

TO: Senator Dole
FR: Kerry

RE: International Mass Retailers Association

*IMRA represents approximately 160 mass discount retailers, and nearly 550 of their suppliers.

*Members include Home Depot, Circuit City, Costco, Woolworth, the Limited, and Wal-Mart.

*Over 2,000 attendees are expected.

*During their convention, they will hear from Gingrich, Malcolm Forbes, Phil Gramm, James Carville, Jack Kemp, Pete Domenici, and Colin Powell.

*You are receiving their "1994 Leadership Award," and after receiving the award, they have asked you to speak for 15 minutes or so on "leadership."

*This is a very pro-business, pro-Dole crowd, and they will be introducing you by the showing of the "Saturday Night Live" Dole/Clinton skit.

EXECUTIVE SUMMARY**IMRA Board of Directors****OFFICERS**

Chairman of the Board
Don Soderquist
Wal-Mart Stores, Inc.

PRESIDENT

Robert J. Verdisco
IMRA

1st VICE CHAIRMAN

Appointment Pending

2nd VICE CHAIRMAN

Don R. Clarke
Caldor, Inc.

TREASURER

Julian Seeherman
Venture Stores

SECRETARY

Dale Kramer
Shopko Stores, Inc.

BOARD OF DIRECTORS

Term Expires 1996
Steven Appel
Value Merchants
Irwin Chase
Ann & Hope, Inc.
Ron Flowers
Hart Stores
L.H. Harvin, III
Rose's Stores, Inc.
George Jeffers
Price-Less
Drug Stores, Inc.
Mitchell B. Modell
Modell's
Gordon Reid
Giant Tiger Stores Ltd.
Term Expires 1995
Don R. Clarke
Caldor, Inc.
Joseph Ettore
Jamesway Corp.
Robert Floum
Fishers Big Wheel, Inc.
Joseph Nusim
Channel Home Centers
Don Soderquist
Wal-Mart Stores, Inc.
Larry Sommer
Prange Way Stores
Edgar J. Swain
F.W. Woolworth Co.
Warren W. White
Clover
Raymond Zimmerman
Service
Merchandise Co., Inc.

Term Expires 1994

Barry A. Berman
Bradlees
Dave Daniels
Penn-Daniels, Inc.
Bill Gerton
Target Stores
Peter J. Hayes
Family Dollar
Stores, Inc.
Larry Hochberg
Sportmart, Inc.
Dale P. Kramer
Shopko Stores, Inc.
Bernard Marcus
The Home Depot
U.S.A., Inc.
Monroe G. Milstein
Burlington
Coat Factory
Julian Seeherman
Venture Stores
Charles Siegel
50-Off Stores, Inc.
Philip G. Spear
W.R. Thomas
Stores, Inc.
Robert K. Voss
Dollar General Stores
Paul S. Walters
Zellers

