

Chron

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HONORARY PARTICIPATION REQUEST

Please return to ^{Neal Sharma 97}
~~Wayneab Wendwossen~~, Room 93

Today's Date: June 24, 1998

Date of Request: 3/5/98

Request for: POTUS

Type of Request: Honorary Co-Patrons

Requestor Name: Mr. William T. Buice III

Title: President

Organization: The Grolier Club
47 East 60th Street
New York, New York 10022

Contact Tel. #: 212 838 6690

Event Date: 12/8/98-2/6/99

Event Description: The club is hosting a loan exhibition of books from Germany

Notes: The NSC staff sees no foreign policy reason to prevent POTUS from serving as co-sponser along w/ German President Herzog. This gesture would be favorably received by the German gov't - Ed Rice for Glyn Davies 4/4/98

Recommendation:

PC _____
(Unless otherwise noted, a yes answer will automatically generate a message as well as acceptance of the honorary position).

Comments:

*Den -
This seems a
little below the threshold... a book exhibition?
Do we normally accept such clear reports?
Phil*

98 JUN 25 4:09:00

2364

THE WHITE HOUSE
WASHINGTON

MEMORANDUM

To: NSC Records

Date: 3/30

From: Wayneab Woudwosen
Presidential Letters and Messages, 93 OEOB
Voice: (202) 456-5442
Fax: (202) 456-5426

☐ Please see comments
below

☒ Please advise on how
to respond

☐ Please call me
regarding the attached

☐ For your information

☐ For your approval

☐ Per your request

☐ No response necessary
for attached letter, unless
otherwise recommended

☐ For your agency's
response

Please respond by:

Comments:

Please advise as to whether or not the President
should agree to serve as Honorary Patron.

April 4, 1998

The NSC staff sees no foreign policy reason to prevent the POTUS
from serving as co-sponsor along with German President Herzog. This
gesture would be favorably received by the German government.

MAR 31 11:32

Glyn T. Davies
Glyn T. Davies
For, Executive Secretary

03-10-1998 10:34 2023340470
THE GROLIER CLUB



CAPITOL MEDIA P.03
47 East 60th Street, New York 10022

March 5, 1998

The President,
The White House
1600 Pennsylvania Avenue
Washington D.C. 10500

Dear Mr. President,

The Grolier Club of New York City, the oldest and most distinguished club for book collectors in America, known for its fine exhibitions and publications for over a century, will be the venue for one of the most important loan exhibitions from the German Republic ever to be mounted in America. The exhibition will consist of treasures from the Herzog August Library in Wolfenbüttel, one of the world's great libraries.

Because of the importance of this event to the German American community, the President of the German Federal Republic, Herr Herzog, has asked that you and he both lend your names as our Honorary Patrons for the occasion. We, therefore, on his and our behalf, approach you in this spirit, and ask that the White House favorably respond to this invitation. The sponsorship of both presidents would immeasurably enhance the importance of this event from a cultural standpoint.

The importance of the occasion is such that a distinguished committee of Germans and Americans has been formed to sponsor events to surround and augment the exhibition. The exhibition and these events will be emblematic of the high quality of this German-American cultural event.

We look forward to hearing whether you would be willing to place your name alongside that of President Herzog as sponsors. In connection with our request, it is important that the Grolier is not a social club but has been ruled to be and operates as an educational institution exempt from the tax under IRC § 501(c)(3). It should also be of interest that Franklin D. Roosevelt was a member. Finally, it should be of interest to you that you visited with two of our members, Peter Kraus and William Wyer, at their Ursus Bookstore in the Hotel Carlyle in New York City. During your visit, they were deeply impressed by your profound interest in books and literature. This interest of yours would make your co-sponsorship with Bundespräsident Herzog of this international bibliophilic event particularly appropriate.

