

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. letter	[Personally Identifiable Information] [partial] (4 pages)	05/01/1996	b(6)

COLLECTION:

Clinton Presidential Records
Staff Secretary
Todd Stern
OA/Box Number: 7697

FOLDER TITLE:

Chron Files May 5-10, 1996: Wednesday, May 8, 1996

2019-0774-S

rs3316

RESTRICTION CODES

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

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

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.

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

THE WHITE HOUSE
WASHINGTON

cc: w/ inc. materials
· Dan Burkhardt
· David Beltsky
✓ with good
will

May 6, 1996

Randy Goodrum
2755 Broyles Lane
Franklin, Tennessee 37069

Dear Randy:

Thanks for your letter recommending Chet Atkins for the Medal of Freedom. I was glad to get your suggestion and to learn of the many good things Chet's done for you and for the country music industry. As I'm sure you know, the Medal of Freedom is the highest civilian award given in the United States. You can be sure your recommendation will be given every consideration.

See you soon.

Sincerely,

Bin

Thatcher

4/16/96

Dear Mr. President,

I would like to recommend my friend, Chet Atkins for the Medal of Freedom. Please excuse me if this request is clumsy or out of order, and please don't think it's an abuse of our friendship; it's just a sincere gesture of my appreciation and the music community's appreciation for a generous and gracious gentleman.

When I first came to Nashville, Chet was a mentor to me and opened doors, as he has countless times for countless people, that would have taken years to open..perhaps never at all. His very manner of living is a model: He is always trying to learn and improve, (he bugs me all the time for new chord voicings and scales to use), he is very economical in his speech and action; he never acts like a legend or star, and much like you, Mr. President, he always gives each person his undivided attention and concern.

This letter couldn't possibly contain one per cent of the attributes of Chet's generosity or accomplishment. If you were to ask anyone who has had a career in Nashville, I'm sure they would have volumes dedicated to Chet Atkins.

Rather than going on about his accomplishments and attributes, I'll just leave it with this: He's a mensch, a loyal friend, an inspiration, an ally, a teacher, and a fine example of a great American.

Thank you,


Randy Goodrum

CHET ATKINS , c.g.p.

Written by Bob Oermann

THE HERITAGE OF THE HILLS

One of the most striking things about the architects of the Nashville Sound is that their music has stood the test of time so well. Chet Atkins is one of those architects. The works of Chet Atkins have remained in print to touch era after era of music lovers with their freshness, spark and inventiveness.

Known as "Mr. Guitar," Chet Atkins is the most recorded solo instrumentalist in music history. As a studio musician, his string-tickling work has gilded the records of Elvis Presley, Kitty Wells, The Everly Brothers, Hank Williams and dozens of other Nashville legends. His style influenced such pop greats as Mark Knopfler, Duane Eddy, George Harrison, The Ventures, George Benson and Eddie Cochran, as well as thousands of country pickers. He has won nine CMA Awards as Musician of the Year, four Playboy jazz poll honors and thirteen Grammys, more than any other artist in the history of country music.

As the head of RCA Records, he propelled an entire generation of country stars to fame -- Dottie West, Waylon Jennings, Bobby Bare, Porter Wagoner, Dolly Parton, Jim Reeves, Jerry Reed, Skeeter Davis, Charley Pride and Eddy Arnold were all signed and/or produced by Chet. He built RCA Studio B, said to be the most hit-generating studio in the history of Music Row. The name of Chet Atkins is synonymous with The Nashville Sound.

Chester Burton Atkins was born in 1924 near the tiny Appalachian hamlet of Luttrell, Tennessee. It was an impoverished mountain upbringing with music as a spirit-filling solace for the lonely, shy, asthmatic youngster. His grandfather was a country fiddler. His mother played piano and sang. His father was an itinerant piano teacher who sang with touring evangelists. Chet didn't see much of his father as a child because the elder Atkins was on the road so much; his parents separated when he was six, then divorced.

His half-brother James, older by twelve years, was Chet's main musical inspiration. Jim Atkins was performing in Chicago and broadcasting via WLS on The National Barn Dance by 1935. In 1939 he teamed up with Les Paul, another idol of Chet's. The boy was also deeply influenced by the jazz style of Chicago guitarist George Barnes, the western swing of Sons of the Pioneers picker Karl Farr and the Kentucky fingerpicking stylist Merle Travis, all of whom he listened to on the radio.

Chet's Sears guitar became his constant companion. He also learned to fiddle. His earliest music jobs were playing for mountain square dances. During severe asthma attacks, Chet was sent to live in Georgia with his father, who began to teach him to read music.

He dreamed of radio stardom. At age eighteen Chet Atkins auditioned at Knoxville's WNOX and was hired as a fiddler by Archie Campbell and Bill Carlisle, then working as a duo. By 1942 he had his own little solo instrumental spot on WNOX's Mid-Day Merry-Go-Round show and by 1943 he was touring as a sideman with Kitty Wells

and Johnny Wright. Chet moved among the barn dances of Knoxville, Renfro Valley and Cincinnati during the next few years. At the last-named's WLW Boone County Jamboree he worked with Leona and Laverne Johnson, the station's singing Johnson Sisters. Chet married Leona in 1946 (Chet's lifelong friend Kenneth Burns, "Jethro" of Homer & Jethro, married Laverne).

Throughout this period, Chet Atkins was struggling to merge his love of jazz and country. He wasn't a true jazz musician, yet his playing was considered too arty for standard radio hillbilly shows. He couldn't seem to hold a barn dance job for long. In less than two years he bounced from WLW to WPTF in Raleigh, WSM in Nashville (as a sideman for Red Foley), WRVA in Richmond, KWTO in Springfield, Missouri, and KOA in Denver. He tried recording for Bullet Records in 1946, where he was produced by Owen Bradley, and for RCA in 1947, but the records were not hits.

Chet and Leona had a daughter, Merle, in 1947. With one more mouth to feed and feeling a little desperate, the radio barn dance failure returned to Knoxville to work at WNOX with Homer & Jethro. RCA stuck with him, believing that Chet might be its answer to Capitol's star Merle Travis. Backed by Homer & Jethro, Chet's "Galloping on the Guitar" got some airplay as a radio theme tune in 1949. Things also started looking up when he joined Mother Maybelle & The Carter Sisters. Maybelle and Helen's musicianship, Anita's singing and June's comedy skills made the act wildly popular at WNOX, then at KWTO. June teamed with Homer & Jethro on the 1949 hit "Baby It's Cold Outside." Backed by Anita Carter and Homer & Jethro, Chet scored another minor instrumental success with "Main Street Breakdown" late that year.

Opry star George Morgan caught the Carters' act with Atkins in Springfield and raved to the WSM executives back home in Nashville. In 1950 the troupe was offered Grand Ole Opry stardom. This time, Chet Atkins came to town to stay.

MUSIC CITY, U.S.A.

Fate couldn't have planned it better. Surveying the infant recording and song publishing scene of 1950, WSM deejay David Cobb began referring to Nashville as "Music City." The nickname was more hopeful than realistic at the time, but it stuck. And with Chet Atkins' help Nashville did, indeed, become world renowned by that moniker.

Chet was lured from Springfield not only by the Carters' Opry berth, but because producer/publisher Fred Rose offered him recording studio work. Soon after moving, Chet was backing Hank Williams ("Cold Cold Heart," "Kaw-Liga," "Jambalaya") and The Louvin Brothers ("When I Stop Dreaming"), both of whom were produced by Rose. In 1951-56 Chet also recorded with Faron Young ("Goin' Steady," "I've Got Five Dollars," "If You Ain't Lovin'"), Webb Pierce ("There Stands the Glass," "Walkin' the Dog"), The Carlisles ("Too Old to Cut the Mustard," "No Help Wanted," "Is Zat You Myrtle"), Johnnie & Jack ("South in New Orleans," "I Want to be Loved"), Porter Wagoner ("Uncle Pen"), Rosalie Allen ("Guitar Polka") and Kitty Wells ("Release Me," "Repenting"), among others.

Steve Sholes became Chet Atkins' booster at RCA. Sholes was making frequent trips to Nashville to record the Carters, Eddy Arnold, Johnnie & Jack, Hank Snow and his other artists. The New Yorker began to rely more and more on the 26-year-old guitar hotshot as his session leader. Chet and Boudleaux Bryant co-wrote Eddy Arnold's 1953

chart-topper "How's the World Treating You," as well as Chet's signature instrumental of 1953, "Country Gentleman." Sholes also liked the way Chet rounded up the best pickers in town and communicated his ideas to them. When Sholes was held up on business, Chet went ahead and produced the RCA sessions himself.

The instrumentalist's fame spread rapidly in Music City. By 1954 he had his own show on WSM. During that same year RCA issued his debut LP, *Gallop'n' Guitar*, and he toured with the label's Country & Western Caravan concert series. His second LP, *A Session with Chet Atkins*, appeared in 1955. He had two hit singles in 1955, "Mr. Sandman" and a guitar duet with Hank Snow called "Silver Bell." He endorsed a top-selling Gretsch model bearing his name, published a guitar-instruction course and built his first home studio. People were beginning to call him "Mr. Guitar."

STUDIO B AND MUSIC ROW

Nashville's importance as a recording center was growing rapidly. Like the other labels, RCA initially began recording at WSM or at the 1946-54 Tulane Hotel studio, The Castle. Next, Sholes used the Brown Brothers Transcription Service (also known as Brown Radio Productions) at 240 Fourth Avenue, North, downtown or Thomas Productions at 109 13th Avenue North. In 1954 Sholes set up the first RCA studio, located in space rented from the Methodist Television Radio & Film Commission at 1525 McGavock Street, the site of Jim Owens & Associates today.

Chet was hired to manage the McGavock Street facility and to oversee RCA's day-to-day operations in Nashville. New Sholes signee Elvis Presley arrived there in 1956. Chet played on "Heartbreak Hotel," the singer's history-making RCA debut. The record's massive success cemented RCA's commitment to Nashville and to Chet. It put Tree International on the map as a publisher. It created a pop culture revolution and in one stroke made the term "Music City, U.S.A." a reality. Chet Atkins went on to perform on such Presley hits as "I Need Your Love Tonight," "A Big Hunk of Love," "I Got Stung" and "A Fool Such as I."

He also led the sessions for another major act of the teen revolution, The Everly Brothers. In fact, Chet was the duo's champion in Nashville for years before the hits came. He took Everly songs to Kitty Wells and Anita Carter when the brothers were still in high school. He got the Everlys their first recording contract. And he was with them in the studio when they created the 1957-62 tunes that would eventually make them members of the Rock 'n' Roll Hall of Fame, including "Bye Bye Love," "Wake Up Little Susie" and "All I Have to Do Is Dream."

In early 1957 Sholes promoted Chet Atkins to RCA Manager of Operations. Chet's first order of business was convincing the label that it needed to build its own office and studio. Located at 17th and Hawkins (now Roy Acuff Place), RCA Studio B was the first permanent record-company office on Music Row. It is the building that spearheaded the music industry's migration to Nashville. Although Mercury Records and Capitol Records had set up small outposts earlier, it was this move by Chet and RCA that began Nashville's march to worldwide fame as a recording center.

Chet struck pay dirt in the new facility instantly by producing Don Gibson's double-sided 1958 smash "Oh Lonesome Me"/"I Can't Stop Loving You." Some historians cite this disc as the first true Nashville Sound recording. He also took over the

production of three established RCA stars, Eddy Arnold, Hank Snow and Jim Reeves, bringing all three men to stupendous new levels of success and eventual election into the Country Music Hall of Fame.

The Nashville Sound evolved because rock 'n' roll was ominously eroding the popularity of traditional country music. Chet Atkins and his peers were crafting a new country style. It married the "heart" in a country voice and the warmth of a country song to sophisticated arrangements with cool strings and background vocals. It was an "uptown" approach, aimed at broadening country's sales appeal to pop consumers. Yet it was also unmistakably casual and almost folksy, marked by the camaraderie of an "A Team" of pickers who worked out "head" arrangements together.

Chet Atkins had an astonishing gift for finding distinctive voices and ear-catching hit songs. By the early 1960's he was redefining country music with a host of new Nashville Sound artists. Among those who created classics in Studio B, "the house that Chet built," were Skeeter Davis ("The End of the World" 1962), Bobby Bare ("Detroit City" 1963), Floyd Cramer ("Last Date" 1960), George Hamilton IV ("Abilene" 1963) and Hank Locklin ("Please Help Me I'm Falling" 1960), all produced by Chet Atkins.

Dottie West won the first female country Grammy with 1964's "Here Comes My Baby." In 1959, "The Three Bells" by The Browns became the first Nashville Sound record to reach Number 1 on the national pop charts. Roger Miller launched his career with "You Don't Want My Love" and "When Two Worlds Collide" on RCA in 1960-61. Hank Snow's tongue-twisting signature song "I've Been Everywhere" (1962) is also a Studio B product. So are Eddy Arnold's "Tennessee Stud" (1959) and such huge Jim Reeves hits as "He'll Have to Go" (1959) and "Welcome to My World" (1964). Homer & Jethro's 1959 hit "Battle of Kookamonga" became the only Nashville record in history to win a Grammy for comedy. Again, all of these landmarks were Chet Atkins productions.

RCA rented the studio to other labels, too. So Roy Orbison's "Crying" and "Oh Pretty Woman" (Monument Records), The Everly Brothers' "Cathy's Clown" (Warner Bros. Records), Boots Randolph's "Yakety Sax" (Monument Records) and many other Music Row hits were cut there. MGM, United Artists and 20th Century Fox were other labels who used Studio B frequently.

Business was so good that the studio was expanded in 1961. A mastering lab was installed as well as additional office space. RCA outgrew this and moved into a new building adjacent to the studio in 1964. It contained Studio A, the site of many more musical triumphs.

CHET THE EXEC

Meanwhile, Chet Atkins' performing career was heating up. He appeared at the Newport Jazz Festival in 1960 and performed for President Kennedy in 1961. He had a top-10 country instrumental hit with "Yakety Axe" in 1965. A book was written about him in 1967. By then, he was unquestionably the best known country guitarist on earth. His guitar course, his Gretsch endorsement, his high visibility in the media and his capacity for hard work paid off. He had become the most visible and influential guitarist of his time.

By the mid-1960's Chet was producing twenty-five acts simultaneously for RCA, as well as maintaining his own performing and recording career. He signed the legendary

Charley Pride (1966) and Jerry Reed (1967) and produced the early singles that brought each to fame. He signed Waylon Jennings in 1965 and produced more than fifteen of the superstar's top-20 hits during the next five years, including "Only Daddy That'll Walk the Line," "Yours Love," "Mental Revenge" and "Brown Eyed Handsome Man." In 1965 he produced "Green Green Grass of Home" for Porter Wagoner, creating a country standard. He signed Willie Nelson, Jessi Colter and Charlie Rich, all of whom were to achieve later stardom. He also signed, but did not produce, Connie Smith (1964) and Dolly Parton (1968).

Chet attracted a wide diversity of talent to RCA's studios in the 1960's, including pop crooner Perry Como, trumpeter Danny Davis, *Bonanza* TV star Lorne Greene, actress Ann-Margret and Dixieland king Al Hirt. Each came looking for the magic touch of The Nashville Sound. Comedian Don Bowman summed it all up in his 1964 single, "Chit Akins, Make Me a Star." In 1968, Chet Atkins was promoted to an RCA vice-presidency.

The Nashville Sound, along with the promotional efforts of the Country Music Association (founded in 1958), "saved" country music during the artform's darkest days. It was not only a commercial style, but a handy marketing term that the media was quick to use. By the late 1960's, reporters from national magazines were making regular pilgrimages to Music Row and the first country music books were being published. Almost all of the writers were smitten by the easy-going country congeniality and awesome musical abilities of Chet Atkins.