General Counsel

Timothy J. Waters
McDermott, Will & Emery



International Mass Retail Association (IMRA) Retail Member Companies

Academy Corp.	Garden Ridge	Price-Less Drug Stores, Inc.
Ace Music Center, Inc.	Giant Tiger Stores Ltd.	Priceline Pty. Ltd.
Almacenes Exito S.A.	Gibsons Discount Centers, Inc.	Promodes
American Retail Group, Inc.	Goldblatt Department Stores Inc.	Quality Stores, Inc.
Ames Stores, Inc.	Goodwill Industries International, Inc.	Regis Corporation
Ammar's, Inc. d/b/a Magic Mart	Grandpa's	Repp, Ltd.
HQ & Army Air Force Exchange Service	Granada Canada Ltd.	Retail Apparel Group, Inc.
Auto Source, Inc.	Groupe Val Royal	Rose's Stores, Inc.
AutoZone	1/2 Price Stores	Saan Stores Ltd.
B.J.'s Wholesale Club	Handy Andy Home Improvement Centers,	Service Merchandise Co., Inc.
Baby Superstore, Inc.	Hart Stores - Big Bear Plus	Servistar Corporation
J. Baker, Inc.	Hechinger Stores Company	Shopko Stores, Inc.
Best Buy Co., Inc.	Hi-Lo Automotive, Inc.	The Shui Hing Company, Ltd.
Best Products Company, Inc.	Hills Stores Company	Silverman Brothers, Inc.
Bl-Way Stores Limited	Home Depot, U.S.A., Inc.	Simply 8 Fashions
Big Blue Stores, Inc.	Home Shopping Network	Solo Serve Corporation
Big W Discount Stores	HomeBase	Sportmart, Inc.
Bradlees, Inc.	Hub Distributing, Inc.	Sports & Recreation, Inc.
BrandsMart U.S.A.	It's Really \$1.00	Steinbach, Inc.
Burlington Coat Factory	Jamesway Corporation	Stuarts Department Stores, Inc.
Byrons, Inc.	Jewelry Promotions, Inc	Sunglass Hut International
C.T.A. America, Inc.	Kay-Bee Toy & Hobby Shops, Inc.	Super Sale of America Inc.
The Caldor Corporation	Kelly's Variety Stores, Inc.	Syms Corporation
Central Pattana Company Ltd.	M. H. King Company	Target Stores
Central Tractor Farm & Family Center, Inc.	Kinko's Service Corporation	W.R. Thomas Stores, Inc.
Channel Home Centers, Inc.	Lima Bargain Center	Thomas-Walker-Lacey, Inc.
Chase-Pitkin Home & Garden	The Limited, Inc.	Treasure Island Department Stores Inc.
CHOC Thrift Stores	Linens 'n Things	Twin Valu Stores
Circuit City Stores, Inc.	Lowe's Companies, Inc.	U-Save Center, Inc.
Claire's Stores, Inc.	L.S.P., Inc.	Unclaimed Freight
The Clicks Group	L. Luria & Son, Inc.	Union Hall, Inc.
Clover	Marburn Stores, Inc.	Uptons
Club Distribution, Inc.	Marshalls, Inc.	Valley View Enterprises, Inc.
CompUSA, Inc.	Maurices Incorporated	Value City Department Stores
Computer City Supercenters	McCroxy Stores	Value Merchants, Inc.
Consolidated Stores Corporation	Meijer, Inc.	Variety Wholesalers, Inc.
Conway Stores	Melville Corporation	Venture Stores, Inc.
Cotter & Company	Mid-Am Cheese Stores	Waban, Inc.
Country General Stores	Mills Supply, Inc.	Waccamaw Corporation
The Daisel, Inc.	Modell's Sporting Goods	Wal-Mart Stores, Inc.
Dollar General Stores	Modern Woman	Watani
Drogueria Y Farmacia El Fenix, S.A. De	Nacional Santa Fe, S.A. de C.V.	Wholesale Depot
Duckwall-Alco Stores, Inc.	Navy Exchange Service Command	Witmark, Inc.
Eastern Mountain Sports, Inc.	Neighborhood Variety Stores, Inc.	Woman's World Shops, Inc.
Ebrahim & Company, Ltd.	Norquist Salvage Corporation	Wonder Stores
Economy Dry Goods	Northwest Fabrics and Crafts	F.W. Woolworth Company
Ekono-Mart C.A.	Pamida Discount Centers	Woolworths Limited
eShop	Payless Cashways, Inc.	Zellers Inc.
Fair Department Stores	Penn-Daniels Inc.	
Family Dollar Stores, Inc.	PEP BOYS	
Farmacias Arrocha	Perfumaria Inc.	
FEDCO, Inc.	Phar-Mor Inc.	
50 - Off Stores, Inc.	Place's Discount Stores	
FMFC	Prange Way, Inc.	
Fred's, Inc.	PriceCostco	

The International Mass Retail Association (IMRA) represents more than 700 members -- 160 mass retail members including discount department stores, home centers, catalog showroom stores, dollar stores, variety stores, warehouse clubs, deep discount drugstores, specialty discounters, and off-price stores -- as well as nearly 550 suppliers. Collectively, our retail members operate over 54,000 stores in the United States and abroad, and employ over a million people. Our retail members represent the overwhelming majority of the nearly \$202.2 billion mass retail industry in the United States. Our membership includes Wal-Mart, Home Depot, Target, Circuit City, Marshalls, and PriceCostco.