Sincerely yours,


William T. Buice, III
President,
The Grolier Club

Phone 212-838-6690 Fax 212-838-2445

December 8, 1998 - February 6, 1999

WILLIAM J. JEFFERSON
AND DISTRICT, LOUISIANA

WASHINGTON OFFICE:
CANNON HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-1802
(202) 225-6636

WILLIAM J. JEFFERSON, JR.
CHIEF OF STAFF

DISTRICT OFFICE:
1012 HALE BOGGS FEDERAL BUILDING
501 MAGAZINE STREET
NEW ORLEANS, LA 70130
(504) 589-2274

CONGRESS OF THE UNITED STATES
HOUSE OF REPRESENTATIVES
WASHINGTON, DC 20515-1802

COMMITTEES:
WAYS AND MEANS
SUBCOMMITTEES:
TRADE
HUMAN RESOURCES

DEMOCRATIC STEERING AND
POLICY COMMITTEE

WHIP AT-LARGE

June 23, 1998

Staff Sec.

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

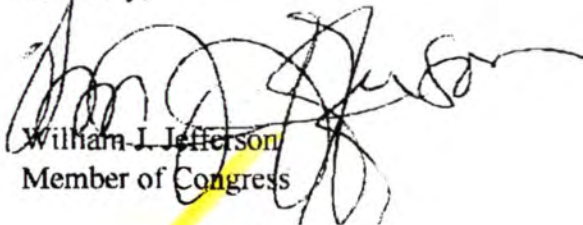
I am writing to express my disappointment that your Advisory Committee decided not to include the Lower Mississippi River from Baton Rouge to New Orleans on the list of ten rivers recommended to you for designation as a Heritage River.

The Lower Mississippi River has demonstrated significant historical, cultural and economic value for our nation. The Lower Mississippi has been a crucial link in our nation's domestic and international commerce as well as the country's economic development. Beyond its importance to the nation, the Lower Mississippi is even more important to my constituents as a source for food, drinking water, recreation, jobs and commerce.

I respectfully request that you utilize your authority as President to designate the Lower Mississippi River as one of America's Heritage Rivers.

Thank you for your kind consideration of this request.

Sincerely,


William J. Jefferson
Member of Congress

WJJ:jl

6/25/98

Send to Legislative Affairs?
Yes _____
No _____

THE WHITE HOUSE
WASHINGTON

Date 6/25

To:

Sylvia

From:

The Staff Secretary

Do we need to have a Presidential
message sent to this event,
or can the President just
send a letter later? It's a
little late for a message.

Phil

ORGANIZATION FOR A NEW EQUALITY



Nlt
cc staff
sec

June 24, 1998

President William Jefferson Clinton
Attn. Nancy Hernreich
The Presidents Office
The White House
Washington, DC 20502

Dear President Clinton:

I have attached an advance copy of a report -- *Affirmative Action 20 Years After Bakke: Fairness Works for Everybody* -- the Organization for a New Equality (O•N•E) will be issuing this Friday, June 26, 1998 on the 20th anniversary of the Supreme Court's decision on affirmative action in the Bakke case.

The point of this 25 page report is that efforts include minorities in the mainstream of American life have made America more fair and inclusive for all Americans. We are releasing this report on the 20th anniversary of the Bakke decision for three reasons. One, the case was the opening salvo in an assault on affirmative action. Two, affirmative action is still under assault. And three, while affirmative action is much discussed, it is very much misunderstood. Not only does its intent relative to the inclusion of minorities go unrecognized, but its benefits to broader society do also.

If at all possible, we would like you to join us for a press conference to release the report at 11:00 am on Friday, June 26, 1998 at the Organization for a New Equality in Boston. If you are unable to attend, we would at least like you to fax us a press statement which supports the importance of affirmative action as a strategy to make the American dream accessible to all Americans.

I will call your office this afternoon to follow-up. Thank you in advance for your time and assistance.

