

Originally Processed With FOIA(s):
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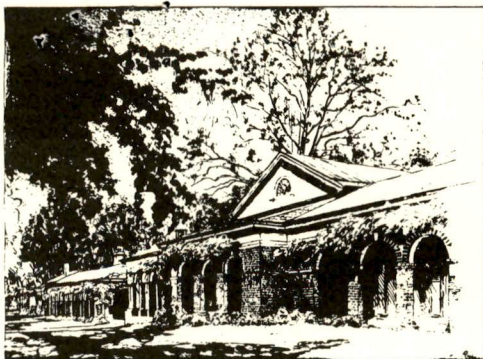
**This is not a textual record. This is used as an
administrative marker by the George Bush Presidential
Library Staff.**

Record Group/Collection: George H.W. Bush Presidential Records
Collection/Office of Origin: Chief of Staff, White House Office of
Series: Skinner, Sam, Files
Subseries:

OA/ID Number: 40921
Folder ID Number: 40921-009

Folder Title:
Memos and Correspondence [1]

Stack:	Row:	Section:	Shelf:	Position:
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THE JEFFERSON LITERARY AND DEBATING SOCIETY
at the University of Virginia—Established 1825

Post Office Box 438, Newcomb Hall Station
University of Virginia
Charlottesville, Virginia 22904

July 7, 1992

Mr. Samuel Skinner
400 7th St. SW
Washington, D.C. 20590

Dear Mr. Skinner,

As an admirer of yours, I hope that you would accept an invitation to be the featured speaker and guest of honor at a meeting of the Jefferson Literary and Debating Society at the University of Virginia. We would be delighted to have a person of such knowledge and experience as yourself visit us during this fall semester.

Founded on July 14, 1825, the Jefferson Society is the oldest literary and debating organization in the nation. As the oldest student organization at the University of Virginia, we have endeavored to provide a setting for oratorical and literary pursuits in a social atmosphere. You may note in the enclosed pamphlet that the Jefferson Society enjoys a rich and colorful history: among our alumni are Edgar Allan Poe, Woodrow Wilson, Nathaniel Howell, and three presidents of the University; in addition, Madison, Monroe, and Lafayette each accepted honorary membership. Another source of pride has been the many distinguished persons (some of whom are mentioned in the brochure) who have honored us by speaking before the Society. I sincerely hope that you would consider bestowing that honor upon us. We would be anxious to hear your insights and opinions.

It is customary for the evening's speaker to be our dinner guest, and we can provide hotel accommodations and travel expenses, as necessary. If for any reason you would like to contact me by telephone, I can be reached at (703) 980-1222. I eagerly await your reply.

Thank you in advance for your time and consideration.

Sincerely yours,

Brian Lambert
Vice President
Chairman, Program Committee

Enclosure

file

7/92
DO IN SPRING
Decline X

called on 7/20
ask to resubmit
write in spring
SKB

The great influx of students after the Second World War renewed the Society, and it began to assume its present character. The custom of outside speakers was added, and their stature soon attracted new interest. A return to jovial (and at times raucous) social occasions brought the Society to its present state, a place where a student can engage in intellectual pursuits yet still see friends and enjoy a good time.

As old as the University of Virginia itself, the Jefferson Society is proud of its long heritage and numerous traditions. Memories of times spent with the Jefferson Society no doubt confirm its motto:

HAEC OLIM MEMINISSE JUVABIT

"It shall be pleasing
to remember these things."



*The original seal of the Jefferson Society, taken from an
1857 invitation to the Finals Celebration.*

--Society Archives



**Hotel C, West Range:
Jefferson Hall**

One of the original buildings designed by Thomas Jefferson, Hotel C was originally intended for use as a student dining hall. Soon after its completion in 1822 however, its three rooms were converted into office space. Following an appeal by the Jefferson Society, the Faculty Senate and Board of Visitors of the University granted its use to the Society in 1837. The Society has remained the occupant since that time. During the War between the States, Hotel C was used as a military hospital by the Confederacy.

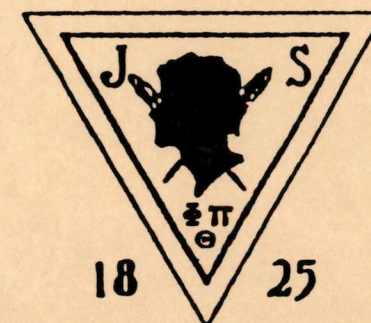
Several renovations have been performed on Jefferson Hall. The interior partitions were removed in 1841, creating the large room that survives today. The present Jeffersonian appearance dates from a 1957 restoration.

Prepared by the Committee of the Historian
1991

The Jefferson Society
Post Office Box 438
Newcomb Hall Station
University of Virginia, Charlottesville, Virginia
22904

THE JEFFERSON LITERARY AND DEBATING SOCIETY

Information



Established July 14, 1825
Room Number Seven
West Lawn
The University of Virginia

An institution unique in its history, traditions, and character, the Jefferson Literary and Debating Society is the oldest student organization at the University of Virginia. Meeting every Friday evening at 7:29 p.m. (for reasons that are lost even to its members), the Jefferson Society provides a forum where both undergraduate and graduate students at the University may engage in literary and oratorical pursuits in a social atmosphere.

A speaker usually begins the evening, setting the tone for hours that are both serious and occasionally silly. Past speakers in the Society's long history have included Ralph Waldo Emerson, William Faulkner, John Dos Passos, William Rhenquist, Jimmy Carter, and numerous political, diplomatic, and business figures. At other times throughout the year, the Society hosts literary readings, debates, and oratorical competitions that are open to the student body. The culmination of the year is the Founders Day Banquet, held on April 12, the evening before Thomas Jefferson's birthday. Toasts are given to the memory of the Society's namesake,

and as dawn approaches, the group journeys to Monticello to make its birthday salutes.

Such is the present for the Jefferson Society. It has experienced much change in its over 165 year history. For much of the first quarter-century of its existence the Society was literally the central student organization at the University. Membership was much sought after, more for social than intellectual reasons, and the calendar of cotillions, banquets, and commemorations observed by the Jefferson Society formed the basis for the social year. Edgar Allan Poe joined the Society during these years, as did many men who later went on to prominence in politics and business. During this era, the Society chose the student orator at Finals, an honor that resulted in considerable competition: one winner was challenged to six duels after his selection (he survived).

The War Between the States marked a low point for the Jefferson Society, as the University emptied of students; at an 1861 meeting, the members voted their entire treasury of \$500 for the defense of the Confederacy, and

most of the membership enlisted. The Society did continue to meet sporadically during the War, enabling the organization to claim up to the present day that it is one of the oldest continuously meeting collegiate organizations in the nation.

Reconstruction brought a return of prominence to the Jefferson Society. Tumultuous elections for its offices, held every six weeks, were closely watched --with the winner often buying drinks for all of his supporters. The Society also continued the antebellum practice of awarding a gold medal to its best orator.

The rise of the fraternity system saw a decline in the Society's stature as the center of University life. Nonetheless, prominent men continued to comprise its membership. Woodrow Wilson served as Society President during his years at the University, displaying oratorical talents that were said to have made "ladies faint dead away in a swoon." Wilson's departure began a decline of several decades, as bitter factionalism created a highly politicized atmosphere among the members, whose numbers declined dramatically.

THE WHITE HOUSE
WASHINGTON

DATE: April 25, 1992

TO: KATHY SUPER

FROM: SAM SKINNER

When did we put the Aids briefing off to?

SSS -
For your
file -

THE WHITE HOUSE
WASHINGTON

Kathy

When did we put
AIDS Brieing ORF
too?

J

SKS:
F4I

THE WHITE HOUSE
WASHINGTON

June 26, 1992

File

NOTE FOR SCOTT COLLINS

FROM: CAM FINDLAY *Cam*

SUBJECT: HUD Independent Counsel Inquiry

Attached is yet another document request from an Independent Counsel -- this one involving the HUD matter. Since I am told that White House Counsel has made a separate request to Records Management, all we need to do is check the "convenience" files of the office of the Chief of Staff. I doubt whether we will discover any responsive documents. Thanks again for handling these issues.

THE WHITE HOUSE
WASHINGTON

June 26, 1992

MEMORANDUM FOR SAMUEL K. SKINNER
CHIEF OF STAFF TO THE PRESIDENT

FROM: C. BOYDEN GRAY *CBG*
COUNSEL TO THE PRESIDENT

SUBJECT: HUD Independent Counsel Document Requests

Attached please find a document request from the Office of Independent Counsel investigating HUD activities seeking documents relating to Samuel R. Pierce, Jr., Deborah Gore Dean, Thomas Demery and Lance Wilson.

In order to comply with this request, I ask that you have a search conducted of your records and the records of staff under your supervision. Please be advised that "documents" includes records stored electronically.

After you have completed your search, please forward any responsive material to Janet Rehnquist, Room 106 EOB, x2898. Pursuant to standard procedures, we will review the documents to determine whether they are responsive, whether they present substantial privilege issues and whether they originated from third agencies.

