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L

PRESIDENT CLINTON

PRCLIN

THE HONORABLE GERALD R. FORD

POST OFFICE BOX 927

RANCHIO MIRAGE

CA 92270

INVITES PRESIDENT AND MRS. CLINTON TO BE
SPECILA GUESTS AT THE AEI WORLD FORUM TO
BE HELD JUN (18-21) 97 IN BEAVER CREEK,
COLORADO

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PRHERN ORG 970130 CP2 A 970206

SCSELF RSA 970130 RESPONSE ALSO SIGNED BY ANNE HAWLEY SS A 970211

SCSELF RSA 970211 FOLLOW UP RESPONSE SS A 970425

BOOKLET ENCLOSED

ID# 203105

THE WHITE HOUSE
CORRESPONDENCE TRACKING WORKSHEET

INCOMING

DATE RECEIVED: JANUARY 30, 1997

NAME OF CORRESPONDENT: THE HONORABLE GERALD R. FORD

SUBJECT: INVITES PRESIDENT AND MRS. CLINTON TO BE
SPECILA GUESTS AT THE AEI WORLD FORUM TO
BE HELD JUN (18-21) 97 IN BEAVER CREEK,
COLORADO

		ACTION		DISPOSITION	
ROUTE TO: OFFICE/AGENCY	(STAFF NAME)	ACT CODE	DATE YY/MM/DD	TYPE RESP	C COMPLETED D YY/MM/DD
NANCY HERNREICH		ORG	97/01/30		
	REFERRAL NOTE:				
PETER SELFRIDGE		RSI	97/01/30		C 97/01/30
	REFERRAL NOTE:				
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COMMENTS: BOOKLET ENCLOSED

ADDITIONAL CORRESPONDENTS: MEDIA:L INDIVIDUAL CODES: _____

MI MAIL USER CODES: (A) _____ (B) _____ (C) _____

*ACTION CODES:	*DISPOSITION	*OUTGOING	*
*	*	*CORRESPONDENCE:	*
*A-APPROPRIATE ACTION	*A-ANSWERED	*TYPE RESP=INITIALS	*
*C-COMMENT/RECOM	*B-NON-SPEC-REFERRAL	* OF SIGNER	*
*D-DRAFT RESPONSE	*C-COMPLETED	* CODE = A	*
*F-FURNISH FACT SHEET	*S-SUSPENDED	*COMPLETED = DATE OF	*
I-INFO COPY/NO ACT NEC		* OUTGOING	*
*R-DIRECT REPLY W/COPY *			*
*S-FOR-SIGNATURE *			*
*X-INTERIM REPLY *			*

REFER QUESTIONS AND ROUTING UPDATES TO CENTRAL REFERENCE
(ROOM 75,OEOb) EXT-2590
KEEP THIS WORKSHEET ATTACHED TO THE ORIGINAL INCOMING
LETTER AT ALL TIMES AND SEND COMPLETED RECORD TO RECORDS
MANAGEMENT.

Jan -

~~Please see Nomen's
Comments below... Should
a letter be done?~~

~~Not
done
file~~

THE WHITE HOUSE
WASHINGTON

April 25, 1997

The Honorable Gerald R. Ford
The American Enterprise Institute
1150 17th Street, N.W.
Washington, D.C. 20036

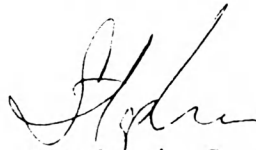
Dear President Ford:

I am writing to follow up on your invitation for President Clinton to attend the American Enterprise Institute World Forum in Beaver Creek, Colorado.

Unfortunately, the President's schedule will not permit him to accept your kind offer to participate in this special event. Please know the President regrets he cannot attend but appreciates the thoughtful invitation.

On behalf of the President, thank you again.

Sincerely,



Stephanie S. Streett
Deputy Assistant to the President
Director of Scheduling



SSS/jxc

Should POTUS do
special note as
well?

Ask Nancy or
Maureen

Don't think
to
is there a
protocol to
it?
Ask Jim D

4/29
Maureen -
Please see comments
below. Thank
you!
- Pete Setridge
12m 184 6603

THE WHITE HOUSE
WASHINGTON

SCHEDULING ADVICE MEMORANDUM FOR: ~~Sandy Berger, Gene Sperling~~

FROM: ~~TO~~: STEPHANIE STREETT AND ANNE HAWLEY
DATE: February 2, 1997
SUBJECT: SEE BELOW

President Ford invites the President to attend the AEI World Forum on June 18-21, 1997 in Beaver Creek, Colorado.

PLEASE MARK ONE OF THE FOLLOWING AND WRITE ANY ADDITIONAL COMMENTS/RECOMMENDATIONS BELOW:

1 ☒ The President does not need to accept/attend.

2) The President does not need to accept/attend but we STRONGLY recommend an Administration surrogate attend on his behalf:

☐ Our office will arrange for a surrogate.

☐ Our office will work with Cabinet Affairs to arrange for a surrogate.

3) THE PRESIDENT SHOULD ACCEPT -- PLEASE SUBMIT A SCHEDULING PROPOSAL WITH THE INVITATION ATTACHED TO THE WEST WING SCHEDULING OFFICE ASAP!

COMMENTS/RECOMMENDATIONS:

My guess is that we would rather have the President do a couple of public events in Denver if we are able to get him out there a day in advance of the Summit.

IF YOU ARE NOT SUBMITTING A PROPOSAL, PLEASE RETURN THIS MEMO TO PETE SELFRIDGE IN ROOM 184 BY: 2-10-97



#203105

GERALD R. FORD

January 23, 1997

Dear Mr. ^{Bill}President:

Hillary
Betty and I cordially invite you and your spouse to be our guests at the AEI World Forum to be held June 18-21, 1997 in Beaver Creek, Colorado.

The World Forum brings together a select group of international leaders from government, business, and academia for three days of structured discussion of critical economic and political issues. The discussion sessions, which include crisp initial presentations and candid dialogue among all participants, are designed to be lively, informative, and stimulating.

The unique combination of intellectual substance, entertaining social events, and recreational opportunities in the glorious Colorado Rockies makes the World Forum one of the highlights of the year for Betty and me. We are confident you would find the World Forum a productive and enjoyable occasion and very much hope you will join us. Your participation would add enormously to the success of the gathering.

A World Forum brochure and reply card are enclosed. If you can attend, Christopher DeMuth of the American Enterprise Institute will be in touch with your office to discuss the specifics of your participation and the issues you would like to see addressed at the 1997 World Forum.

With best wishes,



The Honorable William Clinton
President of the United States
The White House
1600 Pennsylvania Avenue, N.W.
Washington, DC 20500

Enclosures

JAN 28 1997

UNCLASSIFIED
NSC/RMO PROFILE

RECORD ID: 9700686
RECEIVED: 03 FEB 97 17

TO: BERGER

TABULLO

FROM: STREETT, S
AWA

DOC DATE: 02 JAN 97
SOURCE REF:

KEYWORDS: ECONOMICS
PRESIDENTIAL CORRESPONDENCE

SCHEDULING REFERRAL

PERSONS:

SUBJECT: PRES FORD INVITES PRES TO ATTEND AEI WORLD FORUM ON JUN 18- 21 IN
COLORADO

ACTION: PREPARE MEMO FOR BERGER

DUE DATE: 06 FEB 97 STATUS: S

STAFF OFFICER: WALSH

LOGREF:

FILES: WH

NSCP:

CODES:

D O C U M E N T D I S T R I B U T I O N

FOR ACTION
WALSH

FOR CONCURRENCE

FOR INFO
FRIEDRICH

Antholis

COMMENTS:

Transferred to Bill Antholis. Walsh 1/20/97

DISPATCHED BY _____ DATE _____ BY HAND W/ATTCH

OPENED BY: NSLA

CLOSED BY:

DOC 1 OF 1

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DAVID EVANS

HARVARD AND RADCLIFFE COLLEGES

CAMBRIDGE

MA 02138

THANKS FOR SENDING YOUR POST - WORLD WAR 11
AMERICAN HISTORY COURSE PROPOSAL. I'M NOT
SURE WHO WILL BE INCLUDED IN THE CENTRAL HIGH
ANNIVERSARY

ED

HU010 FG001-05

RM DSP 970729 CP2 A 970716

229200

3/12/98

Rm:

Please file in Staff Secretary's
Chrono -

Thank you -

Carol

THE WHITE HOUSE
WASHINGTON

DATE: ²⁸7-~~28~~-97

NOTE FOR: Ernie Green

The President has reviewed the attached, and it is forwarded to you for your:

Information ☒

Action ☐

Thank you.

Staff Secretary
(x6-2702)

cc:

THE WHITE HOUSE
WASHINGTON

DATE: 7-28-97

NOTE FOR: Carol Willis

The President has reviewed the attached, and it is forwarded to you
for your:

Information ☒

Action ☐

Thank you.

Staff Secretary
(x6-2702)

cc:

THE WHITE HOUSE
WASHINGTON

July 16, 1997

David L. Evans
Harvard and Radcliffe Colleges
Office of Admissions
and Financial Aid
Cambridge, Massachusetts 02138

Dear David:

Thank you for your fine letter and for sending your post-World War II American History Course proposal, which I have passed along to my domestic policy staff.

I was deeply touched by your life's story and by all that you and your siblings have overcome. While I'm not sure yet who will be included at the Central High anniversary, I have made my advisors who are helping to organize the event aware of your background and your interest in attending the observance.

As we move forward with our efforts to create "one America," I appreciate all that you are doing and hope that we'll have the chance to meet again.

Sincerely,

Bill Clinton

I really enjoyed
your letter — especially
the account of your
life —



HARVARD • RADCLIFFE

OFFICE OF ADMISSIONS AND FINANCIAL AID
BYERLY HALL • 8 GARDEN STREET • CAMBRIDGE, MASSACHUSETTS 02138

DAVID L. EVANS
Senior Admissions Officer
(617) 495-3375

June 24, 1997

The Honorable William J. Clinton
President
THE WHITE HOUSE
1600 Pennsylvania Avenue
Washington, DC 20500

Dear Mr. President:

As a native Arkansan, I write with two objectives: (1) To seek an invitation to the formal observation of the fortieth anniversary of the Little Rock Crisis in September and (2) to ask that you, as an Arkansan and former Governor, use that occasion to advocate the required teaching of post-World War II history in American secondary schools.

I graduated from Eliza Miller High School in West Helena three months before the Little Rock Crisis and have been an admissions officer here at Harvard for more than twenty seven years. Accordingly, I have enclosed two relevant documents for your perusal. The one is autobiographic, while the other argues for the systematic teaching of American History of the last fifty years. This advocacy is especially *à propos* in that you have already suggested a national conversation on race.

Though important, race would not be the only topic of discussion in such a course. Surely, the increasing availability of affordable technology would be discussed, e.g., today a \$1200.00 computer is many times more powerful than a \$12,000,000 computer was thirty years ago. And no such course would be complete without discussing the vital rôle government has played in health care delivery and educational opportunity. Your educational record as Governor of Arkansas is a prime example.

Also, Mr. President, I would hope that in learning about our country since 1945, African American children would come to know the names and deeds of the likes of Jack Greenberg and of martyrs such as Andrew Goodman, Viola Liuzzo, Rev. James Reeb, and Michael Schwerner. In so doing, they would learn that white Americans of many ethnicities and religions gave their life's work (and their lives) for the constitutional rights of black folk.

I met you at the "HELENA 150 Celebration" on November 6, 1983 when Helena honored seven of us from Phillips County. You were a newly-elected Governor with an impressive record and an even more

promising future, especially in support of education. God willing, perhaps, I shall meet you again.

With kindest regards, I remain,

Sincerely,

David

David L. Evans

Enclosures(2)

16 July 1971

Dr. Calvin O. Atchison
Office of Development
Tennessee State University
Nashville, Tennessee 37203

Dear "Doc:"

On December 27, 1939 I was born, the fourth of seven children, to sharecropper parents at Wabash (Phillips County), Arkansas. The county seat is Helena and it was in that small town that I grew up.

My father never went to school and he died when I was ten years old leaving my mother with the unwieldy tasks of sharecropping and raising seven children. She soon despaired of her situation, abandoned tenant farming, and moved the family to Helena.

When a black woman is widowed, has seven children, and has completed only six grades of school, this society usually relegates her to the farthest edges of human existence. My mother's fate was no exception. Pepperlite Quarters--our new "home"--was just that, an outpost at the very edge of human existence. The daily struggle for life was so immediate and demanding that the many rats, roaches, and mosquitoes that infested our house were treated the way most Americans treat ants in their yards. There was no running water in or near the house; it had to be fetched in a bucket from afar. Kerosene lamps were our only source of light and we would all huddle around a potbellied heater in winter vainly trying to keep warm. The fact that I knew so few friends in the Quarters who had not had whooping cough, parasitic worms or rickets led me to think that a child was somehow abnormal if he didn't have at least one of those diseases.

Our mother was able to obtain a job as a maid and the two oldest children (both girls) found similar work on a part-time basis after school. In that capacity a loving and dedicated woman literally worked herself to death: She was stricken with a cerebral hemorrhage in her employer's kitchen on April 26, 1956 and never regained consciousness. Her salary was \$19.00 per week and although we had moved several times since Pepperlite Quarters, very little had changed for us.

In looking around the house that Thursday afternoon of our mother's death and seeing only the humblest possessions, the world seemed so terribly cruel. It had now ground out the lives of both parents and had given so little in return. Gone were two honorable and kind human beings whose only "sins" had been that they were poor, black, and unschooled in a society that gives

prime advantage to those who are affluent, white, and educated.

Our parents' tangible bequest to us was negligible, but they left us some intangibles that have sustained us when all else seemed lost. What were these sources of strength? There was first an abiding faith in God followed closely by family unity, self-confidence, and a life-long appreciation of our origins. To these sometimes elusive convictions we owe all that we are.

Today all seven of the children have gone to college and three of us have post graduate degrees. In fact, two of us had the good fortune of being graduate teaching fellows at Princeton and U.C.L.A.. This was accomplished through a boot-strap effort on the part of the older children and then a combined effort to assist the younger ones through college.

Personally, I graduated from Tennessee State University in March 1962 with a B.S. in Electrical Engineering. I was employed by the Boeing Company of Seattle, Washington and during the next two and a half years worked in the aerospace industry.

In 1964 I applied and was admitted to the graduate school at Princeton, entered and in 1966 earned the Master of Science in Engineering Degree. I then went to Huntsville, Alabama with the IBM Corporation.

While working in Huntsville I noticed that very few talented and deserving black students from hardship backgrounds were getting to college. I, therefore, set out to find one or two such students and to personally recruit and counsel them for college. In looking for those two, I found many. My efforts were successful beyond my fondest dreams. A little more than two years of spare-time effort produced recruits who were admitted to Amherst, Brown, Brandeis, Boston University, University of Chicago, Cornell, Columbia, Dartmouth, Harvard, Hampshire, Pembroke, Princeton, St. Mary's (of South Bend, Indiana), Smith, Stanford, Washington State, Wisconsin, U.C.L.A., and a dozen or so historically black colleges in the South.

