

Chiron

THE WHITE HOUSE
WASHINGTON, D.C. 20500

DATE: 12-13

TO: Sandy

FROM: Staff Secretary

Any views on this?

[Signature]

PS - let me know ASAP. I
need to send this in
right away.

Chiron

'96 DEC 12 PM5:42

10 December 1996

MEMORANDUM TO THE PRESIDENT
THE VICE PRESIDENT

CC: Leon Panetta
Evelyn Lieberman
Erskine Bowles
Maggie Williams
Ron Klain
Skila Harris
Nancy Hernreich
Bruce Lindsey
Ann Jordan
Terry McAuliffe
Deborah Willhite

From: Harold Ickes *(Handwritten initials)*

Re: Inaugural

In 1993 the official Inaugural events included a reception for the diplomatic corps on Monday 18 January at Georgetown University School of Law. The President greeted the diplomatic corps on the steps of North Hall and then proceeded to the Atrium of the School for Foreign Service where coffee was served and the President-elect made remarks.

Do you want a similar "reception" for this Inauguration?

On Tuesday 19 January, the President-elect hosted a luncheon in the Great Hall of the Library of Congress for Governors and a number of former Governors. Do you want a similar event for the upcoming Inauguration?

Let's discuss.

UNITED STATES DEPARTMENT OF AGRICULTURE
WASHINGTON, DC 20250

OFFICIAL BUSINESS

THE PRESIDENT HAS SEEN

12-12-96

[Handwritten signature]
[Handwritten signature]
[Handwritten signature]

THE HONORABLE WILLIAM JEFFERSON CLINTON
THE WHITE HOUSE



THE PRESIDENT HAS SEEN
12-12-96

THE SECRETARY OF AGRICULTURE
WASHINGTON
20250-0100

12-12-96

MEMORANDUM TO THE PRESIDENT

FROM: Secretary Dan Glickman

SUBJECT: Civil Rights

I want to let you know about the actions I have taken to address concerns about racial discrimination at the Department of Agriculture. USDA is a vast, decentralized Department that has an unfortunately long history of civil rights and program delivery problems. I am firmly committed to rooting out these problems, improving USDA's service to minorities and socially disadvantaged farmers and communities. There is not a simple solution, but I will get the job done.

This is an issue we have been struggling with for some time. For example, when I took office, the Department had a severe backlog of equal opportunity employment (EEO) complaints and we had completely inadequate systems in which to resolve these complaints. We have a focused, intensive effort to address this problem, and we are making significant progress, but obviously there are also other areas of concern that we must address.

In fact, the recent press reports provide me with the opportunity to fix these problems. I am using them as leverage against the institutional inertia that has hindered further progress.

Today I established a Civil Rights Action Team, which will be headed by Mr. Pearlie Reed. Pearlie is a 27 year veteran of the Department of Agriculture, currently the Associate Chief of the Natural Resource Conservation Service. Pearlie's reputation as a leader and a manager is impeccable and his selection gives strong credibility to this effort both within and outside the Department.

The Action Team will develop a plan by mid-February to address two fundamentally important issues -- (1) civil rights complaint and enforcement systems, and (2) improved program delivery to minorities and socially disadvantaged farmers. In preparing this action plan, Pearlie will meet with and listen to Departmental staff and constituency groups.

I announced this action in a meeting this morning of all subcabinet officers, their deputies, and agency administrators. I instructed them to give Pearlie their full support. There will be some resistance to this effort within the Department, but there will be consequences. I will hold the leadership of the Department personally accountable for their vigorous cooperation with this effort.

The creation of this Action Team does not relieve the Department's leadership of their personal

responsibility and accountability for proactively dealing with civil rights and program delivery issues in their mission areas. There is no more important issue facing the Department.

Earlier in the week, I issued the attached statement directing all USDA agencies, including State offices, to establish an Outreach Office, reporting directly to the administrator or State Director. I also laid out a plan for a National Dialogue to address both civil rights concerns as well as ways in which to improve our partnerships with and program delivery to minority and socially disadvantaged farmers, an idea which was developed in meetings with Ralph Paige of the Federation of Southern Cooperatives. Finally, I asked the Office of the Inspector General to investigate the particular issues recently raised in the press regarding our farm loan programs and civil rights complaints.

I subsequently issued the attached memorandum to our State offices to express my deep concern about this issue. Given the decentralized nature of the Department, I also expect to take additional action to make sure that my message of commitment, responsibility, and accountability reaches down to every county in the Nation.

I want to reiterate my commitment to addressing these problems, and I will continue to keep you apprised of our actions.

NEWS

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of Communications News Room 460-A
Washington, DC 20250-1300
Internet: News @usda.gov Phone: 202-720-9035
World Wide Web Home Page: <http://www.usda.gov>

Release No. 0631.96

Statement

by

Secretary of Agriculture Dan Glickman
on Program Delivery and Customer Service at USDA
December 10, 1996

"During my tenure as Secretary, I have actively sought to ensure that Department of Agriculture (USDA) programs effectively serve minority and socially disadvantaged farmers. Today, I am initiating a national dialogue on USDA's service to these communities as part of an intensified effort to more effectively help socially disadvantaged and minority farmers continue their family traditions and stay on the land.

"First, I am directing each USDA agency that serves farmers to establish an outreach office that reports directly to the administrator. I am directing the state offices of the Natural Resource Conservation Service (NRCS), Rural Development (RD), and the Farm Service Agency (FSA) to establish outreach offices that report directly to the state directors and state conservationists. These outreach offices will work directly with constituency groups to improve the department's outreach and service to minority and socially disadvantaged producers.

"Second, I will hold a national forum early next year on the delivery of USDA programs. All USDA farm program agencies, including Extension, will be involved in the forum, as will headquarters, state, and county office personnel. The forum will provide an opportunity for minority and socially disadvantaged farmers to discuss their concerns about USDA program delivery. More importantly, it will identify new ways we can build partnerships and improve the department's outreach and service.

"Third, the state offices of NRCS, RD, and FSA will hold simultaneous statewide forums so that minority and socially disadvantaged farmers in every state can participate in this national dialogue. The outreach offices of each agency will work with our constituencies and partners in setting up these statewide meetings. Following the national forum, each state will submit a joint report to headquarters with recommendations for future action, including ways to build more effective partnerships among socially disadvantaged and minority producers and USDA leadership, including state officials.

-more-

"Fourth, I am requesting that USDA's Office of Inspector General begin an immediate investigation of the status of discrimination complaints against FSA and recommend a plan for promptly resolving these complaints. I am also asking him to investigate the level of participation of minorities and socially disadvantaged farmers in FSA's farm loan programs as well as FSA's effectiveness in serving these communities. I also will be directing other USDA agencies to launch comprehensive analyses of their service to minority and socially disadvantaged farmers and of their civil rights complaint and enforcement systems.

"I am committed to creating an environment in which every customer who comes to one of our offices is treated fairly, effectively, and efficiently. Improving program delivery and customer service means reaching *all* Americans. It means making sure that minority and socially disadvantaged farmers have equal information about and access to farm loans, commodity programs and crop insurance. It means using our outreach grants for these farmers as effectively as possible.

"We have already made real progress. Those initiatives include committing millions of dollars to outreach and training for minority and socially disadvantaged farmers through colleges, universities, and community organizations serving primarily minority and socially disadvantaged populations. In addition, we have targeted loan funds specifically to members of minority groups to encourage farm ownership and production.

"But we can and will do better. The actions I am announcing today are the first steps to ensure that we do everything possible in the area of civil rights."

#

NOTE: USDA news releases and media advisories are available on the Internet. Access the USDA Home Page on the World Wide Web at <http://www.usda.gov>



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

DEC 9 1996

Honorable Roger Viadero
Inspector General
U.S. Department of Agriculture
Washington, D.C. 20250

Dear Roger:

I have had a growing concern regarding the effectiveness of the Department of Agriculture's (USDA) work with socially disadvantaged and minority farmers and ranchers. Part of this concern is based on recent allegations that USDA discriminates against African American farmers in its delivery of its farm loan programs, as well as by concerns about the adequacy of our programmatic civil rights complaint systems.

I will not tolerate any discrimination during my tenure as Secretary of Agriculture, and I am committed to doing everything in my power to address these issues. Accordingly, I am requesting that your office begin an immediate investigation into the Farm Service Agency (FSA) delivery of its farm loan programs to minority and socially disadvantaged farmers as well as its civil rights complaint systems.

I ask that you address the following issues:

1. Determine the number of outstanding complaints which allege discrimination in farm loan programs, including the dates filed and status in complaint investigation and resolution process; determine the number of full time equivalents committed to resolving these complaints; and recommend a plan of action for prompt resolution of these complaints.
2. Assess participation of minorities and socially disadvantaged persons in FSA's farm loan programs; determine whether the percentage of participation correlates to the total population, by Nation, State, and county.
3. Determine if FSA offices provide sufficient technical assistance to help these farmers apply for and receive program benefits and if FSA processes minority farm loan applications and servicing requests in the same manner as loan applications and servicing requests from white farmers.

These issues are of very high priority to me and I respectfully request your assistance in expediting the Office of Inspector General's investigation of these issues. I would appreciate having a preliminary report on your findings as soon as possible.

Please let me know if you have any questions or concerns regarding this request.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Glickman", written in a cursive style.

DAN GLICKMAN

Secretary



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

A large, stylized handwritten signature in black ink, reading "Dan Glickman".

MEMORANDUM FROM SECRETARY GLICKMAN

TO: State Executive Directors and State Committee Chairwomen and Chairmen,
Farm Service Agency
State Directors, Rural Development
State Conservationists and Regional Directors, Natural Resources
Conservation Service

SUBJECT: Civil Rights

The attached reports on discrimination and civil rights complaints filed against the Department of Agriculture are very troubling to me personally.

I am devoted to solving the Department's civil rights problems. As state leaders of the Department, it is your responsibility to place the same high priority on this issue. Your performance, and those of your employees, will be judged in part by the demonstration and commitment to full and enthusiastic compliance with this goal.

You should convey the importance of solving civil rights problems to all of your employees in the strongest possible terms. I expect this to be done immediately.

If any of you or any employee experiences any resistance in furthering our efforts, it must be reported at once to the appropriate agency's civil rights division or the Office of the Inspector General's hotline number, 1-800-424-9121.

Only together can we abolish all traces of any discriminatory behavior within our ranks and become a leader in civil rights protection for our employees and customers.

EDITORIAL

Gore, Gibbons: How do we fairly judge their help?

In discussing the future of Oak Ridge Operations in the post-Cold War era, one hears theories about political clout.

Past congressional champions of national laboratories are recalled: U.S. Sen. Clinton Anderson, Democrat of New Mexico, for Los Alamos National Lab immediately after World War II; U.S. Rep. and then U.S. Sen. Albert Gore Sr. of Tennessee, a stalwart for Oak Ridge National Lab in the 1950s and 1960s; U.S. Sen. Howard Baker Jr. of Tennessee for ORNL in the '70s and '80s and, of course, that champion of not just ORNL but all within his constituency, U.S. Rep. Joe L. Evins, in whose district Oak Ridge was fortunate to be for four important years.

Conditions — attitudes — were different, especially the decades just after World War II. Nuclear weapons, nuclear science, nuclear scientists were looked on as the saviors of the free world, which they were. Weapons programs par-

ticularly were virtually sacrosanct. Nuclear power research and development had carte blanche to only a slightly lesser degree.

Currently, the most touted national laboratory congressional champion is U.S. Sen. Pete Domenici, Republican of New Mexico. Locally he is thought of less kindly because he has been key to moving, or threatening to move, programs at both ORNL and the Y-12 Plant to Los Alamos, or assigning to Los Alamos programs that more logically should have been assigned here.

But doesn't Oak Ridge have political clout too? Granted, two years ago we unceremoniously voted out of office U.S. Sen. James Sasser, who had amassed impressive senatorial seniority, especially on the Senate Appropriations Committee. He lost every precinct in Oak Ridge. But U.S. Sen. William Frist, who defeated Sasser, and U.S. Sen. Fred Thompson, also part of that 1994 Republican sweep, have pledged strong support and U.S. Rep. Zach Wamp, even more vigorously, has vowed to try to find ways to ease the current sweeping layoffs.

