

UNCORRECTED PROOFS

GREIL MARCUS

TG SWB

DOUBLE TROUBLE

*Bill Clinton
and Elvis Presley
in the Land of
No Alternatives*

8-18 00

A John Macrae Book

Henry Holt and Company ★ New York

Publication date: 9/21/00



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Double Trouble:
Bill Clinton and Elvis Presley
in the Land of No Alternatives
Greil Marcus

In June 1992, when all polls showed Bill Clinton didn't have a chance against George Bush and Ross Perot, he took his saxophone onto the Arsenio Hall Show, put on dark glasses, and blew "Heart-break Hotel." Greil Marcus, one of America's finest critics, was the first to name this as the performance that turned Clinton's campaign around—and to make sense of why.

In *Double Trouble*, Marcus recasts pieces written between 1992 and 2000 to trace the footprints Elvis Presley has left on the Clinton years, and those left by Clinton and Elvis when they walked side by side: as outsiders, no 'count southerners capable of embodying the most extreme fantasies of possibility and disruption, renewal and reassurance, and of betraying them at every turn—strangely cast out of American society even as they reaped its greatest rewards. Focusing as well on followers of the two—among them Nirvana, Sinéad O'Connor, Roger Clinton, J. T. Walsh, PJ Harvey, Hillary Clinton, Andy Warhol, Marianne Faithfull, and especially Bob Dylan—Marcus pursues the question of how culture is made and how through culture people remake themselves. It may be the one story all those dedicated to exposing Bill Clinton and Elvis Presley have missed.

Also by Greil Marcus

Mystery Train: Images of America in Rock 'n' Roll Music

Lipstick Traces: A Secret History of the 20th Century

Dead Elvis: A Chronicle of a Cultural Obsession

In the Fascist Bathroom: Punk in Pop Music 1977-1992

The Dustbin of History

Invisible Republic: Bob Dylan's Basement Tapes

DOUBLE TROUBLE

GREIL MARCUS

DOUBLE TROUBLE

*Bill Clinton
and Elvis Presley
in the Land of
No Alternatives*

A John Macrae Book

Henry Holt and Company ★ New York

For Howard Hampton

Henry Holt and Company, LLC
Publishers since 1866
115 West 18th Street
New York, New York 10011

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FACSIMILE COVER SHEET

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TO: Nancy Herrreich

COMPANY: Office of the President

FAX NUMBER: 202-456-6703

FROM: Tom Baer

THERE ARE A TOTAL OF 3 PAGES IN THIS TRANSMISSION, INCLUDING
COVER PAGE. IF IT IS INCOMPLETE, PLEASE CALL (310) 777-3680.

OUR FAX NUMBER IS (310) 777-3685

COMMENTS:

On point quote from FDR.

Re: Republicans adopting Democratic program

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I

PRINTED IN THE UNITED STATES OF AMERICA

As FDR Said

A TREASURY OF HIS SPEECHES
CONVERSATIONS AND WRITINGS

BY FRANK KINGDON

DUELL, SLOAN AND PEARCE · New York

ideals, but we use them as stout supports of a nation fighting the fight for freedom in a modern civilization.

"Faith—in the soundness of democracy in the midst of dictatorships.

"Hope—renewed because we know so well the progress we have made.

"Charity—in the true spirit of that grand old word. For charity literally translated from the original means love, the love that understands, that does not merely share the wealth of the giver, but in true sympathy and wisdom helps men to help themselves.

"We seek not merely to make government a mechanical implement but to give it the vibrant personal character that is the very embodiment of human charity.

"We are poor indeed if this nation cannot afford to lift from every recess of American life the dread fear of the unemployed that they are not needed in this world. We cannot afford to accumulate a deficit in the books of human fortitude.

"In the place of the palace of privilege we seek to build a temple out of faith and hope and charity."

At the Democratic State Convention in Syracuse he called up one of those picture-stories that he used effectively to ridicule opponents. This was the kind of gay sport that he made with his characteristic toss of the head and shining smile:

"Most people in the United States remember today the fact that starvation was averted, that homes and farms were saved, that banks were reopened, that crop prices rose, that industry revived, and that the dangerous forces

subversive of our form of government were turned aside.

"A few people—a few only—unwilling to remember, seem to have forgotten those days.

"In the summer of 1933, a nice old gentleman wearing a silk hat fell off the end of the pier. He was unable to swim. A friend ran down the pier, dived overboard, and pulled him out; but the silk hat floated off with the tide. After the old gentleman had been revived, he was effusive in his thanks. He praised his friend for saving his life. Today, three years later, the old gentleman is berating his friend because the silk hat was lost."

In this same speech he had an excellent example of his sarcasm, introducing also a favorite technique of acting out the opposition's suave manner, closing with their bland assurance that all the promised benefits will not cost a dime:

"Let me warn you and let me warn the nation against the smooth evasion which says, 'Of course we believe all these things; we believe in social security; we believe in work for the unemployed; we believe in saving homes. Cross our hearts and hope to die, we believe in all these things; but we do not like the way the present administration is doing them. Just turn them over to us. We will do all of them—we will do more of them—we will do them better; and, most important of all, the doing of them will not cost anybody anything.'"

In Chicago he said virtually the same thing he had said in Syracuse, but he chose a different figure of speech—instead of a pier, a hospital. The last phrase of this quotation had a peculiar poignancy, coming from FDR:

National Archives

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Podesta

Is this OK?
BC

Washington, DC 20408
(301) 713-6000

NEWS RELEASE

August 16, 2000

FOR IMMEDIATE RELEASE

Alsobrook Named Director of Clinton Presidential Materials Project

College Park, MD. . . Archivist of the United States John W. Carlin announced today the selection of David E. Alsobrook as director of the Clinton Presidential Materials Project. The Project plans to locate in Little Rock, Arkansas, at a temporary facility where all of the records and the head-of-state and domestic gifts of the Clinton Presidency will be stored pending construction of the Clinton Presidential Library. The Clinton historical materials include more than 75 million pages of official and personal papers, 1,850,000 photographs, and 75,000 Presidential gifts. These primary sources document President Clinton's eight years as President.

Mr. Alsobrook previously directed the transition of the Bush Presidential materials from the White House to temporary space in Texas to the Bush Presidential Library as director of the Bush Presidential Materials Project. He was selected as director of the Bush Presidential Library in 1997. In making the selection, Archivist Carlin said: "Mr. Alsobrook is uniquely qualified to be the director of the Clinton Presidential Materials Project. In addition to his work at the Bush Library, he was liaison for NARA at the Carter White House and then spent ten years as the supervisory archivist at the Carter Library in Atlanta, Georgia. I am confident that Mr. Alsobrook's wide-range of experience with Presidential libraries and with processing Presidential materials will ensure a smooth transition for the Clinton Presidential materials."

Mr. Alsobrook received a Ph.D. in U.S. history from Auburn University in 1983. Prior to coming to the Carter Library in 1981, he served as an archivist with the Auburn University Archives and the Alabama Department of Archives and History.

The Clinton Presidential Materials Project is administered by the National Archives and Records Administration.

For further PRESS information, please call the National Archives and Records Administration Public Affairs Staff at (301) 713-6000.

National Archives and Records Administration

8-18-00

Sept 29th

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PRESIDENT & CEO

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A stamp to
honor Matt
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 RICHARD G PEARCH
517 J ANDERSON CT # 75
MONROE MI 48162-3401

Agency
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Mrs. Matt Urban
352 Wildwood Drive
Holland, Mi 49423

August 15, 2000

Dear President Clinton,
Mr. President, I would like to
offer you my greatest respect
and deep appreciation for your
commitment and dedication to
America, and the world to secure
our so very hard earned freedom,
and I salute you for holding on
to that freedom.
Well done, Mr. President, and
may God Bless You. Sincerely,
Mrs. Matt Urban

Since 1825 — NO. 119 (USPS 359-400)

Coming Sunday



MATT URBAN

Matt Urban has a new monument in his honor. Now, some veterans want him on a postage stamp. Find out about the effort. **FRONT PAGE**

This is a photo of the new and improved monument in honor of Matt Urban, considered by many as the most-decorated U.S. combat veteran. The monument is in Arlington National Cemetery.

— Special to The Monroe Evening News

THE MONROE Evening News

AN EMPLOYEE OWNED NEWSPAPER ©2000 MONROE

Groups petitioning for Urban po

n Veterans groups argue that if Audie Murphy is suitable for enshrining on a U.S. postage stamp, so is Matt Urban.

By CHARLES SLAT

Evening News staff writer

War hero Lt. Col. Matt Urban has a new, improved grave marker. Now he needs a postal stamp in his honor, some say.

A grassroots campaign urging the U.S. Postal Service to issue a commemorative stamp in the former Monroe resident's honor has garnered more than 13,000 signatures, and the number is growing.

And the Polish American Congress (PAC) is threatening legal action if the Postal Service and Arlington National Cemetery fail to recognize Mr. Urban's status as one of the most decorated combat veterans of World War II. Mr. Urban was of Polish descent.

The Postal Service's plans to issue a commemorative stamp early next month in honor of Audie Murphy, a highly decorated soldier who turned Hollywood actor, is fueling the effort.

"Lt. Col. Urban's Army records were lost after



photo →
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News

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World War II and weren't rediscovered until 1980," said Anthony J. Bajdek, chairman of the PAC commemorative stamp committee. "Meanwhile, Americans were led to believe Audie Murphy was the most decorated soldier in World War II. Unfortunately, this is not true. We have enough evidence to prove, at the minimum, that both Urban and Murphy are tied."

He said the New York Public Library Research Bureau compared the military records and found that both men had 29 valid combat-related medals to their credit. He said the library did not count lesser ribbons and badges that were awarded to most in combat - items like the Good Conduct Medal and Victory medals.

"Not to take away anything from Audie Murphy - they should have a stamp in his honor," Mr. Bajdek said. "But in all due respect to Urban's memory, they should be doing the same for him."

The effort to have a commemorative stamp issued in Mr. Urban's honor surfaced after his 1995 death. Monroe resident Richard Peach formally requested the Postal Service to consider it in July of that year.

See URBAN, Page 7A
MARCH 15, 1995

IS

But postal officials have a rule that a commemorative stamp isn't issued for a person unless that individual has been dead for at least 10 years.

Because Mr. Urban died in 1995, Mr. Bajdek figures his group has until 2005 to gather more signatures and make a convincing case to the postal authorities. An address to acquire petitions or print out an online petition is available on the Web at www.poliomatoday.com/urban.htm

But Mr. Peach also is concerned that the Audie Murphy stamp might contain wording that fails to recognize Mr. Urban's commendations. "I'd hate to see them make a mistake," Mr. Peach said. "Matt Urban has more than Audie Murphy. He's the most decorated combat soldier."

Ronald C. Pickard, commander of Monroe's Matt Urban Post 40, American Legion, said he supports a commemorative stamp for Mr. Urban, but he's not concerned that the Postal Service will some-

how slight him in issuing an Audie Murphy stamp.

"I'm certain the U.S. Postal Commission that's researched Audie Murphy has approached it properly and will not diminish Matt Urban's memory," he said. "Murphy did a good job, but not quite as good as Matt did."

But Mr. Pickard admitted that trying to get recognition for Mr. Urban's war efforts has been difficult, especially in Monroe. "We have shunned Matt Urban in this community for so many years. To me, it's just appalling," he said. "We can't even get an outhouse dedicated to his name here in Monroe."

Post members had hoped they could dedicate a new flagpole at the Arthur Lesow Community Center in his name, but the flagpole already is dedicated in someone's memory.

Mr. Pickard said city officials did declare a Matt Urban month and some of them even joined the 131-member Matt Urban post, "but now we can't even get these



11 DAYS AFTER
PASSING
R.G.P.
MATT

guys to pay their dues."

Overtures to have the city do a bit more haven't gotten any response, so post officials have turned to the state to try to get further recognition for Mr. Urban.

They also had hoped the stretch of I-75 through Monroe County could be named after Mr. Urban because he was a Medal of Honor winner. But state officials said they only would consider naming it the Medal of Honor highway so as not to slight other Michigan Medal of Honor winners.

The group also tried to have one of the two state freeway visitors' centers in Monroe County named after Mr. Urban, but they already bear the name of state highway officials. Still being pursued is an idea to put a Medal of Honor wall of fame up at Henry Ford Museum, and local fund-raising efforts are continuing to erect a monument in Monroe in Mr. Urban's memory. Contributions still may be sent to Matt Urban Post 40, American Legion, P.O. Box 663, Monroe 48161-0663.



Betty, I hope that you will be able to attend. Ed is

✓

August 10, 2000

Send to scheduling?

Yes ✓ No _____

The Honorable William Jefferson Clinton
President of the United States
The White House
1600 Penn. Ave NW
Washington DC 20500

Dear Mr. President:

On behalf of the Business Women's Network (BWN), we would like to cordially invite you to participate in the most exciting event for US and global businesswomen this year – the Business Women's Network's (BWN) Leaders Summit and Marketplace. The Summit will take place October 15-17, 2000, here in Washington, D.C. We invite you to the Summit for making remarks at the luncheon Salute on October 16th. If for any reason another time this day is better, we welcome you anytime that day.

The Luncheon Salute will include awards to the Women Entrepreneurs in more than 20 nations and recognition by colleagues here in America. LaDane Williamson is presiding over the awards. Mr. President, we are proud that this event has the support of 20 of your government departments. Commerce Secretary Mineta stating his endorsement as other departments have done with support of BWN's Summit writes to Ministers worldwide:

"The emergence of the women's market across the globe is a defining force of the 21st Century. Women as exporters are more prominent than ever. Around the world, women-owned firms comprise anywhere between 25% and 33% of the business population. Women owned businesses in the United States generate c.\$3.5 trillion in revenue and spend the same amount in the U.S. The Department of Commerce is proud of its partnership with the Business Women's Network(BWN), and we have as a part of this partnership signed a Memorandum of Understanding with this organizations supporting trade, technology, data collection and minority business. We at the Department are pleased to play a leadership role once again at the BWN's annual Leadership Summit and Market Place, October 15-17, in Washington, DC. BWN is working hard to support business opportunities for women. At the first Global Summit last year, the Business Women's Network reported an attendance of 1,600 people from 47 states in the U.S. and 155 women's associations in 97 countries. The theme for the 2000 Summit is "Matchmaking with More Trade and More Business for More Women Across More Borders."

Secretary Daley before him wrote a similar statement. BWN currently has c. 17 MOUs with your Departments and agencies to support women business owners and businesswomen's growth. We have a MOU signed with Aida Alvarez, Administrator of SBA, as well as others.

BWN is proud to have worked with the White House and departments throughout your term. You may know, Mr. President, of our **BWN Directory** of women's organizations. The 2001 edition will be distributed at the luncheon. Note, Mr. President, we have profiled now 5,100 associations and resources, hard copy and online. In 1994 we released the first Directory with 300 women's associations profiled. From 300 to 5,100 is incredible as well as more than 1500 women's Internet sites. You know, Mr. President, now women are using the Internet and email, more than men for conducting business and conducting our lives. BWN produces **WOW!Facts on Women**. Our next 2001 edition will be released December 5, 2000. This represents millions of women business owners and millions of other working women.

BWN's mission is to aggressively build upon our unique umbrella of support for women in business nationally and internationally. We build significant information projects with corporations and government agencies to provide women with the facts, information, support and linkages they need to succeed. Incorporating our mission into the Summit, we will bring together women entrepreneurs of the USA from all 50 states, international delegates, government officials, and corporate representatives among others, to build "more business for more women across more borders." Enabling women around the world to succeed in the digital economy is a second key theme of our Leaders Summit. We know how hard your Administration has worked to support women and business.

Last years Summit was a huge success with over 1100 Delegates from 47 states, 97 countries, 155 women's associations, 25 government agencies and 100 corporations.

This year's event will give delegates:

- ❖ **The technology and financial tools women need to grow their business**
- ❖ **Networking opportunities with businesswomen for matchmaking business deals**
- ❖ **The chance to make real business deals with a pre-screened list of interested contacts in each business sector**

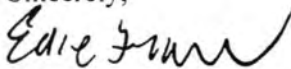
Representatives from the U.S. government will also be on-hand for special session and exhibits. Agencies supporting the Summit include:

- ♦ **The Department of Agriculture**
- ♦ **The Department of Commerce**
- ♦ **The Department of Interior**
- ♦ **The Department of State**
- ♦ **The Department of the Treasury**
- ♦ **The Export-Import Bank of the United States**
- ♦ **The Small Business Administration**
- and 12 more Departments and agencies**

Mr. President, there are few other efforts that have won the support of some many in Congress and State Legislatures as well. Note that we have c. 230 Members of Congress officially signed on our BWN Congressional Advisory Council.

We have enclosed an overview of the Summit. We urge the staff to check out the website of BWNi.com. LaDane is most enthusiastic about your potential participation as is Kay Koplovitz and all the thousands of businesswomen involved. BWN is part of the WorkingWomanNetwork family, home of Working Woman, Working Mother, the National Association for Female Executives and the new Women's Business Exchange, the exciting new internet entity that supports more contracting from women and minorities.