It is entirely possible that an office will have no responsive documents. Because these requests are directed to the entire White House, however, it is important that all offices be checked so that we can be confident that a thorough search has been conducted.

PLEASE FORWARD ALL RESPONSIVE DOCUMENTS DIRECTLY TO JANET REHNQUIST IN ROOM 106 BY CLOSE OF BUSINESS JULY 2, 1992.



OFFICE OF INDEPENDENT COUNSEL

444 NORTH CAPITOL STREET SUITE 519
WASHINGTON, D.C. 20001

June 22, 1992

BY HAND

Janet Rehnquist, Esq.
Associate Counsel to the President
106 Old Executive Office Building
Washington, D.C. 20550

RE: Document Production

Dear Ms. Rehnquist:

The Office of Independent Counsel hereby formally requests that the Executive Office of the President produce all documents in its possession, custody or control relating to each of the following:

- a. Samuel R. Pierce, Jr.;
- b. Thomas T. Demery;
- c. Deborah Gore Dean and
- d. Lance H. Wilson.

This request extends to all documents in the possession, custody or control of the Executive Office of the President, including any documents from the records of President George Bush, former President Ronald Reagan and former Vice President George Bush.

This request calls for production of all original documents, all drafts, and all non-identical copies of such documents for the time period covering January 1, 1983 to the present.

The term "documents" shall mean all writings, data or information, however recorded, including and without limitation:

- a. all papers, correspondence, memoranda, reports, minutes, financial records, accounting or audit work papers, notes, diaries, calendars, telephone messages or logs, telecopies, facsimiles, or other documents of any kind.
- b. all information recorded on computer (including hard and floppy discs), word-processor, sound recording, visual recording, or otherwise; and

Janet Rehnquist, Esq.
June 22, 1992
Page 2

- c. any file, folder, container, or other enclosure in which documents are kept.

The term "relating to" shall mean constituting, discussing, interpreting, referring to, reflecting, addressing, naming, from, to, copying, recording, describing, concerning, or in anyway regarding whatsoever.

We request that this information be provided no later than July 10, 1992. Thank you for your assistance. Please contact me at 786-6681 if you have any questions.

Sincerely,

A handwritten signature in cursive script, appearing to read "Melissa G. Murphy".

Melissa G. Murphy
Associate Independent Counsel

THE WHITE HOUSE
WASHINGTON

DATE: 2/24/92

92 FEB 25 A 8: 58

TO: THE PRESIDENT

FROM: SAM SKINNER

Per your request, I am forwarding the attached.

February 21, 1992

CABINET RANK FOR CHIEFS OF STAFF/COUNSELLORS

	<u>Cabinet Rank</u>	<u>Comments</u>
<u>James A. Baker, III</u>	No	Appointed on 1/22/81 by commission that read: " <u>Chief of Staff and Assistant to the President of the United States of America</u> ". Was not accorded Cabinet rank in this capacity.
<u>Edwin Meese III</u>	Yes	Appointed 1/22/81 by commission that read: " <u>Counsellor to the President of the United States of America</u> ". Executive Clerk was advised on 1/22/81 by Craig Fuller, Deputy Assistant to the President and Director of the Office of Cabinet Administration, that the President conferred Cabinet rank on Mr. Meese.
<u>Donald T. Regan</u>	Yes	Appointed on 2/3/85 by commission that read: " <u>Chief of Staff to the President of the United States of America</u> ." The President by memo of 3/4/85 concurred in a recommendation from Craig Fuller that Mr. Regan would be listed "immediately after the thirteen department heads serving on the Cabinet." NOTE: Neither the remarks by the President of 1/8/85 announcing the appointment of Secretary Regan as Chief of Staff, nor the formal press release dated that same day mentioned cabinet rank status being conferred on Regan.
<u>Howard H. Baker, Jr.</u>	Yes	Appointed on 3/2/87 by commission that read: " <u>Chief of Staff to the President of the United States of America</u> ." Executive Clerk was advised on 2/28/87 by David Chew, Deputy Assistant to the President and Staff Secretary that Senator Baker would have cabinet rank. There was no mention in the President's remarks of 2/27/87 announcing Baker's appointment of cabinet rank status for him.

<u>David M. Abshire</u>	Yes	Appointed on 1/5/87 by commission that read: " <u>Special Counsellor to the President of the United States of America.</u> " The press release of 12/26/86 announcing Ambassador Abshire's appointment noted he would have Cabinet rank. (NOTE: Ambassador Abshire served as the White House Coordinator for the Iran inquiry until 4/6/87.)
<u>Kenneth M. Duberstein</u>	Yes	Appointed on 7/1/88 by commission that read: " <u>Chief of Staff to the President of the United States of America.</u> " Executive Clerk advised on 6/30/88 by Nancy Risque, Assistant to the President and Cabinet Secretary, that the President accorded Cabinet rank to Duberstein. The President's statement of 6/14/88 announcing Duberstein's appointment did not mention cabinet rank status.
<u>John H. Sununu</u>	No	Appointed on 1/21/89 by commission that read: " <u>Chief of Staff to the President of the United States of America.</u> " Was <u>not</u> accorded Cabinet rank in this capacity.
<u>John H. Sununu</u>	Yes	Appointed on 12/16/91 by commission that read: " <u>Counsellor to the President of the United States of America.</u> " The President noted in his acceptance letter of 12/3/91 accepting the Chief of Staff's resignation that Governor Sununu would have Cabinet rank in this capacity.
<u>Samuel Knox Skinner</u>	No	Appointed on 12/16/91 by commission that read: " <u>Chief of Staff to the President of the United States of America.</u> " In the press conference of 12/5/91, the President made no mention of Cabinet rank status when he announced the appointment of Mr. Skinner.

Clayton Yeutter

No

Commission for Mr. Yeutter reads:
"Counsellor to the President of the United States of America for Domestic Policy." There has been no formal White House press release or statement concerning Mr. Yeutter's appointment. In Fitzwater's briefing of 2/3/92, he answered a question on Mr. Yeutter's addition to the White House staff by saying that "The organization is that EPC and DPC will be consolidated into the Policy Coordination Group which will be chaired by the President in which Mr. Yeutter will direct the operations thereof."

INDIVIDUALS WHOM PRESIDENT REAGAN HAS ACCORDED CABINET RANK

<u>Name and Title</u>	<u>Date of Rank</u>	<u>Terminated</u>
William Emerson Brock III, United States Trade Representative	1/22/81	4/29/85 (appointed Sec. Labor)
Edwin Meese III, Counsellor to the President of the United States of America	1/22/81	2/25/85 (appointed A.G.)
William J. Casey, Director of Central Intelligence	1/28/81	1/29/87
David A. Stockman, Director of the Office of Management and Budget	1/28/81	7/31/85
Jeane J. Kirkpatrick, Representative of the United States of America to the United Nations	1/29/81	4/1/85
Donald T. Regan, Chief of Staff to the President of the United States of America	2/3/85	2/27/87
Vernon A. Walters, Representative of the United States of America to the United Nations	5/17/85	1/20/89
Clayton Yeutter, United States Trade Representative	6/28/85	1/20/89
James C. Miller III, Director of the Office of Management and Budget	10/5/85	10/15/88
David M. Abshire, Special Counsellor to the President of the United States of America (will serve as White House Coordinator for the Iran Inquiry)	1/5/87	4/6/87
Howard H. Baker, Jr., Chief of Staff to the President of the United States of America	3/1/87	6/30/88
Beryl Wayne Sprinkel, Chairman of the Council of Economic Advisers	10/29/87*	1/20/89
Kenneth M. Duberstein, Chief of Staff to the President of the United States of America	7/1/88	1/20/89
Joseph Robert Wright, Jr., Director of the Office of Mangement and Budget	11/8/88	1/20/89

The effective date of Cabinet Rank is the date of appointment.

* Date the Press Secretary announced that the President had accorded Chairman Sprinkel the rank. He had been appointed on 4/18/85.

INDIVIDUALS WHOM PRESIDENT BUSH HAS ACCORDED CABINET RANK

<u>Name and Title</u>	<u>Date of Rank</u>	<u>Terminated</u>
Richard G. Darman, Director of the Office of Management and Budget	1/25/89	
Edward J. Derwinski, Administrator of Veterans' Affairs	3/3/89	3/15/89 (became Sec. of VA)
Carla Anderson Hills, United States Trade Representative	2/1/89	
John H. Sununu, Counsellor to the President of the United States of America	12/16/91	3/1/92 (through this date per the President's letter of 12/3/91

92 FEB 25 A 9:17

THE SITUATION ROOM

PRECEDENCE: IMMEDIATE
PRIORITY
ROUTINE

RELEASER: _____

DTG: _____

MESSAGE NO. _____ **CLASSIFICATION.** Unclass **PAGES** 6

FROM Jeff Riley

MESSAGE DESCRIPTION memo from COS RE: Cabinet rank for COS/Counsellors

TO	DELIVER TO:	DEPT/ROOM	PHONE NUMBER
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AF-1	Phil Brady		
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UNITED STATES
DEPARTMENT OF HEALTH & HUMAN SERVICES

Office of the
Regional Director

105 W. Adams
Chicago, Illinois 60603
Phone: (312) 353-5160

Marilyn --

*1/21 per Delilah
Contact at HHS
Marilyn Alred
475-6060*

As we discussed, the HHS Regional Directors will be in Washington Tuesday, January 28th through Thursday evening, January 30th for our quarterly meeting. The Regional Directors are Bush Administration appointees who represent Secretary Sullivan in HHS's ten regional offices throughout the country, reporting through Deputy Under Secretary Schuyler Baab. In the past, we have benefited from briefings by White House staff as part of our Washington meetings. The obvious interest in maintaining strong communication between the White House and the heads of regional federal agencies (as witnessed by inviting them to attend the President's signing of the transportation bill in Dallas) has been enthusiastically received, and a short visit with the Chief of Staff during our time in Washington would be absolutely terrific and inspirational! As always, any and all assistance you can provide in setting this up will be greatly appreciated!

