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FOIA MARKER

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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: Card, Andrew, Files
Subseries:

OA/ID Number: 04013
Folder ID Number: 04013-003b

Folder Title:
General Correspondence (4/23/90 - (Card) [2]

Stack:	Row:	Section:	Shelf:	Position:
G	15	21	7	

Withdrawal/Redaction Sheet (George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
01. Packet	Bob Thompson to Andy card, Re: Seeking recommendations for constituent regarding Personal Data Form/ Student Application to Boston College. (10 pp.)	04/04/90	(b)(6)	

Page 1 of 1

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, Office of the
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: General Correspondence (4/23/90 - (Card) [2]

Pinksheet Number: RML16127
OA/ID Number: 04013-003b
Date Closed: 3/17/2025
FOIA/Sys Case #: 2025-0373-S
Re-review Case #:
P-2/P-5 Review Case #:

THE WHITE HOUSE

6/27/90

Karen -

Thank you for your letter,
for your service to Jim Martin,
and for your friendship. You
are first class!

Keep in touch.

Andy Card

THE WHITE HOUSE
WASHINGTON

Mrs. Karen D. Roberts
2335 Little Brooke Drive
Dunwoody, Georgia 30338



STATE OF NORTH CAROLINA
WASHINGTON OFFICE

444 NORTH CAPITOL STREET, SUITE 320

WASHINGTON, D. C. 20001

JAMES G. MARTIN
GOVERNOR

202-624-5830

KAREN D. ROBERTS
DIRECTOR

June 22, 1990

Mr. Andy Card
Assistant to the President and Deputy to the Chief of Staff
The White House
Washington, DC 20500

Dear Andy:

Saying good-bye is hard to do and saying thank you is hardly enough to special friends like you. I am so appreciative of your support and friendship over the past 5½ years. It has been an honor for me to work for Governor Jim Martin and for the State of North Carolina, and although I will be residing in Georgia, I will be promoting North Carolina All The Way! My husband has been transferred to Atlanta with Eastman Kodak Company and this opens up a whole new life for the Roberts.

Mrs. Pam Albright, whom you already know in our office, has enthusiastically accepted the position of Acting Director for The North Carolina Washington Office and is anxious to work with you.

Again, thank you for your support, cooperation and for all the happy memories.

Sincerely,

A handwritten signature in blue ink that reads "Karen".

Karen D. Roberts

New Address
2335 Little Brooke Drive
Dunwoody, Georgia 30338
404-512-0048

THE WHITE HOUSE

WASHINGTON

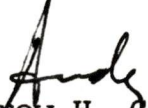
May 11, 1990

Dear Mr. Arthur:

Thanks for your letter of May 2nd proposing an Interagency Special Events Management Committee. I am sorry I have not had a chance to return your recent calls, but my schedule has been very hectic.

Your suggestion is a good one, and we are going to review it. I will be back in touch with you as soon as I can.

Sincerely,



Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. James D. Arthur, Director
Office of Special Events
General Services Administration
Washington, D.C. 20405



Administrator
General Services Administration
Washington, DC 20405



MAY 2 - 1990

Mr. Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff
The White House
Washington, DC 20500

Dear Mr. Card:

Enclosed is a draft justification statement and White House memorandum for establishing an Interagency Special Events Management Committee in an effective and expedient way.

After researching the options, we believe this is the more viable alternative.

David Berteau, Acting Assistant Secretary of Defense, Force Management and Personnel, Ann Brooks, Senior Project Manager, and I met with Ron Kaufman earlier this year to discuss Goodwill Games progress and issues. During our discussions we came to the conclusion that, given all the events that we are aware of over the next decade, an organization should be formed to direct the Federal effort in a efficient and cost effective manner. Ron asked us to formulate a proposal. After discussing with him where we were at this junction, he agreed that we should bring it to your attention due to your involvement with the Games. The time to move ahead on this could not be better. We have enthusiastic support from every agency representative we have approached.

Our ongoing support of the 1990 Goodwill Games in Seattle, Washington, the Economic Summit in Houston, Texas, and our probable involvement in other future special events (calendar attached) underscores the sense of urgency we feel to establish this committee as soon as possible.

Representatives from DoD, State, and GSA would like to meet with you at your earliest convenience to explore ways to bring this idea to fruition.

Sincerely,

James D. Arthur
Director
Office of Special Events

Enclosures

SPECIAL EVENT MANAGEMENT COMMITTEE

Justification Statement

Federal agencies are continually involved with special events of national or international significance. These include international sporting events such as the 1984 Los Angeles Olympics, the 1987 Pan American Games in Indianapolis, and the 1990 Goodwill Games in Washington State. Special events also include conferences, symposia and intergovernmental activities such as the 1989 Universal Postal Union Congress in Washington, D.C., the 1990 Economic Summit in Houston, Interpol conferences, and Presidential Inaugurals.

Some Federal agencies have designated offices with operational responsibility for activities involving such special events. Other agencies become involved operationally or in support of another organization only as specific events dictate. Federal participation may include: carrying out a legally mandated responsibility (e.g. State Department determination of diplomatic status of visitors); support to another Federal agency under authorized channels such as the Economy Act (e.g. DoD support to the 1989 Postal Congress); or specific authority and funding from Congress to support an event (GSA support of Inaugurals).

Regardless of why a Federal agency becomes involved, Federal activity in support of special events will continue. In addition, there are many instances where Federal agencies benefit from sharing information, coordinating activities, and combining resources. Therefore, real economies and efficiencies can be gained from maintaining continuity across the agencies from one event to another. These include institutional "know how" by the people and offices involved; retention and maintenance of resources across events to preclude unnecessary additional expense to the taxpayer; and more efficient planning, organization and coordinated delivery of assets to private or government entities as legally authorized.

Creation of a permanent Special Event Management Committee, under White House oversight, will facilitate coordinated Federal activity across special events. This Committee will insure appropriate Federal involvement, maintain continuity, and maximize the use of Federal assets.

This interagency Committee should include senior appointed Federal officials, who would, in turn, designate a permanent staff comprised of career personnel from each agency. The permanent staff could be represented by those who currently manage special event activities within their respective agencies. The Committee appointees would replace the need for reinstituting a "White House Task Force", as formed in the past for specific events. This permanent Committee would readily be on-line to address singular events.

**THE WHITE HOUSE
WASHINGTON**

Date

**MEMORANDUM FOR THE HEADS OF
EXECUTIVE DEPARTMENTS AND AGENCIES**

Federal agencies are regularly involved in special event activities of national or international significance. These events include international sporting events such as the 1990 Goodwill Games, Presidential Inaugurals, and other activities such as the 1990 Economic Summit in Houston.

Federal agency involvement includes: carrying out a legally mandated operational responsibility; support to another Federal agency under the Economy Act and other legal support channels; or specific legislative authority to support an event.

Agencies benefit from sharing information, coordinating activities, and combining resources to save taxdollars. Therefore, in order to effect continuity and more efficient planning and operations relative to special event activities, I am creating a "Special Event Management Committee." The White House will convene Committee meetings and assign agency responsibilities as events arise and action is required.

The Special Event Management Committee will be comprised of senior appointed Federal officials from the Executive Departments and Agencies. The Committee will be responsible for coordinating activities of the Federal agencies, sharing information and consolidating resources where feasible. Committee members shall also appoint permanent representatives to serve as liaison with other agency representatives and coordinate authorized agency support and participation in events.

Your cooperation in devoting the resources of your organization to this effort is appreciated.

EVENT**PLACE****DATE****1989**

- | | | |
|--|------------------|--------------------------|
| 1) Inaugural | Washington, D.C. | 20 January 89 |
| 2) Universal Postal Union Congress | Washington, DC | November 9 - December 15 |
| 3) World Alpine Ski Championships | Vail, CO | January 27 - February 12 |
| 4) Olympic Festival (USOC sponsored) | Oklahoma, OK | Summer |
| (Gregory Taylor, OK City police, Plng & Research, 701 Colcord Dr, 73102, (405) 232-5311) | | |

1990

- | | | |
|---|-------------------------|--------------------|
| 1) Goodwill Games | Seattle, WA | July 20 - August 5 |
| 2) Summer Olympic Festival
(Mike Sobolewski, MN DoT, (612) 297-3532) | Minneapolis-St Paul, MN | Summer |
| 3) IVth Central American Games | Tegucigalpa, Honduras | |
| 4) Grand Prix | Washington, DC | 7-8 October |
| 5) Interpol General Assembly | Ontario, Canada | October |
| 6) Economic Summit | Houston, Texas | 9-11 July |
| 7) World Cup Soccer Championships | Italy | Summer |

1991

- | | | |
|--|---------------------------|-------------------|
| 1) International Summer Special Olympics
(\$8M budget, Eunice Kennedy Schriber running) | Minneapolis-St Paul, MN | |
| 2) World Gymnastic Championships
(Eastern Block espionage concerns) | Indianapolis, IN | September |
| 3) XIth Pan American Games | Cuba | |
| 4) XVIth Central American & Carribean Games | Guatemala City, Guatemala | |
| 5) Freestyle World Championships
(want medevac support from DoD) | Lake Placid, NY | 10-17 February 91 |
| 6) U.S. International Winter Sports Festival
(want medevac support from DoD) | Lake Placid, NY | 21 Feb-3 March 91 |
| 7) World University Games | Sheffield, England | Summer |

1992

- | | | |
|---|-----------------------|--------|
| 1) Expo 1992, Chicago World Fair | Chicago, IL | |
| 2) XXVth Olympiad Summer Games | Barcelona, Spain | |
| 3) Winter Olympic Games | Albertsville, France | |
| 4) Universal World's Fair
(USIA requesting support from DoD, FM&P action) | Seville, Spain | Summer |
| 5) International Law Enforcement Olympics
(U.S. Park Police hosting, want DoD support and tech advice) | Washington D.C. | Summer |
| 6) Discovery of the New World | San Juan, Puerto Rico | |

EVENT**PLACE****DATE****1993**

- | | | |
|--|----------------|------------|
| 1) World University Games
(NY State Police, Dep Chief Inspector Joseph Abate (518) 457-6554)
(Congress may put \$ in DoD budget) | Buffalo, NY | Summer |
| 2) Inaugural | Washington, DC | 20 January |

1994

- | | | |
|--|---|--------|
| 1) Winter Olympics | Lillihammer, Norway | |
| 2) World Cup Soccer Championships | Washington, D.C., and 15+ other major sites | summer |
| 3) Commonwealth Games
(Super Doug Richardson, Staff Sgt Doug Potentier-Victoria Police Dept
Insp Carl Bolger, Sgt Derek Egan, Saanich Police Dept) | Victoria, BC | |

1995

- | | |
|---|------------------|
| 1) 50th Anniversary, WWII (ceremonial only) | Washington, D.C. |
|---|------------------|

1996

- | | |
|--------------------|---|
| 1) Summer Olympics | Atlanta has U.S. bid. IOC decides in Sept 1990. |
|--------------------|---|

1998

- | | |
|--------------------|------------------------------|
| 1) Winter Olympics | Salt Lake City has U.S. bid. |
|--------------------|------------------------------|

As of 30 April 90



THE DEPUTY SECRETARY OF THE TREASURY
WASHINGTON, D.C. 20220

14

June 22, 1990

Mr. Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff
The White House
Washington, D. C. 20500

Dear Andy:

As you now know, we finally got the S&L
Fraud legislative package pulled together and
announced by the President. Your help on that
was critical and I just wanted to say thanks.

Best regards.

Sincerely,

John E. Robson

THE WHITE HOUSE

6/25/90

Larry -

Thanks for the memo
and sample letter from the
Chamber regarding Tax Limitation
and the Balanced Budget Amendment.
Keep in touch. Andy Card

THE WHITE HOUSE
WASHINGTON

Mr. Lawrence A. Hunter
Deputy Chief Economist
U.S. Chamber of Commerce
1615 H Street, N.W.
Washington, D.C. 20062

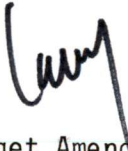
CHAMBER OF COMMERCE
OF THE
UNITED STATES OF AMERICA

AC HAS SEEN

LAWRENCE A. HUNTER
DEPUTY CHIEF
ECONOMIST

1615 H STREET, N.W.
WASHINGTON, D.C. 20062
202/463-5620
FAX: 202/463-3114

June 16, 1990

To: Andy Card
From: Larry Hunter 
Subj: Balanced Budget Amendment

I thought you would be interested in the
attached.

