

**PRESIDENT WILLIAM J. CLINTON
REMARKS VIA SATELLITE TO
THE INTERNATIONAL ASSOCIATION OF MACHINISTS
WASHINGTON, DC
SEPTEMBER 26, 1996**

I want to thank all of you for your endorsement. Your support is crucial, and it means a great deal to me. I wish I could be there to thank you in person, but I'm glad this satellite broadcast lets me speak to all of you out there in Chicago -- a city that has always stood for the strength and drive of America's workers.

I want to thank my good friend, your President, George Kourpias, for all his hard work and support. George rode with me on the train to Chicago, but I missed him on Labor Day. I look forward to seeing you again soon, George. I also want to thank Don Wharton, your Secretary Treasurer, and the entire Executive Council of the IAM. You are all doing a great job.

The International Association of Machinists has been going strong for 108 years now. I congratulate you on your plans to unify IAM with two other great unions: the United Steel Workers and the United Autoworkers. By the year 2000, you will be the largest union in North America. With leaders like George Kourpias, Steve Yokich and George Becker, I have no doubt that you will soon be the largest in the world.

Four years ago, our economy was stalled. New job growth was the slowest since the Depression; wages had been stagnant for half of the work force for nearly twenty years. The deficit was at an all-time high. Our working people were becoming more divided economically. It seemed that Americans were working harder and harder just to keep up. I ran for President determined to work with you to change this.

We've come a long way together in the last 4 years: We've cut unemployment by a third -- the lowest in 7-1/2 years. The combined rates of unemployment, inflation and mortgages are the lowest in nearly three decades. Our economy has produced 10.5 million new jobs -- 900,000 new construction jobs. Our auto industry is number one in the world again, producing and selling more cars than Japanese automakers for the first time since the 1970s. Homeownership is at a 15 year high. We have record number of small businesses. We have cut the deficit by 60%. After falling for a decade, real hourly wages -- what you see on your paycheck -- are on the rise again. We've given 10 million hard-working Americans a raise, and we've given 15 million Americans a tax cut.

America's economy is on the right track to the 21st century. Just today we learned that in one year median household income was up \$898 over inflation -- the biggest increase in a decade. Over the last 2 years, a typical family has seen its income rise by \$1,600 over inflation -- gains shared by every income level. And we have seen the biggest drop in income inequality and poverty in 27 years.

But there is more to be done if we want to give every American family the chance to benefit from the growing economy, and if we want to help every American succeed at home **and** at work.

That's why I vetoed the Republican budget that undermined Medicare, Medicaid, education and the environment. That's why I fought for the Family and Medical Leave Act. That's why I worked to expand the Earned Income Tax Credit. That's why I fought and won the battle to make sure you won't lose your health insurance if you lose your job or if someone in your family gets sick. That's why I fought and won the battle to make sure you can keep saving for your retirement when you change jobs, and why I will continue to fight to keep corporations from raiding workers' pensions funds.

And that's why I fought so hard with Congress to do the right thing and raise the minimum wage. Most machinists aren't affected by the minimum wage increase, but organized labor stood with me for the hard working people who are. I want to thank you all for that.

Soon after I took office, I got rid of my predecessor's antiworker, antiunion executive orders. Our administration is pro-family, pro-worker, and pro-union. I strongly support collective bargaining -- it's not a privilege, it's the right of all workers. The recent resolution of the McDonnell Douglas contract dispute at the bargaining table is a great example of why we must always preserve that right.

Congress tried to make replacement workers, unsafe workplaces and company unions the law of the land -- I wouldn't let them. Congress tried to gut the National Labor Relations Board and undermine the prevailing wage laws. I said no. We can have a strong economy without sacrificing worker's rights, worker's job security and safe workplaces. And I will continue to use that veto pen to stop Republicans in Congress from attacking our working families and the unions that represent them.

I am committed to supporting the U.S. aerospace industry and the hundreds of thousands of good jobs it produces. That's why I established the National Commission to Ensure a Strong and Competitive Airlines Industry, and that's why our administration will continue to promote our aerospace industry -- and our exports -- around the world.

I know that many of you have felt the impact of defense downsizing. We have done everything we can to ease the transition by finding new applications for defense technologies. And we will continue to work with the private sector to create more jobs for defense workers and greater opportunity for all Americans.

America's unequalled progress throughout the 20th century would not have been possible without the unions that helped make it happen. Your history is America's history; your struggle is America's struggle. That's why I know I can count on you to help me build a bridge to the 21st century wide enough and strong enough for every American to walk across. By holding fast to our most basic values -- opportunity for all, responsibility from all, a strong American community -- we will build that bridge, together.

I believe that our best days are ahead of us . . . but we have to do everything we can to make that promise real for all Americans. So for the next 40 days, go out and tell your friends what President Kourpias told you: your vote matters more than ever, to your future and the future of our country. Thank you, and God bless you all.

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you know he's spent several days in the White House that the few years in the last 4 years large commercial aircraft

despite the difficulties faced in recent years, the US aerospace industry is beginning to rebound. Orders for commercial aircraft rose up 80% last year. Boeing & McD. aircraft a record 80%

battle to make sure you won't lose your health insurance if you lose your job or if someone in your family gets sick. That's why I fought and won the battle to make sure you can keep saving for your retirement when you change jobs, and why I will continue to fight to keep corporations from raiding workers' pensions funds.

And that's why I fought so hard with Congress to do the right thing and raise the minimum wage. Most machinists aren't affected by the minimum wage increase, but ~~organized~~ ^{you and your} ~~labor~~ ^{Union} stood with me for the hard working people who are. I want to thank you all for that.

Soon after I took office, I got rid of my predecessor's antiworker, antiunion executive orders. Our administration is pro-family, pro-worker, and pro-union. I strongly support collective bargaining -- it's not a privilege, it's the right of all workers. The recent resolution of the McDonnell Douglas contract dispute at the bargaining table is a great example of why we must always preserve that right.

~~And we're all proud to have~~ ^{the experienced McDonnell Douglas workers back at their jobs}

Congress tried to make ~~replacement workers~~, unsafe workplaces and company unions the law of the land -- I wouldn't let them. Congress tried to gut the National Labor Relations Board and undermine the prevailing wage laws. I said no. We can have a strong economy without sacrificing worker's rights, worker's job security and safe workplaces. ~~And I will continue to use that veto pen to stop Republicans in Congress from attacking our working families and the unions that represent them.~~ ^{And I will continue to fight to protect striking workers from being permanently replaced}

I am committed to supporting the U.S. aerospace industry and the hundreds of thousands of good jobs it produces. That's why ~~I established the National Commission to Ensure a Strong and Competitive Airlines Industry, and that's why~~ our administration will continue to promote our aerospace industry -- and our exports -- around the world.

I know that many of you have felt the impact of defense downsizing. We have done everything we can to ease the transition by finding new applications for defense technologies. And we will continue to work with the private sector to create more jobs for defense workers and greater opportunity for all Americans.

America's unequalled progress throughout the 20th century would not have been possible without the unions that helped make it happen. Your history is America's history; your struggle is America's struggle. That's why I know I can count on you to help me build a bridge to the 21st century wide enough and strong enough for every American to walk across. By holding fast to our most basic values -- opportunity for all, responsibility from all, a strong American community -- we will build that bridge, together.

I believe that our best days are ahead of us . . . but we have to do everything we can to make that promise real for all Americans. So for the next 40 days, go out and tell your friends what President Kourpias told you: your vote matters more than ever, to your future and the future of our country. Thank you, and God bless you all.

*Mention
need for a
Democratic
Congress?
(Steelworkers
move?) 2*

E X E C U T I V E O F F I C E O F T H E P R E S I D E

30-Aug-1996 05:37pm

TO: (See Below)

FROM: Darby Stott
 Office of Press Secretary

SUBJECT: STATEMENT RE: LABOR DAY 1996

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release

LABOR DAY, 1996

Warm greetings to all Americans as we commemorate our nation's 102nd Labor Day holiday.

Each Labor Day we celebrate the accomplishments of our working men and women. Jobs drive our economy and ensure that the blessings of freedom will benefit generations to come. Labor Day is an opportunity to recognize those who began the fight to improve working conditions and labor laws for Americans, as well as those who continue to ensure dignity in the workplace, integrity in our society, and honor in the global marketplace.

This Labor Day, we have much to cheer, including 10 million new jobs created in the past three and a half years and better and safer pensions for 40 million workers and retirees. The Family and Medical Leave Act has permitted countless workers to care for loved ones without fear of losing their jobs or their seniority. And employees are now guaranteed that when they change jobs, they can take their health care coverage with them.

We observe this day knowing that the best is yet to come. Working together, management and labor can improve quality and efficiency, reduce production costs, promote new job opportunities, and ensure safe and healthy working

conditions.

As we pause to reflect on the contributions of America's workers, we should remember those who seek a job -- who seek a piece of the American Dream -- and rededicate ourselves to making that dream possible for all Americans to achieve.

Best wishes to all for a memorable holiday.

WILLIAM J. CLINTON

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WHITE HOUSE STAFFING MEMORANDUM

IMMEDIATELY

DATE: 9/26/96 ACTION/CONCURRENCE/COMMENT DUE BY: 9/26/96SUBJECT: Remarks via satellite - Int'l Assoc. of Machinists
& Aerospace Workers

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	☐	☐	McCURRY	☐	☒
PANETTA	☐	☐	McGINTY	☐	☐
McLARTY	☐	☐	NASH	☐	☐
ICKES	☒	☐	QUINN	☐	☐
LIEBERMAN	☒	☐	RASCO	☒	☐
RAINES	☐	☐	REED	☐	☐
BAER	☒	☐	SOSNIK	☐	☐
CURRY	☐	☐	STEPHANOPOULOS	☒	☐
EMANUEL	☐	☐	STIGLITZ	☐	☐
GIBBONS	☐	☐	STREETT	☐	☐
HALE	☐	☐	TYSON	☐	☐
HERMAN	☒	☐	HAWLEY	☐	☐
HIGGINS	☐	☐	WILLIAMS	☐	☐
HILLEY	☐	☐	<u>Jen O'Connor</u>	☒	☐
KLAIN	☐	☐	<u>Toiv</u>	☒	☐
LAKE	☐	☐	<u>Waldman</u>	☒	☐
LINDSEY	☐	☐		☐	☐

REMARKS:

Comments to Jordan Tanaghi.

RESPONSE:

**PRESIDENT WILLIAM J. CLINTON
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THE INTERNATIONAL ASSOCIATION OF
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WASHINGTON, DC
SEPTEMBER 26, 1996**

96 SEP 26 P 5:34

I want thank all of you for your endorsement. Your support is crucial, and it means a great deal to me. I wish I could be there to thank you in person, but I'm glad this satellite broadcast lets me speak to all of you out there in Chicago -- a city that has always stood for the strength and drive of America's workers.

I want to thank my good friend, your President, George Kourpias, for all his hard work and support. George rode with me on the train to Chicago, but I missed him on Labor Day -- we usually spend it together. I look forward to seeing you again soon, George. I also want to thank Don Wharton, your Secretary Treasurer, and the entire Executive Council of the IAM. You are all doing a great job.

The International Association of Machinists has been going strong for 108 years now. I congratulate you on your plans to unify IAM with two other great unions: the United Steel Workers and the United Autoworkers. By the year 2000, you will be the largest union in North America. With leaders like George Kourpias, Steve Yokich and George Becker, I have no doubt that you will soon be the largest in the world.

I want to talk to you today about the choice America is facing in just 40 days -- a choice that will determine whether we build a bridge to the past, or a bridge to the 21st century, strong enough and wide enough for every American to walk across.

Four years ago, our economy was stalled, with high unemployment, few new jobs, a record budget deficit, rampant cynicism. Our working people were becoming more divided economically. It seemed that Americans were working harder and harder just to keep up.

I took office with a simple strategy: Opportunity for all. Responsibility from all. Bringing us together in a great American community again. America's basic bargain. We didn't ask "who's to blame"; we asked "what should we do."

Our strategy has worked, and today we have further evidence of how well it is working. According to the Census Bureau, incomes the largest decline in income inequality in 27 years -- the largest decline in the number of Americans living in poverty in 27 years. Family incomes up over \$1,600. These are

remarkable turnarounds from a condition that many people thought was inevitable -- from the American people growing apart to the American people growing together as we work together.

And that's just today's news. In the past 4 years, we've cut unemployment by a third -- the lowest in 7-1/2 years. The combined rate of unemployment, inflation and mortgages are the lowest in nearly three decades. Our economy has produced 10.5 million new jobs. 4.4 million new homeowners. We have cut the deficit by 60%. We've given 15 million Americans a tax cut. And we will help 25 million Americans get access to quality health care by guaranteeing that they will be able to take their insurance with them from job to job -- and they will never lose their coverage simply because a family member is sick.

And the U.S. aerospace industry, so critical to our nation, is on the rebound. Last year, American aerospace companies captured a record 83% of the world market for large commercial aircraft. I am committed to supporting the U.S. aerospace industry and the hundreds of thousands of good jobs it produces. That's why our administration will continue to promote our aerospace industry -- and our exports -- around the world.

Over the past four years, we have fought to protect our values. We must balance the budget. But when the Republican Congress tried to pass devastating cuts in Medicare, Medicaid, education and the environment, I stopped them. They shut

down the government -- twice -- to try and force their cuts on the American people -- and together, we said no.

Because we want to strengthen families, we fought for the Family and Medical Leave Act. Because we honor our parents, we secured the pensions of 40 million working people, and stopped the Republicans from letting corporations raid their workers' pensions.

And because we honor work and family, we were right to raise the minimum wage. Next Tuesday, because of that victory, millions of workers will get a raise. It was a long and difficult fight. But when many of our hardest pressed citizens get a raise on Tuesday, I know you'll agree it was worth it. I want to salute the IAM and the labor movement for its fight for this increase. You don't earn the minimum wage. But you fought for it anyway. And I thank you.

America is on the right track, but we have more work to do.

I want to build a bridge to the 21st century where every American family has a chance to benefit from the growing economy, a chance to succeed at home with their children and at work.

So we should expand the Family and Medical Leave Act to give parents time off to take their children to the doctors and to parent-teacher conferences.

We should make the first two years of college as universal as high school is today by giving families tax cuts to pay for college tuition. I have proposed a \$1500 tax credit for tuition -- a \$10,000 deduction for tuition -- and expanded IRAs so that families can save tax-free for college, or to pay for a medical emergency, or to buy that first home.

We should pass a GI Bill for America's workers, and tell every worker in America: if you lose your job or you are underemployed and you qualify for a federal training program, we will give you a skills grant worth up to \$2,600 dollars a year.

We should take the next step on health care and help people who are between jobs get health insurance.

That's how we will build our bridge to the 21st century -- by doing everything we can to strengthen and support working American families.

Soon after I took office, I got rid of my predecessor's antiworker, antiunion executive orders. Our administration is pro-family, pro-worker, and pro-union. I strongly support collective bargaining -- it's not a privilege, it's the right of all workers. The recent resolution of the McDonnell Douglas contract dispute at the bargaining table is a great example of why we must always preserve that right. We're all glad to have you back at work!

I will continue to stand up for working Americans. Congress tried to make unsafe workplaces and company unions the law of the land -- I wouldn't let them. Congress tried to gut the National Labor Relations Board and undermine the prevailing wage laws. I said no. We can have a strong economy without sacrificing worker's rights, worker's job security and safe workplaces. I will continue to fight to protect striking workers from being permanently replaced, and I will continue to use my veto pen to stop Republicans in Congress from attacking our working families and the unions that represent them.

America's unequaled progress throughout the 20th century would not have been possible without the unions that helped make it happen. I know I can count on you to help me build our bridge to the 21st century.

I believe that our best days are ahead of us . . . but we have to do everything we can to make that promise real for all Americans. So for the next 40 days, go out and tell your friends what President Kourprias told you: your vote matters more than ever -- for the Presidential race and the fight to elect good people to Congress -- to your future and the future of our country. Thank you, and God bless you all.

File

June 18, 1996

VIDEO FOR LABORERS INTERNATIONAL

DATE: June 19, 1996

This message will be taped for the Laborers International Union Clinton/Gore endorsement video. The Laborers International will distribute this video to communicate the union's endorsement of you and the Vice President for re-election. Five thousand tapes will be distributed to local union offices and training centers in mid-July. Approximately 40,000 are expected to be distributed to active and retired members after Labor Day.

The Laborers' video is ten minutes long and highlights Clinton Administration priorities and accomplishments. Because the video highlight these issues, your remarks do not specifically cover all of them. The video highlights the following:

- Signing the Family and Medical Leave Act
- Fighting to protect working American's health care even when they leave or lose their jobs
- Fighting to increase minimum wage
- Fighting for easier access to college through: work study, \$1,000 merit scholarship for top 5% of all high school graduates, expansion of Pell grant program and tax deduction for up to \$10,000 a year in tuition.
- Supporting the Striker Replacement ban
- Signing the Motor Voter bill
- Standing firm against the repeal of Davis-Bacon
- Stabilizing Medicare trust fund
- Fighting against cuts in Medicare, Medicaid, education and environmental protection
- Fighting anti-worker legislation
- Decrease in crime, welfare and food stamps roles, poverty rate and teen pregnancy
- Fighting for workers safety

REMARKS BY THE PRESIDENT
VIDEO TO THE UNITED AUTO WORKERS
COLLECTIVE BARGAINING CONVENTION

*File
UAW
Collective
Barg.
Convention*

Thank you President Yokich. I'm sorry I can't be with you in person, but I'm very glad to have the opportunity to speak to you about the issues you and I care so much about.

The UAW's Collective Bargaining Convention is one of labor's great democratic institutions. I salute you for it. Collective bargaining built the middle class and brought higher wages and better working conditions to generations of Americans. And because so many U.S. workers depend on a robust auto industry, all Americans benefit from your dedication to making collective bargaining work for your members and their families.

I also want to thank you and the leadership of your great union for all you're doing to improve the lives of your members and of working men and women and their children all across our country. For over half-century the UAW has been at the forefront of economic and social progress for our nation. From civil rights to Medicare to the minimum wage, the UAW has always been there, fighting for America's working men and women, for the elderly, and the disadvantaged.

A little more than three years ago we began a journey together -- a journey to restore America's working families, to give them a sense of economic security and well-being that was being lost. We called our agenda "putting people first" -- something the labor movement has always done.

We wanted to put government back on the side of ordinary Americans. In this era of momentous economic change, we wanted to ensure that the American Dream of opportunity would continue to be available to all who are willing to work for it.

We've sought to make government reflect the values for which working people have struggled over the course of this century -- values that your movement continues to represent at the dawn of a new century: Opportunity. Responsibility. Fair treatment on the job. The chance to make a decent living, to support your families and build your communities.

You sent me to Washington to generate growth and jobs, to increase incomes, to shrink the under class and grow the middle class. We've made a good start.

In the last three years, 8.4 million new jobs have been created. Unemployment has stayed below 6 percent for 18 months. We've managed to keep inflation and interest rates low. And we've halted the long decline in median hourly wages. But this is a record to build on, not to sit on. We have to do more. We must continue to focus on the concerns working Americans, the concerns they have about their own economic security at a time when the country is undergoing an economic transformation every bit as momentous as the exodus from farms to factories a century ago.

All of you know as well as anyone that we have a lot to do to make sure America keeps working for, and not against, working families. That's why I fought for passage of the Family and Medical Leave Act. That's why we've expanded the Earned Income Tax Credit, to give a tax cut to more than 15 million working families with incomes under \$28,000. That's why I support an increase in the minimum wage.

That's why I'm fighting to make sure that if you lose or change your job, or if someone gets sick, you won't lose your health insurance. I'm working to make sure you can keep your pension, even if you change jobs, and why I am fighting for a new G.I. Bill for America's workers, so that when someone loses a job, he or she gets a voucher to pay for a training program to get a new skill.

Right after I took office, I got rid of my predecessor's anti-worker, anti-union

executive orders. Last spring, I signed an executive order which said in no uncertain terms that we won't allow companies that do business with the government to permanently replace striking workers. I've directed the Justice Department to take all appropriate steps to overturn a recent court decision blocking that executive order.

My administration is pro-family, pro-worker, and pro-union. Unfortunately, for the past year you and I have been fighting a defensive battle in the Congress. But we've more than held our own. Thanks to the grass-roots efforts of the UAW and others, we've managed to stall or defeat practically every major attack on America's working families and on the unions that represent them.

I'll veto any effort to weaken Section 8(a)2 of the National Labor Relations Act. And I'm fighting to preserve working people's hard-earned wage protections. The Davis-Bacon Act and the Service Contract Act are the foundations for decent living standards for many, many Americans. Some want to take them away. But I believe our country can't afford to support policies which increase the inequality that has grown so much over the years already, and that threaten the living standards that you have fought so hard to maintain.

Some people in Congress have even decided that worker safety and health fringe benefits are things our people don't need. They introduced legislation that would effectively take away an employer's duty to provide a safe workplace, and cut OSHA's enforcement budget by a third. American workers should not have to put their health and safety in jeopardy just to feed their families. It's not right.

You and your families, and the millions and millions of working families like you -- you're the heart and soul of the American Dream. We have to keep working together, not just to preserve what's been won, but to continue the fight for better jobs, stronger unions, higher wages, and more justice.

The 21st century can be the next American century. Our children and our grandchildren can enjoy more freedom and more opportunity than ever before -- if we do the right things. If we stand up to those who would take this country backward -- if we stand up to those who would keep working people down and who would divide us, we can expand hope and opportunity in our country and thereby rebuild America's faith in the future.

You're more than doing your part, and I am determined to be your partner. Thank you, and God bless you.

* * * * *

ROUTING SLIP

BIND

File
Laborers

DATE: 6/7/96

FROM: Stephanie Streett and Anne Hawley
Deputy Assistants to the President and Directors of Scheduling

SUBJECT: Tape a video message for distribution throughout the
Laborer's Internat'l Union

Don Baer	☒	Mack McLarty	☐
Peg Cusack	☐	Leon Panetta	☐
Rahm Emanuel	☐	Jack Quinn	☐
Jack Gibbons	☐	Carol Rasco	☐
Laura Graham	☒	Paige Reffe	☐
Marcia Hale	☐	Patti Solis	☐
Alexis Herman	☐	Doug Sosnik	☐
Nancy Hernreich	☐	G. Stephanopoulos	☐
Kitty Higgins	☐	Todd Stern	☐
John Hilley	☐	Ann Stock	☐
Harold Ickes	☒	Kim Tilley	☐
Jennifer Jose	☐	Jodie Torkelson	☐
Ron Klain	☐	Laura Tyson	☐
Anthony Lake	☐	Melanne Verveer	☐
Evelyn Lieberman	☐	Michael Waldman	☐
Bruce Lindsey	☐	Maggie Williams	☐
Mike McCurry	☒	Jennifer O'Connor	☒
		Laura Schwartz	☒

FILE: pending

COMMENTS:

Scheduling Request

Resubmit 5/30/96

☐ Accept

☐ Regret

☒ Pending

TO: Stephanie Streett and Anne Walley
Deputy Assistants to the President and
Directors of Scheduling

FROM: Harold Ickes
Jennifer O'Connor

REQUEST: For the President to tape a video
message for distribution throughout the
Laborers' International Union.

BACKGROUND: The Laborers' International Union is
planning to distribute 55,000 tapes, to
active and retired union members. These
tapes are designed to communicate the
Laborers' International Union's
endorsement of the President and Vice
President for re-election. The
President's message will be included as
part of the tape.

DATE AND TIME: Before the end of June

DURATION: 5 minutes

LOCATION: Anywhere outside of the White House

REMARKS REQUIRED: See attached

CONTACT: Jennifer O'Connor
6-6350

ORIGIN OF PROPOSAL: Laborers' International Union

ROUTING SLIP

DATE: 5/3/96

FROM: Stephanie Streett and Anne Walley
Deputy Assistants to the President and Directors of Scheduling

SUBJECT: *Video message for distribution throughout laborers' Internat'l Union*

Don Baer	<u>X</u>	Mack McLarty	_____
Peg Cusack	_____	Leon Panetta	_____
Rahm Emanuel	_____	Jack Quinn	_____
Jack Gibbons	_____	Carol Rasco	_____
Laura Graham	<u>X</u>	Paige Reffe	_____
Marcia Hale	_____	Patti Solis	_____
Alexis Herman	_____	Doug Sosnik	_____
Nancy Hernreich	_____	G. Stephanopoulos	_____
Kitty Higgins	_____	Todd Stern	_____
John Hilley	_____	Ann Stock	_____
• Harold Ickes	<u>X</u>	Kim Tilley	_____
Jennifer Jose	_____	Jodie Torkelson	_____
Ron Klain	_____	Laura Tyson	_____
Anthony Lake	_____	Melanne Verveer	_____
Evelyn Lieberman	_____	Michael Waldman	_____
Bruce Lindsey	_____	Maggie Williams	_____
Mike McCurry	<u>X</u>		

FILE:

pending accept

COMMENTS: _____

Scheduling Request

4/29/96

☐ Accept☐ Regret☐ Pending

TO: Stephanie Streett and Anne Walley
Deputy Assistants to the President and
Directors of Scheduling

FROM: Harold Ickes
Jennifer O'Connor

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message for distribution throughout the
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BACKGROUND: The Laborers' International Union is
planning to distribute 55,000 tapes, to
active and retired union members. These
tapes are designed to communicate the
Laborers' International Union's
endorsement of the President and Vice
President for re-election. The
President's message will be included as
part of the tape.

