

Castro...The President of France and I decided at the Economic Summit Conference, that we would try to stop this practice, at least as far as Libya was concerned. So, we got the other leaders in the powerful Western nations, Japan, Canada, Italy, France, Great Britain and Germany, to send Kaddahfi a private message. And we told him, all of us signed the letter, 'If you ever again accept an internationally hijacked plane, and don't immediately return the plane to its owners, and the hijackers to justice, then all international airplane traffic between Libya and our countries will be permanently terminated.' This was a secret message. And because it was secret, we didn't throw down a public gauntlet to him. Or challenge him. Or dare him. He did accede. He never again accepted and kept a plane...

"Let me just mention now about Saddam Hussein, and his relationship with Iran. I mentioned early that in Christmas Week of 1979, we were in the midst of the hostage crisis. After the hostage crisis involving Iran had been going on for about a month, Iraq invaded Iran. Saddam Hussein thought that he would have an easy victory because Iran was divided... I condemned this invasion because I was afraid that Iraq would conquer Iran and destabilize the entire region...

"Subsequently, of course, that war came to a stalemate. But, it was because Saddam was not punished, and because he later received enormous support from Europe, and to some degree from this country, that he got the temerity, a courage, misplaced courage, to go into Kuwait...

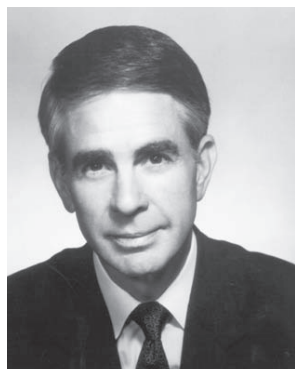
"Today, President Bush was briefed by his military leaders, who I understand from television tonight, have basically said, 'Let's don't be in any hurry. Let our supremacy in air prevail.' The U.S. forces are resolute. They are superbly trained. And there is absolutely no doubt that they can, and will, prevail. After sixty-thousand sorties already, with almost non-existent opposition from the Iraqi forces, there is no doubt in my mind that Saddam Hussein, and his Iraqi supporters, including private citizens, must know that this one-sided devastation

can continue indefinitely and that they cannot win. But the private foot soldiers, and the individual citizens of Iraq, are not the ones who will decide that the war needs to come to a conclusion...

"This is a special case for us now. We are all preoccupied with it. We don't want to talk about much else. But, in the future, the new world order, brought about by a cessation of the long-existing Cold War between us and the Soviet Union, must include the prevention of further major conflicts and the resolution through peace negotiations of those that do exist. A measure of the greatness of a nation, including ours, is how strong a force for peace we can be."

**Robert E. Allen:
A Boiling Sea of Change**

Robert E. Allen was chairman and CEO of AT&T when he addressed The Economic Club of Chicago on October 15, 1992, on telecommunications.



"When I receive invitations to speak to distinguished audiences, such as The Economic Club of Chicago, I'm often put in mind of the early days of the telephone. Alexander Graham Bell traveled around the world trying to drum up financial backing for his new gadget...He would expound on his vision of someone in one part of the world able to speak with someone else on the other side of the globe. Many were intrigued by the possibilities, but others wondered: 'What of interest would I have to say to someone halfway across the world?' I'm sure those skeptics would be astounded by the fact that AT&T moves, on average, 140 million calls through its worldwide network each day. People around the world do have plenty of interest to say to one another. Likewise, I hope you'll find I have something of interest to say to you this evening..."

“I’d like to speak with you, out of the texture of some 35 years in the communications business... My focus is on the communications industry and how it works. And how it may help America work even better in the future... I entered this industry when it was simply the telephone industry...before the computer revolution which transformed both data processing and communications. Before the ‘customer’ revolution. Before telephone users moved into the driver’s seat. And, before the revolution of competition in telecommunications.

“The 1950s was a relatively safe, sealed-off world—an industry in a Bell-jar. The Bell System designed, developed, manufactured, and delivered communication technology, with the precised control of a laboratory experiment. We did it under the constant scrutiny of regulators who acted as surrogates for competition... That world disintegrated in the face of a number of powerful forces: new technologies, an explosion of customer demands, the challenge of new entrepreneurs, and a blitz of regulatory decisions—decisions aimed at piercing the Bell System monopoly and opening the marketplace to competition. And finally, the big bomb: the Consent Decree that broke up the Bell System... At AT&T, we once viewed competition in the U.S. telecommunications market as heresy. Now it’s part of our catechism...