U.S. Chamber of Commerce

AC HAS SEEN

Washington, D.C. 20062

June 15, 1990

MEMORANDUM TO Members of the Balanced Budget/Tax Limitation Coalition
FROM Lawrence A. Hunter 
SUBJECT Tax Limitation and the Balanced Budget Amendment

Attached is a letter the Chamber has sent to every member of the House of Representatives. The letter states the Chamber's intention to actively oppose any Constitutional Balanced Budget Amendment that does not contain a substantial super-majority voting requirement before raising taxes. We urge you to send a similar message on behalf of your organization.

The Chamber adopted this position in November of 1987 after having lent its support earlier to proposed amendments that contained weak tax limitation sections or none at all. The Chamber adopted its current policy position out of concern that balanced budget amendments that do not contain a significant tax limitation provision will lead to large tax increases, mostly on business.

The President and congressional champions of taxing and spending discipline are under tremendous pressure to increase taxes in the name of deficit reduction -- and even to trade off large tax increases now for "process reforms" for the future. Therefore, it is imperative that the Coalition remain true to its name -- **Balanced Budget/Tax Limitation** Coalition. We urge members of the Coalition to remain patient and to resist giving into the temptation to compromise away the principles around which the Coalition came into existence. In our opinion, no balanced budget amendment is preferable to one that contains no effective tax limitation provision. Winning a balance budget amendment without a significant tax limitation provision would prove to be a Pyrrhic victory. We would get superficial reforms that will prove counter-productive in the long run.

U. S. Chamber of Commerce

1615 H Street, N.W.
Washington, D.C. 20062
202/463-5406



Donald J. Kroes
Vice President
Legislative and
Public Affairs

June 14, 1990

The Honorable Gary L. Ackerman
House of Representatives
Washington, D.C. 20515

Dear Representative Ackerman:

It is likely that before the end of the 101st Congress, H.J. Res. 268, a Constitutional amendment to require a balanced federal budget, will be discharged from the Committee on the Judiciary. In its current form this resolution does not adequately constrain the federal government's proclivity to increase spending and raise taxes. In fact, because H.J. Res. 268 requires a 3/5 vote to run a deficit, yet it allows taxes to be raised by a mere majority vote, this resolution places no spending discipline on Congress and actually would increase the already-substantial bias toward raising taxes. The U.S. Chamber of Commerce opposes any Constitutional amendment requiring a balanced budget unless it contains a true tax-limitation provision; without such a provision a Constitutional balanced budget requirement would only encourage Congress to raise taxes in order to balance the budget at a higher spending level.

Therefore, when H.J. Res. 268 comes to the House floor, the Chamber urges you to support the adoption of a true tax-limitation amendment to the resolution--an amendment requiring a substantial supermajority voting requirement (greater than a majority of the total membership of each house of Congress) in order to enact a tax increase. If the resolution is not amended to require a supermajority voting requirement to raise taxes, the Chamber urges you to vote against H.J. Res. 268 on final passage. Having no balanced budget amendment is far preferable to having one that does not contain an effective tax-limitation provision.

Sincerely,

Donald J. Kroes

THE WHITE HOUSE

WASHINGTON

June 13, 1990

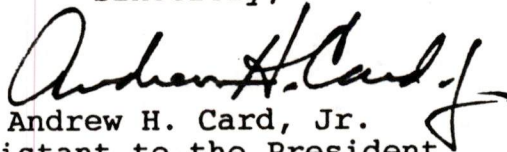
Dear Mr. McDonough:

Thank you for your letter of June 12th regarding your application for a business loan.

Please know that I have forwarded your correspondence to appropriate officials at the Small Business Administration to review in the normal course of the process.

With best wishes,

Sincerely,

A handwritten signature in dark ink, appearing to read "Andrew H. Card, Jr.", with a stylized flourish at the end.

Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. James McDonough
5604 Bloomfield Drive
Apartment 01
Alexandria, Virginia 22312

THE WHITE HOUSE

WASHINGTON

June 11, 1990

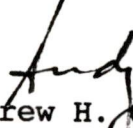
Dear Ralph,

Congratulations on the new position with the U.S. Attorney's Office here in Washington. I am glad it worked out so well.

Thanks for the 2 books on Teddy Roosevelt. It was thoughtful of you, and I look forward to reading them in my "spare" time. Please know that I will pass on the early edition of President Roosevelt's autobiography to the President's Office.

With best wishes,

Sincerely,



Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. Ralph J. Caccia
2612-B So. Arlington Mill Drive
Arlington, Virginia 22206

Ralph J. Caccia
2612-B So. Arlington Mill Drive
Arlington, Virginia 22206

June 3, 1990

Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff
The White House
1600 Pennsylvania Avenue, N.W.
Room 1/WW
Washington, DC 20500

Dear Andy:

As a result of your letter to Assistant Attorney General Murray Dickman, I was referred to Laurence McWhorter, Director of the Office for United States Attorneys. Recently, I had the pleasure of meeting with Mr. McWhorter to discuss my serving as an Assistant United States Attorney. Mr. McWhorter was extremely helpful and promised to try to "stir up some interest." Andy, I am grateful for your efforts on my behalf and would appreciate any follow-up you might think appropriate.

In light of your new found interest in President Roosevelt I have taken the liberty of forwarding to you two books which I think you might enjoy. The book by Edmund Morris is absolutely first rate.

Additionally, I am enclosing something the President might enjoy. On my one visit to the Oval Office (during which I did my Dennis Thatcher imitation), I noticed that the President had a number of books on Theodore Roosevelt. I have taken the liberty of enclosing an early edition of President Roosevelt's autobiography which I found a number of years ago at a used book store. I regret that I do not have a better story as to how this book was acquired.

Please give my best to Kathi. With best personal regards, I remain

Sincerely,


Ralph J. Caccia

11

*Sent to
Bobbie K.*

THE WHITE HOUSE

WASHINGTON

June 15, 1990

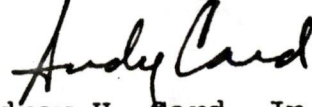
Dear Mr. Johnson:

Thanks for your letter of June 6th in which you set forth your suggestions relative to a signing ceremony for the Americans with Disabilities Act.

Please know that I will share your letter with appropriate White House officials for their review and consideration.

With best wishes,

Sincerely,



Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. James A.R. Johnson
Director, Government Affairs
Apple Computer, Inc.
1550 M Street, N.W.
Suite 1000
Washington, D.C. 20005



The Honorable Andrew Card
Deputy Chief of Staff to the President
The White House
1600 Pennsylvania Ave., NW
Washington, D.C. 20500

June 6, 1990

Dear Mr. Card:

You may recall that we sat together at the Junior Statesman Foundation's Statesman of the Year Dinner honoring John Sununu last summer; and also met at the National Governors' conference. Because of Mr. Sununu's interest in technology, I wanted to propose an idea that might make the anticipated signing ceremony for the **Americans with Disabilities Act (ADA)** a very heartwarming and significant opportunity. The signing ceremony will be an event that could not only celebrate the *public* sector's determination to establish and defend the rights of the disabled community, **but one that also celebrates private sector** efforts such as those of the National Special Education Alliance (NSEA).

Founded by Apple Computer in 1987, the NSEA is an alliance of non-profit community centers which brings together high technology companies, social service professionals, school teachers, and families to provide a friendly environment where people with disabilities can explore how computers can empower them to participate as active, independent members of society. For a disabled person, it often takes extraordinary efforts to perform ordinary daily functions. The NSEA centers, like libraries of technology, help families wade through the plethora of hardware devices and software products to discover those computer technologies which help a disabled person communicate, complete school, work, and perform those tasks necessary to function as an independent member of society. School teachers use the community centers to experiment with the computers and determine which hardware/software configurations are most helpful to the students in their classes. In the three years since its inception, the NSEA has grown into an alliance of forty-four non-profit community centers across the nation. Since disabled persons and their parents maintain at least fifty percent control of the centers, the NSEA is truly a grass roots, citizens organization.

The signing of the American With Disabilities Act (ADA) would provide a very appropriate occasion on which to jointly celebrate public and private efforts to help persons with disabilities be more active in our national life. After all, the ADA represents the commitment of the United States to protect the legal rights of persons with disabilities. The NSEA represents what corporate America, social service professionals, and families are doing together to make the vision of the ADA a practical reality and empower disabled persons to take advantage of their newly defined rights.

To help make this joint celebration happen, Apple is offering to make the White House an honorary NSEA site for the day. We could set up approximately 5-10 personal computers with necessary peripheral equipment and have disabled children demonstrate how the technology helps them do what other children often take for granted. It would also provide a great platform for President Bush to call the nation to a higher private sector commitment to persons with special needs.

I would welcome the opportunity to discuss with you this idea of jointly celebrating public and private efforts to liberate persons with disabilities. Personal computer technology is changing what it means to be disabled. The ADA is changing what it means to be disabled. The two should be celebrated together.

Sincerely,


James A.R. Johnson
Director, Government Affairs

Apple Computer, Inc.
Apple Government Affairs
1550 M Street, N.W.
Suite 1000
Washington, D.C. 20005
202 872 6260
202 872 6259 FAX

THE WHITE HOUSE

WASHINGTON

June 11, 1990

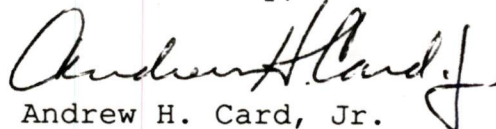
Dear Dr. Frazier:

We have considered the additional points made in your April 12 letter to Governor Sununu concerning the Consortium for Inter-American Trade and Development, but continue to believe that we cannot offer Administration support for the project.

Participation by Government officials in the Consortium's Advisory Committee threatens to entangle the Consortium in laws and regulations applicable to government agencies, thereby depriving it of the advantages it would have as a private sector entity. To give just one example of the types of problems that could arise if we were to endorse the Consortium under these circumstances, there would be a question whether we had established or acquired a corporation to act as an agency in violation of 31 U.S.C. sec. 9102. In addition, there are already government programs which are intended to serve the same function as the Consortium.

For these reasons, we do not think it appropriate to offer Administration support for the project.

Sincerely,



Andrew H. Card, Jr.
Assistant to the President and
Deputy to the Chief of Staff

Thomas W. Frazier, Ph.D.
Chief Executive Officer
Consortium for Inter-American
Trade and Development
7400 Colshire Drive No. 4
McLean, Virginia 22102

THE WHITE HOUSE
WASHINGTON

June 8, 1990

MEMORANDUM FOR ANDREW H. CARD, JR.

FROM: C. BOYDEN GRAY *CBG*
SUBJECT: Response to Thomas W. Frazier's Proposed
"Consortium for Inter-American Trade and
Development"

Pursuant to your request, my office has prepared the attached response to Thomas W. Frazier's letter to Governor Sununu of April 12. Our draft discusses the principal legal problem raised by Frazier's proposal -- the involvement of Government officials in its Advisory Committee -- but does not rely exclusively on that problem in declining his request for an Administration endorsement. The fact is that the Consortium's main function -- to serve as an information clearinghouse -- is not unlike that of the recently-announced Citizens' Democracy Corps, and if we wanted to implement the proposal we could probably find a lawful way to do it.

Our draft response has been coordinated with the Office of Cabinet Affairs.

Attachment

Tab A Letter to Dr. Thomas W. Frazier
Tab B Incoming Correspondence

THE WHITE HOUSE
CORRESPONDENCE TRACKING WORKSHEET

INCOMING

DATE RECEIVED: APRIL 23, 1990

NAME OF CORRESPONDENT: DR. THOMAS W. FRAZIER

COUNSEL'S OFFICE
RECEIVED

SUBJECT: FOLLOW-UP ON AN ISSUE RAISED WITH ANDY CARD
REGARDING GENERAL FEDERAL OVERSIGHT AND
DIRECTION OF CONSORTIUM ACTIVITIES

APR 30 1990

ROUTE TO: OFFICE/AGENCY	(STAFF NAME)	ACTION		DISPOSITION	
		ACT CODE	DATE YY/MM/DD	TYPE RESP	C COMPLETED D YY/MM/DD
JOHN SUNUNU		ORG	90/04/23		/ /
<i>Andy Card</i>	REFERRAL NOTE:	<i>A</i>	<i>90/04/23</i>		<i>/ /</i>
<i>Cubby</i>	REFERRAL NOTE:	<i>B</i>	<i>90/04/27</i>		<i>/ /</i>
<i>Cuat 14</i>	REFERRAL NOTE:	<i>D</i>	<i>90/04/30</i>		<i>/ /</i>
<i>Culgray</i>	REFERRAL NOTE:	<i>E</i>	<i>90/04/30</i>		<i>/ /</i>

COMMENTS:

ADDITIONAL CORRESPONDENTS: MEDIA:L INDIVIDUAL CODES: _____

CS MAIL USER CODES: (A) _____ (B) _____ (C) _____

*ACTION CODES:	*DISPOSITION	*OUTGOING	*
*	*	*CORRESPONDENCE:	*
*A-APPROPRIATE ACTION	*A-ANSWERED	*TYPE RESP=INITIALS	*
*C-COMMENT/RECOM	*B-NON-SPEC-REFERRAL	* OF SIGNER	*
*D-DRAFT RESPONSE	*C-COMPLETED	* CODE = A	*
*F-FURNISH FACT SHEET	*S-SUSPENDED	*COMPLETED = DATE OF	*
I-INFO COPY/NO ACT NEC		* OUTGOING	*
*R-DIRECT REPLY W/COPY *			*
*S-FOR-SIGNATURE *			*
*X-INTERIM REPLY *			*

REFER QUESTIONS AND ROUTING UPDATES TO CENTRAL REFERENCE
(ROOM 75, OEOB) EXT-2590
KEEP THIS WORKSHEET ATTACHED TO THE ORIGINAL INCOMING
LETTER AT ALL TIMES AND SEND COMPLETED RECORD TO RECORDS
MANAGEMENT.

