA retroactive?

No. ENDA would be effective 60 days after enactment, and would not apply to conduct before that date.

Why shouldn't gays and lesbians keep closeted at work? Won't this allow them to flaunt their lifestyle?

Many gay men, lesbians and bisexuals can and do "pass" as straight in the workplace, because they fear discrimination. But this puts them at a disadvantage when they cannot interact socially with coworkers in an equal manner for fear of discrimination. They cannot talk about normal social experiences (such as outside of work activities) and show normal social niceties (such as displaying pictures of loved ones).

Why does this bill protect people who associate with gay people?

Like the Fair Housing Amendments Act and the Americans with Disabilities Act, ENDA prohibits discrimination on the basis of sexual orientation against persons associated with a gay person. A person who does not admit to an employer as being gay could still be discriminated against for having gay friends. Thus, a person could not be discriminated against based on association with a gay family member or friend.

Why does the bill prohibit discrimination against persons perceived to be gay?

Because the prohibited practice (discrimination) is still motivated on the belief that a person is gay.

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002. list	re: President's Trip to Miami, Florida (1 page)	07/00/1994	P6/b(6), b(7)(C), b(7)(E), b(7)(F)

COLLECTION:

Clinton Presidential Records
Public Liaison
Alexis Herman
OA/Box Number: 4360

FOLDER TITLE:

[Invitations]-July 1994 Accepted [2]

2012-0741-F
rs2605

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
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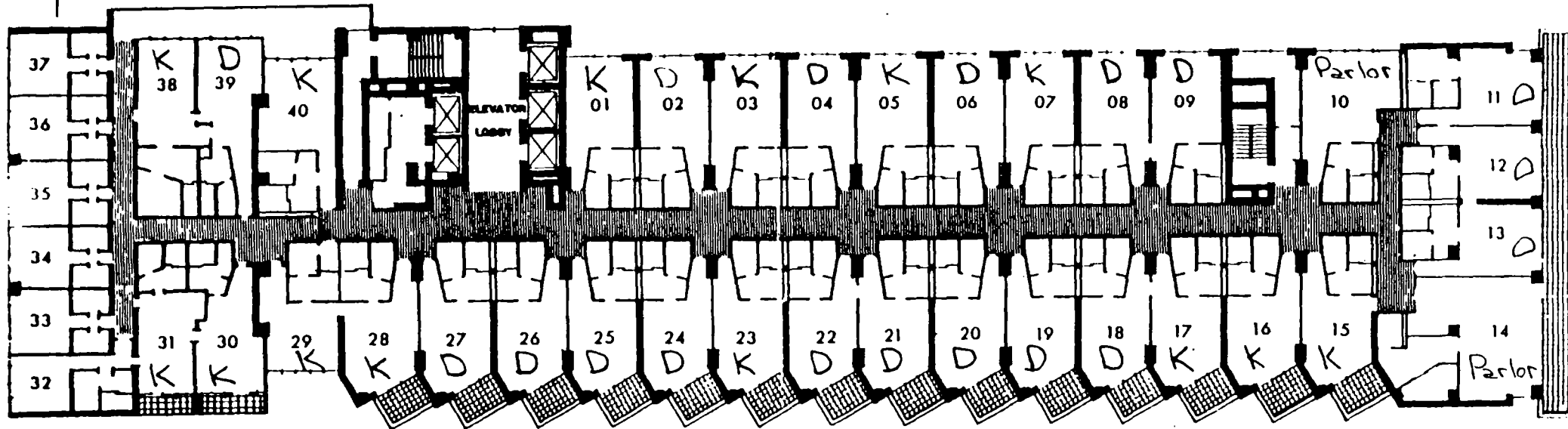
July 17 -18, 1994

Hotel Main #: (305) 865-7511
WHCA SWITCHBOARD: (305) 867-2100
WHCA HOTEL TIE: "1514"
Trip Code: "49"

PHONES: Room-to-Room: floors 100-999 dial "7" + room #
1000 & above just dial room#
Local call: dial "9" + phone# (\$.75 charge)
Long-distance/credit card: "8" + phone# (\$1.00 surcharge)

CITY
Executive Lounge
on 15.

BAL MORAL
Partial OCEAN View



TYPICAL FLOOR PLAN

SCALE - 0 5 10 20

OCEAN VIEW
SST

FLOORS 5 to FIFTEENTH FLOOR

SHERATON BAL HARBOUR North Tower
9701 Collins Avenue
Bal Harbour, Fl. 33154
305-865-7511

OCEAN VIEW SST - A
Partial OCEAN - B
CITY/BAY VIEW - C

11 12 14 6

Who should do lunch?

Should we ask
Leon Panetta to do this?

Should POTUS be
asked to do a drop by?

DRAFT

SCHEDULE PROPOSAL

DATE July 19, 1994

_____ ACCEPT

_____ REGRET

_____ PENDING

TO:

Ricki Seidman
Assistant to the President and
Counselor to the Chief of Staff

FROM:

ALEXIS M. HERMAN
Assistant to the President and Director
Office of Public Liaison

REQUEST:

A Drop-by at a meeting of CEO's who are
actively supporting Health Care Reform.

PURPOSE:

To express appreciation to CEO's and
Senior executives for their continued
support of Health Care Reform and to
encourage them to stay active.

BACKGROUND:

These CEO's will be in town to present a
letter to the Hill in support of
Universal Coverage and Employer
Responsibility. This will occur at a
10:00 a.m. press conference with the
House and Senate leadership.

These CEO's represent the hard core
support we have in the large business
community. Some of these CEO's have been
early supporters, while others are very
new to the process.

PREVIOUS PARTICIPATION:

Some of these CEO's have been long-term
supporters and have participated in
other events with POTUS; others are
newly engaged and have not participated
in any previous health care events. See
list of participants.

DATE AND TIME:

Thursday, July 21, 1994
Afternoon

DURATION:

15 minutes

LOCATION:

?????

PARTICIPANTS:

Mr. Mitchell Fromstein
Manpower
(NEW SUPPORTER)

Mr. Curtis Barnette
Bethlehem Steel Corporation
(AMONG POTUS'S STRONGEST SUPPORTERS ON
HEALTH CARE AND OTHER ISSUES)

Mr. Bernard Schwartz
Loral Corporation
(CAMPAIGN SUPPORTER, RELATIVELY NEW
SUPPORTER OF HEALTH CARE)

Ms. Alice Lusk
EDS
(EARLY SUPPORTER OF HEALTH CARE AND A
MEMBER OF JACKSON HOLE GROUP)

Mr. Andrew Card
American Automobile Manufacturers Assn.
(REPUBLICAN AND FORMER DIRECTOR OF FEMA)

INVITED - NOT CONFIRMED

Mr. David Hurd
Principal Financial Group
(FORMER PRESIDENT OF HIAA AND AN IOWAN)

Mr. Martin Grass
Rite Aid Corporation
(ACTIVE REPUBLICAN IN PENNSYLVANIA AND
EARLY SUPPORTERS OF HEALTH CARE)

Mr. John Bryson
Southern California Edison Company
(SUPPORTER DURING CAMPAIGN AND EARLY
SUPPORTER OF HEALTH CARE)

Mr. Robert Williams
James River Corporation

Mr. Allan Noddle
Giant Food Inc.

Mr. James Wood
Great Atlantic & Pacific Tea Company

Mr. Anthony O'Reilly
H. J. Heinz

OUTLINE of EVENTS:

POTUS makes brief remarks thanking
attending CEO's for all their support
and hard work.

REMARKS REQUIRED:

General thank you for support and
encouragement for the future.

MEDIA COVERAGE:

None

July 12, 1994

MEMORANDUM TO MARSHA SCOTT

FROM: Andrew E. Barrer

SUBJECT: Bringing Outside the Beltway to The White House

The wider constituency that helped elect Bill Clinton needs to continually feel a part of The White House; whether it is here in Washington, or when the President and The First Lady or cabinet and sub-cabinet officials travel around the country.

CONSTITUENCIES:

Gay and Lesbian organizations and key individuals

AIDS organizations and related constituency groups. There are over 6,000 NGOs and CBOs in the country.

Other progressive/liberal non-profits

THE NEEDS:

To feel a part of the Administration

To feel as though their voices are being heard

To have the Administration be physically closer to them

THE METHODOLOGY:

Arrange more contact for Cabinet and Sub-Cabinet members when they travel outside of Washington

Assure that the President and the First Lady; Vice President and Mrs. Gore have access to important constituency groups as they travel

Set up a program of monitoring the Administration's contacts with constituency groups.

Develop a Liaison Advisory Committee made up of representatives of specific constituency groups to help set a future course.

Set up a program of "customer relations" that goes beyond meet-and-greet events.

Newsweek POLL

251 West 57th Street | New York | N.Y. | 10019-1894 | (212) 445-4000

To: National Editors and Producers

Contact: Brad Stone
at 212/445-4862

FOR IMMEDIATE RELEASE:
Saturday, June 18, 1994

NEWSWEEK POLL

MOST GAYS BELIEVE PRESIDENT CLINTON IS NOT TAKING GAY ISSUES SERIOUSLY ENOUGH

Poll Reveals Lesbians Are More Open About Sexuality Than Gay Men

New York -- Two in three (62%) homosexuals in the U.S. don't think Bill Clinton is taking issues of concern to gay men and women seriously enough, according to a Newsweek Poll. Sixty-four percent also disapprove of the way he has handled the issue of gays in the military. A majority (72%) of homosexuals currently approve of the way Clinton generally is handling his job as president, down from 88 percent in a March 1993 poll.

Three out of four (75%) believe that the political climate for gays and lesbians is better today than it was five years ago. Nearly half (46%) believe that the media presents a negative image of gays and lesbians. Almost two-thirds (64%) say that the media presents too little coverage of the AIDS epidemic. Sixty-eight percent of those polled said they knew three or more people who have died of AIDS.

For this special Newsweek Poll, Princeton Survey Research Associates interviewed 504 gay men and lesbians by phone from June 9 to 15. The sample was drawn from lists compiled by Strubco Inc. of 600,000 who have associated themselves with gay and lesbian interests and activities. The poll appears in the June 27 issue of Newsweek (on newsstands Monday, June 20). The margin of error is plus or minus 5 percentage points.

The poll found that four-in-ten (40%) believe that there is more homophobia than there was five years ago while about the same number -- 37 percent -- say there is less, and 18 percent think there is the same amount. Sixty-five percent of homosexuals say they have personally been the victim of an anti-gay slur, 64 percent of an anti-gay joke, and 43 percent of other forms of discrimination. Less than one in five (16%) say they have been the victim of a beating or other physical attack motivated by dislike for gays.

The poll also reveals that lesbians are more open about their sexuality than gay men. Sixty-four percent of lesbians are open with their co-workers, 82 percent with family members and 79 percent with straight friends. Only 55 percent of gay men are open about their sexuality with co-workers, 68 percent with family members and 72 percent with straight friends.

BROADCASTERS: To interview Senior Editor David Alpern on the poll, contact Brad Stone at 212/445-4862.

**Newsweek Poll
Gay Gains
Princeton Survey Research Associates**

June 9-15, 1994
Final Topline

N= 504 gays and lesbians
Margin of sampling error + or - 5 percentage points
Quotas: 300 gay males, 204 lesbian females

The results are based on 504 interviews with gays and lesbians conducted June 9-15, 1994. Respondents were randomly drawn from a masterfile of approximately 600,000 names -- compiled by Strubco, Inc., a New York City based firm -- of Americans who associated themselves with gay or lesbian interests and activities. Those who clearly identified themselves as heterosexual were excluded from the survey sample.

1. Do you approve or disapprove of the way Bill Clinton is handling his job as president?

		Gay Males		Lesbians	
6/94	4/93	6/94	4/93	6/94	4/93
72	88	71	89	80	87
Approve					
19	8	20	8	11	6
Disapprove					
9	4	9	3	9	7
Don't Know					
100	100	100	100	100	100

2. Next, I have some questions about the situation for gay men and women in this country today...Do you think the political climate for gays and lesbians today is better or worse than it was five years ago?

		Gay Males	Lesbians
75	Better	75	75
15	Worse	15	14
7	Same	6	8

3) nk there is more homophobia or less
homophobia than there was five years ago?

