

OFFICE OF THE PRESIDENT
YALE UNIVERSITY
PO BOX 208229
NEW HAVEN, CONNECTICUT 06520-8229

The Honorable William J. Clinton

To Deliver for
reply

cc: Hornreich
scheduling

YALE UNIVERSITY

OFFICE OF THE PRESIDENT

105 WALL STREET, PO BOX 208229
NEW HAVEN CT 06520-8229

NOV 28 10:48 AM '00

November 21, 2000

The Honorable William J. Clinton
President of the United States
The White House
1600 Pennsylvania Avenue, N. W.
Washington, DC 20500

Dear President Clinton:

As you may know, the University is celebrating its Tercentennial in 2001, and the centerpiece of our celebration is a weekend of events devoted to a celebration of "300 Years of Creativity and Discovery." This occasion, scheduled for April 20-22, is being organized as an Alumni Leadership Reunion, bringing together those Yale graduates who represent exemplary accomplishment in their professions and who have rendered particular leadership to society.

All of Yale's schools, centers and museums are contributing to this event, which promises to be exciting and inspiring, with its multitude of offerings highlighting Yale's contributions to intellectual discovery, to medicine and law, to theater and music, to the study of the environment and theology, to art and architecture. I enclose with this invitation a preliminary draft of many of the events being developed for this occasion, in the hope that this specificity will convey the weekend to you in a way nothing else can. Many of the inventions and discoveries of Yale faculty and alumni over the centuries will be highlighted, and we look forward to conversations, panels and presentations by a number of our leading alumni.

I write with the hope that you would be willing to honor us by participating in the Tercentennial weekend. As we reach our great historical occasion, it would be our dream to have on campus the alumnus who was not only the leader of the free world but whose policies helped create our current economic prosperity.

In particular, we would like you to provide the centerpiece of the Tercentennial's first afternoon, Friday, April 20. Specifically, we would like to provide a forum for you — with the added help of Yale graduates Robert Rubin and Janet Yellen as conversational partners — to reflect on the economic prosperity of the years of your presidency.

The Honorable William J. Clinton
November 21, 2000
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We all hope, with great anticipation, that you might be able to honor us at this important milestone in the institution's history.

Sincerely yours,

A handwritten signature in cursive script that reads "Rick".

Richard C. Levin

RCL:md

Enclosure

DRAFT 11/21

**April 2001
Yale Tercentennial Weekend**

FRIDAY AFTERNOON, APRIL 20

1:45-3:00

Yale and China: Three Centuries of History

From 1688, when Elihu Yale, well ahead of his times, wrote a prescient letter about trade in China, to the modern era when George Bush was this nation's first liaison to China, and Winston Lord one of its first ambassadors, Yale has a long and continuing history with China.

Join Jonathan Spence, one of the foremost authorities on China in the world, and listen as he recounts fascinating, serious and amusing stories about a country to which Yalies over the centuries have always had a special relationship.

Yale: Home of Great Literary Critics

For three generations, Yale has been known as the home of some of the greatest literary critics of the age. From William Lyon Phelps and Chauncey Brewster Tinker to Robert Penn Warren and Cleanth Brooks, from René Wellek and Henri Peyre to Paul deMan, R.W.B. Lewis and Geoffrey Hartman, Yale has been the home of critics who by intellect and force of personality have dominated the literary landscape of their generations.

Known as the "foremost critic of his generation," it has been said about Harold Bloom that "everything about [him] is outsized: an encyclopedic intellect, exuberant eccentricity, a massive love of literature." For nearly fifty years, in more than twenty books, and in more than three different phases he has argued the sheer beauty, joy, and aesthetic value of literature. He rails against any reader who would read a poem as a social document, rather than as a work of art. For many he has come to be known as the greatest "reader of poems" in the world.

Join Professor Bloom as he analyzes poems by the late Pulitzer Prize Winner and Yale faculty member Robert Penn Warren.

Homework: "Bearded Oaks," "Evening Hawk," "Red Tail Hawk," and "Pyre of Youth," available in The Collected Poems of Robert Penn Warren, Random House

Yale: Creating the New Urbanism

One of the great Schools of Architecture in the world is in New Haven, a part of the complex of four distinguished Schools of the Arts, whose architects, historians and critics have literally reshaped and retold the history of 20th century architecture.

Join the legendary Vincent Scully, Sterling Professor Emeritus of the History of Art as he discusses the Yale architects who have created the new urbanism and the rebuilding of the classical and vernacular traditions of architecture: Andres Duany, Elizabeth Plater-Zyberk, Robert A.M. Stern, Louis Kahn, Alex Cooper, Jaquelin Robertson, and others.

Yale and Biotechnology: A Synthesis of the University's Historic Strengths

Yale has long been known for the excellence of the basic research of its scientists and of the researchers in its great School of Medicine and Yale College has educated some of America's great business leaders in science and technology. But only recently have the historic strengths in science, medicine, business, and technology come together as a catalyst for new business in New Haven and beyond, an effort that has seen the largest private investment in New Haven in more than 50 years.

Join the co-founder of Genentech, biochemist and genetic engineer Herbert W. Boyer, often referred to as the "father of Biotechnology," Professor Ira Mellman, founder of Cellular Genomics, Inc., which helps the pharmaceutical industry to choose appropriate targets for drug discovery programs with a particular focus on immune system diseases, and Dean of the Yale School of Medicine David Kessler, a lawyer, pediatrician and former Commissioner of the Food and Drug Administration, as they discuss the challenges and opportunities in making university discoveries in Bioscience available to the public.

Yale: Creating Economic Prosperity Under the Direction of President Richard C. Levin (under development)

Robert Rubin, Janet Yellen and others

SATURDAY MORNING APRIL 21

Yale: a University of Treasures The Beinecke Library

Yale is known for the treasures of its libraries, and the Beinecke Library, Yale's rare book library on Hewitt Quadrangle, holds many of them. In the Beinecke one can find letters to and from Robert Louis Stevenson and Alexis de Tocqueville, manuscripts from the Benjamin Franklin collection, the only surviving notebook of Thomas Hardy, and 14th century documents from the palace archive of the Spinellis, a distinguished Florentine family all reside there.

Among these many treasures is a fabulous collection of American photographs from the 19th and 20th centuries. These include photographs of the American West in the Nineteenth Century, of African Americans in the Nineteenth and Twentieth Centuries, and selected groups of other photographs, including a substantial number of American writers and artists, including Gertrude Stein, Ezra Pound, Edith Wharton, William Carlos Williams, Georgia O'Keefe, and Eugene O'Neill.

Join Patricia Willis, Curator of the American Literature Collection, as she allows you to see close up parts of this fabulous collection.

Stay the second hour, if you wish, and see how one of Yale's great libraries is adapting itself to 21st century use by scholars, as you sit at a computer and build your own modernist photograph collection, using the Beinecke's Digital Library.

Yale: A Leader in the World of Art Joseph Albers and Theories of Color

From Richard Serra to Chuck Close, Yale is famous for educating students whose works have made distinguished contributions to the arts of painting, drawing and sculpture.

Among the great teachers who trained some of Yale's painters was Joseph Albers, German-born American abstract artist and color theorist, and one of the original teachers in the German Bauhaus. As a Yale faculty member and head of the influential Department of Painting at the Yale School of Art from 1950-1960, he had a profound influence on important painters of the era who were educated at the School.

Join Richard Lytle, Leffingwell Professor of Painting, as he leads a class in color exercises developed by Albers. The class will meet in the newly renovated School of Art where state-of-the-art technology will enable Professor Lytle to give a demonstration of the electronic version of the exercises, available on CD-Rom.

Paint, glue and other materials will be provided.

Homework: Interaction of Color by Joseph Albers (Yale University Press). From Amazon.com Review: "A masterwork of one of the most influential artists of the twentieth century, this book is a brilliant display and explanation of the characteristics of color and the conditions under which certain optical phenomena occur."

Yale: On the Forefront of Scientific Discovery

From the days of Benjamin Silliman and Josiah Willard Gibbs, arguably the greatest scientists of the 19th century, Yale scientists have been making seminal contributions to basic science.