THE WHITE HOUSE

WASHINGTON

June 8, 1990

Dear Mr. Phelan:

Enclosed are photos taken during Chase International Advisory Committee's recent meeting with the President.

If there are any particular photos you would like to have signed, please let me know.

All the best,

Sincerely,



Linda M. Gambatesa
Special Assistant to
the Chief of Staff

Mr. James J. Phelan
Vice President
The Chase Manhattan Bank
1 Chase Manhattan Plaza
New York, New York 10081

Enclosures

The Chase Manhattan Bank, N.A.
1 Chase Manhattan Plaza
New York, New York 10081

James J. Phelan
Vice President

J.J.P.



May 9, 1991

Mr. Andrew H. Card, Jr.
Deputy Chief of Staff
to the President
The White House
1600 Pennsylvania Avenue NW
Washington D.C. 20500

Dear Andy,

This is a note of special sincere thanks for your orchestration of the Chase International Advisory Committee meeting at the White House recently.

In addition to the opportunity of meeting the President, the added presence of Governor Sununu, Roger Porter, Michael Boskin, Brent Scowcroft and yourself was a once in a lifetime event which we shall always remember.

Candidly, the comments and discussion allowed us to come away with the feeling I had earlier mentioned to you would be ideal: The United States is indeed alive and well, and the future continues to hold much promise.

Please do not hesitate to call if we ever can reciprocate; we certainly owe President Bush and all of you at least that.

Meanwhile, very best regards from myself and all here.

Jim

THE WHITE HOUSE

WASHINGTON

May 9, 1990

Dear Mr. Velzy:

Thank you for your recent letter enclosing the American Society of Mechanical Engineers' position paper on U. S. Technology Policy.

Please know that I will share your correspondence with appropriate Administration officials for their review and benefit.

Your input is appreciated.

Sincerely,



Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. Charles O. Velzy
President
The American Society of
Mechanical Engineers
Suite 218
1825 K Street, N.W.
Washington, D.C. 20006-1202

AC HAS SEEN 5/6



The American Society of
Mechanical Engineers

Suite 218
1825 K Street, N.W.
Washington, DC 20006-1202
202-785-3756

April 30, 1990

Mr. Andrew Card
Deputy to the Chief of Staff
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mr. Card:

The American Society of Mechanical Engineers (ASME) earlier this month presented the enclosed General Position Paper on U.S. Technology Policy to the Office of Science and Technology Policy in a meeting with Associate Director William Phillips.

We believe that the United States must establish a national technology policy aimed at restoring America's competitive edge in the world marketplace. Such a policy would provide a framework by which government, industry, and academic institutions can cooperatively identify key technologies and applications, prioritize research and development, and determine where government support is needed. Our statement offers specific recommendations for shaping an effective, long-range national plan.

We are pleased that our meeting with Dr. Phillips opened the door for continuing communication with OSTP on this and related matters. We are seeking meetings with other technology leaders in the Administration and Congress to communicate our views and discuss ways in which ASME can help further the development of a national technology policy.

Sincerely,

Charles O. Velzy

Charles O. Velzy
President

Enclosure

THE WHITE HOUSE

WASHINGTON

June 6, 1990

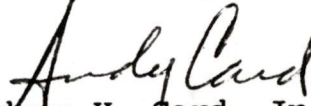
Dear Mr. Collins:

Thank you for the June 1st letter from you and your colleagues in which you enclose the book, Enterprising Communities.

Please know that I will share this materials with others here at the White House for their information.

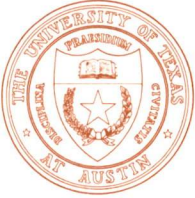
With best wishes,

Sincerely,



Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. Dennis A. Collins
President
Council for Community-Based Development
1070 Thomas Jefferson Street, N.W.
Washington, D.C. 20007



LYNDON B. JOHNSON SCHOOL OF PUBLIC AFFAIRS
THE UNIVERSITY OF TEXAS AT AUSTIN

AC HAS SEEN 5/21 7.6

Drawer Y • University Station • Austin, Texas 78713-7450 • (512) 471-4962

May 17, 1990

Andrew Card
Assistant to the President
The White House
1600 Pennsylvania Avenue
Washington D.C. 20500

Dear Andy:

Many, many thanks for sharing with me your remarkable experiences from the 1988 Presidential campaign. The Bush effort in New Hampshire is a great story that reflects extraordinary dedication and resourcefulness.

I hope that we can do another session in early June. Meanwhile, many thanks again for your invaluable participation in the project.

Sincerely,

A handwritten signature in cursive script, appearing to read "Mike", written in dark ink.

Michael L. Gillette
Director
Presidential Election Study
(512) 471-8871

MEMORANDUM
OF CALL

Previous editions usable

TO:

L.

☒ YOU WERE CALLED BY— ☐ YOU WERE VISITED BY—

OF (Organization)

*Mary Mc Dermott
Cong. Smith - N.J.*

☒ PLEASE PHONE ► ☐ FTS ☐ AUTOVON

225-3765

☐ WILL CALL AGAIN ☐ IS WAITING TO SEE YOU

☐ RETURNED YOUR CALL ☐ WISHES AN APPOINTMENT

MESSAGE

*To check upon
Correspondence*

RECEIVED BY

Er

DATE

5/31

TIME

12:50

63-110 NSN 7540-00-634-4018

★ U.S. GPO: 1986-181-246/40015

STANDARD FORM 63 (Rev. 8-81)

Prescribed by GSA

FPMR (41 CFR) 101-11.6

THE WHITE HOUSE

WASHINGTON

May 22, 1990

Dear Captain Azzolina:

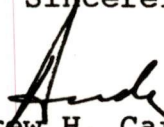
I appreciate your commitment to try to bring the Battleship New Jersey to the East Coast for its decommissioning.

Unfortunately, this matter has been fully reviewed and for logistical, tactical and economic reasons, the New Jersey will be decommissioned on the West Coast. With budget constraints and the careful review of our defense needs, I am sure you understand this decision must be respected.

I will share your latest correspondence with others here at the White House and at the Defense Department, should they wish to reconsider the previously announced decision.

I appreciate your understanding.

Sincerely,



Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Captain Joe Azzolina, USNR (Ret.)
Chairman
USS New Jersey Battleship
Commission
835 Highway 35
Middletown, NJ 07748

JOSEPH AZZOLINA
Chairman

IRENE S. HUBIN
Vice-Chairman

RICHARD T. BOZZONE, SR.
ROBERT E. CARR
VICTOR E. DAHN, JR.
RICHARD E. EVERSEN
ALAN T. ENGLISH
EAMON T. FENNESSY
JOAN C. HULL
DONALD F. OLSEN
GLORIA PATRIZIO
GUSTAV PERNA
EDMUND S. RUMINOWICZ

Ex Officio

CLIFFORD A. GOLDMAN
JERRY F. ENGLISH



State of New Jersey

U.S.S. NEW JERSEY BATTLESHIP COMMISSION

JOSEPH AZZOLINA
835 HIGHWAY 35
MIDDLETOWN, NEW JERSEY 07748
TELEPHONE: (201) 671-2220

IN REPLY PLEASE ADDRESS
CORRESPONDENCE TO THE CHAIRMAN

May 16, 1990

Mr. Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff
The White House
Washington D.C. 20500

Dear Mr. Card:

Thank you for pursuing the issue of the Battleship New Jersey with the Department of the Navy. I was fortunate to run into you during the Chris Smith event in Washington in March at which time I passed my letter to Mr. Sununu onto you.

Unfortunately, I regret to say I am less than enthused by the reply I have received concerning our pursuit to have the New Jersey decommissioned on the East Coast. The letter I received was condensending and form-like, which I did not appreciate as it showed little respect for the intense gravity of the issue. The response from Barbara Spryridon Pope, Assistant Secretary of the Navy for Manpower and Reserves, essentially rehashed information I was already aware of and she obviously doesn't grasp the importance or potential impact of this matter. I've enclosed a copy of her letter for your review.

I would strongly urge that this matter be resurrected with Mr. Sununu and perhaps President Bush as the political implications run deep. As Chairman of the State U.S.S. New Jersey Battleship Commission, I can say with certitude that residents are concerned with the fate of this ship. Everywhere I go I am approached by people inquiring about the New Jersey and asking about ways to bring her home.

This support both pleases and concerns me. Because of my complete commitment to this issue, my obligations as Chairman of the Commission and my respect for the wishes of New Jersey residents, I am required to pursue every available means of getting the ship to the East Coast. As a last resort, this would involve calling upon our state's congressional delegation which, of course, is headed by senators Bill Bradley and Frank Lautenberg.

It is vastly preferable to me to see the President and the Republican leadership come to the front of this issue since I know New Jersey residents will reward those elected officials who demonstrate the most vaild attempt to secure this vessel.

So, as you can see, I'm in a difficult position that is extremely complex. As Commission Chairman and a former Congressional candidate who ran under President Bush in 1988, losing narrowly, I am personally and politically devoted to President Bush. It is vital to me that the White House be afforded every opportunity to take the lead with the Battleship.

I would be happy to discuss this with you or Mr. Sununu in person and develop further ways to pursue this goal as quickly as possible as our time to act on this matter is extremely short.

I also wrote to Vice Admiral Kelly whose enclosed reply also repeated what I already knew. Frankly, I feel frustrated in this effort as I haven't gotten very far on this matter since I discussed it with you in March. I could refute all the arguments against bringing the ship to the East Coast as you know from my letter to Mr. Sununu. It seems as though the Navy is only interested in the easiest short-term procedure rather than looking closely at the long-term benefits. As a last resort, I would recommend that the Navy tow the ship to the East Coast as it will be nearly impossible to raise private funds for this effort if the New Jersey is not recommissioned again which most active duty officers I have spoken with don't foresee.

It would be a national tragedy if the one battleship named for a coastal state isn't ultimately rested in the State of her name. If that should happen, it will not be because the State of New Jersey didn't have a place in mind for her.

Sincerely,

Joe Azzolina
Joe Azzolina,
Captain, USNR (Ret.)

P.S. -- Enclosed also is a letter from Rep. Jim Courter making the same appeal for the New Jersey.

CC: Rep. Chris Smith

April 20

THE WHITE HOUSE

WASHINGTON

February 27, 1990

Dear Bucky,

Thank you for your letter of February 22nd inviting me to address the St. Louis Chapter of the Young President's Organization on April 20th in the Indian Treaty Room.

Unfortunately, there is a Presidential trip scheduled for that same day to Alabama and Florida for two fundraisers. If the Governor does not accompany the President on this trip, then I will have to do so. Therefore, I cannot make a firm commitment to participate in the meeting, but will be happy to put it down tentatively.

Hope all is well with you. Keep in touch.

Sincerely,



Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. William H. T. Bush
Bush-O'Donnell & Company, Inc.
120 South Central
Suite 1030
St. Louis, Missouri 63105

Bush O'Donnell

*OK- if fits w/schedule
F/R for Bill Cabaniss
+ Florida GOP*

22 February 1990

Mr. Andrew Card
Assistant to the President
The White House
Washington, D.C. 20500

Dear Andy:

On April 20 at 4:00 p.m. in the Treaty Room of the OEOB, the St. Louis Chapter of the Young President's Organization will be meeting with Bill Webster of the CIA. I have been asked to invite you or one of your colleagues in Governor Sununu's operation to talk with them in the manner similar to the job you did for our major donors from Missouri.

They would like you to visit about 5:00 p.m. if possible.

There should be 100 to 110 people in attendance.

I will not be there, unfortunately, so I will not be able to introduce you personally. I would appreciate you attending and if you can, please let me know.

Kindest regards.

Sincerely,



William H. T. Bush

BUSH-O'DONNELL & COMPANY, INC.

