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Medal of Freedom Copy 1/15/98 Linowitz

Stack:

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Row:

92

Section:

2

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6

Position:

2

United States Senate

WASHINGTON, DC 20510

MAR 31 AM 9:52

March 25, 1997

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

In 1964, President Lyndon B. Johnson launched the International Executive Service Corps (IESC) in a Rose Garden ceremony. By June 1997, one million executive workdays will have been volunteered.

The IESC was the brainchild of two great Americans, David Rockefeller and Sol Linowitz, and they deserve recognition for these phenomenal results. The IESC would like to see its two founders receive the Presidential Medal of Freedom, and I would like to express my support for their request.

Thanks to Mr. Rockefeller's and Mr. Linowitz' brilliant concept, the IESC has undertaken 20,000 projects since 1964. This private, non-profit organization sends retired American executives and technicians to the developing world, including the newly independent countries of Eastern Europe. Often referred to as the "Businessman's Peace Corps", the IESC boasts of creating or saving one million jobs overseas. Over 200 clients of the IESC have entered into joint ventures and other business alliances with U.S. firms.

The IESC is volunteerism at its best, and its founders are deserving of this high honor and recognition. I hope we can look forward to a recreation of that historic Rose Garden ceremony that will pay tribute to Mr. Rockefeller and Mr. Linowitz for what the IESC has contributed to our nation and the world over the past 33 years.

Thank you for your kind consideration.

Sincerely,

Joseph I. Lieberman

JOSEPH I. LIEBERMAN
CONNECTICUT

COMMITTEES:
ARMED SERVICES
ENVIRONMENT AND PUBLIC WORKS
GOVERNMENTAL AFFAIRS
SMALL BUSINESS

United States Senate
WASHINGTON, DC 20510-0703

SENATE OFFICE BUILDING
WASHINGTON, DC 20510
(202) 224-4041

STATE OFFICE:
ONE STATE STREET
14TH FLOOR
HARTFORD, CT 06103
860-549-8463
TOLL FREE: 1-800-225-5605

INTERNET ADDRESS:
senator.lieberman@lieberman.senate.gov
HOME PAGE:
<http://www.senate.gov/~lieberman/>

February 26, 1997

MAR 3 PM12:21

The Honorable William Jefferson Clinton
The White House
1600 Pennsylvania Ave.
Washington, DC 20500

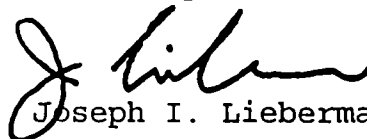
Dear Mr. President:

I am writing on behalf of the International Executive Service Corps (IESC) who would like to honor David Rockefeller and Sol Linowitz for their lifetime achievements with Medals of Freedom at a ceremony in the Rose Garden.

These distinguished gentlemen were two of the founders of IESC, a volunteer program launched in 1964 at a ceremony in the Rose Garden presided by President Johnson. Now, 33 years later, the IESC would like to acknowledge these two members and the organization they started, with your attendance at the ceremony in the Rose Garden. This event would also give you, Mr. President, the opportunity to acknowledge the thousands of Americans who have volunteered their lifetime accumulation of skills and experience to help struggling business men and women around the world.

I hope you will endorse this important event and I urge your serious and sympathetic consideration of their proposal.

Sincerely,


Joseph I. Lieberman

JOHN C. WHITEHEAD
PARK AVENUE TOWER
65 EAST 55TH STREET
NEW YORK, NEW YORK 10022
(212) 755-3131

cc: Steve Nilot
for response

MOFz. A (v)

David Rockefeller and
Sol Linowitz

February 18, 1997

The Honorable Thomas "Mack" McLarty
Counselor to the President
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Mack:

I understand that Hobe Gardiner of the International Executive Service Corps, has proposed that David Rockefeller and Sol Linowitz be honored by the President with the Medal of Freedom for their work with IESC and for their many other acts of service to their country over their long and distinguished lives.

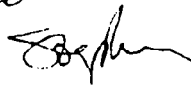
I write to heartily endorse this suggestion. I don't know of any two people more deserving and I hope you can move the idea forward.

With kind regards,

Sincerely,


John C. Whitehead

JCW:kr

David,
A big week for
the medal of
freedom




INTERNATIONAL EXECUTIVE SERVICE CORPS
 STAMFORD HARBOR PARK 113 LUDLOW STREET
 STAMFORD, CONNECTICUT 06902
 TELEPHONE (203) 967-6000
 TELEX 413874 (INTEXUL)
 FAX (203) 324-2531

MAILING ADDRESS: P.O. BOX 1000
 STAMFORD, CONNECTICUT 06904-1000

HOBART C. GARDINER
 President

February 6, 1997

MOF2 (L)

*David Rockefeller
 and Sol Linowitz*

*Public - Peter C. ...
 List is ...
 discuss ...
 Mack*

The Honorable Thomas "Mack" McLarty
 Counselor to the President
 The White House
 1600 Pennsylvania Avenue
 Washington, DC 20500

Dear Mr. McLarty:

This is to ask your help in honoring two great Americans, David Rockefeller and Sol Linowitz, and bringing to the attention of the American Public the achievements of a volunteer program they started in 1964, 33 years ago.

They and their business colleagues organized the International Executive Service Corps to help companies in the developing world. By June 1997, 1,000,000 executive days will have been volunteered and the results are phenomenal.

IESC was launched in the Rose Garden in 1964 when President Johnson put the support of the Government behind it (see picture attached). We propose that in June 1997 in the same Rose Garden President Clinton acknowledge the initiative of these two leaders, and the accomplishment of the organization they started, by bestowing the Medal of Freedom on these two distinguished Americans.

This event would also give the President the opportunity to acknowledge the thousands of Americans who have volunteered their lifetime accumulation of skills and experience to help struggling business men and business women around the world.

Two items:

- ♦ IESC has had the bipartisan support of Congress from the beginning to date. We are consulting with Congressmen regularly.
- ♦ The first President of IESC was Frank Pace, Secretary of the Army under President Truman and a native of Little Rock.

IESC Directors

John P. Birkelund
 Chairman of the Board of Directors

Dwayne O. Andreas
 President of the Board of Directors

Ralph E. Bailey
 President of the Board of Directors

William S. Barreck, Jr.
 President of the Board of Directors

Hon. Lucy Wilson Benson
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Hon. W. Michael Blumenthal
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Daniel B. Burke
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Ruth M. Davis
 President of the Board of Directors

George M. Ferris, Jr.
 President of the Board of Directors

Hobart C. Gardiner
 President of the Board of Directors

John A. Georges
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Amb. Ulric S. Haynes, Jr.
 President of the Board of Directors

David E. McKinney
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Victor A. Peterson
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John B. Rhodes
 President of the Board of Directors

Donald L. Stahl
 President of the Board of Directors

Hon. John C. Whithead
 President of the Board of Directors

Richard McGrath, Esq.
 President of the Board of Directors

CONGRESS OF THE UNITED STATES



March 12, 1997

1997 MAR 17 AM 10:11

Erskine Bowles
Chief of Staff to the President
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Erskine:

I am writing to request your help in holding a Rose Garden ceremony in June to award the Presidential Medal of Freedom to David Rockefeller and Sol Linowitz and honor their work with the International Executive Service Corps (IESC).

Thirty-three years ago, President Johnson held a similar Rose Garden ceremony to announce the Government's support of the important work undertaken by the IESC. In June of this year, an impressive one million executive days will have been volunteered. This would be an outstanding opportunity for President Clinton to honor the two men who founded the IESC.

The IESC assists enterprises in developing countries by providing technical and managerial expertise and intelligence through its network of over 13,000 retired volunteers. IESC is a private, not-for-profit, volunteer organization managed by experienced U.S. businessmen, that provides business development services to clients around the world. Since IESC was founded, more than 16,000 projects in 120 countries have been completed.

The IESC's work has helped advance two fundamental goals of American foreign policy: promoting free trade and encouraging capitalism; and strengthening freedom and democratic principles.

