

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. letter	To Margaret A. Williams from Sandy Alan Smith re: resume (partial) (1 page)	06/06/94	b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Maggie Williams (Correspondence)
OA/Box Number: 4259

FOLDER TITLE:

Staff Distribution May-June '94 [1]

2013-0359-S

ry1359

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]
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- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

THE WHITE HOUSE

WASHINGTON

Date 6/23

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	☒	Evelyn Lieberman	___
Anne Bartley	___	Diane Lino	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	_____	___

The attached is for your:

Information ___

Advice ___

Action ☒

COMMENTS:

HRC Log- then send
note from HCR → thanks

FAX MESSAGE

DATE:

June 22, 1994 - 8:15 AM CDT

TRANSMITTING TO:

The White House

ATTENTION:

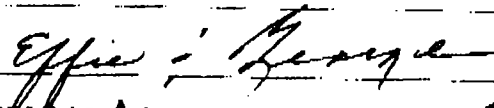
First Lady Hillary Clinton

FROM:

Effie & George Frazier

COMMENTS:

Great job last night on the NBC Healthcare program. The remarks and the responses covered just about every aspect of the subject. We thought even mean, old Bob Dole seemed to show some respect for the subject. Hang in there and give the President and Chelsea our love.

**George Frazier Insurance Agency**

506 East Second • Hope, AR 71801 • (501) 777-8633
FAX 1-501-777-0705



*Received
6/23/94
George Frazier
506 East Second
Hope, AR 71801
501-777-8633*

THE WHITE HOUSE

WASHINGTON

Date 6/22

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Limb	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	☒
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	_____	___

The attached is for your:

Information ☐

Advice ☒

Action ☐

COMMENTS:

Talk to me about this

SAM COPPERSMITH
1ST DISTRICT, ARIZONA

1607 LONGWORTH BUILDING
WASHINGTON, DC 20515
TEL: (202) 225-2635
FAX: (202) 225-2607

404 SOUTH MILL AVENUE
SUITE C-201
TEMPE, ARIZONA 85281
TEL: (602) 921-5500
FAX: (602) 921-5438



PUBLIC WORKS AND
TRANSPORTATION COMMITTEE

SCIENCE, SPACE AND
TECHNOLOGY COMMITTEE

CONGRESS OF THE UNITED STATES
HOUSE OF REPRESENTATIVES

June 8, 1994

*Patti -
talk to me
about
this
MAGGIE*

Margaret A. Williams
Assistant to the President
Chief of Staff to the First Lady
First Lady's Office
Old Executive Office Building, Room 100
Washington, DC 20500

Dear Ms. Williams:

I am writing in support of the Arizona Pharmacy Foundation's (APF) request to have Hillary Rodham Clinton speak with the APF. If Ms. Rodham Clinton is unavailable, the APF would like to extend this invitation to a Cabinet official who is active in the health care debate.

The APF would provide an opportunity for the First Lady to learn first hand the opinions of some of those most directly involved in health care. It would also offer a chance for Ms. Rodham Clinton to get her message directly to Arizonans interested in health care reform.

If I can be of further assistance in this matter, please let me know.

Very truly yours,

Sam Coppersmith
Member of Congress

SC/pl

THE WHITE HOUSE

WASHINGTON

Date 6/22

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Lino	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	<u>X</u>	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	_____	___

The attached is for your:

Information ___

Advice ___

Action X

COMMENTS:

Please mail to Jane Alexander

THE WHITE HOUSE
WASHINGTON

Duke
Ellington
Commencement
Speech

MEMORANDUM

DATE: JUNE 20, 1994
TO: THE FIRST LADY
FROM: ANN STOCK *AS*
RE: DUKE ELLINGTON COMMENCEMENT SPEECH
CC: MAGGIE WILLIAMS
LISA CAPUTO

Muffie Brandon, Mrs. Reagan's Social Secretary and a Republican to the core, noted that your commencement speech at Duke Ellington was the most articulate rendition of what is going on with the arts. She suggested that a copy be sent to Jane Alexander to take around the country.

It would be a good idea to mail it to as many arts organizations as possible.

*Karen
please
mail
to Jane Alexander*

THE WHITE HOUSE

WASHINGTON

Date 6/20

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Lino	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	<u>X</u>
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	_____	___

The attached is for your:

Information X

Advice _____

Action X

COMMENTS:

THE WHITE HOUSE
WASHINGTON

June 21, 1994

Assemblyman Paul A. Tokasz
125 Main Street
Buffalo, New York 14203

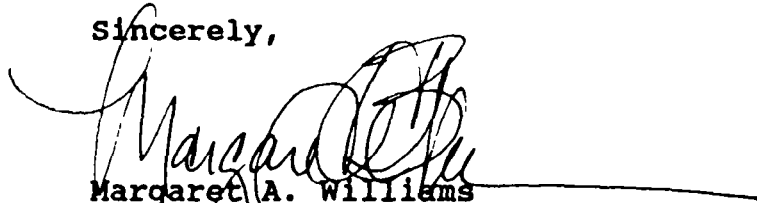
Dear Assemblyman Tokasz:

Thank you for your kind letter inviting Mrs. Clinton to speak at the Cheektowaga Action Partnership Against Substance Abuse annual awards dinner. She greatly appreciates your hard work and dedication to your constituents.

Your letter and the materials enclosed have been forwarded to the White House Scheduling Office.

Thank you again for your thoughtful invitation.

Sincerely,



Margaret A. Williams
Chief of Staff to the
First Lady

What Is ...



Cheektowaga Action Partnership

Against Drug and Alcohol Abuse

CHEEKTOWAGA ACTION PARTNERSHIP: a coming together of people from all social, economic, educational and cultural segments of the community who are dedicated to the prevention of drug and alcohol abuse.

THE MISSION OF CAP: to mobilize, assist, plan and promote prevention and intervention techniques, thereby initiating a response to the problems brought about by drug and alcohol abuse.

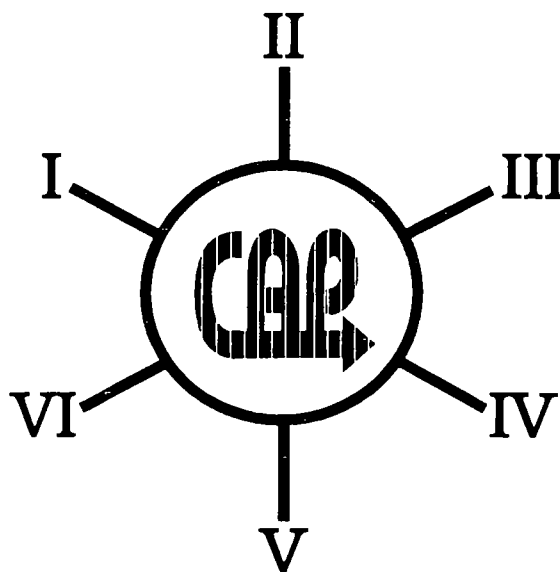
PARTNERSHIP MEMBERS: community agencies, businesses and individuals committed to increasing awareness of and developing solutions to the problems of drug and alcohol abuse in our schools, on the streets, at home and in the work place. These volunteers contribute their time, skills and ideas to better their community.

PARTNERSHIP COMMITTEES: each committee will address a specific area of concern related to the goals of the Partnership. They will meet regularly to formulate ideas and plot directions in the effort against drug and alcohol abuse.

CAP STAFF: a core group of dedicated professionals who provide support, education, research and networking for the Partnership Committees. The Partnership will provide guidance as well as inter-committee communications for a coordinated effort.

Want to know more ?

Call 895-1598



Action Committees:

- I. Criminal Justice and Treatment
- II. Prevention in Homes & Community
- III. Prevention in Schools
- IV. Prevention in the Work Place
- V. Prevention through the Media
- VI. Long Range Development

Cut out & mail for information

I am interested in becoming part of the Cheektowaga Action Partnership.

Please contact me with information on the following committees:

_____ Criminal Justice _____ Prevention in Schools
_____ Prevention in the Workplace _____ Long Range Development
_____ Prevention through the Media _____ Prevention in Homes and Community

Name: _____

Address: _____

Organization or Business: _____

Phone Numbers: Day _____ Evening _____

From _____

Place
Stamp
Here

CAP Cheektowaga Action Partnership
Against Drug and Alcohol Abuse

275 Alexander Avenue

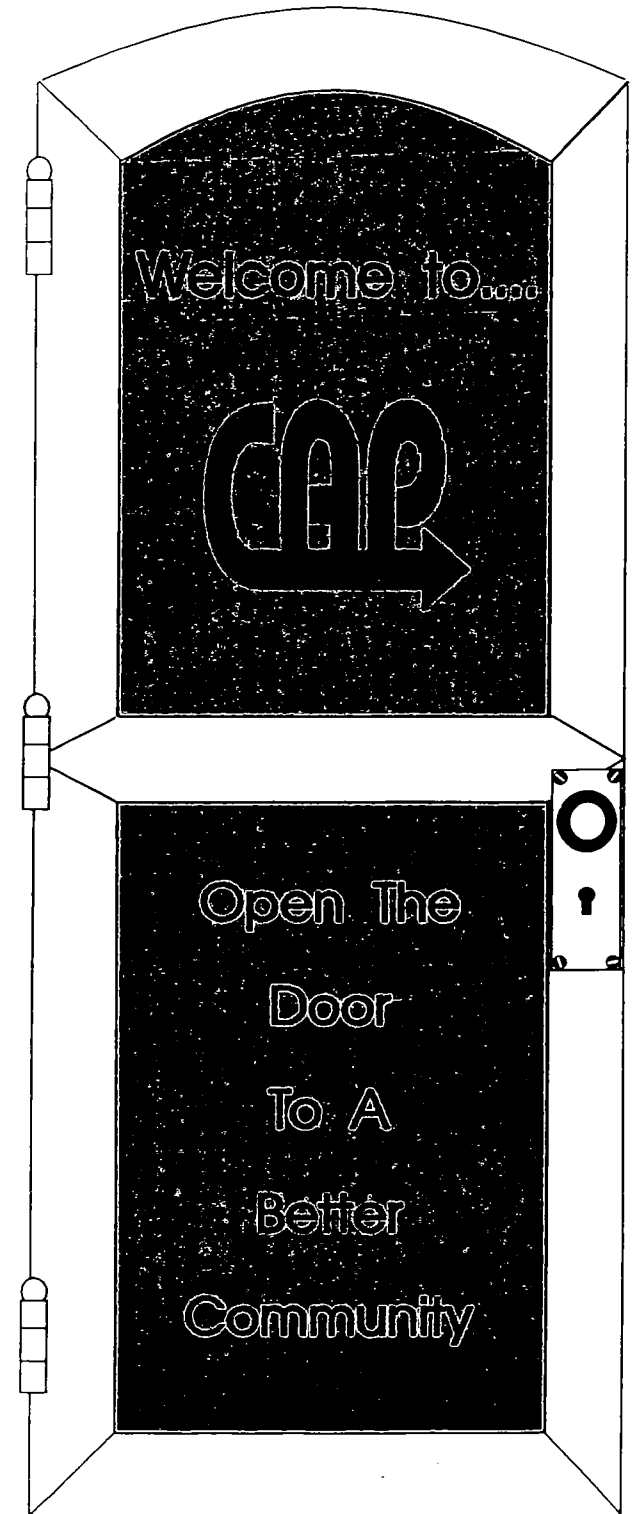
Cheektowaga NY 14211-2742

HISTORY OF THE CHEEKTOWAGA ACTION PARTNERSHIP

The "Cheektowaga Action Partnership" evolved out of a series of meetings held in 1989 by the Cleveland Hill Community Intervention Advisory Committee. From this forum emerged a core group of concerned individuals who realized that the issue of drug and alcohol abuse prevention needed to be addressed not solely by the school districts but also by the entire community.

Known then as "Cheektowaga United", the group set out to eliminate drug and alcohol abuse among our youth by implementing school, town and business activities throughout Cheektowaga. Its members also sponsored a series of programs and seminars promoting healthy family lifestyles. A town wide survey was commissioned to evaluate the perceptions and usage of drugs and alcohol among 7th through 12th graders within the Town's four major school districts.

Many of the original C.U. members were instrumental in the preparation, completion and subsequent awarding of a grant from the Office of Substance Abuse Prevention, U.S. Department of Health and Human Services establishing what we now know as the "Cheektowaga Action Partnership". As a result, this community drug and alcohol abuse prevention effort can now be expanded to serve all segments of the population, whether social, cultural, economic, or educational in nature.



Draine

Note to this person
that we are sending
to scheduling office
then send to Patti



THE ASSEMBLY
STATE OF NEW YORK
ALBANY

PAUL A. TOKASZ
Assemblyman 143rd District

CHAIRMAN
Committee on Ethics and Guidance

☒ DISTRICT OFFICE:
General Donovan State Office Building
125 Main Street
Buffalo, New York 14203
(716) 852-2791
FAX (716) 852-2794

COMMITTEES
Environmental Conservation
Higher Education
Local Governments
Transportation

☐ ALBANY OFFICE:
Room 652
Legislative Office Building
Albany, New York 12248
(518) 455-5921
FAX (518) 455-3962

May 17, 1994

Maggie Williams
Office of the First Lady
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear Ms. Williams:

My friend, Steve Pigeon, explained that I should forward the enclosed request of the First Lady to your attention.

The Cheektowaga Action Partnership [CAP] which I mention in the attached letter, was one of only 250 organizations nationwide to receive a federal grant to create this type of program. CAP is working to establish a self-sustaining, source of income to continue this program once the grant money has been depleted. The annual awards dinner helps to raise funds for, and awareness of CAP's activities. I am sure you can appreciate the impact that the First Lady's presence would have with these efforts.

I worked with Patrick NeMoyer, the local Clinton/Gore campaign organizer, to orchestrate prior visits of the first family to the Western New York area. I would be happy to assist with organizing other stops for the First Lady if she would like to spend some time in the area. If she could only make the dinner, the restaurant is located less than a mile from the Buffalo Airport.

Thank you for your consideration of this matter. If you have any questions, please feel free to call upon me.

Sincerely,

Paul A. Tokasz
Member of Assembly

PAT/djn
enclosures



THE ASSEMBLY
STATE OF NEW YORK
ALBANY

PAUL A. TOKASZ
Assemblyman 143rd District

☒ DISTRICT OFFICE:
General Donovan State Office Building
125 Main Street
Buffalo, New York 14203
(716) 852-2791
FAX (716) 852-2794

☐ ALBANY OFFICE:
Room 652
Legislative Office Building
Albany, New York 12248
(518) 455-5921
FAX (518) 455-3962

CHAIRMAN
Committee on Ethics and Guidance

COMMITTEES
Environmental Conservation
Higher Education
Local Governments
Transportation

May 17, 1994

Hillary Rodham Clinton
Office of The First Lady
1600 Pennsylvania Avenue
Washington, D.C. 20500

Dear First Lady:

I am writing on behalf of the Cheektowaga Action Partnership Against Substance Abuse [CAP], to ask if you would be available to speak at their annual awards dinner.

CAP is an association of community agencies, businesses and individuals dedicated to the prevention of drug and alcohol abuse. CAP receives primary funding through the U.S. Department of Health and Human Services, Center for Substance Abuse Prevention.

Each year, CAP holds an awards dinner to recognize those individuals who have demonstrated outstanding support for CAP's programs and contributed to the fight against substance abuse. This year's dinner will be held on Thursday, October 27, from 6 to 9pm at a restaurant in suburban Buffalo.

Your presence would assist in raising awareness of CAP's mission, and also serve to demonstrate the appreciation felt for those being honored. As a 1992 Clinton/Gore campaign volunteer, I have had the pleasure of hearing you speak in person, such an appearance would be a truly memorable experience for the honorees.

I can only imagine the requests made on your schedule, therefor I am especially grateful for your consideration of this invitation. If you have any questions regarding this event, please feel free to call upon me.

Sincerely,

Paul A. Tokasz
Member of Assembly

PAT/djn



THE WHITE HOUSE

WASHINGTON

Date 6/20

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Noel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Lino	___
Liz Bowyer	___	Capricia Marshall	___
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Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	<u>X</u>	___	___

The attached is for your:

Information ___

Advice ___

Action X

COMMENTS:

Please Draft a Response



June 6, 1994

Democrats Abroad

Ms Maggie Williams
Chief of Staff
Office of the First Lady
Old Executive office Building
Room 100
Washington, D.C. 20500

Dear Ms Williams:

I attach a confirmation copy of letter from the Chairman of Democrats Abroad, Peter Alegi, to Mrs Clinton concerning the inclusion of Americans resident abroad in the national health care reform legislation.

This was written after he had spoken with her during the President's and her visit to Rome. While Peter had it hand carried to the Presidential party, we have no way of being certain that it actually reached her.

Therefore, I would be grateful if you could please make sure that the First Lady does receive a copy.

With many thanks for your consideration, I am

Sincerely Yours,

Tom Fina
Thomas W. Fina

Executive Director
Democratic Party C

Attachment

*Jennifer K.
Please draft
response —*



DEMOCRATS ABROAD

DEMOCRATIC NATIONAL COMMITTEE

Peter C. Alegi
Chairman

Via Venti Settembre 1
00187 Rome, Italy
Tel (39)(6) 4820147
Fax (39)(6) 4871149

June 3, 1994

COPY

Hillary Rodham Clinton

By hand delivery in Rome

Dear Hillary (if I may still...),

I had not expected the opportunity to speak to you yesterday at the Vatican and apologize for the jumbled presentation. Let me take this opportunity to put the facts concerning health care for overseas citizens to you as clearly as possible:

1. No version of the Health Security Act provides coverage for the nearly 3 million non-governmental civilians residing overseas. Indeed, we are specifically excluded from the Administration's bill, although it is intended to provide "universal" coverage.

2. Overseas Americans must have the right to participate in the health care reform plan, at least on a self-financing basis. They should also be included in the Medicare program.

3. We overseas Americans are too often neglected and abandoned; resentment builds, especially when we pay taxes and offer support by voting in large numbers, without our special concerns being attended to. During the 1992 campaign, Gov. Clinton wrote of his intention to attend to our concerns, while Bush did not (see candidates' open letters, International Herald Tribune, September 26-27, 1992 attached).

4. As Chairman of Democrats Abroad and upon David Wilhem's suggestion, I wrote to Ira Magaziner on May 15, 1993 asking that our health care needs be considered. Repeated requests for a reply were never satisfied.