3	Don't Know	4	3	Do you thi
100		100	100	

	Gay Males	Lesbians
40 More	41	36
37 Less	37	36
18 Same	17	21
5 Don't Know	5	7
100	100	100

4. In general, do you think Bill Clinton is taking
issues of concern to gay men and women...(READ)

	Gay Males	Lesbians
31 Seriously enough	31	31
62 Not seriously enough?	62	61
7 Don't Know	7	8
100	100	100

5. Do you approve or disapprove of the way Bill Clinton
has handled the issue of gay rights to serve in the
military?

		Gay Males		Lesbians	
6/94	4/93	6/94	4/93	6/94	4/93
30	88	Approve	31 88	28	89
64	9	Disapprove	63 9	66	10
6	3	Don't Know	6 3	6	1
100	100		100 100	100	100

6. Which do you think is more important to gay people
these days...(READ)

	Total	Gay Males	Lesbians
Gaining equal rights in terms of jobs, housing and the legal system, or	44	43	50
Winning acceptance for homosexuality from society at			

large?	39	41	31
BOTH EQUALLY (VOL.)	13	13	17
NEITHER (VOL.)	1	1	1
DON'T KNOW	3	2	1
	100	100	100

7. Among gay leaders and spokespeople, do you think there are too many, not enough, or about the right number of each of the following? (First,) how do you feel about the number of... (READ ITEMS, IN ORDER)

	Too Many	Not Enough	Right No.	DK
a. White males				
Total:	15	35	36	14=100
Gay Males:	12	36	37	15=100
Lesbians:	31	24	31	14=100
b. Females				
Total:	4	58	25	13=100
Gay Males:	5	55	27	13=100
Lesbians:	2	78	10	10=100
c. Blacks				
Total:	2	75	10	13=100
Gay Males:	2	73	11	14=100
Lesbians:	2	88	1	9=100
d. Hispanics				
Total:	3	75	9	13=100
Gay Males:	3	73	10	14=100
Lesbians:	0	86	5	9=100
e. Other minorities				
Total:	1	72	11	16=100
Gay Males:	2	70	12	16=100
Lesbians:	0	84	5	11=100

8. In general, do you think the media today present a positive or a negative image of gays and lesbians?

	Gay Males	Lesbians
36 Positive	37	28
46 Negative	46	49
16 Mixed/Neutral (VOL.)	16	20
2 Don't Know	1	3
100	100	100

9. Regarding AIDS, do you think the media today

presents ... (READ)

	Gay Males	Lesbians
4 Too much coverage	4	2
64 Too little coverage	63	67
31 About the right amount of coverage	32	28
1 Don't Know	1	3
100	100	100

10. How many people, if any, do you personally know who have died of AIDS? (READ CATEGORIES IF NECESSARY)

	Gay Males	Lesbians
16 None	16	13
15 1-2	14	24
20 3-5	19	25
16 6-10	17	16
13 11-20	13	11
11 21-50	12	7
8 More than 50	9	2
1 Don't Know	*	2
100	100	100

11. These days, do you PERSONALLY see or experience discrimination against gays... (READ ITEMS, IN ORDER)

	Yes	No	DK
a. By the police			
Total:	30	69	1=100
Gay Males:	28	70	2=100
Lesbians:	39	59	2=100
b. By your neighbors			
Total:	19	78	3=100
Gay Males:	17	80	3=100
Lesbians:	28	68	4=100
c. In the workplace			
Total:	36	61	3=100
Gay Males:	34	63	3=100
Lesbians:	45	51	4=100
d. Among members of			

your own family			
Total:	32	67	1=100
Gay Males:	30	69	1=100
Lesbians:	42	55	3=100
e. In obtaining housing			
Total:	11	84	5=100
Gay Males:	10	85	5=100
Lesbians:	17	76	7=100
f. In obtaining health care or coverage			
Total:	27	67	6=100
Gay Males:	25	70	5=100
Lesbians:	42	50	8=100
g. Anywhere else			
Total:	26	72	2=100
Gay Males:	24	75	1=100
Lesbians:	38	58	4=100

NET: See/experience any form of discrimination (a-g)

Total:	70
Gay Males:	68
Lesbians:	80

12. Have you PERSONALLY ever been a victim of each of the following? First, how about...(READ ITEMS, IN ORDER)

	Yes	No	DK
a. A beating or other physical attack motivated by dislike of gays			
Total:	16	83	1=100
Gay Males:	17	82	1=100
Lesbians:	10	88	2=100
b. An anti-gay slur			
Total:	65	34	1=100
Gay Males:	65	35	*=100
Lesbians:	67	32	1=100
c. An anti-gay joke			
Total:	64	35	1=100
Gay Males:	63	36	1=100
Lesbians:	71	27	2=100
d. Other discrimination against gays			
Total:	43	56	1=100
Gay Males:	42	57	1=100
Lesbians:	49	50	1=100

NET: Report any victimization (a-d)

Total:	77
--------	----

Gay Males: 76
Lesbians: 80

13. How many of your gay friends or acquaintances are "out"? Would you say... (READ)

	Gay Males	Lesbians
12 Very few or none	13	10
10 Less than half	9	11
16 About half	15	21
18 More than half	18	23
37 Nearly all of them	38	30
7 Don't Know	7	5
100	100	100

14. In general, are you open about your sexual preference with each of the following? First, how about... (READ ITEMS IN ORDER)

	Yes	No	DK
a. Your boss			
Total:	49	44	7=100
Gay Males:	48	44	8=100
Lesbians:	52	43	5=100
b. Co-workers			
Total:	56	38	6=100
Gay Males:	55	39	6=100
Lesbians:	64	31	5=100
c. Family members			
Total:	70	27	3=100
Gay Males:	68	29	3=100
Lesbians:	82	15	3=100
d. Neighbors			
Total:	51	45	4=100
Gay Males:	50	45	5=100
Lesbians:	56	39	5=100
e. Straight friends			
Total:	73	23	4=100
Gay Males:	72	24	4=100
Lesbians:	79	18	3=100
f. Most people			
Total:	59	37	4=100
Gay Males:	58	38	4=100
Lesbians:	64	31	5=100

15. I have one final question series...In your view, how

important are the following goals for gay people?
 (First,) is ... (INSERT ITEM. ROTATE START) very
 important, somewhat important, or not too important?

	Very Impt.	Some- what Impt.	Not Too Impt.	DK
a. Equal rights in the workplace				
Total:	91	7	1	1=100
Gay Males:	91	8	1	*=100
Lesbians:	92	4	3	1=100
b. Equal rights to housing				
Total:	88	9	2	1=100
Gay Males:	87	10	2	1=100
Lesbians:	93	4	2	1=100
c. Health care and Social Security benefits for gay partners				
Total:	77	18	3	2=100
Gay Males:	75	20	3	2=100
Lesbians:	86	10	2	2=100
d. Legally sanctioned gay marriage				
Total:	42	39	17	2=100
Gay Males:	39	40	19	2=100
Lesbians:	60	31	7	2=100
e. Serving openly in the military				
Total:	62	29	7	2=100
Gay Males:	61	29	8	2=100
Lesbians:	65	27	4	4=100

endit
NNNN

BMH

Caron called
she said not
to give this out
She'll do another

R

OFFICE OF PUBLIC LIAISON
THE WHITE HOUSE

MEMORANDUM FOR ALEXIS HERMAN

FROM: CAREN WILCOX *W*

SUBJECT: LUNCH WITH CEOS/JULY 21, 1994

DATE: JULY 20, 1994

*Ruby -
These are
copies for AH,
HI, L.P. &
B Rubin. I did
not distribute
until AH said OK.
Caren*

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Leon Panetta and Bob Rubin plan to drop by at some point during the lunch.

At the table will be the seven CEOs who will speak at the press conference on the Hill supporting universal coverage, employer responsibility and prompt action on health care this year.

They will speak for the fifty companies on the list and represent both the Ad Hoc Lobbying Group and the National Leadership Coalition.

SCHEDULE: You will greet them at 11:45 in West Lobby. They will be accompanied by former Congressman Jim Moody and Letitia Chambers, who will then leave. (I will help you greet.)

You will proceed with them to the Mess.

Greg Lawler and I are trying to get a separate table near you at the Mess.

Lunch: 12 noon to 1 p.m.

ATTENDEES: **Mitchell Fromstein, CEO, Manpower Inc.** Mr. Fromstein, who is from Wisconsin, has managed Manpower through a hostile takeover and back to control of the company. Manpower is the largest supplier of temporary help, and has sales over \$3 billion and pre-tax profits of over \$100 million. It operates in 36 countries. He is known for innovative personnel techniques. Manpower is a new

company involved in the health care debate in support of the POTUS principles.

Steven A. Burd, President and CEO of Safeway Inc. Mr. Burd is new to Safeway having joined them in 1992 as COO, but has been in the food and retail business as both an employee and consultant. He lives in California. Safeway has supported health care reform via events and publicity. Mr. Burd is representing the National Leadership Coalition.

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cc: Leon Panetta, Chief of Staff
Harold Ickes, Deputy Chief of Staff
Bob Rubin, Assistant to the President
Greg Lawler, Director of the Delivery Room

OFFICE OF PUBLIC LIAISON
THE WHITE HOUSE

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DATE: JULY 20, 1994

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Bob Rubin, Assistant to the President
Greg Lawler, Director of the Delivery Room

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Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003. list	[Personally Identifiable Information] [partial] (5 pages)	07/00/1994	b(6)

COLLECTION:

Clinton Presidential Records
Public Liaison
Alexis Herman
OA/Box Number: 4360

FOLDER TITLE:

[Invitations]-July 1994 Accepted [2]

2012-0741-F
rs2605

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]



John W. Snow
Chairman

Charles A. Corry
Cochairman

Richard J. Mahoney
Cochairman

Robert C. Winters
Cochairman

Edgar S. Woolard, Jr.
Cochairman

1615 L Street, N.W.
Suite 1100
Washington, D.C. 20036-8810
(202) 672-1260 FAX (202) 466-3509

Samuel L. Maury
President

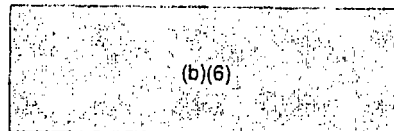
Patricia Hanahan Engman
Executive Director

July 19, 1994

Ms. Ruby Moy

Per our conversation, here are the birthdates and social security numbers for the Thursday, July 21, 8:30 a.m. breakfast.

Samuel L. Maury
John W. Snow
Woodruff H. Price



(b)(6)

CSX
VP, Fed'l Rel's
CSX

Samuel L. Maury

Do you have
an agenda?

REA
Re-employment Act
Enterprises
Hatt



The Business Roundtable

John W. Snow
Chairman

Charles A. Corry
Cochairman

Richard J. Mahoney
Cochairman

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1815 L Street, N.W.
Suite 1100
Washington, D.C. 20036-5610
(202) 672-1260 FAX (202) 466-351

Samuel L. Maury
President

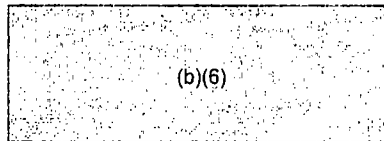
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Samuel L. Maury

(Amut 's

SCHEDULE PROPOSAL

JULY 20, 1994

_____ACCEPT

_____REGRET

_____PENDING

TO: HAROLD ICKES

FROM: Alexis Herman, Caren Wilcox

REQUEST: Lunch with several CEOs supportive of Health Care Drop by with Leon Panetta

PURPOSE: To thank them for their support and to enhance their participation and future support for the POTUS principles on health care reform.

BACKGROUND: These CEOs will attend and several will speak at a press conference on the Hill prior to the lunch. They will present a letter to press and leadership regarding universal coverage, employer responsibility and action this year on health care.

These CEOs and association heads represent the hardcore support in the business community for reform.

PREVIOUS

PARTICIPATION: Some of have participated in other events with POTUS, but some are new such as Manpower, Inc.

DATE AND TIME: Thursday, July 21, 1994
11:45 greeting, lunch 12 noon

DURATION: One hour.

LOCATION: Reservation being held by A. Herman in Mess

PARTICIPANTS: At the moment we expect the following CEOs:

Mr. Mitchell Fromstein, CEO, Manpower Inc.

Steven A. Burd, President and CEO, Safeway, Inc.

Carl Schramm, CEO, Fortis Inc. (financial company)

Andrew Card, President of American Automobile Manufacturers of America (former Secretary of Transportation for the Republicans)

Gary Goldberg, President, Corngrowers of America
John Hechinger, Sr., CEO, Hechinger's

Still awaiting confirmations:

David R. Goode, CEO, Norfolk Southern Corporation

David H. Hoag, Chairman. President and CEO, The
LTV Corporation

OUTLINE OF
EVENTS:

A. Herman to greet CEOs on arrival in West Wing

H. Ickes to meet CEOs in Mess for lunch

L. Panetta to drop by table to greet CEOs

REMARKS
REQUIRED:

None

MEDIA:

Closed Press

MEMORANDUM
OF CALL

Previous editions usable

TO:

☐ YOU WERE CALLED BY—

☐ YOU WERE VISITED BY—

OF (Organization)

☐ PLEASE PHONE ▶

☐ FTS

☐ AUTOVON

☐ WILL CALL AGAIN

☐ IS WAITING TO SEE YOU

☐ RETURNED YOUR CALL

☐ WISHES AN APPOINTMENT

MESSAGE

RECEIVED BY

DATE

TIME

63-110 NSN 7540-00-634-4018

STANDARD FORM 63 (Rev. 8-81)

Prescribed by GSA

U.S. GOVERNMENT PRINTING OFFICE: 1991 281-781/40014

FPMR (41 CFR) 101-11.6

EXECUTIVE OFFICE OF THE PRESIDENT

19-Jul-1994 04:39pm

TO: Harry D. Jackson

FROM: Alexis Herman
Public Liaison

SUBJECT: Appt. request - Berman, Mike and others

Date 20-Jul-1994 Appointment with
HERMAN, ALEXIS M

Room No. Bldg. Requested by Phone #
2FL/WW WH Alexis Herman (202) 456-6455

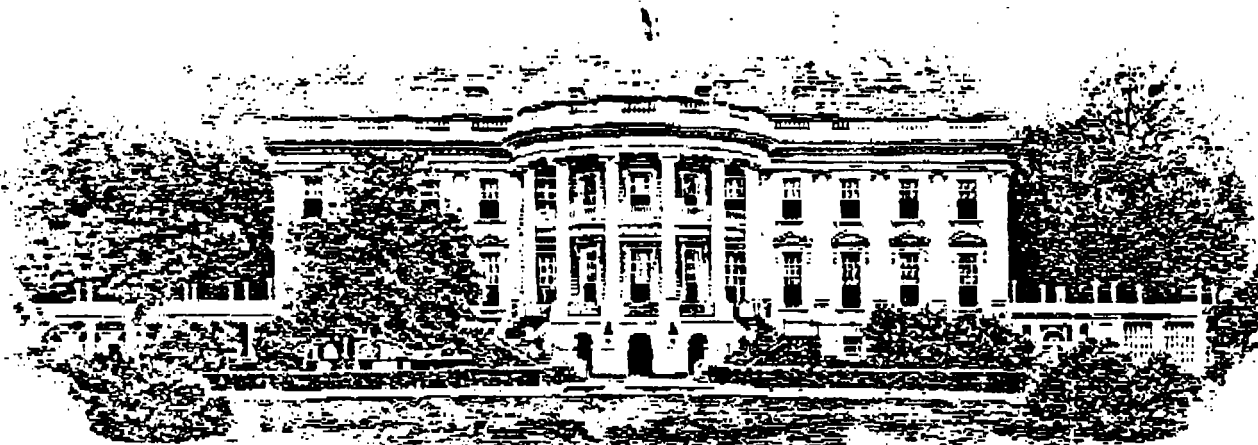
Comments:

TIME	VISITOR'S LAST, FIRST NAME	BIRTHDATE	SOC. SEC. #
05:00pm	Berman	Mike - <i>no</i>	- -
05:00pm	From	Al <i>yes</i>	- -
05:00pm	Lewis	Ann <i>no</i>	- -
05:00pm	Moe	Dick <i>yes</i>	- -
05:00pm	Wexler	Anne <i>yes</i>	- -
05:00pm	McPherson	Harry <i>msg</i>	- -
05:00pm	Powell	Jody <i>no</i>	- -
05:00pm	Healy	Bob <i>yes</i>	- -

Susan Thomaser - maybe -

*Do you want
Flo + Michele
All in on 4/7
Msgr Lynch
meeting*

THE WHITE HOUSE



OFFICE OF PUBLIC LIAISON

FAX: (202) 456-6218
PHONE: (202) 456-2930

TO: Alexis Herman

FROM: Wendy

DATE: 7/19/94

RECEIVER FAX: _____

RECEIVER PHONE: _____

NUMBER OF PAGES (INCLUDING COVER SHEET): 15

COMMENTS: _____

July 19, 1994

**HEALTH CARE CONNECTICUT AND NEW JERSEY
STATE OPINION LEADERSHIP BRIEFING**

DATE: Wednesday, July 20, 1994
TIME: 12:20 - 2:30 p.m.
LOCATION: Room 450
Old Executive Office Building
FROM: Mike Lux
Wendy Nishikawa

I. PURPOSE

This is a substantive briefing for 150 community leaders from Connecticut and New Jersey – including business and labor leaders, DNC supporters, doctors, nurses, educators, seniors, social workers and other community activists about the provisions, benefits and importance of the President's Health Care Security Act. These are all individuals who are supportive of universal coverage.