Sincerely,



Edie Fraser
President, BWN

Cc: LaDane Williamson, supporter of Global Entrepreneurial Awards and BWN Leader
Cc: Lauren Supina and Sondra Seba, White House Women's Office
Cc: Kay Koplovitz, Chair, National Women's Business Council and chair, WorkingWoman Network
Cc: Dr. Christine Warnke and Robin Read, Co-Chairs, BWN Government Council

You can't miss this Market Place!



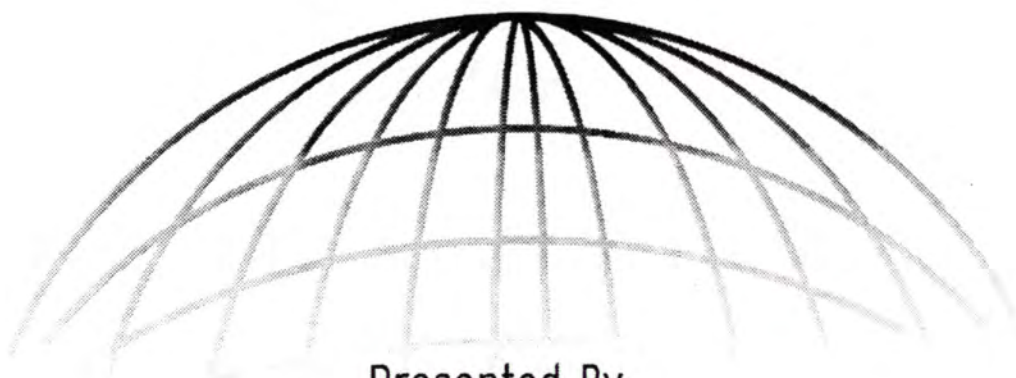
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Preliminary Program

Leaders Summit 2000

A stylized black silhouette of a person with arms raised, holding a sphere (the globe) above their head. The figure is positioned behind the word 'Summit' in the main title.

Presented By

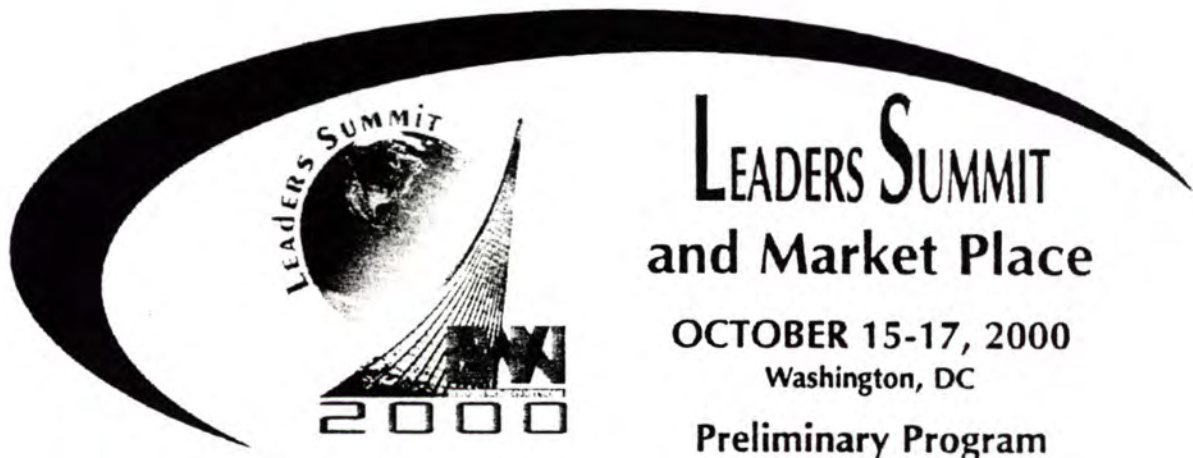
BWN business
women's
NETWORK

a **WORKINGWOMAN** NETWORK company

October 15 - 17, 2000
Washington, DC



WORKINGWOMAN NETWORK



7th BWN Summit, Business Women's Network

SUNDAY, OCTOBER 15th

1:00 – 8:00 PM

REGISTRATION

2:00 – 3:00 PM

HOW TO MAXIMIZE YOUR RESULTS AT THE SUMMIT.

3:00 – 4:00 PM

BRIEFING— 3 one hour sessions to help Delegates plan their time, select sessions, learn how their profiles and the Match Making process works.

4:00 – 5:00 PM

5:30 - 7:30 PM

Opening Embassy Receptions

Washington, DC is much more the nation's capital. It is the international center of diplomacy, culture and business. The Delegates from around the world and the US have time to become acquainted and to socialize in the unique and gracious settings of host Embassies. Attendance is limited to advance registrants who will be assigned to one of 12 Embassies.

Transportation provided by METRO buses.

Travel to and from Washington's Embassy Row and the Renaissance Hotel in the comfort of METRO bus service. No need to worry about directions or parking; just enjoying the company and the experience. Enjoy the beauty of autumn and notice many of the landmarks and monuments seen in film and on the news.

Real deal making requires more than just an idea, an angel, and a business plan. You want to be able to make the deal and continue to become financially secure. What an opportunity to hear from the very best...the women who have the knowledge, the experience and genuine commitment to succeed.

- **Connie Glaser, author, BWN spokesperson, Moderator**
- Mary Schapiro *, President NASD
- Ndiokeneke Onyuike, Ph. D., Nigerian Stock Exchange
- Muriel Siebert * first woman member of New York Stock Exchange
- Neveen El-Tahri, Egyptian Stock Exchange

9:45 – 10:30 AM

LEADER KEYNOTE: Technology in a Global Economy

The fact is technology and the global economy will continue to be the dominant factors impacting women's business success. Technology is the business equivalent to basic life need. Who has this technology and how it is used, shared and applied will impact who has business opportunity. Gender equity issues most assuredly include access to this technology and are perhaps the most critical issues to the emerging global economy as a whole.

Clive Smith, CEO NEW DEAL, participated in SUMMIT 1999 and returns as a keynote speaker. His background as a co-founder of AOL is only one aspect of this intriguing, articulate and forward thinking leader. He will present one leader's perspective, personal commitment and professional approach to making corporate social responsibility and business acumen seamless, practical and measurable. A Renaissance man, citizen of the universe and a world class business leader, the message from Clive Smith and New Deal will stimulate, motivate, challenge and present business approaches that will make technology equity achievable and set the tone for the sessions which follow.

- **Connie Glaser, author, BWN spokesperson, Moderator**
- Clive Smith, CEO, NewDeal

10:30 – 11:00 AM

Refreshment Break and visit Market Place

11:30 - 12:30 PM

APPLYING THE TOOLS OF TECHNOLOGY

9 Concurrent Breakout Sessions – Select One

It has been stated that technology is one of the four or five most important discoveries of all time. Fire and the printing press are mentioned as two of the others. Everyday we are aware of more and more technology tools and the flow of information seems to be beyond the capacity to absorb, let alone effectively use as management tool. How does technology work across language and other assumed barriers to conversation and business? What to select; how to make decisions? How does it really work? Is it compatible?

The sessions are designed to provide simple, candid and direct information, to address questions, to provide insight and to stimulate dialogue.

TOOLS OF TECHNOLOGY

How do we maximize its resources? This panel of experts responds. Where is it taking us? Getting online. Get the tools of technology to build your business and expertise. An online survey conducted by MizBiz will be presented.

Dr. Cheryl Shavers*: Undersecretary, Technology, Department of Commerce

- Fran Close: President, Close and Associates, Inc. and Chair, ABWI
- Natalie Wood: CEO, MizBiz.com
- Dina Rosenberg: CEO, B2BDiversity.com

HARDWARE, SOFTWARE AND TECHNOLOGY TOOLS

* Invited

8/11/00

TECHNOLOGY AND MARKETING ON THE WEB

Is web-based marketing as easy as they say?

How do I know what to do, how to do it and where to market? Who do I listen to when everyone has an idea and a story to offer? Can I afford to do this? Can I afford *not* to do this?

Businesswomen who have examined these questions and more will present real case histories and talk with you.

- Carolee Friedlander, CEO, CAROLEE
- Judi Pettigrew, WOW, Inc.
- Genevieve Clavreul, Partner, V2000 Corporation
- 2 Global entrepreneurs

WBX: TECHNOLOGY

Launching this fall, WorkingWoman.com's Women's Business Exchange (WBX) is a horizontal online marketplace of products and services exclusively from women-owned businesses. WBX will create a revolutionary "supply-side exchange," by leveraging the need for companies and government agencies to purchase specified minimum percentages from women-owned vendors and suppliers.

- WBX, Women's Business Exchange: Additional speakers to be announced

WEB WISE – BUILD IT AND THEY WILL COME – MAYBE

What makes a site effective - not just pretty, clever or personally pleasing? How to think step-by-step to the desired outcome not just the creative front in a process that often takes more than three tries to find the charm. This subject knows no boundaries and speaks every language: how to do it better, faster and smarter. Bring your questions with you.

- Natalie Wood, CEO, MizBiz.com
- Sheila Jackson Hardy, Barbados
- Nan Dawkins, APPNET

REAL WOMEN, REAL STORIES

A favorite session at all the WWN conferences comes to the BWN SUMMIT *Working Woman* magazine's Editor in Chief will interview this group of interesting women. Stories include a SBA success story, an attorney turned entrepreneur, a candidate for a county commissioner and a creative collaboration between businesses and an international in a most unlikely locale.

- Bernadette Grey, Editor in Chief, *Working Woman Magazine*, Moderator
- Maria De Lourdes Sobrino, CEO Lulu's Dessert Factory Inc., BWN Hispanic Council Chair
- Marilyn Wiles
- Jocelyn R. Roy, Candy Bouquet International
- Linda Fraser Jacobson, President and CEO, Global Vision Strategies

12:15 – 2:30 PM

GLOBAL ENTREPRENURIAL AWARDS LUNCHEON

A salute to the opportunities for trade and business expansion that will be created as a result of the passage of the African Trade Bill in April.

GLOBAL ACHIEVEMENT will be highlighted with music and performances showcasing cultural diversity.

Invited Sponsor Coca Cola*

BUSINESS ETIQUETTE FOR THE 21ST CENTURY AND 250 PLACES TO MEET, GREET, EAT AND MAKE DEALS

Business entertaining and Deal Making compliment one another. This session will include the best 250 locations for the traveling businesswoman to assure that the sensitivities of being the host are understood. Tips and information on international and domestic protocol that can make or break a deal will also be discussed.

- Karen Boughton, Director of Membership, City Club and ClubCorp

SPRINGBOARD: REAL WOMEN REAL STORIES A Program Showcase

Springboard Technology started operations in June 1993. The company's core business is to provide repair and value-added services such as inventory management, warranty support, logistics management, and other such services.

- Amy Millman, Executive Director, National Women's Business Council, Moderator

WEBENC: REAL WOMEN, REAL STORIES-Certification

Key Resources Certification and Business Plans

Come join us as we meet with women entrepreneurs that have made a name for themselves in this industry. Learn, share and be impressed and motivated about the significance of certification.

- Susan Bari, President, WEBENC

4:15 – 5:15 PM

GOVERNMENT

A MARKET FOR POTENTIAL: 42 Billion Dollars in Contracts and Special Programs to Small Business. Sessions by area and business sector with federal experts and women owners working with US agencies. U.S. and International Delegates will find these sessions useful and informative.

8 Concurrent Breakout Sessions – Select One

4 GOVERNMENT CONTRACT WORKSHOPS

AGRICULTURE USA AND WORLDWIDE

- Agriculture, Sharron Harris, FAS and Eloise Thomas, RAS

GOVERNMENT CONTRACT WORKSHOP

- Air Force, Anthony DeLuca
- Defense, Janet Koch
- State Department, Durie White
- Treasury, Kevin Boushears
- Transportation, Nancy Strine

GOVERNMENT CONTRACT WORKSHOP

- Environmental Protection Agency (EPA), Jeannette Brown
- Interior, Robert Faithful
- FCC, Frank Montero
- Postal Service, Evelyn Hill

SBA and WOMEN'S PROCUREMENT OFFICE and US DEPARTMENT OF LABOR WOMEN'S BUREAU: THE PLACE IT BEGINS

The online courses, local SBA offices and the demonstration of ProNet and the ability to talk with SBA staff about Training and Technical Assistance, ProNet, Online Learning

- Sheryl Swede, SBA, Office of Women's Procurement
- Irasema Garza, Director of Labor, Women's Bureau

SUPPLIER DIVERSITY

Prime Contractors and Corporate Supplier Diversity Directors discuss opportunity areas for women.

programs and services to educated women in business and others by providing them with tool, resources, connections and skills to support the growth of women in business and those supporting this growth. BWN and the BWN Education Fund present awards to outstanding women's resources who are making a difference. The theme of the evening is celebration and socialization.

Debbi Jarvis, Mistress of Ceremonies, NBC

Debbi returns for the third year as BWN MC

Welcome: Virginia Hughes Williams, BWN African American Council Chair

Special Presentations: Christine Warnke, Phd, Hogan & Hartson, Robin Read, President, National Foundation for Women Legislators, And BWN Congressional Committee Co-chairs

HONOREES 2000: FROM ONE CENTURY TO THE NEXT

- ***The National Foundation for Teaching Entrepreneurship (NFTE) – Honoring Julie Kantor:*** Founded in 1987, NFTE trains and certifies teachers, and youth workers NFTE's entrepreneurship and life skills model. NFTE was granted 501(c)(3) status in 1988.
- ***Woman's Life Insurance Society (WLIS) – Honoring Mary Deckert:*** Founded over a century ago, Woman's Life Insurance Society is an organization founded by women for women, to assist in achieving financial security and independence. Woman's Life is a powerful resource for women, their families and their communities. WLIS leadership grant to the BWN Education Fund will be presented here.
- ***Dress for Success -Honoring Nancy Lublin:*** a non-profit organization that helps low-income women make tailored transitions into the workforce. Founded in 1996, Dress for Success has moved into 50 cities and suited over 20,000 clients internationally. It has helped change the life of several struggling women and put them on the track to success.
- ***Count-Me-In – Honoring Iris Burnett and Nell Merlino:*** A national non-profit organization for women's economic independence. Count-Me-In makes small business loans and gives training scholarships in order to strengthen women's economic opportunities.

Presidential-appointed chair of the National Women's Business Council, under whose mantle she initiated Springboard 2000, the first national venture capital forum for women-owned businesses. Ms. Koplovitz is on the boards of directors of Oracle, Claiborne and FirstSource.com.

WBX and BWN Present:

DEALMAKING AND MARKET PLACE MATCHMAKING

10:15 – 11:00AM

10 Concurrent Breakout Sessions – Select One
BREAKOUTS AND ROUNDTABLES: DISCUSSION BY SECTORS

- | | |
|---|---|
| ▪ Agriculture | ▪ Government and Public Administration |
| ▪ Communications, Information, PR, Publishing and Advertising | ▪ Health Care and Medical |
| ▪ Construction, Engineering, and Real Estate | ▪ Manufacturing |
| ▪ Education | ▪ Retail Trade |
| ▪ Energy | ▪ Service (Personnel, Consulting firms) |
| ▪ Entertainment | ▪ Technology |
| ▪ Environment | ▪ Textiles |
| ▪ Finance and Insurance | ▪ Tourism and Hospitality |
| | ▪ Transportation, includes Auto |

DEALMAKING AND MATCH MAKING: Leaders from top associations discuss Deal Making in their respective sector. You asked for it! Time to talk, network, share, connect and be with women businesses by sector, and area of interest! Practical, Personal, and Sure to Grow Your Business.

Agri WOMEN / Women in Packaging: Alice Dettwyler and JoAnn Hines
International Trade/ Finance: Judith Mardin
National Woman of Women in Construction: Dede Hughes
Women's Automotive Association International: Lorraine Schultz
Technology
American Home Business Association
Retail & Manufacturing
Health Care
Hospitality: Bass/Crowne Hotels
Communications

MARKET PLACE

Educational Displays, One-on-One Consultations,
Government Agency Exhibits, Cyber Café, Trade Fair,
Technology Demonstration, Business Center

11:15 – NOON

TOPICS OF INTEREST AND ULTIMATE NETWORKING
9 Concurrent Breakout Sessions - Select One

* Invited

8/11/00

RESOURCES AT THE GRASS ROOTS LEVEL: Women's Business Centers (WBC)

This session is ideal for anyone who wants to learn how to maximize their business and grow, from business plans, to marketing, to financial resources. International delegates will find the concepts, programs and the tools perfect for replication. Even if a nation does not have the necessary infrastructure, the lessons, principals and practical values of building at the grass roots level will be very helpful.