But aren't there a couple of other people who should be a big, big help? More than once in recent years I have wanted to cry out in the night: "Vice President Albert Gore Jr. and Presidential Science Adviser John H. Gibbons, where are you when we need you?"

True, Jack Gibbons was here two years ago to plead the case for a Democratic Congress. True also, Vice President Gore paid a lot of attention to Tennessee, including a visit to Oak Ridge, during the just-ended presidential campaign. And, on this campaign visit in September, Gore pledged additional funds for the Spallation Neutron Source project at ORNL. He also assured that, if he and President Clinton were re-elected, ORNL itself would not be shut down as he suggested strongly it might be under a President Dole. Oak Ridge voters responded by giving the Clinton-Gore ticket only a slightly larger margin of victory than the modest margin given in 1992.

To what extent have Gore and Gibbons been directly helpful to Oak Ridge during the past four years? How can they be helpful during the next four, especially while there is still a Republican Congress? Do past local associations (Gibbons lived here for years and worked at ORNL, Oak Ridge Associated Universities and University of Tennessee) expose them to charges of favoritism toward their own?

For Vice President Gore, favoritism would seem hardly a factor, political favors being the rule, although his ambi-



Editor's License

Dick Smyser

tions for the presidency may make him more wary about doing for the home folks. There is also his expressed — in his book — antagonism to nuclear power.

Both Gore and Gibbons may have done, may be doing, much more for us than is readily apparent. One theory is that Gibbons, especially, has been a key person in saving the non-weapons national laboratories, of which ORNL is one, from shutdown. But how can Oak Ridge better mine the political clout that we should have through these two persons so close to us here and also so close to the White House?

How, specifically, can we assure that they know how strongly we feel about not just the Spallation Neutron Source, which is, of course, crucial, but also the future of ORNL's Biology Division — the value of its "Mouse House" to such critical biological and medical frontiers as gene mapping, on which work is well under way, and then gene function, which is the natural extension of the mapping? How can we get them to fully appreciate the need for a whole new building to replace the crumbling World War II structure in which the Biology Division struggles to exist?

Perhaps they are more aware and supportive than we know. But if only we could be more certain — if only they could send us a sign. (At Los Alamos, Sen. Domenici is known as "St. Pete.") Or, more specifically, pay us a visit. ORNL people of some years say they can't remember when, if ever, the vice president actually visited ORNL. Oak Ridge, yes, many times, and surely talks about ORNL while here, but never the lab itself — none of the kind of visits his father and then later Sen. Baker made so regularly.

Some quality time here by the vice president and the presidential science adviser for something other than a political rally would calm that urge to cry out to them in the night. — RDS

Richard D. Smyser is founding editor of The Oak Ridger.

Up a wound that when history Oak Ridge mentioned then - payoff of 1600 f just announced then! — As work with admin

Be

THE PRESIDENT HAS SEEN

12-12-96

THE WHITE HOUSE
WASHINGTON

THE PRESIDENT HAS SEEN
12-12-96

December 11, 1996

'96 DEC 11 PM3:58

MEMORANDUM TO THE PRESIDENT

FROM: STEPHANIE STREETT & ANNE HAWLEY

SUBJECT: SCHEDULING DECISIONS

CC: EVELYN LIEBERMAN

ACCEPT

Date of Event:

Description of Event:

12/16/96

Meeting With Irish Prime Minister John Bruton

The purpose of this meeting is to review the peace process in Northern Ireland and reiterate the Administration's continued interest.

12/16/96

U.S.- E.U. Meeting, White House (3 hours)

12/16/96

Photo With Tenneco CEO Dana Mead and Phillips CEO (retired) Jan Timmer of the Transatlantic Business Dialogue Executives

These are executives who have been very helpful in advancing key U.S. trade goals with the E.U.

12/17/96

Meeting With 15 Democratic Mayors

The mayors would like to discuss urban policy and transportation issues before final budget decisions are made.

12/19/96

Meeting With Minister Liu Huaqiu, Director of China's State Council of Foreign Affairs

The purpose of this meeting is to reciprocate the

12-12-96

meeting NSA Lake had in China with President Jiang and to follow through on a commitment made earlier this year to President Jiang to meet with Liu.

12/20/97	Children's White House Christmas Event
1/7/97	Reception For the Women's Leadership Fund Executive Board
1/17/97	White House Reception For the US Conference of Mayors and Their Spouses
1/19/97	TV Ratings Briefing / Event, Washington, DC
Jan. TBD	Meeting With Admiral Crowe

PENDING

Date of Event:

Description of Event:

12/11/96 - 12/20/96

Ambassador Credentials

1/1/97 - 1/10/97

Meeting With Executive Committee of the American Association of Universities

The purpose of this meeting is to discuss budgetary matters and to make clear to this group your commitment to higher education will be continued over the next four years.

1/6/97 - 1/18/97

Announcement of Plans For the World War II Monument

REGRET

Date of Event:

Description of Event:

12/9/96 - 12/25/96

Announcement of the Winners of the Homeownership Zone Grants

12/12/96

Nancy Hernandez

Diane Blair
1011 Tanglebriar Lane
Fayetteville, AR

72701

He wants to send
note to record a
copy

S.

THE WHITE HOUSE
WASHINGTON

*Ce Draine Blau
Re: Pass
Isle of the
to her
B*

December 12, 1996

Charlene Prickett
2501 Carleton Street S.W.
Calgary AB T2T 5P1
CANADA

Dear Charlene:

Thanks for your letter of November 27. It was so good to get an update on you and your family, and I loved hearing about your mountain adventures in Calgary, especially the one atop Lake Agnes with your mother.

I hope you, Jim and Xanna have a very happy, healthy holiday season. See you in January!

Sincerely,

Rui

501-793-4843

Charlene Prickett
2501 Carleton Street SW
CALGARY AB T2T 5P1

1996:11:27

Bill Clinton, President of the United States of America
The White House
1600 Pennsylvania Avenue
WASHINGTON DC 20500 U.S.A.

Dear Bill,

Jim and I are so happy for you and for our country. Now you are free to make history! We know you'll pick your battles carefully.

Your generosity to David Brinkley in his last show was testimony to the small town decency and respectful kindness from which we both spring. Still, Jim and I are amazed at the grace with which you and Hillary navigate an autoimmune political system which turns on itself to attack its brightest and best! I'm glad my daughter Xanna sees her President take the higher road. Here's hoping the next four years are rewarding and fun for you and your family.

As a dual citizen of the USA and Canada, I really get the best of both worlds, Bill. I spend enough winter and spring in Batesville to stay tightly connected to friends and family, and Calgary's cool summers indulge the passion for mountain hiking I share with Jim. I absolutely love to share "my mountains" with friends who visit us here. I have devised a mountain experience for every fitness level imaginable! Jim and I even persuaded Martha Bentley from Batesville to help us haul Mother in her wheelchair up to the top of Lake Agnes, 400 metres above Lake Louise for her "view from the top". It was a first for her and for Lake Agnes!

It is my love of these mountains that endears me to Calgary's bid for the 2005 International Exposition. Calgary's theme "The Land - our Common Ground" will examine our values and respect for the land, a theme I know is dear to the heart of Al Gore. It will celebrate our enjoyment of the land, such a precious experience to my mind, and it will explore those cultural, artistic and spiritual expressions shaped by the land. It's so exciting to envision a forum of interested nations working to produce concrete initiatives which address the challenge of living on this common ground into the next century!

Calgary is vying with Nagoya, Japan and Koomera, Australia for the honor to host this exposition, and I understand the United States has taken a position of neutrality on the bid. That neutrality is hurting Canada's efforts to win the support of other voting nations. Those countries are puzzled, even suspicious, that Canada's ally and neighbor is not in support of

such a thoughtful proposal that would bring substantial tourism benefits even to the northwestern United States. In light of the special relationship enjoyed by the United States and Canada, and the important issues which form the basis of Canada's Exposition theme, I hope you can rethink the current neutral stance and lend support to Calgary Canada's bid. Heck, do more than vote, ya'll come!

Bill, I am currently in discussions with PBS Television about carrying my fitness show *It Figures™*. I remember when we last met, in Ottawa, you were as concerned as I was about the future of that terrific network. Now, I hope to become a part of it myself. They've seen the show. They like the show. It's now just a matter of whether or not they can reorganize their program day to facilitate the time for a daily fitness show! Good grief! If you know anyone who could give a nudge to the powers at PBS Headquarters over in Alexandria, now's the time to encourage them to "Just Do It"!

Xanna and I are planning to attend your inauguration.

As always,

A handwritten signature in cursive script, appearing to read "Challenge Rick", followed by a stylized flourish.

The Only Other Arkansan in England in 1968 Who Couldn't Inhale. . . and still can't!!

THE WHITE HOUSE
WASHINGTON

12/12/96

CHRIS WALKER,

The attached letter and proposed bill from Arlen Specter was delivered to Nancy Hernreich. She forwarded it to us to handle.

Per Todd's instructions, I am sending to you. Todd wants to make sure that you send Chris Jennings a copy of the bill that Specter has attached to his letter.

Thanks so much.

Sharon
Sharon E. Wagner
Staff Secretary's Ofc.

12-12-96

Todd -

This was delivered directly to
Nancy. She sent it to us to handle.

Send to Chris, Walker?

✓ Y
 N

+ CC
Chris
Jennings

United States Senate

WASHINGTON, DC 20510-3802

December 10, 1996

The President
The White House
Washington, DC 20510

'96 DEC 12 PM5:07

Dear Mr. President:

As we prepare for the 105th Congress, I am writing to let you know that I share your concern about the need to enact additional incremental health care reforms that build on the Kassebaum-Kennedy legislation Congress passed earlier this year.

To move the process forward, I will be introducing the "Health Insurance Portability and Accountability Act of 1997" on the first legislative day of the 105th Congress. My legislation contains a series of strategic changes to improve upon our current system in a responsible way without comprehensively overhauling the system. This bill is based in great part on legislation I have introduced since 1992, such as the "Health Care Assurance Act of 1995" (S. 18).

Given that our nation's children are our country's greatest resource, Title I of my legislation includes provisions creating federal vouchers for State programs to provide medical care to poor uninsured children. The States are called upon to design and implement the program in the way that would work best for them.

You have mentioned your desire to move forward with additional modest steps to improve upon our health care system, specifically noting the need for an approach to cover our nation's children. I wholeheartedly agree. As Chairman of the Appropriations Subcommittee on Labor, Health and Human Services and Education, I have worked to respond to children's health care needs and will continue to do whatever is possible through the appropriations process to help poor children receive the primary, preventive and acute health care services that are essential for their development into healthy adults. However, it is not enough to rely on the annual appropriations process; meaningful reforms on this vital issue require the enactment of carefully crafted authorizing legislation.

I have enclosed an executive summary and draft of my legislation for your review and comment. I am hopeful that your Administration will include a proposal to provide health care to poor uninsured children in its budget proposal for fiscal year 1998 and I am extremely interested in working with you on this important issue.

My best.

Sincerely,



Arlen Specter

HEALTH CARE ASSURANCE ACT OF 1997
SENATOR ARLEN SPECTER

SUMMARY OF THE BILL

TITLE I: HEALTH CARE COVERAGE FOR CHILDREN: Title I ensures health care coverage for all eligible children in the United States under the age of 18. States complying with rules approved by the Secretary shall receive federal funds to provide vouchers to families with eligible children. This will enable the states to enroll children in health plans that provide coverage for preventive, primary care, and acute care services. Payments to states will be calculated based upon the average annual cost of enrollment in a health care plan providing those types of services to children in the state. Children in families with a combined income of 185% of poverty level (\$28,860 for a family of four) and not eligible for Medicaid will receive a full subsidy for enrollment in health plans, and children who are in families with incomes up to 235% of poverty level (\$36,660 for a family of four) will receive a partial subsidy reduced on a sliding scale based on poverty level. States will have the flexibility to design and implement their programs as they see fit.

