

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. transcript	Academic transcript for Deborah Anne Widiss (1 page)	01/17/94	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Maggie Williams (Correspondence)
OA/Box Number: 17604

FOLDER TITLE:

[Correspondence from 1994]: W [1]

2013-0359-S

rv1331

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

THE WHITE HOUSE

WASHINGTON

October 26, 1994

Diana Williams
CECF
P.O. Box 4904
Valley Village, CA 91617

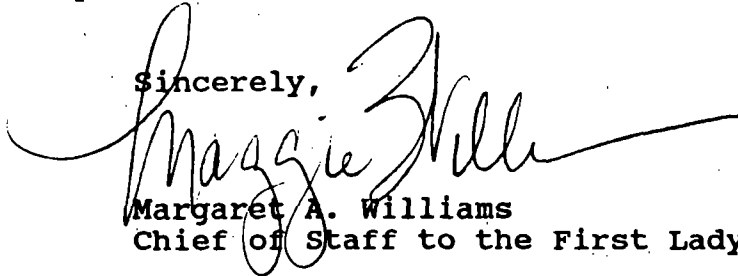
Dear Ms. Williams:

Please write and feel free to vent with me any time. It is extremely frustrating to believe things are going wrong when you know there are ways to make them go right. But as you and I both know, "staying on the case" does make a difference.

I am very grateful to know that you are focused on children and families. That can be our only focus if we care about changing the lives of our children, changing our communities, and ultimately changing our country.

But I sense I'm preaching to the choir. I am forwarding your letter of protest to the Health and Human Services Department.

Sincerely,


Margaret A. Williams
Chief of Staff to the First Lady

*If I am
over out your
way I'd like
to stop and
visit with you
Keep plugging*

THE WHITE HOUSE
WASHINGTON

October 31, 1994

Kevin Thurm
Chief of Staff
Department of Health
and Human Services
330 Independence Ave., NW
Washington, DC 20201

Kevin
Dear Mr. Thurm:

I have enclosed a letter I received from Diana Williams regarding the Glendale Head Start Program, for your review. It is always unfortunate to hear of people who are truly committed to children and families, yet are prevented from acting on that commitment by the system.

Thank you for any help you are able to provide on this matter.

Sincerely,

Maggie
Margaret A. Williams
Chief of Staff to the First Lady

*Does this
make any
sense to you?*

in old
and taken
The
als eman
from there

Margaret Williams
Office of the First Lady
THE WHITE HOUSE
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Ms. Williams:

I'm dropping you a brief note only because I seethe with quiet and controlled rage and wanted to touch base with someone in the federal government. I really don't expect you to take any action because you are far removed from the situation and it's a political issue that involves a clashing of ideologies and the reality that the government is too big to give a damn about any one individual let alone a small community of people who pulled together, created their own tax exempt non-profit and pursued their dream.

One day I would love to have a conversation with Mrs. Clinton about what's really going on in Head Start and how families are really not being served to the extent possible despite the mega bucks we pump into the national program. Sure some good things are happening, but in Region IX life is literally hell and the politics is unimaginable. It's hard for people who passionately care to walk away, but it's even harder to stay within the Head Start family when emphasis is put on the good old boy network and not on commitment to families and the outstanding delivery of services.

Now that I've had this conversation with you, I'm feeling better. I'm going to go out and set some new goals that will empower, enrich and uplift Head Start families. I can't fight city hall but I sure can continue to give a part of myself to making this world a little better.

If you're in my neck of the woods, drop by. We'll have a glass of lemonade and talk about how great this country could be if everyone wasn't so afraid to give a little more of themselves.

Warmest Regards and thanks for listening. By the way, I've enclosed a copy of an editorial I wrote for the L.A. Times recently. What I was trying to say is that we need to be honest and forthright about important issues, especially during these difficult and troubling times. Maybe that's why the attached letter of protest was written -- I know that my organization was being honest and forthright but we just couldn't get into the real game that was happening all the while in the "back room".

Give my love and respects to Mrs. Clinton. Tell her that I pray she'll stay "strong" and "real" and continue to aggressively pursue those issues she believes are important for the American people to address. If she can stay the course, so can I!


Diana Williams
(805) 285-8741

September 6, 1994

C. Faye Graef, Manager
ACYF
50 United Nations Plaza
San Francisco, California 94102

RE: LETTER OF PROTEST - GLENDALE HEAD START GRANT

Dear Faye:

Per our conversation on Wednesday, August 31, 1994, I am submitting a letter of protest in regard to the decision your office reached concerning the Glendale Head Start Program. Because of my inability to understand the appropriateness, "fairness" or any wisdom associated with the decision, it is incumbent upon me to submit this letter out of respect for the Head Start parents and community organizations that supported our application.

For reasons that are more personal than professional -- and have nothing to do with the documented goals and objectives of Head Start -- both you and your staff have chosen to award the grant to an organization that has no ties to the Glendale community. Despite the fact we were able to construct a Head Start Program that could serve as a national model in terms of our technical expertise, parental involvement, staff commitment, and overwhelming community support, personalities and politics took precedence over competence, passion and commitment. It didn't matter that we had fiscal and auditing support from the likes of Ernst and Young and hundreds of letters of support from every segment of the community. We were duped into believing the process would be "fair" and "honest" and in the end it was simply a sham and politics as usual.

It is obvious that Region IX is committed to maintaining the status quo and dividing up the "spoils" among the Head Start giants who are part of the "good old boy" network. It is a shame that you were incapable of moving beyond politics and personality and allowing the Glendale community to have a Head Start Program that would be managed by individuals who demonstrated an ability to not only meet the needs of children but redirect families from the welfare rolls to economic self sufficiency. The type of partnerships and networks we have established in Glendale include and exceed the vision Secretary Donna Shalala outlines in her recent Head Start task force report. But the Secretary's report was only a report and we know that in Region IX, reports and suggestions are one thing, the status quo is something else.

I am saddened, not because we were not awarded the grant, but because of the obvious politics involved. CECF was certainly not capable of participating in the back room discussions that prevailed. In addition, I chose to ignore the malicious comments by Region IX Program Specialists about empowered Head Start parents that did drift our way because such comments only underscored the reality that we were not part of the inner circle and I was therefore powerless to correct such obvious misconceptions.

There are many Head Start parents in Glendale who believed life worked in an orderly and righteous manner. They believed that if we followed the rules, played the game as outlined by Region IX, galvanized the wealth of support we had and demonstrated to the world our commitment to, love of and passion for the Glendale Head Start Program then we could win. But you and I know that life is not an orderly process; winning has nothing to do with following rules or being the best. As Marco Pena once told me, Faye will do what Faye wants to do. It's what happens in the back room that counts. And because he told me that you and he had a long history, I guess he understood the real grantee application process better than I.

In closing I offer no fanfare, no shouting, no statements of condemnation. You made your grantee selection and we all must live with it. However, allow me to whisper to you that despite your years of service to Head Start I sincerely believe that you have compromised the integrity of your position and created a situation where Head Start parents in Glendale will have less than what they are morally and ethically entitled to receive. I am sure that means nothing to you in the overall scheme of things because you are far removed in San Francisco and receiving a credible income. But for those children and families who sincerely seek an education and accompanying social services support, what you have done is truly a grievous wrong.

I pray that we will someday have a chance to meet and talk about what Head Start is really suppose to be about for families who trust us, believe in us, and need our level of commitment and expertise in order to move toward higher ground. Perhaps you do not understand that submitting the Head Start grant application wasn't a game for us, Faye. It was a testimony of love for a community that truly embraced us and our Head Start Program. The overwhelming and uncompromising support we received in return was acknowledgement that all of the Head Start families in that program, and the community-at-large, were willing to entrust their wellbeing to us. It was an honor to be a part of such a phenomenon and I am sorry that you did not fully understand its significance.

A handwritten signature in cursive script, reading "Diana Beard-Williams".

Diana Beard-Williams, President
CECF Board of Directors

EDITORIALS

of THE TIMES

Los Angeles Times

CIRCULATION:

1,104,651 DAILY / 1,502,120 SUNDAY

MONDAY, AUGUST 29, 1994

COPYRIGHT 1994 / THE TIMES MIRROR COMPANY / F/CCT/90 PAGES

DAILY 25¢

DESIGNATED AREAS HIGHER

Crying Wolf With the Race Card



African Americans should not allow their leaders to duck real political issues with false charges of racism.

By DIANA BEARD-WILLIAMS

It's time for a reality check. It's time for African Americans to put down our score cards, stop pointing fingers and start to conduct a sobering analysis of the racial tactics some African American leaders use to protect themselves and their powerful positions. Unfortunately, these are actions that define them as neither intellectually courageous nor politically astute.

I'm talking about playing the race card.

Whenever an African American leader is accused of illegal or inappropriate behavior by "the system," the race card is the smoke screen of choice. It is almost an involuntary reaction to any politically unpleasant situation, and a definite attempt to tap into blacks' extreme cynicism about the American way of life. Such a senseless and baseless defense nullifies the impact of legitimate racial issues that need to be pursued with vigor and tenacity. It's tantamount to crying wolf when no wolf is at the door.

In response to a race-card defense, we react just as we've been programmed to do. Instead of excoriating black leaders for falling in love with their power, image and shameless sense of invincibility, African Americans buy into the specially orchestrated drama that is calculated to stir up hatred, division and fear. We rarely pause in our thirst for justice to give ourselves time to engage in a careful reflection of the

issues. Yes, America is a land where racism is alive and well, but could it be that we're defending a devil as a reflex action?

The time has come to admit that African American leaders must be put to the same credibility test that we say we want all leaders measured by. Disagreeing with, condemning or not supporting an African American leader is not an indictment of our "blackness" or sense of community. We should be relentless in our drive to protect black leaders if they are right; we should be unstoppable if they have a valuable message to disseminate.

We must not, however, be pawns in the race-card game when our leaders have betrayed our trust, when money and power—not "the system"—is their shortcoming. Instead of being so accommodating, we need to admit when we have been emotionally raped by those who misused our trust. If they allowed ego and greed to amputate their social, economic and political lifelines, they alone should pay the price.

Some African Americans cried foul when it was publicly revealed that Marion Barry, the former mayor of Washington, had a penchant for illegal drugs and illicit sex. They ignored the fact that Barry had betrayed a covenant made with his constituents. Instead, they chose to focus on "the system"—as if racism is a rational explanation for coke-snorting and other illegalities.

When Clarence Thomas was accused by Anita Hill of sexual harassment, he immediately played the race card. Though he had been adopted by the "good old boys," he made his Caucasian buddies squirm by dubbing them eager participants in a "high-tech lynching." The race card, with all its shock value, won him a seat on the Supreme Court.

Now, we have Rep. Walter R. Tucker III (D-Conn.), who was indicted for allegedly soliciting bribes and then failing to pay taxes on them. He quickly

played the race card and engaged in venomous rhetoric against "the system." When Rep. Mel Reynolds (D-Ill.) was indicted for statutory rape and other charges involving an alleged affair with a 16-year-old campaign worker, he too played the race card. And Benjamin Chavis, fired recently as executive director of the NAACP, immediately charged that there was a right-wing-Jewish conspiracy against him—as if this, and not alleged incompetence and clashing ideologies, were his downfall.

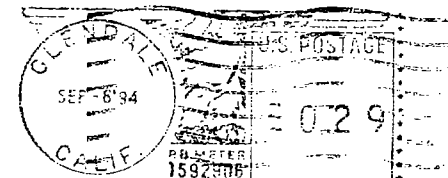
If our leaders create their own nightmares, then they belittle our character by implicating us in a race issue that does not exist. If we support them simply because we are angry with "the system," then we are mindless fools, not free-thinking citizens.

African American leaders must be fearless, not senseless. And while it is true that African Americans have been at the bottom of the barrel of opportunity for too long, we'll arrive where we need to be because of an economic base, political clout, wide support—and because we have the good sense to weed out the ineffective among us and nurture both the talented and the gifted. But we must cry wolf only when the wolf is at the door.

Diana Beard-Williams is executive director of the Coalition for the Empowerment of Children and Families and a management consultant for the UCLA School of Education.



CECF
P.O. Box 4904
Valley Village, CA 91617



Margaret Williams
Office of the First Lady
THE WHITE HOUSE
1600 Pennsylvania Avenue
Washington, D.C. 20500



THE WHITE HOUSE
WASHINGTON

File

March 25, 1994

Dr. Edward L. Wagner
President
National Association for the
Advancement of Colored People
Killeen Branch
P.O. Box 1522
Killeen, TX 76540

Dear Dr. Wagner:

I am deeply sorry that I have been delayed in responding to your kind invitation to be the keynote speaker for your anniversary banquet on March 25, 1994. I regret any inconvenience my delay may have caused. I do want you to know, however, how honored I was by your invitation and I hope you had a successful event.

Please accept my best wishes and thanks.

Sincerely,



Margaret A. Williams
Chief of Staff to the First Lady

Les Edwards

DRAFT FOR MAGGIE'S SIGNATURE

dearly that I

I am, sorry ~~to~~ have ~~been~~ delayed in
responding to your kind invitation to be
the keynote speaker for your anniversary
banquet on March 25th. Unfortunately, I regret
you are correct about my schedule, and it
will be impossible for me to be with you.
any inconvenience my delay may have caused.

I do want you to know, however, how honored
I am by your invitation, and I hope you had a
was will understand the necessity for this
negative response. *successful event*

Please accept my best wishes and thanks.

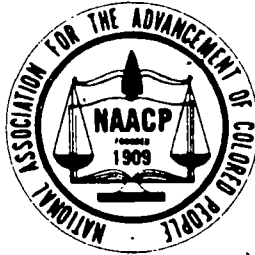
Sincerely,

3/24/94 I called Brenda Coley
Committee Chair - No one has
called her to say Maggie
would not attend. I tried
to soften the blow etc. She said
at least you asked, I understood.
We need a different letter.
Style

PHOTOCOPY
PRESERVATION

NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE

Dr. Edward L. Wagner
President
(817) 698-4766



KILLEEN BRANCH
P.O. Box 1522
KILLEEN, TX 76540

1 January 1994

Ms. Maggie Williams
Chief of Staff to the First Lady
1600 Pennsylvania
Washington, DC 20515

Dear Ms. Williams,

The purpose of this letter is to determine your availability to be the key note speaker for our anniversary banquet; which will be held on Friday, March 25, 1994 at the Plaza hotel at 7pm in the evening.

We know that you are a very busy person with a very demanding schedule. So please know that we will cooperate in any way possible to facilitate your schedule. It would mean so much to the Greater Killeen-Fort Hood area to have you come and speak to us. I might add that Fort Hood, the largest military installation in the free world, is home to over 50,000 soldiers.

If you are available for this engagement please contact us regarding you honorarium, and please send us a biography and any available information for publicity. This banquet serves as our annual fund raiser; therefore, we ask you to be as gracious as possible when considering you honorarium. Should you need any additional information concerning the banquet, the Greater Killeen-Fort Hood area, or the Killeen branch of the NAACP, please contact either of the following:

Brenda Coley	817-699-8922 (Home)
Committee Chair	817-628-7206 (Office)
Ross Caviness	817-526-2309 (Home)
Branch VP	817-526-4400 (Office)

Please do not hesitate to call either of them. We are excited about the possibility of having you as our key note speaker; therefore, we stand ready to do our part to make it happen.

Sincerely,

Edward L. Wagner
Edward L. Wagner

THE WHITE HOUSE

WASHINGTON

July 1, 1994

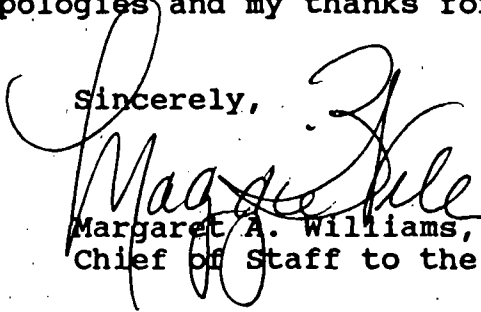
Robert L. Wallace, President
The Bith Group, Inc.
P.O. Box 1311
Ellicott City, Maryland 21043

Dear Mr. Wallace:

I hope you will accept my sincere apologies for this very late response to your letter and the information you enclosed about The Bith Group and your book, Black Wealth Through Black Entrepreneurship. I am pleased that you brought both to my attention. Additionally, we all appreciate your support and your offer of assistance.

Again, my apologies and my thanks for your kind words.

Sincerely,



Margaret A. Williams,
Chief of Staff to the First Lady

*we please send
this long overdue
need to apologize
MAGGIE*

**THE
BITH
GROUP**
INCORPORATED

*Lt. blue
letters disk*

April 12, 1994

Ms. Margaret Williams
Chief of Staff
The White House
Washington, D.C. 20500

Dear Ms. Williams:

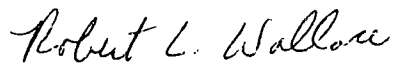
I read with great interest and pride the article about you in the Wall Street Journal. Being a small business owner, I can imagine the pressure and stress that you, your associates and President and Ms. Clinton are enduring. In spite of the barrage of rumor mongering, gossip, innuendo, and sensationalism (to use your words) surrounding the Whitewater investigation, I sensed in you a quiet confidence and an unyielding determination to not give in to the forces of ill will in our country who are trying to harm the President.

I too have been angered by the seemingly senseless attacks on the President and Ms. Clinton. By party affiliation I am a registered Republican. I voted for President Bush in 1988 and was about to vote for him again in 1992 until I started taking a closer look at Mr. Clinton. What I saw in the President and his wife really excited me and gave me a renewed sense of hope and eager anticipation for the future. President Clinton's campaign and his personal attributes provided me a rare glimpse of how great America could be. Please let the President know that in 1992 I voted for him and if the elections were held today, I and millions like me, would vote for him again without reservation.

President Clinton's vision of the renewal and prosperity of our urban centers is a major priority for me. I am a local entrepreneur and the author of a highly successful book entitled: **"Black Wealth Through Black Entrepreneurship"**. My book, which was the culmination of a ten-year study I conducted as a graduate student at Dartmouth College, constructs a blueprint for Black and minority business success. I am currently conducting workshops on the finer details of my research for many groups around the country. By combining a case study approach with thorough analysis and analytical business models, the workshop has been successful at motivating, inspiring, and instructing would be entrepreneurs and those who have lost faith in the American dream. I have enclosed a copy of my book as a small gift to you and to remind you that you're not alone in this fight.