Please use the terms "mass retail," "mass retailing," and "mass retailer" as opposed to "discounter" or "discount retailing." Thank you.

DRAFT

CONFIDENTIAL

**1994
LEADERSHIP AWARD**

**FOR
HIS TIRELESS COMMITMENT
TO
PRESERVING
AMERICA'S FREE MARKET SYSTEM**

Presented
to

SENATOR BOB DOLE

Presented by
the

INTERNATIONAL MASS RETAIL ASSOCIATION

In witness whereof we have hereunto set
our hands to attest to the unanimous vote of the
International Mass Retail Association Board of Directors,
and have caused the IMRA Seal
to be hereunto affixed this 23rd day of May, 1994.

**Donald G. Soderquist
Chairman of the Board
International Mass Retail Association**

**Robert J. Verdisco
President
International Mass Retail Association**

5/19/94
10:00AM

THE INTERNATIONAL MASS RETAIL ASSOCIATION

ANNUAL CONVENTION

MAY 21-24, 1994

SHERATON WASHINGTON HOTEL • WASHINGTON, DC

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Friday, May 20, 1994

8:00am - 5:00pm GARC MEETING (Holmes)

2:00pm - 8:00pm REGISTRATION (Convention Registration Desk)

Saturday, May 21, 1994

7:00am 5K RUNATHON
Sponsored By: Discount Store News & Chic/H.I.S.

8:00am - 8:00pm REGISTRATION (Convention Registration Desk)

9:00am - 2:00pm OPTIONAL WELCOME TO WASHINGTON SIGHTSEEING TOURS
(Depart 24th Street Entrance across from Hotel Registration Desk)

10:00am - 12:00pm BOARD OF DIRECTORS' MEETING (Warren)

10:30am - 12:00pm ANNUAL MEETING OF ASSOCIATE MEMBERS (Maryland Suite)

12:00pm - 3:00pm IMRA HOSPITALITY (Exterior Courtyard)

12:00pm - 3:00pm STORE TOURS
Sponsored By: Discount Merchandiser
To Include: PetsMart; Wal-Mart; Hechinger; Computer City Supercenter
(Lunch will be provided)
(Depart 24th Street Entrance across from Hotel Registration Desk)

Saturday, May 21, 1994 (Continued)

- 3:00pm - 3:30pm **NEW MEMBER & FIRST-TIME ATTENDEE ORIENTATION** *(Idaho)*
Learn all you need to know about how to make the most of your Annual
Convention experience.
- 4:00pm - 5:45pm **OPENING GENERAL SESSION** *(Sheraton Ballroom)*
IMRA'S "STATE OF THE ASSOCIATION"
- Presented By: DONALD G. SODERQUIST, Vice Chairman, COO,
WAL-MART STORES, INC.
Chairman of the Board,
INTERNATIONAL MASS RETAIL ASSOCIATION
- ROBERT J. VERDISCO, President,
INTERNATIONAL MASS RETAIL ASSOCIATION
- PRESENTATION OF 1994 IMRA PRESIDENT'S AWARDS**
- KEYNOTE ADDRESS**
- "The Management of Crisis and Change"**
- Introduction: DONALD G. SODERQUIST, Vice Chairman, COO,
WAL-MART STORES, INC.
- Speaker: GENERAL COLIN L. POWELL (RET.)
- 7:15pm - 7:45pm **ANNUAL MEETING OF RETAILERS** *(Maryland A)*
(Retailers & their Spouses only, please)
- 7:15pm - 8:00pm **COCKTAIL RECEPTION** *(Business Attire)* *(Sheraton Foyer)*
- 8:00pm - 11:00pm **OPENING BANQUET** *(Business Attire)* *(Sheraton Ballroom)*
Entertainment: CRYSTAL GAYLE

