FOIA Number: 2006-0467-F

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WH Conf. on New Economy - Greenspan

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	For the President from Gene Sperling. Subject: White House Conference on the New Economy. (7 pages)	03/26/2000	P5

COLLECTION:

Clinton Presidential Records
Speechwriting
Jeff Shesol
OA/Box Number: 24501

FOLDER TITLE:

WH Conf. on New Economy - Greenspan

2006-0467-F
vz1332

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]
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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]
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THE WHITE HOUSE

WASHINGTON

Greenspan intro

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leader in analyzing it +
↑ understanding it
popularize it

wearing analyst
tech → prod growth

Loretta

Not subservient to G'span
Serious + beyond introductory

Then

Final 04/05/00 10:00am

Jeff Shesol

PRESIDENT WILLIAM J. CLINTON

OPENING REMARKS AT

THE AFTERNOON SESSION

THE WHITE HOUSE CONFERENCE ON

THE NEW ECONOMY

THE WHITE HOUSE

April 5, 2000

Good afternoon. I hope you've enjoyed this lunch. I've especially enjoyed the chance to continue the conversations we began this morning – or, in some cases, 8 years ago in Little Rock. I want to thank the participants in this morning's panel. I understand the five breakout sessions were every bit as interesting. Unfortunately, one of the things I have not yet been able to achieve as President is to be five places at once. But we're working on that.

I want to welcome all of you to our afternoon session. After our next speaker, whom I'll introduce in just a moment, we'll have two more panel discussions: the first, on closing the global divide in education, health, and technology; and the second, on strengthening civil society and empowering our citizens with new economic tools.

This afternoon's discussions will pick up where the last one left off. As we said this morning, the new economy presents both opportunities and challenges for America. And as our next panel will explain, the stakes are even higher for developing countries. Today, there are more phone lines in Manhattan than there are in all of Africa. So imagine what an information infrastructure could mean to that entire continent. The same tools and technologies that are transforming the way Americans work, learn, and live, can do the same – only more so – for developing countries, enabling them to leapfrog an entire stage of development. Today we'll discuss the ways we can accelerate these advances and lift many, many lives around the world.

In this afternoon's second panel, we will talk about another powerful transformation – in the ways that we, as citizens, relate to each other, to our communities, and to our government. Information technology has a profound impact on the ways business does business, as we discussed this morning. Later today, government and civic leaders will talk about the changing ways that government does business, and delivers services; as well as the new means to connect non-profit groups to the communities, and causes, they represent. In these new prospects we see, already, even greater promise.

Technology can provide not only new tools but innovative new approaches to solving social problems – using the Internet, for example, to teach poor mothers how to care for their children. Today we'll talk about these opportunities and how best to seize them.

And now, I want to introduce our next speaker, a man whose understanding of these changes is unsurpassed. Chairman Greenspan was one of the first to speak of a "new economy": the impact of information technology, the extent to which it has rewritten the rules. Chairman Greenspan has, of course, done far more than speak about the new economy: his incisive analysis has helped shape the public's understanding of this powerful – and often perplexing – transformation.

We are glad that he is with us today. And we are also grateful for his 12 years of stewardship at the Federal Reserve. Despite the seismic shifts that have changed the economic landscape, Alan Greenspan's feet are planted firmly on the ground. Mr. Chairman, thank you for joining us.

Final 04/05/00 10:00am
Jeff Shesol

PRESIDENT WILLIAM J. CLINTON
OPENING REMARKS AT THE AFTERNOON SESSION
THE WHITE HOUSE CONFERENCE ON THE NEW ECONOMY
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check your voicemail - Patrick Gene's comments - Patrick

Draft 04/04/00 10:00pm
Jeff Shesol

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OPENING REMARKS AT THE AFTERNOON SESSION
THE WHITE HOUSE CONFERENCE ON THE NEW ECONOMY
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In the third panel, we will talk about another powerful transformation – in the ways that we, as citizens, relate to each other, to our communities, and to our government. Information technology has a profound impact on the ways business does business, as we discussed this morning. Later today, government and civic leaders will talk about the changing ways that government does business, and delivers services; as well as the new means to connect non-profit groups to the communities, and causes, they represent.

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tone up – helps teach poor Moms how to take care of K

Mr. Chairman, thank you for joining us.

new ways of solving social problems is what 3rd panel means – as opposed to delivery of gov. services better – Make this sound bigger – that's where POTUS is

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WHITE HOUSE CONFERENCE ON THE NEW ECONOMY

The conference will consist of three panels held in the East Room, an address by Greenspan, and five breakout sessions, including four in the Residence Parlor Rooms and a fifth in the Roosevelt Room. The President will moderate all three panels. Each panelist will make brief opening statements and then the floor will be open to questions/statements from 120 audience participants.

9:00-10:30 am — Introductory Remarks by the President

Panel Discussion I: Is the New Economy Rewriting the Rules on Productivity and the Business Cycle?

- Bill Nordhaus
- James Galbraith
- Abby Joseph Cohen
- Kim Polese
- Roger Altman

10:50-12:15 pm — 5 Breakout Sessions Moderated By Senior Administration Officials. Breakouts will have short presentations by 2-3 guests and then general discussion.

(1) Is a Debt-Free U.S. Government Good For America's Economic Future?
(2) Avoiding Risks to our Economic Expansion
(3) Who's Being Left Behind in the New Economy
(4) Globalization and Jobs
(5) The Next Stages of the Internet & Its Impact On The Economy

12:15-1:30 pm — Buffet Lunch – Mix and Mingle

1:45-2:15 pm — Opening Remarks by the President / Address by Alan Greenspan

2:15-3:15 pm — **Panel Discussion II: Closing the Global Divide: Health, Education, or Technology?**

- James Wolfensohn
- Bill Gates
- Amartya Sen
- Henry Cisneros
- Mirai Chatterje

3:30-4:30 pm — **Panel Discussion III: Can New Economy Tools Empower Civil Society & Government?**

- Robert Putnam
- Kaleil Tuzman
- Esther Dyson
- William Julius Wilson
- Internet CEO

Furman 65358

Patrick M. Dorton
04/04/2000 11:35:33 AM

Record Type: Record

To: Jeffrey A. Shesol/WHO/EOP@EOP

cc:

Subject: Also, talk to samans 65715, wescott 65905, Furman

WHITE HOUSE CONFERENCE ON THE NEW ECONOMY
PANELISTS/BREAKOUT SESSION PRESENTERS

I - PANELS

1. **Is the New Economy Rewriting the Rules on Productivity and the Business Cycle?**
   Abby Joseph Cohen, Chair of Investment Policy Committee, Goldman, Sachs & Co.
   James K. Galbraith, Professor of Public Affairs and Government, University of Texas-Austin
   William D. Nordhaus, A. Whitney Griswold Professor of Economics, Yale University
   Kim Polese, Co-Founder, President, CEO, Marimba, Inc.
   Roger C. Altman, Partner, Evercore Partners, Inc.