As the President begins implementing his revitalization plans for the cities please know that I stand ready and committed to assisting you in this very urgent matter in any way that I can. I will conduct workshops, lecture on Black and minority entrepreneurship and do whatever is necessary to make a contribution. I look forward to hearing back from you. Please call when you can. God bless!

Sincerely,

A handwritten signature in cursive script that reads "Robert L. Wallace".

Robert L. Wallace
President

P.S. You and I have a lot in common. I too am a graduate of the University of Pennsylvania. In 1978 I graduated with a BS degree in Mechanical Engineering. What a small world we live in.



**Robert L. Wallace,
President & Founder of The
BITH Group, Inc.**

Mr. Wallace earned his BS in Mechanical Engineering and Applied Mechanics from the University of Pennsylvania and his Masters of Business Administration from the Amos Tuck School of Business at

Dartmouth College. It was at Dartmouth College that he began his ten year research to understand the psychology of minority business success. This research resulted in his acclaimed book: "Black Wealth through Black Entrepreneurship", and the development of his popular workshops on entrepreneurial and professional development.

Mr. Wallace has over 15 years of experience in the area of business development and entrepreneurship. He has worked for IBM, DuPont, Procter & Gamble and Westinghouse. He is co-founder of the SDGG Holding Company, Atlantis Leasing Company, and the Ivy Group Consultants.

Workshops Offered

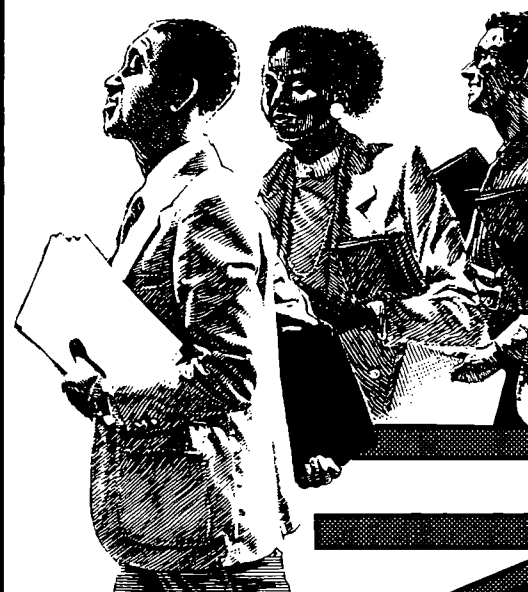
The BITH Group is available to conduct workshops on the following topics:

- ✓ Achieving Success In the Face of Adversity
- ✓ Achieving Economic Empowerment via Entrepreneurship
- ✓ Leadership For The Nineties
- ✓ Supervisory Training
- ✓ Management Development
- ✓ Value Added Selling
- ✓ The Winner's Edge (A Self Management Skills Workshop)

For more information on workshops, lectures, audio tapes and book sales, please contact:

Carolyn W. Green
The BITH Group, Inc.
P.O. Box 1311
Ellicott City, Maryland 21043
Phone No.: (410) 750-0718

THE BITH GROUP



Offering
Professional
and
Entrepreneurial
Development
Workshops For
Tomorrow's
Leaders.

THE BITH GROUP, Inc.
P.O. Box 1311
Ellicott City, Maryland 21043
Phone No.: (410) 750-0718

The Challenge

In 1970 Alvin Toffler wrote in Future Shock, "In the three short decades between now and the twenty-first century, millions of ordinary, psychologically normal people will face an abrupt collision with the future." He later suggests that the numerous changes that we are experiencing now - social, technological, political - will in all likelihood be bigger, deeper, and more important than the industrial revolution.

More than two decades later and closer to the twenty-first century, we are colliding with the future. We find ourselves facing a crisis inside and outside of corporate America. As the competitive forces of the world mobilize, corporate America has been forced to re-engineer itself which has often been manifested by drastic cost cutting and accelerated downsizing. Concurrently, the impact of such downsizing programs and reshifting of the world's competitive forces has compounded many of the nation's perplexing social problems. Minority and female professionals still collide with the glass ceiling and our inner cities find themselves trapped in a free fall of economic uncertainty and decline.

Two things are certain: If corporations are to remain competitive into the next millenium they must teach their remaining employees to be more entrepreneurial in executing their functions. Likewise, people in the inner cities need to take control of their own economic destiny and begin empowering themselves economically.

The BITH Group, Inc.

Robert L. Wallace, President and founder of The BITH Group, has developed a series of professional development workshops that focus on developing the entrepreneurial spirit that dwells in each of us. Mr. Wallace is uniquely qualified to add value in this area. As a graduate student at Dartmouth College's Amos Tuck School of Business Administration, Bob began an exhaustive study to reveal how minority businesses achieved success in the face of extreme adversity. The ten year study, which included dozens of in-depth interviews, and the development of actual case studies, has resulted in the publication of his acclaimed book: "Black Wealth through Black Entrepreneurship", which is being acknowledged as a thoroughly researched, wealth-building empowerment model.

Clients

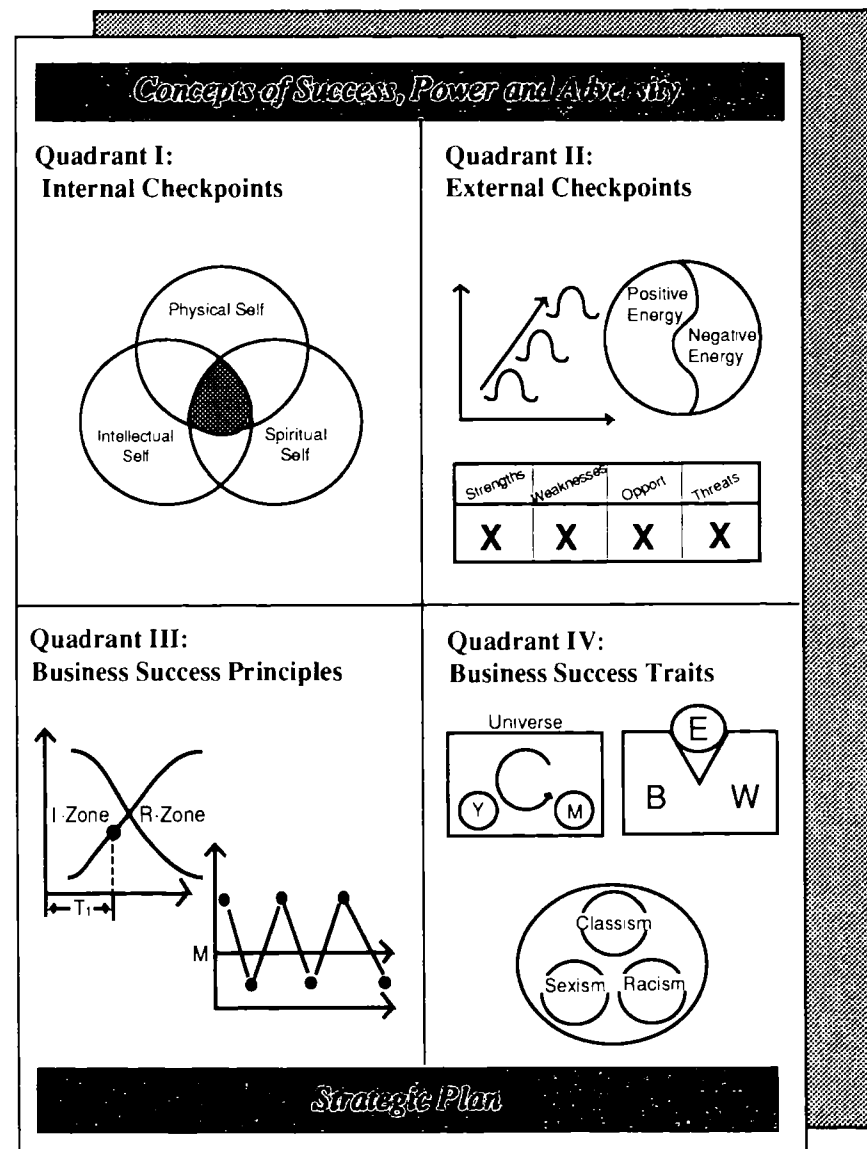
Mr. Wallace actively promotes the concepts of self improvement and economic empowerment via entrepreneurship through his lectures and workshops. He has presented before such groups as:

- NAACP
- Channel 15 Television Station
- National Society of Black Engineers
- Tuck School of Business at Dartmouth College
- Virginia Regional Minority Business Council
- University of Pennsylvania Towne School of Engineering

He has been featured on numerous radio and television programs throughout the country.

The BITH Group

Based on the findings of his ten year study, Mr. Wallace has developed a entrepreneurship training model called "The Four Quadrants of Minority Business Success".



THE WHITE HOUSE
WASHINGTON

January 9, 1995

Mr. John Wallach
Seeds of Peace
1350 Connecticut Avenue, NW
Suite 850
Washington, DC 20036

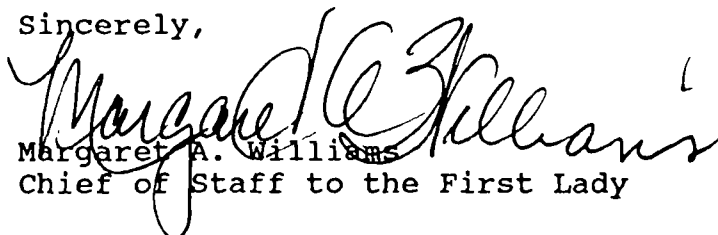
Dear

Dear Mr. Wallach:

Thank you for your letter of December 28, 1994. Your kind invitation for Mrs. Clinton to be the guest of honor at the annual Seeds of Peace Awards Dinner is greatly appreciated. To expedite your request, I have forwarded your invitation to the Scheduling Office.

Once again, thank you for your invitation.

Sincerely,

A handwritten signature in cursive script, appearing to read "Margaret A. Williams", is written over the typed name and title.

Margaret A. Williams
Chief of Staff to the First Lady

Seeds of Peace

An Arab-Israeli Summer Experience

1350 Connecticut Avenue, NW Suite 850, Washington, DC 20036

Tel: (202) 833-4558 Fax: (202) 331-2073



CONTRIBUTIONS TO SEEDS OF PEACE
ARE TAX DEDUCTIBLE UNDER 501(C)(3)

John Wallach
President/Founder
Mohamed Hakki
Chris Ramsay Covey
Vice Presidents

Janet Wallach
Secretary

Leila Hakki
Treasurer

Barbara Gottschalk
Executive Director

Jonathan Kessler
Development Consultant

Barbara Hirsch
Stanley Hirsch
Camp Androscoggin

Tim Wilson
Camp Director

David Smith
Farhat Agbaria
Coexistence Assoc. Director

Regional Coordinators

Shermine Dejadi
Rula Halawani
Lindsay Miller
Alex Shalaby

Advisory Board

Elias Aburdene
Adnan Arafah
Alfred Leroy Atherton
Susan Baron
Zbigniew Brzezinski
Helena Cobban
Esther Coopersmith
Marian Wright Edelman
Sara Ehrman
Jerome Goodman
Khalil Jahshan
Les Janka
Donald A. Karas
Michael Klein
Penne Korth
Alex Kaufman
Clovis Maksoud
Tekuma Mande'el
Hani Masri
Abraham Moses
Edmund S. Muskie
Abla Nasr
Shimon Peres
Peter Picknelly
Gail Pressberg
William Quandt
Paula Rackoff
Hasan Rahman
George Rebh
Jerome Rosenstock
Ron Sachs
Simon Serfaty
Alan Slifka
Jonathan Strum
Mohammed Wahby
Stanley Walzer
Barrett Weinberger
Cathy Weinberger
James Zogby

December 28, 1994

Ms. Maggie Williams
Deputy Chief of Staff
The Office of the First Lady
The White House
1600 Pennsylvania Avenue
Washington, D.C.

Dear Ms. Williams:

I am enclosing my letter inviting Mrs. Clinton to be the guest of honor at the annual Seeds of Peace Awards Dinner in New York on Tuesday, March 21, 1995 at The Regency Hotel. The award recipients will be the First Ladies of Israel and Jordan who have played a major role in the success of the Seeds of Peace program.

I have attached copies of the acceptance letters from Her Majesty Queen Noor of Jordan and from Mrs. Reuma Weizman, wife of Israeli President Ezer Weizman. We would be deeply honored if Mrs. Clinton would agree to deliver the keynote address at the dinner.

The occasion is being co-sponsored by The Elie Wiesel Foundation for Humanity. Mr. and Mrs. Robert Preston Tisch are the chairpersons for the dinner. Mrs. Clinton has been gracious in her support for our organization. I very much hope that she may be able to attend this important evening in New York.

Thank you for anything you can do to bring this to her attention.

With best wishes for a wonderful Holiday season,

Sincerely,

John Wallach
John Wallach

Seeds of Peace

An Arab-Israeli Summer Experience

1350 Connecticut Avenue, NW Suite 850, Washington, DC 20036

Tel: (202) 833-4558 Fax: (202) 331-2073



CONTRIBUTIONS TO SEEDS OF PEACE
ARE TAX DEDUCTIBLE UNDER 501(C)(3)

December 28, 1994

John Wallach
President/Founder
Mohamed Hakki
Chris Ramsay Covey
Vice Presidents

Janet Wallach
Secretary
Leila Hakki
Treasurer
Barbara Gottschalk
Executive Director

Jonathan Kessler
Development Consultant

Barbara Hirsch
Stanley Hirsch
Camp Androscoggin
Tim Wilson
Camp Director

David Smith
Farhat Agbaria
Coexistence Assoc. Directors

Regional Coordinators
Shermine DeJani
Rula Halawani
Lindsay Miller
Alex Shalaby

Advisory Board
Elias Aburdene
Adnan Arafeh
Alfred Leroy Atherton
Susan Baron
Zbigniew Brzezinski
Helena Cobban
Esther Coopersmith
Marian Wright Edelman
Sara Ehrman
Jerome Goodman
Khalil Jahshan
Les Janka
Donald A. Karas
Michael Klein
Penne Korth
Alex Kaufman
Clovis Maksoud
Tekuma Mande'el
Hani Masri
Abraham Moses
Edmund S. Muskie
Abla Nasr
Shimon Peres
Peter Picknelly
Gail Pressberg
William Quandt
Paula Rackoff
Hasan Rahman
George Rebh
Jerome Rosenstock
Ron Sachs
Simon Serfaty
Alan Slifka
Jonathan Strum
Mohammed Wahby
Stanley Walzer
Barrett Weinberger
Cathy Weinberger
James Zogby

The Honorable Hillary Rodham Clinton
First Lady
Old Executive Office Building
Washington, D.C.

Dear Mrs. Clinton:

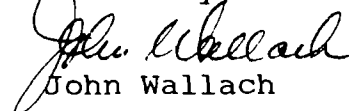
On Tuesday, March 21, 1995, The Elie Wiesel Foundation for Humanity and Seeds of Peace will jointly host a formal dinner in honor of the First Ladies of Israel and Jordan, Mrs. Reuma Weizman, wife of Israeli President Ezer Weizman, and Her Majesty Queen Noor of Jordan. The dinner will be held at The Regency Hotel at 580 Park Avenue in New York. Mr. and Mrs. Preston Robert Tisch are the chairpersons for the occasion.

The First Ladies of Israel and Jordan will receive the 1995 Seeds of Peace Award at the dinner honoring the peace treaty that has been signed by their two countries and the personal contributions they have made towards ensuring that the treaty will usher in an era of peace for the next generation of Israelis and Jordanians. Both Mrs. Weizman and Queen Noor have helped make the Seeds of Peace program a success.

We would be particularly honored if you would agree to attend the dinner and speak about the kind of world that should be left to our children. As you know, Seeds of Peace has graduated almost 200 boys and girls, aged 12 to 15, in our two years of existence. We are looking forward to a third summer in 1995 that may include children from Lebanon, Syria, even Saudi Arabia, in addition to the already participating delegations from Israel, Egypt, Jordan, Morocco and the Palestine National Authority in the West Bank and Gaza. At the March 21 dinner, the awards will be presented by Israeli and Jordanian girls who have participated in our summer program.

By meeting with these youngsters shortly before they were invited to participate in the historic September 13, 1993 ceremony at the White House, you have already made an invaluable contribution to our program. I am very grateful and hope that it may be possible for you to join us as the guest of honor at The Regency Hotel dinner on March 21, 1995.

Sincerely,


John Wallach

**Office of Her Majesty Queen Noor
Al-Ma'wa Palace
Amman - Jordan**

telephone No. (962)-6-637341

facsimile No. (962)-6-629884

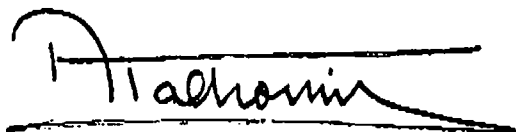
TO FAX NO.: 001.202.298.7862	COUNTRY: USA
ATTENTION: Mr. John Wallach	FROM: Amb. Adnan Talhouni
DATE: 21 December, 1994	PAGES: 1 (one including this one)

Dear Mr. Wallach,

Thank you for your fax of December 19th, 1994.

I am pleased to confirm to you the 21st of March, 1995 for the Seeds of Peace dinner, and look forward to receiving details of the event.

Wishing you all the success.



Amb. Adnan Talhouni
director, Office of Her Majesty Queen Noor

EMBASSY OF ISRAEL
WASHINGTON, D.C.



שגרירות ישראל
ושינגטון

December 28, 1994

To: Mr. John Wallach, President
SEEDS OF PEACE
Washington D.C.

Dear John,

It is with great delight that I can inform you that Mrs. Reuma Weizman has confirmed her participation at the SEEDS OF PEACE dinner on the 21st of March, together with H.M. Queen Noor.

I look forward to receiving further details.

With best regards,

A handwritten signature in dark ink, appearing to read 'Avi Granot', with a long horizontal stroke extending to the right.

Avi Granot
Counselor

**Office of Her Majesty Queen Noor
Al-Ma'wa Palace
Amman - Jordan**

telephone No. (962)-6-637341

facsimile No. (962)-6-629884

TO FAX NO.: 001-202-298-7862	COUNTRY: USA
ATTENTION: Mr. John Wallach	FROM: Amb. Adnan Talhouni
DATE: 3rd of December, 1994	PAGES: 1 (one including this one)

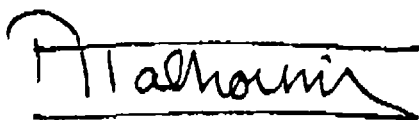
Dear Mr. Wallach,

Thank you for your fax dated November 14, 1994 and the attachments.