Sunday, May 22, 1994

- 8:00am - 5:00pm **REGISTRATION** *(Convention Registration Desk)*

Sunday, May 22, 1994 (Continued)

- 8:30am - 9:45am** **SPORTS BUFFET BREAKFAST** *(Sheraton Ballroom)*
Sponsored By: American Greetings Corporation
- Moderator:** **PACKY NESPECA, Senior Vice President,
AMERICAN GREETINGS CORPORATION**
- Presentation of 5K Runathon Awards:**
**ROBERT FANARA, Vice President, Account Management,
HMG WORLDWIDE
Chairman, IMRA AMB CULTURAL/SPORTS COMMITTEE**
- Introduction:** **JOE NAMATH, Former All Pro Quarterback,
NEW YORK JETS**
Spokesperson For: TELEBrands Wholesale Corporation
- Speaker:** **BOB SHANNON, Head Football Coach,
EAST ST. LOUIS SENIOR HIGH SCHOOL**
- (Buffet Service begins at 8:30am. Programming begins at 9:00am.)*
- 9:45am - 3:00pm** **SPOUSE / FAMILY OPTIONAL WELCOME TO WASHINGTON SIGHTSEEING TOURS**
(Depart 24th Street Entrance across from Hotel Registration Desk)
- 10:00am** **OFFICIAL MERCHANDISE SHOW OPENING:** *(Exhibit Hall C Entrance)*
RIBBON CUTTING CEREMONY
- 10:00am - 3:30pm** **MERCHANDISE SHOW & LUNCHEON** *(Exhibit Halls A, B, C)*
- 12:00pm - 5:00pm** **IMRA HOSPITALITY** *(Exterior Courtyard)*
- 3:45pm - 4:45pm** **GENERAL SESSION** *(Sheraton Ballroom)*
- "Consumers and Sourcing: Issues in a Changing World"**
- Introduction:** **TONY LISANTI, Editor, DISCOUNT STORE NEWS**
- Speaker:** **DAVID W. MOORE, Ph.D., Vice President,
THE GALLUP ORGANIZATION**

Sunday, May 22, 1994 (Continued)

- 5:00pm - 6:15pm GENERAL SESSION (Sheraton Ballroom)
- "Technology: Opportunities for the Future"**
- Introduction: BILL GERTON, Executive Vice President, Stores,
TARGET STORES
- Speakers: THOM BLISCHOK, Vice President & Head Coach,
Worldwide Industry Consulting, AT&T GLOBAL
INFORMATION SOLUTIONS
- CHRISTINE PROPST, Director of Worldwide Retail
Consulting, AT&T GLOBAL INFORMATION SOLUTIONS
- 7:30pm Buses Begin Departing for National Air & Space Museum
(Depart 24th Street Entrance across from Hotel Registration Desk)
- 8:00pm - 11:00pm BUFFET RECEPTION - NATIONAL AIR & SPACE MUSEUM (Business Attire)
Hosts: Newell Co., SC Johnson Wax, IMRA

Monday, May 23, 1994

- 7:00am - 8:00am CONTINENTAL BREAKFAST (Sheraton Foyer)
- 8:00am - 5:00pm REGISTRATION (Convention Registration Desk)
- 8:00am - 9:30am GENERAL SESSION (Sheraton Ballroom)
- "Your Aging Consumers: Reality vs. Perception"**
- Introduction: MICHAEL HUGHES, Director, National Accounts,
AMERICAN GREETINGS CORPORATION
Chairman, IMRA AMB PARTNERSHIP COMMITTEE
- Speaker: KEN DYCHTWARD, Ph.D., President & CEO,
AGE WAVE, INC.
- 8:30am - 3:00pm SPOUSE / FAMILY TOUR & LUNCHEON
(Depart 24th Street Entrance across from Hotel Registration Desk)
- (1:15pm) SENATE RUSSELL CAUCUS ROOM, CAPITOL HILL
- Introduction: MRS. BILL GERTON
- Speaker: SENATOR PETE DOMENICI (R-NM),
UNITED STATES SENATE

