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COLLECTION:

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First Lady's Office
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[HRC Background File] Tuesday, February 15 [1994] [1]

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Kahzhakstan / Feb 15
Rosemarie Forsythe
Y54508

Los Angeles Times

January 16, 1994, Sunday, Home Edition

SECTION: Part A; Page 1; Column 5; National Desk

LENGTH: 1783 words

HEADLINE: FIRST LADY IN SPOTLIGHT FOR HER ROLE IN WHITEWATER; INQUIRY: HER REPUTATION AS A TOP CORPORATE LAWYER SEEMS TO CONFLICT WITH HER PURPORTED NAIVETE ABOUT HIGH FINANCE.

BYLINE: By JOHN M. BRODER and JAMES RISEN, TIMES STAFF WRITERS

DATELINE: WASHINGTON

BODY:

As the White House struggles to contain the controversy surrounding the First Family's involvement in the tangled Whitewater real estate and banking affair, First Lady Hillary Rodham Clinton's role has begun to raise as many questions as her husband's.

Indeed, the Whitewater matter now seems to be a controversy befitting the Clintons' modern, two-career political marriage: Just as the First Lady has played a critical role in major policy decisions on health care and other issues, she now finds herself a central figure with her husband in this politically threatening affair.

It is Hillary Clinton's independent career as a top attorney in Little Rock, Ark., while her husband served as governor -- and her reputation for being the financial brains of the household -- that have prompted questions about her role in the Whitewater matter.

Even friends in Arkansas are wondering why she has not come forward with a fuller account of what she did and what she knew at the time the events in Arkansas were unfolding.

"I don't know why she hasn't been more open about explaining" her work as a lawyer for the defunct savings and loan at the center of the affair, said Beverly Bassett Schaffer, a former Arkansas state regulator and longtime acquaintance. "I don't understand why they (the Clintons) were in business with someone like McDougal," the thrift's owner.

James B. McDougal, a friend of Clinton's, owned Madison Guaranty Savings & Loan and was half-owner with the Clintons in an Ozark Mountain real estate venture called Whitewater Development Corp.

The President and Hillary Clinton have said they were innocent bystanders as McDougal drove his lending institution into the ground with a binge of bad loans and frittered away nearly $70,000 of their assets on the bankrupt Whitewater project.

Unresolved, though, is the mystery of how to reconcile this image of naivete in the world of high finance with Hillary Clinton's reputation as a top corporate lawyer and board member of some of the nation's biggest corporations.

The question being asked more openly in Washington and Arkansas is: How could Hillary Clinton -- whom one legal journal called one of the 100 most influential lawyers in the United States -- be unaware of gross mismanagement at a savings institution she represented as an attorney and neglect her family's only substantial financial asset?

Those questions intertwine with a web of others as federal investigators continue their inquiry.

Specifically, they are trying to determine whether, amid the careening disorder in the runaway S&L and Whitewater, money from a federally guaranteed thrift was diverted into Clinton's 1984 campaign coffers. Also, there is the matter of whether the institution got favorable treatment from Arkansas authorities that helped keep it in business before federal regulators finally shut it down in 1989.

It is Hillary Clinton's role as a former attorney for the savings and loan that has raised concerns about her actions.

McDougal, who worked with Clinton in Sen. J. William Fulbright's office in the 1960s, bought Madison Guaranty in 1982 and soon began using it to make loans to important figures and to finance an assortment of speculations including his 4-year-old Whitewater venture with the Clintons, according to records filed with state regulators.

Before long, the S&L was on dangerous ground, and in 1984 federal regulators warned that they considered its lending practices questionable. The Federal Home Loan Bank Board directed the S&L -- along with others in Arkansas -- to raise more capital and put its house in order.

McDougal hit upon a quick way to raise money: selling stock. But that was not normal practice for savings and loans in Arkansas, and the proposal needed approval from the Arkansas Securities Commission. So McDougal had Little Rock's Rose Law Firm -- and specifically partner Hillary Clinton -- make his case for the stock sale to state regulators.

The White House has acknowledged that Hillary Clinton, then on a $2,000-a-month retainer with Madison Guaranty, worked on the proposal in 1985. But senior presidential adviser Bruce Lindsey said her involvement was minimal and that most of the legal work was done by a junior associate, Richard N. Massey, then a 28-year-old, first-year lawyer at the firm.

Joe Madden, the current commissioner of the Arkansas Securities Department, said there are at least three Rose Law Firm documents to the commission that refer questions back to either Hillary Clinton or Massey. But he said the case was fairly routine and that a "competent first-year attorney (as Massey was at the time) could have been primarily responsible for doing the research and doing the drafting."

Schaffer, who had just been appointed securities commissioner by then-Gov. Clinton when the case arose, said Massey handled meetings with her staff and that Hillary Clinton was the only senior attorney at the Rose firm with whom she or her staff communicated.

Ultimately, Schaffer and her staff decided that the unusual capital-formation plan did not violate Arkansas law and approved it. Because of its growing financial problems, though, the plan was never carried out by the thrift.

Schaffer, now an attorney in private practice in Fayetteville, Ark., said she did not feel pressured to rule favorably because the governor's wife was involved in the case.

But she expressed frustration at her old friend's seeming hesitation to publicly explain her role as a senior attorney in the case and thereby allow suspicions to grow.

Repeatedly, Hillary Clinton has insisted that questions arising from private matters a decade or more ago are not a fit subject for public scrutiny. She has refused to respond to any detailed inquiries, including the central one: whether it was proper to represent a business partner before a state regulatory board run by a personal friend and appointee of her husband's.

She has expressed bewilderment that the press and investigators are interested in the aftermath of a money-losing private real estate investment.

Jack Pitney, a political scientist at Claremont McKenna College in Claremont, said the First Lady's response created a credibility problem. It is difficult, he said, to believe she would ignore a major family investment and overlook a potential conflict of interest.

"She can't just throw her hands in the air and say she doesn't understand all this legal stuff. She can't claim ignorance of legal details," he said. "It is not a credible defense. Her involvement is a fix of her own making."

Friends and associates said the two images of Hillary Clinton -- meticulous lawyer and absent-minded investor -- are not mutually exclusive. While she was a keen professional at work, she had little interest in acquiring wealth or closely monitoring her family's finances, according to her defenders.

Lindsey, a longtime Arkansas friend of the First Family, said the Clintons got into the Whitewater deal on the assumption that McDougal would manage the property and the Clintons would simply make payments periodically on loans taken out to purchase the undeveloped land.

"They went into a real estate development with a developer with the clear understanding that he would manage the investment and with the clear understanding they would be passive investors," Lindsey said.

"When they were asked to write a check to Citizens Bank of Flippin (Ark.) or even to the McDougals when McDougal said there weren't sufficient funds from property sales to cover that month's mortgage payments, that didn't seem unusual."

He said the Clintons were aware that the property appeared to be losing value, but rather than questioning McDougal or seeking detailed financial statements on the deal, they just wrote it off as "bad business judgment,"

Lindsey said.

Another family friend's assessment is that neither of the Clintons was interested in getting rich; they concentrated through the 1980s on Clinton's political career and his wife's policy crusades.

"They don't know beans about business," said this Arkansas friend, who asked to remain nameless.

According to McDougal, the Clintons early in 1985 expressed interest in Madison Guaranty's affairs -- as well as their personal enrichment -- and sought the thrift's legal work for the Rose Law Firm. McDougal said he put Hillary Clinton and the Rose firm on the $2,000-a-month retainer at then-Gov. Clinton's request -- a claim the White House has denied.

In 1988, when Madison Guaranty clearly was on the verge of failure and McDougal was suffering personal problems, records show that Hillary Clinton wrote to McDougal to seek power of attorney over all Whitewater-related business.

She received that power but apparently did not use it until 1992, when she authorized Rose firm law partner Vincent Foster to work on Whitewater's delinquent tax returns.

In an unrelated case, she took a distinctly active role in a family investment involving much less money. In 1983, she, Foster and Webster L. Hubbell, another law firm partner, formed an investment partnership called Mid-life Investors, with each contributing an initial $15,000.

Roy P. Drew, a stockbroker who helped them set up the venture, said neither Foster nor Hubbell later expressed much interest in the performance of the partnership but that Hillary Clinton called frequently to ask about her investment, at times phoning him daily with questions and instructions.

The partnership eventually foundered, paying annual dividends of between $2 and $20 from 1986 to 1992, according to the Clintons' income tax returns. Lindsey, who follows the Clintons' personal business closely, said he knew virtually nothing about Mid-life Investors except that it was an insignificant part of the family's portfolio.

Some of the White House defensiveness about Whitewater questions over the last three weeks can be attributed to concern for Hillary Clinton's potential exposure to political damage.

The chief item on the White House agenda for 1994 is the health care reform initiative, which the First Lady has headed.

White House aides -- and ultimately the Clintons -- concluded this week that until questions are resolved about the First Family's business matters, little progress can be made on affairs of state, officials said.

"There ain't going to be no health care campaign if they don't get Whitewater out of the way," said Betsey Wright, Clinton's former gubernatorial chief of staff and an informal adviser.

Times staff writer Thomas B. Rosenstiel contributed to this story.

* WHITEWATER CHRONOLOGY: A look at the Clintons' involvement in the Arkansas real estate and banking venture. A18

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HEADLINE: S&L TIE TO FIRST LADY'S LAW FIRM PROBED;
BANKING: FDIC ASKS IF ATTORNEYS WHO REPRESENTED U.S. IN CASE AGAINST THE THRIFT'S ACCOUNTANTS MISLED REGULATORS ABOUT POSSIBLE CONFLICT OF INTEREST.

BYLINE: By JAMES RISEN and JOHN M. BRODER, TIMES STAFF WRITERS

DATELINE: WASHINGTON

BODY:

Federal banking regulators have begun an investigation of the Rose Law Firm's involvement with a failed savings and loan owned by a former business partner of President Clinton and First Lady Hillary Rodham Clinton, officials said Tuesday.

The Federal Deposit Insurance Corp. is trying to determine whether lawyers at Rose -- the Little Rock, Ark., firm in which Mrs. Clinton was a partner -- misled regulators about the potential for a conflict of interest when they represented the federal government in a case against the now-defunct Madison Guaranty Savings & Loan's accountants, said David Barr, a spokesman for the agency.

Federal regulators hired the Rose firm in 1989 to sue the accountants, Frost & Co., for negligence in auditing the S&L's books. Ultimately, the law firm received $400,000 in legal fees from the FDIC and settled the case in 1991 for $1 million. The government had sought $6 million from Frost.

While Madison was still in business in 1985, Rose attorneys, including Mrs. Clinton, represented the thrift and its owner, James B. McDougal, when it sought state regulatory approval for a novel plan to sell stock and raise money to keep the S&L afloat.

The plan to raise capital was approved by a state regulator appointed by then-Gov. Bill Clinton but was never acted on because of the thrift's worsening financial condition.

The state regulatory approval for the stock plan has become a key issue in a federal criminal investigation of ties between McDougal and the Clintons. The issue has raised questions about Mrs. Clinton's role in helping McDougal win the beneficial state ruling.

In their efforts to win state regulatory approval for Madison, the Rose attorneys relied on an audit report on the S&L by Frost & Co. to make its case in favor of the stock plan. When the law firm represented the FDIC in 1989, it was hired to sue the Frost firm on behalf of the federal government.

FDIC officials said they do not have evidence that they were purposefully misled by the Rose firm but cannot find any documentation and do not recall ever being told by Rose lawyers that it had represented Madison four years earlier in the state case. The Rose firm has insisted that it told the agency about the earlier case.

Documents released by the FDIC show that in 1989, Rose senior partner Vincent Foster, who later became deputy White House counsel and who committed suicide in July, 1993, solicited the federal agency's legal work on failed financial institutions in Arkansas. After the Rose firm won the right to handle legal work on Madison, much of the work was done by Webster Hubbell, now the No. 3 official at the U.S. Justice Department.

Hubbell, who handled the FDIC suit against Frost, insists that the federal regulators were told about the firm's prior involvement in the case. "Mr. Hubbell has said that he disclosed all the information that was requested and won a substantial settlement in the case for the FDIC," Justice Department spokesman Carl Stern said.

The FDIC said its inquiry is separate from an ongoing Justice Department criminal investigation of Madison and Whitewater Development Corp., the Arkansas real estate venture owned jointly by the Clintons and McDougal and his wife.

If the regulatory agency finds that it was misled by the Rose firm, it could move to bar the firm from receiving further work from either the FDIC or the Resolution Trust Corp., the federal agency charged with cleaning up and disposing of the assets of failed S&Ls. And if the agency finds that any Rose attorneys made false statements to federal officials about their potential for a conflict of interest, the FDIC could seek to press criminal charges, Barr said.

