

TO: Senator Dole  
FR: Kerry

RE: **Business Week Symposium**

\*Audience of approximately 300--consisting of CEO's of major companies and other executives.

\*Other speakers include Domenici, William Weld, Mickey Kantor, Bill Archer, Haley Barbour, and Newt Gingrich.

\*A list of CEO's scheduled to attend is attached.

\*You only have 20 minutes with them, and they suggested that you speak very briefly, and spend as much time as possible in a dialogue with them.

\*Attached talking points reflect that request.

*Car Rypher*

# BusinessWeek

*Beyond news. Intelligence.*

Kim Gantz  
Program Director  
Executive Programs

September 5, 1995

Dear Lisa:

On behalf of Business Week, we would be honored to welcome Senator Bob Dole to our 1995 Business Week Symposium for Chief Executive Officers.

We expect close to 350 people--including 150 CEOs from America's largest and finest firms.

As you will see on the attached agenda, we take a break on Thursday, September 28 from 10:40 am - 11:00 am. I would like to propose the following: We can begin the meeting fifteen minutes early and take a break from 10:25 am - 10:45 am. We ask that Senator Dole address the group from 10:45 am - 11:05 am.

Another alternative is right after lunch. Would Senator Dole be available to speak between 1:35 pm - 1:55 pm?

We sincerely hope we can work something out and that your answer is a resounding yes. Senator Dole would add great luster to our conference.

Sincerely,

*Kim Gantz*



**Wednesday, September 27**

6:00pm - 8:00pm      **The Business Week Symposium of Chief Executive Officers**  
 Ballroom              Opening Cocktail Reception and Registration  
 The Willard Hotel    Hosted by Greater Washington Initiative  
                              *Spouses and guests invited, semi-formal*

*Speaker:*

**The Honorable Pete V. Domenici, United States Senate (R-NM)**

**Thursday, September 28**

7:00am - 8:00am      Registration and Continental Breakfast  
 Ballroom Foyer  
 The Willard Hotel

8:00am - 8:05am      **Opening Remarks**  
 Ballroom              **David G. Ferm, publisher, *Business Week***

*Conference Chair:*

**Scott Shuster, consulting editor, Business Week Executive Programs**

8:05am - 9:30am  
 Ballroom

**Taking Charge:  
 Corporate Leadership Redefined**

Quality competitors. Fast-fluctuating global markets. Better-educated, more demanding customers. In this uncertain marketplace one thing is certain: your people will make the difference—keep the old customers and make new ones. But inspiring workers to be more creative and add greater value than ever when many fear for their jobs requires charismatic corporate leadership. How do you reorganize, slash, create, and inspire all at the same time? What are the hallmark traits and tasks required of the new corporate leader? As a CEO, what can you do to make the difference in your organization?

*Moderator:*

**Gerard Roche, chairman, Heidrick & Struggles**

*Speakers:*

**Edwin L. Artzt, chairman and chief executive officer, Procter & Gamble Company**  
**Charlotte Beers, chairman and chief executive officer, Ogilvy & Mather Worldwide**  
**Arthur C. Martinez, chairman and chief executive officer, Sears, Roebuck and Co.**  
**Wolfgang R. Schmitt, chairman and chief executive officer, Rubbermaid Incorporated**  
**Alfred M. Zeien, chairman and chief executive officer, The Gillette Company**

9:30am - 10:40am  
Ballroom

**Thinking Globally:  
Leadership in a Converging World**

In a global economy transformed by networked information, fallen trade barriers, and revolutionary advances in communications technology, the CEO must lead internationally. The opportunities for global growth are unprecedented. But they require that CEOs take advantage of all the possibilities presented by the converging economies—entering emerging markets, outsourcing and offshoring processes, and reorganizing the corporation for speed and global flexibility. Who among CEOs is ahead of the pack in truly globalizing the corporation?

*Speakers:*

Joseph Neubauer, chairman and chief executive officer, ARAMARK  
Jorma Ollila, chairman, president, and chief executive officer, Nokia Corporation  
Edward F. Staiano, Ph.D., executive vice-president, Motorola Inc.; president and general manager, Motorola General Systems Sector; general manager, Motorola Computer Group  
David R. Whitwam, chairman and chief executive officer, Whirlpool

10:40am - 11:00am  
Ballroom Foyer

Refreshment Break

11:00am - 12:00pm  
Ballroom

**Defining a Vision:  
Break-the-Mold Leadership**

A conversation with a leading Chief Executive Officer.

