

# Withdrawal/Redaction Sheet

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                                                                                | DATE       | RESTRICTION |
|--------------------------|----------------------------------------------------------------------------------------------|------------|-------------|
| 001. form                | re: Column Candidates Comment Sheet (1 page)                                                 | n.d.       | P6/b(6)     |
| 002. resume              | re: Mark Nevins [partial] (1 page)                                                           | 09/03/1997 | P6/b(6)     |
| 003. resume              | re: David Haperin [partial] (1 page)                                                         | n.d.       | P6/b(6)     |
| 004. email               | David Shipley to Katharine Button (1 page)                                                   | 09/08/1997 | P6/b(6)     |
| 005. resume              | re: Andrew Yarrow [partial] (1 page)                                                         | n.d.       | P6/b(6)     |
| 006. email               | David Shipley to Katharine Button (1 page)                                                   | 09/08/1997 | P6/b(6)     |
| 007a. letter             | Heather Davis to Roberta Greene re: address and phone number [partial] (1 page)              | 07/21/1998 | P6/b(6)     |
| 007b. resume             | re: Heather Davis [partial] (2 pages)                                                        | n.d.       | P6/b(6)     |
| 008a. resume             | re: Tracy Pakulniewicz [partial] (1 page)                                                    | n.d.       | P6/b(6)     |
| 008b. resume             | Tracy Pakulniewicz to Cheryl Mills re: phone number [partial] (1 page)                       | 07/13/1998 | P6/b(6)     |
| 009a. letter             | Adrienne Elrod to Melanne Verveer re: phone number, address, SSN, and DOB [partial] (1 page) | 06/11/1998 | P6/b(6)     |
| 009b. resume             | re: Adrienne Elrod [partial] (1 page)                                                        | n.d.       | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

# Withdrawal/Redaction Sheet

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                                                              | DATE       | RESTRICTION |
|--------------------------|----------------------------------------------------------------------------|------------|-------------|
| 010a. fax                | Allison Stein to Noa Meyer re: phone number and address [partial] (1 page) | 07/22/1998 | P6/b(6)     |
| 010b. resume             | re: Allison Stein (1 page)                                                 | n.d.       | P6/b(6)     |
| 010c. paper              | re: personal essay (3 pages)                                               | n.d.       | P6/b(6)     |
| 011a. letter             | Mary Conk to Social Office re: address and phone number [partial] (1 page) | 07/09/1998 | P6/b(6)     |
| 011b. resume             | re: Mary Conk [partial] (1 page)                                           | n.d.       | P6/b(6)     |
| 012. resume              | re: Leila Azima [partial] (1 page)                                         | n.d.       | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S

rc1022

### 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]

## **SPEECH CANDIDATES**

**1)**

**2)**

**3)**

①

**Draft – Community Service Speech**

I think it's fitting to begin my remarks with a few words about a public figure who recently died. A woman whose life personified the public service that we are here to honor today: Mother Teresa. She will be missed by the thousands for whom she personally cared each year, as well as by the millions who were inspired by her selfless acts of charity and caring. I had the privilege to spend some time with Mother Teresa over the years and I can safely say that she was one of the most powerful people I have ever met.

Her power didn't come from any of the sources we commonly point to when we talk about power in the United States. It didn't come about from her skill at political wheeling and dealing or her graduation from an Ivy League school. It didn't come from making the right connections and shaking the right hands; nor from possessing a large bank account. Mother Teresa was a supremely powerful person because she understood the importance, the tremendous rippling impact, of personal action.

She knew that while government and other institutions are important in creating a prosperous and well-run society, ultimately government and institutions can only provide the blueprint for such a society. But we don't live within a blueprint. The greatest of accomplishments can only be achieved – and the greatest of problems can only be solved – by individual action. One simple, courageous, step at a time.

These simple steps are the bedrock of our democracy. Over two thousand years ago, when the principle was in its infancy, Greek lawgivers arrived at the notion that the strength of any democracy depends on the sum of the people involved. It is that notion that fuels our own experience today.

Imagine if the sum of our democracy included more people like Mother Teresa. Imagine if we were fortunate enough to include within our vast borders more committed women and men like those gathered in this room.

People like Willie Brown who has spent his entire life working to better the place in which he lives, whether by building a park community center or by bringing people together to bridge the racial gaps between our people. People like Marilyn Segal whose lifelong mission has been to better the lives of children. People like Bill Colson who has helped bring together the county's diverse leaders. And Susan Reyna, who, not content to let the needs of migrant Hispanic families go unanswered, formed MUJER to work for their benefit. People like Joseph Pinon, a former police officer, a Cuban refugee, who today works with numerous civic organizations.

These are people who embrace the biblical golden rule: Do unto others as you would have others do unto you. They embrace it not only as a principle of faith, but as a principle of democracy and service.

Two years ago, during a summer heat wave, something terrible happened in Washington, DC. A four-year-old little girl and her two-year-old brother wandered away from their home and, apparently looking for a place to play, climbed into an unlocked car in a nearby lot. A couple of hours later, both children were found dead of suffocation.

In the aftermath of the tragedy, some neighbors pointed out that for years they had tried to get local authorities to build a playground so that kids in the area would have someplace safe to play. And the local government should have done that. But the neighbors bear some of the blame for what happened that summer, too. If they had understood and accepted their own personal responsibility, they might have taken it upon themselves to take turns watching the children; to clean up the yard the children ran in; and to chip in to buy a few outdoor toys that the children could all share.

A few months after this tragedy, a community service organization stepped up to the plate. With volunteer labor, a few contributions and a whole lot of planning, they created something incredibly important, yet exquisitely simple: a place for children to play.

It is through service like this that people together are able to achieve what alone they could not.

I know service was an important part of my upbringing as a young girl. It helped me appreciate the life I was born into, and enabled me understand the lives of others who seemed so different. I remember volunteering to baby sit for young migrant children while their older brothers and sisters joined their parents working in the fields. Taking care of those children not only gave their parents a little piece of mind for the few hours I was there, but it gave me a way to connect with people who spoke a different language and who ate what looked to me to be pretty exotic food. It gave me an opportunity to see that those foreign-seeming people had hopes and dreams for themselves, and care and love for their families, just as great as any I'd encountered in Park Ridge, Illinois.

It's important that we introduce our children to service, early, so that it becomes a way of life for them. Many schools and cities throughout the country, agreeing with that notion, are beginning to establish frameworks that make it easier for children to volunteer.

Schools like Washington Elementary School in Mount Vernon Washington have integrated service into its curriculum. Students there create classroom projects as well as perform individual acts of service, like tutoring younger children and acting as safety patrols. Here in Florida, North Miami Beach High School helps organize volunteers with its own web site and (ADD MORE EXAMPLES HERE).

I am proud of many of the accomplishments made by my husband's administration, but one of the things of which I am most proud is my husband's dedication to the Corporation for National Service, the public-private enterprise that includes AmeriCorps.

Around the country, young AmeriCorps members are devoting themselves to making our nation more secure for the future. They are doing this by tutoring children, and helping to raise reading scores; by immunizing hundreds of thousands of children; and by working with police departments to keep neighborhoods safe and to fight against drugs.

At the Summit For America's Future, held earlier this year in Philadelphia, thousands more Americans, young and old, took a pledge to participate in community service – committing themselves to help two million children by the year 2000.

But America's embrace of the service ethic came long before my husband's presidency. Long before AmeriCorps and its predecessors, the Peace Corps and Vista were even dreamed of. It was early in the 19<sup>th</sup> century when Alexis de Tocqueville observed that voluntary organizations had become a hallmark of American citizenship and a distinctive part of our national life. It's this unique trait that makes me most proud to be an American.

There comes a moment when many of us hear the call to serve. The call comes in various ways and takes many different forms. Some march in armies; and others stand in front of classrooms. Some will place sandbags against a rising flood; and others will volunteer to fight fires. We can't all do the same thing – I certainly wouldn't expect anyone to do what I do – but there is a place for everyone in community service.

Martin Luther King Jr., inspired our entire nation with his acts of service, reminding us that service is not something just for "other people" – it's for us all. He said: "You don't have to have a college degree to serve. You don't need to make your subject and verb agree to serve. You don't have to know about Plato and Aristotle to serve. You don't have to know Einstein's theory of relativity to serve... You only need a heart full of grace. A soul generated by love. And you can be that servant."

He was right.

The greatest challenges facing us in the 21<sup>st</sup> century will not be solved by government alone. Our most daunting challenges will not be how to create greater technologies, bigger weapons, faster computers. No. We will need to figure out how we can live better in the midst of the technological and social changes we've already undergone. To understand how to retain a meaningful connection to our community when our communal interactions might be fewer. Our challenge will be how to maintain our most precious gift – our democracy – when so many Americans are feeling alienated from each other and their government.

It seems to me that in this area of our lives we have to go back in order to come forward. A robust economy is not enough. Smart trade policies are not enough. We have to renew our ties to our community and our country in order to derive the satisfaction we need from the wealth we have. Because I know that we as a people will be defined not only by the riches that we reap – but by the kind of society we build with our riches.

It takes more than money to achieve the things we most care about. It takes more than government. It takes commitment and time. It takes constant nurturing and vigilance. It takes the involvement of our people – the sum of our democracy – to fulfill our greatest goals.

Robert Kennedy said: "Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope and crossing each other from a million different centers of energy and daring those ripples build a current which can sweep down the mightiest walls of oppression and resistance."

The people we are celebrating today in this room are sending forth those tiny ripples of hope. I hope you inspire others to follow your example. Because just as it is our privilege to live in a society for the people and by the people – it is also our fate.

**End**

2

REMARKS FOR THE CHARLES WHITED SPIRIT OF EXCELLENCE AWARD  
SEPTEMBER 30, 1997

It is a great honor to join you tonight in this world-class city to celebrate the better angels of our nature and our nation.

President Kennedy once said that "a nation reveals itself not only by the men and women it produces, but also by those it honors, by those it remembers." Tonight our nation reveals itself by the leaders we honor with the 13<sup>th</sup> Annual Charles Whited Spirit of Excellence Award. We honor heroes who reach across the lines that too often divide us. Heroes who, in good times and bad, lift up South Florida's vulnerable children and families. Heroes who, every day, make us proud of who we are and who we can become. But when we honor these dedicated Americans, we paint a picture of more than community service in South Florida. We show a model of citizenship in our democracy, a model that this generation -- like all generations -- must refine and redefine for its time.

I was thinking about community and citizenship while the President and I were back home in Arkansas. We just spent a wonderful weekend visiting family and friends and attending Bill's high school reunion. But our thoughts kept returning to the reunion our nation held Thursday at Little Rock Central High School. Forty years ago, when I was a young girl growing up outside of Chicago, I remember seeing pictures of the Little Rock Nine as they walked up the steps of Central High, escorted by the 101<sup>st</sup> Airborne Division. I will never forget watching them brave the hatred outside and the fear within in order to seize the opportunity that all children deserve, the opportunity to live and learn and reach their God-given potential. And I will never forget the look on their faces, 40 years later, as the President opened up the door for them again, only this time to the welcoming sound of thunderous applause.

Remembering that historic day in 1957, one of the nine, Melba Pattillo, wrote that she had "crossed the threshold into that place where angry segregationist mobs had forbidden us to go." Today, at Central High, students of all races freely cross that same threshold, which is now protected not by the National Guard, but by four strong statues emblazoned with these words: Ambition, Personality, Preparation, and Opportunity. It is up to us as a nation to make sure that all children have the ambition, personality, preparation and opportunity -- yes, opportunity -- they need to walk through those doors into the new century.

Notice that I said it is up to our nation, not just our government. Throughout our history, there have been those who claim government can do it all and those who insist government should do nothing at all. As usual, the real truth lies somewhere in between. Because when we think about our on-going struggle to build an American house that cannot be divided by race or religion, we are reminded of both the power and limitations of government. For while government can pry open those doors, while government can enforce our constitutional rights, and while government can help our citizens keep out of harm's way, it cannot heal our racial divide or reweave our frayed communities. It cannot make sure that involuntary segregation is not replaced simply with voluntary separation. It cannot change a heart or mend a spirit. It cannot make us feel connected to one another or allow us to enter the new century together. But citizens can. And as you have shown in South Florida, citizens do.

When Alexis de Tocqueville looked at our democracy, he described a nation that was truly special. Not just because of our system of limited government. Not just because of the individual initiative that thrives in our free-market economy. What has always made America special is the space between our government and our economy. Social scientists refer to it as our civil or civic society. All of us know it as the roles played by our families, our churches, our Boys and Girls Clubs, by all of you. We see it in Marilyn Segal's exploration of early child development and her fight to give the children of Broward County the right start in life. We see it in the Miami Herald's Holiday Wish Book, which brings community support to families in need. We see it in the three words that launched our nation: We the People, and in the three words that adorn our national seal: *E pluribus unum*, which tell us that out of many we are still one. This is not big government, it is shared government.

What all of this says, and what all of you have shown, is that good citizenship in a democracy means more than paying your taxes, casting your ballot, obeying our laws, and earning an honest living. Good citizenship means internalizing democratic values in our hearts and minds. It means realizing that we are responsible for one another, each of us our brother's and our sister's keeper. And, it means understanding that none of us got to where we are without someone opening the door for us, and none of us will ever get to where we need to go without reaching back to keep the door open for someone who comes after us.

Those ideals remain, but how we meet them must continue to change. Because for more than 200 years, we have been guided not by a document, but by a democracy, a living, breathing democracy. Every generation has sought to perfect it, without any real assurances that we ever will. Every generation has sought to balance the power of our government, our free market and our citizenry. Every generation has sought to meet its new challenges by redefining what it means to be a citizen in this great country. My parent's generation was asked to save our nation from economic collapse and world tyranny. Thirty years ago, my generation was challenged to fight for civil rights, explore space, and carry the American dream to every corner of our country and our world.

As we enter the 21<sup>st</sup> century, our families, our nation, and our world are all facing new challenges that will once again force us to redefine the role citizens play in our democracy. In our homes, parents are under more pressure as they try to balance work and family, and raise their children in the face of media messages that teach them that smoking is cool, and a consumer culture that tells them to value the logo on their sneakers more than the generosity in their hearts. Across our nation, new patterns of work, technology, and mobility have changed how we view our connection to and responsibility for our local and national community. And around the world, the fall of the Berlin Wall and the rise of new democracies create not only new responsibilities to build alliances of shared values, but also new opportunities to inspire and learn from them.

When Congressman Tony Hall met the late Mother Theresa a few years ago, he asked her how she was able to accomplish so much. She replied, "I did the thing that was in front of me." What is clear is that today, the thing in front of us is no longer just in our neighborhood or our local school. It is national, and it is global. And yet, while our concept of community continues to evolve, our age-old commitment to it must not.

I was pleased to hear that the Miami Herald and NBC have been hosting events called Community Circles to talk about how to solve the problems facing our most vulnerable children. If we are going to redefine citizenship for the new century, I believe that we need to foster a commitment and connection to ever-widening circles of community, from our home to our world.

To do that, we must first recognize that citizenship is a lifelong job and commitment. Not all of us will have children or work in an office. Not all of us will graduate from college or buy a house. But, all of us will be citizens in our democracy. We also know that teaching good citizenship must begin with our children. And that goes far beyond the time we must take to read to children, play with them, talk with them, and nurture them as they grow. It even extends beyond what we teach our children about cleaning up their rooms, or helping out around the house. What I'm talking about here is really our obligation to inspire children to serve others, to help them see service -- including political participation -- as a privilege, as an everyday fun activity, and as a way to find common ground with others by respecting -- not just tolerating -- our differences.

I was thinking about one of the ways my mother did this as I read about Susan Reyna's extraordinary work with migrant families. For a few weeks every autumn when I was growing up, migrant families worked the fields around Chicago and their children went to classes with us. One of these kids took to bullying me and my friends on the playground. Were it not for my mother, I might have wallowed in my anger and fear. I might have judged an entire group based on the poor behavior of one individual. Instead my mother encouraged me to volunteer to baby-sit for the migrant families' young children on Saturdays so that their older brothers and sisters -- my classmates -- could help their parents in the field.

I remember how proud I felt to be serving families who worked so hard for so little. And I remember being struck by both the differences and the similarities in our lives. We learn the most about ourselves when we stand in someone else's shoes and someone else's world and look back at our own. I've always believed that those early experiences with service ultimately helped shape the direction of my career and my life. As Chelsea grew up, we tried to give her those kinds of experiences, by taking her to volunteer at shelters, encouraging her to be a part of a cause bigger than herself, and inspiring her to keep an eye out for everyday needs waiting to be met.

But, those needs don't always appear before us. Redefining citizenship for the 21<sup>st</sup> century also requires peering beyond our own backyards and creating a circle of community that binds our entire nation together. Our history is replete with examples of citizens pulling together when faced with war abroad and disaster at home. When Hurricane Andrew shook this great state, when floods ravaged North Dakota, and when home-grown terrorism struck Oklahoma City, we saw citizens gathering up their humanity and rising to the occasion, not as Latinos or Caucasians, liberals or conservatives, Jews or Christians, but as Americans.

Yet, even in the absence of adversity -- indeed, especially in the absence of adversity -- citizenship in the 21<sup>st</sup> century requires that we see our fates are inextricably linked to the fates of all Americans. We can wear our individual heritage like a badge of honor, but we should always do so as citizens of the same national community. When we have differences, whether they are on the playground or at the highest levels of government, we must lower our voices and look at our common purposes.

4

We need a national spirit that sees every problem as our problem, every solution as our solution, and the government as our government. We need an active citizenry with the courage to keep our institutions honest and the optimism to serve them on behalf of our nation.

And we need to give every American a way to serve their communities and their country. That has always been the President's vision for AmeriCorps. Today, right here in Miami, AmeriCorps volunteers are earning money for college while building homes for single families. They are teaching parenting skills to low-income citizens and reading skills to their small children. And they are recruiting high school students to mentor young children after school and during the summers. All in all, there are more than 950 AmeriCorps volunteers in Florida who are literally changing lives, for themselves and those they serve. If AmeriCorps gets the support it needs from our government and our citizens -- and it must -- it has the potential to help 160,000 people across the nation serve by the year 2000.

Finally, 50 years after the Marshall Plan, redefining citizenship for the new century means that we must reach out again and create a circle of community with our democratic allies throughout the world. I have been fortunate enough to visit countries in Europe that once lived under the shadow of the old Iron Curtain and now live under the flags of free independent nations as they work to build democracies with civil liberties, civic duties and a new sense of community. I have seen the spirit of reconciliation alive and well in South Africa, where a nation of diverse peoples has overcome 40 stubborn and violent years of Apartheid to begin the difficult journey to democracy. And to our south, and embodied in the diversity that enriches Miami, we have seen every nation of our hemisphere save one reject the rule of force and accept the rule of law.

All over the globe, nations are looking to the American experience as an example and an inspiration of what free people who pull together in common cause can accomplish for the individual and the community. They are looking at us to see not only how to build a democracy, but also how to nurture and sustain one. And their journeys, in turn, can inspire and guide us as we appreciate the blessings we have and continue our never ending quest to refine and redefine what it means to be a citizen in the oldest and greatest democracy in the world.

As we do all of this, as we commit ourselves to the ever widening circles of community throughout our neighborhoods, our nation, and our world, let us always fix our gaze on the fundamental principles of citizenship that never change.

It was almost exactly 100 years ago, at the dawn of the last century, that a little girl named Virginia O'Hanlon wrote one of the most famous letters to the editor of all time. Her question was, "Is there a Santa Claus?" And the answer the New York Sun editorial page gave was, "Yes, Virginia, there is a Santa Claus. He exists as certainly as love and generosity and devotion exist." Those simple words offered children, and their parents, an anchor, a shield, something to believe in. That was the responsibility we had to the Little Rock Nine as they crossed the threshold into Central High. And, that is the responsibility we have -- as journalists, as government officials, as communities, as citizens -- as we help all children cross the threshold into the next century in a nation that is great simply because it is good.

Thank you.

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                                | DATE | RESTRICTION |
|--------------------------|----------------------------------------------|------|-------------|
| 001. form                | re: Column Candidates Comment Sheet (1 page) | n.d. | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

## CHARTER SCHOOLS

(1)

*fense*

The day after we left Chelsea at Stanford University, full of excitement as she begins the next stage of her education, my husband and I went to San Carlos, California, to the state's first charter school to study an educational development that is brightening the futures of children across the country. *prospects*

We met with teachers, parents, administrators, and students who told us about their experiences building charter schools. These are public schools, supported and chartered by the states, open to all students, and accountable for their performance. But they are unique because they are freed from the red tape of traditional school bureaucracies. In San Carlos, we heard about what worked and why; the problems and frustrations they've encountered; and lessons learned.

I've been caught up in the challenges facing our education system since 1983, when Bill was governor of Arkansas and entrusted me with chairing a committee to make schools better. There are certain things I've come to believe deeply that help explain why charter schools make sense. First, children learn differently and are smart in varied ways; we need to tailor schools to respond to their individual needs and talents. Second, the key to good education is to have high expectations-- of students, of teachers, and of parents-- and then give them a hand in making changes happen. Third, good ideas are contagious. *Answer 5/7/97*

The day my husband took office in January, 1993, there was just one charter school in the country. Now, supported by legislation he passed in Congress in 1994, there are 787, serving over 100,000 students in 24 states. These schools were started by many different kinds of people-- teachers, administrators, community groups, businesses.--who want to make our schools better. Let me tell you about just a few places that reflect the extraordinary diversity and promise of charter schools.

Earlier this year, I visited the Vaughn Next Century Learning Center outside Los Angeles. Once one of the lowest-achieving elementary schools in the area, grossly crowded and bordered by a neighborhood of broken-down crack houses, it's been transformed into one of the country's most exciting charter schools. Stressing the crucial involvement of parents, Vaughn has an onsite Family Center to help the school's mostly poor Latino and Asian-American families get the basic health and social services they need, from immunization and dental care to parenting classes. Parents volunteer in the school in return for the services. The school requires students to wear uniforms, provides after-school tutoring and gang prevention programs, and calls students' homes when they are absent, resulting in an attendance rate of 99%.

PHOTOCOPY  
PRESERVATION

Another acclaimed charter school, Boston's City on a Hill, was founded by two teachers from traditional inner city schools where they felt they had only minimal influence shaping decisions. They chose to spend (and risk) their careers building an alternative school where the diploma truly means something. It's only granted when children have earned it by demonstrating they've mastered a demanding set of academic skills that they'll need to compete in the 21<sup>st</sup> century world they're entering. City on a Hill takes advantage of all the great resources of Boston: art classes are held in museums; the gym program uses the YMCA. Students are required to get involved and work in the community to link school to real world experience and learn in practice the values underlying our democracy. They also can't graduate if they haven't learned to swim.

tense  
The first charter school in the nation, City Academy in St. Paul, Minnesota, was started to attract and serve children who'd dropped out of school. One of the main reasons for its tremendous success was the involvement of twenty school drop-outs who helped design and create a school they'd want to attend. determine

Charter schools aren't without problems. The start-up costs are high. They sometimes face opposition from entrenched bureaucracies reluctant to give up control. They need to be scrutinized closely from the start in deciding who gets charters, how they'll be managed and (their performance judged.) If charter schools don't perform, they can be closed down. A handful have been. evaluated

In November, Secretary of Education Dick Riley will convene a national conference on charter schools in Washington so they can learn from each other and we can learn from them all. This year's budget calls for funds for another 500 schools. Charter schools are already proving what exciting things can be achieved when we relinquish the idea that one size fits all in American education and give the people who know and care most about our schools a free hand to find new and better ways for children to learn. answer

(770 words)

FROM :

PHONE NO. :

Sep 25 1997 07:34AM P2

2

DRAFT

## Charter Schools: A Gift to Our Community

September 24, 1997

I wish you all could have been with Bill and me when we visited the San Carlos Charter Learning Center, one of the very first charter schools in the nation. It was a day I'll never forget.

We had just left Chelsea at Stanford, one of the toughest moments we've ever endured as parents. Visiting San Carlos was just what the doctor ordered.

San Carlos is a good news story -- one of hundreds taking place every day all across the country. It's a school that works. Volunteers gave 20,000 hours of time to create the Charter Learning Center. When it was created, one of the organizers said, "The granting of the San Carlos Charter is a gift the community has given to itself... the gift of the opportunity to create choice for all learners."

That's what charter schools are all about.

Charter schools are public schools operated under a charter or contract. They may be organized by parents, teachers or others from the community, but the idea is that, in exchange for public funding, they are freed from the regulations and red tape that stifle effective innovation. In addition, they are held accountable. If they don't meet the high expectations they've set for themselves, their charter is revoked.

In 1991, Minnesota became the first state to pass a charter school law. Now, merely six years later, there are 700 charter schools in 29 states.

As parents, we all know what works for our children: clear expectations that all children can and should learn; manageable school and class size; an orderly classroom environment; the close personal involvement of at least one teacher with each child; a commitment to tailoring instruction to how different children learn; and active parent participation.

These are pretty fundamental principles. Yet, in too many cases, our public schools have become too big -- too industrialized. Gone are the basic ingredients once considered requisite to a good education. That's where charter schools come in.

I've been privileged to visit charter schools all across the country. At San Carlos, Bill and I saw a business run by students at the school. Eleven to 14-year-olds develop and market inexpensive games and software for children of all ages.

At the Vaughn Next Century Learning Center, principal Yvonne Chan showed me where crack houses used to stand next to the school. She fought for state funding to bulldoze

FROM :

PHONE NO. : [REDACTED]

Sep. 25 1997 07:34AM P3

the houses and build new classrooms. What Chan is most proud of, though, is her students' daily attendance rate - 99%.

*Confusion*

Another California school has lengthened the school year to 200 days. Jingtowen was created by Oakland's Hispanic community, long frustrated by the school district's refusal to provide a bilingual middle school. The longer school year, combined with a longer school day, allows the school to provide study hall, art and music classes that are no longer offered in the district's regular public schools. Jingtowen parents clean bathrooms and provide food services for one hour each week, allowing the school to spend precious resources in the classroom, where they belong.

Early on, critics complained that charter schools would serve only the affluent. Actually, the opposite is true. Charter schools are serving more minority and at-risk students than anyone ever expected. Michigan's charter schools have more than twice the minority enrollment of the public schools.

Here's one of my favorite stories: Pam Girod, a teacher in Minnesota, used \$9,000 of her own money to fund the Cedar-Riverside Community school for students from a community housing project who had no neighborhood school.

I could fill a year's worth of columns with stories just like these. Parents, in partnership with energetic educators, are making them happen all across the country.

*wd choice*

The President and I are determined to take the lessons we've learned from these stories and use them to infect every public school in America. In November, Education Secretary Richard Riley will convene a national conference on charter schools, bringing together teachers, administrators, parents, and others who are interested to share their very best ideas.

The recently enacted balanced budget agreement contains enough money to set up thousands more charter schools across the country. At San Carlos, Bill announced the release of \$40 million in grants to establish 500 more charter schools right away. We want to see 3,000 - or even 4,000 - charter schools in operation by the year 2000.

Charter schools are about giving people a chance - about empowering parents, teachers, and communities. But, most of all, charter schools are about doing what's best for our children.

3

Last week, my husband and I flew to California to get Chelsea settled in at college. It was a difficult time for me as a mother, but as First Lady I had a different experience.

While we were in California, the President and I visited the San Carlos Charter Learning Center, one of our nation's emerging charter schools. There, we encountered a vibrant community of dedicated teachers, students and parents working together to meet the diverse needs of their children. It was easy to see success on the smiling faces of those kids.

