



Max M. Kampelman Papers

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WDA—Your Foundation to Strengthening the Wallcovering Distributor's Role

The Wallcovering Distributors Association is the only association exclusively for wallcovering distributors. A non-profit association, WDA was formed in 1920 to promote the role of independent wallcovering distributors and the use of wallcovering. Today, WDA remains strongly committed to its original purpose.

To achieve these goals, WDA offers a wide variety of membership services including statistical programs which exchange comparative operating data; group buying discounts for inbound and outbound freight, shipping bags, car rental and hotels; medical insurance; and a variety of marketing and merchandising aids for the individual distributor.

In addition, the association fosters growth of the entire industry through its liaison activities in other industry groups and its contributions to national promotional programs.

Membership

WDA prides itself on the professional quality of its members—to qualify for membership every WDA member must be substantially involved in the wallcovering distribution industry. WDA's membership represents approximately 90 percent of the wallcovering distribution industry—including very large, medium and smaller firms; independents and captives and those specializing in commercial and retail sales.

Member Benefits

Meetings

Through WDA's two annual meetings, the Annual Convention and the Executive Seminar, wallcovering distributors learn the latest industry trends and management techniques to increase their profits.

■ Annual Convention

The WDA Annual Convention is the wallcovering industry's premier event. This is *the* meeting where distributors see the new wallcovering lines. The more than 800 attendees include virtually every WDA member company as well as national and international wallcovering manufacturers. During this convention, manufacturers meet with distributors individually to discuss their latest lines.

■ The Executive Seminar

Executives and owners of wallcovering distribution companies attend WDA's Executive Seminar for an intense two-day management workshop. This seminar features the results of the Performance Analysis Report—an annual study which examines the management and profitability of firms in the wallcovering distribution industry; and outstanding management speakers who discuss ways to improve efficiency and increase profits.

Statistical Analyses

WDA's wide-ranging statistical programs offer the latest business information to members. Timely, accurate and informative reports are released to WDA members allowing them to assess their individual standings within the industry.

■ Monthly Sales Reports

You can see how your company's sales compare with the rest of the industry through WDA's Monthly Sales Reports. These statistical reports examine residential and commercial sales as well as receivables. Aggregate data compiled from information submitted in *strictest confidentiality* by WDA members is tabulated by region (four in the United States and two in Canada). The results, complemented by graphs, are released only to participating WDA member companies.

■ Performance Analysis Report (PAR)

A customized Performance Analysis Report is available to all WDA member companies submitting the required business details. PAR is recognized as a necessary management tool for determining your company's productivity and return on investments.

Discount Programs

To help members run their businesses more efficiently, WDA has established several discount programs that result in substantial savings.

■ Freight

Often the savings on this program, for one year, more than pays the cost of WDA membership! Members can cut their freight costs in half by participating in the WDA freight discount program. This program provides discounts for nationwide service throughout the United States and most of Canada.

(continued on back)

Yes I would like to join the Wallcovering Distributors Association.

| Gross Wallcovering Sales | Check Appropriate Box | Amount of Dues* |
|---------------------------------|-----------------------------|--------------------|
| A. Less than \$2 million | <input type="checkbox"/> | \$1,400 |
| B. \$2 million to \$4 million | <input type="checkbox"/> | \$2,000 |
| C. \$4 million to \$8 million | <input type="checkbox"/> | \$2,600 |
| D. \$8 million to \$16 million | <input type="checkbox"/> | \$3,200 |
| E. \$16 million to \$32 million | <input type="checkbox"/> | \$3,800 |
| F. Over \$32 million | <input type="checkbox"/> | \$4,400 |

*Dues for non-U.S.A. members shall be 50% of the above dues categories.

I further certify that the category checked above is in accordance with the certified audited statement for my firm and includes total wallcovering sales, at the wholesale level, or our enterprise as a whole, including any subsidiary, affiliate or parent. (Your signed copy will be treated as a confidential document.)

Please invoice us:

☐ Quarterly ☐ Semi-Annually ☐ Annually

Signature: _____
(Chief Executive Officer)

Name: _____

Signature: _____
(Treasurer/Controller)

Name: _____

Firm: _____

Address: _____

Phone: _____

Date: _____

Contributions or gifts to WDA are not deductible as charitable contributions for federal income tax purposes. Payments of membership dues may be deductible as an ordinary and necessary business expense. Please consult your tax advisor.



Wallcovering Distributors Association
111 E. Wacker Drive
Suite 600
Chicago, IL 60601
312/644-6610
Fax: 312/565-4658
Telex: 25-4073



Wallcovering Distributors Association

Ensuring a Strong Distributor

Discount Programs *(continued)*

■ Freight Audit

Every member wins with this program—members only pay a percentage of the refund! Under this program, the WDA selected audit company reviews members' freight bills—even as far back as three years ago—and files claims on behalf of the member's company to recover overcharges. Instead of charging a fee, the audit company collects 35 percent of the amount recovered. If no overcharges are discovered—there's no charge!

■ Shipping Bag

Since most shippers now require wallcoverings to be shipped in bags, WDA has negotiated a program so members can purchase shipping bags at substantially reduced rates. This program ensures the best price without sacrificing quality (70 pound weight, double wall kraft bags).

■ Hotel and Car Rental

WDA has established for members, special reduced rates for Days Inn, Howard Johnson, Holiday Inn, Ramada Inn and Hertz car rental. WDA members can use these discounts at any time.

■ Insurance

The WDA insurance program is associated with the program currently offered by the National Association of Wholesale-Distributors (NAW). The WDA package offers life, health, accident and disability, property, general liability and workers' compensation insurance. Members can choose all or specific types of insurance offered through this program.

■ And Much More

WDA continues to investigate other discount programs to help members decrease overhead, reap larger profits and ensure efficiency in their business transactions. Taking advantage of WDA's discount programs means a substantial return on dues investments.

Publications

WDA offers members publications that help market the services of the distributor to the wallcovering retailers.

■ The Covering Letter

Every WDA member receives this quarterly newsletter which addresses industry trends, management strategies, member services and information about the Annual Convention and Executive Seminar.

Wallcovering Distributors Association
111 East Wacker Drive
Suite 600
Chicago, IL 60601

Place
Stamp
Here

WDA Serving a United Industry

To stay on top you have to be right in the middle of it, working and communicating with your peers, your clients — and yes, even your competitors. That's what joining the Wallcovering Distributors Association (WDA) can do — put you right in the middle ... of learning, of interacting, of getting down to the business of doing business.

WDA was formed in 1920 to promote the role of wallcovering distributors and the use of wallcovering. The association's distributor membership represents about 90 percent of the wallcovering distribution industry — including very large, medium and smaller firms; independents and captives and those specializing in commercial and retail sales. Throughout its evolution, the association has worked with other industry segments to market wallcoverings, as well as inspire commitment and encourage communication among all industry members.

That's why WDA is inviting industry suppliers to join as associate members. As a cohesive force in the industry, WDA will set an example of excellence and serve as a forum for increased interaction between distributors and suppliers, resulting in an improved business environment.

Associate members include firms that supply adhesives, decorative products and accessories, fabrics, machinery and printing equipment, sample books, tools and equipment, and shipping bags. Freight carriers and freight auditors also are invited to join our ranks.

As a supplier to the wallcoverings industry you can't afford not to join. Joining forces with WDA is one of the best business decisions you can make. Here's why:

\$ave at the Annual Convention

You can actually save money by attending the WDA Annual Convention as an associate member. Associate members pay only \$300 in annual dues and \$360 for Annual Convention registration. The non-member registration fee is \$1,095. This means associate members save \$435 per year over non-members.