DATE AND TIME: As soon as possible

DURATION: 5 minutes

LOCATION: TBD

REMARKS REQUIRED: See attached

CONTACT: Jennifer O'Connor
6-6350

ORIGIN OF PROPOSAL: Laborers' International Union

DRAFT LABORERS' INTERNATIONAL

A little more than three years ago we began a journey together -- a journey to restore America's working families, to give them a sense of economic security and well-being that was being lost. We called our agenda "putting people first" -- something the labor movement has always done.

We wanted to put government back on the side of ordinary Americans. In this era of momentous economic change, we wanted to ensure that the American Dream of opportunity would continue to be available to all who are willing to work for it.

We've sought to make government reflect the values for which working people have struggled over the course of this century -- values that your movement continues to represent at the dawn of a new century: Opportunity. Responsibility. Fair treatment on the job. The chance to make a decent living, to support your families and build your communities.

You sent me to Washington to generate growth and jobs, to increase incomes, to shrink the under class and grow the middle class. We've made a good start.

In the last three years, 8.4 million new jobs have been created. Unemployment has stayed below 6 percent for 18 months. We've managed to keep inflation and interest rates low. And we've halted the long decline in median hourly wages. But this is a record to build on, not to sit on. We have to do more. We must continue to focus on the concerns working Americans, the concerns they have about their own economic security at a time when the country is undergoing an economic transformation every bit as momentous as the exodus from farms to factories a century ago.

All of you know as well as anyone that we have a lot to do to make sure America keeps working for, and not against, working families. That's why I fought for passage of the Family and Medical Leave Act. That's why we've expanded the Earned Income Tax Credit, to give a tax cut to more than 15 million working families with incomes under \$28,000. That's why I support an increase in the minimum wage.

That's why I'm fighting to make sure that if you lose or change your job, or if someone gets sick, you won't lose your health insurance. I'm working to make sure you can keep your pension, even if you change jobs, and why I am fighting for a new G.I. Bill for America's workers, so that when someone loses a job, he or she gets a voucher to pay for a training program to get a new skill.

Right after I took office, I got rid of my predecessor's anti-worker, anti-union executive orders. Last spring, I signed an executive order which said in no uncertain terms that we won't allow companies that do business with the government to permanently replace striking workers. I've directed the Justice Department to take all appropriate steps to overturn a recent court decision blocking that executive order.

My administration is pro-family, pro-worker, and pro-union. Unfortunately, for the past year you and I have been fighting a defensive battle in the Congress. But we've more than held our own. Thanks to the grass-roots efforts of you and others, we've managed to stall or defeat practically every major attack on America's working families and on the unions that represent them.

I'll veto any effort to weaken Section 8(a)2 of the National Labor Relations Act. And I'm fighting to preserve working people's hard-earned wage protections. The Davis-Bacon Act and the Service Contract Act are the foundations for decent living standards for many, many Americans. Some want to take them away. But I believe our country can't afford to support policies which increase the inequality that has grown so much over the years already, and that threaten the living standards that you have fought so hard to maintain.

Some people in Congress have even decided that worker safety and health fringe benefits are things our people don't need. They introduced legislation that would effectively take away an employer's duty to provide a safe workplace, and cut OSHA's enforcement budget by a third. American workers should not have to put their health and safety in jeopardy just to feed their families. It's not right.

You and your families, and the millions and millions of working families like you -- you're the heart and soul of the American Dream. We have to keep working together, not just to preserve what's been won, but to continue the fight for better jobs, stronger unions, higher wages, and more justice.

The 21st century can be the next American century. Our children and our grandchildren can enjoy more freedom and more opportunity than ever before -- if we do the right things. If we stand up to those who would take this country backward -- if we stand up to those who would keep working people down and who would divide us, we can expand hope and opportunity in our country and thereby rebuild America's faith in the future.

You're more than doing your part, and I am determined to be your partner. Thank you, and God bless you.

* * * * *

Scheduling Request

4/29/96

☐ Accept

☐ Regret

☐ Pending

TO: Stephanie Streett and Anne Walley
Deputy Assistants to the President and
Directors of Scheduling

FROM: Harold Ickes
Jennifer O'Connor

REQUEST: For the President to tape a video
message for distribution throughout the
Laborers' International Union.

BACKGROUND: The Laborers' International Union is
planning to distribute 55,000 tapes, to
active and retired union members. These
tapes are designed to communicate the
Laborers' International Union's
endorsement of the President and Vice
President for re-election. The
President's message will be included as
part of the tape.

DATE AND TIME: As soon as possible

DURATION: 5 minutes

LOCATION: TBD

REMARKS REQUIRED: See attached

CONTACT: Jennifer O'Connor
6-6350

ORIGIN OF PROPOSAL: Laborers' International Union



ARTHUR A. COIA
General President

R. P. VINALL
General
Secretary-Treasurer

LABORERS' INTERNATIONAL UNION OF NORTH AMERICA

**NOT FOR
OFFICIAL USE**

To: Jason McIntosh
Clinton/Gore '96

From: Donald J. Kaniewski
Legislative and Political
Director

Date: March 29, 1996

Re: Clinton Video

As we have discussed we are preparing a video in support of our endorsement of the President and Vice-President. We would very much like to include a statement from the President personalized ala the script I have sent you.

We are planning a distribution of 55,000 plus, to active and retired members. Your assistance in arranging the taping is greatly appreciated. Technical arrangements are being handled by Pam Greenwalt of The Kamber Group at 223-8700.

I am forwarding to you under separate cover the original of this memo and a copy of the sleeve for the video. If I can be of assistance please let me know. Thank you in advance for your assistance.

NOT FOR
OFFICIAL USE

CLINTON & GORE

Laborers' International Union of North America



CLINTON & GORE '96

CLINTON & GORE



NOT FOR
OFFICIAL USE

CLINTON & GORE '96

A message from President Arthur A. Coia**Dear LIUNA Member:**

As you know, we conducted a poll of our members in March and you overwhelmingly endorsed reelecting President Bill Clinton and Vice President Al Gore.

I'm pleased to announce that in keeping with your mandate, LIUNA's General Executive Board officially voted to endorse the ticket. We join our brothers and sisters across the ranks of labor in supporting the reelection of President Clinton and Vice President Gore to ensure a better quality of life for all working families.

We have also produced the enclosed video detailing just what is at stake in the next election. Please take a moment to watch it. Then, when you're done, share it with other LIUNA members and their families.

Most importantly, remember to vote. The presidential and congressional elections of 1996 may be the most important of our lifetime. A vote for Clinton-Gore is a vote for our jobs, our wages, our health, our children and our future.

See you at the polls!

Fraternally,

Arthur A. Coia
General President



- 1 -

DRAFT - 1:20

NOT FOR
OFFICIAL USE

SUGGESTED REMARKS FOR
ARTHUR A. COIA
LIUNA VIDEO INTRODUCTION

THANK YOU FOR JOINING ME.

WE ARE HERE TO DISCUSS THIS NOVEMBER'S ELECTION. AND
BELIEVE ME, I CANNOT EXAGGERATE HOW MUCH IS AT STAKE FOR
LABORERS AND ALL WORKING FAMILIES.

THE PRESIDENT AND CONGRESS WE ELECT WILL DECIDE
WHETHER TO RAISE THE AMERICAN STANDARD OF LIVING — OR
BURY IT, ALONG WITH 60 YEARS OF WORKPLACE PROTECTIONS.

-2 -

NOT FOR
OFFICIAL USE

FOR THE PAST THREE-AND-A-HALF YEARS, LABORERS HAVE
BEEN FORTUNATE TO HAVE A FRIEND IN THE WHITE HOUSE —
PRESIDENT BILL CLINTON.
SECURITY OF WORKING FAMILIES. TIME AFTER TIME, HE HAS
STOOD WITH US IN THE FACE OF CONGRESSIONAL ASSAULTS ON OUR
RIGHTS.

OVER THE NEXT FOUR YEARS, WE NEED PRESIDENT CLINTON
AND VICE PRESIDENT GORE FIGHTING FOR US MORE THAN EVER.
FOR OUR JOBS. OUR WAGES. OUR HEALTH. OUR CHILDREN.
OUR FUTURE.

APR-02 96 11:44 FROM:
NAK- MAR 07 '96 13:24 LIUNA HEADQUARTERS

TO: 94033412
FIA TM 200000000

FACE: 03
P. 5

400000
OFFICIAL 900

-4-

INSERT AFTER POLL -- EXACT VERBAGE TBL.

[LIUNA HAS CONDUCTED A POLL OF YOUR AREA]

CLINTON-GORE WAS YOUR OVERWHELMING CHOICE.

COIA IS CARRYING OUT THE WILL OF THE PEOPLE.

- 3 -

NOT FOR
OFFICIAL USE

AS LIUNA GENERAL PRESIDENT, I HAVE HAD THE
OPPORTUNITY TO MEET WITH THE PRESIDENT AND FIRST LADY
HILLARY RODHAM CLINTON ON SEVERAL OCCASIONS. HOWEVER
YOU SEE THEM PORTRAYED BY THE MEDIA, I CAN TELL YOU —
THESE ARE PEOPLE OF GRACE . . . AND GOOD HUMOR . . . AND
CHARACTER.

IT IS MY HONOR AND PLEASURE TO INTRODUCE TO YOU A
LEADER OF VISION . . . A LEADER OF INTEGRITY . . . A LEADER
FOR THE 21ST CENTURY — PRESIDENT BILL CLINTON.

SCHEDULE OF THE PRESIDENT**FOR****WEDNESDAY, JUNE 19, 1996****FINAL****APPOINTMENT SCHEDULER:****STEPHANIE STREETT****HOME:** 202-332-5651**OFFICE:** 202-456-2823**WHCA PAGER:** 4033**CELL PHONE:** 202-494-9855**EVENT COORDINATOR:***(Drop-By Business Round Table)***PATRICK STEEL****HOME:** 202-462-1544**OFFICE:** 202-456-2920**WHCA PAGER:** 4876**EVENT COORDINATOR:***(Reception for Harvey Gantt/Democratic Senatorial Campaign Committee)***LAURA GRAHAM****HOME:** 703-212-7642**OFFICE:** 202-456-2349**WHCA PAGER:** 4809**PRESS DESK:****ANNE EDWARDS****HOME:** 301-565-3101**OFFICE:** 202-456-2921**WHCA PAGER:** 4208**WEATHER:****Washington, DC**

Partly cloudy with the chance of afternoon thunderstorms. Wind southeast at 10 to 15 knots. Low 70 to 75. High 83 to 88.

**SCHEDULE OF THE PRESIDENT
FOR
WEDNESDAY, JUNE 19, 1996
FINAL**

tba

MORNING RUN

8:45 am-
9:00 am

MEETING
DIPLOMATIC RECEPTION ROOM
Staff Contact: Leon Panetta

9:00 am-
10:00 am

COFFEE
MAP ROOM
Staff Contact: Doug Sosnik

10:00 am-
10:30 am

BRIEFING FOR GOVERNORS MEETING
OVAL OFFICE
Staff Contact: Marcia Hale

10:30 am-
11:30 am

FOREIGN POLICY MEETING
OVAL OFFICE/CABINET ROOM
Staff Contact: Tony Lake
CLOSED PRESS

11:35 am

THE PRESIDENT proceeds to OEOB 459

11:40 am-
11:50 am

BRIEFING
OEOB 459
Staff Contact: Alexis Herman, Laura Schwartz

11:50 am-
12:05 pm

**SATELLITE FEED TO THE NATIONAL ASSOCIATION OF
SHERIFFS' ANNUAL CONVENTION IN PORTLAND,
OREGON**
OEOB 459
Remarks: Dennis Burke, Michael Waldman
Staff Contact: Alexis Herman, Laura Schwartz
CLOSED PRESS

12:05 pm

THE PRESIDENT proceeds to the Oval Office

12:10 pm-
1:10 pm

LUNCH WITH VICE PRESIDENT GORE
OVAL OFFICE

1:10 pm-
1:30 pm

BRIEFING
OVAL OFFICE
Staff Contact: Marcia Hale

1:30 pm-
2:45 pm

**MEETING WITH GOVERNORS
CABINET ROOM
Staff Contact: Marcia Hale
POOL SPRAY (At the top)**

2:45 pm-
4:45 pm

**PHONE/OFFICE TIME
OVAL OFFICE**

4:45 pm-
4:50 pm

**BRIEFING
OVAL OFFICE
Staff Contact: Kitty Higgins**

4:50 pm-
5:00 pm

**OFFICIAL PHOTOS WITH PEACE CORP TRAINEES
DEPARTING FOR GHANA
OVAL OFFICE
Staff Contact: Kitty Higgins
Event Coordinator: Sarah Farnsworth
WHITE HOUSE PHOTO ONLY**

5:00 pm-
5:30 pm

**COMMEMORATION OF THE 35TH ANNIVERSARY OF
THE PEACE CORPS
ROSE GARDEN [Rain Site: OEOB 450]
Remarks: Vinca Showalter
Staff Contact: Kitty Higgins
Event Coordinator: Sarah Farnsworth
OPEN PRESS**

- Former members of the Peace Corps are announced into the Rose Garden and proceed to their seats in the front row.
- The President, accompanied by Sargent Shriver, Mark Gearan, Director, Peace Corps, Amanda Jackson, Member, Peace Corps, Atlanta, Georgia, is announced into the Rose Garden and proceeds on stage.
- Mark Gearan makes opening remarks and introduces Amanda Jackson.
- Amanda Jackson makes remarks and introduces the President.
- The President makes remarks.
- Upon conclusion of remarks, the President works a ropeline and departs.

5:35 pm-
5:40 pm

**MEETING
OVAL OFFICE
Staff Contact: Stephanie Streett, Anne Hawley**

5:40 pm-
5:50 pm

BRIEFING
OVAL OFFICE
Staff Contact: Alexis Herman, Laura Tyson

5:50 pm

THE PRESIDENT departs the White House via motorcade en route the J.W. Marriott Hotel
[drive time: 5 minutes]

5:55 pm

THE PRESIDENT arrives the J.W. Marriott Hotel

Greeters: John Snowe, Chairman, Business Round Table,
President and CEO, CSX Corporation
Sam Maury, Executive Director, Business
Round Table

6:00 pm-
6:30 pm

DROP-BY BUSINESS ROUND TABLE ANNUAL MEETING
THE GRAND BALLROOM
The J.W. Marriott Hotel
Remarks: Russell Horwitz
Staff Contact: Alexis Herman, Laura Tyson
Event Coordinator: Patrick Steel
CLOSED PRESS

- Off-stage announcement of the President, accompanied by John Snowe, Chairman, Business Round Table, President and CEO, CSX Corporation.
- John Snowe makes remarks and introduces the President.
- The President makes remarks.
- Upon conclusion of remarks, the President works a ropeline and departs.

6:30 pm-
6:35 pm

BRIEFING
PRESIDENTIAL HOLD
The J.W. Marriott Hotel
Staff Contact: Harold Ickes, Laura Schwartz

6:35 pm-
6:40 pm

VIDEO TAPING FOR THE LABORERS'
INTERNATIONAL UNION
PRESIDENTIAL HOLD
The J.W. Marriott Hotel
Staff Contact: Harold Ickes, Laura Schwartz
Event Coordinator: Patrick Steel

6:45 pm **THE PRESIDENT** departs the J.W. Marriott Hotel via motorcade en route Private Residence, Washington, DC
[drive time: 10 minutes]

6:55 pm **THE PRESIDENT** arrives Private Residence, Washington, DC

Greeters: Robert Johnson, CEO, Black Entertainment Television
Sheila Johnson
Harvey Gantt

7:00 pm-
7:15 pm **PHOTO RECEIVING LINE**
MAIN FAMILY ROOM
Private Residence
Staff Contact: Doug Sosnik
Event Coordinator: Laura Graham
CLOSED PRESS

- The President does a photo receiving line with twenty five guests.

7:20 pm-
7:55 pm **RECEPTION FOR HARVEY GANTT/DEMOCRATIC**
SENATORIAL CAMPAIGN COMMITTEE
OUTDOOR TENT
Private Residence
Staff Contact: Doug Sosnik
Event Coordinator: Laura Graham
CLOSED PRESS

- The President, accompanied by Robert Johnson, CEO, Black Entertainment Television, Sheila Johnson and Harvey Gantt, Candidate for United States Senate, is announced into the tent.

- Robert Johnson makes brief welcoming remarks and introduces Harvey Gantt.

- Harvey Gantt makes brief remarks and introduces the President.

- The President makes brief remarks.

- Upon conclusion of remarks, the President works a ropeline and departs.

8:00 pm **THE PRESIDENT** departs Private Residence, Washington, DC via motorcade en route the White House
[drive time: 10 minutes]

8:10 pm **THE PRESIDENT** arrives the White House

8:15 pm-
10:15 pm

HOLD

BC AND HRC RON

THE WHITE HOUSE

File
IBEW

September 19, 1996

**SATELLITE TO THE INTERNATIONAL BROTHERHOOD OF ELECTRICAL
WORKERS**

DATE: September 20, 1996
LOCATION: Portland, OR
TIME:
CONTACT: Jennifer O'Connor

I. PURPOSE

To give an address via satellite to the International Brotherhood of Electrical Workers Convention.

II. BACKGROUND

The International Brotherhood of Electrical Workers will be holding their convention September 16-20 in Philadelphia, PA. The convention, held every five years, brings together a broad representation of over 2,700 delegates from across the United States and Canada.

President Jack Barry, who will most likely be re-elected at his union's upcoming convention, is focused primarily on building trades issues: Davis Bacon and construction safety. IBEW Secretary Treasurer Jack Moore runs the union's political action program.

The IBEW has been particularly supportive of the President and the Democratic Party. The IBEW is the only union that has held a fundraiser for the Clinton-Gore Re-election, raising approximately \$120,000. The IBEW also hosted the largest fundraiser for Hugh Rodham's campaign.

The major issues for the IBEW include:

Davis-Bacon

During the 104th Congress, the Administration, working with organized labor, beat back efforts to amend or eliminate 60 years of federal labor protections, including threats to Davis-Bacon prevailing wage laws (first enacted in 1931.) Davis Bacon requires the payment of prevailing wages and fringe benefits to workers employed by contractors and subcontractors engaged in federal construction projects.

Striker Replacement Appeal

September 8 was the current deadline for seeking Supreme Court review of an appeals court decision striking down the Executive Order barring federal contractors from using permanent replacement workers during lawful economic strikes. (Chamber of Commerce v. Reich). The President had directed the Department of Justice to take all appropriate steps to get the Circuit Court opinion against the Executive Order overturned. The Administration decided not to appeal the ruling. The AFL-CIO supported this course of action and continues to support the Administration on this issue. The Administration continues to support legislation to ban the hiring of permanent replacement workers.

Vetoed the TEAM Act

On July 30, the President vetoed a Republican-sponsored bill to eliminate the 60-year-old ban against company-dominated unions contained in Sec. 8(a)(2) of the NLRA. The IBEW strongly supported this veto.

Pension Protections

On August 7, 1996, the Department of Labor announced reform of a 401(k) pension rule that will enhance workers' retirement security by requiring employers to promptly deposit employees' pension contributions in their plan.

Forty million American workers and retirees have better and safer pensions as a result of the Labor Department's efforts and the Administration's Retirement Protection Act of 1994. The law helped reverse the trend of pension underfunding, which has declined from \$71 billion in 1993 to \$31 billion.

The Administration initiated nationwide Pension Protection Program is protecting 401(k) retirement savings. More than 1062 investigations have returned over \$10 million to 401(k) plans since the program was publicly announced last November.

The Administration successfully opposed legislation that would have allowed corporations to raid \$15 billion in pension funds.

Worker Safety

The President's veto threat stopped Republican attempts to gut OSHA. In FY 1997 budget, OSHA was cut 13% below the President's request (5.6% below last year). The House defeated a rider that would prohibit OSHA from developing an ergonomics standard, but the Senate may consider a similar rider.

III. PARTICIPANTS

The First Lady
President Jack Barry
Secretary-Treasurer Jack Moore

IV. SEQUENCE OF EVENTS

V. PRESS PLAN

Open press

VI. REMARKS

Remarks attached

See. Rich
to Satellite

DRAFT

September 13, 1996

**SATELLITE TO THE INTERNATIONAL BROTHERHOOD OF ELECTRICAL
WORKERS**

DATE: September 17, 1996
LOCATION:
TIME: 3:00 p.m.
CONTACT: Jennifer O'Connor

I. PURPOSE

To give an address via satellite to the International Brotherhood of Electrical Workers Convention.

II. BACKGROUND

The International Brotherhood of Electrical Workers will be holding their convention September 16-20 in Philadelphia, PA. The convention, held every five years, brings together a broad representation of over 2,700 delegates from across the United States and Canada.

President Jack Barry, who will most likely be re-elected at his union's upcoming convention, is focused primarily on building trades issues: preservation of the Davis Bacon Act and construction safety. IBEW Secretary Treasurer Jack Moore runs the union's political action program, and is an enthusiastic supporter of the Administration.

The IBEW has been particularly supportive of the President and the Democratic Party. The IBEW is the only union that has held a fundraiser for the Clinton-Gore Re-elect, raising approximately \$120,000. The IBEW also hosted the largest fundraiser for Hugh Rodham's campaign.

The major issues of concern to the IBEW include:

Davis-Bacon

During the 104th Congress, the Administration, working with organized labor, beat back efforts to amend or eliminate 60 years of federal labor protections, including threats to the Davis-Bacon Act (first enacted in 1931.) Davis Bacon requires the payment of prevailing wages and fringe benefits to workers employed by contractors and subcontractors engaged in federal construction projects.

Striker Replacement

September 8 was the deadline for seeking Supreme Court review of an appeals court decision striking down the Executive Order barring federal contractors from using permanent replacement workers during lawful economic strikes. (Chamber of Commerce v. Reich). The President had directed the Department of Justice to take all appropriate steps to get the Circuit Court opinion against the Executive Order overturned. However, the Administration decided not to appeal the ruling. While the Administration still believes that the Executive Order is legal, it was decided that it would not be effective to appeal the ruling of the court. The AFL-CIO supported this course of action and continues to support the Administration on this issue. The Administration continues to support legislation to ban the hiring of permanent replacement workers.

TEAM Act

On July 30, the President vetoed a Republican-sponsored bill to eliminate the 60-year-old ban against company-dominated unions contained in Sec. 8(a)(2) of the NLRA. The IBEW strongly supported this veto.

Pension Protections

On August 7, 1996, the Department of Labor announced reform of a 401(k) pension rule that will enhance workers' retirement security by requiring employers to promptly deposit employees' pension contributions in their plan.

Forty million American workers and retirees have better and safer pensions as a result of the Administration's Retirement Protection Act of 1994. The law helped reverse the trend of pension underfunding, which has declined from \$71 billion in 1993 to \$31 billion.

The Administration initiated nationwide Pension Protection Program is protecting 401(k) retirement savings. More than 1062 investigations have returned over \$10 million to 401(k) plans since the program was publicly announced last November.

The Administration also successfully opposed legislation that would have allowed corporations to raid \$15 billion in pension funds.

Worker Safety

The President's veto threat stopped the 1995 Republican attempt to completely gut OSHA. In the FY 1997 budget, OSHA was cut 13% below the President's request (5.6% below last year). The House defeated a rider that would prohibit OSHA from developing an ergonomics standard, but the Senate may consider a similar rider.

PARTICIPANTS

SEQUENCE OF EVENTS

- President Jack Barry will make remarks and introduce you.
- You will make brief remarks.
- President Barry will thank you and conclude the program.

PRESS PLAN

Open press

REMARKS

Remarks attached

MEMORANDUM ON IBEW CONVENTION

DATE: SEPTEMBER 12, 1996

The 35th International Convention of the International Brotherhood of Electrical Workers begins September 16 at the Pennsylvania Convention Center.

The current President, Jack Barry, is up for re-election; and although he is expected to win, because he is being challenged at the convention our acknowledgement of him should be perfunctory. International Secretary Jack Moore should also be acknowledged; he is the more politically active of the two Jack's.

The major issues for the IBEW are:

1. Protection of wage standards...Davis-Bacon, Service Contract Act, and the Fair Labor Standards Act (40-hour-week);
2. Protection of pensions...Administration stopped Republican attempt to allow corporations to raid employee pension plans and is cracking down on 401(k) abuse;
3. Striker replacement...Although the Executive Order was overturned by the courts, the Administration continues to support legislation to ban the hiring of permanent replacement workers;
4. Worker safety...President's veto threat stopped Republican attempts to gut OSHA dead in their tracks;
5. Similarly, an Administration veto threat killed the National Right to Work Act;
6. The President's veto of the TEAM Act prevented a return to the days of company unions.