Delilah

P.S. The only time we would not be able to meet with the Chief is Tuesday morning through lunch since we will be at Secretary Sullivan's senior staff meeting and then having lunch with him -- otherwise, we will be delighted to rearrange our schedule!

Consider

Accept

Decline

X 12-23

*12/23
Spoke w/ Mrs. Hamm.
SRS in very interested
& will try to do.
Will keep in touch.
Let know/confirm few
days prior*



UNITED STATES
DEPARTMENT OF HEALTH & HUMAN SERVICES

Office of the
Regional Director

FACSIMILE REGION V

105 W. Adams
Chicago, Illinois 60603
Phone: (312) 353-5160

Date: Dec. 18, 1991
Time: 4: 35 P.M.

From: Delilah Brummet Flaum
Regional Director, Region V
105 West Adams Street, 23rd Floor
Chicago, Illinois 60603
(312) 353-5160
Fax: (312) 353-4144

To : Marilyn Marsteller, Assistant
Organization : Office of the Chief of Staff
Address : White House
Washington, D.C. 20500
Phone : ()
FAX : (202) 456-1121

Number of pages: Cover page plus 1

NOTE :

MEMORANDUM
OF CALL

Previous editions usable

TO:

SB

☐ YOU WERE CALLED BY--

☐ YOU WERE VISITED BY--

Marilyn Abel

OF (Organization)

HHS

☐ PLEASE PHONE

☐ FTS

☐ AUTOVON

475-6060

☐ WILL CALL AGAIN

☐ IS WAITING TO SEE YOU

☐ RETURNED YOUR CALL

☐ WISHES AN APPOINTMENT

MESSAGE

Re: D. Flanagan
mtg.

called & declined
at 9:30 AM
11/29
1pm

RECEIVED BY

DATE

TIME

63-110 NSN 7540-00-634-4018

☆ U.S.G.P.O. 1991 281-781/40011

STANDARD FORM 63 (Rev. 8-81)
Prescribed by GSA
FPMR (41 CFR) 101-11.6

1/27/92

Mr. Skinner -

This is for this week. Do you
want me to find some time on your
schedule for this group? yes ~~no~~

DCF HAS SEEN

April 21, 1992

File

NOTE TO SAM SKINNER

I want to thank you, personally, and also on behalf of the group, for taking time to meet with us on April 14th. From my perspective, the meeting was genuinely helpful.

We obviously have a very strong interest in participating in the Campaign in an active, aggressive and visible manner. I am delighted that we had a brief opportunity to discuss the specific steps we plan to take to support the President this fall.

We appreciate your offer of support for these efforts and your willingness to meet with the group periodically. Your invitation to return for a meeting in sixty days is very gracious and we will coordinate schedules with your office.

In addition, we look forward to our upcoming meeting with the President, and welcome the opportunity to discuss with Bob Teeter our specific ideas about how we can be helpful individually and collectively during the Campaign.

As you suggest, we will contact Connie Horner, Mimi Dawson and Judy Smith on issues relating to senior personnel, the Campaign and press events.

Again, thank you for meeting with the group. We look forward to keeping you informed of the group's activities.


Louis W. Sullivan, M.D.

You are cordially invited to attend
an
Eagle Scout Court of Honor
for

RYAN EUGENE LOYD

Gary Memorial United Methodist Church
Main at Seminary
Wheaton, Illinois

Saturday, March 14, 1992
4:00 p.m.

Reception following in the church parlor

*Send a nice congrats
note.*

*yes ~~X~~ 2-26
no —*

file

You are cordially invited to attend
the induction of
Philip G. Reinhard
as a United States District Judge
for the Northern District of Illinois
on Friday, the tenth day of April
nineteen hundred and ninety-two
at four o'clock
in the ceremonial courtroom
Everett McKinley Dirksen Courthouse
Twenty-fifth Floor
219 South Dearborn Street
Chicago, Illinois

Reception immediately following
RSVP by April 8 (815) 987-4480

FAX: 815 - 987-4291

fyi

Do you want to send
a personal note to Mr.
Reinhard? yes +
no —



THE WHITE HOUSE

INTEROFFICE MEMORANDUM

DATE: 1 May, 1992
TO: The Chief of Staff
FROM: Dominic
RE: Call From Pat Boone

Mr. Boone called to offer two suggestions.

1). Since next Thursday is National Day of Prayer, he suggests that the President immediately urge the Nation's leaders to take advantage of it and urge for a peaceful solution to the L.A. situation.

2). President Bush should call to encourage the CEOs of food chains such as Domino's, McDonald's, and others to urge them to donate portions of their product to the needy. He already has a proposal and would like to present it to somebody at the White House.

THE WHITE HOUSE
WASHINGTON

DCF HAS SEEN

Date: 3/26

TO:

Sam Skinner

FROM: CONSTANCE HORNER
Assistant to the President and
Director of Presidential Personnel
2nd Floor, West Wing, x7060

CH

SUZAN
30 days

- ☒ FYI
- ☐ Appropriate Action
- ☐ Let's Discuss
- ☐ Per Our Conversation
- ☐ Per Your Request
- ☐ Please Return

From Diary - 10
File

COMMENTS:

*I've talked with Elsie
Hilman about Jeanne
Gleason. We'll be consider-
ing her for one of these
National Council on the Arts
openings.*

Constance

THE WHITE HOUSE
WASHINGTON

DATE: 3/4/92

TO: Connie Horner

FROM: SAM SKINNER

Jeanne is a great GOP and a great friend
of the Administration. Would be a great
appointment.

THE GLEASON AGENCY, INC.

INSURANCE

BT Financial Plaza, Suite 204
P.O. Box 8, Johnstown, PA 15907
814-535-8411 • Fax 814-536-7266 • 800-452-0803

Altoona
Philadelphia
Johnstown
Harrisburg
Pittsburgh

February 25, 1992

Mrs. Elsie Hillman
Morewood Heights
Pittsburgh, PA 15231

Dear Elsie:

You will note from the enclosed article that Jeanne continues to rise in the arts world. There is probably no individual in this Country that has as diverse an arts background as Jeanne. As you know, she has served on rural arts, urban arts, local and state government arts organizations, symphonies and museums. She has raised money, contributed money and of course, given of her time.

As you know, 10 seats come open on the National Endowment for the Arts on September 3, 1992. With the recent flop over the Chairman, this might be the right time for a good, loyal, qualified republican like Jeanne to join the NEA.

Sincerely yours,

Robert A. Gleason, Jr.

RAGJr/smb

Enclosure

cc: Chris Gleason
Samuel Skinner



Connie Hoover
To JEANNE IS
A GREAT GOP
AND A Great friend
of Admin.
Would be A
GREAT APP

Jan

4/29/92

To: Sam Skinner

Through: Sandy Bushue

Re: Invitation for Missouri

Bucky Bush called further to Governor Ashcroft's invitation and Bucky's letter to you last week about March 21. The Governor invited you to do a luncheon fundraiser in St. Louis. Bucky wants you to play golf with him at Belle Rive, after which he would get you on the 5pm plane to Milwaukee. You could arrive by 6:00.

SKS advised Susan Slye that he will not be doing to the Ashcroft event, to thank Bucky very much, but say he cannot do it.

Bucky Bush
314/727-4555

4/29/92 ~~SS~~ade. Amy no candor, ie Regretted

102 Irving Street, NW
Washington, DC
20010.2949

Telephone
202.877.1700

DCF HAS SEEN

May 14, 1992

The Honorable Samuel K. Skinner
Chief of Staff
The White House
Washington, DC 20500



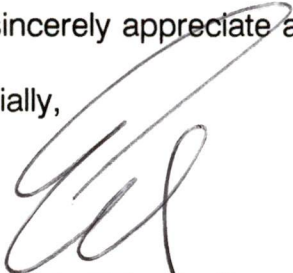
Dear Sam:

Many thanks for your support of the National Rehabilitation Hospital's Fifth Annual Golf Classic. This year's tournament was the best ever, raising over \$150,000 to help provide quality care for our patients.

