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Record Group/Collection: George H.W. Bush Presidential Records
Collection/Office of Origin: Chief of Staff, White House Office of
Series: Baker, James A., III, Files
Subseries: Public Correspondence Files

OA/ID Number: 93015
Folder ID Number: 93015-001

Folder Title:
[Public Correspondence, Oct/Nov 1992] [1]

Stack:	Row:	Section:	Shelf:	Position:
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American
Center
for International
Leadership

AMERICAN CENTER FOR INTERNATIONAL LEADERSHIP

FAX COVER SHEET

DATE:

11/4/92

TO:

Margaret Tutusler

ORGANIZATION:

FAX NUMBER:

202-456-1121

FROM:

Stephen Hayes

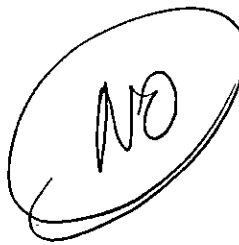
RE:

TOTAL NUMBER OF PAGES: 2 (INCLUDING COVER SHEET)

**IF YOU DO NOT RECEIVE ALL OF THESE PAGES, PLEASE NOTIFY
US AS SOON AS POSSIBLE AT (410) 539-2245. OUR FAX NUMBER IS
(410) 539-2598.**

he is out town
pass on to him

Instructions are in
Texas of family
not optimistic he
will be able to do
every consideration

**MEMORANDUM**

TO: Margaret Tutwiler

FROM: Stephen Hayes, President 
American Center for International Leadership

DATE: November 4, 1992

FAX: 202-456-1121

You have served this nation well and I am sorry Secretary Baker will not be continuing. He was our finest Secretary of State since George Marshall. Your support only made him greater.

We remain hopeful, given the President's remarks on future generations last night, that either he or Secretary Baker will now choose to address the Europe-America Conference for Emerging Leaders. We have a professional team ready to prepare for the opening dinner on November 30, in Baltimore.



American
Center
for International
Leadership

October 12, 1992

Ms. Margaret Tutwiler
The White House
1st Floor - West Wing
Washington, D.C. 20500

PERSONAL

Dear Margaret:

While I realize that you can give little focus to anything outside of the election at this moment, I want to update you and share an idea.

The short of it is that the Europe-America Conference is shaping up as a major unprecedented program. We now have 38 of the 41 nations committed and the quality of participation is exceptionally high. We have before us an historic opportunity to move further in bringing Europe and America closer together. In nearly every country case, a European government is working with us.

I want to use the opening dinner to honor the President and Secretary Baker. We would present them (or one of them) with a major award for international leadership, and have someone like Havel (or Major if he is here at the time) present it to them. The audience would be of the generation that owes their freedom in many ways to President Bush and Secretary Baker. We could give them a thunderous welcome and support that would show across America what these men have meant to Europe and Mexico.

AID, USIA and several other government agencies are now working on this conference. We would invite the friends of the President and Mr. Baker to be a part of this.

Both President Bush and Secretary Baker would know beyond any doubt the genuineness and spontaneity of their reception. Regardless of the outcome of the election this would be an event that would lift both men's spirits. It would be Europe coming to America to thank them and all America would see it.

Let me know when you can. Good luck.

Sincerely,


Stephen Hayes
President

cc: Kathryn Super

THE WHITE HOUSE
WASHINGTON

September 18, 1992

Dear Steve -

I've received your memo of September 14, 1992. As always, I have to be completely honest with you. I have no idea what the President or former Secretary of State Baker will be doing on November 30, 1992. Both of their November schedules are totally clear. Knowing that neither will focus past November 4, 1992, I can only suggest the following:

You should write an official letter of invitation to the President and send it to the attention of Mrs. Kathy Super, Deputy Assistant to the President for Appointments and Scheduling. You may use my name in the letter. I will verbally tell her about the organization etc.

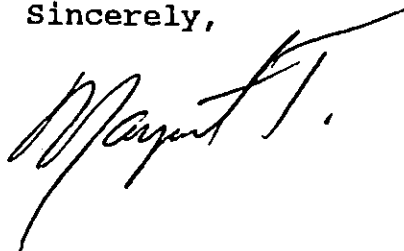
Likewise, I would suggest sending a formal request to Mr. Baker. Please sent to the attention of Caron Jackson, Deputy Assistant to the President and Executive Assistant to the Chief of Staff.

I just have to level with you - neither office will be able to focus beyond November 4, 1992. I appreciate your pressure to lock in an opening speaker - my advice would be to do so now and if in November either man decides to accept your gracious invitation, their staffs could work with yours to find an appropriate spot during your three day conference. Know this sounds like a run around - it's not - there is just no way either of them will focus on this now.

I've read your material - it looks great - I know you must be pleased.

Hope this helps you in making the decisions that you must grapple with.

Sincerely,



MEMORANDUM

TO: Margaret Tutwiler
Director, White House Communications

FROM: Stephen Hayes (gsh)

DATE: September 14, 1992

RE: Europe-America Conference for Emerging Leaders

While I realize that your total focus is in on the election campaign I want to update you on the Europe-America Conference and to see if it is humanly possible to confirm the immediate past Secretary of State or the President of the United States to open the conference (November 30).

As succinctly as I can,

- * We have commitments from every nation in Europe (save Serbia) as well as Mexico and Canada to send some of their best emerging leaders (250 Europeans, 250 North Americans). The early returns include Parliamentarians, Cabinet members and Presidential staff members from these countries. (Poland, Hungary, UK, Mexico, Iceland, Sweden, Norway, Italy have sent their delegate lists so far). The conference has been endorsed by USIA, EEC and the Russian government.
- * The event, one of the last official events of the Quincentenary Jubilee, is unprecedented in the content of its participants.
- * Because of the fall of Communism, this will be the first gathering of emerging leaders from all of Europe with those of the three major nations of North America. To a considerable extent these are the persons who will be leading their nations into the next Millennium.
- * The program comes at a confluence of historic events of which anything similar is unlikely to occur again in our lifetimes and possibly in generations. (The Quincentenary, NAFTA and the consolidation of European interests combined with the end of the Cold War).

Margaret, I can imagine no better platform for the President or Secretary Baker than to address the future represented by this audience built upon the accomplishments of these past four years.

From an ACIL point-of-view, this conference brings us back fully and puts us in a central role for the future. An opening address by either President Bush or Mr. Baker solidifies ACIL and moves the organization to a new plateau.

Please also keep in mind the possible coinciding of the meeting in late November of Prime Minister Major, President Delors and President Bush. A joint meeting connected to the Europe-America Emerging Leaders would be phenomenal!

Let me know what we need to do to make this happen.

Heidi -
Pls. Ask me about
9/16/92
MOT
Attached is my
DRAFT
RESPONSE - When you
have time please
type out &
let me
take
another
look at
it -

Many
Thanks -
MOT
9/16/92

4001 Nebraska Avenue, N.W.
Washington, DC 20016
202 885-4548

A Division of
National Broadcasting
Company, Inc.

NRN

Timothy J. Russert
Moderator
Meet the Press



November 1

Dear Jim,

Win or lose I hope
you'll join us next Sunday
on Meet the Press.

Hang in there.

Sincerely,

TJR

4001 Nebraska Avenue, N.W.
Washington, D.C. 20016
Timothy J. Russert

A Division of
National Broadcasting
Company, Inc.



The Honorable James A. Baker, III
Chief of Staff and
Senior Counselor to the President
The White House
Washington, D.C. 20500

PERSONAL

11/12: NRN

November 5, 1992

Wilbur Louis Dunbar

Box 762

Wooster, Ohio 44691-0762 USA

(216) 264-6770

Mr. James Baker
Chief of Staff
The White House
Washington, D. C.

Dear Mr. Baker,

In the political climate of today it's appropriate for a private citizen to run for President of the United States. I hope you will. The other Republican names now mentioned for 1996 are not appealing--at least they are not appealing to me.

I hope the notion that a candidate for important public office can be elected if he conducts an exclusively negative campaign has been discredited. The shrill comments by President Bush in Wisconsin last week lost him an election, in my opinion.

There is a small chance that I will be in Washington in the near future. Would you like to get acquainted over coffee or lunch? Is it not wise for Republicans with new ideas to chat?

Sincerely,



Wilbur Dunbar

11-9-92

Bridget -

This writer is very
prolific. However,
since he requests
a meeting I thought
I should let you
review it.

Barbara

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Information Sheet	Personal Information sheet for Wilbur Louis Dunbar [Redaction of personal information] (1 pp.)	n.d.	(b)(6)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff to the President, Office of the
Series: Baker, James A. III
Subseries: Public Correspondence Files
WHORM Cat.:
File Location: [Public Correspondence, Oct/Nov 1992] [1]

Date Closed: 10/9/2001	OA/ID Number: 93015-001
FOIA/SYS Case #: 2000-0715-F	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P-1 National Security Classified Information [(a)(1) of the PRA]
P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-3 Release would violate a Federal statute [(a)(3) of the PRA]
P-4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P-6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Removed as a personal record misfile.

Freedom of Information Act - [5 U.S.C. 552(b)]

(b)(1) National security classified information [(b)(1) of the FOIA]
(b)(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
(b)(3) Release would violate a Federal statute [(b)(3) of the FOIA]
(b)(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
(b)(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
(b)(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
(b)(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
(b)(9) Release would disclose geological or geophysical information

personal information

Wilbur Louis Dunbar writes for magazines and newspapers on positive topics which can be art, cultural, economic, political or scientific. With one exception, he has avoided topics about crime and disaster. Credits include book reviews, election results, mood pieces, editorials and a wide variety of feature articles. As a travel writer, his best articles are interviews with experts.

He writes from northeastern Ohio, living in Wooster since 1956. Born of Joseph Elias Dunbar and Anna Ikenberry Dunbar on the prairie of western Indiana, he grew up on Eel River at North Manchester in northern Indiana.

Briefly--for a total of three years, he taught economics at Ottawa University (Kansas) and the College of Wooster. He was a research assistant in the Taft-for-President offices in Washington (1952) and Donald Brotzman's campaign for governor of Colorado (1954). More recently, he completed a seven-year term as a trustee of the Wayne County Public Library, Wooster. He is married with two children and three grandchildren.

Dunbar holds degrees from Manchester College (B. A.) and Colorado University (M. A.). At Colorado he was a student of Carl McGuire, professor of economics; at Manchester, Andrew Cordier, later long-time United Nations official and president of Columbia University. His thesis topic at Colorado was on Canadian-American economics.

Except for South Carolina, Georgia, North Dakota and Alaska, he's been in every state; in Canada, only Ontario and Quebec. In 1945 he shipped out on a five-week trip to Poland as merchant seaman. With a cargo of UNRRA horses, the ship took the English Channel and the Kiel Canal. Dunbar's never been to England but he saw the white cliffs of Dover.

In 1988 he was a guest of the Guatemala Tourist Commission, a tour that provided amazing views of the mountains of Belize, as seen from Livingston 50 miles away on the Caribbean coast; Lake Atitlan; the Maya ruins at Tikal; etc. In 1990 a Mexican Ministry of Tourism tour introduced him to colonial towns northwest of Mexico City where zest for living co-exists with the blazing color and thoughtful detail of past centuries. A South Dakota Department of Tourism tour to the northeastern counties revealed delightful natural lakes and friendly towns with healthy elm trees.

In 1991 an Iowa Division of Tourism tour visited an innovative Des Moines, the creative Amana colonies and Dubuque's exciting port. A quick visit to Sacramento provided by the California Exposition and State Fair proved endlessly interesting from International Market Place to beautiful flowers and trees to sturdy dairy farmers to Spain's elegant exhibit.

Wilbur Louis Dunbar

Box 762

Wooster, Ohio 44691-0762 USA

(216) 264-6770

Wilbur Louis Dunbar
Box 762, Wooster, Ohio 44691-0702

Mr. James Baker
Chief of Staff

The white House

Washington, D. C.



The New York Times

229 WEST 43 STREET
NEW YORK, N.Y. 10036

WARREN HOGE
Assistant Managing Editor

November 5, 1992

11/12: Requested to
→ Change in
his office
→ Told them
"at this
time - no..."

bmn

The Honorable James A. Baker
Chief of Staff and
Senior Counselor to the President
The White House
Washington, D.C. 20500

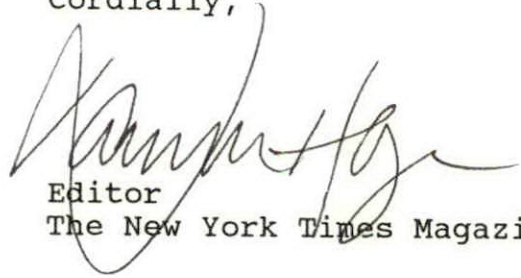
Dear Mr. Baker:

The editors and I would be honored and pleased if you would be our guest at one of the regular Thursday luncheons of The New York Times Magazine.

These luncheons are held in a private dining room at The Times and are intended to provide a comfortable, informal atmosphere for an exchange of ideas and information between our editors and their guest. Sometimes an article for the Magazine results from these gatherings, but this is not their primary purpose.

I believe you would find this meeting enjoyable and informative and hope you will be able to accept our invitation. Would you kindly let us know if you would join us when your schedule permits?

Cordially,



Editor
The New York Times Magazine

212/556-1096

For the Attention of:-

November 8, 1992

The Honorable James Baker
Chief Of Staff
President Of The United States

Honorable G. W. Bush

The White House

Washington

URGENT

Mr. Baker:

I am submitting you the budget that is required to train the Russian Army and to build "VICTORY VILLAGES" in Russia and elsewhere in the C. I. S. to house the military returning from the Baltic. This is not the mandate of the people of "West Germany".

The nations of the G-7 must allocate the funds to build the "victory Villages" and this is what we the Americans did to help our soldiers after the World War II. I hope you will review the concept of "Victory Villages". This is very much an American concept. It does work. Please call me.

I hope you are for it.

Sincerely,

From:

Dr. Charles Nasem Sr.

4164 Elizabeth Lane

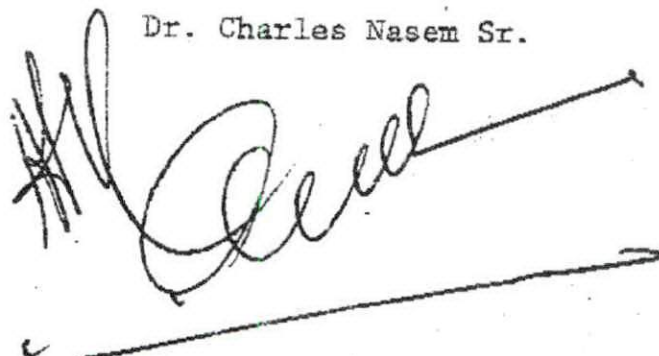
Annandale, VA 22003

Tel: 703-978-2874

Fax: 703-978-9736

RADSEC INTERNATIONAL CORPORATION

Dr. Charles Nasem Sr.



RADSEC-F.L.C International: N.I.S. Training Project Budget 2-1-93 to 2-1-94

DRAFT

	QTY	Unit	Cost	Total
<u>U.S. Office in Portland</u>				
Rent	1	12	500	6,000
Salaries -				
Project director	1	12	10,000	120,000
Project assistant	1	12	3,500	42,000
Utilities	1	12	300	3,600
Furniture	1	1	1,500	1,500
Communication	1	12	500	6,000
Airfare				
6 Intl trips	1	6	3,500	21,000
Accounting	1	12	1,700	20,400
Attorney	1	12	1,700	20,400

Subtotal

~~246,300~~U.S. Office in Moscow

Rent	1	12	550	6,600
Salaries -				
Project administrator	1	12	10,000	120,000
Project coordinator	1	12	8,500	102,000
Utilities	1	12	300	3,600
Furniture	1	1	4,000	4,000
Communication	1	12	800	9,600
2 - computers	1	2	3,500	7,000
Computer software	2	1	1,000	2,000
Fax machine	1	1	800	800
Copier	1	1	4,200	4,200
Office supplies	1	12	420	5,040
Transportation	1	8	3,500	21,000
Airfare -				
6 Intl trips	1	8	3,500	21,000
In-country	2	12	1,000	24,000
Vehicle -	1	2	10,500	21,000
Vehicle operating costs	2	12	300	7,200

Subtotal

~~355,840~~Mill Projects (4)

Prefab mill building	1	4	750,000	3,000,000
Mill equipment -				
Sawmill (3)	1	3	5,000,000	15,000,000
Veneer (1)	1	1	1,500,000	1,500,000
Prefab Home/Mill Office	1	4	100,000	400,000
Utilities	4	12	300	14,400

RADSEC-F.L.C International: N.I.S. Training Project Budget 2-1-93 to 2-1-94

DRAFT

	QTY	Unit	Cost	Total
<u>Mill Projects (4)</u>				
Office furniture	4	1	20,000	80,000
House furniture	4	1	20,000	80,000
Communication	1	12	800	9,600
2 - computers	2	4	3,500	28,000
Computer software	2	4	1,000	8,000
Fax machine	1	4	600	2,400
Copier	1	4	4,200	16,800
Office supplies	4	12	420	20,160
Mill Clothing	4	50	350	70,000
Mill Vehicles	1	4	30,000	120,000
Vehicle operating costs	4	12	400	19,200

Subtotal

291,360U.S. Trainers in RussiaSalaries

Mill managers (4)	4	4	6,500	104,000
Mill supervisors (4)	4	4	5,000	80,000
Foresters (4)	4	4	5,800	92,800
Per diem	12	120	76	112,320
Airfare -				
12 Int'l trips	1	12	3,500	42,000
In-country	12	4	1,000	48,000
Insurance -				
DBA - disability	2.79	1	2,768	7,723
Medical Evac. SOS	12	4	70	3,360

Subtotal

1,290,183N.I.S. Trainees in U.S.A.Salaries -

Mill managers (4)	4	4	300	4,800
Mill supervisors (4)	4	4	250	4,000
Foresters (4)	4	4	250	4,000
Per diem	4	120	54	25,920
Local travel	12	4	200	9,600
Airfare Int'l	1	12	3,500	42,000
Books & materials	1	12	300	3,600
Technical training course	12	1	1,000	12,000
Insurance	12	4	80	3,840

Subtotal

108,760

Project Total

221,355,203

ANN

1. FOR JAMES BAKERWHITE HOUSE.....BY FAX 202 456 2461

URGENT TRANSMISSION FOR IMMEDIATE PERSONAL DELIVERY

2. FOR JAMES STEPHENS Associates - JPL - Pasadena.

Fax 818 354 2395

For Transmission By Fax To Perot Group 40 Swindel.

Title

Executive Leadership U.S.A.

A. The 53 Days To The NEW CONGRESS.

B. The 70 Days To The NEW CHIEF.

Sender: S. McCrea. Member, The Deming Research Group
of Scholars, Authors, Professionals trained in Deming
Theory of Productivity Quality & Management Responsibility.
DRG is based in Honolulu, Tokyo, and other cities.

S. McCrea is President, Future Books Publishing Co.
Box 904, 402 Las Olas Blvd., Ft. Lauderdale, FL 33301.
Tel 305 463 0158. ..Fax 763 2259.

Contents

THE BUSH & BAKER 70 DAYS OF LEADERSHIP CAPPING THE REAGAN & BUSH PRESIDENCIES.

THESE 70 DAYS ARE CRUCIAL...TO THE BUSH & BAKER PRESIDENCY
TO DEMONSTRATE THE LEADERSHIP THE WORLD EXPECTS.....
AND TO START THE NEW CO-OPERATING TEAMS.....
... "Storm"...Commerce...R & D. ..Education. ..
CO-WORKING WITH BOTH The Pres-Elect Team.....
AND The Senior Business Leadership Team of Volunteers
LED By Orson Swindle and Ross Perot.

1. DEMING'S CHARGE: THE FIRST 30 DAYS.
2. BY THE PRESIDENT'S EXECUTIVE ORDER:
THE BI-PART FEDERAL BUDGETING REFORM. ..
By Deming-Transformation. ..COMPLETED IN THE 70 DAYS.
3. THE BUSH & BAKER MIDEAST ECONOMIC SETTLEMENT.....STARTED.
4. THE BUSH & BAKER NEW ALLIED UN CONSORTIA..... STARTED.
5. THE AMERICAN SENIOR ECONOMIC ADVISORY COUNCIL....STARTED.
... Reagan...Grace...Romney...Peterson(Ford)....
Bush...Baker...Cheney...Franklin...Martin...Lamar...Ravitch
Hatch...Gramm...Rudman...Perot...Swindle...Stephens(JPL).
6. WHY WAIT FOR THE NEW ECONOMIC GROWTH PLAN...New R&D Industry.
7. The Next Years Ahead. ...THE BUSH TEAMS ACHIEVEMENTS.
8. NEW U.S. INDUSTRIAL SUPREMACY.....1997.
9. THE BUSH & BAKER BILLS FOR THE NEW CONGRESS.....STARTED.
10. THE SHIFT OF OUR WORLD RESPONSE ABILITY...MAP.

THE DEMING PAPERS:

Deming's Record 1928. ..1992: ON PRESIDENTS' ORDERS.
The Nobel Nomination.
Deming and "The Rest Of The Story": 5 Cases.



"Bernard Baruch . . . On The Park-Bench . . .

. . . With Presidents . . . Wilson to FDR to Eisenhower . . . //

As vigorous as ever, the "grand old man" of finance
reveals his straight-from-the-shoulder opinions



// SO . . . DEMING ON THE PARKBENCH WITH BUSH //

"The Baruch of The Century . . . Senior Counsellor - 92 in '92."

"The Baruch of Economic Productive Growth. . . Master Of The American Idea."

. . . THE OPTIMISTS' STATEMENT - 'For The World To See' -

"IF System Followed . . .

Now For New Jobs Creating Productive Economic Growth
IN TWO YEARS.....AND AHEAD!"

THE 1st 30 DAYS:

DEMING'S CHARGE

"NO TIME TO LOSE!"...

... THE ONLY PRIORITY

A STABLE FEDERAL FINANCIAL
SYSTEM...

... DRASTIC RE-MAKING Federal Budgeting
System . . . TO THE COMMON AIM:

... THE BI PART ONE FEDERAL
GOVERNANCE.

FEDERAL BUDGETTING SYSTEM POLICY AND NATIONAL HEALTHCARE COVERAGE...

• BY EXECUTIVE ORDER:

- THE NEXT 30 DAYS BEFORE THE NEW CONGRESS CONVENES -

• OUR DEMING-PRODUCTIVITY TEAM

SHALL:

- REDUCE THE 16 FEDERAL BUDGETING SYSTEMS TO ONE.....

- FIND THE FUNDS HIDDEN IN WHAT NOBEL ECONOMIST

MILTON FRIEDMAN CALLED "THE BLOAT".....

- RELEASE FOR USE - BY DR. FRIEDMAN'S CALCULATIONS LAST FEBRUARY:

- TO GIVE HEALTHCARE COVERAGE

TO EVERY MAN, WOMAN AND CHILD IN AMERICA.

AND, BY THE ABSENCE OF CONGRESS AT THIS TIME:

• INSTITUTE THE 3000 WORK-CHANGE ORDERS

DEVELOPED IN 1984 AND REJECTED BY CONGRESS EVER SINCE.....