When addressing the economy, note that an editorial by President Barry in the union's most recent magazine argues that "growing economic insecurity is undermining America's future":

"We in the IBEW know about that. For years, a rising nonunion market kept too many of our construction members idle. The turmoil in the utility industry has caused the loss of thousands of jobs. In manufacturing and telecommunications, the job losses have been severe since the 1970s. Even though many of our members have done well, we have taken our share of hits along with workers in literally every industry across the entire economic landscape."

September 12, 1996

MEMORANDUM FOR HAROLD ICKES

FROM: JENNIFER O'CONNOR

SUBJECT: IBEW

- Only union to hold a fundraiser for the Re-elect. Raised approx. \$120,000 at a breakfast organized by Jack Moore and attended by the First Lady in October, 1995.
- Hosted largest fundraiser for Hugh Rodham's campaign, raising him more than \$100,000. This was a third of Hugh Rodham's money. First Lady and President both attended -- September or October 1994.
- Immediately answered the call to give the maximum to the Wyden campaign when the DNC prioritized it.
- Gave approx. \$120,000 to DNC in 1996 -- 9th biggest union donor this year (after CWA, Laborers, Machinists, Food and Commercial Workers, AFT, AFSCME, Postal Workers and UTU).
- Gave approx. \$350,000 to DNC over 4 years -- 11th biggest union donor on 4 year basis.
- Extensive political program this year to elect POTUS, VPOTUS and congressional democrats.
- Consistent political support whenever requested.
- Terry McAuliffe says they never say "no" when there is a special project requiring funds.

Jen - when are they endorsing?
Should she thank them
for their endorsement?

- should she acknowledge
George Becker, President
of United Steel?

- Sabina
6-57⁰⁰ (202)
or 986-1109 (h)

Draft

**FIRST LADY HILLARY RODHAM CLINTON
VIDEOTAPED REMARKS
RUBBER AND PLASTICS INDUSTRY CONFERENCE
SEPTEMBER 23, 1996**

Hello. I am glad to have this opportunity to speak to the Rubber and Plastics Industry Conference. Your [endorsement?] means a great deal to the President and Vice-President, the Clinton Administration and everyone who is working hard on behalf of the Clinton-Gore ticket.

Thank you, John Sellers, for helping the Administration on issues important to working people and their families. On behalf of the President, let me also thank your Executive Advisory Committee, and all the members of the United Steelworkers Rubber and Plastics Industry Conference for your spirit, commitment and ongoing support. And let me offer his special greetings to his many friends in Local 752 in Texarkana.

The United Rubber Workers has a proud history. As one of the first C-I-O unions, you have been on the front lines, fighting for fair wages, decent health care, good schools, retirement security and equal opportunity for all Americans. And since merging with the United Steel Workers, your growing strength ensures that you will continue to have a powerful voice on the shop floor and in our nation's political discussion.

Three-and-a-half years ago the American people sent a President to the White House who promised to put people first, to reinvigorate America's working families, and to renew a sense of economic security that was fast evaporating because of our nation's exploding deficit, stagnant wages, increased global competition, and downsizing.

In the last three years, we have seen the creation of 10 million new jobs. We now have the lowest combined rate of unemployment and inflation in 27 years. The long decline in median hourly wages has eased. We have seen a record number of new exports. Home mortgages are at their lowest levels since the 1960's. The President's economic plan -- passed with no help from the Republican side -- has cut the deficit in half.

The President realizes that even with the progress we've made, some of our citizens and workers remain anxious about the future -- anxious about how they will afford medical care, college tuition for their kids, or even the next vacation. The President understands those fears and that's why he is so committed to building a bridge to the 21st century -- a bridge that enables Americans to come together as a nation to create opportunities, take responsibility, and strengthen our sense of community. And that is why he is so committed to policies that reward work and safeguard the American dream for the working people of America.

The President signed the minimum wage bill into law so that, at long last, 10 million responsible, hard working men and women will get the raises they deserve.

He signed the Kassebaum-Kennedy health insurance reform bill. This legislation is a long-overdue victory for millions of Americans who lived in fear of losing their health insurance when

they changed or lost their jobs, or who couldn't even get insurance because a family member has a chronic illness or pre-existing condition.

He expanded the Earned Income Tax Credit to give a tax cut to more than 15 million working families.

He worked hard to pass the Family and Medical Leave Act. Because no family should have to choose between caring for a loved one and keeping their job.

He hasn't allowed Congress to gut health and safety standards in the workplace.

And with your help, his Administration defeated the attempts in Congress to amend or eliminate 60 years of federal labor protections, including threats to the Davis-Bacon Act.

When my husband took office, he undid his predecessors' anti-worker, anti-union executive orders. Last spring, he signed an executive order that said to federal contractors: if you hire permanent replacements for your striking workers, you will not do business with the government.

The President also believes that collective bargaining is a right, not a privilege. He has appointed women and men to the N-L-R-B who share that belief. And he vetoed the TEAM Act to prevent company-dominated unions.

Today, 40 million American workers and retirees have better and safer pensions as a result of the Administration's Retirement Protection Act of 1994. And the President successfully opposed legislation that would have allowed corporations to raid \$15 billion in pension funds.

The accomplishments of this President and his Administration speak volumes about our nation's capacity to expand opportunities for working people and their families, to strengthen our basic values and to renew our individual and collective sense of responsibility as American citizens.

It does matter who sits in the Oval Office and who casts votes in the House and Senate. It does matter that we have a President and a Congress who are fighting violent crime, working to provide decent health care for all Americans, standing up to environmental polluters, and doing everything they can to improve life-long educational opportunities.

When you endorsed the President and Vice President, you [endorsed?] the belief that we can build a bridge to the 21st century if we work together as one American family. With your help, there is no limit to what America can -- and will -- achieve.

Thank you for your concern, commitment and support. God bless all of you.

###

September 25, 1996

Satellite to International Association of Machinists and Aerospace Workers

Date: September 26, 1996
Time: 6:15-6:50 p.m.
Location: Grand Tetan Room, Hyatt Regency Hotel
Contact: Jennifer O'Connor

I. Purpose

To address, via satellite, the International Association of Machinists and Aerospace Workers (IAM) convention.

II. Background

The IAM is holding their convention September 23-28 in Chicago, Il. The IAM holds their convention every four years. This year, President George Kourpias will preside over 1,800 delegates. The IAM is expected to vote to endorse you and the Vice President for re-election on Thursday immediately before you speak.

Other dignitaries who will speak to the IAM during their convention include: Secretary Reich, Senator Kennedy, Representatives Patrick Kennedy and Richard Gephardt, Mayor Daley, AFL-CIO President John Sweeney, UAW President Steve Yokich and Steelworkers President George Becker.

You will wear a lavalier microphone and an IFB. The audience will see you on two 9x12 rear projection screens; you will not be able to see the audience. You will be introduced by George Kourpias and address the audience without a question and answer session. A teleprompter will be provided for your remarks.

The Administration has worked closely with the IAM on a variety of issues. The following are several key Administration accomplishments that have helped Machinists:

Airline Industry

The IAM has been very pleased with the Administration's support of the airline industry. After meeting with aviation industry leaders during a February 1993 visit to Boeing in Everett, Washington, you secured congressional approval for a National Commission to Ensure a Strong and Competitive Airline Industry. The commission included representation of IAM. The Commission announced its recommendations in August 1993, and the Administration unveiled its aviation initiative in 1995.

While some workers in the U.S. aerospace industry have been displaced because of the airlines industry recession and defense cutbacks around the world, the combination of healthy economic growth, low interest rates and low fuel prices helped produce record profits for the airline industry in 1995, facilitated 3 airlines' emergence from bankruptcy, and brought new order to the aerospace industry.

In 1995, Boeing and McDonnell Douglas got more than 80% of the market for large civil aircraft -- up from 65% in recent years. In addition, exports are a bright spot for the industry. In 1995, we had a trade surplus of \$21 billion in aerospace. Approximately 300,000 American aerospace jobs -- more than a third of all American aerospace workers - depend on U.S. exports.

The Administration is leveraging our international competitiveness in this industry to create additional jobs. You, Secretary Ron Brown and Secretary Kantor advocated to foreign governments on behalf of Boeing, McDonnell Douglas and other U.S. aerospace manufacturers. In addition, USTR is enforcing trade obligations to ensure a fair playing field for U.S. manufacturers. And, the Export-Import Bank's support for the Russian aircraft industry has also benefitted the American aerospace industry.

Some direct results of this advocacy include: The October 1995 signing of a contract between Boeing, McDonnell Douglas and Saudia Airlines for \$6 billion in transport aircraft; a \$1.1 billion Boeing transport aircraft order from South Africa Airways in November 1995; a Singapore Airlines' order this year for \$22.7 billion worth of Boeing aircraft; and a delivery in July 1996 to two Chinese airlines, of 40 McDonnell Douglas transport aircraft worth \$1.6 billion.

Economic Conversion

Between September 30, 1989, and May 31, 1996, the Department of Defense reduced civilian strength by 26% (289,000 positions.) Many of the civilian workers were Machinists.

The union gives the Administration credit for taking a humane approach to the inevitability of defense downsizing by pressing economic conversion policies and finding new applications for defense technologies.

For example, a team led by Hughes Aircraft in Los Angeles won a DOD award to design a comprehensive automotive collision avoidance system, including technology that enhances night vision and "heads up" displays that allow drivers to see dashboard information without diverting their eyes from the road.

Another project that has brought defense and commercial companies together is a project to put speed and precision of military laser technology to work in machine shops and manufacturing plants across the U.S. In addition to strengthening the U.S. manufacturing capabilities in a range of industries (auto, aerospace, shipbuilding), the "precision laser machining" project will improve American competitiveness in the laser machine tool business itself.

Labor Legislation

The IAM was very involved in the fight against the TEAM Act and was pleased with the your veto. The IAM strongly supports Striker Replacement legislation and believes that the Administration gave the Executive Order its best shot in the courts. They are also very concerned about protecting OSHA and the National Labor Relations Board in the budget process.

Collective Bargaining

The Administration played an active role, along with Representative Gephardt, in helping to resolve the McDonnell Douglas dispute in St. Louis. Secretary Reich spoke with both sides during the negotiations to offer assistance. The Defense Department and the Federal Mediation and Conciliation Service both worked to ensure that both sides remained at the table until they reached an agreement.

III. Participants

The President
IAM President George Kourpias

IV. Sequence of Events

- President Kourpias makes remarks and introduces you.
- You make remarks.
- President Kourpias thanks you and concludes the program.

V. Remarks

Remarks attached.

VI. Press Plan

Open press.

BND

**President William J. Clinton
Prepared Remarks on Trade
Los Angeles and Long Beach Harbor
August 8, 1996**

[Following introduction by a Longshoreman (NAME TO COME). Acknowledgments (require confirmation): Mayor Riordan of L.A. and Mayor Beverly O'Neill of Long Beach; Congressman Jane Harman; Lt. Gov. Gray Davis; Controller Kathleen Connell; Cong. candidate Rick Zbur; L.A. Harbor Commission President Leland Wong; L.B. Harbor Commission President George Murchison; NAME TO COME, President of L.A. World Trade Commission]

I have come here today, to one of the most vibrant sites in all the United States, because from these docks, at this harbor, in this community, we are building America's future... because we see here the limitless possibilities when we work together toward success. The ports of Los Angeles and Long Beach are coming back. California is coming back. And this is only the beginning.

These ports are the largest in our nation, and the third largest in the world for container trade [behind Hong Kong and Singapore]. This community is vibrant, with jobs, with growth. You should be proud of that. We are all proud of you, and the leadership of Mayor Riordan and Mayor O'Neill in this resurgence.

It wasn't so long ago that things were very different. Do you remember what we faced 4 years ago? The economy was no longer providing opportunity, and the American dream was being lost for a lot of the middle class. This great state was experiencing its worst recession since the Depression. Four years ago, our national deficit was at an all-time high and growing. Job growth was anemic. The great American industries that had given our people such prosperity were flat on their back. Our country was drifting, not running toward the 21st Century.

I ran for President because I wanted our people to be prepared for the 21st Century -- to restore opportunity to all, to demand responsibility from all, and to bring our people together in community. We started with a tough economic plan. We cut the deficit, shrank the government, we invested in our people and their skills. And we expanded exports by removing barriers to trade and negotiating more than 200 trade agreements.

Look at the difference in the big picture. The U.S. auto industry is Number One again. Basic industries are back; there have been 800,000 new construction jobs. High-tech industries like semiconductors and biotech lead the world. 3.7 million people became homeowners. Hundreds of thousands of businesses owned by women have been started -- and now women own one in three businesses. The federal government has been cut by 237,000 people. The combined rate of unemployment, inflation and mortgages is the lowest in 30 years. The deficit has been cut by over half -- so that it is now the smallest since 1981. The economy has created more than 10 million new jobs. Real wages had fallen for a decade; now they're on the rise again. America's economy is the soundest it has been in a generation. As a very important part of this picture,

exports rose to record levels.

Look what this has done for California. A lot of experts said we couldn't expect to bring about a California turnaround before the turn of the century. They were wrong. Unemployment is down, businesses are growing, new industry and innovation are creating new and better jobs. Our people are building better lives.

But none of this just happens. It takes a strategy. It takes a commitment. When the end of the Cold War meant the end of many defense-related jobs here, we made the commitment wot work with you to find ways to convert our naval and aerospace facilities and move our workers into secure jobs. We have adopted new policies and found new ways and new partners to help us convert the facilities here for commercial purposes that support jobs. A few months ago, I came here to announce our partnership for producing the C-17 *[details?]*. And we continue to build a story of success. One of these is something called Sea Launch, an international project just announced by Boeing. Sea Launch will tap into a growing industry, launching commercial satellites into space. And the home port will be built right here, bringing hundreds of new jobs right here. *[possible insert on number of defense jobs converted.]*

And when others wanted to turn their backs on the world and shut doors to trade, we opened them, and that has been good for this community and good for California. We have focused in improving 2-way trade with the Asia-Pacific Rim; we renewed Most Favored Nation Status for China. We created L.A.-Trade and set up an Export Development office to help spur trade.

And now, we will make trade even more efficient through our Alameda Corridor Project, which will smooth the movement of freight between the Ports of Los Angeles and Long Beach and the rest of North America. I want to thank the community here and our Transportation Secretary Federico Pena for working hand in hand to develop the financing and the plan that will make the Corridor a reality. Building the Alameda Corridor will employ more than 10,000 people. But the Corridor will have an even bigger impact as one important piece in a strategy to grow trade and the high-wage jobs it supports. Right now, about 2.5 million jobs nationwide are linked to the trade that comes through these ports. If we all do our parts, that number will more than double by the year 2010.

Together, we have put a coordinated effort into helping California companies succeed overseas. And it has paid off.

America is the world's number one exporter again, and across our nation created one million new jobs. California exports alone increased by \$25 billion between 1993 and 1995. Exports are supporting more than 200,000 new jobs here since 1993. As many as 1 in 10 jobs in California are directly related to international trade. Trade is leading the way to greater and greater prosperity.

When I took office, only 20 percent of the new jobs created in the United States paid above average wages. Since then, and since our 200 trade agreements -- the growth of trade has

also meant a growth in wages. In 1995, more than 55 percent o the new jobs created in our economy paid above-average wages. That's what open, two-way trade can do for America.

Decades from now, people will look back on this period and see the most far reaching changes in the world trading system in generations -- changes that are good for our people.

There is something very unique to California. Throughout its history, it has drawn speculators. But when they were gone, the people who remained were determined to build good lives here, no matter what the adversity. Not to just make the best of a situation. But to make every situation the best.

It is that spirit that has guided us back to the road of growth and prosperity. Our times demand that we compete and win in a world marketplace that can be punishing and uncertain, but which can also hold great rewards. You are pointing the way to a future in which we will be able to secure the American dream for more of our people. I believe the best is yet to come, and it starts right here.

Thank you. And God bless you.

Binder

THE WHITE HOUSE

Office of the Press Secretary

Embargoed For Release
Until 10:06 A.M. EDT
Saturday, July 13, 1996

RADIO ADDRESS OF THE PRESIDENT
TO THE NATION

Roosevelt Room

THE PRESIDENT: Good morning. As we prepare to meet the demands of the 21st century, I believe our goal must be to offer opportunity to all Americans, to demand responsibility from all Americans, and to come together as a community -- to strengthen our shared values and to build a better future together. That is how we will meet our challenges.

This past week, those values were at work on Capitol Hill. Democrats and Republicans produced a bipartisan breakthrough for those Americans working hard to make the most of their own lives. On Tuesday, the Senate voted to pass a 90-cent increase in the minimum wage.

It's about time. You can't raise a family on \$4.25 an hour, and if we don't raise it, the minimum wage will fall to a 40-year low this year in terms of what it will buy. So I congratulate the Republican members of Congress who joined with the Democrats to honor work and family, opportunity and responsibility, by voting to give minimum wage workers a raise. They should send me the final legislation quickly, without delay. That will be a victory for both parties, and more important, for all working Americans.

The passage of the minimum wage shows what can happen when we're united, when we reach across party lines, when we work together. This can signify a new spirit of cooperation coming from Capitol Hill. If we continue this spirit, we can meet our other challenges as well.

No challenge is more important than replacing our broken welfare system. Throughout my presidency I've been determined to enact reform that requires welfare recipients to work, provides child care, imposes time limits, strengthens child support enforcement by cracking down on deadbeat parents, requires teen mothers to stay in school as a condition of welfare. When necessary, I've acted without Congress. Our administration has approved 67 separate welfare reform experiments in 40 states to

move people from welfare to work.

Fully three-quarters of all welfare recipients are living under new rules right now. The New York Times has called it, a quite revolution in welfare. Today, 1.3 million fewer people are on welfare than the day I took office, and child support collections are up 40 percent.

For three and a half years I've worked with Congress to craft legislation that replaces welfare with work. For months, the Republicans insisted that welfare reform be attached to a plan I strongly feel is misguided -- to repeal Medicaid's guarantee of quality health care for elderly Americans, poor children, pregnant women and people with disabilities. I'm determined to make welfare reform the law of the land, but I've also made it clear that I will not allow Medicaid to be destroyed, and I don't care what bill it's attached to.

This week the Republican leaders in Congress announced that they are ready to work with me to pass a straightforward welfare reform bill that I can sign into law, instead of sending me legislation they know I'll veto. This can be a real breakthrough, a genuine turning point. We are very close to replacing a broken welfare system with one that requires work, offers opportunity, and demands responsibility. If we work hard and work together we should now be able to pass real welfare reform, and do it very soon.

Already bipartisan legislation has been proposed in the Senate by Democrat John Breaux and Republican John Chafee, and in the House by Republican Mike Castle and Democrat John Tanner. These are good, strong bills. They would end welfare as we know it. They should be the basis for quick agreement between the parties. And I look forward to having a bipartisan welfare reform bill within the next month.

We should also extend this same spirit to our other pressing challenges as well. We should pass the Kassebaum-Kennedy health insurance reform bill, which could benefit 25 million Americans by saying that you don't lose your health insurance when you change jobs or just because someone in your family has been sick. In its strongest form, this bill passed the Senate unanimously. But for months it slowed to a crawl as Republicans insisted on an untested and unlimited proposal for so-called medical savings accounts that have nothing to do with the fundamental purposes of Kennedy-Kassebaum reforms. So I urge them to reject the political games and let's come to a quick agreement.

We should also reform our illegal immigration laws. I support legislation that builds on our efforts to

restore the rule of law to our borders, ensures that American jobs are reserved for legal workers, and boosts deportation of criminal aliens. But some insist on kicking the children of illegal immigrants out of school. Every major law enforcement organization says this could lead to more crime. So let's put aside this punitive measure and reform our illegal immigration laws now.

It's no secret that this is a political year. And there will be plenty of time to discuss our differences in the months to come. But our nation faces challenges that cannot wait until November -- real welfare reform, a minimum wage increase, access to health insurance, stronger immigration laws. We can achieve all these things now if we work together.

I look forward to working with Majority Leader Lott, Speaker Gingrich and the Democratic leaders of Congress to do the people's business in the coming weeks. If we're willing to put our differences aside for the sake of the American people, we can make this a time of genuine achievement for our nation. It would not only be good for both parties, it would be very good for America.

Thanks for listening.

END

August 14, 1996

file /
bind

NATIONAL ASSOCIATION OF LETTER CARRIERS

Date: August 15, 1996
Time: 10:20 a.m.
Location: Satellite to Orlando, FL
Contact: Jennifer O'Connor

I. PURPOSE

To address, via satellite, the National Association of Letter Carriers, 60th Biennial Convention in Orlando, Florida.

II. BACKGROUND

The National Association of Letter Carriers (NALC), AFL-CIO will hold their convention August 12-16 in Orlando, FL. During this Convention, approximately 9,000 delegates from around the country will be in attendance.

This union represents approximately 320,000 letter carriers and retirees. Mr. Vincent Sombrotto, NALC President, will introduce you to the convention participants. During the convention, the delegates are expected to vote to endorse you and President Clinton for re-election.

During the convention, Representative Gene Green will also address the delegates.

III. PARTICIPANTS

The Vice President
Mr. Vincent Sombrotto, President NALC

IV. SEQUENCE OF EVENTS

- President Sombrotto will introduce you to the Convention delegates.
- You will address the delegates.
- President Sombrotto will call on a delegate to read a statement of endorsement.
- You acknowledge the endorsement and conclude.

V. REMARKS

Remarks attached.

VI. PRESS PLAN

Open press.

August 6, 1996

SATELLITE TO UNITED STEELWORKERS OF AMERICA

DATE:	August 7, 1996
LOCATION:	San Jose, CA
TIME:	9:30 a.m.
CONTACT:	JENNIFER O'CONNOR

I. PURPOSE

To address, via live satellite, the 28th Constitutional Convention of the United Steelworkers of America in Pittsburgh, Pennsylvania.

II. BACKGROUND

The Satellite

You will do a ten minute satellite feed to the United Association of Steelworkers Convention in Pittsburgh, PA. You will wear a lavalier microphone and an IFB. Just as the audience will see and hear you, you will be able to see and hear them. A small monitor will be placed in front of you, below the teleprompter.

The Steelworkers Convention

The United Steelworkers represents 565,000 steelworkers across the nation and 135,000 in Canada. This year is the union's 60th anniversary. Approximately 2500 delegates to the convention will hear your address.

Due to the pending merger of the Steelworkers, United Auto Workers and Machinists, this convention will be the first to have representatives from all three unions. All three union Presidents, George Becker (Steelworkers), Steve Yokich (UAW) and George Kourpias (Machinists) attended the first day of the convention (Monday) and the convention focused that day on developing unity among the three unions. The target date for the merger is the year 2000 and the unions are developing plans for the merger already. When the merger occurs, the new union will be the largest in the nation.

President Becker is serving his first term, having been elected in 1993. He is serving on the Platform drafting committee for the Democratic National Convention and has played a

particularly helpful role in bringing the labor movement on board behind the platform. He serves on your Export Council.

Senator Dodd will have addressed the Convention earlier on the morning of your address but is not expected to be present during your address. The Steelworkers will have voted to endorse you and the Vice President for reelection on the morning before your address and you will be thanking them for that endorsement.

The Steelworkers are one of the most progressive unions in the nation. Issues important to the union include: 1) labor law reform legislation in the next term, including legislation to ban permanent striker replacement workers, legislation to expedite union elections, legislation to increase the penalties on employers who fire employees who support unions, and legislation to mandate that unions be recognized by employers as soon as union organizers have gotten a majority of employees to sign cards in support of the union (rather than the current two tiered system under which once a majority of employees sign cards, there then must be a formal balloted election before the union must be recognized by the employer); 2) national health care reform.

The union was also among the most vocal opponents of the NAFTA, but President Becker in the past few weeks has said publicly that he thinks NAFTA opponents should move beyond the issue. The union is also most concerned about its ongoing strike against Bridgestone-Firestone. The company has hired permanent replacement workers for 500 employees and has not had serious discussions with the union since this past winter.

III. PARTICIPANTS

The President
George Becker, President, United Steelworkers of America

IV. SEQUENCE OF EVENTS

- President George Becker will make remarks and introduce you.
- You make remarks.
- President George Becker thanks you for your remarks and the program concludes.

V. REMARKS

Remarks attached.

VI. PRESS PLAN

Closed press in San Jose, open press in Pittsburgh. Your remarks will be fed to the White House press corps and the satellite coordinates will be given to the networks.

remarks 8/23/96

remarks, Chrysler Jeep Plant

8/27/96

LABOR EVENTS

remarks, Women's Legal Defense Fund

6/20/96

EVENT

DATE

commencement address, Princeton Univ.

