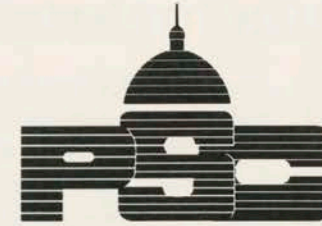




Private Sector Council  
*Leadership Awards Dinner*

1994



**Private Sector Council**

cordially welcomes you to our

***Leadership Awards Dinner***

Honoring

**The Honorable Bob Dole**

Senator from Kansas

and

**Thomas G. Labrecque**

Chairman and Chief Executive Officer  
The Chase Manhattan Bank, N.A.

*Leadership Award Presentations by*

**Philip B. Fletcher**

Chairman and Chief Executive Officer  
ConAgra, Inc.

and

**The Honorable Daniel P. Moynihan**

Senator from New York

Thursday, April 21, 1994  
ANA Westin Hotel  
2401 M Street, N.W.  
Washington, D.C.

## A TRIBUTE TO LEADERSHIP



Thomas G. Labrecque

*Senator Bob Dole and Tom Labrecque are two individuals who have served our nation with great distinction. Through their tireless commitments, both have excelled in their professions and are held in the highest regards by their colleagues and the nation. Both leaders have made substantial, sustained contributions to make our government more efficient and responsive to its people. For all they have done to better our nation, we are proud to honor these outstanding Americans this evening.*

In this era of reinventing, reengineering, and right-sizing in the corporate world, a quiet success story is that of Chase Manhattan Bank, N.A.—through the strategic vision and strong leadership of its “get-things-done” Chairman, Thomas G. Labrecque. The energy he has shown in directing the success of Chase as a leader in the banking industry has been noted over the years in all he has undertaken. He is viewed as a progressive thinker in conceptualizing what has to be done to advance the banking industry in the 21st century. More importantly, he actively promotes the changes necessary to realize success.

Tom Labrecque was born in Long Branch, New Jersey, graduated with a liberal arts degree from Villanova in 1960 and pursued graduate studies at American University and New York University. After four years in the Navy, he joined Chase Manhattan in 1964 as a member of its Special Development Program, rapidly advancing to upper management with a reputation as a trouble-shooter and “doer.” During New York City’s fiscal crisis in the mid-1970’s, Tom served on the committee of financial leaders who helped to resolve the City’s fiscal crisis and in 1980 participated on the team that secured the release of American hostages from Iran. Mr. Labrecque currently serves on the boards of Alumax, Inc., Pfizer, Inc., and the Federal Reserve Bank of New York. He is also a member of the President’s Advisory Committee on Trade Policy and Negotiations. He is a director of the Fund for New York City Public Education, Treasurer of the United Negro College Fund, Trustee of the University of Notre Dame and is active in other business and civic organizations.

Over the years Chase Manhattan has contributed to many of the successes that the Private Sector Council celebrates this evening by contributing time, knowledge, talent, and specialized skills on Private Sector Council projects where Chase executives have worked cooperatively with government managers to find creative solutions to knotty government problems. By encouraging through words and deeds private sector assistance to address public sector problems, Tom Labrecque serves our nation with great distinction in making government more efficient, productive, and better managed.

For his strong leadership in business, for recognizing the importance of public service in one’s life, and for his support and dedicated efforts to improve the operations of government, we are pleased to present Thomas G. Labrecque with the distinguished Private Sector Leadership Award.

## A TRIBUTE TO LEADERSHIP



Senator Bob Dole

Bob Dole grew up during the Depression in the heartland of the Midwest in the small town of Russell, Kansas and was the first in his family to attend college. After a year at the University of Kansas in 1942, he enlisted in the U.S. Army, later becoming a second lieutenant. Three weeks before the end of World War II, he was seriously wounded and spent the next several years recovering. He later resumed his educational endeavors, earning an undergraduate and law degree from Washburn Municipal University in Topeka, Kansas. Republicans, attracted by his sterling war record and recognizing his tenacity to accomplish whatever he set out to do, encouraged Bob Dole to run for the state legislature, then for county attorney, followed by four terms in the U.S. House of Representatives, and finally his election to the U.S. Senate in 1968. In 1984 he was elected Senate Majority Leader. He has served longer in Congress than all but three other Senators (Inouye, Thurmond, Byrd). Senator Dole is an old-fashioned politician, with good political eyesight, who does his own work. His command of Senate procedure is outstanding, his word is solidly reliable and his relations with his colleagues clearly exhibit his talent as a leader.

There is no mistake that Bob Dole dominates the Republican voice. He is a hard worker and a pragmatic census builder who has earned a reputation for his sly wit. He is well-known for his expression of humor about the personalities and the issues of the day, as well as about himself. Name an issue—budget, crime, health care, economy, efficiency in government, taxes — Bob Dole speaks his mind as the leader of the opposition. He has spent his life immersed in politics and has an uncanny ability to get to the heart of an issue in a reflectively truthful way. He has long been an advocate for deficit reduction, government efficiency and accountability.

In his personal life, Bob Dole reflects his caring for others through two special organizations. The Dole Foundation, which he established in 1984, is the only non-profit foundation focusing solely on competitive employment for people with disabilities. It creates a bridge between the corporate world and the community of 43 million Americans with disabilities. Locally, Bob and his wife Elizabeth Dole are ardent supporters of Sarah’s Circle, an organization established in 1983 to provide the elderly and disabled with housing and other needs that affords them the opportunity to live independently and with dignity in an urban neighborhood.

For his consistent efforts to make our government more efficient and responsive to its people, for 45 years of distinguished service to our nation and with deep respect for his leadership, performance, and ability in improving his state and nation, the Private Sector Council is honored to present Senator Dole with its prestigious Public Sector Leadership Award.

*These two Americans have successfully managed challenging and pressing issues of our time with the clear vision that is a mark of effective leadership. The Private Sector Council is proud to recognize and pay tribute to Tom Labrecque and Senator Bob Dole.*

## Leadership Awards Dinner

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Thomas V. Fritz, President and Chief Executive Officer  
The Private Sector Council

## Previous Leadership Awards Recipients

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Senator Sam Nunn

Frank A. Shrontz

The Boeing Company

1992

Ambassador Carla A. Hills

Edgar S. Woolard, Jr.

E.I. du Pont de Nemours & Company

1991

The Honorable Thomas S. Foley

Paul H. O'Neill

ALCOA

1990

The Honorable Richard Cheney

Edmund T. Pratt, Jr.