*Speakers:*

Raymond W. Smith, chairman and chief executive officer, Bell Atlantic Corporation  
Michael Useem, professor of management, Wharton Executive Education

12:00pm - 12:15pm

Move to Luncheon

12:15pm - 1:35pm  
The Crystal Room

**Luncheon and Special Address**

**The Honorable William F. Weld**  
Governor, The Commonwealth of Massachusetts

*Introduction:*

Peter Levin, director of advertising, Cadillac

1:35pm - 1:45pm

Move to Ballroom

1:45pm - 3:00pm  
Ballroom

**Innovating to Compete:  
Technological Leadership**

American corporations have one leg up on international information processing technology rivals—the U.S. is ranked first worldwide in basic science, biotech, microprocessors, and environmental technologies. But that advantage will only be realized if corporate leaders put America's vast technological resources to work—producing higher-quality, lower-cost products and services faster than international rivals. With technology developing so rapidly, how can CEOs ensure that their corporations are placing their bets on the right technologies for success? What kind of strategy will help your corporation profit from technological advances? Which CEOs are turning technological innovations into greater marketshare, better products and services?

*Speakers:*

**George B. Bennett**, chairman and chief executive officer, Symmetrix, Inc.  
**James H. Goodnight**, president and chief executive officer, SAS Institute Inc.  
**Alan G. Lutz**, corporate executive vice president and president, Computer Systems Group, Unisys  
**Richard C. Notebaert**, chairman and chief executive officer, Ameritech

3:00pm - 3:15pm  
Ballroom Foyer

Refreshment Break

3:15pm - 3:35pm  
Ballroom

*Speaker:*

**The Honorable Mickey Kantor**, United States Trade Representative

3:35pm - 4:30pm  
Ballroom

**Remaking Government:  
Congressional Leadership**

Pivotal Congressional leaders discuss the conservative agenda that catapulted them to power in the '94 elections. The overwhelming conservative victory delivered a mandate for reduced spending, lower taxes, and smaller, more efficient government. While business hopes the new Congress will limit government regulation, there is also pressure from parts of the Republican camp to retreat from multilateral-trade pacts. What exactly is the conservative agenda for business? Will the Republican-dominated Congress mean a sympathetic ear for business or two more years caught in the crossfire of partisan bickering? How would CEOs set the Congressional agenda?

*Speakers:*

**The Honorable Bill Archer**, Chairman, House Ways and Means Committee, The House of Representatives, United States Congress  
**The Honorable Haley Barbour**, Chairman, Republican National Committee  
**The Honorable John Boehner**, Chairman, House Republican Conference  
**Earnest W. Deavenport, Jr.**, chairman and chief executive officer, Eastman Chemical Company  
**David J. Drury**, chief executive officer, The Principal Financial Group  
**The Honorable George Stephanopoulos**, Senior Advisor to the President for Policy and Strategy

4:30pm - 4:50pm  
Ballroom

**Policy Leadership:  
A Blueprint for Economic Growth**

*Speaker:*

**The Honorable Dr. Laura D'Andrea Tyson,  
National Economic Adviser to the President**

4:50pm - 6:30pm

Break

6:30pm - 6:45pm  
Peacock Alley

Transportation will depart The Willard—F and 14th Street entrance—  
for The National Building Museum

6:45pm - 7:30pm  
The National  
Building Museum

Cocktail Reception  
*Black-Tie, Spouses and guests invited*

7:30pm - 10:15pm  
The National  
Building Museum

Dinner and Keynote Address  
**The Business Week Symposium of Chief Executive Officers  
Dinner and Keynote Address**

*Keynote speaker:*

**The Honorable Newt Gingrich, Speaker of the House of Representatives,  
The United States Congress**

*Introduction:*

**Harold McGraw, III, president and chief operating officer, The McGraw-Hill  
Companies, Inc.**

10:15pm - 10:30pm

Transportation will be available from The National Building Museum to The  
Willard Hotel

**The 1995 Business Week Symposium of Chief Executive Officers**  
September 27-29, 1995 - The Willard Hotel - Washington, DC

**List of Attendees**

W.W. Allen  
Chairman and CEO  
Phillips Petroleum Company  
Bartlesville OK  
Size by Sales: \$12 Billion

Robert J. Bahash  
Executive Vice President and CFO  
The McGraw-Hill Companies, Inc.  
New York NY  
Size by Sales: \$2 Billion

Paul M. Anderson  
President and CEO  
Panhandle Eastern Corporation  
Houston TX  
Size by Sales: \$4.6 Billion

Russell Banks  
Grow Group, Inc.  
New York NY  
Size by Sales: \$500 Million

Lowell C. Anderson  
Chairman, President and CEO  
Allianz Life Insurance Company of North America  
Minneapolis MN  
Size by Sales: \$4 Billion

Dan R. Bannister  
President and CEO  
DynCorp  
Reston VA  
Size by Sales: \$1 Billion

James S. Andrasick  
President  
C. Brewer & Company, Ltd.  
Honolulu HI  
Size by Sales: \$250 Million

Matthew W. Barrett  
Chairman and CEO  
Bank of Montreal  
Ontario  
Canada  
Size by Sales: \$3.8 Billion