Join Professor Joan Steitz, the first woman ever to win the 118-year-old Warren Prize, presented every three years by Massachusetts General Hospital in Boston, who will speak about her own journey in science and will explain her work on the structure and function of ribonucleic acid (RNA). In this seminal discovery Professor Steitz determined that certain RNA components — small nuclear ribonucleoproteins, or "snRNPs" — serve a variety of functions within the cell, the most important function of which is to moderate gene expression, the process through which cells turn genes on and off. Further research on snRNPs and similar components could prove beneficial in preventing and curing disease.

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Sidney Altman: The Autobiography of a Nobel Prize Winner

One of the most eminent scientists in the 20th century is Sidney Altman, Sterling Professor of Molecular, Cellular and Developmental Biology and a former Dean of Yale College.

Join Professor Altman and listen to his riveting account of his development as a scientist and the ups and downs of a career that led to his work on the enzymatic properties of the RNA and the award of the Nobel Prize.

Yale and the Frontier of Technology

In his 1996 speech on the direction of the university, President Levin identified technology as one of the four themes the University must focus on to prepare for the 21st century. Yale men and women have been in the vanguard of the technological revolution transforming our lives.

Join Donna Dubinsky '77, CEO of Handspring, in a conversation with (someone from SOM) as they explore the future for handheld computers and for other new forms of technology.

Yale: The First Center for the Study of Slavery

From James Hillhouse, the leader of the anti-slavery movement in the First Federal Congress, to Josiah Willard Gibbs, who befriended the captives of the Amistad, to Yehudi Ashmun, who fought the slave traders and saved the infant colony of Liberia, to Jon Blassingame who edited the Frederick Douglass papers, Yale graduates and faculty have had a long history of activism in the face of slavery and a modern history of study and scholarship about it. Today, the Gilder Lehrman Center for the Study of Slavery, Resistance and Abolition, located at Yale, is the first of its kind in the world.

Join Fred Morsell, the foremost actor and interpreter of Frederick Douglass in the world, as he recreates Douglass, reads from his work, and, in the persona of Douglass, answers questions from the audience. The event will be hosted by Robert Forbes, Director of the Gilder Lehrman Center. The Center's founders, Richard Gilder '54, '57LAW and Lew Lehrman '60 will also be available to describe the history of its founding. The event will conclude with the singing of two great spirituals by undergraduate Mitchener Beasley, '01.

Yale: Creating Great Literature for the Ages

What do these writers have in common? Jonathan Edwards, Noah Webster, James Fenimore Cooper, Josiah Willard Gibbs, Sinclair Lewis, Philip Barry, Archibald MacLeish, Stephen Vincent Benet, Thornton Wilder, Robert Penn Warren, John Hersey, John Hollander, Robert Stone, Brendan Gill, Peter Matthiessen, Calvin Trillin, William F. Buckley, Jr., Gloria Naylor, Tom Wolfe, David Leavitt, M.G. Lord, and Jane Mendelsohn were all educated at Yale or were highly influential teachers here.

Join J.D. McClatchy '74Ph.D., prize winning poet and man of letters, editor of *The Yale Review* and Yale faculty member, as he tells fascinating stories about these writers and their connection to Yale and displays the quality of literary mind that Yale has helped to shape.

Homework: Bright Pages: Yale Writers, 1701-2001. Yale University Press

Yale: A Distinguished Tradition of Higher Mathematics

For many years Yale has had one of the most well-regarded mathematics departments in the nation. Indeed, modern Math as a discipline traces its roots to Eliakim Hastings Moore who received his Ph.D. in Mathematics from Yale. (*Year?*)

Today Yale continues its leadership in this discipline.

Join Benoit B. Mandelbrot, Abraham Robinson Professor in the Mathematical Sciences, as he introduces you to the world of Fractal Geometry, a dynamical approach to Geometry that celebrates the irregularities of natural forms and provides an entirely new model for viewing the world.

Professor Mandelbrot was the creator of the term "fractals" and the first to recognize and publicize the ubiquity of fractal geometry in nature. Before you arrive, read a book by Professor Mandelbrot that has been called an "immortal classic." Then come and listen to a way of looking at the universe that many Yale undergraduates have found fascinating and compelling.

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For many years Yale has had one of the most well-regarded mathematics departments in the nation. Indeed, modern Math as a discipline traces its roots to Eliakim Hastings Moore, a faculty member at the University of Chicago who received his Ph.D. in Mathematics from Yale. (*Year?*)

Today Yale continues its leadership in this discipline.

In February 2000 President Clinton awarded the National Medal of Science, the highest recognition of its kind in this country, to Professor Ronald Coifman. He is noted for his pioneering work in wavelet packets, a mathematical shorthand for compressing and restoring virtually any image or sound. His wavelet packets have been used by the FBI and Scotland Yard to compress their fingerprint files to a more manageable size. The FBI shrank its massive database of more than 300 million fingerprints to a fraction of its original size for a savings of \$25 million in optical storage discs alone.

Join Ronald Coifman as he gives you an understanding of how the study of "wavelets" is bringing together Math with the modern world and explains to you what role Math can and will play in the new technological age.

Yale: A Leader in Literary Criticism

For generations Yale has been on the cutting edge of new ways of reading. In the 1940s and 1950s Cleanth Brooks and Robert Penn Warren made Yale a center for the study of New Criticism and their books transformed the way literature was taught in America's schools. In the 1960s and in the 1970s Yale was once again in the limelight as Poststructuralism, Deconstruction and Psychoanalytic Criticism became the controversial code words of literary study.

You've heard about all these theories — but can you actually explain them to anyone?

Join Paul Fry, Professor of English, and Vilashini Cooppan, Assistant Professor of Comparative Literature, as they explain what these theories actually were, why they mattered, who at Yale developed and disseminated them and what-if anything-has replaced them today.

Yale: 300 Years of Theological Education

Yale started as an institution for educating divines, and from the searing sermons of Jonathan Edwards to the controversial edition of the Revised Standard Version of the Bible, Yale divines and biblical scholars have made seminal contributions to religious thought and study. Today three interrelated schools — the Yale Divinity School, the Berkeley Divinity School and the Institute of Sacred Music— carry forward this legacy and mission.

A particular strength of Yale has been in bringing its domination in theological disciplines of Biblical Study, theology, church history and the liturgical arts to bear on contemporary practices of worship in the churches. Although Yale has championed academic excellence in the classical disciplines, it has never lost the connection with the living practices of actual faith communities.

Join with a team of distinguished Biblical scholars, historians, and theologians from Yale Divinity School and the Institute of Sacred Music as they show films of a variety of contemporary worship practices and bring their own erudition in the classical theological disciplines to bear on analyzing and contextualizing them.

Yale: A Force in Southern History

Martin Luther King once called the late Professor C. Vann Woodward's (1908-1999) book The Strange Career of Jim Crow "the Bible of the civil rights movement." Woodward's presence at Yale made it for 25 years the single most important university at which to study Southern History. Today, Yale faculty such as Sterling Professor of History David Brion Davis, and Professor of History Glenda Gilmore, as well as illustrious Yale graduates throughout the nation, continue Woodward's legacy.

Join Professor Davis, Professor Gilmore, and Barbara Fields '78Ph.D., Professor of History at Columbia, for a seminar on The Strange Career of Jim Crow, the book that King said helped define the shape of his movement.

Homework: The Strange Career of Jim Crow by C. Vann Woodward (Also The New York Review of Books article on Woodward by David Davis, written ten years ago, if available)

Yale : On the Cutting edge of the Study of Photography Walker Evans' Photographic Vision

Yale was on the cutting-edge of the formal study of Photography. Walker Evans, American photographer, most noted for his studies of the rural South during the Great Depression, and one of the 20th century's most distinguished photographers, was a faculty member in the department from 1964-1972 and an active professor emeritus following that until his death in 1975.

Join Tod Papageorge. Professor of Photography, and Chip Benson, Dean of the School of Art, for a slide talk of Evans' work and a lecture about its photographic accomplishment and legacy for contemporary photographers (including Papageorge and Benson).

Homework: American Photographs by Walker Evans

Yale: A Leader in Investing

Under what knowledgeable investment insiders have called the "bold and brilliant" direction of Chief Investment Officer David Swensen, Yale's endowment has yielded unprecedented results for the University, returning a remarkable 17.3% annually for the past 15 years and becoming one of the most scrutinized portfolios in the country.

Join Mr. Swensen as he shares with you the investment philosophy that has led to Yale's success.