2. **Closing the Global Divide: Health, Education, & Technology**
   Amartya Sen, Master, Trinity College, Cambridge University
   William H. Gates, Chairman and Chief Software Architect, Microsoft Corporation
   Henry Cisneros, CEO, Univision, Inc.
   James D. Wolfensohn, President, World Bank
   Mirai Chatterjee, President, Self-Employed Women's Association (SEWA) of India
   Robert F. Chase, President, National Education Association

3. **Can New Economy Tools Empower Civil Society & Government?**
   Robert D. Putnam, Stansfield Professor of International Peace, Harvard University
   Kaleil Tuzman, Co-founder and CEO, govWorks.com
   Esther Dyson, Founder, Chairman, Edventure Holdings, Inc.
   William Julius Wilson, Weiner Professor of Social Policy, JFK School, Harvard University
   Candice Carpenter, Co-founder and CEO, iVillage.com

II - BREAKOUT SESSIONS

1. **Is a Debt-Free U.S. Government Good For America's Economic Future?**
   Robert Kuttner, Co-Editor, The American Prospect
   Henry Kaufman, President, Henry Kaufman & Co, Inc.

2. **Avoiding Risks to our Economic Expansion**
   Robert J. Shiller, Stanley B. Resor Professor of Economics, Yale University
   Diane Swonk, chief economist, Bank One Corporation, Chicago, IL
   John B. Taylor, Mary and Robert Raymond Professor of Economics, Stanford University

3. **Who's Being Left Behind in the New Economy**
   Robert Greenstein, Founder and Executive Director, Center for Budget and Policy Priorities
   Alice Rivlin, Senior Fellow in the Economic Studies program at the Brookings Institution

4. **Globalization and Jobs**
   C. Fred Bergsten, Director, Institute for International Economics
   David A. Smith, Director, Public Policy Department, AFL-CIO
   Susan M. Collins, Senior Fellow, Economic Studies, Brookings Institution

5. **The Next Stages of the Internet and Its Impact on the Economy**
   Hal R. Varian, Dean, School of Management and Systems, Univ. of California, Berkeley
   E. David Ellington, Co-Founder, Chairman, President, CEO, NetNoir, Inc.
   William R. Hambrecht, Founder, Chairman, CEO, W.R. Hambrecht & Co.

Source: All Sources : / . . . / : **Presidential Documents**
Terms: **atl 3 (alan greenspan) and date(geq (01/01/97) and leq (04/04/00))** (Edit Search)

Public Papers of the Presidents

Public Papers of the Presidents

February 3, 2000

CITE: 36 Weekly Comp. Pres. Doc. 222

LENGTH: 123 words

HEADLINE: Statement on Senate Confirmation of **Alan Greenspan** as Chairman of the Federal Reserve Board

BODY:
I am pleased that the Senate has confirmed the nomination of **Alan Greenspan** for another term as Chairman of the Federal Reserve Board. Chairman Greenspan's wise and steady leadership has inspired confidence here in America and around the world. He has made a truly remarkable contribution in helping lead our Nation to the longest economic expansion in history. I look forward to continuing the productive and appropriate relationship that my administration has enjoyed with Chairman Greenspan and the other excellent members of the Federal Reserve Board in working to extend this era of American prosperity. I am hopeful that the Senate will move quickly to confirm the other two nominees to the Federal Reserve Board as well.

LANGUAGE: ENGLISH

LOAD-DATE: March 14, 2000

Source: All Sources : / . . . / : **Presidential Documents**
Terms: **atl 3 (alan greenspan) and date(geq (01/01/97) and leq (04/04/00))** (Edit Search)
View: Full
Date/Time: Tuesday, April 4, 2000 - 3:33 PM EDT

TURN PAGE TURN PAGE

Interview With the Chicago Tribune, the Los Angeles Times, and USA Today, February 10, 2000

National Economy

Q. I guess I wanted to ask you, given the way that the economy is going—given that there's been so much growth, and it's been so successful—how much credit do you think that you and your administration can realistically take, compared to the other factors that people talk about? There's been some discussion, I'm sure you know, recently, with people crediting everything, going back to President Reagan. And I'm just curious on that topic, what your views are?

The President. Well, I think, first of all, if you look at the difference in the expansions of the eighties and the nineties, we had a—the one in the eighties was funded by an old-fashioned explosion of deficit spending. But it built in a structural deficit, which guaranteed profound long-term problems for the economy, very high interest rates, and very slow job growth.

There was a lot of commentary in '91 and '92 about how, even though nominally a recovery had begun, I think some of the writers called it a "triple dip" phenomenon, that we kept sliding back and sliding back.

So I think the main thing we did was to cut interest rates by getting rid of the deficit. And I think that if you go back and read all—I remember what a boost in the bond market there was when we just—when Lloyd Bentsen announced our economic program in December of '92. So I think our main contribution in the short run was to make it absolutely clear that we would have a consistent, disciplined fiscal approach that would cut and then eventually eliminate the deficit. And I think that played a major role in the investment boom. And it cut interest rates, which also put more money in consumers' pockets, which helped fuel the consumer side of this recovery.

But I think that the consistent policies of the Government that go back to the previous administrations, that reflected the second leg of our approach, which also deserves credit, which is keeping the markets open. You've had three administrations here in a row committed—in the eighties and the nineties—committed to open trade. And I think that that's been very good, because that's kept inflation down and spurred continuing competitiveness. And I do believe the previous administrations deserve credit for that.

Then I don't—you know, the lion's share of the credit belongs to the people in the [p.275] private economy: the people who restructured in the eighties; the workers who got better training and understood the global economy and didn't press for what would have been inflationary increases in pay and benefits, that aligned them more with the real profitability of their firms; and then finally what, I think, only in the last couple of years has come to be fully appreciated is the enormous contribution of the technology revolutions, which are centered, still, in the high-tech sector—they're 8 percent of our employment, but they've been 30 percent of our growth—but also are rifling through every other sector of the economy in a way that has added to productivity that is only now being measured. If you noticed, the last couple days we had a new estimate of productivity growth. My sense is that all along, the economists underestimated—understandably, based on past experience—the productivity contribution of technology and the ability of a combination of fiscal discipline, open markets, and productivity increases, to prolong the growth in a way that would generate large numbers of jobs and begin to broaden the benefits of the recovery. That was another real problem for—we had 20 years where income inequality continued to increase, because of the way the recovery was structured. So I think you have to look at the whole piece.