The FDIC investigation, being supervised by Jack Smith, deputy general counsel, has found no indication that false statements were made, Barr said.

Meanwhile, in a direct challenge to one of the First Family's chief contentions about the Whitewater real estate venture, Rep. Jim Leach (R-Iowa) said Tuesday that he does not see how the Clintons could have lost $68,900 on the investment, as they have maintained.

Rather, Leach said, his analysis of the records of the Clinton investment in the Ozark mountains property deal indicates that they may have broken even or lost at most $9,000. McDougal, who was 50-50 partners with the Clintons in the deal, said last weekend that he believed that the Clintons invested and lost about $9,000 in Whitewater.

The White House has cited the large reported loss in deflecting suggestions that the Clintons may have benefited from the failure of Madison, which ultimately cost taxpayers more than $47 million.

Leach, the senior Republican member of the House Banking, Finance and Urban Affairs Committee, noted that McDougal sank a much larger stake in the deal, yet granted the Clintons an equal share in the operation.

"That is an obvious gift," Leach said in a session with reporters. "The question is, what was the quid pro quo?"

Senior White House aide Bruce Lindsey disputed Leach's figures and vigorously denied the implication that Clinton had profited from his association with McDougal or used his office to benefit the Arkansas businessman.

"The Clintons submitted their records to an independent accounting firm who did a reconstruction and found that the Clintons invested almost $69,000 in this investment and that they lost the entire amount," Lindsey said.

Congressional and Justice Department investigators are seeking to learn whether Clinton, as governor, granted McDougal and Madison Guaranty favorable regulatory treatment that kept the institution open for several years after it had become insolvent.

They also want to know whether funds were illegally diverted from Madison to Whitewater or to retire a $50,000 debt from Clinton's 1984 campaign for governor.

Leach also accused the Clintons and their defenders of engaging in a "conspiracy of silence" about Foster's role in Whitewater.

Leach said that Foster, who negotiated the Clintons' sale of their share in Whitewater and who prepared the delinquent tax returns for the partnership, was intimately involved in the deal and suggested that it may have been a factor in his suicide. Foster shot himself in the head July 20 in an isolated federal park in Virginia.

"There is absolutely no basis whatsoever to speculate that Whitewater had anything to do with Vince's death," Lindsey said. "It's ghoulish to try to connect the two without proof."

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Hillary Rodham Clinton
Vista Magazine Corporate Achievement Awards Reception
15 February, 1994
Talking Points

Acknowledgements

It is so wonderful to be here tonight. I would like to thank VISTA Magazine for inviting me and for giving me this award.

As I look out into the audience I am extraordinarily proud of what I see. Here tonight are a group of women who are working hard and working together to make our world a more equitable place. Here are women who are breaking barriers. They are seizing opportunities for themselves, and in so doing they are creating opportunities for others.

Unfortunately, all of us are familiar with sexual discrimination. The discriminatory practices that attempt to keep qualified women from rising to the top despite their education, experience, or years of service, are real barriers with pernicious effects. For Hispanic women the problems are twofold. It is hard enough to be the token woman in a firm, but to be the token Hispanic as well is extraordinarily difficult.

Discrimination-- be it on the grounds of sex, ethnicity or race-- has no place in a country such as our own. And we must continue our fight to break down barriers. But what the seven award recipients and all the women here tonight have shown is that there are no obstacles that we cannot surmount. There is no glass ceiling strong enough to keep us down.

The women that we celebrate tonight defy the edicts of the past. They show that nothing is impossible. And these women show the promise of the future. By working hard to ensure that the future of this country [and for women in it] is bright and strong. And by providing wonderful role models for young [Hispanic-American] women. I hope that when your daughters are CEOs of major companies that they will invite me to come and visit them.

The seven women we honor tonight have [with their election to the Board of Directors of their Companies] shattered the glass ceiling in Corporate America. And it is up to all of us to remove all the shards and pieces of glass that remain.

One of the great strengths our sex is that we have always understood that no woman is an island. We have learned about the power and energy that comes from talking and sharing with one another. We have learned the importance of helping and looking out for one another. I think that tonight's celebration shows just how important these lessons have been.

I am so proud of all the women here tonight and what you have accomplished. And I know that the best is yet to come.

PROJECT FOR THE
REPUBLICAN FUTURE

February 10, 1994

MEMORANDUM TO REPUBLICAN LEADERS

FROM: WILLIAM KRISTOL WK

SUBJECT: Defeating the Coming Clinton-Cooper Compromise

Attached is a third political strategy memorandum on the debate over health care reform. The good news is that the president's plan has been further wounded in recent weeks. The bad news is that the logic of the current situation points toward eventual Clinton-Cooper compromise legislation -- legislation that would be bad for health care and for the nation.

We argue in this memo that Republicans can help avert this outcome. We can do this, first, by intensifying our assault on the Clinton plan and its underlying premises, which are shared by the Cooper proposal. This assault will require a mobilization of public opinion across the country. All polls tell us that the more people learn about the president's plan, the more likely they are to reject it. It is therefore essential that Republicans, business groups, and conservative organizations engage in media, direct mail, and other "voter contact" efforts now in order to expose the perils of the president's plan. The course of public opinion over the next several weeks is crucial to shaping a desirable legislative outcome.

Second, the Republican leadership on Capitol Hill needs to complement these grassroots efforts to discredit both Clinton and Cooper by moving more aggressively to advance a set of proposals that address America's health care problems. This set of principled, targeted reforms should not be simply another "Republican alternative"; rather it should be put forward explicitly as the basis for future bipartisan compromise -- a "Moynihan-Dole" bill, say -- that serves as the fundamental alternative to Clinton-Cooper. Such a bill would build on past bipartisan efforts while forging a new path toward greater choice and control for individuals and the doctors who treat them. And it would have the added virtue of appealing to all who are increasingly doubtful about the president's bill, including those who, while retreating from Clinton, may have taken temporary refuge with Cooper.

As in the past, we would be grateful for your thoughts about this assessment of the health care debate and the recommendations that accompany it.

1150 17TH STREET, NW, FIFTH FLOOR, WASHINGTON, DC 20036 (202) 293-4900 FAX: (202) 293-4901

HEALTH CARE: DEFEATING THE COMING CLINTON-COOPER COMPROMISE

"[Y]ou should realize our bills are very similar. The White House bill and my bill have a lot in common, and we're very proud of that.... I want the White House to win." Rep. Jim Cooper (February 4, 1994)

"[I]n some ways I think that Jim Cooper is being extremely helpful to the process, extremely helpful to the process." Sen. Jay Rockefeller (February 4, 1994)

"[I]n broad outline the Clinton and Cooper proposals are more alike than either side at times finds it convenient to acknowledge." The Washington Post (February 7, 1994)

Jim Cooper, Jay Rockefeller, and the *Washington Post* know something that many people in Washington (including, we fear, many Republicans) do not: that while the Clinton Administration's health care legislation may be in trouble, its project of reform by sweeping government dictat is, unfortunately, still alive.

The new conventional Washington wisdom about health care has it that the Clinton plan is in trouble, its current momentum stalled and its future prospects threatened by the emergence of Representative Jim Cooper's "moderate alternative." This week's *Time* goes so far as to suggest that Clinton's plan might be "DOA." Evidence for this theory is deceptively obvious. The president has been on the defensive since before his State of the Union message, which included a veto threat he apparently deemed necessary to protect legislation he had introduced just two months earlier. That speech failed to move poll numbers as intended; public support for the plan remains below levels recorded early last fall. And there have been signs of White House fear and weakness ever since.

Concerned about potential political support for less radical reform than his, the President has offered surprising (if ultimately unsuccessful) concessions in a bid for support by the National Governors Association. His aides have responded somewhat hysterically to a series of critical television ads -- and to an article in *The New Republic* that convincingly detailed their plan's likely ill effect on American medical services. Tuesday's Congressional Budget Office pronouncement raises further serious questions about the plan's financing and budget effect. And last week saw a new rush of business objections to the Administration's health care proposal: tough Congressional testimony by the Chamber of Commerce, a declaration of opposition by the National Association of Manufacturers, and an outright endorsement of Cooper by the Business Roundtable.

THE CLINTON-COOPER PHONY WAR. It's true that the Clinton health care legislation, as written, is made weaker by the fresh strength of the Cooper bill. And the harsh reaction to this development by the White House and its allies seems at first glance to support the notion that large ideas are at issue in a Clinton/Cooper tug of war. But large ideas are not in fact at issue; Clinton and Cooper are instead, as the Congressman correctly claims, "first cousins in this debate and ... hoping for a family reunion this year." Both Democratic proposals involve a radical federal regulatory rearrangement of the financing and delivery of American medical services. In this respect they constitute not two political positions on health care, but only one. Clinton's health plan is by no means "dead on arrival."

The fact that Clinton and Cooper now thoroughly dominate the Washington health care debate, and thus threaten permanently to circumscribe its acceptable parameters, should alarm Republicans. Neither bill is compatible with conservative principle, and Republicans therefore have no business cheering for either side of the Clinton/Cooper controversy -- much less "participating constructively" in its resolution, despite the disingenuous advice we now receive from editorialists. Any conceivable

Clinton-Cooper compromise legislation would represent an unprecedented government encroachment on the authority of individual citizens to make basic decisions about their daily lives, in this case about their very health. Republicans ought not be reluctant to defend such individual rights and oppose a Clinton-Cooper compromise that threatens them.

The health care debate is at a watershed. The Cooper bill is currently ascendant not because "managed competition" has any broad-based, intrinsic appeal, but rather, we suspect, because its Congressional and business supporters see no other politically realistic vehicle with which to register their opposition to Clinton. Republicans must now make clear that Cooper is not a meaningful departure from the Clinton vision, and must make a principled case for the real alternative solution to America's health care problems: sensible, straightforward reforms that would make insurance more stable and affordable. Those reforms have enjoyed bipartisan support in the past; they can earn such support again this year.

Unless we are prepared to oppose Clinton-Cooper vigorously and propose our own reforms intelligently, the ultimate success of Clintonism, broadly understood, will be virtually certain. The White House can meet Jim Cooper well more than half way in the public and private compromise negotiations now underway, and the president will still be able to sign the terrible result into law.

UNDERSTANDING THE COOPER BILL. Managed competition, the core of the Cooper bill, shares with the president's proposal the vision of a government-directed remaking of American health care delivery and financing. Though it comes in free-market guise, the Cooper bill would undo the medical system we now take for granted -- just as radically and completely as would the Clinton plan.

True, Cooper avoids a mandate that employers pay for their employees' health care. That has been its central attraction for business groups. But a closer examination of the bill reveals other ways in which employers would be drawn into a web of state-administered health care machinery. Firms with fewer than 100 employees (about 93 percent of all businesses), for example, would be required to register with regional Health Plan Purchasing Cooperatives, forward information about all their full- and part-time employees, and deduct from paychecks the cost of health care premiums, whether or not the firms were providing health care coverage.

Each of these purchasing cooperatives would be required to make available "accountable health plans" that offer a standard set of benefits determined by a vote of Congress. Proponents of the Cooper bill point out, correctly, that under their plan consumers might still choose plans whose benefits exceed the government's established standards. But the Cooper bill is essentially designed to limit individual choice by pushing consumers into the lowest-priced health plan in their region. Through the introduction of a tax deduction cap, both individuals and employers would be permitted to deduct only the cost of the lowest priced plan in their region. Anything beyond that would be subject to the top corporate rate. Businesses that today offer their employees generous health plans would effectively be forced either to accept the government's more austere benefit limits or face stiff economic penalties.

This is a remarkably coercive use of the tax code. The federal government would first decide what type of health insurance should be in a employee's benefit package, and then, in effect, penalize all those who choose what the Cooper bill deems "excess" health coverage. Cost savings would presumably emerge from the competition among these minimum benefit plans to become the lowest bidder in any given region. The Cooper bill advances these measures in the name of cost containment. But they are tantamount to an arbitrary government restriction on how much money goes into the health system. To retain the tax deductible status of the health plan under which they work, doctors, nurses, and hospital administrators would be driven primarily by budget priorities. The ability of patients to obtain high quality service and a full range of treatment options would invariably be compromised.

In most regions, the only plans able to meet government-set standards for certification as "accountable health plans" would be health maintenance organizations (HMOs). Representative Cooper's candor on this point has been widely overlooked. "My guess," he has said, "is that fee-for-service medicine will be discouraged and mostly die out." Alain Enthoven, one of the authors of the managed competition model, has made the same prediction: "We doubt that [private-practice doctors] would generally be compatible with economic efficiency." Seeing a specialist when you like, seeking a second opinion, choosing your own family physician -- all these things would be as rare under Cooper as under Clinton.