We are so pleased that you were able to serve as Co-chairman of our event again this year. We are extremely grateful to you for taking the time out of your busy schedule to come out to Avenel to the Awards Banquet. We really enjoyed seeing you.

We sincerely appreciate all of the help and support you give to our Hospital.

Cordially,



Edward A. Eckenhooff
President and Chief Executive Officer
National Rehabilitation Hospital





OFFICE OF THE VICE PRESIDENT
WASHINGTON

April 28, 1992

NOTE TO SAM SKINNER
DICK DARMAN
BOYDEN GRAY

FROM: BILL KRISTOL *BK/SS*

FYI -- !

DCF HAS SEEN

Clean-Air Battle: Unusual Cast of Courtroom Foes

By MATTHEW L. WALD

When Federal courts hear a case involving pollution regulations, the parties are usually an industrial company seeking to overturn the rules and an angry state regulator. But the politics of the 1990 Clean Air Act are so convoluted lately that the polluters are years away from court. Instead, in Federal district court in Albany, the states are suing the Federal Government to establish rules in the first place.

News Analysis

Nine states are suing the Environmental Protection Agency because they fear that the Federal Government is planning to offer polluters too soft a deal. And the environmental agency has come close to saying it agrees. If it sounds unfamiliar and confusing, that is because it is.

States Sought Law

This is not a states' rights case, in which a state sues to be free of Federal mandates. These states want mandates, and the stricter the better. The Clean Air Act was approved two years ago largely because of heavy lobbying by states that are now suing.

At first glance, it is a states' masochism case, in which the environmental commissioners are pleading, "beat me, whip me, make me clean up my air." It is the kind of suit that may be possible only in a pollution case.

When Congress approved the Clean Air Act as the nation's basic air pollution statute, it did not so much lay out the rules as establish a forum for a continuing battle between industry and the states.

"There was a lot very high-stakes horse-trading" leading up to the bill, said Susan F. Tierney, Secretary of Environmental Affairs in Massachusetts. Now the bill is law, she said, but "the horse-trading didn't stop."

The law gave the environmental agency until last Nov. 15 to tell the

states how to issue pollution permits to 35,000 companies around the nation, but the agency has yet to issue the regulations. The states cannot start issuing permits until they have the regulations in hand.

The law also sets goals for how clean the air must be by certain deadlines. There are sanctions against states that miss deadlines, including the loss of highway money and bans on construction of new pollution sources like factories and businesses.

A No-Win Situation

Here's the rub: No regulations, no permits. No permits, no progress on clean air. No progress, and the states miss their deadlines.

Companies presumably cannot be penalized for not complying with per-

Further delay on pollution rules could be costly to the states.

mits that do not yet exist. But the states are still on the hook if the air is still dirty.

In addition, the states find themselves relying on Washington to enforce equality among them. Any one of them could order its industries to spend hundreds of millions of dollars, or even billions, to cut pollution, but air drifts back and forth across state lines, and the result would be a little like being the first in the neighborhood to rake the fallen leaves out of the yard on a windy day; if no one else follows, then in a few hours the work will have been done in vain. That is why the states lobbied so hard for the law and the deadlines in the first place.

Why did the agency miss its deadline? The agency says that Congress assigned too much homework. The Clean Air Act of 1970 was 68 pages long, William Rosenberg, the environmental agency's deputy administrator for air, said. The 1990 version was 788 pages, and the regulations will run to 10,000.

Delays From White House

But another reason is a renewed debate over the merits of the law within the executive branch. The Office of Management and Budget and the Competitiveness Council, which has the explicit purpose of relieving industry of burdensome regulation, have held up some rules required by law.

Those two White House agencies "get information from anyone who wants to give it to them," said Mr. Rosenberg, "and we don't always know where the information comes from." In a roundabout way, the agency is saying that industry is making a last, un rebuttable pitch, an unfair advantage.

The holdups, he said, "are not productive and are going to lead to costly litigation." In fact, they may result in regulations coming about by court order because the administrative process broke down.

Scott A. Weiner, the New Jersey Commissioner of Environmental Protection and Energy, called the Competitiveness Council "a back door" through which industry can affect the regulations. The result, he said, is regulatory stalemate.

Outside government, environmentalists complain that the council is simply a checkpoint where the White House gives industry an opportunity to bury regulations it does not like.

Eric Goldstein, a clean air specialist at the New York office of the Natural Resources Defense Council, a plaintiff, said, "I suspect there are many people in E.P.A. who are pleased by this suit, who would secretly applaud it."

Congress seems to have foreseen what has happened, putting provisions in the law that allow the states, or private citizens, to sue if deadlines are not met, allowing the struggle before passage to continue afterward.

The suit, filed on April 9, takes on an added significance in the face of the 90-day regulatory moratorium announced by President Bush in his State of the Union Message. The moratorium may be extended by the White House beyond its expiration on Tuesday, but on this issue that would be made moot by a court order to comply with the law.

The same provision allows citizens to sue the states if the states do not achieve clean air by the deadlines established for each. That is very much on the minds of state administrators like Mr. Weiner of New Jersey.

"Whatever dispensation the E.P.A. gives the states in terms of implementation, we face the prospect of third-party citizen suits," he said, calling the suit against the environmental agency, to which New Jersey is a party, a "defensive offensive" to forestall such suits. The others are New York, Connecticut, Maine, Massachusetts, Minnesota, New Hampshire, Rhode Island and Vermont, and the Sierra Club.

This is not the model of legislation, which is passed by Congress, signed by the President and carried out by the relevant Federal agencies.

"The thing is broken," William J. Roberts, chief lobbyist of the Environmental Defense Fund in Washington, said of the lawmaking process. "Getting a law enacted is arduous, complex, and controversial," he said. "But it really gets you to only about the third inning of the ball game. There are a lot more innings to play, some in courtrooms, some in the political arena, some locally and some nationally."

"Whether it's the best way to make policy or not is an open question, but all of us take it as a given," he said.

THE WHITE HOUSE
WASHINGTON

May 26, 1992

MEMORANDUM FOR SAMUEL K. SKINNER

THROUGH: NICHOLAS E. CALIO *NEC*
FROM: BRIAN WAIDMANN, *BW* Special Assistant to the President
for Legislative Affairs
SUBJECT: Carl Vogt Nomination to the NTSB

You asked to be kept informed of the status of Carl Vogt's nomination to be Chairman of the National Transportation Safety Board.

In the Senate, Mr. Vogt's principal supporter is Senator John McCain (R-AZ), ranking Republican on the Commerce Committee's Aviation subcommittee, who has known Mr. Vogt for 30 years. Mr. Vogt had an easy 20-minute confirmation hearing two weeks ago in the Aviation Subcommittee chaired by Senator Wendell Ford (D-KY). Since then, several labor unions have protested Mr. Vogt's lack of technical experience and have asked to meet with Mr. Vogt. We have advised Mr. Vogt to graciously decline.

Both Senators Ford and Ernest Hollings (D-SC), Commerce Committee Chairman, support Mr. Vogt. In fact, on Thursday they tried to get Mr. Vogt confirmed by the Senate by unanimous consent before the Senate adjourned for the Memorial Day recess. They were blocked because two Senators could not be reached to give their consent to confirm Mr. Vogt.

Committee staff indicated to both Mr. Vogt and me that they intend to approve Mr. Vogt at the next scheduled mark-up of the committee. They have indicated to the labor unions their belief that Mr. Vogt is, in fact, qualified.

Unless the labor unions dramatically increase their efforts to derail Mr. Vogt's nomination, there does not now appear specific action you need to take. Our greatest concern is that Senate Democrats will soon stop confirming nominees to term appointments until after the Presidential election. We believe the risk to Mr. Vogt is low if his nomination can reach the floor within the next month.

file

3/17/92

SKS:

John Autry invites you to a Friday breakfast with "the breakfast group." It's held in Washington at the Sheraton Carlton. It's off the record, two dozen people such as John Autry, Frank Jones, Jerry Lowry, Ken Duberstein, John Castelanni. It's from 8:00-9:00a.m., and they would like to see you April 3 or April 17.

SSS

775-8881

Please note - John & Mrs. Autry were at movie last night. Do you want to do this on Friday?

Set up?

yes —
no —

yes —

Hold X

no —

Hold X

3-20
4/18/92

Regretted
by David

THE WHITE HOUSE
WASHINGTON



92 APR 17 P3:41

April 17, 1992

MEMORANDUM FOR JOHN GARDNER *EP*

FROM: GREGG PETERSMEYER
ASSISTANT TO THE PRESIDENT
AND DIRECTOR, OFFICE OF NATIONAL SERVICE

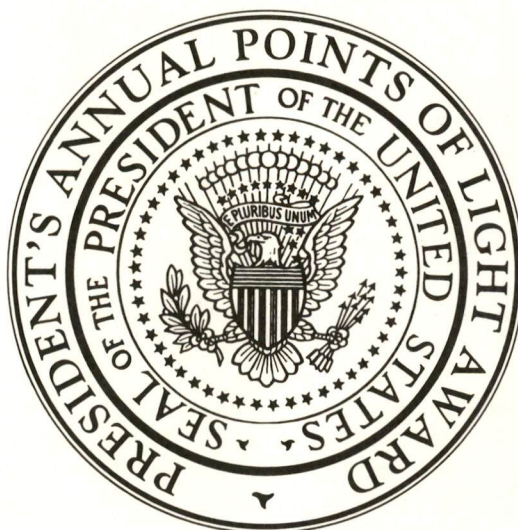
SUBJECT: President's Annual Points of Light Awards

I have advocated a framework for the President's domestic policy initiatives which focuses on leading the Nation toward five essential goals.