Homework: David Swensen, Pioneering Portfolio Management, Free Press

Yale and Athletics: Inventing the Modern Game of Football

Knut Rockne, once asked to reveal where the famous Notre Dame "shift" came from, responded, "Where everything else in football came from. Yale." Indeed, Walter Camp, class of 1880, was the man who essentially invented college football and made Yale's name synonymous with the game. He was responsible for the eleven man lineup, the snap from center, the "downs" system, and the forward pass — among other things.

Join Coach Jack Siedlecki, former Coach Carm Cozza, and former players Calvin Hill and Jack Ford while they read to you about Walter Camp and reminisce about Yale's great contributions to football history.

Yale and Athletics: 150 Years of Excellence in Rowing

Yale's contributions to rowing were the source of several amazing firsts. The College's 1844 crew was the very first college team anywhere in this nation. And Yale's race against Harvard in 1852 on Lake Winnepesaukee was the first American intercollegiate contest of any kind in this country.

Come watch Mary Mazzio's rousing and inspiring short documentary "A Hero for Daisy," a film about two-time rowing Olympian Chris Ernst '75, who galvanized her Yale team to protest the lack of locker room facilities for women at the University. Then join with Olympian Ginny Gilder, Yale's General Counsel Dorothy Robinson and Associate Director of Athletics Barbara Chesler as they discuss the past and present fiscal and physical realities of women's athletics to which this film drew national attention.

Yale: A Tradition of Philanthropy

Over the course of the centuries, from Elihu Yale to the Sterlings, the Harknesses, and the Beineckes, Yale philanthropists have helped create and transform the heart of the University — and the nation. Neither Yale's programs nor its "sense of place" would be

what they are today without the force of these remarkable graduates, whose gifts are inextricable from the University's treasures and accomplishments.

In conjunction with the British Art Center exhibition "The Paul Mellon Bequest: Treasures of a Lifetime," join Patrick McCaughey as he gives a personal tour of the exhibition and shares his deep personal knowledge and understanding of the life and contributions of one of Yale's pre-eminent benefactors.

Homework: Reflections in a Silver Spoon (A Memoir) by Paul Mellon

Yale: a Leader in African American Studies

Yale was the first major research university to create an African American Studies program. (It also awarded the first Ph.D. to an African-American in the United States, elected the first African-American to a chapter of Phi Beta Kappa, and awarded the first Ph.D. in mathematics to an African-American woman!) The current Department of African American Studies invites you to come to a multimedia presentation that will introduce you to new directions in the field. Watch and listen as three dynamic young faculty members use film and art to explain and demonstrate the transnational study of African American history and culture. Jennifer Baszile will take you back to Colonial America and show you how the lives of African Americans, Native Americans and Spanish intermingled, Kellie Jones will show you works of art from African American and Latin American Artists, and Paul Gilroy will guide you through the roots and routes of the Black Atlantic.

Homework: Richard J. Powell, "The Dark Center," in Black Art and Culture in the Twentieth Century, Thames and Hudson, 1997, pp. 7-22, and Gerardo Mosquera, "Modernism from Afro-America: Wifredo Lam," in Beyond the Fantastic. Contemporary Art Criticism from Latin America, MIT Press/Iniva, 1995, pp. 121-133.

Yale: A Leader in Cognitive Science

From the writings of Jonathan Edwards to today, Yale scholars have been concerned with the nature of knowledge and its origins. The publication in 1977 of a landmark book by Yale Professors Robert Abelson and Roger Schank played a central role in the emergence of modern Cognitive Science approaches to these issues. Today, one of the most active areas of research concerns the vulnerability of knowledge. In remembering events, how are we able to distinguish what really happened from fantasies, dreams and hearsay? What sorts of errors in knowledge are most common and why? How is the young child's knowledge of the world different from our own? How do memory and knowledge change with development?

Join Marcia Johnson and Frank Keil, Professors of Psychology, for discussion of how the study of the origins of knowledge at Yale in the next century will involve a convergence

of approaches from psychology, neuroscience, philosophy, and linguistics among other disciplines. Professors Johnson and Keil will provide demonstrations of the cognitive processes that underlie our conceptions (and misconceptions) of reality.

Wendy Wasserstein: A Conversation

Tom Wolfe: A Conversation

Yale: World Famous for Song

For generations, Yale has been known as a place renowned for singing. From Cole Porter to Charles Ives and Paul Hindemuth, Yale composers have written great songs and Yale singers have sung them. From the Yale Glee Club to Yale Gilbert and Sullivan, from the Yale Opera Society to Yale singing groups, from the first college fight song to the musically sophisticated songs of Hindemuth, Yalies have a tradition of beautiful music and beautiful voices and of singing their way through Yale. Today, join Professor Richard Lalli, distinguished baritone, recording artist, and vocal teacher as he gives a master class to six talented undergraduate singers, who will offer songs by Yale composers Charles Ives and Cole Porter.

Homework: Classic Popular Songs by Yale Professor Allen Forte, accompanied by a disc of 20 popular songs recorded by Mr. Lalli, published by Yale University Press. Charles Ives Remembered: An Oral History by Vivian Perlis (now out-of-print but available in libraries).

Yale: Pathbreaking in Studies of Women, Gender and Sexuality

Over the course of three decades the field of Women's and Gender Studies has grown exponentially — and Yale scholars have helped to bring about that development. Books by Yale faculty members such as Women Writers and Poetic Identity by Margaret Homans, Redesigning the American Dream: The Future of Housing, Work and Family Life by Dolores Hayden, Reconstructing Womanhood: The Emergence of the Afro-American Woman Novelist by Hazel Carby, Sexual Science by Cynthia Russett, and Feminist Theory and Christian Theology by Serene Jones have led the way in advancing the study of human experiences from new vantage points. Originally called Women's Studies and now renamed Women's and Gender Studies, the current program takes a leadership role in fostering innovative interdisciplinary thought and research on women, gender and sexuality.

Join Catharine MacKinnon, '77J.D., '87Ph.D., (first instructor of the Program's introductory course), Professors Nancy F. Cott and Marianne LaFrance, and former and current students Sarah Chinn '89, Galen Sherwin '94, Vanita Gupta '97, and Roxann Bradshaw '01 to learn about the Program's impact on the academy and in the world and to discuss its future directions.

Inventing Rights: Yale Law School, Women's Rights and the Law of Sexual Harassment

The twentieth century witnessed a revolution in the understanding of women's roles and rights. Yale Law School students and faculty have been key participants in creating the law of women's rights and in defining new claims of equal treatment, and specifically in articulating women's claims to be free from sexual harassment.

Join Professors Anita Hill, Catharine MacKinnon, Jeffrey Rosen, Vicki Schultz and Attorney Deborah Ashford for a panel discussion moderated by Professor Judith Resnik as they explore new conceptions of both women and of rights.

Yale School of Medicine: On the Cutting Edge of New Technologies

Yale has one of the world's great Schools of Medicine and its faculty is especially well known for its excellence in research.

Join four Yale researchers as they show you how exciting new technologies are changing the art of medicine at Yale and around the world. Dr. James Rosser, one of the world's leading authorities in the field of minimally-invasive surgery, will demonstrate his pioneering technique in remotely guiding surgeons to successfully perform advanced procedures through a process called "telementoring." Dr. William B. Stewart will demonstrate how he leads students through the paces of traditional anatomy and an innovative supplemental program in virtual anatomy, utilizing 3-D computer graphics. And Dr. Sally E. Shaywitz will demonstrate how her research with MRI's is revealing facts about cognitive function that were previously unknown.

The Yale Cancer Center: Opening the Black Box

The Yale Cancer Center is southern New England's only cancer center designated as a *Comprehensive Cancer Center* by the National Cancer Institute, and one of only 37 to be so ranked in the nation. With its research base, the Yale Cancer Center facilitates scientific discoveries through 13 multidisciplinary research programs and 16 shared research facilities, including a clinical trials office.

Twenty-five years ago, the cancer cell was very much like a black box — forbidding, mysterious, the bearer of the worst possible tidings. In 1971, the National Cancer Act was passed and, since then, the workings of the cancer cell have gone from black box to blueprint.

