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FOIA MARKER

**This is not a textual record. This is used as an
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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: 04885
Folder ID Number: 04885-001a

Folder Title:
Correspondence General - 5/89 [1]

Stack:

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Row:

15

Section:

22

Shelf:

1

Position:

THE WHITE HOUSE

WASHINGTON

December 20, 1989

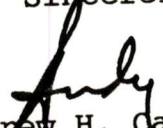
Dear Jim,

As requested, your photo has been personally signed by the "Guv!"

Hope all else is well with you.

With best wishes to you for happy holidays!

Sincerely,



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

The Honorable Jim Carey
Chairman
Federal Maritime Commission
Washington, D.C. 20573

Enclosure



Federal Maritime Commission

Washington, D.C. 20573

Office of the Chairman

27 Nov 89

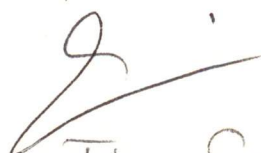
Andy,

This is my one and only photo taken with "the Duro"! Any chance you can get him to scribble a few kind words on it so I can hang it on the wall over here.

Many thanks. Call if any ?'s.

523-5911.

Regards,


Jim Carey

THE WHITE HOUSE

WASHINGTON

November 3, 1989

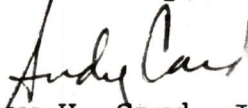
Dear Mr. Rosenberg:

I, too, enjoyed our meeting earlier this week.

Thanks for your promptness in sending me the materials on employer-sponsored day care. My wife will be most appreciative.

With best wishes,

Sincerely,



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

Mr. Marc H. Rosenberg
Insurance Information Institute
1101 - 17th Street, N.W.
Suite 408
Washington, D.C. 20036



Insurance
Information
Institute

Federal Affairs
Office

Marc H. Rosenberg
Vice President-Federal Affairs

1101 17th Street, N.W.
Suite 408
Washington, D.C. 20036
(202) 833-1580

November 2, 1989

Andrew H. Card, Jr.
Deputy Chief of Staff
The White House
Washington, DC 20500

AC HAS SEEN 

Dear Mr. Card:

Bill Bailey and I greatly appreciate the time that you spent meeting with us last Monday afternoon. Richard Feldman had told us that you are both charming and effective, and we now agree wholeheartedly.

Enclosed is a copy of the report I submitted recently to the Labor Department's task force studying liability and employer-sponsored day care. In our conversation, you indicated that this may be of immediate interest to your wife.

Sincerely,



Marc H. Rosenberg

enclosure

John J. Martin
Chairman of the Board

James J. Cutro
Vice Chairman of the Board

Mechlin D. Moore
President

Charles C. Clarke
Executive Vice President

HARRY REID
NEVADA



UNITED STATES SENATE
WASHINGTON, D. C.

AC HAS SEEN ✓

12.6.89

Dear Andy,

Thanks for your help with
S. 974. Your advice, counsel &
general courtesy will be
remembered.

Sincerely,
Harry

THE WHITE HOUSE
WASHINGTON

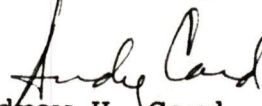
December 13, 1989

Dear Mr. Drake:

Thanks for your recent letter in which you enclose a copy of Cresap's Insight relative to education reforms.

When I have a few spare moments, I hope to be able to read through it. In the meantime, I will also share it with appropriate Administration officials.

Sincerely,



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

Mr. Rodman L. Drake
Cresap
245 Park Avenue
New York, New York 10167-0128

THE WHITE HOUSE

10-16-89

Charlie -

Thank you for your note and
for the chance to address your
"Off the Record" colleagues. I enjoyed
the opportunity.

Keep in touch.

Andy Card

THE WHITE HOUSE
WASHINGTON

Mr. Charles A. McManus, Jr.
12907 Kendale Lane
Bowie, Maryland 20715

AC HAS SEEN ✓

Charles A. McManus, Jr.
12907 Kendale Lane
Bowie, Maryland 20715

(301) 262-1829
464-4762

Oct 12, 1989

Dear Mr. Card

I trust you enjoyed lunch with the "Off the Record" Club as much as our members. It was a great session! Thank you.

Our calendar is always open to you and perhaps you would care to join us again in the future.

Sincerely

Charlie McManus

P.S. Of course a "thank you" to Linda for her help.

Cam

Mr. Card

FYI

C. McNamee

Document Originally
Attached to
Following Page

XXXXXXXXXXXXXXXXXXXX

U.S. Representatives LYNN MARTIN, CONNIE MORELLA, MARGE ROUKEMA and PATRICIA SAIKI will join us for lunch on TUESDAY, OCTOBER 17, 1989 at 12:00 Noon in The Speaker's Private Dining Room (H-122) of the Capitol.

[illegible]

FUTURE luncheons soon to be announced -- Sen. Alan K. Simpson and his group AND Sen. Don Nickles with those House Members who have announced their intention to run for the U.S. Senate.

[illegible]

NOTE: Please complete the form below, respond no later than October 12, 1989, and send the completed form to me along with your signature/printed name -- please --- Thank God for printed envelopes --- to the above address.