I don't think anyone would deny that a strong public school system is crucial to the health of any nation. As we are so often reminded, today's children are tomorrow's doctors, teachers, business owners and parents. We all agree that every child, from every background and in every part of the country, deserves the opportunity to develop his or her God-given potential.

For that reason, the President and I have devoted a lot of time and attention to education reform. While Bill was Governor of Arkansas, we went into the schools to learn what was needed. We worked on many issues, but one of the things we heard expressed frequently was a desire for public school choice. Before long, Arkansas passed a law granting parents more freedom to choose which school their child attends.

Charter schools -- which have developed in the last five years -- take the element of choice one step further. <sup>Then</sup> [Charter schools] are public schools which are not bound by ordinary regulations but instead are created under contracts specific to them.

Each child is different, and each child has a different set of talents as well as needs. Sometimes it takes a particular kind of environment to truly nurture a child's gifts. Because charter schools operate under a set of guidelines that they themselves have established, they have the freedom to develop innovative techniques -- or to reinstate effective old ones -- to meet the varied needs of their students.

Many advocates of school reform believe that schools would be more effective if, like businesses, they were answerable to their customers -- in this case, students and parents. Charter schools are accountable: [In order] to keep their charters, they must maintain high standards, and they must satisfy the people they serve.

And charter schools are satisfying people all over the country. In Pacoima,

California, a charter has transformed the Vaughn Next Century Learning Center from a place where drug deals were happening on school property to one of the most promising schools in the nation. Among Vaughn's many successful facilities is a Family Center, a one-stop referral center <sup>Point</sup> which helps families obtain health and social services.

In San Diego, the O'Farrell Community School clusters its students in "families" headed by a single teacher for three years, so as to keep track of students' progress. Community service is a requirement for graduation, and the school has a counseling center to help students with nonacademic problems.

In Massachusetts, where there are currently twenty-two charter schools, studies show that the overwhelming majority of participants are delighted with the results. Eighty percent of the parents and students surveyed reported that their charter school experience was superior to that of their previous school, and seventy-five percent of the parents reported that their child's interest in learning has increased at the new school.

Beyond educating our children, charter schools educate us -- about what does and doesn't work for our students. Far from leaving other schools behind, these learning centers provide models to be emulated. With some care and attention, what succeeds in one school can be adopted by another. In this way, every school will be encouraged to act like a charter school, and students across the nation will enjoy improvements in the ways they learn.

There are now over five hundred charter schools across the United States. Because these schools often use money already allocated for public schools, they are cost-effective. But they need additional support to get started. The President recently released \$40 million in grants to help these schools get up and running, and I share his hope that every American will see the value in funding these schools.

Charter schools represent what is best about America -- diverse groups of teachers, students, parents and members of the community joining together to take responsibility for meeting the needs of our children. We *can* improve the quality of education in this country. In fact, we are already doing so, and charter schools are leading the way.

FAX COVER SHEET

Thursday, September 25, 1997 02:03:34 PM



To: Lissa Muscatine  
At: First Lady's Office  
Fax #: 456-5709

Fax: 4 pages and a cover page.



Note: \_\_\_\_\_

*Linda Burtyn*

### **Draft – Community Service Speech**

I think it's fitting to begin my remarks with a few words about a public figure who recently died. A woman whose life personified the public service that we are here to honor today: Mother Teresa. She will be missed by the thousands for whom she personally cared each year, as well as by the millions who were inspired by her selfless acts of charity and caring. I had the privilege to spend some time with Mother Teresa over the years and I can safely say that she was one of the most powerful people I have ever met.

Her power didn't come from any of the sources we commonly point to when we talk about power in the United States. It didn't come about from her skill at political wheeling and dealing or her graduation from an Ivy League school. It didn't come from making the right connections and shaking the right hands; nor from possessing a large bank account. Mother Teresa was a supremely powerful person because she understood the importance, the tremendous rippling impact, of personal action.

She knew that while government and other institutions are important in creating a prosperous and well-run society, ultimately government and institutions can only provide the blueprint for such a society. But we don't live within a blueprint. The greatest of accomplishments can only be achieved – and the greatest of problems can only be solved – by individual action. One simple, courageous, step at a time.

These simple steps are the bedrock of our democracy. Over two thousand years ago, when the principle was in its infancy, Greek lawgivers arrived at the notion that the strength of any democracy depends on the sum of the people involved. It is that notion that fuels our own experience today.

Imagine if the sum of our democracy included more people like Mother Teresa. Imagine if we were fortunate enough to include within our vast borders more committed women and men like those gathered in this room.

People like Willie Brown who has spent his entire life working to better the place in which he lives, whether by building a park community center or by bringing people together to bridge the racial gaps between our people. People like Marilyn Segal whose lifelong mission has been to better the lives of children. People like Bill Colson who has helped bring together the county's diverse leaders. And Susan Reyna, who, not content to let the needs of migrant Hispanic families go unanswered, formed MUJER to work for their benefit. People like Joseph Pinon, a former police officer, a Cuban refugee, who today works with numerous civic organizations.

These are people who embrace the biblical golden rule: Do unto others as you would have others do unto you. They embrace it not only as a principle of faith, but as a principle of democracy and service.

Two years ago, during a summer heat wave, something terrible happened in Washington, DC. A four-year-old little girl and her two-year-old brother wandered away from their home and, apparently looking for a place to play, climbed into an unlocked car in a nearby lot. A couple of hours later, both children were found dead of suffocation.

In the aftermath of the tragedy, some neighbors pointed out that for years they had tried to get local authorities to build a playground so that kids in the area would have someplace safe to play. And the local government should have done that. But the neighbors bear some of the blame for what happened that summer, too. If they had understood and accepted their own personal responsibility, they might have taken it upon themselves to take turns watching the children; to clean up the yard the children ran in; and to chip in to buy a few outdoor toys that the children could all share.

A few months after this tragedy, a community service organization stepped up to the plate. With volunteer labor, a few contributions and a whole lot of planning, they created something incredibly important, yet exquisitely simple: a place for children to play.

It is through service like this that people together are able to achieve what alone they could not.

I know service was an important part of my upbringing as a young girl. It helped me appreciate the life I was born into, and enabled me understand the lives of others who seemed so different. I remember volunteering to baby sit for young migrant children while their older brothers and sisters joined their parents working in the fields. Taking care of those children not only gave their parents a little piece of mind for the few hours I was there, but it gave me a way to connect with people who spoke a different language and who ate what looked to me to be pretty exotic food. It gave me an opportunity to see that those foreign-seeming people had hopes and dreams for themselves, and care and love for their families, just as great as any I'd encountered in Park Ridge, Illinois.

It's important that we introduce our children to service, early, so that it becomes a way of life for them. Many schools and cities throughout the country, agreeing with that notion, are beginning to establish frameworks that make it easier for children to volunteer.

Schools like Washington Elementary School in Mount Vernon Washington have integrated service into its curriculum. Students there create classroom projects as well as perform individual acts of service, like tutoring younger children and acting as safety patrols. Here in Florida, North Miami Beach High School helps organize volunteers with its own web site and (ADD MORE EXAMPLES HERE).

I am proud of many of the accomplishments made by my husband's administration, but one of the things of which I am most proud is my husband's dedication to the Corporation for National Service, the public-private enterprise that includes AmeriCorps.

Around the country, young AmeriCorps members are devoting themselves to making our nation more secure for the future. They are doing this by tutoring children, and helping to raise reading scores; by immunizing hundreds of thousands of children; and by working with police departments to keep neighborhoods safe and to fight against drugs.

At the Summit For America's Future, held earlier this year in Philadelphia, thousands more Americans, young and old, took a pledge to participate in community service – committing themselves to help two million children by the year 2000.

But America's embrace of the service ethic came long before my husband's presidency. Long before AmeriCorps and its predecessors, the Peace Corps and Vista were even dreamed of. It was early in the 19<sup>th</sup> century when Alexis de Tocqueville observed that voluntary organizations had become a hallmark of American citizenship and a distinctive part of our national life. It's this unique trait that makes me most proud to be an American.

There comes a moment when many of us hear the call to serve. The call comes in various ways and takes many different forms. Some march in armies; and others stand in front of classrooms. Some will place sandbags against a rising flood; and others will volunteer to fight fires. We can't all do the same thing – I certainly wouldn't expect anyone to do what I do – but there is a place for everyone in community service.

Martin Luther King Jr., inspired our entire nation with his acts of service, reminding us that service is not something just for "other people" – it's for us all. He said: "You don't have to have a college degree to serve. You don't need to make your subject and verb agree to serve. You don't have to know about Plato and Aristotle to serve. You don't have to know Einstein's theory of relativity to serve... You only need a heart full of grace. A soul generated by love. And you can be that servant."

He was right.

The greatest challenges facing us in the 21<sup>st</sup> century will not be solved by government alone. Our most daunting challenges will not be how to create greater technologies, bigger weapons, faster computers. No. We will need to figure out how we can live better in the midst of the technological and social changes we've already undergone. To understand how to retain a meaningful connection to our community when our communal interactions might be fewer. Our challenge will be how to maintain our most precious gift – our democracy – when so many Americans are feeling alienated from each other and their government.

It seems to me that in this area of our lives we have to go back in order to come forward. A robust economy is not enough. Smart trade policies are not enough. We have to renew our ties to our community and our country in order to derive the satisfaction we need from the wealth we have. Because I know that we as a people will be defined not only by the riches that we reap – but by the kind of society we build with our riches.

It takes more than money to achieve the things we most care about. It takes more than government. It takes commitment and time. It takes constant nurturing and vigilance. It takes the involvement of our people – the sum of our democracy – to fulfill our greatest goals.

Robert Kennedy said: “Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope and crossing each other from a million different centers of energy and daring those ripples build a current which can sweep down the mightiest walls of oppression and resistance.”

The people we are celebrating today in this room are sending forth those tiny ripples of hope. I hope you inspire others to follow your example. Because just as it is our privilege to live in a society for the people and by the people – it is also our fate.

**End**

(3)

Thank you. Thank you distinguished guests, staff of the Miami Herald, and citizens of Miami. I am honored to be here this afternoon to commemorate the spirit of Charles Whited, a columnist who reflected the best of this diverse community. Nothing makes me happier than joining in a celebration of service, and of those who dedicate their lives to it. I can honestly say that I am humbled by the achievements that today's six honorees have accomplished.

I have met enough dedicated citizens like today's award winners to know that they are precious, and essential to America's well being. Their commitment to service literally changes lives, and it can change our nation.

I don't mean that in an abstract way. Anyone who has seen a young boy enraptured by a mentor's lively reading will know what I mean. Anyone who has seen an elderly woman cheerfully recount her life story to a hospital volunteer will also understand. For the many Americans who need help, service is as concrete as a new house or community center or a neighborhood playground, built by the hands of caring citizens.

And what these citizens are creating is much more than a new house and a new playground. They are instilling in all those who come across them an ethos of responsibility, a spirit of generosity, and a message of hope. And by spreading those common American values, they are building the future of our democracy.

For American democracy can not just be about well oiled institutions, post offices and bus service and tax refunds that come on time. Our democracy must also internalize democratic values in our hearts, our minds, and our everyday lives. Now that we no longer have the threat of a cold war uniting us, it is time to turn inward, and remember what it means to be active citizens at home. And central to that memory is a tradition of service, of reaching out beyond the familiar, to help those in need.

Think of our democracy as a house. The post office and the bus service are its foundations, the walls that keep it from falling. But with only those things, it's an empty house. In order to come alive it needs people, meeting and greeting within its walls. It needs people with a common purpose, working together like a family.

And no matter how different they seem, Americans do, indeed, have a common purpose. What individual family does not confront the same questions that confront our national family? What parents do not wonder how, in the face of challenges, in the face of technology and television that fragment us, can they raise children - their own children and the nation's children? How to give them moral signposts to guide them in this frightening world? How to teach them our common values - values I call opportunity, responsibility and community. These are questions every parent, whether from Homestead or Coral Gables, from Miami or from Maine, must consider.

The answer has to do with why we are here today. It has to do with civil society - the meeting and greeting that happens inside the house. Civil society is that lively, bustling space where government can not, and should not reach. It is the heart of a good democracy. Fueling it are community leaders like the ones gathered here, running local organizations, philanthropies, volunteer associations, neighborhood groups, and even families. That is where our children will learn to be citizens, and serve their neighbors; that is where they will learn a new kind of patriotism.

For those who take on the task of teaching our children, it is a great challenge. Learning how to become an active citizen can not be taught with chalk and a chalkboard, in Citizen 101. It can not be tested with a multiple choice exam. The values that service teaches can only be learned through experience. There is no substitute for the first time a young volunteer sees relief in a neighbor's eyes, when she knows she has made a difference.

If taught correctly, the experience of serving should be as searing to this generation of children as war was to the generations before them. It should have all the urgency of what happens after an emergency, such as Hurricane Andrew, when people who never knew each other as neighbors come to know each other as family.

Today we have among us a few of those teachers, a few of the rescue workers for our nation. Each of them has spent their lives rushing to the scene of the hurricane. Each of them has ventured outside when they could have stayed home, to forge links between communities.

In my book, *It Takes a Village*, I tell a story from my childhood. Near my neighborhood outside Chicago was a camp of migrant workers from Mexico. For a while, my only contact with them was unpleasant. A young Mexican was our local playground bully, taller and older and meaner than I was. It was not until my mother encouraged me to babysit some younger children in the camp that I began to think of the migrants as coming from families just like mine, as a collection of mothers who cooked dinner and fathers who worked and children who liked to eat candy.

Susan Reyna has also ventured out, to babysit and feed and clothe and fight for migrant workers in South Florida. First at Centro Campesino, then at Migrant Services Council and now as founder of MUJER, she has looked after the most basic needs of a population used to doing without. When migrant homeowners suffered the most damage after the hurricane and received the least insurance, she showed them where to turn. She recognized that what might be familiar to her was entirely foreign to them, and acted as their guide.

Willie Brown is one of those citizen activists that pop up everywhere, and just can't help themselves from getting involved. For most of his adult life, he's been forging links between the many minority groups in Homestead and South Dade, as founder of the Haitian, Hispanic, African American Coalition, the Concerned Citizens Progressive Action group and a host of other

neighborhood groups. By now, he qualifies as a one man civil society.

Edward Pudaloff decided to forego the moment in our lives we are all waiting for: the comfortable retirement, in order to help others get there. He reached across generations down to the young people who needed his help, first as a guardian in Broward, then as founder of HANDY, a group that helps abused and neglected children.

Joseph Pinon was once a frightened child on a flight from Cuba to Miami. Now he works to make that relocation a more friendly experience, as an assistant city manager of Miami Beach, and as president of several Latin American service organizations.

Bill Colson is a trial lawyer who has fought large corporations to protect the consumer. He, too, has chosen to forego retirement, and instead has founded a group called Leadership Miami, dedicated to bringing together diverse leaders to address regional problems.

Finally, there's Marilyn Segal, a woman who has spent her life working on the issue dearest to my heart. For three decades, Mickey, as she's known to friends, has dedicated herself to studying child development. As a teenager, she worked in an orphanage. After college, she worked at an adoption agency. She then went on to found some of the most prestigious centers for the study of children in our nation. And her mission was as simple as it was grand - to encourage schools to stop separating children by their socioeconomic background. All that, plus five of her own kids, and a cookie jar in her office rumored to have never been empty.

Together, these extraordinary people have changed the lives of countless children and their parents in South Florida. But they have also done something more. They have shown us a way out of one of the most intractable problems facing America, a problem we've struggled with almost from the country's founding: how to keep a nation of increasingly fragmented ethnic groups from splintering. How to remind our citizens that despite all their differences they still suffer the same winters, or in the case of Miami, the same sunburns.

Miami is one of America's famously diverse cities. Each neighborhood wears its ethnic pride on its sleeve, with neon-sign delis or bodegas. In restaurants, schools, and theatres, Miami life is suffused with the color of identities. And the richness has lasted through the generations.

It is important for parents to teach their children a strong sense of identity. But that is only half a parent's, and a community's task. A child must also be taught to avoid ethnic arrogance, to respect everyone's else's strong sense of identity. And a community must teach its citizens to revel in the diversity of identities, and to consider the other a neighbor.

It is this lesson that Susan Reyna, and Willie Brown, and Edward Pudaloff, and Joseph Pinon, and Bill Colson, and Marilyn Segal, teach us every time they cross town, every time they reach beyond the familiar and become comfortable with the unknown. Call it the lesson

of babysitting: spend a day in a stranger's house and they won't seem so much like a stranger.

There is a teacher in Los Angeles who makes his students spend the night in a neighborhood they had been too scared to enter. He makes them stand on a street corner, or, if that's too frightening, camp out in an all night diner. So far, he's had only one near casualty.

But there's no need to be that dramatic. There is a story about my husband which illustrates for me what I would like service to become. One Thanksgiving when Bill was ten, his mother sent him to the corner store to do some last minute shopping. One of his classmates was there, eating a doughnut and drinking a soda. When Bill asked him where he was eating Thanksgiving dinner, he held up his doughnut and said "Right here." Bill didn't hesitate to invite him over for dinner.

We all have lonely colleagues, elderly neighbors, worried relatives who might need our help. If each of us developed the habit of offering it, we will have changed our nation. Service need not be lofty, or connected to some institution. It should just be a habit of daily living, as basic as eating or good health.

Harris Wofford, who helped to found the Peace Corps and now heads the Corporation for National Service, has said that the service ethic should be to democracy what the work ethic is to capitalism. Service, in other words, can be simple, a routine part of our daily lives, but also a necessary part. And one day it will be ingrained we won't need to give service awards. Thank you

Laura Schiller

(2)

REMARKS FOR THE CHARLES WHITED SPIRIT OF EXCELLENCE AWARD  
SEPTEMBER 30, 1997

It is a great honor to join you tonight in this world-class city to celebrate the better angels of our nature and our nation.

President Kennedy once said that "a nation reveals itself not only by the men and women it produces, but also by those it honors, by those it remembers." Tonight our nation reveals itself by the leaders we honor with the 13<sup>th</sup> Annual Charles Whited Spirit of Excellence Award. We honor heroes who reach across the lines that too often divide us. Heroes who, in good times and bad, lift up South Florida's vulnerable children and families. Heroes who, every day, make us proud of who we are and who we can become. But when we honor these dedicated Americans, we paint a picture of more than community service in South Florida. We show a model of citizenship in our democracy, a model that this generation -- like all generations -- must refine and redefine for its time.

I was thinking about community and citizenship while the President and I were back home in Arkansas. We just spent a wonderful weekend visiting family and friends and attending Bill's high school reunion. But our thoughts kept returning to the reunion our nation held Thursday at Little Rock Central High School. Forty years ago, when I was a young girl growing up outside of Chicago, I remember seeing pictures of the Little Rock Nine as they walked up the steps of Central High, escorted by the 101<sup>st</sup> Airborne Division. I will never forget watching them brave the hatred outside and the fear within in order to seize the opportunity that all children deserve, the opportunity to live and learn and reach their God-given potential. And I will never forget the look on their faces, 40 years later, as the President opened up the door for them again, only this time to the welcoming sound of thunderous applause.

Remembering that historic day in 1957, one of the nine, Melba Pattillo, wrote that she had "crossed the threshold into that place where angry segregationist mobs had forbidden us to go." Today, at Central High, students of all races freely cross that same threshold, which is now protected not by the National Guard, but by four strong statues emblazoned with these words: Ambition, Personality, Preparation, and Opportunity. It is up to us as a nation to make sure that all children have the ambition, personality, preparation and opportunity -- yes, opportunity -- they need to walk through those doors into the new century.

Notice that I said it is up to our nation, not just our government. Throughout our history, there have been those who claim government can do it all and those who insist government should do nothing at all. As usual, the real truth lies somewhere in between. Because when we think about our on-going struggle to build an American house that cannot be divided by race or religion, we are reminded of both the power and limitations of government. For while government can pry open those doors, while government can enforce our constitutional rights, and while government can help our citizens keep out of harm's way, it cannot heal our racial divide or reweave our frayed communities. It cannot make sure that involuntary segregation is not replaced simply with voluntary separation. It cannot change a heart or mend a spirit. It cannot make us feel connected to one another or allow us to enter the new century together. But citizens can. And as you have shown in South Florida, citizens do.

Frank R. ...  
Emergency needs to link.

Joseph Pinn -  
Cop, city govt - tabled  
4/1/12

003

2

When Alexis de Tocqueville looked at our democracy, he described a nation that was truly special. Not just because of our system of limited government. Not just because of the individual initiative that thrives in our free-market economy. What has always made America special is the space between our government and our economy. Social scientists refer to it as our civil or civic society. All of us know it as the roles played by our families, our churches, our Boys and Girls Clubs, by all of you. We see it in Marilyn Segal's exploration of early child development and her fight to give the children of Broward County the right start in life. We see it in the Miami Herald's Holiday Wish Book, which brings community support to families in need. We see it in the three words that launched our nation: We the People, and in the three words that adorn our national seal: *E pluribus unum*, which tell us that out of many we are still one. This is not big government, it is shared government.

Willis  
Rome's  
Wash  
you  
people  
Bill

What all of this says, and what all of you have shown, is that good citizenship in a democracy means more than paying your taxes, casting your ballot, obeying our laws, and earning an honest living. Good citizenship means internalizing democratic values in our hearts and minds. It means realizing that we are responsible for one another, each of us our brother's and our sister's keeper. And, it means understanding that none of us got to where we are without someone opening the door for us, and none of us will ever get to where we need to go without reaching back to keep the door open for someone who comes after us.

Corr -  
bring  
people  
together  
across  
de has

Those ideals remain, but how we meet them must continue to change. Because for more than 200 years, we have been guided not by a document, but by a democracy, a living, breathing democracy. Every generation has sought to perfect it, without any real assurances that we ever will. Every generation has sought to balance the power of our government, our free market and our citizenry. Every generation has sought to meet its new challenges by redefining what it means to be a citizen in this great country. My parent's generation was asked to save our nation from economic collapse and world tyranny. Thirty years ago, my generation was challenged to fight for civil rights, explore space, and carry the American dream to every corner of our country and our world.

As we enter the 21<sup>st</sup> century, our families, our nation, and our world are all facing new challenges that will once again force us to redefine the role citizens play in our democracy. In our homes, parents are under more pressure as they try to balance work and family, and raise their children in the face of media messages that teach them that smoking is cool, and a consumer culture that tells them to value the logo on their sneakers more than the generosity in their hearts. Across our nation, new patterns of work, technology, and mobility have changed how we view our connection to and responsibility for our local and national community. And around the world, the fall of the Berlin Wall and the rise of new democracies create not only new responsibilities to build alliances of shared values, but also new opportunities to inspire and learn from them.

? When Congressman Tony Hall met the late Mother Theresa a few years ago, he asked her how she was able to accomplish so much. She replied, "I did the thing that was in front of me." What is clear is that today, the thing in front of us is no longer just in our neighborhood or our local school. It is national, and it is global. And yet, while our concept of community continues to evolve, our age-old commitment to it must not.

I was pleased to hear that the Miami Herald and NBC have been hosting events called Community Circles to talk about how to solve the problems facing our most vulnerable children. If we are going to redefine citizenship for the new century, I believe that we need to foster a commitment and connection to ever-widening circles of community, from our home to our world.

To do that, we must first recognize that citizenship is a lifelong job and commitment. Not all of us will have children or work in an office. Not all of us will graduate from college or buy a house. But, all of us will be citizens in our democracy. We also know that teaching good citizenship must begin with our children. And that goes far beyond the time we must take to read to children, play with them, talk with them, and nurture them as they grow. It even extends beyond what we teach our children about cleaning up their rooms, or helping out around the house. What I'm talking about here is really our obligation to inspire children to serve others, to help them see service -- including political participation -- as a privilege, as an everyday fun activity, and as a way to find common ground with others by respecting -- not just tolerating -- our differences.

I was thinking about one of the ways my mother did this as I read about Susan Reyna's extraordinary work with migrant families. For a few weeks every autumn when I was growing up, migrant families worked the fields around Chicago and their children went to classes with us. One of these kids took to bullying me and my friends on the playground. Were it not for my mother, I might have wallowed in my anger and fear. I might have judged an entire group based on the poor behavior of one individual. Instead my mother encouraged me to volunteer to baby-sit for the migrant families' young children on Saturdays so that their older brothers and sisters -- my classmates -- could help their parents in the field.

I remember how proud I felt to be serving families who worked so hard for so little. And I remember being struck by both the differences and the similarities in our lives. We learn the most about ourselves when we stand in someone else's shoes and someone else's world and look back at our own. I've always believed that those early experiences with service ultimately helped shape the direction of my career and my life. As Chelsea grew up, we tried to give her those kinds of experiences by taking her to volunteer at shelters, encouraging her to be a part of a cause bigger than herself, and inspiring her to keep an eye out for everyday needs waiting to be met.

~~But, those needs don't always appear before us.~~ Redefining citizenship for the 21<sup>st</sup> century also requires peering beyond our own backyards and creating a circle of community that binds our entire nation together. Our history is replete with examples of citizens pulling together when faced with war abroad and disaster at home. When Hurricane Andrew shook this great state, when floods ravaged North Dakota, and when home-grown terrorism struck Oklahoma City, we saw citizens gathering up their humanity and rising to the occasion, not as Latinos or Caucasians, liberals or conservatives, Jews or Christians, but as Americans.

Yet, even in the absence of adversity -- indeed, especially in the absence of adversity -- citizenship in the 21<sup>st</sup> century requires that we see our fates are inextricably linked to the fates of all Americans. We can wear our individual heritage like a badge of honor, but we should always do so as citizens of the same national community. When we have differences, whether they are on the playground or at the highest levels of government, we must lower our voices and look at our common purposes.

4

We need a national spirit that sees every problem as our problem, every solution as our solution, and the government as our government. We need an active citizenry with the courage to keep our institutions honest and the optimism to serve them on behalf of our nation.

And we need to give every American a way to serve their communities and their country. That has always been the President's vision for AmeriCorps. Today, right here in Miami, AmeriCorps volunteers are earning money for college while building homes for single families. They are teaching parenting skills to low-income citizens and reading skills to their small children. And they are recruiting high school students to mentor young children after school and during the summers. All in all, there are more than 950 AmeriCorps volunteers in Florida who are literally changing lives, for themselves and those they serve. If AmeriCorps gets the support it needs from our government and our citizens -- and it must -- it has the potential to help 160,000 people across the nation serve by the year 2000.

Finally, 50 years after the Marshall Plan, redefining citizenship for the new century means that we must reach out again and create a circle of community with our democratic allies throughout the world. I have been fortunate enough to visit countries in Europe that once lived under the shadow of the old Iron Curtain and now live under the flags of free independent nations as they work to build democracies with civil liberties, civic duties and a new sense of community. I have seen the spirit of reconciliation alive and well in South Africa, where a nation of diverse peoples has overcome 40 stubborn and violent years of Apartheid to begin the difficult journey to democracy. And to our south, and embodied in the diversity that enriches Miami, we have seen every nation of our hemisphere save one reject the rule of force and accept the rule of law.

All over the globe, nations are looking to the American experience as an example and an inspiration of what free people who pull together in common cause can accomplish for the individual and the community. They are looking at us to see not only how to build a democracy, but also how to nurture and sustain one. And their journeys, in turn, can inspire and guide us as we appreciate the blessings we have and continue our never ending quest to refine and redefine what it means to be a citizen in the oldest and greatest democracy in the world.