5. While many members of Congress have expressed their support for our cause, only Sen. Simon has produced an amendment, due to be introduced on June 7 in the Senate Labor Committee. However, it is a minuscule step limited to requiring insurance companies to cover overseas employees of American corporations (not subsidiaries). It is recognition, but very little in terms of substance (less than 1%).

June 3, 1994

6. A broader but still limited legislative program is attached to this memorandum. We hope that you can arrange for your experts to examine our position, recognize the injustice in excluding those of us who do our work for America overseas, and have the White House inform the appropriate Congressional committees of its support for the inclusion of provisions for overseas Americans in their health care legislation.

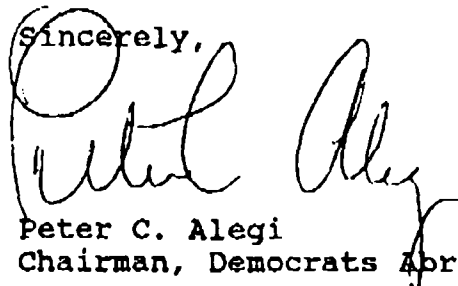
7. My main task this year in leading Democrats Abroad, the overseas branch of the DNC, in every nation outside the U.S.A. is to get a strong Democratic Congress elected to support the President's program. We were able to get Democrats, Republicans and non-committed citizens abroad to support his presidential candidacy, especially after the Herald Tribune letter mentioned above. However, with continued silence on the health care issue, many of the more than one million overseas absentee ballots are likely not to be cast in this off year. With just a few words of support on the health care issue, those ballots will be cast and will help win some very tight legislative campaigns.

I would be grateful for an early indication of support for our position from the White House. Communications can be simplified if necessary by having your aides contact the Executive Director for Democrats Abroad, Thomas Fina, at tel. (703) 768-3174 and fax (703) 768-0920.

* * *

We last spoke at Sally's Pizza in my native New Haven; to pick up the conversation in the Sala Clementina of the Vatican was indeed an unexpected pleasure. I look forward to seeing you again when the Health Security Act is signed into law, with overseas citizens protected.

Sincerely,



Peter C. Alegi
Chairman, Democrats Abroad

Enc.

THE WHITE HOUSE
WASHINGTON

Date 6/20

MEMO FROM: MAGGIE WILLIAMS

TO:

Rahm Emanuel	_____	Bernie Nussbaum	_____
Mark Gearan	_____	Howard Paster	_____
Marcia Hale	_____	John Podesta	_____
Charlotte Hayes	_____	Carol Rasco	_____
Alexis Herman	_____	Bob Rubin	_____
Nancy Hernreich	_____	Rex Scouten	_____
Harold Ickes	_____	Eli Segal	_____
Phil Lader	_____	Ricki Seidman	_____
Anthony Lake	_____	Nancy Soderberg	_____
Bruce Lindsay	_____	G. Stephanopolous	_____
Ira Magaziner	_____	Patsy Thomasson	_____
Mack McLarty	_____	Christine Varney	_____
Regina Montoya	_____	David Watkins	_____
<u>Veronica Biggins</u>	<u>✓</u>		_____

The attached is for your:

Information _____

Advice _____

Action _____

COMMENTS:

I have no vested interest in this but since Smith wrote I'd like to know if he is someone that we should be paying more attention to.

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Clinton Library

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First Lady's Office
Maggie Williams (Correspondence)
OA/Box Number: 4259

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Sandy Alan Smith
2921 Bluffpoint Lane
Silver Spring, MD 20906
(301) 460-1437
(410) 516-0358

June 6, 1994

Ms. Margaret A. Williams
Chief of Staff
Office of the First Lady
Old Executive Office Building
Washington D.C. 20500

Veronica B.
I have no vested in-
terest in this. But
since Smith wrote
I'd like to know if he
is someone that we
should be paying more
attention to - [unclear]

Dear Ms. Williams:

I need some help. My resume is on file at the Presidential Personnel Office for consideration for an appointed position with the administration. I am most interested in Inspector General positions, particularly the position currently available at the Federal Emergency Management Agency (FEMA). Nothing seems to be happening.

I was an early supporter of the President elect having made contributions to his primary campaigns as early as October of 1991. I also made contributions to the campaign after his nomination and am on the Rapid Response Team honor roll. My Aunt and Uncle, Gene and Ruth Love both worked for the campaign in Maryland. Aunt Ruth is the founder of the Hillary Clinton fan club which received positive press during the campaign and continues to be a subject of interest to the press.

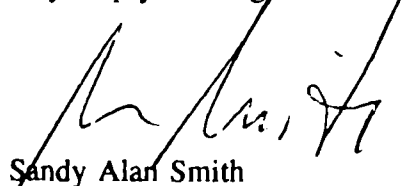
Speaker Foley has written to the White House on my behalf and his staff has made follow-up calls. The result, a promise that someone would take a look at my resume. Another friend gave John Emerson a copy of my resume, I guess that's also lost in the shuffle.

I have over 25 years of experience in financial and administrative management activities. I also have [redacted] (b)(6)

[001]

Enclosed is a copy of my resume and some additional information which provides details of my experience and accomplishments. Can you please see that I am given some consideration for the FEMA job?

Any help you can give me will be greatly appreciated.



Sandy Alan Smith

Sandy Alan Smith

2921 Bluffpoint Lane
Silver Spring, Maryland 20906
Office (410) 516-0358
Residence (301) 460-1437

APPLIED EXPERIENCE:

- o Managed all administrative functions and special projects for the Office of Inspector General.
- o Supervised the accounting functions for a major Bureau within the Department of Justice.
- o Responsible for the design development and implementation of a billing and collection system for the 40 million dollar per year Law Enforcement Education Program.
- o Directed staff in developing merit pay and performance appraisal policy and guiding 40 Federal agencies in the implementation of those policies.
- o Managed organizations or projects that required on-time production of topical reports and rapid analysis of changing events for all levels of government.
- o Served as an adjunct faculty member at Montgomery College, Pepperdine University, and at Strayer College.
- o Negotiated sensitive issues with top officials at both the Federal and State levels (e.g. Lt. Governors, Department Secretaries, Agency heads etc.).
- o Prepared testimony before Congressional appropriations committees and the Office of Management and Budget and provided backup at hearings.
- o Served on the steering committee of the Joint Financial Management Improvement Program (JFMIP). The JFMIP is a government wide organization sponsored by OPM, GAO, Treasury, and OMB.
- o Served as a Hearing Officer in connection with hearings requested by denied Public Safety Officers Benefits Program claimants.
- o Analyzed Inspector General Act and prepared the plans for implementing the requirements of the Act which created a statutory Inspector General within FEMA.

EMPLOYMENT HISTORY:

1/92 to Present	Special Assistant, Johns Hopkins University
7/91 to 12/91	Program Analyst, Federal Emergency Management Agency
4/83 to 7/91	Assistant Inspector General, Federal Emergency Management Agency
3/80 to 4/83	Management Analyst, Office of Personnel Management
2/78 to 3/80	Deputy Director, Accounting Division, LEAA, Department of Justice
9/73 to 2/78	Financial Management Specialist, LEAA, Department of Justice
2/71 to 7/72	Loan Specialist, LEAA, Department of Justice

EDUCATION:

B.A. University of Northern Colorado
M.A. Central Michigan University

Sandy Alan Smith

2921 Bluffpoint Lane
Silver Spring, Maryland 20906
Office (410) 516-0336
Residence (301) 460-1437

RESUME SUPPLEMENT

SPECIAL ASSISTANT - JOHNS HOPKINS UNIVERSITY

I am currently assigned to Johns Hopkins University under the Intergovernmental Personnel Act as the Special Assistant to the Vice President for Business Affairs. The University is a private non profit research institution which has 15 academic and administrative divisions and the Applied Physics Laboratory. They serve over 14,000 students and have a faculty and staff of over 13,000.

The University has undertaken the task of designing, developing and implementing a new financial accounting system. Financial accounting at the University is significant. The University's total assets as of June 30, 1990 were \$2.2 billion. Revenues and expenditures for the fiscal year ended June 30, 1991 were each in excess of \$1 billion.

In order to develop this system the Vice President for Business Affairs established a Financial Accounting System (FAS) project team. I have been assigned the task of assisting in the management of the FAS project. These duties include: assisting in the organization, design, and initiation of the project activities; direction and coordination of intra and inter-office efforts; evaluation of the existing budgeting and accounting system; development of a requirements analysis to define budgeting and accounting requirements in order to evaluate computer software; identification and solicitation of potential vendor sources; evaluation and final selection of a vendor for approval by management; installation, testing and implementation of the system; and development and coordination of a University-wide training plan.

The above duties require that I meet with consultants, software vendors, and University division (school) and department heads or their representatives. I have met to discuss the design of computer applications and to get input from each division or department on their financial management requirements for incorporation into the new financial management system.

PROGRAM ANALYST - FEDERAL EMERGENCY MANAGEMENT AGENCY

The Office of Inspector General has statutory responsibility for the prevention and detection of fraud, waste and abuse in Agency programs and operations. The Office of Inspections was created July 1, 1991 to provide the Inspector General with a means to conduct studies, reviews and evaluations of areas that fall outside the purview of, but at the same time may support, the audit and investigative functions of the Office. These areas include programs, issues, organizations, policies, regulations, management practices, and/or service delivery patterns.

I serve as a senior program analyst reporting directly to the Assistant Inspector General for Inspections. My duties include the following.

- Directing inspections to identify and reduce fraud and abuse in FEMA programs. Developing plans for dealing with fraud and abuse in FEMA programs and coordinating these matters with concerned agencies and management officials. I review the results of these activities and make any necessary recommendations for further corrective action.
- Serving as a principal advisor to the Assistant Inspector General in the development and implementation of the agency's inspection activities.
- Developing and recommending inspection policies, plans, procedures and programs.
- Administering a follow-up system to ensure that appropriate and timely action is taken by management in response to inspection reports.
- Leading teams of Auditor and Investigators in joint audit/investigative/inspections activities.
- Meeting with the heads of organizations, inside and outside of FEMA, to close out sensitive examinations prior to issuance of final reports and to resolve any conflict that may occur.

My duties require a working knowledge of laws, rules, regulations and policies governing Inspector General activities such as OPM and Procurement regulations, GAO audit standards, Title 18 of the U.S. Code, the Inspector General Act.

ASSISTANT INSPECTOR GENERAL - FEMA

From April of 1983 to July 1991, I served as the Assistant Inspector General for Special Projects. I reported directly to the Inspector General, a Presidential appointee. I was responsible for the administrative management of the OIG which consists of a headquarters component and three field locations. I was also responsible for Special Projects and other duties critical to OIG operations. The following are examples of the duties and responsibilities I had in those areas.

Administrative management responsibilities included:

- Developing the budget (by law the Office of Inspector General has its own budget authority) which includes preparing estimates and justifications, meeting with OMB and Congressional committee staff regarding the appropriation process, and preparing Congressional and OMB testimony for the Inspector General.
- Controlling funds and the allocation of resources among divisions and field offices. Maintenance of financial records and preparation of financial reports, management of resources among object classifications to facilitate the accomplishment of the Office's objectives, and approving vouchers for payment.
- Personnel actions, manpower utilization and accounting for FTE, recruitment, employee development, salary administration, and other personnel functions. Manage and coordinate the Office of Inspector General's general services requirements, e.g., property, space utilization, record keeping, procurement requirements, mail and messenger services and supply management.
- Arranging geographical transfers of individual employees, and opening and closing of field offices.
- Soliciting input, editing, writing, and subsequent production and distribution of the Inspector General's Semiannual report. This report is required by law and is distributed to members of Congress and Agency officials, and is also available to the general public.

Special Projects responsibilities included:

- Conducting special studies and analyses which included meeting with the heads of organizations, inside and outside of FEMA, to close out sensitive examinations prior to issuance of final reports and to resolve any conflict that may occur.
- Development, implementation and maintenance of the Inspector General Hot Line for fraud, waste, and abuse.
- The design and development and maintenance of an automated audit tracking system and the integration of micro computers into the work environment.
- Reviewing and commenting on existing and proposed legislation and regulations that affect the operations of FEMA as well as the Inspector General community. Preparing Congressional testimony and serving as the Inspector General's principal advisor during hearings.
- Serving on working groups of the Presidents Council on Integrity and Efficiency, acting as liaison to the Office of Special Counsel, and serving as the single contact point for all agency and external inquiries into Inspector General activities.
- Working closely with FEMA attorneys to resolve legal issues.

MANAGEMENT ANALYST - OFFICE OF PERSONNEL MANAGEMENT

I served as a management analyst in three separate assignments. My last assignment was as Chief of the Economics and Government Staff. I provided advice and technical assistance on the subject of Performance Management to agency managers throughout the Federal sector. I provided leadership and supervision to a team of senior level analysts with expertise in the areas of performance appraisal, merit pay, pay for performance, incentive systems and individual/organizational performance measurement.

In carrying out specific responsibilities, I functioned as a working project manager in implementation efforts of the performance management provisions of Title V, U.S.C. as follows:

- Reviewed and Approved/Disapproved performance appraisal and merit pay plans for the 40 Federal agencies that comprised the Economics and Government group. Approval was based upon their adherence to pertinent regulations and laws;
- Prepared and delivered technical papers and speeches on the subject of performance management for varied audiences throughout the Federal sector. I also planned and organized work groups to accomplish performance management tasks;
- Served as a senior staff advisor and managed the provision of staff advice to top OPM officials;
- Performed analyses to resolve complex performance management/administrative problems;
- Participated in policy discussions and decisions at the highest levels of OPM and other agencies regarding the performance management concept and related program objectives, implementation plans and evaluation efforts;
- Assisted agencies government-wide in the development and/or improvement of their performance management systems; and
- Functioned as a liaison person and the point of contact for OPM Regional Offices on performance management matters.

DEPUTY DIRECTOR, ACCOUNTING DIVISION - LEAA

As Deputy Director of the Accounting Division, I shared in and, in the absence of the Director, had full responsibility for the direction of the total accounting functions of LEAA. This included developing, planning, reviewing, and implementing Agency/Federal fiscal regulatory requirements as well as improved internal operating procedures and methods; continually evaluating and assessing the effectiveness of the automated accrual accounting system/subsystems; interpreting statutory, administrative, and policy matters relative to reporting, obligations, payments, travel, salary and leave, and the Law Enforcement Education Program (LEEP); providing technical expertise to LEAA management, the administration, and grantees; and formulating, developing and administering accounting and related financial management programs and policies.

Additional assignments included the development and issuance of directives, and the development and presentation of training seminars on matters relating to the functional responsibilities of the four branches that comprised the Division. I also directed the personnel management and general administrative operations of the Division and provided administrative and technical direction to the Branch Chiefs within the Division.

I was also an Agency Hearing Officer delegated the authority to sign and issue subpoenas; administer oaths, examine witnesses and receive evidence at any place in the U.S. that I designated. These duties were in connection with hearings requested by denied Public Safety Officers Benefits Program claimants. Determinations I made either upheld the original denial of benefits or awarded the claimant \$50,000.

THE WHITE HOUSE

WASHINGTON

Date 6/20

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Limo	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	☒	_____	___

The attached is for your:

Information ___

Advice ___

Action ☒

COMMENTS:

Call me - what is this?

PostNet Fax Note 7672

To Ms. Maggie Williams

Company The White House/First Lady's Chief of Staff

Location

Wash. DC

Fax # 202-456-6244

Telephone

202-456-1414

Comments

Second Submission (first time to this FAX number) of Letter to Ms. Williams dealing with health care and a particular aspect involving terminally-ill persons and their care and financial self-sufficiency.

No. of Pages 1

Date 01-17-94

Time 11:05 EST

From

Mark B. Leeds

Company

Leeds Comm. Assoc.

Location

NYC

Fax #

212-819-0784

Telephone

212-819-0769

Order

☐ Priority

☐ Return

☐ Certificate

NVA

NATIONAL VIATICAL ASSOCIATION

P.O. BOX 23434 WACO, TEXAS 76702 (817) 772-3688 FAX (817) 772-6026

January 5, 1994

Ms. Maggie Williams, Chief of Staff to
Mrs. Hillary Rodham Clinton
THE WHITE HOUSE
1600 Pennsylvania Avenue
Washington, DC 20500

via FAX: 202-456-2461

Dear Ms. Williams,

We write to request your help and guidance on health care and related issues, and to express our appreciation for Mrs. Rodham Clinton's concern and leadership vis-a-vis health care reform. Controlling runaway costs, providing security to every American family, while maintaining quality medical care and preserving basic choices is so vital to the American people.

We have parallel concerns for AIDS victims, cancer victims and others that are terminally ill. In 1993 the viatical settlement industry paid about \$200 million in lump sums of cash to Persons With AIDS (PWA) and other terminally ill individuals, to be used as they saw fit for health care, medications, food, rent, etc., over the remaining 12-24 months of life. Life insurance companies, through accelerated/living benefits programs, paid under \$50 million to PWA in '93, to individuals with 3-6 months of remaining life. Through policy cancellations by insurers of terminally ill persons that can no longer afford coverage and miss premiums, the major life insurers save \$3 billion (yes, billion!!) a year. Those PWA become destitute and are then cared for at taxpayer expense, so what was once a personal benefit paid for by the individual and an obligation of the life insurance company, is thusly transferred to the public to fund. In most cases, and as can be documented by The National Association of Persons With AIDS and other groups representing minorities, women's interests, seniors and others, the viatical option or choice is the only alternative for terminally-ill persons, short of less generous offers (if any) from insurers and the awful choice of exhausting a lifetime's savings and ultimate poverty. As may be expected the life insurance lobbies at the federal and state levels are inclined to hamper or remove the competitive threat posed by viatical firms, to protect that \$3 billion windfall.

We seek to alert Mrs. Rodham Clinton to this matter and enlist the administration's support as part of the overall health care reform. Relatedly, when PWA lose their jobs and group health coverages, the problem is aggravated and the viatical option needlessly precluded. We welcome discussing these concerns and pledge our support for reform.

Mark B. Leeds
Mark B. Leeds, NVA Communications Chair
212-819-0769

MBL: mlf

*please call me this
what is this?
1/16/94*

THE WHITE HOUSE
WASHINGTON

Date 6/20

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Limo	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	☒
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	___	___

The attached is for your:

Information ☐

Advice ☐

Action ☒

COMMENTS:

We need to do this -
please talk to Harold

F41 - PATTI
We need to do
this
please talk to Harold
Maggie

THE WHITE HOUSE
WASHINGTON
31 May 1994

MEMORANDUM FOR MAGGIE WILLIAMS

FROM: HAROLD ICKES *HI*
SUBJECT: Health Care Cabinet Working Group

Maggie, Dana Hyde tells me that the Health Care Cabinet Working Group (made up of those cabinet members who are intimately involved with the health care initiative) feel somewhat disconnected, and she strongly urges that we have a meeting of that group (the last one was approximately three months ago) to bring them up to date as to the current situation and prepare them for the coming phases of the health care debate. She thinks that Mrs. Clinton should be involved in that meeting.