THX

[illegible]

I will _____ will not _____ attend the luncheon on October 17,
with Martin, Morella, Roukema and Saiki.

GUEST	NAME
-------	------

00000000000000000000000000000000

THE WHITE HOUSE

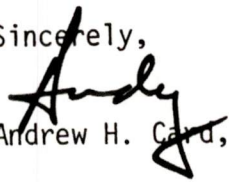
November 15, 1989

Dear Marshall,

As you requested, Governor Sununu has signed the enclosed photograph taken of the two of you at the Administrative Conference's June Plenary Session.

With best wishes,

Sincerely,


Andrew H. Card, Jr.

WHITE HOUSE
WASHINGTON

FROM
THE WHITE HOUSE
WASHINGTON, D.C.

Marshall J. Breger, Chairman
Administrative Conference
2120 L Street, N.W., Suite 500
Washington, D.C. 20037



ADMINISTRATIVE CONFERENCE OF THE UNITED STATES

2120 L STREET, N.W., SUITE 500

WASHINGTON, D.C. 20037

(202) 254-7020

November 9, 1989

OFFICE OF
THE CHAIRMAN

The Hon. Andrew H. Card, Jr.
Assistant to the President and
Deputy to the Chief of Staff
The White House
1st Floor, West Wing
Washington, D.C. 20500

Dear Andy:

I would be most appreciative if you would ask the Governor to autograph the enclosed photo. It was taken at the Conference's June Plenary Reception, which the Governor so graciously hosted.

Thank you.

Sincerely,


Marshall J. Breger
Chairman

MJB/kk

Enclosures

 Sent
11/15/89

THE WHITE HOUSE

10-30-89

Maureen -

What's the latest from New Hampshire?
I think of you often and continue to
appreciate what you did for the cause.

Our President remains on top of
the game.

Keep in touch.

Sincerely,
Andy Card

THE WHITE HOUSE
WASHINGTON

The Honorable
Maureen Barrows
27 Pine Street
Exeter, N.H. 03833

THE WHITE HOUSE

WASHINGTON

October 24, 1989

Dear John,

Enclosed is the photo you requested which has been signed by the President.

I hope this will be a nice souvenir for you.

With best wishes,

Sincerely,



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

Mr. John DiStaso
The Union Leader
35 Amherst Street
Manchester, New Hampshire 03101

Enclosure



*To John DiStaso
With best wishes,*

Ag Bush

THE WHITE HOUSE

November 8, 1989

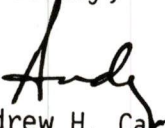
Dear Bob,

Just another souvenir for your collection!

I hope all is well. Keep in touch.

Best wishes to you and your family for a Happy Thanksgiving.

Sincerely,


Andrew H. Card, Jr.

FROM
THE WHITE HOUSE
WASHINGTON, D.C.

Mr. Bob Teeter
880 Colliston Road
Ann Arbor, Michigan 48105



THE WHITE HOUSE

WASHINGTON

December 15, 1989

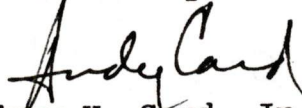
Dear Dr. Truong:

Thank you for your recent letter relative to repatriation by Great Britain and Hong Kong of Vietnamese freedom seekers.

As you are well aware, the President is supportive of no forced repatriation. Please know that I will share your letter with appropriate Administration officials for their information.

With best wishes to you for happy holidays!

Sincerely,



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

Tich Ngoc Truong, M.D.
President of Vietnamese Physicians
Association of Texas
5101 Ross Avenue, Suite 103
Dallas, Texas 75206

Tich Ngoc Truong, M.D., P.A.

DIPLOMATE AMERICAN BOARD OF PM&R

AC HAS SEEN 11/27

Andrew Card
Assistant to the President & Deputy Chief of Staff
The White House
1600 Pennsylvania Avenue, N.W., WH Room 1/WW
Washington, D.C. 20500

November 21, 1989

Dear Sir,

I am writing to ask you to actively support and defend the U.S. humanitarian stand against all push-offs (reworded as "redirections") and all forms of forcible repatriation (reworded as "orderly" repatriation) by Great Britain and Hong Kong of Vietnamese freedom seekers to communist Vietnam, one of the most repressive regimes in the world.

I applaud President George Bush for reiterating on 10/13/89: "... let me express my support for our policy of no forced repatriation of refugees to a country like Vietnam. We're not going to retreat from our position taken at the Geneva Conference. And people who seek freedom ought to be given a chance". Despite the fact that the Geneva Conference, which convened on 10/16/89, did not override the U.S. stand of remaining unalterably opposed to the forcible repatriation of Vietnamese freedom seekers, I remain extremely anxious that the lack of strong U.S. leadership could lead to its position being ignored by the U.S. allies or annulled at the next meeting to be held by the end of this year. In light of this critical situation, including an alarming increase of fatal push-offs (reworded as "redirections") by Malaysians of boat people arriving on their shores, I am petitioning our government to take the following immediate actions:

1. Increase the resettlement rate for Indochinese refugees and speed up the processing of "long stayers".
2. Continue to strongly oppose all forms of forcible repatriation.
3. Explore creative and humane interim solutions.
4. Pressure first-asylum governments, especially Malaysia and Thailand, to stop push-offs and give UNHCR early access to arriving refugees.
5. Convince other resettlement countries, especially Britain, to follow suit.