TITLE II: HEALTH CARE INSURANCE COVERAGE:

Tax Equity for the Self-Employed: Provides self-employed individuals and their families 100 percent tax deductibility for the cost of health insurance coverage beginning in 2007. Under current law, beginning in 1997, self-employed persons may deduct 40 percent of cost; 45 percent in 1998 through 2002; 50 percent in 2003; 60 percent in 2004; 70 percent in 2005; and 80 percent in 2006 and thereafter. However, all other employers may deduct 100 percent of such costs. Title II corrects this inequity for the self-employed, 3.9 million of which are currently uninsured.

Small Employer and Individual Purchasing Groups: Establishes voluntary small employer and individual purchasing groups designed to provide affordable, comprehensive health coverage options for such employers, their employees, and other uninsured and underinsured individuals and families. Health plans offering coverage through such groups will: (1) provide a standard health benefits package; (2) adjust community rated premiums by age and family size in order to spread risk and provide price equity to all; and (3) meet certain other guidelines involving marketing practices.

Standard Benefits Package: The standard package of benefits would include a variation of benefits permitted among actuarially equivalent plans developed through the National Association of Insurance Commissioners (NAIC). The standard plan will consist of the following services when medically necessary or appropriate: (1) medical and surgical services; (2) medical equipment; (3) preventive services; and (4) emergency transportation in frontier areas.

COBRA Portability Reform: For those persons who are uninsured between jobs and for insured persons who fear losing coverage should they lose their jobs, Title II reforms the existing COBRA law by: (1) extending to 24 months the minimum time period in which COBRA covers individuals through their former employers' plans; and (2) expanding coverage options to include

plans with a lower premium and a \$1,000 deductible -- saving a typical family of four 20 percent in monthly premiums -- and plans with a lower premium and a \$3,000 deductible -- saving a family of four 52 percent in monthly premiums.

TITLE III: Primary and Preventive Care Services: Authorizes the Secretary of Health and Human Services to provide grants to States for projects (healthy start initiatives) to reduce infant mortality and low weight births and to improve the health and well-being of mothers and their families, pregnant women and infants. Title III also would provide assistance through a grant program to local education agencies and pre-school programs to provide comprehensive health education. In addition, Title III increases authorization of several existing preventive health programs such as, breast and cervical cancer prevention, childhood immunizations, and community health centers. In addition, Title II reauthorizes the Adolescent Family Life program (Title XX) for the first time since 1984. It has been funded annually in Labor, Health and Human Services and Education appropriations, but without authorization or reform. This program provides demonstration grants and contracts for initiatives focusing directly on issue of abstinence education.

TITLE IV: Patient's Right to Decline Medical Treatment: Improves the effectiveness and portability of advance directives by strengthening the federal law regarding patient self-determination and establishing uniform federal forms with regard to self-determination.

TITLE V: Primary and Preventive Care Providers: Utilizes non-physician providers such as nurse practitioners, physician assistants, and clinical nurse specialists by providing direct reimbursement without regard to the setting where services are provided through the Medicare and Medicaid programs. Title V also seeks to encourage students early on in their medical training to pursue a career in primary care and it provides assistance to medical training programs to recruit such students.

TITLE VI: Cost Containment: Cost containment provisions include:

Outcomes Research: Expands funding for outcomes research necessary for the development of medical practice guidelines and increasing consumers' access to information in order to reduce the delivery of unnecessary and overpriced care.

New Drug Clinical Trials Program: Authorizes a program at the National Institutes of Health to expand support for clinical trials on promising new drugs and disease treatments with priority given to the most costly diseases impacting the greatest number of people.

National Health Insurance Data and Claims System: Authorizes the development of a National Health Insurance Data System to curtail the escalating costs associated with paperwork and bureaucracy. The Secretary of Health and Human Services is directed to create a system to centralize health insurance and health outcomes information incorporating effective privacy protections. Standardizing such information will reduce the time and expense involved in processing paperwork, increase efficiency, and reduce costs.

Health Care Cost Containment and Quality Information Project: Authorizes the Secretary

of Health and Human Services to award grants to States to establish a health care cost and quality information system or to improve an existing system. Currently 39 States have State mandates to establish an information system, and of those 39, approximately 20 States have information systems in operation. Information such as hospital charge data and patient procedure outcomes data, which the State agency or council collects is used by businesses, labor, health maintenance organizations, hospitals, researchers, consumers, States, etc. Such data has enabled hospitals to become more competitive, businesses to save health care dollars, and consumers to make informed choices regarding their care.

TITLE VII: Tax Incentives for Purchase of Qualified Long-Term Care Insurance: Increases access to long-term care by: (1) establishing a tax credit for amounts paid toward long-term care services of family members; (2) excluding life insurance savings used to pay for long-term care from income tax; (3) allowing employees to select long-term care insurance as part of a cafeteria plan and allowing employers to deduct this expense; (4) setting standards that require long-term care to eliminate the current bias that favors institutional care over community and home-based alternatives.

TITLE VIII: National Fund for Health Research: Authorizes the establishment of a National Fund for Health Research to supplement biomedical research through the National Institutes of Health. Funds will be distributed to each of the member institutes and centers in the same proportion as the amount of appropriations they receive for the fiscal year.

DRAFT

105TH CONGRESS
1ST SESSION

S. _____

IN THE SENATE OF THE UNITED STATES

Mr. SPECTER introduced the following bill; which was read twice and referred to the Committee on _____

A BILL

To provide improved access to health care, enhance informed individual choice regarding health care services, lower health care costs through the use of appropriate providers, improve the quality of health care, improve access to long-term care, and for other purposes.

1 *Be it enacted by the Senate and House of Representa-*
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. SHORT TITLE; TABLE OF CONTENTS.**

4 (a) SHORT TITLE.—This Act may be cited as the
5 “Health Care Assurance Act of 1997”.

6 (b) TABLE OF CONTENTS.—The table of contents for
7 this Act is as follows:

Sec. 1. Short title; table of contents.

TITLE I—HEALTH CARE COVERAGE FOR CHILDREN

BARBARA L. BROWN
1412 High St.
Chester, Illinois 62233

*Need more copies
cc KO'Keefe (HQS) Secretary*

THE PRESIDENT HAS SEEN

12-11-90

JIM DORSKIND:

Please coordinate
the reply.

BARBARA L. BROWN

THE PRESIDENT HAS SEEN

12-11-96

Dear Bill & Hillary,

There are no words to express how pleased and proud I am at your victory. The two of you so deserved re-election and our country so needs your continued leadership - you have our families heart felt congratulations. I only wish my own campaign had ended as successfully. I lost by a mere 127 votes out of over 81,000 cast. I know that you know the pain of such a loss and the frustration of missed opportunities - I had so much work I wanted to pursue for my beloved Southern Illinois.

Hillary, throughout the final months of the campaign I thought so often of you. You had talked so earnestly with our sons during our visit to the White House in July, 1995, about the negative tone the campaign was likely to take and the need for them to put it all into perspective. My opponent successfully made the election a referendum on late term abortions, which, in little-belt Southern Illinois, is easy to do. I lacked the resources and the dexterity to adequately respond. And, in their most cynical effort, the GOP sent a last weekend mailing into the rural

areas with a picture of Congressman Jesse Jackson, Jr. and myself at a GOTV rally with a message (purportedly written by him) endorsing me - the liberal, who, like him, supports gay marriage, late-term abortions and distribution of condoms to school children. It was classic GOP trickery which accomplished - just barely - its goal. So I now have an even keener appreciation of what the two of you deal with and I will keep you even more in my prayers as I know the strength and spirituality needed to cope with those "body blows" when they come.

Beyond that, the campaign was a wonderful experience, one I thoroughly enjoyed. It was great to be on the ballot with you and to see in my travels how support for you was so apparent in S. Illinois. I certainly have new fodder for my classroom lectures as I return to teaching. And my family is glad to have Mom back again.

[I'm working on your staffs to see if we can't get one of you to S. Ill. again soon - we are doing two fundraising dinners for the Paul Simon Public Policy Institute being established at SSUC. You've been invited to both events - Chicago and Carbondale - and I'm lobbying for an appearance in O'Fallon.

Thank you again for being so kind as to remember me and to include me in events such as this. You are ever in our thoughts and prayers. Whatever we can do to help, we are always available.

Happy Holidays + God Bless
Pete

University of Notre Dame

Notre Dame, Indiana 46556

President Emeritus

November 25, 1991

Copied to

C. Marshall

A. Stock

M. Hesburgh Library

THE PRESIDENT WAS SEEN

12-12-96

✓
President and Mrs. William J. Clinton
The White House
Washington, D.C. 20500

Dear President and Mrs. Clinton:

I appreciate very much your wonderful invitation to the Holiday Reception to be held on December 10. I would love to give you personal greetings but, failing that because of my necessary presence elsewhere, I do want to take this opportunity to wish both of you and your daughter a very Blessed Christmas and the happiest of New Years. Needless to say, I also send congratulations on your re-election and best wishes and prayers for a very fruitful and successful next four years.

Ever devotedly yours,

Father Ted

(Rev.) Theodore M. Hesburgh, C.S.C.
President Emeritus

Handwritten notes in the top left corner: "AU", "cc: should we have representation place? cc: scheduling", and "Should We have Representation Place? cc: scheduling".



GEORGETOWN UNIVERSITY

THE PRESIDENT HAS SEEN
12-12-96

Office of the President

December 10, 1996

President and Mrs. William J. Clinton
The White House
Washington, D.C. 20036

Dear President and Mrs. Clinton:

I write to invite you to join the Georgetown University community on Tuesday, December 17, 1996, at 10:00 a.m. as the School of Business presents an honorary degree to His Excellency Rafik B. Hariri, Prime Minister of the Republic of Lebanon. The degree recognizes His Excellency's significant leadership in international business, government, and education.

His Excellency's accomplishments in the latter field are especially renowned. He established a low-interest loan program that enabled nearly 13,000 young persons to obtain baccalaureate and advanced degrees at universities around the world. The program encouraged its graduates to return to their homeland, applying their skills and knowledge to shaping their nation's development.

His Excellency long has been an important friend to Georgetown and to the School of Business in particular. He served on the school's Parents Council before his son Saad completed his business degree in 1992. His children Ayman (C '98) and Addy El-Sheik (L '99) are current Georgetown students.

Your presence would enhance this special ceremony immeasurably. I enclose a formal invitation.

With my very fondest wishes,

God bless.

Leo J. O'Donovan, S.J.

LJO'D/rpj:dv

WASHINGTON, D.C. 20057
202-687-4134



For security reasons, only guests who have responded by December 12, 1996 will be admitted to the Honorary Degree Ceremony.

Parking for the ceremony is available in Georgetown University Main Campus Lot #3, Prospect Street Entrance. Stairs lead from the parking lot to Healy Hall. Use handicap signs as guide to elevator. A clock tower identifies Healy Hall.



*The Reverend Leo J. O'Donovan, S.J.
President of Georgetown University
requests the pleasure of your company
at an
Honorary Degree Ceremony
in honor of
His Excellency Rafik B. Hariri
Prime Minister of the Republic of Lebanon
on Tuesday, the seventeenth of December
Nineteen hundred and ninety-six
at ten o'clock
Gaston Hall, Healy Building
Georgetown University Campus*

*R.S.V.P. before December 12
202-687-3710*

*For security reasons guests are
requests to be seated by 9:45 a.m.*

The Reverend Leo H. O'Donovan
Georgetown University
207 Healy Hall
37th and O Streets, NW
Washington, D.C. 20057



THE PRESIDENT

12/12/96

B. H. Leo O'Donovan
Georgetown

cut to
RM for dispatch

Dear Leo —

Thanks for the replica of
the plaque on our north porch —
I will always treasure it.
Merry Christmas
Sincerely

Bar

THE WHITE HOUSE

The Reverend Leo H. O'Donovan
Georgetown University
207 Healy Hall
37th and O Streets, NW
Washington, D.C. 20057

12-11-96
THE PRESIDENT HAS SEEN

December 10, 1996

Dear President Clinton,

as a self-advocate, I need some help from you. Because I am afraid of what is going to happen to many of the children & young adults with handicaps who need help. Everyone in Washington D.C. is talking about the Budget & the first place they are looking at to save money are the Programs that are helping the People who Really need help & Can't help themselves.

I hope that you can make our Congress Realize that it just is not Right to take advantage of People who Can't speak for themselves by cutting their Programs.