By the 1970's he was producing less, but still with enough vim to guide the massive 1970-71 Jerry Reed pop crossover hits "Amos Moses" and "When You're Hot You're Hot." Just as Steve Sholes had helped him, Chet brought along a new generation of RCA producers, notably Bob Ferguson, Felton Jarvis and Jerry Bradley. His later contributions to the RCA roster included Ronnie Milsap, Guy Clark, Dotts, Tom T. Hall, Dickey Lee, Gary Stewart, Steve Young, Ray Stevens and Steve Wariner, Chet's last RCA protégé, one of the most consistent hitmakers in modern country music.

CERTIFIED GUITAR PLAYER

Although increasingly less interested in the pressures of being a label executive, Chet continued to play with breath-taking virtuosity. As an artist, he embarked on a series of collaborative LPs, working with Les Paul, Lenny Breau, Jerry Reed, Hank Snow, Doc Watson, Merle Travis and Django Reinhardt. These were highly acclaimed and reaped a heap of awards.

In 1973, Chet Atkins became the youngest person ever inducted into the Country Music Hall of Fame. In 1974, he published his autobiography, *Country Gentleman*. In 1977 he ended his association with Gretsch and went on to develop his own model for Gibson Guitars. Studio B closed in 1977 to become a museum. Chet resigned his RCA executive position in 1981 and left the label as an artist a year later.

Columbia Records signed him in 1982. Primed for a new chapter in his creative life, Chet gave himself a "degree" in 1983. It is Certified Guitar Player and he began signing his name as "Chet Atkins, c.g.p." Leaning increasingly toward pop-jazz, Chet issued *Work It Out With Chet* (1983), *East Tennessee Christmas* (1983), *Stay Tuned* (1985), *Street Dreams* (1986), *Sails* (1987), *Chet Atkins C.G.P.* (1988) and *Read My*

Licks (1994). Chet's 1990 release of *Neck & Neck* is a duet CD with Dire Straits leader Mark Knopfler. He reunited with Jerry Reed for an instrumental CD in 1992, *Sneakin' Around*, and a new generation of performers has lined up to collaborate with the legend. They include country singer Suzy Bogguss, former Toto bassist David Hungate, champion fiddler Mark O'Connor and jazz greats George Benson, Larry Carlton and Earl Klugh. Chet is Emmylou Harris's banjo teacher.

As a producer, Chet Atkins continued to do occasional work with acts such as South African balladeer Roger Whittaker and radio star Garrison Keillor. He appeared frequently on the latter's *Prairie Home Companion* show and remained a popular concert attraction, often appearing with symphony orchestras. He also starred in his own Cinemax cable-TV special, *A Session with Chet Atkins, C.G.P.* In 1987 Chet introduced an instructional video, *Get Started on the Guitar*, which has since outsold all other home videos of its type. Thanks to the *Chet Atkins Appreciation Society*, he has become the subject of an annual four-day Nashville convention featuring admirers from around the world.

Today, Chet Atkins continues his career as actively as ever. He has just completed recording his 10th album for Columbia Records, due for release in March 1996. Entitled "Almost Alone" the album features eleven great Chet Atkins guitar arrangements played "Solo", with only an orchestra accompanying four tunes. For the many long-term Chet Atkins fans who love listening to his mastery in its purest form, this album has been long-awaited. And Chet has just completed an advanced guitar instructional video, "The Guitar Of Chet Atkins", due for release in April 1996. Here Chet shows the viewer nine complicated guitar arrangements, and then slows it down to show how it's done. Anyone with some ability on the guitar will be able to learn a massive amount about Chet's technique and some of his trade secrets. And as the viewer learns, he is entertained with Chet's wit and wisdom and gets to know Chet Atkins more personally than ever before.

Chet Atkins remains a vital musical force in the community he helped to create. His works in music will remain unparalleled forever. He is a musician's musician and a gentleman's gentleman. He has a lasting legacy and a level of excellence that stands as a standard for everyone who will ever work in Music City.

He has done more than play, produce and perform. He has built a culture. He has helped forge a community. He has drawn a blueprint for greatness. He has helped found an industry. He is one of the architects of The Nashville Sound. And his saga continues.

Licks (1994). Chet's 1990 release of *Neck & Neck* is a duet CD with Dire Straits leader Mark Knopfler. He reunited with Jerry Reed for an instrumental CD in 1992, *Sneakin' Around*; and a new generation of performers has lined up to collaborate with the legend. They include country singer Suzy Bogguss, former Toto bassist David Hungate, champion fiddler Mark O'Connor and jazz greats George Benson, Larry Carlton and Earl Klugh. Chet is Emmylou Harris's banjo teacher.

As a producer, Chet Atkins continued to do occasional work with acts such as South African balladeer Roger Whittaker and radio star Garrison Keillor. He appeared frequently on the latter's *Prairie Home Companion* show and remained a popular concert attraction, often appearing with symphony orchestras. He also starred in his own Cinemax cable-TV special, *A Session with Chet Atkins, C.G.P.* In 1987 Chet introduced an instructional video, *Get Started on the Guitar*, which has since outsold all other home videos of its type. Thanks to the *Chet Atkins Appreciation Society*, he has become the subject of an annual four-day Nashville convention featuring admirers from around the world.

Today, Chet Atkins continues his career as actively as ever. He has just completed recording his 10th album for Columbia Records, due for release in March 1996. Entitled "Almost Alone" the album features eleven great Chet Atkins guitar arrangements played "Solo", with only an orchestra accompanying four tunes. For the many long-term Chet Atkins fans who love listening to his mastery in its purest form, this album has been long-awaited. And Chet has just completed an advanced guitar instructional video, "The Guitar Of Chet Atkins", due for release in April 1996. Here Chet shows the viewer nine complicated guitar arrangements, and then slows it down to show how it's done. Anyone with some ability on the guitar will be able to learn a massive amount about Chet's technique and some of his trade secrets. And as the viewer learns, he is entertained with Chet's wit and wisdom and gets to know Chet Atkins more personally than ever before.

Chet Atkins remains a vital musical force in the community he helped to create. His works in music will remain unparalleled forever. He is a musician's musician and a gentleman's gentleman. He has a lasting legacy and a level of excellence that stands as a standard for everyone who will ever work in Music City.

He has done more than play, produce and perform. He has built a culture. He has helped forge a community. He has drawn a blueprint for greatness. He has helped found an industry. He is one of the architects of The Nashville Sound. And his saga continues.

Contact: Fred Kewley Management
1711 18th Avenue South, Suite D-4
Nashville, Tennessee 37212
615-292-9876

*EC:HL
Ciano*
*Jackson/H
P
Classified by Chris [unclear]
DPC*

WHITE HOUSE
WASHINGTON

Copies to:
HRC
C Rasco

David L. Jackson, M.D., Ph.D.
AssurQual, Inc.
1414 Key Highway
Baltimore, Maryland 21230

Dear Dave:

Thank you for your thoughtful letter and the copy of your proposal for improving long-term care quality. I agree that we must continue to explore new means for monitoring the quality of long-term care.

Since last year, Vice President Gore and I have been urging the Health Care Financing Administration to work with states, the health care industry, and consumer groups to develop and implement a more outcome-based quality assurance system. I am pleased to report that they are doing just that and are in the process of designing and implementing a national data system that would provide the information necessary to utilize outcome measurements or quality indicators.

With the help of the University of Colorado, the Agency has developed risk-adjusted clinical outcome measures for home health care. These quality indicators will enable HCFA and consumers to make informed choices concerning the quality of services received by beneficiaries. HCFA has also been discussing a project for Mississippi and Ohio with the American Health Care Association.

Initial efforts are also underway for exploring measures of satisfaction, procedures for auditing claims data, and methods for facilitating more effective quality improvement systems in nursing homes. For example, HCFA's Office of Research and Demonstrations is conducting a multi-state nursing home case-mix and quality demonstration in four states.

As always, I am grateful for your perspective. I have asked HCFA officials to arrange a meeting with you to discuss the best ways to proceed with a more outcome-based approach to quality improvement. With the help of informed and interested experts like you, we will surely succeed in our commitment to improve care and services for long-term care recipients.

Thank you for taking the time to write.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bill Clinton". The signature is written in dark ink and has a long, sweeping tail that extends to the right.

Through Lloyd Guy
Polen

AssurQual, Inc.

1414 Key Highway
Baltimore, Maryland 21230

Fax (410) 752-7324

96 APR 11 P 4: 21

Tel. (410) 752-6779

April 1, 1996

The Honorable William J. Clinton
President
The United States of America
1600 Pennsylvania Avenue
Washington, DC 20500-2000

Dear Mr. President:

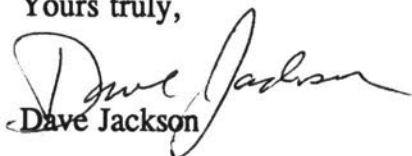
I recently have had discussions with both Dr. Steve Gleason at the campaign offices and with Bruce Fried at HCFA. I shared with both of them a brief document (enclosed) I recently wrote at the request of the Chairman of the Board of the National Citizens Council for Nursing Home Reform. It describes a new approach to nursing home quality monitoring that would replace the present survey system with the public disclosure of objective, risk adjusted quality indicators. This would include strong protection for individual nursing home residents. But it would replace the present retrospective manual chart review designed to "find a problem, slap a wrist" with a much more quality improvement focused approach.

I believe that this approach has the strong support of the provider community and has been received with great interest by the State survey agencies with whom I have explored this concept (driven by a concern that it becomes increasingly difficult to do "more with less" unless there is a re-engineering of the basic process. Then it is possible to do "better with less"). I have also been working with the advocacy community to address their concerns with any change of the present OBRA survey process. I believe there is a real opportunity here to introduce a significant regulatory reform, which could simultaneously strengthen the ability to protect the frail elderly from poor quality care and to facilitate the effectiveness of efforts to improve quality services (i.e., "Continuous Quality Improvement"), to simplify the process, and decrease the costs - while accomplishing this with the support of the providers, the present state regulatory community and, hopefully, key components of the advocacy community.

Key officials in a number of states have expressed interest in attempting to craft a waiver program to evaluate the impact of this new approach. I believe you and the Administration can end up receiving substantial credit for this new initiative, if HCFA/HHS can get ahead of the states in articulating support for this approach to regulatory reform.

I would be pleased to discuss this proposal with any of your staff that would have an interest in more fully understanding its structure. Doty, Elizabeth, and I send you our prayers and thoughts. I am excited about the election campaign, and do hope I can find a way to get "plugged in" to the effort, now that we are here in the DC/Baltimore area (a campaign for re-election is certainly different than the 1992 effort; there is no need to create a de facto policy apparatus, etc. But I have carved out time to participate in any aspect that would be helpful, such as surrogate speaking, etc.).

Yours truly,


Dave Jackson

Enclosure: Disclosure Model for Quality Monitoring

Draft

An Approach to Strengthening Long Term Care Quality Monitoring

**Use of Risk-Adjusted Outcome Disclosure in Place of
Present Retrospective, Chart Review Based Survey Process**

David L. Jackson, M.D., Ph.D.

The passage of OBRA 1987 ushered in a new era for quality monitoring in Long Term Care for both Federal and State governments. These changes included many very positive improvements in the previous survey process were incorporated into the Post-OBRA changes -- and the never-ending process of refining this critically important quality monitoring function continues today.

OBRA introduced a long overdue emphasis in the survey process on residents' rights, privacy and dignity. These changes represent one of the critically important positive contributions to the survey system. However, there are some intrinsic aspects of the design of the present survey process that remain substantively and philosophically troubling. Modern concepts of quality management emphasize that systems that are retrospective and punitive are often quite counterproductive -- and almost never lead to real quality improvement. Yet the survey process today remains based primarily on retrospective chart reviews and is strongly punitive in its application. The system provides relatively few positive incentives for good performance.

Recently, new methodologies have been developed that permit the quantitative measurement (and hence the management) of clinical outcomes (through "quality indicators") -- and to track "customer satisfaction," the other key element in quality measurement. These converging events and issues present a real opportunity to implement (and evaluate) a real paradigm shift for the Federal and State quality monitoring and resident protection process.

One could establish a pilot implementation of an alternative to the present survey process. This alternative would include the following steps:

- A) All LTC facilities would be required to implement a formal Quality Management process.
- B) The survey process would be replaced by the periodic (every 6-12 months) public disclosure of risk adjusted clinical outcomes data. Customer satisfaction measures could be included in the future, as these measures are adequately included in the future, as these measures are adequately validated. These data would be in the public record and would be available to individuals, health care professionals and organizations that make referrals to long term care facilities.

- C) Outside professionals (representing the State) would be physically in the facilities to perform three functions:
1. The complaint investigation function would be retained in essentially its present form. This program relates to protection of individuals. An outcomes based monitoring program can be a very strong statistical analysis tool for facilities and other interested parties. But it does not apply directly to isolated, individual resident related issues. These are important issues, but do not represent occurrences that are frequent enough to reach "statistical significance."
 2. State authorized staff would visit facilities on a random basis to audit the accuracy of the disclosed data. If this audit were to uncover the purposeful submission of inaccurate/fraudulent data, the consequences would include substantial penalties (this would be the key area for limited, but powerful, punitive consequences).
 3. State authorized staff would also visit facilities that experienced either a significantly "higher" or "lower" than expected incidence of the quality indicators that are being monitored. In these visits, the focus would be to learn from and/or report to the facility staff regarding strategies that have led to better outcomes than expected for various clinical conditions (what Dr. David Zimmerman has called "Taking STOK" or the Systematic Transfer of Knowledge). This final phase could be the most important step in truly improving the quality of care delivered -- and has the potential for much more powerful positive impact on quality than the present Survey process.

This approach requires a continuing commitment to the development of better and better measures of quality/outcomes. It also requires a level of information management that moves far beyond using computers to simply "print out" MDS forms and to send out the bills at the end of each month.

But we are now in the Information Age. A careful evaluation of the impact of this proposed new system for quality monitoring could lead to improvement in the quality of care, be far more efficient and less costly, and increase the positive dialogue amongst facility staff, residents and families, the professional community, the advocacy community, and the appropriate governmental agencies.

THE WHITE H
WASHINGTON

CC:
Cullinane
Cullinane letter
for Sir
per the
JAD

May 2, 1996

Mr. John Cullinane
The Cullinane Group
One Cambridge Center
Cambridge, Massachusetts 02142

Dear John:

Thanks for passing along a copy of the Boston
Globe interview with Joe McNay. I'm glad you
thought to share it with me, and I hope to see
you soon.

Sincerely,

Bin Hunter

April 23, 1996

4/24/96

MEMORANDUM

To: The President

From: Nancy Hernreich
Mary Morrison

Re: Correspondence

John Cullinane forwards an article about your mutual money manager, Joe McNay, titled "Fear - and the art of making money." McNay thinks it is important to instill fear of the market in people to cause them "to raise cash, sell things and have low expectations, creating a good scene for reversal." "We need to discount some bad news and some badness and have some fear if we want to create a better underpinning for the market."

JIM DORSKIND:

Please coordinate
the reply.

*Lamer**FJC**(need reply)**BC*

4/24
John
need
reply
same
BC
FS

2

The Cullinane Group, Inc.

Specializing in American/Irish High Technology Ventures

John J. Cullinane
President

MEMORANDUM

TO: The Honorable William J. Clinton

FROM: John Cullinane 

DATE: April 11, 1996

SUBJECT: Joe McNay

I thought you might be interested in the attached article about Joe McNay, our mutual money manager. While Joe and I are good friends and have known each other for many years, (he was an original investor in my software company) he is usually so busy that you don't get to meet with him to find out what his current thinking is. It's like my money is in a "blind trust," like yours.