I am happy to inform you that Her Majesty has responded positively to your invitation, and has set the 10th of March, 1995 as a tentative date.

If there is anything else that you may require, please do not hesitate to contact us.

Wishing you the best.



Amb. Adnan Talhouni
Director, Office of Her Majesty Queen Noor



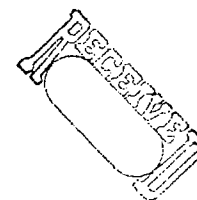
Seeds of Peace

An Arab-Israeli Summer Experience

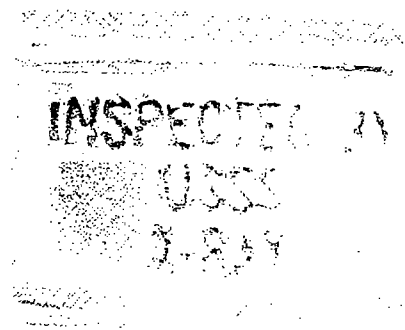
1350 Connecticut Avenue, NW, Suite 850
Washington, DC 20036

By Hand

Ms. Maggie Williams
Deputy Chief of Staff
Office of the First Lady
The White House
1600 Pennsylvania Ave. N.W.
Washington, D.C.



PHOTOCOPY
PRESERVATION





Ten true case studies of black entrepreneurs highlight this timely work. For the first time, here's a candid and detailed inside look at how black entrepreneurs get started in business, and either make it or don't make it! Robert Wallace, a business consultant, entrepreneur, and former course facilitator of the acclaimed Minority Business Executive Program at Dartmouth College, presents a combination of instructional, issues oriented, and how to advice for the "new jack" entrepreneur.

From the Forward

"Wallace shares the successes and challenges of these bold entrepreneurs with candor, humor, insight and admiration. All of these accounts result in fascinating reading and provide abject lessons for would-be entrepreneurs, fledgling businesses, and well-established firms."

*Parren J. Mitchell,
Former Congressman of Maryland, 7th District
Chairman, Minority Business Enterprise Legal Defense
and Education Fund, Inc.*

*Design & Art Direction
William Lucas Alaba Anderson*



\$17.95 USA
\$21.95 Canada

BLACK WEALTH THROUGH BLACK ENTREPRENEURSHIP

Duncan & Duncan, Inc.

BLACK WEALTH

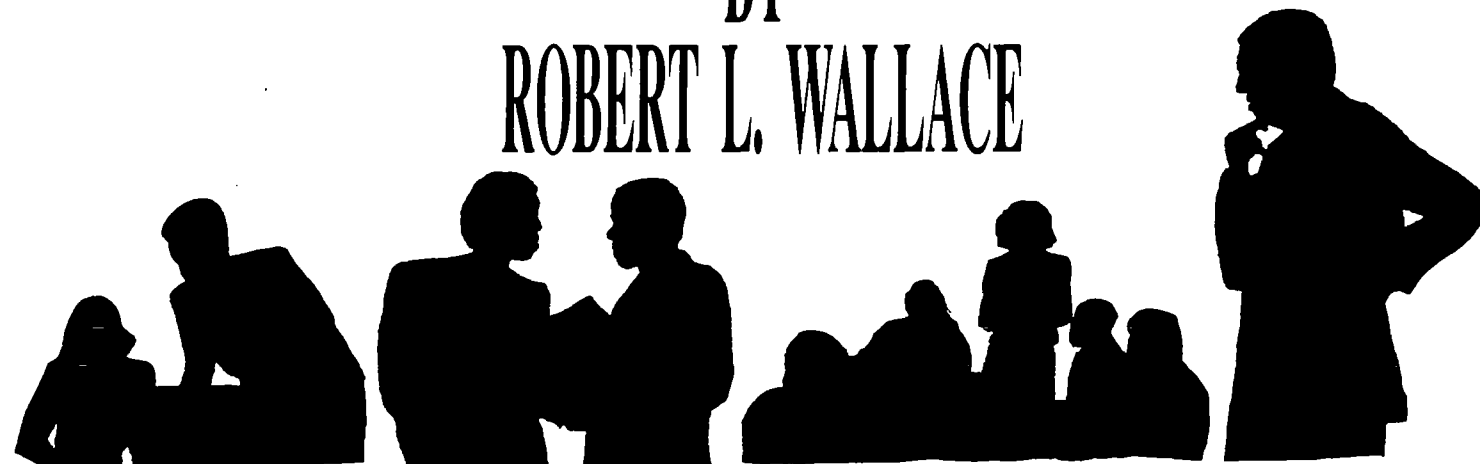
THROUGH

BLACK

ENTREPRENEURSHIP

BY

ROBERT L. WALLACE



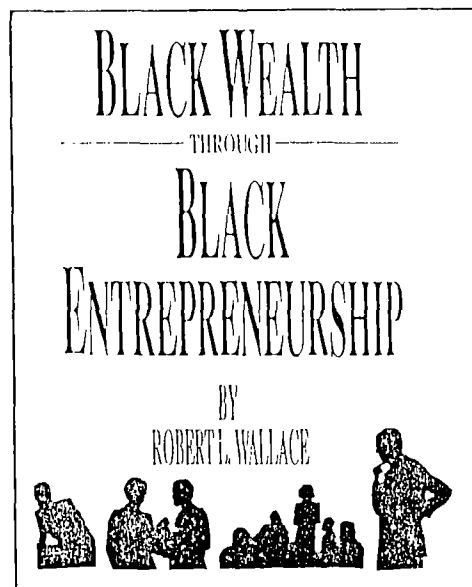
Announcing the Release of:

Contact Mike or Shirley
at 410-538-5580

***Black Wealth
Through
Black Entrepreneurship***

More than ever before, black Americans and other minorities are taking the leap of faith and starting their own businesses. Will they survive? Will they become the first generation of "new jack" capitalists? Will they become the impetus needed for economic power within their communities?

Black Wealth Through Black Entrepreneurship by Robert L. Wallace (published by Duncan & Duncan, Inc. in June 1993) presents a thoroughly researched wealth-building empowerment model focusing on what actions black Americans must take to reach economic parity with the majority society primarily through increasing business ownership. Furthermore, Wallace stresses the need for minority business owners to aggressively move toward a mainstream position in order to build more of an economic powerhouse.



True case studies of current minority entrepreneurs are the highlight of *Black Wealth Through Black Entrepreneurship*. These business studies support the author's conclusion that the option of business ownership is the one and only way for minorities to achieve economic parity in America.

However, in order to succeed in new business ventures, this new generation of black business owners must gain the knowledge and wherewithal to effectively function in an environment that is tougher than ever before. This is why *Black Wealth Through Black Entrepreneurship* is not just a how-to book. It is written in the framework of an issues oriented, instructional, and case management text; specifically highlighting the unique circumstances of black entrepreneurship and more importantly how minorities must operate in the mainstream in order to have a significant impact on the state of their communities.

Black Wealth Through Black Entrepreneurship (ISBN 1-878647-09-1) is replete with charts, illustrations, and tables, 289 pages, and priced at \$17.95. Published by Duncan & Duncan, Inc., it is nationally distributed.

Former Congressman Parren J. Mitchell writes in the book's Foreword, "Wallace shares the successes and challenges of these bold entrepreneurs with candor, humor, insight, and admiration. All of these accounts result in fascinating reading and provide abject lessons for would-be entrepreneurs, fledgling businesses, and well-established firms."

Covering ten years, Wallace's research for this publication included detailed questionnaires, personal interviews with minority business owners, group interviews, in-depth case studies of specific businesses, and extensive business research.

Some of the significant highlights of this book include:

1. A broad cross section of case studies of minority entrepreneurs and their companies; their successes and failures; and, their inner most thoughts on the challenges of minority businesses.
2. An analysis of the inter-relationships between the enhancement of black business ownership and the offsetting direct improvement of the economic position of black Americans.
3. A de-mystification of the dynamics of business formation within the minority community.
4. The triad of power and its impact on economic empowerment.
5. The creation of wealth building power within the minority community.
6. Internal and external checkpoints for business success.
7. An analysis of African-American entrepreneurs including such topics as *The First Hit Phenomenon*, *The Water Bucket Theory*, *The Three Tiers of Business Formation*, *Types of Minority Entrepreneurs* (never before revealed), and fascinating *Traits of Successful African-American Entrepreneurs*.
8. Economic empowerment strategies dealing with what paths minority communities can take to achieve wealth building power in the 21st century, and much more!

"This book is at once Wallace's story, a study of successful minority business, and a game plan for African-American success."

John N. Rodgers—*The Howard County Times*

"This book should be read by aspiring entrepreneurs, educators, politicians, religious leaders, economic development specialists, community activists, and of course, current entrepreneurs."

Richard Knight—Small Business Incubator

"This book is an in-depth and valuable research tool for the entrepreneur."

Focus Magazine

"*Black Wealth*...is an important book that can help blacks to reshape and fulfill a glorious destiny of individual and collective power, freedom and happiness."

Naked City News

Robert Wallace initiated his ten year study while attending Dartmouth College where he became involved in the acclaimed Minority Business Executive Training Program. As program facilitator, he became acquainted with dozens of successful minority entrepreneurs from all walks of life. His association with such dynamic personalities paved the way for his missionary plight to complete *Black Wealth Through Black Entrepreneurship*.

Robert L. Wallace is president of The BITH Group Holding Company, a business consultant and an executive at ECS Technologies located in Baltimore, Maryland. He co-founded The SDGG Holding Company, The Atlantis Leasing Company, and The Ivy Group Consultants. He obtained an undergraduate degree in Mechanical Engineering from the University of Pennsylvania and his Master's of Business Administration from the Amos Tuck School of Business at Dartmouth College. He lectures across the country discussing issues of accelerated business formation within the minority community and economic empowerment.

Book review copies are available from the publisher. Interviews and speaking engagements can also be arranged. Call 410-538-5580. ##



Robert L. Wallace

Robert L. Wallace

A Man with a Mission

Robert Wallace has lectured across the country on the issue of economic empowerment and the criticalness of accelerated business formation within the African-American community. His mission is to help increase the ownership of black businesses in America, thereby providing a wealth building foundation for the minority community.

Robert is a business consultant, entrepreneur, and president of The BITH Group Holding Company. A native of Baltimore, Maryland, he is one of five sons and was an honor graduate from the Baltimore Polytechnic Institute. He later attended the University of Pennsylvania and the Amos Tuck School of Business at Dartmouth College, where he earned his Bachelor's of Science degree in Mechanical Engineering and Applied Mechanics and his Master's of Business Administration, respectively.

With engineering degree in hand, Robert practiced engineering for five years for the DuPont Company before attending Dartmouth College to conduct graduate studies in business and entrepreneurship. After graduate school, he joined IBM's Engineering Scientific and Industrial Marketing Unit, where he provided expertise to Fortune 100 companies in systems integration and business strategy.

Five years later, Robert left IBM and co-founded the SDGG Holding Company, The Atlantis Leasing Company, and The Ivy Group Consultants. He is married to the former Carolyn Green and is the proud father of four sons.

As featured in the
February 1994 edition of...

Black Enterprise Magazine

BY THE BOOK

Black biz as gospel

A sermon—with parables—on the virtues of business ownership.

In his new book, *Black Wealth Through Black Entrepreneurship*, Robert L. Wallace sermonizes the gospel of entrepreneurial development as the way to the promised land of black economic empowerment. Wallace, a business consultant and former course facilitator of the Minority Business Executive Training

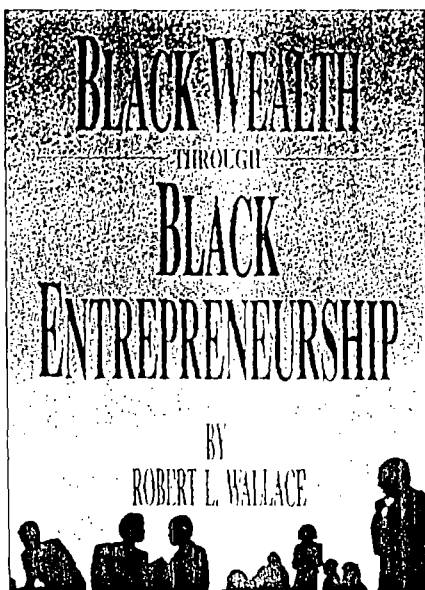
Program at Dartmouth College, offers parable-like case studies of ten black-owned businesses that will prove informative and inspiring to other would-be entrepreneurs. He also reviews what he refers to as "internal and external checkpoints of business success." The forward is by no less a champion of black entrepreneurship than former Congressman Parren J. Mitchell, chairman of the Washington, D.C.-based Minority Business Enterprise Legal Defense and Education Fund Inc.

To those who have always seen business ownership as key to solving the economic problems of African-Americans, Wallace's evangelical zeal

may smack of preaching to the converted. However, new disciples of the black business crusade will find this book invaluable. This is a must-read for all African-Americans looking to take the entrepreneurial plunge.

—A.E.Jr.

Black Wealth Through Black Entrepreneurship by Robert L. Wallace; Duncan & Duncan, Edgewood, MD, 1993, 289pp, \$17.95.



Where Do We Go From Here?



Robert L. Wallace

My professor of Business Strategy at the Tuck School of Business at Dartmouth College, Dr. James Brian Quinn, often used military history to draw analogies to developing effective business strategies for competitive purposes. Of all the military geniuses that he often mentioned, none was more daring and unpredictable than Hannibal.

Hannibal, arguably one of the most celebrated of military minds in the history of mankind, lived about two hundred years before the birth of Christ in a North African city called Carthage. Like many leaders of that time, Hannibal despised the Romans. Instead of accepting the Roman's claim on his country, Hannibal decided that he would take action and do something. Unlike many of his counterparts, he refused to focus on the size and power of Rome. Instead of adopting a defensive strategy he embraced an offensive strategy and set out to conquer it.

With about 65,000 troops, 7,000 horses and a herd of elephants, Hannibal brilliantly planned his attack on Rome by first crossing the Pyrenees, France, and then the Alps Mountains, before descending on the surprised Romans. Although Hannibal lost many of his men, horses and elephants during his passage through the Alps, and although his army was severely outnumbered by the Roman army, his army repeatedly outmaneuvered and outsmarted the frustrated Romans as they attempted to stop Hannibal's march on Rome. The Romans eventually did turn Hannibal back, but only after paying an extremely high price.

As I contemplate the status and future of minority business development

in America, my mind conjures up images of Hannibal and his skirmishes with mighty Rome. Make no mistake, the forces of ill-will in America are working overtime to impede any significant process in minority business development. These forces are well entrenched, resource rich, deceptive, powerful, and superbly camouflaged. Unless one is constantly alert and vigilant he will not recognize the full extent of their power nor their unwavering commitment to achieve their goal.

Like Hannibal, the minority business community must not allow itself to focus on the enormity of the business and economic challenges that it faces. The group must instead look for new ways and strategies to outmaneuver and outsmart the forces in the American society that seek to keep the community in a powerless position. How do we outsmart the forces of ill-will in our society? Well, consider the following:

Don't look at the bars, look beyond them.

All of us have paradigms that we use to view the world through. Unfortunately, some of our paradigms become psychological bars that tend to incarcerate our minds and disrupt our creative thinking. Some of the obvious bars that we construct include racism, sexism, classism, physical attributes, perceived wrongs, past injustices, or lack of education. Our tendency to focus on the bars only serves to empower them, thus diverting valuable human energy from more productive business building tasks.

Learn to expect great things from yourself and others.

The starting point for any human achievement of any value is the individual's belief in and desire to achieve the object of their dream. You become what you think about. If you think

that all is lost and that we cannot win then you will achieve that which you focus on.

Assume full responsibility for our economic destiny and prosperity.

Whenever one disowns a problem, he in effect relinquishes all power to solve it. No one in America has the desire or conviction to fix our economic problems but us. Although the economic quagmire that the minority community finds itself in today is not totally of its own doing, the solution for resolving these perplexing economic issues must and will only come from within our ranks.

Aggressively seek to build win-win relationships with other minority firms and with mainstream firms.

Very few companies today can stand by themselves for long. Some experts predict that the successful companies of the 1990s will be those that aggressively develop strategic and mutually beneficial teaming relationships with other companies. Minority business people must not limit themselves to only teaming with other minority businesses. They should instead follow a parallel track and develop win-win partnerships with both groups. Above all, make sure that the relationship is a win-win one so that it becomes a lasting and rewarding experience for both parties.

No one can argue that the minority community and its entrepreneurs don't have some difficult days ahead. But if we continue to look at our situation like Hannibal viewed his thousands of years ago, we too can uncover vulnerable spots in our opponent's empire, leverage the element of surprise, and continue our march to Rome. ■

Robert L. Wallace is the author of "Black Wealth Through Black Entrepreneurship."

Detroit Branch... **NATIONAL ASSOCIATION FOR THE
ADVANCEMENT OF COLORED PEOPLE**



REVEREND WINGELL ANTHONY
President

JOANN NICHOLS WATSON
Executive Director

October 20, 1993

Mr. Robert L. Wallace
ECS Technologies, Inc.
1530 Caton
Caton Research Center
Baltimore, MD 21227

Dear Mr. Wallace:

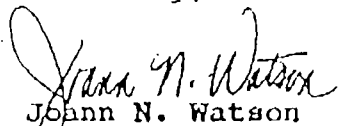
It was a great pleasure to speak with you by telephone, and I am pleased, on behalf of The Detroit Branch NAACP to send this communique to invite your leadership and economic expertise as the luncheon keynoter for the African American Economic Development Summit to be held Saturday, October 23, 1993, from 9:00 a.m. to 4:00 p.m. at the Omni International Hotel in Detroit, Michigan.

The impact of your extraordinary publication has provided a wonderful catalyst for the Detroit Economic Community and we believe that your presence will ignite the flame of Economic Revitalization for this great city.

Please know that we stand ready to provide resources for travel, lodging and other expenses identified, per our telephone discussion.

Many thanks for your consideration and cooperation. Mr. Darwin Beacham will contact you today to hopefully finalize arrangements and details related to your visit.