Recently, the President's Annual Points of Light Awards (formerly the President's Volunteer Action Awards) were redesigned around this framework. Each of the five goals was made a separate recognition category. Now more than 4,500 nominations have been submitted, an increase of thirty percent over last year. Winners will be announced by the President on May 1.

I thought you might like a copy of the nomination form to see how it incorporates the five goal framework. Please see "Award Categories" on page 3 of the attached form.

Thank you.



President's Annual Points of Light Awards 1992

Established in 1982 as The President's Volunteer Action Awards

THE PRESIDENT'S ANNUAL POINTS OF LIGHT AWARDS

We all have something to give. So, if you know how to read, find someone who can't. If you've got a hammer, find a nail. If you're not hungry, not lonely, not in trouble, seek out someone who is.

From now on in America, any definition of a successful life must include serving others.

President George Bush

Throughout the history of the Nation, voluntary community service has played a vital role in the development of our communities and in helping citizens most in need.

Today, many Americans are active in community service. Citizens from all backgrounds use their talents and energies to address serious social problems facing our communities. They volunteer through their workplaces, schools, places of worship, civic clubs and community organizations. They volunteer with family, friends, neighbors and co-workers.

The President's Annual Points of Light Awards, created in 1982 as the President's Volunteer Action Awards, are designed to honor outstanding individuals, families, groups, and organizations engaged in direct and consequential community service aimed at addressing serious social problems. Over the last ten years there have been 186 recipients of the President's Award.

The 1992 President's Annual Points of Light Awards will be presented during the spring of 1992.

The President's Awards Program is cosponsored by the Points of Light Foundation and ACTION, the Federal domestic volunteer agency, in cooperation with the White House Office of National Service.



The President created the Office of National Service in January, 1989. The purpose of the office is to assist the President in leading a movement designed to help solve serious social problems through community service. The President calls on all leaders to pursue a nationwide strategy to engage every American in community service; recognizes and honors individuals and organizations solving serious social problems with the Daily Point of Light Award and the President's Annual Points of Light Awards and through these awards encourages others to replicate "what works"; calls for and helps support institutions that build and strengthen the movement, such as the Points of Light Foundation, the Commission on National and Community Service, and ACTION; proposes policy initiatives that reduce barriers to voluntary service such as the protection of volunteers from unwarranted liability.



The Points of Light Foundation, an independent nonprofit organization, was established in 1990 to engage all Americans in direct and consequential community service directed at solving serious social problems. Working both to stimulate initiatives and to build on existing programs, the Foundation's objectives are: to enlist the media in making people aware of the benefits of serving others; to persuade businesses, unions, schools, civic groups, religious institutions and other organizations to mobilize their members for community service; to develop networks within every community to close the distance between people who care and people in need; to identify, disseminate, and help replicate effective community service programs; to attract Americans of all ages to community service; and to highlight and recognize outstanding achievements in community service.



ACTION is the Federal domestic volunteer agency. It fosters and expands voluntary citizen service in communities throughout the Nation in activities designed to help the poor, the disadvantaged and the elderly. ACTION addresses current and emerging needs by utilizing to the fullest advantage the energy, innovative spirit, experience and skills of Americans to serve local communities and the Nation. ACTION supports about 500,000 volunteers through its Foster Grandparent, Retired Senior Volunteer, Senior Companion, Volunteers in Service to America (VISTA), ACTION Drug Alliance and Student Community Service programs.

OFFICIAL NOMINATION FORM

I. NOMINEE:

Name: _____

If nominee is an individual, indicate Mr., Miss, Ms., Mrs.;

If nominee is a group, enter full name of group, organization, project, business, or labor union.

(Area Code) Phone Number

If nominee is group, enter name of contact person.

(Area Code) Phone Number

Complete address

City

State

Zip Code

Please check the appropriate classification:

____ Youth (through age 25)

____ Civic Organization

____ Business

____ Adult

____ Media

____ Labor Union

____ Senior (60 and over)

____ Religious Organization

____ Other (please explain)

____ Family

____ Government Agency

____ Nonprofit Organization

____ Group

II. AWARD CATEGORY: Please check the appropriate category:

____ Excellent Schools and a Culture that Fosters Lifelong Learning

____ A Decent, Drug Free and Safe Place To Live in a Clean Environment

____ Quality Health Care and a Sense of Well-Being

____ Meaningful Employment Opportunities and the Hope of Economic Advancement

____ Plentiful Child Care and Youth Developing Good Character and Values

III. VERIFICATION: In order to qualify, a nominee must have three references who may be contacted to verify the scope and extent of the nominee's activities. References should be persons familiar with the community service activities for which the nomination is made and should not include the nominee or any person related to the nominee.

Name: _____

(Area Code) Phone Number

Title and organization, if appropriate.

Complete address

City

State

Zip Code

Name: _____

(Area Code) Phone Number

Title and organization, if appropriate.

Complete address

City

State

Zip Code

Name: _____

(Area Code) Phone Number

Title and organization, if appropriate.

Complete address

City

State

Zip Code

IV. SUMMARY: Please provide a one-sentence statement highlighting the goals of the voluntary community service activity.

V. NOMINATOR:

Name: _____

(Area Code) Phone Number

Title and organization, if appropriate.

Complete address

City

State

Zip Code

Signature

THE PRESIDENT'S ANNUAL POINTS OF LIGHT AWARDS

CRITERIA

The following criteria are utilized in reviewing and judging the nominations:

Achievement — The nomination must reflect the actual accomplishments achieved through the voluntary service.

Community Needs — The voluntary community service must be directed at serious social problems.

Innovation — Activities should reflect innovative or unique approaches to solving serious social problems.

Mobilization — Nominated activities should result in or present opportunities for mobilizing other volunteers.

Ongoing Involvement — The voluntary community service must be hands-on and ongoing rather than a one-time activity with the exception of outstanding service for short-term crisis situations.

THE NOMINATION

Complete the "Official Nomination Form" and attach a statement of up to 500 words describing the nominee's activities. In addition, you may include appropriate supportive materials.

(A) The Nomination Form

Item I. Indicate the nominee's complete name, mailing address and telephone number. If the nominee is a group, indicate the appropriate contact person within the group along with his/her address and telephone number.

Check the appropriate classification. (For business or labor union nominations, please see "Supplemental Information" on page 6 of this form.)

Item II. Categories are used as guidelines in the selection process. Please check the appropriate award category. Because some nominations fit appropriately into more than one category, please choose the one you feel is most suitable.

Item III. Because finalists' references will be contacted for verification of their activities and accomplishments, please choose references who are familiar with and can be available to discuss the nominee's voluntary community service activities.

Item IV. In the space provided, include a brief statement describing the goals of the nominated activity.

Item V. Indicate name, address and telephone number of the nominator and sign the nomination form. If appropriate, indicate the nominator's title and organization.

(B) The Statement

Please attach a narrative statement of up to 500 words which describes the nominee's community service activities and which demonstrates how those activities address the community's serious social problems. Because the judges will utilize the criteria in the review process, please be sure that you address each of the criteria within the statement. Include information on how and when the activity began. If the nominee receives a stipend or salary for any portion of the nominated activity, please explain the extent of the stipend or salary in the statement.

Business and labor union applicants should include in their statement the appropriate data requested in "Supplemental Information" on page 6.

(C) Accompanying Materials

Up to ten pages of supplementary material may be submitted along with the nomination. Additional materials can include letters, testimonials, news clippings, pamphlets, etc. Do not submit audio or video tapes, display materials, films, scrapbooks as they will not be considered in judging the nomination. Accompanying materials must be no larger than 8 1/2" x 11". All submitted materials become the property of the Points of Light Foundation and will not be returned.

All information supplied is given on a voluntary basis.

SUBMITTING THE NOMINATION

Please mail all entries to:

The President's Annual Points of Light Awards
736 Jackson Place, N.W.
Washington, D.C. 20503

ENTRIES MUST BE POSTMARKED BY MIDNIGHT, JANUARY 17, 1992.

THE PRESIDENT'S ANNUAL POINTS OF LIGHT AWARDS

ELIGIBILITY

- ☐ Any individual, organization, group, family, business, or labor union actively engaged in voluntary community service benefiting the community or the Nation can be nominated.
- ☐ Community service may be directed either at domestic or international problem-solving.
- ☐ Nominated activities typically should be of at least eighteen months duration, with significant activities occurring during the preceding year.
- ☐ Employees and members of the board of directors of the Points of Light Foundation, members of the Operating Council of The National VOLUNTEER Center, and employees of ACTION and the White House Office of National Service are not eligible to receive the award or to nominate applicants.
- ☐ Recipients of previous President's Volunteer Action Awards are ineligible for the 1992 President's Annual Points of Light Award.

