



Max M. Kampelman Papers

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"THE WINDS OF CHANGE"

REMARKS DELIVERED BY

MAX M. KAMPELMAN

22nd Annual Convention
New York Chapter
American College of Health Care

Kutsher's Country Club
Monticello, New York
February 4, 1991

It is impossible for a speaker addressing a subject of public affairs to proceed with his message without noting the subject of the war with Iraq. It is uppermost in all of our minds. Our press, radio and television are filled with reports, analyses and commentaries to the point of satiation. It is not my purpose to add to the volume of the crescendo, but there is a direct relevance between that subject and my message.

It was only a few months ago that all of us were on a high plateau of optimistic expectation. We were experiencing the end of the cold war. We were reducing armaments. Internationalism and the growth of freedom were evident.

Today we are fighting a war. We are witnessing disturbing signs of renewed repression in the Soviet Union and a reaffirmation of repression in China. We and many other countries of the world are experiencing a recession as our financial structures appear under stress. Much is demanded now of diplomacy, political leadership, and citizen responsibility. We must struggle with the new realities, but do so in a mature way. Out of that struggle, we must understand the

need to strengthen our nation's global role and the opportunities for development, stability and human dignity.

This war will end and we will win it to the extent there is ever, given casualties, a fully satisfactory 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. I join in the prayer that the fighting 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 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 was 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 can and 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 hope to sign a strategic nuclear arms reduction treaty in the next few months.

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.



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

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

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ADDITIONAL TELEX: 125422

October 17, 1990

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

Dear Ambassador Kampelman:

I hope you are well.

I am enclosing four copies of the contract with American College of Health Care Administrators for your upcoming lecture engagement on February 4, 1991 in Flushing, New York. 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

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

4489
90/91

Lecture Division

Agreement made this 11 day of October 1990
for services of Max Kampelman

by and between Max Kampelman

ICM ARTISTS, LTD., herein called "Speaker's Manager" and
herein called "Sponsor" whose address is

Amer. College of Health Care Admin. ^{herein called "Speaker" contracting through}
New York Chapter
119-15 27th Avenue
Flushing NY 11354,

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
February 04 1991	01:00 PM	Kutsher's Country Club, Monticello, NY

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
Accommodations and Roundtrip Limousine Transportation.

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

Amer. College of Health Care Admin.

by Larry Slatky for Robert Farrow Pres,
NYC ACHA

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

Contact: Larry Slatky
Tel. No.: (718) 461-5000
Best Hotel: Kutsher's Country Club
Hall Capacity: 600

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.

Date 2/4/91
Time 1 p.m.
(Must arrive eve of 2/3/91)

Organization

American College of Healthcare Administrators
(NY Chapter)

OURS _____
PCA _____
ICM ✓ Jim Gorman
OTHER _____

Contact _____

Telephone No. _____ Fax No. _____

Bio & Photo Sent? ✓ to Gorman 10/12/90

Special meal request? _____

Subject of the talk (focus on negotiating from practical point of view)
Title Winds of Change

Length of the talk _____

Transportation: Arranged by us? ✓ by them? _____
need to fly into Newark & limo to Monticello (1 1/2 hrs?)

Hotel Kitchners, Monticello, N.Y.

Telephone No. _____ Fax No. _____

Honorarium? \$10,000

Expenses? + limo, hotel & trans.

Expense Reimbursement Rec'd? _____

MMK SCHEDULE
FEBRUARY 3-4, 1991
Monticello, New York

Sunday, February 3

7:00 p.m. Depart National Co #324
8:18 p.m. Arrive Newark

Met by Ascot/Kennedy Limousine (If you change your plans call 516-371-0870 and ask for Mark) for drive to:

Kutzner's Country Club
Monticello, New York
914-794-6000

10:30 p.m. Arrive at hotel
Point of Contact: Larry Slotky
(Manhattan office: 718-461-5000)
Slotky arrives at Kutzner's on Friday, January 31. He will be in the Deep End Lounge when you arrive at Kutzner's on Sunday night. If he doesn't see you Sunday night, he will check in with you on Monday morning.

Monday, February 4

? Room service. (Group is having a breakfast to which you are invited but they expect that you will want to have breakfast in your room).

12:00 noon Luncheon

1:00 p.m. Address American College of Health Care Professionals "Winds of Change" 30 min. + 30 min. Q&As. (Do not necessarily need prepared remarks.)