As we do all of this, as we commit ourselves to the ever widening circles of community throughout our neighborhoods, our nation, and our world, let us always fix our gaze on the fundamental principles of citizenship that never change.

It was almost exactly 100 years ago, at the dawn of the last century, that a little girl named Virginia O'Hanlon wrote one of the most famous letters to the editor of all time. Her question was, "Is there a Santa Claus?" And the answer the New York Sun editorial page gave was, "Yes, Virginia, there is a Santa Claus. He exists as certainly as love and generosity and devotion exist." Those simple words offered children, and their parents, an anchor, a shield, something to believe in. That was the responsibility we had to the Little Rock Nine as they crossed the threshold into Central High. And, that is the responsibility we have -- as journalists, as government officials, as communities, as citizens -- as we help all children cross the threshold into the next century in a nation that is great simply because it is good.

Thank you.

---

Robbie -

Here's David's  
resume. Here on  
the way.

David

---

## **DAVID HALPERIN**

Office: 2027 Massachusetts Avenue NW, Washington, DC 20036  
voice: (202) 328-2232 fax: (202) 265-5384 e-mail: davidh@essential.org

### **Education**

**Yale Law School**, J.D., 1989. Took all third-year courses at Harvard Law School.

**Yale College**, B.A., summa cum laude, Political Science, 1984. Honors: Prize for the senior social science major ranking highest in scholarship, three other academic prizes, Phi Beta Kappa, and Distinction in Major. Transferred to Yale sophomore year from the University of Michigan, Ann Arbor. At Michigan, won three academic prizes.

### **Work experience**

**Attorney, solo practice**, Washington, D.C., 1996-present. Work has included representing: a political candidate in a Federal Election Commission proceeding; the AARP, Consumers Union, and other non-profits in a U.S. Supreme Court case concerning liability for defective medical devices; university professors in a Supreme Court suit over the rights of minor political parties; U.S. Congressman Pete Stark in False Claims Act litigation alleging Medicare fraud; farm, business, and environmental groups seeking legal authority to cultivate industrial hemp; and a White House aide seeking a \$1 million prize offered by the Republican National Committee.

**Associate to Ralph Nader**, Washington, D.C., 1995-present. Collaborate with Nader on various writing, research, legislative and educational projects. Helped research, draft and edit *No Contest* (Random House 1996), a book about corporate lawyers.

**Associate to Laurence Tribe**, Washington, D.C., 1995, 1991. Worked with Harvard Law Professor Tribe on litigation, including Supreme Court matters such as the gay rights case *Romer v. Evans* and the cigarette liability case *Cipollone v. Liggett Group*. Also assisted in the representation of various business enterprises.

**Co-founder, Progressive Networks, Inc.**, Washington, D.C. & Seattle, 1993-1994. With former Microsoft vice president, started company that created the widely-used software product RealAudio and also developed programming for TV and the Internet.

**Counsel, U.S. Senate Select Committee on Intelligence**, 1991-1993. Assisted committee chairmen David Boren and Dennis DeConcini in preparing legislation and speeches and conducting investigations, including inquiry into Iraqgate affair. Served as committee budget officer for counterintelligence and anti-terrorism programs.

**Law clerk, U.S. District Judge Gerhard Gesell**, Washington, D.C., 1989-1991. Work included Iran-contra cases and numerous sittings by Judge Gesell on the U.S. Court of Appeals for the D.C. Circuit. Served as judge's sole law clerk for two years.

**Summer associate, Skadden, Arps, Slate, Meagher & Flom**, Boston, 1988.

**Teaching assistant, Yale University Department of Political Science**, 1987. Taught section of undergraduate course on nuclear weapons and arms control.

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                        | DATE | RESTRICTION |
|--------------------------|--------------------------------------|------|-------------|
| 003. resume              | re: David Haperin [partial] (1 page) | n.d. | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

**Work experience** (continued)

**Legal intern, New Haven Legal Assistance, 1987.**

**Research assistant to Robert McNamara, 1986.** Helped research, draft and edit *Blundering into Disaster* (Pantheon 1986), a book about nuclear weapons.

**Research analyst, The Arms Control Association, Washington, D.C., 1984-1986.** Wrote articles and speeches and gave press interviews on nuclear weapons issues.

**Publications** (partial list)

"The Latest Starr Turn," *The Nation*, Sept. 8, 1997

*Discovery Abuse* (monograph) (Public Citizen, July 1997)

"Starr's Prominence As Business Litigator May Not Be Coincidental" (co-author),  
*The National Law Journal*, Jan. 20, 1997

"Conduct Unbecoming," *New York Times* (op-ed), Oct. 12, 1996

"Starr Clientele," *The Nation*, May 20, 1996

"Witness in the White House," *New York Times* (op-ed), Mar. 20, 1996

*Star Wars Quotes* (editor) (Arms Control Association 1986)

"Christmas present from Congress," *San Jose Mercury News* (op-ed), Dec. 29, 1985

"Reorganizing Combat Forces" (co-author), in *Toward A More Effective Defense*  
(Ballinger 1985)

"Rewriting the Key West Accord" (co-author), in *Reorganizing America's Defense*  
(Pergamon-Brassey's 1985)

"The Strategic Defense Initiative," *Houston Chronicle* (op-ed), Dec. 23, 1984

"The Shultz-Gromyko talks," *Christian Science Monitor* (op-ed), Dec. 4, 1984

*Toward a Safer World* (co-author) (Physicians for Social Responsibility 1984)

"How the Military Hobbles Itself" (co-author), *Washington Post* (op-ed), Jan. 6, 1984

"The Key West Key" (co-author), 53 *Foreign Policy* 114 (1983)

"Keeping Our Troops in Europe" (co-author), *New York Times Magazine*, Oct. 17, 1982

**References**

Professor Burke Marshall, Yale Law School

Professor Laurence H. Tribe, Harvard Law School

Professor Pamela Harris, University of Pennsylvania Law School

Ralph Nader, Center for the Study of Responsive Law

Joan Claybrook, President, Public Citizen

Senator David L. Boren, President, University of Oklahoma

Robert S. McNamara



[003]

# Conduct Unbecoming

By David Halperin

WASHINGTON  
**I**n Sunday's debate, Bob Dole told President Clinton, "I've never discussed Whitewater ... I'm not discussing Whitewater now." But two days later, at a rally in Lyndhurst, N.J., Mr. Dole's warm-up act, Michael Chertoff, did discuss Whitewater.

Holding aloft a Dole-Kemp sign, Mr. Chertoff asked: "Remember the President promised us the most ethical Administration in American history? Well, how many of that Administration are in jail now? How many members of that Administration had to resign in disgrace? Why does the White House spend more time hiding its files from subpoenas than pursuing drug dealers?"

Mocking a prominent Clinton campaign slogan, Mr. Chertoff added, "President Clinton wants to build a bridge to an anything-goes future where you can get away with it as long

*David Halperin was counsel to the Senate Intelligence Committee from 1991 to 1993.*

as you can talk your way out of it."

Politicians using surrogates to fight battles they prefer to avoid is a familiar, if unfortunate, sight. What was more unusual, and disturbing, was the identity of the surrogate. Mr. Chertoff was until recently the Government lawyer charged with directing the Senate's investigation of ... White-

## What is a Whitewater lawyer doing on the campaign trail?

water. The Senate committee's final report — in which Republicans cited evidence of alleged wrongdoing by a range of Clinton associates — was issued less than four months ago.

It's not that Whitewater is an inappropriate campaign topic. Mr. Dole could legitimately question whether the Clintons engaged in improper fi-

nancial activities in Arkansas and whether they or their subordinates wrongly impeded subsequent probes by criminal and Congressional investigators. But using Mr. Chertoff to bring up the Whitewater issue on the campaign trail interferes with legitimate debate on the issue.

As a Federal prosecutor during the Bush Administration, Mr. Chertoff earned praise as a straight shooter. In the Senate's Whitewater hearings, he generally played fair and won respect from Capitol Hill Democrats.

But his latest role is out of bounds. During the Senate's hearings, committee chairman Alfonse D'Amato barely concealed his bias, but he and other politicians can be expected to take shots at the Clintons. A committee counsel, on the other hand, is charged with finding the truth and reaching unbiased conclusions, and therefore should avoid assuming such a partisan role so soon after an investigation.

Imagine if Lawrence E. Walsh had quit as the independent prosecutor investigating the Iran-contra scandal and hit the trail in 1992 to stump for Mr. Clinton, charging George Bush with hiding the truth. Conduct unbecoming, Republicans

would rightly have complained.

Clinton defenders can now make such a complaint and argue that Mr. Chertoff's rhetoric proves the Senate probe was a partisan affair, with the outcome predetermined. And Congressional witnesses will wonder whether the counsel who addressed them in May will question their conduct in October — this time in front of campaign placards and a high school band.

Mr. Chertoff insisted after the rally that it would be "hypocritical" to remain silent about what he had concluded from the Senate probe. Certainly, lawyers have a right to speak and indeed should strive to expose wrongdoing. But Mr. Chertoff should have let the Senate report speak for itself — rather than making a campaign speech that diminished himself, his investigation and the candidate he supports.

One hardly wishes to extend blame to Mr. Dole; he has suffered enough this year. But he should recognize that Mr. Chertoff's campaigning undermines the office of investigative counsel. If Mr. Chertoff does not take himself off the campaign trail, Mr. Dole should. □

# Starr's Prominence As Business Litigator May Not Be Coincidental

By *Ralph Nader and David Halperin* SPECIAL TO THE NATIONAL LAW JOURNAL

**K**ENNETH W. STARR'S accumulation of power in his dual roles as Whitewater prosecutor and pre-eminent business litigator made him an unsurprising selection as The National Law Journal's Lawyer of the Year. But one should not ignore the disturbing possibility that Mr. Starr's rise to become the corporate lawyer of choice may have been assisted by his Whitewater position.

The familiar criticism of Mr. Starr, pressed by James Carville, is that a partisan Republican should not be investigating a Democratic president. That claim is easily deflated. A prosecutor would press phony charges for political purposes only at severe peril to reputation. So when Mr. Starr defended himself in public speeches in November 1996, he responded to Mr. Carville's argument but conveniently ignored a more serious criticism: That a counsel probing the president should not, as Mr. Starr has done, simultaneously represent private clients that are seeking relief from the government on hotly contested issues.

The real danger is not that a special prosecutor or the prosecutor's private clients might despise and want to persecute the president. Rather, it is that a president or presidential aide might do favors for the prosecutor's clients in hopes of—or expressly in exchange for—leniency.

While wielding the power to undermine this administration, Mr. Starr has aggressively pressed the interests of corporations, including the major tobacco companies, General Motors, Bell Atlantic, Hughes Aircraft and Dean Witter. All of these companies wanted something from the government, and some of them—while Mr. Starr and his law firm, Kirkland & Ellis, were doing their bidding—got what they wanted.

## Importance of Appearance

In none of these instances was there any indication of improper executive branch motivation. But appearance is important, and such coincidences do not enhance public confidence in the integrity of the system.

When Mr. Starr's own assistant prosecutor has said in court that then-Gov. Clinton helped obtain a fraudulent loan for his business partners—when Mr. Starr's office thus charges that high-level corruption is at the heart of Whitewater—it is irresponsible for Mr. Starr to present repeated opportunities for the president and his aides to provide assistance to Mr. Starr's corporate clients.

In his speeches, Mr. Starr, addressing the partisanship charge, seemed to claim the mantle of Watergate prosecutor Archibald Cox. Noting that Mr. Cox had warned against a prosecutor with "divided loyalties," Mr. Starr said, "If the subject of the investigation is the president or persons close to him, you seek an outsider not interested in currying favor with those in high office." He apparently fails to see how those very words call into question his own actions. His clients are certainly interested in currying favor with the White House, and there may be Clinton aides interested in currying favor with Mr. Starr by helping those clients.

Given the inherent opportunity for corruption, it is obvious why previous coun-

sel investigating presidential conduct—Mr. Cox, Leon Jaworski, Lawrence E. Walsh and Robert B. Fiske Jr.—refrained from concurrent private practice.

Mr. Starr's speeches noted approvingly that Attorney General Elliot L. Richardson believed not just impartiality, but the appearance of impartiality, was needed in investigating Watergate. But when we asked Mr. Richardson about Mr. Starr, he replied tartly, "It is the people who are most confident about their integrity that tend to be the most careless about appearances."

Mr. Starr seems to care little about appearances. He failed to recuse himself from his office's probe of the Resolution Trust Corp., even as the RTC was suing his law firm for aiding savings and loan misconduct. (The firm, which denied wrongdoing, paid \$325,000 to settle the case.) Equally important, the public learned of the RTC suit not from Mr. Starr, but from investigative reporting, as was the case with another incident. Although Republicans had charged that representing International Paper Co. years ago disqualified Mr. Fiske, Mr. Starr's predecessor, because the company once sold land to the Whitewater venture, it turned out that Mr. Starr was representing International Paper up until his appointment. Mr. Starr didn't even mention his potential conflict to Samuel Dash, his ethics consultant; Mr. Dash told us he found out through a magazine article.

Mr. Starr says that "every law enforcement investigation must hold itself to the highest professional and ethical standards." But by suggesting that his own conduct meets such standards, he is leading a generation of lawyers astray.

In April, Mr. Starr's office announced that while he would continue to represent private clients, he had no further anticipated arguments in court. But when we asked, his law firm and prosecutorial spokespersons said they were unable to divulge how much private-practice work Mr. Starr is now doing.

Mr. Starr still fails to see that his conflicted arrangement dishonors the crucial principle that public service must be separated from private interests. He should resign his Whitewater post. ■

*Mr. Nader is the co-author, with Wesley J. Smith, of "No Contest: Corporate Lawyers and the Perversion of Justice in America." Mr. Halperin is a Washington sole practitioner.*

# Witness in the White House

By David Halperin

WASHINGTON  
**P**resident Clinton, a master at using the electronic media, is on the verge of making a videotaped appearance that could hurt his re-election effort.

His former business partners James and Susan McDougal plan to call Mr. Clinton as a witness in Federal District Court in Little Rock, Ark. They are on trial, along with Gov. Jim Guy Tucker, for fraud and conspiracy. The prosecution contends that Mr. Clinton helped Susan McDougal get a business loan that she improperly put in her own bank account. Judge George Howard Jr. ruled that Mr. Clinton's testimony is required for a fair trial.

The President's lawyers have requested that Mr. Clinton be allowed to testify from Washington via videotape or satellite. If videotape is used, he would answer questions from the prosecutors and defense, and it would be replayed to the jury. Mr. Clinton's personal lawyer, David E. Kendall, has argued that forcing him to appear in court would "belittle the office of the President in the eyes of other nations of the world." Judge Howard will rule on the request in the next few weeks.

Mr. Clinton is not the first President to try to avoid testifying in person. Gerald Ford sent taped testimony to the trial of Lynette Fromme, who was convicted of trying to shoot him. Jimmy Carter provided a tape to a grand jury investigating the rogue financier Robert Vesco. In 1990, Ronald Reagan

testified on videotape when his national security adviser, Adm. John Poindexter, faced charges stemming from the Iran-contra affair.

The argument about demeaning the Presidency is overblown. The Federal courtroom in Arkansas is a dignified setting, presided over by a judge with 16 years' experience on the Federal bench. Mr. Clinton, a former professor of constitutional law, should recognize the gravity of a criminal trial and the importance of allowing the defense to

## Clinton shouldn't testify on video.

question witnesses directly.

There are likely to be few occasions when a judge will find that a President has relevant testimony for a criminal trial, and going to court places minimal burdens on the office. (Civil suits, which are more frequent and don't involve prison terms, are another matter.)

Mr. Clinton has another reason to testify in person: self-interest. In a trial where questions have been raised about the propriety of a President's conduct, insisting on videotaped testimony can be a miscalculation. For instance, Admiral Poindexter claimed that Mr. Reagan had approved his illegal actions. Mr. Reagan's lawyer, Theodore B. Olson, saw to it that the former President never entered the courthouse, but he was unable to prevent the tape from being publicly released. The trial judge, Harold

Greene, ruled properly that a record of public testimony by a President could not be locked away in a vault.

The result was unforgettable: a confused former President apparently unable to remember events during his Administration and even some of his policies. (Doctors did not diagnose early-stage Alzheimer's disease until 1994.) Segments of the tape were widely broadcast on news programs, not to mention "Saturday Night Live," rock videos and other un-Presidential venues.

The appearance, stored for eternity on tape, will be one of the lasting images of the Reagan era. If Mr. Reagan had gone to the actual trial, where there would have been print reporters but no cameras, his difficulties would probably have been quickly forgotten.

Bill Clinton, a lawyer and master politician at the top of his game, will likely be more impressive than was Mr. Reagan. But unlike Mr. Reagan, he is running for re-election. Unless he is confident that his appearance will go without a hitch — something no experienced trial lawyer would ever bet on — it would be wiser to testify in the camera-free courtroom. Otherwise, any weak point in his testimony is likely to become a staple of Republican television commercials through Election Day. □

David Halperin is a lawyer.

## *Starr Clientele*

**K**enneth Starr's boosters continue to defend his extraordinary triple role: Republican partisan, corporate superlawyer and Whitewater prosecutor. But no attorney, no matter how smart, no matter how decent, could manage such a controversial workload without difficulties. In a record filled with instances of Starr's insensitivity to appearances, here are still more examples.

On August 1, 1994, Starr visited the Justice Department to meet with Solicitor General Drew Days, the government's chief appeals lawyer. Starr was there to represent the views of a client, the American Automobile Manufacturers Association, in a dispute over federal pollution regulations. Four days later, on August 5, the special court panel that picks independent counsels announced it had appointed Starr to investigate Whitewater. Days, it seems, was left to consider Starr's in-person request for help on the pollution matter knowing that Starr was now responsible for probing charges of criminal wrongdoing by Days's boss, Bill Clinton.

Did Starr know on August 1 that he was under consideration to be the Whitewater prosecutor? Consistent with the appointing panel's policies, Judge David Sentelle, its head, declines to comment. A spokesman at Starr's law firm, Kirkland & Ellis, also declined to provide an answer. Starr did not respond to phone calls or written questions on this and other matters. But Attorney General Janet Reno had asked the panel to pick a Whitewater counsel a full month before, on July 1. And Daniel Pearson, appointed in July 1995 for a probe of Commerce Secretary Ron Brown, says that Sentelle's panel contacted him to gauge his interest in being a special prosecutor forty days before it announced his appointment, and asked him if he wanted the Brown matter in particular seven to ten days before. If Starr indeed knew on August 1 that he was being considered, his visit to Days showed serious disregard for appearances. Justice officials who knew of the meeting were stunned when the Whitewater appointment was announced.

Starr seems to take a selective approach to ethics considerations. We now know that up until his appointment, Starr represented International Paper, which once sold land to the Whitewater Development Company—noteworthy, since Republican lawmakers claimed that representing the same company years earlier disqualified Starr's predecessor, Robert Fiske. Starr's outside ethics counsel, Samuel Dash, says he first learned that Starr represented International Paper from an April *New Yorker* article. Why hadn't Starr ever mentioned it? "He doesn't come to me unless he believes [a representation] raises an issue," says Dash.

Most Starr critics focus on his partisanship. But persecuting the Clintons beyond what the evidence justifies simply for political gain could be accomplished only at severe peril to reputation. The real risk to government integrity does not require double-dealing by Starr. Rather, it is the more subtle but equally pernicious possibility that Starr's unique power to destroy this presidency may be tilting the playing field in disputes between his clients and the executive branch. There is no proof that Clinton or his aides have coddled Starr clients. But a citizen aware of accusations that corruption is at the heart of Whitewater might not be so sure.

Large corporations still flock to Starr, even though his spokesman says he devotes only 25 percent of his time to private practice. Only after becoming Whitewater counsel did Starr emerge as one of the key lawyers for the tobacco industry, which is facing the strongest government attacks in its history. Hughes Air-

craft, hit with separate criminal and civil verdicts for defrauding the government, has turned to Starr for relief on appeal.

In March, when Starr argued an antitrust case before the Supreme Court, the Justice Department took his side. In December 1994, the Clinton Administration reversed plans to recall 6 million General Motors trucks, vehicles whose safety has been at issue in major lawsuits Starr has defended for G.M. Starr did not participate in G.M.'s drive to prevent a recall, but his right-hand law firm colleague, Paul Cappuccio, did. (In an unrelated Supreme Court product-liability case, Starr, representing G.M., and I, on behalf of consumer groups, have submitted amicus briefs on opposite sides.) Starr represented Bell Atlantic in a suit contesting a federal law that banned telephone companies from selling video services; the case was mooted when Congress, supported by Clinton, repealed the ban in February.

Starr's representation of Bell Atlantic was itself sidetracked by a tug of war over ethics. Bell Atlantic filed suit, naming the government as defendant, when Starr was Bush's Solicitor General. Just six days before Bush left office, Justice lawyers prepared a memo reversing the department's longstanding view that criminal conflict-of-interest laws barred former officials, for one year, from signing legal papers on behalf of private parties in cases where the government was also a party. In April 1993, three months after leaving government, Starr signed a brief on behalf of Bell Atlantic in its suit. He stopped when Clinton Justice officials, including Associate Attorney General Webster Hubbell, advised him that the department was concerned that such action was illegal. (Hubbell is now serving a twenty-one-month prison sentence after pleading guilty to fraud charges brought by Starr in the Whitewater probe.)

Starr has shown in the past that he can spot an apparent conflict of interest when it suits his cause: He helped press a South Carolina federal judge who had issued rulings against G.M. to recuse because the judge, in a public speech, had made jokes at corporate lawyers' expense. As special prosecutor, Starr con-

vinced an appeals court to disqualify an Arkansas judge who had dismissed an indictment against Governor Jim Guy Tucker; the judge had previously associated with the Clintons. Starr, himself a former judge, was probably right to ask for the disqualifications. But he seems unwilling to hold himself to a comparable standard.

Former Attorney General Elliot Richardson, commenting on the Starr matter, says, "It is the people who are the most confident about their integrity that tend to be the most careless about appearances." The whole point of the independent counsel law, notes Chesterfield Smith, former president of the American Bar Association, is to assure the public that prosecutors are acting without divided loyalties. Smith says a special prosecutor who engages in outside matters "tears down trust in government and our belief in justice."

Dash reports that Starr, although convinced he has done nothing wrong, is concerned about the effects on his investigation and has no further oral arguments for private clients on the horizon. But a partial reduction in law firm activities is too little and comes too late. Starr seems impervious to the effect his stance may have on the erosion of ethical standards, standards our system relies on to police not just the brightest and most honest attorneys and government officials but all of them. Three months before becoming Whitewater counsel, Starr was explaining his opposition to Clinton's claim of immunity from Paula Jones's harassment suit. "I think the President is one of us and should be treated like one of us," he said. Lost in the arrogance of his own power, it is now Kenneth Starr who needs to come back to earth.

DAVID HALPERIN

---

*David Halperin is a lawyer in Washington, D.C.*

FAX from ...

# Senator Dianne Feinstein

of California

331 Hart Senate Office Building  
Washington, DC 20510  
(202) 224-3841

DATE: 9/3

TIME: \_\_\_\_\_

TO: BOBBIE GREENE

FROM: MARK NEVINS

COMMENTS:

TOTAL NUMBER OF PAGES (INCLUDING COVER SHEET): 12

NOTE: The information contained in this facsimile is confidential. If you receive this transmission in error, please notify the sender immediately.

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                      | DATE       | RESTRICTION |
|--------------------------|------------------------------------|------------|-------------|
| 002. resume              | re: Mark Nevins [partial] (1 page) | 09/03/1997 | P6/b(6)     |

### **COLLECTION:**

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### **FOLDER TITLE:**

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### **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]

**Mark Nevins**

[002]

**POLITICAL EXPERIENCE:****OFFICE OF SENATOR DIANNE FEINSTEIN** Washington, DC *Deputy Press Secretary*

Wrote speeches and talking points for Senator Feinstein and assisted in preparation for press interviews. Authored op-eds, letters, and press releases for publication in a variety of California and national media. Briefed Senator Feinstein on breaking news stories. Staffed Senator Feinstein at press events and interviews. Worked with legislative staff to prepare briefing materials and field press inquiries on legislative activity. **March 1997 to Present.**

**PRESIDENTIAL INAUGURAL COMMITTEE** Washington, DC *Senior Writer*

Wrote official talking points for 53rd Presidential Inaugural for use by White House, Members of Congress, and Cabinet Secretaries. Authored welcoming letter signed by President Clinton and Vice President Gore published in Inaugural program. Wrote press releases, talking points, speeches, and weekly fact sheets for Inaugural Co-Chairs and Co-Executive Directors. Oversaw content and production of 53rd Presidential Inaugural media guide. **December 1996 to January 1997.**

**COLLEGE DEMOCRATS OF AMERICA** Washington, DC *National Communications Director*

Wrote op-eds for administration officials, Democratic Party officials, and celebrities for publication in college newspapers. Wrote speeches delivered by three different students during prime time at the 1996 Democratic National Convention. Developed communications and press strategy for the largest national student political organization in the country. Served as on-the-record spokesperson for the Democratic Party on youth issues in mainstream and college-based media. Responsible for national press management and outreach to over 1000 college newspapers across the country. Placed student spokespeople on network newscasts and in national newspapers and magazines. Worked closely with Clinton/Gore '96 re-election campaign on creating message targeted at 18-29 year old constituency. Oversaw all aspects of membership communications including web site, newsletter, and e-mail listserve. **September 1995 to December 1996.**

**HANDGUN CONTROL, INC.** Washington, DC *Assistant Outreach Coordinator*

Hired as a consultant to HCI's "Campaign to Protect Sane Gun Laws" to develop and implement grassroots campaign field plan that resulted in successful press events in 20 targeted congressional districts nationwide. Built and maintained relations with state gun control groups and coalition members and assisted with communications strategy. Compiled and analyzed federal and state level campaign contribution data for voter education drive. Assisted with design and execution of campus outreach program. Created and edited department newsletter. **April 1995 to September 1995.**

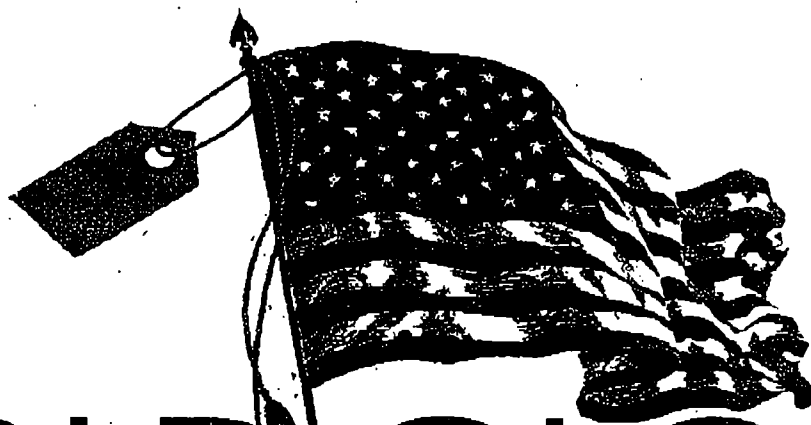
**CAMPAIGN EXPERIENCE:****DALTON/MANGANELLO FOR ASSEMBLY** Glassboro, NJ  
**November 1995.****COSTA FOR SENATE** Pasadena, CA *Campaign Aide*  
**January to May 1993.****COSTA FOR ASSEMBLY** Pasadena, CA *Campaign Aide*  
**June to November 1992.****EDUCATION:****THE GRADUATE SCHOOL OF POLITICAL MANAGEMENT at  
THE GEORGE WASHINGTON UNIVERSITY, May 1995**  
M.A. Political Management, Concentration in Campaign Management**UNIVERSITY OF SOUTHERN CALIFORNIA, May 1992**  
B.A. Political Science

## COMMENTARY

Sunday, July 13, 1997

FC

The Star



# We must protect treasure

By Dianne Feinstein

I support an amendment to the Constitution that would prohibit the desecration of our flag. I do so because I grew up believing that our flag is more than just a symbol of America's ideals. It is a unique American treasure that represents the covenant we have with one another as a free and democratic people.