And then I think now, we're beginning to get the benefits of the third part of our economic strategy, which was to continue to make the requisite public investments, which have, I think, made a significant contribution in education, in training, and we've got college going up by 10 percent now, over when I took office. We've made real, continuing investments in science and technology, which I think are pivotal to the long-term health of the economy and the continuation of this productivity increase.

So I think that we've made a contribution, but the lion's share of the credit—as always, since it's a private economy; we had the highest percentage of private-sector jobs in this economic boom, I think, of any one since we've been keeping such statistics.

Q. To follow up on this, Mr. President, I notice that in your last interview with a group here about the economy a week ago or so, you were very generous with credit. There are some people, in fact, who are saying, this is one long boom. We're in the 17th year of an expansion. What do you think of that account of what's going on with the economy?

The President. Well, we could say that, basically, we've been in a 30-year boom and gone back to '61, or a 40-year boom, but for the oil price problems, which led to all the inflation. I mean, you can argue this flat or round. There is a fundamental health in the American free enterprise system, which has prospered in the global economy. And in that sense, the people who set up the system at the end of World War II deserve a lot of this credit. I don't think you can disaggregate all this.

I think the fundamental mistake that was made in the eighties was basically abandoning arithmetic. I think that we got out of that recession, and we had—you remember—we had impossible conditions in the seventies, with recession and high inflation at the same time, caused by a set of economic circumstances that were not of our own making, at least certainly mostly not of our own making.

So the idea of stimulating the economy in the early years—of the Reagan years was, even though it was masked in anti-Government rhetoric, was basically traditional Keynesian economics. But the problem is, when we had a recovery, because it was sold as a, you know, "tax cuts are good; Government's bad" package, we wound up with a structural deficit that couldn't be overcome without a series of highly difficult and controversial decisions that were embodied in the Budget Act of '93, which required both tax increases and spending restraint. And the people who shouldered the burden of that paid a considerable political price in the elections of '94, but I think there's no question that it enabled us to have a balanced, long-term, stable, not only statistical recovery but finally job-growth recovery that was more broadly shared. It seems to me that was the problem with the eighties philosophy, that we wound up with a structural deficit that was totally unsustainable. And I think it basically grew out of the ideological wrapping of what was done in 1981. [p.276]

Q. Just one last question along those lines. Sometimes when I listen to you recently, in the talks that you give, I get the sense that you're trying to assure or encourage that your administration get sufficient credit for the boom that's going on now, whether for historians, whether in the next election. And I'm wondering if you have any sense of that.

The President. No, I don't have any sense of that. What I say is what I believe to be true, and I've tried to—with you, I've tried to, as I said in the State of the Union, as always the major credit for anything good that happens in this country belongs to the American people and the people and what they do in their private lives.

I think Government plays a pivotal role, and I do not—let me flip it around. If you go—forget about what I might say. Look at what Alan Greenspan has said; look at what all the commentators have said, going back to the '92, '93, '94 period. I do not believe that we would have had a recovery this robust, with this many jobs—I don't think we'd be anywhere close to that—if we hadn't taken serious, aggressive, and immediate action to get rid of the deficit and to bring interest rates down and to free up investment and at the same time, by getting interest rates down, to put more money into the pockets of people. They had lower home mortgage, car payments, college loan payments, credit card interest payments, which enabled the consumer side of this boom to continue.

I also don't believe that there would have been anything like the amount of business investment borrowing or consumer borrowing, if—I don't think that would have been sustainable, in this environment, unless the Government had not only eliminated the deficit but gone into surplus and begun to offset private debt with public savings.

So I simply think that's a fact. But I don't—but my view of this is different. I don't think anybody can claim sole credit. And I'm not so interested in that. I think what's happened is, America is following a balanced policy now. And if America stays on that course when I'm not President anymore, I think we'll meet with success. And then we'll have to be flexible, you know, if intervening events cause a recession, well, there will be cause for adjustment in policy. But if we had adjustment in policy, it might work.

I mean, if we had continued with these deficits, then the next time we had a recession, deficit spending wouldn't have been an option to help get the country out of a recession. So to me, the American people should look at this in terms of—I think I did my job. But I think the rest of the—I think Alan Greenspan did his job. I think the people in the high-tech sector were terrific. I think the people who restructured all of American industry and business to increase their efficiency and productivity were great. And I think the working people of this country deserve a lot of credit for understanding that they can only get wage and benefit increases that were real, and if they got out of line with economic growth, then that could contribute to inflation as well.

So I think we've had a remarkable balance here, where the American people, all of us in our own way, essentially have done what we were supposed to do. And there's more than enough credit to go around.

Technology Revolution

Q. Mr. President, can you talk just a little bit—you talked about the high-tech sector and how important that is to the economy. Can you talk about the Internet for a second and how important it is to the ongoing boom? And also, can you tell us how worried you are about what's happened over the last 3 days with these attacks on websites? If this is a growing part of the economy, should we be concerned that it's so vulnerable to attack? And is there anything the Government ought to be doing about it, beyond what the FBI is already doing?

The President. Well, let me give you a brief answer to the first question you asked, because I think we could talk for hours about that. Quite apart from the technology revolution, I don't think we have any way of measuring the contributions that the Internet is making and will continue to make, not only to the overall growth of the American economy but to the range of individual opportunities open to people.

You may have heard me say this in some of my talks, but I was amazed—I was out in northern California a few weeks ago with [p.277] a bunch of people who work with eBay. And they were telling me, now, that there are over 20,000 Americans who actually make a living on eBay, not working for eBay but on eBay buying and selling, trading—and that they have enough information on their user base to know that a significant number of these people were once on welfare. And they figured out a way to stay home, take care of their kids, and literally make a living buying and selling on eBay.

Now, that's all I know about that. I don't have any more facts. It's an interesting story you might want to follow up on, but the point is that this is just one example of, I think, a virtually unlimited number of new economic opportunities which will be open. I also think it will shrink distance in a way that will make it possible for more profitable investments to be made in areas that are now still kind of left behind in this economy.