Due to the length of time since the last meeting, I think it would be a good idea to have such a meeting. Please let me know if HRC is prepared to attend it.

cc: Dana Hyde

THE WHITE HOUSE

WASHINGTON

Date 6/17/94

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	<u>✓</u>	Evelyn Lieberman	___
Anne Bartley	___	Diane Limo	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	_____	___

The attached is for your:

Information

Advice

Action ✓

COMMENTS:

*I think this one
we have to do*

MAGGIE-

Greeting!

Two questions for you:

(1) Could you ask Hillary to sign the attached photo of her & my wife, Fran, at Wellesley?

(2) I am resigning from NSC to take a position elsewhere, and would like to say farewell to HRC. Can we do that? Thanks. Ernie to

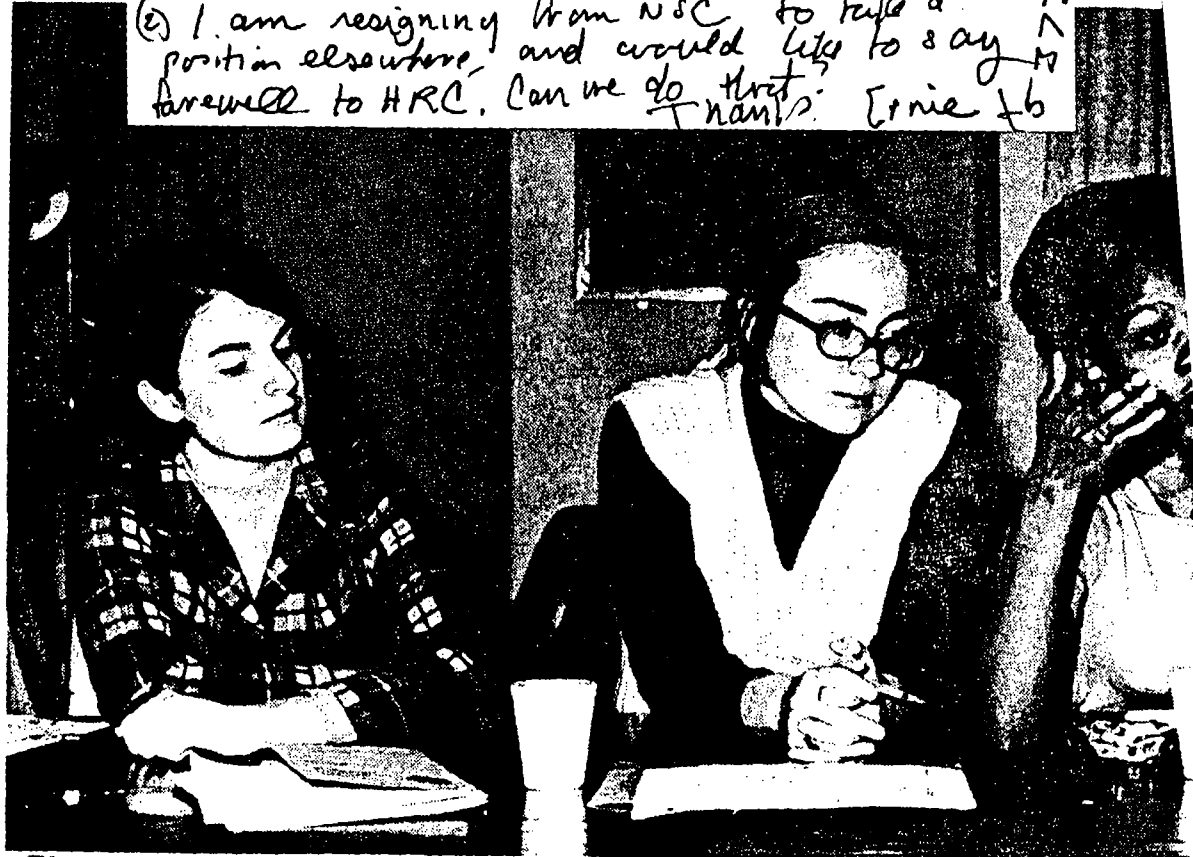


PHOTO
Hillary Rodham (center, with Nonna Noto, left, and Francille Rusan during college government elections) was determined to cha

Continued from preceding page
milit president, and they disagreed on many if not most issues, but their discourse, says Adams, was always civil and intelligent.

A step ahead of others

Nonetheless, Rodham had a reputation as, at times, one who possessed sharp elbows. During a two-day strike in which students participated in teach-ins on race and the war rather than go to class, Marshall I. Goldman, professor of Russian economics, told an assembly of students: "Let's give up the weekends, something that we enjoy. Don't give up classes - that's not a sacrifice."

According to the Wellesley News, Rodham shot back: "I'll give up my date Saturday night, Mr. Goldman, but I don't think that's the point. Individual consciences are fine, but individual consciences have to be made manifest."

says she was "not always easy to deal with if you were disagreeing with her. She could be very insistent."

In

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V

compromise, to compromise
member a specific episode when we were in
the president's office. I can't remember the
issue, but I



ERNEST J. WILSON III
DIRECTOR

INTERNATIONAL PROGRAMS AND RESOURCES

NATIONAL SECURITY COUNCIL

THE WHITE HOUSE
WASHINGTON, D. C. 20500
(202) 395-3736

Hill
worked

THE WHITE HOUSE

WASHINGTON

Date 6/17/94

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Lino	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	___	___

The attached is for your:

Information ☒ ___

Advice ___

Action ___

COMMENTS:

FYI - Patt 1

MEMORANDUM

To: Pam Barnett, Executive
Assistant to First Lady

Dated: June 15, 1994

Tel: 202-456-2369

Fax: 202-456-1715

2 pages

From: Bob Raymar

Tel: 201-621-9020

Fax: 201-621-7406

Re: Dinner with POTUS

The President made very kind and generous remarks to my law partner Jonathan L. Goldstein at the May 27, 1994 Radio Show taping, and suggested that I arrange to get to The White House more frequently. As a result, I thought it might be fun and useful to him for Steve Honigman, Gene Ludwig and me to invite the President and HRC for a private evening of relaxed conversation, away from The White House.

Would you please give the attached to HRC? I am sending a copy to POTUS through Nancy Harnreich. The three of us will of course be very flexible with whatever modification the President and/or HRC would like to make to our invitation.

As usual, thanks for everything.

RSR/cb

Enclosure

MEMORANDUM**To: President Bill Clinton****Dated: June 15, 1994****From: Bob Raymar****Re: Dinner**

To follow up on your very kind Radio Show remarks to my law partner Jonathan Goldstein, I thought it would be fun and useful if Gene Ludwig, Steve Honigman and I took you (and HRC if she would join us) away from The White House for dinner or a late evening snack. To ensure privacy, we could dine at Gene's home or at a back room at Red Sage or anywhere else you prefer. While the primary agenda would be to have a relaxed good time, the three of us do have some thoughts about your Presidency that we would like to share frankly and privately with you.

Nancy and Kelly are aware that I will be in D.C. with Ronnie for Presidential Scholars National Recognition Week June 26 through July 3, 1994. If that week is not convenient for our getting together, Gene, Steve and I will make ourselves available whenever you would like.

Congratulations on an excellent trip to Europe. Everyone I have questioned appreciated your remarks and found them to be very moving, respectful, and appropriate. The visuals were terrific.

RSR/cb**cc: Honorable Hillary Rodham Clinton**

THE WHITE HOUSE

WASHINGTON

Date 6/17/94

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Limb	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___ ✓
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	_____	___

The attached is for your:

Information ___

Advice ___

Action ✓

COMMENTS:

THE WEXLER GROUP

Re: HRC Honorary
Degree, Philadelphia
College of Pharmacy
& Science (for
1996)

1317 F Street, N.W.
Suite 600
Washington D.C. 20004
202-638-2121
202-638-7045 Telecopy

Patti

FAX COVER SHEET

NAME: Maggie Williams **FAX NUMBER:** 456-6244

FROM: BETSEY WRIGHT/June Watson

PAGES: 4

DATE: June 6, 1994

ANY PROBLEMS WITH THIS TRANSMISSION PLEASE CALL 202-662-3753

MESSAGE:

CONFIDENTIALITY NOTE:

The information contained in this facsimile message is legally privileged and confidential information intended only for the use of the individual or entity named below. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution or copy of this telecopy is strictly prohibited. If you have received this telecopy in error, please immediately notify us by telephone and return the original message to us at the address above via the United States Postal Service. Thank you.

THE WEXLER GROUP

1317 F Street, N.W.

Suite 600

Washington, D.C. 20004

202-638-2121

202-638-7045 Telecopy

Betsey Wright

Executive Vice President

MEMORANDUM

TO: Maggie Williams
FROM: Betsey Wright
DATE: June 6, 1994
RE: PCPS Honorary Degree for Hillary Rodham Clinton

Attached is a letter I received from Dr. Allen Misher, President of the Philadelphia College of Pharmacy and Science.

Dr. Misher and I sit together on the board of a small biotech company.

I would like to be able to tell Dr. Misher what the White House process would be like in determining whether Hillary could/would be involved in their plans for the 1996 ceremony.

Will you please give me a call about this.

Betsy Wright
May 26, 1994
Page 2

The year's events would close in May 1996 with a special celebration at the College's annual alumni reunion. More detailed plans for this occasion are yet to be formulated.

Everyone at the College is most enthusiastic about our 175th Jubilee, and we would all look forward to welcoming the First Lady to our campus. I would appreciate any advice you could offer on the convocation I mentioned. I have enclosed some material on PCPS for your information and would be happy to answer any questions you might have. Thank you for your assistance.

Sincerely,



Allen Misher

3.5/A.M./wright

Philadelphia College of Pharmacy and Science

Office of the President



800 South Forty-third Street
Philadelphia, PA 19104-4495
(215) 596-8970

May 26, 1994

Betsy Wright
The Wexler Group
1317 F Street, NW
Suite 600
Washington, DC 20004

Dear Betsy:

I am writing to seek your advice concerning some plans we are formulating at the College for the celebration of our 175th Jubilee in 1996. PCPS was founded in 1821 at Carpenters' Hall in Philadelphia as the first college of pharmacy in the nation. This event marked not only a milestone in our school's history but also was the beginning of formal pharmacy education in the United States.

We are planning a series of commemorative events during the 95-96 academic year, beginning in October, which would include the opening exhibit at the College's planned Center for the History of Pharmacy. We also envision a symposium on health care which will include a panel of nationally recognized experts in the field. This would be combined with a reception and exhibit on the art of the healing sciences at the Philadelphia Museum of Art. On Founders' Day, February 23, 1996, our board of trustees will hold a special meeting at Carpenters' Hall, the site of the first board meeting.

In April of 1996, we would like to plan a formal convocation and reinstatement of the College's Ivy Day Ceremony. At this ceremony, we would award one or more honorary degrees. This is the event for which I seek your advice. We would like to honor First Lady Hillary Rodham Clinton at this convocation and present her with the honorary degree of Doctor of Laws. We would like to invite her to receive the degree and present a keynote address on the topic of health care. Do you have any suggestions on the best way to present this invitation to Mrs. Clinton? I can't think of anyone who would be more appropriate to speak on the topic of health care than Mrs. Clinton, and I can think of no better way to recognize her many significant achievements in this area. We have purposely left the date open so that we might accommodate Mrs. Clinton's schedule.

THE WHITE HOUSE

WASHINGTON

Date 6/14/94

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Limo	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	_____	___

The attached is for your:

Information ___

Advice ___

Action ✓

COMMENTS:

1994 National Children's
Book Week 75th Anniversary
Honorary Committee

Stan and Jan Berenstain
Judy Blume
Marc Brown
Hillary Rodham Clinton
Bernice E. Cullinan
Matilda Raffa Cuomo
Ossie Davis
Tomie dePaola
Marian Wright Edelman
Lois Ehlert
Jane Fonda
Michael Jordan
Robert MacNeil
Ann Martin
Robert McCloskey
Walter Dean Myers
Paul Newman
Anna Quindlen
Governor Ann Richards
Secretary Richard W. Riley
Fred Rogers
Maurice Sendak
Jim Trelease
Ted Turner
Chris Van Allsburg
Barbara Walters
Joanne Woodward
Ed Young

Steering Committee

Jean Feiwel
Scholastic Inc.
Ken Geist
Farrar, Straus & Giroux
Suzanne M. Glazer
Random House, Inc.
Elizabeth Gordon
Disney Juvenile Publishing
Regina Hayes
Viking
Lisa Holton
HarperCollins
David Reuther
William Morrow & Co.

The Children's Book Council, Inc.

568 Broadway, Suite 404
New York, NY 10012
Telephone: (212) 966-1990
Fax: (212) 966-2073

A non-profit organization
encouraging the reading
and enjoyment of books
for young people

READ ACROSS AMERICA

Celebrate the 75th Anniversary of National Children's Book Week

June 8, 1994

Ms. Margaret A. Williams
Chief of Staff for the First Lady
The White House
Social Office, Room 200, East Wing
Washington, DC 20500

Dear Ms. Williams:

We were very pleased when you informed us that Mrs. Clinton had accepted our invitation to join the **READ ACROSS AMERICA** Honorary Committee. Her name has certainly added to the credibility of the celebration.

We wish to explore the extent to which Mrs. Clinton's good offices might be able to support us in publicizing this major reading initiative. Obtaining media coverage for children's books is not always easy, but, with your assistance, we can bring the message of literacy and the enjoyment of reading to widespread attention. We have two major requests.

You offered to send a message of support from the First Lady, and we would be most gratified if that would come to pass. Her message might cover any number of possible points: the enjoyment of reading for children and adults; the advantages afforded to the literate and how that contributes to the strength of our nation; and the inspiration that authors and illustrators bring to their work and impart to their readers.

Second request: The capstone of our efforts would be the issuance of a Presidential Proclamation. Can you help us achieve that? Or advise us on how to proceed?

Wunt. HRC
message of support
POTUS
Presidential Procla-
mation



All characters used by permission.

Please let us know what we can do to help bring these ideas to fruition. Words of encouragement and endorsement from the White House would impart a truly national tone to this 75th Anniversary.

For other 75th Anniversary publicity projects, we have asked the rest of the Honorary Committee and wonder if Mrs. Clinton would be willing to...

- ☐ Send us a current photograph so we may use it in conjunction with media coverage?
- ☐ Provide us with the name of her favorite children's book and author and tell us in a few words why they are her favorite?
- ☐ Make herself available for an in-person or telephone interview for print publication or television or radio programs?

We know Mrs. Clinton's personal participation in worthwhile projects such as ours is frequently sought, but we sincerely hope you and she will consider our requests. We cannot emphasize enough how valuable her participation would be in our mission to bring this national reading initiative to public notice.

Sincerely,

A handwritten signature in cursive script, appearing to read "Allan Marshall", with a long horizontal flourish extending to the right.

Allan Marshall
Assistant Vice President

AM/s

THE WHITE HOUSE

WASHINGTON

Date June 28, 1994

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Lino	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	_____	___

The attached is for your:

Information ___

Advice ~~___~~

Action ~~___~~

COMMENTS:

Lisa
this letter
came from
Bob Barnett
It's fine but since
you know Alex
you may want
to personalize
it - I don't
know when Barnett
received his letter
but it may be so late
that you want to
just call -
Maggie

June 6, 1994

Mr. Alex Quesada
Matrix International, Inc.
46 East 21st Street, 3rd Floor
New York, New York 10010

Dear Alex:

Thanks for your letter of March 17, 1994. Please excuse my delay in responding.

Unfortunately, we just do not have time to commit to a project such as you propose. As you might imagine, we get many, many requests to do so. Our time commitments are such that we just cannot agree to do so at the present time.

I hope that you will understand. I hope that all goes well for you. Thanks for getting in touch with me.

Sincerely,

Lisa Caputo
Press Secretary to the
First Lady

Matrix International, Inc.

3/17/94

46 East 21st Street 3rd Floor

Lisa Caputo
Office of the First Lady
The White House
Washington, DC 20500

New York, NY 10010

Dear Lisa,

Telephone 212 477-9500

After the election campaign, I lobbied Time Magazine to cover the first lady on a regular basis. Thanks to you and your staff, and considerable resources from the magazine, I have been able to cover most of her public events in the campaign for health-care reform. Throughout this effort I have proposed to Time that we look into doing some more in-depth coverage. In January of this year I made an all-out effort to interest them in a book project. For circumstances beyond my control, they have not committed to any of these initiatives.

FAX 212 477-2845

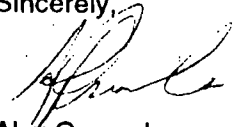
I am writing to you now because I want to produce this book and do it on my own. What I have in mind is a high-quality photo retrospective of the first four years of HRC as First Lady. This book would be released in spring of 1996. The photographs for the book will come from material I have produced up until now and will need to include some black-and-white work of the behind-the-scenes activities, to illustrate the hard work that goes on before and after the public events.

Telex 205678 MATRIX UR

Since beginning my coverage of HRC in the campaign, I have been interested in showing what a woman in power can do to bring change to government and people's perceptions and expectations of the office of the First Lady. The timing of this letter has no relation to the recent headlines. I have been waiting for an answer from Time and now must proceed on my own. This has no bearing on my ongoing coverage of HRC for Time and should be considered as a separate project. All material generated for this book will be embargoed and only published in the final book form.

I would like to come down to discuss this with you at your convenience. Thank you for your attention.