The WDA Annual Convention is the wallcovering industry's premier gathering for networking and discussing the latest in wallcoverings and related products. Averaging 700 attendees,

the WDA Annual Convention draws representatives from virtually every WDA distributor firm as well as national and international wallcovering manufacturers.

In addition to private business meetings, educational sessions and social events, the convention offers the opportunity for suppliers to display their products in a central location. Exhibits provide increased exposure to potential buyers and the opportunity to network and set up business meetings.

Increase Your Exposure to New Business Opportunities

• **Resource Directory** — In addition to enhancing communication among distributors and suppliers, WDA membership offers your firm increased exposure through a guaranteed listing in the WDA Resource Directory. The Directory is a one-stop resource that includes addresses and product-line listings of wallcovering distributors, manufacturers and suppliers. The WDA Resource Directory is updated annually and sent to firms that have supported the Annual Convention over the past several years. Industry members who receive the Directory refer to it year 'round. In addition, the Directory is distributed at the convention to serve as a reference tool for making business appointments.

• **Advertising Discount** — To further increase exposure in the Resource Directory, WDA offers the option of buying ad space. As a WDA associate member, you are eligible for a 25 percent discount on full-page display ads, which can save you hundreds of dollars.

Bring Up Your Bottom Line with WDA's Discount Programs

In addition to substantial savings in convention registration and display advertising, WDA offers several discount programs that can save you money.

(continued on back)

YES

I would like to join the Wallcovering Distributors Association as an associate member for substantial discounts on convention registration and more!

Enclosed is my check for \$300 to cover associate member dues for one year.

Name _____

Title _____

Firm _____

Address _____

Phone _____

FAX _____

Date _____

Product Listing Description _____

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111 East Wacker
Suite 600
Chicago, IL 60601
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WDA Newsletter

WDA associate membership guarantees you a free subscription to our quarterly newsletter, *The Covering Letter*. The publication provides the latest information on association events, membership services, industry trends and management strategies.

Place
Stamp
Here

WDA

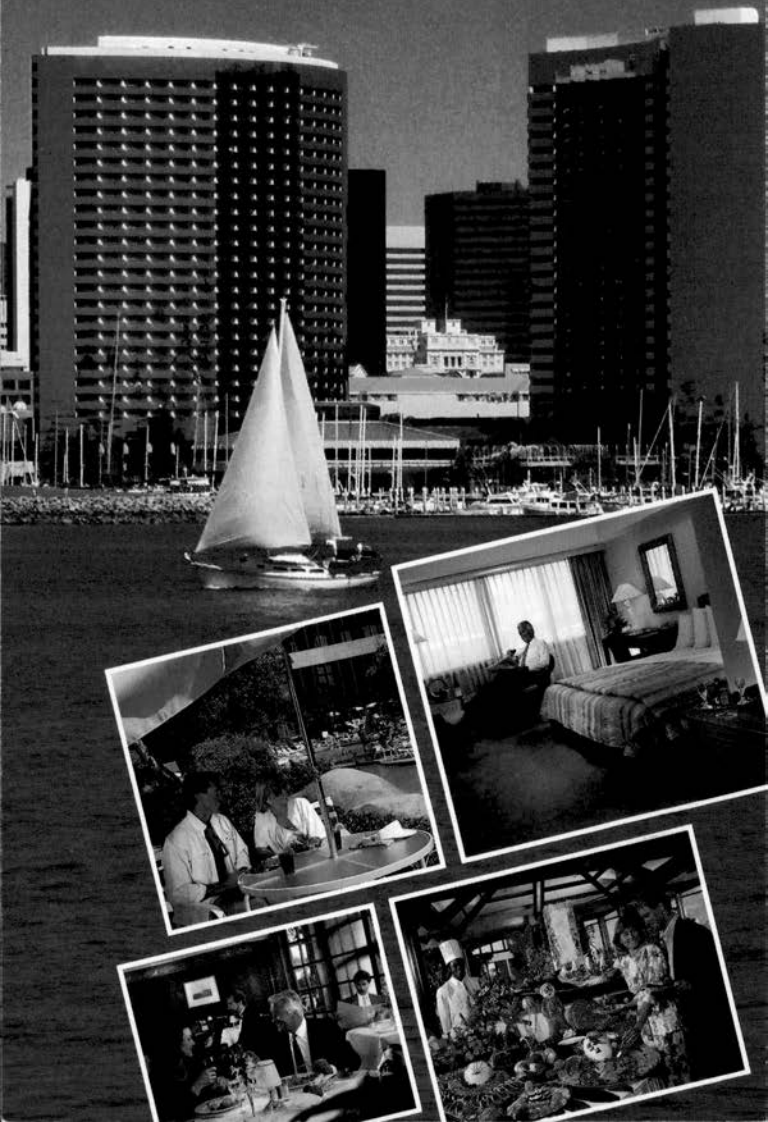
is looking for a few good associate members

Join us...



San Diego Marriott Hotel & Marina

San Diego, California



SAN DIEGO Marriott HOTEL & MARINA

333 West Harbor Drive
San Diego, California 92101-7709
(619) 234-1500
Fax: (619) 234-8678, Telex: 695-425



LOCATION

On the bay in downtown San Diego, adjoining the Convention Center and Seaport Village.

DIRECTIONS/ TRANSPOR- TATION

From the San Diego International Airport: Exit parking lot and follow I-5/Harbor Drive signs toward downtown. Ramp will put you on Harbor Drive going south. Continue on Harbor Drive to the San Diego Marriott Hotel & Marina on the right hand side. Approximate travel time, seven to ten minutes. Complimentary transportation to and from San Diego International Airport.

1,355 GUEST ROOMS/ 69 SUITES

All guest rooms feature individual climate control, AM/FM radios, remote-control color cable TV with in-room pay movies, direct dial telephones with message lights and bathroom extensions, minibars, and a sophisticated safety protection system. Over 50% have private balconies. Our Concierge Levels feature upgraded accommodations, VIP services, a private lounge, complimentary breakfast and afternoon hors d'oeuvres and honor bar. Some suites have saunas, whirlpools and wet bars. Nonsmoking rooms and accessible room available.

RESTAURANTS/ LOUNGES

Molly's, a casually elegant restaurant, features fine wines, great steaks, fresh seafood, live piano music and a full cocktail bar. *Marina Sea Grill* serves the freshest selection of seafood for lunch and dinner. Full breakfast menu and buffets are served daily. Each Sunday, Marriott's chefs show off their culinary talents at one of San Diego's most popular Sunday brunches. Come and enjoy the beautiful view of the bay and Coronado Island. *Las Cascadas*, located in the hotel's North tower (adjacent to the pool), affords a quick breakfast or lunch with a view of the waterfall. *D.W.'s Pub*, has an evening piano bar, wines by the glass, and a light appetizer menu. *Yacht Club* presents a delightful view of the boats and the marina, a relaxing location for lunch or dinner with live entertainment and dancing nightly. Poolside beverages and food available.

RECREATIONAL FACILITIES

Two swimming pools, six lighted tennis courts, two whirlpools, sauna, fitness center, bicycle rentals, basketball goal. 446-slip marina with complete marina activities including rental boats, sailing, deep-sea fishing. Nearby golf, water sports, jogging paths, city parks.

SHOPS/ SERVICES

Gift shop, boutique, perfumery, florist, hair salon. Tour desk, Concierge Desk, Business Center, Hertz rental desk, spa service, on-site laundry/dry cleaning services, room service. Underground valet and self parking for 1,635 cars.

PLACES TO SEE/THINGS TO DO

San Diego Zoo, San Diego Wild Animal Park, Sea World, Balboa Park, Old Town, Seaport Village, Mission Bay, Coronado Island, Horton Plaza and Tijuana, Mexico. Beaches nearby.