And I—you know, we've tried to do an analysis of all the areas in America which have had slow job growth or which still have higher unemployment. And we developed this new markets initiative and proposed more empowerment zones and things of that kind. But the—if we can bridge the digital divide and literally make the Internet accessible to lower income people and to places that are not fully participating in this economy, I think the potential is staggering.

Now, to the second question, yes, I'm concerned about the latest hacking incidents. But I think that, you know, we've gotten all this incredible benefit out of a system that is fundamentally open. And as you know, I've worked hard to keep it unencumbered, to try to make sure that Internet commerce is not unduly burdened by regulation or taxation. And if you have an open system like this, you're going to have to have continuous guarding against intrusion. And people go where the money is. It's like Willie Sutton, you know? I mean, the money's in information and in knowledge about transactions and opportunities.

And so my view of this is that this—our renewed vigilance to try to deal with cyberhacking, or even cyberterrorism, is part of the cost of doing business in the modern world. We've been working hard on this for 2 years. We've proposed, I think, $2 billion in this budget to deal with it. We've got this, you know, this proposal for a cyber-academy to train young people to try to work to help us prevent illegal intrusions into the Internet and into important databases.

And we have this FBI center, as you know, and—I think it's in Pennsylvania, near Pittsburgh—that's looking into these latest incidents. But I'm going to bring in some people next week from the private sector and from our Government team, to talk about what if anything else we can do about this.

Q. Because of the incidents that just happened?

The President. What?

Q. You're going to bring them in because of these events that just happened?

The President. Yes, Yes. As a result—you know, we have a continuing ongoing consultation with them. We've had extensive conversations leading up to the proposals that we've already made and the work we've done for the last 2 years.

But I don't—I wouldn't—I think it's important that we not overreact to this. I mean, we don't want to shut off this incredible resource, which I think will be a source of great wealth and, I think, will have all kinds of social benefits, not only in the United States but around the world. And we just have to recognize that it's like any other new institution that's a source of ideas, information, and wealth.

I mean, people used to—it's harder to rob a bank than it used to be, and we figured out how to make it harder. And we'll figure out—we'll continue to figure out to secure the Internet without shutting it down or closing off options. But the American people, in my view, should look at this as an inevitable negative development in what is an overall very positive trend. And there's probably no silver bullet to deal with it, but we'll keep working at it until we can prove our capacity to protect the people who are participating in it.

Q. But doesn't this set some limits on the growth of the new economy, the Internet economy? I mean, there was this poor soul who was described in the Post today—he sat there on E-TRADE and watched his stock drop 6 percent while he couldn't get online. I mean, if some 14-year-old kid—and we [p.278] don't know who has done this, but if some 14-year-old kid with a PC can screw up the system that badly, doesn't that effectively limit how much people are going to trust it and how much people are going to use it?

The President. Unless we can solve it. But unless we can figure out how to solve the problem—but my instinct is that there are people just as clever or more clever who will be interested in making the thing work for society as a whole as there are those that want to gum up the works.

The fact that a 14-year-old did it, I don't think, should be surprising to anyone. I mean, all the rest of us—you know, you get to thinking by the time you're 35, you're too old to break new ground in this area. But it's troubling, but I don't—again, I would say that if you look throughout history, every new positive development contains within it the seeds of its own vulnerability, and then people, either for pure mischievousness or because they're trying to do something really wrong and reach some illicit benefit try to interfere with it.

So I don't think what you're seeing today is sort of anything new in terms of human nature or people trying to put their ingenuity to work for destructive purposes. And we just have to keep working until we find ways to thwart it. Because I think fundamentally, this has been an extraordinarily positive development for our country and for the world. . .

Biotechnology and the Human Genome Project

Q. Mr. President, can I take you from the new economy to what you may call the new-new economy, biotech and the human genome. As you know and as you've said in the State of the Union, we're within months of having a first draft of the entire human genetic code. As I'm sure you also know, there is some argument about how we can best put it to use: Whether we should have very broad access to it by scientists and so on, or whether we get products, new treatments, and so on, faster, if it's more narrowly constrained, or access to parts of it, substantial parts of it, are more narrowly constrained; should the public, and especially the research community have ready access to the underlying human code, the genome itself?

The President. Yes.

Q. You know that there are people who say that we should allow extensive, broad patenting of it, not just to use, but have a compositional matter portion where people actually—companies, biotech companies—biotech companies, the drug companies actually control the underlying sequence, and that's the best route to get products out fast, get new treatments. What do you think of that argument?

The President. I basically agree with the guidance that the Patent Office has now announced, that they believe that the broad information, the basic sequencing of the genome should be made public and should be made publicly available to scientists and researchers, to all people in private sector businesses and——

Q. Why do you think the Patent Office is—do you think the Patent Office is saying that, and why do you think the Patent Office is saying that? Because there are many people, Dr. Collins, for example, who you were with 2 days ago who say that's not what the Patent Office is doing?

The President. Let me answer your question first of all, and then—I think the patenting should be for specific discoveries and developments that have a clear and definable benefit, because you don't want to take those things, you don't want to—I think we would be making an error not to give people who develop such things the benefits of them, and you would, then, discourage private investment and research in that area.

Now, I think some—I believe—and I think that's the position that Dr. Collins believes that we should have. Now, the Patent Office has been criticized for not following that, for having a policy that was too broad if you will, but they have—my understanding is that they've announced new guidance and that this is the policy they're going to try to follow prospectively into the future, and it's the one I think they should follow. And I understand there is a debate about this.

But I think most scientists and researchers believe the basic information ought to be as broadly shared as possible. And then when people develop something that has specific [p.279] use and commercial benefit and the kind of thing that has to be done and should properly be done in the private sector, then that ought to be patentable.

Q. Because, for example, Dr. Collins, who you were with a couple of days ago, and Dr. Lander talked with you and to you about this at the millennial evening last fall, have concern about this, I wonder, would you sketch what you think—in a little more detail—what you think ought to be publicly available and how you can assure that that is publicly available even when we have a very aggressive, very innovative private sector that is filing patents like mad?

The President. The thing that I'm concerned about, obviously, the thing that I'm concerned about is the capacity of the Patent Office to make the judgments and to make them at a timely fashion and to draw the lines in the right way. And you know, I certainly don't feel, for example, that I have the level of knowledge to know how to split the hairs there. And I think what we've got to do is to make absolutely sure if we've got the right policy. Then we have to make sure that the Patent Office has the capacity to implement the policy, not only in the right way but in a timely way.

The worst thing would be to have these things all bogged down for years and years and years. And I think that's one of the things we're going to have to assess this year to really try to make sure that we have the capacity to make the right judgments and to make them in a timely fashion.