I look forward to having you strong leadership in dealing with this urgent issue.

I trust that you will take all necessary actions in order to prevent the push-offs and the forcible repatriation of the freedom seekers. I thank you for your concern on this most urgent matter.

Sincerely yours,



Tich Ngoc Truong, M.D.
President of Vietnamese Physicians Association of Texas

Tich Ngoc Truong, M.D., P.A.

DIPLOMATE AMERICAN BOARD OF PM&R

AC HAS SEEN 11/27

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1600 Pennsylvania Avenue, N.W., WH Room 1/WW
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Sincerely yours,



Tich Ngoc Truong, M.D.
President of Vietnamese Physicians Association of Texas

THE WHITE HOUSE

WASHINGTON

December 15, 1989

Dear Jason,

Thanks for your recent letter in which you enclose the books and "Guide to Washington, D.C." and the letter to the President with suggestions for the State of the Union message.

Please know that I will share your letter with appropriate Administration officials for their review.

Best wishes for happy holidays!

Sincerely,



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

Mr. Jason L. Stern
Braddock Communications
1001 Connecticut Avenue, N.W.
Suite 216
Washington, D.C. 20036

BRADDOCK COMMUNICATIONS

Jason L. Stern, President

December 14, 1989

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

Dear Andy:

Many thanks for your assistance regarding the Presidential letter for the book entitled: ***From George to George...200 Years of Presidential Quotations***. I would like to take this opportunity to attach a letter to President Bush which I hope will be useful in his upcoming *State of the Union Address*.

If you have a brief moment, I would be interested in your comments regarding the suggested Federal Innovation and Technology Corporation (FIT).

I look forward to hearing from you.

Sincerely,



Jason L. Stern

enclosure

ID # _____

WHITE HOUSE CORRESPONDENCE TRACKING WORKSHEET

☐ O - OUTGOING☐ H - INTERNAL☒ I - INCOMINGDate Correspondence
Received (YY/MM/DD) 89 / 12 / 15Name of Correspondent: Mr. Jason L. Stern☐ MI Mail Report

User Codes: (A) _____ (B) _____ (C) _____

Subject: Suggests creation of a Federal Innovation and Technology Corporation (FIT).**ROUTE TO:****ACTION****DISPOSITION**

Office/Agency (Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
DC CARD	ORIGINATOR	89 / 12 / 15	AC	A	89 / 12 / 15
	Referral Note:				
PD PORT	A	89 / 12 / 18			/ /
	Referral Note:				
		/ /			/ /
	Referral Note:				
		/ /			/ /
	Referral Note:				
		/ /			/ /
	Referral Note:				

ACTION CODES:

A - Appropriate Action
 C - Comment/Recommendation
 D - Draft Response
 F - Furnish Fact Sheet
 to be used as Enclosure

I - Info Copy Only/No Action Necessary
 R - Direct Reply w/Copy
 S - For Signature
 X - Interim Reply

DISPOSITION CODES:

A - Answered
 B - Non-Special Referral
 C - Completed
 S - Suspended

FOR OUTGOING CORRESPONDENCE:

Type of Response = Initials of Signer
 Code = "A"
 Completion Date = Date of Outgoing

Comments: _____

Keep this worksheet attached to the original incoming letter.
 Send all routing updates to Central Reference (Room 75, OEOP).
 Always return completed correspondence record to Central Files.
 Refer questions about the correspondence tracking system to Central Reference, ext. 2590.

BRADDOCK COMMUNICATIONS

Jason L. Stern, President

December 14, 1989

The Honorable George Bush
President of the United States
The White House
Washington, DC 20500

Dear Mr. President:

Many of the innovative ideas and technologies by our nation's inventors are becoming harder to bring to the marketplace. Some of our best technologies are being bought out by smart industrious companies of other nations. Either way, our nation in the days to come will not have the same economic and technological opportunities that have made our nation great.

I would like to suggest that one way to help our innovators and investors is to create a Federal Innovation and Technology Corporation (FIT).

The purpose of this federally-chartered corporation would be to help U.S. inventors find markets and capital for their new products and services, especially for small- to medium-sized companies. Many of these companies do not have the opportunity to obtain venture capital in today's constricted economic atmosphere.

Federal Innovative and Technology Corporation could provide analysis for the public/private sector on innovations and services needed to compete in the global marketplace.

I never forgot the assistance that you gave me when you were in Congress.

I hope this suggestion is useful to you. Thank you.

Respectfully yours,

A handwritten signature in cursive script, appearing to read "Jason", written over the typed name.