SPECIAL PLANS

Corporate Rates, Two For Breakfast Weekends™, Super Saver and Honeymoon Packages. Credit cards accepted: VISA, MasterCard, American Express, Optima, Diners Club, Carte Blanche, JCB, Discover, Air Plus and Enroute.

For details, rates, and reservations, call us direct at (619) 234-1500, your travel professional, or toll-free in the United States and Canada: 800-228-9290. (Travel agents only call: 800-831-1000.)



Wallcovering Distributors Association
71st Annual Convention
January 19-24, 1991
San Diego Marriott Hotel & Marina

605
Kam pelma

S A N D I E G O 1 9 9 1

| Hotel Services | Extension |
|-----------------------|------------------|
| Room Service | .6635 |
| Valet | .6889 |
| Bell Captain | .2 or 6589 |
| Concierge | .51 |
| Receiving | .6468 or 6469 |
| Front Desk | .3 |

REMINDER:

**ALL ALLMAN AWARD DINNER RESERVATIONS
MUST BE MADE AT THE REGISTRATION AREA BY
NOON ON TUESDAY, JANUARY 22.**

WELCOME

President Jerry McQuillen, Convention Chairman Warren DeYoung, and the Trustees of the Wallcovering Distributors Association cordially welcome you to the WDA 71st Annual Convention.



PRESIDENT

Jerry McQuillen
Forbo Wallcoverings
Bridgeport, New Jersey



CONVENTION CHAIRMAN VICE PRESIDENT

Warren DeYoung
Enterprise Wallcoverings, Inc.
Carson, California

SECRETARY/TREASURER

Rocky Rice
Hunter and Company, Inc.
High Point, North Carolina

IMMEDIATE PAST PRESIDENT

Thomas H. Owen
Wallpapers Galore, Inc.
Louisville, Kentucky

TRUSTEES

Larry Cooksey
Seabrook Wallcoverings, Inc.
Memphis, Tennessee

Jim Levy
RM Inc.
Milwaukee, Wisconsin

Bruff Turner
Sunwall of America
Norcross, Georgia

Terry Tims
Yale Decor, Inc.
St. Laurent, Quebec, Canada

Larry Self
Duron Paints & Wallcoverings
Beltsville, Maryland

STAFF

Edward M. Craft
Executive Director

Nicholas J. Leever
Director, Membership Services

Ellen Meskimen
Administrative Assistant

Eva Hofmann
Public Relations Manager

Marc Hoskins
Convention Manager

LeAnn Ely
Convention Assistant

ALLMAN AWARD COMMITTEE

Jerry McQuillen, Chairman
Forbo Wallcoverings

Thomas H. Owen
Wallpapers Galore, Inc.

Warren DeYoung
Enterprise Wallcoverings

MARKETING/PROMOTION COMMITTEE

Bruff Turner, Chairman
Sunwall of America

MEMBERSHIP COMMITTEE

Jim Levy, Chairman
RM Inc.

MEMBERSHIP SERVICES COMMITTEE

Jim Levy, Chairman
RM Inc.

NOMINATING COMMITTEE

Thomas H. Owen
Wallpapers Galore, Inc.

Jerry McQuillen
Forbo Wallcoverings

Warren DeYoung
Enterprise Wallcoverings

STATISTICS COMMITTEE

Larry Cooksey, Chairman
Seabrook Wallcoverings, Inc.

1990 EXECUTIVE SEMINAR COMMITTEE

Rocky Rice, Chairman
Hunter and Company, Inc.

Schedule of Events

Saturday, January 19

| | |
|--|--------------|
| 1:00 p.m. - 5:00 p.m. Marriott Hall Foyer | Registration |
|--|--------------|

| | |
|--|----------------|
| 1:00 p.m. - 5:00 p.m. Marriott Hall 4-6 | Exhibits Setup |
|--|----------------|

Sunday, January 20

| | |
|--|------------------------------|
| 8:00 a.m. - 11:00 a.m. Manchester 1 | Board of Trustees Meeting |
|--|------------------------------|

| | |
|---|--------------|
| 10:00 a.m. - 8:00 p.m. Marriott Hall Foyer | Registration |
|---|--------------|

| | |
|---|---------------|
| 11:00 a.m. - 5:00 p.m. Marriott Hall 1-3 | Exhibits Open |
|---|---------------|

| | |
|--------------------------------|----------------|
| Noon - 1:30 p.m. Columbia 3 | Press Luncheon |
|--------------------------------|----------------|

| | |
|-----------------------------|------------|
| Noon - 8:00 p.m. Anaheim | Press Room |
|-----------------------------|------------|

| | |
|---|-------------------|
| 7:00 p.m. - 8:30 p.m. San Diego Ballroom | Welcome Reception |
|---|-------------------|

Monday, January 21

8:00 a.m. - 5:00 p.m.
Anaheim

Press Room

8:00 a.m. - 5:00 p.m.
Marriott Hall Foyer

Registration

8:00 a.m. - 10:00 a.m.
Marriott Hall 1-3

General Session/
Breakfast Meeting

8:00 a.m. - 8:45 a.m.

Breakfast

8:45 a.m. - 9:00 a.m.

President's Address
Jerry McQuillen
Forbo Wallcoverings

9:00 a.m. - 10:00 a.m.

Keynote Speaker
Ambassador Max
Kampelman

10:00 a.m. - 11:00 a.m.
Marriott Hall 1-3

WDA Annual
Membership Meeting
(closed session)

11:00 a.m. - 4:00 p.m.
Buses depart Marriott Hall
Drive

Spouses' Program
San Diego Zoo

1:00 p.m. - 4:00 p.m.
Marriott Tennis Courts

Men's Doubles Tennis
Tournament

Tuesday, January 22

9:00 a.m. - 5:00 p.m.
Anaheim

Press Room

10:15 a.m. - 3:00 p.m.
Buses depart Marriott Hall
Drive

WDA Annual Golf
Tournament

10:30 a.m. - 3:00 p.m.
Buses depart Marriott Hall
Drive

Spouses' Program
Sightseeing and
LaJolla Shopping Tour

1:00 p.m. - 4:00 p.m.
Marriott Tennis Courts

Women's Doubles
Tennis Tournament

Wednesday, January 23

8:30 a.m. - 10:00 a.m.
Marriott Hall 1-3

General Session/Business
Meeting

8:30 a.m. - 9:15 a.m.

Continental Breakfast

9:15 a.m. - 10:00 a.m.

Commercial Session:
"Wallcoverings in the
Hospitality and Corporate
Market." Caryll Tomlinson,
purchasing supervisor,
Marriott Corp.; and Lauree
Anderson, senior project
designer, Griswold, Heckel,
Kelly and Associates,
Chicago.