3:00 p.m. Return trip to Newark Airport

5:00 p.m. Depart Newark CO #321

6:13 p.m. Arrive National

Alternative:

6:00 p.m. Depart Newark CO #323

7:00 p.m. Arrive National

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AN INVITATION TO THE 22nd ANNUAL CONVENTION



70 Exhibitors



Keynote speaker
Max M. Kampelman
Nuclear Arms Negotiator

FEBRUARY 3rd through the 6th

1991

NEW YORK CHAPTER

**AMERICAN COLLEGE
OF HEALTH CARE ADMINISTRATORS**

**at KUTSHER'S in the CATSKILLS
Monicello, NY**

Kutsher's



**Educational Programs
for New York and
New Jersey Credits.**



CONVENTION PROGRAM

LEADERSHIP IN TURBULENT TIMES — MANAGING CHANGE Tuesday, February 5th - 9:00 a.m.

The high achiever masters organizational transition, not by ignoring the risks involved, but by facing head-on the fear of resistance and uncertainty. With over a decade of experience dealing with mergers, acquisitions, downsizing and re-organization, the HeartWork Group has developed models and methods that bring employees safely through the turbulence of organizational change. Learn how to transform resistance into positive action, restore the spirit of your organization, maintain productivity, and make change work for you. This is a high energy, high content, high involvement program.

SPEAKER: DENNIS T. JAFFE, Ph.D.



Dr. Dennis Jaffe is a nationally recognized leader in the field of managing organizational change, family business consulting, stress management, and new models of health care. For 15 years, Dr. Jaffe has created programs within corporations, hospitals and communities that help people discover the connection between their own health and the effectiveness of their organization.

Dr. Jaffe received a B.A. in philosophy, M.A. in management, and a Ph.D. in sociology from Yale University. He has been on the faculty at USC and UCLA where he helped develop the program for the Center For Health Enhancement. He is now a professor at Saybrook Institute, where he serves as Director of their doctoral program in Organizational Inquiry. Dr. Jaffe was the co-designer of the leading stress assessment tool, StressMap™, used by over 2,000 organizations nationally.

Dr. Jaffe is the author of 12 books, including *Working With the One You Love: Managing Organizational Change*; *Self Renewal: Achieving High Performance in a High Stress Environment*; *Healing From Within*; and the best seller, *Take This Job and Love It!* Two of his books have received the Medical Self-Care Book Award. He has published over 100 professional articles. His work has been featured in *The Wall Street Journal*; *Nation's Business*; *Prevention*; *American Health*; *Psychology Today*; *Healthy Companies*; and *People*.

He is co-designer of corporate programs on Managing the Human Side of Change, and has helped scores of organizations rebuild commitment and productivity after major change. He is currently working with many family businesses, dealing with succession, communication, work-family issues and long-range planning.

He is a past president of the Association for Humanistic Psychology, and a member of NTL Institute, the Academy of Management, the Family Firm Institute, and the Organization Development Network.

RHCF ANALYSIS AND PROJECT REVIEW/PLANNING IN NEW YORK STATE LONG TERM CARE FACILITIES Tuesday, February 5th - 2:30 p.m.

This presentation will give an overview of the Certificate of Need process, and how the Certificate of Need effects the financial analysis of nursing homes. Capital financing will also be discussed relative to Department of Health policies and guidelines. Per bed cost limitation, debt limitations and structures will all be addressed, along with planning in the New York State long term care setting.

SPEAKER: CHARLES F. MURPHY, JR.

Mr. Murphy is the Director of the Bureau of Financial Analysis of the Office of Health Systems Management of the New York State Department of Health. He has been with the Certificate of Need Division for 16 years and has been the Director of the Financial Review Bureau for 11 years.

SPEAKER: WILLIAM J. GORMLEY

Mr. Gormley is the Deputy Director of the Division of Health Facility Planning of the New York State Department of Health. He supervises two Associate Directors who share the responsibility for five bureaus. They are Architectural and Engineering Review, Financial Analysis and Review, Facility Service Review, Health Facility Planning and Project Management and they comprise the OHSM statutory responsibility for the Certificate of Need process. This process encompasses the review for the need for health services, the financial capability of an applicant, the appropriateness of the proposed delivery system design and the processing of applications.

HUMOR IN MY FACILITY? - DON'T MAKE ME LAUGH Wednesday, February 6th - 9:00 a.m.