Jason L. Stern

THE WHITE HOUSE
WASHINGTON

James A. Bill, Director
The Reves Center for International Studies
The College of William and Mary
Williamsburg, Virginia 23185

THE WHITE HOUSE

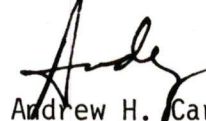
December 15, 1989

Dear Jim,

Thanks for sharing your article and insights with me.
I appreciate it.

Best wishes for happy holidays!

Sincerely,



Andrew H. Card, Jr.



AC HAS SEEN —

The Wendy and Emery Reves Center for International Studies

THE COLLEGE OF WILLIAM AND MARY IN VIRGINIA
Williamsburg, Virginia 23185

Office of the Director
(804) 253-4354

December 8, 1989

Andy

I'm just back from a fascinating trip to
Iran and the Persian Gulf. I thought you
might be interested in my impressions which
were published in Sunday's Miami Herald —

Very best wishes to you and yours for
the holiday season —

Jenni

Iran's new foreign policy

Professor James A. Bill is director of the Reves Center for International Studies at the College of William and Mary. He is author of the book, The Eagle and the Lion: The Tragedy of American-Iranian Relations (Yale, 1988). He wrote this article for The Herald.

By JAMES A. BILL

As I walked into the Independence Hotel in Tehran carrying a book of verse by the great Persian poet, Hafez of Shiraz, a bearded receptionist named Hassan asked if he could please see my book. When he realized it was a book of romantic verse by Hafez, Hassan sadly shook his head and sharply said, "Sir, the days of wine and song are over. We no longer have time to



Bill

lounge around reading poetry and relaxing in the sun. We have a revolution to run and we work 24 hours a day." After this short lecture, Hassan t h u m b e d through the book, suddenly opened it and began to lovingly read the poetry aloud. As his voice rose and fell in emotional recitation, I found myself marveling at the complexities and contradictions that mark Iranian society.

I have just returned from a week in the Islamic Republic of Iran, where I visited Tehran and the Persian Gulf port of Bandar Abbas and the famous Strait of Hormoz out in the Gulf itself. In Iran, I joined 100 other international scholars gathered to participate in a three-day conference on the Persian Gulf. Although America, ironically, had the largest foreign delegation present, there were also scholars from the Soviet Union, China, Japan, Great Britain, West Germany, Italy, India, Pakistan and many other countries.

The roundtables of the conference were divided into political, economic and cultural themes. The importance of the event was demonstrated by the fact that three different Iranian cabinet ministers and President Ali Akbar Hashemi-Rafsanjani all addressed the conference.

The first morning's presentation reflected in microcosm the fundamental political contradiction that confronts Iran as the Islamic Republic begins the second decade of its revolution. Minister of Information Ali Fallahian delivered a stinging attack on foreign influence in Iran, warning his country and its neighbors that foreigners must be distrusted and kept out of the region.

Two presentations later, a bright young economist presented a scholarly paper documenting in detail the necessity that Iran receive substantial foreign assistance if it hopes to successfully rebuild after the devastating 95-month-old Gulf war. In his view, active foreign involvement and assistance are absolutely essential for Iran's recovery.

Despite the information minister's tough talk, the theme of the conference was conciliatory, emphasizing Iran's desire to cooperate with its neighbors. Iranian officials and scholars repeatedly used the words "unity" (*ettehad*) and "solidarity" (*hambastegi*) as they described their country's goals in the oil-rich Persian Gulf. In the words of President Rafsanjani himself: "We have no territorial claims on any of

PLEASE SEE IRAN, 4C

Viewpoint

THE MIAMI HERALD SECTION C

SUNDAY, DECEMBER 3, 1989

Iran's current peace offensive isn't accidental

IRAN, FROM 1C

our neighbors."

Iranian leaders invited the Arab Gulf countries to consider joining the Islamic Republic in a wide variety of economic and security ventures. Iran's Minister of Petroleum Gholam Reza Aghazadeh outlined this proposal in more detail. He indicated that Iran would be willing to assist its Gulf neighbors in the areas of skilled manpower, natural resources, agriculture, environment and technological know-how.

In brief, Iran has publicly and emphatically extended its hand to its neighbors. Foreign Minister Ali Akbar Velayati told the conference that Islam is the unifying factor for the Persian Gulf countries and that they should build a spirit of solidarity.

Iran's current peace offensive in the Persian Gulf is not accidental. The policy has political and economic dimensions. Politically, Iran is slowly moving to open up its governmental system. President Rafsanjani has shown himself to be a particularly astute political leader who has permitted extremist voices to engage in excessive rhetoric while at the same time quietly nudging them to the political periphery. The July 1989 elections in which Rafsanjani won an overwhelming victory for the presidency were perhaps the freest in Iranian history.

Now that the Islamic Republic has broken the back of the opposition Mujaheddin-i Khalq guerrillas, the atmosphere in Iran is visibly relaxed. The international guests traveled freely and spoke openly with Iranian citizens of all social classes who were unafraid to voice their complaints and opinions. Majlis (parliamentary) debates are vigor-

ous and focus upon serious issues.