POTUS

AFL-CIO, meeting with new leaders
AFL-CIO, remarks to convention
AFL-CIO reception
AFL-CIO, meeting w/ Pres. John Sweeney
American Nurses Association, photo op w/ PAC board
Coffee w/ political supporters
Coffee w/ political supporters
Corporate citizenship conference
LATINO VOTE USA, fundraising dinner
meeting w/ union presidents
phone call: President Sweeney - remarks, NEA 7/3/96
SEIU, satellite to convention
UAW, satellite to convention
UAW, video for collective bargaining convention
UFCW, phone call to Legislative and Political Conference
UMW, remarks by satellite
United Mine Workers, video
statement, re: Hathaway Shirt Co.
coffee w/ pol. sup. NEA

6/4/96

11/15/96

10/23/95

3/25/96

5/9/96

2/1/96

2/28/96

3/5/96

5/16/96

12/20/95

2/21/96

4/23/96

6/13/95

3/20/96

3/1/96

9/26/96

2/26/96

5/24/96

6/19/96

8/1/96

3/25/96

4/24/96

2/7/96

5/26/96

6/25/96

5/16/96

4/21/96

6/10/96

8/23/96

VPOUTS

AFT, address to convention
AFL-CIO, remarks at special convention
Building & Construction Trades Dept. Convention
UAW, remarks to convention
remarks, CBTU Coalition of Black Trade Unions
remarks, Compt response conference
remarks, AFG-E
Hathaway Shirt company
UAW, FLOTUS remarks to legislative/political conference
Speech to CWA workers APWU

6/19/96

8/1/96

3/25/96

4/24/96

2/7/96

5/26/96

6/25/96

5/16/96

4/21/96

6/10/96

8/23/96

STATEMENTS

remarks: in congressional meeting
remarks: medicare/medicaid
remarks: H.R. 2002
remarks: to the residents of the Taylor community
remarks: on report evaluating auto agreement w/ Japan
statements: on labor unions & collective bargaining
statement

9/28/95

various

various

3/4/96

4/12/96

various

EVENTS

POTUS

FOIA MARKER

This is not a textual record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

Collection/Record Group: Clinton Presidential Records
Subgroup/Office of Origin: Chief of Staff
Series/Staff Member: Jennifer O'Connor
Subseries:

OA/ID Number: 8145
FolderID:

Folder Title:
Meeting with New AFL-CIO Leaders 11/15/1995

Stack:	Row:	Section:	Shelf:	Position:
S	22	5	5	1

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This is not a textual record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

Collection/Record Group: Clinton Presidential Records

Subgroup/Office of Origin: Chief of Staff

Series/Staff Member: Jennifer O'Connor

Subseries:

OA/ID Number: 8145

FolderID:

Folder Title:

AFL-CIO Remarks to Convention 10/23/1995

Stack:

S

Row:

22

Section:

5

Shelf:

5

Position:

1

FOIA MARKER

This is not a textual record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

Collection/Record Group: Clinton Presidential Records

Subgroup/Office of Origin: Chief of Staff

Series/Staff Member: Jennifer O'Connor

Subseries:

OA/ID Number: 8145

FolderID:

Folder Title:

AFL-CIO Reception 3/25/1996

Stack:

S

Row:

22

Section:

5

Shelf:

5

Position:

1

FOIA MARKER

This is not a textual record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

Collection/Record Group: Clinton Presidential Records

Subgroup/Office of Origin: Chief of Staff

Series/Staff Member: Jennifer O'Connor

Subseries:

OA/ID Number: 8145

FolderID:

Folder Title:

AFL-CIO Meeting with President Sweeney 3/10/1996

Stack:

S

Row:

22

Section:

5

Shelf:

5

Position:

1

THE WHITE HOUSE
WASHINGTON

file
Lalor-
ANA

February 1, 1996

PHOTO OP WITH AMERICAN NURSES ASSOCIATION PAC BOARD

DATE: Friday, February 2, 1996
TIME: 9:40 AM
LOCATION: Diplomatic Room
FROM: Alexis Herman
Barbara Woolley

I. PURPOSE

You will be having a photo op with the American Nurses Association Board. This meeting will demonstrate your connection to and appreciation for nurses.

II. BACKGROUND

The American Nurses Association (ANA) is the nation's largest nursing association, representing 200,000 nurses, and has been a strong supporter since early on in the campaign primarily because of the administration's efforts with health care reform. ANA is active on both a grassroots and a national level.

Although they have participated in meetings and events with other groups at the White House, you have participated in two nursing events. Once during National Nurses Week 1994, ANA presented an award to you in memory of Virginia Kelley. Second, in a White House Rose Garden ceremony in honor of National Nurses Week in 1992. This is the first time the ANA or their PAC Board have participated in a photo op or in a small group situation. It is our understanding they are going to invite you to speak at their annual convention in Washington, D.C., in June.

Key Issues

The nursing community was very supportive of the HSA and of the administration's approach to health care reform overall. As front line providers who see many of the weaknesses in the health care system, they have been striving to achieve health care reform for years. The issues that are most important to them are:

- * Patient safety and quality of care.
- * Reimbursement for services of all advanced practice nurses.
- * Number of nurses appointed to federal positions.
- * HRSA's National Sample Survey of Registered Nurses.
- * Nursing education.
- * Reauthorization of the Community Nursing Organization.

- * Make the Chiefs of the military nursing services two-star flag officers instead of one-star.

III. AGENDA

- * Ginna Betts, President, ANA, will greet you as you enter room.
- * YOU shake each Member's hand.
- * YOU pose for a group photo.
- * YOU depart for New Hampshire.

IV. PARTICIPANTS

Harold Ickes

V. PRESS PLAN

Closed.

VI. TALKING POINTS

None required.

VII. ATTACHMENTS

List of Attendees.

AMERICAN NURSES ASSOCIATION PAC BOARD

Virginia (Ginna) Totter Betts, President

Catherine Dodd, Chairperson

Geri Marullo, Executive Director

Ann Lynn Denker, Vice Chairperson

Gwendylon E. Johnson, Treasurer

Robin R. Potter-Kimball, Secretary

Victoria Boyce

Frances M. Edwards

Rebecca Patton

Linda M. Sawyer

Betty Skaggs

Mary E. Stainton

Thomas E. Stenvig

Christine M. DeVries, Director, Political and Grassroots Programs

Marjorie W. Vanderbilt, Director, Federal Government Relations

NH - 6 878 126 FY ? 96

amt \$ 900 = ?

FY 95 = ?

February 28, 1996

COFFEE WITH POLITICAL SUPPORTERS

DATE: February 29, 1996
LOCATION: Map Room
TIME: 6:15 p.m.
FROM: Doug Sosnik

JS

I. PURPOSE

To meet with political supporters from around the country.

II. BACKGROUND

This is the seventh in your series of coffees for grassroots supporters. Today's coffee is comprised of Midwesterners, African-Americans, and Farmers.

III. PARTICIPANTS

See attached list.

IV. PRESS PLAN

Closed.

V. SEQUENCE OF EVENTS

Enter Map Room, discuss informally, and depart.

VI. REMARKS

None Required.

Master list for POTUS evening coffee on February 29, 1996

Mr. Jim Beddow

Sioux Falls, South

Mr. Beddow is the Clinton-Gore authorized representative for South Dakota. He was the '92 Clinton campaign co-chair and the 1994 Democratic Gubernatorial nominee. (You will recall that you attended a fundraiser for his campaign in D.C.) He is the former President of South Dakota Wesleyan College and is currently working at the Good Samaritan Foundation.

The Honorable Rick Phelps

Dane County Executive

Madison, Wisconsin

Mr. Phelps is the County Executive of Dane County, Wisconsin and a longtime Democratic activist. He is not seeking re-election this year and we would like him to use his considerable political clout and campaign funds on behalf of your re-election. He is married to Hannah Rosenthal, who played a key role in your '92 campaign and was recently appointed HHS midwest regional director.

The Honorable Carty Finkbeiner

Mayor, Toledo, Ohio

He is the Mayor of Toledo, Ohio and could be very helpful to our efforts in Ohio this year. Because Cleveland receives so much attention from the Administration, Finkbeiner feels that he and his city are often overlooked. This is a very good opportunity to reach out to him.

Mr. Tom Lewand

Bloomfield, Michigan

Mr. Lewand is the Clinton/Gore Michigan authorized representative. He is a former Michigan Democratic Party Chair, a close friend of Ambassador James Blanchard and has strong relationships with organized labor and elected officials in the state.

Mr. Stewart Somach

Sacramento, California

Mr. Somach is an attorney who has contributed financially to the Democratic Party. He has a good perspective on environmental issues and is an expert on Western water issues. He is a key opinion leader with agriculture groups in California and the Central Valley.

Mr. Gene Branstool

Chair, Ohio Democratic Party
Columbus, Ohio

Mr. Branstool is the Chair of the Ohio Democratic Party and was appointed by you to the Farmer Mac, where he is Chair.

The Honorable Marty Barnes

Councilman, Paterson, New Jersey

Mr. Barnes is a Republican Member of the Paterson City Council and former Council President. He narrowly lost a race for Mayor in 1995 against incumbent Mayor Bill Pascarell (D). Mr. Barnes will retain his council seat in May and will probably be elected to serve as Council President again. Today, he is an ally of Mayor Pascarell and is a key figure in his congressional campaign against Congressman Martini (R-8). He is widely respected throughout the African-American community and eager to play a role in our efforts this year.

The Honorable John Street

President, Philadelphia City Council
Philadelphia, Pennsylvania

John Street is a close political ally of Mayor Rendell, who was instrumental in Street's campaign for President of the Council. The consensus from Philadelphia is that what is good for Street is good for Mayor Rendell.

The Honorable Donald Bradley

Council President, Newark, New Jersey

Councilman Bradley is an ally of Mayor Sharpe James. He has been a councilman for more than ten years and will be very supportive in our efforts this year.

Ms. Esther Bush

President, Urban League of Pittsburgh
Pittsburgh, Pennsylvania

She is an important force within the African-American community and is perceived as an effective, eloquent spokesperson.

The Honorable Walter McNeill

Plainfield, New Jersey

Mr. McNeill is a Union County Freeholder and the top vote getter in 1995. He is from the city of Plainfield. Freeholder McNeill is a young, intelligent politician who has great potential.

Mr. John Sturdivant

President, American Federation of Government Employees

Washington, D.C.

The American Federation of Government Employees has played a key role in the Administration's reinvention efforts and in keeping the focus on the Republicans in Congress during the government shutdown. AFGE has been very concerned about pay raises, pension contributions and other federal employee issues during the FY97 budget process.

Mr. Phillip C. Burnett

Executive President, National Cotton Council of America

Memphis, Tennessee

Mr. Burnett is the Executive Vice President and Chief Executive Officer of the National Cotton Council. Burnett is active in industry and community affairs, currently serves on USDA's Agricultural Policy Advisory Committee for Trade, has served on the board of Agricenter International and as board president of Youth Service in Memphis, Inc. He has contributed financially to the Party and is regarded as an opinion leader in the cotton industry.

Mr. George A. Sinner

Vice President, Public & Government Affairs

American Crystal Sugar Company

Moorhead, Minnesota

Former Governor of North Dakota

Mr. Sinner is a DNC contributor and is a leader in the beet sugar industry. His name is consistently mentioned during discussions of potential Agriculture Secretaries. He was N.D. governor from 1985-1993 and was responsible for significant drought relief legislation that saved many North Dakota farmers. He is actively involved in the North Dakota Clinton-Gore effort.

Mr. Leland H. Swenson

President, National Farmers Union
Evergreen, Colorado

Mr. Swenson was elected president of the National Farmers Union in 1988, representing 250,000 farm family members. His organization endorsed you in 1992. Two days ago (Feb. 27) he met with Leon Panetta and Secretary Glickman concerning the Farm Bill. The NFU convention is March 8-11 and you were requested to attend. Due to a scheduling conflict, Sec. Glickman is appearing instead.

Mr. Richard Cordtz

President, Service Employees International Union
Washington, D.C.

Mr. Cordtz succeeded John Sweeney as President of the SEIU. SEIU has been using aggressive tactics to organize low-wage service workers particularly in hospitals, nursing homes, and commercial buildings. SEIU's Justice for Janitors Campaign has blocked traffic in downtown D.C. and bridges leading into the city from Northern Virginia. The union's New York City local recently won a new contract with commercial building owners after a well publicized strike involving 35,000 maintenance workers.

March 5, 1996

Please
Log

COFFEE WITH POLITICAL SUPPORTERS

DATE: March 6, 1996
LOCATION: Map Room
TIME: 9 a.m.
FROM: Doug Sosnik

I. PURPOSE

To meet with political supporters from around the country

II. Background

This is the tenth in your series of coffees for political supporters. Today's coffee is comprised of Southerners, seniors and county officials. The senior participants may raise Medicare and Medicaid issues with you and how they can be used to build support within the senior community.

III. PARTICIPANTS

See attached list.

IV. PRESS PLAN

Closed.

V. SEQUENCE OF EVENTS

Enter Map Room, discuss informally and depart.

VI. REMARKS

None required.

Master List for POTUS morning coffee on March 6, 1996

Mr. George Carenbauer

State Party Chairman

Charleston, WV

As you know, George was a classmate of yours and currently he serves as the state Democratic Party Chairman. In 1992, he was the Clinton state director.

Ms. Meril Stumberger

Boca Raton, FL

Meril is a Palm Beach County political activist. She has a strong political machine and will be a major help in our efforts with senior citizens.

Ms. Maxine Green

President of the National Tenants Organization

Fort Pierce, FL

Maxine is the President of the National Tenants Organization, and her organization was very involved during the early stages of your 1992 campaign efforts. She is a strong supporter of yours.

The Honorable Ben Chandler

Attorney General

Frankfurt, KY

Ben was recently elected Attorney General. Prior to Attorney General he served as State Auditor. He has strong support throughout the state and his participation can be key to our organizing efforts in Kentucky.

Mr. Howard Owens

Legislative Director & Convention Chair of Congress of California Seniors

Sacramento, CA

Howard is the Legislative Director and Convention Chair of the Congress of California Seniors, for the retiree arm of the AFL-CIO. The group, numbering 5 million, has been extremely supportive of you during the budget debate.

Ms. Lou Glasse
Poughkeepsic, NY

Lou Glasse is a member of the White House Conference on Aging's Policy Committee, and was the former President of the National Older Women's League.

Mr. Martin Berger
Ardmore, PA

Martin represents UNITE retirees, and is the most important organizer of labor retirees in Eastern Pennsylvania. He has been active in mobilizing seniors on Medicare and Medicaid during the budget debate, and will play a key role in the '96 campaign.

Mr. Gerald McEntee
President

American Federation of State, County and Municipal Employees
AFL-CIO Executive Councilman
Washington, D.C.

Jerry's major concerns are welfare reform -- and the threat of job displacement, privatization, and the federal budget. He is pleased with the conclusion reached by the Secretary of Labor's Task Force on Excellence in State and Local Government Through Labor Management Corporation. The report, which will be released this month, emphasizes service improvements through employee involvement and cites numerous examples where collective bargaining relationships in state and local government have led to improved services. AFL-CIO President Sweeney has appointed Mr. McEntee to chair the Executive Council's political action committee.

Mr. Richard Trumka
Secretary Treasurer, AFL-CIO
Washington, D.C.

Mr. Trumka was a coal miner who ran for President of the United Mine Workers at age 33 and won. He is now Secretary-Treasurer of the AFL-CIO. He is a strong proponent of labor law reform. You appointed Mr. Trumka to the Kerrey Entitlement Commission, where he led a spirited defense of social security, medicare, and other federal entitlement programs.

The Honorable Wayne Curry
Prince George's County Executive
Upper Marlboro, MD

He is the highest ranking elected official in Prince George's County and the only African American County Executive in the nation. He is from a large, suburban African American community in Prince George's County, one of the three counties needed to win the state.

The Honorable Tim Davis
Summit County Executive
Akron, OH

Executive Davis is the highest ranking elected official in Summit county, a large suburban county in the northern part of Ohio. He is one of the top vote-getters in Ohio and will be important to the re-election effort in that state. He is also the outgoing President of the National Council of Elected County Executives.

The Honorable David Armstrong
Judge, Jefferson County
Louisville, KY

Judge Armstrong was a strong and early Clinton/Gore supporter in '92. He is the highest ranking elected official in Jefferson county and is a former Attorney General of the state. David is an old friend of Mack McLarty and a native of Hope, Arkansas.

The Honorable Dennis Gorski
Erie County Executive
Buffalo, NY

Executive Gorski is the highest ranking elected official in Erie county. He is a strong Clinton/Gore supporter and will be very important to the re-election effort in the state. He was a State Assemblyman for 13 years and was the first Democrat elected to the Executive's office in Erie.

Eleanor Litwak
President of the New York Council of Senior Citizens
New York, New York

Eleanor is the President of the New York Council of Senior Citizens and was a delegate to the White House Conference on Aging. She has played a key role during the Medicare/Medicaid debate and introduced the First Lady at a Times Square rally.

MARCH 6, 1996 COFFEE

Overall Comments by the President: He wants a budget but the Republicans do not. He feels this is a mistake but he will stay consistent with his plan that was stated in '95. The telecommunications bill and lobby reform are the only R victories and the telecom bill is not widely understood. We have the strong record. (1) He stood up to the Republicans and (2) we will do the right thing for people. Our accomplishments prove that. However, this will be a delicate balance. Welfare Reform is something we can do on our own. We've already given 37 of the 50 states permission to try welfare reform. He would like to sign a welfare reform bill but it would probably be more symbolic than substantive. We are closer on budget numbers but the R's are unreasonable on children of immigrants. This is a popular notion with many but it is our position that kids should not be punished. Also you can't just give money to states and let them pocket it. They must be accountable for moving families and kids towards independence. The possible problems that may occur while we are doing this are (1) a slow economy partially caused by the extreme winter and the government shutdown; and (2) world problems. But he feels that if he is firm in his responses we can rise above any issue. We must always be reminding people of what the R's tried to do in '95; and that Dole championed all of it. Buchanan is articulating the real problems and this presents an opportunity for us. We can give the right answers firmly and aggressively. "Never, never let people forget what they tried to do in '95." We must have an affirmative message in the future. The dilemma is how to keep the base and still get the swing voters. We must be responding to the Buchanan voters. We must figure out how to talk about building on what we have done while acknowledging the psychological unrest. He wants substantive proposals for people to easily see and understand.

Participant Interaction:

George Carenbauer WV - State Party Chair - He was concerned that people will like Dole.

President's Response: We have to aggressively challenge the GOP with an active agenda of our own.

Meril Stumberger - FL - She state her loyal support.

President's Response: Complimented her on single handedly delivering more votes than anyone he knows.

Maxine Green - FL - Pres. National Tenants Org.; Argued passionately for a veto repeal of the Brooke Amendment. Her constituents are having a big problem with HUD demolishing public housing and then providing no replacements. There are many

boarded up units across the country and they want them made into work projects. Vouchers don't work. They don't cover mortgages or rents fully. Asked for President's help with Cisneros.
President's Response: We have approved no demolitions unless they were locally approved and there were places to relocate people. He wants a low income housing credit put in the budget. There was a decline in homelessness during the first two years but this will got up under the R budget. He promised to watch this closely. She left wanting more conversation.

Ben Chandler - Attorney General, KY; He joined in to several conversations but had no specifics.

President's Response: no comments

Howard Owens- CA; Leg. Dir. & Convention Chair of Congress of CA Seniors; Said seniors believed Buchanan when he said that China taxes our imports 40% and we don't tax them. He feels we are very vulnerable on this issue. He also believes we can win in Arizona and Nevada based on their polling information.

President's Response: The facts are different. Our exports are growing faster than our imports for the first time in decades. Our big problem is in Asia. Not all products are subject to the 40% tariff. China is a poor country and therefore falls under the "poor country" rules so they get more flexibility. We need a new set of rule for China that acknowledges their wealth while reflecting their extreme poverty and growing population. US businesses make this situation worse. The R's believe in unrestricted free trade. He doesn't. His notes reflect that he wants the China 40% tax explained better to seniors.

Lou Glasse - NY Thanked him for holding line on medicaid and medicare. Retirement income is affected by downsizing and retirees have concerns about their adult children's pensions.

President's Response: Our general problem is to develop initiatives for a certain level of security for families and workers in a vibrant economy. He favors pension portability. Unemployment payments should be given as an up front cash value. Our present system doesn't work.

Martin Berger - PA; Deficit reduction is more important than a balanced budget. Don't block grant medicaid.

President's Response: The President agrees.

Gerald McEntee - DC Pres. Am. Fed. of State, County and Municipal Employees, AFL-CIO Ex. Councilman; Balanced budget is not our issue. We got nothing for this. He thinks R's will attack on social issues and this is how they woo workers. They use single issue, litmus test problems. The '95 Contract hurt R's and so does their viciousness. Workers fear having no job- not losing a job. Workers want specifics that apply to their lives. The minimum wage is only one step. He asked the President to look at a living wage. This is a referendum on the California ballot, in New York and Maryland.

President's Response: Our responses will be specific issues and the highlighting the crime bill. He was interested in the living wage versus the prevailing wage ideas.

Richard Trumka - Sec. Treas. AFL-CIO; 60% of workers have not had a wage increase. They won't be moved by job creation arguments. They won't hear trade policy talk. They see a 33\$ increase in CEO salaries. The R's will exploit issues that are tagged with wage stagnation (i.e. timber, tobacco, Clean Air Act - Northwest, KY, Ohio, etc.). The President needs to be specific, not generic. Make it a mandate.

President's response: Working on developing strategies for creating job security for workers. He wants to know about executive wages as a comparison to workers wages.

Wayne Curry - MD; Prince George's County Exec.; Applauded the President for his diversity issues. But argues that this coalition needs attention. They are fearful of the Republican's attacks on them. Asked the President to touch the base with the symbols of his office. Come to Maryland and celebrate what they are doing. He wants to help us with the base vote.

President's Response: His notes reflect that he wants to use Prince George's County as a poster child area. He wants to find out what HUD is doing there. Wants to think about Curry as a possible Co-Chair.

Tim Davis - OH, Summit County Exec.; Build on positive successes. Democrats focus too much on problems.

President's Response: We just did this in California (last trip) where we featured two responsible companies. He wants to prove throughout the country that you can make money by doing the right thing. Praised Starbucks Coffee and its' owner as a good example of good corporation practices. He believes Americans don't resent success. They just want access to their share.

David Armstrong - Judge, KY; Anti-smoking campaign hurt us in the 1st and 2nd CDs in KY. Tobacco relates to jobs. Show what jobs are projected for the next 4 years in KY. Emphasize the climate for job growth.

President's Response: We have created 7.7 million new jobs which is better than all the G7 countries combined. We want to focus on (1) how to help people who are not getting jobs now and (2) provide greater levels of security for working families in this uneasy environment.

Dennis Gorski - NY, Erie County Exec.; Buchanan voters are found in high tax states. This voter sees their income going to maintain a federal component out of control. We must reduce costs and provide incentives for getting people off the dole.

President's Response: Talked about welfare reform examples. He really liked what Gorski said. He suggested a possible idea of giving stock options to laid off workers who have 10 years or more on job experience. He wants more ideas like these.

Eleanor Litwak - NY, Pres. of the NY Council of Sr. Citizens;
Seniors want the President to recognize the effects of
downsizing: (1) Give them hope but acknowledge the problems; (2)
Wage the same fight on welfare reform that is done on medicare
and medicaid. Seniors want to hear about social security issues
(i.e. survival benefits)

President's response: The problem is that new jobs won't be
available to older workers in the towns where they live. We
should do more on social insurance. This means security and
survival.

June 18, 1996

*John NEA
events*

COFFEE WITH POLITICAL SUPPORTERS

DATE: June 19, 1996
LOCATION: Map Room
TIME: 9 a.m.
FROM: Doug Sosnik

I. PURPOSE

To meet with political supporters from around the country.

II. BACKGROUND

This is the twenty-first in your series of coffees for political supporters. Today's guests include Southerners and leaders from the education and disability communities. The guests from the disability community are likely to mention the Americans with Disabilities Act and Medicaid, because your support on these issues has sent a powerful message to them about your strong commitment to the disabled.

III. PARTICIPANTS

See attached list.

IV. PRESS PLAN

Closed.

V. SEQUENCE OF EVENTS

Enter Map Room, discuss informally and depart.

VI. REMARKS

None required.

Master List for POTUS coffee on June 19, 1996

Mr. Justin Dart

Washington, D.C.

Justin is one of the most prominent leaders in the disability community. Although he is a lifelong Republican, Justin has been a strong supporter of yours, both politically and financially, because of your Administration's strong commitment to the rights of the disability community. He was chair of the President's Committee on Employment of People with Disabilities from 1989 to 1993, during the Bush Administration and briefly during yours, and is committed to supporting you and your re-election effort.

Ms. Denise Figueroa

Troy National Council on Independent Living

Troy, New York

Denise is the executive director of the Troy Center for Independent Living. She was the former President of the National Council on Independent Living (NCIL). Denise worked on your campaign in 1992 and is highly respected within the disability community. She is also a paraplegic.

Mr. Homer Paige

Denver, Colorado

Homer is a former County Commissioner in Denver. He is currently running the Colorado National Federation for the Blind Center and is working on a nationwide project to create accessible newspapers through the Internet. Homer is blind and will be accompanied to the coffee by his escort, Donna McNellis.

Ms. Donna McNellis

Denver, Colorado

Donna is the escort for Homer Paige.

Ms. Mary E. Arango (Polly)

Algodones, New Mexico

Polly is the co-founder and director of Family Voices, a national organization of families who have children with disabilities. She serves on the National Commission of Childhood Disability. Polly has been an advocate for children with disabilities for the past 15 years; her youngest son Nick has a neurological disorder and uses a power wheelchair. Polly is working to organize parents with disabled children from around the country for your campaign.