Sincerely,


Alex Quesada

MAR 18 1994

THE WHITE HOUSE

WASHINGTON

Date 6/13/94

MEMO FROM: MAGGIE WILLIAMS

TO:

Rahm Emanuel	_____	Bernie Nussbaum	_____
Mark Gearan	_____	Howard Paster	_____
Marcia Hale	<u>✓</u>	John Podesta	_____
Charlotte Hayes	_____	Carol Rasco	_____
Alexis Herman	_____	Bob Rubin	_____
Nancy Hernreich	_____	Rex Scouten	_____
Harold Ickes	_____	Eli Segal	_____
Phil Lader	_____	Ricki Seidman	_____
Anthony Lake	_____	Nancy Soderberg	_____
Bruce Lindsay	_____	G. Stephanopolous	_____
Ira Magaziner	_____	Patsy Thomasson	_____
Mack McLarty	_____	Christine Varney	_____
Regina Montoya	_____	David Watkins	_____
_____	_____	_____	_____

The attached is for your:

Information _____

Advice _____

Action ✓

COMMENTS:

 *name*
Send to Marcia
Red dot

To: Marcia
From: Maggie
Re: Lucy Knowles

I just got to your note in my IN box. I am sure that by now you've taken care of Knowles. Below the note I should have written a few days ago:

I'd love to help with a placement in the First Lady's Office for Knowles but we don't have anything substantive we can ask her to do. Even in health all the action is on the Hill or in the War Room. Did you try counsel's office?

THE WHITE HOUSE

WASHINGTON

June 6, 1994

MEMORANDUM FOR MAGGIE WILLIAMS

FROM: MARCIA L. HALE *MLH*

SUBJECT: LUCY M. KNOWLES

Lucy Knowles has been accepted to the Office of Personnel Management Executive Potential Program. Ms. Knowles is an accomplished attorney in South Carolina and an active participant in the Democratic party. She has enlisted me to assist her in securing one of her two sixty-day required details. She would really like to work at The White House. She would like to start this detail no later than June 20 and be completed by August 29.

Would you be willing to accept her in your office for one of these details? Please let me know.



Department of Energy
Savannah River Operations Office
P.O. Box A
Aiken, South Carolina 29802

JUN 03 1994

**Ms. Marcia Hale
Assistant to the President
for Intergovernmental Affairs
The White House
1600 Pennsylvania Avenue
Washington, DC 20500**

Dear Marcia:

Thank you for your help with my detail. I am enclosing a short resume and a copy of the Executive Core Qualifications that I am working to master. I am interested in a detail at the White House to get a better perspective on key issues.

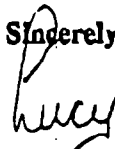
My principal area of expertise is environmental law, but I have experience in litigation and general law. I would be suitable to work on environmental issues or on legal issues.

I very much admire Mrs. Clinton. (I am also a graduate of Wellesley College ('71) with a degree in political science.) I would enjoy the opportunity to work on any of her projects.

Thank you again for your help.

With kindest regards, I am,

Sincerely yours,


**Lucy M. Knowles
Attorney**

OCC:LMK:med

Enclosure

Lucy M. Knowles
Attorney at Law

Office: Office of Chief Counsel
U. S. Department of Energy
P. O. Box A
Aiken, SC 29802
(803) 725-2497 phone
(803) 725-7544

Home: 1141 Two Notch Road
Aiken, SC 29803
(803) 649-4422

PROFESSIONAL EXPERIENCE

Environmental Attorney, U. S. Department of Energy (DOE)

Negotiated the Superfund agreement for the Savannah River Site as well as favorable settlement agreement for DOE under the Clean Water Act, Clean Air Act, the Resource Conservation and Recovery Act and the Safe Drinking Water Act. Provides legal advice on compliance with all of these acts as well as the National Environmental Policy Act and the Atomic Energy Act.

Manages complex environmental and other litigation for DOE. Represents DOE in administrative hearings including Equal Employment Opportunity cases. Serves as counsel to the Savannah River Operations Office Employee Concerns (whistleblower) program. Provides legal advice on a variety of issues impacting the Operations Office. DOE "Q" (top secret) security clearance.

Special Assistant United States Attorney, Columbia, SC

Served a five month detail. Assisted in review and preparation of complex environmental and medical malpractice litigation.

Assistant Solicitor, Second Circuit, Aiken, SC

Reviewed and presented cases for prosecution in the South Carolina state court system, including child abuse and neglect cases.

Assistant Public Defender, Aiken, SC

Private Law Practice, Columbia, SC and Aiken, SC

Represented clients in a wide variety of legal issues including employment matters, personal injury, and business and contractual matters. Presented cases before various state and federal courts and administrative hearings, including the South Carolina Supreme court and the Fourth Circuit Court of Appeals.

COMMUNITY SERVICE

Planning Commissioner, City of Aiken, SC, Planning Commission; current trustee, Aiken Preparatory School, Aiken, SC (secretary), Hitchcock Foundation, Aiken, SC, Foxcroft School, Middleburg, VA; vice president, Kalmia Toastmasters; arbitrator, Second Circuit Juvenile Arbitration Program.

Past community service, City of Aiken Strategic Plan; City of Aiken Historic Preservation Ordinance drafting committee; trustee, Aiken Day School (vice president), Aiken Society for Prevention of Cruelty to Animals (vice president), Family Counseling Service of Aiken (president), Palmetto Legal Service, Columbia, SC (secretary), Services Council of Aiken.

AWARDS

Savannah River Field Office Community Service Award, 1992; Secretary of Energy Certificate of Merit, 1989; Leadership South Carolina, 1988.

EDUCATION

Wellesley College, Wellesley, MA, B.A., Political Science
University of South Carolina, Columbia, SC, J.D.

**SENIOR EXECUTIVE SERVICE
EXECUTIVE CORE QUALIFICATIONS**

This exhibit contains information on the scope and content of the five Executive Core Qualifications (ECQ's) that are considered necessary for effective performance in any Senior Executive Service (SES) position. Note that the ECQ's do not include professional, technical, and program knowledge, skills, and abilities, which are covered in the qualifications standard for the particular SES position being filled.

The basic definition for each ECQ is supplemented with a list of those Leadership Effectiveness Framework (LEF) Competencies which are particularly important to it and Key Characteristics which reflect possession of the ECQ. Definitions of the LEF Competencies are attached.

Candidates do not need to have experience in each LEF Competency and Key Characteristic to demonstrate possession of the ECQ. Rather, the candidate's overall record (professional and volunteer experience, education and training, accomplishments, awards, and potential) should indicate the knowledge, skills, and abilities needed to apply the ECQ in an executive capacity.

(1) Strategic Vision.

This core qualification involves the ability to ensure that key national and organizational goals, priorities, values, and other issues are considered in making program decisions and exercising leadership to implement and to ensure that the organization's mission and strategic vision are reflected in the management of its people.

<i>LEF Competencies</i>		
<i>Creative Thinking</i> <i>Customer Orientation</i> <i>External Awareness</i>	<i>Leadership</i> <i>Oral Communication</i> <i>Planning & Evaluating</i>	<i>Self-Direction</i> <i>Team Building</i> <i>Vision</i>

Key Characteristics include:

- (a) Identifying and integrating key issues affecting the organization, including political, economic, social, technological, and administrative factors.
- (b) Understanding the roles and relationships of the components of the national policy-making and implementation process, including the President, political appointees, Congress, the judiciary, state and local governments, and interest groups.
- (c) Exercising leadership and motivating managers to incorporate vision, strategic planning, and elements of quality management into the full range of the organization's activities.

- (c) Integrating and coordinating logistical operations.
- (d) Overseeing the allocation of financial resources.
- (e) Establishing and assuring the use of internal controls for financial systems.
- (f) Ensuring the development and utilization of management information systems and other technological resources that meet the organization's needs.

(5) Organizational Representation and Liaison.

This core qualification involves the ability to explain, advocate, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations and organizational units.

<i>LEP Competencies</i>		
<i>Conflict Management</i> <i>Customer Orientation</i> <i>External Awareness</i>	<i>Flexibility</i> <i>Influencing/Negotiating</i> <i>Interpersonal Skills</i>	<i>Oral Communication</i> <i>Self-Direction</i> <i>Written Communication</i>

Key Characteristics include:

- (a) Representing and speaking for the organizational unit and its work (e.g., presenting, explaining, selling, defending, and negotiating) to those within and outside the agency (e.g., agency heads and other political and career executives; Office of Management and Budget; Congressional members, staffs, and committees; the media; clientele and professional groups).
- (b) Establishing and maintaining working relationships with internal organizational units (e.g., other program areas and staff support functions).
- (c) Developing and enhancing alliances with external groups (e.g., other agencies and governments, Congress, and clientele groups).
- (d) Working in groups and teams; conducting briefings and other meetings.
- (e) Seeing that reports, memoranda, and other documents reflect the position and work of the organizational unit.
- (f) Getting understanding and support from higher level management.



Department of Energy
Savannah River Operations Office
P.O. Box A
Aiken, South Carolina 29802

APR 26 1994

Ms. Marcia Hale
Assistant to the President
for Intergovernmental Affairs
The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Ms. Hale: *Marcia*

I hope you are well and enjoying your work.

I was honored to be selected for the Office of Personnel Management Executive Potential Program for this year. Enclosed is a brief description of the program. One of the requirements of the program is two sixty-day details. I am most interested in doing one of these details at the White House and would appreciate your assistance in arranging this detail. I would like to start this detail no later than June 20 so that it will be completed by the time school starts on August 29.

My Executive Potential Program cluster group would like to interview the Vice President on reinventing government. I would also very much appreciate any assistance you could provide.

Thank you very much for your help. I hope you'll get a chance to visit Aiken soon.

With kindest regards, I am,

Sincerely yours,

Lucy
Lucy M. Knowles
Attorney

OCC:LMK:orc

Enclosure:
Description of
Executive Potential Program

cc w/enclosure:
Steven Hale, Augusta Chronicle

pl 803/725-2497

f/803/725-7544

*OPM White House Liaison
Emily Sheketoff
606-1000*

1994 EXECUTIVE POTENTIAL PROGRAM

The Executive Potential Program is a career enhancement program that provides training and developmental experiences for high potential individuals GS/GM 13-14 -- that prepare them for managerial and executive positions in the Federal government.

Designed primarily for occupational specialists at the journeyman level who are transitioning into management as a second profession, the Program holds special significance for employees who need to compliment their technical expertise with professional management skills.

A structure has been designed for program participants (who have been nominated by their department or agency as having demonstrated exceptional managerial/executive potential) to acquire or build on the competencies needed to become successful Federal managers.

All participants have completed a managerial assessment instrument to gain feedback on the essential behaviors of a successful manager in preparation for design of their Individual Development Plan (IDP). Participants also have taken the Myers-Briggs Type Indicator (MBTI) which is integrated with the results of the managerial assessment.

Each participant is required to design an IDP which serves as the "blueprint" for his/her developmental program with provisions for defining and meeting specific career and developmental objectives. Each participant is also required to have a mentor, a career member of the SES, who will serve in an advisory capacity to the participant during design of the IDP and throughout the program.

A core training curriculum has been designed, which includes a one-week Program Orientation, three one-week seminars that provide a continuum of competencies required for new and developing managers, and a four-day program closeout and graduation.

Each participant is required to have a minimum of four months --two 60-day segments--of developmental work assignments away from the position of record. In addition, each participant is required to interview at least three senior executives and complete a three-day shadowing assignment of a high-level agency official. The assignments provide participants with exposure and visibility at the highest levels of management in an agency and also provides opportunities to gain critical information for long-term career planning and development. The assignments should be chosen to help prepare participants for the nature and scope of the positions they are likely to assume, give them a broad perspective, and help develop their managerial skills.

During Orientation, participants are assigned to cluster groups. This activity is designed to encourage the strengthening of leadership and interpersonal skills, stimulate commitment to personal development, and to provide a forum to explore and address current issues facing managers in the Federal workforce. Each cluster group is required to make a group presentation on the current issue they explored. Participants will be required to attend the cluster group presentations. In addition to an individual Senior Advisor, each cluster group will select a Senior Executive Advisor.

THE WHITE HOUSE

WASHINGTON

Date 6/10/94

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Limo	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	✓
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___		___

The attached is for your:

Information ___

Advice ___

Action ___

COMMENTS:

2 incoming letters:
 - a "yea!"
 - an unhappy customer

KEVIN MALONEY, M.D.
Family Practice

144 E. Boston Post Road
Mamaroneck, NY 10543

914-381-2091
24 Hour Call

White House,

Does anybody on the staff have the decency to read them (letters sent to the White House). I have written several times only to receive very inappropriate responses from you. There are hundreds of people in my community serving thousands in the community (all voters), all who are working in an endeavour inspired by this administration. I would think that someone in this admin. would be interested in sharing the knowledge of our work with the president or Mrs. Clinton. We have even recieved very inappropriate responses to our letters from both the President & First Lady; obviously none of our correspondence has been read by them. We will persist (correspondence enclosed).

Kevin J. Maloney, M.D.

Kevin Maloney, M.D.

THE WHITE HOUSE

WASHINGTON

Date 6/10/94

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Bvelyn Lieberman	___
Anne Bartley	___	Diane Lino	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___ ✓
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	_____	___

The attached is for your:

Information ___

Advice ___

Action ___

COMMENTS:

2 incoming letters:
- a "yea!"
- an unhappy customer

June 1, 1994

Ms. Margaret Ann Williams
1600 Pennsylvania Avenue NW
Washington, DC 20500

Fyl
Alice

Dear Ms. Williams:

I am writing to you to thank Mr. and Mrs. Clinton for the graduation card that I received last Friday, May 27th. I realize that the Clintons are very busy people and it really means a lot to me that they would take time out of their busy schedule to think of someone in Washington as she graduates from high school; the card was a very nice sentiment and I have it displayed with all the others that I have received.

I realize that Mr. and Mrs. Clinton probably do not know who they are sending these cards to, but I believe that this can really make someone's day. I do realize that they are very busy people, but if you get a chance do thank them personally from me. It really was a wonderful surprise and one that I will cherish for the rest of my life (even if it is not the President's real signature). Thank you very much for your time and I do hope that you were the appropriate person to write to.

Sincerely yours,

Jennifer Lesser

Miss Jennifer Lesser
21618 NE 102 Street
Redmond, WA 98053-7668
(206) 868-9676

THE WHITE HOUSE
WASHINGTON

Date 6/2/94

MEMO FROM: MAGGIE WILLIAMS

TO:

Rahm Emanuel	_____	Bernie Nussbaum	_____
Mark Gearan	<u> x </u>	Howard Paster	_____
Marcia Hale	_____	John Podesta	_____
Charlotte Hayes	_____	Carol Rasco	_____
Alexis Herman	_____	Bob Rubin	_____
Nancy Hernreich	_____	Rex Scouten	_____
Harold Ickes	_____	Eli Segal	_____
Phil Lader	_____	Ricki Seidman	_____
Anthony Lake	_____	Nancy Soderberg	_____
Bruce Lindsay	_____	G. Stephanopolous	_____
Ira Magaziner	_____	Patsy Thomasson	_____
Mack McLarty	_____	Christine Varney	_____
Regina Montoya	_____	David Watkins	_____
_____	_____	_____	_____

The attached is for your:

Information _____

x Advice x

Action _____

COMMENTS:



FOREIGN
MEDIA
REACTION

DAILY DIGEST

Tuesday, May 31, 1994

CHINA MFN: A 'SENSIBLE MOVE,' OR 'LOSS OF FACE' FOR U.S.?

International commentators approved of President Clinton's decision to renew China's MFN status, although numerous media voices--both supporters and opponents of the delinking policy--were critical of the administration. Among the papers applauding the president's "courageous" and "prudent" move was Hong Kong's PRC-owned Wen Wei Po, who praised Mr. Clinton for his "foresight." Germany's centrist Stuttgarter Zeitung said the course taken by the U.S. was "the only right policy to be adopted by the superpower." The right-wing Jerusalem Post opined, "As Clinton is trying to plow his own furrow in the post-Cold War field he inherited, such policy changes could...be courageous, intelligent and far-sighted." Opinionmakers from developing countries, in particular, welcomed the delinking of trade and human rights, criticizing the erstwhile policy as a tool of rich and powerful nations to interfere in the internal affairs of other nations.

London's conservative Sunday Times echoed the sentiment of the naysaying camp, saying, "There was nothing to cheer about last week when President Clinton announced that he was continuing MFN trading status for China despite its bad human rights record. Not because his policy was necessarily wrong...but because of the way he went about it." According to journalists, the administration continues to be inconsistent and too "flexible" in all of its foreign policy pursuits. Some analysts claimed that the perception that "China has won" would damage U.S. credibility and leadership in the post-Cold War world.

Those who focused on the administration pointed out that it was no surprise that President Clinton chose to delink trade and human rights, noting that from the outset, the Democratic presidency was focused on U.S. economic interests. Tokyo's quasi-governmental NHK TV maintained that the Clinton administration had put trade before human rights this time around "for the benefit of the American economy," and to help place China "onto the center stage of the free world economy." BBC TV's Breakfast News noted that while Mr. Clinton "sympathizes with Chinese dissidents, bigger interests are at stake."

Other editorialists regretted the "blow to the cause of human rights," noting that, even if trade linkage was largely symbolic, it was still effective in the struggle for respect for human rights. A Thai writer--among others--warned that vigilance to protect human rights was still in order as the world "must cope with an ascendant China that still has to show full respect for the rights even of its own citizens."

This report is based on 68 reports from 29 countries, May 27-31.

EDITORS: Pat McArdle, Diana McCaffrey and Rose Bernstein

EAST ASIA AND PACIFIC

CHINA: "China Will Oppose Any Conditions Attached To MFN Renewal"

Official China Daily (5/27) front-paged this report: "China will oppose any conditions attached to the renewal of its MFN status by the United States and will also reject setting up a bilateral committee to study human rights, the Foreign Ministry said yesterday. 'The government is waiting for the United States to make a sensible decision,' (the spokesman) said.... He said China has always opposed linking trade with irrelevant issues, which is also a rare practice in the international community. China trades with more than 200 countries and regions and no other annual tugs-of-war take place."

JAPAN: "Human Rights Issue--A Long-Range Viewpoint"

Liberal Mainichi commented (5/28): "We support and agree with President Clinton's decision not to link MFN status to China's human rights record."

"The president concluded that deepening political and economic ties with China through dialogue, trade and international cooperation is more effective in democratizing that country's political, economic and social systems.... Certainly Clinton made a courageous and prudent choice, even though this means an effective reversal of the policy he has maintained since his campaign pledge.

"A gradual uplifting of the economy, growth of a middle class and progress in education usually lead to advancement of political democracy, as exemplified by South Korea and Taiwan. Outsiders should appreciate the enormous difficulties involved in developing the Chinese economy.... Helping China to steadily develop should contribute to improving the human rights situation there in the long term."