Sincerely,

Rev. Dr. Charles R. Stith
National President, O•N•E

Board of Directors
Trustees

James H. (Jack) B. Smith
National President

Hon. Joyce L. (Linda) Alexander
Dr. Nathan Allen
Rev. Walter C. Burton, Jr.
George Burrell, Jr.
Marilyn Carrington
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Charles F. Cooke, III
Rev. Charles Coverdale
Rev. Howard W. Cheek, Jr.
Ike Fields
Samuel R. Foster, II
Hon. Alexander Green
Jesse Hill

William A. Jackson
Rev. Dr. Clyde E. Miller, Jr.
Mildred Prothro
George A. Russell, Jr.
Thomas Sutton III
Deborah Prothro-Stith, III
Mary Mildred Stith

Earl Ford
Rev. Joseph Washington
Anna Waters
Percy Wilson
Leonard Z. (Lester) Zisk

National Headquarters
364 Boylston Street

Phone: 617-267-0116 FAX: 617-267-0116

Washington D.C. Office
4480 King Street, Suite 100
Alexandria, VA 22302

Kansas City Office
1216 Brooklyn Avenue
Kansas City, MO 64127

A FACT SHEET

AFFIRMATIVE ACTION 20 YEARS AFTER BAKKE: FAIRNESS WORKS FOR EVERYBODY

Twenty years ago on June 28, 1978, the United States Supreme Court handed down its decision on affirmative action in the case of the *University of California Regents v. Bakke*. The Organization for a New Equality is releasing its report -- *Affirmative Action 20 Years After Bakke: Fairness Works for Everybody* -- on the 20th anniversary of the Bakke decision for the following reasons. First, the Bakke decision was the opening salvo in an assault on the opportunity agenda to include African Americans and other minorities in the American mainstream. Second, affirmative action is still under assault, most recently in *Adarand v. Peña* and the passage of Proposition 209 in California. Third, while affirmative action is much discussed, it is very much misunderstood. Not only does its intent relative to the inclusion of minorities go unrecognized, but its benefits to broader society do also. **The point of this report, simply stated, is that the efforts to include minorities in the mainstream of American life have made America more fair and inclusive for all Americans.**

- Bakke's claim of reverse discrimination by UC Davis does not take into account the fact that this program, which set aside 16 percent of the total number of seats for minority applicants, went into effect at the same time the school doubled the total number of seats available, increasing the number of white students admitted.

Education: Over the last 30 years, the Federal government has helped Americans access educational opportunities. While the language used in these initiatives targets class inequities, it is no coincidence that this generation of legislation to provide greater educational opportunity started in the sixties. The programs, including the Higher Education Act, passed in 1965 and afterwards are clearly a part of the civil rights movement and the civil rights legacy.

- In 1992-93, 2.52 million low-income white students who might not otherwise have been able to afford a secondary education received Pell grants. The same year, 685,000 African American students, 49,000 American Indian and Alaskan Native students, 129,000 Asian and Pacific Islander students, and 423,000 Latino students also received Pell grants. This opportunity-expanding program has benefited people across all racial lines, helping disadvantaged whites as well as minorities.
- The number of women enrolled in all levels of higher education programs increased 52 percent from 1976 to 1994.

Employment: In 1964, Congress passed the Civil Rights Act which prohibited discrimination based on race, sex, national origin and religion in employment and education. In 1969, the U.S. Labor Department under President Richard Nixon developed the concept of "quotas and timetables" in order to remedy the underrepresentation of minorities in some industries and companies. This approach was necessary because discrimination was rampant and, affirmative and proactive efforts were needed to remedy the situation.

- Employment rates for all Americans have been increasing over the past 20 years. The employment rate among white Americans, now 65 percent, grew 8.3 percent between December 1977 and December 1997. The employment rate for African Americans, now 58 percent, grew 8.4 percent over this same period. The employment rate for Latinos, now 63 percent, grew 8.6 percent.
- Women, especially white women, have benefited enormously from these laws and programs. From 1977 to 1997, the percentage of all employed white women over 20 years old increased 25 percent (from 46.1 to 57.8 percent employed). In 1977, there were 29 million white women employed in the United States; by 1997, this number had increased 60 percent to 47 million.
- In 1996, the percentage of women employed in executive, administrative, and managerial occupations increased by 123 percent, from 3.5 million in 1983, to 7.8 million in 1997. The number of men holding these positions increased 37 percent over this same period, from 7.3 million in 1983 to almost 10 million in 1997.