Surviving health plans would be further hampered by the Cooper requirement that no plan charge enrollees different rates for any reason other than age. While ostensibly designed to guarantee access to health insurance, this Cooper version of "community rating" would effectively prevent a plan from offering different premiums based on health status or medical history. Under Cooper's system, in other words, the individual who quits smoking or takes preventive health measures would be treated the same, for insurance purposes, as a smoker or someone with a debilitating disease. And both would likely wind up in the same "lowest price" accountable health plan.

For the health consumer in America, life under the Cooper plan would look very much as it would under the president's: standardized medicine, impersonal systems of care, and hospitals and doctors judged by economic efficiency standards. "Cost containment" would become the mantra of American medicine, and all incentives in the system would be geared toward cutting corners and trimming service. Doctors operating in an accountable health plan would be required to report on procedures, treatments, outcomes, patient background, expenses and other "necessary" medical information; health plans would withhold payment to any doctor who does not provide such requested data. The number of specialists trained each year would be decided and alloted by a panel of government experts.

Above everything, the Cooper system shares the president's fixation with a complex architecture of national health care bureaucracy that regulates, monitors, and coordinates virtually every aspect of the doctor-patient relationship. Like the president, Cooper would establish Health Cooperative Boards in each region. He would also create a Health Plan Standards Board to establish standards for every health plan; an Agency for Clinical Evaluations to oversee federal medical research; and a Benefits, Evaluation, and Data Standards Board to manage a national health data system. The entire structure would be governed by a Health Care Standards Commission of five presidential appointees -- an independent agency that would function as a Supreme Court of Health. While steps may be taken to shield them, all these organizations would be subject to immense pressure from politicians, interests groups, and professional health industry lobbyists. Vital decisions about experimental drugs or even routine medical procedures would become political questions. The quality of treatment patients receive, the options available to them, and the advancement of medical practice would all become tertiary concerns.

The Republican Responsibility. The Clinton health care plan and its Cooper "cousin" are together a gigantic leftward social policy gamble by the Democrats, one that should be impossible to win given everything the United States has learned over the past 25 years about the failures of big-government liberalism. The White House had no right to expect anything but fierce opposition to the proposal -- from American business, which has a legitimate and necessary interest in protecting itself from government, and from Republicans, who have a comparable but even more important interest in defending both private American relationships (like that between patient and doctor) and those non-governmental institutions that remain basically sound and successful (our health care system most definitely among them). But such an opposition has not emerged, not so far at least. And if it doesn't, soon, the Clinton gamble may well pay off -- despite the fact that it pursues a misguided answer to a misconceived problem, and does so from premises a justly skeptical America has long since rejected.

For its part, the Republican Party in Congress has limited options. It can remain fractured, with various Members attached to various proposals, and hope for the best. But the best won't happen; Clinton-Cooper will pass, and the Republican Party will have been passively complicit in its passage. The Party might instead decide to play the inside legislative game of Clinton-Cooper-Chafee, working the subcommittee hearings and the committee markups, and trying somehow to influence the final bill on the margins. Clinton-Cooper passes that way, too, and Republicans will be actively implicated.

There are those Republicans prepared to argue that such a result involves no compromise of conviction. DavidDurenberger, for example, Cooper's only Republican cosponsor in the Senate and a cosponsor also of the very similar Chafee bill, says that "Republicans already have a winning strategy and that strategy is managed competition," which he calls a "comprehensive vision" consistent with "Republican principles." Senator Durenberger is wrong. Managed competition is not a Republican principle. It is massive social regulation, precisely the kind of thing the Republican Party should exist to oppose, and for Republicans to acquiesce or participate in its enactment would bring us no credit, and much shame.

The only honorable and realistically successful path for Republicans, then, is that outlined by Senator Dole in his calm and intelligent State of the Union response, and restated last Wednesday in a speech by RNC chairman Haley Barbour: advancing specific solutions to the problems of health care coverage, affordability, and cost that most Americans agree exist while at the same time defending our medical system's unparalleled benefits -- and making clear that those benefits are under attack by the White House. Republicans should not be deterred from this position, as some appear to have been in recent days, by press criticism and isolated polling statistics. The criticism comes from advocates of the Clinton-Cooper position. And public opinion, which political parties are formed to help shape and change, is already overwhelmingly hostile to any health care reform that would, as Clinton-Cooper will, limit the availability of medical services. Senator Dole and Chairman Barbour are making a correct argument in principle. And a winnable one.

A Stark Choice. There is already widespread public nervousness over the Clinton-Cooper program. New York Representative Charles Schumer, for example, reflecting on his trip home during the last Hill recess, expressed this fear quite starkly to *The New York Times*: "How are we going to explain to a majority of my constituents, who have worked hard and invested in a [health] plan that they're not terribly unhappy with, that they should jump into the abyss of the unknown?" He was talking about the Administration's legislation, of course, but the same question can and should be asked of Cooper. And when it is, Cooper's supporters -- many of whom have joined his bill for purely tactical, anti-Clinton purposes -- will be eager for an alternative to the coming Clinton-Cooper compromise.

It is the Republican Party's duty to speak for Charles Schumer's Brooklyn constituents and the silent majority of Americans who want reform but whose medical care would be badly damaged by the radical experimentation of the Clinton-Cooper health care proposals. Republicans must reframe the health care debate and offer these Americans a clear choice: a crisis-driven Clinton-Cooper "jump into the abyss," on the one hand, or real solutions to existing problems that give individual citizens, not government, more control over their health care. What is needed is not yet another "Republican plan"; instead, the Republican Hill leadership should put forward a proposal that can be the basis of effective bipartisan legislation.

The political damage recently sustained by the Clinton health care plan suggests that a Clinton-Cooper compromise will be forced on the White House sooner rather than later. It would be useful to get the principled alternative -- a proposal that might eventually become the "Moynihan-Dole" bill, for example -- on the table just as fast. This is a sound strategy for Republicans, and for the country.

OFFICE OF PUBLIC AND INTERGOVERNMENTAL AFFAIRS

FAX : (202) 535-8963
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FAX FACTS:

TO: Liz Bowyer, Office of the 1st Lady Research FAX: 456-2239

DATE: 2/10/94

FROM: Kathy Elena Jurado 202-535-8159

transmitting: cover page plus 2 pages

COMMENTS: Liz, more to come.

Department of Veterans Affairs

Memorandum

Date: February 10, 1994

From: Edward P. Scott
Assistant Secretary for Congressional Affairs

Subj: Presentation to American Legion Mid-winter Conference

To: Hillary Rodham Clinton

These are our thoughts on the strongest points you could make in your health-care reform presentation to The American Legion's mid-winter conference:

- The President and you decided from the outset that, under any health-care plan you proposed, the VA health-care system would remain independent and the plan would be designed to improve veterans health care.

- To ensure that these goals were achieved, veterans organizations and Secretary Brown were "at the table", their voices were heard, and their best ideas for strengthening the VA were incorporated in the Health Security Act.

- Here are a few of the ways the President's plan strengthens the VA:

  •• VA will provide the comprehensive package of benefits to all veterans who enroll in a VA health plan. That solves the problem of VA's complex and confusing eligibility rules, which too often lead to fragmented care and the denial of care. Under the President's comprehensive package, the means test * and all the other complicated rules go out the window. VA doctors will treat patients on the basis of medical judgment, not complicated, outdated statutes. A veteran who chooses the VA gets the care he or she needs.

  •• Service-connected veterans, low-income veterans, and ex-POWs get the comprehensive package totally free; they will pay no premiums, no copayments, and no deductibles. This is a tremendous improvement for millions of veterans.

  •• All of America's veterans can enroll in a VA health-care plan. Today most veterans are locked out by the means test and inadequate VA resources.

  •• By giving VA access to new funding streams -- including insurance and Medicare payments -- the President's plan gives VA a bright, stable financial future.

---

* A reference to doing away with the "means test" is extremely important in addressing the Legion.

•• By providing a $3.3 billion investment fund over the next three years, the President's plan gives VA the means to make improvements it needs to become truly competitive.

- No other health-care plan addresses the VA and veterans' special needs. All of the other plans ignore the VA and, by doing so, both fail to help VA and, what is worse, would undercut the VA system.

- Achieving what the President and you want to do for veterans requires enactment of the main components of the Health Security Act -- universal coverage, a comprehensive benefits package, and employer mandates. Without these, VA entitlement reform and improvements in VA's financial picture are not possible. Congress cannot simply detach the pro-veteran provisions of the President's bill and attach them to another bill. The other bills simply do not have what it takes to make this work. One cannot take the wings off a jetliner, put them on a dump truck, and expect it to fly.

- Mrs. Clinton, you need the Legion's help in enacting these vital improvements. The future of the VA health-care system is at stake.

Please let me know if we can be of further help. I can be reached at (o) 273-5611 or 273-5608 or (h) 301/986-1839.

they believe the first three words should be "We, the government."

Their agenda is to raise taxes, increase government spending, increase government mandates, increase government regulations, and increase the role that government has in the day to day life of every American.

Who should decide were your child should go to school?

President Clinton and the liberals say the government. Conservatives say that decision belongs with you.

Who should decide the leave policies of your business?

President Clinton and the liberals say the government. Conservatives say that decision belongs with you.

Who should decide what doctor you see, what treatment you receive, and what your health insurance plan should be?.

President Clinton and the liberals say the government. Conservatives say that decision belongs with you.

The Health Care Debate

The health care debate will last for much of this year. And make no mistake about it, President and Mrs. Clinton are going to marshall all of their resources on behalf of their plan. They will continue to attack pharmaceutical companies, insurance companies, the AMA, or anyone else who might have the nerve to disagree.

The White House is also attacking the plan written by Congressman Cooper. And conservatives shouldn't be lulled into believing those are the only two alternatives. Because if it comes down to the Clinton plan and the Cooper plan, then Americans will be left without a true choice.

And that's what our position in the health care debate is all about.

We're about creating a system that creates a maximum amount of choice for the maximum amount of people.

We're about helping people gain access to the best system in the world.

We're about a market system that includes true competition--and not a system of alliances managed and mandated by the government.

The Clinton plan is not about any of those priorities. It's not about choice. It's not about free markets. It's not about competition. And it's certainly not about the best system in the world. And neither is the Cooper plan.

Don't get me wrong. Conservatives know that our health care system is not perfect, and that there are real Americans in need. But we can meet their needs and fix what needs to be fixed without more taxes, more bureaucracy, or denying you the right to choose your own doctor.

Foreign Policy: North Korea, Bosnia

Whatever the issue--health care, crime, welfare reform, education--conservatives and Republicans must continue to advance ideas that are true to our principles.

And one idea that is true to our principles is an America that is respected around the world.

Unfortunately, our image and position abroad is on the same downward spiral as during the Carter years when the United States was feared by none, respected by few, and ignored by many.

Despite its rhetorical toughness, this administration is telegraphing its timidity around the globe, by appeasing dictators and subcontracting American policy to multi-lateral bureaucracies.

North Korea, determined to possess a nuclear capability, is offered an ever-expanding bundle of concessions--as if it is another poor, third world country misunderstood by the west.

Instead of taking firm action to strengthen deterrence on the Korean peninsula, U.S.-South Korean exercises are canceled, and missed deadlines are ignored. Meanwhile, the North Koreans continue to work on building nuclear bombs.

The new democracies in eastern Europe, having recently emerged from the tyranny of communism, seek greater economic and security ties with the United States and western Europe.

Yet, at the NATO summit, we let these countries down by failing to establish criteria and set milestones for expanded membership in NATO--because Russia objected. It seems to me that we have supported Russia--to the tune of $2.5 billion--and we should be able to expect greater cooperation in foreign policy, not more Soviet-style vetoes.

(more)

And, of course, in Bosnia, a country and its people are being destroyed by aggression, as the United States adheres religiously to a U.N. arms embargo against the Bosnian government--violating Bosnia's right to self-defense under the U.N. charter.

The announcement by NATO last night was welcome. But I hope that it is not just more talk. That it not just another cry of "wolf"--a cry we have heard far too often from NATO and from the White House.

I don't usually quote the Washington Post--especially to this audience--but let me read from an editorial this morning:

"At this point in the dying of Bosnia, more talk policy is an obscenity. If the government isn't conducting a serious policy, it should just shut up."

In my view, the President should not wait one more day to unilaterally lift the arms embargo, and to allow the Bosnian people to defend themselves from the ongoing slaughter.