Sincerely,

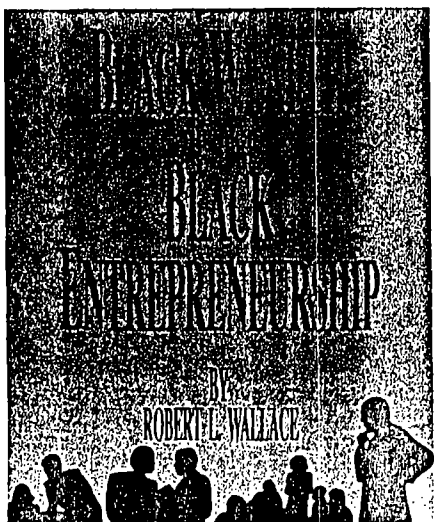

Joann N. Watson
Executive Director

JNW/db

THE BRIEFCASE MENTOR
FOCUS
FOR THE BUSINESS & PROFESSIONAL MIND
KANSAS CITY

July/August 1993
Volume I No. 2

BOOK FOCUS



**BLACK WEALTH THROUGH
BLACK ENTREPRENEURSHIP**
by Robert L. Wallace

More than ever before, Black Americans and other minorities are starting their own businesses.

Black Wealth Through Black Entrepreneurship (Duncan & Duncan Inc., \$17.95, 289 pp)

by Robert L. Wallace, presents a thoroughly researched wealth-building empowerment model focusing on what actions Black Americans must take to reach economic parity with the majority society primarily through increasing business ownership.

In order to succeed in new business ventures, this new generation of Black business owners must gain the knowledge and wherewithal to effectively function in an environment that is tougher than ever before. It is written in the framework of an issues oriented, instructional, and case management text; specifically highlighting the unique circumstances of Black entrepreneurship and more importantly how minorities must operate in the mainstream in order to have a significant impact on the state of their communities.

Some of the significant highlights of this book include:

- A broad cross section of case studies of minority entrepreneurs and their companies; their successes and failures; and their inner most thoughts on the challenges of minority business.

- An analysis of the inter-relationship between the enhancement of Black business ownership and the offsetting direct improvement of the economic position of Black Americans.

- A de-mystification of the dynamics of business formation within the minority community.

- Economic empowerment strategies dealing with what paths minority communities can take to achieve wealth building power in the 21st century.

- Replete with charts, illustrations, and tables.

This book is an in-depth and valuable research tool for the entrepreneur.

Hands-on lesson

Students begin clearing debris from two streams

Page 3B



Domestic violence

Expert says there's no definitive answer to the problem

Page 2B



More county news

- Editorial, Page 8A
- Sports, Page 13C
- TV listings, Page 7D
- Classified, Page 13B

THE SUN Howard County AND MARYLAND

SECTION

B

TUESDAY,
JULY 13, 1993

Author investigates problems facing black business

By Mark Guidera
Staff Writer

Bob Wallace recalls with clarity the anger and bewilderment he felt several years ago on a visit to his boyhood haunt, South Baltimore's gritty Cherry Hill neighborhood.

The mechanical engineer had stopped by the neighborhood to catch up with old chums.

Instead of camaraderie, he found himself haranguing a group of old friends because virtually every cor-

ner store was owned by Asian Americans.

"I was standing on a street corner yelling at my buddies. I was so angry. None of them owned their own business. Their response was they were locked out of the system. There was this intense sense of powerlessness among them. I was furious," recalled Mr. Wallace, a graduate of the Minority Business Executive Program at Dartmouth College's Amos Tuck School of Business.

As a result of that encounter —

which even today causes him to rise as he recalls it — the Columbia resident embarked on a search for answers to a question that deeply troubled him: Why is it that so many black Americans don't fully participate in the nation's economic opportunities?

The fruit of that search was "Black Business Through Black Entrepreneurship," a 280-page book published by Duncan & Duncan Inc. of Edgewood, which is just hitting bookstores.

The work is part exploration of why blacks have failed to capitalize on economic opportunities and part guide to what minorities, particularly blacks, must do to capture a larger share of the nation's economy.

Spunked throughout the book are case studies of 10 highly successful black-owned businesses, and their founders, such as Jim McLean, founder of Seven Seas and Seven Winds Travel Agency in Baltimore.

See WALLACE, 7B

their concerns to state officials.

The school, which had an enrollment last year of roughly 300 students, offers certificate programs in several fields, including medical office assisting, bookkeeping and electronics.

The higher education commission accused the school of:

□ The use of promotional materials saying the placement rate for the school's graduates was between 80 and 95 percent, depending on the program. State officials found the numbers exaggerated. For the class that graduated in April 1992, for ex-

See SCHOOL, 10B

WEDNESDAY, JULY 13, 1993

THE SUN

HOWARD COUNTY

COUNTYWIDE

WALLACE

om 1B

In his search for the right mix for successful minority business, Mr. Wallace, 37, traveled around the county interviewing black owners of businesses, donating family savings in the process.

"I didn't start out with the intent of writing a book," said Mr. Wallace, who is co-owner of ECS Technologies in Baltimore, a computer engineering firm.

"My intent was to find an answer why some African Americans succeed as well in the business mainstream while others are powerless," said.

His conclusion: The black community as a whole has failed to build what Mr. Wallace calls in his book the "Triad of Power" — ethnic "roots," or pride, political power and economic power.

Mr. Wallace said that during his search he found a stark gap in economic power between blacks and whites.

Among the telling statistics: The average black's net worth (assets minus liabilities) is about a quarter of the average white's — \$24,000 compared with \$103,000.

More troubling to Mr. Wallace is this statistic: Blacks make up 12 percent of the nation's population, but only 3 percent of U.S. businesses are owned by blacks.

Mr. Wallace became convinced as he continued his interviews and research that the gap could not be closed solely on racism.

He also became convinced that neither oft-mentioned culprit — the decline of the family among blacks — was a myth and so could be held accountable for the mismanagement of the 1960s.

He argues that while blacks made great gains in political clout and ethnic pride during the civil rights movement of the 1960s, they missed the explosion of economic growth in the United States during the 1980s. That missed opportunity, Mr. Wal-

lace believes, is a cause for so much of the hopelessness found among black youths today.

"The triad is incomplete because it has a shaky leg," Mr. Wallace said. "Because African Americans don't have the triad completely constructed, they are not in a place of empowerment."

To bolster their economic power, Mr. Wallace argues, blacks face four challenges.

"We need a movement similar in magnitude to the 1960s civil rights effort, but on the economic front," he said. "The problems black communities face — drugs, violence — are directly tied to the communities' inability to control their economic destiny."

Three of the challenges Mr. Wallace argues blacks must take up are recapturing local businesses that serve black communities; increasing joint ventures with mainstream businesses; and matching well-known professional black athletes' financial and media muscle with that of young entrepreneurs.

The fourth challenge, which the author dubs "sports transmutation," involves altering the perception among young blacks that their most likely avenue for achieving economic success is professional athletics.

"We need to show our young people there are options other than football and basketball," Mr. Wallace said. "A big problem in the black community is the fact that our youth are too channeled into sports."

"Blacks are way overrepresented in the NBA. My theory why is that they spend a lot of time honing basketball skills instead of business skills. But the same skills that can make you a success in sports — team effort, determination, coming up — are also what it takes to be a success in business."

Mike Duncan, president and publisher at Duncan and Duncan, said he was so impressed with Mr. Wallace's book that he ordered a first



Bob Wallace, co-owner of a Baltimore computer engineering firm, is the author of a book about black entrepreneurship.

printing of 50,000 copies, far more than for any other title the 3-year-old publishing house has issued.

Waldenbooks has placed an advance order for an undisclosed number of copies, which it plans to distribute to 100 percent of its 1,200 stores nationwide.

Mr. Duncan believes the book has the potential to stir debate in the nation's colleges and universities and on radio talk shows.

"The message Bob addresses in the book is that there is a lot of opportunity for blacks in the 1990s," Mr. Duncan said.

Chief among the issues that should stir spirited discussion, Mr. Duncan said, is the author's treatment of the perception among white-owned businesses that black-owned businesses are unable to perform up to par.

"I look at a lot of books and book proposals, and I haven't see one yet that comes close to this one. Behind the scenes, that haven't really been dealt with in any semblance of honesty. Straightforward and helpful way that can create discussion," he said.

The publisher plans to market the book heavily to institutions, such as libraries and colleges, and to black-owned businesses and corporations.

Mr. Wallace is scheduled for a 13-city radio talk show tour during the next two months. He also will be making the circuit of professional minority business trade shows, and the publisher hopes to parody the book into seminar engagements for the author.

Mr. Duncan also wants Mr. Wallace to write a second work for on financing small minority-owned businesses.

"Blacks, Hispanics and other minorities want information that dresses the nuances of who have to content as a minority. Bob does that with this book. I think he can do it with me. There's an untapped market out there," Mr. Duncan said.

BOOKSHELF

"Citicorp — The Story of a Bank in Crisis," Richard B. Miller, 1993, McGraw-Hill, \$21.95 — Here is the story of the rise and fall of what was once one of the most powerful banking organizations in the world.

Miller examines the cracks that began to appear in Citibank's structure at the end of the 1980s, when inadequate capital, ill-performing subsidiaries and non-performing loans began to mount.

Citibank lost market share to Bank of America — which rebounded from its problems in the mid-1980s — and to regional banks that began to expand.

As Miller guides the reader through Citibank's money problems, he also folds in its people problems. For example, Miller reviews the squabbles that occurred in the executive offices with Chairman John Reed. And he studies the organization's failure to meet regulatory challenges.

Miller also looks into the future of the organization and whether it can fight its way back to the stature it once held.

Miller, former editor of *The Bankers Magazine* and *Bankers Monthly*, notes that despite the company's 1992 earnings upswing and the slight economic recovery that is slowly moving through parts of the nation, the bank's non-performing loans may be its Achilles' heel as it tries to step ahead.

"Starting Your Own Business," Joan Sotkin, 1993, Build Your Business Inc., \$11.95 — After starting her own ventures in wholesaling, retailing, mail order, consulting and desktop publishing, Laguna Hills resident Joan Sotkin wrote this book to guide others through the start-up phase.

The book is structured around Sotkin's 10 building blocks for a successful business, starting with "Use your personal values as a foundation" and ending with "Tell the truth."

"When I started my first business, I read



many how-to-start-and-run-your-own-business books," Sotkin writes. "The minute I saw the words 'management team' I knew the books were not for me. What I needed was someone to show me how to pay the rent while I was trying to get things going."

That's what this book tries to teach.

More remarkable than writing a book, which Sotkin published herself, is her success in getting a national distributor to take it on.

"Shogun Management: How North Americans Can Thrive in Japanese Companies," William C. Byham, 1993, Harper Business, \$25 — Japanese and American managers must better recognize each other's needs, frustrations and cultural assumptions if hopes for truly blended organizations are to be realized, the author says.

Drawing on interviews with about 200 American and Canadian managers at Japanese companies, Byham says conflicts rooted in the vast differences between the two countries manifest themselves in the workplace as complaints by American managers who feel excluded from the decision-making processes, and from Japanese managers who say Americans are poor team players.

"Black Wealth Through Black Entrepreneurship,"

Robert L. Wallace, 1993, Duncan & Duncan, \$17.95 — Business ownership is the only way blacks and other minorities can achieve economic parity in the United States, asserts the author, an entrepreneur and executive at ECS Technologies in Baltimore.

Wallace shows how, offering case studies of minority-owned businesses. More than the usual recitation of how to build a business, Wallace presents an intriguing look at precisely what makes minority entrepreneurs successful. Among other topics, he examines traits of successful black entrepreneurs — 20 in all, including spiritual fortitude, ghetto cunning and believing that competitiveness usually defeats racism.

By DAWN YOSHITAKE, JAN NORMAN, JEFF ROWE

/The Register

MARKETPLACE

IN BUSINESS

Keys to black success



John N. Rogers

Bob Wallace of Ellicott City has written a book, "Black Wealth Through Black Entrepreneurship," to be published next month by Duncan & Duncan Inc. of Edgewood.

The book is a case study of why African-American businesses fail and succeed.

Wallace spent two years at Dartmouth's Minority Business Executive Program doing research. There he studied, first-hand, hundreds of black-owned businesses close-up.

Wallace says he found in nearly every instance that the key to success was an almost spiritual belief on the part of the owner that he or she was destined to succeed. Without that faith, he says, most African-American entrepreneurs give up too soon, before they reach the "hit point" on the curve where effort begins to be rewarded by success.

For Wallace, compiling information about black-owned businesses and writing his book has been something of a crusade.

As a child growing up in the Cherry Hill section of Baltimore, a "99.9% African-American project area," he observed that most of the local businesses were white-owned, many of them by Jewish merchants.

As blacks grew in pride as well as political and economic strength, Wallace says he "always assumed there would be a logical progression from the Jewish merchants to African-American merchants."

But after leaving Cherry Hill, graduating from the University of Pennsylvania and working several years for Dupont, he returned to the old neighborhood to find that not much had changed.

True, many of the white merchants were gone. But instead of being bought out by local black merchants, a large number had been replaced by Asian merchants.

"That really disturbed me, and that's not a condemnation of the Asian community," he stresses.

How, he puzzled, could African-Americans ever begin to build an economic base, if no class of black shopkeepers, store owners and businessmen emerged?

To succeed a group needs three things, he says. Pride and self-esteem, political clout, and economic strength. Wallace calls it the Power Triad.

Out of the 1960s, blacks, he says, achieved the former two. But the third — economic strength — which it was assumed would follow, did not.

Wallace says he was lucky to get out of Cherry Hill and he's still not sure why God chose him.

Of the guys he hung out with, "I was not the brightest, but I was the only one who made it out. To this day I don't know why God chose me; but He did, and the opportunities He presented me with."

In a sense, he never really left Cherry Hill. He continues to get together with high school friends to watch the Super Bowl or an NBA playoff game.

They joke and laugh. There are no barriers. His success becomes theirs, their struggle for survival his.

Cherry Hill is a bridge between two worlds, a reminder that only a thin and artificial line separates the comfortably housed from the homeless.

What is it, Wallace asks in his book, that makes success possible for one person, but difficult or impossible for another? Why don't more blacks become entrepreneurs? Why don't more black entrepreneurs succeed?

He poses the questions but does not dwell on the negatives.

"I believe that when there's a problem, there's a solution right next to it," he says. "It's our job to find it."

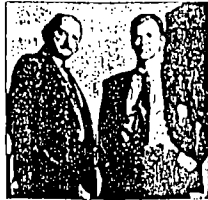
African-Americans have come a tremendous distance and battled greater odds than any other ethnic group in America, Wallace points out, and now is not the time to quit or get discouraged.

The book is at once Wallace's story, a study of successful minority businesses, and a game plan for African-American success.

"You know, people used to tell me when I was in high school, 'Bob, you'd make a great football player' or 'Bob, you'd make a good basketball player.' I don't remember anyone but my father ever telling me: 'Bob, you'd make a good businessman,'" he says.

Wallace's book tells how he became one, and how others can too.

No cop-out
Steven Bochco's
controversial
"NYPD" debuts
Today, 1D



City makes NFL pitch
Governor joins team
selling expansion bid
to league owners today
Sports, 1C



Bumpy road
Orioles continue
to stumble on
road trip, 6-4
Sports, 1C

THE



SUN

TUESDAY, SEPTEMBER 21, 1993 • VOLUME 313, NUMBER 110

BALTIMORE, MARYLAND

HOME DELIVERY: 25¢ (in most areas) • NEWSSTAND: 50¢

Q&A

Economic challenge for black communities

*Author describes
new opportunities*

By Mark Guidera
Staff Writer

When Robert Wallace looks at the corner stores in the South Baltimore neighborhood of his youth, he sees missed opportunity. Though serving mostly black customers, few stores are owned by blacks, he says.

He found that such is the case nationwide while researching his recently published book, "Black Wealth through Black Entrepreneurship" (Duncan & Duncan). In the book, he argues that recapturing missed economic opportunity is fundamental to addressing much of the hopelessness found among black youths today.

Mr. Wallace, 36, has an MBA from the Amos Tuck School of Business at Dartmouth College. He co-manages a computer systems integration company, ECS Technologies Inc., in Baltimore and conducts workshops on economic empowerment and starting a business.

QUESTION: Why has the black community as a whole missed out on sharing a fair share of the economy?

ANSWER: The main reason is racism. Centuries of being oppressed or told you can't compete equally has created barriers of the mind. Many in the community feel they just can't do it.

If you were told a million times you can't achieve your goals it would have an effect on you.

Then there are the barriers that society has created: institutional racism. Look at the *Wall Street Journal* study published this month showing blacks were disproportionately laid off by companies during the last recession. That confirms to me the institutional barriers blacks face.

Q: What's needed for blacks to achieve a greater share of the economic pie?

A: We need a movement similar in



Blacks own few businesses, such as this one in Cherry Hill, that serve blacks, says Robert Wallace.

magnitude to the 1960s civil rights effort, but on the economic front. The problems black communities face — drugs, violence — are directly tied to the communities' inability to control their economic destiny.

Q: What are the challenges the black community needs to address to bolster economic power?

A: First, there is the issue of business development and economic empowerment — it must be at the top of the agenda. Second, the community must get on with recapturing the local economies.

Even now most of the local economies, the drug stores, dry cleaners, record stores and such, aren't controlled by blacks. Recapturing them is what will give the local communities the leverage to grow and a foundation by which to effectively compete in the mainstream economy.

To have any chance in the mainstream, you must control your local economy. Then we must nur-

ture joint ventures between mainstream companies and minority-owned businesses. But, the arrangement must always be a win-win situation for each. It won't work, prosper or last unless it's set up this way.

My next point may seem contradictory, but it's not. We must aggressively match the financial strength and market appeal of black athletes and entertainers with the black community's entrepreneurial talent. There is a high concentration of financial strength among black entertainers and athletes.

A big problem in the black business community is capitalization. You need capital to build and grow.

Next there is my idea I call sports transmutation. All it means is we must focus our best ... into business and commerce and de-emphasize the sports and entertainment channels. Far too many of our young people aspire to those avenues and don't even consider the entrepreneurial and business channels.

You can't count the number of rap groups out there in the black community. But you are hard pressed to name a business started by a young black business professional.

Q: So what is the best advice you can give a black person who aspires to a business career?