Credit & Capital: Owning one's own home has always been an integral part of the American dream. Yet historically this dream has been unattainable for many minorities in America, due to the unavailability of credit and capital. The most significant legislation in terms of affirmative efforts to expand access to credit and capital was the Community Reinvestment Act (CRA), passed in 1977 to end the redlining of communities of color by banks. The result has been far greater fairness and expanded opportunities for all Americans.

- From 1993 to 1996, homeownership increased dramatically. Whites own 2.4 million (70 percent) of the total 3.4 million new homes, an increase for whites of 4.5 percent. Latinos bought 460,000 new homes between 1993 and 1996, for a total increase of 16 percent. African Americans bought 350,000 new homes, an increase of 7.5 percent.
- Removing the structural barriers which have prevented minorities from becoming homeowners would enable 2.2 million white families who would otherwise be denied loans to realize the American dream.
- In 1997 alone, 835,520 low- and moderate-income families received over \$51 billion in loans through the Fannie Mae Corporation's \$1 Trillion commitment to help 10 million families become homeowners, particularly senior citizens, minorities, new immigrants, residents of urban, underserved areas, and others in need. Over 255,000 minority households received \$24.6 billion in loans; and 1.19 million families headed by whites or white individuals received loans totaling \$95.4 billion.

Throughout history, American policymakers have shown an affinity for top-down approaches to try to create opportunity for Americans. The history of affirmative action and efforts to include African Americans and others who've been marginalized has demonstrated that it is the bottom up policies rather than the trickle down policies that truly result in an America that is consistent with the tenets of equality addressed in our Constitution, our creeds and our customs.

6/25/95

Phil -

How do you want to handle?

To Correspond
for editing / typ / etc. Phil
Carol

EXECUTIVE OFFICE OF THE PRESIDENT
PRESIDENT'S COMMITTEE OF ADVISORS ON SCIENCE AND TECHNOLOGY
WASHINGTON, D.C. 20502

June 23, 1998

'98 JUN 25 AM 11:17

MEMORANDUM FOR PHIL CAPLAN
ASSISTANT TO THE PRESIDENT AND STAFF SECRETARY

FROM: JOAN P. PORTER, EXECUTIVE SECRETARY 
RE: PCAST Letter on Education Research Initiative

Attached is a letter dated June 8 to the President from Mr. John A. Young, PCAST Co-Chair and Dr. David A. Hamburg, PCAST Education Panel Chair. This letter concerns the need for renewed attention to the quantity, quality, and organization of educational research in the United States.

Attached also is a proposed response to the June 8 letter.

In addition to clearance within OSTP, this response has been reviewed with OMB and DPC. Please call me at 6-6101 if you need further information.

Attachments

EXECUTIVE OFFICE OF THE PRESIDENT
PRESIDENT'S COMMITTEE OF ADVISORS ON SCIENCE AND TECHNOLOGY
WASHINGTON, D.C. 20502

June 8, 1998

President William J. Clinton
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear President Clinton:

The quantity, quality, and organization of educational research in this country need renewed attention. Results from TIMSS, the Third International Mathematics and Science Study, indicate how urgent it is for us to understand and improve America's educational system. TIMSS also illustrates how compelling data -- not only about achievement levels but also about contextual, curricular, and classroom factors -- can generate honest and constructive dialogue. The members of PCAST applaud your role leading such discussions publicly as well as privately.

Our concern is to ensure a continuing supply of rigorous, comprehensive, and high-quality research that, like TIMSS, can command attention and inform policy. We therefore appreciate the \$75 million Education Research Initiative you proposed in your FY 1999 budget submission to Congress as a first step. These funds explicitly begin to address PCAST's call for much greater investment in this area -- the highest priority recommendation in the March 1997 report on *The Use of Technology to Strengthen K-12 Education in the United States* prepared for you by a PCAST Panel chaired by David Shaw.