Pfizer Inc

1989

Senator John H. Glenn

George H. Weyerhaeuser

Weyerhaeuser Company

1988

Senator Alan K. Simpson

Dr. Allen E. Puckett

Hughes Aircraft Company

1987

Secretary Lloyd Bentsen

The Honorable Frank C. Carlucci

The Carlyle Group

1986

The Honorable James A. Baker, III

David Packard

Hewlett-Packard Company

## Private Sector Council Members

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ALCOA	IBM Corporation
American Airlines	J.C. Penney Company
American Cyanamid Company	KPMG Peat Marwick
American Express Company	Lockheed Corporation
Ameritech	Marsh & McLennan Companies
AMOCO	Martin Marietta Corporation
AT&T	McGraw-Hill Inc.
Bell Atlantic Corporation	MCI Communications Corporation
BellSouth Corporation	The Mead Corporation
The Boeing Company	Mobil Corporation
Chase Manhattan Bank, N.A.	National Association of Wholesaler-Distributors
CMS Energy Corporation	Northern Telecom Limited
ConAgra, Inc.	Northrop Corporation
Deloitte & Touche	NYNEX Corporation
Digital Equipment Corporation	Pacific Telesis Group
The Dow Chemical Company	Pfizer Inc
E.I. du Pont de Nemours & Company	PPG Industries Inc.
EDS	Price Waterhouse
Enron Corporation	Procter & Gamble Corporation
Ernst & Young	The Quaker Oats Company
Exxon Corporation	Raytheon Company
Florida Power & Light Company	Texaco Inc.
Fluor Corporation	United Technologies Corporation
FMC Corporation	The Upjohn Company
Ford Motor Company	U S WEST, Inc.
General Electric Corporation	Western Atlas Inc.
Gillette Company	Westinghouse Electric Corporation
Hewlett-Packard Company	Xerox Corporation
Honeywell Inc.	
Houston Industries Incorporated	

## Program

### Welcome

**Thomas V. Fritz**

*President and Chief Executive Officer  
Private Sector Council*

### Opening Remarks

**Michael P. Esposito, Jr.**

*Master of Ceremonies  
Chairman of the Board  
Private Sector Council*

### Invocation

**Reverend Ronald F. Christian**

*Evangelical Lutheran Church in America*

### Dinner

### Awards Presentation

#### Presenter

**The Honorable Daniel P. Moynihan**  
*Senator from New York*

#### Private Sector Leadership Awardee

**Thomas G. Labrecque**

*Chairman and Chief Executive Officer  
The Chase Manhattan Bank, N.A.*

#### Presenter

**Philip B. Fletcher**

*Chairman and Chief Executive Officer  
ConAgra, Inc.*

#### Public Sector Leadership Awardee

**The Honorable Bob Dole**

*Senate Minority Leader  
Senator from Kansas*

### Closing

## Private Sector Council Chief Financial Officers Task Force

Chairman, Boyd E. Givan, *The Boeing Company*

Patrick W. Kenny <i>Aetna Life &amp; Casualty Co.</i>	Charles R. Sitter <i>Exxon Corporation</i>
Jan H. M. Hommen <i>ALCOA</i>	James O. Rollans <i>Fluor Corporation</i>
Michael J. Durham <i>American Airlines</i>	Arthur D. Lyons <i>FMC Corporation</i>
Terence D. Martin <i>American Cyanamid Company</i>	Stanley A. Seneker <i>Ford Motor Company</i>
Michael P. Monaco <i>American Express Company</i>	Javier R. Urioste <i>General Electric Corporation</i>
John A. Edwardson <i>Ameritech</i>	Thomas F. Skelly <i>The Gillette Company</i>
John L. Clark <i>AMOCO</i>	Robert P. Wayman <i>Hewlett-Packard Company</i>
James J. Meenan <i>AT&amp;T</i>	Michael A. Rocca <i>Honeywell Inc.</i>
William O. Albertini <i>Bell Atlantic Corporation</i>	William A. Cropper <i>Houston Industries</i>
Patrick H. Casey <i>BellSouth Corporation</i>	Charles H. Noski <i>Hughes Aircraft Company</i>
Michael P. Esposito, Jr. <i>Chase Manhattan Bank, N.A.</i>	Jerome B. York <i>IBM Corporation</i>
Victor J. Fryling <i>CMS Energy Corporation</i>	Robert E. Northam <i>J.C. Penney Company, Inc.</i>
Stephen L. Key <i>ComAgra, Inc.</i>	Vincent N. Marafino <i>Lockheed Corporation</i>
William M. Steul <i>Digital Equipment Corporation</i>	Frank J. Borelli <i>Marsh &amp; McLennan Companies</i>
Enrique C. Falla <i>The Dow Chemical Company</i>	Marcus C. Bennett <i>Martin Marietta Corporation</i>
C.L. Henry <i>E.I. du Pont de Nemours &amp; Co.</i>	Robert J. Bahash <i>McGraw-Hill Inc.</i>
Joseph M. Grant <i>EDS</i>	Douglas L. Maine <i>MCI Communications Corporation</i>
Jack I. Tompkins <i>Enron Corp.</i>	

### CPA Advisors

Jeffrey P. Rohr <i>Deloitte &amp; Touche</i>	Richard W. Dugan <i>Ernst &amp; Young</i>	Joseph Mauriello <i>KPMG Peat Marwick</i>	Paul E. Lohneis <i>Price Waterhouse</i>
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## Completed Projects

The Private Sector Council completed twenty projects for various departments, agencies, and affiliates of the Federal Government during the past year. Results from a selection of these projects are highlighted below:

### Department of the Air Force

AT&T, Deloitte & Touche, and Du Pont performed on-site reviews of Air Force restaurants and club operations and introduced improved business practices and standards which will enable Air Force Club facilities to operate as self-sustaining units, no longer dependent on government tax revenues.

### The Smithsonian Institution

The Smithsonian requested assistance in evaluating its financial and administrative functions with a view toward improving the effectiveness of these functions at a reduced cost. American Express, Eastman Kodak Company, Gillette, and Lockheed provided recommendations for organizational changes that will create economies of scale, more manageable control, and improved effectiveness during a period of "downsizing." For the first time anyone can recall in its 147 year history, the Smithsonian faces a reduced budget and layoffs.

### Internal Revenue Service (IRS)

PSC assisted the IRS in its efforts to realign and simplify its regional structure. PSC members counseled the IRS National Organization Study Group on the methodology followed by the private sector in conducting restructuring actions. The presentation provided real-life business experience which was used for guidance in the IRS organizational review and simplification. American Express, Aetna Life & Casualty, and Hewlett-Packard participated on the project. With this assistance, the IRS has moved ahead with its restructuring strategy, eliminating a region and flattening the management organization.

### US Treasury Financial Management Services (FMS)

Federal Performance Measurement Standards - Recently, FMS published the results of a survey conducted by PSC of Fortune 500 companies. The report, Performance Measurement: Report on a Survey of Private Sector Performance Measures, identifies business performance measurement practices applicable to government. Forty-one PSC member companies responded to the survey. Secretary Lloyd Bentsen personally presented PSC team specialists who worked on this project (from Chase Manhattan Bank,

N.A., Westinghouse Electric Corp., Eastman Kodak Company, Pacific Telesis Group, and PSC project managers) with the prestigious **Secretary's Award for Distinction in Financial Management Improvements** for their expertise and outstanding efforts.

FMS's Commissioner, Russell Morris, presented the survey results to the House Committee on Government Operations Subcommittee on Legislation and National Security during testimony on proposed legislation that became the Government Performance and Results Act (GPRA). In his testimony, Commissioner Morris also praised the good work of the PSC team. On August 2, 1993 the GPRA was enacted. This legislation will eventually require agencies to write strategic plans, state performance goals, and report annually on measurement of performance compared to goals.

Real Property Quality Standards - Hewlett-Packard and United Technologies Corporation assisted FMS to develop Real Property implementation standards for measuring and tracking the quality of work performed by contractors.

Credit Reform - Developed support systems to collect and process credit financial data. U S West, Inc. and Chase Manhattan Bank, N.A. participated on the project.

#### **General Services Administration**

Customer Satisfaction Measurement - PSC team specialists from ALCOA, CMS Energy, Mead, Pacific Telesis, and Pfizer provided advisory services to GSA in its request for and evaluation of technical proposals from potential vendors to design a Customer Satisfaction Measurement System. The PSC team also reviewed deliverables from the selected contractor.