A: You need to look beyond, not at, the bars that prevent you from your goal. Racism is the biggest bar; heavy baggage.

But if you look at the West Indian blacks who have come to this country, they have done very well. They don't have the baggage of people who have come up through the slavery institution. If you're always looking at the bias of racism, you empower your adversaries.

You also need to maintain a positive mental attitude, be grateful for what you do have. Next, identify your own specialized skill and learn everything you can about that skill. Then you've got to build a support or advisory group, people who have

experience in business and will be there to keep you going.

Q: You argue that a big problem in the black community today is the fact that youths are too channeled into sports. What advice would you give to a young black man or woman who tells you they have focused their energies on forging a career in sports because it seems the best way out of economic hardship?

A: You must assess if you're outstanding in sports because it is a natural gift, or because you spend more time honing that particular skill. Do you spend more time on the basketball court than in the library? Our young people must get on a dual track. You have to have an academic, an intellectual, game plan with the athletics. This strategy minimizes your risks and maximizes your options.

Q: You argue that black businesses can be hindered by a perception among mainstream businesses that the black-owned business will not be successful or might not produce quality work. What is your advice to a black businessman or woman for overcoming that perception?

A: First, it's unfair and unreasonable to place the total burden of performance on the black businessman or woman.

There is, and always has been, this inherent racism in the buying process in America that needs to be addressed.

Why is it that when a minority business makes a mistake, the entire race is branded? But when a white-owned firm makes a mistake, not only is the entire race not branded, but the company is given two, three, or four chances to make good.

This is racism in its ugliest form.

Of course, the best way to overcome criticism and doubt is through performance and success. This is a powerful lesson learned from the Japanese. Despite a significant amount of anti-Japanese sentiment in this country, Americans continue to buy Japanese products simply because they are the best.



Steve Bowen
As the Mask

Warfield's BUSINESS RECORD

Newspaper

MARYLAND'S BUSINESS WEEKLY

Q&A

WBR TALKS WITH ROBERT L. WALLACE

The statistics are telling: Blacks make up 12 percent of the nation's population, yet only 4 percent of U.S. business owners are black. Moreover, that 4 percent generates less than 1 percent of the total U.S. business revenues. When Robert L. Wallace discovered such a disparity on a return trip to his childhood neighborhood in South Baltimore — where very few of the stores were owned by African Americans — he set out to investigate the African-American experience in business.

That search led to "Black Wealth Through Black Entrepreneurship," a book he wrote profiling 10 black entrepreneurs. The book, recently published by Duncan & Duncan in Hagerwood, examines in case study fashion how these business owners built their firms, where they went right and where they went wrong. When Wallace, vice president of the advanced technology division at ECS Technologies, spoke with Warfield's, he offered some suggestions on how black entrepreneurs can gain access to the mainstream.

What inspired you to write "Black Wealth Through Black Entrepreneurship"?

After spending years studying and working in engineering, I decided to go to graduate school for business. My school started, I went back home to visit some old friends in Cherry Hill, where I grew up. We ventured up to the shopping center where we used to hang out, and I noticed that most of the stores, which were once owned by Jewish Americans, were now owned by African Americans. It seemed to me that the African-American community had completely missed out on a great opportunity. I had always assumed that the stores would one day change ownership from Jewish-American merchants to African-American merchants. Although there was African-American ownership of a few stores, the major presence was Asian Americans. I came down pretty hard on my friends that day, and I said, "They're missing the boat here. This is our community. We should have some economic say in what goes on."

I was pretty disappointed and angry at that situation. When I got to business school, I decided that minority economic empowerment and entrepreneurship was something I needed to spend some time thinking about.

While at the Amos Tuck School of Business Administration at Dartmouth College, I participated in the minority business executive program, a one-week mini-MBA program. I got a chance to meet many of the prominent minority and female entrepreneurs across the country — and not just African Americans, but Hispanic Americans, Asian Americans and Native Americans, though African Americans represented a higher percentage of the group.

I had a chance to get to know these people on a personal level, and I realized that there were some dynamics, some common factors between these people that should be brought out. So I began interviewing them in detail. Even after I had graduated from Tuck, I flew around the country on my own money to visit and interview these entrepreneurs.

I was driven by a comment that Tony Robbins, the motivational speaker, made. He said that, to be successful, a person needs to find someone who is one step ahead of what he or she wants to do, and imitate that individual. Well, that was exactly the process I adopted for this book. I took a group of entrepreneurs and minority entrepreneurs and digested their experiences to understand why it worked for them in spite of racism, sexism or classism.

In your book, you discuss a number of traits of successful African-American entrepreneurs. You refer to one as the "X" factor. Can you explain what you mean?

In our society, many white Americans feel that anything that is made by black Americans is inferior in quality and not as good as something made by white Americans. Thus, there is often reluctance by white business people and white consumers to do business with African Americans.

On the other side of the equation, the black community has not done a very good job of supporting black businesses. The black community generates about \$250 billion each year as a group. But in terms of how that money is spent, there's not a great deal of support in the black community of black-owned businesses.

So black entrepreneurs are wedged between the black community and the white community. Just as Malcolm X was wedged between the two communities. But the ones who succeed have learned to remove the wedge. I found that people made it through performance. They have shown a pattern of success to the white community, which, in turn, says, "Hey, this is a good business." Competitiveness is difficult to overcome racism and classism.



According to Robert L. Wallace, who authored "Black Wealth Through Black Entrepreneurship," the white community can benefit from encouraging the development of more African-American businesses.

As well, the way to become successful in the black community is to show respect, to show a concerned interest in serving them, and a commitment to doing that.

Why do you think it is that so many black Americans don't fully participate in the economic opportunities of this country?

That's a complex question, and I have a couple of hypotheses. Over the centuries, African-Americans have been shown through written and visual communications to have a "can't do" attitude and an inferiority complex. As a result, many African-Americans feel they can't compete with the general society. And it's not because they don't have the intellectual capacity. That's not true at all. But Americans are constantly inundated by negative images of the black community: the violence in the cities, the crime, the drugs, the poverty, the hopelessness. Those are some images hit upon young black kids, too. I have four sons, and when we watch movies or TV together, they'll ask me why it always seems that black people are over-represented in the bad things and under-represented in the good things.

Another reason I think that blacks don't participate economically is because there is a lack of positive role models. A couple of weeks ago, I spoke at a graduation ceremony. I talked at length about my hero, Freddie Lewis. After a while, I began to get strange looks from the students in the audience. As it turned out, they thought I was talking about Freddie Lewis, of the Boston Celtics, who recently passed away. These kids didn't even know about Freddie Lewis, the former chairman of TLC Beatrice International. Here is a man who did a phenomenal thing, and these kids did not know about him. There is a great dearth of role models that needs to go, which also is part of the problem.

Are African-American entrepreneurs denied access to capital?

There definitely is a problem of access to capital for growth, and studies have shown that. It's not a secret any longer. Overall, though, I think communities understand that this needs to change. While one segment of the community is able to take care of itself, that self-sufficiency benefits the whole community. President Clinton's focus on welfare reform and economic empowerment all tie into this. But the overall community has to support it. It has to see the benefit. Sometimes, however, people get selfish. They think that, if a certain group benefits, then, somehow, they themselves will not benefit. It gets back to the difference between the scarcity mentality and the abundance mentality. Scarcity says that, "If you win, I lose." Who owns the abundance mentality says, "You can win and I can win." And that is the strategy that the overall American community needs to have in terms of minority economic empowerment.

Is there racism in the marketplace?

There's no question that there is racism in the marketplace — there's no stain, for you and I both know that. I have a computer company. When I walk into a new client's office to sell my services, the first thing I have to do is overcome the client's suspicion or concern about me. Because of what the client sees, that is, a black man. That person doesn't know that I have two Ivy League degrees, that I have 17 years of computer experience, that I'm a family man and a Christian. He doesn't get to that point until he gets over my pig and appearance. Unfortunately, there are still many people in society who still are blocked in that way. And minority and women business people usually have to overcome that first before they can even get down to business. That requires a source of aid that takes on both the individual.

How can all minorities, and not just blacks, combat racism?

I think there are a number of ways to defeat racism. First, most, minority and female businesses need to be sponsored by what I call a "white angel." That person is usually a white male. The white angel validates a minority business with his circle of business associates. It could be a mentoring relationship, or a parting relationship. That sort of networking goes on all the time, regardless of race or sex. For example, if you have a friend — even if he's a white male — and you think he's a really good businessman, you are going to introduce him to your friends and business associates. Thus, you validate him into your circle of influence. I think that is a very important tool for minorities and females who want to get into the mainstream of business in America, which is controlled by white males. That's who controls the resources in this country. We all want to get a part in the mainstream, or we need to become part of it. If you're a positive person, that's a reality. It's a fact.

NAKED CITY NEWS

FALL 1993

Go, Set A Watchman, Let Him Declare What He Seeth.

— Isaiah 21:6

READ IT OR LEAVE IT

Entrepreneurship: Path to Wealth

BLACK WEALTH

THROUGH
BLACK
ENTREPRENEURSHIP



Robert Wallace initiated his 10-year study of minority businesses while attending Dartmouth College where he became involved in the acclaimed Minority Business Executive Training Program. As program facilitator, he became acquainted with dozens of successful entrepreneurs from all walks of life. His association with these powerful personalities sparked his vision to write "Black Wealth Through Black Entrepreneurship," so others could read it and empower themselves.

An accomplished business consultant and entrepreneur himself, Wallace knows first hand what he has written about. He obtained an undergraduate degree in mechanical engineering from the Uni-

versity of Pennsylvania and an M.B.A. from the Amos Tuck School of Business at Dartmouth. Later, he co-founded the SDGG Holding Company, The Atlantic Leasing Company, and The Ivy Group Consultants. He also lectures across the country discussing issues of accelerated business formation within the minority community.

Wallace says that finances and education are not the primary building blocks to success in business. Self-evaluation and "building yourself up" are the important first steps towards riches. His book is filled with memorable anecdotes that underscore these and other success principles.

THE JOCKEY THEORY

For instance, Wallace writes that while attending the Amos Tuck School, "I had an unique opportunity to 'break bread' with a few venture capitalists... I had always assumed that these guys experienced organisms from study-

ing slick spreadsheets and rosy cash flow projections. However, I was terribly wrong. For the most part, the most important criteria used in evaluating a deal were the people behind the deal.

One venture capitalist with whom I became friends often said, "I don't bet on the horse; I bet on the jockey."

Ostensibly, society has not provided blacks the best horses (opportunities), but that doesn't mean that blacks can't be the best jockeys (entrepreneurs). First, blacks must confront their most vicious oppressor. Wallace writes, "In spite of all the damage external oppressors have inflicted upon blacks, 'I submit that the most vicious oppressor is the one that lives on top of our shoulders.'"

Wallace lists 20 traits of blacks who have attained economic freedom. They have "spiritual fortitude, intensity of purpose... ghetto cunning... the 'natural high' from making money... [and] the belief that competitiveness usually

defeats sexism and racism."

The book's title underscores its key message — that there can be, should be and must be black wealth through entrepreneurship. The title could easily be used as a chant or rallying cheer on the same order as "Black Power" or "I Am Somebody."

Filled with information every entrepreneur and would-be entrepreneur will need in the coming years, "Black Wealth" concludes each chapter with practical case studies of minority achievers who have climbed mountains in the market place. He reveals the most important internal and external check points for small business success and tells you how business owners from all walks of life faced their challenges, strategically fought their battles and ended up as winners.

Endorsed by former congressman Parren J. Mitchell, a leader in minority business development, Wallace's book has attracted critical attention. Mitchell writes in the book's

foreword that Wallace writes about "bold entrepreneurs with candor, humor, insight and admiration. All of these accounts results in fascinating reading and provides abject lessons for would-be entrepreneurs, fledgling businesses and well-established firms."

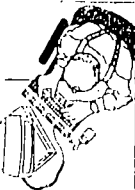
"Black Wealth," published by Duncan and Duncan, Inc. is an important book that can help blacks to reshape and fulfill a glorious destiny of individual and collective power, freedom and happiness. The book is replete with easy-to-follow illustrations and tables.

The publisher's statement proclaims "Enhance your wealth-building potential by enhancing your mind. What you don't know can and will hurt you."

Anyone in business knows this is true.

So, definitely don't leave this book on the shelf. The motivational anecdotes alone would make it an excellent back-to-school addition to any student's book bag.

N



BUSINESS PULSE



Creating Black wealth is crucial, says author

By Ursula V. Battle
AFRO Staff Writer

Photographs by Aretha White

When Robert L. Wallace was growing up in Cherry Hill like most young people he had dreams. One of his was to one day write a book.

Wallace, a 1974 graduate of Polytechnic Institute has accomplished that goal.

"Black Entrepreneurship Through Black Empowerment," is the title of his work published by Duncan and Duncan, a minority owned publishing house in Edgewood, Maryland.

The book explains to African-Americans and others how to achieve financial success through entrepreneurship. It also discusses the importance of the acquisition of power.

Wallace, who studied Mechanical Engineering at the University of Pennsylvania and also did graduate work at Dartmouth College, said that he wrote the book because he believed that there was a need for it.

"I felt obligated to write this book because we have an urgent problem in our community," said Wallace. "We have the drug problem, the education problem and the violence problem," he said.

"This is my attempt to say 'hey folks', we as a Black community need to wake up and think about building this economic base through entrepreneurship that we need because it is critical to our community's survival."

Wallace is a vice president and

owner of a system integration business located in Baltimore.

Currently, a paperback edition of Wallace's book is selling for less than \$20.00. Complete with charts and graphs, the book is 289 pages.

"This book is aimed at teaching the young talented aspiring African-American who wants to one day go into business, but doesn't know where to start," He said that people new to business would also find the book valuable.

Wallace, the father of four children, said that one of his goals was to write a book that was simple to read. "I worked hard to make it readable," he said.

"Readers are telling me it's clear and easy to understand," he said. "In addition, I wanted to motivate young people to consider the option of business involvement in their specific skill area."

Wallace, who gives lectures, and works with the Small Business Association, said that success could be measured in a myriad of ways. "The real answer is how you and I define success," he said. "Success is not an final destination, but a process," he said.

Wallace dedicated his book to the late Reggie Lewis, the Baltimore native who headed T.L.C. Beatrice International until his recent death.

"My goal is to be the next Reggie Lewis," said Wallace. "He was the biggest inspiration for me in business." He is a man who showed the world that Black people can win, and win big," he said.



Photograph by Aretha White Afro staff photographer

Robert Wallace said that one of his life's ambitions was to write a book. The native of Cherry Hill has fulfilled that dream.

Black Wealth through Black Entrepreneurship - Robert L. Wallace

Duncan & Duncan, Inc., 1993, \$17.95

By Richard Knight

Successful entrepreneurship means nothing less than the creation of wealth. In recent years, entrepreneurship has been touted as an economic panacea to the plight of the African Americans and the African American community. More and more African Americans are seeking to achieve success via entrepreneurial endeavors.

Robert L. Wallace's book, *Black Wealth through Black Entrepreneurship* can be summed up in two words: inspiration and enlightening.

Inspirational, because it stimulates and motivates in a clear and concise way why African Americans must pursue entrepreneurship. Instructional, because of the analytical framework used to show entrepreneurship should be approached from a political, economic, and ethnic perspective.

Black Wealth is full of anecdotes and case studies that illustrate the breadth and depth of the African American entrepreneur's experience, as well as to support the conclusions arrived at from the author's extensive research. One case study I found especially stimulating was that of the SBOG Holding Co., Inc., of which the author was a partner. SBOG's

case study detailed the attempts made by several partners to start a venture by buying a business already in existence.

Starting a business venture on this acquisition route proved to be a sound

strategy for the partners. The management team was established and the business was under way. It was under all circumstances the ideal flow even after two years spent in research, planning, and execution. The book is an ideal due to the lack of access to capital.

As an entrepreneur, I found the insight about the experience of the SBOG Holding Co., Inc. to be helpful in my effort to formulate my own business plan. Other case studies in the book may prove useful for others con-

templating first time entrepreneurial ventures.

Underlining the cases presented is the message that one needs to properly plan for entrepreneurship; there are no shortcuts.

Wallace also provides several implementation strategies outlining how the African American community can address the social and economic development of the community. His application of the success stories, weaknesses, opportunities, and threats analysis to the African American community provides a useful point of reference for implementation strategies.

One strategy Wallace talks about is the creation of a business incubator sites within strategic locations. The purpose of such incubators is to create an entrepreneurial environment that nurtures young firms by providing a range of

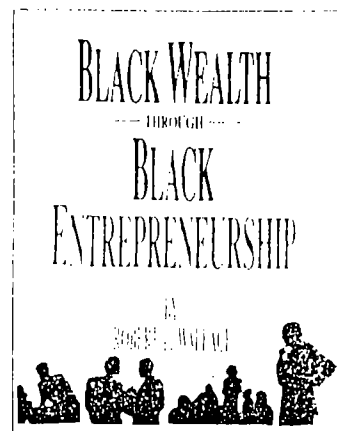
management and support services. The incubators reduce substantially the amount of time businesses need to operate while yielding substantial returns for African American communities in increased jobs, enhanced tax revenues, and overall improved quality of life.

Black Wealth through Black Entrepreneurship is a must read for anyone interested in the African American community. It is a book that should be read by everyone.

It is a book that should be read by everyone.

It is a book that should be read by everyone.

It is a book that should be read by everyone.



Cover design by William Anderson



Author Robert L. Wallace

A Tribute to Parren J. Mitchell

Excerpted from the document "A Salute to a Living Legend"
REFLECTIONS

Robert L. Wallace

The intensity of the minister's words at last had pierced the protective armor surrounding my heart. Over the years this convenient armor had been used by me to isolate myself from the hard truths of which all men acknowledge but few ever practice. As I nervously squirmed in my seat and as the minister continued to read from the book of Malachi, the words of the scripture shot through me like a lightning bolt.

"Will a man rob God? Yet you rob me. But I ask, How do we rob you? In tithes and offerings. You are under a curse - the whole nation of you - because you are robbing me. Bring the whole tithe into the storehouse, that there may be food in my house. Test me in this and see if I will not throw open the floodgates of heaven and pour out so much blessing that you will not have room enough for it."