Don't Subordinate U.S. Interests to U.N. Agenda

Perhaps the greatest failing of this administration in the foreign policy arena, is its obsession with the United Nations and its willingness to subordinate U.S. interests to the U.N. agenda.

Boutros Boutros Ghali, an unelected international bureaucrat, seems to have more power than the Secretary of State or the Secretary of Defense--he can veto airstrikes in Bosnia, change the mission of U.S. troops in Somalia,
and place American forces under foreign command.

The American taxpayer is being asked to pay at least $3.2 billion for U.N. peacekeeping in the first two years of the Clinton administration. U.N. peacekeeping is the fastest growing international entitlement program, with operations in more than 20 countries--most having no strategic importance to the United States.

The bottom line is that America, under the Clinton administration, is abdicating leadership--at the United Nations, at NATO, and around the globe. If there is one thing the cold war taught us, it was that only American leadership can ensure the protection of American interests.

The world is still a dangerous place, but, in my view--and I've been there--it is just as dangerous to embrace unguided multilateralism as it is to retreat into isolationism. America is still the world's only superpower and the leader of the free world.

In closing, as Senate Republican Leader, let me thank you for all you have done these past years for our party. Thank you for the stamps you have licked, the precincts you have walked, the votes you have cast, the money you have donated, the articles you have written, and the difference you have made.

And thank you for the work I know you will be doing in the months ahead to make gains in the House, the Senate, and Governor's offices across the country...and to ensure that it will be our ideas and our principles that will lead American into the 21st century.

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VILMA S. MARTINEZ serves on [illegible] ard of directors of Anheuser Busch Companies, Inc., Flu[illegible] [illegible]poration and Sanwa Bank of California. She is Mexican-Am[illegible]ican and a graduate of the University of Texas and Columbia Law School. Ms. Martinez is a Litigation Partner at the Los Angeles law firm MUNGER, TOLLES & OLSON. She was the first woman to run the Mexican American Legal Defense Fund(MALDEF), a national Hispanic organization.

LINDA G. ALVARADO serves on the board of directors of Pitney Bowes and Cyrus Amax. She is Mexican-American and a graduate of Pomona College. Ms. Alvarado is President and CEO of ALVARADO CONSTRUCTION, INC. located in Denver, CO. Unlike any other Hispanic, she is part owner of a National League baseball franchise, the Colorado Rockies.

PATRICIA SALAS PINEDA serves on the board of directors of Levi Strauss Associates Inc., the parent company of Levi Strauss & Co. She is Mexican-American and a graduate of Mills College and the University of Berkeley, School of Law. Presently, Ms. Pineda is the General Counsel and Assistant Corporate Secretary of New United Motor Manufacturing, Inc.

DONNA M. ALVARADO serves on the board of directors of Harnischfeger Industries, Inc. She earned her bachelor's and master's degree from Ohio State University. She is the President and CEO of QUEST INTERNATIONAL, a non-profit educational organization that promotes positive youth development in 27 countries.

KATHERINE D. ORTEGA serves on the board of directors of Ralston Purina, Diamond Shamrock, Inc., Long Island Lighting Company, and the Kroger Company. She is a graduate of Eastern New Mexico University. Ms. Ortega served as the 38th Treasurer of the United States from September 1983 through June 1989.

REMEDIOS DIAZ OLIVER serves on the board of directors of US West Barnett Banks and Avon Products. She was born in Cuba and is a graduate of the University of Havana and received her master's degree from Havana Business University and Havana Business College. She is the President and CEO of ALL AMERICAN CONTAINERS, INC. She served as president of the American Cancer Society from 1988- 1991.

SILA M. CALDERÓN serves on the board of directors of BanPonce and Banco Popular de Puerto Rico. She was born in Puerto Rico and is a graduate of Manhattanville College. Currently, she is President of Commonwealth Investment Company, Inc. In 1988, Ms. Calderón was the first woman to be appointed Secretary of State of the Commonwealth of Puerto Rico. In this position, she was the constitutional successor to the Governor of Puerto Rico.

PASTORA SAN JUAN CAFFERTY serves on the board of directors of Kimberly Clark Corporation and People's Energy Corporation. She received her Bachelor's degree from St. Bernard College and her master's and doctorate degrees from George Washington University. Ms. Cafferty is a Professor in the School of Social Service Administration and the School of Public Policy Studies at the University of Chicago.

DELIA REYES serves on the board of directors of H.F. Ahmanson & Company, which is the parent company of Home Savings of America. She was born in Cuba and a graduate of Havana Business College. Currently, Ms. Reyes is President of REYES CONSULTING GROUP, which specialized in the recruitment of women and minorities. From 1991-1992, she has served as Chairperson for the United States Hispanic Chamber of Commerce.

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February, 15, 1994

SEVEN AWARD RECIPIENTS

Donna M. Alverado	Harnischfeger Industries
Linda G. Alvarado	Pitney Bowes, Cyrus Amax
Pastora San Juan Cafferty	Kimberly-Clark
Remedios Diaz Oliver	Avon, US West
Katherine Davalos Ortega	Ralston Purina, Diamond Shamrock, Kroger Patricia
Salas Pineda	Levi Strauss
Delia Reves	Home Savings of America

February 15, 1994

THE VISTA 50 BEST COMPANIES FOR HISPANIC WOMEN

[In alphabetical order]

Adolph Coors Co. Golden, Colorado
Aetna Insurance Hartford Connecticut
Allstate Insurance Co. Northbrook, Illinois
American Express New York, New York
Ameritech Corp. Chicago, Illinois
Anheuser-Busch Companies St. Louis, Missouri
AT&T New York, New York
Avon Products New York, New York
Bacardi Imports Miami, Florida
Banponce Corp. San Juan, Puerto Rico
Bank Of America San Frnacisco, California
Campbell Soup Co.Camden, New Jersey
The Chase Manhattan Corp. New York, New York
The Coca-Cola Co. Atlanta, Georgia
Colgate-Palmolive Co. New York, New York
Cyprus-Amax Minerals Co. Denver, Colorado
Dayton Hudson Corp. Minneapolis Minnesota
Digital Corp. Malboro, Maryland
Eastman Kodak, Co. Rochester, New York
Federal Express Corp. Memphis, Tennessee
Fluor Corp. Irvine, California
Ford Motor Co. Dearborn, Michigan
Goya Foods Secaucus, New Jersey
H.F. Ahmanson Irwindale, California
Harnischfeger Industries Brookfield, Wisconsin
J.C. Penney Co. Dallas, Texas
Johnson & Johnson New Brunswick, New Jersey
Mary Kay Dallas, Texas
Kelly Services Troy, Michigan
Kimberly-Clark Corp. Dallas, Texas
Kraft (Philip Morris) Northfield, Illinois
Levi Strauss Associates Inc. San Francisco California
McDonald's Corp. Oak Brook, Illinois
Miller Brewing Co. Milwaukee, Wisconsin
Motorla, Schaumburg, Illinois
Nationsbank Charlotte, North Carolina
Nestle USA, Inc. Glendale, California
Nynex Corp. New York, New York
Pacific Bell San Francisco, California

Pitney Bowes	Stamford, Connecticut
The Proctor and Gamble Co.	Cincinnati, Ohio
Prudential Insurance of America	Newark, New Jersey
The Quaker Oats Co.	Chicago, Illinois
R.R. Donnelley & Sons Co.	Chicago, Illinois
Ralston Purina	St. Louis, Missouri
RJR Nabisco	East Hanover, New Jersey
Ryder System	Miami, Florida
US West	Englewood, Colorado
Whirlpool	Benton Harbor, Michigan
Xerox Corp.	Rochester, New York

[*** The names on bold are the corporations from which the seven award recipients have been chosen because of their position on the Board of Directors]

February, 15, 1994

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Katherine Davalos Ortega	Ralston Purina, Diamond Shamrock, Kroger
Patricia Salas Pineda	Levi Strauss
Delia Reves	Home Savings of America

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COLLECTION:

Clinton Presidential Records
First Lady's Office
Liz Bowyer
OA/Box Number: 3983

FOLDER TITLE:

[HRC Background File] Tuesday, February 15 [1994] [1]

2014-0483-S
sb389

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]

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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]

February 15, 1994

VISTA MAGAZINE CORPORATE ACHIEVEMENT AWARDS RECEPTION

DATE: **February 15, 1994**
LOCATION: **National Press Club**
TIME: **6:00 pm to 8:30 pm**
FROM: **Liz Bowyer, Angela Buchanan**

I PURPOSE

To be the special guest and featured speaker at the *VISTA* Magazine Corporate Achievements Award Reception. This award banquet will honor seven ispanic women who currently sit on some of the nation's largest corporate boards of directors. Your presence there is an important sign to leaders in the Hispanic community that the Administration is serious about its commitment to include Hispanics.

II BACKGROUND

The issue many Hispanic leaders are most concerned about with regard to the Administration is the lack of Hispanic appointments. This dinner is an opportunity to point out the numerous Hispanic women who are part of our team. Many of the President's female Hispanic appointees will be at the event, and they should be recognized as a group. Two who merit special attention are Patti Solis, your own scheduler, and Suzanna Valdez, Associate Director for Public Liaion, who has primary responsibility for Hispanic outreach.

[redacted] (b)(6) 001

VISTA Magazine

VISTA Magazine is a monthly magazine that has a national circulation of 1.2 million and is carried as a Sunday supplement in major newspapers in over 40 cities in the United States. Although it is a national publication, it is complemented with local coverage in four regions: California, Texas, Florida, New Mexico, Arizona, as well as New York City and Chicago. This approach enables *VISTA* to cover significant local topics and events, while continuing to report the news and information that impacts the Hispanic community at a national level. It services a large community, as 9.5% of the United States is Hispanic. It is the sister publication of the well-known, *Hispanic* Magazine (this english language magazine is similar to a combination of People and Time.) The readership consists of most leading Hispanic business people and so is a powerful vehicle for influencing opinion in the community. The February edition of *VISTA* magazine was devoted to Hispanic women and features an article on the 50 U.S. companies that offer the best career opportunities for Hispanic Women. The article also recognizes the women that serve on the Board of Directors at nine of these companies.

The Awards/Reception

The *VISTA* Corporate Achievements Award Reception is the first annual event honoring Hispanic women in corporate America, and the corporations that have hired them. Seven of the nine women who are on the Board of Directors at nine of these companies will be specially recognized. These women are being honored because they have "shattered the infamous glass ceiling with their election to their Board of Directors." The purpose of the February edition of *VISTA*, the reception, and the coverage that will follow, is to bring national recognition to the companies which have taken a leadership role in offering high level positions to Hispanic women.

Approximately 30 Hispanic women appointed by the President are expected to attend.

Award

The *VISTA* Magazine's Corporate Achievement Award is a statue of "Cerviel," the "Angel of Strength." It is an original work of art by sculptor Gabriel Sorzano. HRC will receive one before she gives her keynote address.

III PARTICIPANTS

HRC
Alfredo J. Estrada, Publisher, Hispanic Publishing Corporation
Mary Estrada, Wife of Alfredo J. Estrada
Gustavo Goday, Publisher, *VISTA* Magazine
Fred Estrada, Chairman Hispanic Publishing Corporation
Terry Estrada, Wife of Fred Estrada
Six VIP Corporate Latinas attending (see attached)
Seven award recipients (see attached)
One representative from each of the 50 recognized companies
300 people expected to attend

IV SEQUENCE OF EVENTS

- Mr. Alfred J. Estrada gives welcoming remarks
- Presentation of the Corporate Achievement Awards to the seven recipients.
- HRC arrives National Press Club, greeted by Fred and Terry Estrada
- Mr. Fred Estrada introduces HRC
- Mr. Fred Estrada presents award to HRC
- HRC delivers keynote address
- Optional ropeline
- Official Photo taken with award recipients, theEstradas, and several Hispanic CEO's
- HRC departs.