II. BACKGROUND

This is the ninth state opinion leaders briefing on the President's health care initiative. We have held briefings for the states of Virginia, Pennsylvania, Kansas, California, Oklahoma, Rhode Island, Oregon, and North Dakota. We are hoping to bring in leaders from Nebraska, Wisconsin, Colorado and Nevada within the next week.

We invited health care reform supporters from targeted communities for in-depth briefings on the issue, message, and a congressional update.

Our goal is have these individuals leave here prepared to contact their Member of Congress, actively support health care organizational activities in their state, and serve as advocates in their communities on behalf of the Clinton health plan. It is to our understanding that while these leaders are in Washington, they will be meeting with their Senators and Members of Congress on Capitol Hill.

The audience represents influential leaders from Connecticut and New Jersey recommended by supportive organizations (labor, seniors, small businesses, hospitals, and providers). These people are newsmakers: they are opinion makers in their communities; have relationships with Members of Congress; and have been actively participating in the health care reform campaign.

III. PARTICIPANTS

150 Guests
The First Lady
Ira Magaziner
Greg Lawler
Doris Matsui
Alexis Herman

IV. PRESS

Closed. There will be a stakeout following the briefing.

V. SEQUENCE OF EVENTS

- See agenda

VII. ATTACHMENTS

- Agenda
- Talking Points
- List of Participants

AGENDA

12:00 pm	Participants will enter through the Pennsylvania Entrance of the Old Executive Office Building.
12:30 pm - 12:35 pm	Doris Matsui Welcome and Introduction
12:35 pm - 1:15 pm	Ira Magaziner
1:15 pm - 1:45 pm	Greg Lawler
1:45 pm - 2:10 pm	The First Lady
2:10 pm	Alexis Herman Closing Remarks
	Participants are escorted to the Stakeout

TALKING POINTS

Ira Magaziner

- Overview of the major issues of the President's health care reform legislation.
- Take Q&A

Greg Lawler

- Discuss the Administration's communications strategy as well as the specific message that needs to reach those at the grassroots level.
- Take Q&A

The First Lady

- Re-emphasize the importance their role is in delivering the President's message to both the grassroots and Member of Congress.
- Take Q&A

Daniel M. Albizzati
Owner
Medicine Shoppe
Nutley, NJ

Carmen Alecci
CEO
West Hudson Hospital
Kearney, NJ

Johnathon Alexander, M.D.
President, Connecticut
Chapter
American Colleges of
Cardiology
Danbury, CT

Harold Alpert
President
SEIU Local 531
North Haven, CT

Paul Amenta
Legislative and Political
Director
AFSCME
New Britain, CT

Herbert Apfelbaum
Principal
Castleford Tailors,
Incorporated
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Bergen County
Dumont, NJ

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President
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Berton Sclare Association
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Judith Blei
NARAL
Storrs, CT

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Irvington, NJ

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Medical Center
Paterson, NJ

Joanna Bullock
President
Trenton Area Ecumenical
Ministry
Trenton, NJ

Fred Butler
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Assembly Democratic Office
Trenton, NJ

Christopher Richard Canny,
M.D.
Hamden, CT

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Drivers Association
East Haven, CT

George Carranzo
East Haven, CT

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RWJ Hospital
Lawrenceville, NJ

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Norwalk, CT

Wyatt Closs
Service Employees
Washington, D.C.

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APSCME
West Hartford, CT

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President and Chief
Executive Officer
Children's Hospital of New
Jersey
Newark, NJ

Geraldine Darcy
Executive Director
The Tender
Moorestown, NJ

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New Haven City Employees
New Haven, CT

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Jersey Shore Medical Center
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Connecticut State Employee
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Joseph Dino
Health Care Director, New
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League of Women Voters
Rumson, NJ

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Bishop
New Jersey Episcopal Church
Trenton, NJ

Andy Drake
VNA of Southern New Jersey
Runnemede, NJ

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Assembly Democratic Office
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Lesbian and Gay Health
Collective
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United Auto Workers
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President
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League of Women Voters
Marlton, NJ

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Mistic, CT

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Voice of the Retarded
Washington Township, NJ

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Accountant Supervisor
Keyes Martin
Springfield, NJ

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Newark, NJ

Lorna Johnson
Mayor
East Orange
East Orange, NJ

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Schnader, Harrison, Segal, &
Lewis
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Garden State American
Institute of Banking
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Katherine O'Connor Real
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Stratford, CT

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Forest Hill Family Health
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Executive Officer
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Newark, NJ

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Connecticut Coalition for
Choice and NOW
Cos Cob, CT

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Greensich, CT

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New Brunswick, NJ

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Owner
Medicine Shoppe
Enfield, CT

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M.D.
Chief, Department of
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Cooper Hospital/University
Medical Center

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Chairman of the Board
Drug Fair Stores of New
Jersey
Somerville, NJ

Merrill Singer
Hispanic Health Council
Hartford, CT

Myra Skluth
Chief of General Internal
Medecine
Norwork Hospital
Norwork, CT

Elsa Stone, M.D.
President, Connecticut
Chapter
American Academy of
Pediatrics
North Haven, CT

Joseph Suliga
Assemblyman
Linden, NJ

Jan Swain
President, Local 749
Connecticut State Judicial
Employees Union
Norwich, CT

Thomas Swann
Executive Director
Citizen Action/Health Care
For All
West Hartford, CT

Shelly Teed-Wargo
Director
CT Union of Disability
Action Groups
Wethersfield, CT

Nina Thomas, PhD
Past-President
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Morriston, NJ

Steven C. Thornquist, M.D.
Virginia Medical Center
West Haven, CT

Silivia Tirrell
President, Local 562
Connecticut State Employee
Clerical Union
Southbury, CT

Kathi Traugh
Connecticut Chapter
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North Haven, CT

Carl Van Horn
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Eagleton Institution of
Policy
New Brunswick, NJ

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Executive Officer
UMDNJ-University Hospital
Newark, NJ

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Connecticut State Council of
Senior Citizens, Inc.
Oakville, CT

Marguerite Waite, CSJ
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Douglas Walker
President
Walker and Associates
Stamford, CT

Claire Warren, M.D.
American Women's Association
Norwich, CT

Joseph Warshaw, M.D.
Yale University School of
Medicine
Department of Pediatrics
New Haven, CT

Andy Weber
Saul, Ewing, Remik & Saul
Cherry Hill, NJ

Murry Weiss
Owner
Medicine Shoppe
Woodbridge, NJ

Gerard H. Weitzman
President
Pelton's Drug Stores,
Incorporated
Middleton, CT

Ruth Whittamore, M.D.
New Haven, CT

Suzanne Widrow, M.D.
East Hanover, NJ

Louis S. Zeiger, M.D.
Director, Division of
Nuclear Medicine
Cooper Hospital/UMC/Nuclear
Medicine
Camden, NJ

Jeffrey Zimmerman
President, Connecticut
Chapter
Psychological Association
Avon, CT

Mark Zucker
Director of Heart
Transplantation
Newark Beth-Israel Medical
Center
Newark, NJ

E X E C U T I V E O F F I C E O F T H E P R E S I D E N T

13-Jul-1994 02:04pm

TO: (See Below)

FROM: Michael R. Lufrano
 Appointments and Scheduling

SUBJECT: miami - maine - boston

The President will travel to Miami, FL, on Sunday July 17, 1994. He will overnight in Miami, then travel to Portland, Maine, and Boston, Mass., on Monday July 18. He will overnight in Boston on the 18th and then return to DC on Tuesday July 19.

Names of staff and guests needing to travel with the President must be received no later than noon on Thursday July 14, 1994.

As always, thanks for your help.

Distribution:

TO: Dawn A. Alexander
TO: Karen L. Anderson
TO: Donald A. Baer
TO: Joan Baggett
TO: David S. Beaubaire
TO: Heather Beckel
TO: Robert O. Boorstin
TO: Elizabeth C. Bowyer
TO: Jocelyn G. Breeland
TO: Tara L. Burns
TO: Charles W. (Bill) Burton
TO: Rebecca A. Cameron
TO: Ken Chitester
TO: Steven A. Cohen
TO: Catherine Cornelius
TO: Deborah L. Coyle
TO: Carolyn Curiel
TO: M. Brooke Darby
TO: Katherine L. Darwin
TO: David Dreyer
TO: Anne M. Edwards
TO: Jeffrey L. Eller
TO: Janice A. Enright
TO: Dawn M. Friedkin

THE WHITE HOUSE
WASHINGTON

July 16, 1994

SPEECH BEFORE THE NATIONAL COUNCIL OF LA RAZA

DATE:	July 18, 1994
LOCATION:	Miami Convention Center
TIME:	1:10 P.M.
FROM:	Alexis Herman Suzanna Valdez

I. PURPOSE

To speak to the National Council of La Raza to reaffirm the commitment of the Administration to Hispanics by emphasizing accomplishments in economic and social issues.

II. BACKGROUND

NCLR has grown from a small, grass-roots organization to an organization representing Hispanics in 37 states, the District of Columbia, and Puerto Rico. NCLR is the nation's leading Hispanic organization, serving every latino subgroup, in every region of the country, on a wide range of issues including education, housing, immigration, civil rights, health, trade, and employment.

The NCLR conference is one of the largest gatherings of Hispanics in the country. It is a forum for community leaders and government officials to learn about ongoing/emerging issues in the hispanic community. It also serves as an opportunity for community leaders and government officials to become familiar with hispanic community based organizations from other parts of the country.

Hispanics have been particularly helped by legislation you have enacted, as well as by many of your accomplishments. They support you and your policies, though there are also some issues of concern:

APPOINTMENTS:

NCLR officials, like other hispanic leaders, perceive there have been few Hispanics appointed to high-level positions in the Administration. However, the chart (see attached) shows how in comparison to the Bush Administration, there has been a significant increase in the number of Hispanics appointed throughout the administration.

Though NCLR and other Hispanic leaders were disappointed that a Hispanic was not nominated to the Supreme Court position, this administration has appointed a higher percentage of Hispanics to the judicial branch, 11%, than any other President.

HEALTH CARE:

NCLR supports universal coverage and employer responsibility. However, they have expressed ongoing concerns with issues such as: 1) coverage of undocumented immigrants, including coverage of families of legal residents who may not yet qualify for legal immigration status; 2) misuse of the Health Security Card that may be utilized as an immigration screening mechanism, potentially discriminating against hispanic sounding or looking individuals; 3) funding and definition of essential community providers, migrant health centers and safety net facilities that provide services to the undocumented and a large proportion of Hispanics in the communities where they are located.

Some of your accomplishments that have greatly helped Hispanics are: the Family and Medical Leave Act; the comprehensive Child Immunization Initiative; and The creation of the Office of Minority Health Research and Alternative Medicine at NIH.

WELFARE:

Throughout the development of the President's Welfare reform proposal, the National Council of La Raza has been the leading organization providing input on issues concerning the Hispanic community. Members of the Welfare Reform Working Group held seven meetings with representatives of NCLR to discuss the development of the plan. We consulted closely with NCLR on issues related to policy and financing, particularly the proposal to deem welfare benefits to non-citizens. NCLR supports the concepts and principle of welfare reform, however, there are two specific concerns: 1) time limits, specifically limiting the time of education and training, as many need English as a second language education along with job training; 2) financing, in that they are opposed to limiting access to public benefits to legal residents, as any plan that cuts non-citizens benefits will fuel anti-immigrant sentiment.

Hispanics have benefitted from your welfare initiatives, specifically: an increase in the funding for the WIC Program; enacting parts of the Mickey Leland Act, which broadened Food Stamp assistance. Parts of your Welfare Reform Plan that aid Hispanics are: a personal Employability Plan for young mothers which provides education, job training, and child care; and integrating welfare with mainstream education and Federal funding, such as Pell Grants.

IMMIGRATION:

NCLR and other Hispanic opinion leaders have expressed sustained interest in solutions to issues such as the ability to successfully navigate through the immigration and naturalization system, curtailing anti-immigrant measures by some states and the potential

positive impact in diminishing illegal immigration by helping to improve the economies of developing countries through trade agreements such as NAFTA.

In response to these concerns, you have started a \$30 million program to streamline the naturalization process; the inclusion in the new crime bill of increased penalties for those trying to smuggle undocumented immigrants into the United States; and indirectly providing more incentive for foreign nationals to remain in their countries of origin by signing trade agreements such as NAFTA. This will, in time, improve the economic stability and standards of living for those in countries such as Mexico.