That PCAST document sets ambitious targets for the size, scope, and quality of the research initiative needed, including estimated annual expenditures growing to \$1.5 billion. We urge that funds secured this year with reference to the PCAST report work towards attaining these goals. The \$75 million should function as an initial investment in building the methodological, human, and institutional capacity that we urgently need to address questions such as: What happens as learning materials become more technology intensive? How can the large expenditures on inservice teacher training be more effective and efficient? What are the classroom implications of advances in cognitive science? What effects do standards have? Only the Federal government can put in place the infrastructure for adequately investigating such vital research topics. Here are the three most important tasks in building that infrastructure:

Methodological Development: New technology, statistical techniques, and behavioral science methodologies provide previously unimaginable opportunities to collect, organize, compare, and analyze educational data. This, in turn, will make it possible to compile data sets which are sufficiently coordinated and mutually compatible to be of great enduring value to other researchers and to decision makers. It will become possible to construct educational research protocols analogous to those in the field of health research, where understanding grows systematically from early-stage research aimed at formulating hypotheses through controlled empirical studies that test these hypotheses and the models derived from them. The Educational Research Initiative should therefore support investigating and implementing such developments.

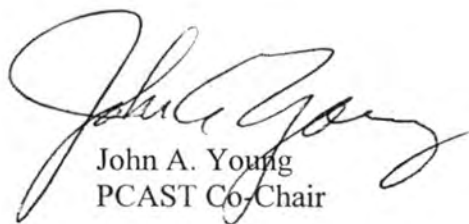
Human Development: The much-needed capacity to plan and carry out this kind of work in education can only grow by training, involving, and supporting both researchers and practitioners from many different fields and settings. Many with graduate degrees in science, mathematics, and engineering are especially eager to find ways of enhancing their contributions to educational improvement. Valuable new questions and approaches will be generated by drawing to the task experimentalists, content experts, and behavioral scientists, for example, along with classroom teachers. As in other countries, professional teacher/researchers who help frame questions, collect data, and implement findings in schools also help establish the expectation that new evidence will lead to improved practice. The Educational Research Initiative should therefore make such work attractive as a challenging and rewarding career option for those who can bring multidisciplinary talent and expertise.

Institutional Development: No single existing organization can plan or carry out such crosscutting work in isolation. While the Educational Research Initiative appears in your budget as allocating \$50 million to the Department of Education and \$25 million to the National Science Foundation, we urge these and other agencies to participate more collaboratively in going beyond their traditional practices. We especially wish to involve two other strong institutions: the National Institutes of Health to contribute expertise in cognitive sciences and in managing large-scale, randomized trials; and the Department of Defense to contribute expertise with managing both school systems (e.g., DODEA) and cutting-edge programmatic research (e.g., DARPA). National Science and Technology Council mechanisms exist to facilitate precisely this kind of interagency cooperation.

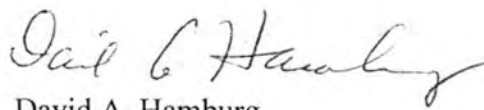
How to administer the initiative so that it can grow and succeed is a question for these agencies to explore together. PCAST strongly believes that a distinct new entity may eventually be necessary to manage and fund the research – ideally through an organization that can take a long-term, science-based, non-political, and broadly national view of the rigorous study of education. We recommend that the FY 1999 spending constitute an initial investment in building the methodological, human, and institutional resources that will move us toward a \$1.5 billion annual program of peer reviewed, politically independent, reliable, and cumulative research in education that draws on a broad base of expertise.

Thank you very much for your attention to this important matter. PCAST looks forward to discussing progress reports from the Administration at each of our upcoming meetings so that we can be helpful in a continuing way. We are deeply grateful for your leadership on this issue that is so vital to the future of our nation.