Closely related to this political reform is the issue of economic development. The Iranian economy is in shambles. Problems include high inflation, a shattered industrial infrastructure and a severe lack of foreign credit and exchange. This grim situation is exacerbated by a bloated, inefficient bureaucracy and by the lack of any consistent, realistic economic master plan. In the words of an Iranian planner: "The bureaucracy is overflowing with individuals whose only qualifications for their jobs are their revolutionary credentials. Their revolutionary fervor is not matched by any technical competence."

The demanding task of war reconstruction remains to be seriously undertaken. The confused, contradictory nature of the situation is seen in the wildly fluctuating nature of the basic Iranian unit of currency, the toman. The official rate of 7.5 tomans to the dollar stands in sharp contrast to the "free market" rate of 120 tomans per dollar.

If Iran hopes to repair and reinvigorate its crippled economy, it must receive a substantial infusion of foreign assistance. The Iranian technocracy is sensitive to the lessons of history, which indicate that successful postwar reconstruction must have three major ingredients: technology, capital and foreign markets. A leading Iranian economist told the conference that this was indeed the lesson of the postwar reconstruction efforts of Germany, Japan and Korea.

Iran, which fought the Gulf war single-handedly, can no longer stand alone. Its success in winning the peace rests on its capacity to attract external assistance. With the international conference on the Persian Gulf, Iran has publicly announced a

new foreign policy. As Iran struggles to reform its political system and to rebuild its economy, it remains unclear how many foreign countries will respond with assistance.

With a population approaching 55 million, geostrategically sandwiched between the Soviet Union and the Persian Gulf, rich oil resources and the world's second largest reserves of natural gas, Iran is one of the most significant actors on the international stage. A crippled, crumbling Iran, a country collapsing into incoherent anarchy, is in no one's interest. Such a scenario would only unleash forces of extremism and violence that are now slowly being dissipated in the Islamic Republic.

Countries such as Japan, West Germany, China and the Soviet Union have already cautiously responded to Iran's predicament. They seem likely to strengthen this response as a result of Iran's recent declarations. It remains to be seen how Iran's immediate neighbors in the Gulf will respond to the friendly overtures of the Islamic Republic. Only Oman sent a delegation to the Persian Gulf conference.

In the long run, American-Iranian relations must improve. The hard feelings that continue to mark the relations between these old friends will one day disappear. But the road back to friendship will not be easy.

Although I was greeted warmly by Iranians wherever I traveled in their country, I also found deep bitterness among the population toward U.S. government policies. Officials argued consistently that America should keep its naval forces away from the Persian Gulf, that the region belonged most properly to the Gulf powers and that U.S. intervention in the Persian Gulf would forever be resisted.

When the conference participants sailed out from the Persian Gulf port of Bandar Abbas toward the Strait of Hormoz, we passed through the waters where the U.S.S. Vincennes mistakenly shot down the Iranian Airbus, killing 290 passengers in early July 1988. As our ship steamed through these waters, an Iranian passenger approached me and said: "Let us hope to God that such a thing never happens again."

On the U.S. side, surveys indicate that Iran remains easily the world's most unpopular country in the eyes of the American people. The memories of the 1979-80 hostage incident have been branded into the collective memory of the American people. This animosity was deepened during the Reagan administration when the president himself called the Iranians "barbarians," while Secretary of State Caspar Weinberger preferred the term "lunatics." This immature rhetoric has been replaced by a considerably more thoughtful and sensible policy fashioned by the administration of President George Bush.

Low-key and patient, this policy is slowly helping pave the way for a brighter Iranian-American future. As Iran struggles to open up its political system and to rebuild its economy, there may one day be a time when the United States can be of constructive assistance. Given the delicate state of the situation in Iran today, however, the most America can do now is to resist negative, clumsy intervention while at the same time quietly sending positive signals to the Islamic Republic. After all, as one wise and elderly Iranian philosopher told me in Tehran last week, "In the long run, Iran and America are condemned to cooperate and live with one another as friends."



President Rafsanjani has shown himself to be a particularly astute political leader who has permitted extremist voices to engage in excessive rhetoric while at the same time quietly nudging them to the political periphery.

THE WHITE HOUSE

December 15, 1989

Dear Senator Thurmond:

My thanks to you and Nancy for remembering me with the grapefruits. It was very thoughtful of you.

Best wishes to you and your family for a happy and healthy holiday season!

Sincerely,

Andy Card
Andrew H. Card, Jr.

THE WHITE HOUSE
WASHINGTON

The Honorable Strom Thurmond
United States Senate
Washington, D.C. 20510



*To Andy Card
and Ed Rogers
Happy Holidays!*

*Strom Thurmond
Strom + Nancy
1989*

United States Senator

South Carolina

THE WHITE HOUSE
WASHINGTON

December 13, 1989

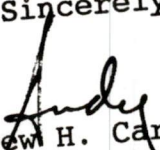
Dear Jay,

Thanks for your letter. Needless to say, I am living a dream here at the White House! It is the opportunity of a lifetime.

When I am next in New York, I will definitely give you a call to see what people in "the real world" actually do. But, I am not sure that I would put New York in that category. My world here at the White House, in Washington, "inside the Beltway," certainly keeps me busy.