Quality Standards - In an effort to assure the quality of products and services provided by GSA to Federal departments and agencies, GSA explored the inclusion of standards established by the International Standards Organization (ISO 9000) in its vendor contracting process and investigated other available private sector quality techniques. The Boeing Company and Du Pont provided advisory service to GSA based upon their experience in developing quality standards.

#### **University of Maryland School of Public Affairs/School of Business**

PSC and the University of Maryland co-sponsored the fourth annual two-week executive management program for government senior financial officers -- "Financial Officer as a Financial Leader." The sessions covered a broad range of topics including leadership development, intro-

duction of innovative management techniques, and policy analysis with an emphasis on applying learned techniques to real work situations. PSC arranged for speakers from government and corporate America to share their experiences in developing effective business strategies and to offer their suggestions to improve current government financial management. PSC members who have participated are American Express, Chase Manhattan Bank, N.A., Ernst & Young, Martin Marietta, and Price Waterhouse.

#### **Office of the Vice President - National Performance Review (NPR)**

Vice President Al Gore's NPR team requested and received PSC's advice and counsel regarding changes that government should make in order to work better and cost less. This involvement injected a private sector perspective into the deliberations. Our participation was praised in personal letters of commendation from both the President and the Vice President. An outline of the NPR was also issued to members. The difficult part — implementation of the recommendations — has now begun.

#### **Committee for Purchases from the Blind**

PSC assisted in developing a format for reports received by this Federally chartered oversight committee from grantee non-profit agencies to assist it in determining that Federal program funds are used in an effective manner. PSC member company Ernst & Young participated.

#### **Environmental Protection Agency (EPA)**

PSC conducted a focus group of EPA contractors to unveil problems the contractors have experienced or perceive in EPA's contract management division. PRC Environmental Management assisted PSC in moderating the focus group. The group's findings were compiled and a report with recommended changes was submitted to the Agency's Assistant Administrator for corrective action.

## **Current Projects**

*The Private Sector Council is currently conducting over fifteen projects for the Federal Government. Highlights from a selection of these projects follow:*

#### **Department of the Army**

Marsh & McLennan, Pacific Telesis, and Ameritech are participating as an advisory panel to the Secretary of the Army and his senior-level Financial Steering Group (which is comprised of Army Generals and senior-level civilians) in providing accounting and financial experience.



The PSC team's counsel relates to the implementation of the Federal Chief Financial Officers Act, improving Army's financial management information and preparations for Senate hearings. The PSC team has also met with senior government officials at the Office of Management and Budget and the General Accounting Office to cooperate with them in addressing improvements in the Army's financial management. The Comptroller General of the United States, Charles A. Bowsher, and Lt. General Merle Freitag, Comptroller of the Army, were full of praise in testimony before the Senate Government Affairs Committee, chaired by Senator Glenn (D-OH), for the assistance our members were providing to implement financial management at Army.

#### **United States Postal Service (USPS)**

PSC volunteers from CMS Energy, Northrop, PPG, and U S WEST are assisting the USPS in identifying, evaluating, and implementing responsibility centers for revenues, cost, and profits for products and service and/or geographic areas. In an initial effort, a standard cost system is being developed at Distribution Centers to determine costs and performance measures of the high-volume activities related to sorting and redistributing mail. This new project follows a continual flow of beneficial projects conducted for the USPS.

The Postal Service has requested examples of corporate codes of ethics and related representations received from corporate executives. A selected group of PSC member companies have been contacted and are providing a reservoir of excellent ideas and examples.

#### **United States Customs Service**

The Customs Service is receiving private sector assistance and counsel in reviewing the effectiveness of its present accounts receivable billing and collection systems and in identifying a means for accelerating the tariff collection process. In the first phase of the project, the PSC team observed a number of areas in the revenue and receivable systems where improvements could be implemented by changes in practices and policies and by reengineering the data flow. BellSouth, Exxon, and The Lawrence Company representatives are participating.

The Gillette Company, Ford Motor Company, and FMC Corporation are assisting U.S. Customs in developing a methodology to be used in valuing capital assets that had been previously expensed and in reengineering its property management processes. Included in the project is a review of the dollar value and type of property to be physically accounted for and the procedures for verifying existence.

#### **Internal Revenue Service (IRS)**

American Cyanamid, American Express, BellSouth, and Mobil are providing volunteers to serve as advisors to the IRS in developing and implementing an activity-based cost management system. IRS Service Center and District Office activities are being analyzed to identify processes crossing functional areas and categorizing the tasks performed as either value added or non-value added. The approach is to initiate change aimed at eliminating non-value added tasks.

#### **Department of Agriculture/Department of the Treasury (USDA/TRE)**

USDA, working with TRE, is committed to advance a National Food Stamp Electronic Benefit Transfer Program which utilizes modern automated financial transaction processing and card access technology to electronically deliver benefits to recipients through the use of ATMs and point-of-sale (POS) terminals. Food Stamp EBT will utilize POS terminals located in authorized food retail locations. Benefit recipients would pay for food they select by swiping the EBT card through an EBT terminal. The food store cashier keys in the amount of purchase, which is verified by the benefit recipient before being deducted from the recipient's available balance. At the beginning of the next benefit period, a new allotment refreshes the recipient's account balance.

PSC member, Chase Manhattan Bank, N.A., is providing specialized technical assistance to USDA and TRE in adopting a nationwide standard settlement and reconciliation mechanism that conforms to existing commercial infrastructure standards and Federal Reserve/TRE requirements and also provides a platform for other Federal assistance programs. The National Performance Review Report makes "Electronic Government" a keystone in improving government. This is a prominent program of the Administration.

## **Upcoming Projects**

*The Private Sector Council is currently considering or staffing a number of project requests. Summaries from a selection of these requests follow:*

#### **Department of Interior (DOI)**

DOI has requested assistance from the private sector in identifying financial management practices and procedures that can be standardized or improved by adopting a "best practice" for each of its ten independent bureaus. The objective of the project is to develop more standardized practices, obtain improvements in efficiency and cost reductions through reengineering processes and procedures.

#### **Federal Accounting Standards Advisory Board (FASAB)**

The FASAB will be developing cost accounting standards for governmental entities. PSC has been asked to provide technical review and advice as to cost concepts and implementation considerations.

#### **University of Maryland School of Public Affairs/School of Business**

In 1994, the PSC will again co-sponsor the two-week executive management program for government senior financial officers, "Financial Officer as a Financial Leader." We understand this is the only university level executive management program for government senior financial officers. Year after year the program receives favorable acclaim from its alumni, thanks in no small way to the speakers that PSC secures from corporate America who share their ideas and experiences for improving government financial management.

#### **Internal Revenue Service**

The IRS has established a centralized "help desk" to provide assistance to its personnel in dealing with administrative, human resource, and other operating questions. Assistance from the private sector is being requested to automate responses to inquiries and to track the responses to ultimate resolution.

#### **Department of Agriculture**

Department of Agriculture will be requesting assistance and advice from PSC members in developing a department-wide financial management strategic plan and the appropriate organizational relationships while implementing The Chief Financial Officers Act and the Government Performance and Results Act. The project is expected to improve financial management throughout USDA and focus attention on the importance of financial performance.

## Special Appreciation

PSC would like to thank Ms. Michaela Redono, St. Supéry Vineyards, for her generous contribution of premium wines for this evening's dinner.



St. Supéry Winery  
8440 St. Helena Highway  
Rutherford, CA 94573  
(707) 963-4507

## Notes

## Notes

### **Private Sector Council Mission**

Private Sector Council (PSC) is a nonprofit, nonpartisan, public service organization dedicated to assisting the federal government improve its efficiency, productivity and management through cooperative sharing of knowledge between the public and private sectors. At no cost to the American taxpayer, qualified executives from PSC's member companies contribute time and talent to work on select projects which are cooperatively defined, but initiated by government department and agency senior management. Through these efforts, efficient and modern business methods developed in the private sector are introduced to government to improve the management of its operations.