EDUCATION:

Concerns of NCLR and others is that there is inadequate Federal funding to curtail the dropout problem of Latinos, as more than half do not finish high school, they are not given the same educational opportunities as white counter parts, and that Federal programs are not accessible.

Your policies have aided the Hispanic community with regard to education by: signing the strongest Executive Order on Educational Excellence for Hispanic Americans to date which sets for the first time specific goals for agencies to meet; a specific mandate which directly ties in to National Education goals; ensures that Hispanic-serving institutions with an Hispanic population of 25% or more have input and created for the first time an advisory commission, chaired by NCLR President Raul Yzaguirre, and will have 24 representatives who have a history of involvement with the hispanic community and represent educational, professional, civic and business organizations committed to improving education.; establishing the Faculty Development Fellowship Program, which makes Federal money accessible to Hispanics wishing to be career academics; and The National Service Act.

III. PARTICIPANTS

Congressman Ed Pastor (D-AZ)

Secretary Cisneros

Raul Yzaguirre

Head Table (see attached list)

Approximately 2000 Hispanic community leaders from across the country.

IV. PRESS PLAN

Open

V. SEQUENCE OF EVENTS.

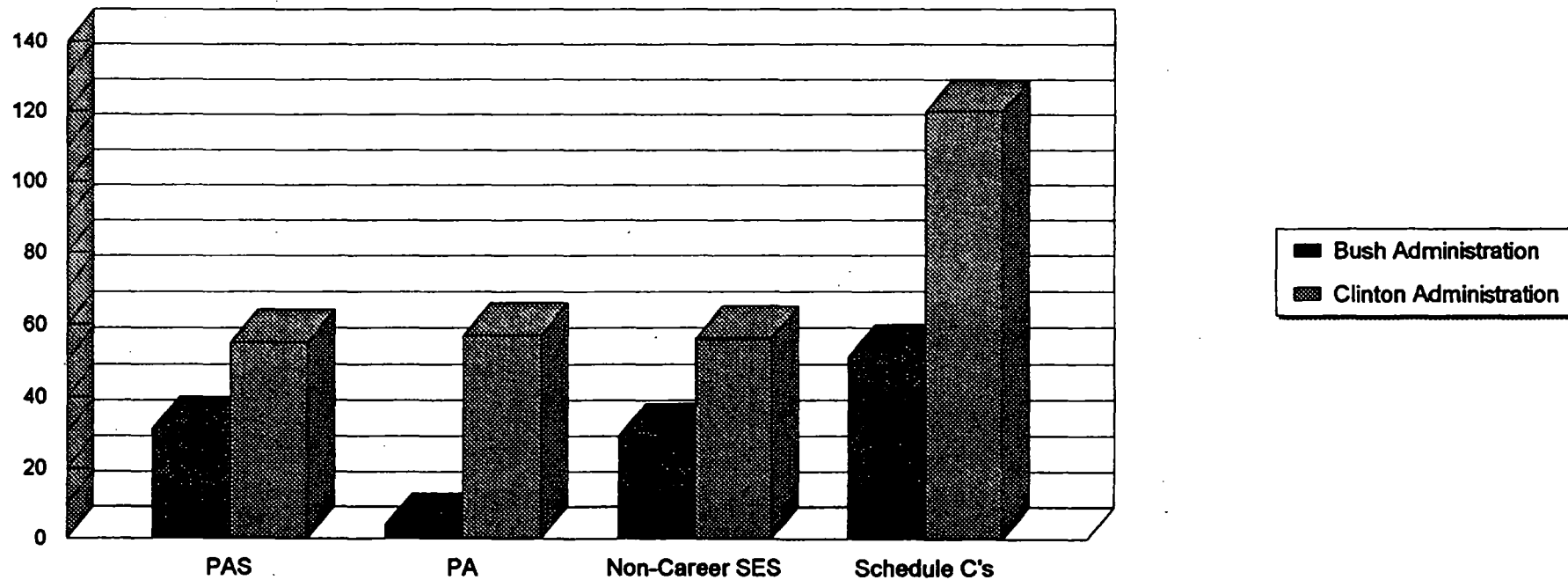
- o Congressman Ed Pastor introduces head table.
- o Congressman Ed Pastor announces you, Secretary Cisneros and Raul Yzaguirre.
- o Secretary Cisneros introduces you.
- o You make remarks.
- o Upon conclusion of remarks, Raul Yzaguirre will make presentation of gift.
- o Exit stage left and work rope line, accompanied by Raul Yzaguirre.

VI. REMARKS

Provided by speechwriting

	Bush Administration (SEPT. 1990)	Clinton Administration (Current)
PAS	31	55
PA	4	57
Non-Career SES	29	56
Schedule C's	51	120
Total	115	288

Hispanic Appointments
(Bush Administration vs Clinton Administration)



Head Table for NCLR Luncheon

Raul Yzaguirre

Secretary Henry Cisneros

Congressman Ed Pastor (D-AZ)

Congressman Esteban Torres (D-CA)

Congresswoman Ileana Ros-Lehtinen (R-FL)

Congresswoman Lincoln Diaz-Balart (R-FL)

John Bowlin

**Chief Executive Officer, Miller Brewing
Company**

James Adamson

Chief Executive Officer, Burger King

Frank Gomez

**Director, Public Programs, Philip Morris
Companies**

Robert Beavers, Jr.

McDonald's Corporation

Alejandro Aguirre

Deputy Director, Diario Las Americas

Carlos Arboleya

Vice Chairman, Barnett Bank of South Florida

Melvin "Skip" Chaves

President, SER-Job for Progress, Inc.

Agustin de Goytisolo, Esq.

Goytisolo, Martinez, de Cordoba & Gutierrez

David Lawrence

Publisher, The Miami Herald

Harve Mogul

President, United Way of Dade County

Ruth Shack

President, Dade Community Foundation

Liz Balmaseda

Columnist, The Miami Herald

Robert Trujillo

Stanford University

Aida Alvarez

**Director, Office of Federal Housing Enterprise
Oversight, U.S. Department of HUD**

Tony Morales	Executive Director, American G.I. Forum
Antonio Califa	Director, Office of Civil Rights, U.S. Department of Transportation
Norma Cantu	Assistant Secretary for Civil Rights, U.S. Department of Education
Dennis Hayashi	Director, Office for Civil Rights, U.S. Department of Health and Human Services
Deval Patrick	Assistant Attorney General for Civil Rights, U.S. Department of Justice
Shirley Wilcher	Deputy Assistant Secretary for Federal Contract Compliance Programs, U.S. Department of Labor
Jose Nino	President, U.S. Hispanic Chamber of Commerce
Manuel Mirabel	President, National Puerto Rican Coalition
Audrey Alvarado	NCLR Board; Director, Affirmative Action, University of Colorado at Denver
Irma Flores-Gonzales	NCLR Board; Consultant
Amos Atencio	NCLR Board; Executive Director, Siete del Norte
John Huerta	NCLR Board; Staff Attorney, Western Center on Law and Poverty
Arabella Martinez	NCLR Board; Chief Executive Officer, Spanish Speaking Unity Council
Deborah Szekely	NCLR Board; President, Eureka Communities
Rita DiMartino	NCLR Board; Director, Federal Government Affairs, AT&T
Guarione Diaz	NCLR Board; Executive Director, Cuban American National Council

**THE WHITE HOUSE
WASHINGTON**

July 16, 1994

**MEET AND GREET
WITH NATIONAL COUNCIL OF LA RAZA BOARD**

DATE: July 18, 1994
LOCATION: Miami Beach Convention Center
TIME: 12:35 pm
FROM: Alexis Herman
Suzanna Valdez

I. PURPOSE

You will meet informally with members of the NCLR board, community leaders and corporate sponsors.

II. BACKGROUND

The National Council of la Raza is the largest Hispanic group in the country. The group will consist of twenty eight board members, five corporate sponsors and six executive directors of affiliated grass-roots organizations.

III. PARTICIPANTS

Secretary Cisneros, Congressman Ed Pastor (D-AZ) and Congressman Esteban Torres (D-CA) will attend.

The NCLR participants are as follows:

Raul Yzaguirre	President, NCLR
A.R. (Tony) Sanchez, Jr.	Sanchez-O'Brien Oil & Gas Corp., Laredo, TX
Frank Gomez	Director, Public Programs, Philip Morris Companies Inc.
Audrey Alvarado	Director, Affirmative Action, Univ. of Colorado
Irma Flores-Gonzales	Consultant, W.K. Kellogg Foundation, Oregon
Amos Atencio	Executive Director, Siete Del Norte

John Huerta, Esq.	Staff Attorney, Western Center on Law and Poverty
Patricia Asip	Manager, Multicultural Affairs, J.C. Penny, Dallas
Rita DiMartino	Director, Federal Government Affairs, AT&T
Herminio Martinez	Associate Provost, Baruch College, City University of New York City
Mari Carmen Aponte, Esq.	Partner, Alexander, Gebhardt, Aponte & Marks
Gloria Bonilla-Santiago	Associate Professor, Center for Strategic Urban Community Leadership, Rutgers University, Camden, NJ
Mateo Camarillo	President, Quetzal Communications, Inc. Chula Vista, CA
Tony Enriquez	President, T.M.E. Inc., Tucson, Arizona
Fernando Ferrer	Bronx Borough President, Bronx, NY
Humberto Fuentes	Executive Director, Idaho Migrant Council, Caldwell, Idaho
Catalina Garcia, M.D.	Texas State Board of Medical Examiners, Dallas, TX
Mary Gonzales Koenig	Assistant to the Mayor, Office of Employment and Training, Chicago, IL
Pedro Jose Greer, Jr., M.D.	Medical Director, Camillus Health Concern, Miami, FL
Linda Griego	President and Chief Executive Officer, RLA, Los Angeles, CA
Helen Hernandez	President, The Legacy Group, Encino, CA
Guillermo Linares	City Councilman, NY, NY
Alicia G. Martinez	Social Services Administrator, City of San Antonio, San Antonio, TX
Arabella Martinez	Chief Executive Officer, Spanish Speaking Unity Council, Oakland, CA

Ramon Murguia, Esq.	Attorney At Law, Watson & Dameron, Kansas City, Missouri
Ella Ochoa	Executive Director, NAF Multicultural Human Development Corporation, North Platte, Nebraska
Angel Luis Ortiz	City Councilman, Philadelphia, PA
Deborah Szekely	President, Eureka Communities, Washington, D.C.
Maria Elena Torralva-Alonso	Director of Diversity, Hearst Newspaper Group, San Antonio, TX
Arturo G. Torres	Chair of the Board and Chief Executive Officer, TMI, San Antonio, TX
Charles E. Vela	Chair, SHPE/MAES Pipeline, Potomac MD
Mary Rose Wilcox	Supervisor, District 5, Maricopa County Board of Supervisors, Phoenix, AZ
Guarione Diaz	Executive Director, Cuban American National Council
Ron Harrison	Vice President Community Affairs, PepsiCo Inc.
Roger Diaz de Cosio	Secretaria de Relaciones Exteriores, Comunidades Mexicanas en el Extranjero.
John Bowlin	President and Chief Executive Officer, Miller Brewing Company
Olga Aros	Director, Affirmative Action, McDonald's Corporation
Paul Newman	Executive Director of Urban Affairs, General Motors Corporation
Ed Casas	Manager, Hispanic Community Relations Coca-Cola U.S.A.
Anna Perez	Vice President, Prudential Real Estate Investors
Liz Balmaseda	Columnist, The Miami Herald

Gene Ortega	Executive Director, Home Education Livelihood Program (HELP), Albuquerque, NM
Roger Casarez	Executive Director, MAAC Project, San Diego, CA
Arturo Lopez	Executive Director, Coalition of Florida Farmworker Organizations, Inc. Homestead, FL
Amancio Chapa	Executive Director, Amigos Del Valle, Inc.
Pete Garcia	President and Chief Executive Officer, Chicanos Por La Causa, Inc., Phoenix, AZ
Richard Ruiz	Executive Director, El Centro, Inc. Kansas City, KS
Cris Medina	Executive Director, Guadalupe Center, Inc. Kansas City, MO
Carlos Peraza	Executive Director, Latin American Economic Development Association, Inc. Camden, NJ

IV. PRESS PLAN

Closed to the press.

V. SEQUENCE OF EVENTS

You will arrive at the Convention Center, meet and greet with the Board for fifteen minutes and then proceed to address the NCLR luncheon.

VI. REMARKS

None required.

July 14, 1994

July 14, 1994
4p
0908 472

MEMORANDUM TO ALEXIS HERMAN

FROM: Flo McAfee

RE: Shared Vision Briefing

The Shared Vision statement which supports the Religious Freedom Restoration Act and recognizes "the vital moral and spiritual role religion plays in both our public and private lives." The Shared Vision statement was signed a group of religious leaders and was released today at a press conference on the Hill. We will be briefing 50 of the signers today during a noon to 4:30 pm briefing.

James Dunn, Executive Director of the Baptist Joint Committee on Public Affairs, set up this entire meeting and will introduce the Vice President. You should welcome the guests, thank them for their support, particularly on RFRA, and introduce James Dunn.

The Vice President can only spend 15 minutes, no Q&A.

Attached is the agenda of what they were briefed on before hand.