The news of my success got around and I was made formal job offers by Harvard, M.I.T., and the College Entrance Examination Board. I was most impressed by Dr. Chase N. Peterson, Dean of Admissions at Harvard, accepted the offer, and am now entering the second year of a two-year leave-of-absence from IBM serving as Assistant Director of Admissions.

Sincerely,

David L. Evans

A Need for a Post-World War II American History Course

("Those who cannot remember the past are condemned to repeat it."¹)

by David L. Evans

The median age of the U. S. population is 34.8 years. Moreover, the typical high school course that is supposed to chronicle American history from the Colonial Period to the present, seldom gets to the Truman Administration. And when a course does reach the present, the years since World War II are often covered in three or four weeks. It is, therefore, not surprising that the average-age American has no historic or intuitive sense of the political, social, and economic conditions that produced the civil rights laws of the 1960s and the need for affirmative action. It is understandable that a person so young might perceive affirmative action not as it was originally intended (an attempt to level a cruelly tilted playing field), but as an unfair reward for one group at the expense of another. How could we expect otherwise, when the average-age American has not experienced nor has he been taught some of the most profound lessons of the last half century?

A person born thirty five year ago was only fourteen when Jimmy Carter was elected President. Maybe we are blessed that such a person can't conceive of a period in his lifetime when African Americans were legally denied the right to drink from the same water fountain as whites, to use the same bathroom, to be served at the same lunch counter, etc, in this "... land of the free and home of the brave." Perhaps there is something good in his not knowing that in 1964, U. S. Attorney General Robert Kennedy's staff found

¹ George Santayana

more than fifty hotels and motels between Baltimore and Washington that would permit a dog to spend the night but not an African American citizen. It might be traumatic to remind him that he was ten years old when the United States Public Health Service ended the deceitful, forty-year, Nazi-like "Tuskegee Experiment" on black men with untreated syphilis. So monstrous was the deed that President Bill Clinton formerly apologized² to all African Americans with these words: "... I am sorry that your federal government orchestrated a study so clearly racist; that can never be allowed to happen again..."

Even in death, black remains were thought somehow to defile those of whites. As late as the 1970s, in Alabama, a court order was necessary to bury the body of a decorated black Vietnam War veteran in a racially segregated graveyard.

Not being old enough to comprehend the Jim Crow laws that President Lyndon Johnson and the Congress sought to eradicate in 1964, such a person might be more impressed by a contemporary and familiar analogy. A graphic example from this decade that still sears in the human conscience, might help him understand just how deep and ugly the wounds of *de jure* racial humiliation can be. There is probably no better example on earth to teach the desired lesson than the recently-abolished *apartheid* policy of South Africa. Although officially ended in 1991, that policy of absolute racial separation was eerily similar to what the 1964 Civil Rights Act outlawed in the United States. South Africa, indeed the world, is still reeling from the horrors unveiled when the lid was removed

² The White House, Friday, May 16, 1997

from that cauldron of oppression. The "Truth and Reconciliation Commission," headed by Archbishop Desmond Tutu, seems to disclose a more unbelievable atrocity at its every meeting. It is interesting that a similar committee was appointed in the U. S. by President Johnson after the bloody urban racial upheavals of 1967. That committee (popularly known as the "Kerner Commission"³) offered the following conclusion: "Our nation is moving toward two societies, one black, one white--separate and unequal."

South Africa is about as far' removed in time from the abolition of *apartheid* as the United States was in 1970 from the 1964 Civil Rights Act. If South Africa's timeline follows ours, there should soon be "reverse discrimination" law suits in that country alleging that less-qualified blacks are being favored over more qualified whites. We must remember that Marco DeFunis filed his "reverse discrimination" suit against the University of Washington Law School in 1971 alleging that less-qualified minorities were admitted ahead of him. His case went all the way to the United States Supreme Court (*DeFunis vs. Odegaard*) but was declared moot in 1974 because he had already graduated from law school.

Although the laws have changed in South Africa, the gap between black and white, rich and poor, skilled and unskilled remains frighteningly wide. And when the adjectives *black*, *poor*, and *unskilled* combine to describe one person, the gap between him and his countrymen is almost unbridgeable and will not close anytime soon. Much more than political, economic, and educational

³ The National Advisory Commission on Civil Disorders

redress is needed to overcome the effects of apartheid. Special efforts must also be made to heal deep psychological wounds to assure the victimized blacks and their children that they have a viable chance to compete in the mainstream.

How long and how much effort will it take? Who knows? But what fair-minded person believes that thirty or forty years of special attention to education, health care, job training, etc., will level the racial playing field in South Africa?

Affirmative action was begun in this country some thirty years ago in an atmosphere much like post-apartheid South Africa, but fewer than half of the American people can remember its beginning. Essentially no students have been taught a history course in which the social policies and laws that brought about affirmative action in the first place, were systematically discussed. Because of this unfamiliarity, there is a critical need to teach the history of the United States since World War II to all citizens, but especially to the children. Failure to do so could lead us again (via Santayana's prophecy) to the embarrassing dilemma of having the world's most promising democracy thoroughly shackled by the issue of race.

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

Let me say

*Do try to
to aim - need
then to Clinton
BX*

THE PRESIDENT HAS SEEN

5-8-96

JIM DORSKIND:

THE PRESIDENT HAS SEEN

5-8-96

PLEASE COORDINATE
THE REPLY.

BUSINESS AND ETHICS

A Talk
Delivered at
Budapest
University
of Economics

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

October 12, 1995

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

Donald Blinken



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A. Like cigarettes, for example?

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

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

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

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

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

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

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

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

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

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

5.13.96

Operation Desert Storm Drugs: On May 7, Public Citizen announced submission of a petition to FDA to repeal interim regulations allowing use of informed consent for experimental drugs used in military actions. They charge that the military's representations concerning the use of experimental drugs to the Presidential Committee on Gulf War Veterans' Illnesses were misleading. If FDA decides to reissue the rule, it should re-propose it for a number of areas, such as adequacy of disclosure to service members, keeping and long-term follow up of individuals receiving experimental drugs, and reevaluating the regulation and is considering next steps.

JIM DORSKIND:
Please coordinate the reply.

Anniversary: On May 16, FDA's research arm, the National Center for Toxicological Research in Jefferson, AR, celebrates 25 years of contributions to public health. Originated to address the need for increased research to develop better ways of assessing the inherent risks in toxic chemicals and to help reduce these risks, NCTR was established in 1971 at the site of the U.S. Army's Pine Bluff Arsenal. Today, NCTR continues to provide FDA and other regulatory agencies with the research necessary for them to confidently make regulatory decisions concerning the effects of toxic substances.

Biotechnology: Next week, the *Federal Register* will publish a rule eliminating the requirement for an establishment license application for certain well-characterized biotechnology drugs, and harmonizing application requirements for biotechnology products with those for drug products. As called for in the November 1995 report on reinventing the regulation of biotech drug products, and it is intended to reduce unnecessary burdens for industry without diminishing public health protections.

- **Travel:** Secretary Shalala travels to MI to participate in events with Debbie Stabenow, Democratic candidate for Rep. Chrysler's 8th district seat in the U.S. House of Representatives. On May 11, Secretary Shalala travels to WI for a children's issues town hall with Rep. Obey. On May 12, Secretary Shalala delivers the commencement address at the University of Wisconsin--Parkside. On May 13, Secretary Shalala travels to Parma, OH for a senior town hall with State Senator Dennis Kusinich, Democratic candidate for the 10th district seat in the U.S. House of Representatives. On May 16, Secretary Shalala travels to Sioux Falls, SD for a town hall forum with business leaders that will be broadcast on radio stations across the state.
- **Report to Congress About Violence Against Women:** Secretary Shalala and Attorney General Reno will transmit a report to Congress within the next two weeks entitled "The Validity and Use of Evidence Concerning Battering and Its Effects in Criminal Trials." The report concludes that, as a construct, "battered women's syndrome" does not adequately reflect the breadth of empirical knowledge now available concerning battering and its effects. However, the report indicates that evidence on battering and its effects is supported by an extensive body of scientific



Bristol-Myers Squibb Company

345 Park Avenue New York, NY 10154-0037 212 546-4310

98 MAY 10 4 51 PM '98

Charles A. Heimbold, Jr.

Chairman and

Chief Executive Officer

April 12, 1996

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

Dear Mr. President:

I wish to convey my most sincere regret over the death of Secretary of Commerce Ronald H. Brown.

I had the personal pleasure of meeting him on several occasions while on business in Washington, D.C. Each time, it was very clear that the Secretary was totally committed to his position, his country and his President.

There have been many exceptional tributes to Secretary Brown and his colleagues since their deaths last week. However, none captured their sacrifice more clearly than your speech at Dover, Delaware. Secretary Brown and his colleagues were true patriots.

Please accept my most profound expression of sympathy for you, the Secretary's family, and your Administration's official family. It is clear that a very close friend and valued colleague has been taken from the nation.

Sincerely,

Charles A. Heimbold

Charles A. Heimbold

Patricia has not seen.

5/10/96

Phil -
Are we still
sending these letters
to Jim Dorskind?

Yes ☒

THE PRESIDENT HAS SEEN
6-13-96

*Leon
Panetta
Dorskind
Panetta
Dorskind
Panetta
Dorskind*

original sent to
Dorskind

JIM DORSKIND:
Please coordinate
the reply.

✓ / Panetta's
office

June 9, 1996

The Honorable William Jefferson Clinton
President of the United States
The White House
Washington, D.C. 20500

Dear Mr. President:

I am writing to express my profound concern over the well-being and security of 1.5 million residents of the Sacramento metropolitan region, which is in serious danger of flooding.

In 1986, a disastrous flood in Sacramento killed 13 people and caused \$1 billion in economic damage. A subsequent review by the U.S. Army Corps of Engineers determined that levees along the American River have a 60% chance of flooding during a 100-year flood event. Furthermore, the agency determined that a 1 in 4 chance that a storm powerful enough to over-top these levees will occur within thirty years. In such an event, federal, state and municipal authorities will have 8 to 12 hours to evacuate 400,000 Sacramentans living and working within the flood plain before massive flooding occurs.

The Sacramento flood plain includes the State Capitol of California, over 1,200 government facilities, 5,000 businesses, 160,000 homes, 130 schools and seven of the region's nine major medical facilities. Total damages from a flood are estimated to range from \$7 billion in the event of a 100-year flood to \$16 billion in the event of a 400-year flood.

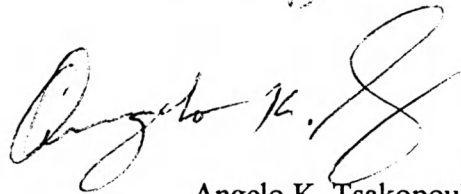
The entire, bipartisan Congressional delegation from the Sacramento region has devised and endorsed a plan to substantially and necessarily improve flood protection in the Sacramento metropolitan area, and avert the catastrophe that would result from flooding. With the support of the Sacramento Area Flood Control Agency (SAFCA), the plan has been introduced in Congress as H.R. 3270, which authorizes the construction of a dam in Auburn, northeast of Sacramento, and critical levee improvements along 36 miles of the American River between Auburn and Sacramento.

The bill calls for a federal share of \$609 million, out of a total cost of \$949 million. The federal share represents less than one-quarter of the estimated federal flood relief costs of \$2.8 billion to \$5.7 billion for clean-up and reconstruction projects. Of course, the costs of human lives lost in a flood, as well as the emotional toll and suffering of the survivors, are incalculable.

The Honorable William Jefferson Clinton
June 9, 1996
Page Two

Mr. President, Congress is scheduled to take action on H.R. 3270 before the Water Resources and Environment Subcommittee beginning June 11th. Your support of the measure would deliver an essential message of responsiveness and concern by your administration for the well-being and security of 1.5 million people in the Sacramento region. I thank you for your serious consideration of this matter, and stand ready, as always, to provide additional input to you and your staff as may be necessary.

Sincerely,

A handwritten signature in dark ink, appearing to read "Angelo K. Tsakopoulos". The signature is fluid and cursive, with a large, stylized initial "A" and "T".

Angelo K. Tsakopoulos

WHITE HOUSE COMMUNICATIONS AGENCY
THE WHITE HOUSE
WASHINGTON, D.C. 20500-0001

August 5, 1996

96 AUG 6 PI: 46

MEMORANDUM FOR TODD STERN
ASST. TO PRES. & STAFF SEC.

FROM MAJOR STANLEY T. FLEMING, USAF *Stanley T. Fleming*
CHIEF, WASHINGTON OPERATIONS
WHITE HOUSE COMMUNICATIONS AGENCY

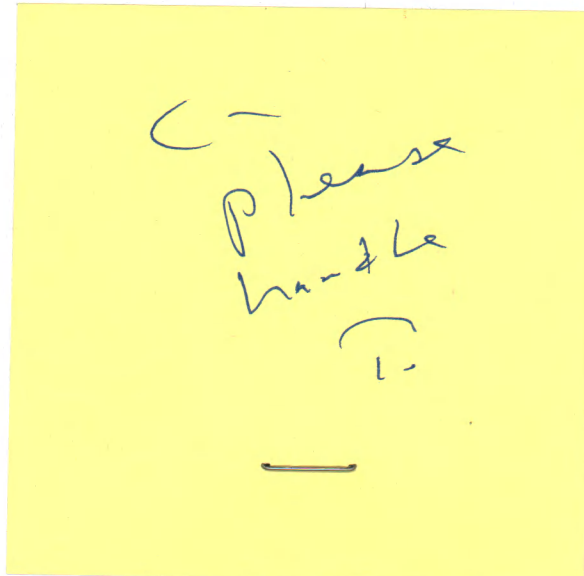
SUBJECT: Review and Verification of Hand Receipted Items

The White House Communications Agency's Customer Service Center is conducting a review and verification of all hand receipted items over one year old. Attached is a copy of all items our records indicate as being in your possession. This is a consolidated hand receipt and should include all items issued to you.

Please take a few moments to confirm the list and sign the new receipt, paying particular attention to the bar code numbers. If there is something you do not concur with, or an item has been misplaced, please return a memorandum for record explaining your concern along with the hand receipt to room 444, OEOB. If you have any questions, please call our Customer Service Center at 757-1234.

Your cooperation is greatly appreciated.

Attachments



ISSUE RECEIPT

TRIP/LOCATION WASH DC DATE 8-5-96
 _____ SABER _____ SURV KIT
 _____ BAG-PHONE bc: 2638, 3825 PAGEBOY
 _____ SX _____ BMUS-PHONE
 _____ OTHER _____ CHGR-BMUS

REMARKS: cc 4278
 NAME STERN, TODD ORG. _____
 SIGNATURE _____ PHONE 6-2702
 OFFICE ASST. TO PRESIDENT + STAFF SEC.

STATEMENT OF RESPONSIBILITY: I UNDERSTAND THAT BY SIGNING THIS RECEIPT, I CAN BE HELD ACCOUNTABLE FOR REPLACEMENT COSTS INCURRED IF THIS/THESE ITEMS(S) ARE LOST OR STOLEN.