GENERAL INFORMATION

- ☐ Separate nominations may be submitted for as many different individuals or groups as desired.
- ☐ Only nominations accompanied by a self-addressed stamped postcard will be acknowledged. Because of the volume of nominations, the President's Awards screening committee cannot respond to queries regarding the status of a specific nomination.
- ☐ A list of the recipients of the 1992 President's Awards will be sent to those who include a self-addressed stamped envelope marked "WINNERS."
- ☐ Pertinent supplementary materials may be submitted along with the nomination form. See "The Nomination: Accompanying Materials" for guidelines. All nominations must be complete in one package when submitted. Letters, materials and other documents received separately will not be processed or considered in the judging.
- ☐ The completed "Official Nomination Form" should be detached and used as the cover sheet for the nomination packet. All nominations and support materials must be printed on paper no larger than 8 1/2" x 11". The entire nomination packet should be stapled in the upper left corner. Do not put the nomination form, statement or supplementary materials into a binder, notebook or acetate cover.
- ☐ All entries and supplementary materials will become the property of the Points of Light Foundation and will not be returned. Materials will be held by the Foundation for six months following completion of the judging process.
- ☐ The screening committee may request additional information from nominators or references for the judges' consideration.
- ☐ Decisions of the judges are final. All entries for the 1992 President's Annual Points of Light Awards must be postmarked before midnight, **January 17, 1992.**

AWARD CATEGORIES

Nominations should be made in the following categories. While the sub-categories below are not all-inclusive, they are meant as guidelines in choosing your category. Some nominations may include activities which fall into several categories; please choose the category which includes the greatest portion of the activities. All activities included in the statement will be considered in the judging process.

Excellent Schools and a Culture that Fosters

Lifelong Learning

adopt-a-school programs
tutoring
scholarship and college assistance
adult literacy and community education
intergenerational literacy programs
supplementary education at all levels
English as a second language training
library development and assistance

A Decent, Drug Free and Safe Place To Live in a Clean Environment

illicit drug awareness and prevention
substance abuse treatment and rehabilitation
short-term crisis and permanent affordable housing
services to victims of crime and/or domestic violence
child abuse awareness and prevention
citizen crime prevention efforts
short-term crisis situation intervention
community environmental awareness and improvement

Quality Health Care and a Sense of Well-Being

preventive health services and education
physical and mental health care
services to the elderly, the homebound, the vulnerable
and those with special needs
services to individuals with disabilities
services to persons with AIDS
material resources

Meaningful Employment Opportunities and the Hope of Economic Advancement

career exploration
employment readiness preparation
job training and placement

Plentiful Child Care and Youth Developing Good Character and Values

child care	education on youth issues
foster care	youth and peer counseling
mentoring	youth and community recreation
youth at-risk	

THE PRESIDENT'S ANNUAL POINTS OF LIGHT AWARDS

SUPPLEMENTARY INFORMATION

BUSINESS ELIGIBILITY

- ☐ Any group of employees or retirees involved, under the sponsorship of the company, in a **community service project** that addresses a serious social problem or problems may be nominated.
- ☐ Any group of employees or retirees involved, under the sponsorship of the company, in a **collaborative effort** with another corporation, a nonprofit organization or a government agency, in a community service project that addresses a serious social problem or problems may be nominated.
- ☐ Any company whose **overall corporate volunteer effort** reflects the following is eligible to be nominated:
 - The activities encouraged and supported by the corporation must reflect its total commitment to solving serious social problems;
 - Monetary contributions, grant-making or fundraising activities must be done in support of employee volunteer efforts or must have a direct relationship to projects or organizations in which employees volunteer;
 - Mechanisms and programs to encourage and support corporate volunteering must be diverse, allowing for the potential widespread involvement of employees;
 - Efforts, activities and programs must demonstrate results achieved. Measurement of results can include numbers of employees involved, impact of the activity on the company, employees and community, or evidence of innovative approaches to resolving serious social problems.

A corporation may submit separate nominations for as many employee volunteer projects as desired. In addition, the corporation may submit one separate nomination for the overall corporate volunteer effort.

- ☐ Employee volunteer projects which include "work released time" are eligible but must clearly indicate that involvement in the nomination statement.
- ☐ For those individuals or groups who are paid any amount for activities for which they are nominated (other than reimbursement for out-of-pocket expenses), the nomination statement must clearly indicate the extent of salaried or stipended activities.

NOTE: "Employee" refers to any person employed full-time or part-time by the company and/or any individual retired from the company.

SPECIAL INSTRUCTIONS: Please include the following information in the program statement: total number of employees; number of employees at headquarters (if applicable); number of employees involved in nominated activity; most recent annual pre-tax revenues.

LABOR UNION ELIGIBILITY

- ☐ Organized labor may submit separate nominations for as many specific community service projects or collaborative efforts as desired. In addition, the union may submit one separate nomination for its overall community service effort.
- ☐ Trade union volunteer projects which include "work released time" union members are eligible but must clearly indicate the released time element in the nomination statement.
- ☐ For those individuals or groups who are paid any amount for activities for which they are nominated (other than reimbursement for out-of-pocket expenses), the nomination statement must clearly indicate the extent of the salaried or stipended activities.

NOTE: In Item I on the Official Nomination Form, indicate the full name of the union, labor council or labor agency.

SPECIAL INSTRUCTIONS: Please include the following information in the program statement: total number of members; number of members involved in nominated activity.

Party Time

by Gregory Curtis



IN FAR NORTH DALLAS I TOOK CHURCHILL WAY TO Merit Drive, two suitably uplifting street names, and was lucky enough to find a parking place on a winding side street already lined with parked cars. To my left was a small park, where a manicured, brilliant green lawn led

down to a small lake with a fountain spewing up in the middle. To my right, past flower beds with beautiful rows of tulips, was a silver office tower. There on the second floor, in a long, bright room with rows of folding tables covered with telephones, a group of dedicated volunteers is trying to take over the government of the United States by making Ross Perot our president.

The takeover began inauspiciously enough on February 20, when Perot appeared on Larry King's television talk show. Perot said he would run for president as an independent candidate if citizens' groups succeeded in getting his name on the ballot in all fifty states. Since then Perot has been an improbable surfer riding an endless wave of popular enthusiasm and support. On March 24, he appeared on the *Donahue Show*. Watching the show, I did not think anything especially electric was happening, but I was wrong. After Phil Donahue gave the Perot Petition Committee's 800 number, it received 250,000 calls in one day. On March 29, Perot appeared on *60 Minutes*. The calls continued. In total, well over one million people have called. At the committee headquarters on Merit Drive, volunteers arrive minute by minute, wanting to be a part of whatever crusade this is that Perot has inspired.

On *Donahue* and *60 Minutes*, while insisting, as he always does, that he has no desire to be president and would much rather stay home with his family, Perot then proceeded to say what he would do if he were president. He told Phil Donahue that he would eliminate the deficit in part by charging Europe and Japan for defense and by asking wealthy people to voluntarily decline their Social Security and Medicare benefits. Although these measures would help, Perot continued, they are not the whole answer. The real cure to the deficit is to create a "growing, dynamic job base." When people are working, Perot said, "you can pay down your debt, stop your deficit, eliminate the waste, and go on." He

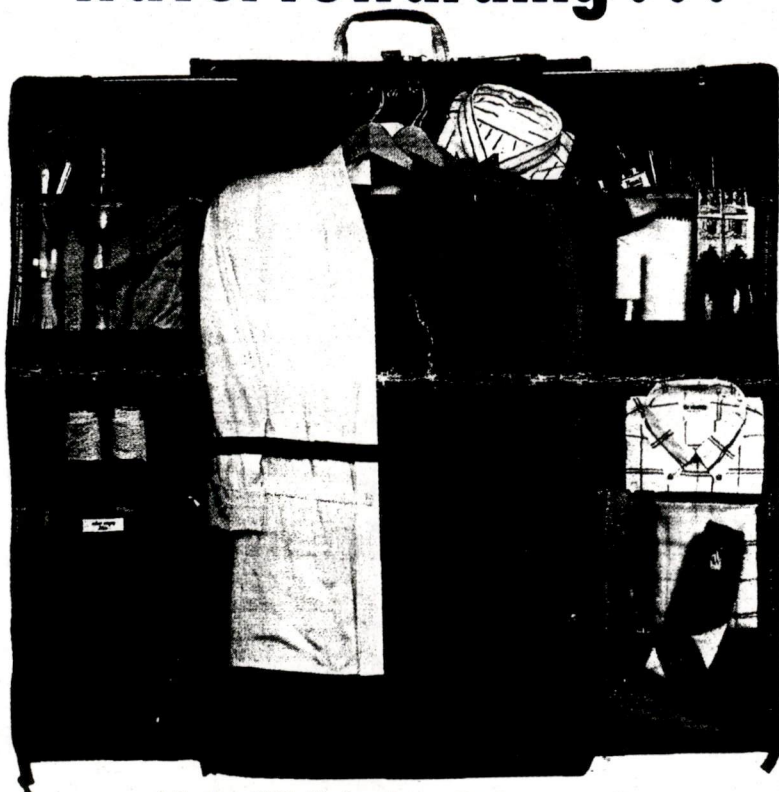
would create a growing job base by using "a tremendous amount of detail work, company by company, industry by industry, to go from where we are to where we want to be," so that we make "the finest products in the world." It seemed to me that is exactly what the CEO of an industrial company should do, but do we really want the president telling the people who make textiles, electric motors, and high-pressure gaskets how to do their jobs? Perot also advocated assassinating Saddam Hussein instead of fighting the Gulf War. "Just let me put it in blunt terms," he said. "Do you want to put a lot of our sons and daughters at risk or do you just want to handle the problem? That's it in a nutshell." On *Donahue* and on March 22 on *This Week With David Brinkley*, Perot repeated one of his pet ideas. As president, he would inform the populace and determine their will on important issues by an "electronic town hall"—televised forums with phone banks for people to call in. "It'll be beautiful!" he said.