Although I managed to escape the minister's gaze and I thought, his message, the weight of the moment burdened me the rest of the day. Later, as I prepared to retire for the night, in the solitude of my study, I meditated on my many blessings and the message of the sermon. With tears of shame streaming down my cheeks, I reaffirmed my commitment to God to be faithful in my giving to God's work on earth.

As I reflect on this long overdue tribute to Parren J. Mitchell and on this tenth anniversary of the Minority Business Enterprise Legal Defense and Education Fund, Inc. (MBELDEF), I am reminded of my experience that night in my study. How many of us have reaped blessings from the almost one-half century of dedicated and unselfish labor of Parren J. Mitchell? How many opportunities realized? How many contracts awarded? How often have those who have sought for centuries to deprive us of economic and business rights, for fear of having to do battle with Parren and MBELDEF?

I have personally benefited from Parren's labors. As a kid in the projects of South Baltimore, I often marveled at the tenacity, perseverance and courage that Mr. Mitchell and his family displayed when fighting the formidable forces of injustice in the City of Baltimore and in the State of Maryland. Their heart strength made me swell with pride and raised the standard by which I would judge my performance as a man. Later, while conducting research on the psychology of minority business success, after reading my manuscript, Parren encouraged me to complete my work and even agreed to write the forward to the book. Today, my book: "Black Entrepreneurship" is finding its way into the hands of many young, aspiring entrepreneurs who seek to receive the baton of economic justice that Parren dedicated his life to passing on.

As I articulate in my book, the minority business community needs to move from lip service to taking action. We must stop talking about what is wrong with our condition and do something about it. As we salute Parren and celebrate the anniversary of MBELDEF, I am personally reaffirming my commitment to the effort by signing up as a \$10,000 Lifetime Member. Concurrently, I challenge each and every minority business owner in this country to take action and make a similar commitment, today. If just a fraction of the more than 12 million minority owned businesses in America committed \$1,000 each year to MBELDEF for ten years, a significant endowment could be established and the organization would be free to do what it does best - champion the interest of the minority business community. The choice is ours.

Thank you Parren for your courageous and unselfish efforts over the years. I only pray that we, the beneficiaries of your vision and your labor, will prove worthy over the long-term. God bless you

ROBERT WALLACE initiated his ten year study of minority businesses while attending Dartmouth College where he became involved in the acclaimed Minority Business Executive Training Program. As program facilitator, he became acquainted with dozens of successful minority entrepreneurs from all walks of life. His association with such dynamic personalities paved the way for his missionary plight to complete *Black Wealth Through Black Entrepreneurship* which is available through Duncan & Duncan, Inc. Publishers, by calling 1-800-487-5580.

He co-founded The SDGG Holding Company, The Atlantis Leasing Company, and the Ivy Group consultants. He obtained an undergraduate degree in Mechanical Engineering from the University of Pennsylvania and his Master's of Business Administration from the Amos Tuck School of Business at Dartmouth College. He lectures across the country discussing issues of accelerated business formation within the minority community and economic empowerment.



"How many of us have reaped blessings from the almost one-half century of dedicated and unselfish labor of Parren J. Mitchell?"

BOOK REVIEW

A Second Look At Black Power

Mechanical engineer and MBA Robert L. Wallace promotes the potential of African-American business acumen

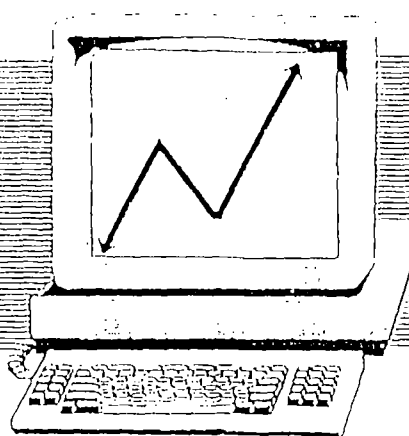
Black Wealth Through Black Entrepreneurship
by Robert L. Wallace
Published by
Duncan & Duncan,
Inc., (formerly M.E.
Duncan & Company,
Inc.), 2809 Pulaski
Hwy., Edgewood,
MD 21040
Tel. 410/538-5579

Though packed with practical information about how to start your own business, backed up with case histories of successful black entrepreneurs and laced with the economic statistics of African-Americans, this book is not about black entrepreneurship. It's about power — black economic power. And against the backdrop of the 1992 Los Angeles riots, this discussion of black ownership assumes an even more timely purpose.

As Patten J. Mitchell, former Congressman of Maryland and current chairman of the Minority Business Enterprise Legal Defense and Education Fund, Inc., points out in the forward of the book, African Americans are assuming more and more political power, but this newly-won political punch "must be used as an integral tool to help blacks achieve economic justice in America." This book is a thrust in that direction.

Robert Wallace has the credentials and background to thoroughly explore this topic. With his mechanical

BLACK WEALTH THROUGH BLACK ENTREPRENEURSHIP



ROBERT L. WALLACE

engineering degree from the University of Pennsylvania and five years of an engineering job at DuPont Company, he understands the problem-solving aspect of entrepreneurship.

With his master's of business administration degree from Dartmouth College Amos Tuck School of Business, Wallace gives a business and numbers perspective as a result of his managerial training. Throughout the book there are charts and graphs which illustrate the economy from the African American point of view. Further

entrepreneurship came after graduate school when Wallace worked for IBM's Engineering Scientific and Industrial Marketing Unit where he was responsible for providing systems integration and business strategy to Fortune 100 Companies. With the founding of the SDGG Holding Company, Wallace became an entrepreneur himself.

From his life's experience, Wallace gives insights into the personal standards he holds for himself. In fact, the genesis of the book came from a walk through his old neighborhood in Baltimore, Maryland. His observations about the changes he noticed in the ownership of businesses in the black community where he grew up spurred him to think deeply about how economic power must

be won by African-Americans.

My impetus for pursuing this topic began as I was making the transition from engineer to businessman. After relinquishing a career at DuPont and beginning graduate business studies at Dartmouth College, a casual last day home before venturing off to business school to visit my family seemed appropriate. While there, I purposefully wandered down to the neighborhood shopping center where I often bought groceries. To my surprise, I noticed many old



**MAKE A MARK
FOR YOURSELF.**

PHYSICISTS MATHEMATICIANS COMPUTER SCIENTISTS

Do you have a PhD, a Master's
or Bachelor's degree?

YES	NO
-----	----

Is your degree in Mathematics,
Physics, Computer Science or in
Electrical Engineering with
emphasis in signal processing?

YES	NO
-----	----

Are you a U.S. citizen?

YES	NO
-----	----

If you answered YES to all of the above questions, read on! XonTech is a highly respected, progressive R & D firm specializing in the empirical analysis of complex physical phenomena, and development of advanced concepts and technologies in support of numerous defense programs. Our research encompasses the following:

Research, development and evaluation of advanced radar and weapons systems:

- Signal Processing
- System Simulation
- Performance Analysis
- System Design
- Signature Analysis
- Threat Analysis

Analysis and evaluation of flight test data (aircraft, ballistic missile, satellite) including:

- Trajectory Reconstruction
- Navigation Analysis
- Re-entry/Aerodynamics
- Orbital Mechanics

Our work is technically challenging and offers exceptional visibility and direct client contact. There are excellent opportunities for technical and management advancement.

All applicants selected will be subject to a security investigation and must meet eligibility requirements for access to classified material.

Qualified professionals are invited to submit cover letter and resume in confidence to: Corporate Human Resources Dept., 6862 Hayvenhurst Ave., Van Nuys, CA 91406. We are an equal opportunity employer M/F/D/V.



XonTech, Inc.

"People, Science and Technology"

Northern & Southern California
Washington D.C. • Huntsville, Alabama • Colorado

the majority of the stores, which were once owned by Jewish-Americans, were now owned by Asian-Americans. Instead of there being the logical business transition from the Jews to African-Americans, the transition ended up almost entirely excluding the people living within the community. Once again, control of our economic destiny was wrestled away from us and ended up in the hands of a "foreigner." Devastated, I vowed that as long as there is breath in my body, I would do whatever I could to make some contribution to my community's economic well being. I pray that my work in this book will serve as one of those contributions.

The challenges facing the black community reach far beyond its tenuous economic position. A closer inspection of black America's position would lead most people to the same frustrating conclusion that Dr. Martin Luther King, Jr., reached decades ago. He concluded that it appeared that of the good things in life, black folks enjoyed only a fraction of that of whites, i.e., good jobs, decent housing, quality education, and reasonable life expectancy.

Conversely, of the bad things in life, blacks are over-represented, i.e., disproportional percentage of people living below the poverty level, inferior education system, victims of high crime, drug abuse, etc. Clearly, the centuries of harsh and inhumane treatment of people of African descent have taken a terrible toll on their descendants and has allowed the creation of two separate and woefully unequal societies, one black, the other white.

Despite such harsh and relentless conditions, black Americans have done an amazing thing — they have survived, and in many cases thrived! While most groups would have crumbled under such debilitating conditions, blacks have overcome every obstacle put in their way. While most people would have developed a deep and lingering hate for other groups that sought to bring about their destruction, blacks have consistently, over the centuries, shown an abiding willingness to forgive and trust others — sometimes to their own detriment.

The challenge facing the black community and other minority communities now is to re-direct this "superhuman" goodwill and capacity to survive into constructive programs, which will elevate the economic strength of the community and provide effective management to all

The term, "black power," comes with many connotations. Wallace gives the words a decidedly different perspective by contrasting the black political power of victories won in the 1960s with current employment and mean net worth figures between blacks and whites. The contrast became his reason for writing the book — to help stimulate the development of business within the African-American community. But in order to do that, he says, African-Americans must understand where power begins.

My research indicates that the triad of power consists of three integral lattices: ethnic rooting; political prowess; and economic strength. Some European ethnic groups, such as the Jews, have shown a remarkable ability to build all three elements concurrently with great success. However, unlike their European counterparts, it required a major civil rights movement for African-Americans to cultivate political strength and deep ethnic pride. Later, the Voting Rights Act of 1965 guaranteed blacks right to cast votes in local and national elections. Since these major events, the political landscape has never been the same.

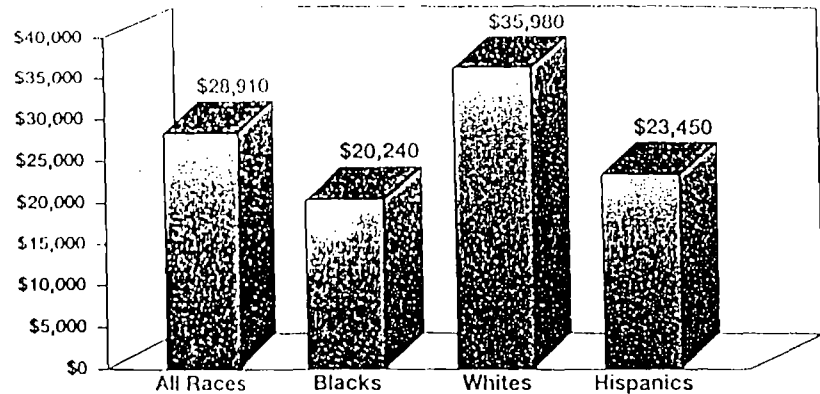
Unfortunately, the strengthening of the economic component of the triad languished as the economic parity gap between black and white America widened further. Full integration into the mainstream cannot be consummated until the triad is closed and complete. Consequently, until blacks and other minorities obtain the wealth and economic power commensurate with their numbers and in proportion to the overall population, full membership into the American "club" will never be achieved.

Until blacks and other minorities obtain the wealth and economic power commensurate with their numbers...full membership into the American 'club' will never be achieved.

Wallace explores the reasons why African-Americans have not taken hold of entrepreneurial power. Why it is that more blacks don't support black businesses. The readers of GRADUATING ENGINEER's Minority Issue are more capable and prepared than many other graduating college seniors to take hold of the entrepreneurial spirit that Wallace is trying to stimulate.

Median Family Income 1989

The median income is an income level in which half of the households earn less than the median and the other half earn more than that income. The median family income is important because within the American society, the family unit remains the cornerstone of our societal structure. Thus, economic information on the family unit often is a more realistic indicator of group performance. In 1989, as shown by the chart below, the median family income of the three major groups was as follows:



Source: U.S. Bureau of Census

And in the current economic condition, many engineers will find starting their own companies a viable option.

Part of the reason I think African-Americans haven't been as active in the entrepreneurial fervor in this country is that many blacks view the process of business formation as having formidable barriers of entry. Many blacks eye the process of business formation with a certain degree of suspicion.

One of the most painful and embarrassing situations faced by the African-American community is why more blacks don't support black owned businesses. Having been on both sides of the table on this issue and having researched this matter with both consumers and business owners, the concerns and misunderstandings that each has for the other are clearly understood. During the numerous workshops and presentations conducted on black entrepreneurship and its impact on the community, I often ask the above question. The answers that are usually provided include:

- 1) Business not conducted in a comfortable and welcoming environment of products and services we demand.
- 2) Products and services are not priced competitively.
- 3) Owners are not courteous and fail to show their customers respect.
- 4) It is difficult to identify which businesses are owned by blacks and their location.
- 5) There are few black businesses that provide the goods and services demanded by the black community.

Although all these answers are valid,

serious ones and require our immediate attention, it is answer #6 which is probably the most critical and yet the most difficult to accomplish in the short term, which makes it the focus of this book. Why are black businesses not better represented in the business community? How do black entrepreneurs survive and even thrive in

One of the most painful and embarrassing situations faced by the African-American community is why more blacks don't support black owned businesses.

a hostile environment? What makes them special? What is the impact of black entrepreneurs on the economic development of the black and minority community?

In an entertaining and detailed manner, Wallace examines actual case studies of entrepreneurs in various stages of development — just starting out, to businesses a few years old, to well-established firms. Most of the history, Wallace uses are culled from his experience as a research assistant at Amos Tuck School of Business. From 1983 to the present, Wallace has assisted and participated in the Minority Business Executive Program, an annual event hosted by Amos Tuck. Through many a story told to him from his fellow entrepreneurs, Wallace was able to gain from the knowledge of the hundreds of minority business men and women he

met there and thus could draw some conclusions about why people want to go into business for themselves in the first place. The reasons are not always about money, either.

One of the most compelling case histories Wallace presents is his own. Because of Wallace's detailed recollections, the reader is led through the many events that occurred during the years it took to get The SDGG Holding Company off the ground. His dream of entrepreneurship began at a Labor Day picnic and chance encounter with other people who had the same entrepreneurial bug. Their dream developed slowly, and Wallace and his business partners overcame many obstacles. As usual, though, blind alleys and mistakes often are the best teachers.

The noise coming from his three sons horse playing in the back seat of the car could not stop Bob Wallace from thinking about the exciting business opportunity he had just uncovered while attending Dartmouth's annual Minority Business Executive Program (MBEP). For the last five years he had been attending MBEP, hoping that eventually he would locate a medium sized manufacturing company that the owner was ready and willing to sell. He and his buddy from his DuPont days, Jerome Sanders, had planned for such an acquisition for a long time. When Bob called Jerry from New Hampshire to

It must instead look for new ways and strategies in which it can "outmaneuver and outsmart" the forces in the American society which seek to keep the community in a powerless position.

share with him the good news, Jerry insisted that Bob stop by his home in New Jersey to explain the details of the deal. After a long six hour drive, as Bob and his family finally rolled their old green Volvo into Jerry's driveway, Bob's wife Carolyn kept wondering aloud, "Is this the deal? Is this the deal?" Bob shrugged his shoulders and replied, "I hope so."

It was no coincidence that this meeting took place on Labor Day 1987. Jerry was hosting a picnic at his home and had invited another friend, Kevin Brown, to attend so that the three of them could discuss business opportunities. Kevin was a classmate of Jerry's at the Wharton Business School and was also interested in creating wealth through business formation. Jerry would later admit that he purposely invited Kevin and Bob to his home so that they could size each other up as potential business partners. The three planned to spend much of the afternoon discussing their entrepreneurial interest and how the three of them might work closely together to pursue acquiring a

emanates from Wallace's faith and is the underlying theme of his book.

Like Hannibal, the minority community must not focus on the size and enormity of the economic empowerment problems that it faces. It must instead look for new ways and strategies in which it can "outmaneuver and outsmart" the forces in the American society which seek to keep the community in a powerless position. This chapter attempts to construct a strategy to be used as a guideline in creating tactical responses to this economic dilemma.

When this research began a few years ago, it was determined that the success or failure of this project would

depend upon the degree to which the following objectives were met:

- 1) To bring the issue of economic empowerment of the African-American community to the forefront of all other issues that confront our community today and to keep it there
- 2) To underscore the critical role that African

Strengths And Weaknesses Of The African-American Community

STRENGTHS	WEAKNESSES
Strong and persevering people	Pervasive "mental block" concerning success and business development
Make up the largest minority group in America	Failure of the system to properly educate and prepare our young people: lack of training in areas of math, science, and emerging technologies
Significant buying power (~\$220 billion/yr)	Continue to operate outside the "old boy" financial network
Cultural diversity within our own culture	Serious breakdown of values within the family unit
Changing work force demographics will make blacks, other non-whites and women the dominant groups in the new work force by the year 2000.	Lack of clear and directed focus by young blacks

business. Another twist of fate revealed that unbeknownst to all attendees, a friend and classmate of Bob's from the Tuck school, Eliot Power, lived within a few blocks of Jerry's home. Feeling Eliot would be interested in discussing possible business ventures, Bob also invited Eliot to the picnic. Shortly after Eliot arrived it soon became apparent that he had his sights on starting a business and had developed strong financial connections during his tenure on Wall Street. The four eager and excited young men discussed their entrepreneurial dreams far into the night under the watchful eye of the moon. This chance encounter was the beginning of SDGG Holding Company.

Wallace ends with strategies to implement "sustainable economic momentum." Many of these strategies can be initiated by minority entry level employees at the organizational level.

entrepreneurs play in completing the power structure of the community, thus broadening and deepening the power base of all African-Americans

- 3) To stimulate the latent entrepreneurial spirit in some of us, motivate these "would be" entrepreneurs to engage in the business development process, thus accelerating the formation and growth of businesses within our community

Achieving these objectives should not leave you with a feeling of gloom and doom concerning the fate of our community. While I do believe the problem we face is a serious one, I have never doubted the minority community's resolve and determination in solving the problem. Being an engineer by training, I've always been one to logically look at a problem, dissect the critical pieces of it and then develop a set of alternatives which would hopefully provide viable solutions for the problem.