Monday, May 23, 1994 (Continued)

- 9:45am - 11:15am **GENERAL SESSION** *(Sheraton Ballroom)*
"Diversity in the Marketplace"
Introduction: BILL GERTON, Executive Vice President, Stores,
TARGET STORES
Moderator: LIONEL SOSA, Chairman, DMB&B/AMERICAS
Panelists: SHIRRE SANCHEZ, President,
SANCHEZ MARKETING & DATA

DAVID T.A. CHEN, Managing Partner,
MUSE, CORDERO, CHEN, INC.

CAROLINE R. JONES, President/Executive Creative Director,
CAROLINE JONES ADVERTISING, INC.
- 11:30am - 12:30pm **GENERAL SESSION** *(Sheraton Ballroom)*
"A New Agenda for the 90s"
Introduction: ROBERT J. VERDISCO, President,
INTERNATIONAL MASS RETAIL ASSOCIATION

Speaker: THE HONORABLE JACK KEMP
- 12:00pm - 5:00pm **IMRA HOSPITALITY** *(Exterior Courtyard)*
- 12:30pm - 1:30pm **MEDIA BRIEFING** *(Idaho)*
- 12:30pm - 6:00pm **MERCHANDISE SHOW & LUNCHEON** *(Exhibit Halls A, B, C)*
- 7:00pm - 8:00pm **COCKTAIL RECEPTION (Semi-Formal)** *(Sheraton Foyer)*
Sponsored By: Coca-Cola, USA
- 8:00pm - 11:00pm **ANNUAL BANQUET (Semi-Formal)** *(Sheraton Ballroom)*

Presentation of 1994 Leadership Award to:
SENATOR BOB DOLE (R-KS), Republican Leader,
UNITED STATES SENATE

Presentation of Booth Awards & Drawing of Prizes By:
THOMAS E. COGHAN, Vice President, General Sales Manager,
THE HARTZ MOUNTAIN CORPORATION
Chairman, IMRA AMB EXHIBITS COMMITTEE

Presentation of "Smiling Faces"
Sponsored By: Ambassador Cards

Entertainment: PATTI LABELLE

Courtesy of Western Merchandisers, a Wal-Mart subsidiary.

Tuesday, May 24, 1994

- 7:30am - 8:45am** **BREAKFAST GENERAL SESSION** *(Cottillion Ballroom)*
"1994 Political Overview"
Introduction: BILL GERTON, Executive Vice President, Stores,
TARGET STORES
Speaker: REPRESENTATIVE NEWT GINGRICH (R-GA),
 Minority Whip,
 UNITED STATES HOUSE OF REPRESENTATIVES
(Breakfast Service from 7:30am - 8:00am)
- 9:00am - 10:30am** **GENERAL SESSION** *(Sheraton Ballroom)*
"Taking Charge of Your Health Care Costs"
Introduction: CHARLES SIEGEL, Chairman, President & CEO,
 50-OFF STORES, INC.
Speakers: MALCOLM S. FORBES, JR., President & CEO, FORBES, INC.
 SENATOR PHIL GRAMM (R-TX),
 UNITED STATES SENATE
- 10:30am - 10:45am** **COFFEE SERVICE** *(Sheraton Foyer)*
- 10:45am - 11:45am** **GENERAL SESSION** *(Sheraton Ballroom)*
"Restoring Credibility to Retail Pricing"
Introduction: JOSEPH NUSIM, President & CEO,
 CHANNEL HOME CENTERS, INC.
Speaker: WALTER J. SALMON, Stanley J. Roth Sr. Professor of Retailing,
 HARVARD GRADUATE SCHOOL OF BUSINESS
 ADMINISTRATION
- 12:00pm - 1:00pm** **GENERAL SESSION** *(Sheraton Ballroom)*
Introduction: BILL GERTON, Executive Vice President, Stores,
 TARGET STORES
Speaker: JAMES CARVILLE, Democratic Campaign Consultant
- 1:00pm** **CONVENTION CLOSES**