Join Dr. Vincent T. DeVita, Jr., M.D., Professor of Internal Medicine, Medical Oncology and Epidemiology & Public Health, and former National Cancer Institute Director, who discovered the cure for Hodgkin's disease, contributed to several other major breakthroughs in cancer treatment and is the Yale Cancer Center's Director. Dr. DeVita

will discuss his philosophy of bringing scientific breakthroughs into the realm of patient care as quickly as possible, an approach called "translational research," which is the guiding principle of the Yale Cancer Center.

Yale: Leading the Theater, Onstage and Backstage

The Yale Repertory Theatre is one of the leading professional regional theaters in the nation. Affiliated with the acclaimed Yale School of Drama, the Rep has been premiering new work, creating award winning theater and serving as a home for professional artists and students alike for 35 years.

Join Artistic Director Stan Wojewodski, Jr. and go behind the scenes at Yale Rep as final rehearsals are taking place for the 1928 version of the comedy *Big Night* by Dawn Powell. Meet the set, costume, lighting and sound designers and see how their designs came to life. Talk with the Stage Manager about the process of integrating all of the theatrical elements. Ask the technical staff "How'd you do that?" and more. After the discussion, stay for the technical rehearsal and see all parties in action as the countdown to curtain commences.

Yale: a Leader in Theatrical Scenic Design A Master Class with a Legend

The celebrated Yale School of Drama was the first of its kind when it was established in 1925 and has trained more theater practitioners and educators than any other institution in the country. It is continually ranked as the country's number one graduate theater training program (as reported by *U.S. News and World Report*).

Ming Cho Lee, Donald M. Oenslager Professor, is a Drama School legend. Recipient of the first Joseph Maharam Award, the National Opera Institute Special Award for Service to American Opera, an Outer Critics Circle Award, a Drama Desk Award, an Obie Award, multiple Tony nominations and awards, the New York City Mayor's Award for Arts and Culture, and the Chinatown Planning Commission's Award as Man of the Year, he and his students are among the most distinguished set designers in the world.

Visit a Master Class with Ming Cho Lee and Associate Professor Michael Yeargan. Together with their students, they will introduce you to the aesthetics and the process of scenic design through critique and discussion. This particular class will focus on the American Musical Theater — everything from Rogers and Hammerstein to Kander and Ebb, from *Anything Goes* to *Fiddler on the Roof*, and everything in between. After spending a full year studying with the acclaimed Lee and Yeargan, the students will present their final culminating design projects for the classic American musical *Guys and Dolls*.

Yale: A Leader in Child Development

Since 1911 when Dr. Arnold Gesell established a child mental health clinic, Yale has been an international leader in the scientific study of child development. Research conducted at the Yale Child Study Center has helped to shape our modern understanding of the child.

Join Dr. Steven Marans and Dr. James Comer, both of whom have created programs that are national models in children's mental health and development.

Listen while Dr. Marans, with the help of representatives from the New Haven Police Department, and other mental health and juvenile justice professionals, describes the unique collaboration between people in all these sectors which addresses the issues that affect children and families who have been exposed to violence. The extraordinary success of this program has led the Justice Department to establish at Yale the National Center for Children Exposed to Violence of which Dr. Marans is the founding Director.

Then listen while Dr. James P. Comer discusses the evolution of the Comer School Development Program which he created in 1968 and which is now in use in more than 60 school districts across the nation. The Comer Program is a systematic school reform strategy based on the principles of child, adolescent and adult development. The Program's success, which includes mobilizing the entire community of adult caretakers to support students' holistic development, has been honored by a series of prestigious national awards.

SATURDAY AFTERNOON

The Tokyo String Quartet

Members of the world renowned Tokyo String Quartet have been artists in residence and members of the faculty at the Yale School of Music for twenty-five years. Come to an open rehearsal, listen to these extraordinary musicians rehearse some of their repertoire, and converse with them about their life and their art.

Yale: Seedbed of Great Artists

The number and scope of Yale artists on display in the Yale Art Gallery's current exhibition *Art for Yale: Defining Moments* has amazed even those who thought they knew the depth of Yale's contribution in this area. Join Jock Reynolds, Director of the Gallery, and two former directors — Alan Shestak, now Deputy Director of the National Gallery, and Mary Gardner Gates, Director of the Seattle Art Museum, as they give their impressions and analysis of this exhibition and discuss how the Gallery's collections have been influenced and shaped by its directors.

Yale: Redefining Modern Architecture

Yale architects have built some of the great buildings of our age, in this nation and around the world.

Join Robert A.M. Stern, Dean of the Yale School of Architecture, as he illuminates the contributions of such Yale graduates as Eero Saarinen, Hugh Jacobson, James Stewart Polshek, Peter Millard, Charles Gwathmey, Stanley Tigerman, Richard Rogers, Norman Foster, Craig Hodgetts, James Richter, Alex Cooper, Jaquelin Robertson, Tom Beeby, Andres Duany, and Elizabeth Plater-Zyberk. Dean Stern will also look at leading figures among the recent crop of graduates including Maya Lin, Douglas Garofalo, Alexander Gorlin and Marion Weiss, among others.

Willie Ruff in Lecture and Performance

One of the treasures of the Yale School of Music is Professor Willie Ruff, horn and bass player extraordinaire, and the first American to take jazz to the Soviet Union, whose lectures on the music styles that America invented — spirituals, blues and jazz — transfix his students, and whose Mitchell-Ruff duo — purported to be the oldest jazz band with the same personnel — has been delighting audiences for forty-five years.

Come listen to Professor Ruff, in a lecture performance, tell the story of the 3-string bass fiddle, which New England churches (including the Center Church on the New Haven Green) often used instead of expensive pianos and organs to accompany hymns. Professor Ruff documents the creation of these fiddles, sings Old Testament hymns from the black tradition, and tells the remarkable story of how the use of these fiddles eventually reached as far as Hawaii.

Yale: Training Great Actors

Shakespeare and Guare: Actors at Work

From Meryl Streep to Paul Newman, from Sam Waterston to Jodi Foster and Sigourney Weaver, some of the greatest actors of our time have been educated at Yale, either in the College or the School of Drama. Join Professor Murray Biggs, Associate Professor of English and Theater Studies, who has captivated many alumni audiences with his display of directorial powers.

Yale and Cartooning

Yale has figured high in the world of cartooning. Garry Trudeau, Sandy Boynton and M.G. Lord.

**Yale: The Home of great Song and Great Singers
Down In the Valley**

Come hear this enchanting 40 minute opera by Kurt Weill, originally conceived as a short radio opera, performed by members of the Yale College Opera Company. After fleeing Hitler's Germany in the 1930s, Weill's work showed an "Americanization" that resulted in music with closer ties to American musicals than cabaret and opera. This ingratiating work, with ties to American musicals, beautifully staged and sung by undergraduates, charmed audiences in the fall of this year and is being repeated today by special request.

4:00

Yale and Public Service: former President George H.W. Bush

UNDER DEVELOPMENT

Yale and Government: Understanding the American Political System

David Gergen, Bob Dahl, Jeff Greenfield

Yale: World Famous for Educating Leaders in the Law (Tony Kronman)

Yale: A Tradition of Corporate Leadership

From Juan Trippe to Roberto Goizueta, Yale has a tradition of educating business leaders whose training in engineering and technology has been a key to their success.

Members of the corporate leadership to whom problems will be posed include Henry Schacht '56, former Chairman of Lucent Technologies, Lisa Rosenblum '74, the senior vice-president for Government Affairs and Education for Cablevision Systems Corporation, and Fred E. Smith '66, founder of Federal Express. Listen to these distinguished leaders address such problems as internet privacy, environmental consideration, and shareholder responsibility.

Raymond D. Watts
2264 Glenmore Terrace
Rockville, MD 20850-3051

11-30-00

11-30-00
TONSC

Hon. Anthony Lake
(By hand, 11/29/00,
National Press Club)

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gift at Times
Proctor party

of a workshop at the Hague Appeal
ay 1999.

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Hall

Forum, moderator of session,
program), Nuclear Mirror Project

xistan-India Peoples' Forum for
Chief of the Indian Navy.
on, Chair, State of the World

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other important works."
Rob) Green, Royal Navy; now with
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Bill Perry, until recently
e United States, recently said,
weapons of mass destruction will
er of "where and when."

[From Raymond D. Watts, 301-762-2095; fax 301-762-8226;
email <raywatts@igc.org>; Rockville, MD 20850]

Excerpt from a taped transcript of a workshop at the Hague Appeal for Peace [HAP] conference of May 1999.