PHOTOCOPY
PRESERVATION

Room - 2A

ISSUE RECEIPT

TRIP/LOCATION WASH D.C DATE 30 Oct 95
 _____ SABER _____ SURV KIT
 _____ BAG-PHONE BS. 3825 PAGEBOY
 _____ SX _____ BMUS-PHONE
 _____ OTHER _____ CHGR-BMUS

REMARKS: cc. 4278 * Ret. BS. 2638
 NAME STERN, TODD ORG. _____
 SIGNATURE [Signature] PHONE 6-2702
 OFFICE Staff Sec.

STATEMENT OF RESPONSIBILITY: I UNDERSTAND THAT BY SIGNING THIS RECEIPT, I CAN BE HELD ACCOUNTABLE FOR REPLACEMENT COSTS INCURRED IF THIS/THESE ITEMS(S) ARE LOST OR STOLEN.

* Return to Rm 4440-0B

05 AUG 96

WIMS EQUIPMENT REPORT

PAGE 1
TOTAL ITEMS 2

SEARCH CRITERIA:
LAST NAME: STERN

FIRST NAME: T

BAR CODE NUMBER	SERIAL NUMBER	STATUS	FREQ	LOCATION
-----	-----	-----	-----	-----
UAPB-II-AN 002638	506BPU1D76	PERM	4278	PR STAFF
UAPB-II-AN 003825	506BRN2D85	PERM	4278	PR STAFF

*** END OF REPORT ***

0A

WHITE HOUSE COMMUNICATIONS AGENCY

THE WHITE HOUSE

WASHINGTON, D.C. 20500-0001

Statement of Responsibility

I, the undersigned, have received the following equipment in working order:

BC:	S/N:
Cellular Telephone _____	Number _____
Bmus Charger _____	
Sabre Radio _____	
Surv. Kit _____	
Bravo Pager <u>3825</u>	CC <u>4278</u>
Skypager _____	Pin _____

By signing this agreement, I accept full responsibility for this equipment. I understand that if it is lost, misused, damaged, or stolen, I will reimburse the government in full for its cost.

I agree to use this equipment only for official government business. If I have been loaned a cellular phone I will only place or receive calls for official government business. If it has been determined that any personal calls have been placed while the phone is in my care, I shall reimburse the government in full for the cost of the calls.

I have read this form, the Policy on the Loss or Damage of Government-Owned Equipment, and any forms attached, and agree to their terms:

NAME (please print): Stern, Todd 6-2702

X SIGNATURE: [Signature]

DATE: ____/____/19__

***In order to assist Signal Switchboard in keeping their records updated, we ask you to add your home telephone number below:

Pls ~~note~~ return to Rm. 444 OE0B/WHCA cust. Serv.

THE WHITE HOUSE

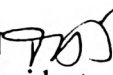
WASHINGTON

August 11, 1997

MEMORANDUM FOR TERRY GOOD

Director
Office of Records Management

FROM:

TODD D. STERN 
Assistant to the President
and Staff Secretary

SUBJECT:

APPROVAL FOR PRESIDENTIAL SIGNATURES

The following individuals are authorized to approve use of the President's signature pen in areas of responsibility as noted:

Todd D. Stern	for all matters;
Phillip M. Caplan	for all matters in the absence of the Staff Secretary;
Sean P. Maloney	for all matters in the absence of the Staff Secretary;
G. Timothy Saunders	for official documents in accordance with specific guidance from the Staff Secretary;
Jim Dorskind Dan Burkhardt Reuben Musgrave Maureen Hudson	in accordance with approved procedures for correspondence not involving policy matters; for standardized policy materials after clearance by the Staff Secretary; for VIP personal correspondence; for photographs; and for Presidential messages In accordance with approved procedures -- and with any new policy language only after clearance by the Staff Secretary;
Stephen Nolet	for photography;

If individuals other than those above or the Chief of Staff seek or claim authorization, please refer them to this office. Any questions, concerns, or doubts about any request or claim of approval should be immediately referred to this office for clarification. As a matter of course, verbal authorizations will not be provided -- only written or initialed approvals.

THE WHITE HOUSE

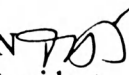
WASHINGTON

August 11, 1997

MEMORANDUM FOR TERRY GOOD

Director
Office of Records Management

FROM:

TODD D. STERN 
Assistant to the President
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SUBJECT:

APPROVAL FOR PRESIDENTIAL SIGNATURES

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Phillip M. Caplan	for all matters in the absence of the Staff Secretary;
Sean P. Maloney	for all matters in the absence of the Staff Secretary;
G. Timothy Saunders	for official documents in accordance with specific guidance from the Staff Secretary;
Jim Dorskind Dan Burkhardt Reuben Musgrave Maureen Hudson	in accordance with approved procedures for correspondence not involving policy matters; for standardized policy materials after clearance by the Staff Secretary; for VIP personal correspondence; for photographs; and for Presidential messages In accordance with approved procedures -- and with any new policy language only after clearance by the Staff Secretary;
Stephen Nolet	for photography;

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COPY
THE WHITE HOUSE
WASHINGTON

December 29, 1995

MEMORANDUM FOR TERRY GOOD
Director
Office of Records Management

FROM: TODD D. STERN *TDS*
Assistant to the President
and Staff Secretary

SUBJECT: APPROVAL FOR PRESIDENTIAL SIGNATURES

The following individuals are authorized to approve use of the President's signature pen in areas of responsibility as noted:

Todd D. Stern	for all matters;
Phillip M. Caplan	for all matters in the absence of the Staff Secretary;
Helen P. Howell	for all matters in the absence of the Staff Secretary;
G. Timothy Saunders	for official documents in accordance with specific guidance from the Staff Secretary;
Jim Dorskind Jenny McCarthy Maureen Hudson Jack Shock	in accordance with approved procedures for correspondence not involving policy matters; for standardized policy materials after clearance by the Staff Secretary; for VIP personal correspondence; for photographs; and for Presidential messages in accordance with approved procedures -- and with any new policy language only after clearance by the Staff Secretary;
Stephen Nolet	for photographs;

*Shm N
both
track
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JOP
me
P.L.*

If individuals other than those above or the Chief of Staff seek or claim authorization, please refer them to this office. Any questions, concerns, or doubts about any request or claim of approval should be immediately referred to this office for clarification. As a matter of course, verbal authorizations will not be provided -- only written or initialed approvals.

COPY
THE WHITE HOUSE
WASHINGTON

January 16, 1996

MEMORANDUM FOR TERRY GOOD
Director, Office of Records Management

FROM: TODD STERN 
Assistant to the President
and Staff Secretary

SUBJECT: APPROVAL OF PRESIDENTIAL SIGNATURES

The following additional individuals are authorized to approve use of the President's signature pen in the areas of responsibility noted:

Dan Burkhardt and
Jack Shock

in accordance with approved procedures for correspondence not involving policy matters; for standardized policy materials after clearance by the Staff Secretary; for VIP personal correspondence; for photographs; and for Presidential messages in accordance with approved procedures -- and with any new policy language only after clearance by the Staff Secretary.

Please remove Jennifer McCarthy from the list of those approved for the President's signature authority

Exemplars of the sign-offs that Dan and Jack will use follow.
Thank you.

Dan Burkhardt



Jack Shock



COPY
THE WHITE HOUSE
WASHINGTON

February 4, 1997

MEMORANDUM FOR TERRY GOOD

Director, Office of Records Management

FROM:

TODD STERN *Plm for Todd - He approved on b+ page 2/5/97*
Assistant to the President
and Staff Secretary

SUBJECT:

APPROVAL OF PRESIDENTIAL SIGNATURES

The following additional individual is authorized to approve use of the President's signature pen in the areas of responsibility noted:

Reuben Musgrave

in accordance with approved procedures for correspondence not involving policy matters; for standardized policy materials after clearance by the Staff Secretary; for VIP personal correspondence; for photographs; and for Presidential messages -- and with any new policy language only after clearance by the Staff Secretary.

An exemplar of the sign-off that Reuben will use follows. Thank you.

Reuben Musgrave





MEMORANDUM

TO: Todd Stern
FROM: Don Sweitzer 
RE: FOX News Interview re: Hermann Nomination
DATE: February 21, 1997

In case you'd like to see your words come out of my mouth.

Let me know if there is anything else I can be doing.

Thanks.

C-
for R5/01/97



I hat

THE WHITE HOUSE
WASHINGTON

July 1

Mr. President -

my father wanted
to make sure you
had a Bulls
championship cap
& asked me to get
this to you -
Lodell

2 hats

THE WHITE HOUSE
WASHINGTON

July 1

Mr. Clinton -

my father wanted
to make sure you
& Chelsea received
a Bulls championship

C. F.

Edley

THE WHITE HOUSE

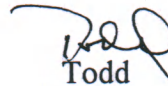
WASHINGTON

June 16, 1997

Melanne --

This isn't a bad start at all. But we're weak on women (only two), weak on African Americans who could actually come to the event (although family members could presumably come), and weak on Hispanics. No Asians either, although I don't believe we've had Asian representation in the past.

Jim is going to have the research done on all the listed people, and we should continue trying to generate some additional names. But a group that included, for example, Harry Blackmun, Katherine Graham, Muhammed Ali, David Rockefeller, Arthur Schlesinger and any number of others on this list would be pretty distinguished.


Todd

RBD DOT
to melanne
Vervet
(copy for
me)

Medal of Freedom Possibilities (6/16/97)

Muhammed Ali

Arnold Aronson (seriously ill)

Harry Blackmun

Joe Califano

Robert Coles

Admiral William Crowe

Evie Dubrow

James Farmer (seriously ill)

Katherine Graham

David Kearns

Sol Linowitz

Louis Martin (posthumous)

David Rockefeller

Fred Rogers

Arthur Schlesinger

Albert Shankar (posthumous)

George Soros

Armando Valladares

THE WHITE HOUSE
WASHINGTON

June 11, 1997

John and Sylvia --

I interviewed this guy for the slot in my office. He struck me as very smart, political and quick. The kind of guy who could keep up with Childress. A bit off beat. He worked for Liebowitz, who loves him, and he kind of looks like he'd work for Liebowitz -- not buttoned-down, a little disheveled. But I was impressed by him. He's been Special Assistant to the Legal Advisor for the past couple of years, and with a new one coming in, it's time for him to move on. I pass his resume along to you guys just in case you find that you're looking for someone with this kind of profile.



Todd

JACK CHOROWSKY**3220 Connecticut Avenue # 506****Washington, D.C. 20008****202-363-9509 (h)****202-647-7970 (w)****EXPERIENCE**

- 1995 - present** **Special Assistant to the Legal Adviser, U.S. Department of State.** Provide legal, policy, and political advice and counsel to the Legal Adviser and his Deputies. Specialize in World Court litigation, congressional investigations, crime and immigration matters, human rights litigation, and international child welfare legislation. Drafted speeches and articles for the Legal Adviser.
- 1993 - 1995** **Counsel, Senate Judiciary Committee.** Advised Senator Herb Kohl, in his capacity as chairman of the Subcommittee on Juvenile Justice, and later as ranking member of the Subcommittee on Terrorism and Technology, on crime and drug legislation, prevention issues, civil justice reform, regulatory reform, and other Judiciary Committee matters. Drafted numerous bills and amendments, including comprehensive crime prevention program reform legislation, speeches and policy papers.
- 1991 - 1993** **Associate, Powell, Goldstein, Frazer & Murphy, Washington, D.C.** Specialized in criminal litigation, international trade and investment matters, and legislative advocacy. Conducted numerous internal investigations; represented U.S. companies before international arbitral tribunals; prepared briefing papers and congressional testimony concerning international trade policy.
- 1992** **Justice Department Transition Team, Clinton/Gore Transition.** Assisted Anne Bingaman in preparation of reports reviewing priority management and policy issues confronting the incoming Attorney General.
- 1990 - 1991** **Law Clerk to the Honorable Joel Flaum, U.S. Court of Appeals for the Seventh Circuit, Chicago, Illinois.**

Summer 1990 Law Clerk, Office of the Solicitor General, U.S. Department of Justice.

Summer 1988, 1989 Law Clerk, Sidley & Austin, Chicago, Illinois and Washington, D.C.

1985, 1987 Program Director, Camp Interlaken, Milwaukee, WI. Directed activities, educational programming and staff assignments for 200 campers and 40 staff.

EDUCATION

Harvard Law School, J.D., *magna cum laude*, (1990)

Harvard Law Review, Notes Editor
Research Assistant, Professors Frank Michelman and Richard Fallon

University of Wisconsin-Madison, B.A. with Highest Honors, Political Science (1986).

Phi Beta Kappa, Phi Kappa Phi, Phi Kappa Phi Research Scholarship, Knapp-Brittingham Research Scholarship, Trewartha Research Scholarship.

PUBLICATIONS

Note, Keeping Secrets: Congress, the Courts, and National Security, Harvard Law Review, February 1990.

Abortion, Abolition, and Confirmation, Atlanta Journal-Constitution, September 6, 1990.

THE WHITE HOUSE
WASHINGTON

Jack Chorowsky
Office of the Legal Advisor
Department of State
2201 C Street, N.W.
Washington, D.C. 20250

THE WHITE HOUSE
WASHINGTON

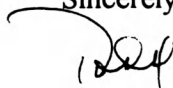
June 10, 1997

Jack Chorowsky
Office of the Legal Advisor
Department of State
2201 C. St., N.W.
Washington, D.C. 20250

Dear Jack:

I am writing to let you know that I have filled the open Deputy slot in my office. I am sorry this didn't work out, but I did want to tell you that I enjoyed our conversation and thought you were an excellent candidate. If there is any other way I can be helpful, please let me know. Thanks very much for your interest.

Sincerely,



Todd Stern

Elliott Portnoy
11305-202 Commonwealth Drive
North Bethesda, Maryland 20852

THE WHITE HOUSE
WASHINGTON

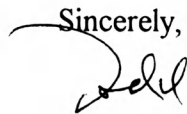
June 9, 1997

Elliott Portnoy
11305-202 Commonwealth Dr.
North Bethesda, Md. 20852

Dear Elliott:

I am writing to let you know that I have filled the open Deputy slot in my office. I am sorry this didn't work out, but I did want to tell you that I enjoyed meeting you and was very impressed by your obvious intelligence, energy and commitment. If there is any other way I can be helpful, please let me know. Thanks very much for your interest.

Sincerely,

A handwritten signature in black ink, appearing to read "Todd Stern", with a large, sweeping flourish above it.

Todd Stern

Jonathan Levitsky
1808 Connecticut Avenue, N.W.
#704
Washington, D.C. 20009

THE WHITE HOUSE
WASHINGTON

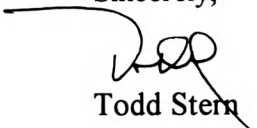
June 9, 1997

Jonathan Levitsky
1808 Connecticut Ave., N.W. #704
Washington, D.C. 20009

Dear Jonathan:

I am writing to let you know that I have filled the open Deputy slot in my office. I am sorry this didn't work out, but I enjoyed meeting you. Your record is terrific and I'm sure something interesting will work out for you. If there is anything I can do to help, let me know. Thanks very much for your interest.

Sincerely,



Todd Stern

Neal Comstock
3447 North 14th Street
Arlington, Virginia 22201

THE WHITE HOUSE
WASHINGTON

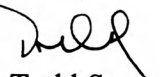
June 9, 1997

Neal Comstock
3447 North 14th St.
Arlington, Va. 22201

Dear Neal:

I am writing to let you know that I have filled the open Deputy slot in my office. I am sorry this didn't work out, but I did want to tell you that I enjoyed our conversation and thought you were an excellent candidate. If there is any other way I can be helpful, please let me know. Thanks very much for your interest.