Please Don't let them cut any of the Programs like S.S.I. & family aid that are Really helping People with handicaps by giving them a Chance to be independent & a worthwhile member of their Community.

As you know, we were born with our Problem & it is not our fault that we have a mental handicap. The People or companies without handicaps certainly can help themselves & should not be looking for any special help. Their Programs should be cut first & not our Programs.

12/11/96

Todd,

No copies have been done yet.

- ① POTUS wants reply -- we will send original to Dorskind to handle.

YES OK??
-Coordinator PRC

CARL RASCO

- ② re POTUS question 'will she be affected by SSI cuts?' Send copy to who to answer that question????

DPC - ~~Elizabeth~~

Thank you very much for taking the time to
Read my note. We don't have much of a voice
where it really counts so I hope you can
get people to listen to what is fair.

I wish you, Mrs. Clinton & Chelsea the
very best and a merry Christmas & a
Happy New Year.

"rlp" with Dawn Syndrome,
Ann M. Forts

THE PRESIDENT HAS SEEN

12-11-96

President Clinton

- need reply
- very impressive young woman w/
Dawn Syndrome
- will she be affected by SS1 cut?

BC

THE WHITE HOUSE
WASHINGTON

THE PRESIDENT HAS SEEN

12-11-96

December 9, 1996

MEMORANDUM FOR THE PRESIDENT

FROM: DONALD A. BAER *DAB*

'96 DEC 9 PM5:52

SUBJECT: ITEMS OF INTEREST

I've attached two items you will find useful in your thinking about the future.

1. A preliminary memo from Henry Cisneros as part of our strategy/legacy work. As usual, Henry has summed up so much of what we need to be about very well.
2. A column from the "Harvard Crimson" which appeared right after the election. It was written by Andrei Cherny, a Harvard senior whom I met this weekend at the Kennedy School's end-of-campaign conference. His piece does a remarkable job of summing up the "New Democrat" purposes of this campaign and of your career. It is especially useful to read in preparation for the DLC speech, and I've given it to Michael Waldman and the speechwriters for the draft you will receive later today.

① Summary of MBM, Bleeke, 65
② This guy Cherny is smart & has
a fine dist. writing style - an honest
contributor. I may go down to
meet him - maybe you should
meet him down for a day.
BC



**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY
WASHINGTON, D.C. 20410-0001**

November 27, 1996

TO: Don Baer

FROM: Henry G. Cisneros

**SUBJECT: Initial Thoughts Concerning President Clinton's
Historic Legacy**

The fact that President Clinton is the last American President of the 20th Century has aspects of both a blessing and a problem.

It is a blessing because the coming of the new millennium is so heavily loaded with notion's of coming to closure, with wrapping up a passage through time, that it can be used to rally Americans and to make this more than the ordinary Presidential term. President Clinton's second term can be a transforming and shared American passage.

But being the last President of the century is also a challenge because the lines of demarcation and accountability are so starkly drawn. In this view the President will be remembered by one question: Did he prepare us for the new century or did he leave us with looming crises - fiscal, racial, generational, and global?

The President's legacies will be rooted in the 20th Century but flower far into the 21st:

- 1. President Clinton can change the political dialogue in our country, altering the traditional left/right, liberal/conservative, Democratic/Republican frameworks:**

*** It is appropriate at the end of the century that a new discourse replace the 65-year old framework that has dominated American politics since the New Deal.**

*** Concepts such as "the vital center" and "a third-way" mean something when they are repeatedly reaffirmed by Administration initiatives instead of being in the position of having to reactively accept the dilemmas the Congress serves up (i.e., welfare reform).**

*** This message is worthy of intellectual development (i.e., thoughtful articles authored by the President or in-depth interviews for opinion-molding periodicals and journals) to give it substance as opposed to campaign sales language or after-the-fact repackaging of existing initiatives.**

2. President Clinton can use his natural predilections toward education to define a sweeping new "doctrine" of upward mobility and societal progress through education:

*** A comprehensive integration of existing and new educational initiatives can be presented in a "doctrine" as historic as the Morrill Act of 1862, which declared a Federal commitment to public higher education.**

*** It may require pushing the envelope of current political limits, such as innovations with education-vouchers and school-to-work vouchers.**

*** The keys are to build in maximum choice for Americans seeking education, to create market pressures on the education bureaucracies, to break monolithic education bureaucracies into smaller scale entrepreneurial units, and to insist on uncompromising standards of quality and performance.**

3. President Clinton can define the dominant American role in the 21st Century global framework as that of a "peacemaker":

*** Of the many possible roles for the U.S., the role of active, anticipatory "peacemaker" has the most advantages. The peacemaker role allows us to be "prevention" oriented, thus heading off the more expensive uses of manpower, equipment and budgets through military incursions.**

*** The peacemaker role keeps domestic political tumult to a minimum if U.S. troops are less frequently deployed in fighting situations.**

*** The peacemaker role has transcendent moral dimensions, as the scriptural passage affirms: "Blessed are the peacemakers, for their children shall enjoy the blessings of peace."**

*** Application of parallel pressures for trade development and democratic institutions can be the practical instruments that define the role of peacemaker.**

4. President Clinton can re-start the nation on a serious push toward deep space exploration:

*** Most Americans do not have a sense that our present space effort is well-defined; that is, if asked, most citizens could not state the mission clearly. It is time for the President to state the mission as clearly as President Kennedy did in 1962, when he set the goal of putting a man on the moon by the end of that decade.**

*** It has been a long time since Americans understood our space mission and as a result we are not making best use of an area of American leadership which has made us proud as Americans and defined the superiority of our system before the world.**

*** No other nation can do it. Therefore our achievements in space serve as a symbol of American world leadership. As such, other global competitions are settled in our favor: the comparison of ideological systems, commercial competitions, popular opinions of nations, and the psychological edge in global forums.**

*** Develop the mission with an eye on the domestic applications of the new space push -- consumer technologies, medical breakthroughs, environmental knowledge, communications improvements, and materials design -- so Americans who have a nearly religious faith in progress and technology can justify the effort.**

*** A well-defined space challenge -- such as a timetable to land an American on Mars -- would rally Americans as only such national endeavors can do. Space achievements also take on transcendent and spiritual dimensions in a time of human passage such as the end of a decade, a century, and a millennium portends.**

5. President Clinton can re-design the system of campaign finance reform by championing sweeping reforms to re-instill public interest in politics and government:

*** There is among Americans today a general disgust with the role of money in politics. Both parties are blamed. It is leading to an even more dangerous disaffection from public affairs and government.**

*** The President knows what needs to be done. No commissions or task forces are necessary. Just propose the truly sweeping changes that are necessary and make them a "drum-beat theme" -- ceaseless and unmistakable -- until they are enacted or for the entire four years. Only in that way can the President recapture this issue for Democrats.**

*** It may mean that the Democratic Party must give up some practices it now regards as advantageous, either because they are legislated away or because they are abandoned as unsavory in order to establish a new and higher standard of conduct.**

*** We assert that the Republicans bought the House elections with massive spending at the end. It is ironic that the issues which gave them traction and which erased our "high ground" advantages on policies were Democratic fundraising errors. The point is that clean hands on this issue can make for good politics.**

6. President Clinton can commit the resources and will to power medical breakthroughs that lead to cures for cancer and AIDS:

*** There are no concerns which touch individuals more personally or are more important to families than matters of health, particularly those involving deadly, seemingly inexplicable, and unstoppable diseases such as AIDS, cancer, Alzheimers and stroke. Cures for such diseases would represent breakthroughs of major significance for Americans of all incomes, races, ages and walks of life.**

*** The commitment of the nation's treasure to such an enterprise in a focused and serious manner would be viewed as consistent with the President's humane and compassionate personal character. We would be putting our treasure where it can truly help people.**

*** American technological might would be seen before the world as transferrable to problems that have bedeviled humankind. It would say: "America leads the world in ways that really matter. We enter the new century with a belief we can relegate such deadly enemies of humanity to the century that is past."**

*** The ultimate legacy would be to make the system of health finance work so that all Americans can feel the benefits of a massive commitment to eradicate deadly diseases.**

7. President Clinton can prepare the nation for the challenges of diversity and cement a legacy of racial reconciliation:

*** The President can call on all sides to lower voices and work together to define what it means to be an American in the 21st Century.**

*** Certainly it means a willingness to observe our laws and to submit to the due processes of our system. But it also means going beyond legalistic tenets to matters of the American spirit, such as an understanding of personal responsibility and the ethic of self-improvement. The President's policies concerning welfare, education and training reflect optimism about human potential and a commitment to expanding opportunities. That commitment to expanded opportunity can become the hallmark of the Democratic Party and the Clinton years.**

*** It will also be necessary to confront directly the pernicious realities of racism and unfairness in our society. The President's reaction to the church burnings and to anti-immigrant proposals demonstrate his convictions. The ugliness of racism and of discrimination is getting worse, as the recent incidents at Texaco and Avis show. The President's stand in defining an immovable American standard concerning racial reconciliation could be a lasting legacy.**

*** Credibility with white Americans may also mean demonstrating even-handedness with respect to elements of our system of racial compensatory policies that are imperfect. Nudging the affirmative action system along a continuum from "race-based" to "economic need" could prove to be the right thing to do and could change the character of America's racial dialogue.**

*** The President's appointive powers (i.e., governmental appointments and the courts) and "jaw-boning" with corporations can do much to prepare the next echelon of top leaders for the 21st Century.**

8. The President can undertake entitlement reform to ensure the long-term viability of Medicare, Medicaid, and social security:

*** The concerns about the funding inadequacies of the entitlement programs constitute the greatest source of uncertainty about the federal government's fiscal management. This falls in the category of preventing a perceived future crisis.**

*** The aging of the American population makes these issues critical to the politics of the next century. By the year 2010 the population over 65-years old will double and the population of fragile elderly over 85 years old will grow by millions.**

*** A serious effort to put the entitlement funds on a sound footing would reinstall confidence in the nation's fiscal management.**

These are initial thoughts on elements of the President's historic legacy.

A Campaign of the Future

The balloons have all popped, the confetti been swept away. Lawn signs will be pulled down and bumper stickers will erode. High school bands in swing states will go back to playing at football games instead of political rallies. Our airwaves can be reclaimed in the name of products we don't need, after having been temporarily subjugated by candidates we don't want. It is all over. Bob Dole, who first faced the voters at age 27, has waged his last campaign and lost. Bill Clinton, who ran his first race at age 28, has waged his last campaign and won.

It all seems so very obvious and anti-climactic now. The race contained few surprises and each of the parties did little more than play their perfunctory parts. Yet, less than two years ago, the experts predicted a far different outcome for the 1996 presidential contest. Back then the Republicans were revolting and the President was arguing with the press about whether he had some relevance

to the process of government. The week after the 1994 elections Time charitably said that, "if not gone, certainly radically diminished was the prospect of William Jefferson Clinton's gaining a second term." Yet, Tuesday night it was that same President who was beaming in front of the Old State House in Arkansas, having been reelected in an electoral college landslide.

Exactly a year ago this week, U.S. News & World Report asked on its cover, "Democrats: Is the Party Over?" Inside it declared that the "world's oldest political party is fighting for its life." Such talk has long since disappeared as the Republicans have spent much of this year on the defensive. Bill Clinton and the Democrats have recaptured the political center.

In the days following the mid-term election, pundits presented the President with one of two options to have a chance of reclaiming his presidency from oblivion. The first was to oppose the Republicans at every step. If they say "yes," say "no." If they say "stop," say "go." If they say "high," barnstorm the nation furiously insisting "low."

The second option was to accept their interpreted verdict of the nation and ever so softly tap the breaks on the hurtling Republican revolution. If they

say "high," say "I'll jump as high as you want." Clinton, wisely, took neither option. He forged his own path by looking inward and realizing that articulating and trusting in who he was all along was the surest path to success.

Clinton was neither a demagogue nor a Demo-GOP. Instead, he became what he had promised to be in 1992 and throughout his career: a raging centrist who would fight for middle class interests and mainstream values. In 1994, voters didn't vote for a "do nothing" government. They wanted a government that works and has real accomplishments on real problems. For all the criticism

articulation of a different vision of government than that which we have come to expect from the overheated debates in Washington. It is a vision of government that neither solves problems for people nor leaves them alone to fend for themselves. Rather, Bill Clinton's winning vision is one that gives people the means to fix their own problems.