120 SOUTH CENTRAL / SUITE 1030 / ST. LOUIS, MO 63105 / 314-727-4555

THE WHITE HOUSE

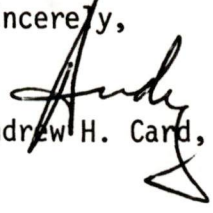
April 11, 1990

Dear Pete,

In accordance with your recent request of the Governor, we are sending you the Presidential cuff links you wanted. We would appreciate your cooperation in not broadcasting this as it is not standard procedure.

Hope all is going well for you in Italy!

Sincerely,


Andrew H. Card, Jr.

THE WHITE HOUSE
WASHINGTON

Ambassador Peter F. Secchia

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

April 19, 1990

STATEMENT BY THE PRESIDENT

Throughout this century, the United States has had a special, enduring relationship with the Armenian people.

Armenians around the world share with their friends in the United States a love of freedom, and as proud people they have a strong commitment to the preservation of their heritage and culture.

Their history, though marked by a number of tragedies, nonetheless reflects their faith and the strength and resilience of their tradition. Those tragedies include the Earthquake of 1988 and, most prominently, the terrible massacres suffered in 1915-1923 at the hands of the rulers of the Ottoman Empire.

The United States responded to the victims of this crime against humanity by leading international diplomatic and private relief efforts.

The Armenian-American community now numbers nearly one million people. Those who emigrated to the United States, and their descendants, continue to make significant contributions to the betterment of our country in many fields of endeavor.

On this seventy-fifth anniversary of the massacres, I wish to join with Armenians and all peoples in observing April 24, 1990 as a day of remembrance for the more than a million Armenian people who were victims. I call upon all peoples to work to prevent future acts of inhumanity against mankind, and my comments of June 1988 represent the depth of my feeling for the Armenian people and the sufferings they have endured.



REPUBLICAN STATE COMMITTEE

AC HAS SEEN 4/23

The Indiana Republican Center
200 South Meridian St., Suite 400
Indianapolis, Indiana 46225
Telephone (317) 635-7561
(800) 382-1087

April 17, 1990

Andrew Card
Assistant to the President &
Deputy to the Chief of Staff
Office of Political Affairs
1600 Pennsylvania Avenue, N.W.
Washington, D. C. 20500

Dear Andrew:

I wanted to take this opportunity to write and to express my personal appreciation for your efforts on my behalf regarding the flight on Air Force One and the President's visit to Indiana.

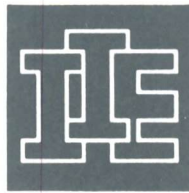
Obviously the flight was a rare opportunity. Hoosiers responded enthusiastically to the President's visit and over \$500,000 was raised for the Coats for Senate campaign.

Again, thanks for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Keith Luse", written over a horizontal line.

Keith Luse, Chairman



INSTITUTE OF INTERNATIONAL EDUCATION
1400 K STREET, N.W., WASHINGTON, DC 20005-2403

AC HAS SEEN

FL
4/23/90

April 19, 1990

The Honorable Andrew H. Card, Jr.
Assistant to the President and
Deputy to the Chief of Staff
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Mr. Card:

Thank you so much for speaking at the White House briefing for the 1990 Fulbright Enrichment Seminar participants on Thursday, April 5th.

You provided important insights into the political ramifications of decisions, as well as a glimpse into your personal political career. Your openness, your sincere enthusiasm for the political process and your strong communication skills created a very special experience for this international audience from 64 countries. Thank you very much for sharing so much so powerfully.

Sincerely,

Terri R. Adams
Director
1990 Fulbright Enrichment Seminar

Proposal to tax kids' benefits raises hackles

By John Waggoner
USA TODAY

Here's a move probably destined to win the Most Unpopular Proposal of the Year award: Richard Kusserow, inspector general of Health and Human Services, released a report Tuesday urging Congress to tax part of the Social Security benefits paid to hundreds of thousands of children.

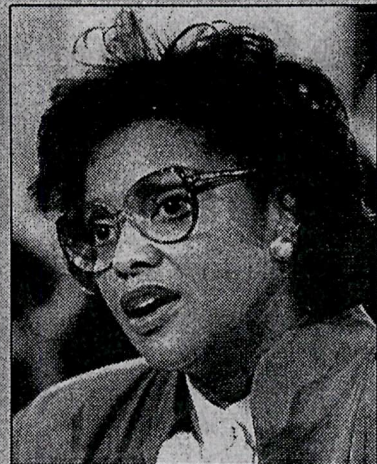
To the Social Security Administration, the proposal has all the charm of a pit full of cobras. Taxing disabled children's benefits "could appear harsh and contrary to a 'kinder, gentler America,'" said Commissioner Gwendolyn King in her written rebuttal.

Currently, you must pay federal tax on up to half of your Social Security benefits if you're single and

make \$25,000 or more. For joint filers, the floor is \$32,000. About 4.5 million retirees pay tax on part of their Social Security benefits.

Most dependent children don't have enough income to trigger the tax on their Social Security benefits. Under Kusserow's proposal, dependent children's Social Security benefits would be lumped in with their families' incomes. If the family's income were high enough, a portion of the child's benefits would be taxed.

An estimated 333,890 medium- and upper-income families would be affected by the move, according to Kusserow's memo. Taxing them would add about \$1 billion to Social Security's coffers over the next five years. Extending the tax to children also would make the system more fair, his memo says.



By Joe Marquette, UPI

KING: Opposes plan.

"I have no objections to treating all benefits equally," says James Weill, general counsel of the Children's Defense Fund. "But the administration's energy might be better directed at getting children the financial support they need rather than taking away the little that's left."

THE WHITE HOUSE

WASHINGTON

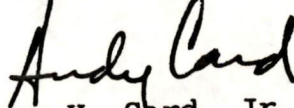
May 1, 1990

Dear Max,

Enclosed are the photographs taken of you with the President during your April 11th luncheon.

Hope all is well. If I can be of any assistance, please do not hesitate to let me know.

Sincerely,



Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. Max Fisher
2700 Fisher Building
Detroit, Michigan 42202

Enclosures

-03
P11697-13

April 30

AC+KC

THE WHITE HOUSE
WASHINGTON

February 27, 1990

Dear Mr. Clendenin:

Thank you for the invitation to be your head table guests at the Annual Chamber of Commerce Dinner on April 30th. My wife, Kathleene, and I are honored to "tentatively" accept.

My schedule is subject to change at a moment's notice depending upon both the Chief of Staff's and the President's schedules. If for some reason we are unable to attend your 78th Annual Dinner, I will let you know.

Again, I appreciate you thinking to include me and my wife.

With best wishes,

Sincerely,



Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. John L. Clendenin
Chairman of the Board
Chamber of Commerce of
the United States
1615 H Street, N.W.
Washington, D.C. 20062

CHAMBER OF COMMERCE
OF THE
UNITED STATES OF AMERICA

AC HAS SEEN 2/24
"YES"

JOHN L. CLENDENIN
CHAIRMAN OF THE BOARD

February 22, 1990

1615 H STREET, N. W.
WASHINGTON, D. C. 20062
202/659-6000

The Honorable Andrew H. Card, Jr.
Assistant to the President and
Deputy to the Chief of Staff
The White House
Washington, D.C. 20500

Dear Mr. Card:

On behalf of the officers and directors of the U.S. Chamber of Commerce, it is a special pleasure to invite you and Mrs. Card to be our head table guests at the dinner celebrating our 78th Annual Meeting.

This festive, black tie reception and dinner, followed by dancing, will be held on the evening of Monday, April 30, 1990, at the Washington Hilton Hotel. It is the U.S. Chamber's most important social event of the year, and the entertainment will feature country and western singer, Crystal Gayle.

Your presence would add immeasurably to this occasion and would mean a great deal to the many persons who will be attending. As our guest, you would not be called upon to speak. However, you would be introduced to our audience of business and government leaders from all over the United States and from many nations of the world.

The reception, to be held in the Terrace Level Reception area, is at 7:00 p.m., with dinner, in the International Ballroom, at 8:00 p.m.

Mrs. Clendenin and I hope you will join us as we celebrate 78 years of service to American business and the nation. I look forward to hearing from you in the near future.

Sincerely,



4.30.90

THE WHITE HOUSE

Dear John -

Thank you for your note. I too enjoyed seeing you when the President journeyed to Birmingham. Your help contributed to a very successful event.

Keep in touch. Sincerely,
Andy Card

Andy Card
THE WHITE HOUSE
WASHINGTON

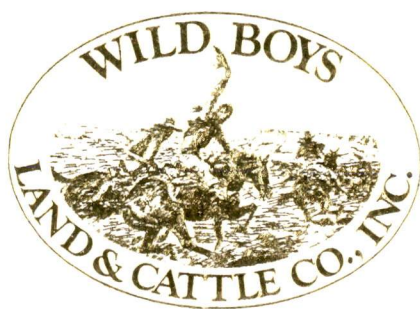
John Hathaway
Wild Boys Land & Cattle Co., Inc.
6504 Willow Springs Blvd.
Huntsville, Alabama 35806

ANDY.

ENJOYED SEEING YOU LAST
FRIDAY IN B'HAM. STRONG
EVENT FOR THE PRES.

HOPES ALL CONTINUES TO GO
WELL FOR YOU & THE GOV. YOU'RE
BOTH DOING GREAT. PLEASE GIVE
HIM MY BEST. TRY BEST.

JOHN HARTMAN



THE WHITE HOUSE

WASHINGTON

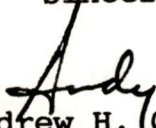
May 1, 1990

Dear Max,

Enclosed are the photographs taken of you with the President during your April 11th luncheon.

Hope all is well. If I can be of any assistance, please do not hesitate to let me know.

Sincerely,



Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. Max Fisher
2700 Fisher Building
Detroit, Michigan 48202

Enclosures

United States Senate

WASHINGTON, DC 20510

1.7

April 28, 1990

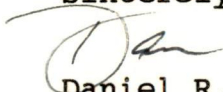
Dear Andy,

Thank you for taking the time to sit down with Ken Myers and myself over lunch last week. I was good to finally meet you. Both Ken and I feel that improving communication between the Administration and the Senate should be a high priority. We are delighted that you feel the same.

We will bring up the idea of introducing you to our Monday strategy sessions to the group. Your presence could go a long way towards winning some of the important battles that we will face this year.

Again, it was great to meet you and I look forward to working with you.

Sincerely,



Daniel R. Stanley
Assistant to the Senate
Republican Leader

Mr. Andrew Card
Deputy Chief of Staff
The White House
Washington, D.C. 20500



To JAK
AC HAS SEEN 4/3

March 23, 1990

Mr. Andrew H. Card, Jr.
Assistant to the President and
Deputy to the Chief of Staff
The White House
Washington, D.C. 20500

Dear Andy:

Martin Davis is Chairman and Chief Executive Officer of Paramount Communications, Inc. and Frank Mancuso is Chairman and Chief Executive Officer of Paramount Pictures Corporation. They would like very much to meet with Governor Sununu to discuss what is happening inside the motion picture and television industry.

As you know, the entertainment industry has tremendous influence on audiences all over the world. As an example, our features, TOP GUN and THE HUNT FOR RED OCTOBER, have been positive images for our country and great recruitment vehicles for the military.

Martin headquarters in New York and Frank here at the studio. Naturally, they would coordinate their schedules to accommodate the Governor.

Thank you, Andy. Let me know when I can be of assistance to you or your office.

Warmest best wishes,

A. C. Lyles

ACL/mad

EDWARD M. GLICK

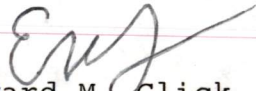
May 19, 1990

For Andrew H. Card, The White House

Dear Andrew:

I enclose reprints of several recent columns dealing with such matters as Mrs. Bush's pending visit to Wellesley, Ted Kennedy's ambitions, the defense budget battle and the problems at VOA.

Sincerely,

A handwritten signature in dark ink, appearing to read 'E. Glick', with a stylized flourish at the end.

Edward M. Glick

P. O. Box 367
Stanley, Virginia, 22851
(703) 778-2103

What's Wrong With Mrs. Bush As A Role Model?

By Edward M. Glick

OVER THE objections of a minority of seniors, Barbara Bush will shortly deliver a commencement address at Wellesley. If that objecting minority takes the ultra-feminist wax out of its collective ear, it may learn something of value.

The fact that the "debate" over Mrs. Bush's commencement invitation is being waged primarily by women, most of them "successful" professionals, suggests that the male who would discuss the matter enters a verbal mine field. Yet, the issue raised is exclusively neither a "women's issue" nor an "academic" one.

What we're dealing with here is a fundamental social and political question which has relevance for all of us. The tendency of some feminists to see the matter as somehow foreign to the concerns of men is ridiculous.