PRIVATE  
SECTOR  
COUNCIL

1101 16th Street, N.W.  
Washington, D.C. 20036  
(202) 822-3910

Private Sector Council  
*Leadership Awards Dinner*  
honoring  
The Honorable Robert Dole and Thomas G. Labrecque

Please recognize me as a Co-Chairman and my support of PSC in paying tribute to these distinguished leaders by:

- Reserving \_\_\_\_\_ Sponsor table(s) at \$7,500 each. Sponsors receive:  
Admittance of ten to the General Reception and preferred seating at the Dinner.  
Admittance of two to the Private Reception with the *Leadership Awardees*.  
Recognition of Sponsorship in the Dinner Program.
- Reserving \_\_\_\_\_ Patron table(s) at \$5,000 each. Patrons receive:  
Admittance of ten to the General Reception and Dinner.  
Recognition of Patronage in the Dinner Program.

Please accept my support of PSC in paying tribute to these distinguished leaders by:

- Reserving \_\_\_\_\_ ticket(s) at \$500 per ticket for admittance to the Dinner and General Reception.
- Accept this contribution for \$ \_\_\_\_\_, I/we cannot attend

Enclosed is a check for \$ \_\_\_\_\_

Please see back

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Name: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Phone: \_\_\_\_\_

A special room rate is available to PSC participants of \$150 per night at the ANA Westin Hotel. Please contact the hotel directly at (202) 429-2400, being sure to mention that you are with the Private Sector Council group.

In accordance with Section 6115 of the Internal Revenue Code, contribution amounts in excess of \$1000 for Sponsor or Patron tables or in excess of \$100 for individual tickets are tax deductible.

Please refer any inquiries to Renee Mira (202) 822-3910

## Private Sector Council Members

Aetna Life & Casualty Company  
ALCOA  
American Airlines  
American Cyanamid Company  
American Express Company  
Ameritech  
AMOCO  
Armstrong World Industries, Inc.  
AT&T  
Bell Atlantic Corporation  
BellSouth Corporation  
The Boeing Company  
Chase Manhattan Bank, N.A.  
CMS Energy Corporation  
ConAgra, Inc.  
Deloitte & Touche  
Digital Equipment Corporation  
The Dow Chemical Company  
E.I. du Pont de Nemours & Company  
Eastman Kodak Company  
EDS  
Enron Corporation  
Ernst & Young  
Exxon Corporation  
Florida Power & Light Company  
Fluor Corporation  
FMC Corporation  
Ford Motor Company  
General Electric Corporation  
Gillette Company  
Hewlett-Packard Company  
Honeywell Inc.

Houston Industries Incorporated  
Hughes Aircraft Company  
IBM Corporation  
J.C. Penney Company  
KPMG Peat Marwick  
Lockheed Corporation  
Marsh & McLennan Companies  
Martin Marietta Corporation  
McGraw-Hill Inc.  
MCI Communications Corporation  
Mead Corporation  
Mobil Corporation  
National Association of  
Wholesaler-Distributors  
Northern Telecom  
Northrop Corporation  
NYNEX Corporation  
Pacific Telesis Group  
Pfizer Inc  
PPG Industries Inc.  
Price Waterhouse  
Procter & Gamble Corporation  
The Quaker Oats Company  
Raytheon Company  
Texaco Inc.  
United Technologies Corporation  
The Upjohn Company  
U S WEST, Inc.  
Western Atlas Inc.  
Westinghouse Electric Corporation  
Xerox Corporation

The Department of Defense finds this event meets the standards for participation by DoD personnel under DoD Instruction 5410.20 and DoD Standards of Conduct Directive 5500.7.



## Private Sector Council

cordially invites you to our

### *Leadership Awards Dinner*

Honoring

## The Honorable Robert Dole

Senator from Kansas

and

## Thomas G. Labrecque

Chairman and Chief Executive Officer  
The Chase Manhattan Bank, N.A.

Thursday, April 21, 1994

ANA Westin Hotel  
2401 M Street, N.W.  
Washington, D.C.

Reception - 6:15 p.m.  
The Ballroom Foyer

Dinner - 7:00 p.m.  
The Ballroom

Black Tie

Leadership Awards to be presented by

**Philip B. Fletcher**

Chairman and Chief Executive Officer  
ConAgra, Inc.

and

**The Honorable Daniel P. Moynihan**

Senator from New York



## Previous Leadership Award Recipients

1993

Senator Sam Nunn  
Frank A. Shrontz  
*The Boeing Company*

1991

The Honorable Thomas S. Foley  
Paul H. O'Neill  
*ALCOA*

1989

Senator John H. Glenn  
George H. Weyerhaeuser  
*Weyerhaeuser Company*

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Secretary Lloyd Bentsen  
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Ambassador Carla A. Hills  
Edgar S. Woolard, Jr.  
*E.I. du Pont de Nemours & Company*

1990

The Honorable Richard Cheney  
Edmund T. Pratt, Jr.  
*Pfizer Inc*

1988

Senator Alan K. Simpson  
Dr. Allen E. Puckett  
*Hughes Aircraft Company*

1986

The Honorable James A. Baker, III  
David Packard  
*Hewlett-Packard Company*

## Private Sector Council Leadership Awards

Each year, the Private Sector Council (PSC) selects two distinguished leaders to receive PSC's esteemed *Leadership Awards*. These outstanding citizens, one from the public sector and one from the private sector, are presented with these recognized symbols of excellence for their commitment and dedication to making our nation's government more efficient and responsive to its people. PSC takes great pride in saluting such exceptional leaders who have served our nation with great distinction and advanced PSC's mission to improve the efficiency, productivity, and management of the federal government through a cooperative sharing of knowledge between the public and private sectors. Because PSC is nonpartisan, the *Public Sector Leadership Award* annually alternates between political party representatives. As a nonprofit, public service organization, qualified executives from PSC's member companies contribute time and talent, at no cost to the American taxpayer, to work on select projects initiated by our government's departments and agencies. Through these efforts, efficient and modern business methods developed in the private sector are introduced to government to improve its operations.

## Dinner Chairmen

John M. Albertine

*Albertine Enterprises, Inc.*

William O. Albertini

*Bell Atlantic Corporation*

Dwayne O. Andreas

*Archer Daniels Midland Company*

C. Michael Armstrong

*Hughes Aircraft Company*

Richard M. Bayersdorfer

*Price Waterhouse*

Patrick M. Byrne

*A.T. Kearney, Inc.*

The Honorable James A. Baker, III

The Honorable Frank C. Carlucci

*The Carlyle Group*

Raymond G. Chambers

*The Amelior Foundation*

The Honorable Richard Cheney

*American Enterprise Institute*

William E. Downing

*Pacific Telesis Group*

Richard W. Dugan

*Ernst & Young*

The Honorable Marvin Esch

*Former Congressman of Michigan*

Michael P. Esposito, Jr.

*Chase Manhattan Bank, N.A.*

Louis V. Gerstner

*IBM Corporation*

Boyd E. Givan

*The Boeing Company*

William R. Graber

*The Mead Corporation*

Dr. Donald Haider

*Northwestern University*

Thomas B. Hayward, USN (Ret.)