AGENDA

SHARED VISION BRIEFING

**OLD EXECUTIVE OFFICE BUILDING
ROOM 474**

**July 14, 1994
1:15 pm**

WELCOME (1:15- 1:20 pm)

**Flo McAfee
Associate Director
Office of the Public Liaison**

REMARKS

**William Yeoman (1:20 - 1:50 pm)
Counsel to the Assistant Attorney General
of Civil Rights
Department of Justice**

**Walter Zelman (2:00 - 2:20 pm)
Senior Health Policy Advisor**

**Richard Schifter (2:30 - 3:00 pm)
Special Assistant to the President
National Security Council**

**Thomas Payzant (3:00 - 3:45 pm)
Assistant Secretary for Elementary
and Secondary Education
Department of Education**

**Alexis Herman (4:00 - 4:05 pm)
Assistant to the President
Director of Office of Public Liaison**

**James Dunn, Executive Director Baptist Joint Committee on Public Affairs
will introduce the Vice President and present the Shared Vision Statement**

THE VICE PRESIDENT (4:10 - 4:30 pm)

SHARED VISION ATTENDEES

The White House
Indiana Treaty Room
July 14, 1994

Dr. B. Bert Beach
Director
Public Affairs and Religious Liberty
General Conference of Seventh-Day Adventists

The Rev. John Buchanan
Vice President
People for the American Way

The Rev. John Burns
Pastor
University Baptist Church
3515 Campus Drive
College Park, MD 207040

The Rev. Dr. Joan Brown Campbel
General Secretary
National Council of Churches of Christ in the USA
475 Riverside Drive, Room 880
New York, NY 10115

Larry Chesser
Joint Baptist Committee

Saralee Debley

Rev. Dr. Calvin Didier
President
Americans United for the Separation of
Church and State

Ed Doerr
Executive Director
Americans for Religious Liberty

Dr. James Dunn
Executive Director
Baptist Joint Committee on Public Affairs
200 Maryland Avenue, NE
Washington, DC 20002

Eric Edmonson

Rev. David Albert Farmer
Pastor
University Baptist Church
3501 North Charles Street
Baltimore, MD 21218

Richard Foltin
Legislative Director and Counsel
American Jewish Committee
1156 15th Street, NW
Washington, DC 20005

Dr. Alan Geyer
Professor of Political Ethics
Wesley Seminary
4500 Massachusetts Avenue, NW
Washington, DC 20016

Rabbi Leonard Guttman
Touro College
New York, NY

Helen Marie Harper

Rev. Stan Haste
Executive Director
Alliance of Baptists
16th & O Streets, NW
Washington, DC 20036

Susan Hill

Rabbi Deborah A. Hirsch

Dr. Clint Hopkins
Pastor
Churchland Baptist Church
P.O. Box 6068
Chesapeake, VA 23703

Jesse Hordes

Dr. Greg Ivers
Professor of Government
American University
Washington, DC

Rev. Dan Ivins
Pastor
First Baptist Church
8415 Fenton Street
Silver Spring, MD 20910

Elizabeth Ivins

Elenora Giddings Ivory

Rev. R. Mark Jordon
Pastor
First Baptist Church
14 West First Street
Front Royal, VA 22630

Daniel Weiss Jr.
Joint Baptist Committee

Jim Koerner

Quentin Lockwood III

Rev. Barry Lynn
Director
Americans United for Separation of Church and State
8120 Fenton Street
Silver Spring, MD 20910

Rev. Robert Maddox
Pastor
Briggs Memorial Baptist Church
5144 Massachusetts Avenue
Bethesda, MD 20816

Rev. Dean Majette
Pastor
Ox Hill Baptist Church
4101 Elmwood Street
Chantilly, VA 22021

Gregory Martin

**Rev. James Nash
Churches Center for Theology and
Public Policy
4500 Massachusetts Avenue, NW
Washington, DC**

Pamela Ann Parry

**Rev. Troy W. Petty
Pastor
Triangle Baptist Church
P.O. Box 237
Triangle, VA 22172**

**Rev. John E. Roberts
President
Alliance of Baptists
25 Stevenson Lane
Baltimore, MD 21212**

Elizabeth Ann Rivers

Melissa Rogers

**Dr. Garry Ross
General Conference of Seventh-day Adventists
12501 Old Columbia Pike
Silver Spring, MD 20904**

**Rabbi James Rudin
Director
Interreligious Relations Department
American Jewish Committee
165 E. 56th Street
New York, NY 10022**

**Rabbi David Saperstein
Director
Religious Action Center of Reform Judaism
2027 Massachusetts Avenue, NW
Washington, DC 20036**

Rabbi Alexander Schindler
President
Union of American Hebrew Congregations
New York, NY

Rev. Wallace Charles Smith
Pastor
Shiloh Baptist Church
1500 Ninth Street, NW
Washington, DC 20001

Carroll D. Stevens

Phil Strickland
Christian Life Commission
The Baptist General Convention of Texas
333 North Washington
Dallas, TX 75246

Rev. Oliver S. Thomas
Special Counsel for Religious & Civil Liberties
National Council of Churches for Christ in the USA
2708 Montvale Road
Maryville, TN 37803

Rev. Robert Tiller
Director
Office of Governmental Relations
American Baptist Churches, USA
110 Maryland Avenue, NE
Washington, DC 20002

Rev. Brent Walker
General Counsel
Baptist Joint Committee
200 Maryland Avenue, NE
Washington, DC 20002

Rev. Phillip Wogaman
Senior Pastor
Foundry United Methodist Church
1500 16th Street, NW
Washington, DC 20036

July 14, 1994
2-245
OEDB 472

Ruby/Laurie

Veronica Biggins is having a meeting on Thurs. 7/14 from 2-2:45p.m. with Rob Stein to talk about the diversity program at Commerce. This will be in room 472. Veronica would like AMH and CAV to attend.

Thanks,

DKD

THE WHITE HOUSE**PRESIDENTIAL PERSONNEL OFFICE**

Old Executive Office Building

Washington, D.C. 20500

Tel: 202-456-6676

Fax: 202-456-2259

FAX COVER SHEET

DATE:

7/12/94

PLEASE DELIVER TO:

Alexis Herman

OFFICE:

Public Liaison

FAX NUMBER:

6-6218

SENDER:

Veronica Biggins

ROOM NO./BUILDING

158 OE03

TELEPHONE NO.:

6-6502

NUMBER OF PAGES

2

(including cover sheet)

COMMENTS:

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**THE WHITE HOUSE
WASHINGTON**

July 12, 1994

**MEMORANDUM FOR CHRISTINE VARNEY, PHIL LADER, ALEXIS HERMAN
AND MARK GEARAN**

**FROM: J. VERONICA BIGGINS
RE: COMMERCE DIVERSITY PROGRAM**

During the Presidential campaign, President Clinton pledged to make his administration look like America. Secretary Ron Brown has now pledged to make diversity in the entire federal government a personal priority. He has started with the Department of Commerce, where he worked to integrate appointees at every level.

Commerce's Chief of Staff Rob Stein will be leading a working session explaining this proposal Thursday, July 14, from 2:00-2:45, in Room 472 of the OEOB. I am writing to encourage you to attend the meeting. Rob is bringing 6-9 people from Commerce with him, including General Counsel Ginger Lew and some career officials, to explain the proposal. It would be well worth your time to attend the meeting. Thank you for your attention.

7/14/94

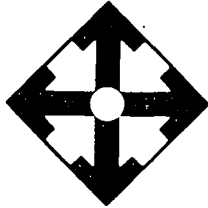
Alexis-

Jack Quinn wants you to help brief the VP at 5:20 p.m. in his West Wing Office for his 5:30 p.m. meeting with Doug Wilder. Jack wants to know if you think you should sit in on the Wilder Meeting.

Will you come at 5:20 p.m. to see Jack and VP?

Please advise.

1900 E St NW
Room 5554
Washington, DC
20015



FEDERAL QUALITY INSTITUTE

July 6 1994
w/nd Peking
I need to
see for
4-1-94
for

To: Alexis

From: Michele

APR -14 1994

Enclosed is the background information on the timeline that we discussed during Renaissance weekend. I'd appreciate any feedback you have. The timeline (copy) should follow in a tube package. My assistant Marsha will be in touch with your staff to schedule some time for us to get together.

P.O. Box 99, Washington, DC 20044-0099
(202) 376-3747 • FAX (202) 376-3765

Thanks!

Michele

FQI-PD 7/91

I. HOW THE TIMELINE WORKS:

GENERAL MATRIX

TRENDLINES

DISCUSSION OPPORTUNITIES

II. BACKGROUND ON TRENDLINES

III. BACKGROUND ON LEADERSHIP/DEFINING MOMENTS

IV. SPECIFICS RELATED TO EDUCATION

I. HOW THE TIMELINE WORKS

A. THE GENERAL MATRIX

The general matrix is divided into 4 eras -- Agrarian, Industrial, Information, and [the future]. It presents the fabric of the American past, shows the relationship between government and society, shows the increasing complexity and "globization" of the world, highlights "leadership" or "defining moments" and allows the viewer to connect viscerally with the past. Includes the following bands and categories:

1. WORLD

Consists of individual entries. Might want to note one statistical block that didn't make it to the final cut:

Growth since 1900 [statistic], 1990
Population: 3-fold increase
Gross World Product: 21-fold increase
Fossil fuel consumption: 30-fold increase
Industrial production: 50-fold increase

2. "LEADERSHIP" (described in section III)

Given highlighted treatment.

3. SOCIETY AND ECONOMY

Political, social, economic and technological events.
These appear as dated entries.

Popular movements (and political parties)
These are loosely placed in symbolic position, i.e. where they had the greatest impact and not where they started or ended. For example: The Anti-Slavery movement began before our timeline starts, (in 1700, the first abolitionist tract is published in the colonies), but is entered between the 1820's or 1830's and the Civil War -- because that is where it had the greatest impact.

Statistics

Rather than have innumerable trendlines, we have tried to select milestone statistics that are of particular significance. These generally represent larger phenomena, and have headers that list both the trend or topic and a date.

Key words for each era:

Working from what FQI provided initially, we created a series of key words that describe trends and/or characteristics for each era -- arranged in parallel format. These: 1) to justify the largest level division into eras -- and make the eras work for us, and 2) to show general trends. Not all have made the final cut. They are:

Local markets
Rural expansion
Mechanization
Regional schisms
Individualism
"Self-sufficiency"

Regional markets
Growth of cities
Industrialization
Tensions between labor and industry
Collective action
"Melting Pot"

Global markets
Suburban growth and urban decay
Computerization and automation
Generational, ethnic and racial schisms
Coalitions and small initiatives
"Multiculturalism"

4. GOVERNMENT

Formation of cabinet departments and selected agencies.
Both appear as dated entries, with Cabinet departments differentiated from agencies.

Legislative trends and role of government
With the exception of the first entries (national defense, enhance national commerce, etc.) -- where we set out the basic role of government when it was created -- these entries highlight legislative initiatives. 1) As is the case with social movements, the placement of these is somewhat arbitrary. (Tariffs, for example, have occurred throughout our history, but were most significant in the early years.) 2) Many of these legislative initiatives bear a direct relationship with the populist movements of the time.

E.g. civil rights movement/civil rights legislation;
environmental movement/environmental legislation, etc.

Specific legislation

Specific legislation or Constitutional Amendments,
often entered in descriptive or functional terms rather
than by name, e.g. Social Security established.

Statistics and facts about government

These relate to size of government, budget, national
debt or similar topics. One of the interesting facts
is that the size of government (in terms of numbers of
federal workers) has remained largely unchanged over
the past 35 years.

Foreign policy/doctrine

These are unilateral doctrines (e.g. Monroe Doctrine,
Marshall Plan). Bilateral or multilateral agreements
appear as world entries.

The end of the general matrix is divided into 5 priority
areas identified by Bill Clinton (as proposed by FQI).
These are:

- * CREATE MORE AND BETTER JOBS
- * HEALTH SECURITY FOR ALL
- * REWARD WORK OVER WELFARE
- * PROMOTE DEMOCRACY ABROAD
- * RECLAIM OUR STREETS (CRIME, DRUGS AND GANGS)
RENEW OUR AMERICAN COMMUNITY

B. TRENDLINES

There are three trendlines. Each represents a completely
different perspective -- and each shows the present moment
as one that is particularly significant:

1. POLITICAL CYCLES

Based on the work of Schlesinger Jr. and Sr., this presents American history as alternating between bursts of innovation devoted to public purpose, and periods of retrenchment. In 1986, Schlesinger predicted an innovative burst that would begin around 1990.

2. ONSET OF POST-CAPITALIST SOCIETY

Based on Drucker's Post Capitalist Society, this shows the importance of the present moment, that is circa 1990, as the end of history as we have known it and the beginning of something totally different.

3. THE COMMUNICATIONS/INFORMATION REVOLUTION

Based on the work of George Gilder and others, this likens the present revolution in communications and information to the industrial revolution that preceded it -- and shows why the present moment is critical.

C. DISCUSSION "OPPORTUNITIES"

1. Discussion of what entries should/could be added.
2. End of timeline -- division into 5 main priorities:
3. Discussion of 3 main eras in terms of characteristics and trends. How should this list be revised as we look beyond 1992? And what other trends are important? (E.g. have left off warfare, changes within the world, etc.)
4. Schlesinger model: what is the "detonating issue" of our time. (Health care?)
5. Role of government. What has been the changing role in each period, and what -- given the end of "nationalism" as we know it -- are we looking at in the future?
6. Technology trendline: How does the explosion of information affect government per se?
7. Drucker trendline: What are the implications of the management revolution -- both for business and more importantly for government.

II. TRENDLINES AND GENERAL MODELS

There are many models of history that examine change. These are of various scales, have different variables, and different breaking points or crucial moments. But all of the ones that I looked at point to the present moment (either specifically or more broadly) as a period of great significance, as a moment of transition and of new beginnings. If we are looking for convergences to justify portraying the present as important, that convergence is very compelling.

Three of these models -- as noted below -- became trendlines:

The Drucker Model: (Technological/Ideological)

The Schlesinger Model: (Political/Ideological)

Gilder and others: (Communications/Information)

Two other writers/models are noted here (though not diagrammed as trendlines) here because of they bolster or are convergent with our trendline cycles. These are:

The Toffler Model: (Technological/Political)

Robert Reich: The Work of Nations (1991)

A. ONSET OF A POST-CAPITALIST SOCIETY (based on Drucker)

Drucker has developed his model over a period of time -- most recently in Post-Capitalist Society (1993). He focuses on change (much of it technological), transition and upheaval. His model is significant in at least 3 ways: 1) It shows the present (i.e. post-1989-1990) as an extraordinary moment of change (see quotes next page). 2) It provides a useful specific way of organizing history and selecting key events. 3) It allows more to be said about management and changes therein (Taylor's or Deming's work, for example) than is shown on the main matrix.