SENATOR BOB DOLE

MASS RETAIL ASSOCIATION

**THANK YOU. I DON'T KNOW
WHAT I DID TO DESERVE THIS
AWARD, BUT I'LL CERTAINLY
KEEP IT.**

**YOU STICK AROUND
WASHINGTON LONG ENOUGH,
AND YOU'RE BOUND TO RECEIVE
AN AWARD, AND I'VE BEEN**

LUCKY TO RECEIVE ONE OR
TWO. BUT IT SEEMS THAT
EVERY TIME I RECEIVE AN
AWARD, I LEARN THAT MY WIFE
WAS GIVEN THE SAME AWARD A
YEAR OR TWO BEFORE ME. IT'S
NICE TO HAVE THE TABLES
TURNED EVERY ONCE IN A
WHILE.

SPEAKING OF ELIZABETH,
SHE IS IN SEATTLE AT THE RED
CROSS NATIONAL CONVENTION,
BUT SHE DID ASK ME TO THANK
YOU FOR YOUR SUPPORT OF
THE RED CROSS, AND FOR THE
CONTRIBUTIONS OF MONEY AND
SUPPLIES THAT MANY OF YOU
DONATE TO DISASTER VICTIMS.

I'VE BEEN ASKED TO SAY A
WORD OR TWO TONIGHT ABOUT
"LEADERSHIP." FIRST,
HOWEVER, I WANT TO THANK
ALL OF YOU FOR THE
LEADERSHIP YOU PROVIDE TO
AMERICA'S ECONOMY.

WINSTON CHURCHILL ONCE
SAID, "SOME SEE PRIVATE
ENTERPRISE AS A COW TO BE

MILKED, OTHERS AS A
PREDATORY TARGET TO BE
SHOT...BUT FEW ARE THOSE
WHO SEE IT AS THE STURDY
HORSE PULLING THE WAGON."

I AM PROUD TO BE ONE OF
THOSE WHO KNOWS THAT
AMERICA'S BUSINESSMEN AND
WOMEN ARE THE ONES WHO
PULL OUR ECONOMIC

WAGON...YOU ARE THE ONES
WHO PROVIDE THE JOBS AND
WHO PAY THE SALARIES, AND
WHO HAVE MADE OUR FREE
MARKET SYSTEM THE ENVY OF
THE WORLD.

BUT WINSTON CHURCHILL
WAS RIGHT. THERE ARE THOSE
IN WASHINGTON WHO THINK
THERE'S SOMETHING WRONG

WITH MAKING A PROFIT, AND
THAT BUSINESSES SHOULD BE
BURIED UNDER TAXES AND
MANDATES.

IF AMERICA IS TO REMAIN
THE LEADER OF THE FREE
WORLD, THEN WE MUST RESIST
THOSE WHO THINK THAT
GOVERNMENT HAS ALL THE
ANSWERS.

**I'VE BEEN THINKING A LOT
RECENTLY ABOUT AMERICA'S
ROLE AS LEADER OF THE FREE
WORLD.**

**NEXT WEEK, I WILL BE PART
OF A CONGRESSIONAL
DELEGATION TRAVELLING TO
EUROPE FOR CEREMONIES
HONORING THE 50TH
ANNIVERSARY OF D-DAY.**

D-DAY MARKED MORE THAN
THE BEGINNING OF THE END OF
WORLD WAR II. IT ALSO
MARKED THE BEGINNING OF
WHAT HAS BEEN--UNDER
REPUBLICAN AND DEMOCRAT
PRESIDENTS ALIKE--A HALF-
CENTURY OF AMERICAN
LEADERSHIP.