- Wendy Werkmeister, Vice President, Association of Women's Business Centers and President WWBIC
- Andrea Silbert, President, Association of Women's Business Centers and CEO, Center for Women & Enterprise, MA
- Beth Cole, WBC, DC and others.

IT'S A MAD, MAD WORLD: MERGERS, ACQUISITIONS AND DIVESTITURES

The race for globalization is on! As organizations continue to join forces at unprecedented rates, the success rate of these integrations is pretty sobering. Nearly 75% of all mergers and acquisitions fail within the first three years and most of those failures are due to "culture clash". No one is paying attention to the cultural integration of these business combinations. Join these wonderful speakers for this interactive session as they provide you with the highlights of what a cultural integration process looks like and identify the segments and what specific areas need to be assessed in order to achieve a successful integration.

- Lizz Pellet, CEO, EMERGE
- PJ Bouchard, President, EMERGE

IMPORT-EXPORT: GLOBALIZATION: Are You Ready?

How to Prepare – Step-by-Step. A follow-up session for those who are ready to begin.

- Dr. Sharon Freeman, President, African-American Small Business Exporters
- Evan Mason, Deco Works
- Kalpana Yuvaraj, Raajkamal Industries, India
- And women profiled in the just released publication about women, minorities and immigrants talk in the most personal of terms about the year since SUMMIT 1999 and their lives as entrepreneurs.

MENTORING, EDUCATION, and NETWORK BUILDING

This spirited session is a wonderful balance of the practical, best practice, and even the "I didn't know I needed help" perspectives. Key steps in the mentoring process will be explored.

- Susan Solovic Wilson, Susan Says, Moderators
- Flori Roberts, The Roberts Group, WEC Chair
- Karen McVey, WINGS
- Dr. Paula Washington, President and Author, The Womentor Guide
- Maria Louise Secke Bouka, SOS Women, Cameroon
- Sheikha Hissah Faad, Al-Sabah, President, Arab Business Women

12:15 – 2:00 PM

CLOSING LUNCHEON: A SALUTE TO WOMEN, THEIR BUSINESSES AND THOSE WHO PARTNER FOR SUCCESS. A LOOK AHEAD AND RELEASE OF 7TH ANNUAL DIRECTORY

Connie Glaser, author, BWN spokesperson,

Kay Koplovitz, CEO, Working Woman Network

Edie Fraser, BWN President

CLOSING KEYNOTE TO BE ANNOUNCED

Special Remarks: Susan M. Daniels, Ph.D., Deputy Commissioner, Office of Security and Income and Luz Hopewell, Director, SBA

- Surprises and celebration of Summit 2000's Business

* Invited

13

8/11/00

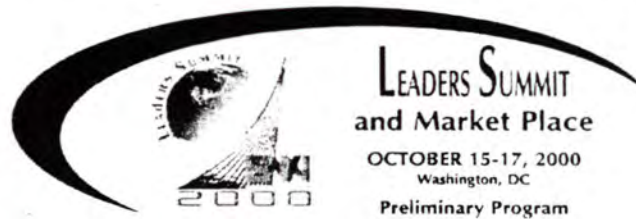
NASD ROUNDTABLE FOR COLLEGE STUDENTS: Assuring Your Financial Future

The relationship between education and access to resources to make decision about one's financial planning and independence are interrelated. The true economic equity for women must include the ability to understand and create personal financial plans.

*Note: Some sessions may run until 5pm.
Additional speakers will be added*

The October 15-17, 2000 Summit and Market Place program will continue to be updated to respond to the most current business developments, speaker availability and Delegate Profiles.

WORKINGWOMAN[®] NETWORK



BWN's MISSION STATEMENT

BWN's mission is to continue to aggressively build upon our unique umbrella of support for women in business nationally and internationally. Our goal is to build more business for more women across more borders. We will build significant information projects with corporations and government agencies to provide women with the facts, information, support and linkages they need to succeed. Our aim is to be the only organization capable of effective outreach to over 32 million working and businesswomen worldwide.

**Leaders and the Women's Market • Outstanding Programs • Real Business
Matches • Special Events • Technology
Networking • 7th Annual Directory • Renew Contacts and
Make Connections and Deals**

Working with over 5,000 women's business organizations and resources worldwide.

More Business for More Women Across More Borders

Diversity Best Practices

Diversity Best Practices is dawning into a new era of viability just as the new century unfolds. The challenges for true inclusion in the corporate and government worlds continue but we are making progress. We as a nation are learning that the world affects our daily societal lives, as we must. The United States with its history of multiculturalism is once again at the forefront of this integration of the multicultural with the professional world ever awakening to Diversity and its correlation to profitability. Now, more so than ever, we are seeing rapid change affected and rightly so.

Determined to develop a focused strategy and communication, our Diversity Best Practices conference calls and sessions have provided a forum for an active exchange of ideas and information not found in any other venue, supported by up-to-the-minute reports. We have put together a Year 2000 Schedule we think encompasses the delicate and timely issues confronting diversity strategists. Our goal is as always, to be able to provide cutting-edge information on what works strategically in Diversity, nationally and globally.

Diversity Best Practices will salute Diversity during the Leaders Summit and Market Place with our Diversity Council members recognizing their leadership and support.

For more information contact:
Sarju Shrestha 202-463-3781,
email:sarju@BWNi.com



Diversity Best Practices

Diversity Best Practices 2000 Schedule

April 19, 2000

Working Dinner on the 18th

May 2000

May 10-12, 2000

May 16, 2000

(4 PM ET)

June 22, 2000

(4 PM ET)

July 25, 2000

(Working Dinner the 24th)

September 12, 2000

(Working Dinner the 11th)

September 25, 2000

September 26-28, 2000

October 4, 2000

(4PM ET)

October 15-17, 2000

November 14, 2000

(4PM ET)

December 6, 2000

(Working Dinner the 5th)

Diversity Best Practices Session IV: SBC Ameritech

Incorporating Diversity: Creating a Culture of Inclusion
 Structures & Accountability

- Integration of Diversity Across Levels
- Diversity Councils
- Affinity Groups

**Commerce Department Report on
 Minority Markets Released**

Working Woman 500 Congress

The Mayflower Hotel, Washington, DC

Conference Call

Diversity & Customer Base

- Diversity's Impact on Results & Relationships

Conference Call & Report

Corporate Management Leadership

- Top Management and Diversity
- Number of Officers
- Boards of Directors and Diversity

Diversity Best Practices Session V:

Case Study

Prudential HQ
 Newark, NJ

Successful Strategies Diversity: Recruiting and Retention
 "Bringing in and keeping on professional tracks"

Diversity Best Practices Session VI:

Global Diversity

Lucent HQ
 Murray Hill, NJ

Minority Enterprise Development Week begins

Work/Family Congress Conference

New York City, NY

Conference Call & Report

Models of Success in Measurement

The Business Women's Network - Annual Awards Event

The Renaissance Hotel, Washington, DC

Conference Call

Untapped Potential: People with Disabilities

Session VI: Report Cards on Diversity Programs

Sponsored by Abbott Laboratories



BWN Corporate



The Business Women's Network, an umbrella of support to over 40 million women around the world, invites one hundred companies to sponsor the Leaders Summit and Marketplace, October 15-17, 2000 in Washington, DC. This promises to be an incredible gathering of over 1500 people. (Last year the Summit was attended by 97 countries and 155 women's associations) This year's conference focuses on trade, technology and finance. Your corporate brand message is delivered to an audience of high net worth individuals and business owners seeking information and services. Given the significance of President Clinton signing an Executive Order requiring a 5% goal for women entrepreneurial contracts, we encourage your corporate participation and continued commitment to women in business at the Leaders Summit. A partial list of sponsorship options are listed below. For more information contact: Candance Lyles at 202.463.3783.

Sponsorship Options Benefits

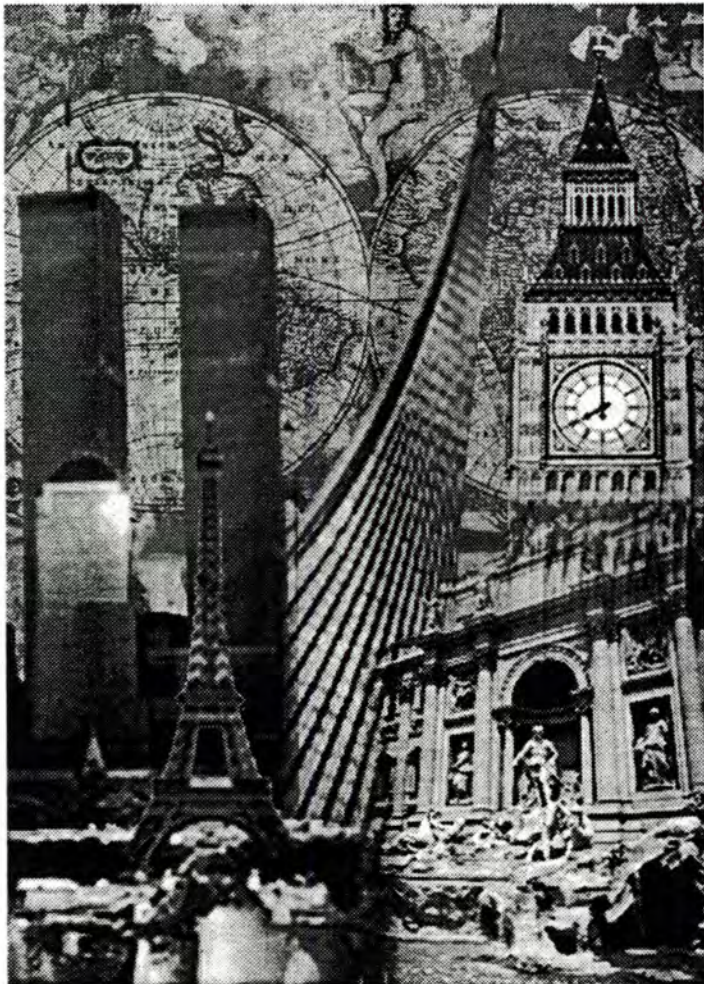
1. One full year partnership with BWN
2. Branding in Leader's Summit program
3. Branding on Summit website
4. Speaker or full panel presentation
5. Sponsor of BWN products including: Wow!Facts, Directory and Calendar of Events
Distribution to White House, Congress, State Legislators, International, SBA and corporate America)
6. Participation in various councils: (International, Congressional, Corporate)
7. Exclusive host of global luncheon with award presentations
8. Exclusive host of embassy receptions(total of twelve offered)
9. Exclusive host of showcase Dinner
10. Mentorship Tables



BWN International



BWN's International Division is truly at the heart of BWN's mission to create "more business for more women across more borders." Since October, 1999, BWN International has worked to form linkages with 97 nations and looks forward to increasing this number in 2000. These relationships include Embassy personnel here in the U.S. as well as grass-roots networks of businesswomen across the globe. At the center of this effort is BWN's annual global event. This year's Leaders Summit and Marketplace (October 15-17, 2000) promises to unite over 1500 women for networking, information sharing and deal making like never before. As the focus of this year's Summit is the marketplace, targeted opportunities for trade will be provided to help domestic and international delegates get the most out of the event and foster long term business growth. Trade and export sessions, targeted business sector matchmaking and special delegate exhibits make this THE event for businesswomen in 2000. Another key focus of BWN International in



the months ahead includes developing the BWN website to include profiles of businesswomen and sectors by country as well as e-commerce opportunities. BWN's International Council is dedicated to building even more trade, investment and business opportunities for women worldwide and consists of committed country and corporate leadership.

Summit Highlights Include:

- National and internationally known speakers
- Embassy Receptions
- Special sessions geared towards:
 - Importing/Exporting
 - Finance opportunities
 - Business matchmaking
 - Networking with U.S. government, corporate, and international representatives

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 Models of Success in Measurement

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 The Renaissance Hotel, Washington, DC

Conference Call
 Untapped Potential: People with Disabilities

Session VI: Report Cards on Diversity Programs
 Sponsored by Abbott Laboratories

MOU Signing



(April 7, 2000, Washington, DC)

The Honorable Aida Alvarez, Small Business Administration, joins Edie Fraser to sign a Memorandum of Understanding (MOU), between the SBA and BWN to increase the participation of women-owned small businesses in the SBA's small business assistance programs. The Administrator was also on hand to honor winners of the Entrepreneur of the Year award during the Media Women of Achievement and 2000 by 2000 by 2000 luncheon as part of Women Lawmakers' Networking day.

(April 7, 2000, Washington, DC)

Right to Left:

BWN President, Edie Fraser and acting Assistant Secretary and Director of the U.S. Commercial Service Department of Commerce, Marjory Searing present one of two International Entrepreneur of the Year awards to Olexandra Kuzhel of the Ukraine. The awards were presented as part of Women Lawmakers' Networking Day, Co-Sponsored by the National Foundation for Women Legislators (NFWL) and BWN.



(April 7, 2000, Washington, DC)

James A. Harmon, Chairman of the Export Import Bank of the U.S., and colleague Tamara Maxwell join Edie Fraser and the twenty one Entrepreneurs of the Year Award winners to sign a Memorandum of Understanding (MOU) between EX-IM and BWN. The MOU will promote more trade opportunities for women with the help of BWN. The MOU was signed during a special cabinet Issues briefing as part of Women Lawmakers' Networking Day.



BWN and African Trade Ministers and Latino Briefing



(May 4, 2000 Washington, DC)
Congresswoman Juanita Millender-McDonald (D-CA) greets the Minister for Trade & Industry from Ghana at the BWN sponsored African Trade Ministers Luncheon at the National Press Club.



(May 4, 2000 Washington, DC)
Edie Fraser and Philomena Desmond honor Ministers of Trade & Industry from African Nations including: Tanzania, Nigeria, Mali, Gabon and Ghana, along with representatives of Sadic, Ecowas and Comesa, during the luncheon hosted by BWN.



(April 6, 2000)
Edie Fraser greets representatives of Washington, DC's Diplomatic community at a special Hispanic-Latin American Council briefing at the Embassy of Mexico.



BWN Hispanic-Latin-American Council Chair, Maria de Lourdes Sobrino explains the Council's latest initiatives and expanding internet presence at the special briefing held at the Embassy of Mexico.

National Foundation of Women Legislators (NFWL) Women Lawmakers' Networking Day



(April 6, 2000, Washington, DC)
Representative Val Ogden (NFWL past Chair),
Representative Pauline Gubbles (current NFWL Chair),
and NFWL President Robin Read join Edie Fraser and
the 21 Entrepreneurs of the Year to celebrate Women
Lawmakers' Networking Day at a special Capitol Hill
reception.



(Left to Right)
BWN International Vice Chair Lili Wang is presented
with two International Entrepreneur of the Year
Awards at the Women Lawmakers' Networking Day,
by Marjory Searing, Acting Assistant Secretary and
Director General of the U.S. Commercial Service,
Department of Commerce.



(From left to right)
Philomena Desmond (BWN), Rita Rochelle (Voice of
America), Flori Roberts (Smart Cover Cosmetics),
Edie Fraser (BWN), and Gisele Ruper (Delance
Watches), salute the accomplishments of business-
women and U.S. legislators during the opening recep-
tion on Capitol Hill for Women Lawmakers'
Networking Day.



Secretary Dan Glickman, joins Edie Fraser and
Philomena Desmond of BWN, along with representa-
tives of the Department of Agriculture, to celebrate
Women Lawmakers' Networking Day. Secretary
Glickman was a featured speaker during the morning
Cabinet issue briefing.