I can recall the pride and excitement I felt when I saw the picture of the Marines raising the flag at Iwo Jima. At the same time, those soldiers raised the flag, they raised the hopes and the spirits of an entire nation.

Our history books are replete with stories of soldiers who led their units into battle, carrying the flag to lead the way. To them, it was more than just an order; it was an honor worth dying for, and many did. When one soldier would fall, another would take his place, raise the flag and push forward. The mission was too important, the honor too great, and the flag and country too well-respected to risk anything short of their lives to fight for it.

Our flag, as the one tangible and unique representation of our democratic union, has a value that is equal to the ideals it represents. Every part of the flag has a significance: the shape, the colors, the dimensions and the arrangement of the patterns. They all contribute to make our flag more than just a symbol. They make our flag the one thing that crosses political, ideological and cultural lines to bind us as one nation.

Nothing in an amendment protecting the flag would prevent someone from the freedom of speech we hold most dear. It would simply draw a line between freedom of speech and destruction of our nation's flag.

I have found that those who oppose a constitutional amendment have views that, like mine, are founded on patriotism and great love of country. However, I believe that the flag holds a unique position in our society as the most important and widely recognized representation of our freedom and unity. For that reason, I believe it deserves special protection.

— Dianne Feinstein is a U.S. senator

## OLD GLORY

we need an amendment to protect the flag?

## It would gut freedom to dissent

Mistrano

America's flag is a powerful symbol of freedom. Old Glory was in the Revolutionary War, the colonies into a new high over Iwo Jima, the Second World War, and it stands firmly on the ground maybe soon on it remains a shining symbol of freedom and liberty in the world. There is no other American flag, a flag encrusted with the hopes of billions of living people.

Our flag is not revered because it represents freedom and liberty unknown in history and rare on earth. The flag stands for millions of Americans to live free, to develop new ideas, to express themselves. For these freedoms, our flag is the symbol of our lives and generations.

It has never been easy. Americans are tempted at times in their lives to label people or certain groups as "enemies." Tens of thousands of Americans with Japanese ancestry were labeled enemies during World War II. Senator McCarthy did his part to keep lives by branding of Americans. An entire generation of Americans during World War II.

**The first thing the new Chinese-led government did when it took over Hong Kong was to outlaw flag burning.**

And yet, time and again, America recognizes her errors of intolerance and moves back to the difficult road of freedom, liberty and hope. America bends, it does not break.

Congress, however, is again seeking to make our nation less tolerant. The U.S. House of Representatives recently passed a constitutional amendment to outlaw flag desecration, and the Senate is poised to vote on it soon. The Flag Desecration Amendment would gut an actual freedom — the freedom to dissent — in order to save the very few flags burned each year. As Justice Scalia wrote for the U.S. Supreme Court in *U.S. v. Eichman*, "Punishing desecration of the flag dilutes the very freedom that makes this emblem so revered, and worth revering." By outlawing flag burning, Congress would turn a living symbol of freedom into a brittle token that stands for much less.

Repressive governments know the power of stifling dissent. The first thing the new Chinese-led government did when it took over Hong Kong was to outlaw flag burning. The new government there knows, quite

simply, that outlawing a flag's destruction reduces the freedom of its subjects. Indeed, the old totalitarian East German government also banned flag burning, as it banned all dissent.

Upon the collapse of communism, the first thing East Germans did was burn their flag. The former East Germans know that only free people can burn their nation's flag.

This is a lesson the U.S. Senate must learn. Listen to the words of James Warner, a former Marine flyer, who spent more than five years in a North Vietnamese prisoner-of-war camp: "Because the mere sight of the flag meant so much to me when I saw it for the first time after five years, it hurts me to see other Americans willfully desecrate it. But I have been in a communist prison where I looked into the pit of hell. I cannot compromise on freedom. It hurts to see the flag burned, but I part company with those who want to punish the flag burners."

The American flag is a piece of cloth that can be easily destroyed by flames. But flames cannot destroy the cherished freedom our flag represents. Only the government, with the consent of its people, can do that.

Please oppose the Flag Desecration Amendment and protect the real meaning of Old Glory.

— Sam Mistrano is the legislative director of the American Civil Liberties Union of Southern California.

# AN AMERICAN JOURNEY

*"Now, my fellow Americans, a vast new century lies before us."*

— President Clinton, Little Rock, Arkansas, November 5, 1996

Every town, every corner of America was borne out of a journey. A traveler dared to venture into the unknown—seeking to fulfill a vision of a better life, more freedom, greater opportunity and new responsibility. Each of us has seen the world through the eyes of that traveler. We have set out in search of a better life for our families; a safer and more secure future for our children. We are proud of our diversity and determined to make the most of our opportunities. Together, we are a nation prepared to build a bridge to the 21<sup>st</sup> Century.

Like others around the world, we have faced challenging times. But we have always sought to maintain our commitment to democracy, equality, and liberty, believing that the future is a place where anything is possible. A place where, if we work together, we can overcome our differences, achieve strength through our diversity, and continue on our journey to the

next millennium. The growth of our nation is a living testament to our shared path; our collective experiences are creating "An American Journey."

Our founding fathers journeyed to a new land to plan for a future conceived in strength, spirit, and community. This weekend, we celebrate nearly three centuries of America's individual journeys. We celebrate the song, dance, food, and folklore of American life. We celebrate for our children and the hope that, through our efforts today, they will have a better tomorrow. On the brink of a new millennium, we challenge all of America to continue to commit themselves to the spirit and ideals that have defined us: democracy, diversity, equality, and hope. Working together, we can make the 21<sup>st</sup> Century a time of limitless opportunity, renewed responsibility and restored community—in an age of endless possibility for children, adults, and families everywhere.

*Bill Clinton Al Gore*

## **An American Journey: *Building a Bridge to the 21<sup>st</sup> Century***

### **The 53<sup>rd</sup> Presidential Inaugural**

The 53<sup>rd</sup> Presidential Inaugural is an opportunity to reflect upon the personal and collective journeys that create our national heritage, and a chance to prepare to cross the bridge to the 21<sup>st</sup> Century.

- *This weekend is an opportunity to reflect on our personal and collective journeys and how they have contributed to our national heritage.*
  - During the Inaugural weekend, we will reflect upon the journey that each of us has taken in an effort to build a better life for ourselves, our families, and our community - a journey towards more opportunity, new responsibility, and improved community.
  - The principles and values that make America the greatest country in the world will be called upon as we face a new millennium full of new challenges.
- *Looking forward to the 21<sup>st</sup> Century, we must consider the journey we are about to take.*
  - We will begin the journey to the 21<sup>st</sup> Century by creating **a better future for our children** - a world where every eight year-old can read, every twelve year-old can log onto the Internet, and every eighteen year-old can go to college.
  - We will see to it that our children have the skills they need to compete in the 21<sup>st</sup> Century.
  - Together, we are a nation **prepared to build a bridge to the 21<sup>st</sup> Century.**
- *A spirit of inclusion, participation, and bipartisanship guides this celebration.*
  - President Clinton and Vice President Gore want to share this historic Inauguration - the last one of the 20<sup>th</sup> Century - with as many of their fellow Americans as possible.
  - There are a large number of free, open-to-the-public activities.
  - **Working together, we can make the 21<sup>st</sup> Century a time of limitless opportunity, renewed responsibility, and restored community.**

### **Making History - Presidential Inaugurations**

- Throughout history, Presidential Inaugurals have been a tribute to the peaceful transfer of power within a democracy.
- Presidential Inaugurations are also a reflection of the style and personality of the President being sworn-in.
- The 53<sup>rd</sup> Presidential Inaugural is only the **third time** we have ever inaugurated the **last President of a century**, and the **first time** we've ever inaugurated the **last President of a millennium**.
- In 1797 President John Adams prepared to lead America into the 19<sup>th</sup> Century as just the second President of the United States.
  - Making President Adams job more difficult was contending with the legacy of President Washington who, at that time, was the only leader this country had known.
- In 1897, President William McKinley prepared to face the challenges of the 20<sup>th</sup> Century.
  - His Inauguration, appropriately enough, utilized some of the era's most significant technological advances when he had his Inauguration captured on film and recorded on tape. A first for Presidential Inaugurals.
- The second Inauguration of President Theodore Roosevelt in 1905 is an example of a time when our nation faced the challenges of a new era.
  - America was changing from a primarily agricultural society to an industrial society.
  - President Roosevelt represented a bold, new direction in leadership for the country.
- In 1997, President Clinton and Vice President Gore are preparing us for a new millennium.
  - This is the first Inauguration to feature a World Wide Web site and the first to broadcast the swearing-in ceremony live on the Internet.

### **Events**

#### **The Mall - "An American Journey"**

- The free events on the historic Mall over the weekend will focus on our history and our future.

- Families attending the weekend on the Mall will take a musical and oratorical journey highlighting our heritage and exploring the challenges of the 21<sup>st</sup> Century.
- The Millennium Schoolhouse tent offers a collection of activities for children and reflect President Clinton and Vice President Gore's belief that children are our bridge to the future.
- The Technology Playground tent features today's cutting edge technology, and shows us how it will impact our lives.
- The Heritage Hall pavilion will present a series of musical and oratorical explorations of our individual and collective journeys.
  - One example of the many fantastic events we have planned is a special presentation of the musical "King!", and a major children's book drive that salutes Dr. King's commitment to children and community service.
- All of the events in "An American Journey" are free and open-to-the-public.

### **The Fireworks - *"Sharing the Light"***

- Fireworks will be fired from 10 sites around the District of Columbia, including the Mall, making the program visible from Suitland to Georgetown.
- The largest fireworks display since our bicentennial, "Sharing the Light" will put the spotlight on our nation's capital and draw in nearly a dozen District of Columbia locations, inviting the participation of DC residents and neighbors.

### **The Gala**

- The Presidential Inaugural Gala is scheduled for Sunday, January 19<sup>th</sup> and will be broadcast in its entirety on CBS that night.
  - The Presidential Inaugural Gala will showcase our rich cultural heritage.
  - An impressive array of gifted entertainers, from Yo-Yo Ma to Stevie Wonder and from Michael Douglas to Whoopi Goldberg, are scheduled to perform.
- The American Gala is the dress rehearsal for the Presidential Gala and features most of the same performers.
  - While admission to the American Gala is free, ticket holders are asked to bring a can of food to donate to our national food drive. In 1993 this effort raised 1.5 million pounds of food. This year we have already raised almost 2.5 million pounds of food. The food will be given to the Capital Area Community Food Bank for distribution to Washington-area shelters.
  - In addition, all appropriate Inaugural events will be gleaned by AmeriCorps volunteers making excess food available to the area hungry.

### **The Parade**

- Using floats and performances that reflect major turning points in American history, the parade will chronicle the journey we have taken as a nation and as individuals.
- We will welcome performers from all 50 states, the District of Columbia, the U.S. territories, and the military.

### **The Balls**

- There are 14 official Inaugural balls - more than ever before.
- This year the "21<sup>st</sup> Century Ball", a ball that is organized specifically to celebrate youth and their goals and accomplishments, was the first to sell out.
- We anticipate that President Clinton, Vice President Gore, Mrs. Clinton, and Mrs. Gore will attend all of the Inaugural balls.

### **Unique Inaugural Decisions**

- President Clinton, Vice President Gore, and the 53<sup>rd</sup> Presidential Inaugural Committee want this Inauguration - the last one of the 20<sup>th</sup> Century - to be one everyone can be proud of.
- The PIC does not accept any corporate loans or in-kind contributions.
- Individual contributions are limited to \$100.
- The sales of Inaugural ball and gala tickets will help to pay for the costs incurred over the three day celebration for all of the free, open-to-the-public events.

Good evening.

My name is David Wade and I am the President of the College Democrats of America and a Senior at Brown University in the great state of Rhode Island.

I'm here tonight to talk to everyone in my generation about the future of our country.

Let's be clear.

It doesn't matter who you are or where you're from.  
It doesn't matter where you go to school or what you study  
And it doesn't have anything to do with race or religion

Everyone has got to agree that the most important thing you can do this year is register and vote. What happens this fall will effect you until the year 2000. I can't stress how important it is that we make our voices heard to protect what we believe in. We need a President that will work to protect our values as hard we would if we were in the White House ourselves.

We need President Clinton in the White House to protect the values of America's young people.

We need him in the White House to give more young people the opportunity to go to college on HOPE Scholarships.

We need him in the White House to protect the Direct Lending program that makes student aid cheaper, faster, and easier.

We need him in the White House to fight for AmeriCorps.

We need him in the White House to fight for clean air and water.

We need him in the White House to create another 10 million new jobs.

We need him in the White House to put 100,000 new cops on the street and protect the han on military style assault weapons.

Quite simply - We need Bill Clinton in the White House for four more years!

Bill Clinton is the most pro-student, pro-young people, pro-future President this country has ever had. I'm proud to represent his ideas and his values on college campuses around the country. After all, I wouldn't even be able to attend college this year if President Clinton hadn't been fighting to protect student financial aid.

I'm telling all of my generation tonight.

If you want to continue to make college affordable and available- vote for President Clinton.

If you want to continue to protect our environment - vote for President Clinton.

If you want to continue to create new jobs - vote for President Clinton.

Let's not let this opportunity to guarantee a safe and secure future for ourselves slip through our fingers. Register and vote this fall for President Clinton!

## **CHOICES, VOICES, AND VOTES: WHO WILL YOU VOTE FOR IN 1996?**

by Matthew Broderick and Sarah Jessica Parker

---

This election is the most important of our lifetime.

Why?

Because we care deeply about the freedom of artistic expression. We believe that, in a free society, it is crucial that actors and artists are allowed to express themselves without limitation and especially without government censorship.

Because we care about protecting a woman's right to choose. Whether or not to bring a child into this world is, perhaps, the most intensely private decision a woman can make. The decision should be made by her and her partner, and her physician -- not by some cold government bureaucrat or politician.

Because we care about protecting our environment. Without clean air and clean water, what sort of world do we live in and what sort of future do we face? We must continue to protect ourselves from polluters and those who would relax environmental protection for political gain.

This fall you've got to take the time to decide for yourself. What makes this election important to you?

Do you agree with us that unless our people are educated and fully participate in our democracy, that our quality of life will cease to improve? If so, you must care about the quality of education and about the availability of student loans. With rising tuition costs and an increasing number of students attending college, student loans are becoming more and more important. We need a President who will work to make a college education affordable and accessible.

Do you want to live and work in a world where you can make a decent living and afford to raise a family? Do you care about getting a job? Eventually you're going to graduate and you're going to have to hit the job market. We're guessing you'll want a President who creates good jobs at good wages, and keeps unemployment low.

Do you care about your personal safety and that of your family, friends, and neighbors. Everyone has a right to feel safe and secure in their community - even if it's a campus community. The person you vote for in 1996 should be for putting more cops on the street, banning assault weapons, and making it more difficult for felons to buy handguns.

-more-

We know what we care about and we know for whom we're voting. President Clinton will protect artistic expression, a woman's right to choose, and the environment from other's efforts to weaken them. President Clinton has consistently worked to create more opportunity for students to attend college, he has created more than 10 million new jobs and kept unemployment unusually low, and he has worked to put 100,000 new cops on the streets and maintain a ban on assault weapons. Our candidate will be for the Violence Against Women Act -- he won't oppose it.

November 5th is right around the corner. You've got until then to decide what you care about if you don't know already. No time like the present to start evaluating the candidates.

*Matthew Broderick is currently starring in Infinity. He also produced and directed the movie. He was previously featured in The Cable Guy and Ferris Bueller's Day Off. Sarah Jessica Parker is currently starring in both The First Wives Club and Extreme Measures. Last year the couple starred in the Broadway hit How to Succeed In Business Without Really Trying.*

## **Why Vote?**

**by George Stephanopoulos**

---

**How are you paying for college?**

Perhaps your parents are giving you a hand. Or, more likely, you're financing your education yourself through part-time jobs and student loans. President Clinton's reform of the student loan system, with the introduction of direct lending, has made college more affordable for millions. Now students can bypass the big banks and middle-men and borrow directly from the federal government through their campus student aid office — these loans have been calculated as 20% less expensive than guaranteed loans.

Then there's AmeriCorps, which allows students and young people to earn money for college while working to improve their communities. At the end of this year, AmeriCorps will have provided educational opportunities for over 45,000 young people. In President Clinton's second term, this initiative, along with a \$10,000 education tax deduction, the HOPE Scholarship program, expanded Pell Grants, and a merit-based scholarship, would increase the number of Americans educated at the college level.

**Of course, at some point you will pay back your college loans.**

The good news is that when you leave college you'll be looking for work in a society which has seen strong economic growth and falling levels of unemployment. Perhaps you'll be applying for one of the ten million new jobs created under this administration, particularly one of the four million in high-wage industries. The minimum wage has increased and real hourly wages are rising for the first time in a decade. And as you pay off your debts, President Clinton's tax cuts for 15 million working families and 90% of small businesses will help soften the blow.

**And where do you plan to live?**

Can you be confident that your neighborhood will be a safe environment for you and your family? The President understands our desire for a better quality of life, as well as the opportunities we need to succeed. That's why he has cleaned up as many toxic waste sites in three years as under twelve years of Bush and Reagan. That's why he has fought extreme Republican measures to roll back years of environmental protections. And that's why he is working to ensure that you and your children have cleaner, safer water and air that's fit to breathe.

President Clinton is working to create responsible, caring communities by confronting the gun lobby, working to keep assault weapons off our streets and preventing more than 60,000 felons from purchasing handguns. He has secured the highest level of home ownership in fifteen years and put 100,000 new cops on our streets. President Clinton's second administration will work with your community to create a safer, healthier world.

**-more-**

No other President has done more to address the concerns of young voters. President Clinton plans to maintain his pro-youth, pro-future agenda in his second term. I talk to President Clinton every day about your concerns; I know he's pushing to create more educational opportunities, safer environments, more unified communities, and stronger workplaces.

Community, opportunity, responsibility. These are the cornerstones of President Clinton and Vice President Gore's campaign. On November 5th, I'm asking you to help us build a bridge to the 21st century. Vote for President Clinton and Vice President Gore.

*George Stephanopoulos is Senior Advisor to the President for Policy and Strategy. He is a graduate of Columbia University and a former Rhodes Scholar.*

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                              | DATE       | RESTRICTION |
|--------------------------|--------------------------------------------|------------|-------------|
| 004. email               | David Shipley to Katharine Button (1 page) | 09/08/1997 | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                        | DATE | RESTRICTION |
|--------------------------|--------------------------------------|------|-------------|
| 005. resume              | re: Andrew Yarrow [partial] (1 page) | n.d. | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

## ANDREW L. YARROW

FOIA(b)(6)

[005]

### EXPERIENCE

**U.S. DEPARTMENT OF LABOR, 1995-Present.** Speech writer for Secretary of Labor Robert B. Reich and five Assistant Secretaries of Labor. Prepared full-text speeches; talking points and statements on economic and labor issues, including wages and income, occupational safety and health, training, labor standards, pensions, equal opportunity, veterans' employment; Reports to Congress, inter-agency reports, newspaper and magazine op-eds, articles, brochures, letters to the editor, press releases, and other documents.

**THE WORLD BANK, Washington, 1994-1995.** Consultant, Environmentally Sustainable Development Vice Presidency: Helped organize international environmental conference and prepared publications. Consultant, External Affairs (1994): Wrote on economic development.

**CARNEGIE COMMISSION ON PREVENTING DEADLY CONFLICT, Washington, 1994-1995.**  
Did research and writing on U.S. and U.N. economic sanctions as a conflict-prevention and -resolution foreign policy tool. Organized conferences, prepared papers and reports, and developed policy recommendations.

**AMERICAN UNIVERSITY, Washington, 1994-Present.** Adjunct Professor, School of Communication.  
Taught four Reporting and Writing for Mass Communication courses. Supervised student projects.

**THE UNITED NATIONS POPULATION FUND, New York, 1995.** Wrote booklet on international migration.

**THE NEW YORK TIMES, New York, 1981-1992.**

Reporter, Metro Section, 1990-1992: Headed Brooklyn Bureau; covered regional news from Stamford, Conn. Bureau, and New York City news.

Reporter, Cultural News, 1987-90.

Reporter, Style Section, 1986-87.

Research Editor, The New York Times Magazine, 1982-86.

Reported and wrote 800 news and feature articles on New York politics, education, community affairs, race relations and spot news; national politics; New York and national arts and entertainment, including museums, theater, film, art, publishing, architecture, music, television, and government arts policy; New York neighborhoods and community history; social trends concerning the family, children, aging and interpersonal relationships; business, labor and economics; national higher education; consumer affairs; American and European travel, and a weekly New York events column.

**FRENCH GOVERNMENT RESEARCH FELLOWSHIP, Paris, 1992-93.** Researched French politics/society.

**EUROPEAN COMMUNITY VISITORS PROGRAM, 1993.** Research on European social and labor policy.

**BOOK PUBLISHED.** *Latecomers: Children of Parents Over 35* (New York: The Free Press, 1991).

**ACADEMIC PUBLICATIONS.** "Humanism and Deutschum: The Politics of Poetry in the George-Kreis," *The Germanic Review*, Winter 1983; Proceedings of the Third Annual World Bank Conference on Environmentally Sustainable Development: *Effective Financing of Environmentally Sustainable Development* (1996).

## EDUCATION

Kennedy School of Government, Harvard University, Master in Public Administration, 1994.  
Princeton University, M.A., History, 1981.  
Oxford University, 1979.  
University of California, Los Angeles, B.A., History, Summa cum laude, Phi Beta Kappa, 1979.

## FREELANCE WRITING/EDITING, 1981-Present.

Published articles in such publications as: The New York Times Magazine, New York, The Traveler, Travel & Leisure, The Los Angeles Times, Travel/Holiday, Cosmopolitan, Bride's, Manhattan Living, The Princeton Alumni Magazine, U.N. Vision, and The International Development Conference News.

Edited and wrote newspapers for conferences on the 50th anniversary of the United Nations and the International Development Committee, 1995.

## MEDIA APPEARANCES

Invited guest on the "Today Show," NBC, Dec. 16, 1988; the Joan Hamburg Show, WOR-NY, March 20, 1991; King Radio, Seattle, Apr. 13, 1991; National Public Radio "Morning Edition," Apr. 30, 1991; "Sonya Live," CNN, May 6, 1991; CBS-Radio "Healthtalk," May 1991; WEVD-NY, May 7, 1991; Wisconsin Public Radio, May 9, 1991; National Public Radio "Talk of the Nation," Sept. 10, 1992; "Mature Focus Radio," Oct. 1992; CNBC Television, May 1994.

## PUBLIC SPEAKING

Moderated panel at United Nations 50th anniversary conference, Washington, 1995.  
Invited guest to Congressional, United Nations, Carter Center, and Council on Foreign Relations conferences on economic sanctions and preventive diplomacy.

## SELECTED HONORS

*Who's Who in the East*, 1997-98  
Princeton University Graduate Fellowship, 1979-1981.  
Institute for International Education Fellowship, 1979.  
Phi Beta Kappa, 1979.  
Honors Program, 1977-79.  
Tilston Prize in Physics, 1977.  
National Merit Scholarship Finalist, 1973.

## OTHER SKILLS AND EXPERIENCE

Clinton-Gore '96 volunteer, National Office, Washington, D.C., and New York State  
Consultant, Fourth Freedom Forum, Notre Dame University, South Bend, IN. (1996)  
Harvard University research assistant: Studied media effects on government and citizenship (1993-94)  
Photography (published several photos)  
French reading, writing and speaking ability  
Project advisor, Freedom House, Washington (1995)  
Advisor, Congressional project on citizen participation  
Evaluated candidates for journalism fellowships  
Film making and videotaping  
Museum project planning and organizing  
Computer proficiency  
Volunteer work for churches, alumni association and political campaigns

Nov. 7, 11:15 am  
ALY

*Remarks prepared for  
U.S. Secretary of Labor Robert B. Reich*

*Women Work! The National Network for Women's Employment  
Washington, D.C.  
November 7, 1995*

## **The Case for Raising the Minimum Wage**

Behind the cash registers in this country's shopping malls, in the corridors of its hospitals and nursing homes, and in the after-hours netherworld of office buildings being cleaned, there are over 12 million low-wage American workers who would benefit from President Clinton's proposal to raise the minimum wage.

These are the country's invisible workers. Their ranks claim one in 10 working Americans. They are working harder than ever before, struggling to make ends meet. They hope their families stay healthy, because they can't afford to see a doctor. They hope the rent doesn't go up, because they can't afford to move. They hope that interest rates don't rise, because they're already too deep in debt.

I know these people: Thirty-five-year-olds forced to move back in with their parents because they can't pay the rent. Laid-off 55-year-olds pushed down the economic ladder, forced to become sales clerks at suburban discount stores. Single mothers who can't afford child care, yet must work overtime just to keep food on the table.

I've heard their stories many times. But, as we prepare to take the battle to raise the minimum wage to Congress in the coming weeks, I want to hear from more minimum-wage workers: What is it like to try to live on an annual income that every member of Congress earns in barely three weeks? President Clinton has proposed a 90-cent raise, from \$4.25 to \$5.15 an hour: How would that help workers and their families?

As you know, there are those whose voices are heard loud and clear in Washington, powerful groups who can spend millions of dollars on lobbyists. Then, there are the rest of Americans -- who don't have the money to get their voices heard.

That is why we are launching today an 800 number for minimum-wage workers to talk about these questions: 1-800-786-4975. It will take calls through November 17. You can also e-mail us. We will bring these stories to Capitol Hill when the Senate

Labor Committee holds hearings on raising the minimum wage.

Low-wage workers -- three-fifths of them women, and 39 percent the sole breadwinners in their families -- are those whose lives would be boosted by the President's proposal to increase America's minimum wage over two years. Contrary to popular stereotypes, most people working at the minimum wage are not middle-class high-school students flipping burgers at the local fast-food restaurant. In fact, only one in eight Americans earning between \$4.25 and \$5.15 are teen-agers in families with above-average earnings. The typical worker who would be affected by the President's proposal brings home half of his or her family's weekly earnings.

Someone who works full time -- 40 hours a week, 50 weeks a year -- at the minimum wage earns only \$8,500. This is simply not enough to support a family. The minimum wage is not a livable wage. Its real value today is 27 percent lower than it was in 1979. If it's not increased this year, it will be worth less than at any time in 40 years.

Raising the minimum wage is only one part of this Administration's strategy to improve Americans' living standards. Our package has three main components which distinguish it from both the tried-and-true trickle-down theories of the Republican leadership and the protectionism-cum-immigrant bashing of Pat Buchanan and others. One, we must make work pay: This means not only raising the minimum wage, but preserving and expanding the Earned Income Tax Credit. Two, we need more education and job training to give Americans the tools they need to succeed in the new economy. And, three, we must build a new social contract between workers and business in which workers get their fair share of profits and economic growth.