Frank A. Anfield  
President and CEO  
Special Communications Group  
Y & R Inc.  
New York NY  
Size by Sales: \$8 Billion

Charlotte Beers  
Chairman and CEO  
Ogilvy & Mather Worldwide  
New York NY  
Size by Sales: \$5.8 Billion

Edwin L. Artzt  
Chairman and Chief Executive Officer  
Procter & Gamble Company  
Cincinnati OH  
Size by Sales: \$29 Billion

W. James Bell  
President and Vice Chairman  
Landis & Gyr, Inc.  
Darien CT  
Size by Sales: \$500 Million

Date August 31, 1995

Gloria Bohan  
President and CEO  
Omega World Travel  
Fairfax VA  
Size by Sales: \$394 Million

James J. Byrnes  
Chairman, President and CEO  
Tompkins County Trust Company  
Ithaca NY  
Size by Sales: \$504.6 Million assets

I. Mac Allister Booth  
Chairman, President and CEO  
Polaroid Corporation  
Cambridge MA  
Size by Sales: \$2.15 Billion

Wayne Calloway  
Chairman and CEO  
Pepsico, Inc.  
Purchase NY  
Size by Sales:

Joseph W. Boyle  
Managing Partner, Midatlantic Area  
KPMG Peat Marwick  
Washington DC  
Size by Sales:

J.D. Campbell  
President and CEO  
Arcadian Corporation  
Memphis TN  
Size by Sales: \$2 Billion

Allen K. Breed  
Chairman and CEO  
BREED Technologies, Inc.  
Lakeland FL  
Size by Sales: \$401 Million/BW1000

Thomas E. Capps  
Chairman and CEO  
Dominion Resources, Inc.  
Richmond VA  
Size by Sales: \$11 Billion/BW 1000

Norman Brinker  
Chairman and CEO  
Brinker International  
Dallas TX  
Size by Sales: \$900 Million/BW 1000

Phillip E. Casey  
Chairman and CEO  
Florida Steel Corp.  
Tampa FL  
Size by Sales: \$700 Million

James C. Burrows  
President  
Charles River Associates  
Boston MA  
Size by Sales:

J. Harold Chandler  
President and CEO  
Provident Life and Accident Insurance  
Chattanooga TN  
Size by Sales: \$3 Billion



E. Thomas Chaney  
President and CEO  
Community Health Systems, Inc.  
Brentwood TN  
Size by Sales: \$500 Million

Eric Crown  
Chief Executive Officer  
Insight Enterprises  
Tempe AZ  
Size by Sales: \$250 Million

Paul W. Chellgren  
President and COO  
Ashland Oil, Inc.  
Ashland KY  
Size by Sales: \$10 Billion/BW 1000

James J. Darazjdi  
Chief Executive Officer  
Rocco, Inc.  
Harrisonburg VA  
Size by Sales: \$450 Million

Dennis Chookaszian  
Chairman and CEO  
CNA Insurance Companies  
Chicago IL  
Size by Sales: \$11 Billion

Glenn De Stigter  
President and CEO  
The Weitz Company, Inc.  
Des Moines IA  
Size by Sales: \$300 Million

Orson C. Clay  
President  
American National Insurance Company  
Galveston TX  
Size by Sales: \$1.3 Billion

Paul J. DeNicola  
President and CEO  
Southern Company Services, Inc.  
Atlanta GA  
Size by Sales: \$324 Million

Lawrence M. Coss  
Chairman and CEO  
Green Tree Financial Corporation  
Saint Paul MN  
Size by Sales: \$497 Million

Charles Denny  
President and CEO  
Sqaure D Groupe Schneider  
Palatine IL  
Size by Sales: \$2 Billion

John C. Couch  
Chairman, President and CEO  
Alexander & Baldwin, Inc.  
Honolulu HI  
Size by Sales: \$1.2 Billion

Douglas P. Dick  
President  
Dick Group  
Pittsburgh PA  
Size by Sales: \$440 Million

Laurence M. Downes  
President and CEO  
New Jersey Natural Gas Company  
Wall NJ  
Size by Sales: \$450 Million

Charles H. Foster, Jr.  
Chairman and CEO  
Lawyers Title Corporation  
Richmond VA  
Size by Sales: \$550 Million

Jacques Dunogue  
Le President Directeur General  
Alcatel Data Networks  
Meudon-la-Faret  
France  
Size by Sales:

Harold R. Frank  
Chairman  
Applied Magnetics Corporation  
Goleta CA  
Size by Sales: \$275 Million

Phillip O. Elbert  
Chairman  
Pitt-Des Moines  
Pittsburgh PA  
Size by Sales: \$383 Million

William M. Freeman  
President and CEO  
Bell Atlantic  
Washington DC  
Size by Sales: \$544 Million

James W. Entringer  
Chairman, President and CEO  
Selective Insurance  
Branchville NJ  
Size by Sales: \$768 Million