"Trade Before Human Rights"

Quasi-governmental NHK-TV's commentator said (5/27), "Despite a strong challenge in Congress...Democratic President Clinton renewed MFN trade status for China, which is a most promising market for such competitive U.S. products as supercomputers, telecommunication gear, aircraft, etc., in the near future. The Democratic president also used MFN renewal as a tool to further promote China's trade with the United States, and bring that country onto the center stage of the free world economy. The 'human rights-conscious' administration apparently put trade before human rights this time around for the benefit of the American economy."

AUSTRALIA: "China And The West After MFN"

An editorial in the business-oriented Australian Financial Review held (5/31), "There is a way that the West can influence China's human rights record but, as President Clinton now acknowledges, it is not through threats of U.S. trade sanctions. Rather it is by helping China to become more prosperous and more open.... President Clinton's strategy should be to encourage U.S. trade and investment in China.... The West should also encourage the Chinese government to take an active role in multilateral organizations. APEC is one such organization. GATT is another....

"Active engagement in GATT or APEC will not make the Chinese government more tolerant of domestic dissent, but it will hasten the process of economic reform."

"A Serious Blow To Cause Of Human Rights"

Melbourne's liberal Age said (5/28), "President Clinton has delivered a serious blow to the cause of human rights by renewing China's MFN trading status. MFN is admittedly an exercise in tokenism.... But the symbolism is potent nevertheless. It represents a means by which the United States--the world's leading defender of the values the West holds dear--can try to persuade governments to uphold the fundamental rights of the individual."

"American Business Lobby Will Applaud Change"

The Australian Broadcasting Corporation's Washington correspondent Steve Sailor said on national current affairs radio program "AM" (5/27), "President Clinton has been forced to reverse course.... While the Clinton decision will be attacked by international human rights groups and by Republicans expected to accuse Mr. Clinton of more foreign policy zigzagging, most Americans and certainly the American business lobby that has been lobbying the White House hard for just this result will applaud the change."

"China's Leaders Not Only Relieved But Vindicated"

ABC's Beijing correspondent commented (5/27), "I think China's leaders will not only be relieved but will feel vindicated in their stand. They played tough with Washington and indeed they have won.... I think more importantly Bill Clinton made the point clear, the reason he was delinking trade and human rights is because, in his words, inevitably China is going to be reluctant to take steps if every step looks like it is made because someone outside China has been applying pressure."

"Critical Rite Of Passage Into Post-Cold War World"

The Washington correspondent for the business-oriented Australian Financial Review (5/27) opined, "Near the end of the American century, Bill Clinton's decision to maintain trade relations with China marks a critical rite of passage of the United States into the post-Cold War world. In the interdependent world of the 21st century, the United States will not be the all-dominant superpower capable of imposing its unilateral demands on emerging giants such as China.... With a Democrat in the White House, the easy Congressional vote on China has gone. The Congress will have to face up to the realities of its China policy, including the fact that the United States found itself isolated in East Asia and the rest of the world on its China trade threats."

HONG KONG: "Clinton's Action Satisfying To Both Sides"

The independent Hong Kong Economic Journal (5/28) said in an editorial, "Clinton is using the strategy of trade as usual but pressing China politically from various angles. This will please the business community and at the same time calm the dissatisfaction of human rights advocates and democratic activists with his renewal of China's MFN. At a certain level, this strategy can gain back some of his reputation.... From an optimistic point of view, Clinton's action is satisfying both sides."

"It will protect U.S. economic interests and will not lose all the democracy advocates' votes. When the next election gets nearer, the probability for Clinton to criticize China in all venues will be higher."

"China Still Needs To Pay Attention To Human Rights"

An editorial in independent Ming Pao (5/28) cautioned, "Delinking trade and human rights does not mean that China need not continue to pay attention to improving basic human rights. Since China has enjoyed a level playing field in international trade development, it should pay further attention to relaxing the tense atmosphere in China. It should be magnanimous when dealing with dissidents."

"Welcome Clinton's Action"

PRC-owned Wen Wei Po (5/28) concluded in an editorial, "Clinton in fact has foresight. He has changed the policy of treating China in a hegemonistic way. This action should be welcome. In the latter half of this year, the trend in Sino-U.S. relations may turn more positive."

INDONESIA: "The Ever-Decreasing U.S. Leadership"

Stridently nationalistic Merdeka observed (5/30), "The news that the United States has extended MFN status to China...is enough to make the United States lose prestige.... In Indonesia...many questions have arisen, especially from the press community, concerning the decline of U.S. leadership.... In general, we in Indonesia, who have had experience with European colonialism...prefer that the superpower's presence in Asia, Africa and Latin America be reduced."

"Clinton's Sensible Move"

The leading, independent, English-language Jakarta Post said (5/30), "The decision President Clinton made (to extend China's MFN status) is indeed the most sensible one, in view of the economic and social damage that would have been done by stopping China's MFN status.... Naturally, (Indonesia) has welcomed Clinton's decision to uncouple human rights from trade. We think the futility of (Clinton's) tough talk and bullying of China will...(also) lead Clinton...to sever the matter of labor rights from trade issues."

MALAYSIA: "Clinton Chose To Cave In"

The government-influenced, English-language New Sunday Times opined (5/31), "How had the perversity of withdrawing the MFN eluded the White House for so long? Clinton's allegiance to campaign promises was buttressed by a gross overestimation of how much the United States can achieve with the trade truncheon. Rather than force Beijing to the wall, a trade war would more likely induce it to galvanize inwardly; so that the withdrawal of MFN was more likely to work against, not for, the economic and social process that forms the necessary underpinning for a robust democracy. This realization, coupled with a post-electoral resilience to promises broken, led Clinton to make his choice last Thursday--he chose to cave in."

NEW ZEALAND: "Diplomatic Nagging"

The business weekly National Business Review argued in a piece by Neville Bennett (5/31) that into a vacuum of peace President Clinton's administration had injected an inspired week's diplomatic nagging, depressing relations with China, Japan, India, North Korea, Indonesia, Malaysia and Singapore. "Some critics have argued that linking MFN and human rights is a relic of the Cold War; Lee Kuan Yew condemns U.S. policy as 'mistifying.' Many APEC leaders felt betrayed when the United States last month tried to inject 'social dumping' into trade talks. Malaysia and Indonesia resent U.S. pressure on their labor and union policies when the real fear is loss of American jobs."

PHILIPPINES: "It Pays Not To Be A Doormat"

Former National Economic and Development Authority Secretary General and Planning Secretary Solita Monsod wrote in her column in the independent Philippine Star (5/31), "The U.S. government decided to link trade status to human rights in China.... Did China succumb? No. So much so that when Secretary Christopher went over there some months ago to urge compliance, he was totally snubbed. The message was: Keep your noses out of our internal affairs. Everyone knows what happened. Last week, President Clinton announced that the United States was delinking human rights from China's trade status and that China's MFN would be retained. It pays not to be a doormat."

SOUTH KOREA: "Bad Deal For U.S., Victory For China"

Conservative Segye Ilbo (5/27) held, "Torn between practicality and humanity, the United States has decided to renew China's MFN trade status, and some restrictions are being discussed as face-saving measures. This decision will badly hurt the credibility of the Clinton administration, and China will likely object strongly to the prospective restrictions. It's true that the United States did not have much choice, but the MFN renewal has surely proved to be a horrible deal for President Clinton.... On the other side of the ledger, China is triumphant."

"Practicality Over Moral Obligation"

Independent Joong-Ang Ilbo (5/27) opined, "The United States chose dollars over moral obligation. The year-long tug-of-war over the MFN renewal has finally ended in a triumph for China which maintained the upper hand throughout the battle. As President Clinton announced May 26 that the United States won't link human rights to trade, the president was taking back one of his campaign promises....

"China considers the renewal as a victory that it fought hard for and won, rather than a U.S. concession, but this view may endanger future U.S.-China cooperation on other issues.... Again, the administration's renewal will be harshly criticized as another inconsistency in the Clinton foreign policy. Its foundation much weakened this time, the administration will be at a great disadvantage when it encounters China on other difficult issues."

EUROPE

BRITAIN: "Nothing To Cheer About"

The conservative Sunday Times commented (5/29), "There was nothing to cheer about last week when President Clinton announced that he was continuing MFN trading status for China despite its bad human rights record. Not because his policy was necessarily wrong--by allowing pragmatic politics to override principle he delighted Beijing, London, Hong Kong and old Washington hands--but because of the way he went about it.... His performance once again illustrated a fatal weakness of his administration: There is now not a single aspect of foreign policy that candidate Clinton has sustained as president. In Bosnia, Haiti and Somalia he promised quick solutions and failed to deliver...."

"For China, the continuation of MFN is a triumph. Like so many other governments, it has learnt that under Clinton the last superpower talks tough but carries a broken stick. The lesson for other countries is quite clear: Clinton will never hold the line."

"Clinton's Comprehensive U-Turn"

Mr. Clinton's decision to renew China's MFN status was the lead item on BBC TV's Breakfast News (5/27). Washington correspondent Martin Sixsmith said: "It was a comprehensive U-turn by the president, not only extending China's trade privileges despite Beijing's continuing domestic repressions, but formally ending the link between MFN and human rights, which he himself had insisted on just a year ago...."

"BBC video pictures of China's forced labor camps made a genuine impression on Congress here, but the truth is that while Mr. Clinton sympathizes with Chinese dissidents, bigger interests are at stake."

"Embarrassing Climbdown"

The conservative Daily Telegraph's (5/27) front-page report was typical of the tone taken by the British press: "President Clinton yesterday announced a reversal of U.S. policy toward China by breaking the link between human rights and trade.... The announcement...completed an embarrassing climbdown from Mr. Clinton's demand for 'significant progress' in human rights."

"Clinton's Biggest Foreign Policy U-Turn"

In the view of the liberal Guardian (5/27), the process behind Clinton's "biggest foreign policy U-turn" was regarded by many critics "as typical of Mr. Clinton's wobbly grasp of foreign affairs."

FRANCE: "Most Important Change Of Course"

Private TF-1 TV declared (5/27), "It is the most important change of course (for Mr. Clinton) since his arrival at the White House.... Wishing to limit the negative impact of this new about-face, Bill Clinton said the move was only a tactical change, and that the strategy of promoting human rights had not changed.... Clinton has clearly chosen the side of realpolitik."

USIA/R/MR

"Clinton Replaces Intimidation With Cooperation"

Economic La Tribune (5/27) observed, "In the space of one week, Washington has radically changed its attitude toward the two principal Asian powers (with the decision on MFN status for China and, two days earlier, to reopen trade negotiations with Japan).... Having seen that threats produce limited results, as much for human rights as for the opening of markets, the president has changed tactics: For now, persuasion replaces intimidation."

GERMANY: "Carte Blanche As Lever"

Centrist Sueddeutsche Zeitung of Munich observed (5/31), "It must be feared that following the renewal of MFN status, Beijing will interpret its victory in this power struggle as *carte blanche* to take even more unscrupulous action against opposition members and minorities in the future. In any case, the increasingly arrogant Chinese government is getting even cockier after Clinton's decision: In its official statement, it goes so far as to call on the United States to stop its 'unjustified criticism' of China's human rights policy and finally lift all sanctions that were imposed since the Tiananmen massacre."

"Clinton's Loss Of Face"

Centrist General-Anzeiger of Bonn held (5/28), "Clinton bluffed and lost. One year ago, he had announced a new policy toward China which appeared to reflect determination.... One year later nothing had changed. China's old men made no bones about it that they had no intention to submit to Washington's threats. They knew who was holding the better cards: China is an important, promising trade partner for the United States and Europe. Thousands of U.S. companies benefit from free trade with China. No wonder they urged Clinton not to carry out his threats. The issue of 'human rights for foreigners' may mean a lot to Clinton, but 'jobs for Americans' mean a hundred times more."

"Clinton Took Right Course For Superpower"

Centrist Stuttgarter Zeitung's (5/27) editorial by Washington correspondent Juergen Koar said, "After a long struggle, Clinton has come to the conclusion that in some cases sticking to one's principles takes second rank to national interests. China is such a case. This is why MFN status will not be revoked this year either. There is too much at stake for the United States.... American big business has invested enormous amounts of money and billion dollar deals are about to be concluded. By all intents and purposes, the aging Beijing leadership cannot set the tone much longer."

"It would thus be wrong to isolate oneself from future developments by cutting trade relations and adopting a confrontation course with China. And last but not least, the United States depends on Chinese help in prompting North Korea to abandon its nuclear program. As a result, Clinton, too, is keeping ajar the door that Nixon pushed open two decades ago. The fact that he is demanding progress in human rights in China and further efforts in this area is just a fig leaf meant to conceal his concessions, which many of his party friends in Congress take offense at, but which are the only right policy to be adopted by the superpower."

ITALY: "Decision Runs Risk Of Making Everybody Unhappy"

Economic Il Sole-24 Ore (5/27) said, "The Clinton administration has renounced using the trade weapon to obtain more respect for human rights in China. 'This is not a retreat,' said USTR Kantor.... The White House decision, however, runs the risk of making everybody unhappy.... There are no disputes, however, regarding the administration's decision to normalize diplomatic relations with Vietnam."

BELGIUM: "Under Pressure, Clinton Decouples Human Rights, Trade"

BRTN radio (5/27) reported that "President Clinton has again conferred the MFN status to China.... He has uncoupled respect for human rights from the MFN status....(mainly) under pressure of the American business world."

CANADA: "One Of Most Humiliating Reversals In Recent History"

In the editorial opinion of the leading Toronto Globe and Mail (5/28), "As his opponents both at home and abroad have discovered, Mr. Clinton is endlessly flexible.... Mr. Clinton is Winston Churchill one minute, Neville Chamberlain the next. Nothing has highlighted this fault like the dispute over trade and human rights in China.... This Thursday Mr. Clinton was forced to make one of the most complete and humiliating reversals by any U.S. president in recent history.... Mr. Clinton could still recover. He is a brilliant communicator with a clear idea of what he wants to accomplish in office--two keys to successful leadership. But he will achieve nothing unless people believe he will do what he says he will do."

FINLAND: "China's Unconditional Victory Over Clinton"

Leading, independent Helsingin Sanomat lead editorial (5/29) said, "Clinton virtually unconditionally relinquished the stand he had during the election campaign and the policy he set last year as president. This time, Clinton's turnaround is not hesitant or veiled but open and drastic.

"China simply turned out to be too big a player in international politics and economy to be stripped of its role merely because of moral issues. China may also be too large and too self-sufficient to give in to outside pressure. Washington has now failed to carry out that test. If China begins to move toward democracy it will do so because of its own internal reasons and at its own pace."

"Trade Follows The Flag"

In the words of independent Aamulehti (5/31), "There is a saying that trade follows the flag. According to another, slightly modified saying, what is good for big American companies is good for the entire United States. The third claim is that U.S. President Bill Clinton's word cannot be trusted: He is 'Slick Willy' who says one thing and does another.

"With his decision to renew China's MFN status, Clinton has...proven the validity of the three allegations.... The Clinton administration believes--or at least it says it believes--that the chosen carrot is more effective than a stick....

USIA/R/MR

"But there is no credible evidence that China is more willing to do voluntarily something it has never agreed to do under pressure. On the contrary, China and many other fast-growing Asian countries are increasingly rejecting Western-style democracy which they see as promoting corruption and disorder."

MALTA: "Policy Reversal"

An editorial in the weekly Malta Independent (5/29) said, "President Bill Clinton's policy reversal on China has handed one more round of ammunition to critics...."

"The latest policy shift follows controversial reversals on Bosnia, Haiti and Somalia and mixed signals on how the United States would respond to nuclear weapons violations by North Korea. That leaves President Clinton still struggling to establish credibility as a world leader with a competent grasp of global security issues on the eve of his departure on Wednesday for Europe and ceremonies marking the 50th anniversary of D-Day."

NORWAY: "Clinton Gave In To Political Realities"

Leading independent conservative Aftenposten commenting that President Clinton "has given in to political realities," stated (5/28), "The most important question now is how best to work for a breakthrough in respect for human rights in China. The international community cannot be allowed to close its eyes to the atrocities that are happening both in China and Tibet. President Clinton is correct when he says that through expanded contact and cooperation with China on as many levels as possible, we can achieve much."

RUSSIA: "MFN Status For China To Stick"

According to reformist Segodnya (5/28), "Bill Clinton has extended without any strings the MFN trading status originally granted China over 10 years back. The matter has for long been in limbo, both president and Congress linking trade with China to her improving her human rights record. Under pressure from the business community warning of great financial losses to the nation as a whole, the American leader ended up feeling that prospering economic ties with China were more important for the United States than its insistence on China's human rights moves."

"Businessman Clinton Getting Better Of Democrat Clinton"

Leading liberal Izvestiya (6/27) ran Alexander Platkovsky's view that, "A year ago Bill Clinton undertook to get Peking moving on the human rights issue. Over the past few months Chinese authorities did let some of the jailed dissidents go. But, our Peking correspondent Vladimir Skosyrev tells us, new arrests have been made...."

"American human rights champions are riled by the president's wheeling and dealing and insist that the authorities in Peking are doing nothing to democratize. They are not getting a proper hearing though, it seems, from the officials in Washington, who are far more concerned to use ties with China to bolster US positions in Asia and the world over. U.S. diplomats also hope that Peking may help them rein in the intractable Kim Il-sung, who is busy developing nuclear weapons of his own."

"Washington appears also uneasy about mounting links between Moscow and Beijing. Moscow is plainly nowhere near challenging Washington on the Chinese markets, and yet the arms trade and growing contacts between the Chinese and Russian military have the Americans worried.

"Moscow is still going without the trade privileges granted China by the United States, missing from the list of the most favored trade nations."

SERBIA-MONTENEGRO: "Trade Before Human Rights"

Belgrade's pro-government Politika published a commentary by Washington correspondent Dusan Pesic (5/28) which concluded, "Several options circulated, but the view that trade and human rights are two separate issues, prevailed.... President Clinton, who has started criticizing President Bush for being 'mild' has had to make a shift in his own policy and do the same. But the critics should bear in mind that President Clinton said that economic interests should always come first. In that regard, his decision is no surprise after all."

SLOVENIA: "Clinton Avoids A New Cold War With Beijing"

Left-of-center Delo featured a commentary (5/28) by Beijing correspondent Zorana Bakovic under the headline above: "President Clinton has realized that the Chinese regime cannot be persuaded to change by economic and trade pressure. Official Beijing...will (celebrate) another victory.... The change in American policy toward China is nevertheless very important because Clinton has avoided a possible new Cold War.... If Beijing understands Clinton's decision as (giving China a) free hand in (the field of human rights), the consequences will be even more important and fatal.... It is hard to say whether Clinton's decision will help Chinese reformists who...will have to solve the problem of China's exhausted economic structure which American capital cannot revive."