Sincerely,



Todd Stern

Robert Raben
413 2nd Street, S.E.
Washington, D.C. 20003

THE WHITE HOUSE
WASHINGTON

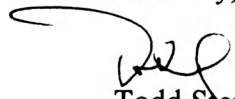
June 9, 1997

Robert Raben
413 2nd St., S.E.
Washington, D.C. 20003

Dear Robert:

I am writing to let you know that I have filled the open Deputy slot in my office. I am sorry this didn't work out, but I did want to tell you that I very much enjoyed our conversation and am pleased that I had a chance to meet you. If there is any other way I can be helpful, please let me know. Thanks very much for your interest.

Sincerely,



Todd Stern

THE WHITE HOUSE
WASHINGTON

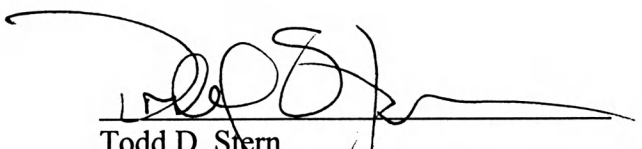
April 29, 1997

MEMORANDUM FOR: **DIMITRI NIONAKIS**
Associate Counsel to the President

REGARDING: April 28, 1997 Request for Documents

This certification is in response to the memorandum from Charles F.C. Ruff, Counsel to the President, regarding the 4/28/97 Document Request. By signing this document, I am certifying that I directed all individuals in my office to search their files as well as the office's files. To the best of my knowledge, these files have been reviewed and all responsive documents have been provided.

Office of the Staff Secretary:



Todd D. Stern
Assistant to the President and Staff Secretary

'97 APR 30 AM 11:16

THE WHITE HOUSE
WASHINGTON

April 29, 1997

MEMORANDUM FOR: TODD D. STERN

FROM: Michael Imbroscio and Dimitri Nionakis
Office of Counsel to the President

REGARDING: April 28, 1997 Request for Documents

On April 28, 1997, Charles F.C. Ruff circulated to all Executive Office of the President staff a request for documents. The request seeks a response by May 7, 1997. Please sign the attached certification by May 7 so that we can establish that all appropriate files have been searched.

Thank you for your cooperation.

THE WHITE HOUSE
WASHINGTON

April 28, 1997

MEMORANDUM FOR:

EXECUTIVE OFFICE OF THE PRESIDENT

FROM:

CHARLES F.C. RUFF
COUNSEL TO THE PRESIDENT

SUBJECT:

Document Request

This request is part of what have been extensive efforts to gather materials responsive to various document requests from outside entities. We ask that you conduct a thorough and complete search of ALL of your records (whether in hard copy, computer, or other form) that were created during the period January 20, 1993 to the present (unless noted otherwise below) for materials responsive to the requests below. Please provide copies of these documents in the manner in which they are maintained in your files.

PLEASE NOTE: Because this has been an ongoing process, some of the names listed on Attachment A are similar or identical to previous requests. Therefore, if you are certain that you have previously provided a document in response to a Counsel's Office request, please do not provide it again. If you have previously searched for a particular category of document, please update your search to ensure that you provide any responsive records that were created or discovered after your last search. Moreover, please remember that under the Presidential Records Act you must maintain all original White House or Executive Office of the President documents, including documents that are responsive to this and previous document requests.

Every employee is responsible for searching all of his or her own files and records to ensure a comprehensive search. In the White House Office, the Office of Policy Development, and the Executive Residence, each office head or Assistant to the President must certify that his or her staff has done a complete search. For all other Executive Office of the President (EOP) agencies or entities, the General Counsel (or agency head) must certify that all agency records have been provided. Appropriate search certification forms are attached for your use.

In addition, the Counsel's Office has been working closely over the past several weeks with the staff of the Office of Records Management, and they have been gathering responsive materials located in storage. If you believe files that you have sent to Records Management may contain responsive information, please let us know so that we can ensure that all responsive documents can be located. Thank you very much for your cooperation in this respect.

All documents must be provided by NOON ON WEDNESDAY, MAY 7, 1997 to Michael Imbroscio or Dimitri Nionakis, OEOB Room 125. If you anticipate any difficulty in meeting this deadline, or if you have any questions, please call Michael Imbroscio or Dimitri Nionakis at 456-7901 so that we may offer any assistance available from our office.

Please search your files and records for the following materials:

1. Any documents or materials:
 - a. Referring or relating to any of the individuals or entities on Attachment A.
 - b. Referring or relating to White House political coffees (including logistical issues, follow-up memoranda, memoranda recommending or proposing invitees, clearance requests for attendees, etc.);
 - c. Referring or relating to volunteers at the White House paid by the DNC and/or any other non-federal entity;
 - d. Referring or relating to any fundraising events during the First Lady's trip to Guam on September 4, 1995;
 - e. Referring or relating to the Asian Pacific Advisory Council (APAC); the Asian Pacific American Leadership Council (APALC); and/or the Asian Pacific American Working Group (APAWG);
 - f. Referring or relating to Executive Order Number 12987, which expanded the membership of the Commission on U.S.-Pacific Trade and Investment Policy (also known as the Bingaman Commission). NOTE: Responsive records do not include documents relating to the form and legality of the Executive Order.
2. Any documents or materials dated -- or if undated, documents created or received -- **after January 1, 1994:**
 - a. Referring or relating to the Democratic National Committee (DNC) and fundraising (including any documents related to DNC fundraising meetings or events, DNC financial projections or budgets, any DNC fundraising memoranda prepared by or that reference Harold Ickes, etc.).
3. Any documents or materials dated -- or if undated, documents created or received -- **after February 17, 1995:**
 - a. Referring or relating to Mark Middleton, CommerceCorp International, and/or any business you know to be related to Mark Middleton.
4. Any documents or materials dated -- or if undated, documents created or received -- **after January 1, 1996:**
 - a. Referring or relating to meetings or communications between Michael Cardozo and White House staff or individual donors -- e.g. Yah Lin "Charlie" Trie -- regarding raising money for the Presidential Legal Expense Trust;
 - b. Referring or relating to any communications or contacts with Occidental Petroleum Corporation (OPC) concerning business or investment by OPC in the Sudan.
5. Any documents or materials dated -- or if undated, documents created or received -- **between August 3, 1996 and December 31, 1996:**
 - a. Referring or relating to the White House Data Base (WHODB).

ATTACHMENT A

INDIVIDUALS*

Mi Ryu Ahn*
Farhad Azima
Jerome Berlin
Paul Berry
Jorge Cabrera
Dhanin Chearavanont
Sumet Chearavanont
Richard J Soon Choi (aka Unchung Choi)
Yue F. Chu*
Johnny Chien Chuen Chung
(aka Johnny Chung)*
Yogesh Gandhi*
Howard Glicker
Ernest Green
Master Suma Ching Hai
Ken Hsiu
Jane Huang
Jichun Huang
John Huang*
Mark Jimenez
Wang Jun
Chupong (or Jeb) Kanchanalak
P. Kanchanalak*
Pauline (or Pornpimol) Kanchanalak*
(aka Pauline (or Pornpimol) Parichattkul*)
Daungnet Kronenberg
John Hoon Kyung Lee*
(aka John H.K. Lee, Lee Kyung Hoon, or
Kyung Hoon Lee)*
Alan Leventhal
Chong Lo
Grigory Louchansky
Gene Lum
Nickie Lum
Nora Lum
Tricia Lum

Maxine Lum Mauricio
Vivian Mannereud
Richard Mays
Warren Medoff
Carlos Mersan
Mike Mitoma
William Morgan
Hashim Ning*
George Psaltis*
Aileen Riady
Andrew Riady
James Riady*
Mochtar Riady*
Stephen Riady
Yan Sanzoung
Ng Lap Seng
Ma Ya Shih*
Fred Siegel
James J. Sun
Lydia Surywati
Roger Tamraz
Richard Tienken
Yah Lin "Charlie" Trie*
Wang Mei Trie
Sarasin Virpol
Renzhong Wang
Xiping Wang*
Arief Wiriadinata*
Soraya Wiriadinata*
Eugene Wu
Eric Wynn
Melinda Yee
Hsing Yun (aka Shing Yun)*
Keshi Zahn*
Hongye Zeng

* Individuals and entities which were the subject of previous document requests are denoted with an asterisk (*). For these items, please update your search for records created or discovered since January 9, 1997, the date of your last search.

ENTITIES*

America-Asia Trade Center, Inc.
Arkansas International Development Corporation
Automated Intelligence Systems, Inc.*
Ban Chang Group*
Ban Chang International*
C.K. Victory Investments
China Council for the Promotion of International Trade (CCPIT)
China International Trust and Investment Corp. (CITIC)
China Petro-Chemical Corporation
Cheong Am America*
Commerce International, Inc.
Daihatsu International Trading Company
Dynamic Energy Resources, Inc.
Giroir & Gregory
Hip Hing Holdings, Ltd.*
Hsi Lai Temple*
Lippobank*
Lippo Asia (U.S.A.) Inc.
The Lippo Group (or any affiliates)*
Mid South International Trade Association
Poly Technologies
Poly Group
Prince Motors Co.
Psaltis Corporation
San Jose Holdings Inc.
San Kip Yip International Trading Corp.*
Shanghai AJ Shareholding Corp.
Suma Ching Hai Buddhist sect
U.S. Thailand Business Council
Wireless Advantage

Please include in your search and production, to the extent you are aware, any parents, subsidiaries, affiliates, officers, directors, owners, employees, shareholders, agents, or assigns of the entities identified above.

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THE WHITE HOUSE
WASHINGTON

'97 APR 30 AM 11:16

April 29, 1997

MEMORANDUM FOR: TODD D. STERN

FROM: Michael Imbroscio and Dimitri Nionakis
Office of Counsel to the President

REGARDING: April 28, 1997 Request for Documents

On April 28, 1997, Charles F.C. Ruff circulated to all Executive Office of the President staff a request for documents. The request seeks a response by May 7, 1997. Please sign the attached certification by May 7 so that we can establish that all appropriate files have been searched.

Thank you for your cooperation.

THE WHITE HOUSE
WASHINGTON

April 28, 1997

MEMORANDUM FOR:

EXECUTIVE OFFICE OF THE PRESIDENT

FROM:


CHARLES F.C. RUFF
COUNSEL TO THE PRESIDENT

SUBJECT:

Document Request

This request is part of what have been extensive efforts to gather materials responsive to various document requests from outside entities. We ask that you conduct a thorough and complete search of ALL of your records (whether in hard copy, computer, or other form) that were created during the period January 20, 1993 to the present (unless noted otherwise below) for materials responsive to the requests below. Please provide copies of these documents in the manner in which they are maintained in your files.

PLEASE NOTE: Because this has been an ongoing process, some of the names listed on Attachment A are similar or identical to previous requests. Therefore, if you are certain that you have previously provided a document in response to a Counsel's Office request, please do not provide it again. If you have previously searched for a particular category of document, please update your search to ensure that you provide any responsive records that were created or discovered after your last search. Moreover, please remember that under the Presidential Records Act you must maintain all original White House or Executive Office of the President documents, including documents that are responsive to this and previous document requests.

Every employee is responsible for searching all of his or her own files and records to ensure a comprehensive search. In the White House Office, the Office of Policy Development, and the Executive Residence, each office head or Assistant to the President must certify that his or her staff has done a complete search. For all other Executive Office of the President (EOP) agencies or entities, the General Counsel (or agency head) must certify that all agency records have been provided. Appropriate search certification forms are attached for your use.

In addition, the Counsel's Office has been working closely over the past several weeks with the staff of the Office of Records Management, and they have been gathering responsive materials located in storage. If you believe files that you have sent to Records Management may contain responsive information, please let us know so that we can ensure that all responsive documents can be located. Thank you very much for your cooperation in this respect.

All documents must be provided by NOON ON WEDNESDAY, MAY 7, 1997 to Michael Imbroscio or Dimitri Nionakis, OEOB Room 125. If you anticipate any difficulty in meeting this deadline, or if you have any questions, please call Michael Imbroscio or Dimitri Nionakis at 456-7901 so that we may offer any assistance available from our office.

Please search your files and records for the following materials:

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 - a. Referring or relating to any of the individuals or entities on Attachment A.
 - b. Referring or relating to White House political coffees (including logistical issues, follow-up memoranda, memoranda recommending or proposing invitees, clearance requests for attendees, etc.);
 - c. Referring or relating to volunteers at the White House paid by the DNC and/or any other non-federal entity;
 - d. Referring or relating to any fundraising events during the First Lady's trip to Guam on September 4, 1995;
 - e. Referring or relating to the Asian Pacific Advisory Council (APAC); the Asian Pacific American Leadership Council (APALC); and/or the Asian Pacific American Working Group (APAWG);
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 - a. Referring or relating to meetings or communications between Michael Cardozo and White House staff or individual donors -- e.g. Yah Lin "Charlie" Trie -- regarding raising money for the Presidential Legal Expense Trust;
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 - a. Referring or relating to the White House Data Base (WHODB).

ATTACHMENT A

INDIVIDUALS*

Mi Ryu Ahn*	Maxine Lum Mauricio
Farhad Azima	Vivian Mannereud
Jerome Berlin	Richard Mays
Paul Berry	Warren Medoff
Jorge Cabrera	Carlos Mersan
Dhanin Chearavanont	Mike Mitoma
Sumet Chearavanont	William Morgan
Richard J Soon Choi (aka Unchung Choi)	Hashim Ning*
Yue F. Chu*	George Psaltis*
Johnny Chien Chuen Chung	Aileen Riady
(aka Johnny Chung)*	Andrew Riady
Yogesh Gandhi*	James Riady*
Howard Glicker	Mochtar Riady*
Ernest Green	Stephen Riady
Master Suma Ching Hai	Yan Sanzoung
Ken Hsiu	Ng Lap Seng
Jane Huang	Ma Ya Shih*
Jichun Huang	Fred Siegel
John Huang*	James J. Sun
Mark Jimenez	Lydia Surywati
Wang Jun	Roger Tamraz
Chupong (or Jeb) Kanchanalak	Richard Tienken
P. Kanchanalak*	Yah Lin "Charlie" Trie*
Pauline (or Pornpimol) Kanchanalak*	Wang Mei Trie
(aka Pauline (or Pornpimol) Parichattkul*)	Sarasin Virpol
Daungnet Kronenberg	Renzhong Wang
John Hoon Kyung Lee*	Xiping Wang*
(aka John H.K. Lee, Lee Kyung Hoon, or	Arief Wiriadinata*
Kyung Hoon Lee)*	Soraya Wiriadinata*
Alan Leventhal	Eugene Wu
Chong Lo	Eric Wynn
Grigory Louchansky	Melinda Yee
Gene Lum	Hsing Yun (aka Shing Yun)*
Nickie Lum	Keshi Zahn*
Nora Lum	Hongye Zeng
Tricia Lum	

* Individuals and entities which were the subject of previous document requests are denoted with an asterisk (*). For these items, please update your search for records created or discovered since January 9, 1997, the date of your last search.