Perot has supreme self-assurance, and he has a small-town, practical determination not to be glamorous. This combination makes him surprisingly charismatic, particularly on television. But stripped of Perot's personality, the opinions he expresses are merely quirky. They sound like the ideas of the brash know-it-alls who are typically the candidates of fringe parties. Put his notions all together and they present not a political program but a fantasy: a presidential commission studies the details of one industry at a time; meanwhile, hundreds of thousands of people say no to government checks, assassination squads roam the planet, and the president discusses everything regularly on interactive television with an eager, open-minded populace thinking only of its common good.

But if you strip Perot's personality from his statements, you miss the point. It doesn't matter what he says, because his personality is everything. He is a salesman, undoubtedly one of the very greatest who has ever [CONTINUED ON PAGE 10]

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[CONTINUED FROM PAGE 5] lived. He sold seeds and Christmas cards as a kid. At IBM, as stories about him inevitably mention, he once earned the maximum sales commission allowed in a year by January 19. Through sales, he built his company and his fortune. Like all great salesmen, he believes in his product, and all his thought and energy go into making you believe in the product too. On *Larry King Live* and *Donahue* and *60 Minutes*, the product was himself.

The product is enticing, particularly compared with the competing products on the shelf. Neither George Bush nor any of the Democratic candidates can generate real enthusiasm because they don't seem to stand for anything in particular. Perot's values are very clear. They are family, country, and a determination to be the best. While all the other candidates seem corrupted by politics, Perot is not a politician. And his beliefs—a strong military, superior education for all, we are paying too much for a government that performs poorly, abortion is a woman's choice—can attract the disaffected, whether they think of themselves as liberal or conservative. And he is firm enough that he stands today where he stood yesterday and will stand tomorrow. If his statements about policy were only slightly less fantastical, I think he would be getting even more calls than he is already. That said, I think the boomlet for Perot as an independent candidate will fizzle. Ironically, if Perot got even more calls, the boomlet would fade all the quicker.

A person calling in from the outside may get the impression of an efficient, but not soulless organization, and that is true. A mixture of average Dallasites of all races and ages, the people I met who were working at the Perot Petition Committee were all very likable. Everyone radiated the happy self-satisfaction that comes from working for a noble, if quixotic, cause. They were all volunteers except for a small handful of Perot employees temporarily assigned there. Other than one with technical expertise about phones, none of the salaried workers had any experience in any kind of campaign. The press contact was a pleasant woman who had spent all her professional career in the real estate division of a Perot company. "So, how am I doing?" she asked me, only half joking.

For a few hours, I answered the phones there myself. Along with three others, I got a short training session. We were to fill out a form with the caller's name, address, and phone numbers. That was the information we were supposed to get. We had no information to give out. If people asked about Perot's politics, the supervisor told us to be "dumb, persistent, and nice," because Perot "does not have an

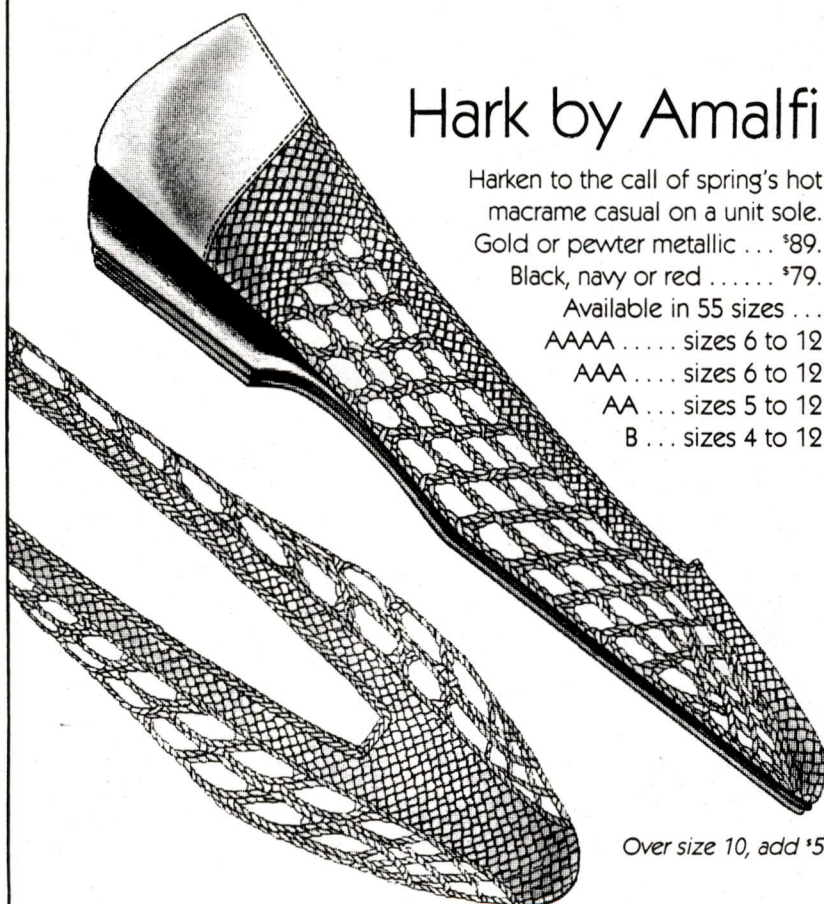


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6333 Camp Bowie
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Acct. # Exp. Date

Add 7.75% sales tax and \$3 per pair postage and handling.

official position on anything." If the caller asked to speak to our supervisor, we were supposed to give the phone to the person next to us or pause for a moment, lower our voice, and come back on the line. We were never to hang up on anyone, but short of that, having gotten our information, we were to get people off the line as quickly as possible and move on to the next call. There was a place on the information sheet to indicate that the caller wanted information sent. If someone from a state other than Texas wanted to know where to go to volunteer, we were to take down the caller's name and address and say that there were state coordinators in all fifty states and that the names and addresses of volunteers in their area were shipped to them every night. Then we assured the caller that their state coordinators would get in touch with them soon. Did we have the names of the state coordinators to give to the callers if they wanted them? No. If the caller persisted, all we could do was repeat that the information went to the coordinators each night, and so on.

I answered calls from people from Washington to Florida. A man from New York had read about Perot and wanted information. A lawyer from Florida saw him on *60 Minutes* and was impressed with his position on the Gulf War, but thought it might cost Perot votes. "People don't want to hear the truth about the Gulf," he said. A man from Oklahoma called because a woman he met at a rental car agency said she was going to be involved and he wanted to get involved too. But at least half of my calls were from people who had called before. The information they requested hadn't come yet. The state coordinator hadn't called. There were a lot of people willing to work, but no one had contacted them. A man from Pennsylvania was desperate. "So many people don't know about Perot it shocks me," he said. "I want to get started."

It was clear that these people had nowhere to go. They weren't going to get their information anytime soon, and the state coordinators would not be calling because they were so swamped. To answer those phones was to learn what a powerful organization a political party is and how helpless a candidate who tries to run as an independent is. The greater the enthusiasm for the independent, the more disorganized his campaign must become, for there is no structure to absorb all those willing to help. The phones ringing must be a seductive sound, but it is a siren song, both to Perot and to his supporters. If he wants to run, he should run in one party or the other or stop this presidential charade and work to create a new party, something he no doubt would do very well. ♦

4/21/92

SANDY:

I DECLINED THIS AT SKS REQUEST TODAY.

4/7 RUSS MEYER WANTS YOU TO PLAY GOLF WITH HIM
AND JACK FRAZEE AT PRAIRIE DUNES NEAR
WICHITA AND FLY A CURRENT TRAINING AND
FLIGHT SAFETY FLIGHT TO DENVER AND PLAY AT
CASTLE PINES. SUGGESTS A FRI/SAT; SAT/SUN;
SUN/MON IN EARLY JUNE OR LATE MAY. HE'S IN
AUGUSTA THIS WEEK. 316/941-8000 cc SANDY B

SUSAN

file

S. Skirnes
file

Business leaders appeal to governments for successful conclusion of Uruguay Round

From Mr Joseph E Connor and others.