• THE BIPART . Federal Budgeting Team

• BAKER . Presiding

OVER

• GAO CHIEF . DEMING TRAINED

• CHARLES BOUSHER

• THE BIPART COUNSEL:

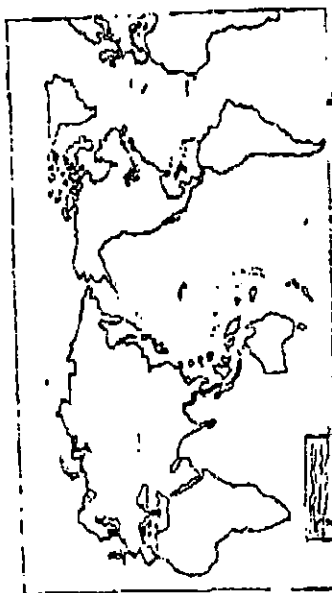
- 1 - Nobel Economist Dr Milton Friedman
... who DID the financial calculations . Feb. '92.

2 - Sen Gramm . Minority Whip Gingrich .

3 - Pres . Elect Team . Clinton . Gore .

4 - Senior Business Leader Volunteers . Retort Group .

MIDEAST.



AT NO TIME IN HISTORY HAVE ALL THE ELEMENTS

- COME TOGETHER FOR THE NEW CHANCE
TO BUILD PEACE IN ANY DEFUNCT ECONOMY
OF THE WORLD . . . BECAUSE
- FOR THE FIRST TIME WE HAVE THE FORMULA
FOR DOING IT . . . DEVELOPED BY DR. DEMING
OVER 60 YEARS . . . PROVEN IN 100's OF
SMALL ECONOMIES . . . AND THE ONLY TIME
- IN HISTORY PROVEN IN AN ENTIRE NATIONAL ECONOMY.
- THE FIRST PRIORITY
IS TO FINISH MIDEAST SETTLEMENT SO BRILLIANTLY
STARTED BY BAKER IN THE FIRST HALF.
- THE SECOND HALF OF THAT SETTLEMENT IS BRINGING
ASSURED PEACE THROUGH COACHING ECONOMIC PRODUCTIVITY.
- THE LASTING SOLUTION ALL SIDES WANT.

G. WASHINGTON: "GAIN TIME TO OUR COUNTRY...
PROGRESS WITHOUT INTERRUPTION
THE COMMAND OF ITS OWN FORTUNES."

FOR EXECUTIVE ACTION NOW:

MIDEAST INITIATIVE

INTRODUCING NEW US OFFER TO ALL MIDEAST GROUPS:

COACHED PRODUCTIVITY TEAMS
FOR LOCAL ECONOMIC DEVELOPMENT.

AS THE PRESIDENT ORDERED DEMING 1950...

AS THAT ONE MAN - "HEAD COACH"

TRANSFORMED AN ENTIRE NATIONAL ECONOMY!

...THE OPPORTUNITY NOW

A CONSORTIUM WITH JAPAN'S NEW
PEACE-PRODUCTIVITY TEAMS....."PRO BONO"
WITH OUR "VOLUNTEER SENIOR PRODUCTIVITY TEAMS".

• NEW UN CONSORTIA.

VISION

HEADS-OF-STATE PEOPLE TO PEOPLES

"THE HEAD COACH. . . COACHING THE NEW TEAMS OF ECONOMIC PRODUCTIVITY

"THE PROMISE: ONCE THE TOP GOVERNANCE COMMITTED

. . . New Products & Markets. . . 5 YEARS AHEAD!"

- FDR'S VISION STARTED WITH
THE SECURITY COUNCIL

Consider The Interrupted

- "PEOPLE TO PEOPLE PROGRAM". . .
THE VISION OF WORLD PEACE STARTED

- IKE'S VISION STARTED 1956 - 1960
THE SECOND HALF OF HIS 8-YEAR PRESIDENCY:

- THE VISION OF A WORLD WITHOUT
COMMUNIST NUCLEAR THREAT . . .
IT TOOK EXACTLY THE 8-YEAR PRESIDENCY.

- THE VISION PASSED
THE CHANCE NOW OF THE VISION RESUMED

- PEOPLE TO PEOPLE
VISITS WITH HEADS OF STATE
BUILDING NEW CONSORTIA OF ALLIES
FOR WORLD ECONOMIC DEVELOPMENT:

- THE ONLY SURE PATH TO WORLD PEACE
• AND THE SAFETY OUR SYSTEM AND
• ALL OF US . . . WE THE PEOPLE USA.

(Proposed)

THE AMERICAN SENIOR ECONOMIC ADVISORY COUNCIL

Chair

Donald Petersen
One Parklane Blvd.
Suite 1265 W
Dearborn, MI 48126

Honorary

President Reagan
11060 Wilshire Blvd.
Los Angeles, CA 90024

J. Peter Grace
1114 Avenue of the Americas
New York, NY 10036-7794

Ex Officio

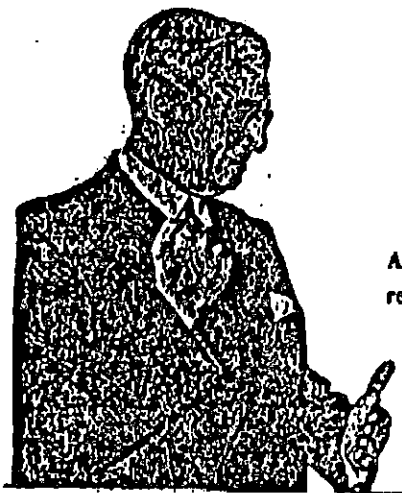
The Secretary of Commerce
Hon. Barbara Franklin
Washington, DC 20006

Members At Large

Dr. John Brademas
11W, 42nd St.
New York, NY 10036

H. Ross Perot
12377 Merit Drive
Dallas, TX 75721

Hon. George Romney
1840 E. Valley Road
Bloomfield Hills, MI 48303



Bernard Baruch . . . On The Park-Bench

With Presidents . . . Wilson to FDR to Eisenhower

As vigorous as ever, the "grand old man" of finance
reveals his straight-from-the-shoulder opinions.

● SO . . . DEMING ON THE PARKBENCH WITH BUSH

● "The Baruch of The Century . . . Senior Counsellor - 92 in '92."

● "The Baruch of Economic Productive Growth. . . Master Of The American Idea."

. . . ● THE OPTIMISTS' STATEMENT - 'For The World To See' -

"If System Followed . . .

Now For New Jobs Creating Productive Economic Growth
IN TWO YEARS.....AND AHEAD!"

. . . ● THE WARNING TO MANAGERMENTS - Business & Governance -

"The chance of successfully improving our position
in the future under the present system of management
is non-existent . . .

We suffer from...failure to understand
cooperation in a system."

W. EDWARDS DEMING, PH.D.

COUNSELLOR IN ECONOMIC & MANAGEMENT POLICY

Seniority & Experience

"Renewing the American Dream"

Serving The Common Aim Leadership Vision - Non-Political - Voluntary

"WHY WAIT FOR THE DOMESTIC GROWTH PLAN.....?"

BUSH AND BAKER PRESENT:

THE HEAD COACH OF OUR GOVERNANCE. . .

AND THE DOMESTIC ECONOMIC GROWTH PLAN

FOR OUR NEW COMMUNICATIONS INDUSTRY BY 1997.

DR. W. EDWARDS DEMING . . . 60 YEARS ON PRESIDENTS' ORDERS:

THE SOA R & D.....DEMING-COACHED:

DEVELOPED UNDER THE REAGAN & BUSH PRESIDENCIES.....

JPL...PASADENA...RESEARCH HEAD: JAMES STEPHENS & ASSOCIATES

THE NEW COMMUNICATIONS INDUSTRY
GIVING THE U.S. ECONOMY...NEW WORLD SUPREMACY...
. . . AND CREATING NEW AMERICAN JOBS. . . .
. . . 1997.....AND AHEAD....

BY THE DEMING RULE: THE 8 YEARS IT TAKES...

. . . 1989.....1997.

The Totally New Method of Communication. .
obvating existing intermediate systems:
Commercial....Industrial...Defense...Personal.

THAT IT IS BEHIND CLOSED DOORS IS ESSENTIAL.

THAT IT BE ANNOUNCED ... may NOT be In The Nation's Interest.

THAT A NEW AMERICAN INDUSTRY IS IN THE MAKING.....

DURING THE BUSH & BAKER PRESIDENCY

IS FOR THE COUNTRY'S NEW APPRECIATION

OF THE REAGAN & BUSH YEARS....AND OF THE COACHING

BY THE UNKNOWN PATRIOT OF OUR CENTURY: DR. W. EDWARDS DEMING.

• THE NEXT YEARS , , AHEAD

• OUR TEAMS COACHED BY SENIOR HEAD COACH DEMING:

* R AND D

* FOREIGN POLICY

* COMMERCE

* DEFENSE

* BUDGETING

• NEW ECONOMIC GROWTH

• JOBS BY AMERICAN RESEARCH

• NEW INDUSTRIAL SUPREMACY.

•BY 1997.

NOTE: ON R AND D - US OUTSPENDS IN ACTUAL DOLLARS FAR MORE THAN BOTH GERMANY & JAPAN COMBINED..... they count their smaller figures as % of much smaller economies.....to make the figures look bigger.

• THE DOMESTIC TEAMS

PRODUCTIVITY COACHED:

• EDUCATION

• VETS. ADMN.

• HOUSING

• HEALTH & HUMAN SERVICES.....

• OUR NATIONAL HEALTH RESEARCH TEAM MAKING IT HAPPEN:

New Black Studies for New Aids Therapy Prevention.

New Gene InjectionReplacing defective Immune Response System

• PROMISECANCER AND AIDS SOLUTIONS.....AHEAD.

THE NEW U.S. COMMUNICATIONS INDUSTRIAL SUPREMACY 1997.

25. IX. 1991. itag.

Mass & Personal Communication Re-Shaping The World

The last Decade of the 20th Century marks a New Turning Point in History.

Up to now, most Communication Professionals - Media and Counsellors - have appeared to have been at the mercy of the forces of Economic Productivity and New Technology that created The New Global-Wide Economies.

In that creation, exploding across the world, something dramatic occurred - the forces of this creation lost control and now are diminished in their power to command.

In science, one speaks of "critical mass" - the slow accumulation of elements to the point at which their accumulated mass creates a new order of energy - typically, an uncontrollable release of energies, or "explosion".

"Critical mass" in Communication has occurred and now marks a Turning Point in History,

Traditionally, modern "management" has not included the idea of taking into account the environment--the social, political, geographical and biospherical systems, in which a corporation exists. The reason for this was simply that the speed with which decisions needed to be made on a day-to-day basis was far greater than the rate at which things changed in the environment.

Although this is still the case, the complexity of the environment has grown enormously with increased national interdependence on trade, international financing, and technology transfer brought about by the ongoing mass communication and transportation revolutions, and the computer revolution that is just now reaching the private lives of people worldwide.

THERE IS NOTHING TO LOSE! . . . ONLY DEMING' CHARGE;

" OPTIMIZE THE COMPETITIVE COMPONENTS TO THE COMMON AIM . . .

. . . THE SYSTEM OF-BY-FOR ALL WE - THE - PEOPLE. "

... 'nothing wrong' with The Election: THE 70 DAYS' OPPORTUNITY.

- OUR TEAMS ARE GOING FORWARD.....
- NO TIME DELAY..... "NO TIME TO LOSE!" OUR HEAD COACH'S SEVERE WARNING.....
- TWO FUNDAMENTAL BILLS WE HAVE PREPARED FOR THE NEW CONGRESS:

These Acts were introduced in 1991 and '92, and now are re-cast to enact in New Comprehensive Form.....earliest 1993:

I. THE WOMEN'S FREEDOM ACT S. 15 & HR 1502 1991.....AMENDED.

II. THE SMALL BUSINESS FREEDOM ACTS 2035AMENDED.

Both these areas of American Life are in danger from RESTRICTIVE RULES AND OVER-REGULATION.

Moreover, both Acts deal with BUT ONE PART, THE OTHER PARTS LEFT OUT:

- Violence Against Women is one part. THE OTHER PARTS ARE
- WOMEN'S FREEDOM TO EXERT THE WOMAN'S PREROGATIVE.....

In The Local Homes.....Schools.....Healthcare Services.....

In The Local Businesses.....Local Governance,

- THE HATCH ACT was a good start....but one part.....The others left out:
- GENERAL SMALL BUSINESS RELIEF FROM RESTRICTIVE RULES & REGULATIONS.....

The Small Business Managements to Exert THE BUSINESS PREROGATIVE in the local community:

- TO CREATE THE JOBS
- HIRE THE LOCAL KIDS
- HAVE THE EQUITY LOANS

. . . AS WE ORIGINALLY DID IT BY SEN. SPARKMAN'S ACT OF 1950.

III. THE LOCAL COUNCIL GOVERNANCE ACT OF 1993.

By Voluntary Action Suggested To ALL GOVERNORS:

For Them To Enact LEGISLATION WITHIN EACH STATE. . .

BY EXECUTIVE ORDER NOW

- BY DIRECTIVE TO ALL 50 GOVERNORS, WE HOPE TO ENCOURAGE THE MOTION OF ONE GOVERNOR IN ONE STATE.....
- TO INSTITUTE LOCAL COMMUNITY COUNCILS EMPOWERED TO SPEND ONE-HALF OF STATE BUDGETED FUNDS.....FIRST ON LOCAL SCHOOLS.....
- WE WOULD EXPAND TO THE FOUR PRIMARY BUDGETED FUNDS FOR LOCAL USES:
 1. SCHOOLS. 2. HEALTHCARE SERVICES. 3. ENFORCEMENT. 4. SMALL BUSINESS JOBS.

• Hawaii Centered Bartholomew Projection. © S. McCrea 1992.

• THE SHIFT 1900... 1992:

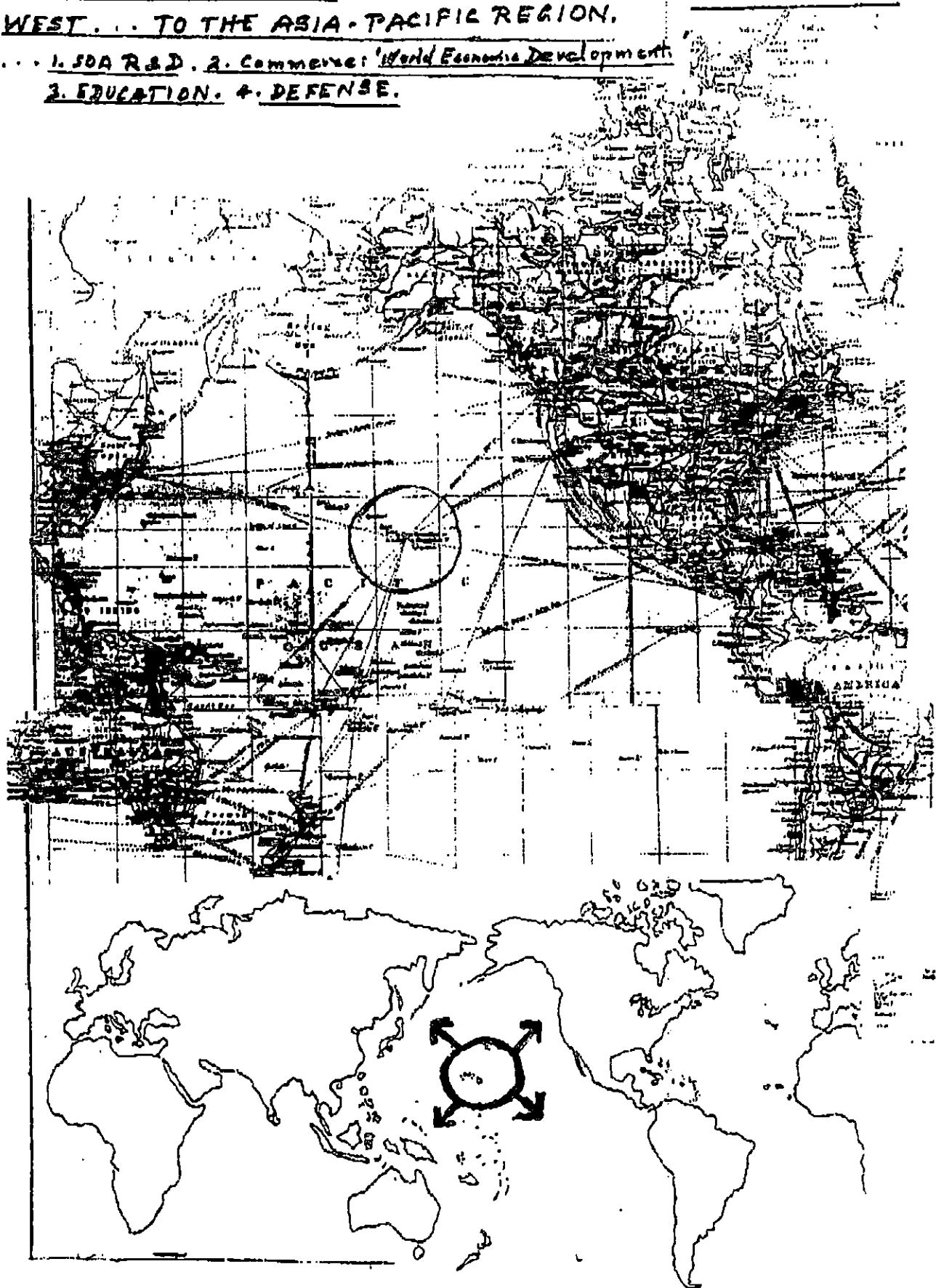
• CENTER OF OUR WORLD MANAGEMENT

• RESPONSE ABILITY...

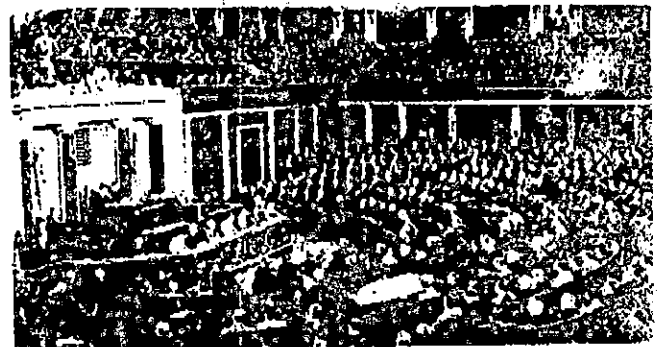
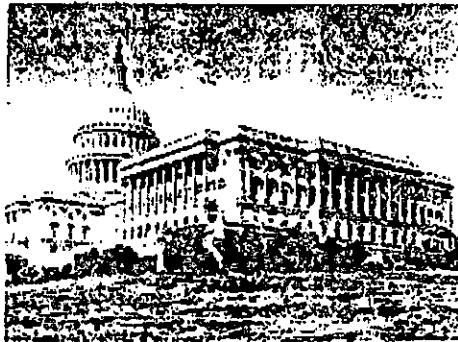
• WEST... TO THE ASIA-PACIFIC REGION.

... 1. SDA R&D. 2. Commerce: World Economic Development

3. EDUCATION. 4. DEFENSE.



WHAT MAKES US DIFFERENT?

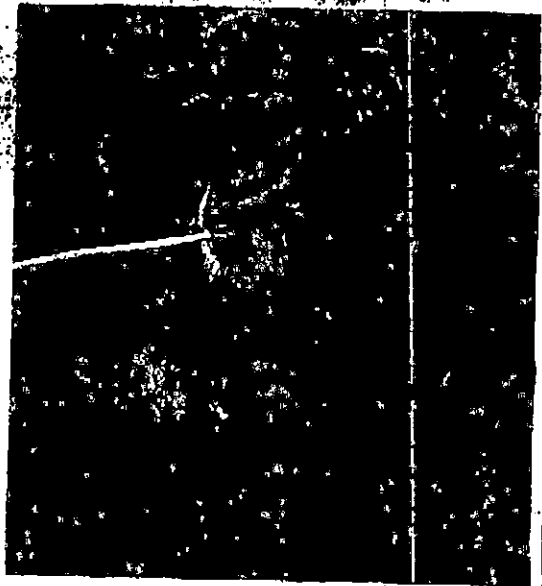


**Quality, Productivity and
Competitive Position**

Dr. W. Edwards Deming

- * 1928, DEPT. Agriculture & Bureau of The Census.....
Father of Consumer Sampling & the world-wide Census Method,
- * 1936.....'44...Coach of War Productivity Teams.....
- * 1945.....'52...Coach of The Defunct Japanese Economy.....
1947...../New Japanese Census.....
1950..... IN TWO YEARS THE ENTIRE ECONOMY REVIVED.
- * 1952....'60....'69...Coach of Productivity Teams THE 8 YEARS IT TAKES;
FOR THE MOON....AS FOR WAR PRODUCTIVITY - WWII OR "STORM"
- * 1980....'92.....PRIVATE SECTOR; THE 8 YEARS IT TOOK
• COACHING THE FORD MOTOR CO. TO WORLD-QUALITY 1988 AND SINCE.
PUBLIC SECTOR: THE 8 YEARS IT TOOK
COACHING THE LOGISTICS DELIVERY SYSTEMS.....
ALL COMPONENTS TO DEMING SYSTEM-MANAGEMENT.....
• GAVE US "DESERT STORM" 'JUST IN TIME'...ONLY 100 HOURS!

WHAT MAKES US DIFFERENT?



Deming's Theory, Process and Method of Cooperating Components

optimized in the system; has no more vivid, compelling, or rigorous proof than the data of comprehensive rise in Japanese economic productivity through Deming's guiding hand over 10 years; a Master-stroke for World Peace.

• At 92, Deming remains - The Godfather of so-called

"productivity movement and quality control" -

- stood as always from political or commercial ties
- as The Sole Authority - Personal and Professional
- Of Integrity

- as The One of Profound Knowledge

- Management Responsibility
- System Optimization
- Economic Policy
- Management Method

• For 60 years, Deming asks All Managements -

"Where are you going to be in 5 years?"
 "How are you planning to get there?"
 "By what Method?"

ECONOMICS FOR THE TIME:

W. EDUARDO DEMING, PH.D.

CONSULTATION IN ECONOMIC & MANAGEMENT POLICY

WASHINGTON 20015

4333 SUTTERSWORTH PLACE

Tel. 202 363 6552. Fax. 363 3501.

• Nobel Nomination

The Being Nomination for the Nobel Peace Prize

To - The Norwegian Nobel Committee, Oslo, January 1992



As a senior consultant, teacher, and researcher, Deming at 81 years of age has done more for maintaining peace in the last fifty years than any other single person alive today. • • •

sep/92
@MCC

• The lesson is clear for All Managements to study in depth • • •
 to see the gap in their formulations • • • and to see why they must
 study a Theory of their system • • • in the larger system which they
 have ignored. • • • Denying is the only one in history ever
 to Transform The Economy of A Whole Nation!

(c) MOC 1992.

"DEMING.....THE REST OF THE STORY"1. "AT 92 IN '92"....DR. DEMING:

...Has The Longest Career of Counselling Under Presidents' Orders.
 ...Has The Longest Career of University Graduate Teaching
 At The Same Institution. ...NYU. ..57 Years.
 ...Is The Recognized Father of Productivity Quality . . .
 Yale '91 Doctorate: "He Revolutionized Industry".
 ...Is The Most Unknown Patriot Of Our Century.
 ...Is The Most Unrecognized Economist Of Our Century.

2. DO WE KNOW THE REST OF THE STORY.....

FORD'S NEW QUALITY THAT SAVED AMERICAN JOBS. ?