Both David Rockefeller and Sol Linowitz helped found the IESC and made significant contributions to this dynamic volunteer effort. Their work, and that of others, has brought untold benefits to poor people of the world, contributing significantly to economic growth in underdeveloped countries.

Hobe Gardiner, the President and CEO of IESC, is enthusiastic this bipartisan event can move forward with your help, and has been working with the offices of Mack McClarty and Strobe Talbott. Joel White of my staff will contact your office this week to see if President Clinton would be willing to advance this exciting proposal. In

Congressman
Christopher Shays
Fourth District Connecticut

Offices

Middle Street, 11th Floor
Bridgeport, CT 06604-4223

Government Center
3 Washington Boulevard
Hartford, CT 06901-2927

22 Longworth Building
Washington, DC 20515-0704

Telephones

Bridgeport 579-5870
Hartford 866-6469
Hartford 357-8277
Washington, DC 202/225-5541

Erskine Bowles -- Page 2

the meantime I have enclosed some information on the IESC and David Rockefeller and Sol Linowitz. Should you have any questions please contact me or Joel in my Washington office. Thank you in advance for your consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Chris Shays', written over the printed name.

Christopher Shays
Member of Congress

CS:jw

cc: Mack McClarty; Strobe Talbott; Hobart Gardiner

Enclosures

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Access No: 9300018515 ProQuest - The New York Times (R) Ondisc
Title: AT THE BAR; A PILLAR OF THE LAW LAMENTS THAT A 'NOBLE
PROFESSION' HAS BECOME JUST ANOTHER BUSINESS.
Authors: Linda Greenhouse
Source: The New York Times, Late Edition - Final
Date: Friday Apr 8, 1994 Sec: B National Desk p: 9
Length: Long (909 words) Illus: Drawing
Subjects: LEGAL PROFESSION; BIOGRAPHICAL INFORMATION; THE LAW PAGE
(NYT)
Names: GREENHOUSE, LINDA; LINOWITZ, SOL M

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(R) Service.

Article Text:

WASHINGTON -- For more than 50 years, the law has been spectacularly good to Sol M. Linowitz. But more recently, the state of the legal profession has nearly broken his heart.

Mr. Linowitz, now retired from a senior partnership at Coudert Brothers, former chairman and general counsel of Xerox, former Ambassador to the Organization of American States and negotiator of the Panama Canal treaty, believes that what was once a great profession has been transformed into an unprincipled, emotionally unrewarding and dollar-driven enterprise.

Mr. Linowitz says he still loves the law even as he and many people he knows at the highest levels of the profession have lost respect for and confidence in it. He winces when he finds that lawyers are the easy butt jokes on late-night television, or are moved to apologize for their choice of career. He cringed recently when he heard a Clinton administration official get an automatic laugh by beginning a speech, 'I don't hold it against me that I'm a lawyer.'

He has now chronicled this decline in a book, 'The Betrayed Profession,' which he wrote with the research assistance of his longtime friend, Martin Mayer, and which Scribner's will publish in June.

The legal profession, Mr. Linowitz said in a conversation this week, 'has betrayed itself from within.'

'We inherited a noble profession and we've made it a business,' he continued. 'We've lost the ability to differentiate between what you can do and what you ought to do.'

Pungent critiques of the legal profession are common enough these days, particularly in the wake of the ethical and financial troubles that have beset some of the best-known firms. Jacob A. Stein, a former president of the District of Columbia Bar Association whose most prominent current client is Senator Bob Packwood of Oregon, wrote recently that the profession's obsessive concern with comparing one firm's financial performance with another's treats lawyers as little more than currency.

'That is all right for the pound and the franc, but it destroys a profession,' Mr. Stein wrote in Litigation magazine.

And Prof. Anthony T. Kronman of Yale Law School, in 'The Lost Lawyer,' a book published last year by Harvard University Press, deplored the re-disappearance of the 'lawyer-statesman' whose goal was to acquire technical expertise and 'a wisdom that lies beyond technique.'

Among the critics, however, Mr. Linowitz has a special perspective. At

50 years of age, he speaks not only from the vantage point of one who has seen the before and after, but also as one whose early choices, some of which now sound almost impossibly quaint, brought the kind of personal and professional fulfillment that is so conspicuously lacking in many legal careers today.

After graduating from Cornell Law School in 1938, he turned down an offer from a big Manhattan firm to join a three-lawyer office in Rochester, where work was suspended for tea every afternoon at 4 o'clock. Eventually, Mr. Linowitz built his own practice. A close friendship and collaboration with Joseph Wilson, a client who built a small photographic company in Rochester into the Xerox Corporation, brought him to the highest levels of corporate America.

From start to finish of his legal career, what Mr. Linowitz most prized was his role as counselor, bringing independent judgment to bear on the client's concerns even if the result was sometimes awkward.

In the book, for example, he recounts his futile effort to help one client, a farmer, sort out his business affairs. Finally, Mr. Linowitz asked the man, 'Do you think the problem could be that you just are not a good farmer?' In response, the client got up and walked out 'without either a word spoken or a bill paid.'

A major problem in law practice today, Mr. Linowitz said the other day, is that lawyers have relinquished their independent judgment in favor of giving clients what they want. Clients have become customers, 'and you've got to do what the customer requires of all its other suppliers,' he said. 'To me that's bartering away the most precious thing a lawyer has, your independence.'

Mr. Linowitz, who now serves as honorary chairman of the Academy for Educational Development, a nonprofit organization that runs projects in more than 100 countries, said he did not realize how much unhappiness there was within the profession until he made some of these same observations in a speech at Cornell six years ago. He was startled, after his remarks received some publicity, to get a stream of letters from young lawyers on the big-firm treadmill, seeking a sympathetic ear for their tales of disillusionment.

His book is really for them, he said. Half the book consists of suggestions on how the system can be improved, from instituting a more humanistic curriculum in law schools to encouraging a more active role for bar associations and judges in monitoring the way law is practiced, to changing the voracious way in which the finest law firms chew up bright young lawyers.

Noting that top firms now pay starting lawyers \$85,000 a year, Mr. Linowitz said: 'You pay them, you tell them they're worth it and that they can count on this way of life. But they face a very fragile, uncertain future' when so few of them will become partners.

'I didn't want to write just a bashing book,' he said. 'I hope people will say, 'Yes, he's analyzed the problem, but he's also given us some ideas that are worth looking into.' '

caption:

Drawing

Men, the big

at won their partners status as leaders. They embody the profession
lay: a clanking factory that works night and day to generate and sell
ivate law and lawsuits.

'The Betrayed Profession' carries the heft of authority. Mr. Linowitz
ired just a few months ago from Coudert Brothers, an old international
' firm. Martin Mayer has been recognized as an observer of the
fession since his book 'The Lawyers' was published a generation ago.
The book's many examples should squelch any doubt that many big firms

PERSONAL REPRESENTATIVE OF THE PRESIDENT
OF THE UNITED STATES OF AMERICA
(Middle-East Negotiations)

Department

Subject

STATE

✓ STRAUSS, Robert S., of Texas

COMMISSIONED
9/21/79

(RSStrauss nominated on 9/21/79 for the rank of Ambassador during the tenure of his service as Personal Representative of the President of the United States of America; letter according rank dated: 10/12/79.)

(RSStrauss rsgnd. 11/26/79, eff. 11/30/79; acc. 11/28/79, eff. midnight, 11/29/79.)

✓ LINOWITZ, Sol M., of the District of Columbia

COMMISSIONED
11/30/79

(SMLinowitz nominated on 11/27/79 for the rank of Ambassador during the tenure of his service as Personal Representative of the President of the United States of America; letter according rank dated: 12/20/79.)

(SMLinowitz rsgnd. 12/29/80, eff. 1/20/81; acc. 1/19/81, eff. noon 1/20/81.)



ADM

cc: Stephen
Moff
for response

ARMED AND DANGEROUS

MIDLAND

MCF 2. A (v)

David Rockefeller and
Sol Linowitz

February 14, 1997

The Honorable Thomas "Mack" McLarty
Counselor to the President
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mr. McLarty,

This letter is a follow-up to the letter you recently received from Hobart C. Gardiner of the International Executive Service Corps, requesting that the President bestow the Medal of Freedom to David Rockefeller and Sol Linowitz.