That's why I was delighted to read the attached article from *The Boston Globe* and learn what his views are about the market. You may, as well.

JJC/mb
Enclosure

Fear – and the art of making money

Joe McNay says a sobering dose makes for a stronger market

**BOSTON
CAPITAL**



**STEVE BAILEY
STEVEN SYRE**

JOE MCNAY WATCHED the market tumble yesterday, and didn't like the way it felt. But his worry isn't what you might think.

Put simply, says one of Boston's best-known money managers: "We need to create more fear – that would be a positive. But that certainly hasn't happened. It didn't happen today."

If you think he sounds disappointed, you're right. "I wouldn't say there was a lot of concern today and that frankly bothers me a bit."

McNay is no ordinary money manager. He has been running money in this town for 30 years, and today his Essex Investment Management Co. oversees nearly \$3.5 billion for universities, pension funds and well-to-do individuals. Among them: President Clinton and Hillary Rodham Clinton, who hired him to manage a blind trust in 1993.

Yesterday, just before the market closed down 88 points, he talked with Boston Capital about what he sees ahead for the economy, the market, and the importance of one four-letter word – fear – in making money.

Q. What do you see for the market?

A. Rates in the short term are going up. That has a short-term negative implication for the market. The underpinnings of the market are still pretty strong. There's lots of liquidity throughout the world, not to mention the US. And that this is a short-term phenomenon rather than a longer-term phenomenon. We feel the economy is in pretty good shape. The market has benefited substantially by lower interest rates and now interest rates seemed to have stabilized and at least made a short term move up. The market will probably be in a corrective phase for anywhere from a couple of weeks to a couple of months.

Q. How big a threat is there?

A. It should probably break below its recent low of 5470 and go to 5400 and a little below. It certainly has to get people frightened a little bit. My one concern this morning was there was not a lot of fear in the market. Having had a nearly 2 percent decline in bonds on Friday, the market took it a little too well, indicating there is too much apathy.

Q. Are you a bull or bear?

BOSTON CAPITAL, Page 38



GLOBE FILE PHOTO

Money manager Joe McNay feels a 5 or 7 percent market correction would be healthy.

Money manager McNay says more fear needs to be created

■ BOSTON CAPITAL
Continued from Page 37

A. In the short term, I see a correction. I would have a stance between now and the elections that the basic environment should be reasonably favorable for stocks. There is lots of liquidity in the system. The economy is gradually improving. Conditions to the extent that one can see them now ought to continue to get gradually favorable.

The flipside is if business were to get too strong it would be decidedly negative to the market. Basically it would cause inflation rates to pick up a little more, interest rates to rise a little more, and that would be quite negative to my fear syndrome.

Q. About earnings?

A. I think earnings are just fine. A combination of reasonable business and corporations' measures to control their costs, in many cases known as downsizing and in ways known as just-in-time delivery and inventory controls, has put corporations generally in pretty good shape. We had enough of an economic setback that there has been very little raw material inflation. But that all changes if the economy gathers a little too much strength, which I consider the big

fear. I therefore think this short rise in interest rates right now and the fear that may be engendered by it may actually be a slight plus later and make the rest of the year OK.

Q. Where are you moving money right now?

A. We continue to own things that grow as fast as we can find. That continues to be a wide variety of technology and communications stocks, and a few highly specialized consumer stocks where there are strong franchises and strong growth. In general, we don't like to name names but a reasonable example of that would be Starbucks, where we think there is a strong franchise and good business.

We are still very interested in dynamic growth and we continue to get dynamic growth in the technology market more than practically any place else. These are companies that have infrastructure for networking, intranets, telephone buildouts. Some of the stocks may have done so well that I would hesitate to say they would fall in the category of the Cascade [Communications] and Ascend [Communications] type of companies, which make sophisticated switching equipment. Short term those stocks deserve to get corrected some. But they would fall

[Fear] causes people
to... have low expectations.
And that sets a good
scene for reversal.

into the kinds of companies we're interested in.

Q. Is the market not as strong as people think it is?

A. We think the market has probably been a little stronger than people think it is. That through '95 there was a lot of concern. Anxiety remained high. People didn't believe it. People need to understand that there is a little bit of a correction happening.

Q. People aren't scared enough?

A. Right.

Q. What's your concern?

A. Our big risk is inflation. And that practically every country in the world is in the process of continuing to increase its liquidity to make its economy strong... And the US

certainly has not restricted its money supply, and that has set the stage for a high degree of liquidity and good financial markets. But ultimately good financial markets spill over into high prices for other things. And I'm still concerned about that.

Q. Would a 10 percent correction be healthy?

A. I think a 5 or 7 percent would be healthy. Ten percent might actually convince people that it isn't such a great environment. That would be a lot better.

Q. Why is fear healthy?

A. It causes people to raise cash, sell things and have low expectations. And that sets a good scene for reversal. Whereas if we have high expectations everybody expects very good things. We need to discount some bad news and some badness and have some fear if we want to create a better underpinning for the market.

Steve Bailey and Steven Syre are members of the Globe staff. They can be reached by e-mail at boscapp@globe.com. Hear Boston Capital on the Air every Tuesday morning from 8 to 9 on WBNW 590-AM.

THE PRESIDENT HAS SEEN

5/8/96

cc w/ incoming
to Robert Rubin

CC [unclear]
Lew/Gur
Resty/Gur
Gep/Gur
RG

St. [unclear]
[unclear]
[unclear]
[unclear]

ITE HOUSE
INGTON

May 2, 1996

The Honorable William F. Winter
Watkins Ludlam & Stennis, P.A.
Post Office Box 427
Jackson, Mississippi 39205-0427

Dear Bill:

Thank you for your letter advising me of the subsidiary corporation created by Foundation for the Mid South to aid in economic development in the Delta area. Because of our interest and early involvement with the Foundation, both Hillary and I are gratified by the continued successes stories from your efforts.

I have forwarded a copy of your letter to Secretary Rubin at the Department of the Treasury to let him know of your personal recommendation regarding the Enterprise Corporation's application to the Community Development Financial Institution's Fund for a \$3 million grant.

All best wishes to you.

Sincerely,

Bill

Watkins Ludlam & Stennis, P.A.

A Professional Association

Attorneys at Law

Robert M. Arentson, Jr.
Jeffrey R. Barber
Allan P. Bennett
Neville H. Boschert
J. Chase Bryan
Whitney B. Byars
Alveno N. Castilla
Carl J. Chaney
H. Mitchell Cowan
C. York Craig, Jr.
Christy Crockett
Thomas W. Crockett
Jennifer R. Crowson
Mark T. Davis
Michael T. Dawkins
David B. Grishman
Robert E. Hauberg, Jr.
Kathryn H. Hester
John H. Holloman III
Robert B. House
Peyton S. Irby, Jr.
Gina M. Jacobs
Kristina M. Johnson
Stuart G. Kruger
Craig N. Landrum

Robert S. Lazarus
Ricky G. Luke
David L. Martin
Aileen S. McNeill
Dennis W. Miller
J. Douglas Minor, Jr.
Cheryn L. Netz
Neil P. Olack
L. Keith Parsons
Ben J. Piazza, Jr.
Pamela Prather
Keith R. Raulston
W. Whitaker Rayner
Stephen M. Roberts
Thomas B. Shepherd III
Roland M. Slover
Cynthia H. Speetjens
John Hampton Stennis
Ernest G. Taylor, Jr.
Zachary Taylor III
Jim B. Tohill
Randall B. Wall
Robert H. Weaver
William F. Winter

April 16, 1996

633 North State Street
Post Office Box 427
Jackson, Mississippi 39205-0427

Telephone (601) 949-4900
Telecopy (601) 949-4804

H. Vaughan Watkins
(1884-1944)

Warren V. Ludlam, Jr.
Of Counsel

John B. Little, Jr.
Director of Administration

Writer's Direct No.

(601) 949-4800

The Honorable Bill Clinton
President of the United States
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500-2000

Dear Mr. President:

Since you were so instrumental in helping us get the Foundation for the Mid South organized several years ago, I thought you would be interested in knowing what a successful enterprise it has become. Don Munro incidentally is now its chairman.

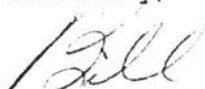
One of the most impressive things that the Foundation has done has been to create a subsidiary corporation to serve as its economic development arm to spur business expansion and job creation in the Delta area of the three states. This organization is known as the Enterprise Corporation of the Delta and has already achieved some impressive results.

The Enterprise Corporation has submitted an application to the Community Development Financial Institution's Fund at the Department of the Treasury for a \$3 million grant to expand ECD's ability to service the obvious needs of Delta area businesses. ECD is almost uniquely equipped to handle this role because of its regional development strategy which extends across state lines and because of its strong involvement with the region's private and public sectors.

I hope, therefore, that you can see your way clear to indicate your support for this application, which can do much for the region.

Let me thank you for your many kindnesses to me. In the meantime I wish you the best. You have my continuing support and best wishes in the great job that you are doing.

Sincerely,



William F. Winter

WFW/sjt

Ambassador Donald Blinken sends you a personally handwritten letter of a talk entitled "Business and Ethics" which he delivered at Budapest University of Economics.

Let me try

Do try to aim - send this to Clinton BK

THE PRESIDENT HAS SEEN

5-8-94

JIM DORSKIND:

THE PRESIDENT HAS SEEN

5-8-94

PLEASE COORDINATE
THE REPLY.

BUSINESS AND ETHICS

A Talk
Delivered at
Budapest
University
of Economics

DONALD BLINKEN
Ambassador
of the United States of America
to the Republic of Hungary

October 12, 1995

TO PRESIDENT BILLY CLINTON:
I AM PROUD TO TALK ABOUT AMERICAN
VALUES TO YOUNG HUNGARIANS.
WITH RESPECT

Donald Blinken



Ambassador Donald Blinken
Photo: U.S. Department of State

Professor Kenneth Rice, in asking me to return to the Budapest University of Economics, suggested that I discuss the relationship of ethics to business. I am delighted to do so, even though the subject, by its very nature, does not lend itself either to simple categories or easy solutions. But I will try to relate both my own experience and those of prominent business leaders in explaining why an ethical approach to business is not only desirable but is also critical for those working towards becoming business leaders in this country or region in the future.

How many of you consider yourselves to be ethical? How many of you consider that it is important for business to function in an ethical manner? How many of you believe that you know an ethical dilemma when you see it? That's sometimes quite complicated, isn't it? How many of you feel that there are clear answers to ethical problems?

And a final question: How many of you believe that you always know an ethical dilemma when it arises and always know how to resolve it?

By your show of hands, I think most of you are being a little too modest. I believe you recognize an ethical dilemma, but what you do about it is a more difficult question. But those questions, I think, are worth keeping in mind because ethics in business is not always easy to identify, not always easy to work with. There was an article recently in the *Budapest Sun* by Theo Hoffman entitled "Living on a Slippery Slope." It's about when you begin to cross the line between just doing what you have to do to survive, and engaging in unethical behavior. He quotes that famous old joke about the man who asks a woman if she will have sex with him for \$1,000,000. She laughs and says, "Yes." Then he asks "How about \$10?" The woman takes offense and says, "What kind of woman do you think I am?" He replies, "We've already established that; now we're really arguing over price." So there is an ethical dilemma, in a sense. Is there a price when something is correct or incorrect, and how do you know the difference or where you draw the line?

I think the only sound answer is always to say "no." Whether it's about a bribe to a prospective landlord, paying him rent in cash so he has no records and doesn't have to pay taxes, or whether it's something much more global than that—a company trying to win contracts through paying off government ministers or deliberately shortchanging its customers by cutting quality and hoping to get away with it. I think such examples all start with a common denominator: if there's an easy way, we should take it.

Now let me spend a minute or two, if I may, on my own background, which is why I have the effrontery to give you any advice on this subject. I'm reticent about telling you what is good or bad ethical behavior, but I do have some business experience and I think it's worth sharing with you.

I've been involved with a number of interesting companies, as well as with the United States Government. One company is now here in Budapest. It's Marks & Spencer—they're opening a large store in the next few weeks. I worked with them in the 1950s and have kept in very close touch with them since. They enjoy a great reputation and are probably the leading retailer in Europe, for a very simple reason: they give the best possible value to their customers, even if the customers don't demand it.

It would have been easy for them to take some shortcuts. They have a large share of their market. They dominate the main streets in 200 British towns and cities. And now they're on the continent.

But they've never done that. They've always said, "We can do better." Their business keeps improving because they take a long view: what's good for our customers is good for us. And that, fundamentally, is ethical behavior. It's also common sense.

The other firm I was identified with for some thirty years is a New York venture capital firm, Warburg, Pincus, & Co. In venture capital, the firm invests in situations where it believes that the addition of its money and its advice could make two and two add up to five. The reason that Warburg, Pincus became one of the most successful firms of its kind in the world is because the firm has always had some strict priorities about what really is important.

What's important obviously is finding companies or investment opportunities where the possibilities seem to be unusual, where there is a chance to become important in a field. But even more important has always been: who are the people we are going to invest with? What is their track record? What are their goals in life? How do they check out? Because, if they don't check out, no matter how smart or how clever they are, we had no interest in working with them; sooner or later something is going to go wrong. If you invest in someone who takes ethical shortcuts in business, you are going to run into problems, problems you don't want to face. You don't want to see yourself on the front page of the *Wall Street Journal* or the *Financial Times* of London, accused of having violated some law or having shortchanged a customer.

In my judgment, setting the correct ethical goals in terms of how you operate your business and whom you associate yourself with is critical to the success of the business in the long run. Yes, you can make a profit by cutting corners, but I don't think any of you here—I hope none of you here—look at your opportunity that way.

One of the things you read in class this year was a very interesting article by Milton Friedman, who has been for many years the intellectual guru for a philosophy which argues the sole role of business is to maximize profits.

Should a business, for example, contribute to charity? Should Tungsram give money to local hospitals or to the Budapest Opera or to whatever else interests its chief executive officers? It's a very interesting question. Whose money are you giving away? Are you dispersing

the corporation's or the stockholders' money? Are you creating value for your stockholders by making a contribution to the local museum, the hospital or university, or is that something that should be left to the stockholder or to the manager to use his/her salary for?

One can argue either side of this argument. It depends in part on the company, the activity it's engaged in, whether it has many customers and is important in the community, or whether it's very specialized with relatively few customers. There is no easy answer to this question. Obviously, unless a company makes money, it's not going to survive. That's a given. But I think you extend that argument too far if you then draw the conclusion that a company's *only* objective is maximizing profit, that it has no other goals. I think the evidence is clear that companies that take a broader social view of what they are about ultimately fare the best.

From the chairman of the New England Telephone Company, one of the large, regional telephone companies in the United States: "People sometimes find that decisions which emphasize costs to the exclusion of all other factors don't serve companies' and their shareholders' long-term interest. There is a growing body of evidence that shows a positive correlation between good corporate citizenship and financial performance. Studies by leading research groups, respected scholars, and socially responsible investment firms underscore the point that companies that look beyond totally maximizing wealth and profits and are driven by values and a sense of purpose outperform those companies that focus only on short-term gain. Companies with strong corporate reputations have been shown to outperform the Standard & Poor 500, have higher sales, sustain greater profits, and have stocks that outperform the market."

Or from a former president of Martin-Marietta Corporation: "The unified corporate vision that also pays dividends on Wall Street: A study of the country's one thousand largest companies shows that those with strong, long-term records of social responsibility also posted strong, long-term profitable performance."