For a politician who seems to constantly be under fire for a perceived lack of consistency, this is a strain that runs indelibly through his entire career. In 1974, a young Bill Clinton fresh out of law school campaigned for Congress. He

recalled "the words of a friend of mine who works on the Scott County road crew, 'the people want a hand up, not a hand out.'" Twenty-two years later, Clinton spoke in Cleveland on the last day of his last campaign. He called on Americans to "work together to give everyone the tools they need, the

chance—not a guarantee, but a chance—to make the most of our own lives and build that bridge to the 21st century together."

This was the question in 1996. A 15 percent tax cut that would give individuals greater autonomy from the government or a government that works with the American community to create equal opportunities for advancement. By no means a small question, the argument over individualism versus community has the potential to play an even greater role as we enter a world where technology both separates people from one another and concurrently demands they work in teams to succeed. That's a big enough debate for any election.

Now, after endless months of campaigning, the 1996 election has drawn to a close. For those of you are feeling withdrawal from a lack of discussion of bridges, villages, and "whatever"—never fear. Disappointed with Tuesday's results? Bide your time. Voters of New Hampshire: lock your doors! Citizens of Iowa: batten the hatches! After all, its only 1,461 days until the next Presidential election.

Andrei H. Cherny is The Crimson's election columnist.



of Clinton's "little programs," school construction, teenage curfews, and child literacy have a lot bigger impact on American families than the "big ideas" that some inside the Beltway demanded.

Yet, Clinton's pygmy proposals are representative of more than what they seem at first glance. In 1960, John F. Kennedy '40 and Richard M. Nixon spent much of the fall arguing about the fate of Quemoy and Matsu, two small islands off the coast of China. Yet for all the hand-wringing that year and thenceforth about spending so much of the election on such minute specks of land, the argument was really about how the candidates would deal with the Communist menace—a debate definitely worth having. When George Bush spent the Fall of 1988 talking about the Pledge of Allegiance and prison furloughs, Americans understood it as the criticism of a Democratic Party that too often failed to recognize America's special place in the world and sought to strike an improper balance between the rights of criminals and their victims.

So too this year's campaign issues of V-chips, education tax breaks, and cellular phones for neighborhood watch groups can also be seen as the

McCurry

See 6 across
you might
want to begin
to read

ACROSS

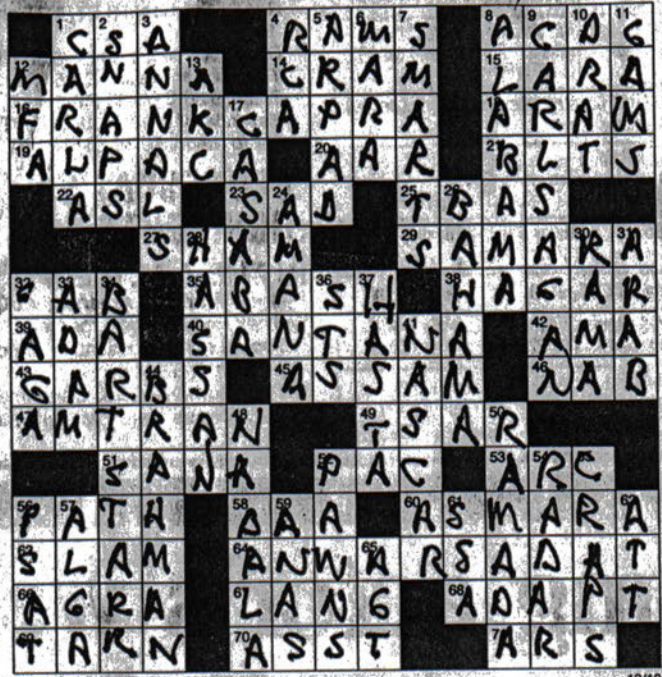
- 1 Civil War org.
- 4 St. Louis' team
- 8 Back in Black rock group
- 12 Biblical food
- 14 Study for finals
- 15 Actress _____ Flynn Boyle
- 16 Director who won three Oscars
- 18 Composer Khachaturian
- 19 Wool, or its source
- 20 Swiss river
- 21 Lunch orders, briefly
- 22 Means of comm.
- 23 Unhappy
- 25 TV listings
- 27 Fake pillow cover?
- 29 Seed container
- 32 Talker's gift
- 35 Disconcert
- 38 Comic-strip Viking
- 39 Oklahoma city
- 40 Black Magic Woman singer
- 42 Physicians' org.
- 43 Clothes
- 45 State of NE India
- 46 Arrest
- 47 It rides the rails
- 49 Russian ruler
- 51 Capital of Yemen
- 52 Lobbying org.
- 53 Circle part
- 56 Trail
- 58 Sound from 4 Across?
- 60 Capital of Eritrea
- 63 Criticize severely
- 64 Co-winner of 1978 Nobel Peace Prize
- 66 Taj Mahal site
- 67 Singer k.d.
- 68 Conform
- 69 Mountain lake
- 70 Helper
- 71 _____ longa, vita brevis

DOWN

- 1 Rhea's role on Cheers
- 2 Fasteners or cookies
- 3 Records
- 4 NBC's parent company
- 5 Hungarian monarchy founder

Y. Crossword

THE PRESIDENT HAS SEEN



- 6 NPR's Liasson
- 7 Intelligence
- 8 Mobile's state
- 9 Host of TV's Cosmos
- 10 Undeleted expletive
- 11 Machinery parts
- 12 Museum-curator's deg.
- 13 Pedigree org.
- 17 Muskmelon
- 24 Iowa commune
- 26 Grand _____ Island
- 28 King of Morocco
- 30 Incarnation of Vishnu
- 31 Native of 51 Across
- 32 Dotty
- 33 Bede or Arkin
- 34 Hall-of-Fame quarterback
- 36 They cross aves.
- 37 _____ la vista, baby
- 41 Winston Cup org.
- 44 Hindu caste
- 48 Occult religious philosophy
- 50 Hotel chain
- 52 Chess pieces
- 54 Airport equipment

- 55 Gambling game
- 56 Sophomore's exam.
- 57 Seaweed
- 59 Collections of anecdotes
- 61 Medicare org.
- 62 Lawyer: abbr.
- 65 Rep.

Monday's Puzzle Answer

ABET	HOSE	VIOLS
BARE	YMHA	EMCEE
BRIT	PIES	SPEND
ENCHANTMENT	ATE	
EPOS	EARNER	
SPIRES	ADDLES	
TOO	SIDLE	SETUP
ALOE	SATES	LAVE
ROOST	RAMOS	TEE
ONAGER	LINEAR	
SOLELY	TITO	
AVA	OPPORTUNITY	
TOKEN	ROOT	AMOS
ALENE	ELUL	GAPE
NOSED	PATE	EMIR

ALL ORA
TICKET
SUPER BOW
800-3
ROSE BOWL
NFL NCAA
CONCERTS
Toll Free
ROSE, SUGAR
National Finals
NBA All Star
DAYTONA 500
WHOLESA
FASHION
Hi Profit, Fast Se
Samplers fr \$60.
HOLIDAY
FRESH CUT CHR
E-Trees, Inc., En
888-99-TREES Fa
http://www.ic
TOOL KITS
www.toolkit
or call for free
1-800-36
TRAV
VACATION
SKI COL
Deluxe Condos-Deli
Lake View - All Am
1-800-210-6
TIMES
A All RCI Resort -
2 bedroom
Must sacrifice both
Call 702-59
Condo near Pom
Week of Jan. 26. S
2 baths, jacuzzi.
\$1600. Call 6
CRUI
ALASK
Buy Direct • 11.12
Most Affordable C
SHIP 'N' SHORE
FREE BROCHURE
DISCOU
USA TODAY
Many airline t
are not tra
check before
AAAAA A
1-800
EUROPE/O

12/11/96

Todd,

Is it correct to assume the POTUS wants
McCurry to have this original crossword
puzzle OR should we give him a copy??

Give McCurry
original

s

THE PRESIDENT HAS SEEN

12-11-96

THE WHITE HOUSE

WASHINGTON

MEMORANDUM

'96 DEC 10 PM7:51

To: President Clinton
Fr: Lissa Muscatine *LM*
Re: The Rhodes Scholarship Trust
Da: December 10, 1996

David Alexander, American Secretary of the Rhodes Trust, asked me to pass this list of Rhodes winners on to you. Three Hoyas made the final cut!

*Let
Shirley do letter to
all, w/ agree not
to put in G. Brown
and the woman from
Arkansas*

12/11/96

Todd,

No copies have made of the attached yet.

In addition to the copy to Nancy H., who
should get copy to prepare letters --
Dorskind or Maureen Lewis??

s

*Ph, 1 - ~~5~~
S p/s, handle*

*Maureen
working on
the letters 12/12*

OFFICE OF THE
AMERICAN SECRETARY

The Rhodes Scholarship Trust

December 7, 1996

POMONA COLLEGE
333 COLLEGE WAY
CLAREMONT, CALIFORNIA 91711-6305
TELEPHONE 909/621-8138
TELECOMER 909/621-9609

American Rhodes Scholars-elect for 1997

(subject to ratification by the Rhodes Trustees after
acceptance by one of the colleges of Oxford University)

DISTRICT I

Scholar-elect

Institution

Connecticut

Joshua Civin
P.O. Box 200954
New Haven, CT 06520

Yale University

✓ Kerry Francis
170 Pell Meadow Drive
Fairfield, CT 06430

Georgetown University

Massachusetts

Daniel P. Kim
29039 Woodcreek
Agoura Hills, CA 91301

Harvard University

New Jersey

Tall Farinah Farhadian
34 Connor Drive
Englewood Cliffs, NJ 07632

Yale University

DISTRICT II

New York

Benjamin T. Jealous
488 Gibson Avenue
Pacific Grove, CA 93950

Columbia University

Jessika E. Trancik
14 Tyler Road
Ithaca, NY 14850

Cornell University

Pennsylvania

Jonathan Levine
352 Calvert Road
Merion, PA 19066

Cornell University

Tess Thompson
104 Honeysuckle Drive
Boalsburg, PA 16827

Pennsylvania State University

- 2 -

DISTRICT III

Maryland/District of Columbia

John M. Ackerly
4989 Glenbrook Road
Washington, DC 20016

Williams College

North Carolina

Charlotte A. Opal
7267 Lee Highway
Falls Church, VA 22046

Wake Forest University

Virginia

Hans Christian Ackerman
524 Marlin Drive
Newport News, VA 23602

College of William and Mary

✓ Hamed Rahim Wardak
1530 North Key Boulevard
Arlington, VA 2209

Georgetown University

DISTRICT IV

Arkansas

✓ Shana Lovell
206 S. 29th Street
Ozark, AR 72949University of Arkansas,
Little Rock

Florida

Lana Israel
2140 NE 207th Street No.
Miami Beach, FL 33179

Harvard University

Pardis Christin Sabeti
7550 Hinson Street #15B
Orlando, FL 32819Massachusetts Institute of
Technology

Georgia

R. Davis McCallum
122 Brighton Road
Atlanta, GA 30309

Princeton University

DISTRICT V

Indiana

Eugenio Fernandez
95 S. San Gabriel Boulevard
Pasadena, CA 91107

Notre Dame University

Eva Rzepniewski
37 Terrace Court
Carmel, IN 46032

Notre Dame University

Michigan

Stephanie E. Palmer
424 Common Street
Walled Lake, MI 48390

Michigan State University

Ohio

Suzanne Goh
2317 Saint Roberts Lane
Toledo, OH 43617

Harvard University

DISTRICT VI

Minnesota	Beth Truesdale 169 N. Roosevelt Avenue Bexley, OH 43209	St. Olaf College
Missouri	Dean John Sauer 454 Hammersmith Road St. Louis, MO 63141	Duke University
Nebraska	Jeremy Vetter 4510 Mohawk Street Lincoln, NE 68510	University of Nebraska, Lincoln
Wisconsin	Aaron D. Olver 6629 Maywood Avenue Middleton, WI 53562	University of Wisconsin, Madison

DISTRICT VII

Colorado	Ryan David Egeland 16505 Birch Briar Trail Plymouth, MN 55447	Colorado College
New Mexico	✓ Horacio R. Trujillo HCR74 Box 20204 El Prado, NM 87529	Georgetown University
Texas	Maryana Iskander 600 Creekmont Drive Round Rock, TX 78681	Rice University
Utah	Olivia White 890 East Capitol Boulevard Salt Lake City, UT 84103	Stanford University

DISTRICT VIII

Alaska	Adam K. Ake 2139 Sorbus Way Anchorage, AK 99507	U.S. Military Academy
California	Annette Salmeen 186 Riverview Ct. Ann Arbor, MI 48104	University of California, Los Angeles
	Kweli Ebon Washington 2339 Ellsworth Street Berkeley, CA 94704	Harvard University
Oregon	Edward K. Boyda 11851 S.W. Riverwood Road Portland, OR 97219	Harvard University

Send with
letter to
VP - Fyfe

WHITE HOUSE
WASHINGTON

cc: with top 2 incoming:
Erskine Bowles
Leon Panetta
Bdo Nash

December 11, 1996

Thomas J. Schneider
Restructuring Associates, Inc.
Suite 350
1050 Seventeenth Street, N.W.
Washington, D.C. 20036

Dear Tom:

Thanks for recommending John Calhoun Wells for Secretary of Labor and for your advice concerning the Secretary of Energy appointment. I appreciate your insight, as always, and have made Erskine Bowles aware of your suggestions.