Of course, those Wellesley students who find fault with Mrs. Bush's selection have every right to do so and to say so. We're not dealing with freedom of speech or conscience — we're dealing with the absurdity of

the argument made against the Bush choice.

THE STUDENT opponents complain that Mrs. Bush "gained recognition through the achievements of her husband," that she is not the proper "role model" for the 1990s, and that her choice to "limit" herself to being a wife and mother was all right "for her time" but things are quite different today. The dissenters want to be told how to effectively mix career and marriage and don't think Barbara Bush is competent to tell them that.

Barbara Walters, the TV star who "made" it, said the other evening that Mrs. Bush had better have the services of "a good speechwriter" before venturing to talk at Wellesley. Ms. Walters, who suffers from the disability of not having graduated from Wellesley, deserves an "A" for inanity.

Mrs. Bush has access to competent speechwriters but we doubt she needs their help to talk sense to the Wellesleyans. Further, no "role model" — whatever his or her field of endeavor — is going to bless the collegians with the recipe for success.

Different people define "success" in different ways. And, no matter how you define it, achieving it is generally the product of a varying mix — brains, luck, charm, perseverance, sartorial splendor — you name it.

progress "in both the bedroom and the boardroom."

Yet, women's salaries and promotional opportunities continue to lag behind men's. Relatively few women

"What should Barbara Bush tell the Wellesley audience on Commencement Day?"

LET'S FACE IT: a college education can be helpful in getting a job, in building a sound career, perhaps even in generating a happy marriage. But education and common sense are not synonymous and the former is certainly no guarantee of the latter.

What should Barbara Bush tell the Wellsley audience on Commencement Day? For one thing, she ought to admit to the obvious — women have made a lot of progress in recent years both in the marketplace and in the home. To use the hackneyed phrase of the ultra-feminists, they've made

have achieved top management positions, sexual harassment does occur, and too many males tend to treat women as second-class citizens with insignificant opinions.

What ought to be stressed, though, is that the basic definition of success has not really changed. Various interest groups seek to impose their own short-sighted definitions of it on society and, if they succeed, the net result could well be a sea change in social structure and in value systems.

TRUE SUCCESS can best be measured by the degree of one's self-

satisfaction. We're not suggesting that "success" is the net result of an ego trip — only that we make a serious error in allowing outside forces to be the chief measure of how well we have done.

A good carpenter has every right to feel as successful as the president of Ford or Chrysler. The way auto sales have been going in recent months, perhaps a greater right.

A happy homemaker who enjoys a good marriage has as much right to claim the success which the ultra-feminists apparently feel belongs only to the upwardly-mobile careerist. Success should not be defined by the eye of the beholder but rather by the mind of the "beholdee."

It would be helpful, of course, if more men accepted the premise that women are entitled to equality of opportunity. There's also virtue in recalling that women are a majority — not a minority.

As for Barbara Bush, she's a startling success even though she dropped out of college to marry George and bear his children. The president's

success is hers as well as his — and both of them know that.

Mrs. Bush is a very intelligent person with a fine sense of humor, lots of common sense and a remarkable capacity for dispensing influence for good. If the Wellesley dissenters want a genuine role model, they could do much worse than the president's lady.

c. 1990, E.M. Glick



Barbara Bush

Daily News-Record

Harrisonburg, Va., Friday, May 18, 1990

Research Is Rambling

By Edward M. Glick

THE U.S. SPENDS far more on scientific and technological research than does any other nation but, when it comes to a coordinated research policy, we're still in our swaddling clothes. Japan, West Germany, the Soviet Union, even China have coordinated research policies in place, and they're implementing them.

The Bush administration is trying to get the nation off the ground but it confronts some horrendous problems above and beyond the budget deficit. Poor bureaucratic planning, ideology and plain old partisan politics are among the forces putting the brakes on progress.

The president's budget for fiscal 1991 calls for spending \$68.1 billion on research and development, up 7 percent from the preceding year. Though the funds going into defense R&D still account for about 60 percent of the whole, civilian R&D would rise 12 percent as compared with only 4 percent for defense projects. However, more than 70 percent of the civilian budget is targeted for "big ticket" items such as the Space Station (\$2.6 billion), AIDS research and therapy (\$3.5 billion) and biotechnology programs (\$3.5 billion).

D. Allan Bromley, the president's science adviser, is trying to get a grip on the federal bureaucracy's vast and diverse research efforts but he's got a long way to go. A significant first step was taken in February when Bush named a 13-member Council of Advisers on Science and Technology, chaired by Bromley, drawn chiefly from industry, the universities, and research centers.

PRESSURED by some vigorous competing R&D interests and by a well-nurtured urge to switch more money into "social" programs, Congress gave Bromley a hard time when he recently testified before the House Science, Space and Technology Committee. Members were particularly distressed at the \$2.8 billion cost overrun plaguing that Superconducting Super Collider being erected in Texas, by a weakening U.S. global posture on technological competitiveness and by their perception that the administration had been asleep at the science policy switch.

Of course, Congress is hardly

blameless, having made a fetish of putting obstacles in the path of both research policy and progress. In the 1970s, for example, it barred the Defense Department from using university researchers and facilities in key areas and, in the process, set

and that 14 specific scientific programs are being pushed, each of them combining R&D with industrial implementation in a single process.

Though beset by pressing social and political problems, even com-

"We need an effective, coordinated national science-technology policy and we need it now."

back both government-private cooperation and the funding of significant research programs.

In a report issued earlier this year, the National Science Foundation's advisory National Science Board points out that the U.S. spends more on R&D than France, Japan, the United Kingdom and West Germany combined. So money per se is hardly the problem.

When you consider what some major foreign powers are doing, the problem becomes quite clear.

THE JAPANESE government — which exercises a directive influence on industry in both the trade and R&D fields — has just released a "White Paper" on "science and technology policy" which tells us where Japan has been as well as where it is going. Two-thirds of Japan's high-tech industry expects to "strengthen" R&D in the years immediately ahead and much of that "strengthening" will be done through expanding or establishing Japanese R&D facilities abroad.

The White Paper notes that Japanese industry has increased its R&D expenditures about 60 percent since 1982. That compares with less than 20 percent in the U.S.

Despite its mind-boggling domestic economic problems, the Soviet Union is substantially increasing its R&D investment and has a very ambitious science-technology policy in place. Guriy I. Marchuk, president of the Soviet Academy of Sciences, says that Moscow's R&D funding would be increased by about \$1.5 billion by 1991

and that 14 specific scientific programs are being pushed, each of them combining R&D with industrial implementation in a single process.

THE CHINESE have designed new nuclear energy facilities, set up a hepatitis-B vaccination program based on genetic-engineering studies, and are breeding a new form of high-yield hybrid rice.

In addition to reporting how far ahead of the rest of the world we are in our R&D spending, that National Science Board report applauds the rise since 1980 in the number of Americans employed in science and engineering, the quality of our graduate education and the increase in high school students taking science and math courses. However, it also deplores the poor performance of our high school seniors in international math and science competitions, the relatively low participation of women and minorities in the sciences and the tendency of high school science teachers to leave the field.

NSB Chairman Mary L. Good warns that the U.S. will lose its leadership position in important areas of science and engineering if "cooperative action" is not taken "among industry, academia, and all levels of government..." That's a polite way of saying that we need an effective, coordinated national science-technology policy and we need it now.

c. 1990, E.M. Glick

Is Ted Kennedy Grooming A Presidential Image?

By Edward M. Glick

IS TED KENNEDY running for president? His well-orchestrated trips to overseas "action" areas, his carefully-scripted encounters with the media and the frenetic activities

of his mammoth and ambitious Senate staff might well make the case for the affirmative.

Will Kennedy ever be president? The 1990 version of The Almanac of American Politics, a well-connected "bible" of political facts, says flatly that "this Kennedy will never be president." We must pray that that conclusion is correct.

Kennedy's remarkable burst of activity in recent months suggests that the senior senator from Massachusetts does not accept the conclusion. Since late November, he's been overseas at least four times, and has appeared on all the major morning network news-and-views shows.

His overseas trips are well-publicized to key supporters at home by an efficient staff. And there are reports that top aides are pushing him to seek the Oval Office once again.

The 58-year-old Kennedy does not come up for reelection until 1994 so the high public profile he is maintaining can hardly be blamed on state politics. Nor is there a serious threat to his senatorial future hiding somewhere in the wings.

SOME three weeks after the Berlin Wall collapsed, Kennedy (Nov. 28) flew to Berlin on what he termed a "sentimental journey" which could

not help but remind others of brother John's visit there in the early sixties. Aides carried with them a large stack of postcards pre-printed with a photo of the Brandenburg Gate and a brief

meet him. Reed is a native of Malden, Massachusetts, so Kennedy had reason to be there but he did manage to get national TV exposure when he returned to the States with Reed.

"Kennedy, the knowledgeable politician, seems bent on absorbing the patina of the statesman."

Kennedy message which were dispatched to supporters back home.

In mid-December, Kennedy flew to Geneva with other members of the Senate Armed Control Observer Group to be briefed on arms reduction negotiations. Following the briefing, he left his fellow senators to engage in what one observer termed "nocturnal ramblings."

On March 29 — after returning from a visit to Moscow and a chat with Gorbachev — Kennedy closeted himself with a couple of understanding reporters. The Washington Post said that he offered a "concise, thoughtful, often canny analysis" of Gorbachev "as a politician."

WHEN American hostage Frank Reed was released in Lebanon (May 1), Kennedy flew to Wiesbaden to

white American. NAACP Washington lobbyist Althea Simmons has said that "we've always found him (Kennedy) a consistent champion."

Yet, Kennedy's minuses appear to more than cancel out his pluses — not the least of them being a left-of-center social and economic program which seems to be far out of step with the American mainstream. Many in the Senate will never forgive Kennedy for his campaign against Robert Bork, Reagan's defeated Supreme Court nominee, because he used both innuendo and outright lies to blacken Bork's reputation.

KENNEDY can deliver a stem-winder if he's using a prepared text. However, he's less than agile when it comes to informal rough-and-tumble, and often wanders aimlessly when asked complex questions.

In 1980 — when many perceived Kennedy as the likely Democratic nominee — he was destroyed by the sitting president, Jimmy Carter. If Kennedy does seek the 1992 nomination, he may well face such formidable liberal opponents as Mario Cuomo and Nebraska's Senator Bob Kerrey.

Richard Nixon, who knows what it is to be politically destroyed, thinks Cuomo is the only Democrat who could give George Bush a tough race

in '92, and then only if there is a significant economic downturn. George Will — who has little trouble suppressing his admiration for Bush — has extolled Kerrey's virtues as a potential Bush opponent.

KENNEDY suffers from what may be defined as "the character thing," and will never live down the Chappaquiddick episode of July 18, 1969, when he walked away from a submerged auto, leaving a drowning secretary, Mary Jo Kopechne, behind. The senator waited nine hours to report the accident and, according to reliable evidence, tried to get an associate to take the blame for what happened.

A person's basic character is molded quite early — some hold it occurs in the womb. There's no reason to believe that the lack of courage and integrity Kennedy demonstrated in 1969 has been eliminated by time. Nor has the senator been helped much by a deserved reputation as drinker and womanizer.

Kennedy has been and remains a major force in the Senate and he's certainly done well for those who support his views. We don't think he will get his party's nomination but — if he does — even his wealth will not buy him the presidency. At least, we hope not!

c. 1990, E.M. Glick



Edward M. Kennedy

Daily News-Record

Harrisonburg, Va., Friday, May 11, 1990

The Budget Battle

By Edward M. Glick

WASHINGTON — We seem bent on gearing our defense budget to hunches, assumptions and expectations about Soviet intentions and capacities rather than upon fact and realistic observation. Eager to pump up that "peace dividend" by cutting back our defenses, many politicians have allowed Gorbachev's pressing domestic problems to erode their judgment.

We're on the dangerous course of equating current Soviet policies and expressed objectives with future certainties — a harsh truth driven home last week when former CIA Director Bill Colby called for a 50 percent cut in the defense budget, and for outright elimination of several major strategic programs. The occasion was a congressional seminar co-sponsored by Senate and House leaders and the American Association for the Advancement of Science at which Colby and other panelists discussed the impact of pending defense cuts on national security and the economy.

Gorbachev's propaganda capacities and our own media's preoccupation with his horrendous domestic political and economic problems have masked our perception of reality. As we have said before, the Soviets are currently pushing detente and we should not shy away from reasonable agreements likely to reduce tensions and the threat of war. However, it makes no sense to overlook the Soviet Union's status as a major military power with global aims conflicting with our own.

We ought to focus less on Gorbachev's domestic problems and more on current Soviet ideology, military capacities and global power aims and actions. On all three scores, the record makes an excellent argument for using a scalpel rather than a meat-ax on our defense budget.