This event would give the President the opportunity to acknowledge the thousands of Americans who have volunteered their lifetime accumulation of skills and experience to business people around the world.

I hope that you will endorse this proposal as there are no two finer persons more deserving of this award.

Sincerely,

Dwayne O. Andreas
Chairman of the Board

DOA/lm

cc: Strobe Talbott

American Bailey

cc: Peter
O'Keefe

February 12, 1997

The Honorable Thomas "Mack" McLarty
Counselor to the President
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

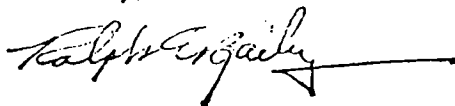
Dear Mack:

You have recently received a communication from Hobe Gardiner, President and Chief Executive Officer of IESC, asking for your support in honoring two great Americans, David Rockefeller and Sol Linowitz. They were the founders of the IESC in 1964.

I have been a director of this organization for several years and, believe me, it has been a fantastic success story as the materials forwarded to you by Hobe attest.

I wish to lend my enthusiastic support to Hobe's proposal that they be favorably considered by President Clinton to receive the Medal of Freedom award. I can think of no individuals more deserving than these two men who have given generously over the years of their wisdom, direction and financial resources to insure the IESC's success.

Sincerely,



Ralph E. Bailey
Former Chairman and Chief Executive Officer
Conoco Inc.

REB:lgm

rb21297

THE WHITE HOUSE
WASHINGTON



OFFICE OF MACK McLARTY
Counselor to the President
Special Envoy for the Americas

FAX TRANSMITTAL SHEET

TO: *Lowell Weiss*
FAX: *65709*

PHONE:

FROM:

SUBJECT:

DATE:

NUMBER OF PAGES (Including Cover): *4*

MESSAGES:

If all pages are not received, please call 202-456-2000.

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INTRODUCTION OF SOL LINOWITZ
LINOWITZ FORUM DINNER
WASHINGTON, DC--MAY 16, 1996

Thank you, Peter Bell, for that generous introduction, and more importantly, for your strong leadership of the Inter-American Dialogue.

Distinguished members of the head table. Good and distinguished friends of the hemisphere. Since being named the President's Special Representative for the Summit of the Americas almost two years ago, I have come to know and trust Peter Bell and Peter Hakim quite well--much as an inexperienced swimmer comes to know and trust his lifeguards.

In the fourteen years since its founding, the Inter-American Dialogue has richly earned its high reputation as a constructive and quietly influential force in hemispheric affairs. As its name implies, the Dialogue focuses on raising the level of communication about Inter-American affairs and among the members of our hemispheric community. The Dialogue has been a constructive and positive force since 1982.

The importance of tonight's honoree to the Inter-American Dialogue and its work is demonstrated by the presence of so many of his distinguished colleagues in launching this initiative.

Sol Linowitz is my friend--my mentor--and lucky for me, my next-door neighbor.

Until 1994, I knew and respected Ambassador Linowitz somewhat as a living legend--as a distinguished diplomat, attorney and businessman who was associated with some of our country's most striking foreign policy successes.

But I did not truly understand the Linowitz legend until the day when Deputy Secretary of State Strobe Talbott called me up and said, "Mack, you'd better get over here if you want to talk to the keenest and most experienced mind we have on relations with Latin America and the Caribbean." His guest, of course, was Sol Linowitz.

At the time, we were struggling to develop a workable agenda for the Summit of the Americas, and more than one voice had advised us to give up and postpone the Summit until a more auspicious time.

But Sol Linowitz thought otherwise, and in our first and then subsequent meetings, he helped us craft an agenda and a framework for discussion that well captured the common interest and shared aspirations of the Summit participants.

The opportunity to work with Sol Linowitz on the Summit of the

Americas was like receiving trumpet lessons from the Angel Gabriel. And as we continue to benefit from the "Spirit of Miami"-- a spirit of shared values, shared interests, and partnership based on mutual dignity, respect and trust--I want to personally express gratitude for this man's critical role in inspiring our efforts.

Our debt to Sol Linowitz, of course, goes much deeper than his most recent contributions to hemispheric cooperation. The precedent we drew upon in convening the Summit of the Americas--the meeting of Presidents at Punta del Este, Uruguay, in April 1967--occurred largely due to his work. As US Ambassador to the OAS, he persuaded the most stubborn man in the United States--its President, Lyndon B. Johnson--to attend and participate in this event against his initial wishes.

Although we are all in his debt, perhaps the best thanks Sol Linowitz could receive is the realization of his vision of hemispheric cooperation. Today 34 nations in our part of the world share a commitment to political and economic freedom, and a willingness to make freedom work for our mutual benefit. We must work each day to build on these shared values and aspirations--but we build on the rock-solid foundation of the efforts of those who had faith when others doubted, and had courage when others feared.

You are all now familiar with Ambassador Linowitz's remarkable biography--his climb to the summit of business leadership before his public service began--and the many forms his public service assumed, in the Middle East peace process as well as in Inter-American affairs. Most people who accomplish half of what Sol achieved by the mid-1960s rest on their laurels and stop thinking new thoughts. But to this day, Sol Linowitz listens as well as he speaks, and learns as well as he teaches. His entire public career can perhaps best be summarized in the words of that guru of the Inter-American sport of baseball, Earl Weaver: "It's what you learn when you know it all that really counts."

Like most leaders who are willing and able to reach out to those from different nations and cultures, Sol Linowitz is firmly grounded in his own life and community. I have no doubt that his proudest attainments in this life are his wife, his children and his grandchildren. What a grandfather he must be: one who not only remembers the past in rich detail, but who is still working to shape the present and the future.

Sol Linowitz is without doubt what we call in this country an American Hero--a man who exemplifies our values and puts them to historic use. But he also represents a new, and we pray, a growing category of leaders--he is a Hero of the Americas. Please welcome our friend--our mentor and hero--Sol M. Linowitz.

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

May 16, 1996

REMARKS BY THE PRESIDENT
AT THE INTER-AMERICAN DIALOGUE DINNER

Hall of the Americas
Organization of American States
Washington, D.C.

7:13 P.M. EDT

THE PRESIDENT: Please, sit down and relax. Thank you. Good evening, ladies and gentlemen. Thank you for the very warm welcome. To our distinguished head table guests, former Secretary General Javier Perez de Cuellar, Secretary Vance, Minister Lamproia, President Iglesias, Mr. Ambassador. To Peter Bell and Alejandro Folcy; my good friend and advisor on Latin America, Mack McLarty; Peter Hackem, and of course, to our distinguished friend, Mr. Linowitz.

For 14 years, the Inter-American Dialogue has played a leading role in framing the debate on issues that really matter to the peoples of our hemisphere. As we enter a period of even closer cooperation in the Americas, I'm delighted that the Inter-American Dialogue is also intensifying its work.

I'm especially pleased that you're carrying forward your efforts with the creation of the Inter-American Dialogue's Sol Linowitz Forum. (Applause.) By honoring Sol you have paid a fitting tribute to the extraordinary, extraordinary service that this great American and citizen of the world has rendered. In a lifetime devoted to the public, Ambassador Linowitz has helped to foster peace, cooperation and partnership between the United States, the nations of the Americas and other nations around the world.

Sol has led here at home as well, working to confront the problems of racism, urban decay and poverty. And he's called his own profession of law to a higher sense of duty. As the Chair Emeritus to the Inter-American Dialogue, he continues to make a difference, to promote the exchange and understanding that we need to bring our hemisphere closer together so that all of our people are more prosperous and secure.

In 1967, Sol Linowitz organized the United States participation in the Punta del Este Summit which became the model of the Summit of the Americas that we held in Miami in 1994. And Mr. McLarty and Mattie Dabbitt and so many others in this room in our administration worked so very hard on.