Thanks, too, for what you said about my speech in Sydney. Hillary and I were so pleased you could make the trip with us.

Best to Cynthia.

Sincerely,

Bru

RESTRUCTURING ASSOCIATES INC.

SUITE 350

1050 SEVENTEENTH STREET, N. W.

WASHINGTON, D. C. 20036

(202) 775-8213

FAX: (202) 223-0346

December 2, 1996

President Bill Clinton
The White House
Washington, D.C. 20500-2000

Dear President Clinton:

For Secretary of Labor, I would encourage you to consider your Director of the Federal Mediation and Conciliation Service, John Calhoun Wells. He has done an outstanding job in his current position, winning the trust and confidence of both organized labor and business, and totally reinventing his agency.

He has very good academic credentials, a Ph.D. from Rutgers, positions at the Kennedy School of Government (Harvard), and the President of the John Grey Institute associated with the Lamar University System (Beaumont, Texas).

He also has good political administrative experience. He was the Secretary of Labor for Kentucky from 1983 to 1987. Prior to that, he headed other state agencies. John Y. Brown, Wendall Ford, Dick Gephardt and Jack Brooks can all speak on his behalf.

Having worked with John over the years and seen his work at the FMCS, I think he would serve you well. He understands organized labor well, while also understanding the competitive challenges facing business. He shares your views on labor-management cooperation. He is extremely politically adept. Finally, he is totally committed to your agenda and your interests.

If you have any questions, please feel free to call.

Yours faithfully,

Thomas J. Schneider /TMS
Thomas J. Schneider

RESTRUCTURING ASSOCIATES INC.

SUITE 350

1050 SEVENTEENTH STREET, N. W.

WASHINGTON, D. C. 20036

(202) 775-8213

FAX: (202) 223-0346

December 2, 1996

President Bill Clinton
The White House
Washington, D.C. 20500-2000

Dear President Clinton:

This letter concerns the selection of the next Secretary of Energy. The Department needs to have a Secretary who can effectively manage a large-scale organizational restructuring and culture change.

For a combination of reasons, I have closely observed the Department since 1993. Secretary O'Leary, whatever her faults, has extremely effectively lead a massive change in the culture of the Department. Invisible to the public, the changes she has made in the DOE are probably your Administration's greatest success in re-inventing government. The changes she has led will at the very least save tax payers tens of billions of dollars in the future as well as provide other benefits. Contractors and the unions at former nuclear weapons sites today all understand the need for dramatic improvements in performance, quality, and speed. Labor and management are forging partnerships to cut clean-up times in half, and for half the costs projected in 1993.

Secretary O'Leary from the beginning has pushed a simple focused message, that eventually was heard, and now is in the process of taking root. The clean up of the nuclear weapons sites, by far and away is the largest job of the Department, and will continue for at least another decade. The changes the Secretary has introduced must be continued and spread throughout the system.

The next Secretary needs to know how to manage an organization, needs to understand the management concepts underlying organizational restructuring and reinvention, and needs to be committed to working with organized labor, or the reforms that Secretary O'Leary pushed will die. Despite claims by the Republicans, the Department is on the right track. The next Secretary needs to be capable of continuing the change.

President Clinton
December 2, 1996
Page 2

In my opinion, therefore, you should choose someone with strong management skills who is politically sensitive rather than someone with strong political skills, but lacking serious management skills. For example, and this is only an example, a Jamie Gorelick or Phil Lader is preferable to a Bill Richardson.

I hope this is useful.

Yours faithfully,

Thomas J. Schneider/sms
Thomas J. Schneider

RESTRUCTURING ASSOCIATES INC.

SUITE 350

1050 SEVENTEENTH STREET, N. W.

WASHINGTON, D. C. 20036

(202) 775-8213

FAX: (202) 223-0346

Maureen
cc
resh

December 2, 1996

President Bill Clinton
The White House
Washington, D.C. 20500-2000

Dear President Clinton:

First, I would like to thank you for inviting me to join you on your trip to Australia. I consider it an experience of a lifetime.

When I first visited Australia in 1992, I fell in love with the country. On subsequent trips, I have made many Australian friends, and thoroughly enjoy my time there. I knew that they would embrace you and hoped that you and Hillary would love it as much as Cynthia and I do.

You both were enormously successful; they love and admire you. You have solidified the relationship between the U.S. and Australia for at least another decade, and have articulated the framework for a partnership that will probably structure the relationship between our two countries for the next generation. The importance of this cannot be understated.

Hillary's speech in Sydney was extraordinarily well received across all segments of society. She gave the women of Australia a coherent framework for their emerging roles in the political process. Her speech will be favorably quoted frequently as Australia debates the changing role of women.

Finally, you made an invaluable contribution to Australian society, and perhaps the world, in your speech in Sydney. Your comments about the value of diversity, Australia embodying the spirit of the Olympics, and acting as a model for the rest of the world may profoundly affect the country.

President Clinton
December 2, 1996
Page 2

As I explained Tuesday evening when we had dinner, unfortunately some Australian politicians have recently reopened the issue of Asian immigration. The consequence has been an increase in racist activity and comments. John Howard had not attacked this activity, and thus it grew.

Your speech both confronted the Australians with the wrongness of the debate, and set a new standard for them as country. They have never seen themselves as beacons of hope or as models for others. You challenged them to do so. Howard's remarks in his speech prior to yours were seen by all Australians as a 180 degree reversal of his position. The believers in the value of a diverse society celebrated yours and his comments. They saw you as the driving force prompting Howard's change in direction.

By raising the bar, and holding out the vision of Australia as a role model for the world, you have also precipitated a national debate about Australia's role in the world, and as a consequence how it should behave domestically, i.e., as a role model or not.

You were highly thought of before your visit, now you are viewed somewhat as a national hero. Congratulations. You made me extremely proud to be an American, and even prouder to count you as a friend.

My very best to Hillary.

Yours faithfully,

Thomas J. Schneider / TJS

Thomas J. Schneider

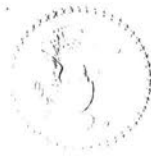
CC:

Nancy
Hernreich

Done

12/12/96

cc to
to W
or
list



THE WHITE HOUSE
WASHINGTON

December 11, 1996

Mary Hill
Unite 413
203 Loudon Road
Concord, New Hampshire 03301

Dear Mary:

As always, your note was wise and inspiring,
and I love the poem you sent. I will try and
remain true to the ideals set forth in it, and
I must say that you also embody the qualities
of A Good American.

Sincerely,

Bill Clinton

Dear President Clinton,

I feel fortunate to have you as the leader of our country and as my friend. It was an immense pleasure to see you at breakfast in Manchester.

I'm pleased with your success at the APEC meeting. Thank you for knowing that national and international affairs intermingle.

Did you know that all bridges are designed from the top to the bottom? You are the architect of the bridge to the 21st century.

With your wisdom and vision, you are setting the goals at the top. We, as a nation, are the builders.

I would like to share with you the following -

A good American -
isn't self-centered.

He expands his thoughts
beyond himself.

He treats others as
brothers and neighbors.

He tries not only to
better his life but also the
lives of others.

He is aware of how
his actions will affect
other people.

He looks for positive
points in others rather
than flaws.

He is always aware
that he is not just a
member of a small group
but of a large family.

President Clinton, you
have all of these qualities.

During your next
term, please help to
instill these attributes
in all of us.

My very best to
you -

May

P.S. I like William Cohen.
He shares your ability
to listen and evaluate.

EDWARD E. SHUMAKER, III
P. O. BOX 1415
GONGORD, NEW HAMPSHIRE 03302

Shumaker

12-2-96

Dear Nancy —

I would appreciate it if
you could give Mary Hin's letter
and the attached clip to the President
at a convenient time — Thanks!

Hope everyone had a good
Thanksgiving.

Best regards —
Terry

With the Arts
And Entertainment

K McGinley
Nitrogen
article Fy - BC

Science Times

The New York Times

TUESDAY, DECEMBER 10, 1996

C1

immune system are usually weakened when astronauts first step back onto the Earth's surface.

One of the worst repercussions is the continuous loss of bone mineral in space — at the rate of 1 percent to 1.5 percent a month — especially

among space physiologists and NASA officials that this approach is wrong and needs to be supplemented by strenuous workouts that increase mechanical stress on astronauts' muscles. So solid is the agreement that NASA is developing and testing

Continued on Page C3

and measure a number of negative results from what they say is a relatively recent excess of nitrogen, an excess that is still growing. The negative effects include these:

• Oxygen deprivation, toxic algae blooms and biological degradation in some coastal waters and estuaries, where many commercial fish breed.

• Possible local extinction of some terrestrial plant species, as well as the animals and microbes that depend on them.

• Increasing and potentially serious atmospheric concentrations of nitrous oxide, which is both a long-lived and potent heat-trapping green-

Continued on Page C12

Sizes of arrows are proportional to amounts of nitrogen.
Source: Dr. David Tilman/University of Minnesota

Humans Alter Nitrogen Balance

In nature, nitrogen in forms usable by living things is scarce; most of it is in an inert gaseous form, N_2 (top). Natural processes (left) do turn it into usable ammonium, ammoniate salts, nitrates and nitrites. The bulk of the work is done by nitrogen-fixing plants, like legumes, which have bacteria on their root

astronauts, a tandem cycle, mimics gravity and has cams on the shaft to provide jolts to strengthen muscles and bones.

Source: Space Cycle
Illustration by Istvan Banyai

mathematics, a field described by its practitioners as more of an art form than a science. And the implications, some say, are profound, showing just how powerful computers can be at reasoning itself, at mimicking the flashes of logical insight or even genius that have characterized the best human minds.

Computers have found proofs of mathematical conjectures before, of course, but

But the result also may challenge the very notion of creative thinking, raising the possibility that computers could take a parallel path to reach the same conclusions as great human thinkers. Or it may be that since no one has any idea how humans think, the magnificent bursts of creativity that spring apparently full blown from the minds of geniuses are actually a result of hidden, computer-like

Continued on Page C8

Soil ammonium

The New York Times; Illustration by Michael Rothman

nodes that can pull nitrogen from the air; lightning hitting the air accounts for a fraction. Nitrogen taken up by plants is recycled through the soil by decay. Human activities (right) have significantly increased the supply of usable nitrogen. One big change was the systematic cultivation of legumes. An even bigger shift was the raising of more and more cattle, whose manure feeds ammonia into the air. Chemical processes to extract nitrogen

from air in huge amounts and turn it into fertilizer eventually created the Green Revolution: the raising of enormous quantities of crops, like corn. Excess nitrogen leaching out of soil into ground water and rivers damages coastal estuaries. The growth of some plants is greatly stimulated by nitrogen; others are killed by an overload. The supply released by human intervention is about as great as what exists in the natural world.