The plight of low-wage workers betrays fundamental American ideals of justice and decency. It also betrays our society's historic promise that those who work hard will have the opportunity to better their living standards and those of their children.

However, the circumstances of minimum-wage workers and millions of other low-wage workers are emblematic of a more fundamental problem with America's economy -- the widening wage gap.

While economic growth and productivity rise, and corporate profits and the stock market accelerate with the speed of a BMW, for most Americans, the road to prosperity has been like permanent bumper-to-bumper traffic where almost no one gets ahead. Yes, the GDP is up and inflation is down. But, if everything's so great, why do so many people feel so bad? Since 1979, the inflation-adjusted income of the top 5 percent of households grew by almost 40 percent, but real median earnings for full-time workers have fallen by 2 percent.

Study after study -- by independent economists, international organizations and the government -- has revealed that inequality, in income and wealth, has grown significantly during the last 15 to 20 years. The United States is now the most stratified major developed country in the world.

While the pay for an elite of corporate CEOs, and many financiers, lawyers, physicians, athletes and entertainers has soared, most Americans have been treading water. For many, these have been times of frustration, insecurity and anxiety.

Cost-of-living raises are a memory for most working Americans. Instead, benefits and pay have been cut for millions of workers, and many others have been victims of "downsizing" -- or, what some corporate spin doctors briefly, and cruelly, called "right-sizing." Nearly half of all full-time workers who have been laid off and found new full-time jobs in the last few years have taken pay cuts. As a result, the average corporate executive in manufacturing, for example, earns about 120 times what his or her average employee earns -- up from 35 times in 1974. The combined compensation of America's 25 best-paid CEO's last year added up to \$1.5 billion. It would take more than 175,000 full-time minimum-wage workers to pool their incomes to equal that amount.

Even these statistics fail to tell a big part of the story. Living standards, or people's sense of well-being, are hardly a function of paychecks alone. Declining or vanishing medical and pension benefits do not show up in the income reports that the Department of Labor issues.

Nor does overwork: Although millions of Americans are unemployed or working part-time not by choice, millions more are working ever longer hours at their jobs or "moonlighting" at second and even third jobs -- just to pay the bills. The total number of hours worked by families has edged upwards during the last generation.

The influx of women into the work force has accounted for much of this increase, as two-income households have become the norm. In many ways, this does represent social progress. Yet, if millions of these women did not work outside the home -- as their mothers and grandmothers did not -- tens of millions of American families would be catapulted downward into poverty. The loss of leisure for countless Americans, and the even-harder-to-measure loss of time for working husbands and wives, and parents and children, to spend together or serving their communities are incalculable and tragic.

This is not the kind of society the United States of America is about. This is not the country envisioned by those who founded it, and fought for it, and worked in its factories, offices and homes to make it the most abundant society the world has ever known. Throughout our history, Democrats, Republicans and

independents have fundamentally agreed that America should be a land of opportunity. A place where hard work, and playing by the rules, should bring a decent living for all Americans and a better life for our children and grandchildren.

There are some who say that the only things wrong with America are that taxes are too high, or that government spends too much, or that our values have been nefariously perverted by a cabal of Hollywood producers and Washington liberals. Some of these voices we hear almost every day, just a few miles from here, in the chambers of the Capitol.

Some of what they say is right. Government is not the solution to most problems, and taxpayer money has undoubtedly been wasted. And, yes, there is something sorely wrong with many of our values: President Clinton, Senator Dole and others have rightfully criticized a popular culture that glorifies violence and disparages commitment -- to family, community and country.

Bob Dole eloquently asked the executives at Time Warner this summer: "Must you debase our nation and threaten our children for the sake of corporate profits?"

He's right. But there's no reason to limit this question of ethics, values and responsibility to video violence and sex, or venomous bigotry masquerading as music. If companies have a moral responsibility not to fill movie theaters and airwaves with violence and moral degradation, do they not also have a responsibility to keep workers employed and wages going up when profits are rising? Or, a moral responsibility to upgrade worker skills, fully fund pension plans and provide health care?

Many people act as if the economy has nothing to do with values. The free market, they say, is majestically above morality. Sure, a little fiscal and monetary policy may be needed to keep the economic engines humming and inflation under control.

But, "values" and "markets"? In many circles these days, you'd be looked at as if you were from another planet to mention the two in the same conversation.

Though, let's take a moment to walk this through: What really are "markets" if not people buying and selling their services, products and knowledge? And where do values reside if not in people?

Let's take this the next logical step: Who are these people? Some are celebrity CEOs and bankers, but most are ordinary Americans -- mothers, fathers and children. Families.

"Family values" is a phrase much bandied about these days. Some would have us believe there are two kinds of families in America -- the saintly and the sinful. One kind works hard and is a model of moral rectitude. The other kind runs wild and lives

off welfare.

But here are the facts: Almost all families work. Mothers with small children work. Fathers work. Many teen-age children work to boost their families' incomes. Most African-American families work. Most Hispanic families work. Most immigrant families work. Most poor families, including those on food stamps, work. And, as I have said, most are working harder than ever for less.

This brings me back to my central message today, and to one of the issues I care about most, personally and as Secretary of Labor. We must fight to reduce the wage gap between those families who are barely afloat or going under, and the few who are cruising comfortably toward the 21st century.

As I've said, the Clinton Administration has made reducing the wage gap central to its agenda. We have increased the Earned Income Tax Credit. It has expanded education and job training so that American workers have the skills to thrive in a global economy driven by ever new technologies. It has called for a new Middle Class Bill of Rights for Americans workers, and for a new social contract between business and workers. And it has fought - and will continue to fight -- to raise the minimum wage.

Fifty-seven years ago, the minimum wage became law thanks to many thoughtful policymakers, including Franklin Roosevelt and my predecessor -- Frances Perkins, the first woman member of a President's Cabinet. This historic legislation -- the 1938 Fair Labor Standards Act -- had two basic principles: fair pay for hours worked, and protecting workers from excessive hours.

Today, I am only addressing the first principle, which is embodied in the minimum wage. But the second is also under attack in corporations and in Congress: Increasing numbers of Americans are being forced to work overtime without being adequately compensated. We also intend to address this issue in upcoming Senate hearings.

I hope I have already dispelled some of the myths about the minimum wage. Let me just mention a few more that we are likely to hear again from those in Washington with the loud voices and deep pockets who are opposed to an increase.

Myth: Raising the minimum wage wipes out jobs. Fact: More than a dozen independent studies have shown that moderate minimum-wage increases have almost no effect on employment.

Myth: Raising the minimum wage hurts minorities. Fact: African-Americans and Hispanics are over-represented in the minimum-wage workforce, and an increase will actually benefit them.

Myth: This is a partisan issue. Fact: We all agree that work

is better than welfare. If we are serious about welfare reform, we must make work an attractive alternative. To do that, we must make work pay. And polls show that three-fourths of Americans support an increase.

The last time the minimum wage was increased -- during the Bush Administration -- it passed the Senate by 89-8 and the House by 382-37, and a majority of Republicans voted yes. Including one Republican named Newt Gingrich and another Republican named Bob Dole.

The minimum wage, and the larger issues of the wage gap, are not simple. But there is one simple step we can take: Congress can vote for an increase.

There are many reasons to do this, as I've outlined in the last few minutes. But, if anyone asks you, "Why raise the minimum wage," I have two simple answers:

First, there's room for a raise. Economic growth and profits are up.

Second, even more simply, values do matter: Corporations must not debase our nation for the sake of profits. They have a moral responsibility to pay working men and women livable wages for American families.

I know I don't need to tell people in this room how essential these issues are, but each and every one of us needs to do a better job in the days ahead in getting the message out: We must remember America's forgotten low-wage workers, and we must fairly reward all working Americans.

A. Yarrow -- Draft, Dec. 18, 1995 -- 8:30 am

**Remarks prepared for  
U.S. Secretary of Labor Robert B. Reich**

**Commencement Convocation**

**University of Maryland**

**College Park, MD.**

**December 22, 1995**

**The Secession of the Successful**

Thank you, President Kirwan.

Fifty years ago, when the Maryland Class of 1945 gathered for commencement ceremonies, the graduating students pondered the same question many of you are asking today: how long will this guy talk? As they wondered, their minds probably wandered to a setting starkly different from today's: Almost all of Maryland's graduates were white, and the majority were men. Maryland -- indeed, all of America -- was a very different place: The Second World War had ended, and one of this country's great education policy initiatives was about to begin: the GI Bill, which provided college opportunities to millions, was the Marshall Plan for the postwar American workforce.

This afternoon, as the Class of 1995 sits in Cole Field House, many of you are also deep in thought: Will your commencement speaker go on and on? So let me assure you at the outset: I'll be short. But if you were to ponder your surroundings -- and by no means do I encourage that kind of behavior -- here's what you would find: Half of Maryland's students are women. About one-third of entering freshmen are African American, Hispanic American, Asian American or foreign. Your university has been cited as one of America's leading predominantly white institutions in the number of degrees it grants to African Americans. TK percent of this year's graduating class is over 25, like about six and a half million students nationwide.

The University of Maryland is a microcosm of a changing America. Your years in College Park have prepared you well for an increasingly diverse world and work force. You head out a future where workers -- from the executive suite on down -- will, and must, come from many backgrounds. You also head into a future where education -- not just until you're 22 or 25, but throughout life -- will be increasingly important.

Our rapidly changing economy will require lifelong learning of new skills and competencies. You may be leaving the classroom, but -- to succeed -- you must be ready to retool as technology, and work itself, change.

That brings me to a subject high in the your minds -- and mine: jobs.

Between 1994 and the year 2005, total employment in America is expected to increase by 17.7 million, to nearly 145 million, according to projections released a few weeks ago by the Labor Department's Bureau of Labor Statistics. Virtually all of that job growth will be in service industries, with half of all new jobs expected to be in health services, business services and social services. By educational background, the rate of job growth will be highest for occupations requiring a Master's degree, but they will account for just 1 in 35 new jobs. Most of the 4,400 of you receiving degrees today are likely to do pretty well. However, in sheer numbers, low-wage service workers with less than a college education will make up a majority of the new jobs.

And that brings me to my main subject today.

Profits and productivity are up, and -- despite the budget battles on Capitol Hill -- President Clinton has brought down budget deficits -- something the Republicans only talk and dream about. Meanwhile, as all of you net-surfers know, computers and other technologies have revolutionized life.

We've made progress.

Or have we? When the commencement speaker finished in 1945, and graduates got on with their lives, America was percolating with possibility. In the three decades after World War II, our country enjoyed a prosperity unlike any the world had ever seen. Millions of working Americans entered the middle class, and as they worked, they churned out goods for other middle class Americans to buy. The purchasing power of these working Americans fueled demand still further.

And that created more jobs, higher incomes, and an even broader middle class whose children came to universities like this.

The economy boomed, but the boom didn't come at anybody's expense. Between 1950 and 1978, the wealthiest 20 percent of America's families saw their incomes double. And so did the poorest 20 percent. **We grew together.** That was how it worked in America. Now, make no mistake: There were problems, especially the opportunities unfairly denied to women and minorities. But as we took on those problems and broadened our culture of opportunity, America became a model for the rest of the world. From Beijing to Berlin, courageous women and men took on tyrants in the name of these American ideals of personal liberty and shared prosperity.

The global triumph of the American model makes all the more troubling the current condition of the American Dream. Instead of an America that is growing together, the Class of '95 has been handed an America that is growing apart. From 1979 to 1993 -- the years you were growing up -- our economy continued to expand, albeit more slowly. But almost all of the growth in income -- 97 percent -- went to the wealthiest fifth of American households. The poorest fifth saw their incomes fall. By the end of the 1980s, the wealthiest fifth owned over 90 percent of the nation's stocks, bonds and other financial assets.

When you leave the University of Maryland, you will enter the most economically stratified society in the industrialized world. And you inherit a nation that is surging toward even greater inequality.

What went wrong? In the course of your lifetimes, the American economy has undergone a change as profound as any in its history. Our companies have moved from producing large quantities of identical things to creating, processing, and distributing information. The microprocessor has relocated our economic hub from mass-production factories to personal computers -- which are linking up at a furious pace. All of you -- if I may paraphrase one group of philosophers -- are born to be wired. With the click of a computer key, you can instantly zap e-mail, money, even music to any corner of the planet. Global trade and investment -- to the tune of trillions of dollars a year -- have quickened the tempo and amplified the consequences of this change.

In this new economy, education is the fault line dividing winners from losers. Gone forever are the assembly lines that used to provide lifetime jobs with rising wages and benefits to people straight out of high school. The winners now are those who can identify and solve problems, manipulate and analyze symbols, create and manage information. The degrees you have earned signify your abilities to do these tasks. Thus, you are likely -- not guaranteed, but likely -- to end up on the happier side of the great divide.

Indeed, you may even come to see yourselves more as players in the global economy -- connected by modem and fax to other great information centers of the world -- than as citizens of a particular American community. You might feel you have more in common with a similar professional in, say, Switzerland or Singapore than with a waitress in College Park or a custodian in Cleveland. And this ability to succeed in the information-rich global economy may lead you to secede

from that part of America which remains trapped in the old economy, on the other side of the great educational divide.

I'm not suggesting a formal secession. It may not be a conscious secession. The secession of the successful in America has been unplanned and undeclared. But it is gathering momentum, and it threatens our nation's prosperity and stability.

This, and environmental sustainability -- not the smokescreen issues concocted by Capitol Hill Republicans -- are the central issues of your generation.

The well-off have always lived and worked in their own sections of town. But in recent years they have seceded into their own towns, with tax bases supporting their own schools and roads and recreation centers. Some even have moved into their own gated communities and residential compounds, policed by private security forces and tended by private maintenance crews. And they work in office parks, as you see on I-270 in Maryland or I-66 in Northern Virginia, similarly protected and maintained.

We are witnessing a retreat from common ground -- not just from public parks, public transportation, public libraries, public schools and public universities -- but from the very idea of shared aspiration and common responsibility. And as the successful secede, they ask with ever louder voice -- especially here in Washington, D.C. -- why should we care?

With the degrees you're about to receive, many of you have been handed a ticket to secede, if you wish to. But let me urge you to resist. Not because commencement speakers are obligated to offer lofty sentiments. But because you will not want to live in a society sharply divided between winners and losers.

Consider for a moment those being left behind. As I travel across America I hear their fears and see their disillusionment. Some are trapped on urban islands of desolation and violence, each day drifting further from the mainstream economy. Others have jobs, but the jobs are going nowhere. Two or three paychecks are needed in families where one used to suffice. A serious illness or pink slip can mean poverty.

For all these people, the vaunted American Dream seems a cynical lie. Some turn to crime. Others to demagogues seeking easy targets of blame: immigrants, welfare mothers, affirmative action, and government itself. Our century's history has revealed the vicious link between economic fear and easily-manipulated hate.

There's no place to hide from the consequences of widespread fear and despair. No walls are high enough to contain it. America's successful cannot secede from a society coming undone. Failure to pay the price of preparing **all** our citizens for the new economy will end up costing far, far more.

Maryland residents pay \$3,794 in tuition [and out-of-state students pay \$9,738] a year. While tuitions have soared in your lifetimes, public higher education is still one of America's greatest

bargains and one of its best investments in the future. Male college graduates earn 96 percent more than their counterparts with only high-school diplomas, and women earn 84 percent more; over a lifetime, this translates into an average of more than a million dollars in additional earnings.

Not bad?

But, public education in this country -- the cornerstone of the American Dream -- is under attack. Many Republicans in Congress and in statehouses throughout the country want to slash spending on colleges, public schools and programs for job training and lifelong learning. They want to cut college loans and work-study programs, but pour more money into prisons. Right now, it costs \$35,000 a year to keep a million Americans in prison. That money could send nearly 10 million people to universities like Maryland.

Will locking people up, and locking people out of college, make our economy more productive? Will that make our democracy more accountable? Will that make our nation more American? No, no, and no. Three strikes. You're out.

Our only viable choice is to equip all Americans to succeed in the new economy. That doesn't mean redistributing wealth from the vaults of the rich to the wallets of the rest. The American economy is not a zero-sum game in which somebody's victory is somebody else's defeat. It means investing in the education and skills of our people: Good public schools, excellent community colleges, great public universities. "Public" in the truest sense of the term -- available to all,

supported by all. And it means opening pathways for the poor to good jobs paying livable wages, giving them access to job training and child care while on the job.

Do not tolerate what's being considered in Congress: Billions of dollars of cuts for education, job training and other means by which people from middle class and poor homes still have a chance to get ahead. When we most need paths from the old economy to the new to help overcome the widening income gap which threatens our nation's future prosperity and stability, this is crazy. Gutting education and training to cut the taxes of those who have already crossed safely to the other side is a grotesquely misguided transaction that will only accelerate the secession of the successful from American life.

This great university was built not by a retreating elite hoping to escape the riff-raff. It was built in part by visionary legislation like the 1862 Morrill Land Grant Act, which helped establish colleges and universities throughout America. Since the University of Maryland was founded 139 years ago, hundreds of thousands of students have benefited from it.

America is an experiment. But it didn't just happen by chance. Working together and prospering together create the right conditions for a successful society. Individual initiative does the rest. It's a simple formula -- tested by experience. Women and men of the class of 1995, the American experiment is now in your able and compassionate hands. Go to it.

##

# One-Stop Shopping for Tomorrow's Jobs

Robert B. Reich

revised/ay/dec. 11, 6:30 pm

Good employment opportunities have never been more abundant, but never before has the job market been such a complex, even bewildering, environment to master. That's why having a range of job, training and career services in one place is essential.

Not so long ago, if you were laid off, you'd go to the unemployment office and, maybe, make another stop at an employment service.

In today's competitive, rapidly changing global economy, if you're looking for a new or better job, you may need not only good job listings and short-term unemployment benefits, but customer-friendly career counseling, training to learn new skills, and high-quality, consumer information on what jobs, industries, and areas are hot, and what are the most appropriate training and other service providers. And, if you are an employer seeking workers with specific skills to grow your business, it certainly helps to have one place where you can list jobs and scan literally millions of resumes.

The growing One-Stop Career Center system, which serves these very purposes, is one of the initiatives during my tenure as Secretary of Labor of which I am most proud. Three years after the Federal investment in this bipartisan partnership with states and localities began, we have just announced funding that will double the number of One-Stop states to 33 by July. We hope to add six to 12 additional states during 1997.

If One-Stops do nothing else than ease the trials and traumas of finding a job, they are a big success. But, as the hub of this country's new workforce development system, they do so much more.

Consider Deborah Amaro. A mother of two, she had been out of the work force for nine years, but needed to quickly find a job. She came to the Gulf Coast Careers - Conroe Center in Texas, where a job-search workshop helped her to hone her interviewing and networking skills. A former secretary, she urgently needed to bring her skills into the Information Age. Through this One-Stop Center, she was referred to a computer training school. While she was learning software systems, she used the center to write and fax letters and updated resumes. Thanks to her persistence and the various One-Stop services, within two months, she found a full-time job to support her family.

Or Michael Verrengia. The technology director of a large New England insurance company, when he was downsized after 26 years with the company, he didn't know where to turn. Until he arrived at Connecticut Works-Enfield this year. He mentioned "three key factors of One-Stop service" that helped him find a new job: training for the job search, computer and telephone services, and "supportive, helpful and cheerful" staff who "recognize the stress" that job seekers undergo.

Most people -- on both sides of the political aisle and both sides of the hiring desk -- agree that a good workforce development system should consolidate programs and the delivery of services. It also should introduce market mechanisms if possible, enhance

local flexibility, focus on transitions from school to work, and increase private sector involvement. One-Stop Centers are the centerpiece, because they bundle together services and information, and do away with the old, confusing patchwork of employment and training programs.

Many One-Stop customers need help only in finding a job, while others need information and guidance in deciding on their career track. Still others need job search assistance, training or education so that they can move into higher-paying work, and some need specialized packages of services, especially if they want to learn the basic requirements of a particular industry. Millions of welfare recipients who enter or re-enter the workforce, as welfare reform proceeds, will require the mix of services that One-Stops provide, and that many states that have rolled together education, social services, job training and vocational rehabilitation already have.

A key principle of One-Stops is to provide extensive user-friendly information on specific jobs, the job market and occupational trends, and training and education providers so that customers have enough choices to find what fits their needs. While much information can be found on a self-serve basis, new technologies will allow One-Stop staff to provide more individually tailored services, including to people with disabilities.

This integrated re-employment system brings Unemployment Insurance under the One-Stop tent, and makes use of its profiling and screening to target people who

particularly need help.

Those searching for new or better jobs and employers searching for qualified workers are being connected through a high-tech version of America's Job Bank (AJB). Funded by One-Stop, its Internet web site [<http://www.ajb.dni.us>] now has more than a half million job listings, and received 8.5 million "hits" in October, up from 78,000 when it went on-line a year and a half ago. By next June, it should have job listings in every state. For those without computers, or who live far from One-Stop Centers, the AJB will be accessible from community colleges, libraries, and shopping malls.

A brand new One-Stop service called America's Talent Bank is a computerized compilation of resumes for job seekers to post and employers to peruse. It is being piloted in seven states, and will soon go national.

Short-term and localized occupational projections, in jargon-free language, will be provided by America's Labor Market Information System, also funded by One-Stop. This kind of information can be extremely useful for job seekers and employers wanting to plan their lives and businesses.

The Occupational Information Network (O\*NET), which also is being piloted in five states, will provide complementary, up-to-date details on what skills and other qualifications are needed for jobs throughout the country. This fourth major information resource component of One-Stops also helps people to better prepare for jobs of their choice. In addition, it benefits business by reducing recruitment costs,

improving training and human-resources practices, and providing benchmarks for high levels of job performance and skills.

The bottom line for all of these services is to enable all Americans get good jobs and employers find workers best-suited for their needs. One-Stops mean that everyone can get better, more comprehensive service in one place, without having to navigate a bureaucratic maze of programs and services.

For our nation's people and businesses to succeed and prosper, we must make use of the skills and talents of every American. As President Clinton has said, this country doesn't have a person to waste.

# # #

## Atlantic Avenue Journal

## Here, Occupying Troops Are Armed With Pencils

By ANDREW L. YARROW

For Arab merchants in Brooklyn, the rout of the Iraqi Army has raised hopes for victory on their own turf: the liberation of Atlantic Avenue.

Ever since Saddam Hussein invaded Kuwait last August, an army equipped with television cameras, microphones and reporters' notebooks has occupied the quarter-mile stretch of Atlantic Avenue just south of downtown that is known for its Middle Eastern restaurants, groceries and specialty shops.

And, like any population under siege, the avenue's Arab-American merchants are resentful, angry at the inevitable stereotyping, annoyed at being asked to represent some homogenous Arab-American point of view and furious about a decline in their business.

"The press has been haranguing and harassing us since August," said Henry Halaby Jr., gesturing at a large sign in the window of his family's 57-year-old Damascus Bread and Pastry Shop. In big black letters the sign says, "No Comment."

While opinions on the war are far from unanimous along Atlantic Avenue, everyone has yearned for the end to the hostilities that President Bush proclaimed last night.

Mr. Halaby said the invasion began during the war's first few weeks and that a day rarely goes by without at least one reporter and camera crew trying to enter his store to ask essentially the same questions.

"They've come from Channels 2, 4, 5, 7, 9 and 11, CNN, Italian TV, German TV, Irish TV and Mexican TV," he said. "We had CBS trucks double-parked beside ABC trucks, and on the first day of the war, CBS set up a live broadcast across the street all day," Mr. Rashid added. "They just kept reporting. 'All's quiet on Atlantic Avenue.' It's outrageous."

Although many merchants are upset that, since the war, their sales have fallen — by as much as 60 percent in Mr. Rashid's case — the most galling aspect of the reporters' occupation of Atlantic Avenue is the implication that this tiny but well-known enclave should speak for all Arab-Americans.

"It's a form of stereotyping, and they probably come expecting us to



be wearing gallabayahs." Mr. Rashid added, referring to a loose-fitting type of Egyptian nightshirt. "We don't want to be treated as the timely ethnic group, and we don't want to be used as paper players. We're supposed to represent the Arab people, but we're Americans."

Almost all the Middle Eastern restaurateurs and merchants on the avenue say they are sick and tired of reporters pushing their way into their lives, asking ill-considered questions to elicit material for 20-second sound bites on the 11 o'clock news.

"They ask over and over, 'What do you feel about the war or Saddam?'" Mr. Halaby said. "Since you're an Arab-American, are you going to go back there and fight?" And they always assume that we're Muslim, but I'm a Christian and I was born in Brooklyn."

Adonis el-Asmar, whose father, Assaad, owns El-Asmar International Delights, a grocery between and Clinton and Court Streets, finds many reporters' presuppositions so simplistic that he takes a certain perverse pleasure in playing their game.

"It's funny that three of the four biggest stores here, including ours, are owned by Christians," he said. "But I don't tell the news people that."

A few employees and customers on Atlantic Avenue acknowledged that some Arab-Americans in New York and elsewhere admire Mr. Hussein for standing up to the West but would be crazy to admit it to a reporter.

"No smart guy is going to say, 'I like Saddam,'" Mr. el-Asmar said.

Mr. Rashid, whose store also displays and sells American flags and flag lapels, said — as did other merchants — that they did not know of any incidents of non-Arabs attacking their stores or employees. But several noted that a small contingent of police officers has been stationed on the avenue since Jan. 16, when the first American and allied planes began bombing Kuwait and Iraq.

Most merchants said they now adamantly refuse to talk with reporters about the war, and many also brusquely refused to discuss the reporters' invasion itself.

"Of course, we're sick of the press," said an employee of Sahadi, a grocery near Clinton Street, who asked that she not be identified by name. "The boss has told every worker just to say 'No comment.' We're in business, not politics."



The landmark Coty building at 714 Fifth Avenue, near 56th Street.

## Panel Votes to Use Pension Money For Raises for New York Workers

By TODD S. PURDUM

The trustees of New York City's main employee pension system voted yesterday to approve a proposal that would let the city help finance raises for 150,000 municipal workers. But the move would not produce enough money to pay for the eventual cost of such raises, if they were also given to other workers covered by the system.

Last month, the Dinkins administration agreed to use the pension move to finance about half of a 5 percent wage-and-benefit increase for District Council 37 of the American Federation of State, County and Municipal Employees and Local 237 of the International Brotherhood of Teamsters.

## Not Enough Money Later

But other unions whose contracts are not yet settled, including the Transport Workers Union, and the sanitation workers and correction officers' unions, are also covered by the same pension system, and savings that could be produced by the measure approved yesterday could also be used to finance similar raises for them.

The vote yesterday by the New York City Employees Retirement System recommended raising its assumption for how much its investments will earn. That would let the city reduce its annual contribution to the system and

Michael said any shortfall would be minimal in the city's budget of nearly \$30 billion. But Mr. Michael said it was important for the administration to stick to its commitment to freeze wages for workers when the recently reached contracts expire in 15 months.

The pension board voted to raise its annual assumption for how much the fund could earn to 9 percent from 8.2 percent, based on the recommendation of the city's chief actuary, Robert North. Only the City Council President Andrew J. Stein, who opposes using the money for raises, voted against the change.

The Dinkins administration has come under fire from fiscal monitors since last fall, when it first proposed to use money from another pension system to help finance raises for teachers. The monitors said the city should have negotiated with the unions to use any pension savings to help offset its growth budget gaps and to cover the need for service cuts and layoffs.