*Thomas B. Hayward Associates Inc.*

The Honorable Carla A. Hills

*Hills & Company*

Warren H. Hollinshead

*Westinghouse Electric Corporation*

Michael H. Jordan

*Westinghouse Electric Corporation*

Stephen L. Key

*ConAgra, Inc.*

Richard P. Kreckler

*Blue Cross & Blue Shield of Kansas City*

Kent Kresa

*Northrop Corporation*

Paul E. Lohneis

*Price Waterhouse*

Jon C. Madonna

*KPMG Peat Marwick*

Vincent N. Marafino

*Lockheed Corporation*

Joseph Mauriello

*KPMG Peat Marwick*

The Honorable J.D. "Mike" McKeivitt

*The McKeivitt Group*

The Honorable Robert H. Michel

*House Minority Leader*

Thomas L. Miller

*Blue Cross & Blue Shield of Kansas Inc.*

Charles H. Noski

*Hughes Aircraft Company*

The Honorable Sam Nunn

*United States Senate*

James M. Osterhoff

*U S WEST, Inc.*

Dr. Allen E. Puckett

*Hughes Aircraft Company*

Dr. Richard W. Rahn

*Novecon*

The Honorable Elliot L. Richardson

*Millbank, Tweed, Hadley & McCloy*

David L. Shedlarz

*Pfizer Inc*

Frank A. Shrontz

*The Boeing Company*

The Honorable Alan K. Simpson

*Senate Minority Whip*

Raymond W. Smith

*Bell Atlantic Corporation*

Fred G. Steingraber

*A.T. Kearney, Inc.*

Richard B. Waugh, Jr.

*Northrop Corporation*

Robert P. Wayman

*Hewlett-Packard Company*

Anne Wexler

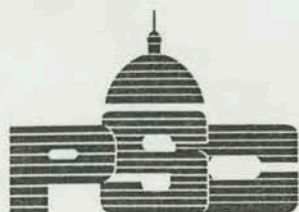
*The Wexler Group*

Jerome B. York

*IBM Corporation*

RECEIVED AWARDS

Thurs, April 21  
? - 9:30 p.m.  
Hotel in D.C.



# PRIVATE SECTOR COUNCIL

Michael P. Esposito, Jr.  
Chairman of the Board

## NATIONAL ADVISORY BOARD

**Frank C. Carlucci, Chairman**  
Former Secretary of Defense  
Chairman  
The Carlyle Group

**Allen E. Puckett, Chairman Emeritus**  
Chairman Emeritus  
Hughes Aircraft Company

**Mark A. Abramson**  
President  
Council for Excellence in Government

**John M. Albertine**  
Chairman and CEO  
Albertine Enterprises

**Marvin Esch**  
Former Congressman  
from Michigan

**Donald Haider**  
Professor of Economics  
Northwestern University

**Thomas B. Hayward**  
Former Chief of  
Naval Operations

**James R. Jones**  
Chairman of the Board  
American Stock Exchange

**Vincent N. Marafino**  
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**J.D. "Mike" McKevitt**  
President  
The McKevitt Group

**Paul H. O'Neill**  
Chairman and CEO  
ALCOA

**Richard W. Rahn**  
President  
Novecon

**Elliott L. Richardson**  
Former U.S. Ambassador  
& Cabinet Secretary

**Raymond W. Smith**  
Chairman and CEO  
Bell Atlantic Corporation

**Paul G. Stern**  
Chairman  
Northern Telecom

**Anne Wexler**  
Chairman  
The Wexler Group

**George H. Weyerhaeuser**  
Chairman  
Weyerhaeuser Company

**Thomas V. Fritz**  
President and CEO  
Private Sector Council

November 17, 1993

Queen 7.7

Senator Bob Dole  
U.S. Senate  
SH-141 Hart Senate Office Building  
Washington, DC 20510-1601

Dear Senator Dole:

On behalf of the Private Sector Council (PSC) and its Board of Directors, I am honored to invite you to accept PSC's 1994 *Public Sector Leadership Award*. The *PSC Leadership Awards* are recognized symbols of excellence for business and government leaders who have actively worked to make our government more efficient and responsive to its people.

For the past three years, you have supported PSC's annual recognition of two outstanding leaders, one from the public and one from the private sector, by serving as an Honorary Chairman of *PSC's Annual Leadership Awards Dinner*. Only those individuals whose stewardship have fostered a cooperative spirit between business and government and have significantly advanced PSC's mission -- *to improve the efficiency, productivity and management of the Federal government through a cooperative effort of the public and private sectors* -- are selected to receive the Leadership Awards. Because PSC is a nonpartisan organization, the public sector awardee alternates between political parties each year. As the leader of the Republican party, it is particularly fitting that you are presented with the Leadership Award in 1994.

We at PSC would take great pride in saluting your distinguished career. Having served our nation with distinction for some 45 years and proven yourself as an effective legislative leader -- a skilled pragmatist who gets things done, you represent the dedication and commitment necessary for the betterment of our country. Your advocacy for deficit reduction -- government improvement, efficiency and accountability -- supports the mission of our organization. You are also well respected by Corporate America. You are the type of leader that our members believe should be celebrated for your understanding of the great accomplishments that can be achieved through private and public sector cooperation. With that and with deep respect for your leadership, performance and ability to serve your state and Nation, I respectfully request your serious consideration. PSC hopes that you will accept its 1994 *Public Sector Leadership Award* and will address the Dinner's over 450 attendees comprised of chief executive officers, chief financial officers and senior executives from major corporations all across America, as well as senior government officials. Your strong leadership and endless efforts to improve our Nation's government make you an ideal awardee.

Senator Bob Dole  
November 17, 1993  
Page two

Thomas C. Labreque, Chairman and Chief Executive Officer of Chase Manhattan, has recently been asked and agreed to accept the PSC 1994 *Private Sector Leadership Award*. Last year, Senator Sam Nunn and Frank A. Shrontz, Chairman and CEO of The Boeing Company, were recognized for their service to our Nation. They joined a long list of distinguished recipients whose names appear on the enclosed list.

The Board has scheduled Thursday, April 21, 1994 as the date for our annual membership meeting and *Leadership Awards Dinner*. The Dinner, to be held at a premier hotel in Washington, D.C., is expected to conclude by 9:30 p.m.

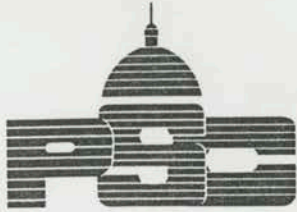
For planning purposes, PSC would appreciate your decision regarding acceptance of PSC's 1994 *Public Sector Leadership Award* by Friday, December 17, 1993. For your information, I have also enclosed a copy of a PSC Fact Sheet, last year's Dinner Program and a copy of our newsletter. If you have any questions or need more information, please call Tom Fritz, President and CEO of the Private Sector Council, or me. On behalf of PSC's Board of Directors, I appreciate your consideration and look forward to hearing from you.

Sincerely,

A handwritten signature in cursive script that reads "Michael P. Esposito Jr".

Michael P. Esposito, Jr.  
Executive Vice President  
Chase Manhattan Bank, N.A.