Now, people sometimes adjust their ethical values to meet immediate pressures. Many of you know of the cartoon character Charlie Brown. He was target shooting with a bow and arrow. He let the arrow fly into a fence, then he walked to the fence with a piece of chalk, and drew a target around the arrow. Of course, when Lucy saw what he was doing, she became hysterical. She said, "That's not the way to practice. You're supposed to draw the target first and then shoot at it." Unrepentant Charlie Brown replied, "If you do it my way, shooting the arrow first and drawing the circle, you'll never miss." That's true, ladies and gentlemen, in the short-run, but it's certainly not true for a company or an NGO in the long-run.

Now, here we get into the problem of establishing the framework for ethical values. How do you do it? How does a company set values and strategy? One leader of an important American corporation writes, "It starts with the selection of people in our company." That's something I mentioned earlier with respect to my old firm, Warburg, Pincus. Those who practice ethical behavior are also the ones that make the most successful business people. This means asking what is right, not just what is logical or, even more important, what is clever. Don't just be clever; there are too many clever people in this country. Be ethical and take a long-range view.

Managers who think critically foster creative solutions. They are innovative, they find the third option that makes something work. What they're doing basically is building leadership, not just management. Here is the former chairman of the Chase Manhattan Corporation talking to a graduating class of business students, "Most of you receiving your degrees today will be entering the business world. But whether you aspire to business or any other calling, my message is the same: ethical behavior and effective leadership are intertwined and inseparable. The leader who fails in establishing ethical foundations will ultimately fail."

Many companies have codes of conduct that cover all kinds of behavior. People are required to read and sign them when they join. We have the same requirements in the Department of State. To be confirmed as an Ambassador, it took me a full week just to fill out the disclosure forms required, including fifteen to twenty years of financial history, what investments I own, what NGOs I belong to. All this has to be reported before we can be approved by the Senate, the White House, or the State Department.

Citibank, one of the major banks in the world with a branch here in Hungary, has a sixteen-page code of ethics in its policy manual.

These sixteen pages cover competitive practices, confidential information (how you deal with it, what it is), credit practices, credit ethics, acceptance of gifts and improper payments (very important), outside activities (what are they, which represent possible conflicts of interest), personal investments (you should not own stocks in companies that have influence over what you're doing, except for the company you work for), self-dealings in securities and other properties, and the general area of conflicts of interest. I don't know if you've seen any policy manuals in your course, but it's certainly something that merits attention.

Now let's open the discussion to some questions and, I hope, useful answers.

Q. If, in one environment, the vast majority of people are operating by a set of rules which in another part of the world wouldn't be considered ethical, what do you do? Suppose the way of doing business is having to bring a gift to get a signature on a permit or to have to pay some money under the table? If that is the way the majority of the environment is working, and that temporarily gives your competitors an advantage, how can you stay alive long enough, stay in business long enough, until the rules of the game change?

A. Not easily, and I recognize that for the individual, it's very difficult. Where do you draw the line? If you come to dinner in my home and bring my wife a bouquet of flowers, that's not an unethical thing to do. But, if you hope the Embassy does something for you and bring me a thousand dollar gift, that clearly is wrong. So, there are lines to draw.

For example, in Hungary we all know it's the custom to reward your physicians with extra money as a form of appreciation from the patient. I'm not suggesting that you immediately stop seeking good medical treatment because you don't want to give the doctor a little bit of extra help. I think, though, you should make it very clear to your representatives in parliament, to the government—the Ministry of Health, the Ministry of Labor—that the Hungarian health care system has to be reformed. Doctors should be paid commensurate with the work they do. Their work is important, and it should no longer be necessary to pay them under the table. It's unhealthy in a societal sense and wrong for patients to have to pay doctors extra for the services which the patient is supposed to receive from the government.

Similarly, I think you ought to ask the company that you're seeking employment with about its ethical standards because you have lots to offer. Does the company have a code of ethics? What are its business practices? Is it trying to succeed in a really international global climate, not just a local climate? I would not want to go to work for a company whose vision is so shortsighted that it doesn't care about ethics. I *would* want to work for a company that wants to be a real player, not only in Hungary, but more importantly, in the region, in the EU, in international business. Such a company should have a set of standards and values. One way you can demonstrate your concern for this problem is by asking those questions. And, I think you'll also identify yourself as someone who has values and a real understanding of what it takes to succeed in the global economy today.

I firmly believe that some of the practices that we've seen, particularly in Europe and in Japan, such as massive payoffs and bribery, are going out of fashion. In Italy, anti-corruption court cases are riveting our attention. We've also seen this in France. Of course, we've not been free of corruption in the United States. But most scandals are identified and reported.

Q. You have been in business for a long time. You're much more experienced than I am. I am very curious to know where you think this trend came from. I mean ethics existed for a long time before it became a subject in business and business existed a long time before the ethics formally came into it as business ethics. So, when you started your business in 1965, was any of this discussed? Where do you think this came from?

A. I don't think the issue is a new one. There has been concern over ethics in many countries for a hundred years. We had notorious turn-of-the-century scandals in the United States, the robber barons, the excesses of Wall Street. And there have been similar cases for years in the United Kingdom. But I think we have been lucky in the sense that some of the northern tier countries, the Scandinavian countries, and the English-speaking countries long ago adopted a rigorous view of what is correct and what is incorrect. We believe strongly that the press has the right to ask questions of anybody, and if it turns up something that is not right, the press should expose it. The tradition, certainly in some Mediterranean countries, in South America, in Central and Eastern Europe, and I won't even talk about the former Soviet Union, has been very different. The idea of bribing officials or using connections, or gaining government approval by paying someone off, has been prevalent. In fact, this attitude in Hungary is, I think, only partly a function of fifty years of communism. I'm sure if you went back to precommunist Hungary, you would find similar problems here and in other countries of this region as well. It was the traditional way of doing business.

Ladies and gentlemen, that just isn't good enough anymore. It doesn't work, and I think the sooner you as young, future leaders of this country and of this region send that message, the better.

Q. I'm not really convinced about this ethical dilemma. We can be ethical towards our customers, but what about production? Is there really such a thing as ethical production? If we are producing something like submarines or jet fighters, we want to sell them to other countries. But both things are corrupt. Can we exercise pressure on these countries? It's a general thing that if a major arms producer wants to sell something to Hungary, then leading

politicians come from that country and they just talk about general things but also about these arms. Is it possible to compete without using unethical means?

A. Well, it's a good question and, of course, it's a very complicated issue. Companies have to know what their constituency is, who is really important to them, whether they're selling a product that affects the entire community. Maybe there's an environmental question involved. If a company has an environmental impact and it doesn't pay attention to environmental issues, it is going to get into serious trouble with the community.

If it's dealing in arms for example, it's essential to know who its ultimate customer is, what its government thinks of that customer, who it's competing with, what the terms are. What are the rules? Unless you're aware of the rules, you're going to get into trouble.

There is a constant dialogue between the United States and many countries around the world regarding the sale of armaments. But our policies with respect to a country like Hungary or Poland are very transparent. Chairman of the Joint Chiefs of Staff General Shalikashvili was here recently. The general said very clearly: "I am not here to sell airplanes. If you want to learn about our airplanes, we'd be delighted to send you the information. But it's your decision." That's the correct way to approach the problem. Now we may lose some aircraft sales that way, but at the same time, we're building understanding on the part of the Hungarian government that this is the right way to conduct yourself in international business and international security matters. I think in the long run, that's the right way to go.

Q. On this airplane thing, I'd like to say more on the ethics of competition. There are cases of stealing information from each other. Companies feel that it helps them.

A. They are going to get into serious trouble if they do it. Sooner or later, they're going to be found out. Somebody is going to blow the whistle, they're not only going to lose their jobs, but that company's going to lose future contracts, and it's going to create an atmosphere of doubt about its credibility. If you can't compete except by stealing somebody else's technology or products, you're in a very weak position to begin with. You may succeed in the short run by borrowing or stealing technology, but that's not a substitute for developing your own. I think it's a sign that a company has serious problems if it has to do that.

Q. How do you feel about companies that make something harmful to the environment and then move to a country that has looser standards?

A. Like cigarettes, for example?

Q. I mean chemicals or other areas where, you know, companies such as Dow Chemical go to Mexico, Central Europe....

A. What you are concerned about, I have no doubt, reflects events that have taken place in the past. But during the past year and a half I've been here, I've visited the factories of major companies, such as Ford, General Motors, General Electric, Phelps Dodge (they make carbon black). In every single case, the chief executive of that company said to me: "The plant that we've just built or the factory we rebuilt when we took over is not only technologically competitive, but when it comes to environmental protection and safety, state-of-the-art. We're not going to build anymore plants anywhere in the world that are not at the cutting edge of technology and environmental safety." Union Carbide learned that lesson, you remember, in India a dozen or fifteen years ago. They're still paying the price for it.

Q. In the case of a company where people have been doing things the same way for a long time, how do you think that the general manager can encourage people to change their behavior, apart from their signing this code of ethics?

A. I think it involves communication. One of the problems I discovered in Hungary is that there is still a reluctance on the part of Hungarians to share information. Have any of you heard that before? Because of the former communist system, having information that someone else doesn't have is considered to be valuable, and therefore you don't want to share it. But the best companies now share information. I was recently in an American-owned plant—Samsonite Luggage—here in Hungary. They bought an old Hungarian luggage company and rebuilt it. They have four hundred people working there and have put millions of dollars into it. Most important, they have meetings every week in the plant so that everyone understands not only what they're doing, but what the person two aisles over is supposed to be doing. They discuss the company's goals and the company's standards.

It is important for the managers of companies to bring together people and say, "This is why we do things the way we do them. These are our standards. This will result in a better product and more customers. If you hear of something that is not being done correctly, or you see something not being done ethically, tell us. We want to know about it. You're not going to be punished." It means communication. It means people talking to one another, and obviously, that starts at the top—it starts with the managers.

Q. Aren't ethical values really supposed to be part of the common law, and if that law is changing or ethical values are changing, how do you regulate that in areas where the legal structure is very weak?

A. None of us sitting in this room is going to change those values overnight, but I go back to what I said earlier. Find out who the young people are in the ministries, find out who your representative is in parliament, and talk to them about ethical values and how the law has to catch up with what you want to do here. As young people, you have a lot of influence talking about these issues.

Q. You said the United States and Europe have developed an ethical way of doing business and that you think it is the right time to export some of those values to the rest of the world.

A. More and more of the companies or the financial institutions that are making a difference throughout the world are global and not local. And as a result, values become mixed, in fact, transnational. So, I think the dominant values that have been established by the leading international companies, many of which are American, British, Dutch, Scandinavian, German and French, are prevailing. If you're running a company, you can't have one set of values for a North American market and another for Southeast Asia. You can try, but it's not going to work. Sooner or later, you have to have a common set of values. Your job is to help it happen; it's not a question of fitting your ethics or standards to this or that country or market, but rather of observing the correct ethical standard worldwide.

Unfortunately, I see that our time is up. Thank you very much for your interest and your good questions. I enjoyed being here. I wish you all great success in your future careers.

5/8/96

Clinton leads, but plenty of time left

CO 57796

WASHINGTON (AP) — Six months before Election Day, President Clinton enjoys a commanding lead over Bob Dole, due to a giant advantage among women voters and persistent doubts about the Republican congressional agenda.

The Democratic incumbent's big lead — roughly 20 points in recent national polls — would translate into an electoral landslide if the election were held today. And it's despite continuing voter doubts about Clinton's honesty and convictions, and overwhelming sentiment that the nation is on the wrong track.

Given the volatility of Clinton's own standing in public opinion polls, and the dramatic swing in voter sentiment between the 1992 and 1994 elections, there is no guarantee that the factors helping Clinton now will extend into the fall campaign.

George Bush, for example, led Clinton in polls taken at this point in 1992. But Clinton's margin is more than twice as large as what Bush's was, and compares favorably to the cushion Ronald Reagan carried into his 1984 re-election campaign.

"The president enters the campaign looking awfully strong," said Democratic pollster Peter Hart. "But the difficulties that Bill Clinton had at the end of 1994 have not all been erased. . . . It is my contention that Dole will be back in the game."

Most Republican and Demo-

■ CBS offers free air time to presidential candidates / 7D

cratic strategists concur, citing, among other things, the traditional GOP advantage in the Electoral College and the expectation that as the election nears, Clinton will be contrasted more directly with Dole rather than measured against House Speaker Newt Gingrich and the Republican Congress.

There also is the wild card of another possible Ross Perot candidacy, not to mention potential policy trouble, from Bosnia or the Russian elections to an economic downturn or some legislative battle with Congress.

Still, Clinton enters the campaign's final six months with a lopsided advantage. He also has a \$20 million campaign cache and the powers of the presidency at his disposal to help protect his lead between now and the August national conventions.

A *Los Angeles Times* poll last month showed Clinton with a 55 percent job-approval rating, up 10 points from the fall of 1994 when Republicans gained control of Congress for the first time in 40 years.

In last month's poll, by a 51 percent to 35 percent margin, voters said Clinton was right to veto most of the GOP congressional agenda.

The *Times* survey showed Clin-

ton with a 27-point lead over Dole among women; this and several other recent national polls showed Clinton running even or slightly ahead among men, as well, with Dole clearly ahead only among men in the GOP-leaning South.

The enormity of Dole's task in engineering a comeback is brought into focus by polling data from big electoral states.

For one thing, Clinton leads by a dozen points or more in California, New York, New Jersey, Pennsylvania, Michigan and Illinois.

And Dole also trails in Ohio. No Republican has won the White House without winning Ohio.

Most troubling to the Dole campaign is that, almost everywhere, Clinton's leads have increased since Dole clinched the GOP nomination.

Andy Kohut, polling director for the Pew Center for the People and the Press, noted that 93 percent of Democrats now back Clinton while 83 percent of Republicans support Dole, a difference he attributed to Dole's bruising primary campaign. "Those Republicans will come home to Dole and that by itself will make things closer," Kohut said.

Beyond trying to boost Dole's standing nationally by drawing sharper contrasts with Clinton, the Dole campaign has adopted a state-by-state strategy designed to improve its electoral outlook.

Presidential poll

Recent data from several key 1996 battleground states



State	Clinton	Dole
Pennsylvania	51	34
Michigan	52	38
Illinois	51	37
Ohio*	56	36
California	51	39
Florida	45	40
New Jersey	50	31
Texas	40	49

*Ohio Poll figures
Source: Associated Press

Dispatch graphic

Florida, Virginia, Arizona and Georgia, for example, are among states the campaign hopes to shift from tossup to leaning or solid Republican by midsummer. In those four, leaders of GOP congressional delegations have been enlisted to help weaken Clinton's standing.

"April was a transition month from the primary campaign, and now we will get on offense," Republican National Chairman Haley Barbour said. "I am convinced this will ultimately be a 50-50 election."

Spanish

Columbus Dispatch (6H)
5-7-96

copy

to
VP 5/15/96

and back

5/18/96

THE PRESIDENT HAS SEEN
to Pattis

Stosich

we need to stress
when to run for
Binkley & Martin
Frost should call it
but should be in
affordable market
PC

original back
to POTUS

WILLIAM H. WHITE

SUITE 1500

1415 LOUISIANA

HOUSTON, TEXAS 77002

TEL: (713) 650-9000

FAX: (713) 650-1133

THE PRESIDENT HAS SEEN
5/8/96

May 1, 1996

The Honorable William J. Clinton
President
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20045

Re: Texas and Your Presidency

Dear Mr. President,

I write to urge you to use some of the resources of your campaign to turn the tide in your favor in Texas, the nation's second largest state. Your campaign for re-election should be that of a great President, with the ability to shape history, not one of a defensive President, content with a constitutional title and just enough electoral votes to win.

You would not be the leader of the most influential nation in the history of the world unless you thought big, took risks, and had confidence in your ability to persuade. So why does your campaign and your national party show no signs of using their current financial and political advantage to turn around public opinion in Texas, and break the opposition's back?