BWN Government Market Place at the October 15th-17th Leaders SUMMIT

**Executive Order of the President mandates
5% of Government Contract Opportunities
Go to Women-Owned Businesses**

- U.S. Department of Agriculture (USDA)
- U.S. Department of Commerce (DOC)
- Environmental Protection Agency (EPA)
- Health & Human Services (HHS)
- Housing & Urban Development (HUD)
- Department of the Interior (DOI)
- Department of Labor (DOL)
- Department of State (State)
- Department of Transportation (DOT)
- Department of Treasury (Treasury)
- United States Postal Service (USPS)
- United States Air Force (USAF)
- Federal Communications Commission (FCC)
- Department of Defense (DOD)
- Small Business Administration (SBA)
- Federal Deposit Insurance Corporation (FDIC)
- Substance Abuse & Mental Health Services Administration (SAMHSA)



Summit Leadership

BWN Summit Leadership

Edie Fraser, President and CEO
Sandy Strzyzewski, VP and CFO
Sandy Butler Whyte, Executive Vice President
Connie Glaser, BWN National Spokesperson
Barbara Littell, President, Working Woman Network
Candace Lyles, Marketing Director
Jennifer Zaniewski, International Director
Sarju Shrestha, Diversity Director
Ila Khemka, Internet Director
Sherrie Jenkins, Financial Specialist
Wanda DeLaRosa, Distribution Director
Philomena Desmond, African Counsel
Martha Ngumbus, African Counsel



Summit Council

Flori Roberts, WEC Chair
Lili Wang, Vice Chair, International
Maria Sobrino, Chair, Hispanic - Latin Council
Martha Montoya, Vice Chair, Hispanic - Latin Council
Donna Messer, International Counsel
Dorita deLemos Down, International Counsel
Lucia Nazarian, International Counsel
Rita Rochelle, International Counsel
Dr. Sharon Freeman, International Trade Counsel
Dr. Christine Warnke, Congressional Co-Chair
Robin Read, Congressional Co-Chair
Eileen Winkelman, Congressional Vice Chair
Fran Close, International Counsel
Dawn Moss, BWN, Director of Youth Program

BWN Summit Government Leadership

Sharron Harris, Agriculture
Elizabeth Sears, Commerce
Peggy McLeod, Ed.D., Education
Jeannette Brown, EPA
Robert Faithful, Interior
Irasema Garza, US Labor, Women's Bureau
Sherrye Henry, SBA
Ilene Zeitzer, Social Security
Durie White, State Department
Nancy Strine, Transportation
Mary Ellen Dorsey, Treasury
Evelyn Hill, USPS

BWN Interns and Research Staff

Mira Zawadzki, Research Coordinator
Lioudmila Abramova
Carolyn Chang
Jessie Carrier-Field
Courtney Graney
Brooke Jacobs
Monica Jinda
Thommy Chantha Koumane
Sheetal Kumar
Steven McCord
Brian Ryu
Kamran Sadr
Mardon Sharipov

BWN USA SUMMIT Leadership

Sheila Brooks, SRB Productions
Iris Burnett and Nell Merlino, Count-me-in.com
Emily Card, MoneyLetter for Women
Beth Cole, WBDC
Meryl Comer, Communication Consultant
Rosa Defa, Executive Women International
Diane Ferro, Financial Finesse
Carol Gaines, DSME and Zonta International
Linda Brooks Geiss, Women's Exchange, AL
Carol Ann Gregg and Alice Dettwyler, AgriWomen
Dede Hughes, Women in Construction
Joanne Hughes, Women in Packaging
Corrine Skye KillsPrettyEnemy, Tutornet
Vivian Kim, National Association of Professional Asian Women
Sharon Lee Minor King, Ph.D., Howard University
Katha Kissman, Leadership America
Evan Mason, DECO Works
Karen McVey, WINGS
Cynthia Myers, Washington Metropolitan Transit Authority
MinhChau Nguyen, Women's Emerging Markets Equity Fund
Fran Pastore, WBC, CT
Judy Hoyt Pettigrew, WOW Unlimited, Inc.
Ellen Schaplowsky, Traditional Chinese Medicine World Foundation
Lorraine Schultz, Women's Automotive Association
Ellen Fisher, Women's Yellow Pages
Susan Wilson Solovic, Susan Says
Betsy Steiner, Independent Means
Gretchen Tibbetts, NAFE
Janice Ugaki, firmseek.com
Christine Warnke, Ph.D., Hogan & Hartson
Paula Washington, Ph.D., Womentor, Inc., Author
Marilyn McCall Wiles
Wendy K. Werkmeister, Women's Business Center, WI
Nicole Wild, WAGES, Women's Alliance for
Gainful Employment & Self Sufficiency
Ruby Bradley-Cain, RBC International, Inc.
Alice Brodokin, Women's Business Chronicle, Inc.

The Global Business Summit 1999

INTERNATIONAL TRADE FAIR

"MORE BUSINESS FOR MORE WOMEN ACROSS MORE BORDERS"

BWN will respond to requests from corporate partners and federal agencies to present Trade Fairs throughout the year. BWN will continue to utilize technology to connect women and to design an e-commerce site. For information about a Trade Fair contact BWN International Services.

Industry sectors:

- ☐ Agriculture, Food Production, Processing
- ☐ Communications, Information, PR and Advertising
- ☐ Construction, Engineering and Real Estate
- ☐ Education
- ☐ Energy
- ☐ Entertainment
- ☐ Environment
- ☐ Finance and Insurance
- ☐ Government and Public Administration
- ☐ Healthcare and Medical
- ☐ Manufacturing
- ☐ Retail Trade
- ☐ Service (Personnel, Consulting Firms)
- ☐ Technology and Telecommunications
- ☐ Textiles
- ☐ Tourism and Hospitality
- ☐ Transportation (includes Auto)
- ☐ Other

A Summit Highlight was the showcasing of goods and services from over 50 countries. Delegates were able to learn from women all around the world and sales were brisk!



1



2



3

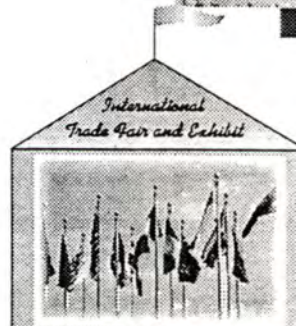


4

1. Fabrics and art pieces from the DRC, Democratic Republic of the Congo.
2. Dresses of handmade beautiful quality are showcased from Ghana.
3. Pieces of Jewelry from India were a treasure of beauty.
4. ABWI Delegate presents her cosmetics.

Lower left: Stella Alonso, Argentina Delegate, shares her jewelry with the world.

Right: Maria Luisa Abrantes of Angola displays carvings, paintings, and art pieces.





THE PRESIDENT

8-16-00

Dear Bobby -

Thanks for your letter and
for opening your heart to me -
I really enjoyed being with you
and your family - I admire your
work and wish you well on your
wonderful year -

8-17-00

(Come without photos)

Thanks
for photo?

To Eugenie for reply?
Yes ☒ No ☐

POTUS handwritten
note: we did not
get photos. Can

you then find out
if we received?

TY nec?

(W)

8-18-00

Robert C. Sager
Tremont on the Common
Boston, MA 02111

Robert C. Sager
Tremont on The Common
Boston, Massachusetts 02111

August 11, 2000

President William J. Clinton
The White House
1600 Pennsylvania Avenue NW
Washington, DC 20515

Dear Mr. President:

Elaine, Tess, Shane and I thank you for coming to our home in our joint efforts to raise funds to win an across-the-board Democratic victory in November.

On a more private note, I'd like to thank you for your keen interest, wonderful words of encouragement and belief in the goals of the Sager Family Foundation. Your enthusiastic advice served as a great beginning for the various cutting-edge charitable initiatives we, as a family unit, will be setting up in Nepal, Bhutan, India, Sri Lanka, South Africa, the Middle East, China and the Equatorial Rainforest over the next year and beyond.

Both Tess and Shane came away touched and inspired from their private one-on-one discussion with you and your personal interest in them (Tess loved your noticing her "Buddy and Socks" artwork), and on how best they can help the less fortunate children in the world. I will be forever grateful to you for making such a moving, powerful and positive impact on my children, an impact that will continue long into the future.

Our pilot-project family-driven charitable initiatives will hopefully elevate this family-type approach into something of a model for other families to follow. Sharing this experience with you via email or our website, as you suggested, would be special. Though I know you and your family receive thousands of invitations each day, I'd also sincerely like to invite you and the Clinton family to join us anytime "in-the-field" whenever our travel schedules may converge.

Unfortunately, there wasn't any time at our home to show you the photographs hanging on the walls where the reception was held. Remembering what you said about your love of world travel and new places, I enclose some of my photographs to perhaps whet your travel appetite. Locations are India, Nepal, Bhutan, and two of my favorites – a "blown-up" photo taken off my wall (sorry for the pin holes) I call my "Moroccan Richard Nixon" and the other, the Dalai Lama wearing a Jewish yarmulke.

All the best, Mr. President, thank you for helping us raise vital funds for the Democratic Party and I hope our paths cross again soon for other worthy causes.

Sincerely,

Bobby Sager



Sager Family

Traveling Foundation + Roadshow

Probable Tour Dates

(We may switch dates for South Africa with dates for Brazil/South America)

September, 2000	Australia
October, 2000	Nepal
November, 2000	Nepal/Bhutan
December, 2000	South Africa
January, 2001	South Africa
February, 2001	India (<i>Dharamsala</i>)
March, 2001	India/Sri Lanka
April, 2001	China (<i>Shanghai</i>)
May, 2001	China/Laos
June, 2001	Brazil (<i>Rainforest</i>)
July, 2001	South America/Central America
August, 2001	New Hampshire

Other Possible Shorter Stops

Israel/Jordan • Japan/Laos • Vietnam/Cambodia

World Headquarters, 15 Tremont Street, Apt 21p, Boston, MA 02111
Phone 617-542-4091. Fax 617-542-7357. email HSager@aol.com

Robert C. Sager
Tremont on The Common
Boston, Massachusetts 02111

August 11, 2000

Mr. Doug Band
Assistant to the President
The White House
1600 Pennsylvania Avenue NW
Washington, DC 20515

Dear Doug:

I just wanted to thank you for all the help you provided in organizing a smooth and successful fund raising event at my home on July 28.

Also, I'd appreciate it if you could facilitate the President receiving my enclosed letter of thanks and photos.

We're all looking forward to a great convention in L.A. and I hope there's a chance to say hello to you while we are all out there.

Sincerely,

Bobby Sager

Exodus Metropolitan
Community
Church

1933 South 27th
Abilene, Texas

00 AUG 18 4:11:12

TO BURAHARDT / MSGS
(C) 8-18-00

Dear Ms. Currie,

October 6-8, 2000, Exodus Metropolitan Community Church of Abilene, Texas will celebrate its 20th anniversary as a church and will dedicate their newly purchased building. We would very much like to have a letter of congratulations from President Clinton to read at our dedication service. We are also very grateful for the work that this administration has done attempting to achieve equal rights for all Americans and make the phrase "with Liberty and Justice for ALL" more than just words.

The purchase and renovation of this building is quite an achievement for this small congregation. Members of the church worked diligently packaging 12,000 pounds of coffee for a private company in order to raise \$12,000 for the down payment. They also contributed time and personal monies in the remodeling.

We are affiliated with the Universal Fellowship of Metropolitan Community Churches and we have an outreach to the gay and lesbian community. The church has had a tremendous impact on this the community this past year using the print and television media to speak boldly the unconditional love of Christ and promote acceptance of people regardless of race, religion, gender or sexual orientation. The membership has nearly tripled in less than a year.

Please send the letter to me as soon as possible so that I can have it framed and present it at the dedication. You will notice my address is in a different state than the church. I work during the week in Oklahoma and drive to Abilene to pastor.

Rev. Margaret Walker
1715 Maple
Lawton, Oklahoma 73507

Thank you so much for your help. This will mean a great deal to our church.

Rev. Margaret Walker, Pastor

NME

August 2000

Ms. Betty Currie
Office of the President of the United States
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Ms. Currie:

Enclosed is a personal letter to President Bill Clinton. I would greatly appreciate you passing it on to him.

If you have any questions or if you should require additional information, please do not hesitate to contact me at 949.387.4539.

Thanks in advance.

Most sincerely,

Noelle

Noelle E. Michelini



Recommend a
Burkhardt to be chosen

yes



no

We can send picture
a booklet
TO BURKHARDT 8.18.00

NME

Dear Mr. President:

Hi! I hope this letter finds you well. My best friend Michelle is a big supporter of your administration, specifically of your policies on race relations and your initiatives on the Forest Plan and Corporations for National Service.

Although our group of girlfriends (the Sunday Club) are all college grads (2 post grads in the group) when we are together it is more like an episode of the television show "Sex in the City" then it is a scholarly luncheon. We are more likely to be discussing a great new lipstick, an incredible yoga class or a hip new restaurant – not national policy. Michelle is the one who always educates the rest of us on what is going on in the world – and she does so in such a way that not only interests the rest of us, it also encourages discussion and provokes thought. She even had us listening to your Earth Day radio address while we were catching some rays off Malibu – and just recently she mentioned your announcement that the Sequoia Groves would be permanently protected (something we were all very happy about). It's funny because Michelle can talk about all of the rest of the stuff we talk about (she recently referred me to a great masseuse) and she drops a little knowledge in here and there as well – we almost don't even realize she is schooling us. She is definitely a well-rounded person and an incredibly amazing friend.

I am telling you all of you this to ask you for something (of course!) but, it's something small (I promise). We are currently scheduled to be in Washington D.C. in ~~mid October~~ and I would love to surprise Michelle with a visit to your weekly national radio address. I have no idea if people are even allowed in to watch or not – but I thought it would be the perfect way to show her how much all of us appreciate her for opening our minds and for simply being a loyal and dedicated friend. I am guessing that you will still be doing the addresses in October – if not I could try to get her to D.C. sooner but her schedule is out of control (she works for pro golfer Tiger Woods).

I hope you will be able to help me with this request – after you meet her you will completely understand why I am trying to go the extra mile and do something really special for her! If you or your staff have any questions or if I can supply additional information, please do not hesitate to contact me at 949.387.4539. I look forward to your reply.

Best regards,



Noelle E. Michelini

Shown, watched
for Sidney &
before Kurt,
in the Visitors
Office. He is
from St. Smith
N

Do nice reply

8-18-00
To Burkhardt +
for Reply

SHAWN J. JOHNSON

August 8, 2000

Dear Mr. President:

Before departing for my year as a Rotary Scholar in St. Andrews, Scotland, I first wanted to share my thanks with you for a great two years at the White House. Nothing has inspired me so much in all my life.

Since the time that I was a youngster in Arkansas, you've been my political leader. As governor, you made us dream, and as president you've made us proud. Your election to the presidency when I was in eleventh grade in Fort Smith was my political awakening - I will never forget the feeling of that fantastic event... as an Arkansan I'm so proud of it and all the things you've accomplished.

So thank you, Mr. President. Thank you for making America great again - thank for taking risks and reviving our economy. Thank you for a presidential record that reminds my

Arkansas - born grandparents of FOR
(they love you!). And thanks for
teaching me that frogs indeed can
jump a long way if you just give
them a chance! But most of all,
thank you for giving your life to
public service - a noble profession.
You've given people like me a renewed
sense of hope that government can
represent us all and not just the
privileged, the wealthy, or the
popular. Our country will miss you
when you've left office - I will miss
you and your shining example.

Someday soon, I plan to get
involved again in public service - this
time in Arkansas. With any luck I'll
be a fraction as successful as you.
Hopefully we can again create someday the
magic that you, Senator Bumpers, and
Senator Byrd created.

So I'm off to Scotland, Mr. President.
I look forward to the many challenges
and bright opportunities the year abroad
will present me with. I can't imagine

a more ideal place than St. Andrews to
spend the year. As part of your golf
advance crew, I know that you'd
especially enjoy playing the Old
Course. I hear it's quite a challenge.
If you come to London / Ireland
again before January 20, you should
come up to Scotland. I'd be glad
to help with the visit.

With my utmost respect
and sincerest thanks,

Sam Sussman

3019 SOUTH 58TH STREET
FORT SMITH, AR 72903



8-18 00

John Powell's
Sisters

220

8-18 00

To Burkhardt
for Reply

MR Clinton



Hope every day
finds you enjoying
good times,
good health,
good cheer!

Eileen Powell

JP/Media - *showing*
speech out against

with Pro of H&A
"All the News
That's Fit to Print"

8-18-00

The New York Times

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THURSDAY, AUGUST 18, 2000

Legal Firms Cutting Back On Free Services for Poor

By GREG WINTER

Many of the nation's biggest law firms — inundated with more business than they can often handle and pressing lawyers to raise their billable hours to pay escalating salaries — have cut back on pro bono work so sharply that they fall far below professional guidelines for representing people who cannot afford to pay.

The roughly 50,000 lawyers at the nation's 100 highest-grossing firms spent an average of just eight minutes a day on pro bono cases in 1999, according to a survey last month by American Lawyer magazine. That comes out to about 36 hours a year, down significantly from 56 hours in 1992, when the magazine started tracking firms' volunteer hours. Yet with the economy booming, firms are enjoying record profits, the survey also found.

"The phenomenon of being so busy that you don't have as much time for pro bono work is quite real," said Jack Londen, a partner at Morrison & Foerster. The San Francisco firm has a long tradition of taking charitable cases, but since the recession of the early 1990's, its lawyers have cut their average pro bono hours in half, the survey showed.

"When there is more work than lawyers to do it, and there are not enough new lawyers out there to hire, the pro bono gets shelved," Mr. Londen said.

The decline is troubling for many in the legal profession, both because of cuts in government-sponsored legal aid programs and because the American Bar Association urges lawyers to do at least 50 hours of pro bono work each year. Only 18 of the 100 firms

surveyed reported that their lawyers averaged that many hours or more in 1999, less than half the number seven years earlier.

Even in cities with strong pro bono legacies, where public service is a particular point of pride, the trend has emerged, leading to concern that a cultural shift may be under way. In February, a committee of the District of Columbia circuit court conducted a survey of 142 private law firms in Washington, a center of pro bono activity. Less than 25 percent of their lawyers spent 50 hours or more representing clients who could not pay, it found.

"What we're seeing is a sea change, rather than just a rogue wave," said Eugene R. Fidell, head of an advisory committee of the Federal District Court in Washington.