SWITZERLAND: "Pressure On China"

The weekend edition of center-right Neue Zuercher Zeitung contended (5/28), "In his election campaign, Clinton put pressure on China to improve its human-rights record as part of his foreign policy.

"Thus he fell between two stools. Backed by the Congress, he linked rights with trade, telling the biggest nation in the promising East Asian region they couldn't have the latter without the former. But under pressure from domestic business interests, and faced with stubborn resistance from the Chinese, he ditched his demand. Ironically, he justified his turnabout with the same argument as his predecessor George Bush: Contact gets more results than isolation.

"So we have to accept that it has not so far been possible to stop the Chinese regime from treading human rights underfoot--or rights as we understand them. The Western-Christian system of values is less universal than we thought, and the growing self-confidence of East Asian countries makes our relations with them an ever more delicate matter."

"Bill Clinton Abandons Ideals, Caves in to China"

Centrist Tribune de Geneve's Washington correspondent Richard Anderegg (5/27) commented: "In avoiding a confrontation with China, the Democratic administration has abandoned any pretense of acting differently from the Republican Bush.... When the Chinese balked, the secretary of state was sent to Beijing to express American impatience. He came a cropper. Meantime, the Congress--worked on for months by trade and industrial interests, from aviation to big stores--signaled the danger of a trade war unleashed 'stupidly' for human rights.... Non-renewal of MFN would hurt both Chinese and Americans. Cancellation of Chinese orders could cost America 40,000 jobs. That is why Mr. Christopher, already preparing a discreet turnabout, rejoiced Monday that Beijing had freed a few dissidents and promised no longer to export prison-made goods. Bill Clinton, elected on a promise to 'moralize' diplomacy, has proved no different from his predecessors. His problem is that he still pretends he is."

TURKEY: "U.S. Approach Does Not Make Sense To Turkey"

Mustafa Balbay averred in Cumhuriyet (5/27) on page one: "American businessmen immediately moved in...and Clinton took a back step. Now China, which oppresses its domestic opposition, retains its MFN status, and Turkey is persecuted (for human rights violations). Is this the United States' human rights policy?"

MIDDLE EAST**EGYPT: "Interests Triumph Over Bright Slogans"**

Galal Dewidar wrote in influential, pro-government Al-Akhbar (5/29): "Naturally, in today's world, interests...triumph over principles and bright slogans. The human rights issue is one of these famous slogans.... There can be no argument about the importance of abiding by human rights, but this should not be taken an excuse for intervening in the internal affairs of others. President Clinton's decision to continue to grant China the status of the Most Favored Nation is of of this fact. He said that he will not link trade with the issue of human rights, which means that America's higher interests have the priority.... Undoubtedly, this decision was taken as a result of China's hard position against American pressures.... It is important to indicate that China's strong position stood on solid economic grounds.... It is also clear that looking to the economic interests and political strategies of the future was behind the American retraction which all U.S. Congressmen and businessmen supported.... This should alarm us that any violations concerning human rights should be treated in order to avoid a similar situation, that in many cases, aim at distorting [the reputation of countries] for political reasons."

ISRAEL: "Clinton Deserves Benefit Of Doubt"

The English-language, right-wing Jerusalem Post opined (5/31), "Once again there is a problem in assessing an action of this U.S. president. It is all too easy to say, as most commentators have, that this is another shifty, weak-kneed cave-in to expediency. However, as Clinton is trying to plow his own furrow in the post-Cold War field he inherited, such policy changes could just as well be courageous, intelligent and far-sighted...."

"Allowing China full rein to develop its economy along free-market lines may be the best long-term gift to its democracy campaigners, even if there are some short-term losses.... No one doubts Clinton's genuine concern about human issues either at home or abroad.... Clinton too deserves the same benefit of the doubt that he has recently granted Beijing."

"Billy The Kid Comes Of Age"

Liberal, Labor Party Davar judged (5/31), "President Clinton's decision is a correct and welcome move.... Clinton should not accept human rights violations, but Washington will not advance its interests by getting dragged into disputes stemming from basic cultural differences, such as its squabbling with Singapore over the whipping of a young American hooligan. What is more, China is not Singapore. China is an emerging economic giant, a key player in the balance-of-power game between Russia, Japan and India, a veto-holding member of the UN Security Council, and an important ally in Washington's effort to curb North Korea's nuclearization. Without China's support, Clinton has no chance of restraining Kim Il-sung."

SAUDI ARABIA: "Clinton's Decision Consistent With His Policies"

According to influential Al-Sharq Al-Awsat's Ali Ibrahim (5/31), "Clinton's decision to renew Beijing's MFN status is consistent with his policy from day one in the White House; that is to give top priority to economic issues and developing relations with a fast growing region in Asia."

SOUTH ASIA

BANGLADESH: "We Welcome Clinton's Decision"

Pro-left, Bangla-language Sangbad (5/30) pointed out, "This development highlights the fact that economies are global and interdependent. Economic interests tend to ignore political pressures. The United States now prefers to see the issue this way and hopes that the continuation of the MFN status for China will in the long run remove political limitations and obstacles in that country."

"Linking Trade, Human Rights Not In Best Interests Of U.S."

An editorial in independent Ittefaq (5/29) held, "The change in President Clinton's decision shows the new realization that the linking the U.S.-China trade relations with the human rights issues will not be in the best interest of the United States."

INDIA: "Clinton's Action Welcome As Watershed In U.S. Policy"

K. Subrahmanyam wrote for the independent Economic Times (5/31), "Clinton's...action is to be welcomed as the United States is coming to terms with the reality of the present day world. It is a watershed in the U.S. policy, recognizing that the world is not unipolar subject to the dictates of the United States.... These developments should make the United States realize that with the end of the Cold War and no Soviet threat, China, Japan and France are not under compulsion to accept the U.S. leadership...."

"India should appropriate lessons from this climbdown by the United States. It shows that if a major nation (including India) stands firm, the United States has to be reasonable."

"A Triumph Of Prudence"

An editorial in the independent Indian Express (5/28) stressed, "Clinton's eventual decision to delink the human rights issue from China's MFN status is a triumph of prudence. Too long have American do-gooders taken refuge behind coercive diplomacy to push what seems to them a cause of overriding importance. At best this has been an instance of American altruism going berserk. At worst it was threatening to be an unacceptable interference in China's internal affairs."

"U.S. Climbdown On Human Rights"

A page-one analysis by Washington correspondent C. Raja Mohan ran (5/28) under the headline above in the independent Hindu, "By delinking trade and human rights in its approach to China, the Clinton administration has taken a decisive step toward greater pragmatism in its foreign policy. The rhetoric on universal principles such as human rights is now giving way to a more realistic pursuit of national interest."

PAKISTAN: "China And The U.S."

The centrist News of Karachi said (5/31), "The U.S. decision to continue the (MFN) status of China is a victory of pragmatism over a misdirected penchant for advocating human rights. It reflects the acceptance of reality over the tendency to see political morality in abstract in a world where even the essential claim for a better quality of life is denied. Ever since America emerged as the 'sole' superpower, it found its new role difficult in an international polity where national interests tended to obfuscate cherished human values. There could never be an ideal situation when a blanket application of fundamental human rights was possible. At best the imposition would be selective, not in the terms of urgency for a right, but in the choice for a soft state. This implies that it would be a client nation of a power which would be open to political pressure...."

"In the welter of mental confusion, the United States realizes an irrevocable fact: That in a world troubled by myriad conflicts, China is the most important stabilizing factor in an economically powerful region. There is no substitute for it, except possibly anarchy that could envelope the world."

THE WHITE HOUSE
WASHINGTON

Date April 29, 1994

MEMO FROM: MAGGIE WILLIAMS

TO:

Rahm Emanuel	_____	Bernie Nussbaum	_____
Mark Gearan	_____	Howard Paster	_____
Marcia Hale	_____	John Podesta	_____
Charlotte Hayes	_____	Carol Rasco	_____
Alexis Herman	_____	Bob Rubin	_____
Nancy Hernreich	_____	Rex Scouten	_____
Harold Ickes	_____	Eli Segal	_____
Phil Lader	_____	Ricki Seidman	_____
Anthony Lake	_____	Nancy Soderberg	_____
Bruce Lindsay	_____	G. Stephanopolous	_____
Ira Magaziner	_____	Patsy Thomasson	_____
Mack McLarty	_____	Christine Varney	_____
Regina Montoya	_____	David Watkins	_____
<u>Mr. Mendoza</u>	<u>X</u>	_____	_____

The attached is for your:

Information X

Advice _____

Action _____

COMMENTS:

THE WHITE HOUSE
WASHINGTON

June 6, 1994

Otis Bivins
Northwest Station
P.O. Box 60954
Oklahoma City, Oklahoma 73146

Dear Mr. Bivins:

Thank you for your letter and resume.

I have forwarded your correspondence to
the Office of Presidential Personnel for
their review.

Sincerely,


Margaret A. Williams
Chief of Staff to the
First Lady

Northwest Station

P.O. Box 60954

Oklahoma City, Oklahoma 73146

April 18, 1994

The White House

Office Of The First Lady

Attn: Margaret Williams, Chief Of Staff To The First Lady

1600 Pennsylvania Avenue N.W.

Washington, D.C. 20500

Dear Ms Williams:

In view of the 3 months passed , and no response from you was ever received, I am wondering, did the postman fail to deliver my enclosed January 18th letter or was my request **FOR A HELPING HAND** asking too much of you?

Sincerely,


Otis Bivins

*Please
send Secret Service
After you send
a letter from me
saying I have
referred her
material
to person*

Northwest Station
P.O. Box 60954
Oklahoma City, Oklahoma 73146
January 18, 1994

The White House
Office Of The First Lady
Attn: Margaret Williams, Chief Of Staff To The First Lady
1600 Pennsylvania Avenue N.W.
Washington, D.C. 20500
Dear Miss Williams:

In reference to your statement (colored pink on the enclosed newspaper article), and by virtue of your political appointment position, plus acquaintance with Hillary Clinton before she became First Lady, you are affirmly recognized as a person with afforded advantages. Unless the pink colored statement on the enclosed newspaper article is a misquote, I (one of the less fortunate) would like to become a recipient of your obligatory help. Specifically, I would like to acquire what you have received (political appointment). Would there be an administrative position (actual or created) on your staff for me? I am available to help you, the First Lady, and President Clinton, to refine, achieve, and implement goals, programs, and ideas during the next three years. I will be receptive to whatever appointed position offered (Assistant, Special Assistant, Deputy Assistant, Staff Assistant, Confidential Assistant, Aide, etc.) in Washington, D.C. or elsewhere.

As a result of being devoid of a high profile social status, and not having gained a national reputation that is replete with the right contacts (who wield political clout) in high places, the traditional method of acquiring a political appointment in the Clinton Administration is closed to me. Admittedly, I am an anonymous person who is not a part of your inner circle nor am I someone you know on a first name basis. I am just an unemployed, common (as distinguished from prominent), ordinary guy, **ASKING YOU FOR A HELPING HAND** in acquiring an equal opportunity to serve. I do not possess a portfolio full of sterling credentials designed to evoke a favorable subjective or sensory image nor am I a political protege of a Democratic elite. I stand on my own merits as a loyal, intelligent, responsible, team player, with a genuine commitment to national public service. My secondary qualifications are in the form of personal resources which encompass an attitude of service, an energetic willingness to work hard in a persistent manner, and a unlimited capacity to learn quickly, plus a compelling desire to succeed. In addition, I possess a sound mind, flexibility, good judgement, common sense, and emotional stability.

If you feel a match exist between your current staff needs or potential staff needs, and my ability to satisfy those needs (as exemplified by the experience shown on my resume), why don't we further discuss my acquisition, and qualifications during a personal interview?

If by chance there is no room within your staff for me, any assistance you may care to render in my behalf by way of a recommendation, nomination or referral to someone else who can make a hiring decision, would be greatly appreciated.

Sincerely,
Otis Bivins

Enclosure: Resume

SECTION A—PAGE 4 THE BLACK CHRONICLE, THURSDAY, DECEMBER 2, 1993

Though Her Bosses Are in Spotlight, an Aide Tries to Stay in the Wings

WASHINGTON—Margaret Williams, Hillary Rodham Clinton's chief of staff, stood behind her desk in the Old Executive Office Building, her round, normally cheery face looking reluctant and resigned.

After several weeks of discussion, she had finally agreed to be interviewed, but now she was hedging, trying to negotiate the size of the article (small, she hoped) and trying to avoid being photographed.

"Phew!" she asked in a panicked voice. "You really need a photo."

Her boss is not a typical first lady, and Miss Williams is not a typical first lady's chief of staff. Indeed, she is the first to be an assistant to the president as well. While her duties involve counseling Mrs. Clinton on questions of image, they also include overseeing meetings on health care three times a week that include some of President Clinton's most senior aides.

Her dual duties are reflected in the location of her two offices, one in the West Wing of the White House, between Mrs. Clinton's and the office of the president's chief domestic policy advisor, Carol Rasmussen, and the other in the Old Executive Office Building where her staff works.

Despite her prominent position, Miss Williams says she prefers to stay out of the limelight.

"It's not that I'm shy—I just don't think this is part of my job," Miss Williams said. "I'm accountable to Mrs. Clinton, to the president, to the staff. There are just so many hours in the day."

Black, female and 38, Miss Williams uses to her advantage the invisibility and low expectations that often accompany assumptions about race, sex and youth.

"When people aren't worried about you, you don't have to worry about them," she said.

Colleagues describe Miss Williams as a smooth negotiator, while the president's counselor, David R. Gergen, calls her "one of the most organized people" in the administration.

"She is very decisive and to the point without being in your face," Mr. Gergen said. "When I first came here, people said, 'Why can't we do it as well as Maggie?'"

Miss Williams and Mrs. Clinton, who usually meet three times a day, have known each other since their days together at the Children's Defense Fund in the early 1980's, when Mrs. Clinton served on the board of the advocacy organization. Miss Williams eventually became the organization's director of communications.

At the White House, Miss Williams does everything from helping write speeches to organizing the schedule of the first lady, who has called her assistant "not only a superb chief of staff, but a great friend and advisor."

Miss Williams, who has been mentioned as a possible successor to Roy M. Neel, who is leaving as deputy chief of staff to Mr. Clinton,



"When people aren't worried about you, you don't have to worry about them," said Margaret Williams, Hillary Rodham Clinton's chief of staff. With her in her office is her nephew Max Perce.

Margaret Ann Williams
Born 1955, New York City
BA, Political Science, 1977, Cornell University
M.A., Communications, 1982, University of Pennsylvania
1983-1984, Staff member, Democratic National Committee
1984-1985, Staff member, Cooperative National Office
1985-1986, Staff member, National Black Leadership Initiative Project
1986-1987, Staff member, Children's Defense Fund
1987-1988, Staff member, Clinton campaign
1988-1989, Staff member, Clinton campaign
1989-1990, Staff member, Clinton campaign
1990-1991, Staff member, Clinton campaign
1991-1992, Staff member, Clinton campaign
1992-1993, Staff member, Clinton campaign

that government has a role in righting inequities. She is noted for hard work, but acquaintances also point to her sunny demeanor and quick wit.

"She is very spiritual," said Peggy Lewis, a friend who is now an anchor at WPLG-TV in Miami. "She is also very funny."

The women have known each other since they attended Trinity College, a predominantly white institution here. To introduce classmates

and faculty in the world of Black Washington, Miss Williams and Miss Lewis, who was the editor of the college's newspaper, once published an issue devoted entirely to Black concerns. As part of the effort, they also arranged for a Black poet, Nikki Giovanni, to speak on the campus.

The administrators "were surprised to wake up and find a totally Black issue in a white college," Miss

Lewis recalled. When officials questioned them about it, she said, "we justified it by using the college catalogue, which talked about being in an urban area, concerned with the problems that surrounded the school."

"We turned the brochure back on them," Miss Lewis said. "She was very good at strategy from the beginning and always a sense of self, a sense of culture and identity."

Her attitude toward hard work was planted by her family in Kansas City, Mo., and was nurtured in her first job as a secretary to Rep. Morris K. Udall, Democrat of Arizona. Miss Williams recalled that she came in one weekend to keep on top of her work and was surprised to find Mr. Udall there reading constituents' mail.

"He said, 'How else will I know what the people want?'" she recalled. "I thought that was the way the policy process worked, that that kind of effort informed the process."

She quickly learned that it was not a given, recalling that she was so angry with congressional lawmakers' reasons for not passing child care legislation backed by the Children's Defense Fund that she took the long way to work to avoid passing the Capitol.

In 1990, tired of the fight, Miss Williams entered the Annenberg School for Communication at the University of Pennsylvania.

Mrs. Clinton asked her to join Bill Clinton's presidential campaign, but Miss Williams chose to work on her master's thesis, an investigation of the relationship between Black reporters who work for mainstream media and Black public officials.

Finally, alarmed by the public perception of Mrs. Clinton, particularly after attacks on her during the Republican National Convention, Miss Williams agreed to join the

Clinton campaign in Aug. 1992.

Mrs. Clinton's prime topic is the administration's plan to reshape the health care system, as a result, so is Miss Williams.

The group she leads at the White House usually includes Melanne Verveer, Mrs. Clinton's deputy chief of staff and point person on health care; Mr. Gergen; George Stephanopoulos, the senior advisor to the president; Mark D. Gearan, White House communications director; Ira C. Magaziner, the president's health policy coordinator; and Jeff Eiler, who oversees strategy on the health care front.

Miss Williams spoke out forcefully when others in the White House suggested that the president retreat somewhat on his plan to revamp the nation's health care system this year.

And Thomas F. McLarty III, the White House chief of staff, said, "I don't know if it was ever seriously considered not moving forward on health care, but clearly Maggie Williams was an advocate of making it a centerpiece and doing it this first year."

Miss Williams said that she did not dismiss the criticism, but that neither did she dwell on it.

Otis Bivins
Northwest Station
Post Office Box 60954
Oklahoma City, Oklahoma 73146
(405) 524-6965 (Between 6:00am and 10:00am)

OBJECTIVE

Administrative Staff Position

SUMMARY OF QUALIFICATIONS

- * Over 14 years management, administrative & analytical experience in business & government.
- * Practical working knowledge of agency & business administrative activities at all levels.