Periods of transformation:

Drucker presents Western and world history as defined by intense periods of transformations and upheavals. These periods seem to occur every 200 or so years. Thus we have: 1) 13th century transformations that led "almost overnight" to the creation of the European city. 2) a 1455-1517 set of transformations that produced the Renaissance, 3) a 1776-1815 period of transformation, ushered in by the American Revolution, during which "all the modern isms were born" (capitalism, communism, etc.) And 4) a period of transformation that we are in the midst of and that is leading us to Post-Capitalist society.

The significance of the present moment:

The threshold to post-Capitalism is particularly significant in several ways and on several scales. It represents the end of the nation-state (a 400 year phenomenon) as we know it; it is the end of a dominant ideology that began with Rousseau and lasted 250 years; and it is the end of a 150 year period during which "capitalism and technology conquered the globe and created a world civilization." We are now entering that new civilization.

Revolutions:

Toffler also looks at the last 150 years as shaped by 3 crucial "revolutions":

1) Industrial Revolution -- beginning after 1700.

During this period, "technology was invented." During this phase (which began in England), *knowledge was applied to tools, processes, and products.*

2) Productivity Revolution -- 1880 to the end of WWII.

Knowledge was applied to work, and converted the proletariat into a middle-class bourgeois with near-upper class income. It was this revolution, claims Drucker, that defeated class war and communism.

3) Management Revolution -- post WWII

Knowledge is being applied to knowledge itself, and is becoming the sole factor of production, sidelining both capital and labor. This has led to a knowledge economy, though perhaps not yet a knowledge society.

Other points:

Drucker points to key events and statistics, such as the GI Bill (instrumental in creating the knowledge economy, the introduction of the computer in the 1960's and in that same year the emergence of Japan as a world economic leader; and more recently, the fall of the Berlin Wall in 1989 (marking the end of Communism), and the 1990 invasion of Iraq (marking the first transnational military venture in history). They appear on the general matrix.

Selected Quotes from Drucker:

"Every few hundred years in Western history there occurs a sharp transformation...a "divide." Within a few short decades, society rearranges itself -- its worldview; its basic values; its social and political structure; its arts; its key institutions. Fifty years later, there is a new world....

We are currently living through such a transformation."
(Drucker, Post-Cap., page 1)

"This time it is not, however, confined to Western society and Western history. Indeed, it is one of the fundamental changes is that there no longer is a "Western" history or, in fact, a "Western" civilization. There is only world history and world civilization....

...if history is any guide,...[this transformation] will not be completed until 2010 or 2020. But already it has changed the political, economic, social and moral landscape of the world."
(Drucker, Post-Cap., pages 2-3)

"...the events of 1989 and 1990 were more than just the end of an era; they signified the end of *one kind of history*....

The new society -- and it is already here -- is a post-capitalist society. This new society...will not be an "anti-capitalist society." It will not even be a "non-

capitalist society"; the institutions of Capitalism will survive, although some, such as banks, may play quite different roles. But its center of gravity... is different from the one that dominated the last two hundred and fifty years...

The basic economic resource...*is and will be knowledge.*"

(Drucker, Post-Cap., pages 7-8)

"The nation-state is not going to wither away... Increasingly, it will share power with other organs, other institutions, other policy-makers. What is to remain the domain of the nation state?"

(Drucker, Post-Cap, p. 11)

B. AMERICAN POLITICAL CYCLES (based on the Schlesingers)

This model appears in Arthur Schlesinger, Jr.'s "Cycles of American Politics" (1986). It is fascinating in many ways: 1) It predicts 1990-1992 as a turning point in American history -- in terms of leadership, generational change, and interests of the public. 2) As with the Drucker model, it provides an interesting way of seeing history, organizing it, and delineating key events -- and defining leadership moments.

The model:

Schlesinger's model is based on earlier models that look at political cycles, including one by Schlesinger's father. All show a cycling or tension between 2 competing trends, though they use different names to describe them:

- conservatism vs. innovation (Emerson, 1841)
- diffusion vs. centralization of national focus (Adams, 1890)
- conservatism vs. liberalism (Schlesinger, Sr., 1949)
- private interest vs. public interest (Hirshman, 1982)
- capitalist values vs. democratic values (McC./Zaller, 1984)

Schlesinger Jr. prefers the terms **public purpose** vs. **private interest**, and posits a 30-year cycle. Interestingly, he wasn't sure if this model would hold for the next cycle, because of the massive reorganization that the world was undergoing. (Foreign affairs also goes in cycles -- called introvert and extrovert by one researcher -- but these function independently.)

Initial quote:

"... the thirty-year cycle accounts both for the eras of public purpose -- TR in 1901, FDR in 1933, JFK in 1961 -- and also for the high tides of conservative restoration -- the 1920s, the 1950s, the 1980s."
Arthur Schlesinger Jr., 1986

The cycles:

The first 11 alternations (through to the New Deal) follow Schlesinger, Sr.'s model (1949). In six of these periods (boldface), "the object was to increase democracy; in five to contain it." Beginning with the 20th century, Schlesinger, Jr. adds his analysis. He sees the swings as alternations between public purpose (boldface) and private interest that are largely governed by public mood and tolerance for change. UPPER CASE LETTERS CORRESPOND TO ENTRIES ON OUR TRENDLINE:

1776-1788 AMERICAN GOVERNMENT INVENTED
DECLARATION OF IND./US CONSTITUTION
Invention of the government and the United States
Extending from the Declaration of Independence to the
creation of the Constitution, this was an era of bold
thinking and grand ideas and ideals.

1788-1800 RETRENCHMENT
WASHINGTON, JOHN ADAMS
Reaction/retrenchment to strong government

1801-1817 EXPANSION
JEFFERSON, MADISON
"Greater energy" (need a better term)
This era includes the presidency of Jefferson, and
the Louisiana Purchase, doubling the country's size.

1817-1829 "JEFFERSONIAN RETREAT"
MONROE, J.Q. ADAMS
Retreat from Jeffersonian policies
This era, beginning at the end of the War of 1812,
represented a pulling back...

1829-1841 JACKSONIAN ERA
JACKSON, VAN BUREN
Age of Jackson
A democratizing and expansive age, though not for all
segments of society (i.e. Indian policies)

1841-1861 SLAVEHOLDER ERA
HARRISON - BUCHANAN
Increasing domination of government by slaveholders
Era of debate and discord over slavery, in which the
slaveholders inhibit change.

1861-1869 CIVIL WAR/RECONSTRUCTION
LINCOLN, JOHNSON
Abolition of slavery, Civil War, Reconstr. begins...
Lincoln boldly defends the union, keeping the country
from being rent assunder, and abolishing slavery.
A tumultuous "reconstruction" follows the war.

1869-1901 CONSERVATIVE RULE
GRANT - MCKINLEY
30-year period of conservative rule.
Schlesinger, Sr. saw this extended period of conser-
vative rule as a reaction to the particularly
sweeping, deep and exhausting changes that had just
occurred.

1901-1921 PROGRESSIVE ERA
 TR - WILSON
 The Progressive Era/WWI
 As described by Schlesinger, Jr. "two demanding Presidents, Theodore Roosevelt and Woodrow Wilson, exhorted the American people to democratize their political and economic institutions at home and then to make the great world outside safe for democracy. After two decades of unrelenting public action, the American people were worn out."

1921-1933 REPUBLICAN RESTORATION
 HARDING, COOLIDGE, HOOVER
 1919-1931 Republican restoration (Schlesinger Sr.)
 1920-1929 New Era; Hoover/Harding (Schlesinger, Jr.)
 As described by Schlesinger, Jr., "the new President summed up the new mood. The nation, said Warren G. Harding, wants 'not heroics but healing, not nostrums but normalcy, not revolution but restoration...' He should have added not action but alliteration. The politics of public purpose gave way to the politics of private interest; virtue surrendered to commerce. The New Era was a decade of the free market run riot, with the business of of America presidentially defined as business -- the decade that culminated in the Great Depression.

1933-1953 NEW DEAL/FAIR DEAL
 FDR, TRUMAN
 1933-1947 The New Deal (Schlesinger, Sr.)
 1930s-40s FDR and New Deal, WWII, Truman and Fair Deal
 As the country stood in the midst of a devastating Great Depression, FDR became President and two decades of action and passion, of idealism and reform followed. Years of crisis once again left the people drained, all passion spent.

1953-1961 EISENHOWER ERA
 EISENHOWER
 1950's Eisenhower Era
 "Dwight Eisenhower became President, as Walter Lippman wrote at the time, when 'this country and the Western World had had all the dynamism, all the innovation, all the crusading that human nature can take.' In the 1950's as in the 1920's, public purpose receded, private motives predominated. The Eisenhower years provided a much needed respite amidst the storms of the twentieth century."

1961-1977 NEW FRONTIER/GREAT SOCIETY

JFK, LBJ, NIXON

1960's- Kennedy and New Frontier, Johnson and Great Society;
early 70's Nixon (carried by liberal tide of the 60's)

"As the private interest of the 1920's had given way to the public action of the 1930's, the 1950's now led into the 1960's and a new rush of commitment; Kennedy and the New Frontier; Johnson and the Great Society; the racial revolution, the war on poverty. This time desperate events gave the cyclical swing an ominous turn; an edge of hysteria -- first the assassination at Dallas, then the war in Vietnam. Objectives embraced with fervent hope -- racial integration, community action, urban renewal, environmental protection -- caused unanticipated disruptions. Energies released turned destructive -- riots in the cities, turmoil on campuses, two more terrible assassinations, drugs and violence, Watergate and the fall of a President -- until the social fabric itself seemed to be unraveling. So much trauma compressed in so short a time produced national disillusionment and exhaustion in less than the customary two decades. By the later 1970s, Americans were once more, as they had been in the 1950s and 1920s, fed up with public action and disenchanted with the consequences. The compass needle now swung toward private interest and the fulfillment of self." [Note: Schlesinger includes Nixon in this era, much as he includes Taft in the Progressive era -- because he feels he was drawn by the public mood of the country into a liberal agenda -- Environmental Protection Act, OSHA, CETA, even a proposed guaranteed minimum income in his Family Protection Program.]

1977-[1993] CONSERVATIVE REVOLUTION

CARTER, REAGAN, BUSH

1970s-80s: Conservative revolution/Reagan Revolution.
Schlesinger puts Carter with Reagan as part of the national conservative mood. "Carter rejected the commitment of the modern Democratic party to affirmative government and became the most conservative Democratic President since Grover Cleveland a century earlier. He derided federal service, advocated deregulation, promised to balance the budget, combatted inflation by high interest rates and recession and encouraged the injection of religion into public affairs. From a longer perspective, the differences between Carter and Reagan will seem less consequen-

tial than the continuities. Both Presidents responded with ardor to a perceived conservative surge in the nation." As for Reagan, Schlesinger sees the Reagan Revolution and the 80's as the ultimate fulfillment of self -- the 'me' decade, the 'culture of narcissism.' [Note: Schlesinger's article was written pre-Bush, but clearly Bush would be included in this conservative movement.]

1990+-2010 INNOVATION/PUBLIC PURPOSE

PREDICTED BY SCHLESINGER, 1986

1990s

Predicted change: a new burst of innovation

"We may conclude that public purpose will have at least one more chance. At some point, shortly before or after the year 1990, there should come a sharp change in the national mood and direction -- a change comparable to those bursts of innovation that followed the accessions to office of Theodore Roosevelt in 1901, of Franklin Roosevelt in 1933, of John Kennedy in 1961. The 1990s should be the turn in the generational succession for the young men and women who came of political age in the Kennedy years.

If public purpose holds problems at bay in the 1990s, this phase will continue until, perhaps toward the end of the first decade of the twenty-first century..." (Schlesinger, "Cycles...", 1986:47)

Selected Quotes by Schlesinger:

On future: see entry for 1990's prediction (above).

On generation:

"Young men and women whose ideals were formed by TR and Wilson -- Franklin and Eleanor Roosevelt, Harry Truman -- produced the New and Fair Deals in their own maturity. The generation whose ideals were formed by FDR -- John Kennedy and Lyndon Johnson -- produced in their maturity the New Frontier and the Great Society. In the same way the age of Kennedy touched and inspired a new generation. That generation's time is yet to come."
Cycles, 1986:page 33-34.

On "detonating" issues:

"Each period of public purpose had its detonating issue. In the early decades of the century, the concentration of economic power in the hands the trusts sparked the cycle. In the 1930s, the detonating issue was depression. In the 1960s, it was racial justice. As the republic gathered its forces to meet each detonating issue, it discharged energies of reform across the board." [WHAT IS THE DETONATING ISSUE OF THE 1990S? -- Good discussion question for facilitator] Cycles, 1986:33

C. COMMUNICATIONS/INFORMATION REVOLUTION

Unlike the other models, which are virtually diagrams of what people have written, this model is a composite. It uses many -- but not all -- of the observations of George Gilder as presented in *Life After Television* (1990) and various articles ("Into the Telecosm," "When Bandwidth is Free" and others).

A note on sources:

Gilder's work might be thought of as having two aspects (though he himself would probably not separate them): 1) insights into technology and how it is changing, and 2) thoughts about government and its role in all of this. I have used the former but not the latter, for Gilder is a vocal and ardent believer in keeping government out of the way of free enterprise. Instead, I have relied heavily on the work of Steven Lubar of the Smithsonian (author of *InfoCulture*, 1993) and others to document the effects of the technology. And unlike the other trendlines, which are credited to a specific person, this is credited as a composite (which includes Gilder).

What the trendline shows:

In 1700, the only significant communications technology was the printing press (largely unchanged from the fifteenth century). The available information technologies (simple geared calculating machines) were not intended for practical purposes.

Beginning in the 19th century, a series of communications technologies were introduced that radically changed the way the country and the world functioned.

In the last 50 years or so, a similar revolution began in computers. We are now at a point where the two technologies are merging -- each at the point where it has developed "virtually infinite" computation and carrying capacities, and each at the point where it is "virtually free." George Gilder likens the revolution that we are about to go through to the industrial revolution. The key factor of production that was dramatically transformed was labor. Physical force became "virtually free" compared to what had preceded it -- causing an industrial revolution that affected every aspect of society. Currently, communications and information processing are becoming "virtually free" as they achieve "virtually infinite" capacity.