V PRESS PLAN

Open Press

Closed Press Official Photo with award recipients

VI REMARKS
see attached

February 15, 1994

THE VISTA 50 BEST COMPANIES FOR HISPANIC WOMEN

[In alphabetical order]

Adolph Coors Co. Golden, Colorado
Aetna Insurance Hartford Connecticut
Allstate Insurance Co. Northbrook, Illinois
American Express New York, New York
Ameritech Corp. Chicago, Illinois
Anheuser-Busch Companies St. Louis, Missouri
AT&T New York, New York
Avon Products New York, New York
Bacardi Imports Miami, Florida
Banponce Corp. San Juan, Puerto Rico
Bank Of America San Frnacisco, California
Campbell Soup Co.Camden, New Jersey
The Chase Manhattan Corp. New York, New York
The Coca-Cola Co. Atlanta, Georgia
Colgate-Palmolive Co. New York, New York
Cyprus-Amax Minerals Co. Denver, Colorado
Dayton Hudson Corp. Minneapolis Minnesota

Digital Corp.	Malboro, Maryland
Eastman Kodak, Co.	Rochester, New York
Federal Express Corp.	Memphis, Tennessee
Fluor Corp.	Irvine, California
Ford Motor Co.	Dearborn, Michigan
Goya Foods	Secaucus, New Jersey
H.F. Ahmanson	Irwindale, California
Harnischfeger Industries	Brookfield, Wisconsin
J.C. Penney Co.	Dallas, Texas
Johnson & Johnson	New Brunswick, New Jersey
Mary Kay	Dallas, Texas
Kelly Services	Troy, Michigan
Kimberly-Clark Corp.	Dallas, Texas
Kraft (Philip Morris)	Northfield, Illinois
Levi Strauss Associates Inc.	San Francisco California
McDonald's Corp.	Oak Brook, Illinois
Miller Brewing Co.	Milwaukee, Wisconsin
Motorla,	Schaumburg, Illinois
Nationsbank	Charlotte, North Carolina
Nestle USA, Inc.	Glendale, California
Nynex Corp.	New York, New York
Pacific Bell	San Francisco, California
Pitney Bowes	Stamford, Connecticut
The Proctor and Gamble Co.	Cincinnati, Ohio
Prudential Insurance of America	Newark, New Jersey
The Quaker Oats Co.	Chicago, Illinois
R.R. Donnelley & Sons Co.	Chicago, Illinois
Ralston Purina	St. Louis, Missouri
RJR Nabisco	East Hanover, New Jersey
Ryder System	Miami, Florida
US West	Englewood, Colorado
Whirlpool	Benton Harbor, Michigan
Xerox Corp.	Rochester, New York

[*** The names on bold are the corporations from which the seven award recipients have been chosen because of their position on the Board of Directors]

February, 15, 1994

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Remedios Diaz Oliver	Avon, US West
Katherine Davalos Ortega	Ralston Purina, Diamond Shamrock, Kroger Patricia
Salas Pineda	Levi Strauss
Delia Reves	Home Savings of America

BIOGRAPHY OF ALFRED "FRED" ESTRADA

Mr. Estrada is the Chairman and CEO of Horizon Communoications Companty, the compnay that publishes *VISTA* Magaizine. Through his career he has been active in international trade, investment and development with Pan-American industries. From the period 1959 to 1961 Mr. Estrada worked for the Cuban government as Director of Refining forthe Cuban Institute of Petroleum. Follwing these years he held positions with both Marathon Oil Company and Mobil Oil Corporation. He is the Founder of the Hispanic Educationla Fund, and the *VISTA* Institute of hispanic Studies. He is married, with three children.(One of whom is ALfredo J. Estrada.)

HISPANIC WOMEN APPOINTED BY CLINTON ADMINISTRATION

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14th Street and Constitution Avenue, N.W.
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Business Utilization
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Mari-Luci Jaramillo
Deputy Assistant Secretary
Inter-American Affairs
U.S. Department of Defense
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Office of Personnel Management
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Pilar Martinez
Confidential Assistant to the Assistant Secretary and
Director General of the U.S. and Foreign Commercial Service
U.S. Department of Commerce
14th St. and Constitution Avenue, N.W.
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Choco Gonzalez Meza 2/9
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for Intergovernmental Relations
U.S. Department of Housing
and Urban Development
451 Seventh Street, S.W.
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Luis Borgillo guest

Liz Montoya 2/9
White House Liaison
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Angelina M. Ornelas
Special Assistant for Public Affairs
U.S. Department of Housing
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451 Seventh Street, S.W.
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Eva M. Plaza
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Civil Division, Tots Branch Torts
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Hermelinda Pompa
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Women's Bureau
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Suzanne Ramos
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U.S. Department of Education
400 Maryland Avenue, S.W.
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17

Lula Rodriguez
Assistant to the Attorney General
Office of the Attorney General
U.S. Department of Justice
Tenth St. and Constitution Avenue, N.W.
Washington, DC 20536
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Margarita Roque 3/2 received & will attend
Director, Executive Secretariat
U.S. Department of Transportation
400 Seventh St., S.E.
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Araceli Ruano
Policy Advisor to Mrs. Gore
Office of the Vice President
The White House
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Patti Solis
Director of Scheduling for the First Lady
The White House
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Washington, DC 20500
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Isabelle Rodriguez Tapia
Deputy Assistant to the President and Deputy Director of Scheduling and Advance
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Theresa Trujeque attending 2/9 — Gary Taylor
Deputy Assistant Secretary
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1849 C. Street, N.W.
Room 5100
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Suzanna A. Valdez
Associate Director for Public Liaison
The White House
1600 Pennsylvania Ave., N.W.
Washington, D.C. 20500

 END

Lisa Sara Villareal
Public Liaison Assistant
Office of Public Affairs
U.S. Dept. of Agriculture
14 Street and Independence Ave. S.W.
Washington, D.C. 20250

/

SCHEDULE FOR HILLARY RODHAM CLINTON
DATE: TUESDAY, FEBRUARY 15, 1994
DRAFT #4

Scheduling Desk:	**Julie Hopper**	
	202-456-7561	**office**
	202-456-2317	**fax**
	202-544-4223	**home**
	1-800-528-7528	**WHCA#4096**

PREV RON The White House

10:35 am **DEPART** The White House South Portico
EN ROUTE The Sheraton Washington Hotel
[Drive Time: 15 minutes]
Travelling Staff:
Kelly Craighead
Lisa Caputo
Melanne Verveer
WH Photographer

10:50 am **ARRIVE** The Sheraton Washington Hotel
2660 Woodley Rd., NW

NOTE: Sec. Jesse Brown, Veterans Affairs will ride to the event with HRC.

NOTE: Kara McGuire will meet HRC curbside.

Greeters: Albert Bruce Thiesen; Natl Commander
Helen Holcomb; Pres. of the Auxiliary
Claude Carpenter; Natl Exec. Comm. from Arkansas

10:55 am - 11:00 am **OFFICIAL PHOTO** w/American Legion Leadership
Hallway, Beside the Delaware Room
CLOSED PRESS

PARTICIPANTS: Approx. 11 expected to attend

11:00 am - 12:00 pm **AMERICAN LEGION EVENT**
Sheraton Washington Ballroom
Holding Room: Backstage
Phone: 202/328-2000
Fax: 202/234-0015
Attire: Business
OPEN PRESS

PARTICIPANTS: Approx. 1500 expected to attend
[See briefing book for further info]

FORMAT: Expanded format in briefing book

- Bruce Thiesen, Natl Commander of the American Legion intros Sec. Jesse Brown
- Sec. Jesse Brown gives brief remarks
- Bruce Thiesen, intros HRC
- HRC delivers remarks
- Bruce Thiesen gives closing remarks
- Chairman Pesso adjourns session
- Exit dias

Event Contact: John Sommer 861-2711
h-703/560-7516

12:00 pm **DEPART** The Sheraton Washington Hotel
EN ROUTE The White House
[Drive Time: 15 minutes]

12:15 pm **ARRIVE** The White House South Portico

12:25 pm **GREET** Mrs. Nazarbayev in the Diplomatic Reception Room

12:30 pm - 1:00 pm **TEA** w/Mrs. Nazarbayev
Yellow Oval Room
CLOSED PRESS

PARTICIPANTS:
-HRC
-Mrs. Nazarbayev
-Dariga Nazarbayev, daughter of Mrs. Nazarbayev
-Ms. Paula Feeny, wife of U.S. Ambassador to Kazahstan
-Mrs. Gulistan Khamzaev, wife of ranking official at Kazahstan Embassy in U.S.
-Akmaral Arystanbekova, Her Excellency & Ambassador of Kazahstan to the U.S.
-Melanne Verveer

FORMAT:
- HRC will greet Mrs. Nazarbayev at the Diplomatic Reception Room Entrance at 12:25 pm.
- Proceed to the Yellow Oval Room

Staff Contact: Christine Hathaway-Protocol
647-4073

1:00 pm - 1:15 pm **PVT MTG** w/Maggie Williams & Patti Solis
Residence

1:15 pm - **PVT MTG** w/Maggie Williams

1:30 pm	HRC's Office
1:30 pm- 2:00 pm	**LUNCH**
2:35 pm	**DEPART** The White House South Portico **EN ROUTE** The Washington Hilton & Towers [Drive Time: 8 minutes] <u>Travelling Staff:</u> -Kelly Craighead -Lisa Caputo -Melanne Verveer -WH Photographer
2:42 pm	**ARRIVE** The Washington Hilton Hotel 1919 Connecticut Ave, NW

NOTE: Kara McGuire will meet HRC curbside.

Greeters: Karen Ignagni; GHAA President
Pamela Mittelstadt; Dir. of Medical Affairs

2:45 pm - 3:00 pm	**OFFICIAL PHOTO/MEET & GREET** w/GHAA Board of Directors Cabinet Room **CLOSED PRESS** **PARTICIPANTS:** Approx. 20 expected to attend [See briefing book for complete list]
3:00 pm - 4:00 pm	**17TH ANNUAL HMO MANAGED CARE POLICY CONFERENCE** **Health Care Reform: The Time is Now** International Ballroom Holding Room: VIP Room Phone: 202/483-3000 Fax: 202/265-8221 Attire: Business **OPEN PRESS** **PARTICIPANTS:** Approx. 1700 expected to attend [See briefing book for further info] **FORMAT:** - HRC will be escorted into the ballroom by Karen Ignagni GHAA's President & CEO; James Walworth; Past Chairman; George Halberson, Chair Elect; Samuel Havens

- Samuel Havens; Board Chairman & Senior VP of The Prudential Insurance Co. intros HRC
- HRC delivers keynote address to GHAA
- Exit dias

NOTE: NO Q & A.

Event Contact: Mary Prunchak 202/778-3235
202/939-4090

4:05 pm **DEPART** The Washington Hilton Hotel
EN ROUTE The White House

4:15 pm **ARRIVE** The White House South Portico

4:15 pm - 5:00 pm **OFFICE/PHONE TIME**

7:15 pm **DEPART** The White House South Portico
EN ROUTE National Press Club
[Drive Time: 5 minutes]

7:20 pm **ARRIVE** National Press Club
529 14th Street, NW
13th Floor

NOTE: Kara McGuire will meet HRC curbside.

Greeters in the Main Lounge:
-Fred Estrada; Chairman, Hispanic Publishing Corporation
-Terry Estrada; wife of Fred Estrada

7:30 pm - 8:00 pm **VISTA CORPORATE ACHIEVEMENT AWARDS**
Vista Reception Honoring 50 Best Companies for Hispanic Women
Ballroom
Holding Room: Main Lounge
Phone: 202/662-7500
Fax: 202/879-7512
Attire: Business
OPEN PRESS

PARTICIPANTS: Approx. 300 expected to attend
[See briefing book for further info]

FORMAT:
7:25 pm - Fred Estrada, Chairman, Hispanic Publishing Corporation intros HRC

7:30 pm	- HRC delivers brief remarks & accepts special achievement award - Exit stage, work ropeline **OPTIONAL**
	Staff Contact: Joe Velasquez 456-6257 Event Contact: Randy Belcher-Torres 682-3000
7:45 pm - 7:55 pm	**OFFICIAL PHOTO** w/Award Recipients & CEO's Main Lounge Room **CLOSED PRESS**
	PARTICIPANTS: Approx. 15 expected to attend [See briefing book for complete list]
8:00 pm	**DEPART** National Press Club **EN ROUTE** The White House
8:05 pm	**ARRIVE** The White House South Portico
RON	The White House

WEATHER FORECAST FOR WASHINGTON, DC:
-- Partly cloudy. Minimum temps 25 to 30. Maximum temps 48 to 53. Wind southwest at 5 to 10 knots.