“I welcome the spur of competition. The pressure has made AT&T move faster...Competition has made us a better, more nimble company. And we continue to strive to improve our performance. But we are not as good as we could be, we are not as responsive to our customers as we might be, and the entire long distance industry is not as competitive as it should be—for a disturbing reason: the regulators quit 30 yards short of the goal line... Regulators continue to pin AT&T down with rules that are not applied to our competitors...Later this year, we’ll be pressing the FCC to finish the job, to eliminate this lopsided state of affairs. And we may ask business customers to support us in this effort.

“The problems I’ve cited don’t overshadow the

immense strides in communications. Today American businesses can run their operations worldwide through networks that deliver voice, video, data, facsimile—networks that link people to people, people to computers, and computers to computers... But more revolution is brewing. We have seen communications not only shrinking the globe but integrating our work and home lives...

“The communications market is a boiling sea of change, with rising waves of new technology, surging customer expectations, and swells of entrepreneurs eager to be part of the new age... These new forces of change are crashing against and splashing over the old jetties and the old forms of the traditional telephone industry. They are posing new challenges for both the players and the regulators.

“Last month the FCC issued new rules requiring phone companies to provide connections to the local network to competing special service providers... In some states, like Illinois, regulators have already begun to promote competition... But these FCC and state actions are just the first stirrings to test a fundamental precept. The question is an old one: Is there such a thing as a natural monopoly? Economist John Stuart Mill, in 1847, argued eloquently for the economic efficiency of a single supplier for the water and gas works of London. But we are not 19th century London. The dynamic communications and information networks of today are not the rigid pipeworks for one-way distribution of water or gas. In the early days of the telephone, the issue of natural monopoly was addressed once again... For decades following, the entire fabric of the telecommunications industry was viewed as a natural monopoly. Over time, phones and PBXs were cut out of the tapestry. Long distance soon followed. In each of these sectors, the benefits and economies of competition have come clear. The last remnant, however, is the local exchange.

“Resolving the question of natural monopoly in the local exchange may be the most difficult of all... Giving competition in the local telephone market a

full and fair test should be the priority item on both the federal and state regulatory agenda...

“The task facing the communications industry—both the companies involved and the regulators—is to let go of the unnecessary trappings of the past and embrace the future as quickly, as courageously, and as wisely as we can. The end continues to be the public interest, but the means must change to fit the times.

“In just a few weeks, America will go to the polls to elect a president. Whoever takes the oath of office next January faces formidable challenges. The most pressing challenge will be to forge policies to invigorate America’s economic growth, invigorate America’s investment and productivity, and invigorate America’s global competitiveness...

“My message to the future president is: ‘Recognize the importance of the U.S. telecommunications industry to the future economic health of our nation. Support and develop policies that strengthen this industry—not hobble it by unnecessary regulation, or micro-management of these markets. Support policies that liberate rather than limit the innovative and competitive spirit that resides in this industry.’ We can help America work even better.”

**Dr. Francis S. Collins:
The Genome and Medicine**

Dr. Francis S. Collins was director of the National Center for Human Genome Research when he addressed The Economic Club of Chicago on February 23, 1995.



“Many people think of genetics as diseases that affect a small number of individuals, somebody else’s children, not necessarily something that has an immediate impact. But, I would ask you, what runs in your family?

If you think about it, what do your relatives have, maybe at a higher frequency than other peoples’ relatives do, at least in your perception? And I think most of us have something. For me it’s cancer. It’s also alcoholism. And those are conditions both of which we know have genetic origins, but we don’t understand them very well. What is it in your family? And would you want to know if I could set up a booth out there at the end of the dinner, and ask you to donate a blood sample, would you want me to tell you tomorrow, in fact, what are your specific risks for future illness? Whether the thing that runs in your family is relevant to you? Or whether you’ve escaped that? Would you want to know? It’s time to start thinking about those questions, because the possibility of doing that is coming along very quickly.

“Now, the reason that I say genetics ought to be thought of in broader terms than we have before is basically that virtually all disease, except maybe getting hit by a bus on the way to this dinner, has a genetic component. Even infectious diseases, which you think of as being caused by a virus, or bacteria, do have some interaction with the host. That is, the person who’s exposed. And we know that some people exposed to, say, the AIDS virus, never become positive for that whereas others do after only a brief number of exposures. What’s the