Enclosures



## PRIVATE SECTOR COUNCIL

### Previous Leadership Award Recipients

**1993**

Senator Sam Nunn  
Frank A. Shrontz  
*The Boeing Company*

**1992**

Ambassador Carla A. Hills  
Edgar S. Woolard, Jr.  
*E.I. du Pont de Nemours & Company*

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The Honorable Thomas S. Foley  
Paul H. O'Neill  
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The Honorable Richard Cheney  
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Senator John H. Glenn  
George H. Weyerhaeuser  
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**1988**

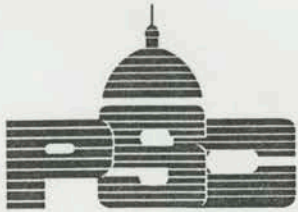
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**1987**

Secretary Lloyd Bentsen  
The Honorable Frank C. Carlucci  
*The Carlyle Group*

**1986**

The Honorable James A. Baker, III  
David Packard  
*Hewlett-Packard Company*



## PRIVATE SECTOR COUNCIL

### FACT SHEET

#### What is the Private Sector Council?

- The Private Sector Council (PSC), founded in 1983, is a nonprofit, non-partisan, public service organization dedicated to assisting the federal government improve its efficiency, productivity and management through a cooperative effort of the public and private sectors.
- PSC is privately funded by member companies, representing the Nation's largest corporations, private businesses and associations.
- At no cost to the government, qualified executives from PSC's member companies work on select projects which are cooperatively defined, but initiated by government department and agency senior management.
- Through PSC projects, efficient and modern business methods developed in the private sector are introduced to government to improve the management of the Nation's operations.

#### Project Status:

As of September 30, 1993, the Private Sector Council has completed 233 projects for 25 federal departments and agencies and is currently working on 16 projects.

#### Members:

Aetna Life & Casualty Company  
ALCOA  
American Airlines  
American Cyanamid Company  
American Express Company  
Ameritech  
Amoco  
ARCO  
Armstrong World Industries, Inc.  
A.T. Kearney, Inc.  
AT&T  
Bell Atlantic Corporation  
BellSouth Corporation  
The Boeing Company  
Chase Manhattan Bank, N.A.  
CIGNA Corporation  
CMS Energy Corporation  
ConAgra, Inc.  
Deloitte & Touche  
Digital Equipment Corporation  
The Dow Chemical Company  
Eastman Kodak Company  
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E.I. du Pont de Nemours  
Enron Corporation  
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Exxon Corporation  
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FMC Corporation  
Ford Motor Company  
General Electric Corporation  
Gillette Company  
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Honeywell Inc.  
Houston Industries Incorporated  
Hughes Aircraft Company  
IBM Corporation  
J.C. Penney Company  
Lockheed Corporation  
Marsh & McLennan Companies  
Martin Marietta Corporation  
Mass Microsystems Inc.  
McGraw-Hill Inc.  
Mead Corporation  
Mobil Corporation  
National Association of  
Wholesaler-Distributors

National Federation of  
Independent Business  
Northern Telecom  
Northrop Corporation  
NYNEX Corporation  
Pacific Telesis Group  
Pfizer Inc  
PPG Industries Inc.  
Price Waterhouse  
Procter & Gamble Corporation  
The Quaker Oats Company  
Raytheon Company  
Smith Richardson Foundation  
Texaco Inc.  
Union Carbide Corporation  
United Technologies  
UNOCAL Corporation  
The Upjohn Company  
U S WEST, Inc.  
Vanguard Cellular Systems Inc.  
Westinghouse Electric Corporation  
Xerox Corporation

BOB DOLE  
KANSAS

## United States Senate

OFFICE OF THE REPUBLICAN LEADER  
WASHINGTON, DC 20510-7020

December 1, 1993

Senator Dole,

O.K. to confirm that you will receive  
the Private Sector Council's 1994 award  
on Thursday, April 21, at a hotel in  
Washington?

\_\_\_\_\_ o.k. to confirm

\_\_\_\_\_ regret

Yvonne

**SENATOR BOB DOLE**

**PRIVATE SECTOR COUNCIL**

**APRIL 22, 1994**

**THANK YOU VERY MUCH. IF  
YOU STICK AROUND  
WASHINGTON LONG ENOUGH,  
SOMEONE IS BOUND TO GIVE YOU  
AN AWARD--AND I'VE BEEN LUCKY  
ENOUGH TO RECEIVE A FEW.**

**BUT I HAVE TO TELL YOU,  
EVERY TIME I GO TO ACCEPT AN  
AWARD, I FIND OUT THAT  
ELIZABETH RECEIVED IT A FEW  
YEARS BEFORE ME. I LOOK  
FORWARD TO REMINDING HER  
THAT THERE'S ONLY ONE "PUBLIC  
SECTOR LEADERSHIP AWARD" ON  
OUR MANTLE.**



I THINK ONE OF THE REASONS  
PEOPLE GIVE ME AWARDS IS  
BECOME I PROMISE TO KEEP MY  
ACCEPTANCE REMARKS BRIEF.  
BUT SINCE THIS AWARD IS FOR  
LEADERSHIP, I DO WANT TO TAKE  
A FEW MINUTES THIS EVENING TO  
TALK ABOUT LEADERSHIP--  
AMERICAN LEADERSHIP.

LET ME BEGIN BY SHARING  
WITH YOU SOME WORDS OF ONE  
OF THE WISEST PUBLIC  
SERVANTS OF OUR TIME:

QUOTE: "SOME ARE TIRED OF  
LEADERSHIP. THEY SAY (THAT  
AMERICA) CARRIED THAT BURDEN  
LONG ENOUGH. BUT IF WE DO  
NOT PROVIDE LEADERSHIP, WHO  
WILL? THE GERMANS? THE

**THREE MONTHS AGO AT THE  
NIXON LIBRARY IN YORBA LINDA,  
CALIFORNIA. LIKE YOU, MY  
THOUGHTS AND PRAYERS HAVE  
BEEN WITH PRESIDENT NIXON  
AND HIS FAMILY THESE PAST FEW  
DAYS.**

**AND THERE'S NO DOUBT  
ABOUT IT. PRESIDENT NIXON  
WAS ABSOLUTELY RIGHT. THE**

**JAPANESE? THE RUSSIANS? THE  
CHINESE? ONLY THE UNITED  
STATES HAS THE POTENTIAL  
MILITARILY AND ECONOMICALLY  
TO LEAD IN THE ERA BEYOND  
PEACE. IT IS A GREAT  
CHALLENGE FOR GREAT PEOPLE."**

**UNQUOTE.**

**THOSE WERE THE WORDS OF  
RICHARD NIXON, SPOKEN JUST**

**GREAT LESSON OF THIS PAST  
HALF-CENTURY IS THAT THERE IS  
NO SUBSTITUTE FOR AMERICAN  
LEADERSHIP. IT WAS A LESSON  
THAT MANY OF US LEARNED  
DURING WORLD WAR II, IN  
PLACES CALLED ANZIO, IWO JIMA,  
MIDWAY, AND NORMANDY.**

**IN A LITTLE OVER A MONTH, I  
WILL BE PART OF THE**

**CONGRESSIONAL DELEGATION  
THAT WILL ACCOMPANY  
PRESIDENT CLINTON TO FRANCE,  
FOR THE CEREMONIES MARKING  
THE 50TH ANNIVERSARY OF D-  
DAY.**

**AMERICANS WERE NOT ALONE  
ON THE MORNING OF JUNE 6,  
1944 WHEN THE LIBERATION OF  
EUROPE BEGAN. WE WERE**

**JOINED BY CANADA'S ROYAL  
WINNIPEG RIFLES, POLAND'S  
24TH LANCERS, THE FORCES OF  
FREE FRANCE, THE YEOMAN OF  
ENGLAND'S ARMORED  
DIVISION...THE HONOR ROLL  
GOES ON AND ON.**

**BUT ALL THOSE SOLDIERS  
KNEW THAT THERE WAS ONLY  
ONE LEADER OF THE ALLIED**

**FORCES...ONE COUNTRY WHICH  
WAS INDISPENSIBLE TO THE  
FIGHT FOR FREEDOM. THAT  
COUNTRY WAS THE UNITED  
STATES.**

**AND TIME AND AGAIN IN THE  
DECADES THAT HAVE FOLLOWED  
WORLD WAR II, WHEN FREEDOM  
WAS THREATENED BY TYRANNY,  
THE WORLD HAS LOOKED TO AND**



DEPENDENT UPON AMERICAN  
LEADERSHIP. IT WAS AMERICAN  
LEADERSHIP THAT STOOD GUARD  
AND EUROPE, EVENTUALLY  
WINNING THE LONG COLD WAR.  
IT WAS AMERICAN LEADERSHIP  
THAT SENT OUR SOLDIERS TO  
FAR OFF PLACES LIKE KOREA,  
VIETNAM, AND KUWAIT.