Since many large firms raised starting pay for new associates by as much as \$25,000 this year, hoping to dissuade them from flocking to Internet start-ups, many worry that the ebb in pro bono work will only accelerate.

"We're under pressure to work hard to pay for these rising salaries," said John Payton, a partner at Wilmer, Cutler & Pickering and president-elect of the Bar Association of Washington. "I don't think it's going to wipe out the tradition of pro bono, but it's clearly going to have some impact."

Susan Hoffman, the partner in charge of pro bono assignments at Crowell & Moring, has taken to cornering lawyers in hallways at the big Washington firm. Her e-

Continued on Page C5

LIEBERMAN AS DEM



Senator Joseph I. Lieberman making

Ever a Stud

By MELINDA HENNEBERGER
and KATHARINE Q. SEELYE

After Al Gore ran for president in 1988 and lost, just as he turned 40, he organized a series of dinners at which he went around the room ask-

Topic = c)
Podesta
Schaveste

Legal Firms Are Cutting Back Free Service.

Continued From Page A1

mail pleas go unanswered, memos no longer work and phone calls leave her colleagues unmoved.

"I know there's somebody out here who has time to do it," she said. "I just have to find that person."

The drop-off in pro bono work comes when the legal community can least afford it, many public interest groups say. Since 1996, the Legal Services Corporation, a major source of representation for low-income people in noncriminal cases, has lost a quarter of its financing from the federal government — the source of the bulk of its budget — leading to hundreds of layoffs among its legal staff nationwide.

Also in 1996, Congress prohibited lawyers who get legal-services money from engaging in class-action lawsuits or taking cases on a number of issues, including abortion, illegal immigration and welfare revision. To fill the gap, many say private firms need to increase their volunteer efforts, not retreat from them.

"Without a sustained level of pro bono, a lot of people who need legal advice, or who need their rights protected, are not going to have the same access to justice," said Robert Weiner, the pro bono chairman of the American Bar Association.

As practices shy away from pro bono work, many civil rights lawyers say it is becoming increasingly difficult to find volunteers for cases that would have elicited quick responses years ago. Hilary Chiz, the executive director of the American Civil Liberties Union in West Virginia, says she searched for a law firm to represent students who were told to pray in school but had no takers after a year.

"It's a hot issue; it's sexy; it's First Amendment," she said. "I would have thought it would have been easy to place."

Vera E. Kennedy, 55, is also frustrated by the lack of free legal representation. Ms. Kennedy's apartment is one of about 270 units at Hunter's View, a San Francisco public housing development that the city wants to demolish and rebuild.

When similar buildings were torn down a few years ago, prominent firms made sure residents had adequate interim housing and would be allowed to move back when work was finished. Local public interest lawyers have been scrambling unsuccessfully for months to find a firm to do the same for Ms. Kennedy and the other tenants. "There are

To be sure, civil rights lawyers, advocates and poor people themselves have long lamented the difficulty of finding lawyers with the imposing resources often needed to bring forward big lawsuits. A 1993 study by the American Bar Association showed that less than 30 percent of low-income people who needed a lawyer for a civil matter actually got one — proof that, even at its best, volunteerism may not solve the legal difficulties of the poor.

"But a problem that was bad in 1993 is only going to be exacerbated by the fact that you have fewer lawyers doing pro bono," said Deputy Attorney General Eric H. Holder Jr., who has been directed by President Clinton to monitor and promote pro bono work in minority communities.

Not that big firms do all the unpaid work. Small practices and one-lawyer offices take on the bulk of pro

Long hours and high salaries make pro bono work a luxury.

bono cases, though their volunteer hours often go uncounted. Many of these lawyers continue to take on a wealth of unpaid assignments, even though they are busy, given recent surges in employment, disability and sexual harassment litigation. But in some rural areas, where small law offices often comprise the entire legal community, many firms have become as preoccupied as have their larger counterparts in cities.

"They can't say yes to everybody," said Angele Court, pro bono coordinator for Vermont's legal services program. "So they say no to the more difficult case."

Representing the poor is an integral part of being a lawyer, ingrained in the profession since its origins in ancient Rome. In the United States, the commitment to pro bono work is in the code of ethics that has governed the profession for nearly a century. For many, the leadership of corporate firms is critical for setting the tone that pro bono work is still more a responsibility than an act of charity.

"The big law firms provide the litmus test for the legal community," said Steven B. Scudder, counsel to American Bar Association's standing committee on public service

the past. While lawyers typically billed 1,700 hours annually just a few years ago, today they routinely bill 2,200 to 2,300 hours, said Esther F. Lardent, director of the Pro Bono Institute at the Georgetown University Law Center.

The rush of new business has also meant rapid growth within firms, sometimes by as much as 40 percent a year. Practices have sprouted new offices around the country, often in cities where the firms have few community ties. The lawyers hired to run them are so frantically managing busy practices that it will take time before they can branch out and take pro bono cases, firms say.

And it is not as if lawyers are turning their backs on the poor. With more than 150,000 lawyers at their disposal, the top 500 firms still set aside about two million pro bono hours each year, according to the Pro Bono Institute. Some firms are donating more money than ever to legal services organizations to compensate for their declining hours, while 21 of the top 100 firms have stepped up their volunteer efforts, or at least kept them from dwindling.

Skadden, Arps, Slate, Meagher & Flom, which in 1999 became the first law firm to gross more than \$1 billion in a year, now flies new associates to its headquarters in New York for a pro bono pep talk, gives public-service awards to high achievers and has expanded its placement of lawyers in community organizations for several months at a time. But the firm only began these initiatives after its pro bono hours started to slip in 1998.

"It wasn't a horrible downturn, but it was enough of one," said Ronald J. Tabak, the firm's pro bono coordinator. In the current climate, Mr. Tabak added, keeping up pro bono hours takes a concerted effort, since the demands of paying clients alone occupy far more than a 40-hour workweek and the competition for new lawyers has greatly intensified.

To pay for rising salaries, most firms have raised the minimum number of hours lawyers are expected to bill clients, yet often do not count pro bono work in the totals.

"We didn't want to be in a position where the associates would decide between doing their fee-paying work or not," said R. Bruce McLean, chairman of Akin, Gump, Strauss, Hauer & Field in Washington. Last year, the firm decided not to credit pro bono time until lawyers billed at least 2,000 hours in a given year.

Some worry that such changes

es for the Poor

ly San Francisco Bay Area, says that lawyers who would otherwise take cases are unusually tentative this year, waiting to see how pro bono hours will be treated at bonus time. The cases they do take, he says, tend to be short and easy, lest the lawyers become stuck with long-term commitments that may end up counting against them. "If the people who did pro bono work get rewarded at the end of the year," he said, "the people who have been standing on the sidelines will come back."

But even when volunteer hours are, in theory, given equal weight, some associates feel that their careers will be better served by concentrating on paying clients and steering new business to the firm.

"It's a long race going up the partnership track," said Randi L. Strudler, a partner with Jones, Day, Reavis & Pogue in New York. "Rightly or wrongly, not everyone values pro bono work the same as client work."

Since President Clinton asked asked lawyers last year to step up their volunteer service, there have been a number of initiatives to stimulate pro bono work.

One of the leading efforts, called Lawyers for One America, is composed of corporate law firms, law schools and bar associations nationwide. The group, based in San Francisco, seeks to draw from the growing ranks of business lawyers — the largest segment of many large firms, particularly in Silicon Valley.

Because many corporate lawyers focus solely on transactions and never go to court, they often feel out of place handling the mainstays of pro bono work — divorces, tenant-landlord disputes or social security cases. Officials at Lawyers for One America and other public interest

Charitable Decline

Pro bono work has declined considerably among the nation's most successful law firms in recent years. Here are the law firms with the highest pro bono hours per lawyer at the 100 highest-grossing firms last year versus 1992, as ranked by The American Lawyer magazine.

PRO BONO HOURS IN 1999

FIRM	BASED	NUMBER OF LAWYERS	AVERAGE PRO BONO HOURS PER LAWYER
Covington & Burling	Washington	320	105.5
Jenner & Block	Chicago	377	105.1
Arnold & Porter	Washington	441	89.3
Wilmer, Cutler & Pickering	Washington	275	86.3
Debevoise & Plimpton	New York	402	83.2
Paul, Weiss, Rifkind, Wharton & Garrison	New York	395	81.0
Heller, Ehrman, White & McAuliffe	San Francisco	400	80.0
Fried, Frank, Harris, Shriver & Jacobson	New York	426	76.1
Morrison & Foerster	San Francisco	682	71.2
Schulte, Roth & Zabel	New York	239	70.7

PRO BONO HOURS IN 1992

Arnold & Porter	Washington	333	220.6
Morrison & Foerster	San Francisco	572	149.4
Covington & Burling	Washington	307	143.3
Wilmer, Cutler & Pickering	Washington	220	142.1
McCutchen, Doyle, Brown & Enersen	San Francisco	240	131.6
Shaw, Pittman, Potts & Trowbridge	Washington	228	122.8
Heller, Ehrman, White & McAuliffe	San Francisco	393	118.0
Paul, Weiss, Rifkind, Wharton & Garrison	New York	336	106.8
Cravath, Swaine & Moore	New York	308	101.3
Jenner & Block	Chicago	336	92.0

groups hope to soften that discomfort by matching business lawyers with low-income people looking to start companies of their own.

But they say the concept is only starting to take root at firms, and some question whether the standing

of pro bono work has diminished.

"The dollars are so astronomical that they're blinding people to public service," said Teveia R. Barnes, the group's executive director. "It does a disservice to the legal profession and our reputation."

NOTICE TO SHAREHOLDERS

TELESP CELULAR PARTICIPAÇÕES S.A.

Rua Abílio Soares, 409, São Paulo, SP,
A Public Company
CVM nº 1771-0,

C.N.P.J. nº 02.558.074/0001-73,
N.I.R.E. 35.3.001.587-9-2

Notice is hereby given to Shareholders that the Company, in compliance with applicable legal and statutory provisions, and within the limits of its authorized capital, will increase its capital stock from R\$ 748,262,184.14 (seven hundred and forty eight million, two hundred and sixty two thousand, one hundred and eighty four reais and fourteen cents) to R\$ 1,873,346,716.51 (one billion, eight hundred and seventy three million, three hundred and forty six thousand, seven hundred and sixteen reais and fifty one cents), by means of a private subscription of shares, pursuant to preferential rights in accordance with the first

THE WHITE HOUSE
WASHINGTON

DATE: 8-18-00

NOTE FOR: ANDREW CUOMO

The President has reviewed the attached, and it is forwarded to you
for your:

Information ☐

Action ☒

Thank you.

Staff Secretary
(x6-2702)

cc:

8-22-00

OK to send out?



cc B. Reed

2 12-00

copied
Read
Cuomo
Podesta

Ted Hayes
Homeless & Youth Activist

Citizens Advisory Committee, National Homeless Plan, 847 Golden Avenue, Los Angeles, CA., 90017 (p) 213-892-9065

Thursday, September 22, 1998

The Honorable William J. Clinton,
The White House,
1600 Pennsylvania Avenue,
Washington, DC., 20501

To Andrew Cuomo
Do you have any
contact with this guy?
Is there anything
we can do?
Be

Re: **Presidential Mercy On The Poor**

Dear President Clinton,
I am encouraging you not to resign the office of President of the United States. Indeed you have made some serious mistakes, and sinned in the process. However, before God, your family and the world, you have confessed and repented of your deeds.

Unlike the Congress where several hundred individuals represent the people, or the nine on the U.S. Supreme Court, the Office of President is the most singular embodiment of all the American people in the Federal government. In that sense, you are us, and we are you. What ever high moral standards that we expect of you, is what we must expect of ourselves. To condemn you, is to condemn America. We are America! We, our fore parents and our children after us.

Believe me I am not one to cast stones, and I do live in "glass" house. So, I council you to stand your ground. Just as you owe it to the American people to defend and protect, them via the Constitution, you also owe it to them to resist the hypocrites who are attacking your person. If you surrender to the hypocritical side of America, it will not only be disappointing, but you will be putting us at risk of the same kind of Inquisition crusade. A friend of mines describes what has been happening to you as another form of McCarthyism.

You must humbly stand your ground. Let them impeach you. In fact, dare them to do so. Let them make your day. We need to test the democratic process of our Constitution anyway. We need to learn from the procedure for future Presidential crisis. Actually, you will be doing the nation a favor. You must demonstrate our resolve to not give in to hypocritical intimidation even as we will not buckle under terrorism of any sort.

I know that you have two personal spiritual advisors as well as many other close supporters and councilors, however, may I please add my voice to your ear and heart.

If you will notice in the Hebrew Scriptures, i.e. Torah: It is discussed in the Book of the prophet Daniel the divine humbling of the great and most powerful king of the then known world, Nebuchadnezzar of Babylon. The prophet said of God, "to the intent that the living may know that the most High rules in the kingdom of men, and gives it to whomever He will, and sets up over it the basest of men...", He would break the king down. However, after the humiliating experience which would cause the king to know and finally understand "that the heavens do rule"...after all, Nebuchadnezzar would be regain his power. But the prophet says something very interesting to the bewildered ruler. "Wherefore, O king, let my council be acceptable to you, and break off your sins by righteousness (doing Justice), and your iniquities (rebellions) by showing mercy to the poor; if may a lengthening of thy tranquillity." Daniel 4:17,26,27

Remember what John the Baptist says concern repentance?!? "Bring forth fruit (works) worthy (demonstrates contrition) of repentance." Luke 3:8

How about this?!? "Defend the poor and fatherless: do justice to the afflicted and needy. Deliver the poor and needy: rid them out of the hand of the wicked." Psalm 82:3,4

And?!? "Go out quickly into the streets and lanes of the city, and bring in here the poor, and the maimed, and the halt, and the blind, [the good and the bad Mt. 22:10]....Go out into the highways and hedges, and compel them to come in, that my house may be filled." Luke 14:21,22

Furthermore. "Pure religion and undefiled before God and the Father is this, 'To visit the fatherless and widow in their afflictions, and to keep himself unspotted from the world.'" James 1:27

And. "...hath not God chosen the poor of this world rich in faith, and heir of the kingdom which he has promised to them that love him? Do not rich men oppress you, and draw you before the judgment seats? Mercy rejoices against judgment. If a brother or sister be naked, and destitute of daily food, and one of you say to them, 'be warmed and filled; and yet you don't give them those things which are needful to the body; what profit is there? Even so faith, if it does not have works, is dead being alone.'" James 2:5,6,13, 15-17.

"Inasmuch as you have done it to the one of the least of these my brethren, you have done it to me." Jesus Christ - Mt.25:40

Mr. President, please have mercy on the poor. On this earth we not only have no defense against hostile elements and environments, but we are especially vulnerable to the attitudes of human beings who selectively legislate and enforce laws against the super poor, i.e. the Homeless. Though wounded, through God's grace you are our constitutional champion.

Being that you are a repented person, won't you now bring forth this most significant "fruit" of repentance that only a power ruler can. Won't you please "have mercy on the poor" by adopting A National Homeless Plan and stop the Outlawing of American Homeless People?!?

As you know, I have been working with your good staff for some time now, proposing the idea of A National Homeless Plan. Please sir, study the material that I have placed in your hands. Let my colleagues and I meet with you for acceptance and eventual strategizing as soon as possible. I know that you are pressed for time, but you have a wonderful opportunity to shake up certain unsuspecting hypocritical elements within our society, by making this effort top priority.

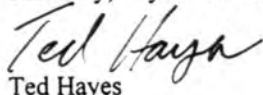
Actually, with your deep concerns for the upheavals and uncertainty of the world global money markets and the subsequent aftermath, preparing and defending the poor is equally crucial. * 100,000,000 countable Homeless people in the Western World, alone) Isn't it true that the turbulent economies of the wealthy and rich causes the existence of the poor and their perpetuating environments? Is it true that while in the midst of these economic uncertainties, that the rich are getting richer, while the poor are getting poorer? As the disparity between the two classes widens, and the middle class is transformed into a slave-like condition, it is not only imperative, but it is common sense that the conditions of the poor have exactly equal attention from you. To ignore or minimize the plight of the poor during these economic crisis, fixing the woes of the wealthy is doomed to failure. Though growing ever more polarized, the state of the rich and the poor are equality and inexplicably connected. It is like balancing a "teeter-totter or Scales of Justice.

Please sir, do as ancient repentant King Nebuchadnezzar, and have Mercy on the poor. Obey the voice of John the Baptist and finalize your repentance by bringing forth that certain "fruit" that rescues the weak and wounded in our society. Bring into your "house", the White House, by Presidential Executive Order the outcast, the poor, that Americas house may be full...there is plenty of room. Be as Miss Liberty, and say to the people and local governments of the United States who would outlaw Americans simply because of their social status in poverty..."send these, the Homeless, the tempest tossed to me..."