Ms. Lois Tinson

President

California Teachers Association

Burlingame, California

Lois is a high school reading and English teacher at North Park High School. After graduating from the University of Arkansas in 1965, she began her teaching career as a first and fourth grade teacher in the Arkansas City, Arkansas, public school system. Prior to her election as CTA President in 1995, she served as the Association's secretary-treasurer from 1991 to 1995. Lois is CTA's first ethnic minority president and is listed in *Who's Who in Black America* and *Who's Who Among International Women*.

Ms. Dee Corona

Director, Government Relations

New Jersey Education Association

Trenton, New Jersey

Dee is a long-time director of the New Jersey Education Association (NJEA), an organization with a statewide membership of 148,179. Dee has led NJEA's effort to embrace educational reforms that include charter schools. In addition, NJEA has conducted a massive public relations campaign among the general public using the theme: *The truth is: New Jersey public schools work*. The campaign has dramatically improved the perception of New Jersey public schools. Finally, NJEA has established a television program entitled "Classroom T.V." as a forum to discuss educational issues with both NJEA members and the general public. The program is broadcast on cable television throughout New Jersey. As you remember you were interviewed for the program last month. Dee will also direct the NJEA/NEA Unified: '96 Campaign.

Mr. Robert Haisman

President

Illinois Education Association

Springfield, Illinois

After serving on the Illinois Education Association's board of directors for more than six years, Bob was elected to the IEA-NEA's top office, which represents 86,000 members. Bob has led the association in its current efforts to spearhead educational reform in Illinois. He also has been responsible for reinventing IEA-NEA into what has been termed "a union in the new tradition," taking traditional public school labor-management techniques and blending them with new, less traditional collaborative and cooperative efforts to resolve local disputes. He is a fellow of the National Endowment for the Humanities and has received the IEA-NEA's "Human Services and Civil Rights Award." Bob resides with his wife Janet in Oak Park, Illinois.

Mr. Bill Sundermeyer
Executive Director
Ohio Education Association
Columbus, Ohio

Bill is the executive director of the OEA, which has a membership of 108,929. Bill will be a delegate to the Democratic National Convention. The OEA and NEA contributed \$400,000 to the Ohio Democratic Party Coordinated Campaign in March. Bill has initiated the establishment of a strong business partnership to improve the Ohio public schools. In addition, Bill has embraced a data-driven strategy to measure the opinions of Ohio citizens and OEA members for the purpose of building consensus for many education reform initiatives. OEA-NEA is fully committed to building and executing a top-notch campaign in 1996.

Ms. Mary Elizabeth Teasley
Director, Government Relations
National Education Association
Washington, D.C.

Mary Elizabeth is the director of government relations for the 2.2 million member National Education Association. An advocate--and product--of public education, she graduated from the Arkansas public schools and earned her bachelor's and master's degrees in education from the University of Arkansas. In March of 1995, Mary Elizabeth was named to her current position with responsibility for NEA's lobbying, political advocacy, issues analysis, and fund-raising activities, as well as the NEA field program. Under her stewardship, the NEA has launched an aggressive lobbying and media campaign aimed at combating proposed cuts to federal education and children's programs, and its Political Action Committee, NEA-PAC, has raised record contributions to elect friends of education in the 1996 elections.

The Honorable Don Siegelman
Lieutenant Governor
Montgomery, Alabama

Don was elected Lieutenant Governor in 1994 and previously served as Secretary of State and Attorney General of Alabama. In 1990 Don lost in the Democratic primary for Governor but continued to be involved in the party and state politics. He has been a strong supporter of children's issues and an advocate for victims' rights. His wife Lori was nearly killed by a drunk driver and lost her sight in one eye. They have two children. Speculation is that Don is interested in running for Governor if Fob James does not run for re-election or possibly the U.S. Senate. Don has been very supportive of the state party and is a very good fundraiser. He is closely aligned with the trial lawyers.

Honorable Richard Ieyoub

Attorney General

Baton Rouge, Louisiana

Richard is currently the sitting attorney general and a candidate for the U.S. Senate. He recently expressed concern over your Administration's relationship with his Senate challenger Mary Landrieu. She has been to the White House for a state dinner, although this was before she had announced her candidacy for the U.S. Senate. This invitation was extended to Ieyoub in an effort to assure him that we are not taking sides in this Senate race. Ieyoub was an active supporter of yours during the 1992 election.

Mr. Michael Langford

Director of Community Affairs

Mayor of Atlanta

Atlanta, Georgia

As director of community affairs for Mayor Campbell of Atlanta, Michael is the mayor's top political advisor dealing with the black community. He will be in charge of the coordinated campaign field effort in Atlanta in 1992, just as he ran Zell Miller's successful field effort there in 1994. He is married and has two children. He and his wife Tracy just had a baby boy three months ago. He is very religious. He formed a group called the Youth-Adult Conference at his church which does outreach in the community and disseminates information to people on issues such as AIDS.

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June 4, 1996

SECTION: NATIONAL DESK

LENGTH: 5014 words

HEADLINE: Transcript of Remarks by President Clinton at Princeton University
Commencement Address

CONTACT: White House Press Office, 202-456-2100

DATELINE: WASHINGTON, June 4

BODY:

Following is a transcript of remarks by President Clinton at the Princeton
University Commencement Address :

Princeton University
Princeton, New Jersey

12:00 Noon EDT

THE PRESIDENT: Thank you very much. President Shapiro, members of the faculty, alumni, to parents and friends of this graduating class, especially to the graduates of the Class of 1996 -- (applause.) Let me thank you co-Presidents, George Whitesides and Susan Suh, who came to say hello to me this morning; and compliment your valedictory address by Bryan Duff, and the Latin address by Charles Stowell. I actually took four years of Latin in high school. (Laughter.) And even without being prompted, I knew I was supposed to laugh when he was digging me about going to Yale. (Laughter.)

I want to also thank Princeton for honoring the high school teachers and the faculty members here for teaching, for today we celebrate the learning of the graduates and we should be honoring the teachers who made their learning possible. I thank you for that. (Applause.)

It's a great honor to be here in celebrating Princeton's 250 years. I understand that Presidents are only invited to speak here once every 50 years. President Truman and President Cleveland -- you've got to say one thing, for all the troubles the Democrats have had in the 20th century, we've had pretty good timing when it comes to Princeton over the last 100 years. (Laughter and applause.)

I want to thank President Shapiro for his distinguished service to higher education in our country. I thank Princeton for its long and noble service to our nation. I also am deeply indebted to Princeton for the contributions it has made to our administration and my presidency.

My Press Secretary, Mike McCurry, sat in these seats in 1976. I'm sure that Princeton had something to do with the fact that he not only thinks, but talks so fast. (Laughter.)

The Chair of our National Economic Council, Laura Tyson, was a Princeton Professor then, and Mike McCurry's thesis advisor. And you got back from me Professor Alan Blinder, who was a distinguished member of the Council of Economic Advisors and the Vice Chairman of the Federal Reserve, and a

brilliant contributor to our efforts to improve the economy. I want to thank Alan Blinder here among his colleagues and these students for what he has done.

I thank Tony Lake and Bruce Reed and John Hilley and Peter Bass, all members of our staff who graduated from Princeton. Two Princeton graduates who are no longer living -- Vic Raiser and his son, Monty, were great friends of mine. Vic's wife, Molly, is here -- our protocol chief. And if it hadn't been for him I might not be here today, and I want to recognize their contributions to Princeton and Princeton's gifts to them.

I also want to say that one of my youngest staff members is a classmate here -- Jon Orszag. And when the ceremony is over I'd like to have you back at work, please. (Laughter.)

I would like to talk to the senior class today about not only the importance of your education, but the importance of everyone else's education to your future. At every pivotal moment in American history, Princeton, its leadership, its students have played a crucial role. Many of our Founding Fathers were among your first sons. A president of Princeton was the only university president to sign the Declaration of Independence. This hall was occupied by the British since 1776, liberated by Washington's army in 1777, and as the President said, sanctified forever to American history by the deliberations of the Continental Congress in 1783.

In 1896, the last time there was a Class of '96, when Princeton celebrated its 150th anniversary and, as has been said, Grover Cleveland was President, Professor Woodrow Wilson gave his very famous speech, "Princeton in the Nation's Service." I read that speech before I came here today. And I'd like to read just a brief quote from it: "Today we must stand as those who would count their force for the future. Those who made Princeton are dead. Those who shall keep it and better it still live. They are even ourselves." What he said about Princeton 100 years ago applied then to America and applies to America even more today.

At the time of that speech 100 years ago, America was living as it is living today, through a period of enormous change. The Industrial Age brought incredible new opportunities and great new challenges to our people. Princeton, through Wilson and his contemporaries, was at the center of efforts to master these powerful forces of change in a way that would enable all Americans to benefit from them and protect our time-honored values.

Less than three years after he left this campus, Woodrow Wilson became President of the United States. He followed Theodore Roosevelt as the leader of America's response to that time of change. We now know it as the Progressive Era.

Today, on the edge of a new century, all of you -- our Class of '96 -- are living through another time of great change, standing on the threshold of a new Progressive Era. Powerful forces are changing forever our jobs, our neighborhoods, the institutions which shape our lives. For many Americans, this is a time of enormous opportunity. But for others, it's a time of profound insecurity. They wonder whether their old skills and their enduring values will be enough to keep up with the challenges of this new age.

In 1996, like 1896, we really do stand at the dawn of a profoundly new era. I have called it the Age of Possibility because of the revolution in information and technology and market capitalism sweeping the

globe -- a world no longer divided by the Cold War. Just consider this: There's more computer power in a Ford Taurus every one of you can buy and drive to the supermarket than there was in Apollo 11 when Neil Armstrong took it to the moon. Nobody who wasn't a high-energy physicist had even heard of the World Wide Web when I became President. And now even my cat, Socks, has his own page. (Laughter.) By the time a child born today is old enough to read, over 100 million people will be on the Internet.

This Age of Possibility means that more Americans than ever before will be able to live out their dreams. Indeed, for all of you in the Class of '96, this Age of Possibility is actually an age of high probability, in large measure because of the excellent education you celebrate today.

But we know that not all Americans see the future that way. We know that about half of our people in this increasingly global economy are working harder and harder without making any more money; that about half of the people who lose their jobs today don't ever find another job doing as well as they were doing in their previous one.

We know that, therefore, our mission today must be to ensure that all of our people have the opportunity to live out their dreams in a nation that remains the world's strongest force for peace and freedom, for prosperity, for our commitment that we can respect our diversity and still find unity.

This is about more than money. Opportunity is what defines this country. For 220 years, the idea of opportunity for all and the freedom to seize it have literally been the defining elements of America. They were always ideals never perfectly realized, but always our history has been a steady march of striving to live up to them.

Having these ideals achievable, imaginable for all is an important part of maintaining our sense of democracy and our ability to forge an American community with such disparate elements of race and religion and ethnicity across so many borders that could so easily divide this country.

And so I say to you, creating opportunity for all, the opportunity that everyone has, that many of you are now exercising, dreaming about your future -- that is what you must do in order to make sure that this Age of Possibility is really that for all Americans.

When I took office, I was concerned about the uncertain steps our country was taking for that future. We'd let our deficit get out of hand, unemployment had exploded, job growth was the slowest since the Great Depression. The country seemed to be coming apart when we needed desperately to be coming together.

I wanted to chart a new course, rooted first in growth and opportunity -- first, to put our economic house in order so that our businesses could prosper and create jobs; second, to tap the full potential of the new global economy; third, to invest in our people so that they would have the capacity to meet the demands of this new age and to improve their own lives.

This strategy is in place, and it is working. The deficit is half of what it was. The government is now the smallest it's been in 30 years. As a percentage of the federal work force, the federal government is the smallest it's been since 1933, before the beginning of the New Deal. We signed over 200 trade agreements. Our exports are at an all-time high. Fifteen million of our hardest-pressed people have gotten tax cuts. Most of the small businesses have as well.

We've invested in research and defense transformations. We've invested in new technologies. And we've invested in environmental protection and sustainable development. And I will say, parenthetically, the great challenge of your age will be to prove that we can bring prosperity and opportunity to people all across the globe without destroying the environment, which is the precondition of our successful existence. And all of you will have to meet that challenge, and I challenge you to do it. (Applause.)

Our economy, while most of the rest of the world was in recession, has produced 8.5 million new jobs, the lowest combined rates of inflation, unemployment and home mortgages in three decades, the lowest deficit as a percentage of our income of any advanced economy in the world, 3.7 million more American homeowners, and record numbers of new small businesses in each of the last three years.

We are doing well, but we must do better if we are going to make the promise of this new age real to all Americans. That means we have to grow faster. How fast can we grow? No one knows the exact answer to that. But if we look at the long-term, if we believe in our people and invest in them and their opportunities, and our people take responsibility, the sky is the limit.

We must look with the greatest skepticism toward those who promise easy and quick solutions. We know that the course that leads to long-term growth is in the minds and spirits and ideas and discipline and effort of people like those of you who graduate here today. We are on the right course; we must accelerate it, not veer from it.

We have to finish the job we started in 1993 and balance the budget -- not only because we want to free you and your children of the legacy of debt, but because that will keep interest rates down, increase savings, expand companies, start new small businesses, help more families buy homes and more parents send their children to college.

We know we have to continue to fight for fair and open trade because we proved now if other markets are as open to our products and services as we are to theirs, we'll do just fine. We know we have to do more to help all Americans deal with the economic changes of the present day in a more positive way by investing in the future and targeting tax cuts to help Americans deal with their own problems and build strong families.

We know we have to continue to invest in the things that a government needs to invest in, including research and development, and technology, and environmental protection. We know that since so many people will have to change jobs more often than in the past, we have to give families the security to know that if they change jobs they can still carry with them access to health care and pensions and education for a lifetime.

But finally and most importantly, if we really want Americans -- all Americans -- to participate in the future that is now at your fingertips, we have got to increase the quality and the level of education not just for the graduates of Princeton and Georgetown and Yale and the state universities of this country, but for all the American people. It is the only way to achieve that goal. (Applause.)

The very fact that we have been here or our forebears have for 250 years is testimony to the elemental truth that education has always been important to individual Americans. And for quite a long time, education has been quite important to our whole country. Fifty years ago when the

Class of '46 was here, coming in after World War II the G.I. Bill helped to build a great American middle class and a great American economy. But today, more than ever before in the history of the United States, education is the fault line, the great Continental Divide between those who will prosper and those who will not in the new economy.

If you look at the census data, you can see what happens to hard-working people who have a high school diploma or who drop out of high school and try to keep up in the job market, but fall further and further behind. You can also see that if all Americans have access to education, it is no longer a fault line, it is a sturdy bridge that will lead us all together from the old economy to the new.

Now, we have to work to give every American that kind of opportunity. And we've worked hard to do it -- from increasing preschool opportunities, to improving the public school years, to increasing technology in our schools. And this spring the Vice President and I helped to kick off a Net Day in California where schools and businesses and civic leaders hooked up nearly 50 percent of the schools to the Internet in a single weekend. What I want to see is every schoolroom and every library in every school in America hooked up to the Internet by the end of the year 2000. We can do that. (Applause.)

And I am very proud that I was asked to announce today that a coalition of high-tech companies, parents, teachers and students are launching Net Day New Jersey this week to connect over a thousand schools in New Jersey to the Internet by this time next year. That will make a huge difference in making learning more democratic and information more accessible in this country. I thank them for that. Every single person in New Jersey who will be a part of that. (Applause.)

But we have to face the fact that that is not enough. We have to do more. Just consider the last hundred years. At the turn of the century, the progressives made it the law of the land for every child to be in school. Before then there was no such requirement. After World War II, we said 10 years are not enough, public schools should extend to 12 years. And then, as I said, the G.I. Bill and college loans threw open the doors of college to the sons and daughters of farmers and factory workers. And they have powered our economy ever since.

America knows that higher education is the key to the growth we need to lift our country. And today that is more true than ever. Just listen to these facts. Over half the new jobs created in the last three years have been managerial and professional jobs. The new jobs require higher-level skills. Fifteen years ago the typical worker with a college degree made 38 percent more than a worker with a high school diploma. Today, that figure is 73 percent more. Two years of college means a 20-percent increase in annual earnings. People who finish two years of college earn a quarter of a million dollars more than their high school counterparts over a lifetime.

Now, it is clear that America has the best higher education system in the world, and that it is a key to a successful future in the 21st century. It is also clear that because of cost and other factors, not all Americans have access to higher education.

I want to say today that I believe the clear facts of this time make it imperative that our goal must be nothing less than to make the 13th and 14th years of education as universal to all Americans as the first 12 are today. (Applause.)

We have put in place an unprecedented college opportunity strategy:

Student loans can now be given directly to people who need them, with a provision to repay them based on the ability of the graduate to pay -- based on income. This is a dramatic change which is making loans more accessible to young people who did not have them before. Americorps, which by next year will have given over 65,000 young people the chance to earn their way through college by serving their country and their communities. More Pell Grants, scholarships for deserving students every year.

Now we want to go further; we want to expand work-study so that a million students can work their way through college by the year 2000. We want to let people use money from their Individual Retirement accounts to help pay for college. We want every honor student in the top five percent of every high school class in America to get a \$1,000 scholarship.

And we also want to do some other things that I believe we must do to make 14 years of education the standard for every American. First, I have asked Congress to pass a \$10,000 tax deduction to help families pay for the cost of all education after high school -- \$10,000 a year. (Applause.)

Today I announced one more element to complete our college strategy and make those two years of college as universal as four years of high school -- a way to do it, by giving families a tax credit targeted to achieve that goal and making clear that this opportunity requires responsibility to receive it.

We should say to Americans who want to go to college, we will give you a tax credit to pay the cost of tuition at the average community college for your first year, or you can apply the same amount to the first year in a four-year university or college. We will give you the exact same cut for the second year, but only if you earn it by getting a B average the first year. A tax deduction for families to help them pay for education after high school; a tax credit for individuals to guarantee their first year of college and the second year if they earn it.

This is not just for those individuals, this is for America. Your America will be stronger if all Americans have at least two years of higher education. (Applause.)

Think of it: We're not only saying to children from very poor families who think they would never be able to go to college, people who may not have stellar academic records in high school, if you're willing to work hard and take a chance, you can at least go to your local community college and we'll pay for the first year. If you're in your 20s and you're already working, but you can't move ahead on a high school diploma, now you can go back to college. If you're a mother planning to go to work, but you're afraid you don't have the skills to get a good job, you can go to college. If you're 40 and you're worried that you need more education to support your family, now you can go part-time, you can go at night. By all means, go to college and we'll pay the tuition.

I know this will work. When I was the governor of my home state, we created academic challenge scholarships that helped people who had good grades and who had good behavior to go to college. But my proposal today builds mostly on the enormously successful HOPE Scholarships in Georgia, which guaranteed any student in the state of Georgia free college as long as they had a B average. This year those scholarships are helping 80,000 students in the state of Georgia alone -- including 70 percent of the freshmen class at the University of Georgia.

In recognition of Georgia's leadership, I have decided to call this

proposal America's HOPE Scholarships. And I want to thank the Governor of Georgia, Zell Miller, who developed this idea. I also would like to recognize him -- he came up here with me today -- and thank him for the contribution that he is now going to make to all of America's future.

Governor Miller, where are you? Would you please stand up? Here he is. Thank you. (Applause.)

Let me say, as all of you know, money doesn't grow on trees in Washington, and we're not financing deficits anymore. I'm proud to say, as a matter of fact, for the last two years our budget has been in surplus, except for the interest necessary to pay the debt run up in the several years before I became President. So we are doing our best to pay for these programs. And this program will be paid for by budgeted savings in the balanced budget plan. We cannot go back to the days of something for nothing or pretend that in order to invest in education we have to sacrifice fiscal responsibility.

Now, this program will do three things. It will open the doors of college opportunity to every American, regardless of their ability to pay. Education at the typical community college will now be free. And the very few states that have tuition above the amount that we can afford to credit, I would challenge those states to close the gap. We're going to take care of most of the states. The rest of them should help us the last little way.

Second, it will offer free tuition and training to every adult willing to work for it. Nobody now needs to be stuck in a dead-end job or in unemployment. And finally, this plan will work because it will go to people who, by definition, are willing to work for it. It's America's most basic bargain. We'll help create opportunity if you'll take responsibility. This is the basic bargain that has made us a great nation.

I know that here at the reunion weekend the Class of '46 has celebrated its 50th reunion. And I want to just mention them one more time. Many members of the Class of '46 fought in the second world war. And they came home and laid down their arms and took up the responsibility of the future with the help of the G.I. Bill. That's when our nation did its part simply by giving them the opportunity to make the most of their own lives. And in doing that, they made America's most golden years.

The ultimate lesson of the Class of 1946 will also apply to the Class of 1996 in the 21st century. Because of the education you have, if America does well, you will do very well. If America is a good country to live in you will be able to build a very good life.

So I ask you never to be satisfied with an age of probability for only the sons and daughters of Princeton. You could go your own way in a society that, after all, seems so often to be coming apart instead of coming together. You will, of course, have the ability to succeed in the global economy, even if you have to secede from those Americans trapped in the old economy. But you should not walk away from our common purpose.

Again I will say this is about far more than economics and money. It is about preserving the quality of our democracy, the integrity of every person standing as an equal citizen before the law, the ability of our country to prove that no matter how diverse we get, we can still come together in shared community values to make each of our lives and our family's lives stronger and richer and better. This is about more than money.

The older I get and the more I become aware that I have more

yesterdays than tomorrows, the more I think that in our final hours, which all of us have to face, very rarely will we say, gosh, I wish I'd spent more time at the office, or if only I'd just made a little more money. But we will think about the dreams we lived out, the wonders we knew when we were most fully alive. This is about giving every single, solitary soul in this country the chance to be most fully alive. And if we do that, those of you who have this brilliant education, who have been gifted by God with great minds and strong bodies and hearts, you will do very well and you will be very happy.

In 1914, Woodrow Wilson wrote as President, "The future is clear and bright with the promise of the best things. We are all in the same boat. We shall advance and advance together with a new spirit." I wish you well, and I pray that you will advance, and advance together with a new spirit.

God bless you and God bless America. (Applause.)

END 12:31 P.M. EDT

LANGUAGE: ENGLISH

LOAD-DATE: June 4, 1996

WHITE HOUSE STAFFING MEMORANDUM

June 3, 1996

DATE: _____ ACTION/CONCURRENCE/COMMENT DUE BY: 6/3 12 noonSUBJECT: Commencement Address at Princeton University

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	☒	☐	McCURRY	☒	☐
PANETTA	☒	☐	McGINTY	☐	☐
McLARTY	☐	☐	NASH	☐	☐
ICKES	☒	☐	QUINN	☐	☐
LIEBERMAN	☒	☐	RASCO	☒	☐
RIVLIN	☒	☐	REED	☒	☐
BAER	☒	☐	SOSNIK	☒	☐
CURRY	☐	☐	STEPHANOPOULOS	☒	☐
EMANUEL	☐	☐	STIGLITZ	☐	☐
GIBBONS	☐	☐	STREETT	☐	☐
HALE	☐	☐	TYSON	☒	☐
HERMAN	☒	☐	WALLEY	☐	☐
HIGGINS	☐	☐	WILLIAMS	☐	☐
HILLEY	☒	☐	<u>Waldman</u>	☒	☐
KLAIN	☒	☐	<u>Toiv</u>	☒	☐
LAKE	☐	☐	<u>Speerling</u>	☒	☐
LINDSEY	☐	☐	<u>Haas</u>	☒	☐
			<u>Simon</u>	☒	☐

REMARKS:

Comments to Jonathan Prince or Michael Waldman

RESPONSE:

6/3/96 12:15 AM

PRESIDENT WILLIAM J. CLINTON
COMMENCEMENT ADDRESS
PRINCETON UNIVERSITY
PRINCETON, NEW JERSEY
JUNE 4, 1996

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[Acknowledgements to President Shapiro, graduates, and Princeton alumni in Admin.]

I am especially pleased to be here at Princeton today. At every pivotal moment in American history, Princeton, its leadership, and its students have played a critical role. Many of America's founding fathers can be counted among Princeton's first sons. The very hall behind me was occupied by the British in 1776, liberated by the army of George Washington in 1777, and sanctified to American history forever by the deliberations of the Continental Congress in 1783.

The last time there was a Class of '96, Princeton celebrated its 150th anniversary. [Professor] Woodrow Wilson gave the speech that gave this university its motto: Princeton in the Nation's Service. I want to paraphrase his words: Today we must stand as those who would count their force for the future. Those who made America are dead; those who shall keep it and better it still live -- they are even ourselves.

At the time of that speech, America was living through a period of enormous change. The Industrial Age brought incredible new opportunities and great new challenges. Princeton, through Wilson and his contemporaries, was at the center of efforts to master these powerful forces of change to benefit all Americans and to protect our time-honored values.

Today, on the edge of a new century, all of you, our Class of '96, are living through another time of great change. Powerful forces are changing forever the jobs we go to, the neighborhoods we live in, and the institutions we have depended upon. For many Americans, this is a time of insecurity as they wonder whether their old skills and enduring values are up to the challenges of the new century.