Behind Closed Doors: The President of Ford - Peterson -
 met for months in Deming's tiny Washington Basement Office -
 The Only Home & Office he ever had. . .
 . . . until Dr. Deming pronounced that Top Manager
 "fit to Teach" ...The Teams it would be required TO TEACH
 ..."Over The 8 Years IT ALWAYS TAKES" to Deming's Rule.
 ...By 1988 FORD could proclaim for all its vehicles:
 "QUALITY IS JOB ONE". ..The Taurus and others have met
 World Competition ever since.. ... THE 8 YEARS IT TOOK.

3. DO WE KNOW THE REST OF THE STORY.....

. . . HOW WE GOT "DESERT STORM".....

STATE-OF-THE-ART PERFECTION.....

PRECISION-DELIVERY OF ALL SYSTEMS.....

. . . 'just in time'.....THE 100 HOURS.....?

DEMING'S COACHING OF ALL TEAMS.....

On President's Orders...Behind Closed Doors.....

Air Force Lt-General MacDonald...went public

after "STORM": "All Credit for STORM is due DR. DEMING".

. . . THE 8 YEARS IT TOOK.

Deming....rest of the story.....page 2

(c) MCG 1992.

4. DO WE KNOW THE REST OF THE STORY.....

HOW FDR VIOLATED OUR NEUTRALITY LAW....1936 - 1940...??

. . . To Prepare The Munitions for Secret Delivery
Over Canada's Border....Across The Sea....

'just in time' TO SAVE THE BATTLE OF BRITAIN...?

. . . Behind Closed Doors...On President's Orders

Deming Coached The Top Managements

In The Productivity-Precision Manufacturing

Processes Required To Give Our Men

THE HEAD START WHEN WAR CAME..... 1940...1945.

. . . MUNITIONS THAT WOULD NOT FAIL:

THAT NO MAN SHOULD DIE BECAUSE OF A DUD OR MISS-FIRE.

. . . THE 8 YEARS IT TOOK.....

5. DO WE KNOW THE REST OF THE STORY.....

HOW... Consumer-Sampling became OUR WAY OF LIFE
for Advertising and Marketing.....?

HOW... OUR NEW CENSUS METHOD...1940.....

BECAME THE WORLD-WIDE CONVENTION.....?

HOW... All North American Shipping became standardized...?

HOW WE GOT TO THE MOON.....?

BY DEMING'S RULE: . . . THE 8 YEARS IT TOOK.....

**MID-WEST Automation Systems, Inc.**

1400 BUSCH PARKWAY, BUFFALO GROVE, ILLINOIS 60089-4606
(708)541-3570 • FAX NO. (708)541-8562

TRANSMITTAL LETTER

TO: JAMES BAKER - CHIEF OF STAFF
FOR PRESIDENT BUSCH.
FROM: CHUCK STAHL
DATE: 11-10-92
SUBJECT: TAX BILL (67-22)

FAX #202-456-2803

Transmitting (0) pages(s) not including this page

Notes: I URGE YOU TO ENCOURAGE
PRESIDENT BUSCH TO SIGN INTO
LAW THE ABOVE TAX BILL.
YOUR ATTENTION TO THIS MATTER
IS GREATLY APPRECIATED!

Chuck Stahl

NEW

Mr. James A. Baker III,
Chief of the Staff, The White House,
The White House,
Washington, D.C., 20503.

166 N. Mc Carrons Blvd., #13
Roseville,
MN 55113
November 5, 1992

My dear Sir,

So, the Election that way, with sadness for ourselves. You came to the stage rather late. Having some experience in Political Policies, I conveyed to Cairman Bond, in the very early days of the campaign that 'Change', and 'Economy' were two lone topics to surface, finally. As you are aware, Sir, when they want 'Change', nothing else much does in American Politics.

Someday, you may be the 'Top man'. Who knows? Therefore, please allow me to mention that the results were in accordance with the projections of leading Magazines (Time, Newsweek, U.S. News & World Report etcetra), and many of the Polls. The Media may not be the King-Makers, but those do mould 'American Opinion'. Direct approach, alone, may not be enough. That was visibly demonstrsted by Mr. Ross Perot, a very nice person indeed as known to you, after spending 60 M. Dollars, did not achieve the desired impact, though started a new movement.

Yet, let us forget all that. And settle the dark rhetoric clouds of either sides of the very unusual Campaign. The National interests are above all, and may matter now.

One thing more. Please comfort President Bush and his family, on my behalf as well. I'm writing to him, but your words will be really effective, Sir. The Allmighty may atone him in many other ways.

I had envisioned to meet yourselves after a possible 'Victory' but that too did not take shape.

Respects & regards to yourselves, and to the families, and let us move ahead for a brighter and brighter America, in any circumstance, as hitherto,

Sincerely Yours,


(S.M. Ayub)

(612) 488-1726

S.M.Ayub,
166 N. Mc Carrons Blvd.,#13,
Roseville,
MN 55113.

FIRST CLASS MAIL



Mr. James A. Baker III,
Chief Of The Staff, The White House,
The White House,
Washington, D.C., 20503.





American
Center
for International
Leadership

September 21, 1992

Mr. James Baker
Chief of Staff
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500
ATTN: Caron Jackson

Dear Mr. Baker:

On behalf of the American Center for International Leadership (ACIL), it is my pleasure to invite you to address the Europe-America Conference for Emerging Leaders, to be convened in Baltimore, November 30 - December 5, 1992. Every country in Europe (except Serbia), as well as Canada and Mexico will be represented and meeting with United States counterparts.

The conference will be one of the last major events of the Quincentenary observance, and is recognized as an official project of the National Commission of the Columbus Quincentenary Jubilee. For us, it is difficult to imagine a more appropriate observance of the voyage that brought Europe and America irreversibly together than a conference that brings together those persons who will be charged to lead our two continents into the next 500 years.

The program comes at an historic confluence of events, due in a large part to your efforts. The North American Free Trade Agreement, the Maastricht Treaty, and the fall of communism make 1992 a year of major historic proportions. Such a set of events seems unlikely to be matched for decades. For this reason we hope for the opportunity to honor you at this conference.

Should you be able to address the conference, your audience would consist of 500 emerging leaders of Europe and North America, and depending upon timing about 600 civic leaders from the Baltimore Washington area. Included in the audience would also likely be many in the ACIL network who are now serving President Bush in an official or unofficial capacity including Margaret Tutwiler, Jim Oberwetter, Peter Terpeluk, Dan Nichols, Margaret Alexander, Phil and Nancy Smith, and Sherry Rollins to name a few.

We hope you will be able to honor us with your presence. We can imagine no better way for us to salute you than by bringing together those persons responsible for creating and managing a future made possible through your efforts.

Respectfully,

Stephen Hayes
President

9/24: - Called / spoke to Mr. Hayes
- had spoken to MDT
- Explained could not make a commitment
- He will check back w/ us after the campaign.

11/12: Phone requested to
Steven Hayes for JAB.

bmrh

ACIL

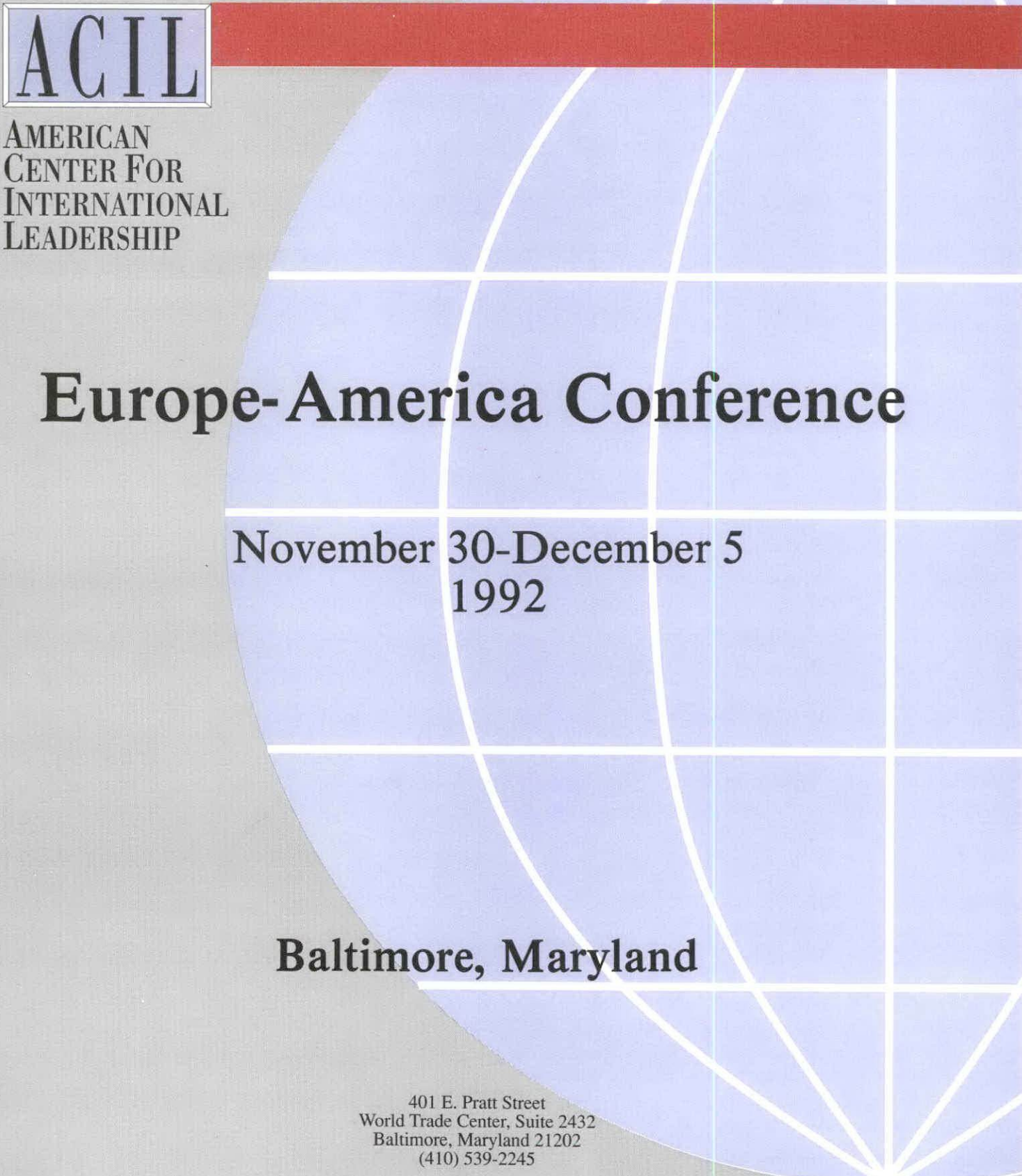
**AMERICAN
CENTER FOR
INTERNATIONAL
LEADERSHIP**

ACIL

**AMERICAN
CENTER FOR
INTERNATIONAL
LEADERSHIP**

G. Stephen Hayes
President

401 East Pratt Street • World Trade Center • Suite 2432
Baltimore, MD 21202 • (410) 539-2245 • Fax (410) 539-2598

The logo for the American Center for International Leadership (ACIL) is located in the top left corner. It consists of the letters "ACIL" in a bold, serif font, enclosed within a thin rectangular border. To the right of the logo is a thick, solid red horizontal bar. The background of the entire page is a light blue color with a large, stylized white grid pattern that resembles a globe's latitude and longitude lines. The grid is composed of several vertical and horizontal lines, with curved lines at the top and bottom suggesting the curvature of a sphere.

ACIL

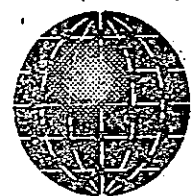
AMERICAN
CENTER FOR
INTERNATIONAL
LEADERSHIP

Europe-America Conference

November 30-December 5
1992

Baltimore, Maryland

401 E. Pratt Street
World Trade Center, Suite 2432
Baltimore, Maryland 21202
(410) 539-2245



Europe-America Emerging Leaders Conference Concept and Organization

Purpose: To bring together professionals of significant background to discuss solutions to problems that will dominate the 21st century, and to develop a working network of these professionals.

Format: A six-day conference divided into 20 commissions. Each commission will focus on a specific set of issues. The commissions will be grouped into four sections: (1) Economic, (2) Political, (3) Environmental, and (4) Human Needs and Values.

Economic Section

1. Entrepreneurship
2. Agriculture Trade Policy
3. Science and Technology Cooperation
4. International Finance
5. International Trade Law

Political Section

6. Changing Defense Relationships
7. North-South Relations
8. International Political Parties
9. Human Rights and Cultural Diversity
10. Economic Conversion

Environmental Section

11. Cleaning the Seas (Chesapeake, Baltic, Mediterranean)
12. Land Use and Reforestation
13. Energy: Alternative Courses
14. Global Environmental Problems
15. Toxic Wastes

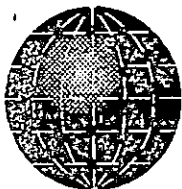
Human Needs

16. Religion and State: Conflict and Consensus
17. Managing the Changing Urban Environment
18. Housing Needs in a Growing World
19. Employment and Education in a Technological Society
20. Health Care in the 21st Century

Recruitment of participants

US participants will be recruited by ACIL and the commission coordinators.

European participants will be recruited by ACIL and selected European or related bodies, in cooperation and consultation with selected networks and governments. US commission chairs may also be helpful in the nomination process.



Conference Structure

Each commission will meet in seven three-hour sessions and will visit corporations or agencies of related interests.

There will be an opening and closing plenary session, each with a major European or US speaker. Plenary sessions will be open to the public.

Post Conference Activities

The specific charge of each commission will be to focus on concrete programs that can be followed through by commission members and their respective organizations.

Reports outlining each commission's discussions will be distributed after the conference in an effort to continue to provoke thought and discussion about the relevant topics. Delegates will be encouraged to publish their views nationally and internationally.

Four to six weeks after the conference, commission chairs will meet with the planning committee to review the conference and its recommendations and to explore next steps.

For ACIL, the expectation is that several specific program options will result from the conference.

Country Delegates

Largest Representatives (20 delegates)

England	Poland	Canada
France	Russia	Mexico
Germany	Spain	
Italy	Ukraine	

Smaller (4 delegates)

Albania	Czechoslovakia	Latvia	Romania
Austria	Denmark	Lithuania	Slovenia
Belgium	Estonia	Luxembourg	Sweden
Bosnia	Finland	Malta	Switzerland
Bulgaria	Greece	Moldova	Turkey
Belarus	Hungary	Netherlands	
Croatia	Iceland	Norway	
Cyprus	Ireland	Portugal	

This structure assures that each commission will be represented by the eight most populous nations of Europe, as well as by Mexico and Canada. Five delegates from the remaining delegations will be in each commission. Each commission would have approximately 25 delegates (10 US, 1 Canada, 1 Mexico, 13 Europe).

In addition to the countries noted above, certain intergovernmental bodies will be invited to send representatives.



Europe-America Conference Commission Chairs

Economic Section Commission I

Entrepreneurship

Mr. Dennis Shaughnessy
President
Grotech

Ms. Mary Frances Freedman
Women in Development
US Agency for International
Development

Commission II

Agricultural Trade Policy

Mr. Robert Walker
Secretary of Agriculture
State of Maryland

Commission III

Science and Technology
Cooperation

Ms. Jennifer Sue Bond
Program Director
National Science Foundation

Commission IV

International Finance

Mr. Martin Gruenberg
Staff Director
Subcomm. on Int'l Finance
United States Senate

Commission V

International Trade Law

Mr. David Winn
Partner
Winn, Beaudry & Virden

Political Section Commission VI

Changing Defense Relations

Mr. Jerry Collester
President
St. Louis Council of
Foreign Affairs

Commission VII

North-South Relations

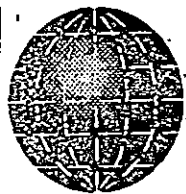
Mr. Steven Kull
Center for Int'l Security
Studies
U. of MD College Park

Mr. David Holdrige
Director Eurasian Programs
Catholic Relief Services

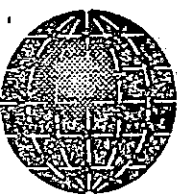
Commission VIII

International Political Parties

Ms. Barbara Rohde
Research Fellow
The Hubert Humphrey
Institute

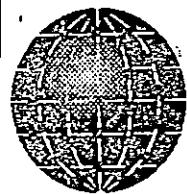


Commission IX	Human Rights and Cultural Diversity	Ms. Mary Sue Hafner Deputy Director and General Counsel CSCE
Commission X	Economic Conversion	Mr. Dan Clark The Stanley Foundation
<i>Environmental Section</i>		
Commission XI	Cleaning the Seas	Dr. Fred Singleton Director Ctr. for Marine Biotechnology University of Maryland
Commission XII	Land Use and Reforestation	Mr. Gerald Winegrad Maryland State Senator
Commission XIII	Energy: Alternative Courses	To Be Named
Commission XIV	Global Environmental Problems	Dr. Brent Yarnal Penn State University
Commission XV	Toxic Wastes	Dr. Mark Bashor Associate Administrator Agency for Toxic Substances and Disease Registry
<i>Human Needs Section</i>		
Commission XVI	Religion and State: Conflict and Consensus	Mr. Chris Leighton Executive Director Institute for Christian-Jewish Studies
Commission XVII	Managing the Changing Urban Environment	Mr. John Parr Executive Director National Civic League
Commission XVIII	Housing Needs in a Growing World	Mr. Roy Higgs President D.I. Design
Commission XIX	Employment and Education Needs in a Technology Society	Mr. David Fontaine Executive Director Baltimore Area Labor Management Committee
Commission XX	Health Care in the 21st Century	Mr. Steven Summer Senior Vice-President Maryland Hospital Association



Special Parallel Programs

Russia-US	Disabled Veterans	Ms. Rosemary O'Neill U.S. Department of State
Russia-US	Arts and the Future	Ms. Nancy Condee Associate Professor University of Pittsburgh
Canada-Mexico-US	Beyond Economics, Who We Are	Ms. Rebecca Bannister U.S. Dept. of Commerce
US-Eastern Europe	Women in Development	Mr. Martin Hewitt USAID
US-Kazakhstan	Dialogue Program	Mr. Jim McComas



Europe-America Conference Commission Descriptions

Economic Section

Commission I Entrepreneurship

Half of the Europeans are engaged in some form of entrepreneurship. In the United States, small businesses represent the largest source of new jobs, and additional venture opportunities are available between US, Canada and Mexico. The commission will examine the key components of successful entrepreneurship in varied economic environments and will explore growth prospects.

Commission II Agricultural Trade Policy

Farm commodities account for a major share of international trade. Recent changes in Eastern Europe and the lowering of trade barriers within North America and the European Community offer new possibilities but also threaten to unleash new competitive tensions. The commission will examine both of these issues.

Commission III Science and Technology Cooperation

Technological advances are driving every sector of national economies, but the flow of technology across international borders has been slowed for a variety of political and proprietary reasons. The commission will determine the obstacles to technology transfer and explore possible solutions.

Commission IV International Finance

One of the preconditions to market development is the availability of international financing, both at the macro and micro levels. This commission will examine currency stabilization, loan arrangements and international financial agreements.

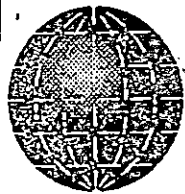
Commission V International Trade Law

The commission will look at how legal tangles impede the flow of international trade. Discussions will focus on nations that control international trade law and how to protect the interests of buyers and sellers.

Political Section

Commission VI Changing Defense Relations

The end of the Cold War presents an historic opportunity to reduce defense expenditures. NATO is reexamining its own role and force structure, as are individual NATO and former Warsaw pact members. The commission will examine the rethinking of national and regional defense against a background of crisis in the Balkans and political fragmentation in the former Soviet bloc.



Commission VII North-South Relations

A 40-year pattern of North-South relations has been disrupted by the end of Cold War bipolarity. Potential new strains between North and South, but also the urgent need for greater cooperation, were hinted at during the global environment and development summit at Rio. The commission will examine the potentially global implications of Third World crises and what developed nations can do to help.

Commission VIII International Political Parties

As Europe unifies, political parties are becoming internationalized. The commission will consider parties as factors abetting the process of European integration and as agents of democratization in the former Communist nations of Eastern Europe. The commission will also examine changes in the party structures in Mexico, Canada and the US.

Commission IX Human Rights and Cultural Diversity

Huge numbers of immigrants, refugees from the devastated economies of the developing world, are settling in Europe and North America. The commission will examine the social, political and economic consequences and means of coping, including additional aid to buttress Third World economies.

Commission X Economic Conversion

Since the end of the Cold War, the US, Western Europe, and the former Soviet bloc nations have begun the most sweeping economic conversion in history. The commission will examine the challenge posed by the need to harness military industries and technologies to peacetime purposes.

Environmental Section

Commission XI Cleaning the Seas

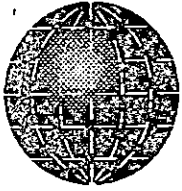
Our greatest resource for the future - the sea and all that it contains - is being destroyed at an accelerating rate. Major bodies of water around the world are already severely contaminated. The commission will focus on developing effective cooperative programs.

Commission XII Land Use and Reforestation

Vast tracts of dry and tropical rain forests are being destroyed, in part due to overpopulation and the expansion of agricultural lands. The forests are a major source of biodiversity and also absorb heat due to global warming. The commission will discuss ways to prevent the complete destruction of forests and means of coping with ecological changes that have already occurred.

Commission XIII Energy: Alternative Courses

Currently, a disproportionate amount of energy is being consumed per capita in certain developed countries. Energy sources cannot sustain this level and pattern of consumption. The commission will explore alternative sources and uses of energy, and identify leaders who will assist in developing these energy programs.



Commission XIV Global Environmental Problems

Despite identification of various environmental problems, such as acid rain and the Greenhouse Effect, little can be done to solve them unless a comprehensive international plan is enacted. The commission will discuss potential international programs and means of developing cooperation.

Commission XV Toxic Wastes

Due to the natural flow of water and air, toxic waste is no longer seen as a domestic problem. The commission will concentrate on means of dealing with toxic waste, both on an individual and an international basis.

Human Needs Section

Commission XVI Religion and State: Conflict and Consensus

In a world increasingly defined by economics, the role of religion and its influence over the individual have been tested. The commission will examine the concepts of church and State with their implicit and explicit values, as well as examine interfaith dialogue.

Commission XVII Managing the Changing Urban Environment

Once prosperous urban centers of commerce and culture are now commonly under siege from violence, crime, drugs and infrastructure decay. The commission will discuss how to meet these challenges and restore the quality of life to our cities.

Commission XVIII Housing Needs in a Growing World

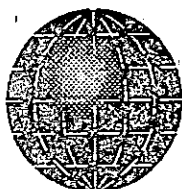
As resources diminish and overpopulation and crowding increase, the need for a comprehensive housing program becomes more imperative. The commission will look at affordable housing models and translate them into innovative programs that can be utilized internationally.

Commission XIX Employment and Education Needs in a Technological Society

The increased role of technology in Europe and North America requires an adaptation in the values and orientation of the workforce. The commission will discuss the implications and appropriate responses in both labor and educational systems.

Commission XX Health Care in the 21st Century

European and American countries have developed a variety of means of delivering affordable health care to the public. As health care costs escalate, making health care available to all citizens has taxed national budgets to the limit. The commission will discuss various health care models and the feasibility of implementing programs under different government regulations.