Sir, We the undersigned are chief executive officers of some of the world's leading corporations and officers of leading business organisations in our countries. Most of us have supported the Uruguay Round from its inception, and have given advice on its contents to our governments. At the initiative of the International Chamber of Commerce, we are writing to governments to convey our concern that deadline after deadline for concluding the Round is not being met and that the Round might be stalled indefinitely. Such a prospect impels us to express our

strongly felt views to our leaders once again.

We have consistently emphasised our conviction that a successful Round is crucial to the long-term growth prospects of our economies. A reformed and strengthened multilateral trading system with substantially improved market access for goods and services is the key to that success.

The industrialised countries are plagued by recession directly attributable to a pervasive lack of business confidence impeding investment and prolonging retrenchment. Failure to complete the Uruguay Round would be a further serious blow to confidence. We

know from our own experience and from that of our business colleagues that the continuing stalemate over the trade negotiations has contributed to the deterioration of the economic climate and the postponement of many business initiatives around the world, and thus to persistent and growing unemployment. Governments must demonstrate the political will necessary to conclude a strong and comprehensive agreement.

In addition to the negative impact on jobs at home, we want to draw our leaders' attention to the impact such failure to complete the negotiations would have on the situation of the developing coun-

tries and the former communist countries, most of which are trying to reform the structure of their economies and work their way out of large debt burdens. The ability to provide markets for them will be critical to the success of their efforts to develop sound market economies and maintain healthy democracies.

Convinced that a failure of the negotiations may have serious adverse repercussions on a global level and may threaten emergence of a new and better world order, we urge our leaders to use upcoming bilateral and multilateral meetings to bring the Uruguay Round to a successful conclusion.

Joseph E Connor, ICC president, Price Waterhouse World Firm, US; Hari Shankar Singhanian, ICC vice-president, J K Organisation, India; Peter Wallenberg, ICC past president, Skandinaviska Enskilda Banken, Sweden.

Torvild Aakvaag, Norsk Hydro, Norway; Giovanni Agnelli, Fiat, Italy; John Akers, IBM Corporation, US; Robert E Allen, AT & T Corporation, US; Roberto de Andraca, CAP, Chile; Joichi Aoi, Toshiba Corporation, Japan; Edwin L. Artzt, The Procter and Gamble Company, US; Ernesto Ayala, Compania Manufacturera de Papeles y Cartones, Chile.

Pedro Nicolas Baridon, Distribuidor de Ancap, Uruguay; Percy Barnevik, ABB Asea Brown Boveri, Switzerland; Thomas J. Bata, Bata, Canada; Pertti Berg, Starckjohann-Telko, Finland; Harry Berner, Berner, Finland; Sir Derek Birkin, RTZ Corporation, UK; S K Birla, Birla Group of India, India; Jorge Born, Bunge & Born, Argentina; Lawrence A Bossidy, Allied Signal, US.

Gabriele Cagliari, Ente Nazionale Idrocaruri, Italy; Sergio de Castro, CINTAC, Chile; Ricardo Claro, Compania Sud Americana de Vapores, Chile; Carlo De Benedetti, Ing C Olivetti & C, Italy.

Werner Dieter, Mannesmann, Germany; C I van den Driest, Van Ommen Ceteco NV, Netherlands; V L Dutt, KCP, India.

Agustin Edwards, Empresa El Mercurio, Chile; Koichiro Ejiri, Mitsui & Co, Japan; Robert B Findlay, MacMillan Bloedel, Canada; Donald V Fites, Caterpillar Inc, US; Donald Fullerton, Canadian Imperial Bank of Commerce, Canada; Franz Galliker, Swiss Bank Corporation, Switzerland; Rodney Galpin, Standard Chartered Bank, UK; Patrick J Gillam, Asda Group, UK; José Tomas Guzman, Celulosa Arauco y Constitucion, Chile.

Carl Hahn, Volkswagen, Germany; Sir Denys Henderson, Imperial Chemical Industries, UK; Gaishi Hiraiwa, Tokyo Electric Power Company Inc, Japan; Sir Peter Holmes, Shell Transport and Trading Company, UK; Robert Horton, The British Petroleum Company, UK.

José Luis Ibanez, LADECO, Chile; Carl Heinz Illies, C Illies & Co, Germany; Rokuro Ishikawa, Kajima Corporation, Japan.

Allen Jacobson, 3M Company, US; Baron Paul-Emmanuel Janssen, Générale de Banque, Belgium; Baron Daniel Janssen, Solvay & Cie, Belgium; Wolfgang Jentzsch, BASF, Germany.

Jak Kamhi, Profilo Holding Inc, Turkey; Yusuke Kashiwagi, Bank of Tokyo, Japan; Karlheinz Kaske, Siemens, Germany; Adnan Kassar, Fransabank, Lebanon; S L Kirloskar, Kirloskar Group of Industries, India; Yotaro Kobayashi, Finji Xerox Co, Japan; Rahnii Koc, KOC Holding, Turkey; Chen-Fu Koo, Taiwan Cement Corporation, Taiwan; Hilmar Kopper, Deutsche Bank, Germany; Alex Krauer, Ciba Geigy, Switzerland; Yoh Kurosawa, Industrial Bank of Japan, Japan.

Lord Hall of Ipsden, S G Warburg Group, UK; Sir David Lees, GKN, UK; André Leysen, Agfa Gevaert, Belgium; Erling Lorentzen, Aracruz Celulose, Brazil; A A Loudon, Akzo, Netherlands.

Floris Maljers, Unilever, Netherlands; Rodrigo Maiitibens, Empresa Nacional de Electricidad, Chile; Manuel Martinez Dominguez, Laboratorios Columbia, Mexico; Helmut Maucher, Nestlé, Switzerland; Francis Mer, Usinor-Sacilor, France; Hans Messer, Messer Griesheim, Germany; José E Mindlin, Metal Leve, Brazil; Jérôme Monod, Lyonnaise des Eaux, France; S Morohashi,

Mitsubishi Corporation, Japan; Akio Morita, Sony, Japan; Sir Jeremy Morse, Lloyds Bank, UK; David Morton, Alcan Aluminium, Canada.

R J Neillssen, ABN-AMRO Holding, Netherlands; Curt Nicolin, Incentive, Sweden; Luigi Orlando, Societa Metallurgica Italiana, Italy; François-Xavier Ortoli, Total, France; Theodore Papalexopoulos, Titan Cement Company, Greece.

Timo Peltola, Huhtamaki, Finland; Michael S Perry, Unilever, UK; Filiberto Pittini, Pirelli, Italy; Frank Popoff, Dow Chemical Company, US; Alfred Powis, Noranda Inc, Canada; John B Prescott, Broken Hill Proprietary Company, Australia.

Eero Rantala, Osuuskuunta Eka-Yhtymä, Finland; Erik B Rasmussen, Danish Development Finance Corporation, Denmark; Lawrence G Rawl, Exxon Corporation, US; John Reed, Citicorp, US; Jürgen Reimnitz, Commerzbank, Germany; Edzard Reuter, Daimler Benz, Germany; Cedric Ritchie, Bank of Nova Scotia, Canada; James D. Robinson III, American Express Company, US; H Rootliep, Royal Nedlloyd Group, Netherlands; O H A van Royen, Hoogoven Groep, Netherlands; Bo Rydin, Svenska Cellulosa, Sweden.

Karl-Erik Sahlberg, Perstorp, Sweden; Rolf Sammet, Hoechst, Germany; N Sankar, Chemicals &

Plastics India, India; Ernest-Antoine Seillière, CGIP, France; Sir Patrick Sheehy, BAT Industries, UK; Helmut Sihler, Henkel, Germany; Dr Hans Singer, Ferrostaal, Germany; Raumaq Singh, Raumaq Group of Enterprises, India; Robert Stempel, General Motors Corporation, US; Hans Peter Stihl, Andreas Stihl, Association of German Chambers of Industry and Commerce, Germany.

Akio Tanii, Matsushita Electric Industrial Co, Japan; Allan J Taylor, Royal Bank of Canada, Canada; Abderrahman Tazi, SCI, Morocco; P Fentener van Vlissingen, SHV Holdings, Netherlands; Paulo D. Villares, Villares, Brazil; Simo Vuorilehto, Oy Nokia, Finland.

L C van Wachem, Royal Dutch Petroleum Co, Netherlands; Gerhard Wendt, Kone, Finland; Heinrich Weiss, SMS Schloemann Siemens, Federation of German Industries, Germany; Wilhelm Wilhelmssen, Wilhelm Wilhelmssen, Norway; Lynton R Wilson, BCE Inc, Canada; Rona Yircahi, Yapi Kredi Bank and Mortas Mining Co, Turkey.

This letter has also been sent to heads of state and governments of major trading nations.