When everyone commands a supercomputer, you give the average owner of a work station the power of an industrial tycoon commanded in the industrial era...the hierarchy is in the silicon rather than in the human organization. So you have this incredible distribution of power."
Gilder, interview, 1992

Gilder also, interestingly, talks of "wasting" transistors now, just as we wasted energy during the last industrial revolution. By chance, I came across a similar comment by Daniel Boorstin, describing how land was the commodity to be "wasted" in the 18th century. Compared to England and Europe, land was virtually free and virtually infinite in the United States.

This trendline will show:

- 1) Key devices that have transformed communications and information processing,
- 2) Convergence of communications and information technologies, and
- 3) Importance of the present moment -- when both computing and communication are reaching virtually infinite capacity, and are becoming virtually free. (The key to virtually infinite computing capacities was electronics; the key to virtually infinite carrying capacities is photonics, i.e. fiber optics).
- 4) The explosion of information. One source cited by Gilder claimed a doubling 19 times over before the century is out. The figure is suspiciously precise, but the trend is inescapably clear.

An extra thought that never made it to the trendline:

At the same time, these new technologies have led to a new mode of science (and presumably this goes to other aspects of society as well). In 1700, the primary mode of science was experimental (the optical magnifying glass, incidentally, was a mere 50 years old). Beginning in the mid-1600s (and epitomized by the work of Newton) theoretical science began. With the development of digital computers, we have entered a new phase/methodology -- the computational mode. This enables scientists to solve mathematically -- and in full complexity -- the theorists mathematical models. "...the computational scientist can compute the collisions of a few atoms just as easily as the collisions of enormous galaxies; the scales of space and time are

simply input parameters of the computer program." (Supercomputing and the transformation of Science: 4).

4. THE TOFFLER MODEL: 3 GREAT WAVES OF CHANGE.

The Model:

This model was created by Alvin and Heidi Toffler (of Future Shock fame). They fleshed it out in two books -- The Third Wave (1980) and War and Anti-War (1993). While they don't have the academic stature of Schlesinger or Drucker, they are well-respected "futurists" and -- more importantly -- their conclusions about the present converge in interesting way with Drucker's.

Of all the models, the Tofflers use the broadest scale -- and point to only 3 major transformations or waves of technological innovation in the last many thousand years -- that fundamentally changed the world. The first was the advent of agricultural technologices, leading to agrarian societies and city-states. The second was the Industrial Revolution, and its changes in production, which led to the nation-state as the fundamental polity. And the third is the Information Revolution, which is now transforming the world. Nation-states are no longer sufficient to organize the world, the economic and social systems are in flux, and a new transnational world based with knowledge as its chief commodity is emerging. Nationalism as we know it, no longer makes sense, and is being replaced by new kinds of alliances (including a tribalism of sorts). But mostly, the way we conceive of everything -- from warfare to productivity -- needs to be rethought because all the premises have changed.

Quotes from Toffler(s):

"A new civilization is emerging in our lives....

The dawn of this new civilization is the single most explosive fact of our lifetimes.

It is the central event -- the key to understanding the years immediately ahead. It is an event as profound as that First Wave of change unleashed ten thousand years ago by the invention of agriculture, or the earthshaking Second Wave of change touched off by the industrial revolution. We are the children of the next transformation, the Third Wave.

We grope for words to describe the full power and reach of this extraordinary change. Some speak of a looming Space Age, Information Age, Electronic Era, or Global Village. Zhibniew Brzinski has told us we face a "technetronic age."

Sociologist Daniel Bell describes the coming of a "post-industrial society"... Yet none of these terms, including my own, is adequate."

Alvin Toffler, The Third Wave, 1980:page 9

5. ROBERT REICH: THE WORK OF NATIONS (1990)

See enclosed.

III. BACKGROUND ON LEADERSHIP RESPONSES/DEFINING MOMENTS

Following Ron's advice, we have tried to present selected leadership moments without editorializing about them. Each is presented simply as a highlighted entry with one or more quotes.

Enclosed, for background, is a bit more about each -- including some indication of why it was included.

DECLARATION OF INDEPENDENCE (JEFFERSON IMPLICITLY FEATURED)

The Declaration of Independence was drafted by Thomas Jefferson even as the war was raging. Rather than simply listing grievances or declaring war, the resulting document is a statement of principles (some based on Locke's writings) that went beyond its time and narrow purpose.

CONSTITUTIONAL CONVENTION/CREATION OF GOVERNMENT

The Constitutional Convention was given the narrow task of re-writing the Articles of Confederation (a weak document). The delegates went beyond that narrow task, in much the way that Jefferson went beyond the task of simply declaring war. The document that was produced -- the first modern democratic constitution and the model of many later constitutions -- outlined the basic principles of government rather than stipulating the details. The Bill of Rights (outlining individual freedoms) is often considered the implicit other half of the Constitution. The one was passed because the other was promised.

LOUISIANA PURCHASE DOUBLES THE SIZE OF THE US (JEFFERSON)

This is included for 2 reasons: 1) it is specifically cited by Clinton (header quote) as one of the defining moments of the country, and 2) it is a way of representing Jefferson's Presidency. Jefferson is considered a strong President (Schlesinger model and others), but somewhat of an anomaly in two ways: 1) As stated by Schlesinger, Jefferson was against strong central government except when he was the head of that government. 2) As stated by another writer, most strong Presidents are considered so because of the legislation they pass. Jefferson was known less for his legislation than for a strong sense of direction and of principle.

With the Louisiana Purchase in 1803, Jefferson doubled (almost) the size of the country in a single bold move. It was a move that even he questioned the constitutionality of, however, stating at one point (and this is a paraphrase), that he had 'stretched the Constitution almost to the breaking point' in negotiating the purchase. (Certainly, it went beyond any narrow view of government function.)

Jackson/Jacksonian Democracy, 1829

Jackson is included as a lesser moment -- in the form of an image or a cartoon related to banking and a quote (related to the same banking legislation but showing his leadership direction). Jackson's leadership was mixed -- but there is no doubt that it set a direction for the country and was in that sense a "leadership response" or "defining moment." A promoter of populist democracy and national unity, Jackson sought greater participation in government and greater economic opportunity for the 'common man.' Voter participation soared from 26% (1824) to 76% (1840). But "democracy" applied to whites only. Slaves were excluded, and Native Americans suffered huge losses of life and liberty as a result of the Indian Removal policies that bore his personal stamp.

LINCOLN'S DECISION TO PRESERVE THE UNION, 1861

Lincoln's tenure as President -- and in particular, his decision to preserve the Union -- is included for several reasons: 1) Lincoln assumed the Presidency in a time of crisis -- as the country threatened to split assunder. 2) He provided the leadership to keep it intact and to guide the nation through a civil war. 3) He steadfastly, though compassionately, adhered to principle.

Teddy Roosevelt/"Square Deal" 1904 and beyond...

TR is included in much the same way and for some of the same reasons as Jackson. His was an activist Presidency by Schlesinger's and others' reckonings. He was a reformer. After serving as President upon McKinley's death, TR was elected in his own right in 1904 -- pledging a "square deal" for all. The detonating issue (to use Schlesinger's term) was "trusts" and TR billed himself as a "trust-buster." This may not have been his greatest success, in fact, but he did regulate American business, stand up for labor, and

begin a conservation program. (In foreign affairs, he was the creator of "Big Stick" diplomacy.)

FDR/THE NEW DEAL, 1933 and beyond

Intuitively, FDR's inclusion needs no justification. He, perhaps more than any other President except Lincoln, changed the course of American history in indelible ways. The detonating issue in his case was the national (in fact worldwide) Depression. Within his first 100 days in office, FDR began to transform government with his New Deal programs. The New Deal, with its emphasis on both reform and recovery, is usually divided into two eras: 1) The First New Deal (lasting until 1935) emphasized relief and recovery (banking reform, CCC, etc.) 2) The Second New Deal (beginning in 1935) emphasized reform legislation (e.g. Social Security).

One last note. One of the quotes that we have used is FDR's quote to the effect that one-third of the nation was "ill-housed, ill-clad, ill-nourished" (from his Second Inaugural Address). In fact, it now seems that the situation was far worse than stated by Roosevelt.

TRUMAN/THE DECISION TO DROP THE BOMB, 1945

This leadership moment is included at FQI's request, and certainly it was a defining moment in history. I have documented it with a July 25, 1945 entry from Truman's diary, in which he describes the discovery/completion of the bomb, and his decision to drop it. Enclosed is the full entry or at least the full quote. One mystery remains for me. In the diary entry, Truman describes what he will instruct Stimpson (Secy of War) in terms of the bomb's use - specifically, a warning, no civilian casualties, etc. By July 30, according to one of Truman's biographers, these ground rules had completely changed. I don't know (and haven't fully researched) whether this was a result of Stimpson's advice or just how this came to be.

JFK/NEW FRONTIER, 1961 and beyond

The first American President "born in this century," Kennedy took office as the Cold War was heating up. We reference the Cuban missile crisis in the entry, as well as Kennedy's intent to put a man on the moon (in quote form). In Schlesinger's terms, however, the detonating issue of Kennedy's Presidency was racial injustice, and he was important as an activist member of a new generation. I

have therefore included a quote about changing generations. (I have also included the moon quote as certainly setting a new direction, but should say that Kennedy is said to have regretted his statement because of its rashness.) Upon JFK's death, Johnson carried out civil rights and other reforms in his Great Society program -- all of which were to some degree overshadowed by our involvement in Vietnam. (I don't know that it made it to the final cut, but there is a quote by Martin Luther King, c. 1965 saying that "The Great Society has been shot down on the battlefields of Vietnam."

CLINTON ASSUMES PRESIDENCY IN POST-COLD WAR WORLD, 1993

The justifications for including Clinton's Presidency among the defining moments all relate to the moment itself. It is, unquestionably, a time in which the world is being reshaped, and it is as a result, a moment of transition just as Lincoln's was, or FDR's, or JFK's. The quote that is included reinforces this point in Clinton's own words -- and shows his recognition of the moment. (And certainly, his activist agenda fits the "burst of innovation" prophesied by Schlesinger in 1986.) What is the detonating issue? Is it health care security, and if so, is this simply a representation of insecurity about their futures as Americans face a new world, much of it brought about by technological change?

IV. SPECIFICS RELATED TO EDUCATION:

A. EDUCATION STATISTIC:

There are many statistics that might have been included for education -- number of high school or college graduates, numbers of hours of schooling for American students vs. Japanese and others, falling SAT scores, national and international ratings on science, math/ or other tests, etc. The one we used seemed to the heart of the matter:

ADULT ILLITERACY -- 1986

One estimate suggests that one third of American adults (some 60 million) are effectively illiterate. The US ranks 49th among 158 member nations of the UN in its literacy levels.

[SOURCE: JONATHON KOZOL, ILLITERATE AMERICAN, 1986:4-5]

This statistic -- taken from Jonathon Kozol's 1986 book, *Illiterate America* (pages 4-5) -- is starker than some others of the same era. He explains it as follows:

"Twenty-five million American adults cannot read the poison warnings on a can of pesticide, a letter from their child's teacher, or the front page of a daily paper. An additional 35 million read only at a level which is less than equal to the full survival needs of our society.

Together, these 60 million people represent more than one third of the entire adult population.

The largest number of illiterate adults are white, native-born Americans. In proportion to population, however, the figures are higher for blacks and Hispanics than for whites. Sixteen percent of white adults, 44 percent of blacks, and 56 percent of Hispanic citizens are functional or marginal illiterates. Figures for the younger generation of black adults are increasing. Forty-seven percent of all black seventeen-year olds are functionally illiterate. That figure is expected to climb to 50 percent by 1990....

The United States ranks forty-ninth among 158 member nations of the U.N. in its literacy levels."

Kozol is describing literacy in terms of marginal levels. Other measures of illiteracy, particularly those that use a lower threshold, are considerably lower.

B. QUOTE:

I don't know if the following quote made it to/through the final timeline. But Reich -- in *The Work of Nations* (1992:3) made the point (also made by others) that nationality as we know it will cease to exist. Each nation's primary assets will be its citizen's skills (a point also made by Clinton on one or more occasions):

"We are living through a transformation that will rearrange the politics and economics of the coming century. There will be no national products or technologies, no national corporations, no national industries...Each nation's primary assets will be its citizens' skills and insights.

C. TRENDLINE IMPLICATIONS FOR EDUCATION:

1. From Drucker trendline:

Drucker describes an era called "Post-Capitalist." Others have referred to "Post-Industrial," or an "Information Age" and other terms. All define the age as one in which the basic currency is knowledge. What does this mean for education?

2. From technology (information and communications) trendline:
Included in the technology trendline is an entry on the explosion of information that suggests that the amount of information will double 19 times over before the end of the century. That estimate, reported by George Gilder, *Life After Television*, 1990:65, is no doubt somewhat arbitrary. Maybe it will double 16 times, maybe 50, who knows. But the drift seems solid. New technologies are proliferating information at an extraordinary rate. What does this mean for education?

These technologies also have implications for teaching. (The February 28, 1994 issue of *Business Week* has a lead article on this subject.)

D. SPECIFIC EDUCATION ENTRIES:

The timeline has few education entries, but they are significant ones:

1944 GI Bill

Drucker cites the GI Bill as one of this century's most significant events:

"It is moot whether this present transformation [the beginning of Post-Capitalism] began with the emergence of the first non-Western country, Japan, as a great economic power -- that is, around 1960 -- or with the computer -- that is, with information becoming central. My own candidate would be the American G.I. Bill of Rights after World War II, which gave every returning American soldier the money to attend a university...The G.I. Bill of Rights -- and the enthusiastic response to it on the part of America's veterans -- signalled the shift to the knowledge society. Future historians may well consider it the most important event of the twentieth century."

[Drucker, Post-Capitalist Society, 1993:3]

1964 Head Start Program

Part of LBJ's "War on Poverty," this was an initiative of the newly-established EOC.