EVENTS:
KENNEDY CENTER:
-D.C. Public Schools Music Celebration
-Shear Madness

ARENA STAGE:
-The Price
-A Small World

NATIONAL THEATER:
-Grease

OFFICIAL PHOTO PARTICIPANTS

Albert Bruce Thiesen, National Commander, American Legion
Graetion Elaine Theisen, Wife of the National Commander
Helen Dean Holcomb, National President, American Legion Auxiliary
Harvey Floyd Holcomb, Husband of the National President
Robert William Spanogle, National Adjutant
John Finley Sommer, Jr., Executive Director, D.C. Office
Charles C. Ragsdell, Department Commander, Arkansas
Linda Marie Newsome, Vice President, American Legion Auxiliary
William Donald Jackson, Executive Director, Indianapolis Office
Margaret Sappenfield, National Secretary, American Legion Auxiliary
Claude Brewer Carpenter, National Executive Committeeman, Arkansas

Roger Munson, Past National Commander
Dominic Di Francesco, Past National Commander
George Derrick, National Executive Committeeman, Florida
John H. Geiger, Past National Commander
John p. Comer, Past National Commander
Honorable Daniel F. Foley, Past National Commander
Richard Pedro, Department Adjutant, New York
James Wagonsetter, Past National Commander
T. Les Galloway, National Executive Committeeman, Oregon
Dr. Almo J. Sebastianelli, Past National Vice-Commmander
E. Roy Stone Jr., National Executive Committeeman, South Carolina
Joe E. Matthews, Past National Commander

Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002. list	American Legion Event [partial] (3 pages)	2/14/94	b(6)

COLLECTION:
Clinton Presidential Records
First Lady's Office
Liz Bowyer
OA/Box Number: 3983

FOLDER TITLE:
[HRC Background File] Tuesday, February 15 [1994] [1]

2014-0483-S
sb389

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]

PHOTOGRAPHS (cont.)

NATIONAL COMMANDER'S ADVISORY COMMITTEE

Roger A. Munson, Chairman **9321 Creekwood Dr.** **Mentor, OH 44060-6422**	**DOB:** [redacted] (b)(6) **SS #:** 002 Caucasian Male
Dominic D. DiFrancesco **Vice Chairman** **6 Bangor Road** **Middletown, PA 17057-3202**	**DOB:** [redacted] (b)(6) **SS #:** 002 Caucasian Male
George L. Derrick **1353 Wolfe St.** **Jacksonville, FL 32205-8302**	DOB: [redacted] (b)(6) SS #: 002 Caucasian Male
John H. Geiger **758 Laurel Ave.** **Des Plaines, IL 60016-4331**	**DOB:** [redacted] (b)(6) **SS #:** 002 Caucasian Male
John P. (Jake) Comer **45 Lancaster St.** **Quincy, MA 02169-6915**	**DOB:** [redacted] (b)(6) **SS #:** 002 Caucasian Male
Hon. Daniel F. Foley **325 O'Day St. S.** **Maplewood, MN 55119-6725**	**DOB:** [redacted] (b)(6) **SS #:** 002 Caucasian Male
Richard M. Pedro **23 Ruth St.** **Owego, NY 13827-1727**	**DOB:** [redacted] (b)(6) **SS #:** 002 Caucasian Male
James M. Wagonseller **1973 Coldspring Dr.** **Lancaster, OH 43130-1458**	**DOB:** [redacted] (b)(6) **SS #:** 002 Caucasian Male
T. Lea Galloway **P. O. Box 404** **Clatskanie, OR 97016-0404**	DOB: [redacted] (b)(6) SS #: 002 Caucasian Male
Dr. Almo J. Sebastianelli **201 Church St.** **Jessup, PA 18434-1022**	DOB: [redacted] (b)(6) SS #: 002 Caucasian Male
E. Roy Stone, Jr. **P. O. Box 444** **Greenville, SC 29602-0444**	**DOB:** [redacted] (b)(6) **SS #:** 002 Caucasian Male
Joe L. Matthews **P. O. Box 6454** **Forth Worth, TX 76115-0454**	**DOB:** [redacted] (b)(6) **SS #:** 002 Caucasian Male

GREETERS

Albert Bruce Thiesen
DOB: [redacted] (b)(6)
SSN: 002
Caucasian Male

Helen Dean Holcomb
DOB: [redacted] (b)(6)
SSN: 002
Caucasian Female

Claude Brewer Carpenter
DOB: [redacted] (b)(6)
SSN: 002
Caucasian Male

STAFF

John Finley Sommer, Jr.
DOB: [redacted] (b)(6)
SSN: 002
Caucasian Male

Chere Louise Johnson
DOB: [redacted] (b)(6)
SSN: 002
Black Female

Phillip John Budahn
DOB: [redacted] (b)(6)
SSN: 002
Caucasian Male

PHOTOGRAPHS official photos

Albert Bruce Thiesen
Graetian Elaine Thiesen Nat'l Commander + his wife
DOB: [redacted] (b)(6)
SSN: 002
Caucasian Female

Helen Dean Holcomb Nat'l Pres. of Am Leg. Auxiliary
Harvey Floyd Holcomb
DOB: [redacted] (b)(6)
SSN: 002
Caucasian Male

Robert William Spanogle — Nat'l Adjutant of Am. Legion
DOB: [redacted] (b)(6)
SSN: 002
Caucasian Male

John Finley Sommer, Jr. — Exec direc. of Wash office

Charles C. Ragsdell — Dept. Commander of Arkansas (State)
DOB: [redacted] (b)(6)
SSN: 002
Caucasian Male

Linda Marie Newsome — ~~VP~~ V.P. of Am. Leg Auxiliary
DOB: [redacted] (b)(6)
SSN: 002
Caucasian Female

William Donald Jackson — ~~B~~ Exec. Dir. of Indianapolis Office of A.L.
DOB: [redacted] (b)(6)
SSN: 002
Caucasian Male

Margaret Sappenfield — Nat'l Exec. of Am. Leg Auxiliary
DOB: [redacted] (b)(6)
SSN: 002
Caucasian Female

Claude Brewer Carpenter — Nat'l Exec. Committee Man from Arkansas

Members of Nat'l

Roger Munson → Past Nat'l Commander

Dominic DiFrancesco - Past Nat' Comm.

George Derrick - Nat' Exec. Committeeman, Florida

John H Geiger - Past Nat'l Comm.

John P. Comer - ~~[illegible]~~ " "

Hon. Daniel F. Foley - " " "

Richard Pedro - Dept adjutant, N.Y.

James Wagonseller - Past Nat'l Comman

T. Les Galloway Nat' Exec. Committeeman, Or.

Dr. Almo J. Sebastianelli - Past Nat'l Vice-Commander

~~[illegible]~~ E. Roy Stone Jr - Nat'l Exec. Committeeman, S.C.

Joe C. Matthews - Past Nat'l C.

VISTA
THE MAGAZINE FOR ALL HISPANICS

PRESS RELEASE

FOR IMMEDIATE RELEASE
Wednesday, February 9, 1994

CONTACTS: **Randy Belcher-Torres**
(202) 692-9023

Mercedes Acosta
(212) 683-2288

The Highest Ranking Hispanic Women of Corporate America to be honored by VISTA MAGAZINE

VISTA MAGAZINE'S CORPORATE ACHIEVEMENT AWARD will be presented to nine Hispanic women who are presently serving on the board of directors of America's largest corporation. First Lady Hillary Rodham Clinton will be the featured speaker at the awards ceremony taking place at the National Press Club in Washington, D.C., from 6:00 to 8:30pm, Tuesday, February 15, 1994.

The executives being honored and their companies are:

Katherine Davalos Ortega	Ralston Purina, Diamond Shamrock, Kroger
Vilma S. Martinez	Anheuser-Busch, Fluor Corp, and Sanwa Bank
Remedios Diaz Oliver	Avon, US West
Linda G. Alvarado	Pitney Bowes, Cyrus Amax
Donna M. Alvarado	Harnischfeger Industries
Delia Reyes	Home Savings of America
Patricia Salas Pineda	Levi Strauss
Silas M. Calderon	Banco Popular
Pastora San Juan Cafferty	Kimberly-Clark

VISTA MAGAZINE'S CORPORATE ACHIEVEMENT AWARD, a statue of "Cerviel," the "Angel of Strength" is an original work of art by sculptor Gabriel Sorzano. This award will be presented annually ar part of VISTA MAGAZINE'S effort to recognize the 50 U.S. corporations offering the best career opportunities for Hispanic women.

VISTA CORPORATE ACHIEVEMENT AWARDS
National Press Club

February 15, 1994
6:00 p.m. - 9:00 p.m.

PROGRAM

6:00 p.m.	Reception begins
7:00 p.m.	Program begins
	Welcoming remarks by Alfredo J. Estrada President of Hispanic Publishing Corporation
	Presentation of special corporate achievement awards to Hispanic women serving on the Board of Directors of Fortune 500 companies by Gustavo Godoy, Publisher of Vista Magazine
	Introduction of First Lady Hillary Rodham Clinton by Fred Estrada, Chairman, Hispanic Publishing Corporation
7:30 p.m.	Keynote address by First Lady

These Newspapers Carry VISTA

VISTA

THE MAGAZINE FOR ALL HISPANICS

STATE	NEWSPAPER	DISTRIBUTION DAY	CIRCULATION NEWSPAPER TOTAL	CIRCULATION VISTA TOTAL
ARIZONA 18,500	Phoenix Gazette	FRIDAY	82,178	18,500
CALIFORNIA 303,054	*Alahambra Post Advocate	WEDNESDAY	24,789	24,789
	*Belvedere Citizen	WEDNESDAY	16,325	16,325
	*Eagle Rock Sentinel	WEDNESDAY	10,010	10,010
	*East Los Angeles Commerce Tribune	WEDNESDAY	16,326	18,859
	*East Side Journal	WEDNESDAY	17,605	17,605
	*El Sereno Star	WEDNESDAY	13,686	8,685
	Hanford Sentinel	SATURDAY	14,534	14,534
	*Highland Park News Herald & Journal	WEDNESDAY	17,085	17,086
	*Lincoln Heights Bulletin	WEDNESDAY	9,685	9,685
	Madera Tribune	SATURDAY	8,848	8,848
	Merced Sun Star	MONDAY	24,506	22,500
	*Montebello News	WEDNESDAY	17,719	17,719
	*Monterey Park Progress	WEDNESDAY	17,588	17,588
	*Mt Washington Star Review	WEDNESDAY	5,110	5,110
	Porterville Recorder	MONDAY	13,500	13,500
	*San Pedro News Pilot	SATURDAY	15,670	15,670
	Tulare Advance-Register	MONDAY	9,113	9,113
	*Ventura Star Free Press	SATURDAY	49,877	17,500
	Visalia Times-Delta	MONDAY	23,429	23,429
	Watsonville Register-Pajaronian	MONDAY	14,500	14,500
COLORADO 33,000	Denver Post	SUNDAY	418,354	33,000
FLORIDA 113,972	El Nuevo Herald - Miami	SATURDAY	110,000	71,472
	Tampa Tribune	TUESDAY	270,256	42,500
NEW MEXICO 60,580	Albuquerque Tribune	SATURDAY	38,576	38,576
	Santa Fe New Mexican	MONDAY	22,004	22,004
TEXAS 380,566	Austin American-Statesman	SATURDAY	172,269	38,340
	Brownsville Herald	SUNDAY	19,798	19,798
	Dallas Morning News	SUNDAY	618,283	55,500
	El Paso Times	TUESDAY	62,744	54,300
	Harlingen Valley Morning Star	SUNDAY	28,833	28,833
	Houston Post	SUNDAY	353,424	19,000
	Laredo Times	SUNDAY	22,804	22,804
	McAllen Monitor	SUNDAY	40,000	40,000
	San Antonio Express-News	SUNDAY	278,135	96,500
	Waco Tribune-Herald	SUNDAY	61,796	15,500

TOTAL DISTRIBUTED THROUGH HOST NEWSPAPERS	919,672
CONTROLLED CIRCULATION	
New York ADI	150,000
Chicago ADI	28,500
TOTAL ABC AUDITED CIRCULATION	1,098,172

**LA ADI Newspaper Circulation 196,630*

9/15/93

THE MARKET OPPORTUNITY

- The Hispanic market is huge—24.1 million people: 9.5% of the United States!
- The Hispanic market is projected to grow five times faster than the general U.S. population.
- The Hispanic market is an economic powerhouse—in excess of $240 billion in spending power!

WHY VISTA?

- VISTA reaches more Hispanics than any other print vehicle in the market, with 2.3 million loyal readers every month.
- VISTA fills the need of bicultural Hispanic Americans for relevant, informative editorial, in a bilingual format.
- VISTA distributes through newspapers, targeting delivery to the better educated Hispanic with an eye towards community involvement, politics, national affairs and world events.
- VISTA readers remain emphatically Hispanic while embracing the American culture in which they were educated. VISTA readers are fusing two languages and two cultures into a new dynamic • a new Hispanic American reality.