Mr. President, there is more that I would gladly share with you upon request, provided that you can get over the idea of my poverty and seemingly unimportance in your world. Even so, as I wish you well, I will continue my quest for A National Homeless Plan and the Cessation of Outlawing Homeless People.

Thank you for your time, consideration, and cooperation.

Sincerely, in your service,


Ted Hayes

P.S. Please take the time to read Hebrews 11, the Hall of Faith", and notice how God utilized broken "messed-up" people to do his mighty will.

HYANNIS PORT
MASSACHUSETTS 02607

✓
Dear Mr. President,

Your visit to Hyannis Port
was better than winning
Ed McMahon's sweepstakes.

Thank you for your
inspiration and focusing on
issues that bear on all
our lives.

Each of the 400 family
members and 75 guests
felt you were talking directly
to them.

I loved seeing you
on the playing field so

copied
personal file
send to
Eugenie
for Reply?

filled with happy memories
 of Jack, Bobby and Teddy
 going out for passes of glory
 while we girls were relegated
 to sweeping the ends and
 where Teddy serenaded his
 his mother on her 100th
 birthday with Sweet Adeline,
 the signature tune of her
 adored father, Honey Fitz.

cup
 pers
 der
 Eric
 for

I got a big kick
 out of watching you hold
 the audience spellbound
 against the backdrop of
 the beach where Jack and
 young John rowed the boat

and where all of us,
at one time or another,
have been reinvigorated
and have found solace.

At the end of that
unbeatable, enchanted evening
as you were pulling out
of Teddy's drive, we were
engulfed by balmy sea
breezes, aided by the beauty
of the rising moon,
grateful to have been blessed
with your magic, knowing
that God's in His Heaven
and a lot of people up
there with Him were looking
out for us.

With love and Thanks,
Ethel-

21

P.S. Mr. President, let me
know if you'd like some
tips on being the spouse
of a New York senator.

OFFICE OF SCIENCE AND TECHNOLOGY POLICY

Please be sure to allow OSTP the opportunity to review any response that either the President or Vice President may send, as it may very well appear in any number of publications.

Rich OSTP
x66108

TUBERKHAZOT
FOR REPLY
CO. RUCOR
W/OSTP
OMB
(17)
8-18-02



COUNCIL OF SCIENTIFIC SOCIETY PRESIDENTS

1155 16th Street NW, Washington, DC 20036 • 202/872-4452 • FAX 202/872-4079
www.science-presidents.org
July 17, 2000

2000 EXECUTIVE BOARD
President & CEO
Martin A. Apple
cssp@acs.org

President William J. Clinton
The White House
Washington, DC

Dear President Clinton,

We are current or recent presidents of the major national professional science associations in America that include over 150 scientific disciplines and over 1.5 million in collective membership. We ask you to stand firm on your FY 2001 science research budget and resist any proposed FY 2001 cutbacks in science in NSF, Dept. Agriculture, DoD, NASA, Dept. Energy, EPA, Dept. Interior and other fundamental research. Without this research we risk our leadership in the highest growth industries of the future and miss opportunities for opening many new exciting vistas of undiscovered knowledge. House investments in FY 2001 science thus far are considerably below the level of true national needs. The 106th Senate unanimously passed S-296, the Senate policy increasing support for science by over 70% from FY2000-2010, but is now hesitating in appropriations to match.

The payoff to the Nation of your past support has been that new research saved lives, improved our environment, ensured our present and future security, and created millions of new high wage jobs. Research performed for the federal government within universities had the additional effect of increasing our research-trained and technically capable workforce. It is well established that a huge portion of our economic growth and increased productivity, helping provide us the longest period of sustained prosperity in the last century, was built on many new scientific discoveries. Proposed cuts in NSF, for example, which funds half of all non-health university research, will cause thousands of highly qualified people whose research ideas have passed peer review to abruptly cease their further pursuit of frontier discoveries.

The life expectancy of the average American increased by almost 30 years as a result of breakthroughs such as antibiotics, vaccines, new medicines and new diagnostics. Federal research investment cracked the universal genetic code, developed satellites to solve important problems, invented the Internet, had the whole world watching as Americans first walked on the moon, developed lasers, enhanced foods by transplanting genes, developed mathematics for important new applications, and developed polio vaccine. This year we are facing another unique set of unprecedented opportunities that promise potentially striking and important advances and discoveries significant to the Nation's future. For example, nanotechnology could revolutionize the 21st century in the same way that the transistor and the Internet led to the Information Age. Information technology research could lead to advances such as high-speed wireless networks that bring distance learning and telemedicine to isolated rural areas or supercomputers that more accurately predict tornadoes and hurricanes, and more rapidly develop life-saving drugs. Biocomplexity research could help us understand how to reverse the current decline in our natural resource base that beclouds our national future. As world food demand rises, many exciting new ideas in agricultural research await verification. We need research that finds solutions to our educational deficiencies. The Nation needs a growing research base to build our national energy autonomy.

The federal Budget surplus may reach \$4 trillion over this decade. Your annual investment of \$18 billion in university research produces nearly a trillion dollar annual return to the economy in the high growth industries. Most products propelling that sector have been on the market under two years so that growth depends on new research every year. The rate at which American companies cite U.S. university-based research in their patent applications has tripled in the last decade. The 300 company Industrial Research Institute urged the Congress this month to continue its critical role of providing reliable and increasing funding for university research.

Cuts from your FY 2001 budgets for science imperil this enterprise of unquestioned productivity and national benefits. While we recognize the Budget constraints facing the Nation, we urge you to continue to invest in the Nation's future. The science underlying our economic, infotech, agricultural, security and health progress is the result of Congressional investments made one, even two decades ago. Past investments by the Congress in research have provided a 25-50% annual return on those investments.

We urge you to lead the Nation forward by ensuring that growth in science investment continues.

Respectfully yours,

Jerome I. Friedman
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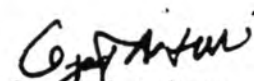
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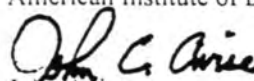
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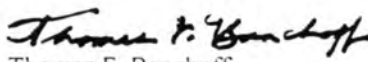
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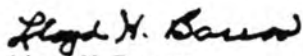
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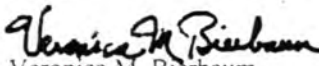

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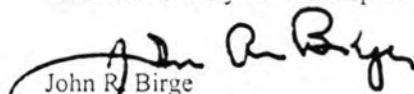

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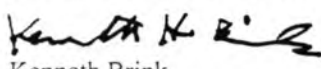

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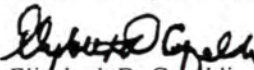

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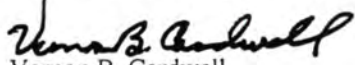

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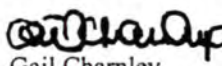

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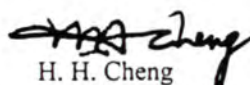

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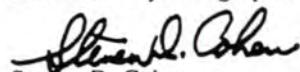

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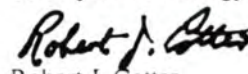

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H. H. Cheng
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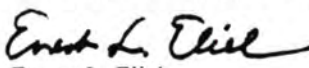

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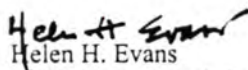

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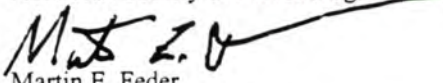

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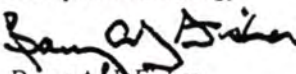

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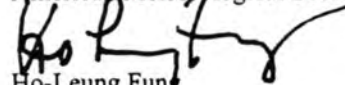

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Radiation Research Society

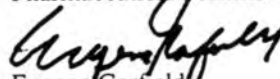

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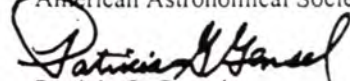

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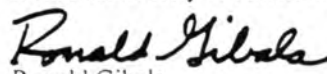

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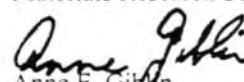

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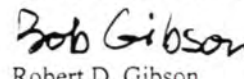

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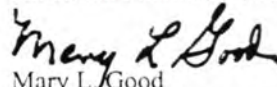

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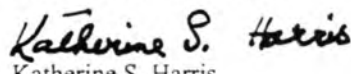

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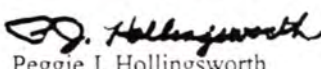

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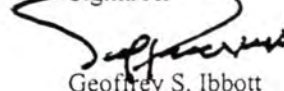

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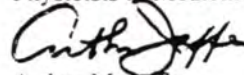

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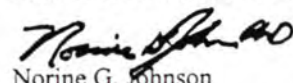

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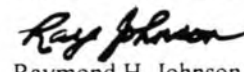

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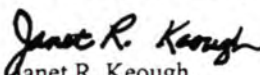

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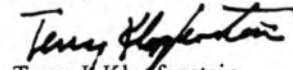

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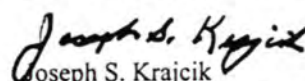

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Charles H. Manley

Charles H. Manley
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Donald C. O'Shea
SPIE-International Society
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Ronald L. Phillips

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Haskell M. Pitluck
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R. D. Wells
American Society for Biochemistry and
Molecular Biology

Mary Lou Zoback

Mary Lou Zoback
Geological Society of America

THE WHITE HOUSE
WASHINGTON

August 17, 2000

MR. PRESIDENT:

The attached Sperling/Berger/Brain memo asks you to approve a unanimous recommendation that USTR issue a revised retaliation list in the *Bananas* dispute as soon as possible, not including cashmere at this time. In addition, all your advisers except NSC recommend the Federal Register (FR) notice announce that cashmere will be put on the *Bananas* list by Nov. 15 if the dispute is not settled by then; if you approve, they recommend you sign the attached letter to Prime Minister Blair explaining your decision. NSC recommends a vaguer FR notice that does not refer specifically to cashmere; if you approve, NSC recommends a revised Blair letter that would make clear, confidentially, that we'll likely have to include cashmere by Nov. 15 if there's no agreement.

As you know, carousel retaliation provisions in the Africa-CBI bill called for changes to our *Bananas/Beef* retaliation lists. Senator Lott, several other members, and key industry representatives want cashmere added to the *Bananas* list now; Lott would accept a postponement if we announce cashmere will be included if the case is not resolved before the end of the year. Blair objects strongly to the inclusion of cashmere (see attached letters). Following Blair's second letter, NSC believes we risk a strong negative personal reaction from Blair if we publicly announce a date certain on cashmere. They recognize Option 2 would require revisiting this issue with Lott.

1) Revised list w/o cashmere, announcing cashmere will be included by Nov. 15 if no resolution

Approve ____ Disapprove ____ Discuss ____

2) Revised list w/o cashmere, no specific reference to cashmere (NSC recommends)

Approve ____ Disapprove ____ Discuss ____

Lisel Loy

JP
we need to
discuss this
Be

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only

00 AUG 17 14:59

THE WHITE HOUSE
WASHINGTON

August 17, 2000

818 20

MEMORANDUM FOR THE PRESIDENT

FROM: GENE SPERLING
SAMUEL BERGER
CHARLES BRAIN

SUBJECT: CAROUSEL RETALIATION

Issue:

Whether to include cashmere garments from the United Kingdom on revised U.S. retaliation lists to be issued in connection with World Trade Organization disputes concerning the European Union's (EU) discriminatory import laws for bananas (*Bananas*) and the EU's scientifically unjustified ban on beef from cattle treated with growth hormones (*Beef*).

Background:

An interagency team has been working to modify our retaliation lists in the *Bananas* and *Beef* disputes pursuant to the carousel retaliation provisions included in the Africa-CBI legislation. The carousel provisions require that U.S. trade sanctions be periodically adjusted in order to increase the effectiveness of U.S. trade sanctions. The conference report accompanying the legislation requested that the lists be revised by June 17, but that became impossible largely due to the need to review more than 400 comments received from the public on this issue.

Among the items that have been proposed for inclusion are garments made from cashmere, especially those from the United Kingdom. Several members of Congress and key industry representatives have placed a special emphasis on adding cashmere to the *Bananas* retaliation list – labeling it a *litmus test* – because they believe it is a sensitive product for the United Kingdom and its inclusion would motivate the United Kingdom to work to settle the dispute.

Charlene Barshefsky and Chuck Brain met with Trent Lott, who has made clear that he has strong feelings on this issue and wants to see cashmere added to the list. Lott said that, while he would like cashmere included now, a postponement would be acceptable if we announce that cashmere will be added to the list if the case has not been resolved before the end of the year. However, U.S. companies with an interest in the dispute had indicated that they would prefer that you not delay implementation. Their preference is to include cashmere on the revised list and implement the revised list without any delay.

The Blair Government has voiced strong objections to inclusion of cashmere. Prime Minister Blair has written to you twice on this subject (Tabs A and B), and he raised the matter with you when you met with him in Japan in late July. Following your meeting with the Prime Minister, we made clear to U.K. officials that we could not forbear indefinitely and would likely include cashmere by late October if the case was not resolved at that time. Prime Minister Blair responded by sending his second letter on August 1, in which he stated that he had been leading the EU effort to solve the issue and that a deadline of late October did not provide adequate time to settle *Bananas*.

The United Kingdom has indicated that it intends to work hard to ensure a constructive resolution of the *Beef*, *Banana*, and *FSC* cases. U.K. officials warn that inclusion of a sensitive product like cashmere on the retaliation list would make it virtually impossible for them to continue to work constructively for resolution of these trade cases.

On *Bananas*, the U.K. Ministers of Industry and Trade, Agriculture, and State have all sent letters to their European Commission (EC) counterparts urging the EC to look favorably upon a settlement proposal put forward by a number of Caribbean countries that export bananas to the EU. We support the Caribbean proposal and believe it can be the basis of a settlement. In addition, Prime Minister Blair has raised *Bananas* with EC President Prodi directly, asking why the EC has failed to take action to resolve this dispute. It appears that Prodi has started to pressure EC Trade Commissioner Lamy to take a more personal role in the *Bananas* dispute to see if a resolution can be achieved soon.

As for *Beef*, the United Kingdom has issued a study finding that there is no scientific evidence of risk to human health from use of growth-promoting hormones in cattle, the food safety question at the heart of the dispute. The United Kingdom's determination regarding the safety of beef from cattle treated with such hormones, coupled with other steps it has taken to move towards a resolution of the case, have been quite helpful.

Recommendations:

In view of the foregoing considerations, we recommend that (a) USTR issue revised retaliation lists in a *Federal Register* notice as soon as possible, preferably early next week; and (b) cashmere not be placed on the *Bananas* retaliation list at this time.

And, with the exception of the NSC, we recommend announcing in the *Federal Register* notice that cashmere will be included on the *Bananas* list by November 15 if the dispute is not settled by then. This strategy gives us the best leverage for promoting further settlement efforts by putting the United Kingdom on notice that it must do even more to find a solution. In effect, it keeps our strongest ammunition in reserve but makes clear that we intend to use it.

This general strategy is not only the best way to enhance our negotiating leverage, but it also is fair to the United Kingdom. By not including cashmere now, we recognize the steps the United Kingdom has taken to promote settlement. This will be the second time that we have refrained from including cashmere – we decided not to do so when the *Bananas* retaliation list was first issued – and, in the interim, the overall level of retaliation imposed against the U.K. will

decrease slightly. The Blair Government will not be happy about a decision that cashmere will be included in the future, but it must recognize that we have demonstrated as much restraint as possible and that cashmere cannot be kept off the list indefinitely. And, we have pushed the deadline back to mid-November to accommodate the Prime Minister's request for more time.

Finally, we recommend that you sign the attached letter to Prime Minister Blair explaining this decision (Tab C).

NSC View: NSC understands that the recommendations above reflect a strategy that had been generally agreed upon in order to maximize our leverage and to take into account views expressed by key members of Congress and affected private parties. That strategy previously had appeal, but the tone and language of Prime Minister Blair's August 1 letter to you has led us to consider a different approach. In fact, the depth of concern expressed by Prime Minister Blair in this letter – his second on this issue (he also wrote you on June 15) – persuades us that there is a strong likelihood of a negative personal reaction from him if we were to announce a date certain on cashmere.

Thus, NSC agrees with recommendations (a) and (b) above, but disagrees with the recommendation that we announce now in the *Federal Register* that cashmere will be included on the *Bananas* list by November 15 if the dispute is not settled by then. Rather, the *Federal Register* announcement should be configured more vaguely to state that (1) a new list will be issued November 15 that would target "products from countries that are deemed not to be cooperating in efforts to find a solution," and (2) "the Administration will retain the discretion to impose additional sanctions if we cannot inform Congress by November 15 that agreement has been reached with the EU on an approach to settle this problem." Furthermore, your response to Prime Minister Blair should confirm the possibility that cashmere would be added to the list by November 15 if no agreement is reached by then. You could assure the Prime Minister in your response that this threat would be kept private pending the outcome of EU deliberations this Fall.