National Economy

Q. If I could take the discussion back to a little bit of a more broad approach, things are going so well now economically speaking, and you regularly recite figures that are very impressive, I'm wondering if there is any particular thing or set of things that you regard as possible threat on the horizon that we need to look out for, that we need to be paying attention to. There's been some discussion of high oil prices, for example, and they've talked about the trade deficit.

What would you see as the things we need to be watching?

The President. The thing that bothers me about the high oil prices, primarily, is the disproportionate effect it has on people who are excessively relying on oil. We still have, mostly in the mid-Atlantic and New England—we still have too many people who still rely on home heating oil. They're the ones that have really been hurt.

The country's overall reliance on oil is much less than it was 25 years ago when we had the big oil price problem. And we're on the verge of real, new breakthroughs in fuel efficiency. Our ability to build our buildings with far less energy use per square foot is dramatically increasing, both residences and office buildings. There are all kinds of advances in factory efficiency now.

So the real problem I have with the oil prices is the very old-fashioned problem of the people that are just too dependent on home heating oil, and it's a real, serious problem.

But I don't think that will sink the overall economy or threaten it. I think it's far more likely that we have to be vigilant about the size of our trade deficit and the amount of American obligations held by people in other countries, combined with a very high level of debt in this country.

One of the reasons—right now, we're in good shape on that, because the debt-to-wealth ratio of Americans looks very, very good indeed, even though the per capita debt is high. I also think the individual savings rate is somewhat understated because I don't think we calculate the impact of homeownership as well as we should, and we have the highest homeownership in history.

But for me, that's another argument for our economic strategy. That's why we ought to be trying to—not trying to, we ought to be actually paying down the debt and be very disciplined about it and say that we're on a track to eliminate the publicly held debt over the next 13 years. I understand there's a lot of problems with people who think that would be bad for the bond market and interest rate settings and all that. That's an arcane decision we could have on another day.

But I think basically, one of the reasons that I have been so adamant about paying this debt down is that it tends to stabilize a system that requires if you're having a lot of business expansion, requires a lot of business borrowing for new investment, and [p.280] where you have a lot of personal borrowing from people who feel the security to do it, because they have more assets, but the value of the assets is dependent in part on the overall stability of the economy, the confidence of the American people, and the confidence of investors around the world.

I don't think we made a mistake to leave our markets open, for example, during the Asian financial crisis, even though it exploded our trade deficit, because I think it helped the Asians to recover more quickly, and it helped to stabilize the global economy. But if you ask me the only things that I'm concerned about, I'm concerned about those things. And I think the way to deal with them is to do what we're doing, which is to keep paying the debt down, so that the overall fiscal health of the American economy, when you look at public and private debt, against assets and wealth and growth potential, continues to be robust and strong and the confidence remains high.

Japan's Economic Situation

Q. Speaking of the trade deficit, Japan looks like it's sliding back into recession. I know that this Government has been jawboning the Japanese for years now to try to get them to change policies. How worrisome is it that after all their effort, they're going backwards at this point in terms of our trade deficit?

The President. I think that—let's just talk about Japan a minute. First of all, it's a very difficult case, because you've got this country of people who work very hard, who are very well educated, and who have an enormous technological base. My heart goes out to them, because they have tried to take—they've taken interest rates down virtually to zero and are virtually paying people to borrow money. And then the savings habits of the Japanese are so great—and for that and other reasons they've had difficulty making that strategy work.

Then they've got a Government deficit now—they've tried deficit spending, and the deficit is a higher percentage of GDP than ours was when I became President. So I think that somehow what they have to do is to unlock the creative potential and the confidence of their people at the same time, which will be politically difficult because it will require them, I think, to keep going to, in effect, deregulate, open up, and make more competitive their economy. I think that somehow they've got to tap the energies of all these young people, like all these young people in America are creating all these Internet companies and doing all the things they're doing there.

They're an immensely gifted people, and they work like crazy, and they have everything they need I think to succeed. And they're highly efficient in their energy use. They've got a lot of things going for them. I just think that it must be so difficult for them because the traditional stimulus hasn't worked, traditional bringing interest rates down hasn't worked, because of the nature of the present economy. So I think they're just going to have to keep pushing to unlock the sort of spirit of entrepreneurialism and creativity and confidence in their economy. And meanwhile, we'll just keep working with them and do the best we can.

Yes, I'm concerned about it, but I just have to believe that sooner or later—and hopefully, it will be sooner rather than later—they'll come back, because they just have so many assets, they have so much talent.

Q. Does it frustrate you at all that they refuse to change some of the structural policies that we have tried to get them to change over the years?

The President. Yes, but it just takes time. I mean, look at how long the rest of the world beat up on us before we finally had the—in the eighties—look how long the rest of the world hit on us before we finally did something about our deficit. For all of the talk about the globalization of the world's economies, nations are still governed by their people, their own institutions; they deal with their own impediments as well as their own promise. And I think they'll get there.

I think the Prime Minister of Japan is an able man and a man who has shown some political courage already in making some changes, and I think what we have to do is keep pulling for them and do our best to share what we believe will work. And we all need a little humility because they—you know what works in one decade is not always [p.281] great in the next decade. And all these countries had to—they worked on us for a long time before—you know, telling us we had to so something about the deficit.

But I just hope that they will—I wish that they had the confidence in themselves right now that I have in them. I wish that they believed that they could make this sort of leap into the 21st century economy and still be able to maintain their social fabric. And I think eventually they'll do it because I don't think they want to fail. I think they want to succeed. And you can't blame them for playing out these two tried and true strains of economic recovery, on the deficit spending and on the low interest rates, before getting to—because that was easier to do than to deal with the underlying structural issues. And I think eventually they'll do that.

I mean, look at the pain that was caused in America in the 1980's when all the industries had to be restructured and all the—the whole economy was topsy-turvy, and there was a lot of difficulty there for people. And countries don't willingly absorb that kind of short-term pain, even though they know the long-term gain is out there.

So I just think that—but I think they'll get to it. They'll have to. And I think they will, and I think we just need to stick with them, keep encouraging them, keep supporting the right kind of change.

Q. Thank you very much.

The President. It's an interesting time to be alive, gentlemen. Don't you think?

Note: The interview began at 5:36 p.m. in the Oval Office at the White House. In his remarks, the President referred to Francis S. Collins, Director, National Human Genome Research Institute, National Institutes of Health; former Senator Lloyd Bentsen; and Prime Minister Keizo Obuchi of Japan. An interviewer referred to Eric Lander, director, Whitehead/MIT Center for Genome Research. Participating in the interview were George Hager of USA Today, Peter Gosselin of the Los Angeles Times, and Naftali Bendavid of the Chicago Tribune. This interview was released by the Office of the Press Secretary on February 11. A tape was not available for verification of the content of this interview.