VISTA'S NATIONAL/REGIONAL APPROACH

- VISTA's national product is complemented with local coverage in four regions — New York, Florida, Southwest/Midwest and West — providing far greater editorial attention to each ethnic subgroup of Hispanic America.
- VISTA's unique regional approach covers significant local topics and events, while continuing to report the news and information that impacts the Hispanic community on a national level.
- VISTA's regional editions provide targeted circulation for advertisers with a regional focus, or with limited budgets.

HISPANIC U.S.A.

VISTA

RESUME

FRED

ALFRED ESTRADA
19145 Fisher Island Dr.
Fisher Island, Fl 33109

EDUCATION: Georgia Institute of Technology
Bachelor of Mechanical Engineering - 1954

CURRENT BUSINESS ACTIVITIES:

HORIZON COMMUNICATIONS COMPANY

Chairman & CEO

A Company that publishes VISTA Magazine, the publication for U.S. Hispanics with the largest national circulation.

HISPANIC PUBLISHING CORPORATION

Chairman & CEO

A Company that publishes HISPANIC MAGAZINE, a subscription, general interest magazine with a monthly circulation of 160,000 copies.

PAN AMERICAN GROUP - Tampa, Florida

Partner

A management and investment group.

CONVERTIDORES CATALITICOS MEXICANOS S.A.

Vice-Chairman

A Company dedicated to the manufacturing and installation of catalytic converters for the Automotive Industry in Mexico and other Latin American countries.

SERVICIOS ECOLOGICOS PANAMERICANOS, INC.

Chairman and CEO

A Company established to provide comprehensive environmental services to Latin American countries.

PREVIOUS EXPERIENCE:

1978 - 1982 **PAN AMERICAN INDUSTRIES**

President

A Company dedicated to ventures development and international trading.

1972 - 1978 **BEKER INTERNATIONAL**

President

Directed international operations of Beker Industries a major producer and marketer of fertilizers.

1970 - 1972 **C.E. LUMMUS**

Project Director

C.E. Lummus is a leader in the process engineering and construction industry with worldwide operations. During this period directed projects in the U.S. and Brazil.

1966 - 1970 **OCCIDENTAL PETROLEUM**

Director of Business Development for Occidental Chemicals

During this period developed projects in the U.S. and several foreign countries.

1964 - 1966 **MOBIL OIL CORPORATION**

Project Manager

During this period managed the design, construction and start-up of projects in the U.S. and Italy.

1961 - 1964 **MARATHON OIL COMPANY**

Refinery Manager

During this period directed the design, construction and start-up of the first oil refinery built in Spain.

1959-1961 **CUBAN GOVERNMENT**

Director of Refining for the Cuban Institute of Petroleum

In charge of the nationalized oil refining industry (4 refineries).

1954-1959 **SHELL OIL COMPANY**

During this period worked for Shell in various capacities in Cuban and England, starting as an Engineering Trainee and working up to Director of Economics and Scheduling for Shell Cuba.

OTHER ACTIVITIES:

Chairman and Founder of: Hispanic Educational Fund.

President and Founder of: VISTA Institute of Hispanic Studies

Member of: Executive Committee of Corporate Supporters of SER Jobs for Progress.

Former Member of: Industry Policy Advisory Committee (IPAC) for Multilateral Trade Negotiations.

Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003. resume	Alfred Estrada [partial] (1 page)	2/14/94	b(6)

COLLECTION:
Clinton Presidential Records
First Lady's Office
Liz Bowyer
OA/Box Number: 3983

FOLDER TITLE:
[HRC Background File] Tuesday, February 15 [1994] [1]

2014-0483-S
sb389

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]
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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)]

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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]

RESUME
ALFRED ESTRADA

PERSONAL:

Birthdate: [redacted] (b)(6)
Health:
Status:

003

VISTA

THE MAGAZINE FOR ALL HISPANICS

PRESS RELEASE

FOR IMMEDIATE RELEASE
Wednesday, February 9, 1994

CONTACTS: **Randy Belcher-Torres**
(202) 692-9023

Mercedes Acosta
(212) 683-2288

The Highest Ranking Hispanic Women of Corporate America to be honored by VISTA MAGAZINE

VISTA MAGAZINE'S CORPORATE ACHIEVEMENT AWARD will be presented to nine Hispanic women who are presently serving on the board of directors of America's largest corporation. First Lady Hillary Rodham Clinton will be the featured speaker at the awards ceremony taking place at the National Press Club in Washington, D.C., from 6:00 to 8:30pm, Tuesday, February 15, 1994.

The executives being honored and their companies are:

Katherine Davalos Ortega	Ralston Purina, Diamond Shamrock, Kroger
~~Vilma S. Martinez~~	Anheuser-Busch, Fluor Corp, and Sanwa Bank
Remedios Diaz Oliver	Avon, US West
Linda G. Alvarado	Pitney Bowes, Cyrus Amax
Donna M. Alvarado	Harnischfeger Industries
Delia Reyes	Home Savings of America
Patricia Salas Pineda	Levi Strauss
~~Silas M. Calderon~~	Banco Popular
Pastora San Juan Cafferty	Kimberly-Clark

VISTA MAGAZINE'S CORPORATE ACHIEVEMENT AWARD, a statue of "Cerviel," the "Angel of Strength" is an original work of art by sculptor Gabriel Sorzano. This award will be presented annually ar part of VISTA MAGAZINE'S effort to recognize the 50 U.S. corporations offering the best career opportunities for Hispanic women.

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VISTA

THE MAGAZINE FOR ALL HISPANICS

18 Pages

MEMORANDUM

To: Suzanne Valdez, Patrick Willie
Joe Velasquez, Peter Shakow
Office of Public Liaison

From: Randy Belcher-Torres, 202-682-9020
HISPANIC Magazine

Date: February 10, 1994

Re: VISTA Magazine Salute to 50 Corporations offering the best career opportunities for Hispanic women and presentation of VISTA Magazine Corporate Achievement Awards, Tuesday, February 15, 6:00 - 8:30 p.m. National Press Club, Washington DC.

First Lady Hillary Rodham Clinton is the Special Guest and Featured Speaker at this first annual event honoring Hispanic women in Corporate America and Corporations that have hired them.

VISTA Magazine is a monthly magazine that has a national circulation of 1.2 million and is carried as a Sunday supplement in major newspapers in over 40 cities in the U. S.

Nine of the Women serve on the Board of Directors of these companies. They are being given special recognition. The Hispanic women appointed by the President have been invited to attend.

We would appreciate it if the first Lady would be available for photo's in a special holding room we have arranged for that purpose. This can be done either prior to the official program or after her speech.

The program is expected to begin at 7:00 p.m. The First Lady is scheduled to speak at 7:30.

We would appreciate it if the First Lady could acknowledge the efforts of these Companies to shatter the corporate glass ceiling.

The following attachments are included:

1. Program
2. Press Release
3. VISTA Circulation information
4. Copy of the article appearing in the February Issue
5. List of VIP Women attending
6. List of Hispanic Women Appointees invited.

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VISTA MAGAZINE
CORPORATE ACHIEVEMENT AWARDS

National Press Club
Washington, D.C.

February 15, 1994
6:00 p.m. - 8:30 p.m.

PROGRAM

6:00 p.m.	Cocktail Reception
7:00 p.m.	Welcoming remarks by Alfredo J. Estrada President of Hispanic Publishing Corporation
	Presentation of special corporate achievement awards to the Hispanic women serving on the Board of Directors of Companies selected by VISTA as the U.S. Companies offering the best career opportunities for Hispanic women by Gustavo Godoy, Publisher of VISTA Magazine
	Introduction of First Lady Hillary Rodham Clinton and special achievement award presentation by Fred Estrada, Chairman, Hispanic Publishing Corporation
7:30 p.m.	Keynote address by First Lady

VISTA MAGAZINE'S CORPORATE ACHIEVEMENT AWARD, a statue of "Cerviel," the "Angel of Strength" is an original work of art by sculptor Gabriel Sorzano. This award will be presented annually as part of VISTA MAGAZINE'S effort to recognize the 50 U.S. corporations offering the best career opportunities for Hispanic women.

4

VISTA
THE MAGAZINE FOR ALL HISPANICS

STATE	NEWSPAPER	DISTRIBUTION DAY	CIRCULATION NEWSPAPER TOTAL	CIRCULATION VISTA TOTAL
ARIZONA 16,725	Phoenix Gazette	FRIDAY	78,551	16,725
CALIFORNIA 366,477* *	*Alahambra Post Advocate	WEDNESDAY	24,769	24,769
	*Belvedere Citizen	WEDNESDAY	16,325	16,325
	*Eagle Rock Sentinel	WEDNESDAY	10,010	10,010
	*East Los Angeles Commerce Tribune	WEDNESDAY	18,326	18,326
	*East Side Journal	WEDNESDAY	17,605	17,605
	*El Sereno Star	WEDNESDAY	8,685	8,685
	Hanford Sentinel	SATURDAY	14,137	13,723
	*Highland Park News Herald & Journal	WEDNESDAY	17,065	17,065
	*Lincoln Heights Bulletin	WEDNESDAY	9,686	9,686
	Madera Tribune	SATURDAY	8,054	8,054
	Merced Sun Star	MONDAY	23,000	21,507
	*Montebello News	WEDNESDAY	17,719	17,719
	*Monterey Park Progress	WEDNESDAY	17,568	17,568
	*Mt. Washington Star Review	WEDNESDAY	5,110	5,110
	Porterville Recorder	MONDAY	14,000	13,404
	*San Pedro News Pilot	SATURDAY	16,500	16,266
	Tulare Advance-Register	MONDAY	8,726	7,804
	*Ventura Star Free Press	SATURDAY	53,096	19,919
	Visalia Times-Delta	MONDAY	26,000	23,482
	Watsonville Register-Pajaronian	MONDAY	12,500	12,191
FLORIDA 112,312	El Nuevo Herald-Miami	SATURDAY	110,000	75,000
	Tampa Tribune	TUESDAY	255.432	37,312
NEW MEXICO 60,847	Albuquerque Tribune	SATURDAY	47,000	39,009
	Santa Fe New Mexican	MONDAY	23,239	21,838
TEXAS 392,054	Austin American-Statesman	SATURDAY	173,106	50,902
	Brownsville Herald	SUNDAY	21,000	19,415
	Dallas Morning News	SUNDAY	814,404	54,445
	El Paso Times	TUESDAY	66,662	54,167
	Harlingen Valley Morning Star	SUNDAY	40,700	37,891
	Houston Post	SUNDAY	320,975	17,765
	Laredo Times	SUNDAY	25,750	25,100
	McAllen Monitor	SUNDAY	53,600	52,369
	San Antonio Express-News	SUNDAY	396,814	86,789
	Waco Tribune-Herald	SUNDAY	59,081	13,191

TOTAL DISTRIBUTED THROUGH HOST NEWSPAPERS	881,225
CONTROLLED CIRCULATION	
New York ADI	161,000
Chicago ADI	26,600
San Francisco ADI	57,200
TOTAL ABC AUDITED CIRCULATION	1,119,025

* LA ADI Newspaper Circulation 199,112
** Includes Controlled Circulation in San Francisco

1/24/94

VISTA

THE MAGAZINE FOR ALL HISPANICS

January 28, 1994

Ms. Araceli Ruano
Policy Advisor to Mrs. Gore
Office of the Vice President
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC 20500

Dear Ms. Ruano:

We are pleased to extend a personal invitation for you to attend a very special reception to be held Tuesday, February 15, 1994, 6:00-8:30 pm at the National Press Club in Washington, D.C. At the reception we will recognize the 50 companies selected by VISTA Magazine as the U.S. companies offering the best career opportunities for Hispanic women.

We are honored that First Lady Hillary Rodham Clinton has agreed to attend the event as our special guest and featured speaker.

We have enclosed for your review the February issue of VISTA Magazine which is devoted to Hispanic Women and features a special article on the 50 Companies.

You will be interested to know that Hispanic women serve on the Boards of Directors of nine of the selected companies. At the reception we are honoring these outstanding women who have shattered the infamous glass ceiling with their election to their Board of Directors by presenting to each of them the "VISTA CORPORATE ACHIEVEMENT AWARD".

Through that article, the National Press Club Event and the follow up coverage we hope to bring national recognition to companies which have taken a leadership role in offering high level positions to Hispanic women.

As a top ranking Hispanic woman in the Clinton Administration, your attendance will add to the prestige of the event and we are looking forward to seeing you there. Should you have any questions, please contact Randy Belcher-Torres, Director of Public Relations at (202) 682-3000.