This program is designed to increase the participants' awareness of how humor and a lighthearted touch can enhance the quality of life in long-term care settings for both residents and staff.

Participants will learn how to improve work performance, creativity, motivation and staff morale through humor, laughter and playfulness.

SPEAKER: LILA GREEN

Lila Green, a Specialist in Aging, is a lecturer at the University of Michigan, a member of the National Speakers Association and is the author of a new book, "Making Sense of Humor". She is a popular speaker, workshop leader and writer on the topic of humor and laughter and is a frequent television talk show guest.



CONVENTION PROGRAM

MAX M. KAMPELMAN — KEYNOTE SPEAKER

~~MONDAY~~ Tuesday, February 5th — 1:45 p.m.
4 1:00

Max M. Kampelman, a lawyer, diplomat and educator, was Counselor of the Department of State and, since March, 1985, Ambassador and Head of the United States Delegation to the Negotiations on Nuclear and Space Arms in Geneva, before returning in January, 1989, as a partner in the Washington, New York, Los Angeles and London law firm of Fried, Frank, Harris, Shriver & Jacobson. He serves today as Chairman of Freedom House, Chairman of the Board of Governors of the United Nations Association, and Chairman of the Jerusalem Foundation.

On January 18, 1989, President Reagan awarded him the Presidential Citizens Medal, which recognizes "citizens of the United States who have performed exemplary deeds of service for their country or their fellow citizens". He has also been the recipient of the Knight Commander's Cross of the Order of Merit of the Federal Republic of Germany.

He is a Trustee, by Presidential Appointment, of the Woodrow Wilson International Center for Scholars, which he previously served as Chairman. He was appointed by President Carter and reappointed by President Reagan to serve as Ambassador and Head of the U.S. Delegation to the Conference on Security and Cooperation in Europe, which took place in Madrid from 1980 to 1983. He previously was a Senior Advisor to the U.S. Delegation to the United Nations and served as Legislative Counsel to U.S. Senator Hubert H. Humphrey.

An educator, he received his J.D. from New York University and his Ph.D. in Political Science from the University of Minnesota, where he taught from 1946 to 1948. He has also served on the faculties of Bennington College, Claremont College, the University of Wisconsin,

and Howard University. He lectures frequently here and abroad and has written extensively in scholarly and public affairs journals. He served on the governing boards of a number of universities and has received honorary Doctorate degrees from New York University, the Jewish Theological Seminary of America, University of Minnesota, Georgetown University, Bates College, the Hebrew University of Jerusalem, Bar-Ilan University of Israel, and Hebrew Union College.

Ambassador Kampelman was the founder and moderator of the public affairs program on public television, "Washington Week in Review." He was chairman of the Washington public broadcasting radio and television stations from 1963 to 1970. He and his wife, Marjorie, are the parents of five children and live in Washington, D.C.

REIMBURSEMENT THROUGH HCFA - REGULATIONS AND IMPLEMENTATION OF MDS Monday, February 4th - 2:00 p.m.

The program will include a brief summary of current reimbursement methodology with special emphasis on changes necessitated by OBRA '87. It will include a discussion on property reimbursement and CON applications.

SPEAKER: SAUL (SHELLY) SCHECHTER

Mr. Schechter is a partner in the firm of Martin Friedman & Co., C.P.A.'s. He is a graduate of Bernard Baruch College of City University, and he has pursued advanced continuing education credits in the areas of taxation and bankruptcy accounting.

Presently, he serves on the New York State Department of Health Reimbursement Advisory Group (RUGs). His firm serves more than 75 nursing homes in the metropolitan area.

SPEAKER: MYRA PESKOWITZ

Myra Peskowitz, of the firm Loeb and Troper, has been professionally active in health care since 1960, and she has held positions in direct care, nursing management and consulting. Her most recent nursing management position was Director of Nursing at The Parker Jewish Geriatric Center. A frequent speaker to industry and professional groups, she has published numerous articles on health care management. As a consultant she has worked with a broad spectrum of clients, including the New York State Department of Health where she helped create the PRI and related industry training programs. She also served on the State Technical Advisory Groups for NYQAS, worked on the development of the federal NYQAS evaluation and was a member of the Technical Review Panel that developed RUGS II. Ms. Peskowitz chairs the Skilled Nursing Facility Provider Liaison Committee of Empire Blue Cross. She holds RN and MBA degrees from Adelphi University.