MAKING THE CASE FOR NUCLEAR ABOLITION

Thursday, 13 May 1999, Mondrian Hall

HAP Program page 29.

David Cortright, Fourth Freedom Forum, moderator of session, introduces the panel:

Pamela Nydell --name not in program), Nuclear Mirror Project and Abolition 2000.

Admiral (Ret.) L. Ramdas, Pakistan-India Peoples' Forum for Peace and Democracy, former Chief of the Indian Navy.

Senator (former) Alan Cranston, Chair, State of the World Forum, California.

Jonathan Schell, author of *The Gift of Time* and, earlier, *The Fate of the Earth* "and many other important works."

Commander (Ret.) Robert D. (Rob) Green, Royal Navy; now with Abolition 2000 and advisor to the World Court Project.

Senator (current) Douglas Roche, Middle Powers Initiative; a Canadian Senator and formerly Canada's Ambassador for Disarmament.

* * * * *

Alan Cranston

* * * * *

"Today it's even more dangerous, more likely that nuclear weapons will be used than it was during the Cold War. This is the time of great danger but also of great opportunity. A man named Ambassador Robert Golucci who negotiated on nuclear matters with both Iraq and North Korea, recently declared that he believes and expects that a nuclear weapon will destroy an American city sometime in the next ten years. He explained how he thinks it might happen.

"A rogue leader fabricates a couple of nuclear weapons and turns them over to a terrorist organization. The terrorists bring one into Baltimore by boat and drive one to Pittsburgh, into the city, by truck. And then a message comes to the White House: 'Revise your policies in the Middle East or on a Tuesday you lose Baltimore and on a Wednesday you lose Pittsburgh.' On Tuesday Baltimore is destroyed. What does the United States do? What does any nation do?

"Presumably there would be no clues as to who has perpetrated the destruction of the city. Bill Perry, until recently Secretary of Defense for the United States, recently said, 'It's not a matter of "if" weapons of mass destruction will destroy a city, it's a matter of "where and when."'

* * * * *

[From Raymond D. Watts, 301-762-2095; fax 301-762-8226;
email <raywatts@igc.org>; Rockville, MD 20850]

11-30-00

THE WHITE HOUSE
WASHINGTON

November 30, 2000

copied
Podesta
Lew

MR. PRESIDENT:

In the attached memo, Jack and your economic advisers recommend you approve a 3.7% overall federal civilian pay raise, consistent with your FY01 budget proposal and equal to the increase Congress approved for the military.

Background. The pay laws require that, each January, federal civilian employees receive a 2-part pay raise: a national adjustment based on the Employment Cost Index (ECI) and a local adjustment. Current statutory authority would result in a 15% overall increase in 2001 (2.7% national; 12.3% local); this year, Congress did not enact an alternative provision to prevent the statutory raises from taking effect. The statute gives you the authority to execute an alternative pay plan, if the statutory raises are inappropriate due to "national emergency or serious economic conditions affecting the general welfare." The August 31st deadline for submitting an alternative national pay increase was allowed to lapse, triggering the 2.7% statutory national adjustment; the deadline for alternative locality increases is today.

Pay raise. Jack advises that an overall pay raise of 15% would be inappropriate (*e.g.*, would disrupt labor markets, render current agency budgets inoperable). He recommends you exercise your alternative plan authority to limit the locality pay increase to 1.0% of payroll, which, combined with the existing 2.7% federal increase, would equal the 3.7% overall you recommended. *If you approve, we will execute the transmittal letters on your behalf.*

Approve ☒

Disapprove ☐

Discuss ☐

Lisel Loy 



THE DIRECTOR

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

November 29, 2000

'00 NOV 29 PM 12:10

MEMORANDUM FOR THE PRESIDENT

FROM: Jacob J. Lew 
SUBJECT: Alternative Pay Raise Plan for Federal Civilian Employees

To accomplish the FY 2001 budget policy of providing a total 3.7 percent pay raise for Federal civilian employees, you must transmit to Congress, by November 30th, an alternative pay plan for Federal civilian employee locality-based comparability payments for 2001.

Background

The pay laws require that, each January, Federal civilian employees receive a two-part pay raise: (1) a national schedule adjustment based on growth in the Employment Cost Index (ECI), a Bureau of Labor Statistics (BLS) measure of labor cost increase in the non-Federal sector of the economy; and (2) locality pay increases based on BLS surveys of salaries that non-Federal employers in local areas pay to those performing work equivalent to that of Federal employees.

As a result, employees would receive a national schedule adjustment of 2.7 percent plus locality pay increases that cost about 12.3 percent of payroll. On a cost-of-payroll basis, the total Federal employee pay increase would be about 15 percent in 2001. In contrast, your FY 2001 budget proposed a total increase of only 3.7 percent to cover **both** the ECI-based and locality increases. Congress did not enact any alternative pay raise provision to prevent the statutory raises from taking effect in 2001.

The statute gives you the authority to execute an alternative pay plan for each part of the pay raise if you view the raises as inappropriate due to "national emergency or serious economic conditions affecting the general welfare." The respective deadlines for transmitting alternative plans are August 31st in the case of the ECI-based increase, and November 30th in the case of locality increases. Earlier this year, the statutory ECI-based increase of 2.7 percent was triggered to take effect in January 2001, by allowing the August 31st deadline to pass; this is consistent with your FY 2001 budget policy of a total 3.7 percent pay raise.

As indicated in the attached draft transmittal, a pay raise of approximately 15 percent would be inappropriate because of "serious economic conditions affecting the general welfare." A 15 percent raise would disrupt labor markets, force wage escalation in the private sector, render current agency personnel budgets inoperable, and constitute a dangerous step away from budget discipline.

Accordingly, I and your other senior economic advisors recommend that you exercise your alternative plan authority to allow an amount equal to 1.0 percent of payroll for locality pay increase. This would limit the total Federal pay raise to 3.7 percent – as proposed in your FY 2001 budget and equal to the basic pay increase that Congress approved for military members.

Recommendation

I and your other senior economic advisors recommend that you sign the attached letter transmitting to Congress an alternative plan for locality pay increases equal to 1.0 percent of payroll.

Attachments

THE WHITE HOUSE
WASHINGTON

Dear Mr. President:

I am transmitting an alternative plan for Federal employee locality-based comparability payments (locality pay) for 2001.

Federal employees are the key to effective Government performance. During the last 8 years, the number of Federal employees has declined while their responsibilities have stayed the same or increased. Nonetheless, recent surveys show the American public believes it is now getting better quality and more responsible service from our Federal employees. We need to provide them fair and equitable compensation to recognize their important role, and to enable the Federal Government to continue to attract and retain a high-quality workforce.

Under title 5, United States Code, most Federal civilian employees would receive a two-part pay raise in January 2001: (1) a 2.7 percent base salary raise linked to the part of the Employment Cost Index (ECI) that deals with changes in the wages and salaries of private industry workers; and (2) a locality pay raise, based on the Bureau of Labor Statistics' salary surveys of non-Federal employers in local pay areas, that would cost about 12.3 percent of payroll. Thus, on a cost-of-payroll basis, the total Federal employee pay increase for most employees would be about 15 percent in 2001.

For each part of the two-part pay increase, title 5 gives me the authority to implement an alternative pay adjustment plan if I view the pay adjustment that would otherwise take effect as inappropriate because of "national emergency or serious economic conditions affecting the general welfare." Over the past three decades, Presidents have used this or similar authority for most annual Federal pay raises.

In evaluating "an economic condition affecting the general welfare," the law directs me to consider such economic measures as the Index of Leading Economic Indicators, the Gross National Product, the unemployment rate, the budget deficit, the Consumer Price Index, the Producer Price Index, the Employment Cost Index, and the Implicit Price Deflator for Personal Consumption Expenditures.

Earlier this year, I decided that I would implement -- effective in January 2001 -- the full 2.7 percent base salary adjustment. As a result, it was not necessary to transmit an alternative pay plan by the legal deadline (August 31) for that portion of the pay raise.