THE ARTS

Jane Alexander keeps fighting for Federal grants. Page C15.



THE ARTS

Women who inspire also send out shock waves. Page C15.



MUSIC

The Verdi Requiem by Levine and the Met Orchestra. Page C15.

Too Much of a Good Thing Makes Benign Nitrogen a Triple Threat

THE PRESIDENT HAS SEEN
12-11-96

Atmosphere, ozone layer and habitat can all suffer damage.

By WILLIAM K. STEVENS

NITROGEN, more plentiful in the air than oxygen and as down to earth as the fertilizer it becomes when applied to a lawn or farm field, has long been taken for granted as an almost wholly benign element.

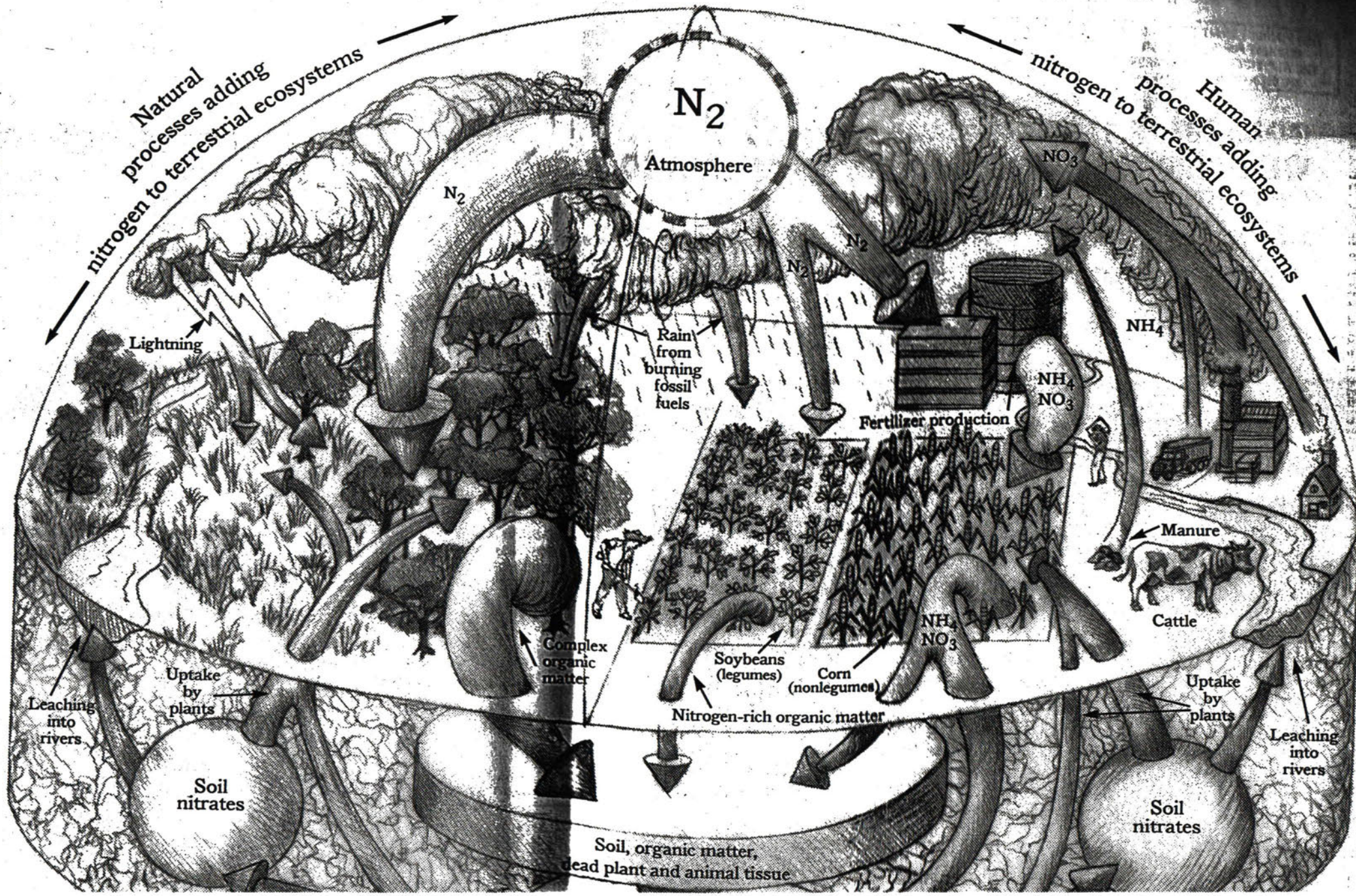
No longer. Scientists say synthetic fertilizers, farm crops and the burning of coal and oil have doubled the rate at which inert atmospheric nitrogen is "fixed" — that is, converted to forms that can be used by living things. Those are also the forms of nitrogen that can affect the atmosphere. As a result, the experts say, environmental disruption caused by a planetary overload of nitrogen is emerging as a new global concern.

Human activity produces millions of tons of nitrogen.

Among environmental hazards, nitrogen has the dubious distinction of posing a triple threat.

Carbon dioxide emitted by the burning of fossil fuels can warm the earth's atmosphere. Man-made chemicals like chlorofluorocarbons can damage the earth's protective stratospheric ozone layer. Destruction of habitat by changes in land use can make living things vanish.

Too much fixed nitrogen can do all three to some degree or other. And scientists are beginning to identify and measure a number of negative results from what they call a "nitrogen cycle."



A planetary overload of nitrogen is emerging as a new global concern.

Human activity produces millions of tons of nitrogen.

Among environmental hazards, nitrogen has the dubious distinction of posing a triple threat.

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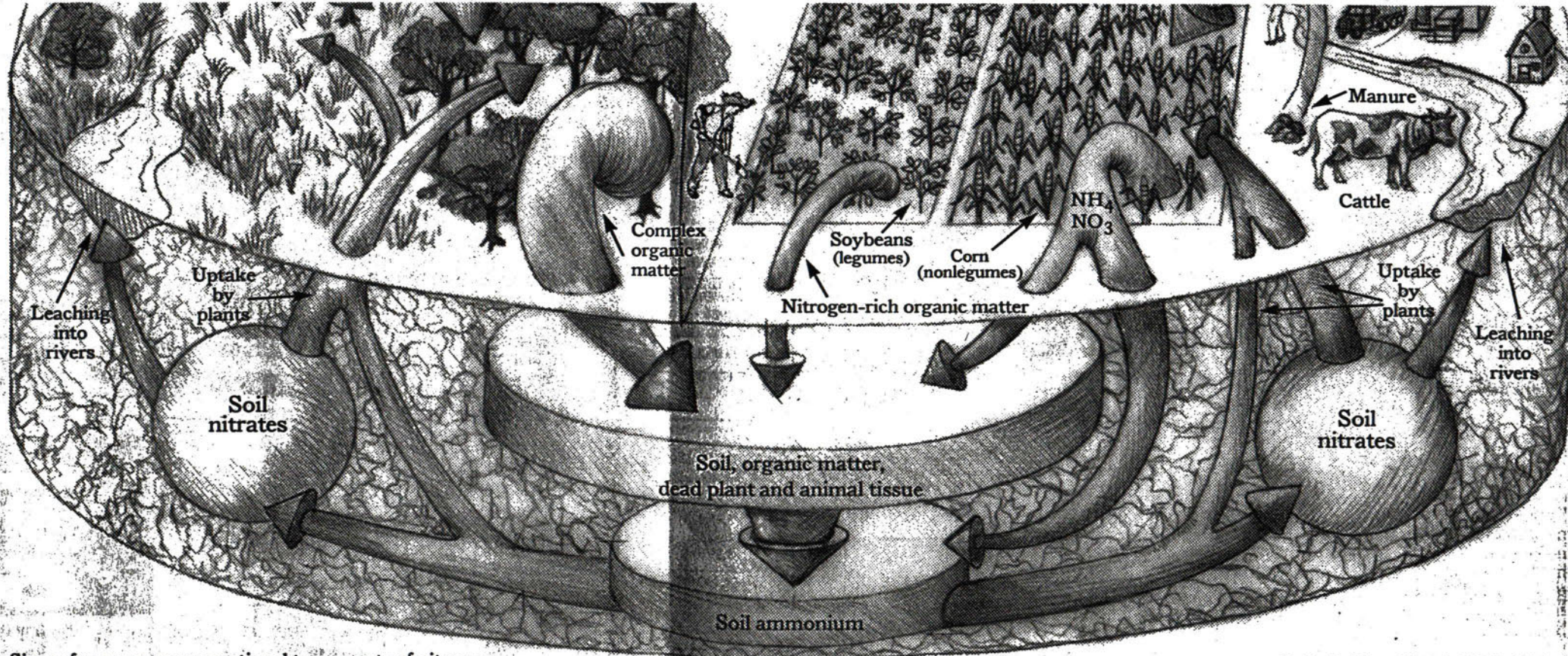
Too much fixed nitrogen can do all three to some degree or other. And scientists are beginning to identify and measure a number of negative results from what they say is a relatively recent excess of nitrogen, an excess that is still growing. The negative effects include these:

- Oxygen deprivation, toxic algae blooms and biological degradation in some coastal waters and estuaries, where many commercial fish breed.

- Possible local extinction of some terrestrial plant species, as well as the animals and microbes that depend on them.

- Increasing and potentially serious atmospheric concentrations of nitrous oxide, which is both a long-lived and potent heat-trapping greenhouse gas.

Continued on Page C12



Sizes of arrows are proportional to amounts of nitrogen.

Source: Dr. David Tilman/University of Minnesota

Humans Alter Nitrogen Balance

In nature, nitrogen in forms usable by living things is scarce; most of it is in an inert gaseous form, N_2 (top). Natural processes (left) do turn it into usable ammonium, ammoniate salts, nitrates and nitrites. The bulk of the work is done by nitrogen-fixing plants, like legumes, which have bacteria on their root

nodes that can pull nitrogen from the air; lightning hitting the air accounts for a fraction. Nitrogen taken up by plants is recycled through the soil by decay. Human activities (right) have significantly increased the supply of usable nitrogen. One big change was the systematic cultivation of legumes. An even bigger shift was the raising of more and more cattle, whose manure feeds ammonia into the air. Chemical processes to extract nitrogen

from air in huge amounts and turn it into fertilizer eventually created the Green Revolution: the raising of enormous quantities of crops, like corn. Excess nitrogen leaching out of soil into ground water and rivers damages coastal estuaries. The growth of some plants is greatly stimulated by nitrogen; others are killed by an overload. The supply released by human intervention is about as great as what exists in the natural world.

The New York Times; Illustration by Michael Rothman

THE ARTS

Jane Alexander keeps fighting for Federal grants. Page C15.



THE ARTS

Women who inspire also send out shock waves. Page C15.



MUSIC

The Verdi Requiem by Levine and the Met Orchestra. Page C15.

President and Mrs. Clinton

THE PRESIDENT HAS SEEN

12-11-96

VP

— poss. Ambrose to Mexico or S Am
country? —
BC

THE PRESIDENT HAS SEEN

12-11-96

*May Your Holiday Be Blessed
With Everyone You Love*

THE FISHER FAMILY

Alison, Richard, James, Texana, Anders & Nancy

Dallas 1996



Anne Brigana

THE PRESIDENT HAS SEEN

12-11-96

~~283-692~~

President William J. Clinton

12-11-96

ANNE K. BINGAMAN

Guest Scholar, The Brookings Institution

December 9, 1996

Dear Mr. President,

This comes to let you know of my enormous regard for Stu Eizenstat, and my deep conviction of the immense value that he would be to you and the nation as head of the NEC in your second term. I had the privilege

(2)

of practicing law with the
for nine years in a small
office, and I know him
extremely well. He is
brilliant, dedicated to the
country and the success of
your Administration, and
is a walking encyclopedia
of knowledge about U.S.
domestic policy, and, since
serving as your Ambassador
to the EU, about international
issues and trade issues

as well. Stu was widely ⁽³⁾acclaimed as the best ~~ET~~ Ambassador in many, many years, and he served brilliantly as Domestic Policy Advisor in President Carter's White House. He understands intimately the needs of a President and his own role. You could choose no better person than Stu. No one else I am aware of

(other than Bob Puslin
himself) is even close.

