

[Chairman Franklin commented that board members had found an enormous number of experiments already going on in various parts of the country that might be helpful.]

The President. One of the things that I believe this group should strongly consider doing is actually publishing a kind of a compendium of those local efforts with a brief description of how they work, who the leader is, and how you can contact those people and let—one of the things we're trying to do is to replicate what works around the country. And I think that it's obvious that when people have challenges and problems, they're not going to sit around waiting for some—for the President or a national body or anybody else to start talking about it.

So what I would recommend is that one of the things we consider doing is trying to, without pretending to be exhaustive, take—I don't know—20, 50, 100 of the things that you believe work the best, get a brief description of them, have a person who can be contacted, ask them if they would mind our promoting them, and find a way to publish it and widely disseminate this around the Nation so that we can generate more interest among more people in, if not copying, at least adapting what has worked to places where there aren't such efforts going on.

Chairman Franklin. I think that our Executive Director already has some plans in that regard. Judy Winston is planning some how-to kits and various things like that.

The President. Judy will get them well-published. [Laughter]

[Executive Director Winston discussed plans to provide information on promising practices regarding interracial dialogs to the public, not just in published form at the end of the board's year of study but on a website for immediate access and response. The Vice President then asked for examples of unique and particularly promising approaches to dialog or promoting diversity. Board members described various programs operating in California, Mississippi, North Carolina, New York, and New Jersey, and encouraged further efforts by individuals, businesses, and labor organizations. Chairman Franklin then thanked the President and the Vice President for their support and their participation in the discussion.]

The President. Thank you.

The Vice President. Thank you very much.

The President. Thank you, ladies and gentlemen.

NOTE: The President spoke at 10:16 a.m. in the East Room at the Mayflower Hotel.

Remarks on the Retirement of General John M. Shalikashvili in Arlington, Virginia

September 30, 1997

Mr. Vice President, Secretary Cohen, Secretary Albright, Secretary Goyer, National Security Adviser Berger, Director Tenet, General McCaffrey; to the Service Secretaries, the Joint Chiefs, the Unified Commanders in Chief, Members of Congress, members of our Armed Forces; to all the friends of General Shalikashvili who are here today, including former Secretary Perry, former Chairmen and members of the Joint Chiefs, former officials of the Department of Defense. We all come together in grateful tribute to John and Joan Shalikashvili.

This is, frankly, a bittersweet day for me. I am full of pride but also some regret. For the last 4 years, I have counted on Shali for his

wisdom, his counsel, his leadership. He has become an exceptional adviser and a good friend, someone I knew I could always depend upon when the lives of our troops or the interests of America were on the line. And I will miss him very much.

General Shali is a great American with a great American story. A childhood seared by war, he has given his life to the cause of peace. From an immigrant learning English, he has become the shining symbol of what America is all about. He's never forgotten what his country gave him, nor has he ever stopped giving back to it. His service to our Nation, spanning 39 years, rises

from the ranks of Army private to the highest military office in the land.

Of course, the road even for him has not always been smooth. I am told that after a grueling first day at officer candidate school, Private John Shali sneaked out of his barracks looking for a place to resign. Our Nation can be very grateful that, probably for the only time in his entire career, he failed in his mission.

I am convinced that when future students look upon this time, they will rank John Shalikashvili as among the greatest Chairmen of the Joint Chiefs of Staff America ever had.

Greatness is something that cannot be bestowed like a medal, a ribbon, a star. It cannot be taught or bought. It comes in the end only from within. General Shali has said that the three indispensable traits of a great leader are competence, care, and character. He ought to know; he embodies them.

His competence shines in the sterling record of innovation and achievement, managing the downsizing of our forces while upgrading their capability and readiness; upholding the most rigorous standards for the use of those forces in the world, where threats to our survival have faded but threats to our interests and values have not; dramatically improving joint doctrine and training and taking joint planning far into the future for the very first time; and of course, helping bring Europe together at last in liberty, democracy, and peace.

One of the proudest moments of my Presidency was standing with Shali in Warsaw as we celebrated NATO's enlargement and welcomed the people of his original homeland back home to the family of freedom.