In assessing the appropriate locality pay adjustment for 2001, I reviewed the indicators cited above along with other major economic indicators. As noted above, the full locality pay increases, when combined with the 2.7 percent base salary increase, would produce a total Federal civilian payroll increase of about 15 percent for most employees. In fiscal year (FY) 2001 alone, this increase would add \$9.8 billion above the cost of the 3.7 percent increase I proposed in the fiscal 2001 Budget.

A 15 percent increase in Federal pay would mark a fundamental change of our successful policy of fiscal discipline, and would invite serious economic risks -- in terms of the workings of the Nation's labor markets; inflation; the costs of maintaining Federal programs; and the impact of the Federal budget on the economy as a whole.

First, an across-the-board 15 percent increase in Federal pay scales would be disruptive to labor markets across the country. This increase would be three to four times the recent average annual changes in private-sector compensation, built into the base of the pay structure not just for 2001, but for subsequent years as well. With job markets already tight and private firms reporting great difficulties in attracting and retaining skilled employees, this increase in Federal salaries could pull prospective job seekers away from private employment opportunities.

Second, in the face of such a large Federal pay increase, private firms would almost certainly react by increasing their own wage offers. Thus, beyond the labor-market disruption of such a Federal pay increase, there would follow a serious risk of inflation; and that risk would far exceed the direct effects of the Federal pay raise taken in isolation. Pay rates economy-wide have already enticed a record percentage of the adult population into the labor force and paid employment. There are few unemployed or underemployed workers available for hire; if private firms need additional labor, they must raise their wage offers to attract workers from other firms. Such bidding wars for labor -- which constitutes roughly two-thirds of business costs in this economy -- have been at or near the core of all inflationary outbursts in our recent history. To date, intense competitive pressures have prevented private firms from allowing

their wage offers to step out of line with productivity gains, and inflationary pressures have remained contained. However, a shock arising outside of the competitive labor market itself -- such as an administratively determined Federal pay increase -- could convince private business managers that they must increase their offers beyond the current norms. In the past to reverse accelerating inflation, the Nation paid an enormous toll through policies designed to slow the economy and reduce the pressure on prices. In numerous instances, the result was recession and sharp increases in unemployment. With labor markets as tight as they are we should not undertake a policy likely to shock the labor market.

Third, Federal program managers are already under considerable pressure to meet their budgets, while still providing quality service to the taxpayers. Increasing the Federal employment costs at such an extraordinary rate would render those budgets inadequate to provide the planned level of services. Appropriations for the coming fiscal year have already been legislated for much of the Federal Government, and all sides hope that spending bills for the remaining agencies will pass in the very near future. In particular, agencies that have the greatest responsibility for person-to-person service -- the Social Security Administration, the Internal Revenue Service, and the Veterans Affairs healthcare programs, to name just three -- could not be expected to bear double-digit pay increases without the most thorough review and adjustment of their budgets.

Finally, despite the current budget surpluses, the Federal Government continues to face substantial budgetary challenges.

When my Administration took office in January 1993, we faced the largest budget deficit in the Nation's history -- over \$290 billion in fiscal year (FY) 1992. By the projections of the Office of Management and Budget (OMB), the Congressional Budget Office (CBO), and every other authority, the deficit would only get bigger. Furthermore, under both of these projections, the public debt, and the interest burden from that debt, were expected to be in a vicious upward cycle.

While we have pulled the budget back from this crisis, and in fact we have enjoyed the first budget surpluses since 1969, adverse budgetary forces are just a few years away. The Social Security system will come under increasing pressure with the impending retirement of the large baby-boom generation. In addition, the aging of the population will increase costs for Medicare and Medicaid. If we become complacent because of the current budget surplus and increase spending now, the surplus could well be gone even before the baby-boom generation retires.

My Administration has put these budgetary challenges front and center. A 15 percent Federal pay increase, built into the Government's cost base for all succeeding years, would be a dangerous step away from budget discipline. The budgetary restraint that produced the current budget surpluses must be maintained if we are to keep the budget sound into the retirement years of the baby boom generation.

Therefore, I have determined that the total civilian raise of 3.7 percent that I proposed in my 2001 Budget remains appropriate. This raise matches the 3.7 percent basic pay increase that I proposed for military members in my 2001 Budget, and that was enacted in the FY 2001 Defense Authorization Act. Given the 2.7 percent base salary increase, the total increase of 3.7 percent allows an amount equal to 1.0 percent of payroll for increases in locality payments.

Accordingly, I have determined that:

Under the authority of section 5304a of title 5, United States Code, locality-based comparability payments in the amounts set forth on the attached table shall become effective on the first day of the first applicable pay period beginning on or after January 1, 2001. When compared with the payments currently in effect, these comparability payments will increase the General Schedule payroll by about 1.0 percent.

Finally, the law requires that I include in this report an assessment of how my decisions will affect the Government's ability to recruit and retain well-qualified employees. I do not believe this will have any material impact on the quality of our workforce. If the needs arise, the Government can use many pay tools -- such as recruitment bonuses, retention allowances, and special salary rates -- to maintain the high-quality workforce that serves our Nation so very well.

Sincerely,

The Honorable Albert Gore, Jr.
President of the Senate
Washington, D.C. 20510

Locality-Based Comparability Payments Under Alternative Plan

<u>Pay Locality¹</u>	<u>Comparability Payment Effective January 2001</u>
Atlanta MSA	8.66%
Boston CMSA	12.13%
Chicago CMSA	13.00%
Cincinnati CMSA	10.76%
Cleveland CMSA	9.17%
Columbus MSA	9.61%
Dallas CMSA	9.71%
Dayton MSA	8.60%
Denver CMSA	11.90%
Detroit CMSA	13.14%
Hartford MSA	12.65%
Houston CMSA	16.66%
Huntsville MSA	8.12%
Indianapolis MSA	7.89%
Kansas City MSA	8.32%
Los Angeles CMSA	14.37%
Miami CMSA	11.09%
Milwaukee CMSA	8.91%
Minneapolis MSA	10.30%
New York CMSA	13.62%
Orlando MSA	7.71%
Philadelphia CMSA	10.80%
Pittsburgh MSA	8.54%
Portland CMSA	10.32%
Richmond MSA	8.60%
Sacramento CMSA	10.73%
St. Louis MSA	8.00%
San Diego MSA	11.31%
San Francisco CMSA	16.98%
Seattle CMSA	10.45%
Washington CMSA	10.23%
Rest of United States	7.68%

NOTE: MSA means Metropolitan Statistical Area and CMSA means Consolidated Metropolitan Statistical Area, both as defined by the Office of Management and Budget (OMB) in OMB Bulletin 99-04, June 30, 1999.

¹ Pay localities as defined in 5 CFR 531.603.

THE WHITE HOUSE
WASHINGTON

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their wage offers to step out of line with productivity gains, and inflationary pressures have remained contained. However, a shock arising outside of the competitive labor market itself -- such as an administratively determined Federal pay increase -- could convince private business managers that they must increase their offers beyond the current norms. In the past to reverse accelerating inflation, the Nation paid an enormous toll through policies designed to slow the economy and reduce the pressure on prices. In numerous instances, the result was recession and sharp increases in unemployment. With labor markets as tight as they are we should not undertake a policy likely to shock the labor market.

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Sincerely,

The Honorable J. Dennis Hastert
Speaker of the
House of Representatives
Washington, D.C. 20515

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Dayton MSA	8.60%
Denver CMSA	11.90%
Detroit CMSA	13.14%
Hartford MSA	12.65%
Houston CMSA	16.66%
Huntsville MSA	8.12%
Indianapolis MSA	7.89%
Kansas City MSA	8.32%
Los Angeles CMSA	14.37%
Miami CMSA	11.09%
Milwaukee CMSA	8.91%
Minneapolis MSA	10.30%
New York CMSA	13.62%
Orlando MSA	7.71%
Philadelphia CMSA	10.80%
Pittsburgh MSA	8.54%
Portland CMSA	10.32%
Richmond MSA	8.60%
Sacramento CMSA	10.73%
St. Louis MSA	8.00%
San Diego MSA	11.31%
San Francisco CMSA	16.98%
Seattle CMSA	10.45%
Washington CMSA	10.23%
Rest of United States	7.68%

NOTE: MSA means Metropolitan Statistical Area and CMSA means Consolidated Metropolitan Statistical Area, both as defined by the Office of Management and Budget (OMB) in OMB Bulletin 99-04, June 30, 1999.