Sincerely,

F. Estrada

Fred Estrada
Chairman

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VISTA MAGAZINE
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	Introduction of First Lady Hillary Rodham Clinton and special achievement award presentation by Fred Estrada, Chairman, Hispanic Publishing Corporation
7:30 p.m.	Keynote address by First Lady

RESUME

FRED

ALFRED ESTRADA
19145 Fisher Island Dr.
Fisher Island, Fl 33109

EDUCATION: Georgia Institute of Technology
Bachelor of Mechanical Engineering - 1954

CURRENT BUSINESS ACTIVITIES:

HORIZON COMMUNICATIONS COMPANY

Chairman & CEO

A Company that publishes VISTA Magazine, the publication for U.S. Hispanics with the largest national circulation.

HISPANIC PUBLISHING CORPORATION

Chairman & CEO

A Company that publishes HISPANIC MAGAZINE, a subscription, general interest magazine with a monthly circulation of 160,000 copies.

PAN AMERICAN GROUP - Tampa, Florida

Partner

A management and investment group.

CONVERTIDORES CATALITICOS MEXICANOS S.A.

Vice-Chairman

A Company dedicated to the manufacturing and installation of catalytic converters for the Automotive Industry in Mexico and other Latin American countries.

THE VISTA 50 BEST COMPANIES FOR HISPANIC WOMEN

[In alphabetical order]

Adolph Coors Co.
Aetna Insurance
Allstate Insurance
American Express
Ameritech Corp.
Anheuser-Busch Companies
AT&T
Avon Products
Bacardi Imports
Banponce Corp.
Bank of America
Campbell Soup Co.
The Chase Manhattan Corp.
The Coca-Cola Co.
Colgate-Palmolive Co.
Cyprus-Amax Minerals Co.
Dayton Hudson Corp.
Digital Corp.
Eastman Kodak, Co.
Federal Express Corp.
Fluor Corp.
Ford Motor Co.
Goya Foods
H.F. Ahmanson
Harnischfeger Industries
J.C. Penney Co.
Johnson & Johnson Co.
Mary Kay
Kelly Services
Kimberly-Clark Corp.
Kraft (Philip Morris)
Levi Strauss Associates Inc.
McDonald's Corp.
Miller Brewing Co.
Motorola
Nationsbank
Nestle USA, Inc.
Nynex Corp.
Pacific Bell
Pitney Bowes
The Proctor and Gamble Co.
Prudential Insurance of America
The Quaker Oats Co.
R.R. Donnelley & Sons Co.
Ralston Purina
RJR Nabisco
Ryder System
US West
Whirlpool
Xerox Corp.

February 15, 1994

THE VISTA 50 BEST COMPANIES FOR HISPANIC WOMEN

[In alphabetical order]

Adolph Coors Co.	Golden, Colorado
Aetna Insurance	Hartford Connecticut
Allstate Insurance Co.	Northbrook, Illinois
American Express	New York, New York
Ameritech Corp.	Chicago, Illinois
Anheuser-Busch Companies	St. Louis, Missouri
AT&T	New York, New York
Avon Products	New York, New York
Bacardi Imports	Miami, Florida
Banponce Corp.	San Juan, Puerto Rico
Bank Of America	San Frnacisco, California
Campbell Soup Co.	Camden, New Jersey
The Chase Manhattan Corp.	New York, New York
The Coca-Cola Co.	Atlanta, Georgia
Colgate-Palmolive Co.	New York, New York
Cyprus-Amax Minerals Co.	Denver, Colorado
Dayton Hudson Corp.	Minneapolis Minnesota
Digital Corp.	Malboro, Maryland
Eastman Kodak, Co.	Rochester, New York
Federal Express Corp.	Memphis, Tennessee
Fluor Corp.	Irvine, California
Ford Motor Co.	Dearborn, Michigan
Goya Foods	Secaucus, New Jersey
H.F. Ahmanson	Irwindale, California
Harnischfeger Industries	Brookfield, Wisconsin
J.C. Penney Co.	Dallas, Texas
Johnson & Johnson	New Brunswick, New Jersey
Mary Kay	Dallas, Texas
Kelly Services	Troy, Michigan
Kimberly-Clark Corp.	Dallas, Texas
Kraft (Philip Morris)	Northfield, Illinois
Levi Strauss Associates Inc.	San Francisco California
McDonald's Corp.	Oak Brook, Illinois
Miller Brewing Co.	Milwaukee, Wisconsin
Motorla,	Schaumburg, Illinois
Nationsbank	Charlotte, North Carolina
Nestle USA, Inc.	Glendale, California
Nynex Corp.	New York, New York
Pacific Bell	San Francisco, California

Pitney Bowes	Stamford, Connecticut
The Proctor and Gamble Co.	Cincinnati, Ohio
Prudential Insurance of America	Newark, New Jersey
The Quaker Oats Co.	Chicago, Illinois
R.R. Donnelley & Sons Co.	Chicago, Illinois
Ralston Purina	St. Louis, Missouri
RJR Nabisco	East Hanover, New Jersey
Ryder System	Miami, Florida
US West	Englewood, Colorado
Whirlpool	Benton Harbor, Michigan
Xerox Corp.	Rochester, New York

[*** The names on bold are the corporations from which the seven award recipients have been chosen because of their position on the Board of Directors]

He is the author of the book "Strong Medicine"-- published by Random House in November of 1993.

Prior positions include:

Chair of the Minnesota HMO Council

Member of the last three Minnesota Health Care Commissions

His wife is an attorney in private practice. He has 4 sons.

George Halvorson has worked in health care financing since 1968 -- almost exclusively in Minnesota. Except for a brief period of time when he worked to create health plans in Jamaica and Spain, he has worked for Minnesota based health plans.

He is currently the President and CEO of Health Partners, a 600,000 member staff-Group model HMO that is both not-for-profit and consumer governed.

WALWORTH

President (CEO) of Health Alliance Plan (HAP) - a non-profit, 450,000 member HMO serving the Detroit metropolitan area. HAP began providing services in 1960 and is now affiliated with the Henry Ford Health System.

Walworth has been with HAP since 1973 (prior to that he was on the staff of the UAW, Int'l Union) and has served on the GHAA Board for more than a decade of which he is now the Past Chairman

Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
004. itinerary	Vista Magazine Corporate Achievement Awards Reception [partial] (1 page)	2/15/94	b(6)

COLLECTION:

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[HRC Background File] Tuesday, February 15 [1994] [1]

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February 15, 1994

VISTA MAGAZINE CORPORATE ACHIEVEMENT AWARDS RECEPTION

DATE: **February 15, 1994**
LOCATION: National Press Club
TIME: **6:00 pm to 8:30 pm**
FROM: **Liz Bowyer, Angela Buchanan**

I PURPOSE

To be the special guest and featured speaker at the *VISTA* Magazine Corporate Achievements Award Reception. This award banquet will honor seven ispanic women who currently sit on some of the nation's largest corporate boards of directors. Your presence there is an important sign to leaders in the Hispanic community that the Administration is serious about its commitment to include Hispanics.

II BACKGROUND

The issue many Hispanic leaders are most concerned about with regard to the Administration is the lack of Hispanic appointments. This dinner is an opportunity to point out the numerous Hispanic women who are part of our team. Many of the President's female Hispanic appointees will be at the event, and they should be recognized as a group. <u>Two who merit special attention are Patti Solis, your own scheduler, and Suzanna Valdez, Associate Director for Public Liaion, who has primary responsibility for Hispanic outreach.</u>

[redacted] (b)(6) 004

<u>*VISTA* Magazine</u>

VISTA Magazine is a monthly magazine that has a national circulation of 1.2 million and is carried as a Sunday supplement in major newspapers in over 40 cities in the United States. Although it is a national publication, it is complemented with local coverage in four regions: California, Texas, Florida, New Mexico, Arizona, as well as New York City and Chicago. This approach enables *VISTA* to cover significant local topics and events, while continuing to report the news and information that impacts the Hispanic community at a national level. It services a large community, as 9.5% of the United States is Hispanic. It is the sister publication of the well-known, *Hispanic* Magazine (this english language magazine is similar to a combination of People and Time.) The readership consists of most leading Hispanic business people and so is a powerful vehicle for influencing opinion in the community. The February edition of *VISTA* magazine was devoted to Hispanic women and features an article on the 50 U.S. companies that offer the best career opportunities for Hispanic Women. The article also recognizes the women that serve on the Board of Directors at nine of these companies.

The Awards/Reception

The *VISTA* Corporate Achievements Award Reception is the first annual event honoring Hispanic women in corporate America, and the corporations that have hired them. Seven of the nine women who are on the Board of Directors at nine of these companies will be specially recognized. These women are being honored because they have "shattered the infamous glass ceiling with their election to their Board of Directors." The purpose of the February edition of *VISTA*, the reception, and the coverage that will follow, is to bring national recognition to the companies which have taken a leadership role in offering high level positions to Hispanic women.

Approximately 30 Hispanic women appointed by the President are expected to attend.

Award

The *VISTA* Magazine's Corporate Achievement Award is a statue of "Cerviel," the "Angel of Strength." It is an original work of art by sculptor Gabriel Sorzano. HRC will receive one before she gives her keynote address.

III PARTICIPANTS

HRC
Alfredo J. Estrada, Publisher, Hispanic Publishing Corporation
Mary Estrada, Wife of Alfredo J. Estrada
Gustavo Goday, Publisher, *VISTA* Magazine
Fred Estrada, Chairman Hispanic Publishing Corporation
Terry Estrada, Wife of Fred Estrada
Six VIP Corporate Latinas attending (see attached)
Seven award recipients (see attached)
One representative from each of the 50 recognized companies
300 people expected to attend

IV SEQUENCE OF EVENTS

- Mr. Alfred J. Estrada gives welcoming remarks
- Presentation of the Corporate Achievement Awards to the seven recipients.
- HRC arrives National Press Club, greeted by Fred and Terry Estrada
- Mr. Fred Estrada introduces HRC
- Mr. Fred Estrada presents award to HRC
- HRC delivers keynote address
- Optional ropeline
- Official Photo taken with award recipients, theEstradas, and several Hispanic CEO's
- HRC departs.

V PRESS PLAN

Open Press

Closed Press Official Photo with award recipients

VI REMARKS

see attached

9

CORPORATE LATINAS

Ms. Olga Salazar
National Program Manager
Adolph Coors Co.
Golden, CO 80401
(303) 277-6269

Ms. Sonia Moria Green
Director of Marketing
Avon Products Inc.
Nine West 57th Street
New York, NY 10019
(212) 546-6913

Ms. Mary Aquiña
Vice President, Operator Services
Ameritech Corporation
300 South Wacker Drive
Chicago, IL 60606
(312) 750-5000

Ms. Regla Carillo
Assistant Vice President,
Human Resources
Bacardi Imports
2100 Biscayne Blvd.
Miami, Fl 33137
(305) 573-8511

Ms. Yvonne "Bonnie" Garcia
Director, Hispanic Consumer Market
Coca-Cola USA
Atlanta, GA 30313
(404) 676-2121

Ms. Grace Tillinghast
Coordinator, Diversity Initiatives
Eastman Kodak
343 State Street
Rochester, NY 14650
(716) 724-2573

International Ballroom
Holding Room: Cabinet Room
Phone: 202/
Fax: 202/
Attire:
OPEN PRESS

PARTICIPANTS: Approx. ___ expected to attend
[See briefing book for further info]

FORMAT:
- HRC will be escorted into the ballroom by Karen Ignagni, GHAA's President & CEO, and Samuel Havens, Board Chairperson
- Samuel Havens intros HRC
- HRC delivers keynote address to GHAA

NOTE: NO Q & A.

Event Contact: Mary Prunchak 202/778-3235

4:05 pm **DEPART** The Washington Hilton
EN ROUTE The White House

4:15 pm **ARRIVE** The White House South Portico

xxxx pm **DEPART** The White House South Portico
EN ROUTE National Press Club
[Drive Time: 5 minutes]

pm **ARRIVE** National Press Club
529 14th Street, NW

Greeters:

NOTE: ______________ will meet HRC curbside.

7:30 pm -
xxxx pm **VISTA CORPORATE ACHEIEVEMENT AWARDS**
Vista Reception Honoring 50 Best Companies for Hispanic Women
Room:
Holding Room:
Phone: 202/662-7500
Fax: 202/

Attire:
PRESS??

PARTICIPANTS: Approx. ___ expected to attend
[See briefing book for further info]

FORMAT:
7:30 pm - HRC delivers the Keynote Address, ___ minutes

Staff Contact: Joe Velasquez 456-6257
Event Contact: Randy Belcher-Torres 682-3000

xxxx pm **DEPART** National Press Club
EN ROUTE The White House

xxxx pm **ARRIVE** The White House South Portico

RON The White House

WEATHER FORECAST FOR WASHINGTON, DC:
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