PROFESSIONAL EXPERIENCE

Management

- * Directed Internal Control Program.
- * Directed Intergovernmental Personnel Act Program.
- * Directed Contract Students Program.
- * Directed Methods Improvement Program.
- * Directed Space Development & Allocation Program.
- * Assisted In The Direction Of A Wage Incentive Bonus Program.

Administrative

- * Reviewed, studied & evaluated suggestions.
- * Formulated job descriptions.
- * Reviewed, studied, evaluated, updated or eliminated standard operating procedures.
- * Revised & made change recommendations on proposed or actual organizational policies.
- * Developed a computerized auditing tracking system.
- * Conducted analytical studies of manpower utilization & managerial effectiveness.
- * Developed division long range plans.
- * Evaluated proposed realignments of mission, function & organizational structure.
- * Performed cost estimates.
- * Prepared performance appraisals.
- * Designed/redesigned forms & questionnaires.

Communication

- * Wrote reports, summaries, letters, memorandums, proposals, policies & instructions.
- * Addressed large & small groups, made presentations & chaired meetings.

WORK HISTORY

1990-1993	Research Analyst	BFRS Corporation	Oklahoma City, Oklahoma
1983-1989	Management Analyst	Federal Government Agencies	Alexandria, Virginia
1978-1982	Intelligence Analyst	United States Army	Panama, Canal Zone
1976-1978	Staff Industrial Engineer	Xerox Corporation	Webster, New York
1974-1976	Plant Industrial Engineer	Oscar Mayer & Company	Chicago, Illinois

EDUCATION

M.B.A.	University Of Southern California	Business Administration
B.S.	University Of Arizona	Public Administration
A.A.	Pima Community College	Liberal Arts

THE WHITE HOUSE

WASHINGTON

Date 6/1/94

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Limo	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	<u>X</u>
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	_____	___

The attached is for you:

Information ___

Advice ___

Action X

COMMENTS:

Please say "no". If you are willing to give a call that would be great.

To Maggie
Date 5/31 Time 4:05

WHILE YOU WERE OUT

M. Melvin Forbes
of CADA (Corp. against Drug Abuse)

Phone 202 338 0654
Area Code Number Extension

TELEPHONED	☒	PLEASE CALL	☒
CALLED TO SEE YOU	☐	WILL CALL AGAIN	☐
WANTS TO SEE YOU	☐	URGENT	☐

RETURNED YOUR CALL ☐

Message He sent a letter asking
Mrs Clinton to be the honorary
Chair for the program honoring
Betty Ford on Aug 31. He
wants a response.

KS
Operator



AMPAD
EFFICIENCY®

23-023 CARBONLESS

05/04/94

15:37

202 338 0650

CADA

001

CADA
CORPORATION AGAINST DRUG ABUSE
WASHINGTON, D.C.

5/4/94

To: Marsha McDonald

Fax Number: 202/456-6244

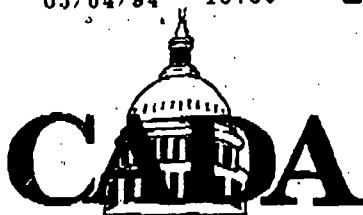
From: Melvin Forbes

Number of pages in this transmission: 2 w/cover

Message: Per Jim Whitehead.

Corporation Against Drug Abuse
1010 Wisconsin Avenue, N.W.
Suite 250
Washington, D.C. 20007-3603
(202) 338-0654 • FAX (202) 338-0689

"Connecting Business to the Community"



CORPORATION AGAINST DRUG ABUSE

1010 WISCONSIN AVENUE, N.W., SUITE 250

WASHINGTON, D.C. 20007

(202) 338-0654 • FAX (202) 338-0689

CHAIRMAN
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American Management Systems
PRESIDENT & CEO
Melvin Forbes
MCI Communications Corp.
SECRETARY/TREASURER
Frederick G. Heston, Jr.
Ernst & Young
FOUNDING CHAIRMAN
E. J. Marshall
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FOUNDING PRESIDENT
Helen Ross Giller

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Eric D. Weiss
Giant Food, Inc.
Marty Whitson
Nordstrom
Judith B. Willis
Confidential Information and
Verification Services

Mrs. Hillary Rodham Clinton
Office of the First Lady
Scheduling & Advance
Old Executive Office Building
Room 185 1/2
Washington, DC 20500

Dear Mrs. Clinton:

I would like to request your participation as the Honorary Chairperson of the Corporation Against Drug Abuse (CADA) Fourth Annual Awards gala to be held on August 31, 1994 in Washington. This year we are honoring Former First Lady Betty Ford for her continued leadership in fighting substance abuse. Mrs. Ford has agreed to personally accept the award.

I have enclosed some information regarding CADA for your review.

It would be wonderful to have a former First Lady, who has dedicated so much of her time to improving the health of America, to be honored by our current First Lady, who is dedicating so much time to the important issue of health care reform for all Americans.

I look forward to hearing from your office soon, and thank you for taking the time from your busy schedule to consider our invitation.

Warmest regards,

Melvin Forbes
President & CEO

cc: Dr. Lee P. Brown, Director, ONDCP
Margaret Williams, Chief of Staff, Office of the First Lady
Patti Solis, Director, Office of Scheduling and Advance
Larry Wallace, Esq.
Jim Whitehead

"Connecting Business to the Community"

May 5, 1994
① cc: Evelyn for award
② P event

THE WHITE HOUSE
WASHINGTON

Date 6-1-94

MEMO FROM: MAGGIE WILLIAMS

TO:

Rahm Emanuel	_____	Bernie Nussbaum	_____
Mark Gearan	_____	Howard Paster	_____
Marcia Hale	_____	John Podesta	_____
Charlotte Hayes	_____	Carol Rasco	_____
Alexis Herman	_____	Bob Rubin	_____
Nancy Hernreich	_____	Rex Scouten	_____✓
Harold Ickes	_____	Eli Segal	_____
Phil Lader	_____	Ricki Seidman	_____
Anthony Lake	_____	Nancy Soderberg	_____
Bruce Lindsay	_____	G. Stephanopolous	_____
Ira Magaziner	_____	Patsy Thomasson	_____
Mack McLarty	_____	Christine Varney	_____
Regina Montoya	_____	David Watkins	_____
_____	_____	_____	_____

The attached is for your:

Information ✓

Advice _____

Action _____

COMMENTS:

CHRIS OSBORNE

portrait painting

lex

51 Duffield St. Brooklyn New York 11201 718-237-4098

Marjorie Williams,
Chief of Staff/Office of the First Lady
The White House
Washington, D.C. 20500

Dear Ms. Williams,

Please accept my apology if I have addressed you incorrectly; a friend of mine in journalism referred to you as Marjorie, in print I have seen Margaret.

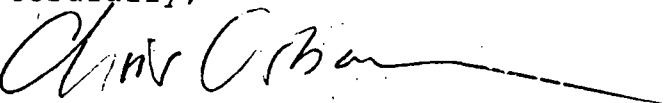
Recently it came to my attention that Mrs. Clinton may be seeking an artist (possibly a female artist) to paint the First Lady Portrait. With your kind permission I am submitting reproductions from my portfolio for review. Please bear in mind that all but a few of these paintings are measured on a grand scale (average 6 ft. square), although I work in all sizes. My fees are negotiable, as specifics are discussed between myself and a client with regard to size, concept, design, etc.

As an aside, I would like to mention that I currently manage the Jazz & Vocal departments at Tower Records in Manhattan next to Lincoln Center. As a devotee of the music, I find it richly inspiring and the greatest backdrop to the execution of art. I am pleased with this blend in my life.

I am an honest admirer and supporter of Mrs. Clinton, and firmly voted for her husband. It would be a pleasure to be under her consideration.

Thank you for your time and attention.

Cordially,


(Ms.) Chris Osborne

Encl: 12

THE WHITE HOUSE

WASHINGTON

Date 6-1-94

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Lino	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	<u>✓</u>		___

The attached is for your:

Information ___

Advice ___

Action ✓

COMMENTS:

*Jennifer - Can you
please answer?*

Anne M. Winthrop

*Transfer
can
you please
answer*

Attorney at Law
and
Counselor

Suite 235
6632 Telegraph Road
Bloomfield Hills, Michigan 48301
(810) 353-2552
FAX (810) 737-4665

May 23, 1994

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

RE: Health Care Reform Plan-- Proposal: TAX NON PROFIT COROPORATIONS

Dear Ms. Williams:

Enclosed is a copy of a letter I sent to Mrs. Clinton regarding my ideas and suggestion to help fund the National Health Care Reform Plan she is promulgating. I anticipate that my letter to her will get lost among millions of others and that your mail load may be less in volume thereby allowing my idea to be presented to her through you.

Thank you for your consideration.

Very Truly Yours,

Anne M. Winthrop

ANNE M. WINTHROP

AMW/
Enc.

THE WHITE HOUSE

WASHINGTON

Date 6-1-94

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Lino	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	<u>✓</u>	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	_____	___

The attached is for your:

Information

Advice ✓

Action

COMMENTS:

*Lisa - Have you seen?
Where are we on NBC?*

CHIEF OF STAFF TO THE PRESIDENT
THE WHITE HOUSE

May 20, 1994

① Massive William

② Disl

Mr. Tom Brokaw
NBC
30 Rockefeller Plaza
Room 324
New York, NY 10112

Dear Tom:

As always, I enjoyed our time together Thursday. I never thought I would conclude that sojourning to New York would provide a respite and an opportunity to consider oneself in the real world. However, given the recent press of business in the White House, I found that to be the case.

Your comments and insights are always helpful to me, and I very much appreciate our relationship.

Your upcoming two hour health care special has the makings of a serious discussion of a critical issue. The framework you outlined to me is right on point, in my view, and two hours should give you an adequate opportunity to discuss the critical areas of health care reform. I will personally visit with Hillary regarding her participating in your program, given the guidelines we discussed.

Again, thank you for your usual personal and professional courtesies. I regret we

Wise
Have
you seen
HABO

When are
we on
NBC

THE WHITE HOUSE

WASHINGTON

Date 6-1-94

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Lino	✓
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	___	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	_____	___

The attached is for you:

Information ✓

Advice ___

Action ___

COMMENTS:

*Diane - okay -
FYI - Patti / Evelyn*

OKay

May 27, 1994

Diane
Fyll Patti
Evelyn

Maggie:

Kelly Craighead would like to change her vacation plans from June 15 - 17 to June 16 - 27. Is this O.K. with you?

Diane

Copy to:
Patti
Evelyn
file (vacation)
(Diane file)

THE WHITE HOUSE

WASHINGTON

Date 6-1-94

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	<u>✓</u>
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Limo	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	<u>✓</u>	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	<u>✓</u>	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	___	___

The attached is for your:

Information ✓

Advice ___

Action ___

COMMENTS:

Lisa
Weel
Kaver



Hearst Entertainment

Hearst Entertainment
Distribution

235 East 45th Street
New York NY 10017

TEL 212 455-4000
FAX 212 986-8463
TWX 710 581-2391

May 25, 1994

Ms. Maggie Williams
Chief Of Staff
Office of Mrs. Hillary Clinton
The White House
Washington, D.C. 20500

RE: REDBOOK ABC TELEVISION SPECIALS

Dear Maggie:

We are currently in production on some major television specials which will be broadcast on ABC-TV during one entire week this August.

The Redbook Television Specials will be a series of five one-hour, magazine-format programs produced and flavored with the spirit of Redbook Magazine. These issue-oriented shows will contain informative lifestyle features executed with an intelligent approach. Our aim is to be inspirational and solution-oriented for a predominantly female audience.

We would like to tape a feature segment for our program incorporating Mrs. Clinton. The concept of the segment is "**Spending A Day With The First Lady.**" We will find a woman who reveres Mrs. Clinton with respect and admiration. The idea is to have our video crew follow Mrs. Clinton and that woman as she accompanies her for an entire work day.

It will be an honorable, exciting and delightful way to observe a day in the life of The First Lady, and see it from the perspective of a regular person, not a journalist.

Our production window will let us do this anytime in June.

Please let me know ASAP if we can arrange this or if you have any questions. My direct line is 212-455-4025. Or fax me at 212-682-9763.

I anxiously await your prompt and positive response.

Yours truly,

Steve Forrest
Producer/ Executive In Charge of Talent

THE WHITE HOUSE

WASHINGTON

Date 6-1-94

MEMO FROM: MAGGIE WILLIAMS

TO:

Milli Alston	___	Neel Lattimore	___
Pam Barnett	___	Evelyn Lieberman	___
Anne Bartley	___	Diane Limo	___
Liz Bowyer	___	Capricia Marshall	___
Lisa Caputo	<u>✓</u>	Ann McCoy	___
Kelly Craighead	___	Alice Pushkar	___
Karen Finney	___	Sarah Ryan	___
Sara Grote	___	Patti Solis	___
Julie Hopper	___	Ann Stock	___
Carolyn Huber	___	Melanne Verveer	___
Jennifer Klein	___	___	___

The attached is for your:

Information ___

Advice ✓

Action ___

COMMENTS:

*Lisa -
your thoughts -*

Maggie Williams



CHIEF OF STAFF TO THE PRESIDENT
THE WHITE HOUSE

May 25, 1994

Ms. Wendy Walker Whitworth
Larry King Live
CNN
820 First Street, NE
Washington, DC 20002

Dear Wendy:

Your plea of May 20th is received, noted,
and appreciated, and, most importantly,
will be fully considered.

I loved your personal note. It made my
entire day.

Personally,

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

Mack McLarty

Does anyone
need a copy?

uncl-

uncl-

THE WHITE HOUSE
WASHINGTON

Date May 31, 1994

MEMO FROM: MAGGIE WILLIAMS

TO:

Rahm Emanuel	_____	Bernie Nussbaum	_____
Mark Gearan	_____	Howard Paster	_____
Marcia Hale	_____	John Podesta	_____
Charlotte Hayes	_____	Carol Rasco	_____
Alexis Herman	_____	Bob Rubin	_____
Nancy Hernreich	_____	Rex Scouten	_____
Harold Ickes	<u>X</u>	Eli Segal	_____
Phil Lader	_____	Ricki Seidman	_____
Anthony Lake	_____	Nancy Soderberg	_____
Bruce Lindsay	_____	G. Stephanopolous	_____
Ira Magaziner	_____	Patsy Thomasson	_____
Mack McLarty	_____	Christine Varney	_____
Regina Montoya	_____	David Watkins	_____
<u>Lori McHugh</u>	<u>X</u>	<u>Pat Griffin</u>	<u>X</u>

The attached is for your:

Information X

Advice _____

Action _____

COMMENTS:

For your information

kinko's

Your branch office

1514 Washtenaw Avenue
Ypsilanti, Michigan 48197
(313) 487-3008

(313) 487-0808 FAX

OPEN 24 HOURS

Date
Time

5/27/94 # of Pgs 13

COVER PAGE IS FREE!

To: Ms. Maggie Williams - Chief of StaffFax No.: 313-487-4566244

Phone No. (not required): _____

From: Ms. L. K. Weathers

Fax No. (if different from Kinko's): _____

Phone No.: 313-481-8255 (dwp) or 313-4827658Additional Information: Per my telephone call on
Wednesday 5/26/94 please review and
respond

Kinko's provides public fax service. We are not responsible for the contents
of any transmissions or receptions or for any fees associated with them.

12024566244: # 2/14

Kinko's Ypsilanti

5-26-94 : 8:24PM

SENT BY:

May 27, 1994

7 Mrs. Maggie Williams -

I am a born again Christian
who voted for Mr. Clinton.

I receive this type information
from Pat Robertson - often; therefore,
I am forwarding it to you. Hopefully,
there is some way to rebut this
information. Thanks.

Lynne L. Hunter
236 Wilson Ave.
Ypsilanti, Mi 48197

FIRST CLASS



Christian Coalition

REFERENDUM PROCESSING CENTER
P.O. BOX 1990
CHESAPEAKE, VIRGINIA 23327-1990

Survey Enclosed
Please Process Immediately



Your
First Class
Stamp
Here

FIRST CLASS



EDICINE M

S. Senators. I have also

ne Plan. To help you mobilize
ed Medicine Plan, here is my

or \$ _____

cannot make one of the
sted donations to become
r in this campaign. But
to help cover your cost to
postcards, process my
and distribute the results.

your check payable to:
IAN COALITION

AA0462

vers will be kept

use the feature in
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abortion-on-demand,
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ose the feature in the
as live-in homosexual
a same health benefits
couples?

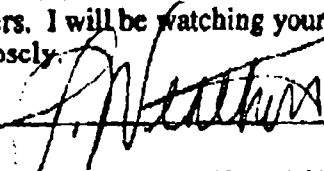
e Survey
se Side

Detach, stamp and mail postcards - Return rest of form to CHRISTIAN COALITION

Dear Congressman:

As a voter in your district, I urge
you to vote ~~NO~~ ^{Yes} on President
Clinton's plan to put our health care
system under government control.
Socialism failed in the Soviet Union,
and everywhere else it's been tried.
There's no reason to think socialism
can work for American health care.

I do not want government
bureaucrats choosing my doctor and
hospital for me. And I most certainly
do not want a health care plan that
uses my tax-dollars to pay for
abortions and distribute condoms to
teenagers. I will be watching your
vote closely.

Signed: 

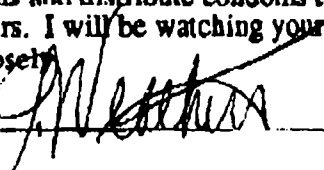
YOUR
FIRST CLASS
STAMP
HERE

Congressman William D. Ford
U.S. House of Representatives
Washington, D.C. 20515-2213

Dear Senator:

As a voter in your state, I urge
you to vote ~~NO~~ ^{Yes} on President
Clinton's plan to put our health care
system under government control.
Socialism failed in the Soviet Union,
and everywhere else it's been tried.
There's no reason to think socialism
can work for American health care.

I do not want government
bureaucrats choosing my doctor and
hospital for me. And I most certainly
do not want a health care plan that
uses my tax-dollars to pay for
abortions and distribute condoms to
teenagers. I will be watching your
vote closely.

Signed: 

YOUR
FIRST CLASS
STAMP
HERE

Senator Donald W. Riegle Jr.
U.S. Senate
Washington, D.C. 20510-2201

Dear Senator:

As a voter in your state, I urge
you to vote ~~NO~~ ^{Yes} on President
Clinton's plan to put our health care
system under government control.
Socialism failed in the Soviet Union,
and everywhere else it's been tried.
There's no reason to think socialism
can work for American health care.