We think the DNC should spend half a million dollars for television in Texas, principally East Texas, and that the Committee to Re-elect should spend \$250,000. Do it for four weeks. Then we poll. Without this, no polling can be a fair test of how you can fare in a contested campaign.

People in Texas can be influenced by our television ads. Remember that you were six points up here until Pres. Bush started millions of dollars in negative ads in mid-Sept. 1992. If television does not work, why are we asked to raise so much money for it? Doesn't it make sense to even it up here so that Senator Dole must fight for a base?

I remember reading Joe Kennedy's jest that he could not afford to buy his son a landslide. You just might want to test the price. It may be cheaper than you think. And our nation itself cannot afford a house divided any longer.

While the Dole camp huddles in its trenches to figure out what their campaign stands for and to wait for more funds, why can't you at least spare some cavalry to disrupt his supply train in the Gulf Coast? Do not let the embattled forces of nostalgia and selfishness have a place to

May 1, 1996

Page Two

find sanctuary. Decency is worth fighting for, everywhere. Do not cede the airwaves to Mr. Limbaugh.

Cut Dole off in Texas and Florida, and you have changed the political atmosphere of the country. Bipartisanship will start to sound pretty good to many Republicans.

More Americans began listening to you when you began using the voice of the citizens of America, and abandoned the voice of the CEO of that twenty percent of America known as the federal government. Why let your voice carry only to the "targeted states," until you at least give others a chance to hear? Invite the prodigal sons and daughters home.

Did President Wilson decide not to contest New York in 1916 when Charles Evans Hughes' dour candidacy began to fade that summer? Of course not. Twenty years later President Roosevelt let a bland Republican from Kansas get only eight electoral votes. Sounds good to me. Both Wilson and Roosevelt needed political capital during second terms to reach for greatness. Truman endured a second term nightmare by only slipping in.

The credibility of Texas' Democratic political leadership is at stake. Our statewide leadership stood with you last December when it was not so convenient to do so. Our fate must be bound to our nation's leader by more than a passing DNC finance operation.

I remember sticking with you at a dinner with over one hundred of my skeptical personal friends at the Warwick Hotel two days after the Super Bowl in 1992. Common sense—but not the polls—told me you had what it takes. That same sense now tells me that you have what it takes now to carry Texas. I did not leave a great profession and a nice "desk job" in government to go to the front lines to accept defeat.

But do not make this commitment to do us a favor. As Lt. Gov. Bob Bullock said, do yourself a favor. Do it to retake the House of Representatives, so that your budget means more next term. (Remember that Texas can decide the fate of the House.) Do it because the President of all the states has special responsibilities as a candidate. Do it to help bring our nation together.

Sincerely,



Bill White

Chairman

Democratic Party of Texas

P.S. I will be in Washington this weekend for the Saturday White House Correspondent's event. Also, Peter Knight is perfect for the job.

May 1, 1996

Page Two

cc: Vice President Al Gore

First Lady Hillary Clinton

White House Staff

Chief of Staff Leon Panetta

Deputy Chief Harold Ickes

Counselor Mack McLarty

Political Director Doug Sosnick

Texas Democratic Leadership

Lt. Gov. Bob Bullock

Speaker of the House Pete Laney

Attorney General Dan Morales

Comptroller John Sharp

Commissioner Garry Mauro

Treasurer Martha Whitehead

Friends

Lloyd Bentsen

Ann Richards

Roy Spence

Bernard Rapoport

Truman Arnold

Arthur Schechter

School Project Lampooned by G.O.P. Totters but Doesn't Fall

By JOHN H. CUSHMAN Jr.

WASHINGTON, May 6 — Even as the Republicans gave in to most of the Clinton Administration's demands to restore money for environmental programs in the fiscal 1996 budget, they heaped ridicule on one science education program and insisted on eliminating it. But the Administration is vowing to salvage the program by rationing the money previously approved by Congress and seeking private contributions.

A favorite of Vice President Al Gore, the program combines his two passions: the environment and communications. It teaches students at thousands of schools across the country to collect data on climate, soil, plant life and the like and to share the information with other students, teachers and scientists over the Internet.

Although the Administration proposed to spend \$15 million in this fiscal year on the program — Global Learning and Observation to Benefit the Environment, known as Globe — Republican leaders said Globe seemed to fritter away money on a somewhat pointless exercise.

"We have pried some of the money out of the hands of Washington bureaucrats; we have eliminated some absolutely absurd programs," said Representative John R. Kasich, the Ohio Republican who is chairman of the Budget Committee.

Mr. Kasich scoffed at the Globe program in a speech on the House floor, contending that it "says to children, 'We will give you millions of dollars to measure rainfall by collecting it.'"

But the program turns out to be popular in Mr. Kasich's home state, among other places.

In Columbus, Ohio, Nancy Small, who teaches science at the Georgian Heights Math, Science and Environmental Studies Alternative Elementary School, wondered what Mr. Kasich knew about the program.

"He obviously has not looked at a Globe manual," Ms. Small said. "If we were to look at all the learning activities, the kinds of studies they are doing, the soil testing, geology, biometrics, atmosphere and climate — my goodness, to me, how can he say it is just rainwater?"

In the last few weeks, she said, her students have connected to the Internet for the first time. They are getting ready to transmit the data collected by a new weather station they recently set up at a precise location, aided by global-positioning satellite equipment borrowed for a day from her local power company.

The Administration defends the program by saying it gives schoolchildren valuable hands-on training. Administration officials said that thousands of schools and teachers had spent their own money for equipment and training and that killing the program would waste that investment.

It can cost several thousand dollars for a school to equip itself for the program. Although Federal grants are available, much of the expense is typically borne by the school. The Federal Government pays for things like training materials and workshops for teachers and maintaining the data bases.

The financing for the program comes from a number of agencies, particularly the National Oceanic and Atmospheric Administration. Although Congress eliminated program money for the rest of this year

Republicans intend to halt a national science program, but it has wide support.

from the budget of that agency and the Environmental Protection Agency, some previously approved money remains on hand, and financing will be available for a few more months through the National Aeronautics and Space Administration and from other corners of the budget, Administration officials said.

To help pick up the slack, a newly enlisted nonprofit group, the Foundation for Global Environmental Education, is scrambling to attract corporate and other private donors, said the foundation's president, Daniel Bross. Major corporations, especially high-technology companies, are

expected to provide cash, equipment and computers, Mr. Bross said.

After all, this is a program that lives on the World Wide Web, currently the hottest spot on the Internet. From the Globe home page (<http://www.globe.gov>), a net surfer is just a mouse-click away from images of global weather patterns, not to mention an image of Tipper Gore, the Vice President's wife, using a digital camera to photograph Globe students at work. Mrs. Gore, an avid photographer, uploaded her snapshot as part of 24 Hours in Cyberspace (<http://www.cyber24.com/home.html>), an on-line compilation of Internet activities.

All that computerized chic, combined with some traditional, hands-on data collection, using weather stations and other basic tools, makes the program doubly appealing to teachers and students. Some students have even managed to present their work at meetings of real scientists.

Among Globe's enthusiasts is John Austin, who heads the science department and teaches biology at the Rutherford B. Hayes High School in Delaware, Ohio.

On the Globe program's Web pages, the school's coordinates are listed as latitude 40.2986 north, longitude 83.0681 west and elevation 277 meters, smack in the middle of Mr. Kasich's Congressional district. There are nine other schools in his district participating in the program, the Globe program's office said.

Mr. Austin's honor students are calibrating instruments and getting ready to collect data on soil moisture that will be combined over the Internet with data collected at thousands

of participating schools, he said. Next year, the program will figure prominently in the science curriculum for all levels of students at Hayes.

"This is the first real use of the Internet our school has had," he said, adding that his participation in the program had persuaded the local school board to pay most of the costs. "I am having Spanish teachers coming down and pulling stuff off the Internet. This computer is being used six hours a day now, so I am a pretty popular teacher."

As for the criticism that the program is all about collecting rainwater, Mr. Austin shrugged. "Mr. Kasich might conclude this is pretty simplistic," he said, "but in reality, we are dealing with kids. You have got to start someplace."

Mr. Kasich did not respond to a request for an interview.

A Congressional aide who reviewed the program as the budget was being drafted criticized it as having lofty but unrealistic objectives and questionable scientific value.

"If you look at it in a hardheaded way, the most unkind and critical way," said the aide, speaking on the condition of anonymity, "it is about collecting rain data and playing on the Internet." In comparison with other projects at the cash-strapped oceanographic and atmospheric agency, he said, it appeared to be "a program in search of a scientific objective."

But a participating scientist said that such data could be valuable despite its simplicity. That scientist, Dr. Susan E. Postawko, a climate researcher at the University of Okla-

homa, has been working for five years with students collecting rainfall data on Pacific islands. Ms. Postawko is now getting information from around the nation and the world through the Globe project, which has participants in dozens of countries overseas, each financed by their governments.

"The measurements the students are making within the Globe program," Dr. Postawko wrote in an E-

mail message responding to an inquiry about her work, "were specifically chosen to be measurements of interest to scientists, yet straightforward enough to be made by 'lay-people' with a little training."

She added, "Student measurements of rainfall on small islands and atolls now represent nearly 25 percent of all the rainfall measurements being made in that part of the world."

GS - good story

THE PRESIDENT HAS SEEN
5/8/96

copy of ltrs and
orig. photos to
NH

THE WHITE HOUSE
WASHINGTON

May 6, 1996

Linda Graham
136 Hamilton Place
Hot Springs, Arkansas 71913

Dear Linda:

Thanks for your wonderful note and the pictures. Dick told us all about the party you had for him -- I only wish I could have been there instead of having to call! We really do appreciate everything you do for him, and I know how much he loves to spend time with you.

Thanks, too, for the shorts. I like your advice about the lizard.

Sincerely,

Bill Clinton

April 28, 1996

President Bill Clinton
1600 Pennsylvania Avenue
White House
Washington, DC 20500-2000

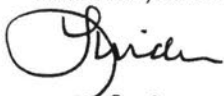
Dear President Clinton,

There are many special people in the world, but you definitely shine above the rest. Thank you for calling Dick at my home on his birthday. Your timing couldn't have been better. Everyone was gathered around the table watching him open his gifts when the phone rang. He had no idea who was on the phone for him. When I handed him the phone and told him it was for him, he had a puzzled look on his face. When he realized it was you it went from puzzled to a big smile and eyes full of happy tears. That was one of the neatest and heart warming things I've seen in a long time. Thank you so much for making his 81st a very special one. I know you would've called him anyway, but it was special that you surprised him by calling him here. There is a set of pictures of the party for you, Dick will give them to you.

It's nice that you invite Dick to the White House to visit you as much as you do. I always hate to see him go away because I miss him, but I know he's always excited about seeing you and your family. Dick has rapidly become a part of our family even though there's no blood relation there. He has a permanent place in my home and at my dinner table. We love his company, he's such a doll. There's is nothing we wouldn't do for him.

Enclosed are a pair of shorts. On the bottom of the leg there is Jimmy Buffets Lizard. In Arkansas, as you know we call them newts. That's where a newt belongs, on the bottom of YOUR SHORTS!!!!!! You're the greatest and have my vote. Good luck this November!

Love and Much Admiration;



Linda Graham
136 Hamilton Place
Hot Springs, AR 71913
(501)767-7978 (this is where you can find Dick on any night I'm cooking!)
(501)525-4800 work

THE WHITE HOUSE
WASHINGTON

May 2, 1996

David L. Jackson, M.D., Ph.D.
AssurQual, Inc.
1414 Key Highway
Baltimore, Maryland 21230

Dear Dave:

Thank you for your thoughtful letter and the copy of your proposal for improving long-term care quality. I agree that we must continue to explore new means for monitoring the quality of long-term care.

Since last year, Vice President Gore and I have been urging the Health Care Financing Administration to work with states, the health care industry, and consumer groups to develop and implement a more outcome-based quality assurance system. I am pleased to report that they are doing just that and are in the process of designing and implementing a national data system that would provide the information necessary to utilize outcome measurements or quality indicators.

With the help of the University of Colorado, the Agency has developed risk-adjusted clinical outcome measures for home health care. These quality indicators will enable HCFA and consumers to make informed choices concerning the quality of services received by beneficiaries. HCFA has also been discussing a project for Mississippi and Ohio with the American Health Care Association.

Initial efforts are also underway for exploring measures of satisfaction, procedures for auditing claims data, and methods for facilitating more effective quality improvement systems in nursing homes. For example, HCFA's Office of Research and Demonstrations is conducting a multi-state nursing home case-mix and quality demonstration in four states.

*EC: [unclear]
C. [unclear]
Jackson/H
[unclear]
[unclear] by Chris [unclear]
DPC*

As always, I am grateful for your perspective. I have asked HCFA officials to arrange a meeting with you to discuss the best ways to proceed with a more outcome-based approach to quality improvement. With the help of informed and interested experts like you, we will surely succeed in our commitment to improve care and services for long-term care recipients.

Thank you for taking the time to write.

Sincerely,

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

Through Staff Guy
Peter
AssurQual, Inc.

1414 Key Highway
Baltimore, Maryland 21230

Fax (410) 752-7324

96 APR 11 P 4: 21

Tel. (410) 752-6779

April 1, 1996

The Honorable William J. Clinton
President
The United States of America
1600 Pennsylvania Avenue
Washington, DC 20500-2000

Dear Mr. President:

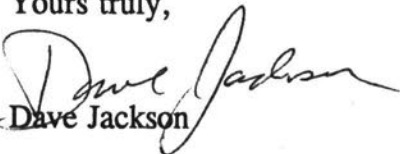
I recently have had discussions with both Dr. Steve Gleason at the campaign offices and with Bruce Fried at HCFA. I shared with both of them a brief document (enclosed) I recently wrote at the request of the Chairman of the Board of the National Citizens Council for Nursing Home Reform. It describes a new approach to nursing home quality monitoring that would replace the present survey system with the public disclosure of objective, risk adjusted quality indicators. This would include strong protection for individual nursing home residents. But it would replace the present retrospective manual chart review designed to "find a problem, slap a wrist" with a much more quality improvement focused approach.

I believe that this approach has the strong support of the provider community and has been received with great interest by the State survey agencies with whom I have explored this concept (driven by a concern that it becomes increasingly difficult to do "more with less" unless there is a re-engineering of the basic process. Then it is possible to do "better with less"). I have also been working with the advocacy community to address their concerns with any change of the present OBRA survey process. I believe there is a real opportunity here to introduce a significant regulatory reform, which could simultaneously strengthen the ability to protect the frail elderly from poor quality care and to facilitate the effectiveness of efforts to improve quality services (i.e., "Continuous Quality Improvement"), to simplify the process, and decrease the costs - while accomplishing this with the support of the providers, the present state regulatory community and, hopefully, key components of the advocacy community.

Key officials in a number of states have expressed interest in attempting to craft a waiver program to evaluate the impact of this new approach. I believe you and the Administration can end up receiving substantial credit for this new initiative, if HCFA/HHS can get ahead of the states in articulating support for this approach to regulatory reform.

I would be pleased to discuss this proposal with any of your staff that would have an interest in more fully understanding its structure. Doty, Elizabeth, and I send you our prayers and thoughts. I am excited about the election campaign, and do hope I can find a way to get "plugged in" to the effort, now that we are here in the DC/Baltimore area (a campaign for re-election is certainly different than the 1992 effort; there is no need to create a de facto policy apparatus, etc. But I have carved out time to participate in any aspect that would be helpful, such as surrogate speaking, etc.).

Yours truly,


Dave Jackson

Enclosure: Disclosure Model for Quality Monitoring

110: lclinton.dlj

Draft

An Approach to Strengthening Long Term Care Quality Monitoring

**Use of Risk-Adjusted Outcome Disclosure in Place of
Present Retrospective, Chart Review Based Survey Process**

David L. Jackson, M.D., Ph.D.