LOVE ME  
LOVE MY

Armani  
create a

in Hawaii?  
counselors.



ckford or Roy  
ore a sports coat

s if happy you

ey would help you  
o matter what.  
ing, even if you  
ly wanted one Bic  
n. They were obvi-  
sly great actors, of  
urse.

But they really  
emed to care that  
ou got just the right  
ic pen. Or they  
ould show you every  
ind of pen imagi-  
able. And if you  
wanted the one pen  
hey didn't have,  
hey'd go through all  
he catalogues with  
ou until they found it  
and then they'd order  
ste a telephone call  
rival as if they  
or something.

didn't say,  
?" They said,  
d you right in the eyes  
the way Mr. and  
did all eight employ-

appy. The newest em-  
s family more than 15  
fore video cassette

rees have been there  
made wooden coun-  
as patrolled the aisles  
e hung around there  
Roy's parents bought  
ley book at Lazaar's.

0 sharp Mr. B picked  
l. Until next week any-  
ll go their own way be-  
ny more for the La-

e-feet of space and  
own there's too much

The New York Times

# Metropolitan News

Copyright © 1991 The New York Times

NEW YORK, NEW JERSEY, CONNECTICUT/FRIDAY, MARCH 8, 1991

The Council has been flexing its political muscles lately under a City Charter revision that have given it new finance and land-use powers. It has picked fights with Mayor David N. Dinkins and members of his administration over the release of sensitive

Since the Charter revisions, the performance of the Council can best be characterized as form over substance," said Sal F. Albanese, Democrat of Brooklyn, who was stripped of the chairmanship of the Youth Services Committee. "It is not run with an eye toward finding real solutions to the

meeting yesterday afternoon.

Mr. Albanese, the only Council member who lost a chairmanship without being awarded another, said he was being punished for disagreeing with Mr. Vallone over

on Oct. 25 that Mr. Ballow had been hired not to bargain with the unions but to break them. Mr. Maxwell made it clear that he wanted to go a different route. Twice during a news conference yesterday evening he let

Continued on Page B4

Continued on Page B3

## World Has Changed, But Not These Clubs

By ANDREW L. YARROW

As most of New York and the world career toward the 21st century, in one rarefied corner of Brooklyn, the more genteel days of the late 19th century have yet to end. This was never more evident than on Monday night, when about 70 well-to-do men gathered in an elegant Brooklyn Heights home, much as they and their forebearers have done since the Victorian era.

Dressed in their obligatory tuxedos, sipping champagne and being culturally edified by a leading Shakespearean director, the members of the Rembrandt Club conducted themselves at their 713th meeting with the same aplomb and decorum as the members undoubtedly did at the club's first convocation on May 10, 1880. If not for the panorama of lower Manhattan skyscrapers twinkling through the parlor's oversized bay windows and the conversational references to Saddam Hussein and Mel Gibson, it could well have been 1880 again.

The Rembrandt Club, which exists essentially for the refined and stylized bonhomie of its five annual soirees, one of which women may attend, is perhaps the most anachronistic of a handful of generations-old private clubs in Brooklyn Heights. Others have names like Mrs. Field's

Literary Society, which is strictly for women; the Iphetonga Club, which is composed of couples, and the Wednesday Music Club. Several other Brooklyn clubs, a little easier to get into than the Rembrandt, include the New England Society in the City of Brooklyn and Civitas.

On Monday evening, after the Rembrandt Club's members were seated in rows of surprisingly spartan folding chairs for a room adorned with a brass chandelier, Oriental rugs and assorted pieces of non-Western art, guests were greeted with polite applause.

### Attention and Throat-Clearing

A pro forma election of the club's new officers was followed by the secretary's recounting of the goings-on of the last meeting, with varying degrees of wry detail.

As the invited speaker, Michael Kahn, artistic director of the Shakespeare Theater at the Folger in Washington, offered erudite but digestible cultural commentary, members were respectfully attentive, despite frequent sighs, throat-clearing, eye-rubbing and fidgeting. A question-and-answer session led smoothly into the collation, the preferred term for the light catered meal that con-

Continued on Page B4



"Here, time stands still for a few hours of conviviality," said Robert T. Buck, left, director of the Brooklyn Museum, before the 713th meeting of the exclusive male-only Rembrandt Club in Brooklyn Heights. With him were Michael Kechner, center, and Seth Faison.

# World Has Changed, but Clubs Haven't

Continued From Page B1

cluded the evening. The Rembrandt is limited to 100 men, maintains a long waiting list, rotates its meetings among members' homes and has assiduously guarded its privacy.

Its members are mostly lawyers and businessmen, with a sprinkling of ministers and educators. The youngest are in their 50's, most live in Brooklyn Heights's wealth of Federal and Greek Revival town houses and many are board members and benefactors of the borough's cultural and educational institutions.

"The idea was that this would be a way of making the community's leading lights culturally involved," said Robert T. Buck, the director of the Brooklyn Museum and one of the club's few members by virtue of his office. "But today its main purpose is effect. Here, time stands still for a few hours of conviviality."

A prospective member is first brought to a meeting as a guest, then put on a waiting list until someone resigns or dies. Three or four spots open a year.

## A Metaphor for the Heights

In many ways the club is an exaggerated metaphor for Brooklyn Heights, a clandestine survivor of the Victorian era that is at once a refuge from encroaching modernity, represented by Manhattan and nearby Brooklyn communities, and counterpoint to it.

"We regard Brooklyn Heights as something quite vital and apart from New York City," said a Rembrandt member, Henry Putzel, a lawyer who is also president of the New England Society. "There's something quite tangible about the Heights sitting on its bluff looking at Manhattan, contemplating it at a distance, regarding it as a world apart."

Another Rembrandt member, William H. Hazen, who is a Wall Street money manager and a former president of Ithpetonga, suggested that the club's survival has been contingent on the physical survival of Brooklyn Heights itself.

"Without the landmark designation of the Heights in 1965," he said, "these wonderful old houses along the promenade would have been torn down. High-rise apartments would have been built overlooking the harbor, and you'd have the same faceless society as Manhattan's East Side."

Most club members recognize their institutions' quirkiness but are quick to defend it against charges of elitism or, worse, obsolescence.

## Tradition and the Future

"We're a self-consciously stuffy group," Mr. Putzel said. "But as individuals, members are extremely civic-minded, and contrary to the stereotype, most are not politically conservative or insensitive."

Malcolm MacKay, the Rembrandt's new president, added, "There's no conflict between valuing tradition and being open to the future."

## In Brooklyn Heights, tuxes and chitchat.

Mrs. Field's Literary Society also dates to the 1880's, has five meetings a year and a limited membership. But if the Rembrandt men are coy about their club, the women of Mrs. Field's are secretive almost to the point of publicly denying its existence.

It is tradition "that the club not be discussed outside the club," said Martha Rubin, a former teacher, the president of Mrs. Field's and the wife of the host for the Rembrandt meeting on Monday.

The logical complement to Rembrandt and Mrs. Field's is Ithpetonga, a club limited to 50 couples whose name comes from an Algonquin description of the Heights as a "high sandy place." It, too, meets five times a year, and many of its members are also on the rosters of Rembrandt or Mrs. Field's.

The less-exclusive New England Society was established by "descendants of Plymouth Rock types who moved from Massachusetts to Brooklyn in the mid-19th century," said Mr. Putzel, its president. The 120-member society has three annual social gatherings, but its principal purpose is to provide six scholarships a year for Brooklyn students attending New England colleges.

-With the passage of time, the club's ties to New England have become ever more tenuous. "The current criterion for membership is loosely defined as 'affection for New England,'" Mr. Putzel conceded.

The one club that bears any resemblance to what most people consider a "club" in 1991 is the Heights Casino. Founded in 1904 as "a country club in the city," it has two indoor tennis courts, five heavily used squash courts and a dining room.

The group with the strongest commitment to public affairs, Civitas, was founded in 1893 "to enlighten women about what was going on in the world," said Eileen W. Tublin, the club's president. Its 100 members meet a half dozen times a year to hear speakers discuss everything from foreign affairs to rape prevention.

The membership is increasingly elderly. Mrs. Tublin said the membership has declined because most younger women in the Heights now work, and because "the yuppie generation isn't interested in intellectual stimulation."

But for Rembrandt or Mrs. Field's members, the yuppie influx is but a blip on the long, remarkably stable history of the Heights.

"This really is a Victorian community that has changed less than the rest of the city," Mr. MacKay said. "The Victorians believed in self-improvement, yet they also liked to entertain themselves. It's a bother to dress in black tie, but it makes life a little more special and graceful."

## Council's Chief ed Demagogue Just Plain Dull

Continued From Page B1

ne plan that calls for hiring of new police officers. "To ank, I am surprised that it the Speaker this long to regiven the increasingly chillne and his inner circle have e speech in this body," Mr. aid.

M. Eldridge, a Manhattan who lost a spot on the Genre Committee, said, "Frank-embarrassed by the leaderions." Ms. Eldridge said she outspoken for Mr. Vallone's

ifortunate that the newly emCity Council will not also be lightened," she said. "The hat comes from an insistence mity threatens to overwhelm

lone shot back, "If I didn't tol- sent, I wouldn't be here." He. mmittee appointments were i ability, seniority and geo- l distribution.

annual stipends for committee n range from \$22,500 for the Committee to \$2,500 for the subcommittee.

even new committee and sub- tee heads, all Democrats, are: J. Alter of Brooklyn, Aging; Wooten of Brooklyn, Educa- ary Pinkett of Brooklyn, Gov- tal Operations; Julia Harrison ns, Standards and Ethics; Vic- bles of Brooklyn, Youth Serv- anley E. Michels of Manhattan, e Enhancement, and Noah Brooklyn, Site Selection.

## M.T.A., Citing Surplus Fund, Votes to Delay L.I.R.R. Cuts

Continued From Page B1

thority assailed the agency's staff, which is headed by Mortimer L. Downey.

"We accuse the M.T.A. of hiding the money to make the situation on the Long Island Rail Road seem worse than it is," said Edward Yule Jr., general chairman of the United Transportation Workers' Union, which represents 3,000 railroad employees. The union filed a lawsuit in State Supreme Court yesterday to permanently block the railroad from making the cuts.

Officials said the fund, which is to be divided between the Long Island Rail Road and Metro-North, according to need, was \$143 million. But \$50 million was loaned to the Transit Authority last year to help it fill a budget gap. The loan is to be paid back in 1992.

Yesterday, Mr. Downey, who is the executive director of the M.T.A., declined to answer questions about why he had not told the board about the money. But last week, after the fund's existence was disclosed, he said no one had ever tried to hide it. "Our operating plan has clearly disclosed the possi-

bility of a surplus," he said.

He also said that the money was controlled by the state, not the authority and that state approval was needed before it could be spent. He added that the authority was counting on using the money to offset potential deficits in 1992. The combined deficit for the railroads, officials said, is expected to be about \$200 million in 1992.

## 'It's Raining' Now

But members of the board, who called an emergency meeting yesterday to discuss the railroad budget, said they could not understand why Mr. Downey and his staff withheld the information.

Meanwhile, the Long Island Rail Road has already spent \$100,000 printed up 500,000 new schedules alert its passengers and employ about the changes. As it scramble tell people that the changes are called, the railroad's commuters' council, a consumer group, is demanding that the cuts never be reinstated.

"What's the money for, a rainy day?" asked Sheldon Schachter, group's chairman. "It's raining."



Jim Estrin/The New York Times

ton Beach in Brooklyn, virtually empty because of yesterday's should be warmer, with a high of 74, but with heavy rain.

## Second Wind

### Prosecutor and His Reputation

orated by the case. He will not acknowledge talk that the B.C.C.I. investigation has breathed new life into a career that a few years ago appeared bruised. And he said he was offended by suggestions that he is settling some old personal score with the charges against the 85-year-old Mr. Clifford. He and his law partner and protégé Robert A. Altman are accused of taking \$40 million in bribes for secretly helping B.C.C.I. gain control of First American Bankshares, Washington's largest bank holding company. They are being charged in New York State because B.C.C.I. had an office in New York City.

Enemies and friends agree that the B.C.C.I. case has helped Mr. Morgenthau win a place as the paramount prosecutor in the nation. "New York County has a history of lionized prosecutors and Bob Morgenthau is the current favorite," said David L. Lewis, the president of the New York State Association of Criminal Defense Lawyers.

In an interview last week from his summer home on Martha's Vineyard, Mr. Morgenthau insisted that he did not take all the acclaim too seriously. But he said he would be an enthusiastic candidate for re-election next year, though he denied any interest in being District Attorney for life. It would be his sixth

## At UConn, Costs Squeeze Its Students

### Many in Middle Class Face a Crisis Over Fees

By ANDREW L. YARROW  
Special to The New York Times

STORRS, Conn., Aug. 12 — The fall semester is more than two weeks away, but Karen Poulin is spending her summer working 48-hour weeks as a clerk at the University of Connecticut Co-op to help pay tuition and other college costs that have more than doubled in just five years.

"I can't make it without working," said the 20-year-old health-education major from Vernon, Conn. "It's costing over \$10,000 a year to go here." Ms. Poulin is among thousands of students attending state universities, not only in Connecticut but throughout the Northeast and the nation, who are struggling to pay soaring college costs that are a painfully visible symbol of the financial crisis buffeting American public higher education. Although the roughly \$10,000 a year for tuition, room and board and other fees at schools like the University of Connecticut, the State University of New York and Rutgers may be a bargain compared with private colleges charging more than twice as much, to many middle-class and poorer families it seems like a betrayal of the historic premise of state universities as affordable, democratic institutions.

The increases at these once thriving and once inexpensive schools have come in the wake of budget cuts imposed by desperately straitened state governments in the last three or four years, but many students and educators said that now the cumulative impact has become overwhelming. In addition to increasing tuition, public universities have had to cut faculty and other staff; reduce services; trim enrollment, and eliminate classes and even entire majors and departments. Among students and professors, morale is low, and for administrators, the modus operandi has become one of "ongoing crisis management," said Wilbur Jones, the University of Connecticut's vice president for finance and administration.

#### Bringing It Home

The effects have been particularly acute for UConn, which has been a haven for students unable to afford or get into Ivy League and other private New England colleges. Perhaps best known for its winning basketball team, the university has long struggled to improve its status as a research university. UConn is also the alma mater for many of Connecticut's state legislators, who have nonetheless had to slash the state's contributions by \$47.5 million over the last four years. For this academic year, the state's appropriation was \$125.6 million for the university's \$320 million

between those who wanted 24-hour gambling and those who were opposed to it," he said. "But it seems the casino industry walked away with the whole pie."

Mr. Lusibader said his new bill would authorize 24-hour gambling up to five days in a row plus weekends and holidays, but never exceeding 12 consecutive days.

The debate over 24-hour gambling is as old as legalized gambling itself in this seaside town.

"This has been a 14-year effort to

Proponents of 24-hour gambling say the extended hours will add about 1,200 jobs, \$20 million in taxes and about \$100 million to the 12 casinos' annual \$3.3 billion grosses.

The casinos have amassed statewide political influence well beyond the traditional group of legislators from southern New Jersey who led the fight 16 years ago for gambling.

Despite what Mr. Carver describes as restrictions "to prevent us from running at full speed," Atlantic City's

East Coast casino monopoly helped make it one of the top tourist draws in the nation — 30 million visitors a year, many arriving on tour buses for four-hour gambling sprees.

#### Twilighters Follow Bus People

The bus people, as they are known to casino workers, have yet to find a niche in the new early hours, leaving the sparsely populated floors to an-

tered office wallpapered with newspaper clippings, letters and telephone lists, Arnold Wexler, executive director of the Council on Compulsive Gambling of New Jersey, gives the opposing argument to all that the casinos would envision.

"Twenty-four-hour casino gaming will contribute to compulsive gambling," Mr. Wexler says.

Under state law, the casinos finance the council's \$500,000 annual budget through the fines they pay. And they are required to display the

identified by name.

"I don't want my wife to know nothing," says the man, who identifies himself as a 54-year-old retiree. "I just had the worst streak of my whole life. I lost about \$7,000."

Mr. Wexler leafs through a sheaf of papers to find a Gamblers Anonymous meeting place and date closest to the caller's Pennsylvania home.

"I know exactly what you mean," Mr. Wexler says as he tries to comfort the now-sobbing caller, "I've been there, baby."

oners would "place a major strain on the delivery of health services in New York state prisons."

The Post-Standard said state corrections officials largely ignored the Health Department's advice until November 1991, after a TB outbreak began killing inmates with AIDS. As many as 28 prisoners with AIDS died after they were infected with the drug-resistant strain of TB. At least a quarter of the victims were from Auburn Prison. Auburn is 22 miles west-southwest of Syracuse.

## REGION

# At UConn, Rising Costs Squeezing the Students

Continued From Page 37

As a result, the university has eliminated almost 600 workers — or 13 percent of its staff — including about 175 faculty members, through early retirement and layoffs during the last three years, while enrollment at Storrs and at five branch campuses has remained about 24,000. Tuition and fees for state residents have jumped to \$3,902, from \$2,293, since 1988, while room-and-board costs have escalated to \$4,880, from \$2,790.

The university also tapped \$6.7 million of the \$22 million in its financial reserves. "If they're a rainy-day fund," said the university president, Harry J. Hartley, "we've never had a rainier day in my 20 years here." Officials say the hemorrhaging has stopped, and Mr. Hartley persuaded the Legislature this spring to restore \$5 million it had cut.

But a 10 percent tuition increase is already planned for next fall, and — more ominously — a committee charged with finding up to \$23 million in additional savings is to recommend this fall eliminating or consolidating departments or programs.

The squeeze has particularly hit students whose parents earn from about \$30,000 to about \$70,000 a year. They are generally ineligible for financial aid but still find it hard to afford up to \$50,000 for a public education.

#### Not Poor Enough

"They essentially told me, 'Don't even try for financial aid unless you live in a shack,'" said Ms. Poulin, whose father is an engineering aide at Pratt & Whitney and whose mother is a teacher's aide.

Seeing her brother, like many other students, deeply in debt, she said that in retrospect, "Maybe I should have gone to a community college." To pay for college, she said that many friends have joined the Army or National Guard. And given the bleak prospects for jobs after graduation, she said that if she can afford it, she plans to go to graduate school "to not go out into the business world."

Christine Frydenborg, a 22-year-old who graduated this spring, said, "A lot of students have had to go back

#### ELSEWHERE IN THE REGION

### Highs and Lows of Higher Education

#### THE UNIVERSITY OF CONNECTICUT

Students: 24,000.

Budget: \$320 million.

Cuts: \$47.5 million in four years; 500 jobs.

Tuition and Fees: \$3,902 for state residents, up from \$2,293 in 1988-89.

#### STATE UNIVERSITY OF NEW YORK

Students: 400,000.

Budget: \$3.5 billion.

Cuts: \$60 million in the last year; 1,150 faculty and staff jobs; more than 30 academic programs.

Tuition: \$2,650 for state residents, up from \$1,350 in 1990-91.

#### RUTGERS UNIVERSITY

Students: 49,000.

Budget: \$425 million.

Cuts: \$21 million in the last year and \$100 over three years; more than 1,100 jobs lost or made part-time.

Tuition: \$3,254 for state residents, up from \$2,280 in 1988-89.

room and board."

For students, it has not only meant higher costs but classes that are larger and ever more difficult to get into.

"I spent three hours waiting for someone to drop out so I could enroll in an English class," said Jennifer Franchera, a 20-year-old business major. "They canceled half the sections of a Shakespeare class, and, in lecture classes, people are sitting on the floors."

#### The Five-Year Diploma

This, in turn, has made it harder for students to earn their degrees in four years, as they have been forced to reduce their course loads to work and have had to put off enrolling in perennially filled classes.

"If there are shortages of classes that are either university requirements or requirements for a major, it can force students into a fifth year," said George Ferencz, a fifth-year undergraduate who is editor of the student newspaper here, The Daily Campus. "We're getting every indication that the situation isn't improving and that there will be more cuts. Students are not optimistic."

**'Maybe I should have gone to a community college.'**

Ed Kostiner, chairman of the chemistry department, said his department is "down from 30 to 25 faculty positions, and we're told we can only recruit two people," and recruiting can only begin a year from now. Other ravaged departments, he said, include English, which has lost eight professors, and physics and psychology, which are each down six professors. To cope, departments plan to rely more on part-time instructors.

The biggest impact is yet to be felt, because the early retirements just came this spring," said Jerome Smith, a professor emeritus of psychology. "When you lose faculty, you lose coverage of some classes. But you also lose scholarly activity, which

means a decline in the university's reputation, which is ultimately what a university is."

#### No Comfort Elsewhere

The problems confronting the University of Connecticut are anything but singular among state schools.

"All public, four-year universities, with some limited exceptions, like Utah and Alaska, are under the worst fiscal stress since the Great Depression," said C. Peter Magrath, the president of the National Association of State Universities and Land Grant Colleges, which includes 150 of the largest public research universities and historically black land-grant colleges.

Indeed, the list of casualties is a veritable roll call of the states, with the worst damage occurring in the last two years: In California, fees for state residents have jumped by more than 60 percent. The hard-hit University of Massachusetts at Amherst, just 60 miles north of Storrs, has sustained cuts in state funds topping 30 percent, and the state universities of Maryland and Virginia have taken hits of 17 percent and 15 percent, respectively, in state aid.

At Ohio State, tuition went up 10 percent this year, and 300 jobs and three academic departments were eliminated. Other tuition increases this year ranged from 16 percent at Florida A & M to 33 percent at Oregon State.

The huge State University of New York system sustained a \$60 million budget cut in its \$3.5 billion budget this year, forcing about 1,150 jobs to be cut and forcing tuition for state residents to be raised for the fourth time in two years, to \$2,650 this fall, from \$1,350 in 1990.

In New Jersey, the president of Rutgers, Francis L. Lawrence, grimly told the State Board of Higher Education: "Since 1989, Rutgers has absorbed more than \$100 million in annual salary shortfalls and base appropriation cuts. As a result, the university has had to freeze, downgrade, reallocate or eliminate the equivalent of 1,100 positions out of 6,900." Since then, \$21 million in cuts for this fall will mean another 132 lost jobs, and a tuition increase for state residents to \$3,254 — nearly one-third more than in 1988.

#### HIGHER EDUCATION

### UConn's Aid Shrinks, as Prices Rise

Yearly undergraduate tuition, fees and room-and-board costs for a Connecticut resident attending the University of Connecticut.

Pie wedges show the percentage of the University's operating budget paid each year by the state.

\$10,000

8,000

6,000

4,000

2,000

0

1987-88

1988-89

1989-90

1990-91

1991-92

1992-93

54%

54%

45%

44%

41%

38%

Source: University of Connecticut

The New York Times

Particularly troubling is that the proportion of their budgets paid by state governments has been rapidly declining, forcing schools to raise revenues from tuition, fund-raising and private industry.

"A lot of people are enormously concerned we're going to privatize the public sector," Mr. Magrath said.

In California, where the state's share of the university system's budget has tumbled to 30 percent in 1991, from 70 percent in 1980, the president of the system, David P. Gardner, said, "The University of California and California State University can no longer be considered as state-funded institutions, but rather as state-assisted institutions."

The same trends have been at work in the Northeast, where New York State's share of the SUNY budget has tumbled to 41 percent this year, from 60 percent in 1979-80; New Jersey's share of Rutgers' budget has dropped to 42 percent in 1990-91, from 51 percent in 1980-81, and in Connecticut, the state's proportion has fallen to 38 percent in the last four years, from 54.4 percent.

Mr. Hartley recognizes that his university is competing for scarce public dollars that increasingly go to entitlement programs with mandated yearly increases. But he is also quick to point out that Connecticut only spends 6 percent of its budget on higher education — half the national average for states — and emphasizes that "the university has a long, albeit not well-publicized, history of contribution to the state's economic progress."

Nonetheless, to compensate for lost state aid, the university has done aggressive fund-raising and is wooing "industrial partners," like United Technologies Corporation, which finances a research program at the university, Mr. Hartley said. It has also, thus far unsuccessfully, tried to develop an industrial park. But an inescapable consequence, he acknowledged, is to "shift the burden from the state to students."

Mr. Jones said he recognizes that the university may be close to the "limit to which tuition can be increased to cover costs."



# **A SOLID INVESTMENT:** MAKING FULL USE OF THE NATION'S HUMAN CAPITAL

**Recommendations of the  
Federal Glass Ceiling  
Commission**  
Washington, D.C.  
November 1995

## MESSAGE FROM THE CHAIR

**T**he “glass ceiling” is a concept that betrays America’s most cherished principles. It is the unseen, yet unbreachable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements.

The American Dream is about opportunities for all. This country has drawn tens of millions of immigrants with the promise that all citizens could succeed if they worked hard and played by the rules. Yet, the glass ceiling denies millions of Americans opportunities for economic and personal advancement.

Over the past 30 years, we have made great progress in bringing down barriers that prevented large numbers of citizens from fully participating in our society. Yet, the existence of the glass ceiling tells us that there is still work to be done. A phrase coined to describe the difficulties women have in rising to the upper echelons of business, the glass ceiling is now understood to be an obstacle to minorities as well.

The Glass Ceiling Commission was established in 1991 to study these barriers and issue recommendations for eliminating these hindrances “to the advancement of women and minorities” to “management and decisionmaking positions.” These recommendations, which follow last spring’s fact-finding report — **Good for Business: Making Full Use of the Nation’s Human Capital** — complete the Commission’s valuable work.

The glass ceiling is not only an egregious denial of social justice that affects two-thirds of the population, but a serious economic problem that takes a huge financial toll on American business. Equity demands that we destroy the glass ceiling. Smart business demands it as well.

The glass ceiling is intertwined with a broader set of problems afflicting America’s economy and well-being. During the last 15 years, virtually all of this nation’s economic growth went to the wealthiest fifth of American households. The United States is now the most stratified major society in the indus-

trial world, as incomes have fallen for the poor and stagnated for the middle class. For 50 years after World War II, America grew together — although minorities and women did not get their fair share of the growing pie. Since 1979, America has been growing apart.

What's gone wrong? The economy has undergone profound changes: Markets have become globalized. The creation and distribution of information have supplanted the production of goods. The composition of the workforce has radically changed. And education has become a fault line dividing winners from losers.

But it is not the only fault line. Discrimination — the glass ceiling, in particular — remains another deep line of demarcation between those who prosper and those left behind.

I repeat: It is not only a matter of fair play, but an economic imperative that the glass ceiling be shattered. It matters to the bottom line for businesses and to the future economic stability of America's families.



Independent research has shown that companies that go the extra mile in hiring and promoting minorities and women are more profitable. A study of the Standard and Poors 500 by Covenant Investment Management found that businesses committed to promoting minority and women workers had an average annualized return on investment of 18.3 percent over a five-year period, compared with only 7.9 percent for those with the most shatter-proof glass ceilings.

In addition, many business leaders see the demographic handwriting on the wall: Minorities and women make up a growing percentage of the workforce and consumer market. Thus, managerial talent must be drawn from an increasingly diverse pool. Many corporate leaders also realize that if companies treat their workers well, morale and productivity improve. What's more, they know that consumers and communities also respond favorably to businesses with good employment practices. In this increasingly diverse marketplace, companies must be prepared to do business with customers, competitors and partners who are also increasingly diverse.

As these recommendations suggest, if America's businesses fully utilized the nation's human capital, they would be making a solid investment. They would be doing good, and doing good for themselves.