¹ Pay localities as defined in 5 CFR 531.603.

Invite Party
cc. sched
Social office
SOCIAL OFFICE

THE WHITE HOUSE
WASHINGTON

November 30, 2000

Richard H. Mason
200 North Washington
El Dorado, Arkansas 71730

Dear Richard:

Thank you for your letter, and your kind offer of your condo in Treetops Condominiums. I appreciate your thinking of me. I will keep it in mind and let you know.

Though I don't know yet how many people are to be invited for holiday parties this year, I've alerted the Social Office about your interest. My staff will try to work something out.

Please give my best to Vertis, and thanks again.

Sincerely,

Bill

Richard H. Mason

EB
cc. Schud
200 North Washington
El Dorado, Arkansas 71730
Joeine
offer
not

November 15, 2000

President Bill Clinton
The White House
1600 Pennsylvania Avenue, N.E.
Washington, D.C. 20500-2000

My Dear Mr. President:

It was so good to see you at the Pine Bluff rally. I know you are as happy as we are about booting Jay Dickey out of Congress. Your trip to Arkansas put Mike over the top. If we can get a true count of the Florida ballots, Al Gore will be in the White House. I'm keeping my fingers crossed. Tell Hillary her friends in Arkansas are thrilled with her election to the Senate.

On another matter, the Presidential Library, you mentioned to me in our conversation that after you left office you would be spending a lot of time in Arkansas to follow construction of the library. I know you have several options to stay while you are in Little Rock, but I would like to give you one more. We have a large 3-bedroom condo in Treetops Condominiums. It is completely furnished. Vertis and I only use it on rare occasions, and we would like to offer it to you when you are in town. Harry Thomason has a place there. It is just a 5 minute drive from the library. I think you would like it.

If you would like to have the Secret Service check it out, it is Unit 302, Treetops Condominium. It has a 24-hour doorman on duty. The contact person for the condominium is Rhonda Peters.

Vertis and Diane Alderson asked that if I was going to write you in the next few weeks to put in a request for a possible White House holiday party invitation for the four of us. I know these lists are difficult to add to, but if anything is available we would be honored to receive an invitation.

I am personally looking forward to seeing after you leave office when you can spend some extra time in the state. One of these days maybe you can get back down to El Dorado. You won't recognize your old South Arkansas campaign headquarters buildings. Vertis and I have been renovating Downtown El Dorado for the past 20 years. Currently we have restored 17 buildings including the Rialto Theater, and constructed two large retail stores. Our downtown is nominated as Arkansas' entry for the National Main Street City Award. We are very proud of Downtown El Dorado. I wish you could see it.

As a final note, thanks again for an outstanding record in environmental preservation. Your administration will go down in history as saving more wilderness areas than any president since Teddy Roosevelt. Let me encourage you to use these last few weeks of your presidency to name additional areas of the country into the National Monument, National Forest or other designations that will preserve our wilderness areas, and don't forget to make the Ouachita River part of the Presidential Heritage River System. If Bush is elected president, heaven forbid, then please consider nominating the Arctic National Wildlife Refuge as a Presidential Selected National Monument.

Let me know if the Treetops Condominium would be of use to you.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Mason', written in a cursive style.

Richard H. Mason

cf

Malone H/1
Dr
12/30
leg
OMB, IGA, Leg Affairs
BC
December 1, 2000

THE WHITE HOUSE
WASHINGTON

copied
leg affairs
OMB
Lisa K.
Rodesta
IGA

The Honorable Percy Malone
Member of the House of Representatives
of the State of Arkansas
518 Clay Street
Arkadelphia, Arkansas 71923-6024

Dear Percy:

Thanks for getting in touch with me on behalf of Mayor Claybaker. I am aware of the economic hardships facing both Camden and Monticello in the wake of the International Paper Company and Burlington Rug Factory closings, and I've written to him separately.

As you may know, Pedro R. Garza, Regional Director for the Southwest Region of the EDA, has been in contact with local and federal officials in Arkansas to identify respective priority projects for affected communities. At this time, the fiscal 2001 appropriations bill for the Department of Commerce has not been enacted into law, and the EDA has had limited funds under continuing resolutions for critical infrastructure projects. In the interim, EDA's Austin Regional Office has been working with the Camden community and is currently reviewing its proposal. You may wish to call Mr. Garza directly at (512) 916-5595 to discuss the pending project proposal.

It's always great to hear from you. I hope you are well. Hillary and I send our best.

Sincerely,

Bau

Claybaker hr
DR
11/30

cleared by
OMB
IGA
Leg Affairs

THE WHITE HOUSE
WASHINGTON

DECEMBER 1, 2000

The Honorable Chris Claybaker
Mayor of Camden
Post Office Box 2782
Camden, Arkansas 71701

Dear Chris:

Thank you for your letter regarding the Adams Street/Port of Camden Redevelopment Proposal. I am aware of the economic hardships facing Camden in the wake of the closing of the International Paper Company, and I'm glad you took the time to write.

As you may know, Pedro R. Garza, Regional Director for the Southwest Region of the EDA, has been in contact with local and federal officials in Arkansas to identify priority projects for affected communities. At this time, the fiscal 2001 appropriations bill for the Department of Commerce has not been enacted into law, and the EDA has had limited funds under continuing resolutions for critical infrastructure projects. In the interim, EDA's Austin Regional Office has been working with your community and is currently reviewing your proposal. You may wish to call Mr. Garza directly at (512) 916-5595 to discuss the pending project proposal.

I appreciate knowing your thoughts on this important matter, and I send my best wishes.

Sincerely,

Trin



STATE OF ARKANSAS

House of Representatives

Representative PERCY MALONE
518 Clay Street
Arkadelphia, Arkansas 71923-6024

870-246-4141 Business
870-246-7177 Residence

OCT 25 PM 3:35

October 23, 2000

President Clinton
The White House
1600 Pennsylvania Avenue
Washington D.C. 20500-2000

Mr. President,

Enclosed is an EDA grant proposal that was given to me by Chris Claybaker, Mayor of the City of Camden. I am referring this to you on his behalf for immediate action.

In light of the closing of the International Paper Company in Camden, this would be a worthy project to be approved. The revitalization and redevelopment of the Adams Street/Port of Camden area would help tremendously in salvaging jobs, as well as helping to overcome the loss suffered by the people of Camden in losing their leading employer.

Whatever you would be able to do would be appreciated by Mayor Claybaker and the people of Camden, I'm sure.

Thanks as always. Hope to see you soon.

10-26-00


Percy Malone

Send to Cohen?

Yes ☒

No ☐

BC SIG.

card w/ Leg Affs
om B cal
LAK

CITY OF CAMDEN

P.O. Box 278
206 Van Buren, N.E.
Camden, Arkansas 71701
Telephone (501) 836-6436
FAX (501) 836-3369

October 16, 2000

The President
The White House
Washington, DC 20500

Dear Mr. President:

As chief elected official of the City of Camden, Arkansas, I respectfully request your support for the Adams Street/Port of Camden Redevelopment Proposal.

The City of Camden has experienced severe economic distress due to recent federal government cutbacks in the defense industry, beginning in the late 1980's, which continues to threaten the area's economy even today. The area suffers from a high unemployment rate and low per capita income. The Adams Street/Port of Camden Redevelopment Proposal offers hope for Camden's residents by integrating sound environmental and economic strategies to restore brownfields in the City of Camden.

The City of Camden is committed to facing the challenges of redevelopment and restoring brownfields located along the historic Ouachita River to productive reuse. The City is in partnership with the U.S. Environmental Protection Agency to develop a brownfield assessment demonstration pilot program, which allows for a Phase I and Phase II environmental assessment of the area. Camden is proposing revenue bonds in the amount of \$2 to \$4 million for redevelopment of the area. However, the City still needs assistance to complete the beginning phase of the project consisting of acquisition and demolition. A proposal is being sent to the U.S. Department of Commerce Economic Development Administration requesting financial assistance in the amount of \$2.0 million to fund this critical phase of the project. All other funding options have been exhausted.

Only with this financial assistance can the City continue in its efforts to develop solutions to create a healthier, more sustainable community for the citizens and visitors of Camden. On behalf of the citizens of Camden, I thank you for your support of this proposal and wish you all the best in your future endeavors.