At the Miami Summit, the nations of our hemisphere agreed on the challenges we must face together -- in opening our markets, strengthening our democracies, protecting our shared environment against pollution. And we developed a program to do all that and more so that our region can become more prosperous, more secure, and our freedom wider, broader and deeper.

In an important way, the Inter-American Dialogue helped to define the goals we set at the Summit of the Americas. And as now we look toward the next century, I'm glad the Sol Linowitz Forum will help to focus our discussions and our actions.

I thank you all for all you have done to help define and shape the currents that flow deeper today in our hemisphere because of your work: Democracy, market economics, justice and growing partnership. I thank you all, and I especially thank Sol Linowitz.

Thank you, ladies and gentlemen. (Applause.)

END

7:17 P.M. EDT

MORE

~~John F. Kennedy~~
Pres. Carter's Amb. at large for Middle East

broad diplom. exper. U.S. represent.
to Org. of ...

lawyer - intern. firm. Coudert Bro.
helped Xerox - begin success

chair of Pres. Commission on World
becoming one of leading Hunger

private advisers on foreign aid & other
int'l matters to both Kenn. & Johnson
46 pres. of Rochester Institute of Stat. Affairs
& of Roch. Assoc. for UN

set up new radio station

Court of Public Opinion - moderator
more like voice for int'l affairs

sponsored several CBS reports
identifying Xerox ... mic service

special about UN

chair of advisory comm. on stat. 'l
org. adviser in '63 to US deleg. to

the UN Conference on App't of Science & T

- I E S C

chair of Nat'l Comm. for int'l devel.

group app't'd by DOS. in 1963, adviser to the U.S.
delegation to the UN Conference on the Applications of
Science & Tech. to the Developing Areas.

- To help econ. development in needy countries, became
co-founder & chairman of the executive committee of the
Internat'l Executive Service Corps. to help advise &
supervise in industry in S.A., Asian, & African countries

- chairman of the Nat'l Committee for Internat'l
Development "to further public understanding of &
support for the foreign aid program."

- board of trustees of JFK Center
"spec'l commitment to advancement of education"

United Jewish Fund, American Jewish Committee
"uncommon career of

- private success & public engagement"

(Wellsworth Barker)

co-negotiated Panama Canal ~~treaty~~ treaties

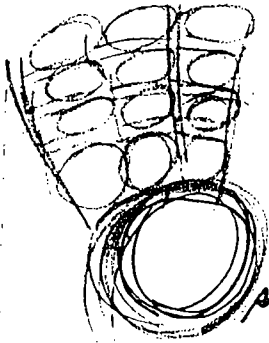
- cherished his role as counselor, "bringing
independent judgment to bear on the client's
concerns."

Hon. Chairman of the Academy for Educational Development

he had a lasting impact on the human condition and the world. ^{Compassionate} ^{academic career} Sol Linowitz

Shannon

237 - 0627



With a brilliant mind, compassionate heart, and a keen sense of social conscience, Sol Linowitz has made extraordinary contributions to the quality of life of people around the world. Throughout his brilliant career, he never shied from hard times himself,

Sol Linowitz ——— thought a brilliant legal and business career. Always active in community service in his own hometown of Rochester, he embodied his vision for serving WWII to include the U.N. and developing nations.

- lawyer - brilliant careers in law & industry
- leading private adviser in foreign aid to JFK/CBS
- U.S. Rep to OAS & Inter-American Committee for the Alliance for Progress
- Chairman of the Board of Xerox International
- brilliant academic career
- served during WWII (no combat)
- supported U.N.
- concern for social welfare & sense of public responsibility - sponsored worthwhile TV programs + 4 dramatic specials about the goals & accomplishments of the U.N.
- In support of U.N., served as Chairman of the Advisory Committee on International Organizations, a citizens

President Carter's Amb. at large for Middle East negotiation.

- Chairman of Carter's Pres'l Commission on World Hunger
- reserved $\frac{1}{3}$ of his time for public service activities
- quiet, conciliatory diplomacy

thors: Lincoln Caplan; Lincoln Caplan's most recent book is
'Skadden: Power, Money and the Rise of a Legal Empire.'
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Article Text:

THE BETRAYED PROFESSION

Lawyering at the End of the Twentieth Century.

By Sol M. Linowitz with Martin Mayer.

273 pp. New York: Charles Scribner's Sons. \$25.

FOR the last decade, leaders of the American bar have publicly defended the honor of the legal profession from attacks made by outsiders, as if high-toned arguments could sway the increasingly dubious court of public opinion. Yet lawyers gathered alone have been harsh on themselves, fretting about the huge divide between the rhetoric of noble professionalism that once rang out at Law Day gatherings and the baser realities of today's dollar-driven, knives-out, exhausting law practice.

In 'The Betrayed Profession,' Sol M. Linowitz, aided by Martin Mayer, adds to a growing set of books that take this soul-searching public. The work is a plea for lawyers to remake the profession in the character of the one that Mr. Linowitz recalls entering 56 years ago and that he has tried to sustain through an uncommon career of private success (he was the general counsel and chairman of the board of Xerox when that company soared) and public engagement (he was Ambassador to the Organization of American States and negotiated the Panama Canal treaties).

To Mr. Linowitz's mind, which seems influenced by a suspect nostalgia, law practice as he learned it was 'a helping profession, not a continuation of war by other means.' He believes that rather than acting as hired guns, the best lawyers were 'independent professionals' who represented only clients whose causes they believed in. In the tradition of Adams, Jefferson and Madison ('how many of our Founding Fathers were lawyers!' Mr. Linowitz writes, freshening that cliché with his enthusiasm), they were leaders of their communities. They did the kind of fact gathering and analysis known as thinking like a lawyer, to help resolve individual and social problems that came with the flow and ebb of American life.

Money changed everything. As Mr. Linowitz puts it: 'Too many in my profession have taken a calling that sought the good society and twisted it into an occupation that seems intent primarily on seeking a good income.' The major culprits of his story are America's big law firms. They richly reward lawyers who reel in wealthy clients rather than those who set standards of service and scholarship. They reward lawyers who play to win rather than those who earn respect.

In embracing the corrosive values of the marketplace, Mr. Linowitz contends, the big firms have been destroying the sense of common purpose that won their partners status as leaders. They embody the profession today: 'a clanking factory that works night and day to generate and sell private law and lawsuits.'

'The Betrayed Profession' carries the heft of authority. Mr. Linowitz retired just a few months ago from Coudert Brothers, an old international law firm; Martin Mayer has been recognized as an observer of the profession since his book 'The Lawyers' was published a generation ago.

The book's many examples should squelch any doubt that many big firms

a particular, and the profession in general, are riddled by greed, hypocrisy and significant wrongdoing. Among the stories is the case of Aye, Scholer, Fierman, Hays & Handler, which paid a \$41 million penalty after the Government charged it with conspiracy to foil bank examiners' investigation of the Lincoln Savings and Loan Association.

Mr. Linowitz endorses a series of solutions to the problems he presents. To serve the poor, he would require lawyers to donate a sizable chunk of time or 1 percent of their billings. To free lawyers' time from the fee-generating demands of giant corporations, he would abandon the hourly-billing system. To keep cryptically written laws from churning up needless litigation, he would ask lawyers to write judicial impact statements, assessing the effect a statute would have in the courts.

To broaden understanding of the law's central role in American life, he proposes greater attention to it in the schools. Among his candidates for lessons is a case called *McPherson v. Buick*, in which Benjamin Cardozo, then a state judge in New York and later a great Justice of the United States Supreme Court, transformed this country's life by ruling 'that manufacturers could be liable for product defects even though the victim of the defect had never done business with them.'

But 'The Betrayed Profession' could not be included in the curriculum that its author proposes. Mr. Linowitz quotes Daniel Boorstin, the historian and former Librarian of Congress: 'American legal history, to the shame of the well-paid and luxuriously equipped American legal profession, remains one of the worst chronicled of important American institutions.' The most barren shelf is about the profession itself, and Mr. Linowitz's volume doesn't belong there.