I hope you won't
mind his note, but
I remain loyal to you
and the First Lady, and
I deeply believe she
could help make your
second term one that
is talked about one
hundred years from now,
long after we all are

(5)

gone.

I hope you can make
use of him, because his
talents are unique, and
he is devoted to your
success.

Most sincerely,

One Bringham

THE PRESIDENT HAS SEEN

12-11-96
THE WHITE HOUSE
WASHINGTON

96 DEC 11 PM 8:01
12/10

Scheduling

At reception last
night a friend said
I must attend Boy Scout
Tambore ~~the~~ yr - ('97)
next

Said when I didn't go in
'93 (used every 4 yrs) I was
the 1st Pres in 40 yrs. to
miss on —

probably should do

TX

THE PRESIDENT HAS SEEN

12-11-96

THE WHITE HOUSE

WASHINGTON

1760

To Ann Storch

At reception tonight
a friend told me
Art Garfunkel was
eager to be asked to
perform at White House
He'd probably be good
in that setting

BC

THE WHITE HOUSE
WASHINGTON

THE PRESIDENT HAS SEEN

12-11-96

December 9, 1996

MEMORANDUM FOR THE PRESIDENT

FROM: DONALD A. BAER *DAB*

SUBJECT: ITEMS OF INTEREST

'96 DEC 9 PM5:52

I've attached two items you will find useful in your thinking about the future.

1. A preliminary memo from Henry Cisneros as part of our strategy/legacy work. As usual, Henry has summed up so much of what we need to be about very well.
2. A column from the "Harvard Crimson" which appeared right after the election. It was written by Andrei Cherny, a Harvard senior whom I met this weekend at the Kennedy School's end-of-campaign conference. His piece does a remarkable job of summing up the "New Democrat" purposes of this campaign and of your career. It is especially useful to read in preparation for the DLC speech, and I've given it to Michael Waldman and the speechwriters for the draft you will receive later today.

①

②

Swamy, M. 1/8/97, 1/8/97, 1/8/97
② This guy Cherny is smart & has
a fine dist. writing style - an honest
contributor. I may go to the lib to
meet him - maybe you should
visit him down for a day.
BC



**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY
WASHINGTON, D.C. 20410-0001**

November 27, 1996

TO: Don Baer

FROM: Henry G. Cisneros *Henry Cisneros*

**SUBJECT: Initial Thoughts Concerning President Clinton's
Historic Legacy**

The fact that President Clinton is the last American President of the 20th Century has aspects of both a blessing and a problem.

It is a blessing because the coming of the new millennium is so heavily loaded with notion's of coming to closure, with wrapping up a passage through time, that it can be used to rally Americans and to make this more than the ordinary Presidential term. President Clinton's second term can be a transforming and shared American passage.

But being the last President of the century is also a challenge because the lines of demarcation and accountability are so starkly drawn. In this view the President will be remembered by one question: Did he prepare us for the new century or did he leave us with looming crises - fiscal, racial, generational, and global?

The President's legacies will be rooted in the 20th Century but flower far into the 21st:

- 1. President Clinton can change the political dialogue in our country, altering the traditional left/right, liberal/conservative, Democratic/Republican frameworks:**

*** It is appropriate at the end of the century that a new discourse replace the 65-year old framework that has dominated American politics since the New Deal.**

*** Concepts such as "the vital center" and "a third-way" mean something when they are repeatedly reaffirmed by Administration initiatives instead of being in the position of having to reactively accept the dilemmas the Congress serves up (i.e., welfare reform).**

*** This message is worthy of intellectual development (i.e., thoughtful articles authored by the President or in-depth interviews for opinion-molding periodicals and journals) to give it substance as opposed to campaign sales language or after-the-fact repackaging of existing initiatives.**

2. President Clinton can use his natural predilections toward education to define a sweeping new "doctrine" of upward mobility and societal progress through education:

*** A comprehensive integration of existing and new educational initiatives can be presented in a "doctrine" as historic as the Morrill Act of 1862, which declared a Federal commitment to public higher education.**

*** It may require pushing the envelope of current political limits, such as innovations with education-vouchers and school-to-work vouchers.**

*** The keys are to build in maximum choice for Americans seeking education, to create market pressures on the education bureaucracies, to break monolithic education bureaucracies into smaller scale entrepreneurial units, and to insist on uncompromising standards of quality and performance.**

3. President Clinton can define the dominant American role in the 21st Century global framework as that of a "peacemaker":

*** Of the many possible roles for the U.S., the role of active, anticipatory "peacemaker" has the most advantages. The peacemaker role allows us to be "prevention" oriented, thus heading off the more expensive uses of manpower, equipment and budgets through military incursions.**

*** The peacemaker role keeps domestic political tumult to a minimum if U.S. troops are less frequently deployed in fighting situations.**

*** The peacemaker role has transcendent moral dimensions, as the scriptural passage affirms: "Blessed are the peacemakers, for their children shall enjoy the blessings of peace."**

*** Application of parallel pressures for trade development and democratic institutions can be the practical instruments that define the role of peacemaker.**

4. President Clinton can re-start the nation on a serious push toward deep space exploration:

*** Most Americans do not have a sense that our present space effort is well-defined; that is, if asked, most citizens could not state the mission clearly. It is time for the President to state the mission as clearly as President Kennedy did in 1962, when he set the goal of putting a man on the moon by the end of that decade.**

*** It has been a long time since Americans understood our space mission and as a result we are not making best use of an area of American leadership which has made us proud as Americans and defined the superiority of our system before the world.**

*** No other nation can do it. Therefore our achievements in space serve as a symbol of American world leadership. As such, other global competitions are settled in our favor: the comparison of ideological systems, commercial competitions, popular opinions of nations, and the psychological edge in global forums.**

*** Develop the mission with an eye on the domestic applications of the new space push -- consumer technologies, medical breakthroughs, environmental knowledge, communications improvements, and materials design -- so Americans who have a nearly religious faith in progress and technology can justify the effort.**

*** A well-defined space challenge -- such as a timetable to land an American on Mars -- would rally Americans as only such national endeavors can do. Space achievements also take on transcendent and spiritual dimensions in a time of human passage such as the end of a decade, a century, and a millennium portends.**

5. President Clinton can re-design the system of campaign finance reform by championing sweeping reforms to re-instill public interest in politics and government:

*** There is among Americans today a general disgust with the role of money in politics. Both parties are blamed. It is leading to an even more dangerous disaffection from public affairs and government.**

*** The President knows what needs to be done. No commissions or task forces are necessary. Just propose the truly sweeping changes that are necessary and make them a "drum-beat theme" -- ceaseless and unmistakable -- until they are enacted or for the entire four years. Only in that way can the President recapture this issue for Democrats.**

*** It may mean that the Democratic Party must give up some practices it now regards as advantageous, either because they are legislated away or because they are abandoned as unsavory in order to establish a new and higher standard of conduct.**

*** We assert that the Republicans bought the House elections with massive spending at the end. It is ironic that the issues which gave them traction and which erased our "high ground" advantages on policies were Democratic fundraising errors. The point is that clean hands on this issue can make for good politics.**

6. President Clinton can commit the resources and will to power medical breakthroughs that lead to cures for cancer and AIDS:

*** There are no concerns which touch individuals more personally or are more important to families than matters of health, particularly those involving deadly, seemingly inexplicable, and unstoppable diseases such as AIDS, cancer, Alzheimers and stroke. Cures for such diseases would represent breakthroughs of major significance for Americans of all incomes, races, ages and walks of life.**

*** The commitment of the nation's treasure to such an enterprise in a focused and serious manner would be viewed as consistent with the President's humane and compassionate personal character. We would be putting our treasure where it can truly help people.**

*** American technological might would be seen before the world as transferrable to problems that have bedeviled humankind. It would say: "America leads the world in ways that really matter. We enter the new century with a belief we can relegate such deadly enemies of humanity to the century that is past."**

*** The ultimate legacy would be to make the system of health finance work so that all Americans can feel the benefits of a massive commitment to eradicate deadly diseases.**

7. President Clinton can prepare the nation for the challenges of diversity and cement a legacy of racial reconciliation:

*** The President can call on all sides to lower voices and work together to define what it means to be an American in the 21st Century.**

*** Certainly it means a willingness to observe our laws and to submit to the due processes of our system. But it also means going beyond legalistic tenets to matters of the American spirit, such as an understanding of personal responsibility and the ethic of self-improvement. The President's policies concerning welfare, education and training reflect optimism about human potential and a commitment to expanding opportunities. That commitment to expanded opportunity can become the hallmark of the Democratic Party and the Clinton years.**

*** It will also be necessary to confront directly the pernicious realities of racism and unfairness in our society. The President's reaction to the church burnings and to anti-immigrant proposals demonstrate his convictions. The ugliness of racism and of discrimination is getting worse, as the recent incidents at Texaco and Avis show. The President's stand in defining an immovable American standard concerning racial reconciliation could be a lasting legacy.**

*** Credibility with white Americans may also mean demonstrating even-handedness with respect to elements of our system of racial compensatory policies that are imperfect. Nudging the affirmative action system along a continuum from "race-based" to "economic need" could prove to be the right thing to do and could change the character of America's racial dialogue.**

*** The President's appointive powers (i.e., governmental appointments and the courts) and "jaw-boning" with corporations can do much to prepare the next echelon of top leaders for the 21st Century.**

8. The President can undertake entitlement reform to ensure the long-term viability of Medicare, Medicaid, and social security:

*** The concerns about the funding inadequacies of the entitlement programs constitute the greatest source of uncertainty about the federal government's fiscal management. This falls in the category of preventing a perceived future crisis.**

*** The aging of the American population makes these issues critical to the politics of the next century. By the year 2010 the population over 65-years old will double and the population of fragile elderly over 85 years old will grow by millions.**

*** A serious effort to put the entitlement funds on a sound footing would reestablish confidence in the nation's fiscal management.**

These are initial thoughts on elements of the President's historic legacy.

12/12/96

Don's kund-

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ketten

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cc. 12/12/96

THE WHITE HOUSE

WASHINGTON

December 11, 1996

Dear Mr. President:

Of the many challenges I have had as your Counsel, none is remotely as difficult as informing you that it is time for me to resign, which I shall do as soon as you select a new Counsel. I hope to be able to depart on or around February 15.

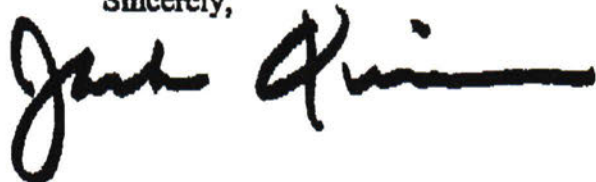
I have concluded that this is the right path for me at this time -- indeed, I owe this decision to my younger children, whose formative years are passing by without adequate time and attention from me, and to Diane and my older children who have needs that I find it altogether too difficult for me to meet while in public service. Believe me, Mr. President, only my obligations to family could bring me to this decision; it saddens me deeply to leave a job I love dearly and the service of a president I so respect and admire.

I was brought up to believe that America's greatness is rooted in the opportunity of every generation to improve not only its own lot but also the character and spirit of our collective selves -- not only in our ability to put more people to work and to let fewer people go hungry, but also in our ever-expanding sense of tolerance, compassion and decency. You do a magnificent job, Mr. President, in showing us the way to harvest not only the material gains that make America strong, but also and more importantly, the spiritual well-being that makes us capable of sharing both our bounty and our principles at home and abroad.

I have been enormously honored to serve you, and I will always be proud to count myself among your friends and supporters. As you do your great work, you and the First Lady have withstood assaults that few could even contemplate facing, secure in the knowledge that truth and the judgement of history will be on your side and do justice to the wonderful leadership you provide to the country. Please know that, although I may not be physically present, I will be a vocal advocate of your leadership and honor.

Thank you for all you have done for me and for the opportunity to serve you and our country.

Sincerely,

A handwritten signature in black ink, appearing to read "Jack Quinn". The signature is fluid and cursive, with a long horizontal stroke at the end.

The White House
Washington, D.C. 20500