My fellow Americans: I am confident that if we confront the challenges of our times with the courage and determination of our forebears, our time -- as their time -- will be an age of possibility. The heights we can climb to, the bridges we can cross, the dreams we can realize -- are only limited by the power of our imagination, the strength of our will, and the depth of our courage.

Consider this: The Iron Curtain has fallen. Market capitalism has swept the globe. There is more computer power in your Ford Taurus as you navigate to the supermarket than there was in Apollo 11 when Neil Armstrong took it to the moon. The World Wide Web did not even exist when I became President. By the time a child born today is old enough to read, two billion people will be on the Internet.

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What does this mean? It means that the entire structure of the world economy is changing. Distance collapses and differences dissolve. Suddenly an automobile manufacturer in Germany relies on parts made in Ohio and Michigan. American rice is sold in Japan. For us, the age of possibility means that more Americans than ever before will be able to breathe life into their dreams, and build the lives they dream of. It means the freedom to work with your mind, and from your home. It means jobs as unknown today as being a genetic engineer was unknown just ten years ago.

For all of you, here at Princeton, I am willing to bet this Age of Possibility will actually be an Age of Probability. But America's mission must be to ensure that all our people can seize the possibility this new age confers on us. In doing that, we must trust in the values that have always kept us strong: To create opportunity for all; to demand responsibility from everyone; and to inspire a greater sense of our common purpose. In Commencement addresses over the past month, I have talked about how to restore our American community, and how to keep America the strongest force for peace, freedom, and prosperity in the world. Today, I want to talk about how we can grow our economy, and especially, about how we must extend the frontiers of education for all Americans so they can prosper in this new era.

For 220 years, opportunity for all and the freedom to seize it have been the defining essence of America. We have not always made that ideal a reality. But the course of American history is the steady march of a nation striving to be ever more worthy of its ideals. We must march on. As we stand together at the edge of a new century, we must never ask, "What will the future do to us?" but rather, "What future will we fashion for ourselves?"

When I took office, Washington led us toward the future with uncertain steps. The deficit had skyrocketed; unemployment was high; job growth was weak. I was determined to chart a new course. We put in place a comprehensive strategy for economic growth. First, to put our economic house in order so that private business could prosper. Second, to tap the full potential of a new global economy through open and fair trade. And third, to invest in our people so they have the capacity to meet the demands of the new economy.

Our strategy is in place, and working. We cut the deficit in half, and reduced the size of the federal government by 237,000 workers. We have signed over 200 trade agreements. We gave a tax cut to 15 Million hard-pressed working families. The American people have created nearly 9 million new jobs. The combined rates of inflation, unemployment, and mortgages is the lowest in 3 decades. Americans bought 3.6 Million new homes, and started a record number of new small businesses. For the third year in a row, the United States of America is the most competitive economy in the world.

We are doing well, but we must do better. If America grows faster, incomes will grow faster, businesses will grow faster, and more of our people will have more chances to live out the American Dream.

Some people ask, "How much faster can America grow?" The answer is ours to

decide. If we look to the longterm, if we believe in our people, if we give them opportunity and demand they take responsibility, then I say: the sky is the limit.

But we must look with the greatest skepticism at simple solutions that promise the easy way. We know the course that leads to long-term high growth -- we are on that course; we must expand it; but we must not veer from it.

How will we go forward? First, a real growth strategy must finish the job we started in 1993 and balance the budget. It is wrong to leave our children a legacy of debt. But balancing the budget also keeps interest rates down now, and helps increase savings now. Large corporations can expand, and small businesses can start. Families can buy homes, and parents can send their children to college. We must not turn away from the responsible course towards a balanced budget.

Second, a real growth strategy must continue the fight for open and fair trade. We know the fastest growing economies are the most open economies. And we know that when American workers and American companies have the chance to compete, we do not take second place. But we also know that if America's markets are open to the world, then America has a right to demand that the world's markets are open to our products.

Third, a real growth strategy must do more to help all Americans seize the potential of this economy. America will never sustain high growth for the long-term unless all Americans have a chance to share in its benefits. A change in jobs should be a chance to move up, not a threat to people's basic security. We must ensure that people have health care, pensions, and training they can take with them when they move from job to better job. We must increase the minimum wage, to make work pay.

And a real growth strategy must cut taxes for middle class Americans in a way that enables them to make the most of their own lives -- by caring for their children, saving for the future, and most of all, by investing in their and their children's education.

In many ways, the cornerstone of my growth strategy is one word: education. If there is one thing above all else we must do to unlock the age of possibility for all Americans, it is to give every single child -- and every adult who needs it -- the chance to get the best possible education.

My fellow Americans, here are the fundamental truths of our age of possibility. This is the Information Age. Nothing is more important to succeed than knowledge, than skills, than information. Education is not just the fault line, it is the great continental divide, that separates those who will prosper and those who cannot. The sturdy bridge that leads from the old economy to the new, is education.

In our first two centuries, America led the world in part because we made the most of the natural resources we were blessed with: our land, our rivers, our iron and coal. The mind is the great natural resource of the next American century. And we must insist that America has the best educated people in the world in the 21st century.

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That is why we have worked hard to help schools set high standards and have high expectations. I have challenged the states to dismantle the barriers that discourage the most talented people from becoming teachers, to find ways to reward the best teachers, and ways to make it easier to remove those who do not measure up.

We are working to give every child access to a computer, good software, trained teachers, and the Internet. That can allow them to explore the early papers of James Madison and the latest papers of cutting-edge physicists. This spring, the Vice President and I helped kick off Netday in California where schools, business leaders, and civic leaders have already wired [20] percent of the schools. I'm pleased to announce today that a partnership of high-tech companies, parents, teachers and students, are launching Netday New Jersey to wire over 1000 of New Jersey's schools by this time next year.

Above all else, higher education is the key to the growth we need to lift our country. The G.I. Bill and college loans threw open the doors of college to the sons and daughters of farmers and factory workers -- and they have powered our economy ever since. Colin Powell, Bob Dole [business leaders to come] and I all have one thing in common: America helped us go to college. Fifteen years ago, the typical worker with a college degree made 36 percent more than a worker with a high school diploma. Today, the college-educated worker makes 74 percent more than the high school worker. [Stats to come on income difference for two years of college]

To meet this challenge, my Administration has put in place an unprecedented college opportunity strategy: Student loans directly to the people who need them. AmeriCorps, to give XX,000 young people the chance to earn their way through college by serving their country. More scholarships for deserving students. And we have proposed to go even further: expanding work-study so one million students can work their way through college by the year 2000. Letting people use money from their IRA to help pay for college. And a \$10,000 tax deduction to help people pay for education after high school.

I am proud of this strategy. But we must do more, as America always has when we have realized our people needed more education to get ahead. After the Revolution, the new United States began to establish schools in every community. At the turn of the century, the Progressives made the requirement that every child should be in school the law of the land. After World War II, with a new world of opportunity beckoning, we said 10 years was not enough -- that public schools should extend for 12 years.

Today, we must raise our sights again. The frontiers of public education must no longer stop at high school. As we enter a new century, we must make 14 years of education the standard for every American.

That it why, today, I am announcing a new plan to make two years of college as universal as four years of high school. And the right way to do it is to give families a tax cut, targeted to achieve our national goal. We will say to anyone in America who wants to go to college: if you work hard and earn a B average in high school, we will give you a tax credit to pay the cost of two years of tuition at the average community college.

If you're in high school, we will say: Stay in school, get good grades, and go to college. If you're in your twenties and already working, but can't move ahead on a high school diploma, we will say: Get the skills you need; go to college. If you're 40 and worried that you need more education to support your family, we will say: Go part-time, go at night, but by all means, go to college.

I know this works. When I was Governor of Arkansas, we created Academic Challenge Scholarships -- given only to students who make a good average, stay in school, and stay off drugs. And today's proposal builds on the enormously successful HOPE Scholarships in Georgia, which guarantee any student in the state free college so long as they earn a B average. This year, HOPE scholarships are helping 80,000 Georgia students -- including 70% of the freshman class at the University of Georgia. In recognition of Georgia's leadership, I want to call my proposal "America's Hope Scholarships."

Money doesn't grow on trees in Washington (and perhaps not even here in Princeton). That is why I have put forward enough spending cuts in my balanced budget plan to pay for this. What's more, the young people who want this help are going to have to work for it. We must not go back to the days of something for nothing. The era of big government is over, and so is the era of big deficits. This plan is targeted and it is paid for -- and no tax cut will do more to raise incomes and spur economic growth over the long haul than one designed to help people go to college.

Finally, this plan will work because it is based on America's most basic bargain: America's duty is to create more opportunity. And our responsibility as Americans is to make the most of it.

We must never forget it is that basic bargain which has always brought us together as a community, as a country. No generation of Americans understood that better than the generation represented by a special group here today -- the Class of 1946, celebrating its 50th reunion. When you laid down your studies to take up arms, you took the ultimate responsibility for the future of your nation and your world. And when you returned, a grateful nation did everything it could to create opportunity for all of you. And we can all attest to the fact that you made the most of it.

The lesson the Class of 1946 teaches the Class of 1996 is this: You will do well, because America does well. You must never be satisfied with an age of probability only for the sons and daughters of Princeton. You could go your own way, in a society that so often seems like it's coming apart. You have the ability to succeed in this economy; and you could secede from the America trapped in the old economy. But you must not secede from our common purpose. You must engage on our common ground. You must follow the example of the Class of 1946, who sacrificed for America like no other generation in history, and built the future you live in. Your blessing is an obligation -- to help ensure that the promise of this age is made real for all the sons and daughters of America.

In 1914, President Wilson wrote: "The future is clear and bright with promise of the best things. We are all in the same boat, and we now know the port for which we are

bound. We have a common discipline of patriotic purpose. We shall advance, and advance together, with a new spirit, a new enthusiasm, a new cordiality of spirited cooperation."

The Class of 1946 stands halfway between the day of Woodrow Wilson and you who graduate on this day. They built a future that lived up to the promise of his words. We can do no less. That is the spirit that must guide America as we march together, across the bridge that will lead through the age of possibility to a future of greatness. Thank you, God bless you, and God bless America.

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

May 16, 1996

CONFERENCE ON CORPORATE CITIZENSHIP
PANEL I

Gaston Hall
Georgetown University
Washington, D.C.

11:30 A.M. EDT

FATHER O'DONOVAN: Good morning. Mr. President, Mr. Vice President, distinguished guests, ladies and gentlemen, I am delighted to welcome you to Georgetown University as you explore the issues of corporate responsibility and citizenship. I am particularly delighted to welcome the many major American business leaders who have shown their care not only for productivity and profits, but for people. And I welcome our 24 MBA students up here on the stage.

The key word embedded in any definition of good citizenship is responsibility. We hear a great deal about it today -- in the press, in the Congress, in society, among church leaders. Sometimes the reference is to personal responsibility, sometimes to social responsibility or civic responsibility, or even fiscal responsibility. But whatever the usage, it always implies an obligation, a trust, a duty toward something beyond one's immediate self, whether that self is individual or corporate.

What it means for corporate activity will of course be one of the key questions to be discussed today. But we know that all institutions, including universities and corporations, are going to have to do more to accept responsibility for building a new sense of community in our nation. You will be sharing examples and insights today that suggest ways to begin. Higher education is anxious to join with you.

Perhaps it's time for society to look not only for the creation of profits, spelled p-r-o-f-i-t-s, but to the creation of prophets, spelled p-r-o-p-h-e-t-s. (Laughter.) Leaders who can speak with a truly prophetic voice about the need for all of us, corporations, academic institutions, students, educators and citizens to turn our attention toward serving a greater good, a good promoted

economic prosperity, but not only by that means.

Overall, I think we can best promote corporate responsibility by adherence to personal responsibility, a sense of obligation to the common good, the well-being of employees, their families, their communities and their future, and to our nation and our world. The root of the idea of responsibility is response, answering. It means answering for who we are. We cannot answer for ourselves, as Fyodor Dostoyevsky so dramatically pointed out to us, unless we answer for others -- indeed, unless we answer to the God who made us all.

We scarcely need another reminder than that of the business leaders who died with Secretary of Commerce Ron Brown while trying to be of service in the Former Yugoslavia. How do we honor their memory better than by emulating their dedication to citizenship

responsibility? As we approach the 21st century, corporations, unions, universities and private groups, must play a greater role in securing justice and equality for all citizens, not just for those on Wall Street, but for those on Main Street.

Indeed, in their 1986 pastoral letter on economic justice, the nation's Catholic bishops put it this way: Economic decisions have human consequences and moral content. They help or hurt people, strengthen or weaken family life, advance or diminish the quality of justice in our land.

At Georgetown, as one of the largest corporations in the Washington area, we are trying to do more to ensure a better future for everyone in our community. We are investing, for example, a million dollars to help capitalize the Community First Bank, a new financial institution for low and moderate income neighborhoods in the District of Columbia. With many other universities we are committed to public service, encouraged by the federal Learn and Serve America project and higher education's Campus Compact.

All these people are working hard to promote what Carol Quigley once called "future preference," a conviction that the future could be better for all American citizens, and it was the obligation of each of us to work for that end.

I invite you to join our young people in searching for and better ideas about our personal responsibility, our corporate responsibility, our civic responsibility. Nothing less than our future as a nation, a community of communities, is at stake.

And now I have been asked to introduce, my notes say, "our next speaker." (Laughter.) But let me tell you that he told me to start speaking. A member of the Georgetown University Class of 1968. In 1991 he returned to Georgetown and invited us all to a new covenant of responsibility for our nation's sake. Since then, he has been back on campus a good many times, again urging us to live up to the obligations of good citizenship.

We await his words eagerly today. Ladies and gentlemen, the President of the United States, Bill Clinton. (Applause.)

THE PRESIDENT: Thank you very much, Father O'Donovan, for giving those assembled here in five minutes the essence of what I got in four years of my Georgetown education. (Laughter.) When I was a student I came to this magnificent old hall many times to hear other people say things I thought were very wise. I never imagined I would be here so many times myself in this position, but I am delighted to be back.

This is a peculiarly American event we're about to have today. And I'm glad that the business students from Georgetown are here, the law students, the undergraduate students. I understand this is the day after finals -- that shows the level of devotion to this topic -- (laughter) -- that I hope the rest of us can match.

I also want to thank the business leaders who are here and the labor leaders who are here. There's a remarkable collection of people here from large, medium and small companies, men and women, different racial and ethnic backgrounds, people who represent different kinds of unions and different work organizations -- all committed to discussing this very important topic today of citizenship in the workplace.

As the nature of work and the nature of the workplace changes dramatically and we move so rapidly into the 21st century, what do we owe each other in the workplace? What do employers owe employees? What do employees owe employers? What, if anything, should the government do to help to deal with the new challenges that we face?

We are here today for two reasons: First of all, because there are some very profound changes taking place, and if we respond to them properly, we get very good results. But even in the good results we see some paradox -- our economy in the last three-and-a-half years is a deficit that's less than half of what it was when I became president; low inflation, 8-and-a-half million new jobs, a 15 year high in home ownership, all-time highs in exports and small business formation.

But, still, according to studies done by both the Business Roundtable and the AFL-CIO, high levels of uncertainty in workforce, people uncertain about their job security, whether they can get an increase in income even if they work harder, whether they can maintain access to health care and retirement for their families. And people wanting more genuine participation in their jobs, in their work force, in building their own future.

The government plainly has some big roles to play in reducing the deficit, having good trade policies, promoting our economic interest around the world, investing in technology and research in areas that it's obviously important for a public investment as well as the private investment. There are certain tax incentives the government has provided traditionally and that I hope we'll provide again -- the incentives for research and experimentation, the incentives for companies to help to finance the education of their own employees -- indeed, I would like to see expanded to give a little extra help to small businesses in that regard.

There are certain regulatory changes the government ought to make. The Vice President's worked very hard to work with our agencies in getting rid of 16,000 of the 80,000 pages of federal regulations and changing the way we work with the private sector to make the work place safe and the environment clean. There are some things we have to do to help people to become more employable even if they don't have specific job security, in terms of improving access to educational benefits and creating greater portability for health care and retirement.

And we know that government should do these things, but we also know that most of the action has to be in the private sector. Just as I always say when discussing education, the great magic of education will never be in Washington or any state capitol. It's what goes on in the classroom between the teacher and the child. The great magic of the American system of free enterprise is what goes on in the private sector. Indeed, one of the things that I like best about the job figures of the last three-and-a-half years is that the percentage of new jobs being provided by government is the smallest it's been in 20 years or more. And the federal government is almost a quarter of a million people smaller than it was when I became president, and overall, we are relying more and more on private sector job growth. And that, I think, is a good sign.

But what that means is that the mutual responsibility that employers and employees feel toward one another and toward the larger society is becoming even more important.

I would just like to mention a couple of things that I do not think we will discuss today, because I think they are illustrative of the way that we can deal with these issues. I have been very, very impressed with the work that the private sector has done with our administration and especially with the Vice President in trying to find new and economically efficient ways to protect the environment: the auto companies working with us to develop a new generation of cars that can get triple the car mileage that we take granted as the ceiling today; all the companies that have worked with us to -- in the Project XL where we say you agree to meet certain high environmental standards, take the thick EPA rule book and throw it away. And we've got a long line of people that want to get into that particular project.

But it's working. This is exciting. The companies that have worked with the Occupational Safety and Health Administration say if we involve our workers and ourselves in a joint effort to make the workplace safer, we ought to get to decide how to do it if we can do it more efficiently and get better results. These are achieving good social ends as well as good ends within the workplace. I want to say a special word of thanks to the entertainment companies that worked with us and that are now hard at work in developing their own rating systems for television programs, for violence and other contents that may be inappropriate for children -- no government involvement at all except our agreement to work with them in the passage of the law that requires the V chip to go into the television.

These are very encouraging things. We got some indication yesterday that we may even wind up with an agreement with the private sector in this effort that we've been so intentionally involved in to try to curb the teenage smoking, when Philip Morris the U.S. Tobacco Company indicated that they would agree to legislation to limit sales of tobacco to children and to reduce advertising of tobacco that affects the nation's children. And I

to thank them for that.

I have to say, in all candor, I believe we should do more because, under the proposal, kids in this country would still be confronted with Joe Camel and the Marlboro Man on billboards and stores and all the magazines. And we know 3,000 children start smoking every day and 1,000 of them are going to die early because of it. So I don't think it's enough. But I do believe that it's an indication that there may be some way that we can agree on legislation to do this. If all of the tobacco companies will voluntarily accept legislation containing the limits that will be as effective as what we've proposed, I will say again -- we believe it's better to have the companies come forward and ask for legislation. And the FDA has made perfectly clear that they will stop their efforts to impose regulation if we can have a joint agreement on a legislative solution.

These are the kinds of things that I want to do more of in dealing with the larger problems of society.

But to come back to the main point, the workplace itself has to produce a profit, has to produce a vibrant free enterprise system for America and what the relationships are in this new economy between employers and employees will have a great deal to do with that. The business leaders who came from all over this country today to be a part of this received a letter from me in which I suggested that there were at least five elements of corporate citizenship that ought to be considered as we move through this period of dynamic change.

First of all, since almost all families have all the adults, whether there are two or one in the family working, workplaces should be more family-friendly. We shouldn't ask our working people in America to choose between being productive workers and being good parents. Secondly, health and retirement security are profoundly important. And the nature of benefits, health and retirement benefits tied to the job has been changing rather dramatically in the last several years. How are we going to continue to ensure health and retirement security?

Thirdly, safe and secure work places. Fourthly, employees that know that they are invested in. How can we continue to develop the capacity of the employees of this country? One business executive, unrelated to this meeting, wrote me a letter saying that he had gone out of his way to invest more in the education and training of his employees once he realized they were less likely to be with him for a lifetime. He said, I felt that I owed even more than I ever had before to them to make them employable if for some reason they had to leave our company.

And, finally, the issue of partnership in the work force. One of our participants said today, in a very moving statement, that he had talked to a man who worked in a factory -- one of his company's factories -- who had been elected head of his local

and was prominent in the society in every other way. But he said it was only recently that his company had decided to let him participate from the neck up. For years and years and years, at work, he'd only participated from the neck down. Everybody else in his community wanted him from the neck up, just his company didn't. That was a profound statement, I thought. And more and more of our companies are looking for ways to let people participate from the neck up. When people feel that they're on the same team, it's a lot easier to take the bad news along with the good.

So these are the things that I hope will be discussed today. The companies that we will hear from up here are being showcased for one reason -- they have done all of these things in ways that I believe prove that you can do the right thing and make money, that you can be successful in the American free enterprise system by having better and stronger relationships and ties with your employees. Every company represented out here in this audience today had another story like that to tell.

I'm going to do my best just to stay out of the way and let them talk and then let all of you talk, hoping that some good ideas will come out of this because I believe the power of example to change the behavior of Americans is enormous. We have seen it in case after case after case. And I think that the coverage of these issues, on the whole, has been concentrated in negative examples when something bad happens to people, which then may be translated as a general rule. What I want to see us do is to elevate the good practices that are going on, show how they are consistent with making money and succeeding in the free enterprise system, and hope that we can reinforce that kind of conduct that so many of you have brought to bear in your own companies and with your own employees.

Let me say that I know that this is not an issue that can be solved in a day or a year, and that this is not a question of finding an answer. What we have to do is to join together in a great journey as Americans, to continue to deal with these issues as we go through this dynamic economy. And I have given a lot of thought to what we could do to sort of signal that we're going to do this over the long run.

And today I have an announcement to make that I think reflects the spirit of what we are doing and will help us to continue to do it year-in and year-out forever. I asked a number of business leaders, led by John Bryan (phonetic), the CEO of Sara Lee, and Larry Bossidy (phonetic), CEO of Allied Signal, to come together to develop an award -- totally financed and operated out of the private sector, not a government award -- to honor every year outstanding corporate citizenship. It would operate something like the Malcolm Baldrige Award does, that recognizes businesses for the quality of their products or services.

This award will celebrate business for the quality of their relationship to their workers and their communities. The award, as I said, will be created and managed entirely by the private

tor, and its criteria will be based upon the five principles of corporate citizenship I mentioned earlier. These leaders will seek the advice of members of the business community, workers and their representatives and others, including educators. It will be presented every year by the President of the United States, and it will be called "The Ron Brown Corporate Citizenship Award." (Applause.)

We are honored to be joined here by Alma Brown. Thank you for coming today. Bless you, my friend -- stand up. (Applause.) If there ever was a person who thought you could do well and do good at the same time, it was Ron Brown. And I can't think of a better way for us to honor him by continuing this work.

Let me end by saying now, we're going to spend the rest of this day listening to you, trying to come to grips with these issues. We know that a lot of them are very difficult, that the facts will be different from industry to industry, sector to sector, company to company. But we also know that this country cannot become what it ought to be. We cannot make this transition into the 21st Century unless we create opportunity, unless we all go forward with a sense of personal responsibility, as Father O'Donovan said, and unless the end result is the community of America is stronger.

We have always believed that free markets and free enterprise made our whole country stronger, and we have always believed as Americans that we can find a way to correct the problems of the system so that it could thrive. That really is the whole story of the United States in the 20th Century, and I suppose the conversation we're having today will help to tell the story of the United States in the 21st Century. We need to give the right answers, and I think we will. Thank you very much. (Applause.)

Our first panel will deal with a lot of the questions of family-friendly workplaces, safe and healthy workplaces, and health and retirement security. We'll start with the question of families, and I'd like to begin by calling on Kenneth Lehman, the co-CEO of Fel-Pro, Incorporated, a third generation, family-owned automotive supply manufacturer in Skokie, Illinois. I'd like to ask him to tell the Fel-Pro story and why such a small company provides such extensive family benefits to its workers and whether this undermines or contributes to its success in the marketplace.

Mr. Lehman.

MR. LEHMAN: Thank you very much, President Clinton. Fel-Pro is honored and flattered to be included in this important national conference. A few brief words of background on Fel-Pro. We're 78 years old. We're privately held. The company was founded by my great grandfather and my grandfather -- I guess that makes me the fourth generation. We make and manufacture gaskets, sealing surfaces and other products for internal combustion engines and transmissions. We also make specialty chemicals for industrial

tenance and repair, like anti-seize lubricants and epoxies.

We employ a heavily inner-city factory work force, and 50 percent of our work force are minorities. Sensitivity to workers' needs and issues and commitment to providing a decent and fair place to work has been a way of life at Fel-Pro since our founding. The business press and media is full of obituaries announcing the death of corporate loyalty and corporate family.

But to paraphrase Mark Twain, as you did, Mr. President, at Xavier University, reports of those doubts are greatly exaggerated, at least from Fel-Pro's perspective, and judging from the conversation this morning, from the perspective of other companies as well. We've always believed that a work force which is treated fairly and decently will be loyal as well as diligent, quality- and cost-conscious and customer driven. And that's been our philosophy.

Now, I've been asked to give some examples of the work and family and family-friendly programs and benefits that Fel-Pro has implemented. I'm going to begin by telling you about a 220 acre employee recreation area that we founded in the late 1960s called Triple R, for rest, relaxation and recreation. And in 1973 we established a summer camp for the dependent children of our employees, and 300 kids go there every summer. In 1980 we put an on-site wellness center in our factory. And in 1983, we put in an on-site day care center. One day a week, on-site, we have legal counseling for our employees.