Europe-America Conference Sponsorships

Sponsorship of delegation of largest national delegations (20 persons) \$25,000
(Canada, France, Germany, Italy, Poland, Russia, Spain, Ukraine, United Kingdom)

- one evening with national delegation
- one table of ten at opening and closing banquets
- four persons at all private receptions
- opportunity to be one of companies selected for site visit by commissions
- prominent mention in all conference related publications
- membership in ACIL national corporate council including all its separate benefits
- nomination of two persons for US delegation

Sponsorship of smaller national delegations (4 persons) \$10,000
(28 countries)

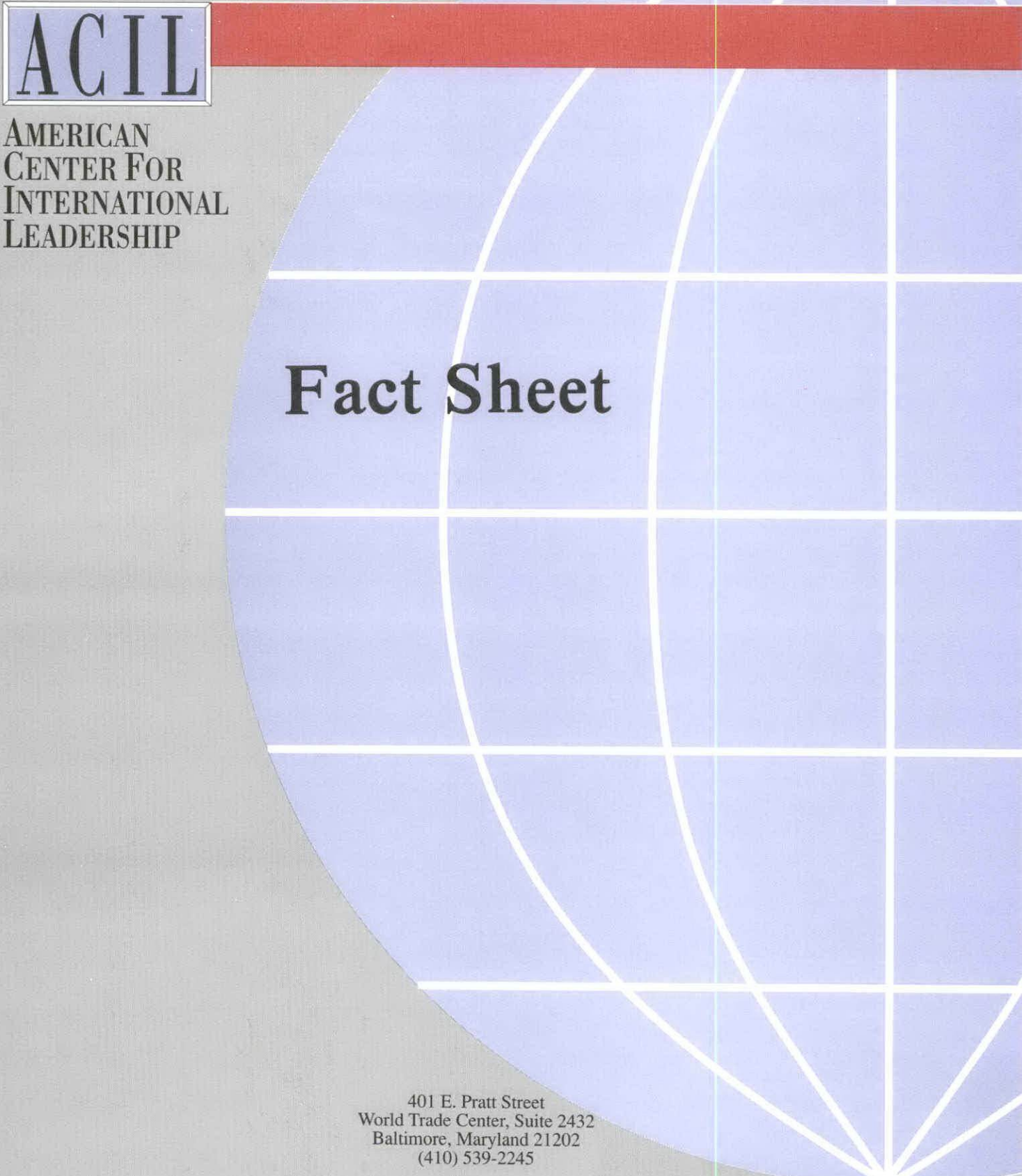
- one evening with national delegation
- four persons at opening and closing banquets
- two persons at all private receptions
- opportunity to be one of companies selected for site visit by commissions
- prominent mention in all conference related publications
- membership in ACIL national corporate council including all of its separate benefits.
- nomination of one person for US delegation

Sponsorship of commissions \$10,000

- one evening with commission members
- four persons at opening and closing banquets
- two persons at all private receptions
- opportunity to be one of companies selected for site visit by commissions
- prominent mention in all conference related publications
- membership in ACIL corporate council including all its separate benefits
- nomination of one person for US delegation

General sponsorship \$5,000

- two persons at opening and closing banquets
- one person at all private receptions
- strategic mention in all conference related publications
- membership in ACIL national corporate council including all its separate benefits

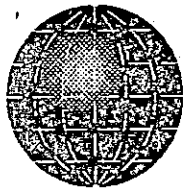
The logo consists of the letters 'ACIL' in a bold, serif font, enclosed within a thin rectangular border. A thick red horizontal bar extends from the right side of the logo across the top of the page. The background features a large, light blue circle with a white grid of latitude and longitude lines, resembling a globe. The circle is positioned on the right side of the page, with its left edge partially cut off by the page margin.

ACIL

AMERICAN
CENTER FOR
INTERNATIONAL
LEADERSHIP

Fact Sheet

401 E. Pratt Street
World Trade Center, Suite 2432
Baltimore, Maryland 21202
(410) 539-2245



AMERICAN CENTER FOR INTERNATIONAL LEADERSHIP

FACT SHEET

HISTORY:

ACIL was founded in 1985 with a major grant from the Rockefeller Brothers Fund for the purpose of developing an ongoing dialogue between emerging leaders of the United States, Eastern Europe and the Soviet Union. By 1989 the program had become one of the largest of its kind, and had expanded to include dialogues with China, Mexico and the nations of Western Europe.

LOCATION:

ACIL began operations in Columbus, Indiana through the assistance of Cummins Engine Company. Following a period of rapid growth, the organization moved to Baltimore in April, 1990 in order to reduce domestic travel costs, increase contact with funding bodies, and develop a broader and more diversified base of community support.

PRODUCT:

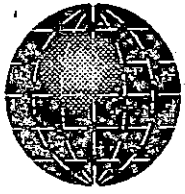
Through 1991 more than 2,000 emerging leaders from throughout the United States and other parts of the world have participated in ACIL programs. The programs have ranged from small two-week international dialogues to major international bilateral conferences with the former Soviet Union. In 1991 the organization began a management training internship program with Eastern European managers. In 1992 ACIL will also be initiating dialogues with selected countries in the Middle East, East Asia and possibly the Caribbean.

In November 1992, on the 500th Anniversary of Columbus' voyage to North America, ACIL will convene a Europe-America Conference of Emerging Leaders. Forty nations will participate in the conference which will bring together many of those persons who will lead Europe and America into the third millennium.

From these conferences and dialogues a global network, based on cooperative ventures and other programs as well as individual contacts, is being built. In this manner the organization has already had a significant effect in the international arena.

TARGET AUDIENCE:

The primary target participants are emerging leaders between the ages of 25 and 45 who show leadership potential by virtue of their positions in the community. ACIL focuses on those men and women who will play an active leadership role in the decades to come.



ACIL seeks to bring together leadership at all levels of community: local, regional, national and international. ACIL also targets 20 different professional fields, including agriculture, health, politics, religion, business, military, education and the sciences. ACIL recognizes that the participation and cooperation of a variety of leaders is required for any community to work most effectively.

ACIL seeks to have emerging leaders participate in a program at an early point in their careers, since exposure to the international arena sharpens leadership skills.

RECRUITMENT FOR ACIL PROGRAMS:

ACIL recruits its participants primarily through referrals from peer groups and national or local organizations, as well as through direct applications. ACIL believes that the educational value of the program increases with diversity, so a priority is placed on finding delegates from a variety of cultural, geographical, educational and occupational backgrounds.

International participants are normally selected by 'partner' organizations with which ACIL works. These partner organizations are selected on the basis of their outreach and involvement in leadership developments in their own countries.

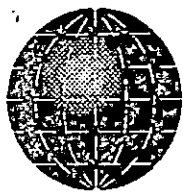
THE ALUMNI NETWORK:

Once participants have completed an ACIL program, they become ACIL Fellows. Fellows receive regular communications from ACIL, and are supported in their work through continuous network development. Fellows are encouraged to publish their views and ACIL program experiences. Op-ed pieces and articles written by Fellows have appeared in well over one hundred newspapers and magazines throughout North America. ACIL also involves Fellows as hosts of programs with partner countries. In this way, alumni are in a position to develop their own international networks and to further enhance their standing as international leaders in their own communities. ACIL alumni now hold key positions throughout the U.S. as well as in the partner nations.

For more information or an application, write:

ACIL
401 East Pratt Street
Suite 2432
Baltimore, Maryland 21202

(410) 539-2245 - Phone
(410) 539-2598 - Fax



AMERICAN CENTER FOR INTERNATIONAL LEADERSHIP

MISSION STATEMENT

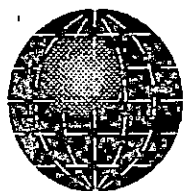
The mission of ACIL is to develop in emerging leaders international leadership skills that will enable them to contribute to a more stable national and global society.

ACIL is committed to three unique objectives:

- To create opportunities for a diverse group of developing leaders from the United States and their counterparts abroad, many of whom would not normally have the chance to participate in a serious international dialogue. The Center's programs primarily serve young and mid-career professionals between the ages of 25 and 45.

- To pioneer in building bridges to countries where official and private relations have been strained or non-existent. Against a backdrop of superpower rivalry, for example, ACIL developed an extensive network of personal and professional contacts between young leaders in the United States, the Soviet Union and Eastern Europe.

- To focus domestic programs in regions of the United States where opportunities for an extended dialogue with foreign leaders and experts seldom exist.



A FEW ALUMNI OF ACIL

Dan Bond
Vice-President
Export-Import Bank
Washington, D.C.

Raoul Carroll
President
Government National Mortgage Company
(Ginnie Mae)
Washington, D.C.

Margaret Tutwiler
Assistant Secretary of State
Washington, D.C.

Chris Leighton
Institute for Christian
Jewish Studies
Baltimore, Maryland

Father Leonid Kishkovsky
President
National Council of Churches

Fred Bush
USA Consul-General
Seville World's Fair
Seville Spain

Sergei Stankevich
Adviser to President Yeltsin

Greg Guroff
Coordinator
President's Initiative
on US-USSR Exchanges

Eric Garfinkel
Assistant Secretary of Commerce
for Imports

Michael Galvin
Assistant Secretary of Commerce
for Exports

David Greenberg
President
Greenberg, Baron & Simon
Denver, Colorado

Michael Warner
Farmer & President
Warner Equipment Company
Hillsboro, North Dakota

John Sawyer
Foreign Editor
St. Louis Dispatch
Washington, D.C.

Jim Oberwetter
Vice-President for Corporate Relations
Hunt Oil Company
Dallas, Texas

Jane Younger
Vice-President for Nursing
Louisville Jewish Hospital

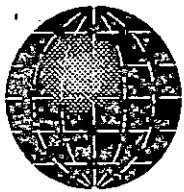
Gloria Cabe
State Legislator
Little Rock, Arkansas

Alexander Belayev
City Council President
St. Petersburg, Russia

Tamar Jacoby
Editor
Newsweek

Luis Rubio
Leading Economist
Mexico City

Mark Vecchio
International Attorney
Couders Brothers



A Small But Typical Sampling of Results

Dr. N.S. Lankford

Elkhart, Indiana Urologist

1991 US-USSR Leadership Conference

First trip to Russia in 1991. In 1992, he'll be teaching Urology in Tashkent.

David Winn, Walter White, Stephen Raikin

Lawyers

1988 US-USSR Emerging Leaders Summit

Participated in subsequent ACIL programs

After law commission in 1988, started ABA-Soviet law program.

White is now chair of ABA Russian law program. Winn chairs the second generation TBA Texas-Baltics law program; Current ACIL Board Member. Raikin heads Soros Foundation Eastern European law program.

Margaret Tutwiler

Assistant Secretary of State for Public Affairs

1986 US-USSR Seminar

Credits ACIL with changing her views on USSR. In 1991 Tutwiler accompanied Secretary Baker back to Alma-Ata.

Lynn Forster

Ohio State University Professor of Agricultural Economics

1985 US-Hungary Agriculture Training Program

Returned to sign Ohio State-Karl Marx exchange agreement.

Ed Delaney

Indianapolis lawyer

1987 US-USSR Emerging Leaders Summit

After ACIL program persuaded Governor Bayh to give \$400,000 state grant for Indiana-Russia cooperation. His organization was the first to sign an agreement with Moscow Oblast.

Camellia Blackwell

Artist, Associate Professor of Art

1990 US-USSR Emerging Leaders Summit

After program participation, Camellia began a Russian art exhibit, and subsequently organized the first national tour of Kazakh art.

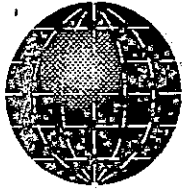
Arnie Sherman

Managing Director, Newstar

1983 US-USSR Pilot Program

Participated in subsequent ACIL programs

Former ACIL board member who changed his occupation to international trade. Through ACIL contacts in the U.S. and Russia, Sherman became the Soviet expert for CSX and negotiated a major Soviet rail contract (Sealand). With Richard Jacobs, the late Armand Hammer's executive director, Sherman started a US-Russia trade company.

**Marshall Kaplan**

University of Colorado Dean of Urban Affairs Graduate School

1989 US-USSR Emerging Leaders Program

Used ACIL contacts to create a policy branch of the graduate school in conjunction with the Chinese and Russians. Recently formed the Global Forum in cooperation with the Aspen Institute.

Vonnie Wheeler

Marketing Expert

1988 US-USSR Emerging Leaders Program

Participated in subsequent ACIL programs

Developed an international summer camp week in Colorado Rockies for top Colorado high school students. The program will be replicated nationally if it is successful.

Vince Insalaco

Family Video, Inc.

1988 US-USSR Dialogue

Organized a delegation to Russia of thirty Arkansas business leaders, including Sam Walton. Insalaco later opened the first video store in Moscow.

Phil Coltoff

President of largest child service agency

Chaired Children's Commission, 1991 US-USSR Leadership Conference

Each of his ten commission members represented major child service agencies. Six months after program, five agencies had developed child service programs with Russians.

Rosemary O'Neill

Special Assistant, Bureau of Human Rights and Humanitarian Affairs, State Department

Moderator of Commission on Disabilities, 1991 US-USSR Leadership Conference

Developed joint long-term program for disabled through her commission work.

Sergei Stankevich

Adviser to President Boris Yeltsin

1988 US-USSR Emerging Leaders Summit

Former Deputy Mayor of Moscow, current member of City Hall, Stankevich was introduced to America through ACIL. Said he "saw the possible for the first time." He became a leading reformer of Russia, an advocate for democracy.

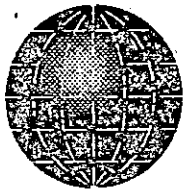
Raoul Carroll

GNMA

1987 Mexico-US Emerging Leaders Dialogue

Participated in subsequent ACIL programs

A former board member, was introduced to Bush staff through ACIL. Eventually became general counsel of Veterans Administration and then President of the Government National Mortgage Association. Raoul is one of the three highest ranking Afro-Americans in Bush's administration.



Linda Jennings

Arabian horse trader

1990 US-USSR Emerging Leaders Summit

Negotiated first trade agreement for Arabian horses between U.S. and USSR after meeting leading USSR Arabian horse farm management..

Chris Leighton

Chaired Religious Commission, 1990 US-USSR Emerging Leaders Summit

Organized national group of young theologians for commission on religion. Developed dialogue with Russian counterparts. One of his selections led U.S. commission on religion in 1991, and brought ten more leading U.S. theologians into dialogue.

Marvin Weinberger

Executive Vice-President, Telebase Systems Inc.

1988 US-USSR Emerging Leaders Summit

Developed a database of Soviet scientific companies. In 1991, he published the first directory of Moscow businesses and science institutes which was praised as the most comprehensive available.

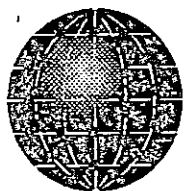
Paul Osimo

Scientist

1988 US-USSR Emerging Leaders Summit

Participated in subsequent ACIL programs

Developed strong interest in Russia which has lead to subsequent trips and involvement. Following the recent coup, Paul organized the sourcing and delivery of a planeload of medical supplies to Moscow.



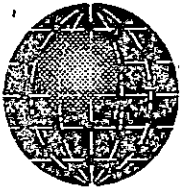
Speakers for ACIL Major Events

1985	First Annual Dinner Columbus, Indiana	Ambassador Ralph Earle, SALT II Negotiator
1986	Second Annual Dinner Louisville, Kentucky	David Rockefeller
1987	Third Annual Dinner Columbus, Indiana	J. Irwin Miller
1988	Fourth Annual Dinner Indianapolis, Indiana	Paul Volcker
1989	Fifth Annual Dinner	Boris Yeltsin

Note: (Organization moved to Baltimore in 1990)

Steamboat Springs Colorado Symposium

1988		Norman Cousins
1990		Harrison Salisbury
1991	Awards Dinner Washington, D.C.	Hedrick Smith



ACIL STAFF

Stephen Hayes

Founder and President of the American Center for International Leadership

Hayes has more than twenty years experience in international leadership development organizations. He has travelled to more than eighty nations, working with the leadership networks in many of these countries. In 1969, Hayes helped to plan the first and only United Nations World Youth Assembly, and has since then directed in various capacities several world conferences, such as Agenda for the Eighties and the 1981 US young leadership body to the World Youth Conference in Helsinki. He was a founder of the International Coalition for Development Action and the Infant Formula Campaign, the only successful global citizens action campaign. Prior to founding ACIL, Hayes was Director for International Program Development for AFS and a consultant on global economic development to the UN Development Programme in New York. Hayes graduated from Indiana University in 1969 and received a Masters of Agriculture from Texas A&M University in 1972.

Marjorie (Mo) Hoblitzell

Director of Marketing

Prior to ACIL, Hoblitzell worked with Kemper Sports Marketing in Chicago. Her accounts included Kraft General Foods for whom she developed marketing plans and worked with major sports figures. Immediately following college, Hoblitzell worked for Sotheby Parke-Bernet in London, England after which she developed art programs for corporations in New York. Hoblitzell recently coached crew at Middlebury College in Vermont. She graduated from Princeton University in 1985 and received her MBA from the J.L. Kellogg Graduate School of Management in 1991.

David Gillece (Consultant)

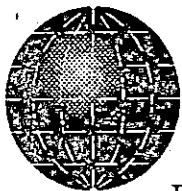
Director of the Europe-America Conference

Prior to ACIL, Gillece was President of the Baltimore Economic Development Corporation and Deputy Director of the Greater Baltimore Committee. He received his undergraduate degree from LaSalle University in 1971 and his graduate degree in government and international relations from the University of Notre Dame in 1973. Gillece currently directs his own consulting company, Gillece & Associates.

Janet Brandt Majev

Director of Special Events and Development

Majev formerly practiced law at Venable, Baetjer and Howard, one of Baltimore's major law firms, before beginning a family. She also served as Regional Policy Director for the Greater Baltimore Committee. Her volunteer activities with the Junior League of Baltimore and other community groups have included event planning and development. Majev received her undergraduate degree in 1980 from Wittenburg University and her law degree in 1984 from The Catholic University Columbus School of Law in Washington D.C.



Francis Andrew Flaherty
Assistant Conference Director

A recent graduate from Johns Hopkins University, Flaherty has held a two year internship position with ACIL during which he worked in Moscow and St. Petersburg on the final US-USSR Chautauqua Conference in 1991. His undergraduate degree is in International Studies with a minor in Latin American Studies.

Lisa Raimundo
Special Events Coordinator

Raimundo is also a recent Johns Hopkins University graduate who majored in International Studies with a Russian minor. After working briefly as an intern, Raimundo now works on Europe-America Conference logistics.

Thomasine Gorry
Research Analyst

Gorry has a dual major in International Studies and Russian from the Johns Hopkins University. She manages the collection and dissemination of background research materials for the Europe-America Conference.

James McCrory
Administrative Assistant

McCrory served for six years in the US Army before working for Mayor Maynard Jackson in Atlanta. He joined ACIL upon returning to Baltimore, his home city.

Carlos Cysneiros
Intern

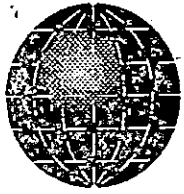
An international student from Brazil, Cysneiros is currently studying Management Information Systems at University of Baltimore, with a strong interest in International Studies.

Stephanie Dengler
Intern

A recent graduate of the Johns Hopkins University, Dengler received her Bachelor of Arts in international studies with a concentration in economic development. Dengler hopes to use her background and experience to pursue a career in international business.

Juliet Nilprabhassorn
Intern

Nilprabhassorn is currently a senior at Goucher College. She is working towards a dual major in French and International Relations. Following graduation, she plans to attend graduate school.



1992 ACIL BOARD OF DIRECTORS

Ms. Margaret Alexander, Finance Director, Republican National Finance Committee, Washington, D.C.

Mr. Carter Beese, Director, Security and Exchange Commission, New York, New York

Ms. Jan Berris, Vice-President, National Committee on US-China Relations, New York, New York

Mr. David Brown, Chairman and CEO, Telescan, Inc., Houston, Texas

Mr. Fred Bush, U.S. Commissioner General, Seville World's Fair, Seville, Spain

Mr. John Claypool, Executive Director, Greater Philadelphia First Corp., Philadelphia, Pennsylvania

Ms. Sita Culman, Vice-President, The Abell Foundation, Baltimore, Maryland

Mr. John Emerson, Chief Deputy City Attorney, Los Angeles, California

Mr. Russell Frisby, Partner, Venable, Baetjer & Howard, Baltimore, Maryland

Dr. Philip Geier, Vice-President, Experiment for International Living, Brattleboro, Vermont

Dr. Ken Gladish, Executive Director, Indiana Humanities Council, Indianapolis, Indiana

Mr. David Greenberg, Partner, Greenberg, Baron, Simon and Miller, Denver, Colorado

Mr. Stephen Hayes, President, ACIL, Baltimore, Maryland

Mr. Roy Higgs, President, DI Design & Development, Baltimore, Maryland

Mr. Vince Insalaco, President, Family Video, Inc., North Little Rock, Arkansas

Mr. David Metzner, Partner, Van Fleet, Metzner and Meredith, Washington, D.C.

Ms. Martha Miller, Attorney, Little Rock, Arkansas

Mr. George Moffett, Diplomatic Correspondent, Christian Science Monitor, Washington, D.C.

Mr. Kerry Overton, Texas General Land Office, Austin, Texas

Ms. Sherry Rollins

Mr. Elias Shomali, Senior Vice-President, Signet Bank, Baltimore, Maryland

Mr. Steven Summer, Senior Vice-President, Maryland Hospital Association, Lutherville, Maryland

Mr. Peter Terpeluk, Partner, Wojdak & Associates, Washington, D.C.