It takes no account of a major debate among scholars who have recently taken up the profession's history: Has the character of American lawyering actually declined, as Mr. Linowitz contends, or has it revealed and been trained by tensions between the claims of professionalism and of commercialism that were evident 100 years ago? Assuming that the former is true, 'The Betrayed Profession' embraces a nostalgic view -- and, from one scholarly perspective, nostalgia for a profession that never existed as the book recounts. New lines of research yield a different narrative, from academics not cited by Mr. Linowitz, like Robert Gordon and David Luban, Deborah Rhode and David Wilkins: that for generations the dichotomy between the business of law and its professional character has been a false one.

GIVEN the importance of this debate, Mr. Linowitz would have strengthened his contribution by expanding sections he treats lightly. These are occasional autobiographical passages describing his apprenticeship at the firm of Sutherland & Sutherland in Rochester, his role in the transformation of the Haloid Company into Xerox and his experience as an international negotiator.

In the running argument, 'The Betrayed Profession' is sometimes almost comically stuffed with quotations, sprays of words from legal authorities. At other times, as in the autobiographical passages, the book is concise, smoothly written and delightfully opinionated.

Still, the bits of autobiography help explain the book's most contrarian element. Mr. Linowitz's triumphs made him an optimist; in writing about 'an unhappy profession,' he is prudently hopeful about its prospects for self-improvement. This confidence is anchored in a faith in the rule of law as 'the essential American contribution to the world,' and in lawyers' capacity to realize that they must change basic habits.

It's his exceptional career that seems to convince Mr. Linowitz that other lawyers can practice as he has, and that makes his well-intentioned polemic as engaging as it is. Anyone who reads 'The Betrayed Profession' to get a handle on the turmoil in American lawyering will find a gallant and insightful, though limited, perspective.

photographed, given to prolonged absences from public view, and seemingly devoid of a life apart from the dedication to his duty, Lin had never seemed ambitious to succeed Mao Tse-tung."

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LINOWITZ, SOL M(YRON)

Dec. 7, 1913- United States government official; lawyer; former corporation executive
Address: b. Room 6494, Department of State, Washington, D.C. 20523; h. 2204 Wyoming Ave., N.W., Washington, D.C. 20008; 2563 East Ave., Rochester, N.Y. 14610

As the United States representative to both the Organization of American States and the Inter-American Committee of the Alliance for Progress, Sol M. Linowitz handles policy-making responsibilities in relations with Latin America that were formerly divided between two men. In the fall of 1966, when he was appointed to this dual post, his first full-time government assignment in recent years, Linowitz relinquished his senior partnership in the Rochester, New York law firm of Harris, Beach, Wilcox, Dale & Linowitz and his positions as general counsel and chairman of the executive committee of Xerox Corporation and chairman of the board of Xerox International, Inc. Linowitz believes firmly in the obligation of citizens to take a constructive part in civic affairs. While building his own brilliant careers in law and industry, he also qualified himself for his present government appointment, in which he has the rank of ambassador, by becoming one of the leading private advisers on foreign aid and other international matters to both the Kennedy and Johnson administrations.

Sol Myron Linowitz was born in Trenton, New Jersey on December 7, 1913, the oldest of the four sons of Joseph and Rose (Oglensky) Linowitz. His brothers, who shortened their family name, are R. Robert Linowes, an attorney in Montgomery County, Maryland; Harold M. Linowes, a member of the accounting firm of Leopold and Linowes in Washington, D.C.; and David F. Linowes, a New York City accountant. As a schoolboy in Trenton, Sol Linowitz took violin lessons and by the age of eleven was playing solo violin. His musical accomplishments served him well when his father, a fruit importer, lost his money in the Depression and Sol Linowitz had to work his way through college. At Hamilton College in Clinton, New York and later at Cornell Law School he played violin with the Uca symphony orchestra and summer dance bands. Another of Linowitz' interests in college was acting in which he was encouraged by Alexander



SOL M. LINOWITZ

Woolcott, an adviser on dramatics at Hamilton, his alma mater. Linowitz was elected to Phi Beta Kappa in his junior year and was also a member of Delta Sigma Rho and Phi Delta Epsilon. Especially proficient in languages, he majored in German and delivered the salutatorian's address in Latin when he graduated with the B.A. degree *summa cum laude* in 1935. He had considered the possibility of teaching German or of training to become a rabbi, but he decided instead to enroll in Cornell Law School. There he distinguished himself as editor in chief of the *Cornell Law Quarterly*, became a member of the Order of the Coif, and ranked first in his class scholastically.

Obtaining his LL.D. degree and admission to the New York state bar in 1938, Linowitz joined a well-established law firm, Sutherland and Sutherland, in Rochester, New York. When the United States entered World War II, he tried to enlist in the armed services but was rejected because of trouble with a knee. In 1942 he went to Washington, D.C. as assistant general counsel of the Office of Price Administration, in charge of rent control court review. Two years later his efforts to secure a military assignment brought him a commission in the Navy and a position on the legal staff of Secretary of the Navy James V. Forrestal. He rose in rank from ensign to lieutenant, senior grade, before his discharge in 1946.

When Linowitz returned to Rochester to rebuild his law practice, he accepted a partnership in the firm of Sutherland, Linowitz & Williams. The war had apparently greatly stimulated his thinking about world affairs, and in 1946 he became president of the Rochester Institute of International Affairs and of the Rochester Association for the United Nations and, in 1951, chairman of the policy committee of United Nations Associations. To help offset the dominating right-wing influence of Frank E. Gannett in local newspapers and broadcasting, after the war Linowitz directed a group of young veterans in setting up a new radio station. He himself was heard on radio as a moderator of a panel show called *Court of Public Opinion*, which later, beginning in 1951,

became a popular weekly program on local television, WHAM-TV, and won a Freedoms Foundation Award. During 1946-47 he appeared occasionally as guest moderator of the network radio program *America's Town Meeting of the Air*.

One day in 1947 Linowitz met a far-seeing young executive, Joseph C. Wilson, at the Rochester City Club. Wilson had just become president of the Haloid Company, a family business that produced photographic supplies in far less than major competition with Rochester's world-famous Eastman Kodak. He engaged Linowitz for a small legal job—a "one-shot"—involving an intriguing process, still in the experimental stage, called electrophotography, invented by the engineer and patent lawyer Chester Carlson. Linowitz drew up the option to obtain it for the Haloid Company from an industrial research organization in Ohio.

The one-shot for Linowitz grew into a supervisory management of twenty-six patent lawyers and all the legal work that snowballed over the next dozen or more years from the success of Wilson's gamble. Carlson's electrostatic copying process, which requires no wet chemicals, became known as "xerography," a word derived from the Greek terms for "dry writing." The Xerox Corporation, as the firm was renamed in 1961, evolved into a highly prosperous enterprise whose gross revenues soared from about \$33,000,000 in 1959 to about \$500,000,000 in 1966, according to Martin Mayer in the *New York Times Magazine* (April 24, 1966). To handle his greater volume of work, in 1958 Linowitz became senior partner of the firm of Harris, Beach, Wilcox, Dale & Linowitz.

As Wilson's company expanded, Linowitz was given increasing responsibility in its management. He became a director in 1949 and vice-president in charge of patents and licensing in 1951. Supervising the establishment of overseas operations, he set up partnerships in England (Rank Xerox Ltd.) in 1957 and in Japan (Fuji-Xerox Ltd.) in 1962. He served as director of these two affiliates and of Rank Xerox Société in France, Xerox de Mexico, Xerox de Peru, and Xerox de Venezuela. In 1959 he was made chairman of the executive committee and general counsel of Xerox and the following year, chairman of the board. Then in June 1966 he dropped the last of these titles to become chairman of the board and chief executive officer of a new offshoot of the corporation, Xerox International, Inc. In other business affiliations, Linowitz has served as director of Superba Cravats, Inc., and the Security Trust Company and as trustee of the Rochester Savings Bank.