**IT WAS AMERICAN
LEADERSHIP THAT REBUILT
EUROPE AFTER WORLD WAR II.**

**IT WAS AMERICAN
LEADERSHIP THAT STOOD FOR
FREEDOM IN PLACES LIKE
KOREA AND VIETNAM.**

**IT WAS AMERICAN
LEADERSHIP THAT STOOD
GUARD IN EUROPE AND AROUND**

**THE WORLD THROUGHOUT THE
LONG COLD WAR.**

**IT WAS AMERICAN
LEADERSHIP THAT HAS KEPT
ALIVE ANY HOPE FOR PEACE IN
THE MIDEAST.**

**IT WAS AMERICAN
LEADERSHIP THAT KEPT
SADDAM HUSSEIN FROM**

**CONTROLLING THE WORLD'S OIL
SUPPLY.**

**IT WAS AMERICAN
LEADERSHIP THAT HAS ALWAYS
PRODDED NATIONS TOWARDS
THE PATH OF FREEDOM FOR ALL
THEIR CITIZENS.**

**HAS THIS LEADERSHIP
BEEN EXPENSIVE? YOU BET IT
HAS--BOTH IN TERMS OF LIVES**

**LOST AND MONEY SPENT IN
BATTLE AND IN STANDING
GUARD DURING THE LONG COLD
WAR.**

**BUT HAS THIS LEADERSHIP
BEEN WORTH THE COST?**

**ABSOLUTELY. THE WORLD IS A
SAFER, FREER, AND BETTER
PLACE BECAUSE OF AMERICAN
LEADERSHIP.**

**AND LADIES AND
GENTLEMEN, AS WE MEET HERE
THIS EVENING, I AM VERY
CONCERNED THAT IF SOME IN
THIS CITY HAVE THEIR WAY, THE
ERA OF AMERICAN LEADERSHIP
WILL COME TO AN END.**

**THERE ARE SOME WHO
THINK THAT AMERICA SHOULD**

**NO LONGER BE THE LEADER OF
THE FREE WORLD.**

**THERE ARE THOSE WHO
THINK THAT AMERICA MUST
FOCUS SOLELY ON FIXING HER
OWN PROBLEMS.**

**THERE ARE THOSE WHO
SAY THAT AMERICAN SOLDIERS
SHOULD TAKE ORDERS FROM**

**COMMANDERS APPOINTED BY
THE UNITED NATIONS.**

**THERE ARE THOSE WHO
FORESEE AMERICA AS JUST
ANOTHER MEMBER OF N.A.T.O.,
WITH NO RESPONSIBILITY TO
LEAD.**

**THAT SAME TALK AND
THOSE SAME VOICES COULD
ALSO BE HEARD IN THE DAYS**

**FOLLOWING OUR VICTORY IN
WORLD WAR II.**

**BUT AMERICA'S LEADERS
REMEMBERED THAT THEY HAD
LISTENED TO THOSE VOICES
JUST TWENTY YEARS BEFORE,
IN THE AFTERMATH OF WORLD
WAR I. AND THEY REMEMBERED
THAT, AS A RESULT, AMERICA
CHECKED OUT OF WORLD**

**AFFAIRS, RETREATED INTO
ISOLATIONISM, AND SLASHED
OUR DEFENSE--ACTIONS THAT
WOULD BE PROVEN FOOLHARDY
WHEN A DICTATOR MARCHED
ACROSS EUROPE AND BOMBS
FELL AT PEARL HARBOR.**

**AMERICA'S LEADERS
REMEMBERED. AND
PRESIDENTS WITH NAMES LIKE**

**TRUMAN, EISENHOWER,
KENNEDY, JOHNSON, NIXON,
FORD, CARTER, REAGAN, AND
BUSH MADE SURE THAT
AMERICA REMAINED THE
LEADER OF THE FREE WORLD.**

**THE UNITED STATES MAY
BE AT PEACE TODAY, BUT
EVENTS IN NORTH KOREA,
BOSNIA, AND ELSEWHERE**

REMINDE US THAT DICTATORS
STILL EXIST, THAT AGGRESSORS
WHO ARE NOT STOPPED WILL
ONLY GROW MORE BRAZEN AND
MORE BLOOD-THIRSTY, AND
THAT AMERICAN LEADERSHIP IS
STILL REQUIRED.