Sadly, for millions of Americans — as well as for our \$7 trillion economy — America's vast human resources are not being fully utilized because of glass-ceiling barriers.

While minorities and women have made strides in the last 30 years, and employers increasingly recognize the value of workforce diversity, the executive suite is still overwhelmingly a white man's world. Over half of all Master's degrees are now awarded to women, yet 95 percent of senior-level managers of the top Fortune 1000 industrial and 500 service companies are men. Of them, 97 percent are white. African Americans, Hispanics, Asian and Pacific Islander Americans and American Indians also remain woefully under-represented in the upper echelons of American business.

The Commission's recommendations emphasize that government must lead by example, followed by strong commitment and leadership from corporate America. Yet, action by government and business are not enough. For real change to occur, bias and discrimination must be banished from the boardrooms and executive suites of corporate America.

These recommendations build upon strategies that companies and government are already using to end discrimination. The recommendations must be seen as a beginning, not the end. We as a nation, and in particular corporate leaders, must continue to strive to overcome the barriers that keep minorities and women from advancing. We also must encourage the development of business organizations that reflect our population.

The Commission's work clearly shows that breaking the glass ceiling opens avenues to the American Dream, and gives all Americans the opportunity to benefit from and contribute to economic growth. Economic gains must, and can, be shared by all.

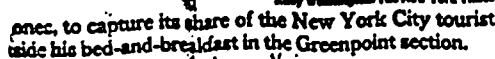
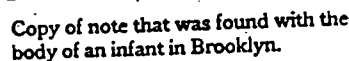
Its recommendations also help point the way for America's growing "anxious class" to once again become a larger and more confident middle class. When glass ceilings are forever shattered, we will have succeeded in using our greatest asset — the insights and talents of all our working people — to their fullest potential. The permanent destruction of the glass ceiling will be a profound legacy we must leave for future generations.

NEW YORK, NEW JERSEY, CONNECTICUT, AND DISTRICT OF COLUMBIA. THE SERVICE was organized by District Council 37 of municipal employees union.

BY GEORGE JAMES

Lieut. Nicholas J. Delulise, commander of the 83d Precinct Detective Squad, refused yesterday to speculate why the

The note was pinned to the blanket near the ribbon. It was neatly printed, a mystery pondered under the glare of street lights in an impoverished section of Brooklyn.



**By ANDREW L. YARROW**

The hearts of Brooklyn boosters have been stirred in recent weeks by a combination of optimistic, if unlikely sounding, developments: the publication of a full-fledged Brooklyn guidebook, the first of its kind in 50 years, its publishers say; the reawakening of plans for a Downtown Brooklyn Hilton Hotel, and the designation of Brooklyn, by the New York State

Whereas 25 million out-of-town visitors come to New York City every year, pumping more than \$12 billion into its economy, only an infinitesimal trickle find their way to Brooklyn. Despite landmark buildings,

**Continued on Page B4**

Gov. Lowell P. Weicker Jr. is trying to prevent the Mashantucket Pequot tribe from using Connecticut charity gambling laws as a legal basis to build a casino, shown in architect's rendering, on their reservation.

to dismantle all its gambling enterprises, including dog tracks, jai alai, and the state lottery — and thus forgo

rently five state slots, Nevada, braska — have tribes in their gaming law began in 1983. No to turn the tab game.

# Brooklyn Tells Tourists, Yo! Don't Overlook Us

Continued From Page B1

historic neighborhoods, a world-famous beach and a wealth of cultural institutions like the Brooklyn Museum and the Brooklyn Botanic Garden. Brooklyn faces several seemingly insoluble problems in attracting out-of-towners.

At the New York Aquarium on Coney Island, for example, only 5 to 10 percent of its 775,000 annual visitors are non-New Yorkers, said a spokesman, Rick Miller. And at the Brooklyn Academy of Music, barely 2 percent of its 250,000 ticket buyers are from out of town, said Doug Allan, the academy's vice president for marketing.

With Brooklyn a low priority for state and city tourism officials, the job of promoting Brooklyn to tourists has fallen to poorly financed private hands. One organization, the Fund for the Borough of Brooklyn, prints attractive booklets on picturesque neighborhoods, famous Brooklynites and noteworthy poets and restaurateurs. Robert Oberling, a freelance promoter, has a project called Destination Brooklyn, but the effort has stalled, and he is now seeking to unite local institutions behind the cause.

Brooklyn's "soul" is an antidote to the showiness across the bridge. A place where an out-of-towner can experience the real New York. Brooklyn is an ideal destination for visitors who've been to New York before, seen all the Manhattan sites and want to discover the rest of the city, Mr. Oberling said.

Ellen Freudenheim — whose new guidebook, "Brooklyn: Where to Go, What to Do, How to Get There," is being promoted as Brooklyn's first in a half century, calls Brooklyn New York's "elusive soul" to Manhattan's "thumping heart."

"Brooklyn's got personality because it's so ethnically diverse and human-scaled," says the guidebook by Ms. Freudenheim and her husband, Daniel P. Weiner. "And it's a treasure chest of history, culture and family fun."

Judy Deutsch, who came with her husband, Harry, from St. Louis last week to visit New York, heard of Liana Paoletti's Victorian on the Park bed-and-breakfast in Park Slope, and decided to opt for something different from the high-priced, high-gloss, high-density midtown hotels.

"I've come to New York many times, but I wanted to be out of the Manhattan rat race," she said, sitting in her \$135-a-night garden-floor suite, replete with Oriental rugs, antique furniture and a fireplace. "The first night, I felt I was imposing on someone else's house, but then it felt wonderfully homey, quiet and relaxed. It's a nice respite after a day in Manhattan."

Where Whitman Edited

Despite such testimonials, even the boosters acknowledge that Brooklyn is widely perceived as a place whose glory days have long passed. Baseball pilgrims in search of Ebbets Field will find a housing project. Dreamers may prowl the Coney Island Boardwalk in search of the ghosts of faded turn-of-the-century amusement parks like Dreamland and Luna Park, only to find the crumbling Parachute Jump. And the print-

ing plant for the daily newspaper that Walt Whitman once edited, The Brooklyn Eagle, is now a heavily guarded luxury condominium.

Some 800 murders were committed in the borough last year, the police say — a rate no higher or lower than the city as a whole. Yet to legions of out-of-towners, Brooklyn is little more than a famous bridge and the setting for the grisly crime du jour.

Beyond its image of decline, Brooklyn seems either unable to capitalize

## An antidote to Manhattan's version of civilization.

on its resources or hellbent on cultivating attractions that may not exert magnetic appeal on the occasional visitor.

Not for Everybody

At the Transit Museum, for example, one can pay more than the cost of a token to descend into one of New York's typically cheery subway stations and get on a train and go nowhere. The Harbor Defense Museum, hidden on the Fort Hamilton Army base near the Verrazano-Narrows Bridge, beckons to those with an interest in 19th-century coastal fortifications. For tourists in search of panoramic views, a platform atop the Grand Army Plaza Arch is open 28

days a year. But the pinnacle of the borough's tallest building, the 512-foot-tall Williamsburg Savings Bank, is off-limits to all visitors except those with bad teeth. It is a dentist's office.

Less quirky attractions like the borough's Dutch colonial and Victorian homes are unknown; its Russian and West Indian nightclubs are frequented largely by people who live in the area; imaginative small museums like the Brooklyn Children's Museum and the Brooklyn Historical Society are often bereft of visitors, and potentially attractive recreation areas languish — places like Floyd Bennett Field and Marine Park, both in the Gateway National Recreation Area, and even Coney Island.

Where to Stay

Brooklyn's once-great hotels like the Brooklyn Arms, the Half Moon on Coney Island and the St. George, the city's largest in 1929 with more than 2,000 rooms, are now either apartments, welfare hotels or homes for the elderly.

Now the borough has only two sizable overnight accommodations. One is the Gregory Hotel, a recently refurbished 66-room establishment in the Bay Ridge section that rivals Manhattan hotels at least in its rates — \$115 to \$245 a night. (It also has a Sinatra suite for honeymooners.) The other is the 156-room Golden Gate, a 1960's-vintage, Interstate-style motel built for the 1964-65 World's Fair. Less enticing to out-of-towners are a strip of motels along the Shore Parkway distinguished mainly by their advertisements for mirrored ceilings and short-stay rates.

About 50 times a year, half-filled Gray Line buses take tourists from Manhattan to 12 of the borough's "key points of interest," including a view of lower Manhattan's skyline. These money-losing tours are subsidized by the city and state.

The city's Convention and Visitors Bureau has increased its efforts to promote Brooklyn and its attractions, yet the borough has been all but invisible in travel magazines and New York City guidebooks.

A Seed Grows in Brooklyn

"It's not that it's not worth covering, but it's a hard sell to readers," said Ila Stanger, the editor of Travel & Leisure magazine. "It's hard enough to get Manhattanites to cross a bridge to Brooklyn, so it's hard to expect an out-of-towner to come there."

The borough's brightest glimmer of hope for tourism is now an empty downtown lot behind the State Supreme Court. As soon as the city approves a leasing agreement for what is optimistically called Renaissance Plaza, ground will be broken on a 31-story office building that is to include a 360-room Brooklyn Hilton. Alas, even the builder, the Mues Development Company, sees the Hilton as "mainly a business hotel, and clearly not the first choice for tourists coming to New York," said a spokesman, Lloyd Kaplan.

A more fundamental problem is that the hotel is likely to share the building with the Brooklyn District Attorney's Office. So, as guests search for the health club or conference rooms, they may be confronted with a steady stream of lawyers, police officers and felons.

"It sounds like of heart," said for the Interior of Indian Affairs.

"It's very cut-throat when the tribes can part what will happen."

In the legal wrestling with shortfalls and some lawmakers' proposal would deprive proven way of pass up what it be 1,900 or more southeast corn been hard hit cuts in defense.

Groton, less proposed site of the state's large fence contract a division of makes subma.

"I'm caught Representative publican who the legislature opposed to the to hurt some doubts about now would be.

Potential Speaker's tentatives, R Democrat from news conferer pated in Las raise money town. He said that repealing laws was desir.

Because Inj ect to state u derive any ta profits.

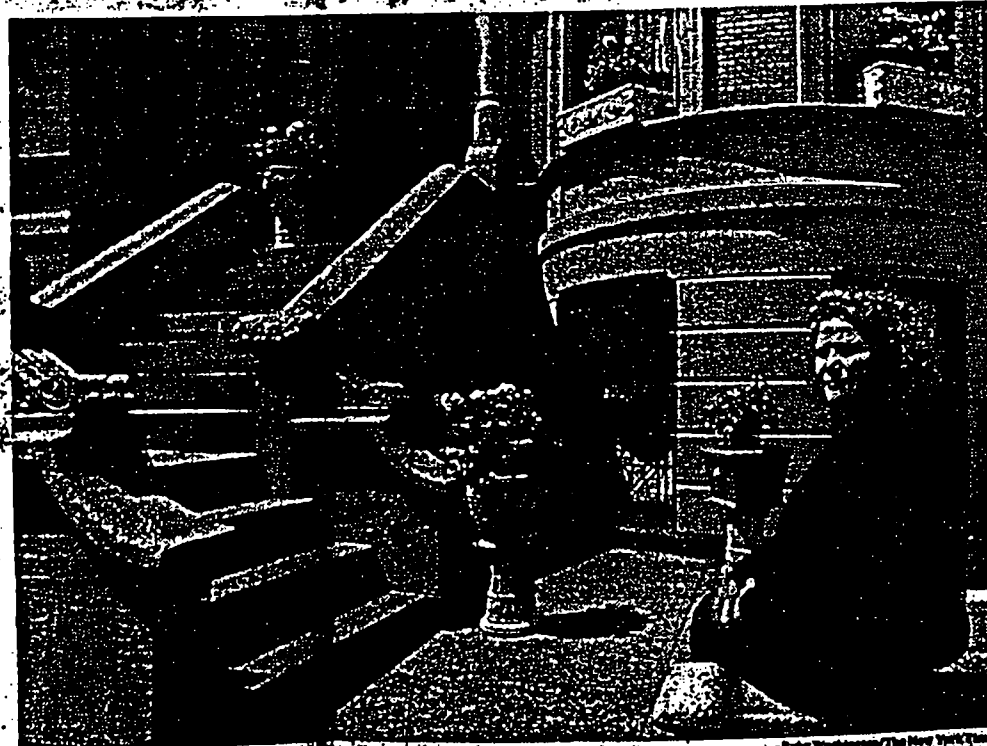
But the pre Commerce of cut, William I would make largest emplo the week since it would not t. Mr. Moore sa from four de talk about bull.

"There is a business supp siderable," Mr.

At the seek Manchester, s uled for May 1 if the charity pealed. The said that whi pend on the o the cancellati members of chance to win nated price. "We even n selves," she s.

## Panel Set For Thru

ALBANY, N York State ad whether the st has the reso New York's c system, offici John H. Sha ky's executi over is one of sidered by Transition Ad The council M. Cuomo an considering Thruway sh scheduled in construction the tolls cont have an annu The advisory



Liana Paoletti sitting on the Victorian on the Park bed-and-breakfast, in the Park Slope section of Brooklyn. It was described by a recent visitor as "a nice respite after a day in Manhattan."

## 24 hour R-O-S-E-S

KNOW AN EXTRA EXTRA SPECIAL MOM?

• Hearst's 24 red ROSES, long stem & gold-wrapped. ONLY \$45 delivered. Manhattan's only any-time, any-day

## New York State Wins in Bids for City Notes

Continued From Page B1

At a City Hall news conference, Mayor Dinkins praised the state for demonstrating that the city "remains a good and sound investment," and sug-

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                              | DATE       | RESTRICTION |
|--------------------------|--------------------------------------------|------------|-------------|
| 006. email               | David Shipley to Katharine Button (1 page) | 09/08/1997 | P6/b(6)     |

### **COLLECTION:**

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### **FOLDER TITLE:**

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### **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]

Bobbie -

I don't know these  
candidates but got their  
resumes from NSC - they  
were among their top list  
to select from. If you want  
to follow up. you might call  
Tony Blinken at NSC.

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                                                                      | DATE       | RESTRICTION |
|--------------------------|------------------------------------------------------------------------------------|------------|-------------|
| 007a. letter             | Heather Davis to Roberta Greene re: address and phone number<br>[partial] (1 page) | 07/21/1998 | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

Heather Davis

FO(b)(6)

[007a]

July 21, 1998

Deputy Assistant to the President and Deputy  
Chief of Staff to the First Lady  
Roberta Greene  
OEOP Rm 100  
Washington, D.C. 20502

Dear Ms. Greene,

I would like to request your consideration of my application for the position of your assistant currently held by Noa Meyer. I am presently volunteering as assistant to the Director of Presidential Speechwriting, Michael Waldman.

I recently moved to Washington after graduating from the University of Oregon in June. I am looking for a position that will give me the professional political experience necessary to ultimately work on a presidential campaign in 2000. The First Lady's Office would offer the opportunity to work on important issues and major political events without the pressures of daily policy announcements.

Most of my experience, outside of the academic sphere, has been at this White House. My work in the Office of Speechwriting means I already have an extensive knowledge of the inner-workings of the White House and of the staff. I have served as a contact point for senior staff and understand the protocol and procedure of this administration.

Thank you for your consideration. I can be reached at x6-2777 during the day or at night at

FO(b)(6)

Sincerely,

*Heather Davis*

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                         | DATE | RESTRICTION |
|--------------------------|---------------------------------------|------|-------------|
| 007b. resume             | re: Heather Davis [partial] (2 pages) | n.d. | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

## Heather Leigh Davis

F8(b)(6)

[0076]

### Education

*University of Oregon*

Bachelor of Sciences, double major in Political Science and Journalism

Graduated Cum Laude, 1998 GPA: F8(b)(6)

**National Student Exchange Representative**, University of Maryland

**Member, College Democrats of America**

**Member, Kappa Tau Alpha** (National Journalism Honor Society)

**Philanthropy Chair**, Delta Delta Delta sorority

### Experience

#### **White House Intern**

**Assistant to the Director of Speechwriting** (June - August 1997)

*The White House, Washington*

Assisted with all aspects of writing speeches for the President including researching, writing and editing. Drafted video scripts, and talking points. Managed the schedule of an Assistant to the President including meeting preparation and communication with senior staff.

#### **Campaign Volunteer**

Clinton/Gore 1992 (Spring 1992)

Kitzhaber for Governor (Fall 1994)

*Portland, Oregon*

Participated in canvassing, voter contact and outreach and telephone research.

#### **Public Relations Staff Member** (March - June 1998)

*Department of Planning, Public Policy and Management - U. of Oregon*

Worked on a team researching and analyzing minority enrollment at University of Oregon. Prepared and presented a plan designed to increase minority enrollment in the department.

#### **Sales Associate** (seasonal 1995 - 1996)

*The Limited, Portland, OR*

### Publications

#### **Opinion page article**

*The Oregonian* (February 8, 1998)

"White House Intern -- And Proud of It"

Reprinted in University of Oregon School of Journalism alumni magazine.

## Heather Leigh Davis

P6(b)(6)

### References

Laura Capps  
Staff Director and Presidential Speechwriter  
OEOB Rm. 196  
Washington, D.C. 20502  
(202) 456-2554

Michael Waldman  
Assistant to the President and Director of Speechwriting  
OEOB Rm. 196  
Washington, D.C. 20502  
(202) 456-2777

Lowell Weiss  
Presidential Speechwriter  
OEOB Rm. 193  
Washington, D.C. 20502  
(202) 456- 2734

## THE WHITE HOUSE

Office of the Press Secretary

*Heather Davis*

---

VIDEOTAPED REMARKS BY THE PRESIDENT  
TO THE ANNUAL CONFERENCE OF  
THE NATIONAL ASSOCIATION OF COUNTIES

THE PRESIDENT: Congratulations on your 63rd annual conference, and thank you for all the good work you do. I'm pleased to be well represented in Portland by several members of my administration, including HUD Secretary Andrew Cuomo, and one of my White House deputies, Lynn Cutler. I'd like to thank Commissioner Randy Johnson for his exceptional service this past year, and congratulate Betty Lou Ward for accepting the challenge of preparing NACo for the 21st century.

When I first took office, many people questioned whether government could restore opportunity in our country. Many felt government was a big part of the problem. But with your help, we've created a new vision of government as a partner with business, community groups, and individual citizens. Whether we're putting more police officers on the streets to fight crime or offering incentives to bring businesses back to abandoned downtowns, our goal is to empower people with the tools to make the most of their own lives. You and I know that our goal will only be realized with a combined effort by all levels of government.

I'm proud of the way we've worked hand in hand on so many issues. Together, we're modernizing roads and bridges and transit systems by passing a historic transportation bill this year. We're addressing the challenges of moving people from welfare to work, many of which are outlined in the NACo study being issued at your conference. We're working to fulfill the promise of one America by recognizing organizations whose practices exemplify the goals of our Race Initiative. With the help of your millennium committee, we'll find ways to honor the history and heritage of our counties, while embracing the opportunities our future holds. And finally, we're tackling the year 2000 computer problem by increasing awareness and finding solutions. And I thank you for producing one of the nation's best Web pages on this issue. There is one more critical issue I need your help with -- making sure that the 2000 census is as accurate as possible. Statistical sampling, according to all the experts, is the most reliable and most cost-effective way to get a full and fair count of our people in the year 2000. Everyone counts, and everyone should be counted. I ask for your cooperation in this effort.

NACo is not only the eyes and ears in the smallest towns and the largest cities, but the gateway to opportunity for millions of Americans. We can, and we

will, make sure the American Dream thrives in our counties and across our land well into the 21st century.

I'm very proud of our partnership, and I thank you so much for working with me.

\* \* \* \* \*

Record Type: Record

To: Noa A. Meyer/WHO/EOP

cc:

Subject: From Heather Davis

Here's the copy of my op-ed piece. Thanks a lot!

By Heather Leigh Davis

Among the many rumors circling the White House these days are a lot of myths about White House interns. I was an intern in the White House speechwriting department this summer. I did not know Monica Lewinsky, and really could care less about her. What I regret is that this incident has shed a negative light on what is really a remarkable program and a motivated, ambitious group of students.

Working at the White House is more than just an opportunity to walk the same halls as national leaders. It is about more than being a political insider for three months. A White House internship is long hours with no pay in a very intense environment. It is work -- work that I and my fellow interns took very seriously.

It is a competitive program requiring a resume, two letters of recommendation, a writing sample and an essay, in addition to the basic application. Contrary to popular myth, there is no space on the form to list your parents' donations to the Democratic National Committee.

Of course, some interns come from wealthy backgrounds, some have families that are long-time Democratic supporters, many are students at prestigious universities. But most interns are more like me: hard-working students with a long-standing interest in politics who got there on merit.

All interns attend an all-day orientation session. In this session the basic ground rules are covered. The protocol is strict: Interns are specifically instructed on how to dress, where they can and cannot go, and most importantly the appropriate behavior when the "principals" are present.

The White House is the only place where the president is not a celebrity. Interns are reminded that they are not to "hang out" in halls they expect the president to walk through or outside rooms where he may be meeting. They are absolutely not to ask for autographs. In short, interns are expected to act as any other staff member would.

Most interns work in the Old Executive Office Building next door to the White House. A few interns work in offices in the West Wing, and some who do not may be granted a blue pass. A blue pass allows the holder access to all non-residential areas of the White House.

Consequently, most interns see the president only a handful of times. He poses for a group picture with each intern session where he thanks the interns for their hard work. Some interns may get to meet the president personally, as I did when I accompanied a speechwriter to a

videotaping of a message the president could not deliver in person. Most of the former interns I spoke with agreed that we could not imagine an intern having as much access to the president as Monica Lewinsky claims to have had.

I ran errands to the West Wing frequently, occasionally even to the Oval Office. Only on one or two occasions did I see the president, and when I went to the Oval Office I certainly did not deliver documents directly to him.

It is a joke among Washington intern circles that working at the White House is exciting at first, and then it's like working at the Post Office. Naturally, as interns in many fields will attest, a considerable portion of your work day is spent at the copy machine, the fax machine, or on the phone. If you work in speechwriting as I did, you get to know the library pretty well, too.

However, your experience at the White House is really what you make it. Some interns arrive at 9 a.m., go to lunch at noon, and head out to see the sights at 5 p.m. I was there at 8 a.m., took lunch in the cafeteria when I could get it (Washington is too hot in the summer to go outside anyway), and left when the rest of the office staff left, usually around 8 p.m.

It was not unusual for our office to pull late nights working on drafts of speeches. I knew it was going to be a late night when the speechwriters would come back from a briefing with their Chinese food orders ready. Some may groan to think of spending 15 hours at work, but it was those nights that were the most exciting. In our office we knew that the good stuff happened after 6 p.m.

On one particularly long night, I sat in on a brainstorming session for the president's commencement address at UC San Diego that launched his race initiative. It was the sort of meeting I had read about in Peggy Noonan's accounts of her years in the Reagan administration, but to actually experience it was unforgettable. I left that night just in time to catch the last train home, not exhausted, but elated.

In return for my efforts I was entrusted with important tasks. I was given the opportunity to write some, edit, and research. I took pride in finished speeches, and listened intently to every word the president said. I worked with staff members from many different offices on a regular basis, and was respected by those people as if I were a regular employee. I occasionally had to handle minor crises single-handedly, but, of course, those are the good stories.

The White House staff, including the president, realize that day-to-day operations would be considerably more difficult if it were not for the interns. At the intern photo session this summer the president told the story of how the interns kept the place running when the government was shut down and all non-essential employees were furloughed.

The program runs a speaker series for the interns with featured speakers this summer including the director of the Peace Corps and Defense Secretary William Cohen. They organize tours of various monuments and when possible arrange for interns to attend White House events. This summer I was privileged to attend the signing of the historic balanced budget agreement. All interns are invited to view the Fourth of July fireworks over The Mall from the White House South Lawn -- the best seats in town!

All this, despite the fact that most of us would do it without the perks. And we would definitely do it again.

Cokie Roberts reported a poll this weekend that said 44% of Americans would not want their 21-year-old daughter to intern in the Clinton White House if given the opportunity. That's good news for those of us who would have to compete with their daughters, but unfortunate for them. A White House internship is the creme de la creme of political internships, and it can be described as nothing less than the opportunity of a lifetime.

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                             | DATE | RESTRICTION |
|--------------------------|-------------------------------------------|------|-------------|
| 008a. resume             | re: Tracy Pakulniewicz [partial] (1 page) | n.d. | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

## **TRACY PAKULNIEWICZ**

P6(B)(6)

008a J

### **PUBLIC SERVICE**

#### **The White House, Washington, DC**

##### **VISITORS OFFICE**

Spring 1997 - Present

Liaison for the White House to Members of Congress, Cabinet Members, elected officials and friends/family of the President and First Lady. Responsible for training staff, coordinating and scheduling volunteers, supervising intern tasks. Recruit outside youth groups for assistance with annual events such as the Easter Egg Roll, Holiday Mobility Disabled Tours. Coordinate meet and greets with the First Family. Advance for Principals.

##### **OFFICE OF THE SOCIAL SECRETARY**

Summer 1996 - Spring 1997

Assisted in the organization and execution of events hosted by the President and First Lady. Primary responsibilities: Coordinated State Arrivals and Dinners, conducted logistical briefings for Social Aides, and supported event operation.

#### **Denn for State Senate, New Castle, DE - Campaign Director**

Spring 1996 - Summer 1996

Responsible for daily operation of campaign. Coordinated fundraising events, candidate's schedule, press and voter registration. Recruited and directed volunteers.

#### **Democratic State Committee, Wilmington, DE - Intern**

Winter 1996 - Summer 1996

Drafted replies to voter inquiries, composed press releases and designed campaign literature. Accountable for events leading up to Delaware's first Presidential Primary. Collected, analyzed, and summarized polling data and election results for public information.

#### **Clinton/Gore '96, Newark, NJ - Volunteer**

Summer 1995

Primary assistant to fundraising chair in preparation for New Jersey Clinton/Gore Gala.

### **PRIVATE SECTOR**

#### **Dupont Plaza Hotel, Washington, DC - Front Office Agent**

Fall 1996 - Spring 1997

Responsible for assisting foreign guests' arrival and departure, specializing in Italian and Japanese translations. Provided guests with schedules and other relevant information during their stay.

#### **University of Delaware, Newark, DE - Resident Assistant**

Fall 1993 - Spring 1996

Responsible for over 45 students during crisis situations, implemented University policies and mediated conflicts. Presented programs which educated students on University resources, self-esteem, and AIDS awareness and prevention. Served as a

liaison between the students and the University. (OVER)

**Hellring Lindeman Goldstien Seigal, Newark, NJ - Assistant** Summers 1993 - 1995

Compiled client information litigation involving real estate, marital, corporate and government suites. Responsible for the confidential maintenance of materials.

Managed library materials of firm.

**University of Delaware - Tutor**

Fall 1995 - Spring 1996

Instructed students in Italian, Japanese and Political Science. Instructed classes at the 300 and 400 level.

### **INTERNATIONAL STUDIES**

**Study Abroad: Universita per Stranieri, Siena, Italy**

Fall 1994 - Winter 1995

Five months intensive study of the Italian language and Italy's past and present politics.

In addition, one month included exposure to various cultures throughout Europe.

**Study Abroad: Shoin's Women's University, Kobe, Japan** Winter 1994

Immersed in daily activity and conversation with native Japanese. Course material focused on language, politics and culture. Experienced home stay with Japanese family.