Linowitz' own concern for social welfare and sense of public responsibility, reflected in his many civic activities, greatly determined the image of Xerox itself. As chairman, he took the opportunity of having his company identified with public service by sponsoring some of television's most impressive events, including several CBS Reports and a production of Arthur Miller's famous drama about American business, *Death of a Salesman*. Over the protests of the John Birch Society, Xerox also sponsored four dramatic TV specials about the goals and accomplishments of the United Nations. Summing up his personal belief in the Xerox programs when

he accepted a citation for them in April 1967, United Nations Secretary-General U Thant said, "Any businessman in this country plans his company's future with circumspection. He inevitably recognizes that he has a deep stake in the preservation of a world at peace in the steps which the United Nations can help achieve that kind of a peaceful world."

Also in support of the U.N., Linowitz served as chairman of the Advisory Committee on International Organizations, a citizens' group appointed by the State Department in 1962. Again under appointment by the State Department he was an advisor in 1963 to the United States delegation to the United Nations Conference on the Applications of Science and Technology to the Developing Areas. In further effort to help economic development in underdeveloped countries he became co-founder and chairman of the executive committee of the International Executive Service Corps. Activated by the Johnson administration in 1964, the corps began to carry out long-range plans to make use of the rich experience of men in their later middle years, taking them from premature retirement to act as advisers and supervisors in industry in some of the nations of South America, Asia, and Africa.

During 1963 Linowitz had been chosen as chairman of the National Committee for International Development, formed under White House auspices. The purpose of the committee, as he explained in 1965 when he announced an expansion of its number of directors, is "to further public understanding and support for the foreign aid program and to ensure a sustained bipartisan effort toward the effective use of the nation's resources in international developments."

President Lyndon B. Johnson, whom Linowitz had supported down the line, on both foreign and domestic issues, appointed him in 1965 to the President's General Advisory Committee on Foreign Assistance Programs. Then, on October 6, 1966, Linowitz was brought into the Democratic administration itself and given a policy-making rather than advisory role, in the twin posts of United States representative to the Organization of American States, with the rank of ambassador, and the United States representative on the Inter-American Committee for the Alliance for Progress. In this office, formerly held by Walt W. Rostow, he was concerned with the program through which the United States helps non-Communist countries of Latin America carry out plans for economic and social development. As representative to the OAS, a position in which he succeeded Ellsworth Bunker, he became immediately involved in planning for a summit conference of heads of American states held in Punta del Este, Uruguay in April 1967.

Before being sworn in as ambassador to the OAS on November 9, 1966, Linowitz relinquished his law firm affiliations and his executive posts at Xerox and put his 35,000 shares of stock in trust. His work for Xerox had brought him wealth, leaving him free to give his full time to foreign affairs. "Ever since law school I've tried to get involved in international matters," he said at the time of his appointment, quoted in the *New York Times* (October 16, 1966).

In press interviews Linowitz said that relations between the United States and the Soviet Union are critical to the future of the world, and that whose approach to the future has been described as "a pressing need for foreign relations and knowledge of Spain."

For some months Linowitz, a member of the Democratic Advisory Committee on possible gubernatorial publican Governor Rockefeller in the fall election, has been in the Democratic nomination to an important position in the government has raised the press about his

Also by appointment Linowitz serves as vice-president of the John F. Kennedy Arts. He also holds the House and the National called upon to address be feels a special of education. He is from Rochester, Cornell Eastman School of national Education Atlantic Council, E and the Inter-American and he is a member of the committee on Educational LL.D. degree Babson Institute of

Among the legal maintains membership in the Association (past president of the Association) (member of the antitrust section of the association (member of the affairs). For civic affairs, he is a member of the Leroy Snyder Association of Commerce, the Rochester Chamber of Commerce, and in 1966 he was elected to the board of the American

During his Cornell University Evelyn ("Toni") in bacteriology and in modern dance. (She is a nurse.) They were married and have four daughters ranging in age from 10 to 18. All know Hebrew from their upbringing. Linowitz with his family, particularly his wife, Toni. Most of his recreation is such as travel. He plays, but for the form of speeches and articles on law, but

"Linowitz is a graceful man," N

In press interviews he has often expressed his conviction that relations with Latin America are most critical to the future of the United States. Linowitz, whose approach to the problems of diplomacy has been described as "humanist," believes that there is a pressing need for improved communications in foreign relations and is eager to increase his own knowledge of Spanish.

For some months during the first half of 1966 Linowitz, a member of the New York State Democratic Advisory Council, had been mentioned as a possible gubernatorial candidate to run against Republican Governor Nelson A. Rockefeller in New York in the fall election. He has many strong contacts in the Democratic party, and his recent appointment to an important post in the national government has raised some optimistic speculation in the press about his political future.

Also by appointment of President Johnson, Linowitz serves as vice-chairman of the board of trustees of the John F. Kennedy Center for the Performing Arts. He also holds trusteeships with Freedom House and the National Planning Association. Often called upon to address college and university groups, he feels a special commitment to the advancement of education. He is a trustee of the University of Rochester, Cornell University, Hamilton College, Eastman School of Music, the Institute for International Education, the American Assembly, the Atlantic Council, Education and World Affairs, Inc., and the Inter-American Foundation for the Arts, and he is a member of the Regents' Advisory Committee on Educational Leadership. He holds honorary LL.D. degrees from Allegheny College and Babson Institute of Business Administration.

Among the legal organizations in which Linowitz maintains membership are the Cornell Law Association (past president), the New York State Bar Association (member of the executive committee of the antitrust section), and the American Bar Association (member of the committee on international affairs). For his leadership in community and civic affairs, he was presented in 1951 with the Leroy Snyder Award of the Rochester Junior Chamber of Commerce. In 1958 he became president of the Rochester Chamber of Commerce. He has long been a director of the United Jewish Fund, and in 1966 he was elected chairman of the executive board of the American Jewish Committee.

During his Cornell years Sol M. Linowitz met Evelyn ("Toni") Zimmerman, who was majoring in bacteriology and earning her way by teaching modern dance. (She later became a painter and sculptress.) They were married on September 3, 1939 and have four daughters, Anne, June, Jan, and Ronni, ranging in age from twenty-four to eleven. The girls all know Hebrew and have had a traditional Jewish upbringing. Linowitz, who shares a love of music with his family, plays the violin at home musicales. Most of his recreations relate to his work, however, such as travel. He is the author of verse and short plays, but for the most part his writing takes the form of speeches and articles for professional periodicals on law, business, and international relations.

"Linowitz is both physically and intellectually a graceful man," Martin Mayer wrote in the New

York Times Magazine. He is tall and slender and has wavy dark hair, speckled with gray. His speech is low-keyed and his manner, warm and intense. Jacqueline Kennedy, who was impressed with him at meetings for the Kennedy Center, once observed, "One doesn't, obviously, pour out one's soul at meetings. What's so special about Sol Linowitz in these days when everyone is so busy, is that he really does pour himself out. He's *quickly* brilliant—and he gets on with people. He's kind."

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LUCET, CHARLES (ERNEST) (lü-sä')

Apr. 16, 1910- French Ambassador to the United States

Address: b. Embassy of the French Republic, 2221 Kalorama Rd., N.W., Washington, D.C. 20008; h. 9 rue de Thann, Paris 17*, France

A lifelong champion of Franco-American friendship, France's Ambassador to the United States, Charles Lucet has the challenging task of interpreting to Americans the policies of French President Charles de Gaulle. A career diplomat, Lucet first came to Washington, D.C. in 1935 as a member of the French Embassy staff, and he served with de Gaulle's Free French government during World War II. Later he held diplomatic posts in the Middle East and in Paris and was a member of the French delegation to the United Nations. He served as minister-counselor at the French Embassy in Washington from 1955 to 1959 and as director of political affairs at the Foreign Affairs Ministry in Paris from 1959 to 1965. His appointment, in October 1965, to succeed Hervé Alphand as Ambassador to Washington, was hailed by United States officials, who had long regarded Lucet as "Atlantic-minded" and "instinctively pro-American."