Mr. Robert Webster, Partner, Sommer & Barnard, Indianapolis, Indiana

Mr. David B. Winn, Partner, Winn, Beaudry & Winn, L.L.P., Dallas, Texas

Corporate Counsel: Mr. Wilbert Sirota, Baltimore, Maryland

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G. Stephen Hayes
President

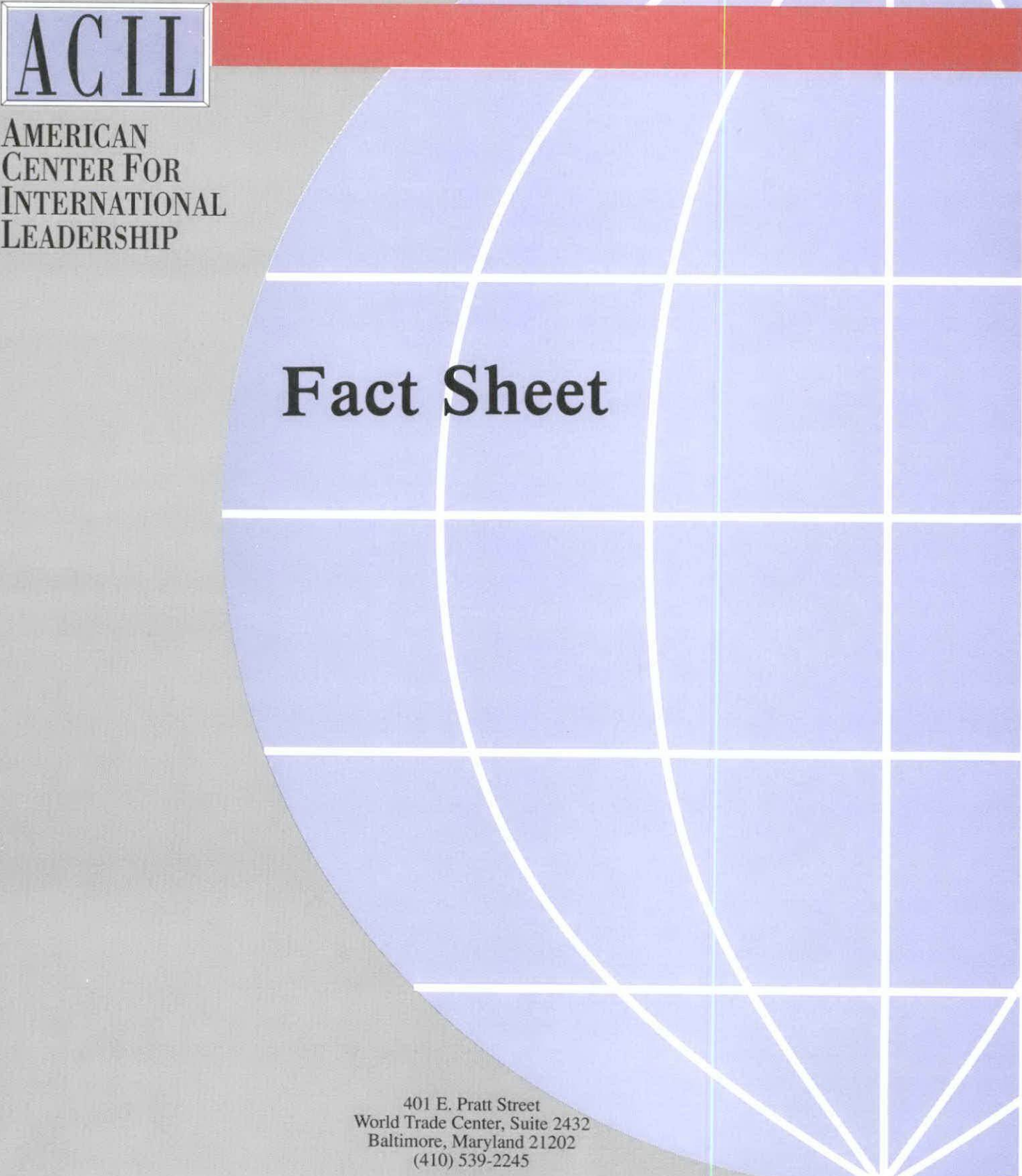
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COUNTRY DELEGATION SELECTIONS

	A	B	C	D	E	F
1	4-Sep-92					
2						
3	COUNTRY	NUMBER	ORGANIZATION	CONTACT		STATUS
4						
5	CANADA	20	UNA IN CANADA	ANGUS ARCHER	OTTAWA	OK
6	MEXICO	20	CIDAC	LUIS RUBIO	MEXICO CITY	OK
7	ENGLAND	20	US EMBASSY	MARY JEFFERS	LONDON	OK
8	FRANCE	20	FRENCH-AMERICAN FOUNDATION	EDWARD TUCK	NEW YORK	OK
9	GERMANY	20	ASPEN INSTITUTE			?
10			GERMANY EMBASSY	ULRICH NITZSHKE	WASHINGTON	
11	ITALY	20	COUNCIL OF US-ITALY	SUE LOMBARD	NEW YORK	OK
12			ITALIAN EMBASSY	EUGENIO CAMPO	WASHINGTON	OK
13	POLAND	20	POLISH FOREIGN MINISTRY	PAWEL GONERA	WASHINGTON	OK
14	RUSSIA	20	RUSSIAN GOVERNMENT	STANISLAV OSADCHIY	WASHINGTON	OK
15	SPAIN	20	US EMBASSY	DAVE SCHENSEED (US)	MADRID	Confirm
16	UKRAINE	20	UNDER DISCUSSION			
17			UKRAINIAN EMBASSY	DR. VAVITAILO	WASHINGTON	OK
18	USA	220	ACIL	STEPHEN HAYES	BALTIMORE	OK
19	ALBANIA	4	USIA	ROS SWENSON	WASHINGTON	OK
20	AUSTRIA	4	USIA-AUSTRIA	via ROS SWENSON	VIENNA	OK
21	BELGIUM	4	BELGIAN-AMERICAN FOUNDATION	EMILE DOULPAEP	NEW YORK	OK
22	BOSNIA	4	USIA	ROS SWENSON	WASHINGTON	OK
23	BULGARIA	4	BULGARIAN PROJECT	MARSHALL MILLER	WASHINGTON	OK
24	BELARUS	4	USIA	ROS SWENSON	WASHINGTON	OK
25			BELARUS EMBASSY	AMB NICHOLAI MARTYNOV	WASHINGTON	OK
26	CROATIA	4	CROATIAN EMBASSY	ADRIAN MADUNIC	WASHINGTON	OK
27	CYPRUS	4	GP ENTERPRISES	GEORGE PARASKEVAIDES	WASHINGTON	OK
28	CZECH REPUBLIC/SLOVAKIA	4	INSTITUTE DEMOCRACY/EUROP. L	FRANTISEK FORMANEK	PRAGUE	OK
29	DENMARK	4	DANISH EMBASSY	GRITH BECKER	WASHINGTON	OK
30	ESTONIA	4	ESTONIA NATIONAL COUNCIL	T. VELLISTE	TALLINN	OK
31	FINLAND	4	SNT		HELSINKI	OK
32	GREECE	4	GREEK GOVERNMENT	I. ECONOMU	WASHINGTON	OK
33	HUNGARY	4	HUNGARIAN GOVERNMENT	EVA BALOGH	BUDAPEST	OK
34			HUNGARIAN EMBASSY	ERVIN SZUZZS	WASHINGTON	OK
35	ICELAND	4	ICELANDIC EMBASSY	MR. EGILSSON	WASHINGTON	OK

COUNTRY DELEGATION SELECTIONS

	A	B	C	D	E	F
3 6	IRELAND	4				
3 7	LATVIA	4	LATVIAN GOVERNMENT			
3 8	LITHUANIA	4	LITHUANIAN GOVERNMENT			
3 9	LUXEMBOURG	4				
4 0	MACEDONIA	4	ONLY IF RECOGNIZED BY US GOV. AND EEC			
4 1	MALTA	4				
4 2	MOLDOVA	4	USIA	ROS SWENSON	WASHINGTON	OK
4 3	NETHERLANDS	4	DUTCH GOVERNMENT	STEVEN MOAZED	WASHINGTON	OK
4 4	NORWAY	4	NORWEGIAN GOVERNMENT	AMB. KJELD VIBE	WASHINGTON	OK
4 5	PORTUGAL	4	USIA	ROS SWENSON	WASHINGTON	
4 6	ROMANIA	4	ROMANIAN EMBASSY	GEORGE DUMITRU	WASHINGTON	OK
4 7	SERBIA	4	NOT UNDER PRESENT CIRCUMSTANCES			
4 8	SLOVENIA	4	PHAROS FOUNDATION			CONFIRM
4 9	SWEDEN	4	SWEDISH GOVERNMENT	ANNIKA JAGANDER	WASHINGTON	OK
5 0				EMBASSY: LARS ROMMUT		
5 1				EMB: ANN-MARIE BRISBOIS		
5 2	SWITZERLAND	4	USIA	ROS SWENSON	WASHINGTON	
5 3	TURKEY	4	USIA	ROS SWENSON	WASHINGTON	
5 4			TURKISH EMBASSY	SANDER GURBUZ	WASHINGTON	OK
5 5	TOTAL	540				
5 6						
5 7						
5 8	SPECIAL WORKSHOPS					
5 9	US-RUSSIA DISABLE VETS	30	US DISABLED VETERANS ASSOCIA	ROSEMARY O'NEILL	US DEPT OF STATE	
6 0	US-ST. PETERS. ARTS FUTURE	20		NANCY CONDEE	PITTSBURGH	
6 1	WOMEN IN DEVELOPMENT	30	USAID	MARTIN HEWITT	WASHINGTON	
6 2	US-MEXICO-CANADA	60	US DEPT. OF COMMERCE	REBECCA BANNISTER	WASHINGTON	
6 3	US-KAZAKHSTAN	30	ACIL	JIM McCOMAS	BALTIMORE	
6 4						
6 5	OBSERVERS					
6 6	CHINA	4	ALL CHINA YOUTH FEDERATION	DING DIHE	BEIJING	
6 7	UN YOUTH DIVISION	1	UNITED NATIONS	BOB HUBER	VIENNA	
6 8	EEC	4			BRUSSELS	
6 9	EUROPEAN PARLIAMENT				LUXEMBOURG	
7 0	VATICAN	1			ROME	

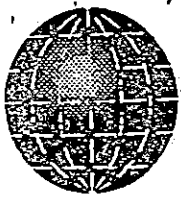
The logo for the American Center for International Leadership (ACIL) is located in the upper left. It consists of the letters "ACIL" in a bold, serif font, enclosed within a thin rectangular border. To the right of the logo is a thick, solid red horizontal bar. The background of the entire page is a light gray. Overlaid on the right side is a large, light blue circle representing a globe. White lines form a grid of latitude and longitude on the globe. The title "Fact Sheet" is printed in a large, bold, serif font across the middle of the globe. In the bottom right corner, the organization's address and phone number are listed in a small, sans-serif font.

ACIL

AMERICAN
CENTER FOR
INTERNATIONAL
LEADERSHIP

Fact Sheet

401 E. Pratt Street
World Trade Center, Suite 2432
Baltimore, Maryland 21202
(410) 539-2245



AMERICAN CENTER FOR INTERNATIONAL LEADERSHIP

FACT SHEET

HISTORY:

ACIL was founded in 1985 with a major grant from the Rockefeller Brothers Fund for the purpose of developing an ongoing dialogue between emerging leaders of the United States, Eastern Europe and the Soviet Union. By 1989 the program had become one of the largest of its kind, and had expanded to include dialogues with China, Mexico and the nations of Western Europe.

LOCATION:

ACIL began operations in Columbus, Indiana through the assistance of Cummins Engine Company. Following a period of rapid growth, the organization moved to Baltimore in April, 1990 in order to reduce domestic travel costs, increase contact with funding bodies, and develop a broader and more diversified base of community support.

PRODUCT:

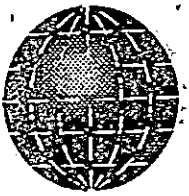
Through 1991 more than 2,000 emerging leaders from throughout the United States and other parts of the world have participated in ACIL programs. The programs have ranged from small two-week international dialogues to major international bilateral conferences with the former Soviet Union. In 1991 the organization began a management training internship program with Eastern European managers. In 1992 ACIL will also be initiating dialogues with selected countries in the Middle East, East Asia and possibly the Caribbean.

In November 1992, on the 500th Anniversary of Columbus' voyage to North America, ACIL will convene a Europe-America Conference of Emerging Leaders. Forty nations will participate in the conference which will bring together many of those persons who will lead Europe and America into the third millennium.

From these conferences and dialogues a global network, based on cooperative ventures and other programs as well as individual contacts, is being built. In this manner the organization has already had a significant effect in the international arena.

TARGET AUDIENCE:

The primary target participants are emerging leaders between the ages of 25 and 45 who show leadership potential by virtue of their positions in the community. ACIL focuses on those men and women who will play an active leadership role in the decades to come.



ACIL seeks to bring together leadership at all levels of community: local, regional, national and international. ACIL also targets 20 different professional fields, including agriculture, health, politics, religion, business, military, education and the sciences. ACIL recognizes that the participation and cooperation of a variety of leaders is required for any community to work most effectively.

ACIL seeks to have emerging leaders participate in a program at an early point in their careers, since exposure to the international arena sharpens leadership skills.

RECRUITMENT FOR ACIL PROGRAMS:

ACIL recruits its participants primarily through referrals from peer groups and national or local organizations, as well as through direct applications. ACIL believes that the educational value of the program increases with diversity, so a priority is placed on finding delegates from a variety of cultural, geographical, educational and occupational backgrounds.

International participants are normally selected by 'partner' organizations with which ACIL works. These partner organizations are selected on the basis of their outreach and involvement in leadership developments in their own countries.

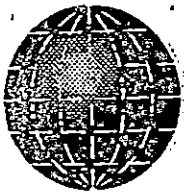
THE ALUMNI NETWORK:

Once participants have completed an ACIL program, they become ACIL Fellows. Fellows receive regular communications from ACIL, and are supported in their work through continuous network development. Fellows are encouraged to publish their views and ACIL program experiences. Op-ed pieces and articles written by Fellows have appeared in well over one hundred newspapers and magazines throughout North America. ACIL also involves Fellows as hosts of programs with partner countries. In this way, alumni are in a position to develop their own international networks and to further enhance their standing as international leaders in their own communities. ACIL alumni now hold key positions throughout the U.S. as well as in the partner nations.

For more information or an application, write:

ACIL
401 East Pratt Street
Suite 2432
Baltimore, Maryland 21202

(410) 539-2245 - Phone
(410) 539-2598 - Fax



ACIL

AMERICAN CENTER FOR INTERNATIONAL LEADERSHIP

MISSION STATEMENT

The mission of ACIL is to develop in emerging leaders international leadership skills that will enable them to contribute to a more stable national and global society.

ACIL is committed to three unique objectives:

- To create opportunities for a diverse group of developing leaders from the United States and their counterparts abroad, many of whom would not normally have the chance to participate in a serious international dialogue. The Center's programs primarily serve young and mid-career professionals between the ages of 25 and 45.
- To pioneer in building bridges to countries where official and private relations have been strained or non-existent. Against a backdrop of superpower rivalry, for example, ACIL developed an extensive network of personal and professional contacts between young leaders in the United States, the Soviet Union and Eastern Europe.
- To focus domestic programs in regions of the United States where opportunities for an extended dialogue with foreign leaders and experts seldom exist.



A FEW ALUMNI OF ACIL

Dan Bond
Vice-President
Export-Import Bank
Washington, D.C.

Raoul Carroll
President
Government National Mortgage Company
(Ginnie Mae)
Washington, D.C.

Margaret Tutwiler
Assistant Secretary of State
Washington, D.C.

Chris Leighton
Institute for Christian
Jewish Studies
Baltimore, Maryland

Father Leonid Kishkovsky
President
National Council of Churches

Fred Bush
USA Consul-General
Seville World's Fair
Seville Spain

Sergei Stankevich
Adviser to President Yeltsin

Greg Guroff
Coordinator
President's Initiative
on US-USSR Exchanges

Eric Garfinkel
Assistant Secretary of Commerce
for Imports

Michael Galvin
Assistant Secretary of Commerce
for Exports

David Greenberg
President
Greenberg, Baron & Simon
Denver, Colorado

Michael Warner
Farmer & President
Warner Equipment Company
Hillsboro, North Dakota

John Sawyer
Foreign Editor
St. Louis Dispatch
Washington, D.C.

Jim Oberwetter
Vice-President for Corporate Relations
Hunt Oil Company
Dallas, Texas

Jane Younger
Vice-President for Nursing
Louisville Jewish Hospital

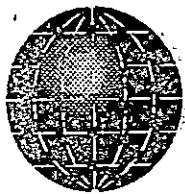
Gloria Cabe
State Legislator
Little Rock, Arkansas

Alexander Belayev
City Council President
St. Petersburg, Russia

Tamar Jacoby
Editor
Newsweek

Luis Rubio
Leading Economist
Mexico City

Mark Vecchio
International Attorney
Couders Brothers



A Small But Typical Sampling of Results

Dr. N.S. Lankford

Elkhart, Indiana Urologist

1991 US-USSR Leadership Conference

First trip to Russia in 1991. In 1992, he'll be teaching Urology in Tashkent.

David Winn, Walter White, Stephen Raikin

Lawyers

1988 US-USSR Emerging Leaders Summit

Participated in subsequent ACIL programs

After law commission in 1988, started ABA-Soviet law program.

White is now chair of ABA Russian law program. Winn chairs the second generation TBA Texas-Baltics law program; Current ACIL Board Member. Raikin heads Soros Foundation Eastern European law program.

Margaret Tutwiler

Assistant Secretary of State for Public Affairs

1986 US-USSR Seminar

Credits ACIL with changing her views on USSR. In 1991 Tutwiler accompanied Secretary Baker back to Alma-Ata.

Lynn Forster

Ohio State University Professor of Agricultural Economics

1985 US-Hungary Agriculture Training Program

Returned to sign Ohio State-Karl Marx exchange agreement.

Ed Delaney

Indianapolis lawyer

1987 US-USSR Emerging Leaders Summit

After ACIL program persuaded Governor Bayh to give \$400,000 state grant for Indiana-Russia cooperation. His organization was the first to sign an agreement with Moscow Oblast.

Camellia Blackwell

Artist, Associate Professor of Art

1990 US-USSR Emerging Leaders Summit

After program participation, Camellia began a Russian art exhibit, and subsequently organized the first national tour of Kazakh art.

Arnie Sherman

Managing Director, Newstar

1983 US-USSR Pilot Program

Participated in subsequent ACIL programs

Former ACIL board member who changed his occupation to international trade. Through ACIL contacts in the U.S. and Russia, Sherman became the Soviet expert for CSX and negotiated a major Soviet rail contract (Sealand). With Richard Jacobs, the late Armand Hammer's executive director, Sherman started a US-Russia trade company.



Marshall Kaplan

University of Colorado Dean of Urban Affairs Graduate School

1989 US-USSR Emerging Leaders Program

Used ACIL contacts to create a policy branch of the graduate school in conjunction with the Chinese and Russians. Recently formed the Global Forum in cooperation with the Aspen Institute.

Vonnie Wheeler

Marketing Expert

1988 US-USSR Emerging Leaders Program

Participated in subsequent ACIL programs

Developed an international summer camp week in Colorado Rockies for top Colorado high school students. The program will be replicated nationally if it is successful.

Vince Insalaco

Family Video, Inc.

1988 US-USSR Dialogue

Organized a delegation to Russia of thirty Arkansas business leaders, including Sam Walton. Insalaco later opened the first video store in Moscow.

Phil Coltoff

President of largest child service agency

Chaired Children's Commission, 1991 US-USSR Leadership Conference

Each of his ten commission members represented major child service agencies. Six months after program, five agencies had developed child service programs with Russians.

Rosemary O'Neill

Special Assistant, Bureau of Human Rights and Humanitarian Affairs, State Department

Moderator of Commission on Disabilities, 1991 US-USSR Leadership Conference

Developed joint long-term program for disabled through her commission work.

Sergei Stankevich

Adviser to President Boris Yeltsin

1988 US-USSR Emerging Leaders Summit

Former Deputy Mayor of Moscow, current member of City Hall, Stankevich was introduced to America through ACIL. Said he "saw the possible for the first time." He became a leading reformer of Russia, an advocate for democracy.

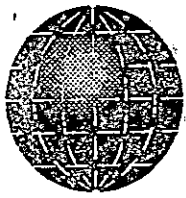
Raoul Carroll

GNMA

1987 Mexico-US Emerging Leaders Dialogue

Participated in subsequent ACIL programs

A former board member, was introduced to Bush staff through ACIL. Eventually became general counsel of Veterans Administration and then President of the Government National Mortgage Association. Raoul is one of the three highest ranking Afro-Americans in Bush's administration.



Linda Jenning

Arabian horse trader

1990 US-USSR Emerging Leaders Summit

Negotiated first trade agreement for Arabian horses between U.S. and USSR after meeting leading USSR Arabian horse farm management.

Chris Leighton

Chaired Religious Commission, 1990 US-USSR Emerging Leaders Summit

Organized national group of young theologians for commission on religion. Developed dialogue with Russian counterparts. One of his selections led U.S. commission on religion in 1991, and brought ten more leading U.S. theologians into dialogue.

Marvin Weinberger

Executive Vice-President, Telebase Systems Inc.

1988 US-USSR Emerging Leaders Summit

Developed a database of Soviet scientific companies. In 1991, he published the first directory of Moscow businesses and science institutes which was praised as the most comprehensive available.

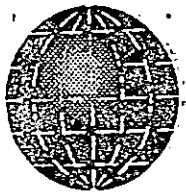
Paul Osimo

Scientist

1988 US-USSR Emerging Leaders Summit

Participated in subsequent ACIL programs

Developed strong interest in Russia which has lead to subsequent trips and involvement. Following the recent coup, Paul organized the sourcing and delivery of a planeload of medical supplies to Moscow.



Speakers for ACIL Major Events

1985	First Annual Dinner Columbus, Indiana	Ambassador Ralph Earle, SALT II Negotiator
1986	Second Annual Dinner Louisville, Kentucky	David Rockefeller
1987	Third Annual Dinner Columbus, Indiana	J. Irwin Miller
1988	Fourth Annual Dinner Indianapolis, Indiana	Paul Volcker
1989	Fifth Annual Dinner	Boris Yeltsin

Note: (Organization moved to Baltimore in 1990)

Steamboat Springs Colorado Symposium

1988		Norman Cousins
1990		Harrison Salisbury
1991	Awards Dinner Washington, D.C.	Hedrick Smith



ACIL STAFF

Stephen Hayes

Founder and President of the American Center for International Leadership

Hayes has more than twenty years experience in international leadership development organizations. He has travelled to more than eighty nations, working with the leadership networks in many of these countries. In 1969, Hayes helped to plan the first and only United Nations World Youth Assembly, and has since then directed in various capacities several world conferences, such as Agenda for the Eighties and the 1981 US young leadership body to the World Youth Conference in Helsinki. He was a founder of the International Coalition for Development Action and the Infant Formula Campaign, the only successful global citizens action campaign. Prior to founding ACIL, Hayes was Director for International Program Development for AFS and a consultant on global economic development to the UN Development Programme in New York. Hayes graduated from Indiana University in 1969 and received a Masters of Agriculture from Texas A&M University in 1972.