10:30 a.m. - 5:00 p.m.
Anaheim

Press Room

1:00 p.m. - 4:00 p.m.
Marriott Tennis Courts

Mixed Doubles Tennis
Tournament

7:00 p.m. - 11:30 p.m.
Marriott Hall

Justin P. Allman Award
Reception and Banquet

7:00 p.m. - 8:00 p.m.
Marriott Hall 1-2

Reception

8:00 p.m. - 11:30 p.m.
Marriott Hall 3-6

Banquet Dinner and Dancing
(Reserved Seating)

Thursday, January 24, 1991 **MEETINGS WITH SUPPLIERS**

EXHIBITORS

Abrams Fixture Corporation
Alexander International, Inc.
Carolina Freight Corporation
Custom Building Products
Daret, Inc.
Dekortex Company
Dominion Sample
Economy Color Card Company
Evans Adhesive Corporation
Fibreworks Corporation
Hera Designs/Estok Design
Interactive, Inc.
IRM/Queens Decorative Wallcoverings, Inc.
Kev Don Industries
Lectro-Form Inc.
Levwall, Inc.
Mesnard Catteau
Mister Design SRL
National Decorating Products Association
National Wallcoving
nmc Decoration, Inc.
North American Decorative Products (Norwall)
Old Deerfield
Omexco N.V.
Omni W.C., Inc.
Quality House, Inc.
Roman Adhesives
Royson Corporation
Rubin Design Studio
Salamanca Print Cutters, Inc.
Fred Smith Adhesives
Step By Step Productions
Studio Kopp
Sugravo International, Ltd.
Sunnyside Prints, Inc.
Technique Textiles, Inc.
Wallcoverings, Windows & Interior Fashion
The Wallcovering Pattern Guide

MARK YOUR CALENDARS

WDA 1991 EXECUTIVE SEMINAR

August 5-6

Hyatt Suites, Chicago

WDA 1992 ANNUAL CONVENTION

January 26-31

Walt Disney World Dolphin

Orlando, Florida



Wallcovering Distributors Association
401 North Michigan Ave.
Chicago, IL 60611-4267
312/644-6610

"THE WINDS OF CHANGE"

REMARKS DELIVERED BY

MAX M. KAMPELMAN

Wallpaper Distributors Association
San Diego Marriott Hotel Marina

San Diego, California
January 21, 1991

The subject of war is on everybody's mind and heart. Our heads are filled with radio and TV commentary and reporting. No speaker these days can ignore it and yet I feel no desire to add to the decibel volume of commentary.

This war will end and we will win it to the extent there is ever, given casualties, a fully satisfactory end or victory. I am convinced the war, evidence that Barbarism is still with us, had to be fought. Our defense spending was obviously necessary and well spent. While I join in the prayer that it end soon, when it does, the endless struggle of the human being for dignity will continue and the question will remain as to what role our country is to play in the on-going saga of the human race. What I would like to do with you this morning is put the headlines of today and yesterday into a perspective which has proved useful to me and may be helpful to you.

Mankind's highest aspiration and diplomacy's noblest calling is to preserve our security and our values in a condition of peace. But this proud word, "peace", has

historically run the risk of being distorted. There is the "peace" of the grave; the "peace" that reigns in a well-disciplined prison or gulag; the peace that may plant, with its terms, the seeds of a future war. Certainly those are not what our dreamers and philosophers have yearned for. It is peace with dignity that we seek. It is peace with liberty that is the indispensable ingredient for the evolution of Man from the species homo sapiens to the species "human being."

Men and women seem capable of mobilizing their talents to unravel the mysteries of their physical environment. We have learned to fly through space like birds and move in deep waters like fish, but how to live and love on this small planet as brothers and sisters still eludes us. The immense challenge is to find and develop the basis for lasting peace among the peoples of the world so that they might live in dignity.

We are all amazed at recent international political developments, so fast-moving that we can barely see their details let alone their scope. The movements are up and down and sideways. I am convinced that to understand them requires the awareness of other changes to our world produced by science and technology, which are themselves more dramatic than the political changes that envelop us. They are beyond calculation, with newer, greater developments on the horizon that will probably make the awesome discoveries of our time dwarf by comparison.

By way of providing you a perspective, let us look at one generation, mine. In my early years there were no vitamin tablets; no refrigerators; no trans-continental telephones; no trans-oceanic airlines; no plastics; no man-made fibers; no fluorescent lights; no airlines; no Xerox; no air-conditioning; no antibiotics; no frozen foods; no television; no computers; no transistors. Yet, today, we take these things for granted, including the impressive impact they have had on our daily lives. No generation since the beginning of Man has experienced so much change so rapidly -- and it is only the beginning.

During my lifetime, medical knowledge available to physicians has reportedly increased more than ten-fold. More than 80% of all scientists who ever lived are said to be alive today. The average life span is now nearly twice as great as it was when my grandparents were born. Advanced computers, new materials, new bio-technological processes are altering every phase of our lives, deaths, even reproduction.

These developments are stretching our minds and our grasp of reality to the outermost dimensions of our capacity to understand them. Moreover, as we look ahead, we must agree that we have only the minutest glimpse of what our universe really is. More than 100,000 scientific journals annually publish the flood of new knowledge that pours out of the

world's laboratories, which we are digesting and absorbing and which keeps changing us. Our science is indeed a drop, our ignorance remains an ocean.

We are brought up to believe that necessity is the mother of invention. I suggest the corollary is also true: invention is the mother of necessity. Technology and communication have made the world smaller. There is no escaping the fact that the sound of a whisper or a whimper in one part of the world can immediately be heard in all parts of the world.

The world body politic has been slow to keep up with the scientific and engineering developments that surround us. What we are now observing is an effort to begin to catch up with the new realities. It does not take a prophet or a wizard to see that the scientific, technological, and communication advances have made global interdependence a reality. Economic power and industrial capacity are ever more widely dispersed around the world and it is difficult for us to catch on or keep up. Japanese automobiles are being produced in the United States by Japanese companies with American workers. General Electric is preparing to run the Hungarian electric utility company.

We know the economic and industrial world is changing, but we don't quite know where it is taking us. Our political and economic institutions are feeling the stress of these pressures

as they try to digest their implications. And we have yet to settle on an international legal and regulatory framework to cope with a world where that interdependence blurs the origin of products, and where international financial flows in a single day (about \$1 trillion) equal our government's annual budget.

What we have also been observing is an intense political fractionalization, as large numbers of peoples have had their emotions inflamed by nationality and religious appeals. We certainly see this in the Soviet Union and we see it with intensity in the Middle East. It is as if a part of us is saying: "Not so fast. Stop the world. We want to get off. We are not ready. We are not prepared for this new world we are being dragged into. We will resist by holding on with a determined frenzy to the familiar, the tribal, the traditional!" This phenomenon cannot in the short run be ignored as religion, nationalism, race, and ethnicity make themselves increasingly felt in the world body-politic.

But the inevitable tomorrow is appearing. Developments in science and technology are fundamentally altering our material lives; and our social and political relationships as well. There are new dominant sounds and among those most clearly and loudly heard today are the sounds of human rights and democracy. When given the chance -- and sometimes when not -- people across the world are standing for freedom.

The striving for human dignity is universal because it is an integral part of our human character. We see it in China, Korea, the Philippines, South Africa, Chile, Panama, Paraguay, Nicaragua, the Soviet Union, East Germany, Hungary, Czechoslovakia, Rumania, Bulgaria, Poland -- different cultures, different parts of the earth. A larger part of the world's population is today living in relative freedom than ever before in the history of the world.

The latest authoritative Freedom House annual survey shows that 1990 was the freest year since that organization, which I have the honor to Chair, began its monitoring effort in 1955. We monitor 165 nations. Of that number 65 are free, 50 are partly free and 50 not free. Out of a world population of 5.3 billion people, more than 2 billion or nearly 40% live in free countries, the highest ever; and 1.5 billion or an additional 30% live in partly free countries.

The trend toward freedom and democracy is prompted not only by a deep inner drive for human dignity, which makes it real, but by the growing realization that democracy seems to work best. Governments and societies everywhere are discovering that keeping up with change requires openness to information, new ideas, and the freedom which enables ingenuity to germinate and flourish. A closed tightly-controlled society cannot compete in a world experiencing an information explosion that knows no national boundaries.

As national boundaries are buffeted by change, the nations of the world become ever more interdependent. We are clearly in a time when no society can isolate itself or its people from new ideas and new information anymore than one can escape the winds whose currents affect us all. National boundaries can keep out vaccines, but those boundaries cannot keep out germs, or ideas, or broadcasts.