THE SOVIET government's continued ideological commitment to Marxism-Leninism was driven home forcefully at a remarkable meeting held at a resort hotel outside of Moscow on Jan. 24-26, 1990. The meeting's theme was "The Changing U.S.-Soviet Strategic Balance," and those attending were a team of U.S. retired military leaders and civilian experts and a comparable Soviet delegation composed of active and

retired government, military and party spokesmen.

In its formal report on the meeting, the U.S. delegation said: "Soviet participants insisted that Marxist-

designed to substantially reduce the total number of deployed missiles and warheads on both sides. That could be a healthy move toward reducing global tensions so long as we remember that the Soviets are continuing to

"The record makes an excellent argument for using a scalpel rather than a meat-ax on our defense budget."

Leninism and the principles of historical materialism remained valid, but needed to be purged of some of the 'distortions' introduced by past errors in the building of socialism..." The Soviets also stated that "western 'imperialism' remains potentially aggressive in nature, which is one reason why the Soviet Union needs to continue to strengthen its defenses."

And that's precisely what the Soviet Union is doing. Despite the recent CIA-DIA report (April 20) that the Soviets have reduced their military manpower by 200,000 during 1989, the Red Army retains about 4.5 million men in uniform, the world's largest armed force.

HARRIET Fast Scott, a leading student of Soviet strategy, says much of the troop withdrawal from central Europe may be more apparent than real. Cuts are taking place but she says a lot of the "shrinkage" has occurred simply by transferring from military rolls border guards, railroad troops and other forces never truly part of the Red Army.

Some western observers see the Soviet force reduction as part of a broader move to create a "leaner, meaner" military machine — a more versatile, technologically advanced battle force. The Soviets more than match the U.S. in long-range, land-based nuclear missiles.

U.S. intelligence sources hold that the Soviets have more than 1200 ICBMs deployed as compared with our own 1000. Further, they have deployed both rail (SS-24) and road (SS-25) mobile missiles whereas we have deployed neither.

We're close to signing a strategic missile reduction (START) treaty

modernize their nuclear missile forces.

DESPITE the crumbling of communism in Eastern Europe, Moscow remains a global power and is definitely not disengaging from the Third World — it is simply redefining the terms of engagement. One reason Gorbachev has not abandoned the "class struggle" ideology is that to do so would be equated with abandoning Soviet allies abroad.

In Afghanistan, Angola, southern Africa, Cuba, Vietnam, Cambodia, North Korea, Syria and Iraq, Moscow remains a political and economic force to be reckoned with. Gorbachev's alleged differences with Castro did not keep the Kremlin from pouring about \$5 billion in military and economic aid into Cuba last year.

Cam Ranh Bay in Vietnam remains Moscow's largest overseas naval base despite the recent withdrawal of a squadron of MiG-23s. The Kremlin strongly supports the communist Hun Sen regime in Cambodia, and continues to invest billions in North Korea, the Middle East and parts of Africa. Aid to the Nicaraguan Sandinistas in 1989 — sent through Cuba — may have reached as much as \$600 million.

Moscow's activities and ambitions notwithstanding, Third World countries have their own agendas, and access to some very potent weapons. Neither the Soviet Union's nor the Third World's future is readily predictable — a fact we are well advised to keep in mind as we take the knife to our defense programs.

c. 1990, E.M. Glick

Daily News-Record

Harrisonburg, Va., Tuesday, May 8, 1990

More Woes Ahead For Troubled Voice Of America

By Edward M. Glick

HOUSE Foreign Affairs Committee Chairman Dante Fascell (D., Fla.) has urged the president to name a bipartisan commission to update the mission of the Voice of America and other U.S. propaganda organizations. Fascell is also concerned by the state of affairs inside VOA.

Fascell's concern was not lessened by recent reports coming out of VOA and its parent, the United States Information Agency. The conflicting nature of those reports brings to mind the ancient Roman God Janus — the guardian of gates and doors — who is generally depicted as having two heads.

— Early in February, USIA Director Bruce Gelb reportedly tried to fire VOA Director Richard Carlson, a pleasure denied him by the White House. Shortly thereafter, Gelb wrote Carlson a glowing letter of praise.

— On Feb. 16, Gelb released a consultants' report done by the Massachusetts-based Levinson Institute which praised VOA's management, said there was no serious morale problem within the agency, lauded management for its excellent

sense of "mission." Ten days later, the National Federation of Federal Employees, the union which represents VOA technical employees, issued a rebuttal which termed the report "a grossly fictitious picture of the Voice of America" which "ignores grave and fundamental morale problems..."

— Early in February, Carlson announced that he would save money by instituting a hiring freeze, cutting out six of VOA's 43 foreign language broadcast services and eliminating 57 jobs. At the same time, VOA was advertising nationwide for international broadcasters in 43 languages including English.

WHATEVER the explanation for these strange goings-on, they don't reflect either good management or good interpersonal relations. Gelb and Carlson are very different political animals.

Gelb, a New Englander and Bush appointee, is a former top official of Bristol-Myers, and — like the president — an Andover and Yale grad. Carlson, a Reagan appointee and a contributor to the Bush campaign, is

a California politician with some broadcasting experience who ran for mayor of San Diego in 1986 and lost.

According to published reports, Gelb urged the White House to allow him to fire Carlson and Carlson urged it to get rid of Gelb. Like Fascell, the

House discussion that Gelb sent Carlson his letter of "congratulations" along with a copy of the Levinson Institute report which lauds Carlson's "leadership." In our judgment, the union's assessment of that report is a fair one — the "study" on which it is based is a non-study.

"Dante Fascell (D., Fla.) has urged the president to name a bi-partisan commission to update the mission of the Voice of America."

president has been well aware of the internal tensions at VOA for months but White House personnel director Chase Untermeyer nevertheless told the contenders to bury the hatchet and advised the media that "peace reigns" between them.

If so, it is an uneasy peace.

IT WAS on the heels of this White

Two Levinson staffers spent three days interviewing 43 top management people at both USIA and VOA. No working-level people — staff below the division head level — were interviewed. Nineteen of the 43 interviewees were interviewed in groups — an approach hardly calculated to encourage candor of response.

For its 14-page "report" based on

this alleged research, the Levinson Institute was reportedly paid \$25,000. Gelb told Congress he was quite proud of the report and its findings.

A far more realistic assessment of conditions inside VOA appears in a report issued late last summer by the General Accounting Office, whose investigators spent some eight months looking into the agency's problems. The GAO study was done for the House Foreign Affairs Committee, and hearings are scheduled to consider the findings.

THE GAO study was prompted by "numerous employees' allegations about the personnel management practices" at VOA. The GAO report states that at least 70 employees complained that VOA's personnel grievance process was "not neutral, timely and/or efficient" and had accused VOA management of "retaliating against persons considered to be troublemakers."

Particularly significant — in light of the Levinson finding that no

serious morale problems existed — was the GAO assertion that VOA management had admitted to "a high degree of friction in the management-employee relationship." The fact that VOA's Washington-based employees filed 680 separate complaints with the GAO investigators hardly suggests that agency morale is healthy.

Yet, the chief problem at VOA may well not be management-employee relations but rather the need to redefine the objectives of our governmental propaganda instruments. The fast pace of change in Eastern Europe and elsewhere in the world has created a new and evolving global environment with which our propaganda warriors may not be prepared to cope effectively.

We don't know that another bipartisan commission is required. We do know that more precise direction from the White House would certainly help. Papering over the differences between Gelb and Carlson is no solution — it simply aggravates the fundamental problem.

c. 1990, E.M. Glick

Daily News-Record

Harrisonburg, Va., Tuesday, May 1, 1990

THE WHITE HOUSE

5/30/90

Dear George -

Thank you for your note. I,
too, welcomed the chance to talk
when you were here.

Are you all set for Gorbachev's
visit? My best to Sally.

Sincerely,

Andy Card

THE WHITE HOUSE
WASHINGTON

Mr. George B. Pillsbury
1300 TCF Tower
Minneapolis, Minnesota
55402-2072

GEORGE S. PILLSBURY
1300 TCF TOWER
MINNEAPOLIS, MINNESOTA 55402-2872

612-338-3873

May 14, 1990

Mr Andrew H Card Jr
Assistant to the President
and Deputy to the Chief of Staff
The White House
Washington, DC 20500

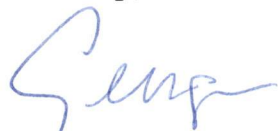
Dear Andy:

Great to visit with you at The White House last week. Sally and I can understand why you enjoy your job so much. Washington is a very interesting place.

After all the speakers we heard at the Eagles meeting and then the BENS Forum, the difficulties that the President is facing both on the domestic and foreign front are almost mind boggling. Our political efforts in Minnesota are quite elementary in comparison.

Again we would always welcome a visit from you in Minnesota. In the meantime, our very best to all.

Sincerely,



GSP/rpd

Peter Shann Ford

Wed 5.10.90

Dear Rudy & Kathi:

It was a real pleasure to
meet you both at Gene
and Sanford's on Sunday.

The only thing missing from
the splendid weather, cold
beer, hot barbecue and
convivial company was a
baseball franchise. Maybe
next term. I look forward
to meeting you both
again. Best wishes,
Peter.

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Packet	Bob Thompson to Andy card, Re: Seeking recommendations for constituent regarding Personal Data Form/ Student Application to Boston College. (10 pp.)	04/04/90	(b)(6)	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, Office of the
Series: Card, Andrew H., Jr., Files
Subseries:
WHORM Cat.:
File Location: General Correspondence (4/23/90 - (Card) [2]

Date Closed:	3/17/2025	OA/ID Number:	04013-003b
FOIA/SYS Case #:	2025-0373-S	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:	

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(b)(9) Release would disclose geological or geophysical information concerning wells

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

P-2 Relating to the appointment to Federal office [(a)(2) 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]

THE WHITE HOUSE

WASHINGTON

May 11, 1990

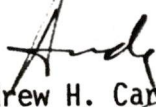
Dear Debbie,

Thank you very much for your letter and invitation to participate in the American Council for International Leadership's upcoming trip to the Soviet Union. The agenda is impressive and reflects the hard work you have put into it.

After checking with the appropriate officials, unfortunately, I will not be able to join you. First, our schedule here is pretty full this summer, including preparations for the Summit. And, second, the fluid situation in the Soviet Union at present as well as the proximity of the meeting to the U.S.-Soviet Summit preclude my participation.

I hope you have a very successful trip and will be interested to get a debriefing from you when you return.

Sincerely,



Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Let's talk !

Ms. Deborah Steelman
Epstein Becker & Green, P.C.
1227 - 25th Street, N.W.
Washington, D.C. 20037-1156

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20506

May 9, 1990

MEMORANDUM FOR ANDREW CARD

FROM: WILLIAM F. SITTMANN *W*
SUBJECT: Letter to Deborah Steelman

Per your request, NSC has prepared negative and conditional acceptance letters for your signature to Deborah Steelman, who has invited you to participate in a trip to the Soviet Union for the Emerging Leaders Summit in June. The NSC staff sees -- in principle -- no foreign policy reason to object to your participation. Nonetheless, the fluid situation in the Soviet Union and the proximity of this meeting to the U.S.-Soviet Summit argue against your participation.

Attachments

Tab A Letters to Steelman
Tab B Incoming

THE WHITE HOUSE

WASHINGTON

Dear Debbie:

Thanks so much for sending the information on the American Council for International Leadership's Emerging Leaders Summit. The trip looks fantastic and I hope to be able to join you.

At this date, though, I can't commit myself absolutely to attending. Our schedule here this summer is pretty full, especially with the Summit coming up. But I'll be able to tell you more definitely within a few weeks.

Thanks again for inviting me and I'll be in touch soon.

Sincerely,

Andy Card

Ms. Deborah Steelman
Epstein Becker & Green, P.C.
Attorneys at Law
1227 25th Street, N.W.
Washington, DC 20037-1156

THE WHITE HOUSE

WASHINGTON

Dear Debbie:

Thanks so much for your letter about the American Council for International Leadership's upcoming trip to the Soviet Union. The agenda is impressive, and I can see you've put a lot of work into it.

Unfortunately, I'm not going to be able to join you this time. Our schedule here is pretty full this summer, including preparations for the Summit. But I and others here will be interested to get a debrief from you when you return.

Thanks again for inviting me.

Sincerely,

Andy Card

Ms. Deborah Steelman
Epstein Becker & Green, P.C.
Attorneys at Law
1227 25th Street, N.W.
Washington, DC 20037-1156

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DocD

???

EPSTEIN BECKER & GREEN, P.C.