With best wishes to you for happy holidays!

Sincerely,


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

Mr. J. Upshur Moorhead II
Senior Vice President
Shearson Lehman Hutton
American Express Tower
World Financial Center
New York, New York 10285-1700

J. Upshur Moorhead II
Senior Vice President

212 298 3025

SHEARSON
LEHMAN
HUTTON

December 7, 1989

Mr. Andrew Card
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Andy:

Was that really you on that organization chart – the lone ranger without portfolio? What a master stroke on your part. And to think it all started in an abandoned attic 10 years ago!

Truly, it was great to see you. I'm very impressed that you've kept a sense of humor and perspective about your environment. Keep it up!

If you ever get to New York and want to see how the "real" world works (don't you get tired of people saying that? I did.), please give me a call, seriously.

Best of luck and enjoy the holidays!

Sincerely yours,



Jay Moorhead

JUM:gmp

THE WHITE HOUSE

WASHINGTON

December 13, 1989

Dear Jim,

I also enjoyed the chance to visit with you and Steve while you were in Washington.

Glad to hear that all is going well with your program.

Thanks for all your kind words and best wishes for happy holidays!

Sincerely,



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

Mr. James F. Shearer
National Market Share, Inc.
9020-I Capital of Texas Highway
North, Suite 355
Austin, Texas 78759

NATIONAL MARKET SHARE, INC.

AC HAS SEEN ✓

December 5, 1989

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

Dear Andy:

A brief note to say it was sure good to see you last week in Washington. Steve and I were both pleased to see your interest in our grass-roots lobby program and we hope to put together an effort for the first of the year that will benefit the President.

I had a meeting the next day with Fred McClure. He was very eager to see this happen, in fact, he recalled doing similar programs at Texas Air. We also agreed to have regular conversations regarding legislation that is important to The White House.

Based on the meetings last week, I have placed calls to Margaret Alexander and Bobby Holt to discuss this program. I'll keep you advised.

On a personal note, I'd like to compliment The White House. As a "regular citizen", you guys constantly make me proud. Keep up the good work.

Sincerely,



James F. Shearer

Andy -
Thanks for your
help. JS

Texas Office:
9020-I Capital of Texas Highway North, Suite 355
Austin, Texas 78759
512/794-1166
FAX 512/794-0189

New York Office:
1556 Third Avenue, Suite 209
New York, New York 10128
212/ 410-3714
FAX 212/ 410-9705

THE WHITE HOUSE

WASHINGTON

November 21, 1989

Dear Bob,

Thank you for your recent letter keeping me posted on activities taking place in Massachusetts and the status of the health care issue.

I appreciate you thinking of me.

With best wishes for a Happy Thanksgiving.

Sincerely,



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

Keep in touch!

Mr. Robert L. Laszewski
Executive Vice President
Liberty Mutual
100 Main Street
Dover, New Hampshire 03820



The Cocheco Mill
100 Main Street
Dover, New Hampshire 03820
(603) 749-2600

Robert L. Laszewski, CLU
Executive Vice President

AC HAS SEEN —

November 13, 1989

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

Andy:

Governor Dukakis was interviewed on Boston television last week. The President would get a chuckle out of it.

The interviewer spent 55 of the 60 minutes on the states fiscal crisis and the Governor's clear difficulty in dealing with the Massachusetts budget deficit. Even the strongest supporters of the Governor are concerned with his inattention to and impotence with the states fiscal crisis.

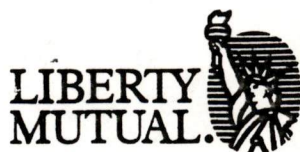
At the end of the interview, the Governor was asked how he would rate the President's first year so far. He replied that he felt that the President had done generally well but he was concerned with the President's handling of the federal budget deficit!

In the immortal words of Ted Koppel: "Governor you just don't get it".

Best Regards;

R.L. Laszewski

P.S. Enclosed are a couple of letters I sent to Bill Gradison and Jay Rockefeller on the health care issue. It occurs to me that I should be keeping you informed on my progress there.



Robert L. Laszewski, CLU
Executive Vice President

November 13, 1989

The Cocheco Mill
100 Main Street
Dover, New Hampshire 03820
(603) 749-2600

Congressman Bill Gradison
2311 Rayburn House Office Bldg.
Washington, D.C. 20515

Bill:

Thanks for passing my paper on health care reform on to the Pepper Commission staff. Last week I received a phone call from both the Brookings Institution and Prudential. Both reported receiving a copy of my paper from staff and both were quite positive in their review of what I had to say.

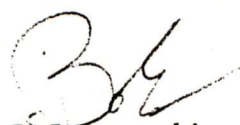
Imagine that, Brookings and Prudential agreeing on something!

I have just returned from the Group Officers Round Table, the annual meeting of health insurance chief operating officers. Clearly, the predominant thinking of these people follows a philosophical track in sync with my paper. I really think the "iron is hot" to make some fundamental reforms. The Pepper Commission is our best shot.