ENTITIES*

America-Asia Trade Center, Inc.
Arkansas International Development Corporation
Automated Intelligence Systems, Inc.*
Ban Chang Group*
Ban Chang International*
C.K. Victory Investments
China Council for the Promotion of International Trade (CCPIT)
China International Trust and Investment Corp. (CITIC)
China Petro-Chemical Corporation
Cheong Am America*
Commerce International, Inc.
Daihatsu International Trading Company
Dynamic Energy Resources, Inc.
Giroir & Gregory
Hip Hing Holdings, Ltd.*
Hsi Lai Temple*
Lippobank*
Lippo Asia (U.S.A.) Inc.
The Lippo Group (or any affiliates)*
Mid South International Trade Association
Poly Technologies
Poly Group
Prince Motors Co.
Psaltis Corporation
San Jose Holdings Inc.
San Kip Yip International Trading Corp.*
Shanghai AJ Shareholding Corp.
Suma Ching Hai Buddhist sect
U.S. Thailand Business Council
Wireless Advantage

Please include in your search and production, to the extent you are aware, any parents, subsidiaries, affiliates, officers, directors, owners, employees, shareholders, agents, or assigns of the entities identified above.

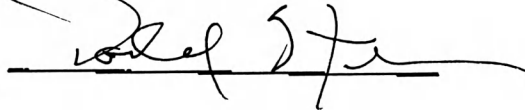
* Individuals and entities which were the subject of previous document requests are denoted with an asterisk (*). For these items, please update your search for records created or discovered since January 9, 1997, the date of your last search.

June 5, 1997
May 2, 1997

MEMORANDUM FOR: Robert N. Weiner
Senior Counsel to the White House Counsel

SUBJECT: May 2, 1997 Request for Documents

This certification is in response to the May 2, 1997 request from Charles Ruff, Counsel to the President, to the Executive Office of the President Staff, seeking by May 9, communications with the IRS or the Department of the Treasury relating to tax exempt organizations. By signing this document, I am certifying that I directed all individuals in my agency to search their files as well as their office's files. To the best of my knowledge, the agency's files have been reviewed and responsive documents have been provided.

A handwritten signature in dark ink, appearing to read "Robert N. Weiner", is written over a horizontal line.

THE WHITE HOUSE
WASHINGTON

May 2, 1997

MEMORANDUM FOR: TODD STERN, ASSISTANT TO THE PRESIDENT AND
STAFF SECRETARY

FROM: CHARLES F.C. RUFF
COUNSEL TO THE PRESIDENT

RE: Document Request

Please conduct a thorough and complete search of the records of your office -- whether electronic or paper, or any other form -- for the following materials:

- All records of communications between the Executive Office of the President and the IRS or the Department of the Treasury relating to:
 - (1) general policies and practices of the IRS regarding tax exempt organizations;
 - (2) Any particular application for an exemption submitted by a tax exempt organization;
 - (3) any audits or surveys for audit of any tax exempt organization or an individual associated with a tax exempt organization.

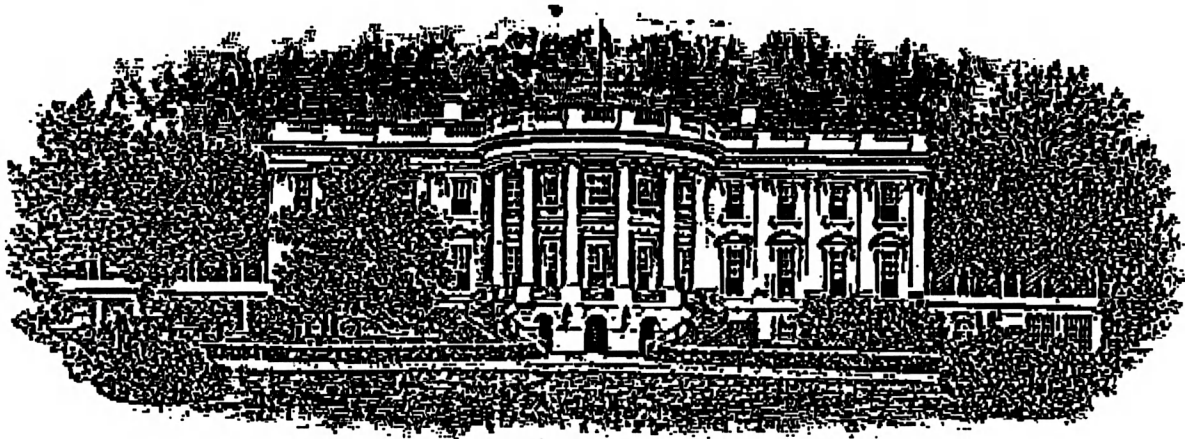
"Documents" include, but are not limited to, memoranda, correspondence, notes, minutes from meetings, schedules, messages, appointment logs, telephone logs, telephone messages, photographs, and computer disks.

Each employee in your office is responsible for searching all his or her files and records to ensure a comprehensive search. Please certify, or have each employee certify, that a complete search has been done. A certification form is attached.

All documents must be provided by Friday, May 9, 1997, to Robert Weiner in OEOB Room 128. If you have any questions, please call Robert Weiner at 6-6297.

The White House

'97 JUN 4 AM 9:00



COUNSEL'S OFFICE

FACSIMILE TRANSMISSION COVER SHEET

DATE: 6/3/97

TO: Todd Stern c/o Carol Cleveland

FACSIMILE NUMBER: 62215

TELEPHONE NUMBER: _____

FROM: Rob Weiner

TELEPHONE NUMBER: 67900

PAGES (WITH COVER): 3

COMMENTS: We have oral response from you saying
you have no documents. Please
send a written confirmation of this.

PLEASE DELIVER AS SOON AS POSSIBLE

Thanks

The document(s) accompanying this facsimile transmittal sheet is intended only for the use of the individual or entity to whom it is addressed. This message contains information which may be privileged, confidential or exempt from disclosure under applicable law. If the reader of this message is not the intended recipient, or the employee or agent responsible for delivering the message to the intended recipient, you are hereby notified that any disclosure, dissemination, copying or distribution, or the taking of any action in reliance on the contents of this communication is strictly prohibited. If you have received this information in error, please immediately notify the sender at their telephone number stated above.

THE WHITE HOUSE

WASHINGTON

February 21, 1997

MEMORANDUM FOR WHITE HOUSE STAFF

FROM: JOHN PODESTA
SYLVIA MATHEWS
TODD STERN
NANCY HERNREICH
STEPHANIE STREETT

SUBJECT: Presidential events and briefings

In an effort to make the time before presidential events more organized and effective for the President, the following policies will be in effect immediately:

- **Manifests** - pre-briefings prior to events with the President are to be manifested. The Staff Contact will be responsible for listing on the event memo WH staff from his/her office, or other offices, who are to be present for the pre-briefing. In order to make this often short time go smoothly for the President, the list should include only policy and logistical staff **absolutely necessary**. Staff related to breaking news events of the day will be included in the briefing as determined by the Chief of Staff's office, Nancy Hernreich's office or the Press Office.

The Staff Contact will also be responsible for working with those manifested to organize the pre-briefing time in a concise, logical way most beneficial to the President.

The manifest should be listed under the "Participant" section of the briefing memo as submitted to the Staff Secretary's office (see attached sample).

Two important reminders:

- 1) The Staff Contact is responsible for all aspects of a presidential event. This includes: coordinating with the Scheduling or the Social Office on all matters related to the event; coordinating with Communications to make sure the substance and message aspects of the event match; vetting lists of guests and clearing people into the complex; preparing briefing memos; and making sure all follow-up is completed including thank-you notes and WH photo distribution.
- 2) Briefing papers (plus four copies) are due to the Staff Secretary by 4:00 PM the day before an event. The Staff Secretary's office will edit the document and return comments, if any, shortly thereafter, so that final submission can be made by 6:00 PM.

THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:

LOCATION:

TIME:

FROM: (Staff contact)

I. PURPOSE

Should state purpose of meeting or event including, if appropriate, what meeting or event is intended to accomplish. Paper should be written as if you are talking to the President (e.g., "you will meet with xyz to discuss...")

II. BACKGROUND

Should state relevant context of event, issues of special concern, previous participation, etc.

III. PARTICIPANTS

Pre-brief participants:

(Limited number of WH staff, Cabinet Secretaries or Deputy Secretaries to be present for the oral briefing.)

Event participants:

(Speakers and other event participants, special guests, Cabinet members, Members of Congress, WH staff, friends of the President, audience members of note. Also include audience size.)

IV. PRESS PLAN

Must be coordinated with Press Office and should specify press coverage (e.g., "closed", "WH photo only", "press pool", "open press")

V. SEQUENCE OF EVENTS

Must be coordinated with Scheduling or Social Office and include outline of event...should be written using bullet-point format (e.g., Briefing in holding room; Offstage announcement; Governor X speaks and introduces you; you make remarks, work ropeline and depart.)

VI. REMARKS

("To be provided by Speechwriters", "talking points attached", "none required". Talking points should always be provided on a separate piece of paper.)

VII. ATTACHMENTS (if any)

(Very limited background material, relevant newsclips, etc.)

IMPORTANT NOTE: Briefing memos must be delivered to the Staff Secretary's office by 4:00 PM the day before the event (memos are required for events appearing on the schedule as "optional"). The Staff Secretary's office will return comments, if any, to the staff contact shortly thereafter so that final submission can be made to the Staff Secretary's office by 6:00 PM.

February 8

'97 FEB 12 PM 1:27

TO: SYLVIA MATHEWS
JOHN PODESTA
STEPHANIE STREETT
NANCY HERNREICH
TODD STERN

FR: PHIL CAPLAN *Ph*

SUBJECT: Pre-briefings

I've incorporated your comments on the attached memo. If it is OK with you, please initial it and then pass it along to the next person on the list. If you have a comment/edit, please let me know.

I've dated it Tuesday, February 11, with the hope it can be distributed throughout the complex by then.

Thank you.

*2/10/97
Please pass to Podesta
TY
Smar*

Todd -

*Attached is memo I'd
like you to sign -- we'll be
doing another one soon on the
larger barely book process plan*

THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:
LOCATION:
TIME:
FROM: (Staff contact)

I. PURPOSE

Should state purpose of meeting or event including, if appropriate, what meeting or event is intended to accomplish. Paper should be written as if you are talking to the President (e.g., "you will meet with xyz in order to emphasize your commitment to...") *to discuss...*

II. BACKGROUND

Should state relevant context of event, issues of special concern, previous participation, etc.

III. PARTICIPANTS

Pre-brief participants:

(Limited number of WH staff, Cabinet Secretaries or Deputy Secretaries to be present for the oral briefing.)

Event participants:

(Speakers and other event participants, special guests, Cabinet members, Members of Congress, WH staff, friends of the President, audience members of note. Also include audience size.)

IV. PRESS PLAN

Must be coordinated with Press Office and should specify press coverage (e.g., "closed", "WH photo only", "press pool", "open press")

V. SEQUENCE OF EVENTS

Must be coordinated with Scheduling or Social Office and include outline of event...should be written using bullet-point format (e.g., Briefing in holding room; Offstage announcement; Governor X speaks and introduces you; *X* you make remarks, work ropeline and depart.)

VI. REMARKS

Remarks
("To be provided by Speechwriters", "talking points attached", "none required".)

VII. ATTACHMENTS (if any)

(Very limited background material, relevant newsclips, etc.)

IMPORTANT NOTE: Briefing memos must be delivered to the Staff Secretary's office by 4:00 PM the day before the event (memos are required for events appearing on the schedule as "optional"). The Staff Secretary's office will edit the document and return comments, if any, to the staff contact shortly thereafter so that final submission can be made to the Staff Secretary's office by 6:00 PM.

THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:
LOCATION:
TIME:
FROM: (Staff contact)

I. PURPOSE

Should state purpose of meeting. Paper should be written as if you are talking to the President in 2nd person (e.g., you will meet with xyz in order to emphasize your commitment to...)

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Should state relevant context of event, issues of special concern, previous participation, etc.

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February 8

TO: SYLVIA MATHEWS
JOHN PODESTA
STEPHANIE STREETT
NANCY HERNREICH
TODD STERN

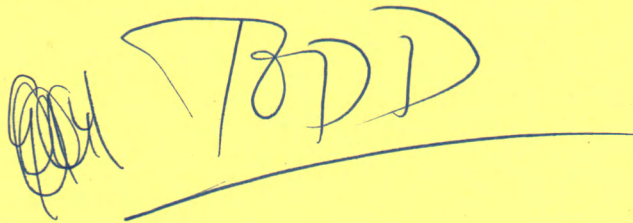
FR: PHIL CAPLAN 

SUBJECT: Pre-briefings

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I've dated it Tuesday, February 11, with the hope it can be distributed throughout the complex by then.

Thank you.



 TODD

THE WHITE HOUSE

WASHINGTON

February 11, 1997

MEMORANDUM FOR WHITE HOUSE STAFF

FROM: JOHN PODESTA
SYLVIA MATHEWS
TODD STERN
NANCY HERNREICH
STEPHANIE STREETT

SUBJECT: Presidential events and briefings

In an effort to make the time before presidential events more organized and effective for the President, the following policies will be in effect immediately:

- **Manifests** - pre-briefings prior to events with the President are to be manifested. The Staff Contact will be responsible for listing on the event memo WH staff from his/her office, or other offices, who are to be present for the pre-briefing. In order to make this often short time go smoothly for the President, the list should include only policy and logistical staff **absolutely necessary**. Staff related to breaking news events of the day will be included in the briefing as determined by the Chief of Staff's office, Nancy Hernreich's office or the Press Office.

The Staff Contact will also be responsible for working with those manifested to organize the pre-briefing time in a concise, logical way most beneficial to the President.

The manifest should be listed under the "Participant" section of the briefing memo as submitted to the Staff Secretary's office (see attached sample).

Two important reminders:

- 1) The Staff Contact is responsible for all aspects of a presidential event. This includes: coordinating with the Scheduling or the Social Office on all matters related to the event; coordinating with Communications to make sure the substance and message aspects of the event match; vetting lists of guests and clearing people into the complex; preparing briefing memos; and making sure all follow-up is completed including thank-you notes and WH photo distribution.
- 2) Briefing papers (plus four copies) are due to the Staff Secretary by 4:00 PM the day before an event. The Staff Secretary's office will edit the document and return comments, if any, shortly thereafter, so that final submission can be made by 6:00 PM.

THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:
LOCATION:
TIME:
FROM: (Staff contact)

I. PURPOSE

Should state purpose of meeting. Paper should be written as if you are talking to the President in 2nd person (e.g., you will meet with xyz in order to emphasize your commitment to...)

II. BACKGROUND

Should state relevant context of event, issues of special concern, previous participation, etc.

III. PARTICIPANTS

Pre-brief participants:

(Limited number of WH staff or Cabinet Secretaries to be present for the oral briefing.)

Event participants:

(Speakers and other event participants, special guests, Cabinet members, Members of Congress, WH staff, friends of the President, audience members of note. Also include audience size.)