Diane M. Wicks

Director of Programs

Wicks began her association with ACIL as a delegate in 1986 while working for US Congressman Donald Payne (D-NJ) who serves on the House Foreign Relations Committee. She was his Principal Government Operations Specialist and represented him during his tenure as a Newark, NJ city councilperson. In her next job as a Commercial Lending Analyst at First Fidelity Bank in New Jersey, Wicks was involved with granting loans up to \$5 million to businesses. Wicks received her undergraduate degree from Harvard University in 1985 and has taken graduate courses at Columbia University and London School of Economics. She speaks French and Japanese.

Marjorie (Mo) Hoblitzell

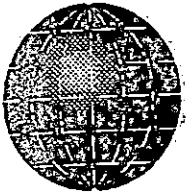
Director of Marketing

Prior to ACIL, Hoblitzell worked with Kemper Sports Marketing in Chicago. Her accounts included Kraft General Foods for whom she developed marketing plans as well as worked with major sports figures. Immediately following college, Hoblitzell worked for Sotheby Parke-Bernet in London, England after which she developed art programs for corporations in New York. Hoblitzell is an active athlete, participating in biathlons, and she recently coached crew at Middlebury College in Vermont. She graduated from Princeton University in 1985 and received her MBA from the J.L. Kellogg Graduate School of Management in 1991.

David Gillece (Consultant)

Director of the Europe-America Conference

Prior to ACIL, Gillece was President of the Baltimore Economic Development Corporation and Deputy Director of the Greater Baltimore Committee. He received his undergraduate degree from LaSalle University in 1971 and his graduate degree in government and international relations from the University of Notre Dame in 1973. Gillece currently directs his own consulting company, Gillece & Associates.



Janet Brandt Majev

Special Events and Development Officer

Majev formerly practiced law at Venable, Baetjer and Howard, one of Baltimore's major law firms, before beginning a family. She also served as Regional Policy Director for the Greater Baltimore Committee. Her volunteer activities with the Junior League of Baltimore and other community groups have included event planning and development. Majev received her undergraduate degree in 1980 from Wittenburg University and her law degree in 1984 from The Catholic University Columbus School of Law in Washington D.C.

Francis Andrew Flaherty

Assistant Conference Director

A recent graduate from Johns Hopkins University, Flaherty has held a two year internship position with ACIL during which he worked in Moscow on the final US-USSR Chautauqua Conference in 1991. His undergraduate degree is in international relations, and his current job at ACIL marks the beginning of his international career.

James McCrory

Administrative Assistant

McCrory served for six years in the US Army before working for Mayor Maynard Jackson in Atlanta. He joined ACIL upon returning to Baltimore, his home city.

Carlos Cysneiros

Intern

An international student from Brazil, Cysneiros is currently studying Management Information Systems at University of Baltimore, with a strong interest in International Studies.

Stephanie Dengler

Intern

A recent graduate of the Johns Hopkins University, Dengler received her Bachelor of Arts in international studies with a concentration in economic development. She comes to ACIL after having completed research regarding the marketing strategies of General Motors' new Saturn Car division. Dengler hopes to use her background and experience to pursue a career in international business.

Lisa Raimundo

Intern

Raimundo is also a recent Johns Hopkins University graduate who majored in International Studies with a Russian minor. After working for a few years in the international arena, she plans on obtaining a Ph.D. in Soviet History Studies.



1992 ACIL BOARD OF DIRECTORS

Ms. Margaret Alexander, Finance Director, Republican National Finance Committee, Washington, D.C.

Mr. Carter Beese, Director, Security and Exchange Commission, New York, New York

Ms. Jan Berris, Vice-President, National Committee on US-China Relations, New York, New York

Mr. David Brown, Chairman and CEO, Telescan, Inc., Houston, Texas

Mr. Fred Bush, U.S. Commissioner General, Seville World's Fair, Seville, Spain

Mr. John Claypool, Executive Director, Greater Philadelphia First Corp., Philadelphia, Pennsylvania

Ms. Sita Culman, Vice-President, The Abell Foundation, Baltimore, Maryland

Mr. John Emerson, Chief Deputy City Attorney, Los Angeles, California

Mr. Russell Frisby, Partner, Venable, Baetjer & Howard, Baltimore, Maryland

Dr. Philip Geier, Vice-President, Experiment for International Living, Brattleboro, Vermont

Dr. Ken Gladish, Executive Director, Indiana Humanities Council, Indianapolis, Indiana

Mr. David Greenberg, Partner, Greenberg, Baron, Simon and Miller, Denver, Colorado

Mr. Stephen Hayes, President, ACIL, Baltimore, Maryland

Mr. Roy Higgs, President, DI Design & Development, Baltimore, Maryland

Mr. Vince Insalaco, President, Family Video, Inc., North Little Rock, Arkansas

Mr. David Metzner, Partner, Van Fleet, Metzner and Meredith, Washington, D.C.

Ms. Martha Miller, Attorney, Little Rock, Arkansas

Mr. George Moffett, Diplomatic Correspondent, Christian Science Monitor, Washington, D.C.

Mr. Kerry Overton, Texas General Land Office, Austin, Texas

Ms. Sherry Rollins

Mr. Elias Shomali, Senior Vice-President, Signet Bank, Baltimore, Maryland

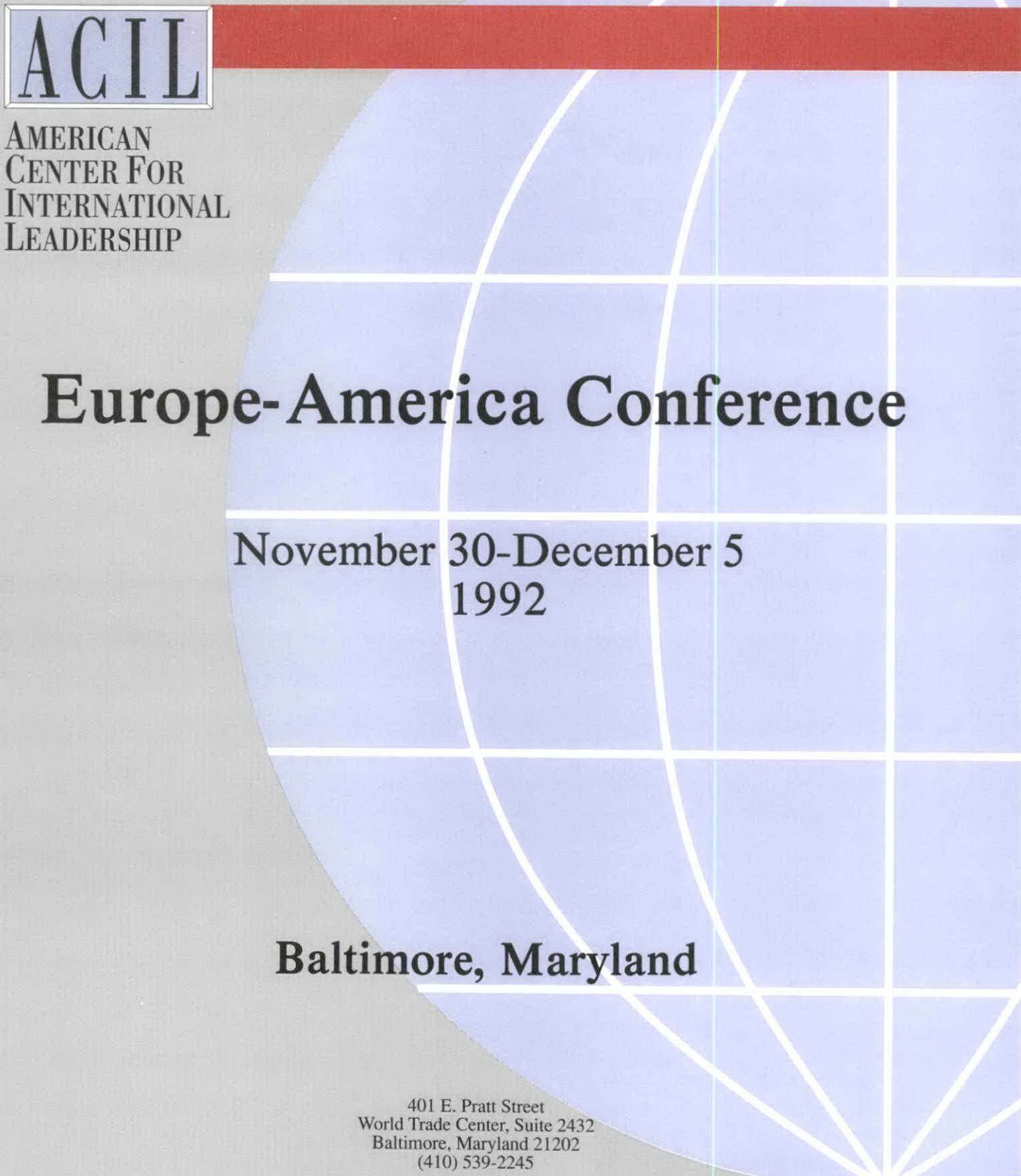
Mr. Steven Summer, Senior Vice-President, Maryland Hospital Association, Lutherville, Maryland

Mr. Peter Terpeluk, Partner, Wojdak & Associates, Washington, D.C.

Mr. Robert Webster, Partner, Sommer & Barnard, Indianapolis, Indiana

Mr. David B. Winn, Partner, Winn, Beaudry & Winn, L.L.P., Dallas, Texas

Corporate Counsel: Mr. Wilbert Sirota, Baltimore, Maryland

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ACIL

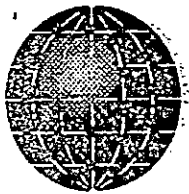
AMERICAN
CENTER FOR
INTERNATIONAL
LEADERSHIP

Europe-America Conference

November 30-December 5
1992

Baltimore, Maryland

401 E. Pratt Street
World Trade Center, Suite 2432
Baltimore, Maryland 21202
(410) 539-2245



Europe-America Emerging Leaders Conference Concept and Organization

Purpose: To bring together professionals of significant background to discuss solutions to problems that will dominate the 21st century, and to develop a working network of these professionals.

Format: A six-day conference divided into 20 commissions. Each commission will focus on a specific set of issues. The commissions will be grouped into four sections: (1) Economic, (2) Political, (3) Environmental, and (4) Human Needs and Values.

Economic Section

1. Entrepreneurship
2. Agriculture Trade Policy
3. Science and Technology Cooperation
4. International Finance
5. International Trade Law

Political Section

6. Changing Defense Relationships
7. North-South Relations
8. International Political Parties
9. Human Rights and Cultural Diversity
10. Economic Conversion

Environmental Section

11. Cleaning the Seas (Chesapeake, Baltic, Mediterranean)
12. Land Use and Reforestation
13. Energy: Alternative Courses
14. Global Environmental Problems
15. Toxic Wastes

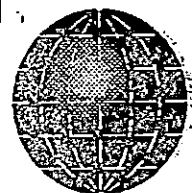
Human Needs

16. Religion and State: Conflict and Consensus
17. Managing the Changing Urban Environment
18. Housing Needs in a Growing World
19. Employment and Education in a Technological Society
20. Health Care in the 21st Century

Recruitment of participants

US participants will be recruited by ACIL and the commission coordinators.

European participants will be recruited by ACIL and selected European or related bodies, in cooperation and consultation with selected networks and governments. US commission chairs may also be helpful in the nomination process.



Conference Structure

Each commission will meet in seven three-hour sessions and will visit corporations or agencies of related interests.

There will be an opening and closing plenary session, each with a major European or US speaker. Plenary sessions will be open to the public.

Post Conference Activities

The specific charge of each commission will be to focus on concrete programs that can be followed through by commission members and their respective organizations.

Reports outlining each commission's discussions will be distributed after the conference in an effort to continue to provoke thought and discussion about the relevant topics. Delegates will be encouraged to publish their views nationally and internationally.

Four to six weeks after the conference, commission chairs will meet with the planning committee to review the conference and its recommendations and to explore next steps.

For ACIL, the expectation is that several specific program options will result from the conference.

Country Delegates

Largest Representatives (20 delegates)

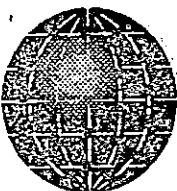
England	Poland	Canada
France	Russia	Mexico
Germany	Spain	
Italy	Ukraine	

Smaller (4 delegates)

Albania	Czechoslovakia	Latvia	Portugal
Austria	Denmark	Lithuania	Romania
Belgium	Estonia	Luxembourg	Serbia
Bosnia	Finland	Macedonia	Slovenia
Bulgaria	Greece	Malta	Sweden
Belarus	Hungary	Moldova	Switzerland
Croatia	Iceland	Netherlands	Turkey
Cyprus	Ireland	Norway	

This structure assures that each commission will be represented by the eight most populous nations of Europe, as well as by Mexico and Canada. Five delegates from the remaining delegations will be in each commission. Each commission would have approximately 25 delegates (10 US, 1 Canada, 1 Mexico, 13 Europe).

In addition to the countries noted above, certain intergovernmental bodies will be invited to send representatives.



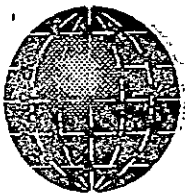
Europe-America Conference Commission Chairs (as of July 29, 1992)

Economic Section

Commission I	Entrepreneurship	Mr. Dennis Shaughnessy President Grotech
Commission II	Agricultural Trade Policy	Mr. Robert Walker Secretary of Agriculture State of Maryland
Commission III	Science and Technology Cooperation	Ms. Lynn F. Cline Deputy Director for International Relations NASA
Commission IV	International Finance	Mr. Dan Bond Vice-President Export-Import Bank
Commission V	International Trade Law	Mr. David Winn Partner Winn, Beaudry & Virden

Political Section

Commission VI	Changing Defense Relations	Mr. Jerry Collester President St. Louis Council of Foreign Affairs
Commission VII	North-South Relations	Mr. Steven Kull Global Outlook
Commission VIII	International Political Parties	Ms. Barbara Rohde Research Fellow The Hubert Humphrey Institute
Commission IX	Human Rights and Cultural Diversity	Ms. Mary Sue Hafner General Counsel CSCE
Commission X	Economic Conversion	Mr. Dan Clark The Stanley Foundation

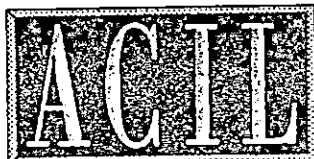
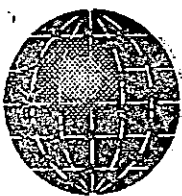


Environmental Section

Commission XI	Cleaning the Seas	Mr. Robert Perciasepe Secretary for the Environment Maryland Department of the Environment
Commission XII	Land Use and Reforestation	Mr. Gerald Winegrad Maryland State Senator
Commission XIII	Energy: Alternative Courses	To Be Named
Commission XIV	Global Environmental Problems	Dr. Brent Yarnal Penn State University
Commission XV	Toxic Wastes	To Be Named

Human Needs Section

Commission XVI	Religion and State: Conflict and Consensus	Mr. Chris Leighton Executive Director Institute for Christian-Jewish Studies
Commission XVII	Managing the Changing Urban Environment	Mr. Lodis Rhodes LBJ School of Public Affairs University of Texas at Austin
Commission XVIII	Housing Needs in a Growing World	Mr. Roy Higgs President D.I. Design & Development Consultants, Inc.
Commission XIX	Employment and Education Needs in a Technology Society	Mr. David Fontaine Executive Director Baltimore Area Labor Management Committee
Commission XX	Health Care in the 21st Century	Mr. Steven Summer Senior Vice-President Maryland Hospital Association



Special Parallel Programs

Russia-US	Disabled Veterans	Ms. Rosemary O'Neill U.S. Department of State
Russia-US	Arts and the Future	Ms. Nancy Condee Associate Professor University of Pittsburgh
Canada-Mexico-US	Beyond Economics, Who We Are	Ms. Rebecca Bannister U.S. Dept. of Commerce
US-Eastern Europe	Women in Development	Mr. Martin Hewitt USAID
US-Kazakhstan	Dialogue Program	Mr. Jim McComas



Europe-America Conference Commission Descriptions

Economic Section

Commission I Entrepreneurship

Half of the Europeans are engaged in some form of entrepreneurship. In the United States, small businesses represent the largest source of new jobs, and additional venture opportunities are available between US, Canada and Mexico. The commission will examine the key components of successful entrepreneurship in varied economic environments and will explore growth prospects.

Commission II Agricultural Trade Policy

Farm commodities account for a major share of international trade. Recent changes in Eastern Europe and the lowering of trade barriers within North America and the European Community offer new possibilities but also threaten to unleash new competitive tensions. The commission will examine both of these issues.

Commission III Science and Technology Cooperation

Technological advances are driving every sector of national economies, but the flow of technology across international borders has been slowed for a variety of political and proprietary reasons. The commission will determine the obstacles to technology transfer and explore possible solutions.

Commission IV International Finance

One of the preconditions to market development is the availability of international financing, both at the macro and micro levels. This commission will examine currency stabilization, loan arrangements and international financial agreements.

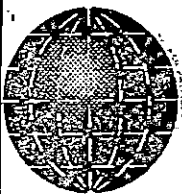
Commission V International Trade Law

The commission will look at how legal tangles impede the flow of international trade. Discussions will focus on nations that control international trade law and how to protect the interests of buyers and sellers.

Political Section

Commission VI Changing Defense Relations

The end of the Cold War presents an historic opportunity to reduce defense expenditures. NATO is reexamining its own role and force structure, as are individual NATO and former Warsaw pact members. The commission will examine the rethinking of national and regional defense against a background of crisis in the Balkans and political fragmentation in the former Soviet bloc.



Commission VII North-South Relations

A 40-year pattern of North-South relations has been disrupted by the end of Cold War bipolarity. Potential new strains between North and South, but also the urgent need for greater cooperation, were hinted at during the global environment and development summit at Rio. The commission will examine the potentially global implications of Third World crises and what developed nations can do to help.

Commission VIII International Political Parties

As Europe unifies, political parties are becoming internationalized. The commission will consider parties as factors abetting the process of European integration and as agents of democratization in the former Communist nations of Eastern Europe. The commission will also examine changes in the party structures in Mexico, Canada and the US.

Commission IX Human Rights and Cultural Diversity

Huge numbers of immigrants, refugees from the devastated economies of the developing world, are settling in Europe and North America. The commission will examine the social, political and economic consequences and means of coping, including additional aid to buttress Third World economies.

Commission X Economic Conversion

Since the end of the Cold War, the US, Western Europe, and the former Soviet bloc nations have begun the most sweeping economic conversion in history. The commission will examine the challenge posed by the need to harness military industries and technologies to peacetime purposes.

Environmental Section

Commission XI Cleaning the Seas

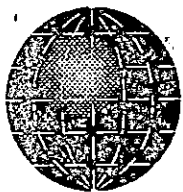
Our greatest resource for the future - the sea and all that it contains - is being destroyed at an accelerating rate. Major bodies of water around the world are already severely contaminated. The commission will focus on developing effective cooperative programs.

Commission XII Land Use and Reforestation

Vast tracts of dry and tropical rain forests are being destroyed, in part due to overpopulation and the expansion of agricultural lands. The forests are a major source of biodiversity and also absorb heat due to global warming. The commission will discuss ways to prevent the complete destruction of forests and means of coping with ecological changes that have already occurred.

Commission XIII Energy: Alternative Courses

Currently, a disproportionate amount of energy is being consumed per capita in certain developed countries. Energy sources cannot sustain this level and pattern of consumption. The commission will explore alternative sources and uses of energy, and identify leaders who will assist in developing these energy programs.



Commission XIV Global Environmental Problems

Despite identification of various environmental problems, such as acid rain and the Greenhouse Effect, little can be done to solve them unless a comprehensive international plan is enacted. The commission will discuss potential international programs and means of developing cooperation.

Commission XV Toxic Wastes

Due to the natural flow of water and air, toxic waste is no longer seen as a domestic problem. The commission will concentrate on means of dealing with toxic waste, both on an individual and an international basis.

Human Needs Section

Commission XVI Religion and State: Conflict and Consensus

In a world increasingly defined by economics, the role of religion and its influence over the individual have been tested. The commission will examine the concepts of church and State with their implicit and explicit values, as well as examine interfaith dialogue.

Commission XVII Managing the Changing Urban Environment

Once prosperous urban centers of commerce and culture are now commonly under siege from violence, crime, drugs and infrastructure decay. The commission will discuss how to meet these challenges and restore the quality of life to our cities.

Commission XVIII Housing Needs in a Growing World

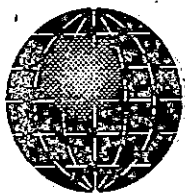
As resources diminish and overpopulation and crowding increase, the need for a comprehensive housing program becomes more imperative. The commission will look at affordable housing models and translate them into innovative programs that can be utilized internationally.

Commission XIX Employment and Education Needs in a Technological Society

The increased role of technology in Europe and North America requires an adaptation in the values and orientation of the workforce. The commission will discuss the implications and appropriate responses in both labor and educational systems.

Commission XX Health Care in the 21st Century

European and American countries have developed a variety of means of delivering affordable health care to the public. As health care costs escalate, making health care available to all citizens has taxed national budgets to the limit. The commission will discuss various health care models and the feasibility of implementing programs under different government regulations.