Sincerely,


Chris Claybaker
Mayor of Camden



CITY of CAMDEN

P. O. BOX 278 • 206 VAN BUREN NE
CAMDEN, ARKANSAS 71711

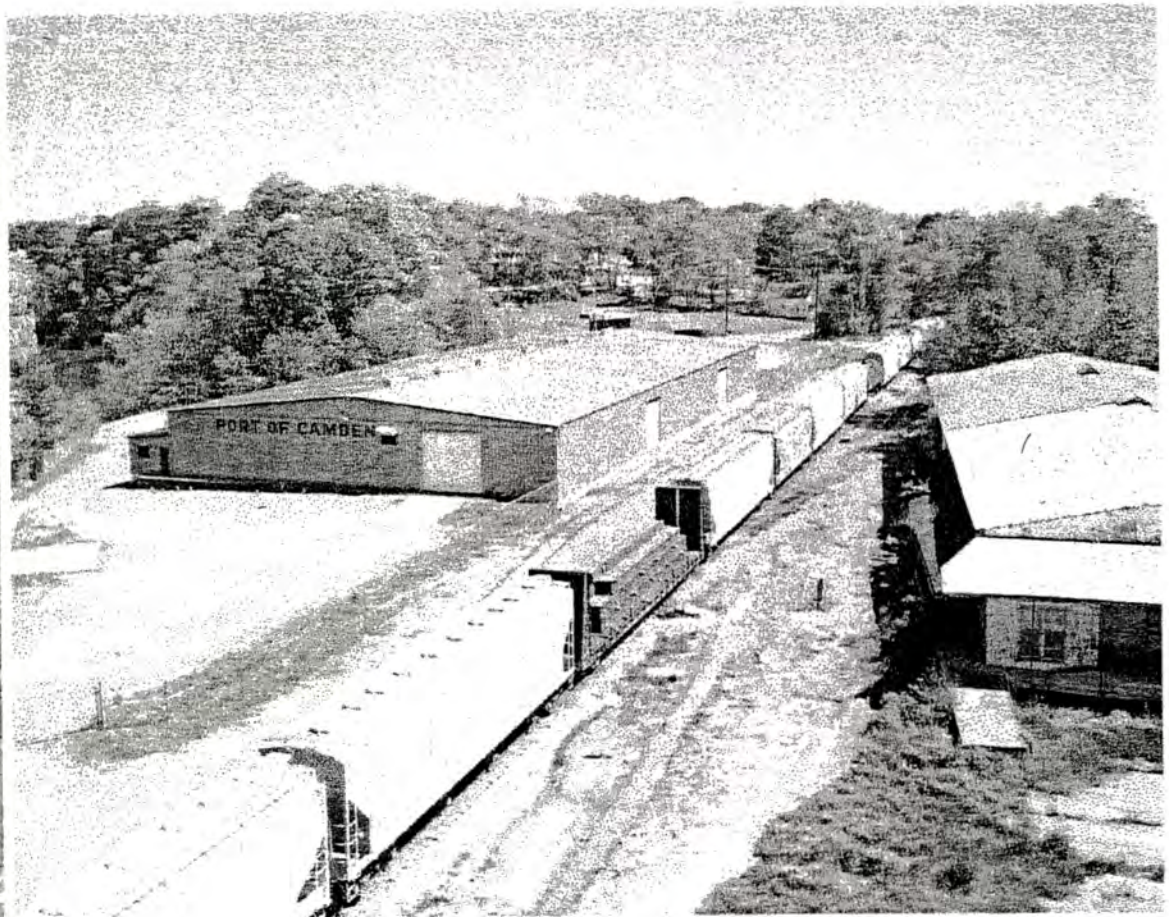
CHRIS CLAYBAKER
Mayor

Phone: 870-837-5500
Fax: 870-836-3369

E-Mail
camdenar@cei.net

CITY OF CAMDEN, ARKANSAS

**ADAMS STREET /
PORT OF CAMDEN
REDEVELOPMENT
PROPOSAL**



PORT OF CAMDEN

ADAMS STREET/PORT OF CAMDEN REDEVELOPMENT PROPOSAL

Executive Summary

The City of Camden and Ouachita County, Arkansas, were among the hardest hit by federal military cutbacks in the early 1990's. Camden experienced the loss of over 6,000 defense related/retail jobs due to governmental changes in the defense industry. The Arkansas Employment Security Division shows the county at a staggering 8.8% unemployment rate in May 2000 while the remainder of the nation is enjoying 4.1% unemployment. The City has been actively seeking opportunities to combat the sudden economic distress experienced in the Camden area by retaining its existing industry; recruiting new industry; and by providing employment opportunities to its residents through the reuse of brownfield sites, and use of its prime natural resource, the Ouachita River. The Adams Street/Port of Camden Redevelopment Project will accomplish these objectives.

The City of Camden is proposing a brownfields initiative project that includes acquisition, demolition and redevelopment of property located along Adams Street from the intersection of Union Pacific Railroad and North from the Highway 378/79 Bypass to the Port of Camden. The site contains dilapidated housing, abandoned gasoline stations, feed stores, other commercial buildings and several old industrial sites. The area poses a possible threat to the health and welfare of the citizens residing there. The property is located along and

encompasses Union Pacific Railroad property and will be contiguous with the Ouachita River. The area will be cleared and redeveloped to provide economic vitality to the neighborhood and eliminate slum and blight. Existing residents will be provided the means to relocate to a safer healthier environment. Additional industrial infrastructure will be provided to the site as needed. The site will be an extension of the Port of Camden, making it an ideal location for new industry.

According to the *Golden Triangle Freight Transportation Study* conducted by the Arkansas State Highway and Transportation Department, a multi-modal river port complex has the potential for both direct and indirect economic impacts. Direct impacts include jobs, earnings, and monetary output associated with cargo handling. Examples of indirect impacts are transportation cost saving and tax revenues. The complex could promote growth; first, by supporting existing industries through needed transportation services such as warehousing and repackaging services. Secondly, a complex could increase the area's ability to compete in today's global economy; for example, export services could be offered to assist local industries in developing foreign markets for their products. Third, a complex could help attract new industries to the region by providing multiple freight shipping options with lower costs for bulk commodity shipments and a cost-effective method for shipping products to distant U.S. markets and overseas. The study shows that the area is strategically located to national marketplaces, gateway cities for international trade and overland trade corridors. The study further states that this advantageous location should be the focal point of future industrial recruiting programs.

The redevelopment plan allows for twelve warehousing and light industrial buildings. Three existing industries have expressed interest in relocating to the newly developed industrial site, each proposing to create at least five to ten permanent jobs immediately, resulting in an annual payroll increase of \$811,405 the first year. Once the sites are filled to capacity, the project would provide an estimated fifty to one hundred light industrial jobs for the area with the likelihood of expansion in the future.

The only federal program available to fund acquisition and demolition within a brownfield site is the Environmental Protection Agency's (EPA) Brownfields Economic Development Initiative (BEDI) program. The City applied for funding in 1999 and attempted to apply in 2000. The Arkansas Department of Economic Development declined to commit the Section 108 Loan funds needed to leverage the BEDI funds, causing the City to be ineligible to receive the grant funds needed to accomplish this phase of the redevelopment proposal.

Camden is committed to the project and is proposing revenue bonds in the amount of \$2 to \$4 million for redevelopment. However, the City still needs grant assistance in the amount of \$2.0 million to complete the beginning phase of the project consisting of acquisition and demolition.

In conclusion, because of the economic distress of the Camden area and particularly the project area, the proposed activity will benefit many low and moderate-income families. The project will provide the financial means for families to relocate from an area, which poses a serious threat to their health and welfare, to a safer, healthier environment. Secondly, the project will provide

employment opportunities for the residents of Camden and the surrounding area by recruiting new industry and expanding economic development and global market opportunities for existing industry. Camden is committed to the project and is proposing revenue bonds in the amount of \$2 to \$4 million for redevelopment of the brownfield site. The City is requesting federal assistance in the amount of \$2.0 million for acquisition and cleanup. Only with this assistance can the City continue its efforts to make this project a reality.

City of Camden
P.O. Box 278
Camden, AR 71701
Phone 870-836-6436
Fax 870-836-3369

City of Camden

Economic Development Administration Proposal for Federal Assistance

*To Acquire, Clean-up and Redevelop
Brownfield Property along Adams Street*