The passage of OBRA 1987 ushered in a new era for quality monitoring in Long Term Care for both Federal and State governments. These changes included many very positive improvements in the previous survey process were incorporated into the Post-OBRA changes -- and the never-ending process of refining this critically important quality monitoring function continues today.

OBRA introduced a long overdue emphasis in the survey process on residents' rights, privacy and dignity. These changes represent one of the critically important positive contributions to the survey system. However, there are some intrinsic aspects of the design of the present survey process that remain substantively and philosophically troubling. Modern concepts of quality management emphasize that systems that are retrospective and punitive are often quite counterproductive -- and almost never lead to real quality improvement. Yet the survey process today remains based primarily on retrospective chart reviews and is strongly punitive in its application. The system provides relatively few positive incentives for good performance.

Recently, new methodologies have been developed that permit the quantitative measurement (and hence the management) of clinical outcomes (through "quality indicators") -- and to track "customer satisfaction," the other key element in quality measurement. These converging events and issues present a real opportunity to implement (and evaluate) a real paradigm shift for the Federal and State quality monitoring and resident protection process.

One could establish a pilot implementation of an alternative to the present survey process. This alternative would include the following steps:

- A) All LTC facilities would be required to implement a formal Quality Management process.
- B) The survey process would be replaced by the periodic (every 6-12 months) public disclosure of risk adjusted clinical outcomes data. Customer satisfaction measures could be included in the future, as these measures are adequately included in the future, as these measures are adequately validated. These data would be in the public record and would be available to individuals, health care professionals and organizations that make referrals to long term care facilities.

- C) Outside professionals (representing the State) would be physically in the facilities to perform three functions:
1. The complaint investigation function would be retained in essentially its present form. This program relates to protection of individuals. An outcomes based monitoring program can be a very strong statistical analysis tool for facilities and other interested parties. But it does not apply directly to isolated, individual resident related issues. These are important issues, but do not represent occurrences that are frequent enough to reach "statistical significance."
 2. State authorized staff would visit facilities on a random basis to audit the accuracy of the disclosed data. If this audit were to uncover the purposeful submission of inaccurate/fraudulent data, the consequences would include substantial penalties (this would be the key area for limited, but powerful, punitive consequences).
 3. State authorized staff would also visit facilities that experienced either a significantly "higher" or "lower" than expected incidence of the quality indicators that are being monitored. In these visits, the focus would be to learn from and/or report to the facility staff regarding strategies that have led to better outcomes than expected for various clinical conditions (what Dr. David Zimmerman has called "Taking STOK" or the Systematic Transfer of Knowledge). This final phase could be the most important step in truly improving the quality of care delivered -- and has the potential for much more powerful positive impact on quality than the present Survey process.

This approach requires a continuing commitment to the development of better and better measures of quality/outcomes. It also requires a level of information management that moves far beyond using computers to simply "print out" MDS forms and to send out the bills at the end of each month.

But we are now in the Information Age. A careful evaluation of the impact of this proposed new system for quality monitoring could lead to improvement in the quality of care, be far more efficient and less costly, and increase the positive dialogue amongst facility staff, residents and families, the professional community, the advocacy community, and the appropriate governmental agencies.

Dear President Bill Clinton,

I am John Miller's
first Cousin. Rep
John Miller from Melbourne
Ark. that is

I think you are
doing a fine job!

Best Regards
Jack Gray

Adm from 5/7/96
departure by Ark.
Chamber of Commerce.
That then may need
to be dealt with

TODD:

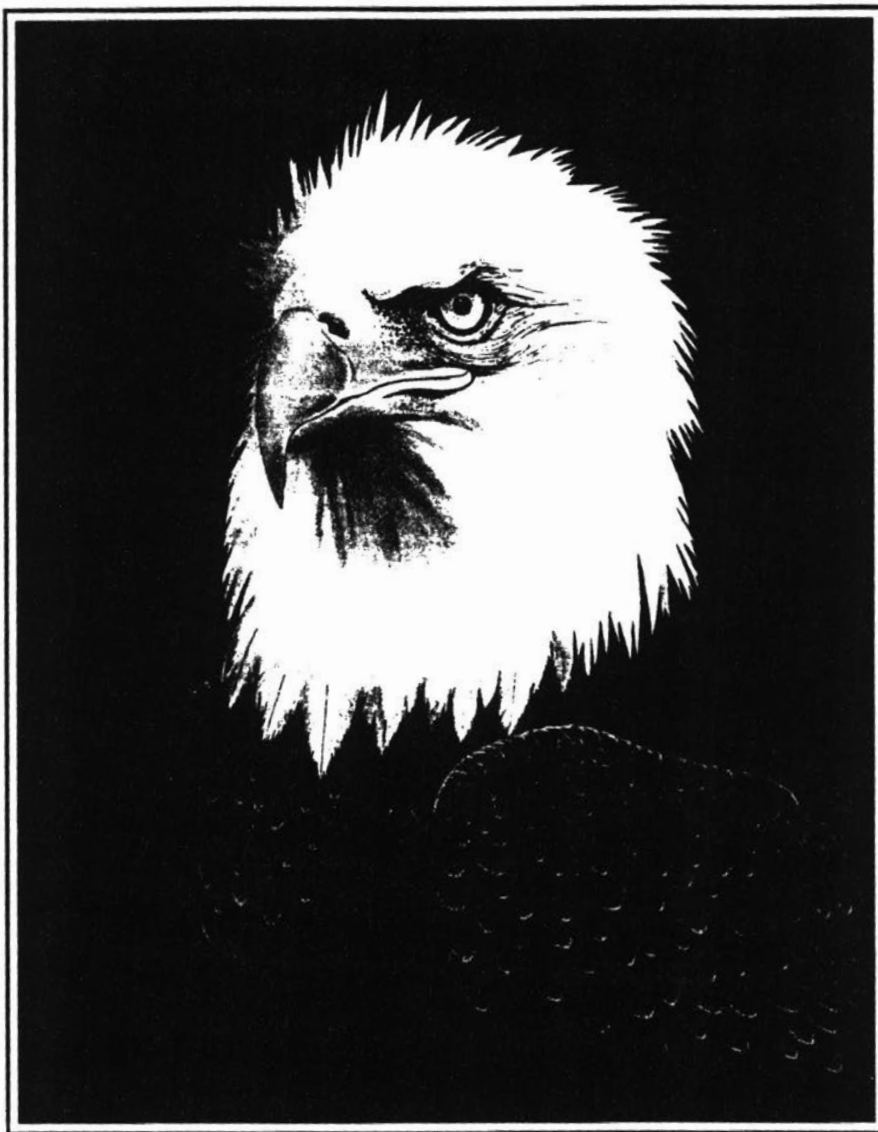
Back form oval office.

TO DORSKIND FOR REPLY?

✓

YES

President Bill Clinton



"CHAIRMAN OF THE BOARD"

Chairman of
The Joint Navy Seal
to be dealt with



JACK GRAY
...Artist...

Jack Gray

Since retiring December 31, 1994 Jack has had a fast growing demand for Bald Eagle originals. This has prompted him to reproduce this signed edition of "**CHAIRMAN OF THE BOARD**".

Jack A. Gray
13657 St. Andrews Drive
Siloam Springs, AR 72761
501-524-5530

Copyright 1996 by
Jack A. Gray

Overall Print Size
22 x 28

THE HUNT LAW FIRM

P.O. Box 9588
Pine Bluff, Arkansas 71611

3, 1996

the Jefferson County
nt Unit at Pine Bluff, AR

ue your efforts at establish
support for our children.

Truly,

BILL CLINTON
NT OF THE
ATES OF AMERICA

Belly- This person was @
the POTUS departure. Oval Office
He would like POTUS to
send a letter like this

Thank
Wayne

May 3, 1996

TO: Management and Staff of the Jefferson County
Child Support Enforcement Unit at Pine Bluff, AR

I encourage you to continue your efforts at establishing
paternity and collecting child support for our children.

Keep up the good work.

Yours Truly,

HONORABLE BILL CLINTON
PRESIDENT OF THE
THE UNITED STATES OF AMERICA



Roger W. Hosman

President/CEO

(501) 982-5912

1-800-742-5238

Fax: (501) 985-0653

2003 Military Road, P.O. Box 339

Jacksonville, AR

72078



to Vice Lord

THE WHITE HOUSE
WASHINGTON

May 1, 1996

THE PRESIDENT HAS SEEN

5/8/96

96 MAY 1 10 16 41

*Great work ✓
Transfer*

*Stanley King
for giving me
this
BC*

MEMORANDUM FOR THE PRESIDENT

FROM: SUE SMITH *AS*
Director of Agency Liaison

THROUGH: JAMES DORSKIND *lin*
Special Assistant to the President
Director of Correspondence and
Presidential Messages

SUBJECT: SELECTED CASEWORK

1. Ruben P. Mares of California: Mr. Mares wrote that he is "one of thousands of aerospace workers who have been laid off since 1990. Sixty-seven years old and unemployed after twenty-three years of consistent work, he had mailed approximately 2,000 resumes and still I can not [sic] find a job." But while watching television, he "learned of the re-training program that you are going to put into action . . . because of the closing of the military bases." Mr. Mares closed, "I need to work. I like to work. I hope your Retraining Program Administrator gives me the opportunity of an interview to work something out."

Agency Liaison referred Mr. Mares' case to the Department of Labor, and the San Francisco regional office (under the auspices of the Department of Community and Senior Citizens Services) placed him in a retraining program. Mr. Mares received financial assistance to train in computer accounting at Eldorado College in West Covina, California, and he graduated on April 19 with a 3.80 GPA. He is currently employed by a small firm as a prototype inspector.

*His
great*
In his thank-you letter, Mr. Mares wrote, "Thanks to you Mr. President I am able to join the workforce [sic] and become a potential taxpayer again. I will be self sufficient. . . . You can count on me as part of the democratic team. We can make the difference. . . . THANKS A MILLION."

Attached are a copy of his original and thank-you letters, together with a suggested response.

2. George V. Wild of California: Mr. Wild wrote to you because the Department of Veterans Affairs had not granted him the increase in his disability payment he believed he deserved. "I am finally addressing an appeal to you for the simple reason that . . . they have tied me up in bureaucratic death." A veteran of the Korean War, he experienced a two-week period of total amnesia upon his return from combat in 1955. Mr. Wild spent the next eight years in a VA mental hospital and was given a 60% disability rating. When he was released in 1963, he found that the combination of his nervous disorder, together with his record of mental illness, made him "anathema to every employer."

X/ Senior Caseworker Helen Stefanopoulos referred Mr. Wild's request to the Department of Veterans Affairs, which reviewed his records and raised his disability rating to 80%. Mr. Wild received retroactive pay of \$111,170 and an increase in his monthly payments.

✓ In his thank-you note, Mr. Wild wrote, "I want to extend to you and Mr. Dorskind my appreciation for the almost startling action created at the Bureau of Veterans Affairs. . . . I thank you sir, also, for your superb handling of a murderously thankless job. . . . Mrs. Wild and I both think of you and Mrs. Clinton every day and always with admiration tinged with a modicum of sympathy for all that the two of you must endure."

Attached are Mr. Wild's original and thank-you letters, along with a suggested response.

3. Jamie Stoeffen of California: "I am writing to you about a big problem I have. I feel that the U.S. Government has done a great injustice to my father." In 1990, Ms. Stoeffen's father, David, a nineteen-year government employee, was working as a painter at the Sacramento Army Depot when a pressurized cylinder exploded in his face. Left with permanent injuries, he lost his job and was unable to find other employment because of his physical limitations. He applied for Workers' Compensation, which was denied. Ms. Stoeffen concluded, "My dad is a good person, he is honest. . . . I never thought the government worked like this. . . . I believe that people need someone on there [sic] side for a change. . . . In 1996 when you run for president again I will vote for you, well if reelection doesn't come before my birthday in March."

Senior Caseworker Susan Beveridge referred the case to the Department of Labor. Over the next nine months, Ms. Stoeffen sent Susan updated information and medical documents to forward to the Office of Workers' Compensation Programs. On March 28, OWCP reviewed Mr. Stoeffen's case and awarded him back compensation of

* \$40,986. He also will receive \$2053 monthly through 1996, when his condition will be reevaluated.

In a follow-up call, Ms. Stoeffen asked Susan "to tell the President I said 'hi'. I think he's doing a great job and thank you."

Attached are a copy of Ms. Stoeffen's letter and a suggested response.

gus

Handwritten initials and scribbles at the top left of the page.

WHITE HOUSE
WASHINGTON

May 1, 1996

Ms. Jamie Stoefen
3510 Santos Circle
Cameron Park, California 95682

Dear Jamie:

Thank you for writing to me about your father. He sounds like a very special person and is fortunate to have a daughter who cares so much about him.

I am glad to know that Susan Beveridge and other members of my Administration were able to help you and your father obtain the Workers' Compensation benefits to which he is entitled.

I appreciate your kind words of support and send best wishes to you and your father for every future happiness.

Sincerely,

Bill Clinton

am a
am
em I
as done
has
2 years.
The

he
is hurt
glinder)
wisted
things
my
of
right

workers
were
s been
e
My dad
also
and
from
from

OWCP (office of workers compensation prog)
I think this problem needs to be fixed.
My dad is a good person, he is honest.
It makes me very angry that people

U
Wild
letter

AL
right
for

WHITE HOUSE
WASHINGTON

ER 1995

May 1, 1996

Mr. George V. Wild
2035 15th Avenue
San Francisco, California 94116

Dear George:

Thank you for writing to me about your efforts to obtain increased veterans' benefits. I am glad that my staff was able to assist you in acquiring the help you needed and to which you are entitled.

America can never fully repay the debt that it owes our veterans, and I remain committed to championing the concerns of the many men and women like you who have honorably served our nation.

Your words of support mean a great deal to me. Hillary and I wish you and your wife good health and much happiness in the years to come.

Sincerely,

Bill Clinton

for
I have
- they
me up

500th
of Lush
Marilyn
there are
anywhere.
I of it.
the first
was sep-
leaf in
my all
the two
five and
in mind.

I wrote
it in

To the present and that payments would start as of ~~Dec~~ Jan 1, 1996. This came to pass and a few days later I received a check for monthly check which has grown from \$193 to \$193. Every effort on my part to get an in

people of
ing of 50%
I in my
66% in

1950 to

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. letter	[Personally Identifiable Information] [partial] (4 pages)	05/01/1996	b(6)

COLLECTION:

Clinton Presidential Records
Staff Secretary
Todd Stern
OA/Box Number: 7697

FOLDER TITLE:

Chron Files May 5-10, 1996: Wednesday, May 8, 1996

2019-0774-S

rs3316

RESTRICTION CODES

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

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

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

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

RR. Document will be reviewed upon request.

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

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



AL
repro #1
Ming
letter
JMS

SE

May 1, 1996

Mr. Ruben P. Mares
Post Office Box 4421
Diamond Bar, California 91765

Dear Ruben:

Thank you for writing to let me know of the difficulties you were having. I am so glad my staff was able to assist you in obtaining the help you needed.

I regret that my schedule did not permit me to attend your graduation, but I am pleased to join your family and friends in celebrating your achievements. I applaud your determination and your commitment to lifelong learning.

Hillary and I wish you every future success and happiness.

Sincerely,

Bill Clinton

Ruben P. Mares
Ruben P. Mares
SSN [REDACTED] (b)(6)

of work
the fact
I gave
tion in
follow

sistant
and the
s well
as not
You are
you the

to this
ting as
ave had
you Mr.
tentia
ing the

esident
as part

Please

MILLION.