Europe-America Conference Sponsorships

Sponsorship of delegation of largest national delegations (20 persons) \$25,000
(Canada, France, Germany, Italy, Poland, Russia, Spain, Ukraine, United Kingdom)

- one evening with national delegation
- one table of ten at opening and closing banquets
- four persons at all private receptions
- opportunity to be one of companies selected for site visit by commissions
- prominent mention in all conference related publications
- membership in ACIL national corporate council including all its separate benefits
- nomination of two persons for US delegation

Sponsorship of smaller national delegations (4 persons) \$10,000
(28 countries)

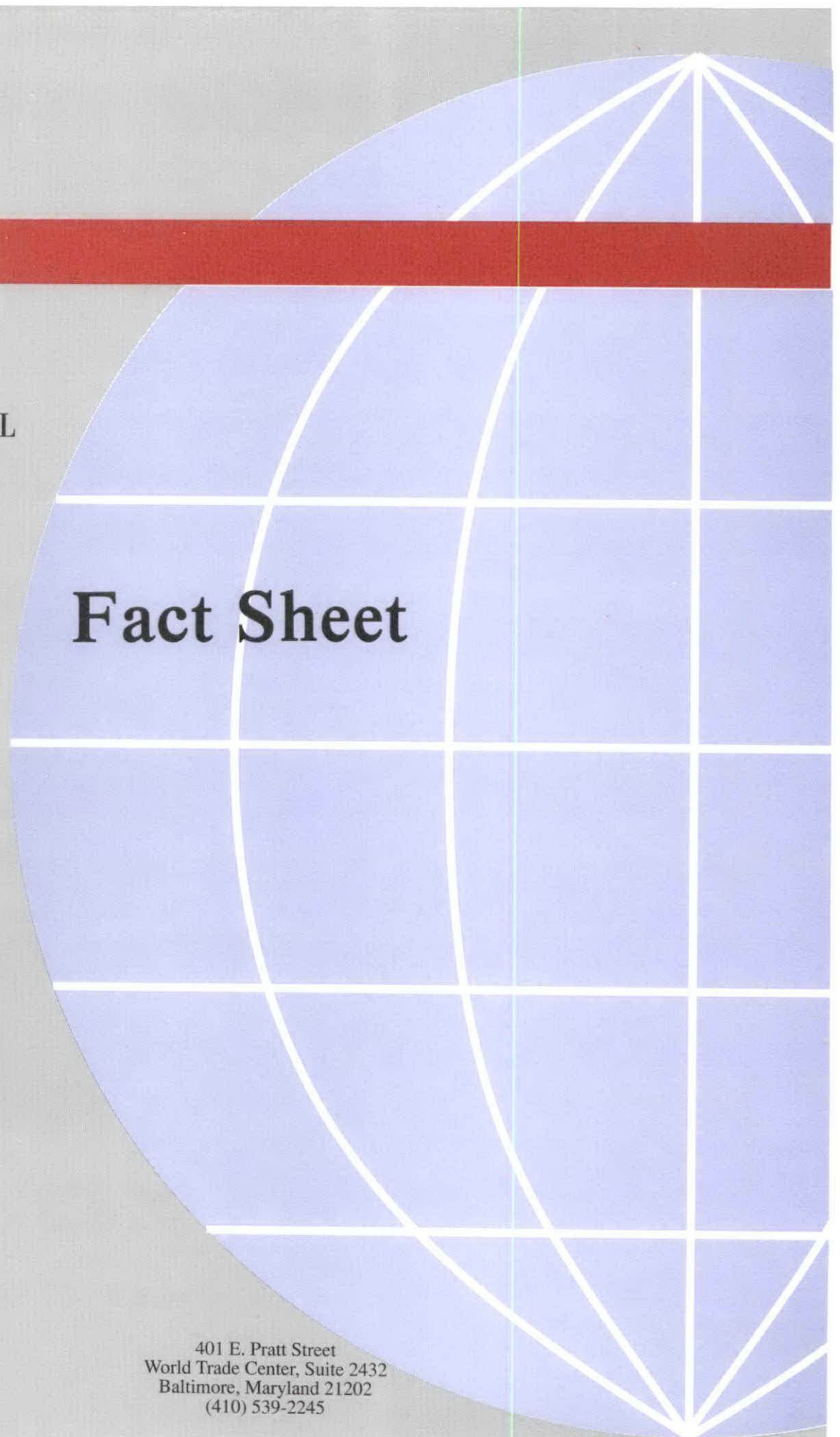
- one evening with national delegation
- four persons at opening and closing banquets
- two persons at all private receptions
- opportunity to be one of companies selected for site visit by commissions
- prominent mention in all conference related publications
- membership in ACIL national corporate council including all of its separate benefits.
- nomination of one person for US delegation

Sponsorship of commissions \$10,000

- one evening with commission members
- four persons at opening and closing banquets
- two persons at all private receptions
- opportunity to be one of companies selected for site visit by commissions
- prominent mention in all conference related publications
- membership in ACIL corporate council including all its separate benefits
- nomination of one person for US delegation

General sponsorship \$5,000

- two persons at opening and closing banquets
- one person at all private receptions
- strategic mention in all conference related publications
- membership in ACIL national corporate council including all its separate benefits

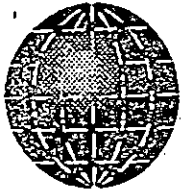
A large, stylized graphic of a globe in light blue with white grid lines representing latitude and longitude. A thick red horizontal bar crosses the upper portion of the globe. The globe is positioned on the right side of the page, partially overlapping the text area.

ACIL

AMERICAN
CENTER FOR
INTERNATIONAL
LEADERSHIP

Fact Sheet

401 E. Pratt Street
World Trade Center, Suite 2432
Baltimore, Maryland 21202
(410) 539-2245



AMERICAN CENTER FOR INTERNATIONAL LEADERSHIP

FACT SHEET

HISTORY:

ACIL was founded in 1985 with a major grant from the Rockefeller Brothers Fund for the purpose of developing an ongoing dialogue between emerging leaders of the United States, Eastern Europe and the Soviet Union. By 1989 the program had become one of the largest of its kind, and had expanded to include dialogues with China, Mexico and the nations of Western Europe.

LOCATION:

ACIL began operations in Columbus, Indiana through the assistance of Cummins Engine Company. Following a period of rapid growth, the organization moved to Baltimore in April, 1990 in order to reduce domestic travel costs, increase contact with funding bodies, and develop a broader and more diversified base of community support.

PRODUCT:

Through 1991 more than 2,000 emerging leaders from throughout the United States and other parts of the world have participated in ACIL programs. The programs have ranged from small two-week international dialogues to major international bilateral conferences with the former Soviet Union. In 1991 the organization began a management training internship program with Eastern European managers. In 1992 ACIL will also be initiating dialogues with selected countries in the Middle East, East Asia and possibly the Caribbean.

In November 1992, on the 500th Anniversary of Columbus' voyage to North America, ACIL will convene a Europe-America Conference of Emerging Leaders. Forty nations will participate in the conference which will bring together many of those persons who will lead Europe and America into the third millennium.

From these conferences and dialogues a global network, based on cooperative ventures and other programs as well as individual contacts, is being built. In this manner the organization has already had a significant effect in the international arena.

TARGET AUDIENCE:

The primary target participants are emerging leaders between the ages of 25 and 45 who show leadership potential by virtue of their positions in the community. ACIL focuses on those men and women who will play an active leadership role in the decades to come.



ACIL

ACIL seeks to bring together leadership at all levels of community: local, regional, national and international. ACIL also targets 20 different professional fields, including agriculture, health, politics, religion, business, military, education and the sciences. ACIL recognizes that the participation and cooperation of a variety of leaders is required for any community to work most effectively.

ACIL seeks to have emerging leaders participate in a program at an early point in their careers, since exposure to the international arena sharpens leadership skills.

RECRUITMENT FOR ACIL PROGRAMS:

ACIL recruits its participants primarily through referrals from peer groups and national or local organizations, as well as through direct applications. ACIL believes that the educational value of the program increases with diversity, so a priority is placed on finding delegates from a variety of cultural, geographical, educational and occupational backgrounds.

International participants are normally selected by 'partner' organizations with which ACIL works. These partner organizations are selected on the basis of their outreach and involvement in leadership developments in their own countries.

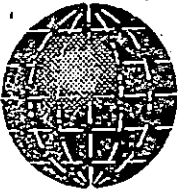
THE ALUMNI NETWORK:

Once participants have completed an ACIL program, they become ACIL Fellows. Fellows receive regular communications from ACIL, and are supported in their work through continuous network development. Fellows are encouraged to publish their views and ACIL program experiences. Op-ed pieces and articles written by Fellows have appeared in well over one hundred newspapers and magazines throughout North America. ACIL also involves Fellows as hosts of programs with partner countries. In this way, alumni are in a position to develop their own international networks and to further enhance their standing as international leaders in their own communities. ACIL alumni now hold key positions throughout the U.S. as well as in the partner nations.

For more information or an application, write:

ACIL
401 East Pratt Street
Suite 2432
Baltimore, Maryland 21202

(410) 539-2245 - Phone
(410) 539-2598 - Fax



ACIL

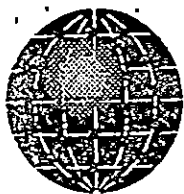
AMERICAN CENTER FOR INTERNATIONAL LEADERSHIP

MISSION STATEMENT

The mission of ACIL is to develop in emerging leaders international leadership skills that will enable them to contribute to a more stable national and global society.

ACIL is committed to three unique objectives:

- To create opportunities for a diverse group of developing leaders from the United States and their counterparts abroad, many of whom would not normally have the chance to participate in a serious international dialogue. The Center's programs primarily serve young and mid-career professionals between the ages of 25 and 45.
- To pioneer in building bridges to countries where official and private relations have been strained or non-existent. Against a backdrop of superpower rivalry, for example, ACIL developed an extensive network of personal and professional contacts between young leaders in the United States, the Soviet Union and Eastern Europe.
- To focus domestic programs in regions of the United States where opportunities for an extended dialogue with foreign leaders and experts seldom exist.



A FEW ALUMNI OF ACIL

Dan Bond
Vice-President
Export-Import Bank
Washington, D.C.

Raoul Carroll
President
Government National Mortgage Company
(Ginnie Mae)
Washington, D.C.

Margaret Tutwiler
Assistant Secretary of State
Washington, D.C.

Chris Leighton
Institute for Christian
Jewish Studies
Baltimore, Maryland

Father Leonid Kishkovsky
President
National Council of Churches

Fred Bush
USA Consul-General
Seville World's Fair
Seville Spain

Sergei Stankevich
Adviser to President Yeltsin

Greg Guroff
Coordinator
President's Initiative
on US-USSR Exchanges

Eric Garfinkel
Assistant Secretary of Commerce
for Imports

Michael Galvin
Assistant Secretary of Commerce
for Exports

David Greenberg
President
Greenberg, Baron & Simon
Denver, Colorado

Michael Warner
Farmer & President
Warner Equipment Company
Hillsboro, North Dakota

John Sawyer
Foreign Editor
St. Louis Dispatch
Washington, D.C.

Jim Oberwetter
Vice-President for Corporate Relations
Hunt Oil Company
Dallas, Texas

Jane Younger
Vice-President for Nursing
Louisville Jewish Hospital

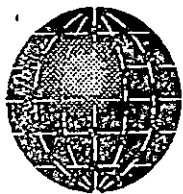
Gloria Cabe
State Legislator
Little Rock, Arkansas

Alexander Belayev
City Council President
St. Petersburg, Russia

Tamar Jacoby
Editor
Newsweek

Luis Rubio
Leading Economist
Mexico City

Mark Vecchio
International Attorney
Couders Brothers



A Small But Typical Sampling of Results

Dr. N.S. Lankford

Elkhart, Indiana Urologist

1991 US-USSR Leadership Conference

First trip to Russia in 1991. In 1992, he'll be teaching Urology in Tashkent.

David Winn, Walter White, Stephen Raikin

Lawyers

1988 US-USSR Emerging Leaders Summit

Participated in subsequent ACIL programs

After law commission in 1988, started ABA-Soviet law program.

White is now chair of ABA Russian law program. Winn chairs the second generation TBA Texas-Baltics law program; Current ACIL Board Member. Raikin heads Soros Foundation Eastern European law program.

Margaret Tutwiler

Assistant Secretary of State for Public Affairs

1986 US-USSR Seminar

Credits ACIL with changing her views on USSR. In 1991 Tutwiler accompanied Secretary Baker back to Alma-Ata.

Lynn Forster

Ohio State University Professor of Agricultural Economics

1985 US-Hungary Agriculture Training Program

Returned to sign Ohio State-Karl Marx exchange agreement.

Ed Delaney

Indianapolis lawyer

1987 US-USSR Emerging Leaders Summit

After ACIL program persuaded Governor Bayh to give \$400,000 state grant for Indiana-Russia cooperation. His organization was the first to sign an agreement with Moscow Oblast.

Camellia Blackwell

Artist, Associate Professor of Art

1990 US-USSR Emerging Leaders Summit

After program participation, Camellia began a Russian art exhibit, and subsequently organized the first national tour of Kazakh art.

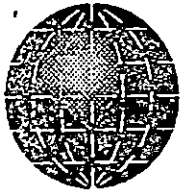
Arnie Sherman

Managing Director, Newstar

1983 US-USSR Pilot Program

Participated in subsequent ACIL programs

Former ACIL board member who changed his occupation to international trade. Through ACIL contacts in the U.S. and Russia, Sherman became the Soviet expert for CSX and negotiated a major Soviet rail contract (Sealand). With Richard Jacobs, the late Armand Hammer's executive director, Sherman started a US-Russia trade company.



Marshall Kaplan

University of Colorado Dean of Urban Affairs Graduate School

1989 US-USSR Emerging Leaders Program

Used ACIL contacts to create a policy branch of the graduate school in conjunction with the Chinese and Russians. Recently formed the Global Forum in cooperation with the Aspen Institute.

Vonnie Wheeler

Marketing Expert

1988 US-USSR Emerging Leaders Program

Participated in subsequent ACIL programs

Developed an international summer camp week in Colorado Rockies for top Colorado high school students. The program will be replicated nationally if it is successful.

Vince Insalaco

Family Video, Inc.

1988 US-USSR Dialogue

Organized a delegation to Russia of thirty Arkansas business leaders, including Sam Walton. Insalaco later opened the first video store in Moscow.

Phil Coltoff

President of largest child service agency

Chaired Children's Commission, 1991 US-USSR Leadership Conference

Each of his ten commission members represented major child service agencies. Six months after program, five agencies had developed child service programs with Russians.

Rosemary O'Neill

Special Assistant, Bureau of Human Rights and Humanitarian Affairs, State Department

Moderator of Commission on Disabilities, 1991 US-USSR Leadership Conference

Developed joint long-term program for disabled through her commission work.

Sergei Stankevich

Adviser to President Boris Yeltsin

1988 US-USSR Emerging Leaders Summit

Former Deputy Mayor of Moscow, current member of City Hall, Stankevich was introduced to America through ACIL. Said he "saw the possible for the first time." He became a leading reformer of Russia, an advocate for democracy.

Raoul Carroll

GNMA

1987 Mexico-US Emerging Leaders Dialogue

Participated in subsequent ACIL programs

A former board member, was introduced to Bush staff through ACIL. Eventually became general counsel of Veterans Administration and then President of the Government National Mortgage Association. Raoul is one of the three highest ranking Afro-Americans in Bush's administration.



Linda Jenning

Arabian horse trader

1990 US-USSR Emerging Leaders Summit

Negotiated first trade agreement for Arabian horses between U.S. and USSR after meeting leading USSR Arabian horse farm management.

Chris Leighton

Chaired Religious Commission, 1990 US-USSR Emerging Leaders Summit

Organized national group of young theologians for commission on religion. Developed dialogue with Russian counterparts. One of his selections led U.S. commission on religion in 1991, and brought ten more leading U.S. theologians into dialogue.

Marvin Weinberger

Executive Vice-President, Telebase Systems Inc.

1988 US-USSR Emerging Leaders Summit

Developed a database of Soviet scientific companies. In 1991, he published the first directory of Moscow businesses and science institutes which was praised as the most comprehensive available.

Paul Osimo

Scientist

1988 US-USSR Emerging Leaders Summit

Participated in subsequent ACIL programs

Developed strong interest in Russia which has lead to subsequent trips and involvement. Following the recent coup, Paul organized the sourcing and delivery of a planeload of medical supplies to Moscow.



ACIL

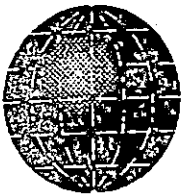
Speakers for ACIL Major Events

1985	First Annual Dinner Columbus, Indiana	Ambassador Ralph Earle, SALT II Negotiator
1986	Second Annual Dinner Louisville, Kentucky	David Rockefeller
1987	Third Annual Dinner Columbus, Indiana	J. Irwin Miller
1988	Fourth Annual Dinner Indianapolis, Indiana	Paul Volcker
1989	Fifth Annual Dinner	Boris Yeltsin

Note: (Organization moved to Baltimore in 1990)

Steamboat Springs Colorado Symposium

1988	Norman Cousins
1990	Harrison Salisbury
1991	Awards Dinner Washington, D.C. Hedrick Smith



ACIL STAFF

Stephen Hayes

Founder and President of the American Center for International Leadership

Hayes has more than twenty years experience in international leadership development organizations. He has travelled to more than eighty nations, working with the leadership networks in many of these countries. In 1969, Hayes helped to plan the first and only United Nations World Youth Assembly, and has since then directed in various capacities several world conferences, such as Agenda for the Eighties and the 1981 US young leadership body to the World Youth Conference in Helsinki. He was a founder of the International Coalition for Development Action and the Infant Formula Campaign, the only successful global citizens action campaign. Prior to founding ACIL, Hayes was Director for International Program Development for AFS and a consultant on global economic development to the UN Development Programme in New York. Hayes graduated from Indiana University in 1969 and received a Masters of Agriculture from Texas A&M University in 1972.

Diane M. Wicks

Director of Programs

Wicks began her association with ACIL as a delegate in 1986 while working for US Congressman Donald Payne (D-NJ) who serves on the House Foreign Relations Committee. She was his Principal Government Operations Specialist and represented him during his tenure as a Newark, NJ city councilperson. In her next job as a Commercial Lending Analyst at First Fidelity Bank in New Jersey, Wicks was involved with granting loans up to \$5 million to businesses. Wicks received her undergraduate degree from Harvard University in 1985 and has taken graduate courses at Columbia University and London School of Economics. She speaks French and Japanese.

Marjorie (Mo) Hoblitzell

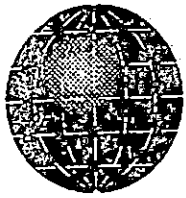
Director of Marketing

Prior to ACIL, Hoblitzell worked with Kemper Sports Marketing in Chicago. Her accounts included Kraft General Foods for whom she developed marketing plans as well as worked with major sports figures. Immediately following college, Hoblitzell worked for Sotheby Parke-Bernet in London, England after which she developed art programs for corporations in New York. Hoblitzell is an active athlete, participating in biathlons, and she recently coached crew at Middlebury College in Vermont. She graduated from Princeton University in 1985 and received her MBA from the J.L. Kellogg Graduate School of Management in 1991.

David Gillece (Consultant)

Director of the Europe-America Conference

Prior to ACIL, Gillece was President of the Baltimore Economic Development Corporation and Deputy Director of the Greater Baltimore Committee. He received his undergraduate degree from LaSalle University in 1971 and his graduate degree in government and international relations from the University of Notre Dame in 1973. Gillece currently directs his own consulting company, Gillece & Associates.



Janet Brandt Majev

Special Events and Development Officer

Majev formerly practiced law at Venable, Baetjer and Howard, one of Baltimore's major law firms, before beginning a family. She also served as Regional Policy Director for the Greater Baltimore Committee. Her volunteer activities with the Junior League of Baltimore and other community groups have included event planning and development. Majev received her undergraduate degree in 1980 from Wittenburg University and her law degree in 1984 from The Catholic University Columbus School of Law in Washington D.C.

Francis Andrew Flaherty

Assistant Conference Director

A recent graduate from Johns Hopkins University, Flaherty has held a two year internship position with ACIL during which he worked in Moscow on the final US-USSR Chautauqua Conference in 1991. His undergraduate degree is in international relations, and his current job at ACIL marks the beginning of his international career.

James McCrory

Administrative Assistant

McCrory served for six years in the US Army before working for Mayor Maynard Jackson in Atlanta. He joined ACIL upon returning to Baltimore, his home city.

Carlos Cysneiros

Intern

An international student from Brazil, Cysneiros is currently studying Management Information Systems at University of Baltimore, with a strong interest in International Studies.

Stephanie Dengler

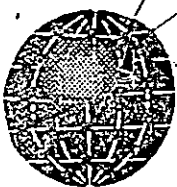
Intern

A recent graduate of the Johns Hopkins University, Dengler received her Bachelor of Arts in international studies with a concentration in economic development. She comes to ACIL after having completed research regarding the marketing strategies of General Motors' new Saturn Car division. Dengler hopes to use her background and experience to pursue a career in international business.

Lisa Raimundo

Intern

Raimundo is also a recent Johns Hopkins University graduate who majored in International Studies with a Russian minor. After working for a few years in the international arena, she plans on obtaining a Ph.D. in Soviet History Studies.



1992 ACIL BOARD OF DIRECTORS

Ms. Margaret Alexander, Finance Director, Republican National Finance Committee, Washington, D.C.

Mr. Carter Beese, Director, Security and Exchange Commission, New York, New York

Ms. Jan Berris, Vice-President, National Committee on US-China Relations, New York, New York

Mr. David Brown, Chairman and CEO, Telescan, Inc., Houston, Texas

Mr. Fred Bush, U.S. Commissioner General, Seville World's Fair, Seville, Spain

Mr. John Claypool, Executive Director, Greater Philadelphia First Corp., Philadelphia, Pennsylvania

Ms. Sita Culman, Vice-President, The Abell Foundation, Baltimore, Maryland

Mr. John Emerson, Chief Deputy City Attorney, Los Angeles, California

Mr. Russell Frisby, Partner, Venable, Baetjer & Howard, Baltimore, Maryland

Dr. Philip Geier, Vice-President, Experiment for International Living, Brattleboro, Vermont

Dr. Ken Gladish, Executive Director, Indiana Humanities Council, Indianapolis, Indiana

Mr. David Greenberg, Partner, Greenberg, Baron, Simon and Miller, Denver, Colorado

Mr. Stephen Hayes, President, ACIL, Baltimore, Maryland

Mr. Roy Higgs, President, DI Design & Development, Baltimore, Maryland

Mr. Vince Insalaco, President, Family Video, Inc., North Little Rock, Arkansas

Mr. David Metzner, Partner, Van Fleet, Metzner and Meredith, Washington, D.C.

Ms. Martha Miller, Attorney, Little Rock, Arkansas

Mr. George Moffett, Diplomatic Correspondent, Christian Science Monitor, Washington, D.C.

Mr. Kerry Overton, Texas General Land Office, Austin, Texas

Ms. Sherry Rollins

Mr. Elias Shomali, Senior Vice-President, Signet Bank, Baltimore, Maryland

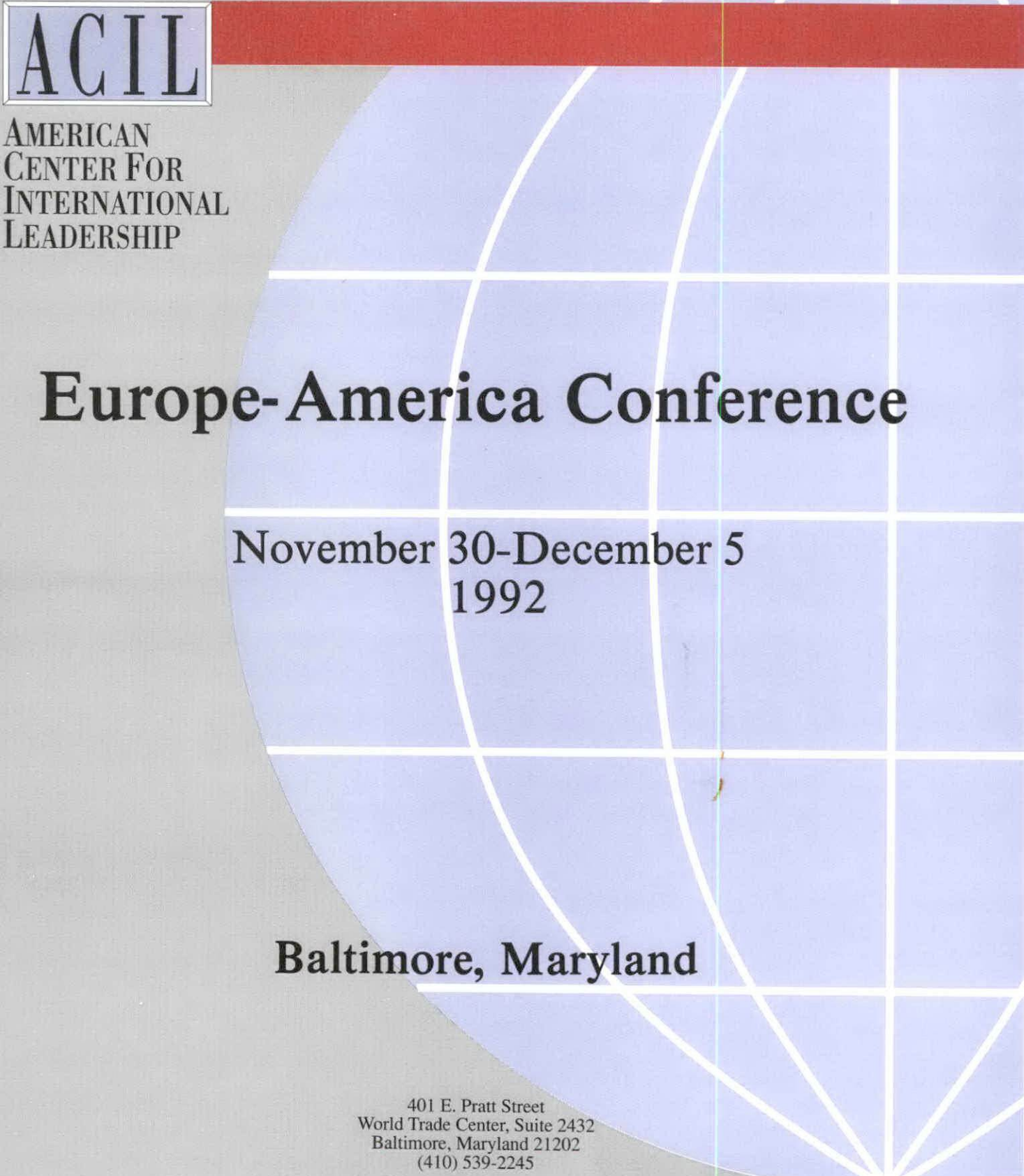
Mr. Steven Summer, Senior Vice-President, Maryland Hospital Association, Lutherville, Maryland

Mr. Peter Terpeluk, Partner, Wojdak & Associates, Washington, D.C.