And if the baseline measure of a Chairman's competence is successful military operations, Shali has filled a résumé that would turn others olive drab with envy. In the last 4 years, our troops have been tested in more than 40 operations. From Bosnia to Haiti, the Taiwan Straits, Iraq, Rwanda, Liberia, and more, our Armed Forces have performed superbly with Shali at the helm. Our troops trust him because they know how much he cares for them. They have seen that caring in his constant contact with our service men and women, in the way he warms their hearts with his pride in them, in the humility, the honesty, the graciousness, the respect he always shows to others, in the wonderful way he listens, even to bearers of bad news.

Our troops know that he never expects their gratitude or applause, but he does want to sharpen their capabilities, improve their welfare, and lift their morale, and in his most important duty, to make sure that whenever they go into danger, the planning is superb, the risks are minimized, and every reasonable measure is taken to ensure their success and safe return.

For Shali, caring transcends our obligations even to one another. He believes in America's unique ability to help others around the world, sheltering freedom, defending democracy, relieving fear and despair. He knows that what sets our troops apart is not just their courage, strength, and skills, but also the ideals they serve, the hope they inspire, the spirit they represent.

As some may recall, during the crisis in Haiti, Shali visited with refugees in the camps, observing and listening with quiet understanding, the quiet understanding of one who had also been in that position. And he ordered improvements to make those camps as comfortable as possible, to alleviate boredom and brighten hopes and bring toys to the children at Christmas. That story also revealed something about his character, a clear sense of what is right and wrong, a man whose conscience is always his guide.

I'll miss a lot of things about Shali, but perhaps most of all I'll miss the integrity he always displayed in being my closest military adviser. In every conversation we ever had, he never minced words; he never postured or pulled punches; he never shied away from tough issues or tough calls; and most important, he never shied away from doing what he believed was the right thing. On more than one occasion—many more than one occasion—he looked at me, and I could see the pain in his eyes that he couldn't tell me what I wanted to hear and what he wished he could say, but with a clear and firm voice and a direct, piercing gaze, he always told me exactly what he thought the truth was. No President could ever ask for more.

Shali has had the support of a proud and dedicated family: his son, Brant; his brother, himself a distinguished Green Beret veteran; his sister; and of course, there are his dogs. I understand they are the only living creatures who have never obeyed his orders. [*Laughter*]

And most importantly, there is Joan. Joan, you have been a terrific support for our men and women in uniform. They know you are always looking out for them and their families.

Sept. 30 / Administration of William J. Clinton, 1997

From around the corner to around the world, you were the Chairman's personal inspector general when it came to how families are cared for. No one had more commitment, a better eye, or a bigger heart. And we thank you.

General, very soon now you and Joan will be settling into your new home in Washington State. You can tuck your uniform into a drawer. You can carry an umbrella. [*Laughter*] You can even grow a beard. Maybe you'll actually even open that hardware store you have been talking

about. I don't know if you know the first thing about power tools and mixing paint, but the brand you have to offer is the top of the line.

Our Nation is safer, our Armed Forces are stronger, and our world is a better place because of your service. Thank you for all you have done. God bless you, and Godspeed.

NOTE: The President spoke at 12:06 p.m. at Fort Myer.

Citation on the Presidential Medal of Freedom for General John M. Shalikashvili

September 30, 1997

Throughout a remarkable 39-year military career, General Shalikashvili has worked tirelessly to improve our Nation's security and promote world peace. A steward of freedom, his landmark endeavors include Joint Vision 2010; initiation of NATO's Partnership for Peace; NATO enlargement—which includes his native Poland; ratification of the Chemical Weapons Convention; and successful military operations in Bosnia, Haiti, and elsewhere in the world. A strong

and thoughtful leader, his sound judgment and strategic vision have been instrumental in preparing our Armed Forces for the challenges of today and the 21st century. For a lifetime of dedicated service, our Nation gratefully honors General John Shalikashvili.

WILLIAM J. CLINTON

NOTE: An original was not available for verification of this citation.

Statement on the Death of Roy Lichtenstein

September 30, 1997

Hillary and I were deeply saddened to learn of the death of Roy Lichtenstein. He will long be remembered as a defining force in the pop art movement.

We grew to love his trademark Benday dots and striking primary colors, which distinguished his unique art form and altered the landscape of American art. He had a talent for presenting everyday cultural symbols in ways that attracted our attention and gave these images a new meaning. Two years ago, I had the honor of

presenting to Roy the National Medal of Arts Award in recognition of his contribution to American art. In addition, he was especially valued and treasured by us here in the White House because of his generous support for our Arts in Embassies program.

Hillary and I will miss him. Our thoughts and prayers are with his friends and family in this sad time.