Source: United States. Executive Office of the President, Weekly Compilation of Presidential Documents, Week Ending Friday, February 11, 2000 (Washington, D.C.: U.S. Government Printing Office, 2000), 36:274-281

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CNN AHEAD OF THE CURVE, February 24, 2000

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SHOW: CNN AHEAD OF THE CURVE 05:00

February 24, 2000; Thursday

Transcript # 00022410V62

TYPE: ANALYSIS

SECTION: Business

LENGTH: 680 words

HEADLINE: **Alan Greenspan:** The Man Behind the Phenomenon

BYLINE: David Haffenreffer, Christine Romans

HIGHLIGHT:
Now that **Alan Greenspan's** Humphrey Hawkins testimony is out of the way, a look at the pulp of **Alan Greenspan,** certainly a popular man these days. A look at the man and personality of **Alan Greenspan.**

BODY:

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DAVID HAFFENREFFER, CNN ANCHOR: Now that **Alan Greenspan's** Humphrey Hawkins testimony is out of the way, it's as good a time as ever to look at the pulp of **Alan Greenspan.** He certainly is popular these days.

And here back with us this morning is Christine Romans with more on that front.

CHRISTINE ROMANS, CNN CORRESPONDENT: Hi, there.

Well, he certainly does get a lot of air time during the Humphrey Hawkins testimony. While sometimes it's a little hard to figure out what exactly he's saying, there sure are a lot of people who are hanging on his every word.

So, a little bit about **Alan Greenspan.** I have to say that yesterday, down at the floor of the New York Stock Exchange, one trader came up to me and he said, you know what the G stands for in Greenspan? It stands for "god," and there will be nothing going on here on the floor until god has spoken and we know which way to go. So, he really does command an awful lot of respect on Wall Street. He's seen as subtle, cautious, measured. There are some critics, though, who say he hasn't embraced the new era well enough and he's still tied to old economic thinking and the Phillips Curve.

But that aside, he is indeed an interesting personality as far as economists go; that's what lots of traders tell me. He was, you may or may not know, born in 1926 in New York City, and he was in a swing band early on in his career, the Henry Jerome Swing Band, traveled all over the country. Went to NYU undergrad, went to Columbia. He is an Ayn Rand devotee, if you did or did not know that. Enlightened selfishness was her theory of thinking, and he was a follower of hers and in her circle here in New York. And he reportedly ponders economics in the tub. I asked David Jones from Aubrey G. Lanston about this, and he said that, yes, he asked Mr. Greenspan, and Mr. Greenspan confirmed to him that he spends, you know, an hour and a half, two hours a day thinking about economic theory and reports in the bathtub. So, more than you ever wanted to know about **Alan Greenspan.**

HAFFENREFFER: I was going to say, that may be a little more information than we need.

ROMANS: Right. He's also married to a journalist, Andrea Mitchell. They got married in 1997 after a decade of dating, and he is very much sought after on the dinner party circuit in Washington, D.C., my friends and sources in D.C. tell me. So, he is really -- really a world-renowned, world-watched guy. He's been -- served under three presidents, Reagan, Bush, Clinton, and it looks like he's been reconfirmed so he'll have another four years.

HAFFENREFFER: He's also been known to play golf with SEC Chairman Arthur Levitt time to time.

ROMANS: Yes. And he plays tennis.

HAFFENREFFER: And is it my imagine or is he actually getting sort of clearer with his messages to the public now? I know that for many years people were hoping for a Greenspan-to-English dictionary.

ROMANS: I'd still like one of those, too.

HAFFENREFFER: Yes, but in his last presentation on Capitol Hill it seemed to be a lot clearer, a lot more forthright.

ROMANS: It is, you know, and it's funny, some economists tell me that as they've watched him over the years they've seen how he's polished up sort of his -- his message, his sort of blurry message, but by the same token they've seen how he's actually polished up his ability to say exactly what he wants to say amidst an awful lot of other things that don't -- maybe don't mean as much as his one clear message is, and that (OFF-MIKE).

HAFFENREFFER: Keeps the media from having to say that the Fed Chairman suggested something...

ROMANS: Exactly. It's Greenspeak. I mean, he is -- he has -- he has polished Greenspeak, and we heard it yesterday, and it's -- it was Greenspan at his finest yesterday.

HAFFENREFFER: Christine Romans, thanks very much.

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The New York Times, January 5, 2000

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January 5, 2000, Wednesday, Late Edition - Final

SECTION: Section C; Page 1; Column 2; Business/Financial Desk

LENGTH: 1387 words

HEADLINE: THE MARKETS: Market Place -- Hail to the Fed Chief (for Now, at Least); Can Greenspan Maintain Investor Support if the Economy Sputters?

BYLINE: By GRETCHEN MORGENSON

BODY:
THE best time to leave the stage, the theory holds, is when the audience is clamoring for more. **Alan Greenspan,** chairman of the Federal Reserve Board and a man currently beloved by investors, is about to test that theory.

President Clinton yesterday nominated Mr. Greenspan to a fourth term as chairman of the nation's central bank, well ahead of the June 20 expiration of his current term. The nomination, which was surprising only in its timing, was enthusiastically received by stock and bond market strategists who give Mr. Greenspan much of the credit for the prosperity enjoyed by most investors and consumers in the United States.

Nevertheless, the news that Mr. Greenspan would stay on at the Fed was not enough to overcome widespread fears on Wall Street that rising interest rates would put a crimp in corporate profits. Those worries contributed to a sharp decline in all the major stock indexes. The Dow Jones industrial average fell 359.58 points yesterday, a 3.17 percent drop, and the Nasdaq composite index lost 5.55 percent. Long-term bond yields stood at 6.54 percent yesterday, up from 6.25 one month ago.

Mr. Greenspan's accomplishments as Fed chairman for the last 12 years are impressive. He followed Paul A. Volcker, the legendarily laconic cigar-smoking central banker who helped crush inflation by sending interest rates to punishing levels and presiding over the worst economic downturn since the Great Depression.

But Mr. Greenspan, in steering the economy safely through both smooth and treacherous waters since 1987, has probably become the first central banker to be given true celebrity status.