This suggests, among many other implications, the need to reappraise our traditional definitions of sovereignty. The Government of Bangladesh, for example, cannot prevent tragic floods without active cooperation from Nepal and India. Canada cannot protect itself from acid rain without collaborating with the United States. The Mediterranean is polluted by at least 18 different countries. The requirements of our evolving technology are increasingly turning national boundaries into patterns of lace through which flow ideas, money, people, crime, terrorism, ballistic missiles -- all of which know no national boundaries.

In response to these realities, nations are by agreement curtailing their sovereign powers over many of their own domestic and security affairs. Under the Universal Declaration of Human Rights and the Helsinki Final Act, nations undertake to behave humanely toward their own citizens and recognize the right of other states to evaluate that internal behavior.

Observers and on-site inspectors are given the right to inspect military facilities and maneuvers as confidence-building measures or to verify agreements. The Soviets are struggling and anguishing over how to adjust the doctrine of sovereignty to the Baltic republics and to other national groups crying for independent recognition.

One essential geo-political consequence of this new reality is that there can be no true security for any one country in isolation. Unilateral security will not come from either withdrawing from the world or attempting national impregnability. Instead, we must learn to accept in each of our countries a mutual responsibility for the peoples in other countries. This requires that the politics of persuasion and consent must prevail over the politics of coercion and terror. Here, of course, is the essence of our government's position on the Iraq invasion of Kuwait, which was refreshingly endorsed by the United Nations, to which we found it prudent to turn for legitimacy and added strength.

In this world of increasing interdependence, the lessons for the United States and the Soviet Union -- the most important security relationship in the present era -- are evident. For nearly half a century, we have looked at international relations through the prism of our relations with one another. We cannot escape from one another. We are bound

together in an equation that makes the security of each of us dependent on that of the other. The basic truth of this principle is not in any way altered by our growing realization that the Soviet system is a bankrupt one; bankrupt economically, ideologically, socially, politically. A state with an estimated more than 20,000 nuclear weapons is one to be taken seriously.

Without doubt, Soviet leadership faces the urgent need for drastic internal changes if the Soviet Union is to be a significant part of the 21st Century. The Soviet economy is working miserably, with serious food shortages affecting many parts of the country. Massive military power has provided the Soviets with a presence that reaches all parts of the world, but this military superpower cannot hide the fact that its economic and social weaknesses are deep. The Soviet's awesome internal police force has provided continuity to its system of governance, but a Russia which during Czarist days exported food cannot today feed its own people. Productivity is low. With absenteeism, corruption, and alcoholism, internal morale is bad. Large numbers -- and not just Soviet Jews who see troubling signs of growing virulent anti-semitism -- are showing signs of wanting to leave in droves, causing many Western European governments to take a careful look at their immigration laws. Demands for secession are being heard everywhere.

Looking at health care, by way of dramatic illustration, a total of 1,200,000 beds are in hospitals with no hot water; every sixth bed is in a hospital with no running water; 30% of Soviet hospitals do not have indoor toilets. One-half of Soviet elementary schools have no central heating, running water, or sewage systems. All of these are figures officially released by Soviet authorities. The new leaders of the Soviet Union are fully aware of its problems. They are also aware of our strengths, reflecting the vitality of our values and the healthy dynamism of our system.

The problem is not the character and culture of the peoples who make up the Soviet Union. The Soviet peoples are proud and talented, with a rich history and culture. Its citizens desire peace and human dignity as much as any American. But it is the Government which sets policy and their system which has caused us concern and requires drastic change. We must appreciate that significant change is underway, but we must also appreciate that we cannot yet fully trust the thrust of those changes, or be certain we understand the ultimate intentions or survivability of the present Soviet government. Recent signs of renewed repression disturb us immensely. We must influence changes in the Soviet Union.

When I began negotiating with the Soviet Union in 1980, under President Carter, human rights was beginning to be injected as a major item of our country's international agenda. At that Madrid meeting, under the Helsinki Final Act, a united NATO helped forge a Western front which insisted that the humanitarian words and promises of the Helsinki Final Act be taken seriously by the 35 countries that signed it. We served notice that its standards were the criteria toward which to aspire and by which states were to be judged. We patiently and persistently kept at it for three years and we prevailed.

The Soviet Union, at the time, insisted that the discussion of human rights was an improper interference in their internal affairs. As our efforts continued, however, and with our prodding, they began to raise questions about our own record, thereby acknowledging the propriety of the agenda item. By the end of the Madrid meeting in 1983, the Soviets joined the consensus in support of even broader human rights pledges.

When President Reagan asked me in 1985, at about the time Mr. Gorbachev assumed the direction of his government, to return to government service as head of our nuclear arms reduction negotiating team, it became clear that the Helsinki and Madrid lessons were taking hold. Under the leadership of President Reagan and Secretary of State George Shultz, the United States built upon what President Carter initiated and

incorporated the concept of human rights as a necessary and ever-present ingredient in the totality of our relations with the Soviet Union.

The issue of human rights is today a fully agreed agenda item in our discussions with the Soviet Union. It is discussed fully, frankly and frequently -- and we have seen results. The results are not yet entirely to our satisfaction. Indeed, serious problems remain and new problems are appearing as we see much of the military leadership join with the KGB in support of the repudiated Communist Party leaders who fear and resent the changes toward political and economic democracy and liberty that are struggling to gain a foothold in that country.

Our ability to influence Soviet internal developments is likely to be limited, but we should not ignore the things we can do to encourage the evolution of Soviet policy in directions that are constructive and responsible. Our military strength has obviously been indispensable and continues to be indispensable. But so is our role as a world leader and as an example.

The United States has been the Soviet Union's principal adversary. We are also its standard for comparison. We thus have a responsibility to make it clear to the leadership of the Soviet Union what we expect and require for increased trust.

In the international area, we are very much encouraged. The Soviets have withdrawn their troops from Afghanistan and we are engaged in a serious joint exploration as to how best to end the civil war there and in Angola and in Cambodia. The Soviets abandoned their former ally, Iraq, and joined us in the UN condemnation of Saddam Hussein. We have together signed a treaty totally eliminating all intermediate range nuclear weapons, those with a range between 300 to 3,000 kilometers. Under this treaty the Soviets agreed to destroy four times as many weapons as we. We recently signed a treaty reducing conventional arms disproportionately. We are scheduled to sign a strategic nuclear arms reduction treaty next month.

In essence, we have been urging the Soviets to develop stronger legal and structural restraints on their power, both their internal and external power. In that connection let me refer to a month-long meeting this past June in Copenhagen, again under the Helsinki Final Act. I returned to government service that month to head up the American delegation. At this meeting, together with our NATO allies and with the cooperation of the Soviet Union, we engineered some of the most significant changes ever in the development of international law. We adopted a universally accepted "rule of law" concept as a norm for the responsible domestic behavior of nations. We adopted a code assuring open political competition through political parties and free elections within the states of Europe as a way

of assuring stability, security and peace among nations. What we, in essence, said was that political democracy was essential if international law was to prevail in Europe.

A process has begun whose dynamic is gaining immense support. Indeed, at this very moment, American lawyers and political scientists and journalist are working with their counterparts in the Soviet Union and in Central Europe on how to achieve checks and balances in their systems through separation of power, direct elections of the President, an independent judiciary, judicial review, jury trials. I am privileged to be an organic part of this effort.

In his 1975 Nobel Prize speech that he was not permitted to present in person, Dr. Andrei Sakharov, said:

"I am convinced that international trust, mutual understanding, disarmament, and international security are inconceivable without an open society with freedom of information, freedom of conscience, the right to publish, and the right to travel and choose the country in which one wishes to live."