And we have an employee assistance program which offers confidential counseling and referral services to help our employees with personal problems. We also have an elder care program. We have tuition assistance for the in-service employees, as well as scholarship and tutoring programs for their kids. We have what's called the Better Neighborhood Fund, and this is near and dear to my heart. This program gives small contributions of up to \$1,500 to the very most grass-roots organizations in the neighborhoods where our people live.

We also have a pretty long list of other smaller programs and benefits, which include seasonal gifts like turkeys at Christmas and a little box of candy at Valentine's Day. We give out Bulls tickets to our employees who come up with the best productivity improving suggestions.

Now, the cost of all of these work and family-type programs are \$.70 an hour per employee or, stated differently, that is less than 10 percent of our total cost of benefits. And when you consider the government mandated benefits and the traditional benefits, which include hospitalization and major medical care, profit sharing, vacations and time off, it's really a very small percentage of our total benefit package.

Three years ago, the University of Chicago did a study

Fel-Pro and they were looking to find a link between family responsive policies and programs and job performance. It was a collaborative effort between the business school and the school of social service administration. And what was found was that employees who utilized and appreciated our benefits most extensively, participated most regularly in productivity cost and quality improving programs. They were the employees who had the best performance evaluations and the ones that had the fewest disciplinary notices. And they were the employees who embraced change most willingly. And companies with employees who thrive on change rather than fear, will be the successful companies in the 21st Century.

Work does not exist in a vacuum. To the extent that we can help our employees deal with family issues and pressures -- and our summer camp is just one example -- the alternative for many of our work force for the summer camp when school isn't in session is to have their kids out on the inner-city streets. And so if we can help those employees come to work less preoccupied, then they are better able to focus on serving customers, battling competitors and improving our products. It works for Fel-Pro. We regularly exceed industry profitability averages and we have won many of the quality and customer service awards our customers give out and, in fact, one of our customers is in the room today -- Cummins (phonetic) Engines -- so you can check with him, with Jim Henderson, if you care to check it out.

And so I tell you these things not to crow or brag about Pro, or to even suggest that we don't worry about a variety of other issues on a daily basis but, rather, you know, I wanted to provide specific examples of what can be done and proof that it can be done affordably.

Conventional thinking places extensive family-friendly benefits and corporate profits at opposite ends of the spectrum. However, we feel that our benefits enhance our profits, and as long as our bottom line continues to confirm this, we'll keep doing it. Thank you.

THE PRESIDENT: Thank you very much. (Applause.)

I would like to illustrate -- this is all something all of you know, but I think it's worth just putting the facts out there -- these family-oriented policies are much more important today than ever before because 60 percent of the mothers in this country with children under six are in the work force -- 60 percent; 76 percent of all the mothers with school-age children are in the work force; and 12 million families in America are exclusively maintained by working mothers. So these numbers give a little greater resonance, perhaps, and meaning to the presentation that's just been made.

I'd like to now call on Fran Rogers to talk a little bit about her company and what she's done with Work-Family Directions.

MS. ROGERS: Thank you, Mr. President. I, too, of

se, am very honored to be here and I thank you. Let me start by saying something that may surprise you. At Work-Family Directions, of all places, we almost never use the term "family-friendly" nor think of it. We actually make no distinction between support of our people and doing what is best for our business. So we don't need the term "business-friendly" any more than we need the term "family-friendly." In fact, we have built our whole business on the premise that managing explicitly for employee commitment to the business is necessary for a healthy bottom line.

I started my company in 1983, in part because I felt that my previous employer wrote me off as not very serious. My first child had severe asthma, and I had to modify where and when I worked because there were many times when there was no substitute for my presence. Although I continued to get results, sometimes in the middle of the night when my daughter was sleeping, I knew that I would have to prove myself anew and I just didn't want to do it again.

The silver lining of this all too common story for me was that out of this experience, in the great American tradition of entrepreneurship, I saw that there was a great opportunity to help others manage and support people differently so that there is an unleashing, rather than a quelling of drive and ambition. But as I built my business, I knew that I could not and should not advise others if I did not do my level best to manage people well and toward commitment.

Work-Family Directions has 400 employees, and about \$65 million in revenue and, I'm happy to say, a healthy bottom line. We are smaller than many of the people here today, and we are smaller than each and every one of our clients. But it's interesting because we face similar pressures. Our people have complicated and full lives, and a full range of changing values and needs that they bring to the workplace, whether we like it or not. Our marketplace is becoming increasingly competitive, with price pressures brought about by the cost consciousness of large companies -- maybe in this room -- increased quality expectations, technology investments, and rapid change part of the daily landscape, whether we like it or not.

You may wonder whether a privately held, relatively small company is relevant to the issues of larger organizations. And I think that it is, in that I have watched many large companies change and become more supportive and better managed over time. They don't do it all at once. They transform one plant at a time, sometimes one manager at a time, sometimes one business division at a time, in every case, taking into account who the people are, what the community is like and what the business circumstances are.

We started our business believing that effort not made by our people would be our greatest strain but also our greatest asset to mine. I don't want Work-Family Directions to be a place where people say things like, "Let someone else worry about it," when it comes to serve a customer. When our clients walk around our

ices they tell us that the energy and commitment to customers is
ible, is palpable, and our quality measures tell us this, too.

What we do to achieve this is not, if you'll excuse the expression, rocket science. It's dozens of small things, and it is embedded in our culture. When people need flexibility at our company, we don't make them beg for it, we don't dole it out as a favor, we simply ask them to show us a way that the work will get done and their any new arrangements.

On snowy days when we have to open our national service center, the Boston schools are closed. It's in our interest to provide the child care right at the company so people can get in and have their children safe. We do the same things to school vacations. We also support our people with things like college counseling and advice when their children are having trouble in school. And the reason we do it is because many of the public schools around us have virtually cut out their guidance departments.

We help pay some of the costs of child care for our lowest income employees so that they can have a stable experience with us. And when any employee who has to take out-of-pocket expenses to travel for work, works for us, we help pay for that.

We have a diverse work force, and at the core we trust our people. Even when they don't like a decision we make, they tell us that they feel like there is a caring and respect for who they

Given my understanding of human nature and my practical immigrant child roots, it seems like it's just common sense that it's a prerequisite that our people know we care about them before they can care about our business.

Recently, we worked with one our clients, du Pont, to measure the effects of 10 years of prudent investments in making the workplace more flexible and supportive of family. The data collected showed a highly significant relationship -- as was just described at Fel-Pro -- between using du Pont's support and being willing to go the extra mile to do whatever it takes to make du Pont win in the marketplace. In fact, employees who felt supported were the most committed group.

I was delighted with these results. But, frankly, while they were counter-intuitive to some people, as an employer, they were consistent with my experience. At least weekly, an employee who has changed work hours, taken a leave to care for an elder, or been trusted with a major business decision where they've been given honest information, comes to me in person, via voice mail, through e-mail, to say how much the support has meant. And they don't tell me that we're nice or that we're socially responsible, though I think we are. What they tell me is that the support offered them a tool so they can work better. They say it helps them contribute more to the company and to their families and, most important as an employer, say our unique environment makes them want to do anything that will make us successful.

In the end, isn't that what we want all our employees to feel? Thank you.

THE PRESIDENT: Thank you. (Applause.)

I'd like to make two brief points. First of all, I think the odd concept of all these things as tools that other people use to make the most of their own lives and their family lives is a very helpful way of looking at this, because most people just want you to make it possible for them to make the most of their own lives.

I also should point out that, since Fran didn't explicitly say this for fear that at this meeting she'd look like she was hawking business, this company, Work-Family Directions, is based in Boston, they employ about 250 people and they provide work and family referral services to larger companies, including child and elder care referrals, adoption referrals and a number of other services. So she's seen this from the perspective, as she said, of both smaller companies and larger companies.

We should say the size of each of these companies, because I think that's important. Fel-Pro has about 1,700 employees, I think -- is that right?

MR. LEHMAN: With 2,000 in the Chicago area and 800 in other places.

THE PRESIDENT: Yes, but in the Chicago area it's about 2,000.

MR. LEHMAN: Yes, we have about 2,000.

THE PRESIDENT: Now, our next panelist is famous to all of us who have children who love the environment and some of us who like to get out and around ourselves. Yvon Chouinard is the founder of Patagonia. And among other things, Patagonia devotes one percent of its sales to environmental projects and initiatives -- something which, when Chelsea and I go Christmas shopping every year she always reminds me when we decide what to do. (Laughter.) So I'd like to ask Mr. Chouinard to tell the story about his work family benefits program and how it's worked into Patagonia's history.

MR. CHOUINARD: Thank you, Mr. President. I'd feel a lot more comfortable on top of a mountain than here right now. (Laughter.)

THE PRESIDENT: Pretend that's where you are. (Laughter.)

MR. CHOUINARD: The mission statement of my company is, "Make the best quality product and cause no unnecessary harm." Quality is not something you can do piecemeal. Either you believe in quality or you don't; either it surfaces everywhere and you commit to

everywhere, or you don't. There's no gray area here.

I don't think it's possible to make a great quality product without having a great quality work environment. So it's linked -- quality product, quality customer service, quality workplace, quality of life for your employees, even quality of life for all living things on this planet. If you miss any one piece, there's a good chance you'll miss it all.

A family-friendly business tries to blur that distinction between work and family and work and play. For us, a quality workplace includes one of the best child care centers anywhere. The law requires that there be no more than four infants for every caregiver. At our center we have only three infants per caregiver. The law also states that there be no more than 12 two-year-olds per caregiver. At our center there are no more than five.

The center is on-site. Therefore, mothers can continue nursing their children while they are back at work. Mothers and fathers can take breaks and have lunch with their kids. Some parents choose to keep their young babies right at their desk. When we began our child care center in 1984, we were only one of 150 corporate on-site child care centers in the United States. In 1994, I believe it went up to 1,100.

For us a quality workplace is a flexible one. Our employees work hard and many of them work long hours. But we're flexible in allowing them to fulfill other interests or obligations. We have world-class athletes working for us, and if they are to stay the best in the world, they need time to climb or paddle or surf. We give them that time and it shows in our product.

For us quality of life means strong and healthy families. We give two months' paid parental leave for mothers and fathers. I don't want employees, male or female, who feel as if they were forced back to work too soon. I want employees who feel secure enough at home that they can be creative while at work. I want them to bond with their children. I want them focused. And if they're distracted by guilt, they can't focus. We don't provide these benefits because we're nice. We provide them because it's good for our company.

The benefit that any other business should understand is the impact these programs have on turnover. It's incredibly expensive to hire and train new employees. At our place it can cost \$90,000 to find a senior manager. After the initial expense, they can spend many months, even years on a learning curve. This doesn't happen very often at our place. The turnover rate at our main offices is 4.5 percent. The average for our industry is 20 to 25 percent. Our employees stay with us for a long, long time. They don't stay because we pay huge salaries -- because we don't. (laughter.) They stay because it is family.

This part of our mission statement is easy because it's good business. The other part -- and this is important to the individuals and families who work for us -- is about causing no unnecessary harm. No unnecessary harm is also about quality of life, of all life, and it's more difficult to achieve. We're fortunate in that our jobs don't depend on making land mines or pesticides, but in making clothing. We do use up nonrenewable resources and we do pollute. So every day through our environmental assessment, we attempt to do less damage.

We also take, as the President said, one percent of our sales and use it to safeguard and restore the natural environment. Our customers appreciate our efforts, and all of us feel little less helpless in trying to leave a habitable earth for our children and other wild things. Thank you. (Applause.)

THE PRESIDENT: Thank you. Let me ask you, how many employees do you have?

MR. CHOUINARD: We have 750 worldwide.

THE PRESIDENT: And that includes the people that actually work in all the stores where Patagonia is sold?

MR. CHOUINARD: That's right.

THE PRESIDENT: One of the things that strikes me about don't know how many of you have ever been in one of their stores, but every time I go into one I feel like I'm in an evangelical mission because all the young people there -- you can't get out of the store, it doesn't matter if you don't even buy anything -- you get the line, you know, that the company is really sort of environmentally responsible and you should be, too. And they always give you something -- do you do any work on that? I mean, do you actually work on getting these kids to learn how to speak that way or do they do it just because you set a good example? (Laughter.)

MR. CHOUINARD: Well, I think this type of thing can't be done from a desk somewhere in the part of the company that's called the Environmental Desk. It has to be driven all the way down to every single employee. It's part of everybody's job. So they were doing their job.

THE PRESIDENT: Very impressive. Let me also say one other thing that -- some of you, if you saw the State of the Union address, you know that I mentioned what is now the very famous story of Malden Mills, the Massachusetts-based company that had a tragic fire and afterward the gentleman who owned the company told the workers he was going to keep supporting them until they got up and going again. His name is Aaron Foyerstein (phonetic) and he's here too, right out there. Stand up, sir. (Applause.)

The reason I brought it up now is that Patagonia had a

15-year relationship with them and when he made that announcement, Wagonia announced that they would not have any layoffs as a result of the loss of the customer and that they would continue to support each other until Malden Mills got up and going again. And I think that is also a very credible thing.

I'd like to ask the Vice President now, before we go on to the next topic, to talk about some of the things that are being done in the federal government to provide our public workers with access to family-friendly benefits. I must say that this is an area in which the government has lagged behind, at least the most forward leaning private sector companies. And we've tried to do some things in this regard. I'd like for the Vice President to talk about it.

THE VICE PRESIDENT: Thank you very much, Mr. President. And ladies and gentlemen, I'd like to preface my remarks with a reminder that in our system of government, the head of state and the head of government are combined in the person of the President, not separated as they are in most countries around the world.

The President is speaking here today in this dialogue in his capacity as head of state, in leading our whole country. But he also has the daily responsibility of managing the operation of the entire government. We have 3.5 million federal, military and civilian employees -- more than half of them now civilian employees. When we began this task -- when the President was inaugurated three-and-a-half years ago, we found an enterprise that was in the so-to-speak, and had a lot of waste and float -- and I won't go into all that.

But the President asked me to begin the national performance review, sometimes called re-inventing government. And we went through a process that included the same kind of downsizing that many of the corporate leaders here have gone through for many years now. The government is now 240,000 employees smaller than it was three-and-a-half years ago. But in the course of trying to figure out how to accomplish these objectives we looked very carefully at some of the new management approaches that many of the individuals here in this room have innovated and have used to good effect. And we found that most Americans, either through their experience in the workplace or their experience as customers, have learned how to distinguish very clearly between organizations that are managed in the old way and organizations that are managed in the new way.

The President used the phrase in his opening comments "from the neck down" and "from the neck up." It used to be, of course, that employees were usually seen as muscles to be given instructions and asked to do repetitive tasks over and over again. And some have said the single most important advance associated with the new way of managing organizations is recognizing that the greatest unused asset in any organization is the unused brainpower and creativity of the men and women in the organization. And any effort to capture that creativity and intellect and brainpower is going to pay dividends for the entire organization.

To take that as a model, I think you could probably say that the movement toward a family-friendly workplace incorporates the emotions as well as the brain, and sees the employees as whole people in families whose loyalties will be devoted to an organization that respects their own loyalties to members of their family and to their community. And in an era when downsizing has produced a good deal of concern, some of it expressed at breakfast this morning by corporate leaders who worry that the loyalty given to the corporation or employer may be diminished, respecting the family obligations and roles of employees is definitely a way to engender loyalty on the part of the employees.

The National Performance Review began addressing this in our work force in 1993. This led President Clinton in July of 1994 to issue a memorandum to the heads of all federal agencies to encourage and expand family-friendly workplace practices. We've made a great deal of progress; employees in every federal agency are actually making use of the many family-friendly options to help them meet the demands of both their jobs and their families. Flex time is very widely used; more than 52 percent of federal employees are now taking advantage of work week options other than the traditional five-day, 9:00 a.m. to 5:30 p.m. work day.

Federal government impacts workers and their families in two ways: through our own workplaces and other workers and families through federal programs and regulations that have an impact on the citizens of this nation.

I'd like to tell two brief stories that illustrate how we affect workers and their families and some of the innovations that are now underway. First, a story from our own workplace. The Department of Defense faces some unique family-friendly challenges because, at time, their work force is deployed for long periods of time, such as our soldiers in Bosnia who are there for a year on that important mission.

Let me tell you about one of our military fathers, Captain Greg Bryant, a Marine. You remember when Captain Scott O'Grady was shot down over Bosnia and survived by eating bugs and drinking rainwater. Well, Captain Greg Bryant's unit was the one that rescued Captain O'Grady and returned him safely. Captain Greg Bryant is a Marine, he is also the father of two little girls, ages three and one. He wanted to stay in touch with his family while he was deployed for six months. He recognized the importance of his whole unit staying in touch with their families, and so he took advantage of an initiative from his employer, DOD, and got video cameras and audio and visual tapes so the individuals in the unit could keep in touch with their families.

He personally read stories to his three-year-old on videotape and sent them back home on a regular basis. He led the 1st Airborne Squadron of 450 Marines in doing the same and similar things. I saw a film which showed Captain Bryant's three-year-old kissing the

TV screen as she watched her Daddy read one of the stories to her.

This is not the only family-friendly initiative from the Department of Defense. It's doing a lot of other things to help the work and family balance, such as enhancing the roles of chaplains to provide parenting programs, family workshops, and establishing 291 family centers, recreation programs, youth programs and return and reunion programs.

Now, I want you to understand, the military has been doing this for years. We have built on some of the work that was underway and, indeed, we've used some of their models in other parts of the federal government. Military has been doing it because they understand the importance of secure families to the performance of people who are under a lot of pressure. They see these initiatives and programs not merely as some side benefits for employees, but as an integral part of military readiness, because they understand that the soldiers are not only people who can operate weapons, but have brains and have emotions, and are whole people in families.

I could give you other examples from each of the federal departments, but instead I want to conclude with a story about how we affect other, nonfederal workers and families through our programs. In the worst of all worlds, federal programs get in the way and inadvertently cause problems in the work-family balance. We're aggressively trying to identify these areas and change them. Here's an example.

Recently, a man named Victor Rush, who directs a family investment center in a public housing project, was at a gathering of the Charter Oaks Housing Project in Hartford, Connecticut. A man entered the room, and a small boy rushed up to him saying, "Daddy, Daddy." "Hush," said his mother, "how many times do I have to tell you not to call him 'Daddy' when people are around?"

Well, the child's mother was afraid that if she acknowledged a relationship with the father of her child, she would lose her public housing. Rent rules for public housing, originally set up with good intentions, have inadvertently caused people not to work and not to maintain or create intact families for fear of losing their housing.

There are public housing projects all over America where there are 200 units or more, and not a single intact family, and almost no one working. President Clinton has insisted that this be changed at the federal level. With the leadership of Henry Cisneros, we are changing the rent rules so that no longer will there be situations where residents don't work or fathers stay out of the family because the rent will go up if the additional income is counted. We're also supporting programs like that of Victor Rush.

At that family investment center that he runs, incidentally, men are given work in the housing development effort at \$10 per hour, after sophisticated skills training. But in exchange

for this work, they must sign a contract that says they will spend with their children, attend classes, attend a work group with other men to support their relationship with their children; they will not use drugs, they will live up to the responsibilities of their jobs and support their families financially.

His center has concrete, measurable goals -- namely, to reunite 100 families and increase those families' incomes by \$14 million in five years. There are lots of stories we could relate to you like this, stories from more than half of our federal work force now using flex time, from the thousands who are telecommuting from home or new telecenters, from federal employees who use one of our 800 on-site child care centers; or from those like Captain Bryant, who are taking advantage of special initiatives to create a better balance between work and family.

You can probably see that I'm proud of what the federal government is doing in this area under President Clinton's leadership; and, incidentally, of the five goals that we are discussing here today, this one, the family-friendly workplace and the work and family balance, is a challenge that the President and I will be exploring in greater depth over a two-day period in Nashville June 23rd and June 24th in a workshop on balancing work and family.

I'd like to close by thanking the President for insisting that these initiatives take place in the country's largest employer. Thank you. (Applause.)

THE PRESIDENT: Thank you very much, Mr. Vice President. Let me just make one comment here. I'll just invite your best ideas. The military now has about -- I think about 60 percent of our personnel are married, and as we have downsized in the aftermath of the Cold War we've had to think a lot more about what we need to do to support families. And a lot of times, you read something and you think, boy, this sounds great. For example, if we reduce the number of planned aircraft carrier battle groups -- great, no Cold War problem, we're going to save a lot of money.

One bottom line consequence is that we have to extend the average tour of duty of Navy personnel from six months to nine months -- that's a 50 percent increase in the time those Navy people will be away from their children, and we have to figure out how to deal with that. The Bosnia deployment -- the Vice President said it's a year -- we try to make sure we could get everybody at least one break and sometimes two if they have family situations and need it; that's still a long time to be away from home. And this is in a time of peace, when it's hard to create this sense of national emergency for your children. They wonder, where is daddy and, in some cases, where is mom?

So this is a big challenge for us and, if any of you have any others constructive ideas about other things we can do, I'd personally be glad to have them because we're always looking for new ways to try to support an institution that really tries to live by family values but has been strained just by their duty to the rest of

us as they exercise it.

I'd like to move on now to the second topic, which is maintaining a safe and healthy workplace, and start with Ralph Larsen, the Chairman and CEO of Johnson & Johnson, the largest company so far represented here. They have something over 28,000 employees, anyway -- maybe more, including two great plants in my home state. I should say that Johnson & Johnson has been repeatedly recognized for its innovative, family-friendly practices. But we want to ask, today, Mr. Larsen, to discuss the safety program and the effort that they've promoted in employee wellness and what a safe and healthy workplace has done in terms of the costs to the company and in terms of the benefits.

Mr. Larsen.

MR. LARSEN: Thank you, Mr. President and I thank you for inviting us here today and for establishing this very important dialogue.

Johnson & Johnson has had a longstanding commitment to the safety and health of not only its employees, but their families. We call it Live for Life. And that program really flows out of a very simple document that we call the Johnson and Johnson Credo, which says that our first responsibility is to our customers -- to give them high quality products at good value; secondly, that we are accountable and responsible to our employees and to their families to provide them with a sense of security in their job and safe and orderly working conditions.

That document says that we are then responsible to the communities in which we operate to respect the environment and be a good corporate citizen. And then it ends remarkably with a statement that says if we do a good job on those three things, the shareholders of Johnson & Johnson ought to come out okay. And that's exactly what has happened over many, many years. The shareholders of Johnson & Johnson, over the last 10 years, have seen double digit, in fact over 20 percent, compounded annual returns. So the philosophy embraced in that credo has served us very well.

Now, having said that, we're not perfect. We make mistakes, as everybody does, but we really try very hard to make Johnson & Johnson a safe place to work for our employees and their families. And I'll talk specifically about safety for a moment. Just a few years ago, we took a look at our safety record, and we always thought we did a good job in safety. But we went out and we benchmarked ourselves against other great companies that have done a great job in safety, and we were surprised because we found that while we were pretty good, we were nowhere near the best. And so we said to ourselves, we want to be the best in every field, and we want to be the safest company in America.

So we set that out as an objective. And, frankly, the results have been more dramatic than I ever could have hoped. In

1981 when we started to get serious about it, our safety performance improved by 80 percent. And that's a remarkable improvement. We have a lot of people around the world. And we did it by following four basic principles. The first is communication and training, letting everybody in the company know that we were very, very serious about this. This was not another program of the month, that we were very serious about this, that I was very serious. My predecessors were very serious about it. And we communicated that to everybody in a variety of ways.

Secondly, we engaged in a very intensive program of accident and safety prevention. We don't want to respond to accidents, we want to keep them from happening. And I'll give you just one anecdote.

As hard as we tried -- we use a lot of high-speed equipment, and no matter how hard we tried we found that we couldn't prevent people from circumventing the safety apparatus that we put in. Somebody would remove something and reach into take out a jam, and they'd nip their finger or amputate their finger. So we moved to something called zero access, and that's a very dramatic step. But what it says is you can't get into the equipment. You open any part of the door that gives you access to the equipment, the equipment shuts down, and you can't circumvent it. And it was through that one act that we really prevented serious accidents and deaths and injuries from occurring.

Thirdly, we started a very important program on incident investigation and reporting. When something serious happened, we really went in and looked at it. In fact, for a long period of time, if anybody in any of our operations in the world had a serious accident -- meaning an amputation or a broken bone or something -- they had to fly in to our headquarters and explain to me and to our executive committee how that happened, and how they were going to prevent it from happening again.

Well, you can imagine if you're someplace in the world and you're flying in to explain how an accident happened to one of your employees, you don't want to do it again. (Laughter.) So that had an impact. And finally, we put in a program of measurement and recognition so we could measure our progress and also recognize and honor those people in our company that really embrace safety as a value. So that's what we've done.

We've learned three important lessons. The first, that safety really does represent an investment in our people. It's an important investment. It's hard. It takes enormous effort at all levels of the organization to make it a reality. The second thing we learned is you can never let up. It's a never-ending journey, and the minute that we let up, we find that we start to decline in terms of our safety performance. So it's a never ending effort, and I guess the third lesson we learned is it really is a fundamental responsibility, not just of the corporation, but of every member of the corporation, and it's something that we take very, very serious.