Mr. Robert Webster, Partner, Sommer & Barnard, Indianapolis, Indiana

Mr. David B. Winn, Partner, Winn, Beaudry & Winn, L.L.P., Dallas, Texas

Corporate Counsel: Mr. Wilbert Sirota, Baltimore, Maryland

The logo for the American Center for International Leadership (ACIL) is located in the top left corner. It consists of the letters "ACIL" in a bold, serif font, enclosed within a thin rectangular border. To the right of the logo is a thick, solid red horizontal bar. The background of the entire page is a light blue color with a white grid pattern that resembles a globe's latitude and longitude lines. The grid is composed of several vertical and horizontal lines, with the vertical lines curving slightly to follow the circular shape of the globe.

ACIL

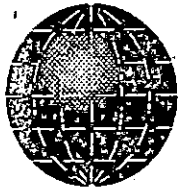
AMERICAN
CENTER FOR
INTERNATIONAL
LEADERSHIP

Europe-America Conference

November 30-December 5
1992

Baltimore, Maryland

401 E. Pratt Street
World Trade Center, Suite 2432
Baltimore, Maryland 21202
(410) 539-2245



Europe-America Emerging Leaders Conference Concept and Organization

Purpose: To bring together professionals of significant background to discuss solutions to problems that will dominate the 21st century, and to develop a working network of these professionals.

Format: A six-day conference divided into 20 commissions. Each commission will focus on a specific set of issues. The commissions will be grouped into four sections: (1) Economic, (2) Political, (3) Environmental, and (4) Human Needs and Values.

Economic Section

1. Entrepreneurship
2. Agriculture Trade Policy
3. Science and Technology Cooperation
4. International Finance
5. International Trade Law

Political Section

6. Changing Defense Relationships
7. North-South Relations
8. International Political Parties
9. Human Rights and Cultural Diversity
10. Economic Conversion

Environmental Section

11. Cleaning the Seas (Chesapeake, Baltic, Mediterranean)
12. Land Use and Reforestation
13. Energy: Alternative Courses
14. Global Environmental Problems
15. Toxic Wastes

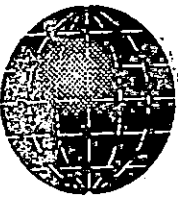
Human Needs

16. Religion and State: Conflict and Consensus
17. Managing the Changing Urban Environment
18. Housing Needs in a Growing World
19. Employment and Education in a Technological Society
20. Health Care in the 21st Century

Recruitment of participants

US participants will be recruited by ACIL and the commission coordinators.

European participants will be recruited by ACIL and selected European or related bodies, in cooperation and consultation with selected networks and governments. US commission chairs may also be helpful in the nomination process.



Conference Structure

Each commission will meet in seven three-hour sessions and will visit corporations or agencies of related interests.

There will be an opening and closing plenary session, each with a major European or US speaker. Plenary sessions will be open to the public.

Post Conference Activities

The specific charge of each commission will be to focus on concrete programs that can be followed through by commission members and their respective organizations.

Reports outlining each commission's discussions will be distributed after the conference in an effort to continue to provoke thought and discussion about the relevant topics. Delegates will be encouraged to publish their views nationally and internationally.

Four to six weeks after the conference, commission chairs will meet with the planning committee to review the conference and its recommendations and to explore next steps.

For ACIL, the expectation is that several specific program options will result from the conference.

Country Delegates

Largest Representatives (20 delegates)

England	Poland	Canada
France	Russia	Mexico
Germany	Spain	
Italy	Ukraine	

Smaller (4 delegates)

Albania	Czechoslovakia	Latvia	Romania
Austria	Denmark	Lithuania	Serbia
Belgium	Estonia	Luxembourg	Slovenia
Bosnia	Finland	Malta	Sweden
Bulgaria	Greece	Moldova	Switzerland
Byelarus	Hungary	Netherlands	Turkey
Croatia	Iceland	Norway	
Cyprus	Ireland	Portugal	

This structure assures that each commission will be represented by the eight most populous nations of Europe, as well as by Mexico and Canada. Five delegates from the remaining delegations will be in each commission. Each commission would have approximately 25 delegates (10 US, 1 Canada, 1 Mexico, 13 Europe).

In addition to the countries noted above, certain intergovernmental bodies will be invited to send representatives.



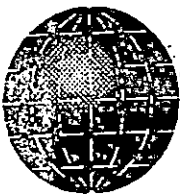
Europe-America Conference Commission Chairs (as of July 29, 1992)

Economic Section

Commission I	Entrepreneurship	Mr. Dennis Shaughnessy President Grotech
Commission II	Agricultural Trade Policy	Mr. Robert Walker Secretary of Agriculture State of Maryland
Commission III	Science and Technology Cooperation	Ms. Lynn F. Cline Deputy Director for International Relations NASA
Commission IV	International Finance	Mr. Dan Bond Vice-President Export-Import Bank
Commission V	International Trade Law	Mr. David Winn Partner Winn, Beaudry & Virden

Political Section

Commission VI	Changing Defense Relations	Mr. Jerry Collester President St. Louis Council of Foreign Affairs
Commission VII	North-South Relations	To Be Named
Commission VIII	International Political Parties	Ms. Barbara Rohde Research Fellow The Hubert Humphrey Institute
Commission IX	Human Rights and Cultural Diversity	Ms. Mary Sue Hafner General Counsel CSCE
Commission X	Economic Conversion	Mr. Dan Clark The Stanley Foundation

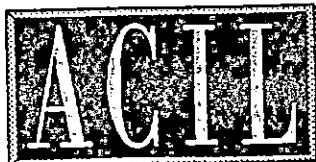
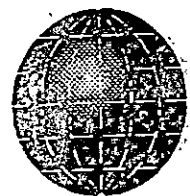


Environmental Section

Commission XI	Cleaning the Seas	Mr. Robert Perciasepe Secretary for the Environment Maryland Department of the Environment
Commission XII	Land Use and Reforestation	Hon. Gerald Winegrad Maryland State Senator
Commission XIII	Energy: Alternative Courses	To Be Named
Commission XIV	Global Environmental Problems	Dr. Brent Yarnal Penn State University
Commission XV	Toxic Wastes	To Be Named

Human Needs Section

Commission XVI	Religion and State: Conflict and Consensus	Mr. Chris Leighton Executive Director Institute for Christian-Jewish Studies
Commission XVII	Managing the Changing Urban Environment	Mr. Lodis Rhodes LBJ School of Public Affairs University of Texas at Austin
Commission XVIII	Housing Needs in a Growing World	Mr. Roy Higgs President D.I. Design & Development Consultants, Inc.
Commission XIX	Employment and Education Needs in a Technology Society	Mr. David Fontaine Executive Director Baltimore Area Labor Management Committee
Commission XX	Health Care in the 21st Century	Mr. Steven Summer Senior Vice-President Maryland Hospital Association



Special Parallel Programs

Russia-US

Disabled Veterans

Rosemary O'Neill
U.S. Department of State

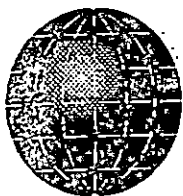
Russia-US

Arts and the Future

Nancy Condee
Associate Professor
University of Pittsburgh

Canada-Mexico-US: Beyond Economics, Who We Are

Rebecca Bannister
U.S. Dept. of Commerce



Europe-America Conference Commission Descriptions

Economic Section

Commission I Entrepreneurship

Half of the Europeans are engaged in some form of entrepreneurship. In the United States, small businesses represent the largest source of new jobs, and additional venture opportunities are available between US, Canada and Mexico. The commission will examine the key components of successful entrepreneurship in varied economic environments and will explore growth prospects.

Commission II Agricultural Trade Policy

Farm commodities account for a major share of international trade. Recent changes in Eastern Europe and the lowering of trade barriers within North America and the European Community offer new possibilities but also threaten to unleash new competitive tensions. The commission will examine both of these issues.

Commission III Science and Technology Cooperation

Technological advances are driving every sector of national economies, but the flow of technology across international borders has been slowed for a variety of political and proprietary reasons. The commission will determine the obstacles to technology transfer and explore possible solutions.

Commission IV International Finance

One of the preconditions to market development is the availability of international financing, both at the macro and micro levels. This commission will examine currency stabilization, loan arrangements and international financial agreements.

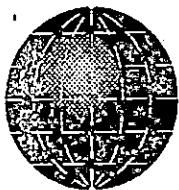
Commission V International Trade Law

The commission will look at how legal tangles impede the flow of international trade. Discussions will focus on nations that control international trade law and how to protect the interests of buyers and sellers.

Political Section

Commission VI Changing Defense Relations

The end of the Cold War presents an historic opportunity to reduce defense expenditures. NATO is reexamining its own role and force structure, as are individual NATO and former Warsaw pact members. The commission will examine the rethinking of national and regional defense against a background of crisis in the Balkans and political fragmentation in the former Soviet bloc.



Commission VII North-South Relations

A 40-year pattern of North-South relations has been disrupted by the end of Cold War bipolarity. Potential new strains between North and South, but also the urgent need for greater cooperation, were hinted at during the global environment and development summit at Rio. The commission will examine the potentially global implications of Third World crises and what developed nations can do to help.

Commission VIII International Political Parties

As Europe unifies, political parties are becoming internationalized. The commission will consider parties as factors abetting the process of European integration and as agents of democratization in the former Communist nations of Eastern Europe. The commission will also examine changes in the party structures in Mexico, Canada and the US.

Commission IX Human Rights and Cultural Diversity

Huge numbers of immigrants, refugees from the devastated economies of the developing world, are settling in Europe and North America. The commission will examine the social, political and economic consequences and means of coping, including additional aid to buttress Third World economies.

Commission X Economic Conversion

Since the end of the Cold War, the US, Western Europe, and the former Soviet bloc nations have begun the most sweeping economic conversion in history. The commission will examine the challenge posed by the need to harness military industries and technologies to peacetime purposes.

Environmental Section

Commission XI Cleaning the Seas

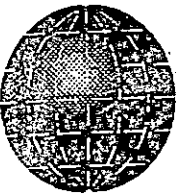
Our greatest resource for the future - the sea and all that it contains - is being destroyed at an accelerating rate. Major bodies of water around the world are already severely contaminated. The commission will focus on developing effective cooperative programs.

Commission XII Land Use and Reforestation

Vast tracts of dry and tropical rain forests are being destroyed, in part due to overpopulation and the expansion of agricultural lands. The forests are a major source of biodiversity and also absorb heat due to global warming. The commission will discuss ways to prevent the complete destruction of forests and means of coping with ecological changes that have already occurred.

Commission XIII Energy: Alternative Courses

Currently, a disproportionate amount of energy is being consumed per capita in certain developed countries. Energy sources cannot sustain this level and pattern of consumption. The commission will explore alternative sources and uses of energy, and identify leaders who will assist in developing these energy programs.



Commission XIV Global Environmental Problems

Despite identification of various environmental problems, such as acid rain and the Greenhouse Effect, little can be done to solve them unless a comprehensive international plan is enacted. The commission will discuss potential international programs and means of developing cooperation.

Commission XV Toxic Wastes

Due to the natural flow of water and air, toxic waste is no longer seen as a domestic problem. The commission will concentrate on means of dealing with toxic waste, both on an individual and an international basis.

Human Needs Section

Commission XVI Religion and State: Conflict and Consensus

In a world increasingly defined by economics, the role of religion and its influence over the individual have been tested. The commission will examine the concepts of church and State with their implicit and explicit values, as well as examine interfaith dialogue.

Commission XVII Managing the Changing Urban Environment

Once prosperous urban centers of commerce and culture are now commonly under siege from violence, crime, drugs and infrastructure decay. The commission will discuss how to meet these challenges and restore the quality of life to our cities.

Commission XVIII Housing Needs in a Growing World

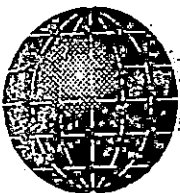
As resources diminish and overpopulation and crowding increase, the need for a comprehensive housing program becomes more imperative. The commission will look at affordable housing models and translate them into innovative programs that can be utilized internationally.

Commission XIX Employment and Education Needs in a Technological Society

The increased role of technology in Europe and North America requires an adaptation in the values and orientation of the workforce. The commission will discuss the implications and appropriate responses in both labor and educational systems.

Commission XX Health Care in the 21st Century

European and American countries have developed a variety of means of delivering affordable health care to the public. As health care costs escalate, making health care available to all citizens has taxed national budgets to the limit. The commission will discuss various health care models and the feasibility of implementing programs under different government regulations.



Europe-America Conference Sponsorships

Sponsorship of delegation of largest national delegations (20 persons) \$25,000
(Canada, France, Germany, Italy, Poland, Russia, Spain, Ukraine, United Kingdom)

- one evening with national delegation
- one table of ten at opening and closing banquets
- four persons at all private receptions
- opportunity to be one of companies selected for site visit by commissions
- prominent mention in all conference related publications
- membership in ACIL national corporate council including all its separate benefits
- nomination of two persons for US delegation

Sponsorship of smaller national delegations (4 persons) \$10,000
(28 countries)

- one evening with national delegation
- four persons at opening and closing banquets
- two persons at all private receptions
- opportunity to be one of companies selected for site visit by commissions
- prominent mention in all conference related publications
- membership in ACIL national corporate council including all of its separate benefits.
- nomination of one person for US delegation

Sponsorship of commissions \$10,000

- one evening with commission members
- four persons at opening and closing banquets
- two persons at all private receptions
- opportunity to be one of companies selected for site visit by commissions
- prominent mention in all conference related publications
- membership in ACIL corporate council including all its separate benefits
- nomination of one person for US delegation

General sponsorship \$5,000

- two persons at opening and closing banquets
- one person at all private receptions
- strategic mention in all conference related publications
- membership in ACIL national corporate council including all its separate benefits

NRW

Jill Charles

P.O. Box 884, Dorset, Vermont 05251 (802) 867-5957

October 31, 1992

Mr. James Baker and the
Republican National Committee
310 First Street, S.E.
Washington, D.C. 20003

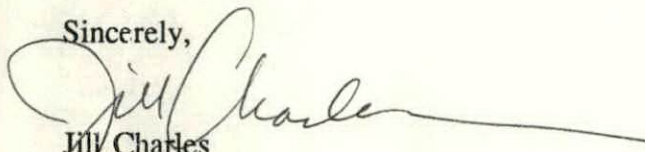
Dear Sirs:

Enclosed are two of your mailing pieces I've received since the debates. I'm not registered in either party, and have voted for a Republican president at least once. However, I will not vote for George Bush on Tuesday. He lost my vote when he began stacking the Supreme Court and threatening a woman's right to control her life and her body. He and your entire party fell a lot further in my estimation when the Republican National Convention was turned into a dog and pony show for the religious right. These people can preach to me about family values and the sanctity of unborn life when they can show me how many AIDS babies *they* have adopted, or how many pregnant, homeless teenage girls they have taken into *their* home to care for.

But to get back to the enclosed mailers: you're underestimating my intelligence, sirs, and I hope the intelligence of most Americans. When the president is failing by running on his record, I understand there may be nothing to do but try to shoot down the other candidate, but it's still a transparent ploy. Do I trust Clinton? Not completely, but if we're talking about trust, what happened to the "kinder, gentler nation," the "education president," the "environmental president"? And please don't insult my intelligence by bringing poor old Jimmy Carter into it. If we want to dig up past presidents, wasn't there a Republican once who had to resign before he was impeached?

It will probably all be over by the time you get this, and I hope we'll be looking at a change. For you party's sake, I wish you well in finding a legitimate candidate for 1996--please, don't even **think** about Dan Quayle, it would be too embarrassing to consider seriously. Mr. Baker, you were the best thing about Mr. Bush's administration, and I'm only sorry that you had to leave the job you were doing so well to work even harder for these last few months, to try to keep your place for the next four years. If Bush loses, we'll miss you--if he should win, you'll be the only consolation. (Baker in '96? *That* I might consider.)

Sincerely,



Jill Charles

a voter in Vermont



Yes, George, it's true

Politicians will say anything to get elected.

And Bill Clinton is a master at making promises. But this year he's made one promise you can count on him keeping... **Bill Clinton will raise your taxes.**

Bill Clinton says his income tax increase will only affect "the top 2%" of American taxpayers. But his math doesn't add up.

When Clinton is through raising your income taxes, imposing his new payroll tax, and adding his environmental taxes to your utility bill... even Americans who make \$15,000 could see their taxes go up \$1,747 a year!

In fact, no matter what your income, you could pay at least 10% more to the government just to pay for the \$220 Billion in new government programs Clinton plans.

It all adds up to the middle class paying the bill.

But raising your income taxes is not the only plan Bill Clinton has for you. There is an even more frightening cost to Bill Clinton's plan for America.

Bill Clinton's spending and tax increases will destroy jobs.

What Clinton Proposes

7-9% Payroll Tax for Government Health Care

1.5% Payroll Tax for national training trust fund

New Carbon Tax on Fossil Fuels

Radical new fuel regulations on American made cars and trucks

\$60 Billion more in Massive Defense Cuts

The Jobs We'll Lose

712,700
(Joint Economic Committee)

265,000
(Joint Economic Committee 1st year alone)

600,000
(CONSAD Research)

142,000
(Motor Vehicles Manufacturers Association)

1,027,700
(Univ. New Mexico Study)

TOTAL JOBS LOST 2,747,400

"If Congress followed the example Bill Clinton set as Governor of Arkansas, it would pass a program that hit the middle class hardest."

The Pine Bluff Commercial, May 24, 1991

**It all adds up.
America can't afford Bill Clinton.**

**One Promise
Bill Clinton
will keep...**



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JILL A CHALKERS
PO BOX 221
DOFSET VT 05251
**8002

Republican National Committee
310 First Street, S.E.
Washington, D.C. 20003

What "Clintonomics" will do to Vermont:

\$ Clinton carbon tax...	1,801 <i>Vermont Jobs Lost</i>
\$ Clinton tax on investment...	914 <i>Vermont Jobs Lost.</i>
\$ Clinton environmental regulations...	584 <i>Vermont Jobs Lost.</i>
\$ Clinton Defense Cuts...	2,000 <i>Vermont Jobs Lost.</i>
Total Vermont Jobs Lost:	5,299

*Figures obtained from JEC Study, Univ. of New Mexico Study

Paid for by the Republican National Committee. Authorized by Bush-Quayle '92 General Committee, Inc.

Vermont can't afford Bill Clinton.

**Raise
Your
Taxes.**





**It's easy to forget
how bad it was...**



21% Interest Rates.

14% Inflation.

Gas lines.

Hostages in Iran.

Soviets in Afghanistan.

Gas lines filled our streets. Home heating oil prices were out of sight. Inflation stood at a record 14%, and interest rates were a whopping 21%.

America was ridiculed around the world. As Afghanistan was overrun by the Soviets, our embassy was captured and Americans held hostage in Iran by revolutionary guards chanting "Death to America."

It sure seems like a long time ago. But not if you remember who was in the White House.

For the first time in our history, America had elected a President from a small southern state, Jimmy Carter. He promised us a lot, and delivered little, except a misery index no one should forget.

"Fast-forward" to 1992.

It seems like Deja-Vu. Once again, Americans are being promised a lot by a governor from a small southern state... Bill Clinton.

But we can't trust him any more than we did Jimmy Carter. This time, before you take America back to the misery of 1979, look at the record of Bill Clinton... and help America wake up before 1992 turns into another national nightmare like 1979.

As Governor of Arkansas, Bill Clinton had a simple answer to every problem... raise taxes on the middle class and spend more on government programs.

Over the course of 11 years, Clinton:

- Raised Taxes and Fees 128 Times on the middle class - including taxes on groceries, beer, tourism, and mobile homes - averaging one tax increase every month!
- Handed out millions of dollars in 44 special interest tax breaks to political campaign contributors.
- Doubled government spending, and doubled the state's debt in just nine years.



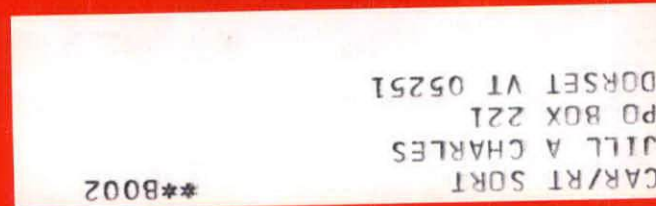
If elected President, just like Jimmy Carter, Bill Clinton has proposed "massive tax increases" and record increases in government spending including:

- \$220 Billion in spending on new government programs.
- \$150 Billion in Tax Increases, raising taxes on anyone who makes over \$15,000.
- 7 - 9% Payroll Tax for government sponsored health care that will cost over 700,000 Americans their jobs.
- 1.5% Payroll Tax for a national training fund that will cost over 265,000 Americans their jobs the first year alone.
- A new Tax on Carbon emissions that will cost 600,000 Americans their jobs.
- New government mandated fuel efficiency standards of 45 MPG will cost 142,000 Autoworkers jobs in 18 states.

The facts are clear. Bill Clinton will do to America, what he did for Arkansas... raise taxes, raise spending, create new government programs and destroy jobs.

We can't afford to go backwards.
We can't afford Bill Clinton.

Remember the last time we elected a Southern Governor President of the United States?



Republican National Committee
310 First Street, S.E.
Washington, D.C. 20003

Bill Clinton will do for Vermont what he did for Arkansas.

Arkansas ranks...

- 50th** in spending on police protection
- 50th** in spending on criminal justice
- 50th** in government action on the environment
- 46th** in teacher pay
- 47th** in median family income
- 3rd** highest in percentage of people living in poverty

He doubled state spending. He doubled the state debt.

We can't afford Bill Clinton.

NEW

I spent 2 yrs WW II in the Pacific
with the Navy. We had our Tokyo
Rose, Axis Sally. If we had such
patriots as Viet Nam Willie in those
days we might not had a country
today. I can't believe it, only in
America a person has nerve enough
to run for President



James Baker III
Republican Election Comm.
Washington, D.C.

att
Re: Election
Staff