The United States must interact and negotiate in the world in that context. We must have faith in our principles as we intensify our efforts to find a basis for understanding, security, stability, and peace with dignity. We are still nearer the beginning than the end of that process. The process,

furthermore, is likely to be a difficult and murky one. We will have many disappointments, frequent frustrations and even some defeats. The tensions developing over the current crises in the Baltic States and elsewhere in the Soviet Union are only a harbinger of more to come.

Hannah Arendt, the distinguished and perceptive social scientist, reflected the significance of this human ingredient when she wrote in her 1958 epilogue to her Origins of Totalitarianism that the new voices from Eastern Europe

"speaking so plainly and simply of freedom and truth, sounded like an ultimate affirmation . . . that Communism will be futile, that even in the absence of all teaching and in the presence of overwhelming indoctrination, a yearning for freedom and truth will rise out of man's heart and mind forever."

Within every age the drive for human dignity has been dominant, but the struggle is a continuing one. It would be a mistake to believe that we today have reached the end point of mankind's ideological evolution, just as the universalists were wrong to have had that belief at the time of the French Revolution. It would be narrow to assert that Western liberal democracy, desirable as it is, is the final form of human government. Our vigilance is required if our democratic values are to prevail, for, as the saying goes, "the devil too evolves." Saddam Hussein is an example of this. Aristotle

taught us that all forms of government, are transitional and vulnerable to the corrosion of time, new problems, and missed opportunities. We are at risk if we who believe in liberty remain smug and content about our present strengths and the weakness of our adversaries.

Will we in the U.S. be able to play our part? Will we take heed lest future generations condemn us for having missed a decisive opportunity? Will we be wise enough to know how to assist the historic developments now underway in the Soviet Union and Central Europe? Will we be sufficiently alert and forthcoming to grab the opportunity presented to us? Are we adequately bold and imaginative to adjust our security interests to the new world we are entering? It is on the basis of these criteria that history will judge us.

Our task is to achieve the firm sense of purpose, readiness, steadiness, and strength that is indispensable for effective and timely foreign policy decision-making. Our political community must resist the temptation of partisan politics and institutional rivalry as we develop the consensus adequate to meet the challenge. G.K. Chesterton summarized his studies of our country by declaring that the United States is a "nation with the soul of a church." This must be understood as we seek the basis for national consensus in foreign policy. We require moral justification for our actions.

Our country is today the oldest continuing democracy in the world. Our political values and our character traits have helped us build the most dynamic and open society in recorded history, a source of inspiration to most of the world. It should be a source of inspiration for us as well. We cannot take it for granted. We must realize what the American dream means to the world and the burden that puts on us.

It is not arrogant for us to proclaim the virtues of our own system because it casts no credit on us. We are not the ones who created American democracy. We are merely its beneficiaries with an opportunity to strengthen it for succeeding generations and for those in other parts of the world who have not enjoyed that blessing. The future lies with liberty, human dignity, and democracy. The changes stimulated by modern technology may well assist us in that direction, if we permit our democratic values to provide the guidelines for that journey.

When we are growing up, we are taught not to be afraid of the dark. As our world evolves, we must not be afraid of the light and where it can take us.

Thank you.



**Wallcovering
Distributors
Association**

TRUSTEES:

President

JERRY MCQUILLEN
Forbo Wallcoverings, Inc.
Bridgeport, New Jersey

Vice President

WARREN DEYOUNG
Enterprise Wallcoverings
Carson, California

Secretary/Treasurer

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CONRAD L. SEABROOK
NELS W. THYBONY
PAUL E. DWOSKIN
C. HOWARD DODSON

January 14, 1991

Mr. Max Kampelman
1001 Pennsylvania Avenue Northwest
Suite 800
Washington, D.C. 20004

Dear Mr. Kampelman:

Enclosed you will find information on Wallcovering Distributors Association. I hope that this information is of help to you.

I have reserved a single bayview room for you at the San Diego Marriott Hotel and Marina for the nights of Jan 19-21.

On behalf of WDA, we are looking forward to meeting you and hearing your speech at our General Session. Should you need anything further, please do not hesitate to contact me.

Sincerely,

LeAnn Ely
Convention Assistant

enclosure

/lae

cc: Ed Craft
Marc Hoskins



ARTISTS, LTD. 40 WEST 57TH STREET, NEW YORK, NEW YORK 10019 • (212) 556-5600

1/21/91

Writer's Direct Dial No.
(212) 556-5602

CABLE: ICMARTISTS
TELEX: 645054
FAX: (212) 556-5677
ADDITIONAL TELEX: 125422

September 5, 1990

Ambassador Max Kampelman
Fried, Frank, Harris,
Shriver & Jacobson
1001 Pennsylvania Avenue NW
Suite 800
Washington, DC 20004-2505

Returned to
Jermanok
9/11/90
AKH

Dear Ambassador Kampelman:

I hope you are well.

I am enclosing four copies of the contract with Wallcovering Distributors Association for your upcoming lecture engagement on January 21, 1991. The yellow copy is for your files. Please sign and return the other three back to me as soon as possible.

If you have any questions, please do not hesitate to call me at (212) 556-5602.

With thanks and best wishes,

Sincerely,

Jim Jermanok
ICM Artists Lecture Division

Enclosure

Nick Lerner
312-644-6610

LOS ANGELES • LONDON • PARIS • ROME • MADRID • MUNICH

A MEMBER OF THE Josephson TALENT AGENCY GROUP

ICM ARTISTS, LTD.

A MEMBER OF THE *Josephson* TALENT AGENCY GROUP

40 West 57th Street, New York, N.Y. 10019

(212) 556-5600

Lecture Division

4236
90/91

Agreement made this 03 day of August 1990 by and between Max Kampelman
for services of Max Kampelman herein called "Speaker" contracting through
ICM ARTISTS, LTD., herein called "Speaker's Manager" and Wallcovering Distributors Association
herein called "Sponsor" whose address is
111 East Wacker Drive
Suite 600
Chicago IL 60601,

It is mutually agreed between the parties as follows:

The Sponsor hereby engages the Speaker and the Speaker agrees hereby to perform the engagement hereinafter provided, upon all of the terms and conditions herein set forth, including those on the reverse side hereof entitled "Additional Terms and Conditions."

1. Engagement Information:

| Date | Time | Hall/Location |
|-----------------|----------|-----------------------------------|
| January 21 1991 | 09:00 AM | San Diego Marriott, San Diego, CA |

2. Topic:

| Date | Time | Hall/Location |
|------|------|---------------|
|------|------|---------------|

3. Compensation: The Compensation to be paid by the Sponsor shall be \$10,000.00

TEN THOUSAND DOLLARS Plus First Class Roundtrip Airfare, Hotel Suite and Ground Travel Expenses. THIS FEE IS STRICTLY CONFIDENTIAL.

4. Payment Schedule: All payments shall be paid by certified check, money order, bank draft or cash as follows to ICM ARTISTS, LTD.:

Fifty Percent (50%) of fee (\$5,000) is due one month prior to lecture with balance due before lecture. These checks are payable to ICM Artists.

5. Additional Conditions:

ICM ARTISTS LTD.
LECTURE DIVISION

by

Lee Lamont, President

by

Wallcovering Distributors Associati
Nicholas J. Leever
Nicholas J. Leever

This information must be completed on all copies of this Contract:

Contact: Nicholas J. Leever
Tel. No.: (312) 644-6610
Best Hotel: SAN DIEGO MARRIOTT
Hall Capacity: 500

by

Max Kampelman

THE ABOVE SIGNATURES CONFIRM THAT THE PARTIES HAVE READ AND APPROVE EACH AND ALL OF THE "ADDITIONAL TERMS AND CONDITIONS" SET FORTH ON THE REVERSE SIDE HEREOF.