Sincerely yours,



John A. Young
PCAST Co-Chair



David A. Hamburg
Education Panel Chair

cc: Vice President Al Gore

June 24, 1998

Mr. John A. Young
Co-Chair
President's Committee of Advisors
on Science and Technology
3200 Hillwood Avenue
Palo Alto, CA 94304-1298

Dr. David A. Hamburg
President Emeritus
Carnegie Corporation of New York
437 Madison Avenue
New York, NY 10022

Dear

Thank you for your thoughtful letter of June 8 concerning the importance of establishing a research program that delivers a continuing supply of robust, comprehensive, and high-quality data to help shape federal, state, and local programs and policies designed to improve education and learning. As you note, the \$75 million Education Research Initiative proposed in my FY 1999 budget is an important step in this effort. I am pleased to see the progress made by the Department of Education and the National Science Foundation in developing a collaborative program for this initiative.

To address the ambitious goals for the size, scope, and quality of the longer-term research initiative described in your letter, I have requested that the Office of Science and Technology Policy establish an Interagency Working Group (IWG). This IWG will be charged with exploring the possibility of establishing a major program of research on learning and education, with an emphasis on learning technology, as recommended in your 1997 *Report on the Use of Technology to Strengthen K-12 Education in the United States*. The IWG will consider planning for large-scale, rigorous, experimental research activities, as well as methodological, human resource, and institutional capacity-building, taking into account budget constraints. PCAST will receive periodic reports on the progress of the IWG, and your advice may be solicited as the research plan develops.

It is my expectation that this important endeavor ultimately will serve to strengthen the practice and improve the outcomes of education and learning in the United States.

Thank you again for your continued commitment to this important area.

Sincerely,

William J. Clinton

Sec-Attached Letter

Peter A. Weissman

06/14/98 02:04:54 PM

Record Type: Record

To: Melissa G. Green/OPD/EOP, Jonathan A. Kaplan/OPD/EOP, Dorothy
cc:
Subject: Airline Industry/Labor Letter to the POTUS

----- Forwarded by Peter A. Weissman/OPD/EOP on 06/14/98 01:47 PM

Karen Tramontano

06/13/98

03:10:34 PM

Record Type: Record

To: Phillip Caplan/WHO/EOP, Gene B. Sperling/OPD/EOP
cc: Daniel W. Burkhardt/WHO/EOP, Thurgood Marshall Jr/WHO/EOP
Subject: Airline Industry/Labor Letter to the POTUS

on this one we got played by transportation labor and so did John Sweeney -- about two months ago the Machinist lobbyist carrying water for the industry asked for a POTUS meeting on behalf of the industry. After consulting w/ transportation--and the AFL -- Gerry Shea asked if we could do a staff level meeting --- we did w/ nec (Robyn) and DOT (McFadden) -- the follow-up to that meeting was to be a Sweeney, Buffenbarger meeting w/ Slater --- then Buffenbarger asked John Sweeney to hold off --- w/o telling John -- Buffenbarger joins w/ industry and asked for the POTUS meeting. Needless to say Sweeney is a little hot. Slater has asked that we defer to him (DOT) industry has been complaining --- but has never given Slater the courtesy of a discussion. By the way, there appears to be no direct labor impact to the guidelines -- my recommendation is to refer to Slater.

Den -
Can you have someone
contact Dorothy Robyn, NEC,
to coordinate a response
on this letter.

Phil 6/25

This is
a terrible
dangerous letter.
We should stand
up for DOT!

GS

ellie (Gene Sperling)

Staff Secretary
Phil Caplan's assistant

May 27, 1998

The Honorable William Jefferson Clinton
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Mr. President:

We are writing to express our opposition to recently released Department of Transportation regulations that attempt to reinsert the government into the airline business. We believe these regulations threaten the economic vitality of the airline industry and industry employees.