U
Mars
Letter
GAB

E HOUSE
GTON

May 1, 1996

Mr. Ruben P. Mares
Post Office Box 4421
Diamond Bar, California 91765

Dear Ruben:

Thank you for writing to let me know of the difficulties you were having. I am so glad my staff was able to assist you in obtaining the help you needed.

I regret that my schedule did not permit me to attend your graduation, but I am pleased to join your family and friends in celebrating your achievements. I applaud your determination and your commitment to lifelong learning.

Hillary and I wish you every future success and happiness.

Sincerely,

Ruben P. Mares
Ruben P. Mares
SSN (b)(6)

work
fact
gave
on in
follow

stant
d the
well
s not
u are
u the

this
ng as
e had
u Mr.
ntial
g the

ident
part

lease

LLION.

1155 South Crofter Drive
P.O. Box No. 4421
Diamond Bar, CA 91765/91789

January 20, 1996

Mr. Bill Clinton
President of The United States of America
The White House
Washington, D. C.

Dear Mr. President:

Two years ago I sent you a letter regarding the lack of work I encountered in the aerospace industry. Due to the fact that I am an ex-defense dislocated worker you gave instructions to the Employment & Training Administration in San Francisco, California (Enclose copy herewith) to follow up on my case.

As a result I chose to study Computer Accounting Assistant at Eldorado College. I already finished this career and the Diploma will be handed to me and to other students as well the coming month of March. The Eldorado Staff has not determined the place and the hour as of this date. You are cordially invited to the Ceremony. I will mail you the official invitation promptly.

Copies of two Eldorado awards have been attached to this letter. Now I am qualified to work in the accounting as well as in the aerospace field. In the latter I have had more than twenty years of experience. Thanks to you Mr. President I am able to join the workforce+become a potential taxpayer again. I will be self sufficient avoiding the suffering of being a burden to our society.

I watched and listened your speech and the Vice president Mr. Gore's speech in Tennessee. You can count on me as part of the democratic team. We can make the difference.

I can help ~~to~~ the Democratic Campaign in many ways. Please let me know.

Wish you the best to you and your family. THANKS A MILLION.

Respectfully,


Ruben P. Mares

SSN

(b)(6)

ELDORADO
college

Award

to

RUBEN MARES

in recognition of

Special Achievement

SPECIAL DEAN'S AWARD

FOR

HARDEST WORKING STUDENT

RUBEN has demonstrated outstanding Professional growth
and competency in business skills during NOVEMBER 1995.



Dolores Moran Coe
Director

RUBEN P. MARES
P. O. Box No. 4421
Diamond Bar, CA 91765

(909) 595 - 9917

August 13, 1993.

H. Mr. President of the United States of America,
William Clinton.
1600 Pennsylvania,
Washington, D. C. 20500

Dear Mr. President:

I am a United States American Citizen.

Watching television today, while you were in Oakland, Ca., I learned of the re-training program that you are going to put into action regarding the thousands of people that are going to lose their jobs, civilians as well as military, because of the closing of the military bases. At the end of this television program I read the sentence: " For comments write to ". I am one of the thousands of aerospace workers who have been laid off since 1990. At that time we were offered retraining. I wrote, visited and talked to all the places where supposedly some retraining was going on but nothing happened. I ran out of S.D.I. benefits. I mailed approximately 2,000 resumes and still I can not find a job. When I worked for the Aerospace Industry my title was " Prototype Mechanical Machined Parts Inspector. " I would like to know if there is some retraining program where I can be enrolled in because I want to be productive. I worked in military programs for the aerospace industry. I need to work. I like to work. I hope your Retraining Program Administrator gives me the opportunity of an interview to work something out.

Respectfully,

Ruben P. Mares

RECEIVED
DEC 20 12 37 PM '93
U.S. DEPT. OF LABOR
WASHINGTON, D.C. 20300

Wild
letter

TE HOUSE
NGTON

BER 1995

May 1, 1996

Mr. George V. Wild
2035 15th Avenue
San Francisco, California 94116

Dear George:

Thank you for writing to me about your efforts to obtain increased veterans' benefits. I am glad that my staff was able to assist you in acquiring the help you needed and to which you are entitled.

America can never fully repay the debt that it owes our veterans, and I remain committed to championing the concerns of the many men and women like you who have honorably served our nation.

Your words of support mean a great deal to me. Hillary and I wish you and your wife good health and much happiness in the years to come.

Sincerely,

you for
I have
then they
me up

to 500th
last week
Graville

there is
anywhere
of it.
The first
I am sup-

about in
ing all
with the
room and
the most

he I have

initial in
couple of
ing of 50%
it in my
60% in

\$193

to get an

to the present and that payments would
start as of Jan 1, 1996. This came to pass
and a few days later I received a check

the monthly check which had grown from \$193 to
Every effort was made to get an

254-151
George V. Wild
2035 - 15th Avenue
San Francisco, California 94116

The President
The White House
Washington, DC
My Dear Mr Clinton:

I am indeed sorry to be a late
sending this letter but I fell and broke
my right thumb a while back and the
arm and hand have been in a cast.

First I want to extend to you and
Mr Dorskind my appreciation for
the almost startling action oriented at
the Bureau of Veterans Affairs. Within a
very short time I received a letter from
VA advising me that they had reviewed
my records and were raising my monthly
rating from 60% to 100% retroactive to
Oct 1980. This meant that there were
back payments due me from Oct of 1980
to the present and that payments would
start as of ~~Dec~~ ^{Jan} 1996. This came to pass
and a few days later I received a check

For \$111,111 - took joy which was most
(VH document shows the amount as \$111,170)
welcome and for which I thank you and
Mr. Garskind for making it all
out of an apparently sound sleep.

I thank you, also, for your sup-
port thinking of a mindlessly thankful job-
despite a terribly aggressive Press Corps, mosquito
like telephone hounds and the like. I beg you
and Mrs. Clinton to hang in there and the way
things look now you'd have to endure another
four years of this stuff. We will hope
that by the time the election will have drawn
you down and even that I might see
there was the error of the way.

Mrs. Litch and I both think of
you and Mrs. Clinton every day and
always with admiration tinged with a
modicum of sympathy for all that the
two of you must endure.

With a feeling of sincere appreciation
to you, always, bearing a phrase from
the Russians we say

Traps in Dix
George Y. Litch

(V7)
GEORGE V. WILD
2035 - 15TH AVENUE
SAN FRANCISCO, CA 94116
TEL. (415) 564-5858

THE PRESIDENT
THE WHITE HOUSE
WASHINGTON, D.C.

12 OCTOBER 1995

2543181

My Dear Mr. President:

I am finally addressing an appeal to you for the simple reason that everyone else to whom I have addressed my problem has lied to me. Either they have lied, destroyed my record or have put me up in bureaucratic death.

Simply, when in Korea I was assigned to the 500th Military Group and then to one of their ~~reg~~ ^{task} ~~units~~ ^{units} in Korea, the 8240th Army Unit, Guerrilla Division. The Veterans Bureau here told me there was no record of any such unit in any record anywhere. Then in April of 1935 I appeared in person at the most ~~two~~ ^{three} weeks total session. I don't have the faintest idea of where I had been or where I was supposed to be. All I know was that I was walking down my car on the side of the road. Checking all my pockets produced I.D. cards so I knew who I was so I went to the address on my driver's license and found my wife who was nearly out of her mind.

She got me to VA Regional Office from where I was sent immediately to the VA Mental Hospital in Menlo Park. Then I was examined by a couple of doctors and was assigned a disability rating of 50% which, when combined with a 20% resulted in my receiving a combined monetary rating of 66% or a monthly check which has grown from \$1900 to \$4000 - &

leave to what I desire, which I feel is a full
100% strong retirement to 1953. I spent years in
that hospital and then when Mr. [unclear] finally
was able to spring me in 1963 I had that used
in my background - he spent time in a Mental
Institution and I have been unemployed to every
employer. I took courses in school, I even finished
a course at a Computer School called Precision
Institute with flying colors. The only way to settle
is 1. Lie, 2. Tell the truth or 3. Say nothing. In my
case it's no go either way. The V.A. at Ft. Snedden
has activated the waiver of premium and declared
me 100% Disabled years ago.

My request to you, Sir, is quite simple. If
you please pick up the phone, call the Chief of
the Veterans Bureau and tell him to take the
necessary action to bring about a total and final
review of my case from day one to now. I
will appreciate any action you take.

Sincerely yours

George T. Bold

*Susan
letter*

WHITE HOUSE
WASHINGTON

May 1, 1996

Ms. Jamie Stoefen
3510 Santos Circle
Cameron Park, California 95682

Dear Jamie:

Thank you for writing to me about your father.
He sounds like a very special person and is
fortunate to have a daughter who cares so much
about him.

I am glad to know that Susan Beveridge and
other members of my Administration were able
to help you and your father obtain the Workers'
Compensation benefits to which he is entitled.

I appreciate your kind words of support and
send best wishes to you and your father for
every future happiness.

Sincerely,

*m a
m
n I
done
has
years.*

*2
hunt
index)
isted
mgp
y
qkt*

*workers
we
been*

*dad
so
not
rom
n*

*OWCP (office of workers compensation program)
I think this problem needs to be fixed.
My dad is a good person, he is honest.
It makes me very angry that people*

Dear Mr President Clinton,

My name is Jamie Stoefer. I am a 17 year old high school student. I am writing to you about a big problem I have. I feel that the U.S. Government has done a great injustice to my father. My dad has worked for the U.S. Government for 19 1/2 years. He was in the army and worked for the Sac. Army Depot as a painter. At the Sac. Army Depot on 2-14-90 he was hurt when a filter bowl (pressurized cylinder) exploded in his face and he twisted and tore ~~an~~ up a bunch of things (doctors letter inclosed). The Sac. Army Depot layed him off early because of his injury and too boot it was right after his birthday. What a good birthday present huh? He filed for workers compensation. They said that they were working on the case, well it has been 5 years. They finally sent him one (letter inclosed) about his case. My dad is not good with paperwork. He also is not good with the threats and intimidation that he has gotten from the whole Army Depot and from OWCP (office of workers compensation program). I think this problem needs to be fixed. My dad is a good person, he is honest. It makes me very angry that people

at OWCP (office of workers compensation program) and the army depot can take so long to take care of this problem. They say he is hurt but doesn't qualify to get retrained or to get any money or compensation. I don't understand my dad has gotten awards, plaques for doing exceptional work for the Sac. Army Depot for every year he worked there (15 years). They did what they said to my dad "We are going to throw you out the gate and we don't have to do anything for you." A lady named Ms. Carmelle Soto said this to my dad and his good friend Clayton Charity. For short Clay said he couldn't believe how abusive and insulting she was to my dad. My dad was also told he was off the PPP list (priority placement Program). I know my dad was discriminated against. I never thought the government worked like this. They just ran over my dad and through him away like an old broken toaster. When I come of age I am going to enter the world of politics because I believe that people need someone on their side for a change. I think it is good to have a person like you for a change in office. In 1996 when you run for president again I will

vote for you, well if reelection doesn't come before my birthday in march. Don't mistake one thing, I think my dad is a very smart man. He just doesn't know how to handle a lot of paperwork and these kind of people seem to thrive on it. My dad is old fashion he believes when two people shake hands and agree to do something it's a done deal. He doesn't understand this concept is way out of date. I am not that way I believe the more people you tell the better your off. I want every one to know about this problem because then I will come across someone who will make this wrong a right. I'm also writing the newspapers and television sations. I would appreciate a responce to this letter because I would like your opinion.

Sincerely, address: 3510 Santos Circle
Jamie Stoecken Cameron Park, CA
telephone number (916) 676 3404 95682

ps I know you speak highly of family values and honesty, so does my dad but I don't think these people hold these values

Dear Mr President,

I forgot to include this in my letter. Let me tell you one little thing about my dad. He has one heck of a sense of humor and he is one of the best people you will ever meet.

In fact his favorite song is "Don't Worry be Happy." But it is hard to don't worry and be happy when we are afraid, we are afraid we are going to lose our house. Because of my dad's injury ~~no~~ nobody will hire him. In fact my dad built our house with his own two hands, it took him a year to do. He also was working a full time job. I guess that is how the american dream goes. You work hard for it and some one comes and rips it away from you.

Sincerely Again,
Jamie Stoen

THE WHITE HOUSE
WASHINGTON

May 1, 1996

THE PRESIDENT HAS SEEN
5/8/96

96MAY 1 11:41

MEMORANDUM FOR THE PRESIDENT

FROM:

SUE SMITH
Director of Agency Liaison

THROUGH:

JAMES DORSKIND
Special Assistant to the President
Director of Correspondence and
Presidential Messages

SUBJECT:

SELECTED CASEWORK

1. Ruben P. Mares of California: Mr. Mares wrote that he is "one of thousands of aerospace workers who have been laid off since 1990. Sixty-seven years old and unemployed after twenty-three years of consistent work, he had mailed approximately 2,000 resumes and still I can not [sic] find a job." But while watching television, he "learned of the re-training program that you are going to put into action . . . because of the closing of the military bases." Mr. Mares closed, "I need to work. I like to work. I hope your Retraining Program Administrator gives me the opportunity of an interview to work something out."

Agency Liaison referred Mr. Mares' case to the Department of Labor, and the San Francisco regional office (under the auspices of the Department of Community and Senior Citizens Services) placed him in a retraining program. Mr. Mares received financial assistance to train in computer accounting at Eldorado College in West Covina, California, and he graduated on April 19 with a 3.80 GPA. He is currently employed by a small firm as a prototype inspector.

In his thank-you letter, Mr. Mares wrote, "Thanks to you Mr. President I am able to join the workforce [sic] and become a potential taxpayer again. I will be self sufficient. . . . You can count on me as part of the democratic team. We can make the difference. . . . THANKS A MILLION."

Attached are a copy of his original and thank-you letters, together with a suggested response.

2. George V. Wild of California: Mr. Wild wrote to you because the Department of Veterans Affairs had not granted him the increase in his disability payment he believed he deserved. "I am finally addressing an appeal to you for the simple reason that . . . they have tied me up in bureaucratic death." A veteran of the Korean War, he experienced a two-week period of total amnesia upon his return from combat in 1955. Mr. Wild spent the next eight years in a VA mental hospital and was given a 60% disability rating. When he was released in 1963, he found that the combination of his nervous disorder, together with his record of mental illness, made him "anathema to every employer."

Senior Caseworker Helen Stefanopoulos referred Mr. Wild's request to the Department of Veterans Affairs, which reviewed his records and raised his disability rating to 80%. Mr. Wild received retroactive pay of \$111,170 and an increase in his monthly payments.

In his thank-you note, Mr. Wild wrote, "I want to extend to you and Mr. Dorskind my appreciation for the almost startling action created at the Bureau of Veterans Affairs. . . . I thank you sir, also, for your superb handling of a murderously thankless job. . . . Mrs. Wild and I both think of you and Mrs. Clinton every day and always with admiration tinged with a modicum of sympathy for all that the two of you must endure."

Attached are Mr. Wild's original and thank-you letters, along with a suggested response.

3. Jamie Stoeffen of California: "I am writing to you about a big problem I have. I feel that the U.S. Government has done a great injustice to my father." In 1990, Ms. Stoeffen's father, David, a nineteen-year government employee, was working as a painter at the Sacramento Army Depot when a pressurized cylinder exploded in his face. Left with permanent injuries, he lost his job and was unable to find other employment because of his physical limitations. He applied for Workers' Compensation, which was denied. Ms. Stoeffen concluded, "My dad is a good person, he is honest. . . . I never thought the government worked like this. . . . I believe that people need someone on there [sic] side for a change. . . . In 1996 when you run for president again I will vote for you, well if reelection doesn't come before my birthday in March."