IS AMERICA'S DESTINY TO
BE THE WORLD'S POLICEMAN?
NO. THERE ARE CRIMES

**AGAINST HUMANITY AND
CRIMES AGAINST FREEDOM
COMMITTED EVERY DAY IN
COUNTLESS COUNTRIES
ACROSS THE WORLD. AND
AMERICA DOES NOT GO IN,
GUNS BLAZING, TO MAKE IT
RIGHT.**

**INSTEAD, WE DO WHAT WE
HAVE ALWAYS DONE--AND WHAT**

**WE DID DURING THE LONG COLD
WAR--WE LEAD BY EXAMPLE.
WE SHOW THE WORLD THAT
DEMOCRACY IS NOT JUST ONE
METHOD OF GOVERNMENT--IT IS
THE ONLY METHOD. AND WE
ALSO LEAD BY USING OUR
ECONOMIC AND MORAL
INFLUENCE TO BRING ABOUT**

**CHANGE, AS WE DID IN SOUTH
AFRICA.**

**AND IF WE ARE TO LEAD BY
EXAMPLE...IF WE ARE TO
MAINTAIN OUR CREDIBILITY AS
AN ECONOMIC AND MORAL
INFLUENCE, THEN WE MUST
DEAL WITH OUR PROBLEMS--
LIKE THE DEFICIT AND LIKE
CRIME. AND WE MUST**

**REMEMBER AND TEACH THE
VALUES THAT MADE AMERICA
GREAT--VALUES LIKE DECENCY,
HONESTY, AND INDIVIDUAL
RESPONSIBILITY.**

**BUT LET ME BE CLEAR:
LEADING BY EXAMPLE WILL NOT
ALWAYS SUFFICE. FOR
MILITARY STRENGTH AND
DIPLOMATIC RESOLVE IS**

**ESSENTIAL TO SUCCESSFUL
LEADERSHIP. WITHOUT THEM,
OUR EXAMPLE--NO MATTER HOW
MERITORIOUS--WILL BE
REJECTED OR IGNORED.**

**THERE WILL BE TIMES
WHEN AMERICA'S INTERESTS
ARE AT STAKE... WHEN
FREEDOM IS
THREATENED...WHEN, LIKE IT OR**

**NOT, WE ARE THE ONLY "COP
ON THE BEAT." AND UNLESS WE
ARE PREPARED TO STAND BY
WHILE OUR INTERESTS ARE
THREATENED OR DESTROYED,
WE MUST BE PREPARED TO
LEAD--IN COMBINATION WITH
FRIENDS AND ALLIES IF
POSSIBLE, BUT ALONE IF
NECESSARY.**

**IT IS HARD TO IMAGINE THE
WORLD TODAY HAD THE
ATTITUDE THAT SOME NOW
ADVOCATE PREVAILED THE PAST
HALF-CENTURY.**

**IMAGINE THAT D-DAY NEVER
HAPPENED, AND THAT HITLER'S
ARMIES CONQUERED EUROPE.
IMAGINE THAT KRUSCHEV AND
NOT NIXON WAS THE WINNER OF**

**THE "KITCHEN DEBATE," AND
AMERICA'S CHILDREN LIVED
UNDER COMMUNISM, RATHER
THAN RUSSIA'S CHILDREN
LIVING UNDER DEMOCRACY.
IMAGINE SADDAM HUSSEIN IN
CONTROL OF THE MAJORITY OF
THE WORLD'S OIL SUPPLY.**

**I DON'T KNOW WHAT THE
FUTURE HOLDS, BUT I DO KNOW**

**THAT THE WORLD CANNOT
AFFORD A FUTURE WITHOUT
AMERICAN LEADERSHIP.**

THANK YOU VERY MUCH.