Charles P. Gallagher  
Chairman and CEO  
AIMCOR  
Denver CO  
Size by Sales: \$600 Million

Aleksandar Erdeljan  
President  
R. P. Scherer Corporation  
Troy MI  
Size by Sales: \$449 Million

Lee M. Gammill, Jr., CLU  
Vice Chairman  
New York Life Insurance Company  
New York NY  
Size by Sales: \$7.6 Billion

Sean Fitzpatrick  
Vice Chairman, North America  
McCann-Erickson  
Troy MI  
Size by Sales:

James H. Goodnight  
President and CEO  
SAS Institute Inc.  
Cary NC  
Size by Sales:

**Kenneth J. Gorman**  
Chairman and CEO  
Atlantic Mutual Companies  
New York NY  
Size by Sales: \$700 Million

**Patrick W. Gross**  
Vice Chairman  
American Management Systems, Inc.  
Fairfax VA  
Size by Sales: \$453 Million

**Harry E. Gould, Jr.**  
Chairman and President  
Gould Paper Corporation  
New York NY  
Size by Sales: \$725 Million

**William K. Hall**  
President and CEO  
Eagle Industries, Inc.  
Chicago IL  
Size by Sales: \$1 Billion

**Donald E. Graham**  
Chairman and CEO  
The Washington Post Company  
Washington DC  
Size by Sales: \$1.6 Billion

**Michael N. Hammes**  
Chairman and CEO  
The Coleman Company, Inc.  
Golden CO  
Size by Sales: \$752 Million

**Sherwin Greenblatt**  
President and Chief Operating Officer  
Bose Corporation  
Framingham MA  
Size by Sales: \$600 Million

**W. Clay Hamner**  
Chairman and CEO  
The Pantry, Inc.  
Durham NC  
Size by Sales:

**Douglas J. Greenlaw**  
President and COO  
Multimedia, Inc.  
Greenville SC  
Size by Sales: \$630 Million

**Sidney Harman**  
Chairman and CEO  
Harman International Industries, Inc.  
Washington DC  
Size by Sales: \$1 Billion+

**Gerald Grinstein**  
Chairman and CEO  
Burlington Northern, Inc.  
Fort Worth TX  
Size by Sales: \$4.63 Billion/BW 1000

**William C. Harris**  
President, Greater Washington Region  
Crestar Bank, N.A.  
Washington DC  
Size by Sales:

Rodney A. Hawes, Jr.  
Chairman and CEO  
Life Re Corporation  
Stamford CT  
Size by Sales: \$250.90 Million

David R. Holmes  
Chairman, President and CEO  
Reynolds & Reynolds  
Dayton OH  
Size by Sales: \$809 Million

Monica F. Heeran, CSJP  
President and CEO  
PeaceHealth  
Bellevue WA  
Size by Sales:

Stanley M. Howe  
Chairman  
HON Industries  
Muscatine IA  
Size by Sales: \$900 Million/BW 1000

Frances Hesselbein  
President and CEO  
The Peter F. Drucker Foundation  
New York NY  
Size by Sales:

William J. Hudson  
President and CEO  
AMP Incorporated  
Harrisburg PA  
Size by Sales: \$4 Billion

Robert N. Hiatt  
President and CEO  
Maybelline, Inc.  
Memphis TN  
Size by Sales: \$352 Million

Jeremiah K. Hughitt  
President and COO  
Washington Gas  
Washington DC  
Size by Sales: \$894 Million/BW 1000

Frederick E. Hitchcock, Jr.  
Chairman and CEO  
Hitchcock Automotive Resources  
Industry CA  
Size by Sales: \$767 Million

C. Michael Jacobi  
President and CEO  
Timex Corporation  
Middlebury CT  
Size by Sales: \$900 Million

Richard G. Holder  
Chairman and CEO  
Reynolds Metals Company  
Richmond VA  
Size by Sales: \$6 Billion

Norman T. Jones  
Chief Executive Officer  
GROWMARK, Inc.  
Bloomington IL  
Size by Sales: \$827 Million

Luiz F. Kahl  
President  
The Carborundum Company  
Niagara Falls NY  
Size by Sales: \$350 Million

Kenneth R. Leibler  
President and CEO  
Liberty Financial Companies, Inc.  
Boston MA  
Size by Sales: \$1 Billion

Donald M. Karp  
Chairman and CEO  
Broad National Bank  
Newark NJ  
Size by Sales: \$450 Million assets

Mitchell G. Leibovitz  
President and CEO  
Pep Boys  
Philadelphia PA  
Size by Sales: \$1.6 Billion

Farooq Kathwari  
Chairman, President and CEO  
Ethan Allen Inc.  
Danbury CT  
Size by Sales: \$423 Million

Charles M. Leighton  
Chairman and CEO  
CML Group, Inc.  
Acton MA  
Size by Sales: \$750 Million/BW 1000