**People To People Student Ambassadorship**

Summer 1992

Six week intensive wildlife and native studies of Australia and New Zealand.

### **EDUCATION**

University of Delaware, Newark, Delaware

Bachelor of Arts - International Relations

Minors: Italian, Japanese

### **HONORS**

Dean's List

Gamma Kappa Alpha - Italian Honor Society

Selected Bangladeshi Delegate - National Model United Nations

University of Delaware Merit and Foreign Language Scholarships

Resident Assistant Distinguished Service Award

### **LANGUAGE AND SPECIAL SKILLS**

Fluent Italian \* Conversational Japanese \* Comprehensive Spanish \* Computer

Literacy \* Internet \* E-mail \* Extensive overseas travel

### **ACTIVITIES**

HIV Community Coalition 1996 - 1998

Hall Government Assistant Advisor 1993 - 1996

College Democrats - Campaign Director 1993 - 1995

Resident Assistant Advisement Team 1994

References furnished upon request

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                                                          | DATE       | RESTRICTION |
|--------------------------|------------------------------------------------------------------------|------------|-------------|
| 008b. resume             | Tracy Pakulniewicz to Cheryl Mills re: phone number [partial] (1 page) | 07/13/1998 | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

July 13, 1998

Cheryl D. Mills  
Deputy Assistant to the President and  
Deputy Counsel to the President  
The White House  
Washington, DC 20500

Dear Ms. Mills:

Thank you for considering my resume for the position of paralegal in the Counsel's Office. My past employment opportunities have provided me with a wide array of knowledge and skills in the legal arena.

The hands on experience I acquired while working at the Hellring Lindamen Goldstein Siegal law firm familiarized me with some of the procedures and protocol of the field. After working at the firm, I was able to apply some of my gained knowledge to my position as campaign director during a state senate campaign in Delaware. In many of my past experiences, I exercised my research abilities, analytical and foreign language skills in my work.

Again, thank you for taking the time to consider my resume. I can be reached in my office 202-456-1209 and home, [REDACTED] I look forward to hearing from you.

[0086]

Best wishes,

Tracy Pakulniewicz

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                                                                                | DATE       | RESTRICTION |
|--------------------------|----------------------------------------------------------------------------------------------|------------|-------------|
| 009a. letter             | Adrienne Elrod to Melanne Verveer re: phone number, address, SSN, and DOB [partial] (1 page) | 06/11/1998 | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

**Adrienne Elrod**

*Cathy*

PG(1)(b)(6)

PG(1)(b)(6)

[009a]

PG(1)(b)(6)

Tues June 11, 1998  
3:00 PM  
10:00 AM

Melane Verveer  
Assistant to the President and  
Chief of Staff to the First Lady  
The White House

Dear Ms. Verveer,

I have recently moved to Washington upon graduating from Texas Christian University on May 9. I am very interested in obtaining a full-time, paid position with the Clinton Administration. However, until a position opens I would like to do volunteer work. Nancy Hernreich mentioned that I send my resume to you.

As a former White House intern (summer, 1996), I have a knowledge of White House operations and activities. After completing my internship, I continued to assist advance staff at several Presidential and First Lady events in Texas. In addition, I acquired many valuable office and people skills during my internships at the Main Street Fort Worth Arts Festival and as a marketing assistant at The Parks Mall in Arlington, Texas. I have attached a resume which fully sets out my educational and work background.

My family has been involved in the Arkansas Democratic Party for many years. My grandfather served in the Arkansas State Senate for over a quarter of a century. My parents are both practicing lawyers, and each has served as a Clinton appointee on an Arkansas state board or commission; my mother currently serves on the Arkansas Higher Education Coordinating Board. It is partially from this legacy that I have gained an interest in politics, and have especially developed a goal of moving to Washington and working for the Clinton Administration.

I would enjoy meeting with you in person at your earliest convenience. I will call you on Friday, June 12 and hope to arrange an interview with you.

Thank you for your time and consideration, and I look forward to meeting you.

Sincerely,



Adrienne Elrod

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                         | DATE | RESTRICTION |
|--------------------------|---------------------------------------|------|-------------|
| 009b. resume             | re: Adrienne Elrod [partial] (1 page) | n.d. | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S

rc1022

### 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]

## Adrienne Elrod

FO(b)(6)

20096]

### OBJECTIVE

To obtain a full-time, paid or volunteer position in the Clinton Administration in the areas of press, scheduling, advance or public affairs.

### EDUCATION

Spring 1998

Advertising/Public Relations major, Texas Christian University

Political Science minor and Business minor

Graduation: May 1998

GPA: **FO(b)(6)**

### WORK EXPERIENCE

Fall 1997-

*Marketing Assistant, The Parks Mall at Arlington*

- Coordinate and maintain promotional events and mall-sponsored projects, including Seventeen Magazine Fashion Show, Kid's Club and Visa/NFL Promotional Sweepstakes
- Liaison between marketing department and retailers, media and external marketing assistance
- Database management, faxes and telephones
- 20-25 hr./wk.

Spring 1997

*Intern, Main Street Fort Worth Arts Festival*

- Festival of over 400,000 visitors which I helped produce
- Assisted in events-management duties, including selecting and scheduling performers
- Liaison between community and production staff
- 12-15 hr./wk.

Summer 1996

*Intern, The White House*

- Worked for Office of Presidential Advance, which is responsible for coordinating Presidential and First Lady appearances through advance staff.
- Assisted advance staff at Presidential and First Lady events, including the President's speech to the National Education Association and the First Lady's interview on Larry King Live
- Maintained and updated traveling schedule, reimbursed advance staff, maintained advance trip thank-you letters
- Compiled and updated passports for 100 White House staff to attend G-7 Summit
- Advanced three Presidential/First Lady appearances in Texas after internship, including President Clinton's visit to Fort Worth (1996), Mrs. Clinton's speech at University of Texas (1996) and the Dedication of the George Bush Library (1997) and President Clinton's Education Speech in Houston (1998).

Spring 1996

*Copyeditor, TCU Daily Skiff*

- Proofread student newspaper articles prior to publishing
- 3 hr./wk.

## **ACTIVITIES**

### *Participation 2000*

- Selected to attend a three-day conference in Austin on political campaign management.
- Learned the logistics of running a campaign, from fundraising and media affairs to crisis management and get-out-the-vote strategies.

### *Vice President, Public Relations Student Society of America*

- Petitioned funds from Student House of Representatives for members to attend national convention
- Participated and oversaw annual Christmas Card Campaign
- Carried out duties of president when unavailable
- Past positions include public relations director and social director

### *Vice President of Public Relations, Delta Delta Delta Sorority*

- Managed reputation of sorority (locally and nationally)
- Wrote and sent press releases to hometown newspapers of new initiates
- Wrote and sent press releases to alumni magazine and placed advertisements in college newspaper

### *TCU Senior Leadership Forum*

### *Student Representative, House of Student Representatives*

- Participated in bill-writing, debating and voting

### *Growth Project Volunteer*

- Mentor to to an at-risk elementary school student.

## **Computer Skills**

- Windows 95, Microsoft Office (Access, Excel, PowerPoint), Quarkpress, Internet

## **Special Projects**

### *Mike Martinez Campaign*

- Assisted Mike Martinez in his campaign for County Commissioner.
- Assisted in fundraising efforts and designed layout for yard signs.

### *Writing for Public Relations*

- Created public relations campaign for nonprofit youth shelter
- Campaign included backgrounder, proposals, press and news, media kit, feature story, speech, advertisements and newsletter

### *PRSSA Christmas Card Campaign*

- Managed PRSSA and TCU Communications Department campaign to raise money for undergraduate scholarships
- Created and distributed various ads and direct mail pieces, conducted follow-up analysis

## **Abroad Experience**

### *TCU in London, June 1997*

Attended month-long study of global advertising/public relations and communications at Regent's College. Listened to numerous speakers and visited many advertising/public relations firms. Traveled afterwards to Paris, Antibes, Rome and Munich.

## **References**

Available upon request

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                                                              | DATE       | RESTRICTION |
|--------------------------|----------------------------------------------------------------------------|------------|-------------|
| 010a. fax                | Allison Stein to Noa Meyer re: phone number and address [partial] (1 page) | 07/22/1998 | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

**FAX**

Date 07/22/98

Number of pages including cover sheet 5

TO: Noa Meyer

Phone (202) 456-6266  
Fax Phone (202) 456-6244

FROM: Allison Stein

PG(b)(6)

Phone  
Fax Phone

PG(b)(6)

CC:

REMARKS: ☐ Urgent ☒ For your review ☐ Reply ASAP ☐ Please Comment

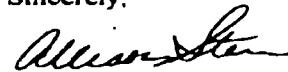
Dear Noa,

Thank you for contacting me regarding the position. It was a pleasure to speak with you yesterday. I am sending my resume and a writing sample for your review. I am extremely interested in the position we discussed. I am confident that you will find I am driven, reliable and competent. I believe my previous practical experience will enable me to be an asset to your office.

Thank you again for your time and consideration. I am looking forward to hearing from you soon. If you need any additional information, I may be reached at

PG(b)(6)

Sincerely,



Allison Stein

**ACTIVITIES**

- Responsible for organizational and creative processes associated with running the 32-hour event.
  - Oversight of 7 Overall Chairs, 100 committee members, and 300 staff members for the largest student run philanthropy in the state of Florida.
- Youth Motivator at Howard W. Bishop Middle School  
Gainesville Juvenile Delinquency Center, Volunteer  
Students Taking Action Against Racism, Director

**HONORS**

Presidential Recognition of Outstanding Students Award, Dean's List - Spring 1997  
Golden Key National Honor Society - National Academic Honorary, Florida Academic Scholar  
Order of Omega - Leadership Honorary, Sigma Tau Sigma - National Academic Honorary

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE              | DATE | RESTRICTION |
|--------------------------|----------------------------|------|-------------|
| 010b. resume             | re: Allison Stein (1 page) | n.d. | P6/b(6)     |

### **COLLECTION:**

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### **FOLDER TITLE:**

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### **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]

**ALLISON H. STEIN**

P6(b)(6)

**EDUCATION**

**University of Florida - Graduated with Honors**  
Bachelor of Arts in Business Administration  
Area of Specialization: Special Event Planning

Gainesville, FL  
6/97

**Richmond College**  
Study Abroad - Area of Study: Sociology

London, England  
5/95

**EXPERIENCE****The White House - Office of the Social Secretary**

Washington, DC  
9/97 - 1/98

Staff Assistant: Supervisor - Capricia Marshall, Social Secretary to the White House

- Assisted the Social Secretary with the preparation of guest lists and the execution of special events for the President and First Lady.
- Responsible for the management and training of ten interns.

**The White House - Office of the Social Secretary**

Washington, DC  
7/97 - 8/97

Intern: Supervisor - Jamie Schwartz, Special Assistant to the Social Secretary

- Assisted with the organization of guest lists and coordination of event logistics
- Facilitated the arrival and departure of guests for White House events.

**Children's Miracle Network at Shands Children's Hospital**

Gainesville, FL  
1/97 - 6/97

Staff Assistant: Supervisor - Brenda Morgan, Project Coordinator

- Assisted with the implementation and successful completion of multiple fundraising events including a 21-hour national Children's Miracle Network Telethon
- Developed and maintained Miracle Family Volunteer Program.

**Congresswoman Karen Thurman**

Gainesville, FL  
8/96 - 12/96

Intern: Supervisor - Marlene Corbett, Caseworker

- Worked with constituents to expedite and resolve pending cases regarding federal issues.
- Reported constituent opinions, congressional research requests, and local issues to Washington office.

**Thurman for Congress Campaign**

Gainesville, FL  
8/96 - 11/96

University of Florida Liaison: Supervisor - Scott Sacha, Campaign Coordinator

- Recruited student volunteers through presentations and campus mailings.
- Organized district mailings and volunteer schedules.

**Peter Weinstein for Congress Campaign**

Coral Springs, FL  
6/96 - 8/96

Event Coordinator: Supervisor - Ashley Bodmer, Campaign Coordinator

- Coordinated logistics for numerous debates and community events.

**PAST  
ACTIVITIES**

University of Florida Dance Marathon benefiting the Children's Miracle Network

Overall Associate Chair/ Community Advisory Board Committee Secretary

- Responsible for organizational and creative processes associated with running the 32-hour event.
- Oversight of 7 Overall Chairs, 100 committee members, and 300 staff members for the largest student run philanthropy in the state of Florida.

Youth Motivator at Howard W. Bishop Middle School

Gainesville Juvenile Delinquency Center, Volunteer

Students Taking Action Against Racism, Director

**HONORS**

Presidential Recognition of Outstanding Students Award, Dean's List - Spring 1997

Golden Key National Honor Society - National Academic Honorary, Florida Academic Scholar

Order of Omega - Leadership Honorary, Sigma Tau Sigma - National Academic Honorary

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                | DATE | RESTRICTION |
|--------------------------|------------------------------|------|-------------|
| 010c. paper              | re: personal essay (3 pages) | n.d. | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                                                              | DATE       | RESTRICTION |
|--------------------------|----------------------------------------------------------------------------|------------|-------------|
| 011a. letter             | Mary Conk to Social Office re: address and phone number [partial] (1 page) | 07/09/1998 | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

# Mary Elizabeth Conk

PS(b)(6)

[011a]

July 9, 1998

Social Office  
East Wing, Second Floor  
The White House  
Washington D.C.

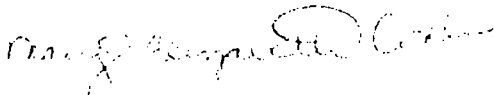
Dear Kim,

How are you? I hope that life and work are both treating you well. I am currently entering my senior year as a Presidential Scholar at Fairfield University and I am seeking employment for after I finish in May. I was inspired by the work I did with you and Ellen in the Office of the First Lady and it would be a dream come true to continue my work in the White House after school.

At Fairfield University, I am a Politics and Theater double major with philosophy minor. I am also a member of our University's highly selective honors program. The honors program has helped to challenge my own insights and question the status quo that exists around our society. My studies have helped to create greater understanding of the diversity around me. I believe that my course work at school, my leadership training, and my knowledge of the program and the workings of the White House make me an asset to any department.

I would be grateful if you would pass around my resume if you hear anything come up over the next couple of months. I have enclosed a copy of my resume and have sent a copy to Ellen and a friend in the Counsel's office. If there is anything else I can supply for you, please do not hesitate to contact me. I will be studying in Scotland from July 24 to August 29, but you will be able to contact me through the above number. As of September 6<sup>th</sup>, you can reach me at [PS(b)(6)] I look forward to hearing from you. Thank you in advance.

Best Wishes,



Mary Elizabeth Conk

Noa -  
Mary is a really  
good worker & was an  
intern for Ellen + me.

Thx, Kim

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                    | DATE | RESTRICTION |
|--------------------------|----------------------------------|------|-------------|
| 011b. resume             | re: Mary Conk [partial] (1 page) | n.d. | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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]

## **EDUCATION**

- 9/95 - present      **Fairfield University**, Fairfield, CT. - Accepted to highly competitive honors program. Politics, with a concentration in International Relations, and Theater double major. Minor in Philosophy. Anticipated date of graduation May, 1999. Deans List.
- 9/91 - 6/95      **Nanuet High School**, Nanuet, NY - Cumulative Index [REDACTED] PG(b)(6)  
Carried honors and advanced placement courses. Awarded Honors Regent diploma.
- 7/24/98 - 8/29/98      **University of Edinburgh**, Edinburgh, Scotland - Awarded a scholarship through Fairfield University to participate in International drama classes and to study the Edinburgh and Fringe Festivals.

## **HONORS AND AWARDS**

- 4/98      **Alpha Sigma Nu - National Jesuit Honor Society**  
• Elected as Vice President of Fairfield Chapter
- 2/98      **Pi Sigma Alpha - National Politics Honor Society**
- 10/97      **Who's Who in American Colleges and Universities**  
• Part of small group chosen to represent Fairfield University in 1998 edition.
- 9/95 - 5/99      **Presidential Scholar**, Fairfield University  
• Based on academic record, awarded \$7000 scholarship for each of four years.
- 9/96 - 6/98      **Glee Club Scholarship**, Fairfield University  
• Awarded \$1250 scholarship for contributions and demonstrated skill in University Choral
- 11/94      **National Congressional Youth Scholar**  
• National award to go to Washington, DC for one week of study in foreign policy, and governmental relations.  
• Elected by peers to play the role of President of the United States during foreign crisis simulation.
- 4/94      **National Discover Card Youth Tribute Award**  
• Awarded \$1200 scholarship in the area of Arts and Humanities
- 6/93, 6/94      **Rotary Youth Leadership Award**  
• Participant in regional honor. Selected the second year to serve as leader for new winners. (Cash Award)
- 6/93, 6/94      **New York State Summer School for the Arts - Choral Program** - Skidmore College  
• Selected as one of 60 participants through state wide audition.  
• Given Outstanding Choral Member Award (Cash Award)  
• One of four selected to study conducting with world renowned conductor, Julius P. Williams
- 4/94      **National Honor Society**
- 4/94      **Mu Alpha Theta - National Math Honor Society**
- 4/94      **National Spanish Honor Society**

## **INTERNSHIP/WORK EXPERIENCE**

- 7/97 - present      **The White House** - Internship with Mrs. Clinton's Deputy Chief of Staff. Helped launch the White House Millennium Program and continues to work with that program.
- 3/97 - present      **Americans for the Arts** - Paid internship with the Vice President of Government Operations. Worked at National Arts Advocacy Day in 1997 and 1998. Prepared materials for Capitol Hill regarding the

National Endowment for the Arts.

- 5/98 - 7/98  
all  
Cometals, New York - Paid position in an international chemical trading firm. Responsible for writing purchase and sales contracts for the department. Maintained all spreadsheets crucial to the department.
- 1/97  
Alliance for Arts Education/NJ - Internship in governmental relations. Worked with Executive Director to analyze arts education policy issues on the state and federal level.
- 9/96 - present  
Theatre Fairfield - Internship as Director of Box Office and as Public Advocacy Director.
- 9/96 - present  
Regina A. Quick Center for the Arts - One of four student House Managers and box office staff
- 6/95 - 1/97  
Nordstrom Dept. Store - Top sales person in Children's Shoe Department. Trained in Nordstrom style of customer service. Responsible for training new employees.
- 4/94 - 6/95  
Backstage Dance Shop - retail experience in high service dance specialty shop. Responsible for all aspects of operation including the training of new workers.

### ***SCHOOL AND COMMUNITY ACTIVITIES***

- 11/96 - present  
Mission Volunteer - Selected to serve as a volunteer in Tijuana, Mexico working with the poor.
- 9/95 - present  
costumes, to  
Theatre Fairfield - Participate in Academic theatre program, with jobs ranging from acting, to being awarded the honor of directing an original work in the regular season.
- 9/95 - present  
Fairfield University Student Association - Selected to help run campaign for Association Presidential Candidate. Served as facilitator for Student Activities.
- 11/96 - 9/97  
Freshman Orientation Program - Governing Board, Chair of Tours and Photos
- 1/98 - 6/98  
Senior Week Program - Sub-Chair chosen to plan the Semi-Formal for the Class of '98
- 3/96 - present  
Public Relations Review Board - selected to be one of 15 students to review University publications produced by University Public Relation Department.
- 9/96 - present  
Good Shepherd Soup Kitchen, Norwalk, CT - worked one day a week to feed homeless.
- 9/95 - present  
Campus Ministry, Fairfield University - Serve as Lector and Cantor at Sunday Masses. Worked to plan the retreat for the lector community in 11/97. Also a participant of Hunger Clean up
- 9/95 - present  
Fairfield University Choral Program - Participate in University Glee Club. Selected through audition program to sing in Chamber Choir.
- Knowledge of PC based computers, with a working knowledge of Windows 95, Word 6.0, WordPerfect for Windows 6.0, Excel, File Maker Pro, Quicken, Internet Servers

***References available upon request***

# Withdrawal/Redaction Marker

## Clinton Library

| DOCUMENT NO.<br>AND TYPE | SUBJECT/TITLE                      | DATE | RESTRICTION |
|--------------------------|------------------------------------|------|-------------|
| 012. resume              | re: Leila Azima [partial] (1 page) | n.d. | P6/b(6)     |

### COLLECTION:

Clinton Presidential Records  
First Lady's Office  
Bobbie Greene  
OA/Box Number: 15628

### FOLDER TITLE:

Resumes - Speechwriting/ Bobbie Greene Assistant [2]

2012-0872-S  
rc1022

### 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.

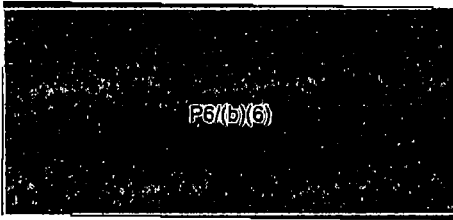
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

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]

# Leila D. Azima



[012]

---

## EDUCATION

**La Sorbonne, Cours de la Civilization, Paris, France**

*(January - May 1997)*

**Boston University, College of Communications, Boston, MA**

*(1993 - 1996)*

- B.A. in Mass Communications and Public Relations, Minor in Political Science
- G.P.A. in major: 

## EXPERIENCE

**The John F. Kennedy Center for Performing Arts, Washington, DC**

*(February 1998 - June 1998)*

### **Special Event Coordinator**

- Planned, coordinated and executed Kennedy Center's Sixth Annual Spring Benefit Gala
- Billed \$2 million through Gala tickets sales
- Assisted in writing copy and designing layout for all associated printed materials, including invitations, program, information packets, and multiple letters
- Coordinated and hosted Gala Committee events and two VIP receptions
- Gala follow up, including tax deduction letters
- Managed ticket requests and the Gala Hotline
- Organized bulk mailings

**Presidential Advance, Washington, DC**

*(March 1998- Present)*

- On-location advance work for events attended by the President and/or the First Lady
- Coordinate and execute logistics for guest flow

**The White House Social Office, Washington, DC**

### **Volunteer**

*(September 1997 - January 1998)*

- Coordinated holiday entertainment for social functions and tours
- Selected, invited, coordinated, and hosted 100 musical groups for White House performances
- Managed and coordinated intern escorts

### **Junior Assistant to the Social Secretary**

- Managed guest lists for social events
- Worked with Secret Service on guest security clearance process
- Managed interns

### **Intern**

*(September - December 1996)*

- Coordinated and executed social functions and official ceremonies for the President and First Lady within the White House
- Extended verbal invitations and accepted responses

- 
- Entered guests' security information; liaison between the Secret Service and White House guests
  - Liaison between foreign embassies and the White House on social matters
  - Assisted in guest public relations

**Boston University - Office of Admissions, Boston, MA**

*(January 1994 - January 1996)*

**Student Interviewer**

- Interviewed potential students
- Wrote advisory reports on each interviewed person for Admissions team

**Paradigm – A Talent and Literary Agency, New York, NY**

*(Summer 1995)*

**Intern**

- Coordinated resumes for clients
- Greeted and hosted talent
- Handled client billings

**NBC, New York, NY**

*(Summer 1994)*

**Intern; Late Night With Conan O'Brien**

- Greeted and hosted show's guests and artists
- Assisted writers during script-writing conferences
- Conducted research on guests' background
- Performed in sketches for shows

**Aviation Leasing Group, Kansas City, MO**

*(Summer 1993 and Summer 1992)*

**Administrative Assistant**

- Coordinated management schedules, including meetings, travel, and conferences
- Performed general office duties, including written and verbal correspondence with clients and monitoring telephones

## SKILLS

- Advanced reading, writing, and speaking of the French language
- Familiarity of the Pharsi language
- Proficiency in Windows 95, Microsoft Office, Microsoft Publisher, and Internet usage

**REFERENCES AVAILABLE UPON REQUEST**

Propaganda as a form of intelligence has proven to be a successful weapon in war efforts throughout history. Propaganda efforts peaked during World War II. World leaders implemented this psychological warfare tactic in order to leverage power and gain popular support for war. There seemed to be a growing consensus amongst leaders that by controlling a person's mind, one can also control his actions. Through pro-active implementation of propaganda, the United States was able to gain support for its war efforts. American efforts were unique in that they used truth as their power tool. Unlike the deceitful mass brainwashing methods used by Nazi Germany, the United States gained support by appealing to the conscience. The United States entered World War II with a disadvantage in the area of intelligence and psychological warfare, since it was the only Allied country without sufficient previous experience in such activities. Germany, Britain, and France had previous propaganda experience from World War I. Although Americans had a late start, they learned effective methods of intelligence and propaganda quickly, and the new warfare tactic proved highly successful for the Allied victory.

William Donovan, when proposing the idea of an intelligence organization (later to become the Central Intelligence Agency), wrote a document entitled "Memorandum of Establishment of Service of Strategic Information." Within this document he, "pointed to the use of radio for psychological warfare as already practiced by Germany and noted that an effective counterattack in kind would require intelligence for the formation of propaganda (O'Toole, 361)." Once Donovan had established his intelligence position as the "coordinator of information (COI)," he continued to stress the importance of psychological warfare. Offices, such as the Foreign Information Service of the COI, observed and analyzed propaganda used by the Axis forces and then created American counterpropaganda, in overt fashions. This operation, run by Robert Sherwood, was known as the "white Propaganda unit," and eventually split into two factions creating the Office of War Information and the Office of Strategic Services (O'Toole, 404).

Propaganda is generally viewed as the most effective way to manipulate the minds of a whole people. A country may use this tool for a variety of objectives. First, propaganda can be used in order to weaken, and even destroy, the enemy's morale. In territories seized during a war, countries may attempt to befriend residents or strengthen their spirits through the means of propaganda. In one's own country, another objective of

propaganda may be to promote the distrust of the enemy government, the invading army, and neutrals. Even countries that claim neutrality fall victim to psychological warfare. Warring countries use these tactics to sustain others' neutrality and promote their sympathy, friendship, and cooperation (Margolin, 31). Although these objectives are inherently manipulative and intelligence operations are often viewed as a negative activity, the contrary perspective could be argued. United States' pro-active implementation of such propaganda tools as posters, leaflets, Hollywood films, government documentaries, radio, and even cartoons, aided in the Allied victory during World War II.

Responsible for the formation of the American propaganda effort, President Roosevelt ordered the formation of the United States Office of War Information (OWI) in March of 1942. After the first efforts of the OWI proved successful, General Dwight D. Eisenhower expanded the operations by opening the Psychological Warfare Branch, Allied Force Headquarters (PWB-AFHQ). This organization, consisting of collective Allied forces, employed 4,600 British and American workers. Armed with mobile printing and radio equipment, typically OWI personnel would go to work in the fields with army troops. (Lerner, 36).

World War II was a war of ideologies. The very freedoms that Americans had been granted as citizens were threatened. The personal freedoms, such as speech, press, religion, equality of man, and general democracy, which made Americans who they are, were liberties that Nazi Germany opposed and threatened. Although the United States may not have wanted a war, they justified such action by claiming, "Let our freedoms be endangered and we will fight. (Capra)"

Frank Capra shared these sentiments in his 1942 Academy Award winning documentary series, entitled "Why We Fight." The series was created for the War Department Army Pictorial Service for the Information and Education Division. This film series doubled as a means of motivating the American public while also promoting the distrust of Axis forces. The final film in the series, "War Comes To America," portrayed the United States as a symbol of the free world and the only means of stopping Hitler. A solid and unified war effort amongst the people of the United States was stressed, not only to motivate the homeland, but also to intimidate Axis forces. Films