Charles Ernest Lucet was born in Paris on April 16, 1910 to Louis Lucet, a physician, and Madeleine (Zoegger) Lucet. His younger brother, Jean Maurice Lucet, is an executive in the oil industry and administrator of the port of Bordeaux. Lucet obtained his advanced law degree from the Faculté de Droit of the University of Paris, and he qualified for a diploma from the Ecole Libre des Sciences Politiques (known since 1945 as Institut d'Etudes Politiques de l'Université de Paris), a school for administrators, from which many French diplomats are recruited.

Lucet began his diplomatic career in 1935, at the American desk of the Quai d'Orsay (the French

Sol M. Linowitz

Even as he has succeeded in law and business, Sol Linowitz has never forgotten the needs of others. Involved early in local community service, he later broadened his activities to promote the goals of international understanding and job creation in developing countries. As co-founder of the International Executive Service Corps, he inspired retired American executives to share their expertise with emerging nations to help foster economic growth. In a series of high-level diplomatic assignments, he made lasting contributions to the pursuit of world peace. With a keen mind, a warm heart, and a generous spirit, Sol Linowitz has enriched the lives of millions around the world.

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STUART MICHAEL, biochemist, educator; b. Chgo., Dec. 16, 1940; Maurice S. and Pauline L.; m. Priscilla K. Cooper; children: Matthew S., son D., Megan S. B.S. with honors in Chemistry, Calif. Inst. Tech., 2; Ph.D. in Biochemistry, Stanford U., 1967. Asst. prof. biochemistry U. of Berkeley, 1968-72, assoc. prof., 1972-75, prof., 1975-87, head div. chemistry and molecular biology, 1987-90, 95—. Mem. editorial bd. *Acids Resch.*, 1974—. *Jour. Biol. Chemistry*, 1975-80, *Molecular and Cellular Biology*, 1987-91; contrb. articles to prof. jour., chpts. to books. on Hay Whitney fellow, 1966-68; John Simon Guggenheim fellow, 1974; recipient USPHS Merit Grant award, 1988—. Mem. AAAS, Am. Soc. Microbiologists. Office: U Calif Divsn & Mo Bio Barker Hall Berkeley CA 94720

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LINOWES, DAVID FRANCIS, political economist, educator, corporate executive; b. N.J., Mar. 16, 1917; m. Dorothy Lee Wolf, Mar. 25, 1946; children: Joanne Linowes Alinsky, Richard Gary, Susan Linowes Allen (dec.), Jonathan Scott. BS with honors, U. Ill., 1941. Founder, ptr. Leopold & Linowes (name now BDO Siedman), Washington, 1946-62; cons. sr. ptr. Leopold & Linowes, 1962-82; nat. founding ptr. Laventhol & Horwath, 1965-76; chmn. bd. chief exec. officer Mickleberry Comm. Corp., 1970-73; chmn., CEO Perpetual Investment Co., Inc., 1950-88; dir. Horn & Hardart Co., 1971-77, Piper Aircraft, 1972-77, Saturday Rev./World Mag., Inc., 1972-77, Chris Craft Industries, Inc., 1958—. Work in Am. Inst., Inc.; prof. polit. economy, pub. policy, bus. adminstrn. U. Ill., Urbana, 1976—, Boeschsten prof. emeritus, 1987—; cons. DATA Internat. Assistance Corps., 1962-68, U.S. Dept. State, UN, Sec. HEW, Dept. Interior; chmn. Fed. Privacy Protection Commn., Washington, 1975-77, U.S. Commn. Fair Market Value Policy for Fed. Coal Leasing, 1983-84, Pres.'s Commn. on Fiscal Accountability of Nation's Energy Resources, 1981-82; chmn. Pres. Commn. on Privatization, 1987-88; mem. Council on Fgn. Relations; cons. panel GAO; adj. prof. mgmt. NYU, 1965-73; Dist. Arthur Young Prof. U. Ill., 1973-74; emeritus chmn. internat. adv. com. Tel Aviv U.; headed U.S. State Dept. Mission to Turkey, 1967; to India, 1970, to Pakistan, 1968, to Greece, 1971, to Yugoslavia, 1991; U.S. rep. on privacy to Orgn. Econ. Devel. Intergovt. Bur. for Informatics, 1977-81, cons., N.Y.C., 1977-81; U.S. State Dept. mission to Chile, Argentina and Uruguay, July, 1988, Yugoslavia, May, 1991. Author: *Managing Growth Through Acquisition, Strategies for Survival, Corporate Conscience*; commn. report *Personal Privacy in Information Society, Fiscal Accountability of Nation's Energy Resources, The Privacy Crisis In Our Time*; editor: *The Impact of the Communication and Computer Revolution on Society, Privacy in America*, 1989; contrb. articles to prof. jour., *Trustee Boy's Club Greater Washington*, 1955-62, *Am. Inst. Found.*, 1962-68; assoc. YM-YWHA's Greater N.Y., 1970-76; chmn. *Charities Adv. Com. of D.C.*, 1958-62; emeritus bd. dirs. *Religion in Am. Life, Inc.*; former chmn. U.S. People for UN; chmn. citizens com. *Combat Charity Rackets*, 1953-58. Served to 1st Lt. Signal Corps, AUS, 1942-46. Recipient 1970 Human Relations award Am. Jewish Com., U.S. Pub. Service award, 1982, Alumni Achievement award U. Ill., 1989, CPA Distinguished Pub. Svc. award, Washington, 1989. Mem. AICPA (v.p. 1962-63), U. Ill. Found. (emeritus bd. dirs. 1), Coun. Fgn. Rels., Cosmos Club (Washington), Phi Kappa Phi (nat. bd. dirs.), Beta Gamma Sigma. Home: 803 Fairway Dr Champaign IL 61820-6325 Office: U Ill 308 Lincoln Hall Urbana IL 61801 also: 9 Wayside Ln Scarsdale NY 10583-2907

LINOWITZ, SOL MYRON, lawyer; b. Trenton, N.J., Dec. 7, 1913; s. Joseph and Rose (Oglenkye) L.; m. Evelyn Zimmerman, Sept. 3, 1939; children: Anne, June, Jan, Ronni. AB. Hamilton Coll., 1935; JD. Cornell U., 1938. LL.D. (hon.), Allegheny Coll., Amherst Coll., Bucknell U., Babson Inst., Brandeis U., Colgate U., Curry Coll., Dartmouth Coll., Elmira Coll., Georgetown U., Hamilton Coll., Hebrew Union Coll., Ithaca Coll., Marietta Coll., John Hopkins U., Oberlin Coll., St. John Fisher Coll., St. Lawrence U., Jewish Theol. Sem., Washington U., St. Louis, U. Miami, Muskogum Coll., Notre Dame U., U. Pacific, U. Pa., Rutgers U., Pratt Inst., Rider Coll., Roosevelt U., Chapman Coll., U. Mich., Govs. State U., U. Mo., Syracuse U.; LHD (hon.), Am. U., Loyola U., U. Rochester, Yeshiva U., U. Judaism, Wooster Coll.; PhD (hon.), U. Haifa. Bar: N.Y. 1938. Asst. gen. counsel OPA, Washington, 1942-44; ptr. Sutherland, Linowitz & Williams, 1946-58, Harris, Beach, Keating, Wilcox & Linowitz, Rochester, N.Y., 1958-68; chmn. Nat. Urban Coalition, 1970-76; chmn. bd. dirs., chmn. exec. com., gen. counsel Xerox Corp., 1958-66; chmn. bd. dirs. Xerox Internat., 1966; sr. ptr. Coudert Bros., 1969-84, sr. counsel, 1984-94; ambassador to OAS, 1966-69; hon. chmn. Acad. Ednl. Devel., Washington, 1992—; co-negotiation Panama Canal treaties, 1977-78; spl. Middle East negotiator for Pres. Carter, 1979-81; chmn. Am. Acad. of Diplomacy, 1984-89; co-chmn. Inter-Am. Dialogue, 1981-92; hon. chmn. Acad. for Print Devel., 1988—; pres. Fed. City Coun., 1974-78; chmn. Pres. Commn. World Hunger, 1978-79; bd. dirs., co-founder Internat. Exec. Svc. Corps; chmn. State Dept. Adv. Com. on Internat. Orgns., 1963-66. Author: *The Betrayed Profession*, 1994, (memoir) *The Making of a Public Man*, 1985, *This Troubled Urban World*, 1974; contrb. articles to prof. jour., *Trustee Hamilton Coll.*, Cornell U., Johns Hopkins U., Am. Assembly; chmn. bd. overseers, bd. dirs. Jewish Theol. Sem., 1971-79. Lt. USNR, 1944-46. Fellow Am. Acad. Arts and Scis.; mem. Am. Assn. for UN (pres. N.Y. State), Rochester Assn. for UN (pres. 1952), Rochester C. of C. (pres. 1958), ABA, N.Y. Bar Assn., Rochester Bar Assn. (v.p. 1949-50), Am. Assn. UN (bd. dirs.), Council on Fgn. Relations, Order of Coif, Phi Beta Kappa, Phi Kappa Phi. Office: Acad for Ednl Devel 1875 Connecticut Ave NW Washington DC 20009-3728