**DID WE PAY A PRICE FOR THIS  
LEADERSHIP? YOU BET WE DID.  
A PRICE IN THOUSANDS AND  
THOUSANDS OF LIVES LOST...A  
PRICE IN BILLIONS AND BILLIONS  
OF DOLLAR SPENT.**

**HAS THE END RESULT BEEN  
WORTH THE PRICE? YOU BET IT  
HAS. THE WORLD IS A FREER  
PLACE...A SAFER PLACE...A**

**BETTER PLACE...BECAUSE OF  
AMERICAN LEADERSHIP.**

**AND FRANKLY, IN THE PAST  
MONTHS, I'VE BECOME A BIT  
NERVOUS ABOUT RETURNING TO  
THE SITE OF THE MOST  
SUCCESSFUL AND MOST  
COURAGEOUS DISPLAY OF  
AMERICAN LEADERSHIP. I'M  
NERVOUS BECAUSE I HAVE**

**ALWAYS BELIEVED THE BEST  
WAY--THE ONLY WAY--TO HONOR  
THOSE WHO FOUGHT AND DIED  
FOR AMERICA WAS TO ENSURE  
THE SURVIVAL OF THE CAUSE  
FOR WHICH THEY FOUGHT.**

**AND I WONDER WHEN WE  
STAND AT NORMANDY WITH  
SOLDIERS WHO FOUGHT THERE,  
AND WITH FAMILY MEMBERS OF**

**THOSE WHO DIED THERE, CAN WE  
HONESTLY SAY TO THEM THAT  
WHEN TYRANNY THREATENS  
FREEDOM, AMERICA STILL LEADS  
THE WORLD?**

**AND THEN I CONSIDER THE  
SITUATION IN BOSNIA, AND I ASK  
MYSELF "CAN WE BE PROUD OF  
THE LEADERSHIP AMERICA HAS  
SHOWN IN BOSNIA? HAVE WE**

**S T O O D   U P   A G A I N S T  
B L O O D T H I R S T Y   T Y R A N T S ?   H A V E  
W E   S A V E D   T H E   L I V E S   O F  
I N N O C E N T   V I C T I M S ?   H A V E   W E  
A C T E D -- A S   P R E S I D E N T   N I X O N  
S A I D -- A S   A   G R E A T   P E O P L E   T O  
M E E T   A   G R E A T   C H A L L E N G E ?**

**S A D L Y ,   T H E   A N S W E R   T O   A L L  
T H O S E   Q U E S T I O N S   I S   N O .**

**N O W ,   I   K N O W   T H I S   I S   A   B I -**

**PARTISAN EVENING, AND LET ME  
ASSURE YOU THAT WHEN IT  
COMES TO BOSNIA, THERE IS  
ENOUGH BLAME TO GO AROUND  
TO BOTH PARTIES.**

**AND, FRANKLY, THE  
PRESIDENT AND THE CONGRESS  
READ THE POLLS. AND THE  
POLLS SHOW THAT THE  
AMERICAN PEOPLE DO NOT WANT**

**TO RISK ONE AMERICAN LIFE TO  
BRING PEACE TO BOSNIA.**

**I BELIEVE, HOWEVER, THAT  
PART OF THE RESPONSIBILITY OF  
PUBLIC SERVICE IS LEADERSHIP--  
AND SOMETIMES THAT INVOLVES  
LEADING THE PEOPLE WHERE  
THEY MAY NOT WANT TO GO.**

**AS I SEE IT, AMERICA IS AT A  
CROSSROADS--AND THE ACTIONS**



**OF THIS ADMINISTRATION WILL  
LIKELY DECIDE IN WHICH OF TWO  
DIRECTIONS AMERICA WILL GO,  
AND WHETHER OR NOT THE  
TRADITION OF AMERICAN  
LEADERSHIP SURVIVES.**

**IT SEEMS TO ME THAT WE CAN  
EITHER ENTER THE NEXT  
CENTURY AS A SUPERPOWER --  
WITH A STRONG PRESENCE ON**

**EVERY CONTINENT AND ACROSS  
EVERY OCEAN;**

**OR WE CAN ENTER THE NEXT  
CENTURY AS A REGIONAL POWER  
-- WHOSE DOMINANCE IS LIMITED  
TO THE WESTERN HEMISPHERE  
AND WHOSE RELATIONSHIP WITH  
EUROPE, RUSSIA, AND ASIA IS  
ONE AMONG EQUALS.**

UNFORTUNATELY, THE  
THREAD RUNNING THROUGH THIS  
ADMINISTRATION'S POLICIES ON  
NORTH KOREA, SOMALIA, HAITI  
AND BOSNIA SUGGESTS THAT  
THEY HAVE CHOSEN THE LATTER  
COURSE, AND THAT UNITED  
STATES LEADERSHIP IS LESS  
IMPORTANT THAN UNITED  
NATIONS LEADERSHIP.

**I RECALL THAT WHEN IT CAME  
TO THE UNITED NATIONS,  
PRESIDENT NIXON QUOTED  
GENERAL DE GAULLE, WHO SAID  
THAT "PARLIAMENTS CAN  
PARALYZE POLICY; THEY CAN  
NOT INITIATE IT." AND NO DOUBT  
ABOUT IT, ABDICATING AMERICAN  
LEADERSHIP TO THE UNITED  
NATIONS HAS HELPED TO**

**PARALYZE OUR POLICY TOWARDS  
BOSNIA.**

**DESPITE CLEAR AND BRUTAL  
SERBIAN AGGRESSION, THE  
BOSNIANS HAVE BEEN DENIED  
THE RIGHT TO SELF-DEFENSE -- A  
FUNDAMENTAL RIGHT  
INCORPORATED IN THE U.N.  
CHARTER -- BECAUSE OF A U.N.  
ARMS EMBARGO PLACED ON THE**

**FORMER YUGOSLAVIA.**

**WHEN PRESSED ON THE  
MATTER OF LIFTING THE ARMS  
EMBARGO, PRESIDENT CLINTON  
STATED AGAIN YESTERDAY THAT  
HE AGREES THAT THE EMBARGO  
SHOULD BE LIFTED, BUT AS  
BEFORE POINTS TO THE  
OBJECTIONS OF THE BRITISH,  
THE FRENCH AND THE RUSSIANS.**

**M E A N W H I L E , U . N .  
R E S O L U T I O N S A U T H O R I Z I N G T H E  
U S E O F F O R C E T O P R O T E C T S A F E  
H A V E N S H A V E N O T B E E N  
I M P L E M E N T E D . N A T O ' S R E C E N T  
A I R O P E R A T I O N S A U T H O R I Z E D T O  
P R O T E C T U . N . F O R C E S I N  
G O R A Z D E O N T H E 1 0 T H A N D 1 1 T H  
O F A P R I L W E R E E S S E N T I A L L Y  
T I M I D P I N P R I C K S W H I C H I N V I T E D**