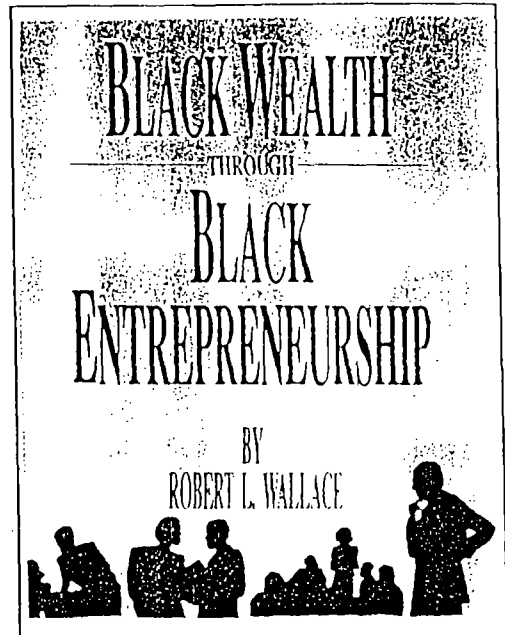
Reviewed by Charles H. Chambers

Black Expo USA - Washington, D.C.
August 14 & 15

FREE EXCITING SEMINAR

2 PM - 3PM ROOM 6

Black **W**ealth
THROUGH
Black
Entrepreneurship



BUSINESS OWNERSHIP—
YOUR WAY TO FINANCIAL FREEDOM!

HEAR STARTLING FACTS OF HOW BLACK BUSINESSES
ARE MAKING IT BIG IN TODAY'S MARKET!

PRESENTER: ROBERT L. WALLACE

MULTI-BUSINESS OWNER—AUTHOR— BUSINESS CONSULTANT

MEET ROBERT WALLACE AT BOOTH 134
(NEAR THE STAGE)

THE INVESTING IN BALTIMORE COMMITTEE, INC.
Village of Cross Keys/Suite 314 East/2 Hamill Road/Baltimore, Maryland 21210

**??? BLACK WEALTH THROUGH BLACK
ENTREPRENEURSHIP ???**

- Have you wondered what it would be like to live your dream of controlling your financial destiny --- to be your own boss?
- Do you believe you have what it takes to be a successful business owner?
- Are you 100%⁺⁺ committed to quality, innovation, service to customers and competitive performance?
- Can you stand the pressure of being the place where the buck stops --- when too few of them are reaching you???

Come hear Bob Wallace, author of Black Wealth Through Black Entrepreneurship discuss the results of his fascinating and in-depth study of hundreds of black entrepreneurs that led to his writing this book - and hear him speak of what successful black entrepreneurs are doing to succeed in the 21st century!

WHEN: Tuesday, September 28, 1993, 6 - 8 p.m.

WHERE: Cross Keys Inn, Perry's Private Room
5100 Falls Road, Baltimore, MD 21210
(Light fare & cash bar)

HOW MUCH: No Charge for IBC Members; \$10.00 for non-members

Robert L. Wallace initiated his ten year study while attending Dartmouth College where he became involved in the acclaimed Minority Business Executive Training Program at the Amos Tuck School of Business. As program facilitator, he became acquainted with dozens of successful minority entrepreneurs from all walks of life.

Black Wealth Through Black Entrepreneurship presents a thoroughly researched wealth-building empowerment model focusing on what actions minority Americans, and specifically black Americans must take to reach economic parity with the majority society primarily through increasing business ownership. Furthermore, Wallace stresses the need for minority business owners to aggressively move toward a mainstream position in order to build more of an economic powerhouse.

Effective managers and executives are decisive -- even with incomplete information. Decide now to join us for this stimulating evening! Bob Wallace's book can be purchased at The Jesus Shop in Mondawmin Mall; Everyone's Place at 1356 West North Avenue; and Vintage Bookstore at 420 West Franklin Street.

For further information or to R.S.V.P. call (410) 433-0400.

Investing in Baltimore Committee . . . A strategy for capitalizing on human resources.

Upper Nile Bookstore

presents

Robert L. Wallace

author of

Black Wealth Through Black Entrepreneurship

An entertaining and enlightening discussion and question & answer session with the author is sure to make this a worthwhile and enjoyable occasion!

Hear the author discuss...

- 10 year case study research findings including success traits for black entrepreneurs.
- The state of black business
- The Power Triad



Date: Sunday, July 25, 1993

Time: 12:00 till 2:00pm

Place: Upper Nile Bookstore

7006 Carroll Ave

2nd Floor

Tacoma Park, MD

301-891-2477

Cover to Cover Bookstore Cafe

presents

Robert L. Wallace

author of

Black Wealth Through Black Entrepreneurship

An entertaining and enlightening discussion and question & answer session with the author is sure to make this a worthwhile and enjoyable occasion!

Hear the author discuss...

- 10 year case study research findings including success traits for minority entrepreneurs.
- The state of black business
- The Power Triad



Date: Saturday, July 24, 1993

Time: 11am till 12 noon

Place: Cover to Cover Bookstore Cafe

7284 Cradlerock Way

Columbia, MD 21045

410-381-9200

THE WHITE HOUSE
WASHINGTON

February 4, 1994

Renee Wallis, Executive Director
Capital Campaign
Bread for the City
Zacchaeus Free Clinic
1606 7th Street NW
Washington, D.C. 20001

Dear Ms. Wallis:

Thank you for your letter of January 25. Your kind invitation for Mrs. Clinton to attend the opening of your new building is greatly appreciated. I have forwarded your correspondence to the Scheduling Office.

Again, thank you for your invitation. Best of luck with your endeavors.

Sincerely,



Maggie Williams
Chief of Staff to the First Lady



CAPITAL CAMPAIGN

BREAD AND ZACCHAEUS: BUILDING A NEW HOME

January 25, 1994

Ms. Maggie Williams
Chief of Staff
The First Lady
The White House
1600 Pennsylvania Ave., N.W.
Washington, D.C. 20500

Dear Ms. Williams:

Zacchaeus Free Clinic and Bread for the City would like to invite Mrs. Hilary Rodman Clinton to attend the grand opening of our new building, which is located in the Shaw neighborhood of the District. We are extremely flexible, and would be willing to schedule the opening any evening or weekend in May. The event would be outdoors, and include a reception for donors, volunteers, and clients, and a ribbon cutting.

Zacchaeus and Bread have been serving the Washington community for eighteen years with medical care, legal counsel, food, clothing and social services. Over 4,000 poor D.C. residents turn to us each month. We organize volunteer labor -- over 400 area residents pitch in to make our work possible.

Our new building will allow us to increase the number of people we serve to over 9,000 per month. We are now completing a \$1.6 million Capital Campaign, and we have received a \$350,000 Kresge challenge grant to aid us during the final stages of our campaign.

The Shaw neighborhood is predominately African-American and low-income. While not the District's worst neighborhood, the buildings on either side of our new home are burned and abandoned, remnants of the 1968 riots following Martin Luther King's death. Our new building will be a force for revitalization in a troubled community.

We are keenly watching national health care reform -- the most difficult part of our jobs is turning away the people we cannot afford to see here.

Everyone would all be deeply honored by Mrs. Clinton's presence.

I look forward to hearing from you.

Sincerely,

Renee Wallis
Executive Director

THE WHITE HOUSE

WASHINGTON

June 6, 1994

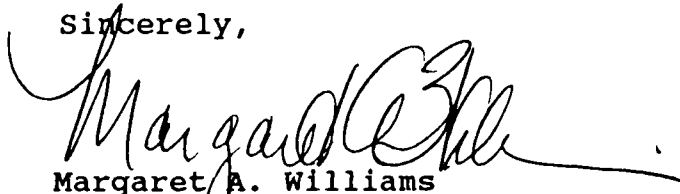
Bettye J. Ward
P.O. Box 34304
Washington, D.C. 20043

Dear Ms. Ward:

Thank you for your expression of interest in working with the Clinton Administration. We are pleased to know that so many talented people are anxious to be apart of the team. I have forwarded your resume on to the White House Personnel Office.

Thank you again for writing and for your support of the Clinton Administration.

Sincerely,



Margaret A. Williams
Chief of Staff to the
First Lady

THE WHITE HOUSE
WASHINGTON

June 6, 1994

Christopher M. Warner
14667 NE 57th Street
Bellevue, WA 98007

Dear Mr. Warner:

Mrs. Clinton very much appreciated your letter. I think we would all agree with your assessment that an outside "reality check" is valuable, indeed vital.

With reference to your comments about health care reform, the President is committed to guaranteeing private health insurance to every American. You argue that we cannot afford to cover everyone. We would argue that we cannot afford to allow 58 million Americans to go without health insurance at some point during the year, and according to the independent Congressional Budget Office, the President's plan will cost Americans less money and give them more health benefits.

Thank you again for taking the time to write.

Sincerely,

A handwritten signature in cursive script, appearing to read "Margaret A. Williams".

Margaret A. Williams
Chief of Staff to the First Lady

DRAFT

Dear Mr. Warren:

Mrs. Clinton very much appreciated your letter. I think we would all agree with your assessment that an outside "reality check" is valuable, indeed vital.

We reference to your comments about health care reform, the President is committed to guaranteeing private health insurance to every American. You argue that we cannot afford to cover everyone. We would argue that we cannot afford to allow 58 million Americans to go without health insurance at some point during the year, and according to the independent Congressional Budget Office, the President's plan will cost Americans less money and give them more health benefits.

Thanks again for taking the time to write.

TO: Sue Vogelsinger
FROM: Jennifer Klein

Here is a suggested response to the health care portion of the attached letter. Please feel free to call me with any other questions.

The President is committed to guaranteeing private health insurance to every American. Today, the costs of health care continue to skyrocket, while Americans are getting less and less of the care they need. You argue that we cannot afford to cover everyone. On the contrary, we cannot afford to allow 58 million Americans to go without health insurance at some point during the year. Too many people are denied insurance because of a pre-existing condition or simply cannot afford to pay for it. Too many hospitals and physicians are forced to absorb the costs of providing emergency care to uninsured individuals who do not have access to preventive health services and instead wait until their illnesses are serious and costly before seeking care. According to the independent Congressional Budget Office, the President's plan will cost Americans less money and give them more health benefits.

PANTHER ENTERPRISES

PHYSICIAN RECRUITMENT AND PLACEMENT



April 3, 1994

Hillary Rodham Clinton
The White House
1600 Pennsylvania Ave.
Washington, D.C. 20500-0001

14667 NE 57TH ST.
BELLEVUE, WA 98007
OUT OF STATE (800) 235-7601
LOCAL/FAX (206) 827-7835

Dear Mrs. Clinton:

I thought I'd write you a short note as sort of a reality check from one of the voters, that is me.

1. I hope Arkansas beats Duke.
2. Even though I'm a Republican I think your husband is doing an OK job. The real people outside the Beltway don't care about Whitewater, your commodities trades or any marital problems you and the President may have had in the past. All we want your husband to do is govern well.
3. You and your husband are getting misguided advice from Winston Lord on China. We need good relations with China on mutually agreed upon terms. Our posture on human rights cannot obscure the reality of the global economic picture. That is if we don't trade with China someone else will. The only way we can get China to accept our ethic on human rights is to be partners with them. MFN status should be renewed and we should not have a review of it every year. Warren Christopher really blew it on his last visit to China. He owes them an apology. Who is America to tell the Chinese anything. Their civilization is at least 20 times older than ours and their population is 6 times ours.
4. You and your husband would be wise to listen to the Surgeon General regarding health care and welfare reform. She is probably the only person in the administration with real life experiences where it gets down and dirty in health care and welfare issues.
5. Your health care plan is DOA. The principle of universal coverage is noble but unrealistic. In America we demand a certain bit of self reliance from the population. People have to be prepared to look after themselves for the most part. Those diseases that are by in large preventable like aids and smoking related problems need to be addressed differently from something like breast cancer. We cannot afford to cover everyone for everything especially when an individuals behavior is self destructive.

We spend far too much money on health care because we spend it so inappropriately. There are many examples of inappropriate spending, one is that about 40% of all health care dollars are spent in the last 60 days of life. What's wrong with that picture? One of your experienced health care staffers needs to call me regarding health care for an out side the Beltway reality check.

Sincerely,

Christopher M. Warner
Owner

THE WHITE HOUSE

WASHINGTON

February 17, 1994

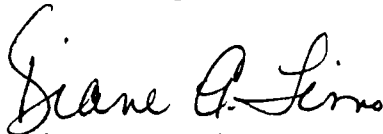
Congressman Melvin L. Watt
214 N. Church St.
Suite 130
Charlotte, NC 28202

Dear Congressman Watt:

Maggie Williams asked me to send the attached Intern application to you. Please accept our apologies for the delay in responding.

If we can be of any further assistance, please feel free to contact us.

Sincerely,

A handwritten signature in cursive script, reading "Diane G. Limo".

Diane G. Limo
Office Manager/Special
Assistant
Office of the First Lady

MELVIN L. WATT
12TH DISTRICT
NORTH CAROLINA



COMMITTEES
BANKING, FINANCE AND URBAN AFFAIRS
POST OFFICE AND CIVIL SERVICE
JUDICIARY

Please get in packet and send immediately

Congress of the United States

House of Representatives

Washington, DC 20515-3312

January 13, 1994

Copy to file

Ms. Margaret Williams, Chief of Staff
Office of the First Lady
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Ms. Williams:

Please send a summary of the summer internship programs sponsored or coordinated by your agency. My office is compiling this information in an effort to inform college students in the 12th Congressional District about intern/work opportunities available within the federal government.

Please forward this information as soon as possible to the address checked below. Thank you for your cooperation.

Sincerely,

Melvin L. Watt

MLW/DON

PLEASE RESPOND TO:

☐ 1232 LONGWORTH HOB
WASHINGTON, DC 20515
(202) 225-1510
FAX: (202) 225-1512

☒ 214 N. CHURCH ST.
SUITE 130
CHARLOTTE, NC 28202
(704) 344-9950
FAX: (704) 344-9971

☐ 301 S. GREENE ST.
SUITE 210
GREENSBORO, NC 27402
(919) 379-9403
FAX: (919) 379-9429

☐ 315 E. CHAPEL HILL ST.
SUITE 202
DURHAM, NC 27701
(919) 688-3004
FAX: (919) 688-0940

U.S. HOUSE OF REPRESENTATIVES

WASHINGTON, DC 20515-3312

PUBLIC DOCUMENT

OFFICIAL BUSINESS

Malvin L. Watt M.C.

Ms. Margaret Williams
Chief of Staff
Office of the First Lady
The White House
1600 Pennsylvania Avenue
Washington, DC 20500



THE WHITE HOUSE

WASHINGTON

January 11, 1994

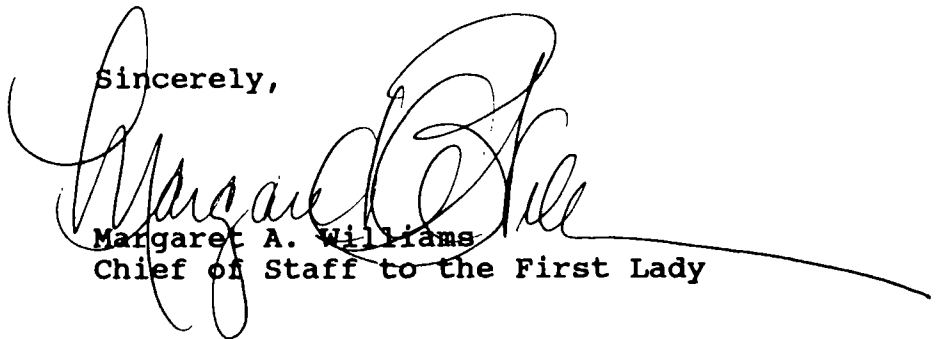
Hugh K. Webster
American Welding Society
1747 Pennsylvania Avenue
N.W. Suite 1000
Washington, DC 20006

Dear Mr. Webster:

Thank you for your letter welcoming Mrs. Clinton to speak at the Annual Meeting of the Society in April. Your kind invitation to Mrs. Clinton is greatly appreciated. I have forwarded your correspondence to the Scheduling Office.

Again, thank you for your invitation.

Sincerely,

A large, elegant handwritten signature in black ink, which appears to read "Margaret A. Williams". The signature is written over the typed name and title of the signatory.

Margaret A. Williams
Chief of Staff to the First Lady

AMERICAN WELDING SOCIETY

Founded in 1919 to Advance the Science, Technology and Application of Welding

Hugh K. Webster

Washington Representative

December 1, 1993

VIA HAND DELIVERY

Ms. Margaret A. Williams
Chief of Staff to the First Lady
Room 100
Old Executive Office Building
Washington, D.C. 20006

Dear Ms. Williams:

On behalf of the American Welding Society, its Board of Directors, Officers, and over 42,000 members, it is my honor to invite First Lady Hillary Rodham Clinton to speak at the Annual Meeting of the Society on April 11, 1994 in Philadelphia, Pennsylvania. This meeting, which will be held during the International Welding Exposition, will be especially momentous because it will mark the 75th anniversary of the American Welding Society.

The American Welding Society, a non-profit organization, has been dedicated to advancing the science, technology and application of welding since 1919. The welding industry is a dynamic and viable part of the American economy. From home appliances to automobiles, to spacecraft, to machinery, and literally thousands of other products, welding is an integral part of their production. In fact, some method of welding is utilized in over 50% of the products making up the gross national product of the United States.

The impact of welding ripples throughout American industry -- in steel construction, in transportation, and in manufacturing. Its impact extends also to the socioeconomic spectrum where welding provides employment for millions of people, from educators and researchers to business people, inspectors, technicians, and front-line welders.

Margaret A. Williams
December 1, 1993
Page 2

Perhaps especially relevant to this Administration is the fact that the American Welding Society is at the forefront of efforts to develop worker training and performance standards, as well as related certification programs.

The presence of the First Lady at the 75th Annual Meeting of the American Welding Society would indeed be a great honor. The speech could take the form of anything from a brief greeting to a formal address.

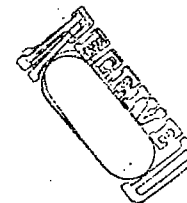
We appreciate very much your consideration of this request.