Justifications for this alternative approach can be found in the following:

- Cost to U.S.-U.K. Relations: U.S.-U.K. relations could take a substantial hit if we target cashmere. Prime Minister Blair is beginning to emerge from the lowest domestic political period of his tenure, and would face intense criticism at home if he were viewed as unable to use his close relationship with you to forestall U.S. sanctions despite his personal intervention. Blair would view such an announcement as a personal rebuff to his active efforts to persuade the EU to reach a solution on *Bananas*, possibly prompting the United Kingdom to stop supporting our position in upcoming EU deliberations. We might also expect to lose British support for our position on a variety of other U.S.-EU trade disputes.
- Cashmere Not Needed: Even without cashmere, carousel will step up the pressure on the British by including shortbread biscuits. The biscuit industry includes a number of large companies that have direct access to 10 Downing Street (which our previous list did not), and the \$16 million in exports affected by this action will be noticed. As noted above, the United Kingdom has endorsed the Caribbean proposal we support; indeed, it is the only EU member state to actively do so.

- Targeting the Wrong Crowd: Setting a date certain for sanctions on cashmere commits us to retaliate against the United Kingdom, even if it emerges at the September or October EU General Affairs Council meetings that France or Spain is the obstacle to an agreement on *Bananas*. The Administration should retain the flexibility to target those countries that are at the core of the problem as EU deliberations unfold.

Consequently, in the view of the NSC, the draft letter to PM Blair should be amended by striking the last sentence of the fourth paragraph, and inserting instead: "While we will not include cashmere now, I want to make clear on a confidential basis that I will likely be forced to do so by November 15 if we are unable by that time to inform the Congress that agreement has been reached with the EU on an approach to settle this problem."

The NSC recognizes that, as noted above, Senator Lott has indicated that he would like the *Federal Register* notice to provide explicitly that cashmere will be added to the *Bananas* retaliation list if the case is not resolved by a date certain before the end of the year. Accordingly, if you were to prefer this option, it would be necessary to revisit this issue with the Senator.

Decision:

1) That you approve recommendations (a) and (b) above and the recommendation to announce that cashmere will be included on the *Bananas* list by November 15 if that case is not resolved by then:

_____ Approve

_____ Disapprove

or,

2) That you approve recommendations (a) and (b) above, that you approve the alternative option proposed by the NSC, and that we attempt to work out differences this approach might raise with Senator Lott:

_____ Approve

_____ Disapprove

Attachments

Tab A First Letter from Prime Minister Blair (Pre-Okinawa)

Tab B Second Letter from Prime Minister Blair (Post-Okinawa)

Tab C Draft Letter to Prime Minister Explaining Decision



10 DOWNING STREET
LONDON SW1A 2AA

THE PRIME MINISTER

15 June 2000

Dear Bill,

I am very disturbed at the prospect that the US might impose tougher sanctions against UK businesses because of the WTO dispute over bananas. This would be entirely counterproductive, and would only make it harder to resolve the issue.

We want to see the bananas dispute resolved as soon as possible, and are doing all we can to achieve this. The threat of increased retaliation cannot make us do more.

If anything, the US should be reducing its retaliation against UK business. The UK is the leading voice within the EU arguing for the US/Caribbean proposal. You know how keen I am to see EU/US disputes resolved without the need for political conflict. We stand alone in opposition to the EU's ban on US meat, and have worked successfully to moderate the EU's line in the FSC dispute.

We have written again this week to the Commission, urging them to show the flexibility needed to reach a deal. I hope you are asking your negotiators to do the same. Settling this dispute would greatly enhance our ability to sort out

other disputes as well. There is a real chance of a deal on bananas on the basis of the proposals put forward by the Caribbean countries in consultation with the US, but only if both sides are willing to move.

Best wishes

Yours ever
Tony

The President of the United States of America





10 DOWNING STREET
LONDON SW1A 2AA

THE PRIME MINISTER

→ Norland
Samuels
Lael Brainerd

Dear Bill,

I understand that the US might announce a new retaliation list for bananas in the next few days.

When we discussed this at Okinawa, I said I thought it was best to try to solve this dispute without another list. If there is to be a list, I believe it would be totally wrong for UK products to be on it. Your officials say to us that they recognise that the UK has clearly been trying to reach a constructive solution. Indeed, we have been working harder than any other Member State on this. US retaliation against us is therefore unjustifiable and will not be understood here.

A decision to single out cashmere for inclusion in a future list would also be seriously counter-productive. Even threatened retaliation would cause substantial economic and political damage. We are fully aware of the need to solve this dispute rapidly and are doing all we can to achieve that.

We are trying to get the dispute solved as quickly as possible, but a deadline of the end of October is unrealistic. As you may know, last month's General Affairs Council agreed that the Commission should examine two-stage solutions based on "first come, first served", and report back on this and other

possible solutions including the implications of a tariff-only regime. The issue is likely to return to the GAC in mid October, based on work which is taking place throughout August and September.

The Commission is trying to win support from reluctant Member States (not including the UK) for a WTO compatible solution. We are helping them with this. Making new retaliation threats will not help. On the contrary, it would seriously jeopardise the UK's ability to find a reasonable solution to this and other pending disputes. I do hope you will reconsider.

Yours ever
Tony

The President of the United States of America

THE WHITE HOUSE

WASHINGTON

Dear Tony:

Thank you for your letters regarding changes that may be made to the retaliation lists in the *Bananas* and *Beef* disputes. I recognize that you view this issue to be quite important, and I want you to know that I have given much thought to the points you raised in your letters as well as in conversations we have had.

You have suggested that we work to settle these disputes without revised retaliation lists, but this is simply not possible. The need for revised lists arises from statutory provisions that must be implemented. These provisions are the result of deeply felt frustration within our Congress over the European Commission's failure to meet its WTO obligations for far too long -- a frustration I share.

With regard to how the lists will be revised, cashmere garments will not be added at this time. In addition, the United Kingdom will continue to be exempt from retaliation in the *Beef* dispute, and its sanctions under the *Bananas* list will decrease. We have adopted this approach due to the constructive role the United Kingdom has played in attempting to resolve these disputes. The efforts made by your government are very much appreciated, and I trust that they will continue. Indeed, I believe that your continuing personal involvement is one of the most important steps toward bringing these matters to a satisfactory conclusion.

As you know, there is a limited pool of items eligible for inclusion on our retaliation lists, and there is considerable interest here in the United States for cashmere to be included on the *Bananas* list in particular. We did not include cashmere when the *Bananas* list was initially composed, and we have refrained from doing so again. Nonetheless, the demands to include cashmere have escalated. While we will not include cashmere now, we must make clear that it will be added to the list by November 15 if *Bananas* is not resolved by then.

I hope you recognize that we have tried to show the greatest possible sensitivity to your concerns. More importantly, I hope that we never reach the point where cashmere is included because that would mean we have failed to settle a case that should have been resolved long ago. We should work together to narrow our differences and put these trade disputes behind us.

Sincerely,

The Right Honorable
Tony Blair, M.P.
Prime Minister
London

THE INCIDENT HAS BEEN

8-18-00

They asked me
to be involved
w/ this —

Boz

copied

N. Herreich

B. Lindsey

Podesta

THE PHILLIPS OPPENHEIM GROUP

NOT-FOR-PROFIT SEARCH CONSULTANTS

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MEMORANDUM

To: Ed Rendell
From: Leslie Maddin
Re: Chief Executive Officer
Campaign for Public Service

Date: March 9, 2000

As we discussed, enclosed is a packet of information about the Campaign for Public Service, including the position description, the Rationale and some biographical information on the Heyman family. We have also enclosed in a packet of information about the Phillips Oppenheim Group.

Thank you for your help.

THE PHILLIPS OPPENHEIM GROUP

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Conversations

WINTER 2000

VOL. 10

Sandi Haynes Robertson, Editor

TODAY'S BOARDS: NEW VOICES, NEW VIEWS

Board leadership - Seen by some as the critical financial backbone of an institution and by others as an imposed, but tolerated, system of checks and balances tempering the internal decision making authority of a Chief Executive Officer or Artistic Director. Seen by some as a policymaking infrastructure and still by others as means for public recognition. In fact, at their best, boards serve as vital partners to management, complementing and broadening a company's internal experience and expertise. And as importantly, boards allow for broad public representation, inclusion and involvement in the business affairs of corporate, nonprofit and philanthropic entities alike.

Yet to many capable and interested individuals, being selected for these perceived positions of power has been, and remains, an elusive goal. This has perhaps been most true for women, people of color, young executives and such -- populations not often, or only newly, visible within the prominent business, professional and social ranks from which board leaders have typically been chosen. With nonprofit boards, the traditional expectation of access to funds--one's own or someone else's--has been limiting and intimidating to many. And most view corporate and foundation board selection as subjective, shrouded in secrecy, and therefore all the more unattainable.

Over the last decade, however, the globalization of the consumer marketplace has slowly led to changes in the ways that companies --corporate and nonprofit alike-- do business. Here and there windows of opportunity have opened allowing a few new people to squeeze through and into these top governance positions.

Both corporate and nonprofit institutions are slowly beginning to see the power of board diversity--of all types--and its positive influence on the bottom line. Racial and gender diversity often help to increase a corporation's understanding of previously underserved populations that now represent large targeted consumer markets. Such diversity can also enhance a nonprofit's ability to tap into potentially new donor markets. Age diversity, especially recruiting younger executives, can help keep a company abreast of exciting new technological advances. Geographic diversity can help a philanthropic entity stay in touch with its broad grantee population. And experiential diversity--recruiting nonprofit executives onto corporate boards and vice versa--can enhance the business practices of each by embracing the successful strategies of the other.

Increasingly, forward-looking corporate and nonprofit executives are turning to search firms to help them expand and diversify their board leadership. This issue of **Conversations** spotlights four leaders who, in different ways, are actively impacting the dynamics of today's boards. They are: Dick Robinson, Chairman and Chief Executive Officer of Scholastic, Inc; Tom Jones, Chairman and Chief Executive Officer of the Global Investment Management and Private Banking Group at Citigroup; Addie Jones, Principal with the Phillips Oppenheim Group; and Albert Siu, the Clifford Spingarn MD Professor of Medicine and Chief of the Division of General Medicine at the Mt. Sinai School of Medicine.

Change is never an effortless process. And introducing change into any institutional structure can impact the culture of the institution, and its decision-making processes in ways that at first may be a bit uncomfortable. However, the benefits usually far outweigh the bumps. Should diversifying one's board therefore be seen as a risky move? Not necessarily. A strategic move? Usually. A worthwhile move? Most certainly. Because with such diversity not only comes new voices, but new vision, and informative, business-enhancing new points of view. ■

The Newsletter of
THE PHILLIPS OPPENHEIM GROUP

DICK ROBINSON DISCUSSES CORPORATE BOARD DIVERSITY



Dick Robinson is the Chairman, President and Chief Executive Officer of Scholastic, Inc., the nation's leading publisher of children's books and educational materials. The Phillips Oppenheim Group recently assisted Scholastic with its board recruitment efforts. We paused to ask Dick the following:

How do the challenges that Scholastic faces in retaining its competitive edge within the marketplace shape your thinking about Scholastic's board leadership needs?

"As a company that serves children, both through schools and directly within the home, we are well aware of the changing composition of the faces within today's schools, and increasingly that composition includes not only children of various colors, but children of multiple languages, cultural backgrounds and value systems; children of global upbringing. As a corporate entity, we are very attuned to reflecting both the emotional picture and the ethnic, cultural, and language diversity of the children that we serve, and the teachers who serve them. This has led us to focus not only on our workforce recruitment, but also on our board recruitment. To be competitive, we need to have board leadership that understands: 1) the experiences of the large number of children currently in our schools; 2) the kinds of experiences that school children of the future are likely to have; and 3) the expectations that this will present to Scholastic as a publisher and creator of learning materials.

"This concern has translated into our having a diverse board for more than five years, including people of color and of diverse language background. Additionally, we have recently felt the need for someone with solid marketing skills who knows how to use today's new technology to market educational products to children and their families. In working with your firm, our recent choice of Linda Baker Keene--Vice President of Market Development, American Express Financial Advisors--brought to us an African-American woman who has outstanding marketing skills, and is equally comfortable marketing to a middle-American consumer base as she is knowledgeable about targeting diverse urban markets. She also knows how to use the Internet to market in a new paradigm."

How do you see the board diversity that you have described translating into real value for Scholastic?

"People often say that corporate boards are supposed to represent financial expertise and focus on shareholder value. But in fact, I would create a larger mission for today's boards,

namely, that they need to look at where companies are in the communities that they serve. If the role of a corporate board is narrowly focused on finance, the board won't be as effective in answering: 1) who are the corporation's customers; 2) what do they really want; and 3) what and how is the corporation serving them? The board is responsible for looking at the corporation as an overall entity serving both a particular consumer base and the society in which it operates, as well as creating shareholder value.

"Interestingly, at Scholastic, we have found that it is sometimes people from the nonprofit and education communities who are most knowledgeable about the content of our company and most sensitive to the goals of the teachers and the parents that we serve, in ways that a financial person may not identify with. And unless we have that expertise on our board, we are at risk of making business decisions that make sense financially, but that don't create value for the people that we are serving. I believe that the traditional goals of nonprofit institutions--really thinking about the people that they serve and structuring programs specifically for them--are intersecting with the goals of profit-making companies. However, nonprofit executives have long had to work in ways that unfortunately are atypical within for-profit corporations: encouraging cooperative decision-making, building multidisciplinary work teams, engaging bottom-up strategies, exerting less command-and-control. These techniques have long been familiar in the jargon of corporate governance, but are only now slowly becoming practice. And while nonprofit organizations have long sought out for their boards the financial and management capabilities of corporate leaders, I feel that corporate leaders need to recognize the important potential board resource that exists in nonprofit executives who can understand how to make organizations work."

Finally, what do you believe to be some of the real and/or perceived barriers to greater diversity on today's corporate boards?

"This is a question with many layers. To start, a corporate board is first of all the employer of the corporation's Chief Executive Officer, and I believe that some CEOs may not be comfortable giving power to individuals whom they don't understand as well as they think they understand individuals like themselves. Second, to have a diverse board, with a range of perspectives, the CEO and the corporation have to be able to accept disagreement or even criticism. This is often very tough. I think therefore that some corporations organize their boards much more to carry out the wishes of the Chairman and CEO, and thus look for people who think just the way that the CEO does. And while I am not critical of either of these realities, I do believe that a corporation misses something significant by not reaching out to people who have different points of view.

Continued on page 6

A BREAKFAST CHAT WITH TOM & ADDIE JONES



Tom Jones is Chairman and Chief Executive Officer of the Global Investment Management and Private Banking Group at Citigroup. He serves on numerous corporate and nonprofit boards, including: Freddie Mac (The Federal Home Loan Mortgage Corporation), Cornell University, Thirteen/WNET, and Pepsi Bottling Group. **Addie Jones** is a Principal with the Phillips Oppenheim Group, where she is engaged in many of the firm's corporate and foundation board searches. Additionally, Addie serves on the board of a private day school in Stamford, Connecticut, and on the board of the Alvin Ailey American Dance Theater Foundation. We were able to catch this busy husband-and-wife team over breakfast and talked to them about today's boards.

Tom, as someone who is often approached by both corporate and nonprofit entities to provide board leadership, how do you decide which invitations to accept?

"With corporate boards, my primary consideration is whether I think that I can make a contribution to the business. With nonprofits, it's whether I think the cause is important and do I have some personal interest in, or connection to, the institution. In both situations, I secondarily consider whether the work will be intellectually stimulating. And finally, whether I will enjoy working with and socializing with the other board members."

Addie, is this consistent with what you find to be motivating factors for the individuals that you recruit onto corporate and nonprofit boards?

"Generally, yes. I always hope to find individuals to serve on boards who are genuinely committed to serving the mission of the particular institution, whether for-profit or nonprofit. However, prospective board members are also motivated by being able to make contacts with a universe of people with whom they might not interface in their daily professional lives. Candidates may also see board service as a significant way of expanding their own professional skills base."

Addie, from the other side of the table, how do you know what to look for when recruiting board members?

"I am first led by the guidelines given to me by my client --the institution-- which are almost always based on a void that the board is seeking to fill. That void may be an area of expertise, such as marketing or finance, or may represent a need to diversify. Quite often these two considerations are merged. For instance: a client may be looking to tap into a new consumer market, and so I will do research on top-notch marketers. However, if that market is a particular ethnic or geographic market, then my research is narrowed to a subset of my broader list of marketing prospects."

"Good research is key, because we must also be careful to avoid recruiting candidates that would represent a conflict of interest for the company, or that are engaged in competing board work. Sometimes the conflicts are obvious. If I am recruiting for a telecommunications business, I can't go to its competing field rivals. Sometimes, however, the conflicts are not so clear, for instance: in recruiting for a publishing company, I might have to stay away from a media company that does business with the publishing company's vendors. It can get very complex. Always, however, I try to allow the company's business, or mission-related objectives, to guide my outreach."