I do not want government
bureaucrats choosing my doctor and
hospital for me. And I most certainly
do not want a health care plan that
uses my tax-dollars to pay for
abortions and distribute condoms to

YOUR
FIRST CLASS
STAMP
HERE

Senator Carl Levin
U.S. Senate
Washington, D.C. 20510-2202

National Referendum on the Clinton Health Plan

6. Do you think it's fair that, under the Clinton plan, taxpayers who live responsibly will be forced to shoulder the burden of providing full health care coverage to drug addicts, prostitutes and promiscuous homosexuals, who will not be penalized in any way for their self-destructive lifestyles?

☐ Yes, I think this is fair

☐ No, I don't think this is fair

☐ I am undecided

7. Would you be more or less likely to vote to re-elect your Representative or two Senators if they voted for the Clinton Health Plan?

☐ More Likely

☐ Less Likely

☐ Undecided

☐ I absolutely would not vote to re-elect such a person.

8. Do you think the enormous new taxes that will be required to fund Clinton's TRILLION DOLLAR Health Plan are more likely to help the economy or damage the economy?

☐ I think this will help the economy

☐ I think this will damage the economy

☐ I am undecided

9. Will you send a contribution to support Christian Coalition's nationwide campaign to mobilize millions of Christian voters to pressure Congress to REJECT President Clinton's Socialized Medicine Plan?

☐ Yes

☐ No

If you answered "YES" to question #9 above, please be sure you've completed the Reply Memorandum on the front of this form and include your best gift when you rush this survey back to the Christian Coalition REFERENDUM PROCESSING CENTER.

How Your Participation In This Survey Will Make a Difference

We plan to poll at least 2,000,000 Christians, representing every area of the country -- including yours. We will distribute the compiled results to all 535 members of the House and Senate, President Clinton, his top advisors and the news media.

Just as Christian Coalition's past surveys have had a major impact on legislation before the Congress, we believe this survey will send a strong message to Congress that America's Christian voters are strongly opposed to President Clinton's Socialized Medicine Plan.

The Christian Coalition is a non-profit organization under IRS Code 501(C)(4). Contributions, including membership fees, are not tax-deductible because they are used to influence legislation. Corporate and business contributions are welcome. The Christian Coalition is not affiliated with any political party and does not endorse any candidates for elected office. A copy of our financial statement may be obtained from the Virginia State Division of Consumer Affairs, P.O. Box 1183, Richmond VA 23206.

Your gift to Christian Coalition of \$15 or more entitles you to receive . . .

- Invitations to Christian Coalition conferences, legislative seminars, and citizen action workshops.
- A free subscription to **THE CHRISTIAN AMERICAN** (the flagship newspaper of Christian Coalition) to keep you informed on issues of vital importance to Christians.
- Our **RELIGIOUS RIGHTS WATCH** newsletter — a newsletter published by Christian Coalition to alert you to anti-Christian bigotry and threats to your religious freedoms.

Your generous gift will help us . . .

- Contact millions of Americans through the mail to tell them the facts about Clinton's dangerous Socialized Medicine Plan.
- Jam the Clinton administration and swamp congressional mailboxes with thousands of messages protesting from Christians across America.
- Broadcast radio coverage and publish newspapers in 40 congressional districts which we've identified as crucial "undecided swing votes" on this issue).



Christian Coalition

STOP SOCIALIZED MEDICINE REPLY MEMORANDUM

- 1 Pat, I've detached, signed and mailed my postcards to my Congressman and two U.S. Senators. I have also
c pleted the NATIONAL REFERENDUM ON THE CLINTON HEALTH PLAN, and ...

Please count me in on your nationwide campaign to defeat the Clinton Socialized Medicine Plan. To help you mobilize millions of Christian voters to pressure Congress to REJECT President Clinton's Socialized Medicine Plan, here is my emergency contribution of: ☐ \$15 ☐ \$25 ☐ \$50 ☐ Other \$ _____

W:

Lavada K. Weathers
236 Wilson St.
Ypsilanti, MI 48197-4506

A standard linear barcode representing the address information above it.

- ☐ I am sorry I cannot make one of the above-suggested donations to become a full-partner in this campaign. But here is \$6.50 to help cover your cost to mail me my postcards, process my referendum and distribute the results.

Please make your check payable to:
CHRISTIAN COALITION

AA0462

National Referendum on the Clinton Health Plan

INSTRUCTIONS: Please mark one answer for each question. Your specific answers will be kept confidential. Only the overall tabulated results will be released.

- 1. Do you agree with President Clinton that government should choose your doctor and health plan for you, or do you think you should choose?**

- ☐ I should choose my doctor and health plan
- ☐ Government should choose my doctor and health plan for me
- ☐ I am undecided

- 2. How concerned are you that the Clinton Health Plan will lead to the "rationing" of health care with people having to wait months, even years, for basic medical treatment -- just like in other socialist health care systems around the world?**

- ☐ Very Concerned ☐ Concerned
☐ Not Concerned ☐ Undecided

- 3. How concerned are you that the Clinton plan will lead to shortages of basic health care, the warehousing of senior citizens in hospital hallways, and will ultimately deny life-saving**

- 4. Do you support or oppose the feature in President Clinton's Health Plan that will provide full-funding for abortion-on-demand, for any reason whatsoever, right on up through the ninth month of pregnancy, at taxpayer expense?**

- ☐ I oppose this policy
☐ I support this policy
☐ I am undecided

- 5. Do you support or oppose the feature in the Clinton plan which gives live-in homosexual "domestic partners" the same health benefits as traditional married couples?**

- ☐ I oppose this policy
- ☐ I support this policy
- ☐ I am undecided

INVESTMENT & CREDIT

The Washington Post

WEDNESDAY, FEBRUARY 16, 1994

Christian Coalition Launches Effort Against Clinton Plan

*We need every
Christian Coalition
friend & supporter
to give something
if we are to
meet this
budget and
defeat the
Clinton plan.
Thanks!
Pat*

The Christian Coalition jumped into the health care debate yesterday, promising to spend \$1.4 million to defeat President Clinton's reform plan, which it described as a "bureaucratic, Byzantine, European-style syndicalist nightmare."

Ralph Reed, the group's executive director, said the coalition would run radio ads in 40 congressional districts, distribute 30 million Norman Rockwellesque postcards in 60,000 evangelical and Roman Catholic churches, purchase newspaper ads and hold a series of five regional forums, beginning this weekend, to try to rally public opinion against the Clinton plan.

Reed said the \$1.4 million project is the biggest lobbying campaign the Christian Coalition has undertaken and said it was about twice the size of the effort mounted in behalf of Clarence Thomas during confirmation proceedings on his nomination to the Supreme Court in 1991.

Reed said the Christian Coalition, a conservative group founded by religious broadcaster and onetime presidential candidate Pat Robertson, opposes the Clinton plan for both moral and practical reasons.

He charged that the Clinton plan would produce rationing and long lines, penalize two-parent families with higher insurance rates, and eliminate jobs through the employer mandate provision that requires employers to pay 80 percent of their employees' insurance costs.

But Reed also said the plan's coverage of abortion in the basic benefits package

was "wrong and immoral" because it would force people to pay for abortions "against their conscience." He said it would reverse a hard-fought victory by abortion opponents to prohibit government funding of abortions, which he called "one of the watershed issues of the decade."

Reed appeared at a news conference with William Kristol, a conservative Republican who has played an influential role in the debate by arguing that there is no health care crisis in the nation. Kristol privately had urged the coalition to undertake such a program in the belief that a grass-roots lobbying campaign could help shift public opinion enough to defeat Clinton's plan.

Reed said radio ads will air initially in districts of members of the House Energy and Commerce Committee, one of the key committees handling the health care legislation. They will air on Christian, country and news-talk radio stations and the average listener will hear them three to four times daily, he said.

The postcards, which show a scene of a family doctor preparing a redheaded boy for a shot while his mother looks on lovingly, will be given out in churches in batches of three—one each for a churchgoer's senators and House member. "Don't let bureaucrats decide my family's choice of a doctor," the cards say.

—Dan Balz

McCaughey article on the Clinton plan, The New Republic, February 7, 1994.



Christian Coalition

Pat Robertson
Founder and President

Ralph Reed
Executive Director

Dear Christian Friend,

Even though you and I have never met personally, I am writing to you because I have reason to believe that you may be as alarmed as I am at President Clinton's proposed government takeover of health care in America.

I urgently need your help to stop it from passing into law.

Because, if passed, not only will this socialist style Health Plan bankrupt businesses with huge crushing new taxes and ruin health care in America ...

... but Clinton's proposed health system will become a powerful engine driving the Left's radical social agenda. That's why I'm asking you to take a moment right now to please,

- 1) Complete and return the enclosed NATIONAL REFERENDUM ON THE CLINTON HEALTH PLAN;
- 2) Sign and mail the enclosed pre-addressed postcards to your Senators and Congressman urging strong opposition and a "NO" vote on the Clinton Socialized Medicine Plan;
- 3) And, if at all possible, will you please consider sending a gift of \$15, \$25 or perhaps even more today to help Christian Coalition contact and mobilize millions of Christian and pro-family voters to pressure Congress to reject the Clinton Plan?

Your help is so important, because a complete government takeover of our health care system will enable the Left in Washington to impose a radical social agenda on America.

If the Clinton Health Plan is passed, we will soon see:

- >> Full-funding for abortion-on-demand right on up through the ninth month of pregnancy;
- >> The nationwide distribution of condoms and birth control devices to young children in public schools through so-called "school-based clinics" (the Clinton Plan calls for \$1.9 BILLION of our tax money to be spent on these "school-based" clinics and mandatory sex education classes for children beginning in kindergarten); and
- >> Full coverage for drug addicts, prostitutes and promiscuous homosexuals, who will not be discouraged in

P.O. Box 1990 • Chesapeake, Virginia 23327-1990

any way for their self-destructive behavior.

... and you'll be paying for it all with your tax dollars!

And there's nothing you will be able to do about it, because it will all be mandated by law. You won't be able to opt out.

You'll have no choice but to pay for and use this government system -- which will have ONE TRILLION DOLLARS of our tax money at its disposal to promote and fund causes and "alternative" lifestyles objectionable to the vast majority of Americans.

To give you an idea of how frightening this prospect is for America, just look at the extremists and radicals who will be running our health care system if the Clinton Plan passes.

There's Joycelyn Elders, who is the U.S. Surgeon General.

Elders says she wants to see a day when every teenage girl carries a condom in her purse on dates ... and when sex-education classes are required for children as young as kindergarten.

Elders stunned many parents when she said:

"We've taught our children in driver's education what to do in the front seat, and now we've got to teach them what to do in the back seat."

She has repeatedly insulted pro-life Americans, once saying we must "get over our love affair with the fetus." And in one especially shocking statement, Dr. Elders called homosexual sex "wonderful" and "healthy."

Then there's Donna Shalala, Clinton's Secretary of Health and Human Services, who will be in charge of administering his Health Care Plan.

Shalala is another pro-abortion radical who was dubbed the "High Priestess of Political Correctness" when she was the Chancellor at the University of Wisconsin.

Then there's Clinton's AIDS Czar, Kristine Gebbie, who makes a habit of ridiculing people of faith and complains that America is a "repressed Victorian society" that "denies sexuality early, denies homosexual sexuality -- particularly in teens."

Incredible as it may seem, Kristine Gebbie, actually believes young people aren't having enough sex!

Is this really the person we need in charge of stopping the spread of AIDS in America?

These are the kinds of people who will be dictating health

care options for you and your loved ones if the Clinton Health Care Plan passes.

These are kinds of people who will determine what kinds of health care services will be provided, who will receive treatment, and who won't.

And abortion-funding, condom distribution to teenagers, mandatory sex education classes (i.e. indoctrination) for children as young as kindergarten, along with huge subsidies for "alternative" lifestyles are major items on their agenda.

Do you really want these people dictating America's health care options?

The Clinton Socialized Medicine Plan will not only be another inefficient, poorly run, TRILLION-DOLLAR bureaucratic government boondoggle wasting your tax money ...

... it will be a "stealth weapon" that radicals in the Clinton Administration (people like Joycelyn Elders, Donna Shalala and Kristine Gebbie) will use to erase from our nation the last vestiges of the traditional moral values that made America great.

No doubt, the NATIONAL ABORTION RIGHTS ACTION LEAGUE, the NATIONAL ORGANIZATION FOR WOMEN, PLANNED PARENTHOOD, and extremist gay organizations like ACT-UP are cheering the Clinton plan -- as your tax dollars will be used to fund their pet causes.

Now please don't get me wrong. I am fully aware that our current health care system is too expensive and needs reform.

But President Clinton's idea of a complete government takeover of health care in America is certainly not the answer.

Can you think of one example where a government takeover of anything made it less expensive or made it work better?

It's simply wrong to think the government will run our health care system any better than it's handled the S&L crisis (which has cost taxpayers an estimated \$700 billion because of incredible government mismanagement, incompetence and corruption).

A government-run health care system would combine the efficiency of the Post Office with the compassion of the I.R.S.

Under the Clinton Plan, we will have HEALTH CARE RATIONING, with government bureaucrats deciding whether you deserve treatment for your illness or injury, and when you can get treatment.

If the Clinton Plan passes, we will soon see long waiting lists for basic medical needs, with government bureaucrats choosing your doctor and hospital for you.

And we will see younger patients being given preference over

the elderly, the infirm and the disabled for vital, life-saving surgery. How do I know?

Because this is exactly what's happened in every government-run health care system that's ever been tried.

As we have all seen, socialism didn't work in the Soviet Union, and it won't work for American health care.

Yet this is exactly what President Clinton is proposing -- a Socialist government-run health care system for America, with extremists like Joycelyn Elders, Donna Shalala and Kristine Gebbie in charge!

But there's an even more outrageous feature of the Clinton Health Plan.

If you ever find that you are in desperate need of immediate medical care and, therefore, try to avoid the waiting lists by paying the doctor of your choice with your own money, you will be a federal felon ... and so will your doctor.

That's right!

The Clinton Plan will turn decisions about who gets treatment and who doesn't over to government bureaucrats. And if you don't like their decisions, it won't matter.

You'll be stuck with whatever THEY decide.

In addition, the Clinton Plan will almost certainly bankrupt thousands, perhaps millions of small businesses and cause massive layoffs and economic hardship.

That's because the Clinton Administration plans to hit businesses with a huge new payroll tax of up to seven percent to pay for this plan.

And that's just the beginning!

In reality, Bill Clinton will need to raise taxes much more than this to fund his program ... because his TRILLION DOLLAR health care system will heap an estimated \$10,000 in expenses each year on the average American taxpayer!

This will be a crushing tax burden for families struggling to feed their kids, keep a roof over their heads and make ends meet.

A recent study by respected economists reports that the crushing tax burdens imposed by the Clinton Health Plan would cause up to 1,000,000 (ONE MILLION) Americans to lose their jobs and would put another 18 MILLION jobs at risk!

If all this alarms you as much as it does me, then you'll

understand why it's so critically important that you please,

- 1) Complete the enclosed NATIONAL HEALTH CARE REFERENDUM;
- 2) Sign and mail your pre-addressed postcards directly to your Congressman and two U.S. Senators; and
- 3) Please send your best gift to Christian Coalition today to help us swamp Capitol Hill with hundreds of thousands of messages of protest urging Congress to REJECT the Clinton Socialized Medicine Plan as disaster for America.

Your gift will also help us complete our vitally important NATIONAL REFERENDUM -- which seeks to report the views of Christian voters regarding the Clinton Health Program to Congress, the White House and the news media.

This survey aims to include the views of 2,000,000 Christians -- Christians from every congressional district.

And we know how effective this referendum can be because we've seen how the results of our other surveys have helped us stop Congress from passing anti-family legislation.

In addition, your much needed support will help us ...

- >> Jam the Capitol Hill switchboard and swamp congressional mailrooms with hundreds of thousands of messages of protest from Christians across America;
- >> Contact millions of Americans through the mail to tell them the facts about the disastrous Clinton Plan;
- >> Broadcast radio advertisements and publish newspaper ads in 40 congressional districts (which we've identified as crucial "undecided swing votes" on this issue); and
- >> Hold a series of five large regional forums designed to build a groundswell of public opposition to the Clinton Socialized Medicine Plan.

In fact, we're already doing all these things, even as you are reading this letter. I hope you will do whatever you possibly can to help us today, because time is running out.

You see, President Clinton is hoping to rush his plan into law as quickly as possible -- BEFORE the American people have a good chance to look at it ...

... because once Socialized Medicine becomes law, the Clinton White House and the radical Left know there's no turning back.

Just like virtually every government program ever created,

we'll never get rid of it.

Socialized Medicine will be with us for the rest of our lives and it will continue to gobble up more of your hard-earned money ... UNLESS you and I act today.

The Clinton Plan is moving rapidly through Congress right now. In fact, a number of committees in Congress are already voting on key portions of the Clinton Health Program.

By the time you receive this letter, the U.S. House of Representatives may have already passed a preliminary version of the Clinton Plan. But there's still time to stop it.

I am counting on every Christian voter who receives this letter to respond to this appeal for help and to join our campaign to defeat the Clinton Socialized Medicine Plan.

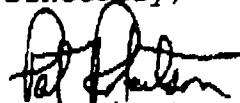
If you can't contribute \$50 or \$25,
perhaps you could give \$15 or even \$10.

I know I'm asking a lot. But a small sacrifice today from you, and every Christian voter I'm sending this letter to, will not only protect your health security and save you possibly thousands of dollars each year in new taxes ...

... it will also save America from a ruinous socialist health system which the Left will use as a "stealth weapon" to wage an all out assault against every traditional moral and spiritual value you and I share.

I will anxiously look for your referendum and urgently needed gift of support to arrive in the next few days. I am

Sincerely,



Pat Robertson

President, CHRISTIAN COALITION

P.S. If we don't hear from every Christian and pro-family voter I'm sending this letter to in the next few days, I'm very worried Bill Clinton will ram his TRILLION DOLLAR Socialized Medicine Plan through Congress in very short order ... BEFORE the American people have a chance to really look at what this will mean.

So please return your completed REFERENDUM and sign and mail your postcards to Congress today. And please rush Christian Coalition your best gift to help us complete this survey, swamp Congress with hundreds of thousands of messages of protest, continue our targeted advertising campaign and pressure Congress to REJECT Bill Clinton's disastrous Socialized Medicine Plan. Thank you so much.

Harold
Griffin
Lori McHugh