Senior Caseworker Susan Beveridge referred the case to the Department of Labor. Over the next nine months, Ms. Stoeffen sent Susan updated information and medical documents to forward to the Office of Workers' Compensation Programs. On March 28, OWCP reviewed Mr. Stoeffen's case and awarded him back compensation of

* \$40,986. He also will receive \$2053 monthly through 1996, when his condition will be reevaluated.

In a follow-up call, Ms. Stoeffen asked Susan "to tell the President I said 'hi'. I think he's doing a great job and thank you."

Attached are a copy of Ms. Stoeffen's letter and a suggested response.

[Handwritten signature]

PC
Santos
#3
Stoefen
letter

WHITE HOUSE
WASHINGTON

May 1, 1996

Ms. Jamie Stoefen
3510 Santos Circle
Cameron Park, California 95682

Dear Jamie:

Thank you for writing to me about your father. He sounds like a very special person and is fortunate to have a daughter who cares so much about him.

I am glad to know that Susan Beveridge and other members of my Administration were able to help you and your father obtain the Workers' Compensation benefits to which he is entitled.

I appreciate your kind words of support and send best wishes to you and your father for every future happiness.

Sincerely,

Bill Clinton

am a
am
em I
as done
has
2 years.
the

the
is hurt
glinder)
wisted
things
my
of
ilght

workers
were
s been
e
My dad
also
and
from
from

OWCP (office of workers compensation program)
I think this problem needs to be fixed.
My dad is a good person, he is honest.
It makes me very angry that people

U
Wild
letter

AL
rept
#2

WHITE HOUSE
WASHINGTON

PER 1995

May 1, 1996

Mr. George V. Wild
2035 15th Avenue
San Francisco, California 94116

Dear George:

Thank you for writing to me about your efforts to obtain increased veterans' benefits. I am glad that my staff was able to assist you in acquiring the help you needed and to which you are entitled.

America can never fully repay the debt that it owes our veterans, and I remain committed to championing the concerns of the many men and women like you who have honorably served our nation.

Your words of support mean a great deal to me. Hillary and I wish you and your wife good health and much happiness in the years to come.

Sincerely,

Bill Clinton

you for
I have
a they
me up

500
Lush
Marilla
there is
anywhere.
d of ac.
the first
was sup-
help in
all
the Jews
come and
in mind.

I was

It is

To the present and that payments would start as of Jan 1, 1996. This came to pass and a few days later I received a check

couple of
ing of 50%
in my
60% a

a monthly check which has grown from \$193 to \$193. Every effort on my part to get an in



AL
repro #1
Mars
letter
JMS

SE

May 1, 1996

Mr. Ruben P. Mares
Post Office Box 4421
Diamond Bar, California 91765

Dear Ruben:

Thank you for writing to let me know of the difficulties you were having. I am so glad my staff was able to assist you in obtaining the help you needed.

I regret that my schedule did not permit me to attend your graduation, but I am pleased to join your family and friends in celebrating your achievements. I applaud your determination and your commitment to lifelong learning.

Hillary and I wish you every future success and happiness.

Sincerely,

Bill Clinton

Ruben P. Mares
Ruben P. Mares
SSN (b)(6)

of work
the fact
I gave
tion in
follow

sistant
and the
s well
as not
You are
you the

to this
ting as
ave had
you Mr.
tential
ing the

esident
as part

Please

MILLION.

Send to  Doriskind for reply? 5/8/96

Yes  _____

No _____

cc: ~~Betsy Meyers?~~

C

May 7, 1996

Honorable Bill Clinton
U.S. President
The White House
1600 Pennsylvania Ave.
Washington, D.C. 20500

96 MAY 8 A8:52



Dear President Clinton:

I have been in the Washington D.C. area attending the Annual National Breast Cancer Coalition's (NBCC) Training Conference Meeting (May 4-7, 1996). It is unlikely that I will have the opportunity to talk directly with you, or your designated representative, regarding my concerns involving breast cancer. This letter is being presented in lieu of a personal meeting. Since you are a nationally elected officer of the United States of America, I feel it is important that you have some idea of my personal involvement with breast cancer and the public policy areas I would like you to support. I realize you have had direct experience with the implications of the disease because of your mother. I regret that the disease has touched your family so directly.

PERSONAL EXPERIENCE WITH BREAST CANCER

In August of 1994, I found a lump in one of my breasts and at the age of 39, I was diagnosed with breast cancer, Stage II. My previous risk factors were minimum. My extended family had experienced very few incidences of cancer of any kind. There are no known incidences of breast cancer. During 1994 and 1995, I underwent the various treatment methods currently available (e.g., surgery, chemotherapy, radiation and reconstructive surgery). The treatments were time consuming and, at times, physically and emotionally painful. Early in 1996, I underwent another set of tests for a possible second tumor. I am currently cautiously optimistic about my medical future.

The timing of the diagnosis was extremely problematic for me. I was not working for financial compensation at the time. I had just finished writing my dissertation and was awaiting my defense. I was living on my savings and between insurance policies. I had to seek public assistance to take care of my medical bills-- radiation treatment for breast costs \$20,000 just by itself. To get this assistance, I had to have a representative from Evergreen Legal Aid Services assist me with the ambiguous application process. Although, my Ph.D. is in public administration and had previously worked for public organizations for almost 20 years, I still had problems making the system work. Without the services of Legal Aid I would have really been without medical care. My health care provider, Pacific Medical Center, had a mental health department, which my surgeon referred me to early on to help with all the stress caused by the diagnosis and medical care financing problems. Eventually, everything worked itself out quite well. I am one of those rare middle class tax payers who has benefitted from public financing of my medical care.

This unplanned crisis in my life explains why health care, and my access to it, are personally important. Cancer is a potentially progressive disease, demanding a lot of continued medical monitoring. This will require a certain level of

... medical and personal surveillance the rest of my life. Unfortunately, the likelihood of insurance and employment problems loom ahead.

I am not alone with my breast cancer experience. Breast cancer is the number one killer of women ~~among~~ my age group. Published data suggests that I may have approximately a 30% chance of not surviving five years and a 50% chance of not surviving ten years. I don't particularly like these odds. Nor, do I like knowing that in 1995, 4,100 new invasive cases of breast cancer were diagnosed and 850 women died from the disease in Washington State (American Cancer Society Data). As an elected representative from Washington State there are things you can do to help me, and other Washington State women with breast cancer, beat the odds.

SPECIFIC ACTIONS FEDERAL ELECTED REPRESENTATIVES CAN MAKE TO HELP PREVENT AND TREAT BREAST CANCER

1. Support universal health care for all Americans. Currently, health care is tied to employment and supported publicly for the poor and elderly. Americans like myself need access to quality health care as well. The federal government should be involved in securing this access.
2. Assist in the development of financial incentives for insurance companies to reduce their restrictions related to pre-existing conditions. In particular, support the creation of governmental insurance pools where needed.
3. Make sure agencies with antidiscrimination enforcement authority are appropriately financed and managed. People who have had experiences with cancer need to know that these resources are available.
4. Refinance the Legal Aid Corporation. Organizations often do not interpret policies to the benefit of the claimant without external pressure.
5. Support the National Action Plan on Breast Cancer.
 - ✓ a) Increase research support dollars to optimized treatment(s) and cure(s) for breast cancer. Encourage translational research so discoveries can quickly go from the "bench" to the "bed." Include funding for mental health research- improving a cancer patient's quality of life can be as important as quantity of life. Support the \$2.6 Billion in Federal Funding for Breast Cancer Research By The Year 2000 Campaign.
 - b) Increase detection, diagnosis and treatment dollars so that all women have access to services related to breast cancer. Early detection and treatment help saves lives.
 - c) Support the inclusion of consumer advocates on federal health care advisory and review committees. Their perspectives are needed for representational consideration of the issues.

Thank you for taking the time to read my personal story and review my support request. Your affirmative support will help save womens' lives..

Sincerely,

Cathleen A. Carr

Cathleen A. Carr, Ph.D.
2251 N.E. Blakeley #202
Seattle, WA 98105-3264
(206) 527-4740

Irving Berlin Ltd

Mr. President

THE PRESIDENT HAS SEEN

5-8-96 November 14, 1994

Offer of services
from Irving Berlin

Wells

arrived to decide
how to respond

THE PRESIDENT HAS SEEN
5-8-96

BC

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

Dear Mr. President:

Thank you for hosting our Franklin Delano Roosevelt
Commissioners and guests for coffee on October 12, 1994 at
8:30 AM, and visiting with us in the Oval Office.

Observing your undaunted demeanor and quiet determination,
both eloquently expressed, to succeed in what is good for
our Country - is an experience that I will long remember.

During President Roosevelt's terms in office, his sincerity
and determination brought forth talented citizens from the
private sector offering their services to the Country for
"\$1.00 per year."

After visiting with you on Wednesday I turn back the clock
fifty years and offer, for your consideration, my services
for \$1.00 per year in whatever task it's determined I can
be productive.

Thank you for your graciousness and, I remain

Very truly yours,


Irving Berlin

Mr. President:

IB/br

The aforementioned offer remains
in effect.

4/30/96

*Murkin
and friends*



National Jewish Democratic Council

April 24, 1996

President William Jefferson Clinton
The White House
Washington, DC 20500

Dear Mr. President:

On behalf of the National Jewish Democratic Council, I want to commend your leadership in proposing -- and insisting on -- a tough anti-terrorism bill. While we are pleased that the measure you will sign today is tougher on terrorism than the House version, we have serious reservations about the habeas corpus limitations included in the final version of the bill. It is unfortunate that habeas corpus reform is contained in the very same bill which seeks to protect the lives of Americans.

For centuries habeas corpus has stood as a final safeguard against unfair trials. The sheer finality of the death sentence dictates that those convicted not be precluded from a meaningful and undiminished habeas corpus process. We hope you share our misgivings about supporting a bill, which while overall important and timely, contains both a fundamentally flawed and a constitutionally suspect change in our justice system. We urge you to articulate your views on this issue because, like our fight against terrorism, habeas corpus is also a matter of life and death.

Like you, we believe the anti-terrorism legislation could have been better, both by refraining from eroding habeas corpus and by providing more legal weapons to fight terrorists. We are disappointed that Republicans rejected your proposal to authorize investigative tagging. We are outraged this proposal was rejected due to the influence of radical gun groups. We are horrified by the statement of a member of Congress, as related by Rep. Henry Hyde, that Hamas is more trustworthy than the U.S. government.

When you sign this measure into law later today, you will be providing law enforcement with some of the necessary tools to keep Americans safe from terrorism. At the same time, you will be sending a message to America's friends and foes worldwide of our determination to defeat terrorism.

We admire your leadership, and we are grateful to you for considering our views.

Sincerely,

Monte Friedkin
National Chairman

*Jim D -
Neel ASAP
major
supporter
T.*

OFFICERS

Monte Friedkin, Chair
Boca Raton, FL
Esther Leah Ritz, Vice-Chair
Milwaukee, WI
Arthur Schechter, Vice Chair
Houston, TX
H. Marcia Smolens, Vice-Chair
San Francisco, CA
David Steiner, Vice-Chair
Roseland, NJ
Esther R. Landa, Secretary
Salt Lake City, UT
Sheldon Cohen, Treasurer
Washington, DC

FOUNDING CHAIR

Morton L. Mandel
Cleveland, OH

EXECUTIVE COMMITTEE

Jack Bendheim
Fort Lee, NJ
Mitchell Berger
Fort Lauderdale, FL
Julia Fishelson
Wooster, OH
Cynthia Friedman
Chevy Chase, MD
Bernard Gottstein
Anchorage, AK
Steve Gutow
Austin, TX
D. Jeffrey Hirschberg
Washington, DC
Stanley Hirsh
Los Angeles, CA
William S. Jelin
Portland, ME
Robert Loup
Denver, CO
Geri Palast
Washington, DC
Michael Pelavin
Flint, MI
Bernard Rapoport
Waco, TX
Ronald Rubin
Philadelphia, PA
Howard Squadron
New York, NY
Jack Spitzer
Mercer Island, WA
Saul Stern
Bethesda, MD
William A.K. Titelman
Harrisburg, PA

EXECUTIVE DIRECTOR

Ira N. Forman

NATIONAL OFFICE

503 Capitol Court, NE
Suite 300
Washington, DC 20002
202/544-7636
202/544-7645 (Fax)
NJDCOnline@aol.com (Ema

THE WHITE HOUSE
WASHINGTON

May 8, 1996

96 MAY 8 3:09

THE PRESIDENT HAS BEEN
5/8/96

MEMORANDUM TO THE PRESIDENT

FROM: STEPHANIE STRETT & ANNE WALLEY

SUBJECT: SCHEDULING DECISIONS

CC: EVELYN LIEBERMAN

ACCEPT:

Date of Event:

Description of Event:

5/9/96

Photo-Op With Hong Kong Governor
Chris Patten

5/10/96

Informal Meeting With Mike
Dukakis (30 min.)

5/10/96

Meeting With John Sweeney, President
of the AFL-CIO

5/14/96

Interview With E.J. Dionne of the
Washington Post

5/14/96

Drop By Meeting of the Federation
Forum Leadership

5/15/96

Interview With Ron Brownstein of the
LA Times

5/16/96

Meeting With the Steering Committee
For the Corporate Responsibility Award
in Ron Brown's Name

5/29/96

White House Event Honoring "Blue
Ribbon Schools" (South Lawn)

PENDING:

Date of Event:

5/8/96 - 5/10/96

Description of Event:

Photo-Op With Randy Smith, President of the National Association of Homebuilders

There is no extra time on your schedule this week. This photo would have to be done during office time if you choose to to it.

gls
5/9/96 - 5/24/96

Meeting With Bob Casey, Jr., the Democratic Nominee For Auditor General of Pennsylvania

5/10/96 - 5/11/96

The following invitation has been extended to you by Tommy Caplan on behalf of his old friend Nick Drexel. We would like to regret it if you agree:

- (1) Reception at the British Embassy Honoring the Installation of the Order of St. John in a New Priory
- (2) Service at the National Cathedral Celebrating the Installation of the American Society of the Order of St. John in a New Priory
- (3) Gala Dinner at Union Station Officiated by H.R.H. Prince Richard Duke of Gloucester
- (4) Brief Meeting With the Duke of Gloucester, Nick Drexel and a few of the Order's Senior Officers at the White House

NO
5/10/96

NO
5/11/96

NO
5/11/96

*Yl can do this
on 11/11/96*

OK
5/29/96

Yl
6/3/96

OK
6/7/96

Drop-By Meeting With British Foreign Secretary Rifkind

Photo-Op With Democratic House Challengers and Incumbents

Meeting With the International Association of Police Chiefs

TBD:

OK

Meeting With Vice Admiral John McConnell and Lieutenant General James Clapper Jr.

The purpose of this meeting is to present them with the National Security Medal in recognition of their years of valued intelligence service culminating in their leadership of NSA and DIA respectively.

REGRET:

Date of Event:

5/8/96 - 5/31/96

Description of Event:

Meeting With Tami Arad, Wife of Israeli Navigator Ron Arad

Ron Arad was shot down over Lebanon in 1987 and is believed to still be alive in captivity.

5/10/96

Radio Interviews in Pennsylvania

5/20/96

Drop-By the Annual Leadership Conference of 9 to 5, the National Association of Working Women

*(Kohl) showed in
Student
5/23/96*

Visit a German Immersion School in Milwaukee With Chancellor Kohl

6/4/96

Announcement of a New Jersey "NetDay" Initiative

OK

You are giving the commencement address at Princeton University this day and will not be able to do this event.

6/6/96

*What
when is this?*

Address the Communitarian Network Conference on Character Building

We are currently trying to find a surrogate for this event. We have sent the invitation to the Vice-President's office for consideration.