His open approach to policy making -- telegraphing moves the Fed is planning to make well before the board makes them -- has been copied by central bankers around the world. And the confidence he has earned from investors who believe that Mr. Greenspan will be able to meet whatever challenge lies ahead of him, has made him perhaps the most effective Fed chairman ever.

"A lot of people, even the libertarian economists who don't even like the Fed, will tell you that **Alan Greenspan** is perhaps the best chairman the Fed has ever had," said Richard Sylla, a financial historian at New York University's Stern School of Business.

And yet, most market strategists agree that the challenges facing Mr. Greenspan this year rank among the most formidable he has had to meet during his tenure at the Fed. Although he is adored at the moment, all his fine work could be forgotten if he is unable to walk the tightrope of maintaining economic growth while keeping inflation low.

"The Federal Reserve has a very challenging position to attack at this stage," said James E. Moltz, vice chairman of International Strategy and Investment, an investment research firm in New York. "Clearly the economy is strong and the financial markets have been exceedingly robust. But the pace that both the economy and the market are moving in are not sustainable long-term. As you try to cool that off, it's a very delicate process."

How delicate that process is will be topic A when the Federal Reserve's Open Market Committee meets on Feb. 1 and Feb. 2 to discuss monetary policy in the first of eight sessions scheduled this year. At that meeting, the Fed is widely expected to raise the benchmark federal funds rate, currently at 5.5 percent, by one-quarter of one percentage point in what would be its fourth interest rate increase since June.

When Mr. Greenspan took command of the Fed in August 1987, the stock-market crash, which took blue-chip stocks down more than 500 points, or about 23 percent, in a single day of trading, was just two months away. His response to the crisis was to flood the banking system with funds, ensuring that credit was readily available to all who needed it. This kept the economy from stumbling and, as a result, the crash did not lead to a immediate recession. Mr. Greenspan had aced his first test.

The next crisis the Fed chairman faced was the recession of the early 1990's, when the nation's financial institutions were teetering on the edge of insolvency. Mr. Greenspan slashed interest rates, allowing the banks to shore up their balance sheets by borrowing from the Fed at 3 percent and investing in government bonds paying 5 percent. Thus, he is credited with engineering the recovery of the 1990's and helping to lay the groundwork for what will be the longest economic expansion in the nation's history as of next month.

Mr. Greenspan's handling of the global economic downturn that began in Asia in 1997 and spread to Russia and Latin America a year later also earned kudos. By cutting interest rates three times in 1998, he sent a signal that the Fed was there to prevent any fallout from the Asian financial panic from hitting American shores.

When stock prices pulled out of their dive in the fall of 1998, Mr. Greenspan's popularity on Wall Street was secured. And, as stock prices climbed ever higher, investors loved him even more.

"The market falls in love with Fed chairmen and probably ascribes greater wisdom to them than they deserve," said Byron R. Wien, chief United States strategist at Morgan Stanley Dean Witter. "Nevetheless, **Alan Greenspan** has been a remarkably balanced and sensitive Fed chairman."

Indeed, the fact that Mr. Greenspan is not a rigid adherent to any particular monetary policy ideology has helped convince investors that he will do whatever is necessary to maintain the stability of the financial system.

One of his hallmarks has been the way he and other members of the Fed go out of their way to clearly warn investors well in advance of interest rate moves. Before Mr. Greenspan's tenure, Federal Reserve policy and its imminent moves were considered a closely guarded secret. And Mr. Greenspan also learned from his mistake in springing an interest rate increase on the markets immediately after taking office in August 1987.

"He has changed the way central banking has been done in the past 10 years," said Stan

Jonas, managing director of Fimat U.S.A., a broker-dealer in New York that specializes in futures and derivatives. "He's been much more specific and open; he has made the Fed a much more predicable entity."

In so doing, Mr. Greenspan's Fed has effectively let the bond market take the lead in enforcing monetary policy. This helps the Fed by making its interest rate moves more acceptable to investors when they do come. Other Fed chairmen have been more proactive, often surprising the markets with their moves.

The danger in letting the bond market take the lead on monetary policy comes when investors begin to believe the Fed is not acting quickly enough to fight resurging inflation.

"The negative catalyst that historically has been the most powerful in the stock market is the perception that the Fed is behind the curve and that interest rate increases will be more numerous and last longer than people thought," said Christine A. Callies, the chief United States market strategist at Credit Suisse First Boston.

One of these periods may be just beginning. Gemma Wright, senior interest rate strategist at Aubrey G. Lanston, an investment firm in New York, believes that the Fed is going to try to slow the economy from a growth rate in excess of 5 percent lately to a pace closer to the 3 percent to 3.5 percent that it views as noninflationary.

"This gets a little trickier now because of the global economic rebound we're beginning to see," Ms. Wright said. "As economies in Europe and Asia re-emerge, that's going to mean another year and a half of fairly vigilant monetary policy."

While the bond market is ready for such vigilance, the stock market may not be. If a series of interest rate increases push down stock prices, that will sorely test investors' ardor for Mr. Greenspan. As a result, he might come to wish he had left the stage when stocks were at their headiest and the applause was at its loudest.

"The job of the Federal Reserve chairman is not to win a popularity contest," said Mr. Sylla, the N.Y.U. professor. "If he's doing his job he should be somewhat unpopular some of the time. Greenspan has been almost too popular and that's a tribute to what a good job he's done. If he continues to do a good job, he's likely to be less popular."

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GRAPHIC: Photos (Stephen Crowley/The New York Times); (Associated Press); (Agence France-Presse)

Chart/Photos: "Mr. Greenspan's Wild Ride"
After a rocky start with the October 1987 stock market crash, **Alan Greenspan,** in 12 years as chairman of the Federal Reserve, has presided over one of the greatest Wall Street booms of all time. Meanwhile, the nation's economy, except for a relatively brief recession in 1990-91, has chalked up impressive gains as both unemployment and inflation have fallen to lows not seen since the 1960's.

A HARD ACT TO FOLLOW
Mr. Greenspan, selected by President Ronald Reagan to succeed Paul A. Volcker at the helm of the Fed, was sworn into office on August 11, 1987.

DOW 5,000
Traders at the New York Stock Exchange celebrated when the Dow Jones industrial average closed above 5,000 on Nov. 21, 1995.

'IRRATIONAL EXUBERANCE'
The market deflated briefly on Dec. 6, 1996, after Mr. Greenspan hinted that he was worried investors had pushed stocks too high.

REWARDED WITH A FOURTH TERM
Yesterday, President Clinton nominated Mr. Greenspan, who is 73, to serve another four years as chairman of the Federal Reserve Board, saying his wise and steady leadership has inspired confidence, not only here in America but all around the world. The move is widely expected to be approved by the Senate.