NO CHANGES MAY BE MADE ON THE FACE OF THIS CONTRACT WITHOUT PRIOR CONSENT OF ICM ARTISTS LTD.

SPEAKER'S COPY

ADDITIONAL TERMS AND CONDITIONS

The parties hereto acknowledge that the following terms and conditions are incorporated and made part of the Agreement between the parties hereto:

1. REQUIREMENTS:

- (a) SPONSOR agrees to furnish at its own expense all that is necessary for the proper presentation of the SPEAKER, including:
 - (i) a suitable theatre, hall or auditorium, well-heated, lighted, clean and in good order;
 - (ii) stage curtains;
 - (iii) a microphone on the stage of the theatre, hall or auditorium and a sound system in good order, if required;
 - (iv) comfortable, lighted, dressing rooms and space for equipment;
 - (v) all necessary stage personnel, as required;
 - (vi) all lights, tickets, and house programs;
 - (vii) all licenses;
 - (viii) special police, ushers, necessary assistants, ticket sellers for advance or single sales (wherever sales take place), and ticket takers; and
 - (ix) appropriate and sufficient advertising in the principal newspapers.
- (b) SPONSOR shall pay all other necessary expenses in connection therewith, including all amusement taxes.
- (c) SPONSOR agrees to comply with all regulations and requirements of any national or local union(s) that may have jurisdiction over any of the materials, facilities, services and personnel to be furnished by SPONSOR or by SPEAKER.
- (d) No seats will be positioned on the stage without the consent of the SPEAKER.
- (e) SPONSOR will supply SPEAKER'S MANAGER with a copy of the lease for the theatre, hall or auditorium at which engagement is to be played, upon request.

2. ADVERTISING, PUBLICITY AND PROGRAM:

- (a) SPEAKER may elect to furnish copy of the program which is to be printed and distributed by the SPONSOR.
- (b) SPONSOR agrees to use only photographs and likenesses furnished by SPEAKER.
- (c) SPEAKER shall supply the usual quantity of printing and advertising material as available.
- (d) All advertisements and house programs must carry the line "ICM ARTISTS, LTD. Lecture Division PRESENTS" or "ICM ARTISTS, LTD. Lecture Division MANAGERS," as SPEAKER'S MANAGER may elect. Such credit shall be in such size, place and prominence as SPEAKER'S MANAGER shall specify. Such additional credits as SPEAKER'S MANAGER may reasonably request shall also be included.

3. CONDITIONS OF SPEAKER'S OBLIGATIONS:

- (a) SPEAKER'S obligations hereunder are subject to delay or prevention by sickness, inability to perform, accident, failure of means of transportation, Acts of God, riots, strikes, labor difficulties, epidemics, any act or order of any public authority or any other cause, similar or dissimilar, beyond SPEAKER'S control.

4. RESTRICTIONS:

- (a) SPONSOR shall not have the right to broadcast, televise, photograph, record or otherwise reproduce the performance hereunder, or any part thereof or to permit others to do the same.
- (b) SPONSOR shall not have the right to assign this agreement, any provision hereof or any of its rights or obligations hereunder.
- (c) Nothing herein contained shall be construed so as to constitute the parties hereto a partnership or joint venture.
- (d) Neither SPEAKER nor SPEAKER'S MANAGER shall be liable in whole or in part for any liability incurred by SPONSOR carrying out the provisions hereof, or otherwise.
- (e) The person executing this agreement on SPONSOR'S behalf warrants his authority to do so, and such person hereby personally assumes liability for the payment of said price in full.
- (f) No other speaker(s) shall be presented at the performances (whether prior to, simultaneous with or following SPEAKER'S performance) unless SPEAKER shall have first consented in writing to the appearance by, and identity of, such speaker(s).

5. FAILURE BY SPONSOR:

If before the date of any schedule performance,

- (a) SPEAKER or SPEAKER'S MANAGER finds that SPONSOR has not performed fully its obligations under any other agreement with any party for another engagement or
- (b) SPEAKER or SPEAKER'S MANAGER determines that the financial credit of the SPONSOR has been impaired or
- (c) SPONSOR breaches, or fails to perform fully in accordance with, the terms and conditions of this Agreement (including, without limitation, all representations, warranties and other undertakings of SPONSOR herein contained).

SPEAKER shall have the option to terminate this Agreement. If SPEAKER shall so terminate this Agreement, SPEAKER shall be excused from the performance of any and all of SPEAKER'S obligations hereunder. In the event of such a termination, in addition to all other rights and remedies SPEAKER may have against SPONSOR with respect to the subject matter thereof, SPEAKER shall have the right to retain all amounts previously paid to SPEAKER hereunder and SPONSOR shall immediately pay to SPEAKER all other amounts that would have been payable to SPEAKER hereunder had this Agreement remained in full force and effect.

6. MISCELLANEOUS:

This constitutes the sole, complete and binding agreement between the parties hereto. ICM ARTISTS, LTD. acts only as agent and manager for SPEAKER and assumes no liability hereunder. This Agreement may not be changed, modified or altered except by an instrument in writing signed by the parties. This agreement shall be construed in accordance with the laws of the State of New York. Nothing in this Agreement shall require the commission of any act contrary to law or to any rule or regulation of any union, guild or similar body having jurisdiction over the performances hereunder or any element thereof and wherever or whenever there is any conflict between any provision of this Agreement and any such law, rule or regulation, such law, rule or regulation shall prevail and this Agreement shall be curtailed, modified, or limited only to the extent necessary to eliminate such conflict.

7. REPRESENTATIONS, WARRANTIES AND INDEMNITIES:

SPONSOR hereby represents and warrants the following:

- (a) that it has the right to enter into this Agreement and undertake the performance of all obligations on its part to be performed; and
- (b) that it currently has or will obtain a lease for the theatre, hall or auditorium which will remain in full force and effect for the full period of rehearsal(s) and performance(s).

SPONSOR agrees to indemnify SPEAKER and/or SPEAKER'S MANAGER from and against any breach or alleged breach of any of SPONSOR'S representations, warranties, and agreements contained in this Agreement and from any and all claims of third parties in connection with the performance and other activities contemplated hereby unless said claim is proven to be due solely to the intentional malfeasance of SPEAKER in which event SPEAKER similiary agrees to indemnify SPONSOR.

8. ARBITRATION:

Any claim or dispute arising out of or relating to this Agreement or the breach or alleged breach thereof shall be settled by arbitration in New York, New York in accordance with the rules and regulations then obtaining of the American Arbitration Association governing three-member panels. The parties hereto agree to be bound by the award of such arbitration and judgment upon the award rendered by the arbitrators may be entered in any court having jurisdiction thereof.

9. NOTICES:

All notices and communications to be addressed to SPEAKER in connection with this Agreement and engagement should be in writing addressed to SPEAKER'S MANAGER, ICM ARTISTS, LTD. Lecture Division, 40 West 57th Street, New York, New York 10019. All notices to be given and/or signed by SPEAKER in connection with this Agreement and engagement may be given and/or signed by either SPEAKER or SPEAKER'S MANAGER.



**Wallcovering
Distributors
Association**

TRUSTEES:

President

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Forbo Wallcoverings, Inc.
Bridgeport, New Jersey

Vice President

WARREN DEYOUNG
Enterprise Wallcoverings
Carson, California

Secretary/Treasurer

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Beltsville, Maryland

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CONRAD L. SEABROOK
NELS W. THYBONY
PAUL E. DWOSKIN
C. HOWARD DODSON

February 8, 1991

Mr. Max Kampelman
1001 Pennsylvania Avenue Northwest
Suite 800
Washington, DC 20004

Dear Mr. Kampelman:

Just a quick note to thank you for speaking at our recent WDA 1991 Annual Convention. We received many compliments, as we're sure you did, on your talk at our general session.