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MIAMI, FLORIDA 33133
(305) 856-1100

510 KING STREET, SUITE 301
ALEXANDRIA, VIRGINIA 22314-3132†
(703) 684-1204

March 27, 1990

† P.C. NEW YORK, WASHINGTON, D.C.
CONNECTICUT, VIRGINIA AND
TEXAS ONLY

Mr. Andy Card
The White House
First Floor - West Wing
Washington, D.C. 20500

Dear Andy:

A short time ago, we talked about a trip to the Soviet Union and I promised you more information and high-pressure recruitment tactics. Here are the basics on the trip and the first installment of the high-pressure recruitment.

The trip is sponsored by the American Council for International Leadership, an organization created in 1985 to sponsor ongoing international dialogue between the emerging leaders of the world's nations. ACIL has built a strong relationship with the USSR as well as many other countries, including Hungary, Poland and the countries of Western Europe.

The event is the Emerging Leaders Summit, bringing together 20 emerging leaders, ten from each nation, between the ages of 25 and 40 (yes, you) from the field of government and politics, and similar numbers from 16 other fields of specialty. We will leave for the USSR on June 17 and return on June 30. For the host country, the business sessions last one week; for the visiting country it is a two-week trip including the business sessions and other exchange opportunities (don't worry; I know it may be impossible for you to take two full weeks and we will talk about what your schedule may allow). I participated in the first

Emerging Leaders Summit in Philadelphia two years ago and it was a very exciting week. Both Fred Bush and Margaret Tutwiler went on the first trip to the Soviet Union three years ago.

The cost is \$3,000 for a priceless perspective on a world that is changing right before our eyes. Several of us are actively raising money so that the fee for government officials can be waived; I am confident that we will be able to partially and substantially reduce the fee for you.

We will visit three cities in the USSR: Leningrad and Sochi, and Moscow. Our full day discussions will be held with our Soviet counterparts in Leningrad (the white nights in June are spectacular) and Sochi. In Philadelphia, the government delegation from the USSR included two members of the Supreme Soviet, several members of the Central Party, and two mayors of major cities; our delegation included two members of Congress, several top executive branch folks, and some low lifers like me.

What do we talk about? Anything you want to. We create the agenda. We have traded some ideas with the leaders of the Soviet delegation, but the agenda is wide-open. We will take a look at the changing political climates of the US and USSR and the implications for superpower relations in the near- and long-term. Agenda items might cover:

- * the political implications of the reorganization of the Soviet economy;
- * reactions to the events of Eastern Europe;
- * the changes in political life, elections and campaigning taking place today in each country;
- * the political implications of the rising importance of domestic challenges (education, worker training, productivity, environmental protection, health care financing, etc.) and a discussion of the approaches each country's government may take;
- * the methods of addressing global economic challenges;
- * the political implications in both countries of the reduction in defense spending; and
- * attitudes of US politicians toward trade and joint ventures with Soviet organizations.

Page 3

It will be a candid give-and-take discussion of the challenges each nation faces, as a government and as a people. We will discuss the economic and political challenges each government faces and what choices our leaders and politicians must make.

I have enclosed a copy of the grant proposal we are using to raise funds because I think it gives you more complete information about the ACIL and the purpose of the trip. But the real value of going is not easily communicated in those pages; the real value of going is the people you will meet and the future you will see in their eyes.

It is going to be great fun, and I hope you will come.

Sincerely,

A handwritten signature in blue ink that reads "Debbie".

Deborah Steelman

DS/cme
Enclosure



American
Center
for International
Leadership

GRANT PROPOSAL
FOR THE
1990 US-USSR EMERGING LEADERS SUMMIT
Government and Political Affairs Commission



SPONSORED BY
THE AMERICAN CENTER FOR INTERNATIONAL LEADERSHIP

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Summary

The American Center for International Leadership (ACIL) conducts one of the most intensive international leadership training programs available in the United States. In 1990, ACIL will conduct over thirty programs with foreign countries, including the USSR, Canada, Mexico, Hungary, Poland and the countries of Western Europe.

ACIL was established in 1985 in response to the growing need for young adult leaders to meet their counterparts around the world. ACIL's goal is to develop international understanding and cooperation among those individuals who will assume positions of leadership in their countries in the next forty years. Emerging American Leaders (ages 25-40) from a variety of professions are given first-hand contact with their foreign peers and exposed to current top foreign leaders. Similarly, emerging leaders from abroad are exposed to their American counterparts and the current United States leadership.

The US-USSR Emerging Leaders Summit, to be held in the Soviet Union June 14-30, 1990, is ACIL's largest program. The Summit is the second in a biannual series of US-Soviet conferences sponsored by ACIL. The first Emerging Leaders Summit was held December 1-7, 1988 in Philadelphia. The 1990 Summit will involve some 400 delegates from both sides divided into 17 specialized commissions, including the Government and Political Affairs Commission. As the American organizer of the Summit, ACIL is responsible for preparing and supporting the commissions and their US delegates. This task includes summit planning, delegate selection, orientation and briefing, logistical support, and financial aid. Follow-up support is also necessary to enable the commission to remain active until the 1992 Summit. The total cost to ACIL of the 1990 US-USSR Emerging Leaders Summit is \$653,990. In this proposal, ACIL seeks sponsorships in the amount of \$25,000 in support of the Government and Political Affairs Commission. Commission sponsors will be identified on all printed materials related to the Summit. Commission sponsors may nominate an emerging American leader between 25 and 40 to serve as a delegate on the commission. The fee for this delegate will be waived. Sponsor representatives will be included in the opening of the Summit orientation in Washington, DC.

The American Center for International Leadership (ACIL) is a not-for-profit corporation in full compliance with the 501-(c)(3) regulations.

I. Introduction

The American Center for International Leadership (ACIL) was established to improve the leadership skills and international understanding of the next generation of American leaders through opportunities for purposeful discussion, idea exchange, and outreach with their counterparts throughout the world. ACIL is guided by the conviction that by exposing young leaders to the beliefs and conditions of other societies while they are still developing their careers, it can help build a generation of more globally astute leaders for tomorrow. ACIL's principal activities are identifying emerging young leaders between 25 and 40 years of age and, in an international context, providing them with:

1. Training in leadership and cross-cultural understanding;
2. Experience with global problems, alternative frames of reference, and foreign institutions;
3. Opportunities to form and maintain global networks and personal relationships with their foreign counterparts and each other.

Through these programs, ACIL's goal is to make a significant contribution to the development of the type of leadership necessary in our pluralistic society. The Center is committed to encouraging American participants to transfer and adapt the experiences, insights, and skills acquired in its programs to their community, national, and international activities.

ACIL's programs have been operating since 1983. The organization was formally incorporated in 1985 with funding from the Rockefeller Brothers Fund, Ford Foundation, Cummins Engine Foundation, and The Irwin Sweeney Miller Foundation.

Today, ACIL sponsors dialogues between emerging American leaders and their counterparts in the Soviet Union, Hungary, Poland, Finland, Mexico, China, Canada, and many countries in Western Europe. ACIL alumni number more than 850 in the United States, with an equal number in other countries. Foreign alumni include the prime minister and deputy premier of Hungary and several senior advisors to Mexican President Carlos Salinas de Gortari, as well as a number of his cabinet members. In 1990, ACIL will conduct over 30 international leadership programs. Programs with African and Asian countries are currently being planned. As an independent not-for-profit

organization, ACIL is in a unique position to open and maintain lines of communication that may otherwise be closed because of political or policy considerations.

ACIL's largest program is the US-USSR Emerging Leaders Summit. Organized in conjunction with the USSR's Council of Youth Organizations, it was first held in December, 1988 in Philadelphia. The Summit was evaluated in both the US and the USSR as one of the most important exchanges between the two countries. The delegates, approximately 170 from each country, gathered in sixteen specialized commissions to discuss salient issues and develop common approaches to mutual problems. The New York Times called the Emerging Leaders Summit "the most impressive" of all the US-Soviet programs now underway. Funders for the 1988 Summit included the MacArthur Foundation, Lilly Endowment, the SmithKline Beckman Corporation and AT&T. A full list of contributors is attached.

The second US-USSR Emerging Leaders Summit will be held in the USSR June 14-30, 1990. Some 400 delegates will meet to continue and expand on the work started in 1988. Approximately twenty delegates, ten from each country, will attend the Summit as part of the Government and Political Affairs Commission.

Gregory Guroff, Coordinator of the President's United States-Soviet Exchange Initiative of the United States Information Agency, has stated that "ACIL consistently runs substantive, innovative ... programs for young American and Soviet professionals" and that his office is "pleased to be involved in assisting with the preparations for the second annual Emerging Leaders Summit."

II. Needs Assessment/Problem Statement

America's role in many parts of the world is undergoing profound changes as its interests and problems have become increasingly interwoven with those of other nations. In order to cope with the complexities of our position in world affairs, tomorrow's leaders need experience in dealing with people from other cultures who have different ideologies, beliefs and assumptions. These experiences will be directly applicable within our own nation where the capacity to understand and exert leadership among our own often conflicting, but mutually dependent interest groups will greatly influence the course of our pluralistic society.

Despite the growing need for international and multi-cultural leadership, leadership networks in the United States for young adults 25 to 40 years of age are undeveloped. Few mechanisms exist to identify young people from a broad range of professions and backgrounds who have demonstrated a capacity for leadership. No systematic program exists to expose these emerging young leaders to each other and their counterparts in nations around the world. The next generation of leaders needs:

- exposure to international questions and issues;
- contact with their international counterparts;
- contact with young leaders from different regions and professions in the US;
- opportunities to study leadership styles and practice specific leadership skills in a multi-cultural context;
- exposure to alternative frames of reference found in cultures throughout the world.

In response to these needs, ACIL was created in 1985. In addition to the United States, countries which have sent their emerging leaders to ACIL programs include Canada, Mexico, Hungary, Finland, countries in Western Europe, and the Soviet Union. ACIL's largest program is the US-USSR Emerging Leaders Summit. The Government and Political Affairs Commission is an important part of the summit program.

III. Program Objectives

The overall purpose of the US-USSR Emerging Leaders Summit is to increase international understanding and cooperation among the emerging leaders of the two countries. At the conclusion of the two-week 1990 Summit, delegates will have participated in substantive dialogues with their US and Soviet counterparts within their respective fields of expertise and in a more general context. They will have increased their leadership skills in an international and cross-cultural setting. Success can be measured in terms of the amount of direct, substantive dialogue that takes place, the number of substantive agreements that are reached by commission members on the two sides and the networks that are formed and used in follow-up activities. For example, at the first Summit in 1988, dialogue sessions were carried on without significant posturing or propagandizing. Stereotypes

were broken down, positions explored and points of view debated. Each commission met seven times, and logged an average of 21 hours of formal meeting time. Many of those discussions carried over into the more informal hours of the Summit.

In all, more than thirty substantive agreements were reached by commission members during the first Summit. These agreements ranged from joint publications and specialist exchanges to joint research efforts in critical fields. ACIL served as co-sponsor for five follow-up workshops on science and technology and has just signed an agreement to do four follow-up management workshops.

At the 1990 US-USSR Emerging Leaders Summit, the Government and Political Affairs Commission will review the changes in the domestic political climates of the US and USSR since 1988, evaluating the prospects for superpower relations in the near- and long-term. Agenda items will include:

- the political implications of the reorganization of the Soviet economic management system;
- the political implications in both countries of the reduction in defense spending;
- the political implications of the rising importance of domestic challenges (education, worker training, productivity, health care financing, etc.) and a discussion of the approaches each country's government may take;
- the methods of addressing global economic challenges;
- reactions to the events of Eastern Europe;
- the effect of changes in CoCom restrictions and possible granting of most-favored national trading status to the USSR on US-Soviet trade;
- attitudes of US politicians toward trade and joint ventures with Soviet organizations;
- secession and federalism as alternative forms of national organization;
- the future of our aging populations.

The Government and Political Affairs Commission will candidly address the public policy issues and obstacles each nation faces, as a government and as a people, in seeking a high quality of life for all its citizens. Particular attention will be paid to the economic challenges facing both governments. We will discuss the future role of each nation in world affairs and the future of the superpower relationship itself.

IV. Activities/Methods

The 1990 US - USSR Emerging Leaders Summit will be held June 14-30, 1990 in the USSR. A planning conference February 26-March 13 will lay the groundwork for the Summit. With the addition of a new Commission on Agriculture, some 400 US and Soviet delegates will meet in seventeen commissions specializing in fields such as political affairs, military issues, environment, to religion, the arts, and international business and trade. Participants on both sides will be experts and emerging leaders in the area of their commission dialogue. Each commission will include ten delegates from each side; the delegation will be accompanied by translators, researchers and appropriate staff.