It's the right thing to do. Thank you very much. (Applause.)

THE PRESIDENT: Thank you. Now I'd like to introduce Roger Ackerman, the Chairman and CEO of Corning, and Larry Benkowski who is the President of the American Flint Glass Workers Union, which represents the workers at Corning, to talk about their common experience. In October of 1995, Corning was awarded the Malcolm Baldrige National Quality Award. It's been recognized in many, many other ways. The company has, I believe, over 42,000 employees and has a unique perspective on safety and health and a very strong partnership with its workers. And so I'd like to call on Mr. Ackerman and Mr. Benkowski to discuss their experience.

MR. ACKERMAN: I think I'll go first because Larry will steal all my thunder. (Laughter.) First of all, I think, like Patagonia and like J&J, Corning has a total quality program that we started really when Jamie Hook became the chairman and I was very much involved with this personally. And he adapted it as a way to change the company. Everybody who's in our industry -- the glass industry -- knows that it's an unsafe place, inherently. And you've got to be really concerned about safety and health right up front.

The other obvious thing that happens in total quality is you look at everything you do and examine how it affects your ability to compete. And the bottom line is to compete. And Corning as a company has found itself in many, many high technology, very competitive markets, where you're dealing with international competition. And if you're not good at everything you do, fundamentally, you're not going to win. So safety and health takes its place amongst a lot of other things.

We also have, not a credo, but seven values that we've worked very hard at. And I don't have my grey booklet with me, but everybody in the company is aware of our seven values that we articulated and worked together to make sure that we all understood them. I think when we started the effort of articulating our values, we weren't -- you would get maybe, depending on who you were talking to, you'd get different stories. But we adopted seven of them.

And three of them really create, to me, the framework for safety and health. And they are -- the three out of seven -- are total quality, performance and the individual. As a matter of fact, focusing on the individual, the words paraphrase say that the most important thing we have are the individuals. Our technology is important, but if our individuals are not empowered, are not participating, don't feel good about coming to work, and certainly if they come to work afraid, they're going to get hurt -- in the ultimate form of not being competitive.

And I personally have had some very difficult experiences with safety. This is a very dangerous environment that we're operating in. We're operating in furnaces that are operating over 2,000 degrees Centigrade and one false move and you can be hurt. I, in my early career with Corning, was in the hospital. I

was operating a factory down in Kentucky and one of our guys got
ed. And it made a life-long impression on me as plant manager
going in there and sitting with this man's family as he died.

So that put -- if you want to know where my personal
emphasis on this subject comes, it comes from that experience. And I
vowed that would never happen again.

Well, we have accidents. The good news is that by
adopting this program and integrating it with the way we do business,
we've seen our accident rate go down by 50 percent. And we're well
below the average for manufacturing in this country and well below
the averages for the glass industry. But it's not good enough. And
two or three years ago we took a look at it and said, well, the
numbers aren't getting better fast enough; what can we do
differently.

Well, one of the things I did is I said, well, I'll tell
you what, the top management in this company is going to go on safety
audits. So we took the top 30 people in the company and they now
conduct safety audits at every of our facilities. Every time there's
a safety audit in one of our facilities -- and we've got them all
over the world -- we have a member of top management. And it has
really focused in on this issue.

We also, as J&J discussed, as Ralph discussed, we have a
lot of measuring and display of our safety data. Every one of our
ories, if you walked in, you'll see four or five things that
y're actually connected to their -- every employee in our company
can earn a 10 percent extra pay based on a series of performance
factors. And one of the common denominators in all of our facilities
is their safety and health record.

And every quarter we publish a -- what we call the top
quartile, the middle quartile, and the bottom quartile, and we rank
all of our factories in safety and health. And then we call the
bottom quartile the "no parking zone." And the fact is that this
creates enormous pressure. And it comes out every quarter and it's
circulated all over the company. So there's just been this constant
pressure on improving safety and health.

But I won't sit here and say we're some paragon of
safety and health, because we're still hurting people. But we're
hurting a lot less than we used to and it's wrapped in a -- the
bottom line is if you're going to control your operation and if
you're going to win in the marketplace, safety has got to be a -- is
a prime indicator of whether you really have process control and if
you really know what you're doing.

Larry?

MR. BENKOWSKI: I'd like to confirm

Roger just said of our experience with Corning and on safety and
th and other issues. We formed a partnership, a formalized

partnership, back in 1989. We had had and continue to have an excellent labor-management with Corning, Incorporated, we had had for a half a century. When we formalized a partnership agreement, that was a direct lead-off from the total quality approach which we undertook 12 years ago together, and we began to focus on a number of problems in our factories -- safety and health being a major issue.

Safety and health is expensive if it is not properly addressed and people are not trained and made alert and focused on conditions in the factory, those that are adverse, and how to cope with them.

We focused on other issues in the factories, and within a couple of years we developed what we call a goal-sharing plan, which really puts emphasis and focuses workers' attention as well as the management attention on the specific issues, because every day there's a measurement in the plant -- when you walk into a Corning plant you see graphs and charts. I recall a former New York mayor, he used to say, well, how am I doing -- he'd go out in a crowd and say, how am I doing? Well, in a Corning plant they tell you how you did. And it's posted so everybody has that information available.

And by focusing everybody's attention on those goals, particularly in safety and health, we've reduced exposure to safety and health problems and incidents by over 50 percent; in some plants, we've practically eliminated safety and health problems that we had been regularly encountering in the past.

Now, Corning is an extraordinary company. Roger and his predecessors have been great corporate citizens of America, and great corporate partners of the American Flint Glass Workers Union, and the members that the company employs. We work together on many areas. Our goal-sharing plan -- in every one of our plants we have perhaps five or six mutually-selected goals we try to achieve that year. And as we reach our goals, there's a financial reward built into the program, and at the end of the year every employee in that facility is eligible to earn up to 10 percent in addition to his regular earnings. And that goes to everybody, it's a group plan.

Now, you know, workers, just like any other person, you get the extra edge and the extra attention if you're going to have some sort of financial motivation or reward. And there's nothing wrong with that. And we have proved in the Corning system and with some other manufacturers with whom we have similar arrangements that there is nothing wrong with financially rewarding people for observing safety factors because the cost of not having good safety practices in the factories is very expensive.

You add the total lost time incidents, the medical care and all the related factors -- the loss of productivity, the loss in training, perhaps you have to bring people in on overtime and pay a premium in order to cover for them -- the cost of safety, of not good safety procedures in the factory can be very expensive. So there's nothing wrong with financially motivating people or the work force

with that consideration. And we've done well at it. We've published a program that I believe is unique in America for factory workers.

We have a program, for example, we have a continuous joint committee of our union members and management representatives who travel the country and visit hospitals and medical facilities to gauge and determine whether or not they provide adequate, good health care, whether they are the highest-quality provider of cardiac surgery or lung surgery, or whatever it may be. And when we discover and mutually agree that this is the finest in the market, one of our members needs that service, he is sent there -- not to his own local community, which may not have a hospital up-to-date to handle that specific procedure. And he is sent there, and his or her spouse is sent there. And all travel, expenses, lodging is paid for by Corning, Incorporated.

And I think that's a fantastic program because I have been the recipient of some rather sophisticated surgery a couple of years ago. And I know what it means when you have something wrong with you and maybe, in your small community, it's not available. And many of our glass factories are in small communities. So in this partnership we have been working with this extraordinarily good company in America, good corporate citizen, we developed that program, which I think our people appreciate sometimes more than about any other single thing.

We recently negotiated our contract, and I can recall members of our local negotiating committee standing up and saying, God bless you Larry and the union and Corning for being compassionate and caring about its employees and working continually all year -- not just at contract time, but continually all year -- to make certain they're provided with the finest health care when needed. And we're very proud of it.

THE PRESIDENT: Thank you very much. (Applause.)

MR. ACKERMAN: You know, I didn't pay him to say any of that, by the way. (Laughter.)

THE PRESIDENT: You wrote each other's speeches. (Laughter.)

Let me thank you and thank Ralph and Johnson & Johnson for your example and your words today. We have given a lot of thought to what we might be able to do in a positive way, rather than in a kind of a negative way, through the Occupational Safety and Health Administration, to make it possible for there to be more stories like the two you just heard.

And I'd like to ask the Vice President to take just a brief minute and explain what we tried to do with our experiment and OSHA and what the results have been.

THE VICE PRESIDENT: Thank you, Mr. President.

Companies that take the kind of approach that Roger Ackerman and Ralph Larsen have just described obviously should not be running into a lot of interference from a public effort to force them to do the kind of stuff that they're doing. In the federal government, there's always the problem of distinguishing between actors, corporate or individual, who are taking the high road and those that are taking the low road. There are a lot of employers that still don't take this kind of approach. But the safety and health system that's primary designed for them should not create a lot of headaches and hassles for the kinds of companies that are doing what you guys are doing.

The President asked our work force in OSHA to come up with a new approach. This one began in Maine with a fellow named Bill Freeman. He and his fellow inspectors were getting lots of awards, but the workplace safety record was not improving. They were getting awards based upon how many citations they issued and how many fines they levied. And so they said, hey, wait a minute, let's change this. And they developed a new approach, which the President is now asking OSHA to adopt on a nationwide basis.

One quick example. You have to have under the regulations a big poster describing what employees can do for redress of grievances on safety and so forth. And they were given lots of fines whenever the employer didn't have the poster up there. Under the new approach, they go out to the trunk of the car and get a poster and give them the poster instead of the fine.

But they identified 200 employers who were taking the high road in the state of Maine with the good record and went to them and said, you work with your own employees to develop and implement a comprehensive plan that does a good job, and then we'll put you at the very bottom of the priority list for inspections. And 98 percent of the companies said, yeah, we like that deal and we'll take that.

During the first 18 months of the program, they identified 100,000 workplace hazards. That is a rate 14 times higher than what OSHA was getting when they were going the old "gotcha" route. And among the Maine 200 companies, injuries are down by 47 percent, productivity is up, S.D. Warren is up 25 percent up in 18 months. Now OSHA is implementing this approach in nine other states in the next few months, and it will be put into effect over the next year or so in the entire nation. We're also implementing it in federal agencies, incidentally. So an additional reward for companies that take this kind of approach will soon be in every state, freedom from some of the hassle that has been associated with OSHA in the past.

THE PRESIDENT: Thank you very much. I'd like to go on now to the final topic of the first panel, and that's health and environment security. And just to note what is obvious, that is, that over the last 10 years there has been a steady decline in the

percentage of people in the work force who have been covered with employer-based health insurance; that the decline has been most pronounced among employees with the lowest levels of education and skills, probably in companies with the smallest profit margins; that there has been a similar change in retirement, although very often it was a change in the form of retirement from defined benefit to defined contribution plans, but there have been other changes and also some loss of coverage.

In 1995, it was the first year in more than a decade that the percentage of people in the work force with health insurance tied to the job did not decline and that could be in part a result of the fact that the inflation rate in 1995 in health care insurance plans was below the general rate of inflation for the first time in a decade.

But, at any rate, this is something that is an issue and a greater issue if you believe that people will change jobs more frequently over the course of the work life than they have in the past. So I wanted to call on, first, Howard Schultz, the Chairman and CEO of Starbucks Coffee, a remarkable Seattle-based company that, doubtless, many, perhaps most of you, have frequented in some city or another in this country and I think they have -- they're growing so fast. I don't know how many employees they have, but I know they have 9,000, maybe there are more -- how many do you have now?

MR. SCHULTZ: Fifteen thousand.

THE PRESIDENT: Fifteen thousand? This was put together last week. They're growing pretty fast. (Laughter.) At any rate, Starbucks has been recognized for its rather extensive benefit program for the work force, including the scope of its health care plan. So I'd like for Mr. Schultz to talk about that.

MR. SCHULTZ: Thank you very much, Mr. President. I think the Starbucks story, we need to go back to 1987. At the end of 1987, we had 11 retail stores, less than 100 employees. We were losing a fair amount of money, like most start-ups. But we were passionate about the dream we had to really create a national retail company. And for the most part, I think we were still in the imprinting stages of our business.

At the end of that year we, with great discipline, set out and created a very thorough, strategic business plan for the company that called for Starbucks to really achieve national presence by the year 2000. And given that we were in the imprinting stages of our business, I think we asked ourselves a lot of questions that perhaps most companies don't get to ask themselves. And I think the key question was, what do we really want to stand for? Obviously, we have a passionate commitment to the quality of our coffee and serving our customers, but what is this company really going to be about?

And, for me, I've had a personal experience growing up just like to share with you for just a few minutes. I grew up in

a federally-subsidized housing project in Brooklyn, New York. And I firsthand what a family goes through when there is a series of blue-collar jobs, not a lot of money to go around, not a lot of health insurance, no pension plan. And it had a very profound imprinting experience for me and my brother and sister. So in the year 1987 I found myself reflecting back on what I had endured as a child and what I wanted our company to stand for. And it was our values and our guiding principles.

I think, unfortunately, there is a lot of distrust among employees when they go to work for the first day of any company in America. If there is a lot of cynicism, certainly the media has hyped this thing up over the last few months, but I think for the most part, people have distrust, and management is now called on not only to talk about its products and services, but to talk about its values.

So for us, given the fact that we wanted to grow a company very rapidly and create a national retail brand, we set out to do something very unusual, and that was to redefine the paradigm of shareholder value. To look at shareholder value in a very, very different way, and to make sure that if our shareholders were going to win, and our customers were going to win because that's what we're in business to do, that we had to link shareholder value, the customer experience with the reward system for our employees.

And you can imagine, in 1987 we were losing a couple of million dollars a year, we were seeking new money for capital to grow our company, there was a young CEO who had a lot of dreams, but not a lot of experience, and we wanted to give benefits and equity to all our employees -- how that went over with our shareholders at one of our annual meetings.

I think our shareholders and our board deserve a lot of credit for believing that we could change the paradigm. And what we've done, first and foremost, is, we've recognized that 62 percent of Starbucks work force then, and even more today was going to be part-time. Our stores are open for about 20 hours a day, and actually the flip side for Starbucks is that part-time people are actually more of a premium to us than full-time people, because we have a lot of different hours for our stores.

So we had to reeducate ourselves and our shareholders to look at our employees, and specifically our part-timers as equals in terms of the value system and what we were going to create for them. We became the first privately-owned company in 1988 to author a comprehensive medical-dental, 401K, vision, not only to every single employee in our company, but I think the first company in America to do it all across the board for part-time people.

A year later, we recognized that one of the great aspects of what we were doing is that we were not franchising our stores; all our stores were company-owned, and the relationship that we were building with our customers who were visiting our stores

sometimes 18, 20 times a month, in talking to them, was based on the quality of trust and confidence they had in the equity of the Starbucks brand but, most specifically, the relationship they were building with the people behind the counter.

If some of you go into a Starbucks store, there's no greater pleasure, I think, that when you go up there, they know your name, they make you your drink, it's handed there for you before you can get to the bar, and it's because our people believe passionately in what they're doing. And what we did a year after giving health care to everyone is, we became the first privately-owned company in America in 1989 to offer equity to all employees.

Now, it's easy to talk about this in a way because we've been successful, we've had a lot of growth, Starbucks has grown at a rate of 60 percent a year consecutively now for eight consecutive years. But the reason for that, the absolute reason for that is the relationship that Starbucks has with its employees, who we call partners, because they are partners in the business. We've linked shareholder value to every single employee. As a result of that, our attrition rate in an industry which is sometimes up to 400 percent in retail and restaurants is less than 55 percent. And if you talk to our people -- why they are staying at Starbucks, it's because of the health care plan, it's because of the values and guiding principles, and it's because of ownership.

If we win as a company, at the end of the race it was going to be justifiable to us as a management team if a group of white-collar workers and a group of shareholders, private then and public today, won at the expense of our employees, we had to be in a position where we all won the race together. And the future of our company is bright because we have established a very strong, competitive differentiation in terms of our competitive advantage, and it is the relationship with our people. (Applause.)

THE PRESIDENT: I'd like to now call on David Guiliani, who is the Chairman and CEO of Optiva Corporation -- actually a fascinating company that was started less than a decade ago with a team of University of Washington scientists who developed a new electronic toothbrush that uses high frequency vibrations to remove plaque, something I care more and more about as I get older. (Laughter.)

Mr. Guiliani.

MR. GUILIANI: Well, it was just three-and-a-half years ago when we started and sold our first Sonic Air. It was a grand notion to build a company out of such humble beginnings. We were 10 people, at the time. We had a lot of obstacles. One of those was how to build a company.

We decided, in the early days, to build our Sonic Air in United States -- despite, I must say, lots of advice to the contrary -- what, you're going to build it in the United States?

Because all the competitive products were foreign. But we decided to focus on American productivity and automation technology. That caused us to face a tight labor market in the Seattle area. I think Starbucks has taken them all in. (Laughter.)

So it became very clear from the very beginning that we had to be very competitive and offer an excellent package in order to attract the very best. And the cost of doing that -- interestingly, the difference between an okay package and a good package might wind up being five percent of the labor cost. It's really very small by comparison to the productivity that can be gained by choosing, motivating and rewarding the best employees. And as a very small company -- even at 300 now, after three-and-a-half years -- we have lots of challenges as to how to be effective. There's excellent work done by all companies, many companies throughout the country, in putting together packages and plans.

One of the things we've noticed is there's a wide difference in how those plans are executed. Sometimes relatively small touches really work. Like, once one of our employees was being hassled by the IRS over something that turned out to be not her problem. So our CFO called up the IRS and, after a few telephone calls, got it straight. We have a very good health program, but it's only as good as being implemented. Once, one of our employees was taken in by an unscrupulous doctor, so we called up the doctor and got that straight. When we chose our health care program we wanted to make sure that there was language translation services available for those people who didn't speak English as their first language, in order to make sure they got the health care they needed. We've also told certain banks that we aren't going to do business with them because of what we consider to be unfair practices.

So even though we're small, we've found leverage to help get the results that the employees really need out of these relatively standard programs. The concept of retirement security for a company that's as young as we are is a fascinating one. People came to us in the beginning and said, what's your retirement program? And we went, "Hhmmm." And we found that retirement is essential for people to think about because, unless they are feeling that all of their needs are being taken care of, then they'll be stuck on what is still bothering them. It's Maslov's (phonetic) Triangle, we need to move up in order to obtain the productivity advantages that result by unleashing human potential. That gives us a factor of two productivity improvement that we really need in order to succeed.

So what we've done is to offer stock option programs to all of our employees, even the elderly ones. The 401K system is beautiful. We do fund it with company profit as we exceed our profit goals. And a very important part of it is education -- teaching people how to manage their own portfolio so they can see what they're aiming for and hence, not reliant on Social Security. Take out the anxiety of what's going to happen to the Social Security system by giving them their very own transportable package. Transportable health care that is, of course, still a problem.

As we think about what remains to be accomplished, it's a huge and long and daunting list, especially as we look into the rest of the decade. The highest leverages that seem apparent to us now are all in the form of education. And I think we have to break down some of the traditional barriers. There's company, there's family, there's the educational system. These are walls. And I think to the extent we can change them, we will do better. For example, we have English language lessons on-site, at lunch, for our employees, where they can sit there and learn about the American culture and its language. That is more convenient than having to go to a university at night, leaving your kids at home.

We offer people free loans on computers, or low-cost loans, in order to get computers into their homes, so they can teach themselves these higher skills in the information-rich society, moving up, out of the ranks of their initial condition.

We also think it's essential to go out into the community by participation, by teaching, by getting involved, because our educational system is our future and it's also one of the serious limits that people feel. They can't be productive if they're sitting there wondering if their kids are on drugs or being properly educated or molested in the hallways. So there are walls to break down.

Overall, we're just one of many companies that I'm aware of who think this way and, more importantly, act this way. It's all about the acting. There is plenty of programs and projects. There is no real solution except acting. And the acting is as serious for us as it is as we think about our investors. We are accountable to our investors. They have supplied us valuable assets, their money, and they want to see a return on that. And so also have our employees. They have contributed their assets, their education and their skills, their desires and their energy. And together with them, we will obtain a return on that asset, not only for ourselves but also for the employee as we work forward -- no matter how long they stay with us because, after all, the bottom line is that employees are the bottom line. (Applause.)

THE PRESIDENT: You were pretty modest, but tell us how fast you are growing.

MR. GUILIANI: We have been tripling each year, and we're now the number two brand in America in powered brushes, and we're a major exporter into Europe and Japan, where our product is marvelously popular.

THE PRESIDENT: And how many employees do you have?

MR. GUILIANI: Three hundred.

THE PRESIDENT: We don't need to discuss this here, but of things I would like to know from you, I sent a package of proposed pension reforms to Capitol Hill, basically designed to make

earlier for even smaller companies than yours to access the 401K
ram.

If you or any of the others out here, particularly from smaller businesses, have any suggestions about what else we can do to make this a more user-friendly option for companies, I would very much like to have it, because I think it's important. And there are things you can do that we have asked for Congress to support, and I believe that it has almost unanimous support, it's just a matter of time working it through. And one of the top three priorities of the White House Conference on Small Business -- that will make these things much more user-friendly for self-employed people, small businesses, and then also help people when they move from business to business to maintain the fund, even if they're unemployed for a period of time. So if you or any of the others here have any suggestions about what further improvements we can make in that, I would certainly like to have it.

MR. GUILIANI: I'm sure the SBA could do very well with some conferences and seminars with small businesses participating, because everybody sees the value of starting 401Ks early in the workers' life as well as the company's life.

THE PRESIDENT: That's the next question I -- you answered the next question. Do you believe -- then I just want to make it explicit -- do you think that the program is a little more possible than some people know, and that more people would use it if they knew more about it? Do you agree with that?

Q Absolutely.

Q We have no particular issues in setting it up quite early, I think when we were about a 100 people, probably.

Q Most of it is teaching people how to use it, understanding it.

Q Yes, it's the education process, I think.

Q Part of it is the name. Anything that has a 401K sounds like it's bad. (Laughter.)

Q It's very bureaucratic.

THE PRESIDENT: I wonder, before we take a brief break -- we're going to take about a -- I'm going to shorten the break, because we started a little late -- about a 20-minute break. Before we take a break, before we start the next panel, I wonder if anyone else in the audience would like to make a comment about any of the three topics that were discussed here. And if you would, would you please just identify yourself and say whatever is on your mind.

Q (Inaudible).

THE PRESIDENT: Let me ask before you sit down, why we just -- we'll take about 10 minutes here. There are at least two other companies whose representatives I see out here who have no-layoff policies. If you can say in a minute or two, I'd like for anybody who's here who can say in a minute or two, if you have a no-layoff policy, how you've been able to maintain it -- besides making a bunch of money.

And there is at least another company here that has had wide variations in their orders and has come up with some innovations in managing that problem to reduce layoffs. If you could just describe in a minute or two how you manage this problem, I'd -- we'll just start with you, sir, and then we'll go with anyone else who wants to talk for a minute.

Q (Inaudible).

THE PRESIDENT: Who would like to go next? Yes, sir. Go ahead.

Q (Inaudible.)

THE PRESIDENT: So as things go down, they share the work that's available with the same number of workers?

Q That's right. And nobody gets laid off. Could I add one thing about 401k's? They're great, but couldn't we raise the limit a little bit? People could invest a little more. (Applause.)

THE PRESIDENT: Thank you. You want to raise the limit. That's what you said? Okay. I'm told we're going to address some of this in the next panel, but I'll call on another person or two and then we'll break. Mr. Correnti (phonetic).

And answer this question right: You can only talk about -- you've got to talk about what you do in the down times as well as the up times, everybody. It's not fair to only talk about finding more business.

Go ahead.

MR. CORRENTI: I'm John Correnti, with Newcore (phonetic) Corporation. And we have a saying that's called, "share the gain and share the pain." We're in the steel business. We manufacture steel. We have not laid an employee off or shut-down a plant in the past 23 years.

When times get tough, a recessionary period, we like to think we're the low-cost quality producer. So our employees have a saying, when the good Lord shuts the lights off, the last ton of steel is going to get shipped out of Newcore Corporation. But when times do get slow, we go to four-day work weeks, or we go to 3.5-day work weeks. Nobody is worried about their job, nobody is getting

laid off. And when the employees have to share a little bit of the pain, I can assure you the management and the officers share some of the pain, too. They all take a pay cut. So the boat either rises and everyone goes up together, or when the boat sinks a little everybody sinks together.

And you sure develop a heck of a lot of employee loyalty and trust. We don't even measure our turnover in a Newcore plant, it's so minimal. You have to be willed a job in one of our established plants today. Thank you very much. (Laughter and applause.)

THE PRESIDENT: I can personally vouch for the truth of that last assertion. (Laughter.)

I think what we should do now is take a little break. I think the panelists were terrific, and I think that this is a very good panel. I can't wait for the next one. So I'm going to start -- it's now 1:15 p.m. -- I'm going to start at 1:35 p.m., in 20 minutes. We're adjourned briefly.

Give them all a hand. (Applause.)

END

1:20 P.M. EDT