The 1991 Convention was easily one of the best that WDA has ever had. We thank you again for taking part and ensuring that it was the high-quality that it was!

Sincerely,

Marc A. Hoskins
Convention Manager

cc: Ed Craft
Ellen Meskimen

MAH/lae

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A PARTNERSHIP INCLUDING PROFESSIONAL CORPORATIONS

1001 PENNSYLVANIA AVENUE, N.W., SUITE 800

WASHINGTON, DC 20004 · 2505

202 · 639 · 7000

FAX · 202 · 639 · 7008

WRITER'S DIRECT LINE

March 11, 1991

202/639-7020

Mr. Jim Jermanok
ICM Artists, Ltd.
40 West 57th Street
New York, New York 10019

Dear Jim:

In connection with Ambassador Kampelman's speech to the
Wallcovering Distributors Association on January 21, following
are expenses:

| | |
|------------------------------------|------------|
| Round trip sedan fare | \$ 88.00 |
| Residence/Dulles/Residence | |
| Round trip first class airfare | \$1,956.00 |
| Washington/San Diego/Washington | |
| Taxi San Diego Airport to Marriott | 10.00 |
| San Diego Marriott | 424.85 |
| | <hr/> |
| | \$2,478.85 |

Sorry for the delay in getting this off to you.

Sincerely,

Sharon H. Dardine
Assistant to Max M. Kampelman

MMK SCHEDULE
SanDiego/Santa Monica/Los Angeles/Palo Alto
January 20-26,90

Saturday, January 19

7:45 a.m. George will pick you up at residence

9:15 a.m. Depart Dulles United #199 703-742-4600

11:40 a.m. Arrive Los Angeles

12:45 p.m. Depart Los Angeles United #3541

1:35 p.m. Arrive Palm Springs

Met by Irving Ginsberg (Jewish Federation
Executive Director) (o)619-325-7281 or (ans.
serv.) 619-320-0817 or Ted and Annette Lerner
(619-324-3345)

Free time - swim & nap

Lerner black tie dinner for Jewish Fed.

6:30 p.m. Cocktails

7:00 p.m. Speech (20-25 min.) & Q&A

Dinner

More discussion

Sunday, January 20

? Meet with Harvey Silbert & Joyce Klein???

? Interview with Desert Sun

12:10 p.m. Depart Palm Springs USAir #86

12:43 p.m. Arrive San Diego

Take cab to:
San Diego Marriott Hotel & Marina
333 West Harbor Drive
619-234-1500
Nick Leever from Wallcovering Distributors will
arrange to greet you at the hotel

Monday, January 21

9:00 a.m. Speech before Wallpaper Distributors
"Winds of Change" - 1 hour

10:00 a.m. Speech ends

12:30 p.m. Lunch with Bernard Taurer (meet in hotel lobby)
(2875 Cowley Way, No. 1215; tele. 276-8317)

Tuesday, January 22

? Transportation to San Diego airport
9:05 a.m. Depart San Diego American #5323
9:55 a.m. Arrive Los Angeles

Deplane and walk toward baggage claim. RAND guard will meet you at security gate (where incoming passengers put their carry-on bags through x-ray). He will have a sign with your name on it.
P.O.C. Dr. Charles Wolf, tele. (o)
393-0411; fax 213-451-6972 (h) 213-476-5355

10:30 a.m. Informal meeting with James Thompson, Pres. & CEO and Charles Wolf, Jr., Dean, RAND Graduate School
11:00 a.m. Speech: "The Winds of Change" (1 hour?)
12:15 p.m. Luncheon and informal discussions: 'Whither NATO?'
1:30 p.m. Discussions cont'd.: "Soviet Union and Eastern Europe"
3:00 p.m. Discussions cont'd.: Middle-East

? Transportation to:
Four Seasons Hotel
300 South Doheny Drive
Los Angeles, California
Conf. #A22GKA24, guar.corp.rate/\$240
213-273-2222

7:00 p.m. Dinner with Stanley Zax (et al.?) at The Bistro
He will pick you up at hotel

Wednesday, January 23

Visit with President Reagan?
home: 668 St. Cloud Road
office: 2121 Avenue of the Stars
tele: 213-552-1980

12:00 noon Lunch w/FFHS&J
725 South Figueroa Street, Suite 3890
213-689-5800

2:00 p.m. Meeting with Molly Munger & Steve Alexander

ALTERNATIVE: Meet w/Molly and Steve at 10 a.m. if Reagan appointment comes through for afternoon.

? Transportation to airport
7:00 p.m. Depart Los Angeles AA#388
8:17 p.m. Arrive San Jose

? Transportation to Stanford Park [Stanford rep.?)

The Stanford Park Hotel
100 El Camino Real
Menlo Park, California
tele. 415-322-1234; fax 415-322-0975

Thursday, January 24

11:15 a.m. George Hogle w/meet you in hotel lobby, visit
with you and drive you (2 mi.) to Luncheon

12:00 noon Luncheon speech
Center for International Security and Arms
Control "Winds of Change and What They
Mean for Us" 45 min. + 45 min. Q&A
POC David Bernstein 415-723-2186

Institute for International Studies
Advisory Council Agenda:

2:00 p.m. Welcome by George Shultz
(Wattis Room, Littlefield Center)

3:00 p.m. Session I: Focus on Science & Technology Policy

4:30 p.m. Break

4:45 p.m. Discussions among Council members

7:00 p.m. Opening Dinner

Friday, January 25

7:00 a.m. Breakfast (Stanford Park Hotel)

9:00 a.m. Advisory Council Meeting Continues
(Wattis Room, Littlefield Center)

9:00 a.m. Session II: Focus on the Global Environment

10:30 a.m. Break

10:45 a.m. Session III: Focus on International Security

12:30 p.m. Lunch with Stanford Guests

2:00 p.m. Session IV: Focus on Intern'tl. Political Econ.

3:30 p.m. Discussion among Council members

5:30 p.m. End of Meeting Agenda

7:00 p.m. Shultz hosts dinner for Stanford Guests
(Lagunita Hall)

Saturday, January 26

? Transportation to airport

9:15 a.m. Depart San Francisco UA #588

4:59 p.m. Arrive Dulles

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WRITER'S DIRECT LINE

January 3, 1991

202-639-7020

Mr. Stanley R. Zax
Chairman and President
Zenith Insurance Company
21255 Califa Street
Woodland Hills, California 91367-5005

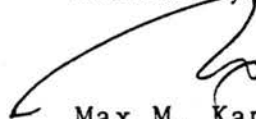
Dear Stan:

I am planning to be in California during the week of January 21. I have a talk in San Diego during the day on January 21 that was scheduled by a lecture agent for me. On January 24 and 25, I will be at Stanford attending a board meeting of George Shultz's Institute for International Studies. I begin by speaking on campus at a luncheon on Thursday, the 24th. The Rand Corporation has asked me to let them know when I am next in California, so that I will probably spend the afternoon of the 22nd in Santa Monica meeting with some of their people on international relations matters.

The reason I write, Stanley, is to see if you and Harvey are free on the evenings of the 22nd or 23rd. You and he have, on different occasions, suggested that I arrange my schedule so as to make myself available for a dinner with some mutual friends. I can make myself available if this fits in with your schedule. Why don't you and Harvey check with each other and let me know. I will send him a copy of this letter.

All my best.

Sincerely,



Max M. Kampelman

MMK:gs

cc: Harvey Silbert, Esq.

*IF YOU'RE NOT FREE, I MAY RUN OVER TO PALM
SPRINGS FOR A DAY OR SO OF WARM WEATHER.*