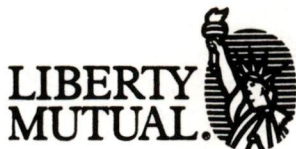
If you think my paper worthy I'd like to suggest that you pass it on to one or two media people that you know of that follow the health care debate: To the extent it becomes clear that the insurance industry was ready to facilitate real reform, it might incent other groups to join in and give the Pepper Commission broader support.

I think that there is a 12-24 month window for people who believe there is a private sector solution. Beyond that, we could see the problem worsen to such proportions that extreme solutions will see their day.

Thanks for your help so far.


R.L. Laszewski

RLL/di



The Cocheco Mill
100 Main Street
Dover, New Hampshire 03820
(603) 749-2600

Robert L. Laszewski, CLU
Executive Vice President

November 13, 1989

Senator Jay Rockefeller
United States Senate
Washington, DC 20501

RE: Health Care Reform

Senator Rockefeller:

In the two weeks since our last meeting, I have had the opportunity to attend the Group Officers Round Table, the annual meeting of health insurance Chief Operating Officers.

I can report to you that a clear majority of the industry recognizes the national dilemma in health care financing and the role we have to play in putting all of the "sacred cows" on the table. Most carriers have now come to the conclusion that medical underwriting is the political "achilles heal" of the industry and must go. Most carriers understand that universal protection driven by some form of mandates needs to occur.

There are some very vocal people who don't believe that. That will slow down the HIAA's ability to be forceful in its ability to present a vigorous reform posture to you. But, I can assure you that adequate underwriting capacity exists to support the reforms we have discussed.

I told you once before I was ready to help you make these reforms a reality. I still am. I can show you where the industry support lies. As I told you at our last meeting, the American people don't want piecemeal solutions that require new spending and taxes to fund each new "band aid" to the problem. They want a recognition that the 11 1/2% of GNP we now spend is too much for too little. They want leadership that understands that the role of government should be to get more out of what is spent, not to spend more. I was encouraged by your response to this thesis.



R.L. Laszewski

THE WHITE HOUSE

WASHINGTON

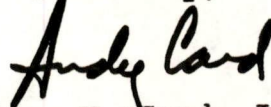
December 11, 1989

Dear John,

Thanks for the personalized 1990 calendar!
It was very thoughtful of you, and I appreciate
you thinking of me.

Best wishes for a happy holiday season!

Sincerely,

A handwritten signature in dark ink, appearing to read "Andy Card". The signature is fluid and cursive, with the first name "Andy" and the last name "Card" clearly legible.

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

Mr. John C. Datt
Executive Director
American Farm Bureau Federation
600 Maryland Avenue, S.W.
Suite 800
Washington, D.C. 20024

THE WHITE HOUSE

12/6/89

Dear Larry -

Kathi and I thoroughly enjoyed participating in the CBS hosted activities in conjunction with the Kennedy Center Honors. The lunch, reception, gala and dinner were spectacular.

Thank you for including us. Please keep in touch.

Sincerely, *Andy Card*

Andy Card
THE WHITE HOUSE
WASHINGTON

Mr. Lawrence A. Tisch
CBS Inc.
51 West 52nd Street
New York, New York
10019



CBS Inc., 51 West 52 Street
New York, New York 10019
(212) 975-5152
Laurence A. Tisch

AC HAS SEEN ✓

Dear Andrew:

December 4, 1989

Billie and I are delighted that we could be with you and Kathleene over the Kennedy Center Honors weekend. CBS's involvement with the honors is one of the jewels in the network's crown, and sharing the spirit and joy of the weekend with you made the occasion all the more special.

Whenever you next plan to be in New York, I hope you will let me or Marty Franks in our Washington office know as I would love to have you stop by.

Billie joins me in wishing you and yours happy holidays and a joyous New Year.

Sincerely,

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

THE WHITE HOUSE
WASHINGTON

December 7, 1989

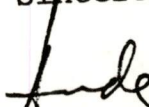
Dear Jennifer,

Congratulations on becoming Assistant Secretary of Commerce for Oceans and Atmosphere and Deputy Administrator of the National Oceanic and Atmospheric Administration.

The Administration is fortunate to have you on the team! You will do a great job.

With best wishes,

Sincerely,



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

The Honorable Jennifer Joy Wilson
Assistant Secretary for Oceans
and Atmosphere
Department of Commerce
Washington, D.C. 20230



The Secretary of Commerce
Robert A. Mosbacher
Requests the pleasure of your company
at the Swearing-in Ceremony
for
Jennifer Joy Wilson

Assistant Secretary of Commerce for Oceans and Atmosphere
and Deputy Administrator of the National Oceanic
and Atmospheric Administration
Tuesday, the Twelfth of December
at 11:00 a.m.

R.S.V.P.
(202) 377-3567

Malcolm Baldrige Great Hall
(14th and Pennsylvania, corner of
the Herbert C. Hoover Building)
Washington, D.C. 20230

THE WHITE HOUSE

WASHINGTON

December 7, 1989

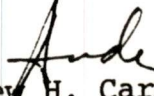
Dear John,

I received the copy of your new book, Vietnam Now, and am pleased and honored to have a personally autographed version. Thanks for thinking of me.