**THE BOSNIAN SERBS TO  
FURTHER TEST THE RESOLVE OF  
THE INTERNATIONAL COMMUNITY.**

**UNFORTUNATELY, AS THIS  
PAST WEEKEND'S EVENTS  
DEMONSTRATE -- WE FAILED THE  
TEST. WHEN CONFRONTED WITH  
LAST WEEKEND'S BRUTAL  
ASSAULTS ON THE POPULATION  
OF GORAZDE AND THE ISSUE OF**



**RESPONDING WITH NATO AIR  
STRIKES, PRESIDENT CLINTON  
PASSED THE BUCK TO THE U.N.  
COMMANDER, GENERAL ROSE,  
WHO BLUFFED AND WAITED TO  
RESPOND UNTIL IT WAS TOO  
LATE.**

**THE PRESIDENT ANNOUNCED  
A NEW INITIATIVE ON BOSNIA  
LAST NIGHT. IN FACT, I WATCHED**

HIS PRESS CONFERENCE IN MY  
OFFICE WITH BOSNIAN VICE  
PRESIDENT GANIC. AT THE  
CONCLUSION OF THE PRESS  
CONFERENCE, BOTH OF US  
WONDERED "WILL WHAT THE  
PRESIDENT SAID MAKE ANY  
DIFFERENCE?"

AND THE ANSWER IS THAT IT  
WILL ONLY MAKE A DIFFERENCE

**IF THE PRESIDENT IS COMMITTED  
TO AMERICAN LEADERSHIP, AND  
NOT TO LIMITING US TO A STATUS  
OF 'ONE AMONG EQUALS.'**

**THE LESSON THE CLINTON  
ADMINISTRATION HAS YET TO  
LEARN IS THAT THE HISTORIC  
SUCCESS OF N.A.T.O. IS DUE TO  
AMERICAN LEADERSHIP AND  
AMERICAN STRENGTH. THE**

**UNITED STATES, AFTER WORLD  
WAR II, DID NOT MAKE THE  
MISTAKE IT MADE AFTER WORLD  
WAR I: WE DID NOT DISENGAGE  
FROM EUROPE AND RETREAT  
INTO ISOLATIONISM. WE  
REMAINED ENGAGED. WE  
REMAINED A LEADER.**

**NOW, HOWEVER, AMERICA  
RARELY ACTS AS THE LEADER OF**

NATO -- THE LEADER OF THE  
ALLIES -- RATHER, WE ACT AS  
ONE OF THE ALLIES. AS A  
RESULT, INSTEAD OF RAISING  
THE ALLIANCE ABOVE THE  
DISPUTES OF OUR EUROPEAN  
ALLIES AND UNITING THEM IN  
ONE VOICE, WE ARE ALLOWING  
NATO TO SPEAK WITH MANY  
VOICES -- AND IN THE PROCESS

**ERODING NATO'S CREDIBILITY.**

**MOREOVER, THE CLINTON  
ADMINISTRATION IS ALLOWING  
RUSSIA TO HAVE A VOICE IN  
NATO BUSINESS. WHEN THE  
CRITICAL ISSUE OF EXPANDING  
THE ALLIANCE WAS RAISED LAST  
YEAR BY THE NEW DEMOCRACIES  
IN EASTERN EUROPE -- POLAND,  
THE CZECH REPUBLIC, HUNGARY**

**AND SLOVAKIA -- COUNTRIES WHO FEARED A RESURGENCE OF RUSSIAN HARDLINERS, WE DID NOT LEAD THE WAY TO EMBRACE THESE COUNTRIES IN THE NATO FOLD. INSTEAD, WE TOOK A POLL, AND LISTENED TO THE STRONGEST PARTY IN OPPOSITION, WHICH WAS RUSSIA. THE PARTNERSHIP FOR PEACE**

**WAS A FACE-SAVING WAY OF  
ACCEPTING A RUSSIAN VETO OF  
NATO EXPANSION.**

**SINCE D-DAY, AMERICAN  
LEADERSHIP HAS NOT ONLY  
PLAYED A CRITICAL AND  
DECISIVE ROLE IN EUROPE, BUT  
AROUND THE GLOBE -- IN THE  
MIDDLE EAST, IN ASIA, AND  
ELSEWHERE. WE AMERICANS**



**HAVE SOUGHT TO BRING OUR  
POWER AND INFLUENCE TO BEAR  
ON THE SIDE OF FREEDOM,  
DEMOCRACY, PEACE AND  
STABILITY IN ALL REGIONS OF  
THE WORLD.**

**THIS AMERICAN LEADERSHIP  
IS AS ESSENTIAL TO THE  
OBJECTIVE OF WORLD PEACE  
AND STABILITY TODAY AS IT WAS**

IN THE AFTERMATH OF THE  
SECOND WORLD WAR. IN MY  
VIEW, THE ABDICATION OF U.S.  
LEADERSHIP WILL ONLY LEAD TO  
GREATER INSTABILITY AROUND  
THE GLOBE. DICTATORS AND  
WOULD -BE AGGRESSORS ARE  
WATCHING U.S. POLICIES  
TOWARD BOSNIA, NORTH KOREA,  
AND RUSSIA -- AND THE INABILITY

OF THE UNITED NATIONS TO PICK  
UP WHERE U.S. LEADERSHIP  
DROPS OFF. THE PROLIFERATION  
OF NUCLEAR MATERIALS AND  
WEAPONS IS INCREASING.  
REGIONAL DISPUTES ARE  
HEATING UP. THE WORLD IS AS  
DANGEROUS, OR MORE  
DANGEROUS THAN IT WAS  
DURING THE COLD WAR.

**SINCE THIS IS A BI-PARTISAN  
EVENING, I WANT TO CONCLUDE  
TONIGHT BY SHARING SOME  
WORDS SPOKEN BY HARRY  
TRUMAN. THEY WERE SPOKEN  
NEARLY HALF A CENTURY AGO,  
BUT THEY RING TRUE TODAY.**

**TRUMAN SAID: "WE MUST  
HAVE A POLICY TO GUIDE OUR  
RELATIONS WITH EVERY**

COUNTRY IN EVERY PART OF THE  
WORLD. NO COUNTRY IS SO  
REMOTE FROM US THAT IT MAY  
NOT BE INVOLVED IN A MATTER  
WHICH THREATENS THE PEACE.  
REMEMBER THAT THE FIRST  
WORLD WAR BEGAN IN SIBERIA;  
THAT THE PEACE OF VERSAILLES  
WAS FIRST BROKEN IN  
MANCHURIA; AND THE SECOND

**WORLD WAR BEGAN IN POLAND.  
WHO KNOWS WHAT MAY HAPPEN  
IN THE FUTURE? OUR FOREIGN  
POLICY MUST BE UNIVERSAL."**

**UNQUOTE**

**IT IS MY HOPE THAT WHEN  
AMERICA'S LEADERS STAND  
TOGETHER ON THE BEACHES OF  
NORMONDAY, WE WILL HONOR  
THOSE WHO FOUGHT AND DIED**

**THERE BY STANDING TOGETHER**  
**FOR A UNIVERSAL FOREIGN**  
**POLICY THAT IS BASED ON**  
**AMERICAN LEADERSHIP.**

**THANK YOU VERY MUCH.**