(Sources: Bloomberg Financial Markets; Haver Analytics)

Graph tracks the Dow Jones Industrial Average, weekly, since July 3, 1987.

Graph tracks the unemployment rate and the change in consumer prices from previous december since 1987.

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Investment News

Investment News

March 27, 2000, Monday

SECTION: Pg. 1

LENGTH: 1082 words

HEADLINE: A. Greenspan The Real Man to these fans; Although to at least one in club, 'Greenspan is God'

BYLINE: Frederick P. Gabriel Jr.

BODY:

Back off, Britney Spears. Step aside, Leonardo DiCaprio. **Alan Greenspan** -- "Greeny" to his followers -- has a fan club all his own.

Maybe it's the way he always has one hand in a pocket, playing with small change -- a constant reminder of the enormous power he wields over the change in our own pockets as chairman of the Federal Reserve Board. Or perhaps it's the confidence with which Delphic sentence fragments about monetary policy roll off his tongue, leaving many listeners nodding in agreement even though they have no idea what he's talking about.

Whatever the reason, people like David Gallivan worship him.

"I particularly like his ability to stand strong in a rising storm of public and political pressure," says Mr. Gallivan, an 18-year-old freshman at Metropolitan State College in Denver. "Greenspan does a lot for this country, and right now he's taking a lot of flak because people are afraid that his attempts to slow down the economy will hurt their portfolios."

Mr. Gallivan, a business management major, launched an Internet site devoted to Mr. Greenspan 15 months ago. He bills getexuberant.com as the "home of the unofficial **Alan Greenspan** Fan Club."

The site offers a basic biography of the Fed chief alongside a brief tutorial on Economics 101. It also has a message board, where fans of Mr. Greenspan are encouraged to debate their views on the latest moves by the so-called "Greenman."

Unlike most other message boards, however, the postings on Mr. Gallivan's site are relatively tame. That's because he routinely tosses messages that disparage his idol. He also doesn't tolerate messages that contain the word "senile" or try to link his hero to UFO sightings, or any other conspiracy theory for that matter.

On a typical day, the site gets 200 to 300 visitors. On a day -- like last Tuesday -- when Mr. Greenspan decides to fiddle with interest rates, that figure shoots up to 500. The site's mailing list has about 500 subscribers.

"I thought **Alan Greenspan** deserved to be acknowledged on the web for what he's done for this country," Mr. Gallivan says.

Apparently, he is not alone.

"Greenspan is God," gushes a fan in the site's guest book. Another pays homage to Mr. Greenspan in the form of a poem "**Alan Greenspan/** He's the man/When the economy's booming/his genius is blooming..."

Fed spokeswoman Lynn Fox, who has seen the site, says: "There's a broad array of interest in the chairman and it varies across a broad spectrum of ages. It's a natural extension of the fact that he's a very public figure and people are paying more attention to the Federal Reserve than they have in the past."

To be sure, Mr. Gallivan's isn't the only site devoted to the Fed chairman. The Silly "**Alan Greenspan"** Putty site (http://genome.wustl .edu/gsc/staff/mholman/gspan.html) allows visitors to twist and stretch the stern face of Mr. Greenspan using a computer mouse -- as if they were playing with Silly Putty.

CAll him st. somber

In explaining his reason for using Mr. Greenspan's mug, the site's creator, Michael Holman, says "I needed a face that posed a challenge to make smile. He's such a somber guy."

Mr. Holman, 34, who is the web development coordinator for the Genome Sequencing Center at Washington University Medical School in St. Louis, says the two-year-old site is just starting to attract attention, although he's not sure why. "I kind of forgot about the site for a while, but it's been getting more attention lately."

Let's face it. Mr. Greenspan is no Ricky Martin, but his puss does represent more than a decade of unflinching prosperity.

Just as the presence of a watch posits the existence of a watchmaker, the fact that the economy has been doing so well for so long leads some to look for the existence of an economic shepherd, an individual who is steering the economy past inflation, recession and stock market collapse. For many, that person is **Alan Greenspan.**

"People are trying to put a name and face behind this period of economic prosperity," says Andrew Weiss, a professor of economics at Boston University. "**Alan Greenspan** is one of the few constants. Plus, he inspires confidence in people."

This is, after all, the man who inspired the popular "briefcase theory."

The theory goes like this: on days when Mr. Greenspan is planning to make a major announcement he packs his worn briefcase with papers, making it much heavier than usual. Some Greenspan watchers believe they can get a jump on the market by watching how the chairman is carrying his briefcase.

But not everyone who visits Mr. Gallivan's web site is a Greenspan die-hard. Ronald John Chiodi, for example, uses the site to keep track of Mr. Greenspan's speaking engagements. "Each time I hear of him speaking I sit at my computer in fear and terror watching the market gyrate and wonder when I will have to commit hara-kiri due to loss of funds," says the 56-year-old retiree who lives in Fairport, N.Y.

Mr. Chiodi gives Mr. Greenspan high marks overall: "I just think he would be better off in Europe where social control of the markets is more familiar to the general populace. Maybe Russia or China would be a good choice for him."

For his part, Mr. Gallivan is working on plans to expand getexuberant.com. Among the features he'd like to add is an in-depth analysis of the role the Federal Reserve plays in setting monetary policy, both past and present. He'd also like to track the economic indicators that Mr. Greenspan relies upon in making his decisions -- as soon as he finds out what they are.

While Mr. Gallivan, who lives at home with his parents in Denver, has not heard from Mr. Greenspan himself about the site, he occasionally receives e-mails from Federal Reserve employees, he says.

Mr. Gallivan concedes that his interest in Mr. Greenspan, which was sparked during his sophomore year in high school when he was studying economics for the debate team, is a little unusual. His father, he says, equates him with Alex P. Keaton, the Reagan-idolizing teenager played by Michael J. Fox on the popular '80s television show "Family Ties."

"Most kids would be out playing football or something," says Mr. Gallivan, who had a grade point average of 3.0 last semester. "But there are worse things I could be doing."

Asked what he would say to his idol if he were to meet him, Mr. Gallivan responds, "I'd have to ask if there's any truth to the briefcase theory. It's just something I have to know."

GRAPHIC: DAVID GALLIVAN: Sees nothing irrational about his exuberance for the Fed chairman on his website: www.getexuberant.com.

LANGUAGE: ENGLISH **ALAN GREENSPAN** (96%); DAVID GALLIVAN (90%);

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