IV. PRESS PLAN

Must be coordinated with Press Office and should specify press coverage (e.g., closed, WH photo only, press pool, open)

V. SEQUENCE OF EVENTS

Must be coordinated with Scheduling or Social Office and include outline of event...should be written using bullet-point format (e.g., Briefing in holding room; Offstage announcement; Governor X speaks and introduces you; You make remarks, work ropeline and depart.)

VI. REMARKS

("To be provided by Speechwriters", "talking points attached", "none required".)

VII. ATTACHMENTS (if any)

(Very limited background material, relevant newsclips, etc.)

IMPORTANT NOTE: Briefing memos must be delivered to the Staff Secretary's office by 4:00 PM the day before the event (memos are required for events appearing on the schedule as "optional"). The Staff Secretary's office will edit the document and return comments, if any, shortly thereafter so that final submission can be made by 6:00 PM.

February 2

TO: John Podesta
Sylvia Mathews
Todd Stern
Nancy Hernreich
Stephanie Streett
Rahm Emanuel
Stephen Goodin

FR: Phil Caplan *PC*

Attached is a draft of the memo we discussed at our meeting on Friday.

Please let me know if you have any comments or edits.

(Please note that the NGA material that went into the President this weekend does not reflect our meeting.)

*Looks good -
Don't know
whether we
should say
something about
the staff
managing the
briefing on
or know in an
adults fashion
to present
their
part*

*Might also say how
la. & they have
Q. whether someone
should be included in
check at me*

Podesta

February , 1997

MEMORANDUM FOR WHITE HOUSE STAFF

FROM: JOHN PODESTA
SYLVIA MATHEWS
TODD STERN
NANCY HERNREICH
STEPHANIE STREETT

SUBJECT: Presidential events and briefings

In an effort to make the time before presidential events more organized and effective for the President, the following policies will be in effect immediately:

- **Manifests** - pre-briefings with the President are to be manifested by the Staff Contact for each event. The Staff Contact will be responsible for listing WH staff from his/her office, or other offices, that is to be present for a briefing. This list should include only policy and logistical staff absolutely necessary Staff related to breaking news events of the day will be included in the briefing as necessary as determined by the Chief of Staff's office, Nancy Hernreich's office or the Press Office.

The manifest should be listed under the "Participant" section of the briefing memo as submitted to the Staff Secretary's office (see attached sample).

A reminder that briefing papers (plus four copies) are due to the Staff Secretary by 4:00 PM the day before an event. The Staff Secretary's office will edit the document and return comments, if any, shortly thereafter, so that final submission can be made by 6:00 PM.

Another reminder that the Staff Contact is responsible for all aspects of the event. This includes coordinating with the Scheduling or the Social Office on all matters related to the event, vetting lists of guests and clearing people into the complex, briefing memos, and all follow-up including thank you notes and WH photo distribution.

eg. ~~Bruce Reed~~ → Police
Sara Farnsworth → Logistics / Should we also
list what part
they'll play in
audios

→ bold
this
(absol
nec)

THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:

LOCATION:

TIME:

FROM: (Staff contact)

I. PURPOSE

Should state purpose of meeting. Paper should be written as if you are talking to the President in 2nd person (e.g., you will meet with xyz in order to emphasize your commitment to...)

II. BACKGROUND

Should state relevant context of event, issues of special concern, previous participation, etc.

III. PARTICIPANTS

Pre-brief participants:

(Limited number of WH staff or Cabinet Secretaries to be present for the oral briefing.)

Event participants:

(Speakers and other event participants, special guests, Cabinet members, Members of Congress, WH staff, friends of the President, audience members of note.)

IV. PRESS PLAN

Must be coordinated with Press Office and should specify press coverage (e.g., closed, WH photo only, press pool, open)

V. SEQUENCE OF EVENTS

Must be coordinated with Scheduling or Social Office and include outline of event...should be written using bullet points (e.g., Briefing in holding room; Offstage announcement; Governor X speaks and introduces you; You make remarks, work ropeline and depart.)

VI. REMARKS

("To be provided by Speechwriters", "talking points attached", "none required".)

VII. ATTACHMENTS (if any)

(Very limited background material, relevant newsclips, etc.)

IMPORTANT NOTE: Briefing memos must be delivered to the Staff Secretary's office by 4:00 PM the day before the event (memos are required for events appearing on the schedule as "optional"). The Staff Secretary's office will edit the document and return comments, if any, shortly thereafter so that final submission can be made by 6:00 PM.

Attachment I
SAMPLE — BRIEFING PAPER
(Format)

THE WHITE HOUSE

WASHINGTON

DATE (centered)

MEETING WITH NAME OF INDIVIDUAL (centered)

DATE:

LOCATION:

TIME:

~~FROM:~~ (Name of Senior Staff Person responsible
for meeting and person's signature/initials)

I. PURPOSE

State purpose of meeting. Paper should be written as if you were talking to the President – in 2nd person (i.e. "you will meet with . . .").

II. BACKGROUND

State relevant context in which meeting arises, issues of special concern to parties, as appropriate, previous participation, etc.

III. PARTICIPANTS

List all participants including White House Staff.

IV. PRESS PLAN

Specify press coverage, photo opportunity, no press coverage, etc.

V. SEQUENCE OF EVENTS

Outline meeting agenda and President's role using bullet points.

VI. REMARKS

To be provided by Speechwriters,
Talking points attached, or
None required

Attachment: Talking Points as appropriate (see attached guidance).



~~(IMPORTANT NOTE: Briefing memoranda [with 16 copies] must be delivered to the Staff Secretary by 3:00 p.m. the day before the scheduled meeting or event.)~~

February 2

TO: John Podesta
Sylvia Mathews
Todd Stern
Nancy Hernreich
Stephanie Streett
Rahm Emanuel
Stephen Goodin

FR: Phil Caplan 

Attached is a draft of the memo we discussed at our meeting on Friday.

Please let me know if you have any comments or edits.

(Please note that the NGA material that went into the President this weekend does not reflect our meeting.)

February , 1997

MEMORANDUM FOR WHITE HOUSE STAFF

FROM: JOHN PODESTA
SYLVIA MATHEWS
TODD STERN
NANCY HERNREICH
STEPHANIE STREET

SUBJECT: Presidential events and briefings

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- check list form
work with committee, use substance, make
In an effort to use
the President's time
go well.

Some reason
start

- Don Baker
- Eli Attie

we wanted to put here

THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:
LOCATION:
TIME:
FROM: (Staff contact)

I. PURPOSE

Should state purpose of meeting. Paper should be written as if you are talking to the President in 2nd person (e.g., you will meet with xyz in order to emphasize your commitment to...)

II. BACKGROUND

Should state relevant context of event, issues of special concern, previous participation, etc.

III. PARTICIPANTS

Pre-brief participants:

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VI. REMARKS

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VII. ATTACHMENTS (if any)

(Very limited background material, relevant newsclips, etc.)

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February 2

TO: John Podesta
Sylvia Mathews
Todd Stern
Nancy Hernreich
Stephanie Streett
Rahm Emanuel
Stephen Goodin

FR: Phil Caplan 

Attached is a draft of the memo we discussed at our meeting on Friday.

Please let me know if you have any comments or edits.

(Please note that the NGA material that went into the President this weekend does not reflect our meeting.)

Phil
Pl 3
see
me
/

February , 1997

MEMORANDUM FOR WHITE HOUSE STAFF

FROM: JOHN PODESTA
SYLVIA MATHEWS
TODD STERN
NANCY HERNREICH
STEPHANIE STREETT

SUBJECT: Presidential events and briefings

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Another reminder that the Staff Contact is responsible for all aspects of the event. This includes coordinating with the Scheduling or the Social Office on all matters related to the event, vetting lists of guests and clearing people into the complex, briefing memos, and all follow-up including thank you notes and WH photo distribution.

What?

THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:
LOCATION:
TIME:
FROM: (Staff contact)

I. PURPOSE

*Or event including
if appropriate, what
the meeting or
event is
intended to
accomplish.*

Should state purpose of meeting. Paper should be written as if you are talking to the President in 2nd person (e.g., you will meet with xyz in order to emphasize your commitment to...)

II. BACKGROUND

Should state relevant context of event, issues of special concern, previous participation, etc.

III. PARTICIPANTS

Pre-brief participants:

(Limited number of WH staff or Cabinet Secretaries to be present for the oral briefing.)

Event participants:

(Speakers and other event participants, special guests, Cabinet members, Members of Congress, WH staff, friends of the President, audience members of note.)

IV. PRESS PLAN

Must be coordinated with Press Office and should specify press coverage (e.g., closed, WH photo only, press pool, open)

V. SEQUENCE OF EVENTS

Must be coordinated with Scheduling or Social Office and include outline of event...should be written using bullet points (e.g., Briefing in holding room; Offstage announcement; Governor X speaks and introduces you; You make remarks, work ropeline and depart.)

VI. REMARKS

("To be provided by Speechwriters", "talking points attached", "none required".)

VII. ATTACHMENTS (if any)

(Very limited background material, relevant newsclips, etc.)

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THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:
LOCATION:
TIME:
FROM: (Staff contact)

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IV. PRESS PLAN

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THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:

LOCATION:

TIME:

FROM: (Staff contact)

I. PURPOSE

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THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:
LOCATION:
TIME:
FROM: (Staff contact)

I. PURPOSE

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Sample - 2/21/97

THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:
LOCATION:
TIME:
FROM: (Staff contact)

I. PURPOSE

Should state purpose of meeting or event including, if appropriate, what meeting or event is intended to accomplish. Paper should be written as if you are talking to the President (e.g., you will meet with xyz in order to emphasize your commitment to...)

II. BACKGROUND

Should state relevant context of event, issues of special concern, previous participation, etc.

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THE WHITE HOUSE
WASHINGTON

DATE (centered)

NAME OF EVENT (centered)

DATE:
LOCATION:
TIME:
FROM: (Staff contact)

I. PURPOSE

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III. PARTICIPANTS

Pre-brief participants:

(Limited number of WH staff or Cabinet Secretaries to be present for the oral briefing.)

Event participants:

(Speakers and other event participants, special guests, Cabinet members, Members of Congress, WH staff, friends of the President, audience members of note. Also include audience size.)

IV. PRESS PLAN

Must be coordinated with Press Office and should specify press coverage (e.g., "closed", "WH photo only", "press pool", "open press")

V. SEQUENCE OF EVENTS

Must be coordinated with Scheduling or Social Office and include outline of event...should be written using bullet-point format (e.g., Briefing in holding room; Offstage announcement; Governor X speaks and introduces you; You make remarks, work ropeline and depart.)

VI. REMARKS

("To be provided by Speechwriters", "talking points attached", "none required".)

VII. ATTACHMENTS (if any)

(Very limited background material, relevant newsclips, etc.)

IMPORTANT NOTE: Briefing memos must be delivered to the Staff Secretary's office by 4:00 PM the day before the event (memos are required for events appearing on the schedule as "optional"). The Staff Secretary's office will edit the document and return comments, if any, to the staff contact shortly thereafter so that final submission can be made to the Staff Secretary's office by 6:00 PM.

THE WHITE HOUSE

WASHINGTON

April 11, 1997

MEMORANDUM FOR LIST

FROM: TODD STERN 

SUBJECT: Presidential Medal of Freedom

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cc: Jim Dorskind

PRESIDENTIAL MEDALS OF FREEDOM

BERNARDIN, Joseph Cardinal	9/9/96
Cardinal of Chicago Archdiocese.	
BRADY, James Scott	9/9/96
Outspoken leader in the fight for responsible gun control, including the "Brady Bill."	
FULLER, Millard D.	9/9/96
Founder and president of Habitat for Humanity.	
HAMBURG, David Alan	9/9/96
President of the Carnegie Foundation.	
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LANG, Eugene M.	9/9/96
Creator of "I Have a Dream" Foundation.	
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The former National Director of the Polish-American Congress and former director of Radio Free Europe's Polish Service.	
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96 FEB 29 PM 2: 09

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THE WHITE HOUSE
WASHINGTON

April 9, 1997

Erskine --

I just got a copy of the Berger note proposing a Medal of Freedom for Admiral Crowe and was told that you planned to walk it into the President.

I wanted to make sure you know that there is a process for the Medal of Freedom that we've followed the past four years and plan to follow again this year. Rather than parcel these things out on an ad hoc basis, we have put together a list each year of possible award winners and submitted it to the President for his review. The list, as you can imagine, is balanced in a variety of ways. The awards have been given in East Room ceremonies in late summer or early fall. By coincidence, when I was given a copy of the Berger note, I had just prepared a short memo to senior staff soliciting suggestions for these year's awardees (copy attached).

We have on occasion done awards separate from the yearly ceremony. We did Bob Dole separately. And we did Bill Perry at his retirement ceremony, because that is the tradition for Secretaries of Defense. But, unless there is some extraordinary reason for doing Crowe separately, I would fold him into our process and have the President award him the Medal later this year.



Todd

THE WHITE HOUSE

WASHINGTON

April 9, 1997

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cc: Jim Dorskind

THE WHITE HOUSE

WASHINGTON

ACTION

MEMORANDUM FOR THE PRESIDENT

THROUGH: ERSKINE BOWLES

FROM: SAMUEL BERGER 

SUBJECT: Medal of Freedom for Bill Crowe

Purpose

To recommend that you award the Medal of Freedom to Ambassador William Crowe.

Background

In May, Bill Crowe will complete 50 years of national service. Forty-seven of those years were spent in the Navy, where he rose to be Chairman of the Joint Chiefs of Staff. Under your Administration, he has served as the chairman of your Foreign Intelligence Advisory Board and, of course, as Ambassador to the Court of Saint James. By any measure, Bill has set a standard of service and loyalty to this country that merits recognition with the highest civilian award the President can bestow.

RECOMMENDATION

That you award the Medal of Freedom to Ambassador William Crowe, following his departure from his post in London this Spring.

Approve _____

Disapprove _____

cc: Vice President
Chief of Staff

THE WHITE HOUSE

WASHINGTON

April 11, 1997

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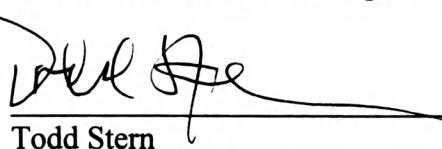
THE WHITE HOUSE
WASHINGTON

April 8, 1997
~~March~~, 1997

MEMORANDUM FOR: Robert N. Weiner
Senior Counsel to the White House Counsel

SUBJECT: March 14, 1997 Request for Documents

This certification is in response to the March 14, 1997 request from Charles Ruff, Counsel to the President, to the Executive Office of the President Staff, seeking by March 26, 1997, all documents relating to James C. Wood, Jr. By signing this document, I am certifying that I directed all individuals in my agency to search their files as well as their office's files. To the best of my knowledge, the agency's files have been reviewed and responsive documents have been provided.



Todd Stern
Assistant to the President/Staff Secretary

'S7 MAP 24-45:21

THE WHITE HOUSE
WASHINGTON

March 24, 1997

MEMORANDUM FOR TODD STERN

FROM: Robert N. Weiner 
Senior Counsel to the White House Counsel

RE: March 14, 1997 Request for Documents

On March 14, 1997, Chuck Ruff circulated to all EOP staff a request for all documents relating to James C. Wood, Jr. The request seeks a response by March 26, 1997. A copy of the request is attached.