Obviously, the overall quality of the Summit is dependent on the quality of the delegates. Strong emphasis is therefore placed on delegate nomination and selection. The Soviet and American delegation to the 1990 Summit will include many of the top policy-makers, scientists, and cultural representatives who were present at the 1988 Summit, as well as those newly-emerged leaders in the broad range of Soviet and American society.

The 1990 program will begin on June 14, with a two-day orientation session in Washington, D.C. During the orientation the US delegation will receive background briefings on the USSR and updates on issues important to both countries. The US delegates will also receive training in cross-cultural and leadership skills. They will review commission agendas and prepare for their respective dialogue sessions.

Following the Washington orientation, the American delegation will depart for Moscow, arriving on the morning of June 17. On June 18, the seventeen US delegations will travel to different host cities across the USSR for three days of professional meetings.

The Summit dialogue will take place June 21-26 when all commission delegates come together again in Sochi. The American delegation will then fly to Moscow for two days of political and professional meetings on June 27 and 28. We will conduct our group debriefing in Moscow on June 29 and depart for home on the 30th.

V. Budget

The total cost to ACIL for the 1990 US-USSR Emerging Leaders Summit is \$653,990 as outlined in the attached budget. Anticipated income from delegate fees and in-kind contributions is \$503,958. ACIL seeks six \$25,000 commission sponsorships to complete the funding of this project. In this proposal, ACIL seeks sponsorships in the amount of \$25,000 for the Government and Political Affairs Commission.

Commission sponsors will be identified on all printed materials related to the Summit. Likewise, commission sponsors may nominate an emerging American leader between 25 and 40 to serve as a delegate on the commission. The fee for this delegate will be waived.

THE WHITE HOUSE

WASHINGTON

April 30, 1990

Dear Mr. Bradbury:

Thank you for your recent note relative to your effort to put together information on people who work in the White House.

Enclosed is a copy of my biography and an autographed photograph as requested. I hope this is helpful.

With best wishes,

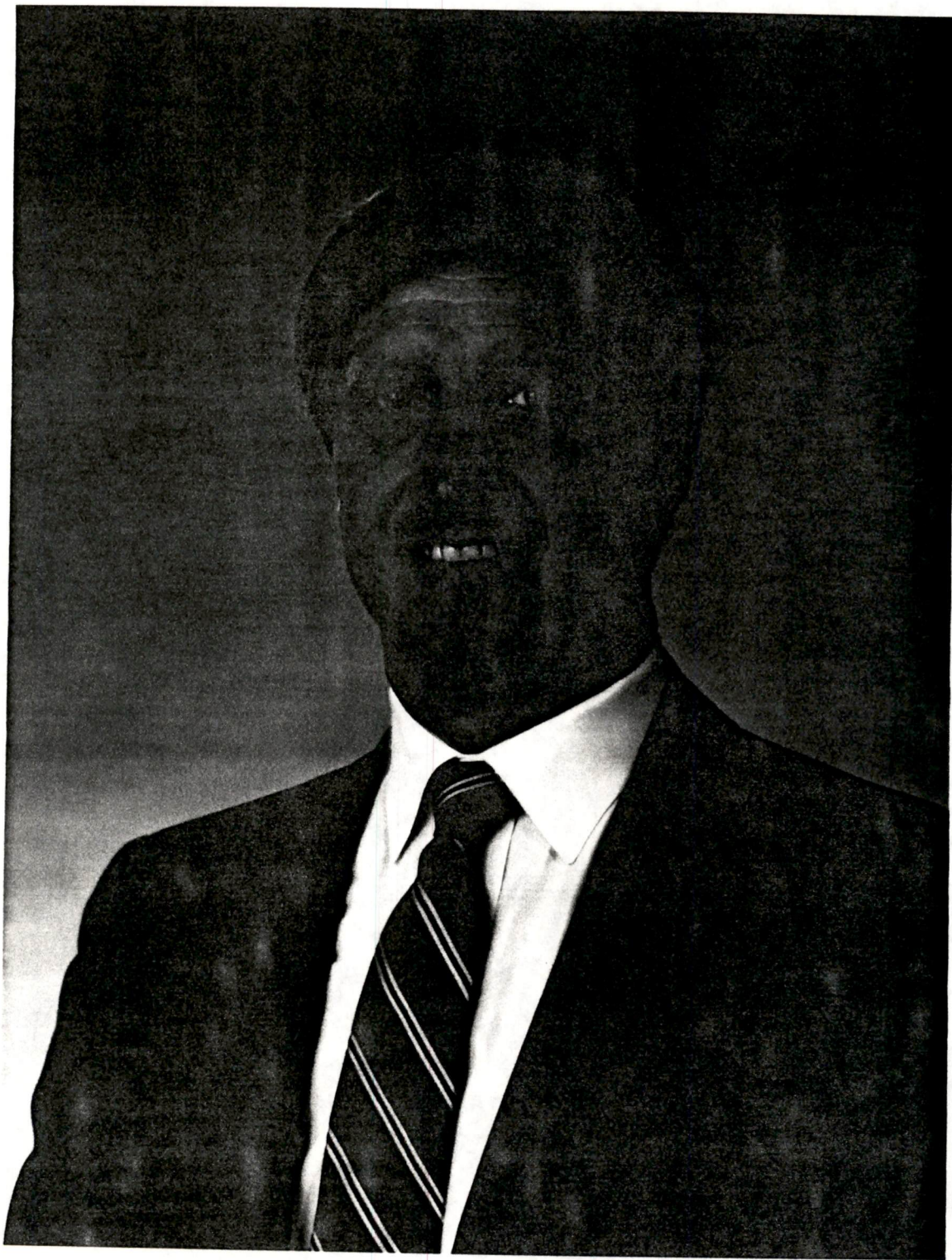
Sincerely,



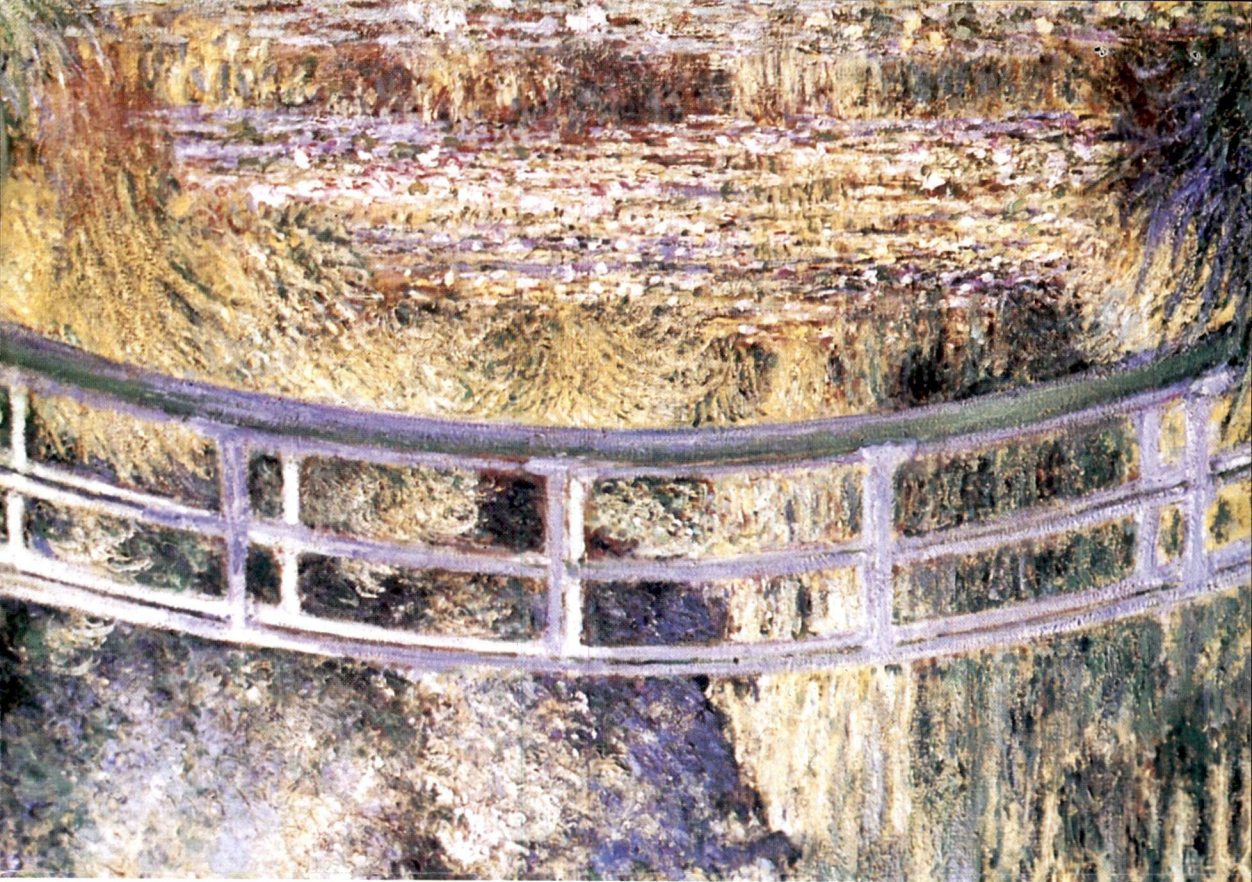
Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. Thomas Bradbury
Post Office Box 28
Cape Porpoise, Maine 04014

Enclosures



Tom Bradbury -
with best wishes.
Sincerely, Andy Card



Scala/Art Resource, N.Y.

Claude Monet (1840-1926)
Waterlily Pond at Giverny
Musée d'Orsay, Paris



Alzheimer's Disease and Related Disorders Association, Inc.
70 East Lake Street
Chicago, Illinois 60601-5997

P. O. Box 28

Cape Porpoise, Me. 04014

April 24, 1990

Dear Mr. Card,

As an active supporter of the Bush administration, and as a resident of Kennebunkport, Maine, I am currently in the process of gathering information concerning those who are serving in the Bush White House. It is my hope to use these materials both for local educational purposes as well as a future display at our historical society.

I would be extremely appreciative if you would help me with my project by sending me any information that might be available concerning your distinguished

career, the White House under President and Mrs. Bush, and, if at all possible, your personally autographed picture.

I thank you for any time that you take out of your very busy schedule to assist me.

With respect for the job that you are doing.

Sincerely,

A handwritten signature in blue ink that reads "Tom Bradbury". The signature is stylized with a large, looping "T" and a cursive "Bradbury".

Thomas Bradbury

Mr. Mark G. Mazzie
City Clerk
3939 Civic Center Boulevard
Scottsdale, Arizona 85251-4468

THE WHITE HOUSE

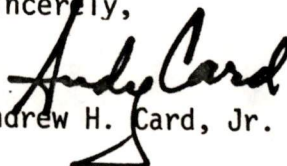
April 25, 1990

Dear Mark,

Thanks for your recent letter. As requested, enclosed is a personalized, autographed photograph of the President for Sarah Suggs.

Good luck with the State YR Chairmanship!

Sincerely,


Andrew H. Card, Jr.

Scottsdale City Council
Herbert R. Drinkwater, Mayor
Greg Bielli
Susan Bitter Smith
Sam Kathryn Campana
Ross Dean
Bill Soderquist
Bill Walton



Mark G. Mazzie
City Clerk

City Clerk's Office

"Your Source for Voter Information and Public Records"

April 16, 1990

Mr. Andrew H. Card, Jr.
Deputy to the Chief of Staff
First Floor, West Wing
The White House
Washington, DC 20500

Dear Andy:

Hope things are going well. I have a favor to ask. As I mentioned previously I am running for State YR Chairman and one of the people assisting me is seeking an autographed picture of the President.

Her name is Sarah Suggs and she was a Bush delegate at the 1988 convention. Additionally she was chosen as Arizona Young Republican of the Year in 1988 and is Chairman of the largest YR Club in the State. She is the most active YR in Arizona and asked if I would write to you requesting the signed picture

Thanks for any assistance you can give.

Sincerely,

Mark G. Mazzie

4/23
- Requested.
Lls

THE WHITE HOUSE

WASHINGTON

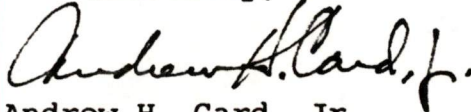
April 16, 1990

Dear Lee,

My daughter, Rachel, asked me to have a personalized, autographed photograph of the President sent to you. I hope this will make a nice souvenir.

Your support is appreciated.

Sincerely,

A handwritten signature in dark ink, reading "Andrew H. Card, Jr." in a cursive style.

Andrew H. Card, Jr.
Assistant to the President
and Deputy to the Chief of Staff

Mr. Lee Teed
Box 84834
University of South Carolina
Columbia, South Carolina 29225-0112



To Lee Teed
With best wishes, *Cly Burck*