I look forward to reading it as soon as I have a few spare moments.

Keep in touch and Happy Holidays!

Sincerely,



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

The Honorable John LeBoutillier
Post Office Box 230
Old Westbury, New York 11568



John LeBoutillier

POST OFFICE BOX 230
OLD WESTBURY, NEW YORK 11568
TEL.# (516) 626-0831

November 27, 1989

Dear Andy,

Jim Pinkerton recommended I send you an autographed copy of my new book, VIETNAM NOW, with an Introduction by former President Richard Nixon.

I am working with Jim on the POW/MIA issue. As you may know, this is a particularly nagging problem that never seems to end. This book shows how we can solve this problem.

I hope you enjoy my book, which urges a new American policy in Southeast Asia. I fear that if we don't alter our policy soon, the Japanese will corner yet another potentially lucrative market. Please let me know your thoughts.

Hope to meet you sometime soon.

Sincerely,

A handwritten signature in dark ink, appearing to read "John" or "Joh", with a stylized flourish at the end.

John LeBoutillier

THE WHITE HOUSE
WASHINGTON

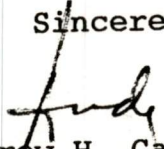
December 1, 1989

Dear Senator Wilson:

My wife, Kathi, and I thank you and your wife for the basket of specialities of the State of California. It was very thoughtful of you!

We wish you all the best for a happy holiday season.

Sincerely,



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

The Honorable Pete Wilson
United States Senate
Washington, D.C. 20510

THE WHITE HOUSE
WASHINGTON

December 1, 1989

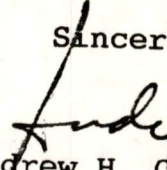
Dear Dave,

It was thoughtful of you to advise me of the results of your search for the American Airlines executive. I am sure you found the best man for the job!

I am glad I was able to help. Please feel free to call me whenever I can be of assistance.

Again, thanks and best wishes for the holidays.

Sincerely,



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

Mr. David R. Wesley
Heidrick and Struggles, Inc.
1999 Bryan Street
Suite 1919
Dallas, Texas 75201

Heidrick and Struggles, Inc.

Consultants in Executive Search

David R. Wesley

November 26, 1989

Mr. Andrew H. Card
White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Andy,

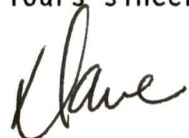
With apologies for the very long time it has been since we talked about the American Airlines Vice President Federal Affairs search, I thought you might like to know the outcome.

Mr. William J. Burhop, formerly Senior Vice President Government Affairs at The Air Transport Association has accepted the position.

Please accept my personal thanks for your very valuable contribution to this complex assignment. We truly rely on professionals like you to help in qualifying the very best talent for our clients.

Have a most pleasant Holiday Season.

Yours sincerely,



David R. Wesley

DRW/jt

THE WHITE HOUSE

WASHINGTON

December 1, 1989

Sheriff Brad Gates
Sheriff-Coroner Department
County of Orange
550 N. Flower Street
Santa Ana, CA 92702

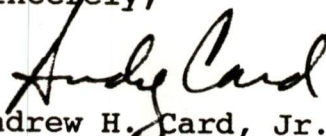
Dear Sheriff Gates:

I wanted to take this opportunity to thank you for allowing Spence Geissinger of your staff to travel on behalf of the White House. We rely heavily on the support of volunteer advance personnel to make preparations for the President's travel, and we are grateful for the sacrifices you and your department and the Drug Use is Life Abuse organization make when Spence is travelling for us.

Please know that we are aware of your efforts in the war on drugs, and that you have requested a meeting with Director Bennett to discuss your organization's success in Orange County. We will do all we can to insure that Director Bennett spends some time with you next time he is in the Los Angeles area.

Thank you again for loaning us Spence from time to time and be assured your efforts are not going unnoticed.

Sincerely,



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

THE WHITE HOUSE
WASHINGTON

November 30, 1989

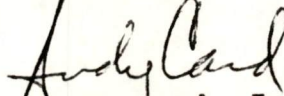
Dear Jarmila,

Thanks for your recent letter enclosing a letter to the President relative to his trip to Malta to meet with President Gorbachev.

Your concerns have been shared with appropriate Administration officials. We appreciate you taking the time to write on this important topic.

With best wishes,

Sincerely,



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

Jarmila Vogel, President
Masaryk Club of Boston
72 Canterbury Road
Newton Highlands, Massachusetts 02161

THE WHITE HOUSE
WASHINGTON

November 30, 1989

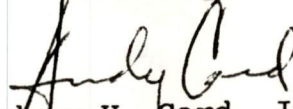
Dear Alex,

Thanks for the books and all the helpful information you provided me relative to the Malta trip.

I am returning your 2 books with this letter. Your interest is appreciated.

With best wishes,

Sincerely,



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

Mr. Alexander K. Christie
5305 Cromwell Drive
Bethesda, Maryland 20816

Enclosures