Please sign the attached certification by March 26th so that we can establish that all appropriate files have been searched.

Thank you for your cooperation.

THE WHITE HOUSE
WASHINGTON

March 14, 1997

MEMORANDUM FOR: EXECUTIVE OFFICE OF THE PRESIDENT STAFF

FROM: CHARLES F.C. RUFF 
COUNSEL TO THE PRESIDENT

RE: Subpoena Response

Please conduct a thorough and complete search of ALL your records -- whether electronic or paper, or any other form -- for the following materials:

- **Documents referring or relating in any way to James C. Wood, Jr. (former Chair of the American Institute in Taiwan).**

Documents include, but are not limited to, memoranda, correspondence, notes, minutes from meetings, schedules, messages, appointment logs, telephone logs, telephone messages, photographs, and computer disks.

Each employee is responsible for searching all of his or her files and records to ensure a comprehensive search. In the White House Office, the Office of Policy Development, and the Executive Residence, each Office Head or Assistant to the President must certify that his or her staff has done a complete search. For all other Executive Office of the President agencies or entities, the General Counsel must certify that all agency records have been provided.

All documents must be provided by Wednesday, March 26, 1997, to Robert Weiner in OEOP Room 128. If you have any questions, please call Robert Weiner at 6-6297.

THE WHITE HOUSE
WASHINGTON

March 5, 1997

MEMORANDUM FOR: EXECUTIVE OFFICE OF THE PRESIDENT STAFF

FROM: CHUCK RUFF *CR*
COUNSEL TO THE PRESIDENT

RE: Document Request

We have received a subpoena from the Office of Independent Counsel Starr seeking documents relating to certain individuals and entities. Accordingly, please conduct a thorough and complete search of ALL your records -- whether electronic, paper, or any other form -- for the following materials:

Any and all documents and/or communications reflecting, related, or referring to any of the following individuals or entities, or any affiliates, subsidiaries, or corporations owned by, controlled by, or related to the following individuals or entities:

Individuals

- ✓ David P.L. Chan
- ✓ Gordon A.K. Chen
- ✓ Charles L. DeQueljo
- ✓ Wardiman Djojonegro
- ✓ Atie W. Djojonegro
- ✓ Baby M. Djojonegro
- ✓ Jose R. Hanna
- ✓ Juwati Judistrira
- ✓ Keith R. Prothero
- ✓ Steven Riady
- ✓ Peter P. Woo
- ✓ David T. Yeh
- ✓ Mark W. Grobmyer
- ✓ C. Joseph Giroir, Jr.

3-14-97
Carol - Jessica
Searched Todd's
files re the
attached memo.
She found one
document pertaining
to this memo &
forwarded it to
Counsel's office. CR

Entities

- ✓ Hong Kong China, Ltd.
- ✓ Lippo Insurance Group*
- ✓ Lippo Insurance Group (Asia), Ltd.*

- ✓ Lippo Securities, Ltd.*
- ✓ The Hong Kong Chinese Bank, Ltd.
- ✓ Winterthur Swiss Insurance Bank, Ltd.

Documents include, but are not limited to, memoranda, correspondence, notes, minutes from meetings, schedules, messages, appointment logs, telephone logs, telephone messages, photographs, and computer disks.

Each employee is responsible for searching all of his or her files and records to ensure a comprehensive search. In the White House Office, the Office of Policy Development, and the Executive Residence, each Office Head or Assistant to the President must certify that his or her staff has done a complete search. For all other Executive Office of the President agencies or entities, the General Counsel must certify that all agency records have been provided.

All documents must be provided by Friday, March 14, 1997, to Shellie Peterson in OEOB Room 125. If you have any questions, please call Lanny Breuer at 6-5073 or Shellie Peterson at 6-7804.

* Earlier memoranda from the Counsel's Office have asked you to provide documents referring to The Lippo Bank, the Lippo Group, and related entities. You need not provide again material that you provided to the Counsel's Office in response to earlier requests.

MEMORANDUM FOR: SHELLIE PETERSON
ASSOCIATE COUNSEL TO THE PRESIDENT

SUBJECT: 3/5/97 Request for Documents

This certification is in response to the March 5, 1997, document request from Chuck Ruff, Counsel to the President, to the Executive Office of the President Staff. By signing this document, I am certifying that I directed all individuals in my agency to search their files as well as their office's files. To the best of my knowledge, the agency's files have been reviewed and responsive documents have been provided.

Chief of Staff:

Ersine Bowles
Chief of Staff

Counselor:

Thomas McLarty
Counselor to the President

Oval Office Operations:

Nancy Hernreich
Deputy Assistant/Director of Oval Office Operations

Strategic Planning and Comm:

Donald A. Baer
Assistant to President/Director of Communications

Cabinet Affairs:

Kathryn Higgins
Assistant to President/Cabinet Secretary

Executive Residence:

Gary Walters
Chief Usher

Office of Policy Development

Domestic Policy Council:

Bruce Reed
Assistant to the President for Domestic Affairs

National Aids Policy:

Eric Goosby
Acting Director, National AIDS Policy

National Economic Council:

Gene Sperling
Assistant to the President for Economic Policy

Office of the First Lady:

Margaret Williams
Chief of Staff

Office of the Counsel:

Chuck Ruff
Counsel to the President

Intergovernmental Affairs:

Marcia Hale
Assistant to President/Director, Intergovernmental Affairs

Legislative Affairs:

John Hilley
Assistant to President/Director, Legislative Affairs

Management and Administration:

Jodie R. Torkelson
Assistant to President for Management and Administration

Political Affairs:

Craig Smith
Assistant to President/Director, Political Affairs

Presidential Personnel:

Bob J. Nash
Assistant to President/Director, Presidential Personnel

Press Secretary:

Michael McCurry
Assistant to President, White House Press Secretary

Public Liaison:

Maria Echaveste
Assistant to President/Director, Public Liaison

Scheduling and Advance:

Stephanie Streett
Deputy Assistant/Director, Scheduling and Advance

Staff Secretary:



Todd Stern
Assistant to President/Staff Secretary

Records Management:

Terry Good
Director, Records Management

THE WHITE HOUSE
WASHINGTON

Todd Phil 3/6/97

97 MAR 6 PM 2:00

~~The enclosed is referred for
your information.~~


G. Timothy Saunders
Executive Clerk

Attached is a copy of my
memo re document subpoena by
the Teleprompt Counsel.

THE WHITE HOUSE

WASHINGTON

March 6, 1997

MEMORANDUM FOR SHELLIE PETERSON

CC: TODD STERN

FROM: G. TIMOTHY SAUNDERS 
Executive Clerk

SUBJECT: March 5, 1997, Memorandum re Subpoena for Documents by the Office
of Independent Counsel Star

With regard to the memorandum of March 5, 1997, we have searched our files and identified no responsive materials with respect to this request.

THE WHITE HOUSE
WASHINGTON

March 1, 1997

MEMORANDUM FOR ERSKINE BOWLES

FROM: TODD STERN *TS*

SUBJECT: Staff Secretary's Office -- Goals and Objectives

The basic mission of the Staff Secretary is to manage the flow of paper to and from the President. This mission includes (a) making sure he gets what he needs when he needs it while not overloading him; (b) exercising sound judgment in deciding what should and should not go to the President; (c) disposing of matters that require his signature but not his attention; (d) summarizing material in clear and concise form both to save his time and to sharpen issues for decision; (e) coordinating senior staff comment on decision items; (f) making sure paper going to him is sound in terms of substance, message and form; (h) routing paper back from the President to appropriate staff.

GOAL: Maintain a well-modulated flow of paper to the President.

Objectives:

- Limit amount of paper going to President. Get him what he needs on timely basis, but not more than he needs.
- Give President adequate time to review decisional materials.
- Get decision items with adequate time to properly coordinate senior staff comment.
- Summarize decision and selected information items to save President's time.
- Assure quality of materials going to President.
- Ensure that materials for the President go through our office so that we are able to regulate the flow to his office; make sure that relevant senior staff have an opportunity to comment; and make a final judgment on whether a given item should go to the President at all.

GOAL: Maintain high quality of materials prepared for President.

Objectives:

- Ensure that memos and other materials for the President are first-class -- clear, concise, and sound in terms of both form and substance.

GOAL: Improve quality and timeliness of daily briefing books. Late submission of materials for the briefing book has been a chronic problem since 1993. The result is that the President routinely receives his briefing book late.

Objectives:

- Receive final briefing papers by our 6 pm deadline so that they can be edited or revised, if necessary, and briefing book can be delivered to the Residence by 8 pm every night.
- Receive speeches by the same deadline or earlier so that (a) they can get proper final review and vetting before submission to the President, and (b) the President has an adequate opportunity to review and work on a speech before giving it.

GOAL: Improve quality of trip briefing books.

Objectives:

- Preparation of an overview memo outlining the purpose of a trip and its major events. The President should be informed up front what the purpose and major objectives are for a trip and for each of the major events along the way. This should be a concise, strategic memo.
- Consolidation of the numerous individual background memos the President now receives for trips. It would be more useful and user-friendly for the President to receive a unified memo for any given state he is visiting. This memo would present a political and economic overview and include the salient issues he needs to know -- including relevant Clinton Administration accomplishments, local color, etc. -- for his visit. While such a memo would be an improvement over what he now receives, it would require some additional resources to produce. Thus, before going down this track, we need to discuss further with Chief of Staff's office.

THE WHITE HOUSE
WASHINGTON, D.C. 20500

DATE: 11-25

TO: Erskine

FROM: Staff Secretary

Sorry for slight delay
in this memo. This
is my first day back
from my brief paternity
leave.

Indel

THE WHITE HOUSE
WASHINGTON

November 24,

MEMORANDUM FOR ERSKINE BOWLES

FROM: TODD STERN *TS*
SUBJECT: Staff Secretary's Office -- Miss

This memo sets forth (i) the basic mission of the Staff personnel; (iii) coordination with other offices -- part better integrated with the Chief of Staff's office; (iv) (v) meetings; and (vi) the President's legacy.

Basic Mission

The job of the Staff Secretary is to manage the flow of paper to and from the President. This includes (i) making sure he gets what he needs when he needs it while not overloading him; (ii) disposing of matters which require his signature but not his attention; (iii) summarizing material in clear and concise form both to save his time and to sharpen issues for decision; (iv) coordinating senior staff comment on decision items; (v) making sure paper going to him is sound in terms of substance, message and form; (vi) routing paper back from the President to appropriate staff. Since this Office is the last stop before action items (decision memos, Executive Orders, Directives, signing statements, veto messages, correspondence, etc.) go to the President, we also have a "goalie" function -- preventing mistakes that have slipped through other lines of defense.

Job Descriptions

Todd Stern. All paper to and from the President routes through me. I either handle it myself or assign it to one of my deputies, Phil Caplan or Helen Howell. I decide what we're sending to the President and when, circulate significant memos for senior staff comment, write summaries of major decision memos, review and edit signing statements, veto messages, proclamations, important correspondence, etc., and review summaries and other work done by Phil and Helen. I also oversee the offices of the Executive Clerk, Correspondence and Records Management.

Phil Caplan/Helen Howell. Phil and Helen work on the full range of matters that come to our office and have particular responsibility for overseeing preparation of the President's daily and trip briefing books. Phil also does the initial review and edit of personal correspondence and Helen does the same for congressional correspondence.

Vick -

Fyl.

Todd

THE WHITE HOUSE
WASHINGTON

November 24, 1996

MEMORANDUM FOR ERSKINE BOWLES

FROM: TODD STERN ~~703~~

SUBJECT: Staff Secretary's Office -- Mission, etc.

This memo sets forth (i) the basic mission of the Staff Secretary; (ii) job descriptions for key personnel; (iii) coordination with other offices -- particularly how the Staff Secretary could be better integrated with the Chief of Staff's office; (iv) tools to get the job done most effectively; (v) meetings; and (vi) the President's legacy.

Basic Mission

The job of the Staff Secretary is to manage the flow of paper to and from the President. This includes (i) making sure he gets what he needs when he needs it while not overloading him; (ii) disposing of matters which require his signature but not his attention; (iii) summarizing material in clear and concise form both to save his time and to sharpen issues for decision; (iv) coordinating senior staff comment on decision items; (v) making sure paper going to him is sound in terms of substance, message and form; (vi) routing paper back from the President to appropriate staff. Since this Office is the last stop before action items (decision memos, Executive Orders, Directives, signing statements, veto messages, correspondence, etc.) go to the President, we also have a "goalie" function -- preventing mistakes that have slipped through other lines of defense.

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Coordination with Other Offices

Chief of Staff. The Staff Secretary could be more integrated into the Chief of Staff operation. In past White Houses, under both Presidents Reagan and Bush, the Staff Secretary was formally part of the Chief of Staff's office (as a deputy Chief of Staff or a deputy to the Chief of Staff). While I am not proposing that, the logic of greater integration is clear. The Staff Secretary is in the best position to keep the Chief of Staff (and his deputies) fully briefed and informed on what paper is coming through the pipeline, what paper will require the President's attention, what will require the Chief of Staff's input before going to the President, and what may require further discussion or revision before going to the President.

There are two ways to keep the Chief of Staff briefed in this manner: (i) hire a person in the Chief of Staff's office, recognizing that he or she will be duplicating for the Chief of Staff some of what the Staff Secretary is already doing for the President; or (ii) make the Staff Secretary a more integrated part of the Chief of Staff's operation. I would argue for the latter as a better use of resources, provided that the Chief of Staff controls who the Staff Secretary is and is fully comfortable with having the Staff Secretary act as one of his advisors.

Playing by the Rules. In order for the Staff Secretary to modulate the flow of paper to the President, ensure that paper is ready for the President's review, and give senior advisors an opportunity to comment, paper has to come *to* us in the first place. There is an eternal temptation in all White Houses for people to hand things directly to the President. But end-runs serve no one. Periodic reminders from the Chief of Staff can help control this.

Briefing Books. Materials for the President's daily briefing book still routinely come in late, delaying our ability to get the book to the President at an appropriate hour -- 8 pm. There is generally no reason why our 6 pm deadline for submitting materials to our Office shouldn't be met. Better discipline is certainly possible; the question is whether the President cares about this or is satisfied with the current state of affairs -- both with regards to timing and content.

Speeches. Speeches too often come to us very late, making meaningful staffing difficult. This may be because the speechwriters get the assignment late. But the result is the same -- inadequate chance for us to review speeches and circulate them. The speechwriters often do some informal circulation of their own before sending speeches to our office, but that isn't a dependable way to make sure all the right people have had an opportunity to comment. The only way to cure this is for speech drafts to come to our office earlier.

Tools

The main tool of the Staff Secretary is information. When I prepare summaries of decision items for the President, I need to capture the state of play on an issue and where advisors stand in an accurate and nuanced manner. The only way to do this is to be included as a matter of course in substantive meetings on matters that require or will require Presidential decision.

Meetings

In my view, the 7:30 am meeting has been very useful; the 8:15 am meeting has not. I would consider a single meeting of only assistants, assuming you feel comfortable that such a gathering would be small enough to function as a real working meeting. If it is deemed useful to have a brief "readout" meeting for deputies at 8:30 am, you could have one of your own deputies chair that. No person, other than the chair of the deputies meeting, would go to both meetings.