Max M. Kampelman

New York Chapter



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American College of Health Care Administrators

Dear Colleague,

It gives us great pleasure to present the program for our 22nd Annual Convention, which will be held at the Kutsher's Country Club, Monticello, New York from February 3rd through February 6th, 1991.

Our educational programs are a mixed bag that will touch on many areas of your operation. They are designed to entertain as well as inform, and they will cover subjects as diverse as the latest survey process regulations to the constructive role of humor in the long term care setting. Reimbursement and managing change will also be discussed. These combined with what promises to be an extraordinary keynote address about the art of negotiation make the Convention a must.

Once again Aging in America will conduct special seminars in conjunction with the New York Chapter's Program. These will be for your directors of nursing services and food services as well as your pharmacist. The presence of these key people will do much to broaden our program, and make it more profitable for everyone.

As usual, the Convention will feature numerous exhibits so that all participants will have the opportunity to review, evaluate and price the newest services and products available to our industry.

To top things off, the fabulous facilities and services of Kutsher's Country Club, including Glatt Kosher meals upon request, will be available to all. In brief, the New York Chapter's 22nd Annual Convention promises to be an unparalleled opportunity for professional growth and a great winter getaway.

We look forward to seeing you at Kutsher's.

Cordially,

The Executive Committee

P.S. Don't miss the grand opening of the exhibit area on Sunday, February 3rd. It's going to be great fun.

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CONVENTION AGENDA

**NEW YORK CHAPTER — A.C.H.C.A.
— 22ND ANNUAL CONVENTION —
February 3rd through February 6th, 1991
Kutsher's Country Club, Monticello, N.Y.**

Sunday, February 3rd
2:00 p.m. - 6:00 p.m.
7:30 p.m. - 8:30 p.m.
8:30 p.m. - 10:30 p.m.

GRAND OPENING
10:30 p.m.

Monday, February 4th
8:00 a.m. - 9:00 a.m.
9:00 a.m. - 10:00 a.m.
9:00 a.m. - 10:00 a.m.
10:30 a.m. - 12 Noon

12 Noon - 1:00 p.m.
1:00 p.m. - 2:00 p.m.
2:00 p.m. - 5:30 p.m.

5:30 p.m. - 6:00 p.m.
7:30 p.m. - 8:30 p.m.

Registration
Dinner
Ribbon Cutting and
Opening of Exhibits
in Exhibit Hall
Showtime

Breakfast
Registration
Exhibits Open
Business Session
N.Y. & N.J. Chapter
Region II Meeting
Election of Officers, New York State
Exhibits Open
Lunch
Education Workshop:
Reimbursement Thru HCFA-Regulations &
Implementation of MDS+
Speaker: Shelly Schechter,
Martin Friedman, CPA's &
Myra Peskowitz, Loeb & Troper, CPA's
Exhibits Open
Dinner

8:30 p.m. - 10:30 p.m.

11:00 p.m.
12:00 Midnight

Tuesday, February 5th

8:00 a.m. - 9:00 a.m.
8:30 a.m. - 9:00 a.m.

9:00 a.m. - 1:00 p.m.

~~12:00 - 12:45~~
~~1:00 p.m. - 1:45 p.m.~~
~~1:45 p.m. - 2:30 p.m.~~
~~1:00 - 2:00~~

2:30 p.m. - 6:00 p.m.

6:30 p.m. - 7:30 p.m.
7:30 p.m. - 9:00 p.m.
10:00 p.m.

Wednesday, February 6th

8:00 a.m. - 9:00 a.m.
9:00 a.m. - 1:00 p.m.

1:00 p.m. - 2:00 p.m.

Foundation Benefit
A Montage Auction
Showtime
Pool Open

Breakfast
Registration
Exhibits Open
Education Workshop:
Leadership in Turbulent Times -
Managing Change
Speaker: Dennis Jaffe, Ph.D.,
The Heartwork Group
Lunch
Max Kampelman
Key Note Speaker
Open

Education Workshop:
RHCF Analysis & Project Review
Speakers: Charles Murphy &
William Gormley, NYSDH/OHSM
President's Reception
Installation Dinner
Showtime

Breakfast
Education Workshop
Humor In My Facility? - Don't Make Me Laugh
Speaker: Lila Green
Lunch