Tom, do you always feel that these objectives, as Addie has stated, are clearly articulated. In other words, do you really know what a board expects of you before you join?

"In a corporate situation there is usually reasonable clarity and some plausible connection in terms of the skill set that the board is seeking to complement its existing capabilities. I feel, however, that nonprofits could do a slightly better job of being more explicit with regard to their expectations. This would reduce the possibility of disappointment for either side."

Tom, does "board culture" vary from institution to institution? And does a board's culture impact your decision of whether or not to join a particular board?

"Board culture varies drastically. I have been on boards that are so tightly scripted, with jammed-full agendas, so that there is a lot of information delivered, but relatively little exchange of ideas. The board therefore functions more as a reporting procedure than a decision-making forum. Conversely, I have served on boards that are more open, where questions are tossed out for genuine suggestions and/or guidance from the directors. Before joining a board, one should have some way of knowing how the board functions, and what the board culture is, because some people would work better in one setting than the other."

Addie, does board culture, as Tom has suggested, in fact inform your recruitment process?

"Absolutely. How a board functions, and the degree of participation that the institution expects from each board member is very important to know. It can sometimes dictate who does and does not have the time or the interest to serve on a particular board. Family foundation boards, for instance, sometimes require an intense time and

Continued on page 6

ABOUT THE PHILLIPS OPPENHEIM GROUP

The Phillips Oppenheim Group is a full-service Executive Search Firm, dedicated to providing the not-for-profit community outstanding service, broad reach and creativity, when recruiting new executive talent. Our dedication to the sector keeps us abreast of the challenges facing nonprofits as they address society's toughest problems in a rapidly changing global environment. We also remain at the forefront of helping organizations define new paradigms of leadership that will keep them competitive well into the next century.

AREAS OF CONCENTRATION

We work for both domestic and international organizations in a diverse range of fields, including:

Arts , Culture, & the Humanities

Advocacy & Public Policy

Board Leadership (Corporate, Foundation & Nonprofit)

Community Building & Economic Development

Education

Environment

Family, Early Childhood & Youth Development

Health Care

Human & Social Services

International Disaster & Relief

International Sustainable Development

Justice & Social Reform

Leadership Development

Philanthropy (Private, Corporate & Family Foundations)

Population & Family Planning

Workforce Development

In addition to providing standard recruitment services, Phillips Oppenheim also serves institutions that have need for the following special services:

Startup Services • Working through issues of structure and governance. Obtaining and analyzing industry research and comparisons

Organizational Restructuring • Reviewing and revising reporting structures and departmental organization

Diversity Work • Helping institutions use the search process to become more diverse in all ways, including with regard to race, gender, age, sexual orientation, culture and experience

A PEAK INSIDE: POG HIGHLIGHTS & HAPPENINGS

- Debra Oppenheim and Herb Schneider tied the knot on September 26. The beautiful and intimate service was held in the roof garden of the Peninsula Hotel. Congratulations.
- Since our last communiqué, Paula Butterworth joined our administrative team. Welcome Paula.
- POG welcomes Jane Gersh back to the firm. Jane has joined us as a consultant, helping to update POG's data systems.
- Rebecca Axelrod continues touring with The New York Cabaret Unlimited singing in their 1999 Rodgers and Hart Review, entitled, You Gotta Have Hart.

VITAL STATS

Since our last newsletter...

...POG Staff have traveled over 50,000 miles, to locations such as Tokyo; Honolulu; Rome, Florence, Venice; Paris; Kenai, Alaska; Buenos Aires; and Beijing.

...Becky Klein biked over 80 miles in *The New York Century Bike Tour* and *The Bike Tour for MS*.

...POG Staff consumed over 100lbs of chocolate.

NEED TO REACH US?

E-mail is easy and efficient

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Sandi Robertson	srobertson@pogsearch.com
General inquiries	info@pogsearch.com

FOR YOUR INFORMATION

POG'S new website, www.pogsearch.com is under construction and will be up and running shortly. The website will provide us with another opportunity to keep you informed of our work.

Look for it soon.

or you may contact us at:

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New York, New York 10175
Phone 212 953 1770 · Fax 212 953 1775

3107 44th Street, NW
Washington, DC 20016
Phone 202 237 1136 · Fax 202 237 1138

DICK ROBINSON, *continued from page 2*

"Third, it is sometimes hard for the typical corporate board committee that reviews prospects for board candidacy to challenge their own criteria for board service. One way in which we are experiencing this at Scholastic, is in our need for age diversity. With the overwhelming presence of the Internet and new technology in today's marketplace, the work world of tomorrow will be radically different from today's. We need some 'generation-Xers' on the board, who are in their 30s, to give us the perspective of consumers in the world that is rapidly unfolding. Without this, we will not be able to keep pace with the changing world of technology. Yet boards may look at such candidates and surmise that their limited work experience makes them unsuitable for board leadership. However, we must remember that we are not recruiting them for their years of experience, but rather their freshness of view.

"Finally, I believe that while many international companies are used to looking at the world and its vast demographic mix, many of the US-based adult-serving corporations have not quite caught up with the changing complexion of the US marketplace. US-focused companies are not necessarily as aware of the changing demographics of the children's population, or the impact of this change on their respective consumer bases. This may be because as providers of adult products and services, they won't be serving this rapidly changing population for another 10 or 20 years. However, these children are Scholastic's current population and consumer base, and we must daily face the challenge and excitement of staying on top of this population, its changes, and its ambitions. And our board helps us do just that." ■

TOM & ADDIE JONES, *continued from page 3*

travel commitment, not only for the actual board meetings, but because of the expectation that the board will interact significantly with the family.

"Additionally, an important part of the recruitment process is my research on the other board members. The chemistry must be right between the current and new board members otherwise the board won't function as a team."

Finally Tom, do you see opportunities for greater board diversity in the future, and if so, where?

"I believe that one of the greatest challenges of board service is the time commitment. I find, for instance, that it is sometimes very hard to fulfill my formal work responsibilities, have some time to think, relax, and refresh, and still have time to give thoughtful consideration to the issues affecting another institution. In the past, most major corporate and civic boards have tried, to the extent possible, to populate themselves with the local corporate elite. However, with many of these corporate chief executives I think that we may begin to see some movement toward 'the Jack Welch rule' of no board service because of the time demands. And even if the very top corporate executives don't cut out board service altogether, they may very well limit that service to 1 or 2 boards instead of 4 or 5.

"This will open a lot of opportunities, because it will mean that most corporate and civic organizations will have to cast the net more broadly in recruiting board members, and this should bode well for women and people of color. Organizations will always have the need for board leadership and there are now more women and minorities in very senior positions who will be good candidates for that expanded range of opportunities."

Addie, as a recruiter, do you in fact see this shift occurring, and if so how are search firms helping to facilitate this process?

"The shift is beginning, but change can be a slow process. However, when a board decides to use a search firm, it is often a first indication of the board's willingness to reach beyond its own network. Boards, though, can be risk-adverse, especially about considering candidates whose names they don't recognize. The role of the search firm is to do the solid research and referencing that helps to make clients comfortable with someone they do not know, or know of. There are many highly accomplished individuals with solid credentials who may not have had the type of exposure or visibility outside of their respective industry to put them on a corporation's or foundation's radar screen. It's my job to bring to the attention of the client these exciting prospects." ■

DR. ALBERT SIU, ON FOUNDATION BOARD SERVICE

What do you personally find most rewarding about your board service with the Nathan Cummings Foundation?

"I find it particularly rewarding to be able to relate to major social concerns from a new and different vantage point. In my professional life I have had the opportunity to address tough health issues from both the service end -- working at a hospital -- and at the training end -- teaching in a medical school. I have also been able to focus on health policy within a government setting. So, working on the Foundation's board has provided a new forum in which to deal with issues that are important."

What does your professional expertise lend to the Foundation?

"One of the Foundation's primary grant-making areas is in health, and at present, I am the only health professional on the board. I believe that I can add value to the Foundation, given the dynamics and fast-moving nature of the health care field, not just in terms of the science of the medicine, but the financial elements and delivery of today's medical services. I therefore think that my leadership has been helpful in terms of shaping the Foundation's health program. I also currently chair the board's Health Program Committee."

What are the unique dynamics of being a non-family member of a family foundation board?

"The Cummings family constitutes the majority of the 18 member board, and there are currently four non-family members. This is a family that is very engaged in the life of the Foundation, and my respect for the family has grown immensely as I have watched their contributions to the program areas."

"Being a non-family member is a little like being an 'in-law' in that it takes time to really learn about the family and its dynamics, and to feel like a real

part of the board. I have been very fortunate to have had other non-family trustees as colleagues and I have learned a lot from them. I have always felt, however, that my opinions and contributions, even as a non-family member, have been equally valued. And I think I have been able to contribute to discussions in ways that are not shaped by a family or personal history."

In what ways do you see diversity at the board level enhancing the grant-making work of the Nathan Cummings Foundation?

"I should first note that this is a board, and an institution overall, that has always valued diversity. The staff is extremely diverse and works closely with the board. Therefore, I came into an organization and a culture that genuinely respects a range of viewpoints. However, there have been times when issues have arisen where I believe that my unique experiences informed the decision-making process. One such instance occurred around immigrants' health issues. Totally apart from my perspective as the board's health professional, I think that I am the only immigrant on the board. And my being able to think about my own immigrant past, and my parents' actions with regards to my health care, brought new information and a new perspective to this critical dialogue."

"My background as an academic also adds a level of diversity to the Cummings board. Invariably all of our program areas intersect with academic issues and areas of academe in some way. As the only professor on the board, and I feel that my understanding of academic sensibilities adds to the critical dialogue of the board." ■



Dr. Albert Siu is the Clifford Spingarn MD Professor of Medicine, and Chief of the Division of General Medicine at the Mt. Sinai School of Medicine. Additionally, he is Director of Adult Primary Care at the Mt. Sinai Hospital. Dr. Siu was recruited by the Phillips Oppenheim Group to the board of the Nathan Cummings Foundation, a New York-based family foundation whose grantmaking activities are centered on health, arts and culture, the environment, Jewish life, and democratic values. Dr. Siu shared the following about his board service:

**THE
PHILLIPS OPPENHEIM GROUP
WISHES EVERYONE
A HAPPY
AND
PROSPEROUS
NEW YEAR**

THE PHILLIPS OPPENHEIM GROUP
521 FIFTH AVENUE, SUITE 1802
NEW YORK, NEW YORK 10175

THE CAMPAIGN FOR PUBLIC SERVICE

(working title)

Chief Executive Officer

BACKGROUND

The Campaign for Public Service is being established to undertake the most significant comprehensive look at government service reform in over 100 years. The Campaign's goal is to make government service as attractive and accessible as possible, so that the best and the brightest that the country has to offer will seriously consider service in the federal government sometime during their career. While a few organizations are working on specific aspects of government reform, there is no national organization currently addressing this problem on a broad-scale basis.

The Campaign will work towards reducing, and eventually eliminating, the barriers which preclude our strongest and most talented people from entering government service -- such as financial disparities with other sectors and obstacles raised by civil service regulations. The Campaign will provide focused, spirited, action-oriented leadership in this critically important area by creating and leading a broad-based campaign that focuses on pragmatic reforms. At the same time, the Campaign will generate the public and media support to drive those reforms forward.

The Campaign will include creating innovative strategies, developing applied research on the issues, including leveraging existing research; designing and implementing a legislative agenda based on reasonable priorities; and building partnerships and coalitions in support of reforms. Central to every piece of the campaign is sustained public visibility. The Congress, the Executive Branch, colleges and universities, and the public at large will be focal points of the Campaign's initiatives.

The Campaign, founded by Samuel J. Heyman, will be located in Washington, DC. With committed multi-year funding, it will have an initial annual operating budget of approximately \$4 to \$5 million and a full-time staff of 35 individuals.

BASIC FUNCTION

The Chief Executive Officer will provide the leadership, vision and direction for the Campaign. He/She will assume overall management responsibility for its day-to-day operations and

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activities. Reporting to the Chairman and the Board of Trustees, the CEO will develop and communicate a coherent vision for the Campaign, design programmatic objectives and provide leadership for the staff and Board to implement these programs. The CEO will be the Campaign's primary spokesperson and will be expected to reach out to potential allies, constituents and other external groups to share ideas, leverage people and funds and collaborate on various initiatives. The CEO will work closely with the Board in all aspects of the Campaign's activities and will be responsible for recruiting, motivating and retaining a strong professional staff.

FIRST YEAR'S PRIORITIES

The new CEO will give priority to the following during the first year:

- Develop an agenda which includes research priorities, legislative initiatives and collaborations; signal the Campaign's presence by defining projects that will become signature pieces for the organization; create early attention through conferences, seminars, white papers, newsletters, a website, etc.;
- Recognizing that Institute is being created in a Presidential election year, design a timetable that frames the agenda, encourage possible action by this Congress on at least one component of that agenda, and enunciate a full-scale action plan for the next Congress in 2001;
- Create linkages with organizations with compatible agendas; develop working relationships and channels of communication with research partners, colleges and universities, the media and others who can effect the effort to create meaningful change;
- Serve as an articulate and visible spokesperson for the Campaign in order to build positive understanding and acceptance of the mission of the organization;
- Recruit a Board of Trustees; facilitate an effective relationship with the Board, individually and collectively, to bring forth their best ideas and talents in order to accomplish the Campaign's mission;
- Make the Campaign operational: recruit, develop and supervise staff; develop systems including budget, program, research and policy application.

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KEY RESPONSIBILITIES

The new CEO will also:

MANAGEMENT

- Work with a newly recruited senior management team to ensure that there is strong internal communication and coordination among them; ensure that there are well-defined goals, clear responsibilities and levels of accountability for all staff;
- Oversee the financial status of the Campaign; evaluate the budgetary process and make certain that the finance and program activities are well-coordinated; ensure that appropriate and cost-effective structures and technology are in place and that reporting systems to the Board are accurate, timely and complete.

COMMUNICATIONS AND PUBLIC RELATIONS

- Develop and build relationships with key members of Congress, Congressional staff, other legislators, the Executive Branch and other agencies that can have an impact on the ability to attract strong people to public service;
- Forge linkages and collaborations with other institutions, grass roots organizations, advocacy groups, think tanks, academia and members of the media who can contribute to the success of the mission;
- Represent the Campaign by articulating its mission and purpose to a broad public, acting as spokesperson for the organization and its activities.

PROGRAM AND PLANNING

- Working with staff and Board, provide a program vision and direction that reflects the mission; prioritize, create and implement a strategic program plan, ensuring that there are demonstrable measures of success to indicate that the Campaign is moving forward;
- Frame position papers and action plans based on research conducted either internally or through linkages with think tanks, academia or other allies; evaluate data and translate from abstraction into concrete action plans;

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- Commission papers, sponsor debates and convene other forums in which positions and strategies can be framed and action plans can be pursued; build consensus and support relating to those issues and strategies both within and outside the organization;
- Monitor key trends and issues that could affect the success of the organization, communicate their implications to the Board with recommended action.

BOARD RELATIONS

- Take a leadership role in recruiting a Board of Trustees and other advisory committees;
- Encourage and promote thoughtful discussion among Board members, finding ways to use effectively their individual expertise to benefit the institution;
- Help the Board think through the impact of relevant issues, and provide it with appropriate research and policy options; implement Board philosophy and policy.

IDEAL EXPERIENCE

The CEO should have the following experience and qualifications:

- Credibility with broad-based constituencies including legislators, business and community leaders, academics and others who can influence the process of entering public service;
- A track record of managing people, operations and fiscal affairs for a successful start-up organization;
- Passion and enthusiasm for public service and a serious commitment to the goals and mission of the Campaign, coupled with the ability to communicate them to a broad public;
- Ability to define and articulate ambitious objectives, motivate people and direct an organization toward common goals;
- An ability to effectively communicate both in writing and verbally, including excellent public speaking skills for both formal and extemporaneous presentations;
- Proven ability to create constructive partnerships with a Board, staff and other allied organizations.

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PERSONAL CHARACTERISTICS

Ideally the individual should be the following:

- Intelligent, creative and resourceful, with the judgment to anticipate and act on events which will advance the mission of the Campaign;
- A person with an unusual breadth of leadership and strong interpersonal skills, who exhibits credibility, diplomacy, trust and integrity, and seriousness of purpose in order to enhance the public presence of Institute;
- An inspiring and charismatic leader with the ability to build consensus, educate and persuade, and represent Institute and its mission to a variety of individuals and groups;
- A well-organized, energetic and decisive individual who can manage effectively in a start-up environment; a self-starter who can influence an organization by means of both strategic problem-solving and implementation skills; someone who has a track record of effectively working with a Board;
- A strategic and global thinker, intellectually curious, with a continuing desire to explore new ideas and approaches; a zest for the issues involved in considering service to the government, and a healthy sense of humor.

Nominations and contact information should be sent to:

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