Very truly yours,

A handwritten signature in black ink, appearing to read "H.K. Webster". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Hugh K. Webster

HKW/atc



Ms. Margaret A. Williams
Chief of Staff to the First Lady
Room 100
Old Executive Office Building
Washington, D.C. 20006

American Welding Society
Washington Office
1747 Pennsylvania Ave, N.W.
Suite 1000
Washington, D.C. 20006

PHOTOCOPY
PRESERVATION

THE WHITE HOUSE
WASHINGTON

June 10, 1994

Ms. Elaine Weiss
Department of Health & Human Services
105 West Adams Street, 23rd Floor
Chicago, Illinois 60603

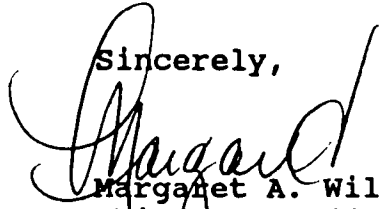
Dear Elaine:

I appreciate your recommending Janice Mardis for a position in the Clinton Administration. Your suggestions are welcomed and needed as the President works to assemble a team of well qualified individuals. Please have Ms. Mardis send her resume to:

The White House
Attn: Presidential Personnel
Old Executive Office Building
Room 155
Washington, DC 20500

I hope all is well with you.

Sincerely,


Margaret A. Williams
Chief of Staff to the
First Lady

*Thinking
of you
often*

M. Davis



DEPARTMENT OF HEALTH & HUMAN SERVICES

Memorandum

Date **April 12, 1994**
From **Elaine Weiss** *EW*
Subject **WH Personnel Candidate**
To **Maggie Williams**

*Janice
Note of
Thank
will
keep her
Candidate
in mind*

You were on my list of people to write this week so it's always nice to be reminded of you when I pick up this morning's WSJ and there you are! I think you survived that article rather well.

Now, the real reason for my note. I have no idea whether you need additional staff for the social events at WH but I've got a great candidate should you ever need this type of person.

A former colleague of mine from the American Bar Association, Janice Mardis, has over ten years of meeting planning experience. She has handled huge conferences, numerous social events, thousands of meetings and countless egos -- between lawyers, invited "official" guests and difficult spouses. In addition, she works closely with travel groups, airlines, hotel contacts, etc. She is 39, African American, experienced, savvy, diplomatic, trustworthy and one of the most enjoyable individuals I've worked with. She has expressed an interest in making a career change and would consider relocating. However, I am writing this on my own since she is one of the few folks I know who has never asked me to use my WH connections to help her in anyway.

I know you oversee a wide range of personnel so just in case Janice fits a category you may need, please keep her in mind.

Hope you are doing well and keeping it together. Take good care of yourself and my friend, Hillary. I'll do my part to keep the Midwest on track when it comes to health care reform.

THE WHITE HOUSE

WASHINGTON

November 30, 1994

Sandra Butler Whyte
Washington Center
1101 14th St., N.W.
Suite 500
Washington, DC 20005-5601

Dear Ms. Whyte:

Thank you for the information on the Washington Center. It sounds like a very good program with great opportunities.

I have forwarded your packet to the Scheduling office.

Sincerely,

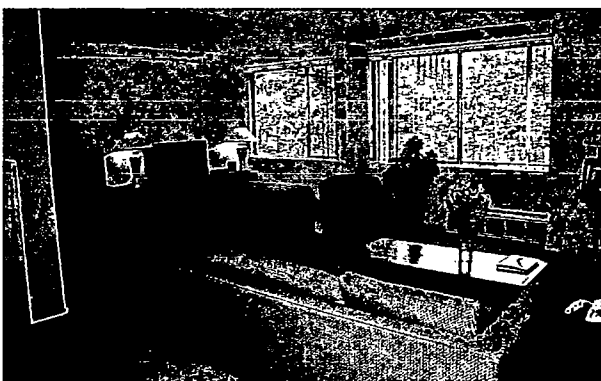
Margaret A. Williams
Chief of Staff to the
First Lady

*Sandy,
We'll see what
we can do.
Love
Maggie*

More Than Just An Internship . . .

The Washington Center's program is more than an internship, it's an experience.

Students participate in the 12 or 15-week program and work at their placement site 4 1/2 days a week. Students are required to take a class one day a week. Classes take a closer look at a specific issue or develop a particular skill. The program is enhanced with The Washington Forum — a variety of lectures, congressional breakfasts, White House briefings, tours, site visits, workshops, and information sessions. The Forum is designed to link together for the students their substantive learning, professional development and sense of civic responsibility to the people, places, and politics of Washington, D.C. Students are also required to keep a journal of their experiences and put together a portfolio of their internship at the end of the program.



Students participating in The Washington Center's programs may choose to live in our Capitol Park apartment building. Located at 800 4th Street SW, Capitol Park apartments are double-occupancy and provide students with their own kitchen, bedroom, bathroom, and living area. Capitol Park is within walking distance of the U.S. Capitol, the Smithsonian, and many government offices. Two metroraíl stations are also within walking distance.

Special Programs

As part of an aggressive outreach program for college minority students, The Washington Center has designed the Minorities in Congress program and the Minority Leaders Fellowship Program. MIC places minority students in congressional offices. MLFP is a competitive program offered to only 25 students each semester. MLFP students receive a full fellowship to cover The Washington Center's program and housing fees.

For those students who did not have a chance to do an internship in college, The Washington Center has developed the College Plus One program for college graduates looking to gain practical experience before heading for graduate school or into the work force.

Do your interests lie specifically with environmental issues or in working in the independent sector? If so, The Washington Center also has special internships in these areas.

In addition to semester long programs, The Washington Center offers one and two-week academic seminars designed to give student leaders a chance to share ideas while being challenged by journalists, policy makers, and administrators. Seminar titles include: "Women as Leaders," "Multicultural Education," and "Campaign '96" — a unique program which takes place on-site at the Democratic and Republican national conventions.

**Scholarships and stipends are available for some internships and programs.*

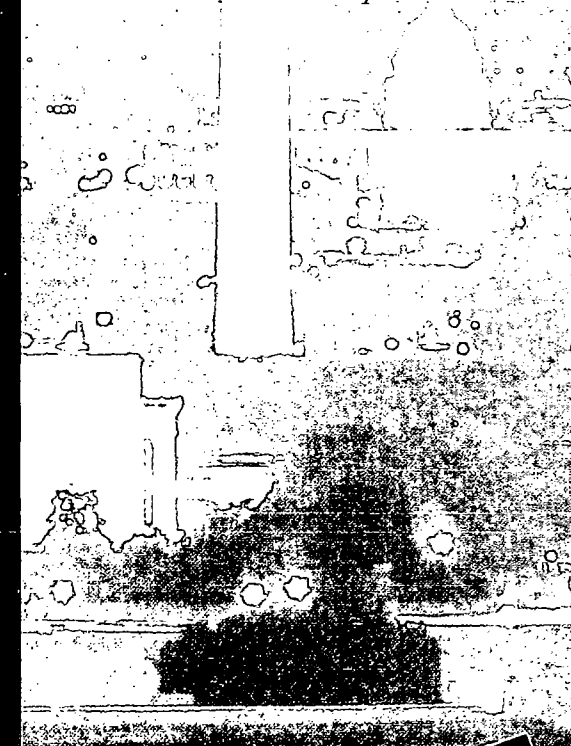
The Washington Center is committed to equal opportunity regardless of race, religion, gender, age, sexual orientation, veteran status, creed or code.



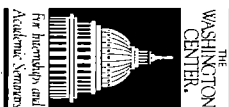
printed on recycled paper



The Washington Center
Success Starts With Experience



"If you want a job after graduation, get an internship. It's the most bankable credit you can put on a resume."
USA Today, April 25, 1994



BUSINESS REPLY MAIL
FIRST CLASS PERMIT NO. 15636 WASHINGTON, D.C.

The Washington Center for Internships and Academic Seminars
1101 14th Street, N.W., Suite 500
Washington, D.C. 20005-5601

NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

Success Starts With Experience



"The Minority Leaders Fellowship Program has proven to be the greatest individual and collective learning experience that I have ever witnessed." Henry Noye, Summer 1994 Fellow, Tennessee State University, Equal Employment Opportunity Office.

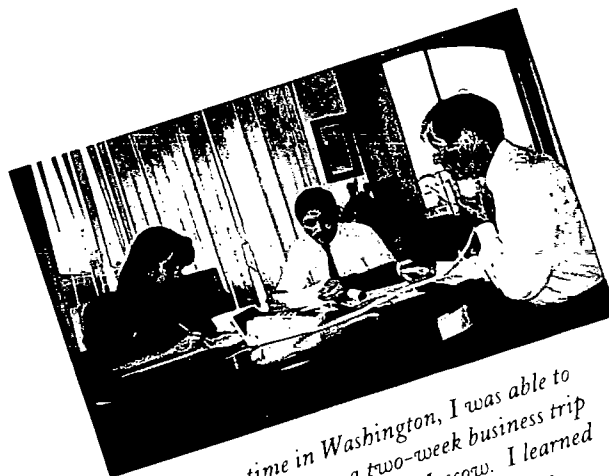
Through an internship with The Washington Center, you can expect to:

- Discover the diversity of occupational choices available
- Earn academic credit
- Develop specific knowledge and skills
- Apply the academic classroom knowledge in a real-world work setting
- Define future career path decisions
- Meet and learn from top professionals
- Live independently in apartments
- Establish a circle of friends and contacts
- Become a part of The Washington Center alumni mentor network

Do you dream of representing your state in the United States Senate, arguing a case in front of the Supreme Court, or reporting on social issues and injustices for a nationally-acclaimed magazine?

With the right experience, your dreams can become reality, and The Washington Center for Internships and Academic Seminars will help make it possible.

From arts to zoology, The Washington Center can place you in an internship designed to provide you with the opportunity to learn more about your chosen field, and develop specific knowledge and skills. This is where careers are born!



"During my time in Washington, I was able to accompany my boss on a two-week business trip to Lithuania and then onto Moscow. I learned more in those two weeks than I could have learned in two years of taking classes in college." Megan Williams, Fall 1993, Texas Christian University, Clifford L. Brody Associates. Megan is shown with fellow intern Bessie Matchavariani, Tbilisi State Institute, Tbilisi, Republic of Georgia and Western Kentucky University (center) and Clifford L. Brody.



More than 20,000 students from 750 colleges and universities have participated in The Washington Center's programs between 1975 and 1995.

There are hundreds of internship placements waiting for you in Washington, D.C.
Here is just a sample:

- U.S. Department of Defense
- Amnesty International
- U.S. Information Agency
- Office of Management and Budget
- American Civil Liberties Union
- American Red Cross
- United Way of America
- Africare
- Offices of the U.S. Senate and House of Representatives
- Republican/Democratic National Committee
- CNN
- U.S. Department of Health and Human Services
- American Association of University Women
- Federal Bureau of Prisons
- Environmental Protection Agency
- Federal Trade Commission

Take The First Step

Please send me information about the following programs . . .



- ☐ General Washington Center Internships
- ☐ Independent Sector Internships
- ☐ Environmental Internships
- ☐ Internships in Congress
- ☐ Minority Leaders Fellowship Program
- ☐ Minorities in Congress
- ☐ College Plus One
- ☐ Academic Seminars
- ☐ Campaign '96

Name _____

☐ Male ☐ Female

Current Address _____

Address Effective Until _____

Telephone Number _____

Internet _____

Date of Graduation _____

College/University _____

Major _____

Term Interested in Applying For _____

Questions? Visit your campus liaison or call Student Services at 1-800-486-8921. Internet Info @ TWC.edu

THE WHITE HOUSE
WASHINGTON

March 7, 1994

Deborah Widiss
P.O. Box 202398
New Haven, CT 06520

Dear Deborah:

I am in receipt of your letter of January 18, 1994. The best way to "get a foot" in the door is by volunteering or participating in an internship program. Enclosed I have attached an application for a position as a White House intern. I will also forward your resume to Marian Wright Edelman of Children's Defense Fund.

I wish you the best in your endeavors.

Sincerely,



Margaret Williams
Chief of Staff to the First Lady

Diane —

Please write —

Send intern materials
for WH — let her know
I'll pass her Resume on
to Marian Edelman

thanks
M. Aggie

would like a
job or advice
about CDF
(Yale senior)

Margaret Williams
The White House—Office of the First Lady
1600 Pennsylvania Avenue
Washington, DC 20500

January 18, 1994

Dear Ms. Williams:

I am a senior at Yale University planning to work in government or as an advocate for children. I would like to gain first hand experience one of in these fields before beginning law school, and I hope to work in Washington next year. Danny Reich (a Yale student who took a semester off last year to work on the campaign) suggested that I contact you. While I have extensive experience with issues related to children, I would welcome the chance to learn more about other the other aspects of government, and would be interested in any White House jobs you could point me towards.

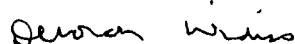
My interest in children's advocacy grows out of a long-standing love of working with kids and a commitment to making the advantages of a thorough education and a decent home available to children of all economic and social classes. As coordinator of *Splatter! magazine* for the past two years, I have recruited and trained dozens of Yale volunteers to lead writing and illustration workshops in middle school classrooms and overseen the publication of a literary magazine of student work. Working closely with teachers and administrators at the schools has given me a graphic understanding of the challenges posed by, and the potential rewards of, teaching in an inner-city environment. I also manage the organization's finances and have won grants from the New Haven teachers' union, other social service organizations, local businesses, and a generous donation from the sponsors of the Humanitarian Service Award, allowing us to increase the number of issues we publish and schools with whom we work. The success I have enjoyed in my work with *Splatter!* and in my additional volunteer experience in the city's grossly underfunded schools—tutoring individual students, teaching clarinet, playing theater games—has shown me that personal initiative *can* make a difference.

Through my course work, I have developed strong research skills, a sharply critical eye, and a precise writing style. Teaching composition classes at a summer school, working as an editorial intern at a publishing company, and spending the summer before college editing an insurance textbook my father was writing brought home the crucial importance of clarity of expression and further honed my skills. The familiarity with the intricacies of legal reasoning I gained working on my father's book proved helpful when I assisted in case preparation during a summer at the Juvenile Law Center in Philadelphia. My main project at the law firm involved developing a handbook summarizing family preservation services available in Pennsylvania, a happy combination of my interests in publishing and advocacy. After interviewing directors and case workers at county children and youth agencies and reviewing previous studies, I was responsible for organizing the rather unwieldy information I had gathered into an interesting and easily accessible format; the booklet has since been finished and distributed throughout the state. I greatly enjoyed working on the manual and would be pleased to use my extensive publishing experience to assist with the office's publications.

I would welcome the opportunity to work in First Lady's Office and enclose my resumé and transcript. I realize that there may not be any appropriate openings; however, I would also appreciate any advice you could give me about the Children's Defense Fund or other children's advocacy groups I could contact. I will be in Washington on February 7 and 8, and I hope that it will be possible to arrange an interview with you or a member of your staff.

Thank you for your consideration.

Sincerely,



Deborah Widiss
P.O. Box 202398
New Haven, CT 06520
(203) 436-3001

DEBORAH A. WIDISS

316 Kimball Road
Iowa City, IA 52245
(319) 351-1130

P. O. Box 202398
New Haven, CT 06520
(203) 436-3001

- EDUCATION** Yale University, New Haven, CT
Humanities (an interdisciplinary major; my concentration, literature)
BA, expected May 1994; GPA 3.82
- LSAT score: 176 (99.7 percentile)
- West High School, Iowa City, IA
Diploma June 1990; Awarded Highest Honors, Valedictorian; GPA 4.0
- WORK EXPERIENCE** *Hill School Summer Program, Pottstown, PA* **Teaching Intern and Counselor**
Assistant teacher in composition and creative writing courses: gave lectures and led discussions, graded papers, and worked individually with students (grades 6-12). Introduced students to the basic steps of publishing and worked with them to produce a literary magazine. Served as a residential counselor for 13 and 14 year old girls. (6 weeks, Summer 1993)
- Dial Books for Young Readers, Penguin USA, New York, NY* **Editorial Intern**
Read and evaluated manuscripts, drafted correspondence, researched for editorial projects, wrote copy, and assisted with office work. (5 weeks, Summer 1993)
- Juvenile Law Center, Philadelphia, PA* **Legal Intern**
Developed an informational handbook summarizing Family Preservation Services available in Pennsylvania: the project involved interviewing directors and case workers at county agencies, doing background research, and formatting and writing each entry. Researched for case preparation, and assisted with office work. (Summer 1992)
- Creative World Preschool, Iowa City, IA* **Assistant Teacher**
Primarily worked with a class of three year olds. Also served as a substitute teacher in other classes, infants through first grade. (Summer 1991)
- ACTIVITIES** *Splatter! — the magazine by New Haven middle schoolers* **Coordinator**
Lead writing and illustration workshops in New Haven middle schools. Select writing and art by students, prepare magazine for publisher, and distribute in schools. Manage finances and write grant requests. (1991—present; coordinator: Spring 1992—present)
- Zirkus* Editorial staff member for a Yale literary magazine. (Spring 1992—present)
Work at weekly soup kitchen. (Spring 1992—present)
Tutoring in the Elementary Schools. (Fall 1993—present)
Children's Theater Workshop Led theater games in a special education class. (1990-1992)
Instrumental Connection Taught clarinet in a New Haven middle school. (1990-1991)
Worked backstage in undergraduate theater productions. (1992-1993)
- AWARD** *Dwight Hall Humanitarian Service Award*
Granted in recognition of a student's performance of outstanding humanitarian service and innovative proposal to use the award money to address a need within the community.
Received April 1993, for work with *Splatter!*
- SKILLS** Clarinet and piano: chamber music performance class (1993), Yale Concert Band (1990), four year member of the Iowa All-State Music Festival (1986-1990) and principal clarinet (1989)
Reading knowledge of French and basic Spanish
Macintosh and IBM word processing, Pagemaker

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. transcript	Academic transcript for Deborah Anne Widiss (1 page)	01/17/94	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Maggie Williams (Correspondence)
OA/Box Number: 17604

FOLDER TITLE:

[Correspondence from 1994]: W [1]

2013-0359-S

ry1331

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

WIDISS
P.O. BOX 202398
NEW HAVEN, CT
06520



MARGARET WILLIAMS
THE WHITE HOUSE - OFFICE OF THE
FIRST LADY
1600 PENNSYLVANIA AVENUE
WASHINGTON, DC. 20500