LINSCOTT, JERRY R., lawyer; b. Falls City, Nebr., July 21, 1941; s. Judd M. and Viola M. (Apel) L.; m. Dona L. Friesen (div. 1980); m. Linda S. Painter (div. 1985); children: Mark, Todd; m. Theresa Watkins, May 17, 1986; 1 child, Palmer Jarvis. BS, U. Nebr., 1963, LL.B. 1966. Bar: Mo. 1966, U.S. Dist. Ct. (mid. dist.) Mo. 1967, Fla. 1972, U.S. Dist. Ct. (mid. dist.) Fla. 1972, U.S. Ct. Appeals (11th cir.) 1990. Mem. firm Linde, Thomson, Langworthy, Van Dyke & Koba, Kansas City, Mo., 1966-72; ptr. Young, Turnbull & Linscott, Orlando, Fla., 1972-79, Baker & Hostetler, Orlando, 1979—. Mem. ABA (state leader litigation sect. 1990—). Office: Baker & Hostetler PO Box 115 Orlando FL 32801

Who's Who, 1977

FINAL

Sol M. Linowitz

Even as he has succeeded in law and business, Sol Linowitz has never forgotten the needs of others. Involved early in local community service, he later broadened his activities to promote the goals of international understanding and job creation in developing countries. As co-founder of the International Executive Service Corps, he inspired retired American executives to share their expertise with emerging nations to help foster economic growth. In a series of high-level diplomatic assignments, he made lasting contributions to the pursuit of world peace. With a keen mind, a warm heart, and a generous spirit, Sol Linowitz has enriched the lives of millions around the world.

A Favorite Trouble-Shooter of Presidents

Sol Myron Linowitz

Special to The New York Times

WASHINGTON, Nov. 6 — Sol M. Linowitz, the second successive American Jew to become President Carter's Ambassador at Large for Middle East negotiations, is a striking contrast to his flamboyant predecessor and friend, Man Robert S. Strauss, in background, style and temperament. News

Among the few things they seem to have in common is the fact that neither had much Middle East experience before his appointment. Mr. Linowitz said today that he had visited the area only twice, both times in the company of business leaders in a tour arranged by Time Inc., on whose board of directors he serves.

Mr. Linowitz has had broad diplomatic experience, however, primarily as United States representative to the Organization of American States and the Inter-American Committee for the Alliance for Progress from 1966 to 1969 and co-negotiator with Ellsworth Bunker of the Panama Canal treaties in 1977.

He is currently serving as chairman of the Presidential Commission on World Hunger, created by Mr. Carter last year. In that capacity, Mr. Linowitz called today for an expanded American effort to aid starving Cambodians.

Many Requests for Service

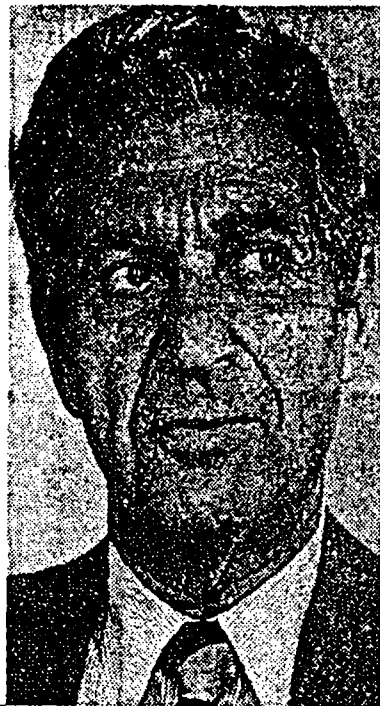
When the President pledged \$69 million in aid for Cambodians on Oct. 24, he said he had asked Mr. Linowitz's commission to recommend steps to the starvation problem. It was of many requests of Mr. Linowitz for public service by Mr. Carter and earlier Presidents.

In the last few weeks alone, friends say, Mr. Linowitz turned down requests by Mr. Carter that he succeed Juanita M. Kreps as Secretary of Commerce or accept the post of United States Ambassador to Mexico.

When Mr. Linowitz was a lawyer in Rochester, helping to build the Xerox Corporation into a fantastic success story, he was importuned by Senator Robert F. Kennedy to seek the Democratic nomination for Governor of New York in 1966. Another group of Democratic leaders, including former Gov. W. Averell Harriman, made the same request of him in 1970.

"I decided that it wasn't right for me — it wasn't what I wanted to do," Mr. Linowitz said today in a telephone interview. He has given President Carter the same answer on several occasions.

According to friends, one of those occasions came about a year ago, when Mr. Carter asked him to be the special



The New York Times

"I know it's going to be terribly difficult."

negotiator for the Middle East before the President prevailed on Mr. Strauss to accept the job. Mr. Linowitz decided that "the time wasn't propitious," a friend said. But this time, with Mr. Strauss leaving to head Mr. Carter's re-election campaign, Mr. Linowitz said yes.

"I've spent much of my life taking on new challenges and that's what excites me about this assignment," he said today. "I know it's going to be terribly difficult. It will require a lot of patience and sensibility. But the gratification would be great if one could achieve a breakthrough or even make some progress."

Sol Myron Linowitz, who will be 66 years old on Dec. 7, has achieved many notable breakthroughs apart from the success with Xerox that first gained him national recognition.

Born in Trenton, N.J., of a family hard hit by the Depression, he worked his way through Hamilton College in New York, where he was elected to Phi Beta Kappa, finished as salutatorian in the class of 1935 and delivered a commencement oration in Latin, and Cornell University Law School, where he led his class in 1938 and edited the law review.

Rejecting offers from Wall Street, he joined a small law firm in Rochester and plunged into myriad public service activities, for which he has always

tried to reserve a third of his working time.

After wartime service with the Office of Price Administration and the Navy, he returned to Rochester to resume his law practice and to begin, with Joseph C. Wilson, the effort that turned the Haloid Company, a modest producer of photographic supplies, into the Xerox Corporation.

At the Organization of American States, Mr. Linowitz built a reputation for quiet, conciliatory diplomacy that helped for a time to keep alive some momentum for President Kennedy's Alliance for Progress.

When not serving the Government full time, Mr. Linowitz practices international law as senior partner in the Coudert Brothers firm in a building on Washington's Farragut Square only two blocks from the White House.

A trim, tall man, with only specks of gray in a full head of black hair, Mr. Linowitz usually seems as unruffled in his personal life as he does in his diplomatic activity. He has always been a conciliator, though at times an outspoken liberal in his politics, and a business partner once said that one of the remarkable things about him was that "he's come as far as he has and irritated almost nobody."

Mr. Linowitz is married to the former Toni Zimmerman, whom he met while both were students at Cornell. They have four daughters.

Among those hailing Mr. Linowitz's appointment today was Egypt's Ambassador to the United States, Ashraf Ghorbal.

"I personally know Sol Linowitz well," said Dr. Ghorbal, who also had praise for Mr. Strauss. "We have had frequent contacts over the past few years and have developed a close friendship. I feel Sol Linowitz has no bias."

November 7, 1979