James L. Keeler  
President and CEO  
WLR Foods, Inc.  
Broadway VA  
Size by Sales: \$900 million

Jim Leto  
Chairman and CEO  
PRC Inc.  
McLean VA  
Size by Sales: \$883 Million

Donald P. Kennedy  
Chairman  
The First American Financial Corporation  
Santa Ana CA  
Size by Sales: \$1.3 Billion

Hugh Calvin Long  
Capital Area President  
First Union National Bank  
McLean VA  
Size by Sales:

J. Hans Kluge  
Chairman  
Automatic Switch Company  
Florham Park NJ  
Size by Sales:

James R. Malone  
President and CEO  
Anchor Glass Container Corporation  
Tampa FL  
Size by Sales: \$1.2 Billion

Arthur C. Martinez  
Chairman and CEO  
Sears, Roebuck and Co.  
Hoffman Estates IL  
Size by Sales: \$52.35 Billion

A.T. McLaughlin, Jr.  
Vice Chairman  
Dick Group of Companies  
Pittsburgh PA  
Size by Sales: \$500 Million

Robert J. McCool  
Executive Vice President-Americas  
Mobil Corporation  
Fairfax VA  
Size by Sales: \$63.98 Billion

H. J. Mellen, Jr.  
President and CEO  
MDU Resources Group, Inc.  
Bismarck ND  
Size by Sales: \$449.5 Million

John McDaniel  
Chief Executive Officer  
Medlantic Healthcare Group  
Washington DC  
Size by Sales:

C. Dean Metropoulos  
Chairman and CEO  
The Morning Star Group  
Dallas TX  
Size by Sales: \$300 Million

Harold McGraw III  
President and COO  
The McGraw-Hill Companies  
New York NY  
Size by Sales: \$3 Billion/BW 1000

C. Douglas Miller  
President and CEO  
Norrell Corporation  
Atlanta GA  
Size by Sales: \$681 Million

Harold W. McGraw, Jr.  
Chairman Emeritus  
The McGraw-Hill Companies  
New York NY  
Size by Sales:

Edward F. Mitchell  
Chairman and CEO  
Potomac Electric Power Company  
Washington DC  
Size by Sales: \$1.60 Billion

Robert H. McKinney  
Chairman and CEO  
First Indiana Corporation  
Indianapolis IN  
Size by Sales: \$108 Million

Michael Moebius  
President  
Stinnes Corporation  
Tarrytown NY  
Size by Sales: \$2 Billion

Nicholas G. Moore  
Chairman  
Coopers & Lybrand  
New York NY  
Size by Sales: \$2 Billion

Robert J. O'Connell  
President and CEO  
AIG Life Companies  
New York NY  
Size by Sales: \$2.2 Billion/BW 1000

Stephen B. Morris  
President  
The Arbitron Company  
New York NY  
Size by Sales: N/A

Dean R. O'Hare  
Chairman, President and CEO  
The Chubb Corporation  
Warren NJ  
Size by Sales:

Vincent J. Naimoli  
Chairman, President and CEO  
Anchor Industries/Harvard Industries  
Tampa FL  
Size by Sales: \$1.5 Billion

Robert W. O'Leary  
Chairman and CEO  
American Healthcare Systems  
San Diego CA  
Size by Sales:

Joseph Neubauer  
Chairman and CEO  
ARAMARK  
Philadelphia PA  
Size by Sales: \$5 Billion

William O'Neill  
Executive Vice President and CFO  
Polaroid Corporation  
Cambridge MA  
Size by Sales: \$2 Billion

Richard C. Notebaert  
Ameritech Corporation  
Chicago IL  
Size by Sales: \$11.15 Billion

J. J. O'Neill  
Chairman and CEO  
Sky Chefs, Inc.  
Arlington TX  
Size by Sales: \$470 Million

John F. O'Brien  
President and CEO  
Allmerica Financial  
Worcester MA  
Size by Sales: \$2 Billion

Douglas E. Olesen  
President and CEO  
Battelle  
Columbus OH  
Size by Sales: \$960 Million

Jack R. Orben  
Chairman  
Fiduciary Counsel, Inc.  
New York NY  
Size by Sales: \$375 Million

John M. Quarles  
Chairman, President and CEO  
Wolverine Tube, Inc.  
Huntsville AL  
Size by Sales: \$500 Million +

D. Louis Peoples  
Vice Chairman and CEO  
Orange & Rockland Utilities, Inc.  
Pearl River NY  
Size by Sales: \$1 Billion

Mary Lou Quinlan  
President and CEO  
N.W. Ayer & Partners  
New York NY  
Size by Sales: \$800 Million

Helmut G. Peters  
President and CEO  
VME North America  
Asheville NC  
Size by Sales: \$400 Million

Gerard Roche  
Chairman  
Heidrick & Struggles  
New York NY  
Size by Sales:

Russell E. Planitzer  
Chairman and CEO  
Computervision Corporation  
Bedford MA  
Size by Sales: \$500 Million

Douglas Rock  
Chairman and CEO  
Smith International, Inc.  
Houston TX  
Size by Sales: \$700 Million

Ryal R. Poppa  
Chairman, President and CEO  
Storage Technology Corporation  
Louisville CO  
Size by Sales: \$1.5 Billion

Thomas B. Roller  
President and CEO  
Fruehauf Trailer Corporation  
Indianapolis IN  
Size by Sales: \$500 Million

Allen E. Powers  
President  
Litton Data Systems  
Agoura Hills CA  
Size by Sales: \$300 Million

Patrick W. Rooney  
Chairman, President and CEO  
Cooper Tire & Rubber Co.  
Findlay OH  
Size by Sales: \$1.5 Billion



Ivan Michael Schaeffer  
President and CEO  
Woodside Travel Trust  
Bethesda MD  
Size by Sales: \$17.4 Billion

Alan G. Spoon  
President  
The Washington Post Company  
Washington DC  
Size by Sales: \$1.7 Billion

Wolfgang Schmitt  
Chairman, President and CEO  
Rubbermaid, Inc.  
Wooster OH  
Size by Sales: \$1.85 Billion

Graham Spurling  
President and CEO  
GNB Technologies  
Atlanta GA  
Size by Sales: \$1 Billion

John Shenal  
Vice President  
Virginia Power  
Fairfax VA  
Size by Sales:

David A. Stonecipher  
President and CEO  
Jefferson-Pilot Corporation  
Greensboro NC  
Size by Sales: \$1.3 Billion

Robert Siegel  
Chairman, President and CEO  
The Stride Rite Corporation  
Cambridge MA  
Size by Sales: \$586 Million

Craig F. Strehl  
President and COO  
Aquila Gas Pipeline Corporation  
San Antonio TX  
Size by Sales: \$329 Million

Bengt Bison Sjogren  
President and CEO  
Tetra Pak Inc.  
Chicago IL  
Size by Sales: \$400 Million

Robert H. Strickler  
Chairman  
Rocco, Inc.  
Harrisonburg VA  
Size by Sales: \$500 Million

Robert L. Smialek  
Chairman, President and CEO  
Insilco Corporation  
Dublin OH  
Size by Sales: \$550 Million

Charles O. Strickler  
President  
Rocco, Inc.  
Harrisonburg VA  
Size by Sales: \$500 Million

G. Craig Sullivan  
Chairman and CEO  
The Clorox Company  
Oakland CA  
Size by Sales: \$1.72 Billion/BW 1000

James P. Toohey  
President, Hallmark International  
Hallmark Cards, Inc.  
Kansas City MO  
Size by Sales: \$4 Billion

Marcy Syms  
President and COO  
Syms Corporation  
Secaucus NJ  
Size by Sales: \$319.62 Million

Solomon D. Trujillo  
President and CEO  
U S West Communications  
Denver CO  
Size by Sales: \$1 Billion/BW 1000

R. Eugene Taylor  
President-Mid-Atlantic Banking Group  
NationsBank  
Baltimore MD  
Size by Sales: \$7.9 Billion

Joseph P. Viviano  
President and COO  
Hershey Foods Corporation  
Hershey PA  
Size by Sales: \$2.9 Billion

Thomas J. Tierney  
Worldwide Managing Director  
Bain & Company  
Boston MA  
Size by Sales: \$250 Million+

Wes W. von Schack  
Chairman, President and CEO  
DQE  
Pittsburgh PA  
Size by Sales: \$1.3 Billion

L. Joseph Timms, Jr.  
President and CEO  
CNG Transmission Corporation  
Clarksburg WV  
Size by Sales: \$600 Million

J. Larry Vowell  
President and CEO  
Hussmann Corporation  
Bridgeton MO  
Size by Sales: \$860 Million

Andrew H. Tisch  
Chairman  
Loews Corporation  
New York NY  
Size by Sales:

Richard A. Waller  
President and CEO  
Security National Corporation  
Sioux City IA  
Size by Sales:

Milton H. Ward  
Co-Chairman, President and CEO  
Cyprus Amax Minerals Company  
Englewood CO  
Size by Sales: \$2.8 Billion/BW 1000

Herbert Wender  
Chairman and CEO  
Commonwealth Land Title Insurance Co.  
Philadelphia PA  
Size by Sales: \$800 Million

John W. Wasserlein  
President  
Fraser Paper  
Stamford CT  
Size by Sales: \$304.10 Million

David R. Whitwam  
Chairman, President, and CEO  
Whirlpool Corporation  
Benton Harbor MI  
Size by Sales: \$7.3 Billion

Thomas W. Wathen  
Chairman  
Pinkerton's Inc.  
Encino CA  
Size by Sales: \$850 Million