The air transportation industry accounts for 7% of exports from the United States, just behind the aerospace industry which accounts for 10%. Since 1995 domestic carriers' purchases of airplanes have amounted to \$23 billion. In 1997, 600 million passengers flew on domestic carriers, more than double the number flying twenty years ago. The industry actually turned a profit in the last three years (after absorbing more than \$12.8 billion in losses between 1990 and 1994, more money than the entire industry had made since the first flight of the Wright brothers). The prosperity of the last few years has allowed us to grow and create jobs. Today more than 586,000 Americans are directly employed by U.S. airlines. As these statistics demonstrate, commercial aviation is an integral part of the American economy, providing an essential service to people from all walks of life nationwide.

Our industry is cyclical, ebbing and flowing with the general state of the economy. As you know, the airlines and their employees, particularly those represented by unions, absorbed the pain of the industry's volatility following deregulation in the 1980s and early 1990s. Throughout this rough transition period, many of us made sacrifices with the hope that the airline industry would become the strong and prosperous industry that it is today. As an immediate result of deregulation, air service to smaller cities and less populated regions fell. As the economy has grown, we have expanded services to major cities and to less populated regions with our airlines and partnerships that we have formed with smaller carriers.

Now, just as the economic experiment of deregulation is proving to be successful -- thousands of jobs are being created, consumers are benefiting from increased service and overall lower fares -- new DOT regulations promise a renewed federal interest in micro-managing our industry. Our ability to grow, compete and respond to consumer demands will be diminished by this new regulatory activity.

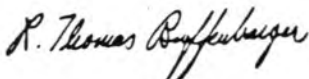
In addition, we fear that the new DOT regulations may have a chilling impact on how we plan for the future. If regulations have the unintended consequences, as we believe they

do, such as raising prices, curtailing the demand for travel, or determining what markets we can and cannot enter, we will be forced to be more cautious in planning for the future acquisition of equipment and other goods and services. Further, we object to the DOT giving preference to so called "low cost" carriers whose only cost advantage is the payment of lower wages, health insurance, pensions, etc. to their employees.

Airline deregulation and the ensuing competition between carriers has brought about the best innovations in the history of commercial aviation. We are strong advocates for competition in our industry. We do not condone unlawful activities that undermine competition, and we do not seek protection from federal scrutiny in this area. We do believe that existing law adequately addresses these issues and can be enforced to ensure legal behavior and consumer protection.

We urge you to reconsider the proposed regulations in light of the effect they will have on the airline industry, its employees and its customers. We would like to have the opportunity to share our concerns with you in person.

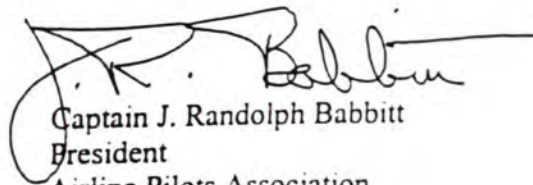
Sincerely,



R. Thomas Buffenbarger
International President
International Association
of Machinists



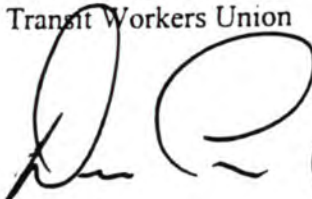
Sonny Hall
International President
Transit Workers Union



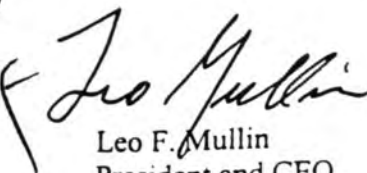
Captain J. Randolph Babbitt
President
Airline Pilots Association



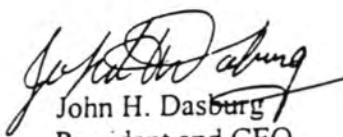
Patricia A. Friend
International President
Association of
Flight Attendants



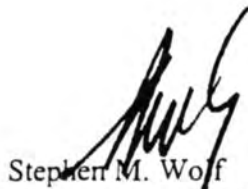
Don Carty
Chairman and CEO
and President
American Airlines



Leo F. Mullin
President and CEO
Delta Air Lines



John H. Dasburg
President and CEO
Northwest Airlines



Stephen M. Wolf
Chairman and CEO
US Airways



Gerald Greenwald
Chairman and CEO
United Airlines