1965- GREAT SOCIETY LEGISLATION

Johnson's Great Society program included educational initiatives, specifically including two bills:

Higher Education Act, 1965

(created federal scholarships for college students)

Elementary and Secondary School Act, 1965

(granted over \$1 billion to individual school districts to help those with needy children)

Two entries that might have been included had our timeline started earlier:

1642 First compulsory school law (was in Massachusetts)

1636 First American college (Harvard)

E. ADDITIONAL EDUCATION ENTRIES:

For discussion. One of the entries that I considered adding for the end of the timeline was the Edison Project (Whittle's scheme for private schools) or some case (e.g. Baltimore), where public schools are being managed by a for-profit corporation.

Another that was considered but which never made it to the final cut was the National Defense Education Act (1958). This Act was a direct response to Sputnik and the fear that the Soviets were ahead of us; it gave \$280 million to schools to improve teaching of science and other topics.

July 13
145
Roosevelt

E X E C U T I V E O F F I C E O F T H E P R E S I D E N T

12-Jul-1994 02:21pm

TO: (See Below)

FROM: Carola McGiffert
 Office of Political Affairs

SUBJECT: Wednesday crime meeting

Wednesday's whip meeting on the Crime Bill will take place at 1:45 pm in the Roosevelt Room. Please let me know if you have a conflict.

Thanks,

Carola.

Distribution:

TO: Patrick J. Griffin
TO: Alexis Herman
TO: Karen L. Hancox
TO: Tracey E. Thornton
TO: Lorraine C. Miller
TO: Jonathan M. Prince

CC: Dawn M. Friedkin
CC: Ruby G. Moy
CC: Erin A. O'Connor
CC: Steven M. Hilton
CC: Christiana L. Lin

July 7, 1994
3p
OEOB 180

MEMORANDUM FOR DISTRIBUTION

FROM: HAROLD ICKES
DATE: JUNE 28, 1994
RE: FOLLOW-UP TO MEETING

The following is a summary of the meeting held Tuesday, 28 June 1994 regarding the religious community:

1. Need for outreach to leading ministers and other members of the religious community through the reinstitution of religious breakfasts, White House briefings, attendance at prayer breakfasts on the Hill and state prayer breakfasts and other methods.
2. Formalization of issues in the Departments and Agencies which affect religious groups. ie. EEOC guidelines.
3. Identification of key states and individuals in these states.
4. Opposition strategy.
5. Inclusion of outside groups/individuals to engage in the discussion.

Phil Lader, Alexis Herman (Flo McAfee), Carol Rasco (Bill Galston), Joan Baggett and David Dreyer are to prepare a memo(s) by next Thursday at 3pm with recommendations (for discussion) for a more formal structure within the White House for dealing with these issues, as well as recommendations on dealing with the substance of these issues.

A meeting will be held on Thursday, 7 ^{July}~~June~~ 1994 at 3:00 pm in Room 180 of the OEOB to discuss the structure and function of the core working group. Strategies (both pro-active and anti) will also be discussed.

Distribution:

Phil Lader
Alexis Herman
Carol Rasco
Bill Galston
Joan Baggett
Marcia Hale
Mike Lux
Flo McAfee
David Dreyer

Amet missy called +
said that you are
taking the lead on
this. 6/29/94

July 6, 1994
130p**NATIONAL COUNCIL ON DISABILITY**

An independent federal agency working with the President and the Congress to increase the inclusion, independence, and empowerment of all Americans with disabilities.

June 27, 1994

**Ms. Ruby Moy
Scheduler
Office of Alexis Herman
Office of Public Liaison
The White House
Washington, DC 20500**

w/ Mike Lux

Dear Ms. Moy:

6/23/53
Marca Bristo, Chairperson, National Council on Disability will be in Washington for several days throughout July, and has requested a meeting with Alexis Herman at some point during that time.

During July, Marca will be meeting with leaders on Capitol Hill and Senior Administration officials to discuss the issues affecting people with disabilities and hear their views as to how the National Council can best serve the disability community.

If possible, we would like to schedule an appointment on Wednesday, July 6th at either 2:30 p.m. or 3:30 p.m. If those times don't work for your schedule, perhaps we can work out something on either July 7th or the morning of July 8th. You can reach me at 202/272-2004.

Thank you for your assistance.

Sincerely,

Ramona Lessen

Ramona Lessen

8/11/53
Executive Assistant to the Chairperson

NATIONAL COUNCIL ON DISABILITY



Facsimile Transmission

Date: 6/27/94

To: Ruby May

From: Ramona Lessen

Message: _____

Number of pages including cover sheet: 2

Please call us at (202) 272-2004 if any page is unclear.

July 16
1p

WHITE HOUSE OFFICE OF PUBLIC LIAISON
BRIEFING MEMORANDUM

MEMORANDUM FOR HAROLD ICKES
ALEXIS HERMAN ✓

FROM: CAREN WILCOX

DATE: JULY 5, 1994

MEETING: Vice Presidents of the three auto and two major steel companies - core support in the large business community for health care reform.

DATE/TIME: Wednesday, July 6, 1994
1:00 p.m. to 1:30 p.m

LOCATION: Office of Alexis Herman, West Wing

PARTICIPANTS: James D. Johnston, Vice President, General Motors
Robert G. Liberatore, Vice President, Chrysler
Elliott S. Hall, Vice President, Ford Motor Co.
Terrence D. Straub, Vice President, USX
William E. Wickert, Vice President, Bethlehem Steel
Letitia Chambers, President, Chambers Associates

PURPOSE: The key objectives of the meeting are to:

- o offer these core supporter companies the opportunity to express their concerns about some of the bills currently pending in the Congress;
- o express our appreciation to them for their continuing leadership in coalitions supportive of the POTUS.

BACKGROUND: These companies have been the backbone of support for the POTUS plan and have been leading the large business coalition. Letitia Chambers represents them through the Pre-medicare Coalition, and she and Jim Moody, have been leaders in the business

community on the issues of universal coverage and employer responsibility.

They have been working on all the bills and would like the opportunity to indicate to us and through you to the POTUS, their current reading of the bills, and problems they see in them.

Several of their problems have been treated in one manner or another in some of the bills, but we understand that some of the versions and combinations of issues are worse for them than others.

On the Pre-medicare issue I understand that they have worked on a number of formulas, any one of which could go a long way to solving some of their problems.

These are companies with corporate headquarters and large employment bases in very important states - MI, PA, O, WI, CA, etc.

AGENDA:

Alexis Herman - acknowledge the leadership role of the companies and their role in pulling together companies willing to work on this issue. Mention work of CEOs and its helpfulness.

Harold Ickes - acknowledge their work and provide a brief update on current legislative process. Give them an opening to express their concerns.

Company representatives and Chambers. Express concerns and views.

Alexis Herman - Close meeting.

cc: Steve Hilton
Greg Lawler

July 6, 1994
1p

Meeting 1 pm with Deputy Chief of Staff Ickes

Name	DOB	SS#
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Rob Liberatore		
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Jim Johnston		
--------------	--	--

Elliott Hall		
--------------	--	--

Marilyn Harris <i>USX</i>		
Bill Wickert <i>Sub for Soraab</i>		(b)(6)

Benjamin Boylston <i>Bethel</i>		
Letitia Chambers <i>Steel VP</i>		

Bill Signer <i>- Chambers</i>		
-------------------------------	--	--

EXECUTIVE OFFICE OF THE PRESIDENT

06-Jul-1994 12:12pm

TO: Samuel L. Hampton

FROM: Ruby G. Moy
Office of Public Liaison

SUBJECT: Appt. request - Liberatore, Rob and others

Date Appointment with
06-Jul-1994 HERMAN, ALEXIS M

Room No. Bldg. Requested by Phone #
2FL/WW WH Ruby G. Moy (202) 456-6455

Comments:

TIME	VISITOR'S LAST, FIRST NAME	BIRTHDATE	SOC. SEC. #
01:00pm	Liberatore Rob	(b)(6)	- -
01:00pm	Johnston Jim		- -
01:00pm	Hall Elliott		- -
01:00pm	Harris Marilyn		- -
01:00pm	Wickert Bill		- -
01:00pm	Boylston Benjamin		- -
01:00pm	Chambers Letitia		- -
01:00pm	Signer Bill		- -

THE WHITE HOUSE

WASHINGTON

JULY 5, 1994

SPEECH ON THE EVE OF YOUR G-7 SUMMIT IN NAPLES

DATE: JULY 5, 1994
TIME: 2:00 PM
LOCATION: ANDREW MELLON AUDITORIUM
FROM: ALEXIS HERMAN
 STEVE HILTON

I. PURPOSE

To present a major address concerning international economic policy and U.S. foreign policy on the eve of your trip to the G-7 summit in Naples, to Poland, to Latvia, and to Germany.

II. BACKGROUND

The Office of Public Liaison has invited a diverse group of some 700 to 800 individuals who have an interest in international trade and investment and in U.S. foreign policy, specifically in Eastern Europe and the Baltic countries.

III. PARTICIPANTS

The audience represents a diverse group of individuals who have an interest in either international trade and investment, in U.S. foreign policy, or in both. The majority of the audience consists of Washington-based representatives of major companies who do business in the international arena and who are supporters of our efforts with NAFTA and with GATT. There is also a large segment who represent domestic organizations based on Armenian, Arab, Polish, Baltic, Estonian, Italian, Greek, Hungarian, and Ukrainian descent. Further, community and business leaders from constituencies such as African-Americans, Jewish-Americans, Hispanic-Americans, and women are also in attendance.

In addition, you should know that the audience essentially mirrors the composition of the twenty individuals whom the Office of Public Liaison has arranged to accompany you on the Polish portion of your trip.

Further, Cabinet officials, Congressional staff, and members of the Diplomatic Corps are also in attendance.

IV. PRESS PLAN

Open Press

V. SEQUENCE OF EVENTS

- * An off-stage announcement of You and Secretary Brown.
- * Secretary Brown introduces you.
- * You deliver the address.
- * You work the rope-line and depart.

VI. REMARKS

Remarks to be provided by speechwriting.

REVISED

Tuesday, July 5, 1994

9:15 AM	Phone Call to Russian President Yeltsin	Distributed Separately
11:30 AM	Economic Facts Briefing	Distributed Separately
2:00 PM	Speech on the Eve of G-7 Summit	TAB A
	- Remarks	To be forwarded
3:15 PM	Photo/Brief Meeting with Governor Ray Mabus	TAB B To be forwarded

SCHEDULE OF THE PRESIDENT

REVISED

FOR

TUESDAY, JULY 5, 1994

FINAL

APPOINTMENT SCHEDULER: STEPHANIE STREETT
HOME: 202-332-5651
OFFICE: 202-456-7560
WHCA PAGER: 4033
CELL PHONE: 202-494-9855

EVENT COORDINATOR: GRACE GARCIA
HOME: 202-244-4796
OFFICE: 202-456-7560
WHCA PAGER: 4076

PRESS DESK: ANNE EDWARDS
HOME: 301-565-3101
OFFICE: 202-456-7560
WHCA PAGER: 4208

PRINCIPAL EVENTS: * Economic Speech - Washington, DC

WEATHER: Washington, DC
Partly cloudy. Wind south at 10 knots. Low 67 to 72. High 87 to 92.

**SCHEDULE OF THE PRESIDENT
FOR
TUESDAY, JULY 5, 1994
FINAL**

REVISED

tba

JOG

8:15 am-
8:40 am

MEETING
RESIDENCE
Staff Contact: Nancy Hernreich

8:45 am-
9:00 am

BRIEFING
OVAL OFFICE
Staff Contact: Tony Lake

9:00 am-
9:15 am

BRIEFING
OVAL OFFICE
Staff Contact: Tony Lake

9:15 am-
9:45 am

PHONE CALL TO RUSSIAN PRESIDENT YELTSIN
OVAL OFFICE
Staff Contact: Tony Lake

9:45 am-
10:30 am

MEETING
CABINET ROOM
Staff Contact: Tony Lake

10:30 am-
11:30 am

SPEECH PREP
CABINET ROOM
Staff Contact: Don Baer

11:30 am-
11:45 am

ECONOMIC FACTS BRIEFING
OVAL OFFICE
Staff Contact: Bob Rubin, Laura Tyson

11:45 am-
12:00 pm

MEETING
OVAL OFFICE
Staff Contact: Carol Rasco

12:00 pm-
1:00 pm

SPEECH PREP
CABINET ROOM
Staff Contact: Don Baer

1:00 pm-
1:45 pm

LUNCH, PHONE AND OFFICE TIME
OVAL OFFICE

1:50 pm **THE PRESIDENT** departs White House via motorcade en route Mellon Auditorium
[drive time: 5 minutes]

1:55 pm **THE PRESIDENT** arrives Mellon Auditorium

2:00 pm-
3:00 pm **ECONOMIC SPEECH**
MELLON AUDITORIUM
Remarks: Don Baer, Michael Waldman
Event Coordinator: Grace Garcia
Staff Contact: Alexis Herman
OPEN PRESS

-- Secretary Brown makes welcoming remarks and introduces the President.

-- The President makes remarks, works ropeline and departs.

3:05 pm **THE PRESIDENT** departs Mellon Auditorium via motorcade en route White House
[drive time: 5 minutes]

NOTE: Secretary Reich will ride in the President's Limo.

3:10 pm **THE PRESIDENT** arrives White House

3:15 pm-
3:25 pm **PHOTO/BRIEF MEETING WITH GOVERNOR RAY MABUS**
OVAL OFFICE
Staff Contact: Phil Lader
WHITE HOUSE PHOTO ONLY

3:30 pm-
4:00 pm **MEETING**
OVAL OFFICE
Staff Contact: Ricki Seidman

4:00 pm-
6:15 pm **DOWN TIME**
RESIDENCE

6:15 pm **THE PRESIDENT** and the First Lady proceed to South Grounds

NOTE: This departure is open to staff and guests.

6:45 pm **THE PRESIDENT** and the First Lady depart White House via Marine One en route Andrews Air Force Base
[flight time: 10 minutes]

6:55 pm **THE PRESIDENT** and the First Lady arrive Andrews Air Force Base

7:10 pm EST

THE PRESIDENT and the First Lady depart via Air Force One en route Riga International Airport, Latvia
[flight time: 8 hours]
[time change: + 7 hours]

BC AND HRC RON

AIR FORCE ONE