Robert C. Wiesel  
Chairman and CEO  
Stone & Webster Engineering Corporation  
Boston MA  
Size by Sales:

Alan D. Weinberger  
Chairman and CEO  
The ASCII Group, Inc.  
Bethesda MD  
Size by Sales: \$5 Billion

Clarke M. Williams  
Chairman  
Century Telephone  
Monroe LA  
Size by Sales: \$540 Million

William F. Weld  
Governor  
The Commonwealth of Massachusetts  
The State House  
Boston MA  
Size by Sales:

Walter R. Young  
Chairman  
Champion Enterprises, Inc.  
Auburn Hills MI  
Size by Sales: \$530 Million

Richard L. Wellek  
President and CEO  
Varlen Corporation  
Naperville IL  
Size by Sales: \$400 Million

Walter J. Zable  
Chairman and CEO  
Cubic Corporation  
San Diego CA  
Size by Sales: \$325 Million

Alfred M. Zeien  
Chairman and CEO  
The Gillette Company  
Boston MA  
Size by Sales: \$5.16 Billion

Ronald E. Zelazo  
President and CEO  
Kearfott Guidance & Navigation Corporation  
Wayne NJ  
Size by Sales: \$400 Million

Patrick J. Zenner  
President and CEO  
Hoffmann LaRoche, Inc.  
Nutley NJ  
Size by Sales:

**SENATOR BOB DOLE  
BUSINESS WEEK SYMPOSIUM**

**\*THANK YOU. SINCE I'M THE  
MAJORITY LEADER, I GUESS YOU  
COULD CALL ME THE CEO OF THE  
SENATE, SO IT'S A PLEASURE TO  
WELCOME MY FELLOW CEO'S TO  
WASHINGTON.**

**\*I HAVE TO TELL YOU THAT  
SERVING AS CEO OF THE SENATE IS A  
BIT DIFFERENT THAN SERVING AS CEO  
OF A COMPANY.**

**\* HOW WOULD YOU LIKE TO HAVE  
99 MEMBERS OF YOUR BOARD OF  
DIRECTORS, WITH 46 OF THEM OUT TO  
GET YOU MOST OF THE TIME, AND  
ANY ONE OF THEM HAVING THE RIGHT  
TO BLOCK SOMETHING FROM GETTING  
DONE?**

**\* SOMEHOW, HOWEVER, WE ARE  
MANAGING TO GET THINGS DONE. WE  
ARE KEEPING THE PROMISES WE MADE  
TO THE AMERICAN PEOPLE, AND**

**BRINGING ABOUT REAL AND  
REVOLUTIONARY CHANGE.**

**\*I KNOW YOUR SCHEDULE IS VERY  
TIGHT TODAY, AND INSTEAD OF ME  
STANDING UP HERE AND TALKING TO  
YOU, I THINK A BETTER USE OF OUR  
TIME IS FOR ME TO SPEND AS MUCH  
TIME AS POSSIBLE HEARING WHAT'S  
ON YOUR MIND.**

**\*BUT I DO WANT TO VERY BRIEFLY  
TOUCH UPON A FEW TOPICS WHICH I**

**KNOW ARE OF INTEREST TO THIS  
AUDIENCE.**

**\* LET ME FIRST SAY THAT BUSINESS  
WEEK HAS BEEN AROUND FOR OVER  
SIX DECADES, AND IT'S HARD TO  
BELIEVE THAT THIS PAST JANUARY,  
THEY PRINTED THEIR FIRST ISSUE IN 40  
YEARS THAT REPORTED ON A  
REPUBLICAN CONGRESS.**

**\* AND I HOPE THAT THE AMERICAN  
PEOPLE--AND AMERICA'S BUSINESS  
COMMUNITY--HAVE NOTICED A**



**DIFFERENCE. FOR THE PAST 40  
YEARS, IT SEEMS THAT POWER HAS  
BEEN MOVING TO WASHINGTON, D.C.  
WELL, OUR AGENDA IS RADICALLY  
DIFFERENT. WE'RE ACTUALLY  
TRANSFERRING POWER OUT OF  
WASHINGTON, AND RETURNING IT TO  
OUR STATES, AND OUR CITIES. WE'RE  
TRYING TO GET THE GOVERNMENT  
OUT OF YOUR LIVES. THAT'S A  
REVOLUTIONARY CHANGE.**

**\* WE'VE MADE A LOT OF PROGRESS.  
BUT WE STILL HAVE MORE TO DO--LIKE  
REGULATORY REFORM.**

**\* FROM THE FIRST DAY OF THIS  
CONGRESS, I MADE IT VERY CLEAR  
THAT ONE OF MY TOP PRIORITIES WAS  
TO RESTORE A LITTLE COMMON SENSE  
TO THE REGULATORY PROCESS.**