The President's Legacy

At a broad, philosophical level, I think President Clinton is most likely to be remembered for having fashioned a "third way" politics based neither on big government, deficit spending solutions, nor on anti-government abdication, but on an engaged government that recognizes its limits while still marshaling its resources to tackle the real problems facing the nation -- a politics in tune with the essential moderation of the American people and one which has, not incidentally, resuscitated the Democrats as a Presidential party.

The contrary, cynical view of the President is that he is an opportunist who veered right in 1995 merely as a tactical maneuver. The extensive discussion by consultants about tactics hasn't helped the President in this regard. But the truth is that in 1992, long before "triangulation," Bill Clinton won the Democratic nomination and the Presidency on an explicit "third way" platform that set him apart from both liberal Democrats and Republicans. In my view, the President's legacy will rise or fall on whether he continues to articulate and implement this third way approach successfully. I see two issues as paramount.

Budget deficit. First, the President must continue progress toward a balanced budget -- including entitlement reform. The President's pivotal decision in his first term was to embrace real deficit reduction, which led to lower interest rates, increased investment and a healthy economy. Continued progress will be tough, but it is important for the economy, for the Democratic Party (which had lost credibility as an economic steward before Bill Clinton came along), and for the President. Making government work while living within our means is central to what the President's third way, vital center governance is all about.

Welfare/Jobs. "Ending welfare as we know it" was one of the President's signature promises in 1992, representing the "responsibility" part of his third-way "opportunity and responsibility" message. His critics on the left and right view his signing of the welfare bill as an expedient capitulation rather than a principled gamble aimed at ending a bankrupt system. It is important for the President's legacy that he fight *not* to roll the bill back but to make it succeed. Now that Republicans can no longer attack us for propping up a failed system, the President should have the moral high ground to lead a national effort to put people -- especially in the cities -- to work. By contrast, large increases in homelessness or child poverty would badly damage his legacy. A spotlight will inevitably be focussed on the effects of ending this historic entitlement.

96 AUG 16 All : 49

OFFICE OF POLITICAL AFFAIRS

FAX COVER SHEET

NOTE: THE INFORMATION CONTAINED IN THIS FACSIMILE MESSAGE IS
CONFIDENTIAL AND INTENDED FOR THE RECIPIENT ONLY.

DATE: August 16, 1996

TO: Peter Knight

FAX #: 496-1006

FROM: Todd Stein

RE: _____

PAGE 1 OF 2

If there are any problems with this transmission, please call
(202) 456-1125.

FAX SENT: __

August 16, 1996

MEMORANDUM FOR HAROLD ICKES
PETER KNIGHT

FROM: TODD STERN 

CC: JANICE ENRIGHT
KAREN HANCOX
CHERYL MILLS
BRUCE LINDSEY

SUBJECT: Traveling "Staff Secretary"

This is in response to Harold's August 15 memo. I have a slightly revised proposal that I think will serve everybody better -- being cheaper for the campaign and far better for my office.

Rather than actually moving Phil Caplan out of the White House onto the campaign staff, we should simply have the Staff Secretary's Office travel, with Phil and Helen (possibly me on occasion, but generally Phil or Helen) rotating.

- First, this would be fine legally -- I have checked it with Cheryl -- because everybody would still be working 40 hours on official business.
- Second, it would serve the President because both Phil and Helen are fully trained in handling all aspects of briefing book and other paper flow. Indeed, it would be more efficient because a person from my office could, without restriction, handle all official paper to and back from the President (e.g., decision memos, classified memos, etc.) while a campaign person would be restricted (e.g., could not handle non-public or classified paper).
- Third, this solution would be infinitely better for my office because it keeps three trained people on my staff, rather than cutting us to two and forcing onto Helen alone all the briefing book work that now gets done here by both Phil and Helen. Being able to rotate people through plane duty and back-at-the-ranch briefing book (and other) duty is a *much* preferred approach for me; losing Phil altogether at this point would be a mess.
- Finally, this solution would be cheaper for the campaign because, while the campaign would still have to pay for the *travel* of the person from my office, it would not have to absorb an additional *salary*.

I very strongly urge that we go in this direction.

MESSAGE CONFIRMATION

AUG-16 11:43 FRI

FAX NUMBER : 2024561414

NAME : NOT FOR*OFFICIAL*USE

FAX NUMBER : 4961006

PAGE : 02

ELAPSED TIME : 00'35"

MODE : G3 STD ECM

RESULTS : O.K

THE WHITE HOUSE
WASHINGTON

August 8, 1996

MEMORANDUM FOR HAROLD ICKES
JANICE ENRIGHT
KAREN HANCOX

CC: PETER KNIGHT

FROM: TODD STERN *TS*

SUBJECT: Travelling "Staff Secretary"

I have one slight modification to Peter's memo about the traveling "Staff Secretary". I think Adam would be fine for the purpose of assembling the briefing book materials that will, increasingly, have to get faxed to the road when the President is out for many days at a time. (It would help if he spent a little time with us here getting the logistics clear.) But I don't think Adam would be appropriate to handle the kind of official paper -- e.g., decision memos, Executive Orders, directives to agencies, VIP correspondence -- that the President normally handles in his phone and office time.

To the extent the President is travelling virtually all the time, so that the official paper he handles here has to get dealt with on the road, then either someone like Harold or Bruce may need to spend more time dealing with this paper (both as it goes into the President and routing it to the right place when it comes back from him) or someone from my office could travel.

I think we can play this by ear. The issue of the President being truly unavailable to us at the White House may not arise until the last 3 or 4 weeks of the campaign, and at that point we may find that there isn't much official paper anyhow. But if there is, I think you'd avoid some headaches by having one of my folks travelling.

dispatched

THE WHITE HOUSE

WASHINGTON

August 8, 1996

MEMORANDUM FOR HAROLD ICKES
JANICE ENRIGHT
KAREN HANCOX

CC: PETER KNIGHT

FROM: TODD STERN 

SUBJECT: Travelling "Staff Secretary"

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From Harold
Telkes

5/13/96

Send to Donskand
for reply?

Yes ☒

no —
Cood & craft
W/N32 C

Missouri House of Representatives



Resolution

Whereas, Japan is one of Missouri's largest international trading partners; and

Whereas, the Missouri State Government operates a trade office in Tokyo; and

Whereas, passenger air service between the United States and Japan is regulated and restricted by a bilateral agreement concluded between the two governments in 1952, before the advent of jet transportation; and

Whereas, the existing U.S.-Japan aviation agreement allows only twelve U.S. cities to have direct passenger air service to Japan; and

Whereas, a new coalition of businesses and labor and political leaders has been formed to liberalize the 1952 aviation agreement and permit more flights from more cities connecting the United States with Japan; and

Whereas, this coalition is known as "ACCESS U.S.-Japan", (the Aviation Coalition for Competition and Expanded Services Between the United States and Japan), and is chaired by Gerald L. Baliles, the former Governor of the Commonwealth of Virginia; and

Whereas, the Governor of Missouri, Mel Carnahan, is a founding member of ACCESS U.S.-Japan; and

Whereas, the restrictive aviation agreement now in force with Japan does not permit Missouri airports to offer flights to Japan; and

Whereas, because of the restrictive agreement now in force, passengers must pay between twenty-five and sixty percent higher fare rates per mile for flights to Japan as compared with flights to other major international destinations; and

Whereas, Trans World Airlines, headquartered in St. Louis, has applied to the United States Department of Transportation to be granted authority to operate nonstop service between St. Louis and Tokyo, and between St. Louis and Osaka; and this application has received formal support from ACCESS U.S.-Japan; and

Whereas, an economic study by Coopers & Lybrand L.L.P. has determined that one flight per day from Tokyo to St. Louis would generate an additional \$500 million per year in economic activity for the St. Louis area; and

Whereas, Coopers & Lybrand's economic study has determined that a liberalized aviation agreement between the United States and Japan would generate an additional \$9 billion per year throughout the United States; and

Whereas, the President of the United States, William J. Clinton, will travel to Tokyo in April, 1996, for a State Visit, one which will include policy discussions with the Japanese Prime Minister:

Now, therefore, be it resolved that we, the members of the Missouri House of Representatives, Eighty-eighth General Assembly, hereby urge President Clinton to seek immediate commencement of negotiations with Japan to liberalize the United States-Japan passenger aviation agreement during his upcoming State Visit to Japan; and

Be it further resolved that the Missouri House of Representatives memorialize the United States Department of Transportation to grant Trans World Airlines' application for authority to offer air service connecting St. Louis with Tokyo and Osaka, Japan; and

"Salus Populi Suprema Lex Esto"

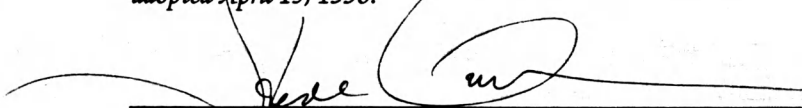
Be it further resolved that the Missouri House of Representatives support the efforts of ACCESS U.S.-Japan to promote tourism, trade, and economic growth in Missouri and throughout the United States through expanded aviation service between the United States and Japan; and

Be it further resolved that the Chief Clerk of the Missouri House of Representatives be instructed to prepare properly inscribed copies of this resolution for President William J. Clinton, for each member of the Missouri Congressional delegation, for the United States Department of Transportation, for Trans World Airlines of St. Louis, and for ACCESS U.S.-Japan, the Honorable Gerald L. Baliles, Chairman.



Offered by Representative May Scheve
District No. 98

I, Steve Gaw, Speaker of the House of Representatives, Eighty-eighth General Assembly, Second Regular Session, do certify that the above is a true and correct copy of House Resolution No. 716, adopted April 15, 1996.


Steve Gaw, Speaker

From the Desk of
HOWARD A. RUBIN

MR. PRESIDENT

As part of our informal discussion
we talked about my son Josh and
his college plans.

Here's an article about him and
a picture of his "Hummer"
which we also discussed.

Thune

R

Scholars of the Month

Continued from Page A7

and community, International Exchange Program Outward Ambassador Award and Student of the Month in history and Spanish. From 1993 to 1995 Margot was given the Diploma de Merito en el Curso de Español Award.

Allan Hamid, a social studies teacher at FLHS, said Margot is "adaptable to all types of situations. She works hard to achieve her goals and is interested in education as opposed to grades." Mr. Hamid added that he considers Margot a role model for himself as well as the class.

Margot is president of the Inter-

national Exchange Program, a peer facilitator and a Student Government Representative. She plays on the varsity cross country, basketball and soccer teams.

The cultural experiences Mr. Gilmore spoke of expanded the playing field and influenced her both academically and aesthetically. Margot said she has "done a lot of student exchange because I think it is important people understand other cultures."

The last three summers have taken her to Ecuador, Argentina and Venezuela where she lived with a Latin-American families. It was easier for her than most visitors to a foreign

country, having studied Spanish five years. These experiences confirmed her decision to study international relations after high school. Future plans may include working for the government as an ambassador.

Margot extends herself to non-English speaking adults in the Mount Kisco community where she tutors at Saint Francis Catholic Church one evening a week.

What does Margot do for Margot? "Piano is my private passion. I share my art with the class and I speak Spanish to people so I can use it, but I just get pleasure out of playing piano for myself."

Scholar of the Month

Scholars Share Common Link — Themselves

By MARTHA DePHILLIPS

There is a common link between two high-achieving high school students. Both enjoy academic excellence, both involve themselves in the school community, both are seniors at Fox Lane High School, both are residents of Pound Ridge and both students were selected by their school for The Patent Trader's "Scholars of the Month" for January.

It was too difficult a decision for Coordinator of Guidance Anthony Dovi and counselors Carolyn Wade and Gary Gilmore to choose between the two, so they asked if both students could be recognized for their accomplishments.

In spite of their similarities, Joshua Cory Rubin and Margot Gilliam are not bookends. Their interests and life experiences have taken them to other parts of the world for distinct reasons making their individuality unique.

If you were to read Joshua's academic transcript, you might ask what direction the multi-faceted individual will study when he enters one of the ivy-league schools to which he applied.

Joshua has a grade point average of 97.66. For the last two years, he was selected "Student of the Month for math, English, physical education and health in 1994 and for social studies and French in 1995.

James Gaudet, FLHS math teacher, said Joshua is the top student in his calculus class and top scorer on the Interscholastic Math League team. "Joshua is serious but with a sense of humor."

Upon learning that his student may enter the medical profession as a psychiatrist in the future, Mr. Gaudet seemed surprised and a little disappointed, especially since Joshua was unanimously nominated by FLHS science and mathematics faculty to be sole candidate for a Tandy Scholarship and recognized for "noteworthy achievements in mathematics and science" by the IBM Thomas J. Watson Research Center.

"I guess everybody who comes across a student like him expects him to go into their field of study," Mr. Gaudet said, adding "Joshua has both great intuition and insight. He is motivated by his own stubbornness which is a good trait in math."

How does Josh spell relief from the world of academia? He owns and trains two show horses. In the last 10 years, he has compiled 50 prizes in cross country, dressage and stadium jumping. At times he takes to the water on skis and to the mountains on bike.

This past year, Josh's pet project was raising money for the "Holocaust Essay Award" dedicated in his grandmother's name to commemorate her 75th birthday. His grandparents, Dennis and Olga Kissel were survivors of the Auschwitz camp. The contest will be judged in May by several teachers as well as his grandmother, with the winner of the contest receiving a monetary award of \$1,000.

The summer of 1994 took Joshua to three small towns in Puerto Rico for three weeks. He said that while there he "helped build dams to collect rain water in a village where people live in shanties." While in Cuelebra, he assisted at a riding academy where he worked with handicapped children. Back home he tutored an elementary summer school reading program at Pound Ridge Elementary School.

Feature writing was something Josh dabbled in as staff writer for the school paper "Forum" and was a contributor to the literary magazine "Fire and Ice". The business side of the 17-



Margot Gilliam



Joshua Cory Rubin

year-old took charge of finances with the Student Government Club as their treasurer and a member of the Class of '96 finance committee.

In the truest sense of the expression, Margot Gilliam, a senior at Fox Lane High School, is a contemporary Renaissance woman.

Academically, she has a cumulative grade point average of 95.87, excelling in all disciplines while proving herself as an artist.

Margot's Advance Placement teacher in Studio Art, Ruddy Havill, said her artwork ranks among the best he has ever taught in 21 years. "She paints emotionally and intellectually and is always eager for more information," said Mr. Havill.

Her cultural and educational experiences contributed to her artistic perspective, in both painting and photography. Currently, the honor student is creating a portfolio with a theme of hands, faces and people expressing emotions after being influenced by a 19th Century sculpturer she learned about while visiting Ecuador as an exchange student.

When completed, the portfolio will be graded for college credit. Mr. Havill said Margot's work is "way above high school work and could be exhibited in an art gallery."

Guidance Counsel Gary Gilmore said Margot is "a most unusual young lady. In her short life she has had many cultural and educational experiences which have enriched her and continue to whet her keen appetite for learning and living."

Included in a list of educational awards and honors bestowed on the senior in 1995 are the National Honor Society, Xerox Award in Humanities/Social Sciences, Dartmouth Book Award for her contribution to school

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