**\* UNFORTUNATELY, WE'RE A FEW  
VOTES SHORT IN THE SENATE OF  
HAVING THE 60 VOTES NECESSARY TO  
END DEBATE AND VOTE ON FINAL**

**PASSAGE. BUT WE HAVEN'T GIVEN UP  
YET.**

**\*IT SEEMS TO ME THAT THE BEST  
WAY TO PROMOTE THE ECONOMIC  
GROWTH THAT WILL INCREASE  
EMPLOYMENT, RAISE WAGES, AND  
HELP TO BALANCE THE BUDGET--IS TO  
NOT GIVE UP, AND TO WORK ACROSS  
PARTY LINES TO PASS TRUE AND  
MEANINGFUL REGULATORY REFORM.**

**\*AS YOU MAY KNOW, SENATOR  
ROBB IS LEADING OUR EFFORT TO GET**

**A FEW MORE VOTES ON THE  
DEMOCRAT SIDE. I DON'T KNOW  
WHAT YOUR PLANS ARE WHILE  
YOU'RE IN WASHINGTON, BUT IF ANY  
OF YOU HAVE SOME FREE TIME, YOU  
MAY WANT TO DROP BY THE OFFICES  
OF SENATORS EXON, GRAHAM,  
BINGAMAN, AND ROCKEFELLER, TO  
URGE THEM TO MOVE FORWARD.**

**\*LET ME SAY SOMETHING ELSE  
ABOUT ECONOMIC GROWTH. I KNOW  
YOU'LL BE HEARING THIS EVENING**

**FROM DR. TYSON, THE PRESIDENT'S  
ECONOMIC ADVISOR.**

**\* AND IF I WERE IN HER POSITION, I  
WOULD BE ADVISING THE PRESIDENT  
NOT TO SELL YOU SHORT, AND NOT  
TO SELL THE AMERICAN PEOPLE  
SHORT.**

**\* THE WHITE HOUSE IS NOW  
PREDICTING 2.5% ANNUAL ECONOMIC  
GROWTH FOR THE REST OF THE  
CENTURY. THEY CONGRATULATE  
THEMSELVES BECAUSE, IN THEIR VIEW,**

**2.5% GROWTH REPRESENTS THE  
OUTER LIMIT OF AMERICA'S  
ECONOMIC POTENTIAL.**

**\*WHAT IT IS ABOUT AMERICA  
TODAY THAT MAKES PRESIDENT  
CLINTON BELIEVE WE CAN'T EVEN LIVE  
UP TO OUR PAST, MUCH LESS  
COMPETE WITH THE MOST DYNAMIC  
ECONOMIES IN THE WORLD? WHY  
DOES HE THINK OUR BEST DAYS ARE  
BEHIND US?**

**\* WHATEVER HIS THINKING, I  
BELIEVE HE IS PROFOUNDLY WRONG. I  
BELIEVE THE ONLY BARRIER  
PREVENTING AMERICA FROM  
REACHING HER FULL POTENTIAL IS A  
FAILURE OF LEADERSHIP..A FAILURE OF  
VISION...NOT A FAILURE OF OUR  
PEOPLE.**

**\* AMERICA'S HISTORY, HOWEVER,  
TELLS US THAT WE CAN DO BETTER.  
SINCE WORLD WAR II, OUR ECONOMY  
HAS AVERAGED 3% GROWTH. DURING**

**THE REAGAN YEARS, WE AVERAGED  
NEARLY 4% GROWTH.**

**\* WE CAN ACHIEVE THAT LEVEL OF  
GROWTH AGAIN, IF WE TRUST THE  
AMERICAN PEOPLE, IF WE TRUST THE  
BUSINESS COMMUNITY, IF WE  
BALANCE THE BUDGET, AND IF WE  
ADOPT A FAIRER AND FLATTER TAX  
SYSTEM THAT REWARDS GROWTH  
AND ENCOURAGES RISK.**

**\* FINALLY, LET ME SAY THAT  
BEFORE I CAME HERE TODAY MY WIFE**



**ASKED ME TO REMIND YOU THAT THE  
RED CROSS IS IN THE MIDDLE OF  
ANOTHER FUND-RAISING CAMPAIGN,  
SO IF YOU BROUGHT YOUR  
CHECKBOOKS WITH YOU, THEIR  
HEADQUARTERS ARE JUST DOWN THE  
STREET A FEW BLOCKS.**

**\* AND IF YOU STILL HAVE SOME  
MONEY LEFT OVER, THERE'S ANOTHER  
FUND-RAISING CAMPAING GOING ON  
WHICH I WOULD BE HAPPY TO TELL  
YOU ABOUT.**

**\*THANK YOU, AND I'D BE HAPPY  
TO TAKE QUESTIONS, OR HEAR ANY  
SUGGESTIONS YOU MAY HAVE ON  
HOW CONGRESS CAN HELP OUR  
ECONOMY GROW AND PROSPER.**