

child protective workers, child advocacy centers, and support for court-appointed special advocates.

In addition, I, and the other sponsors of the bill, will request that the General Accounting Office study the amount of documents required under the Child Abuse Prevention and Treatment Act and other Federal laws related to child abuse and make recommendations on reducing the number of paperwork requirements. This is the first step which the sponsors are taking towards reducing the paperwork required of child welfare workers, so that they will be able to spend more time working with children they serve.

We must never give up the fight to protect our Nation's children from abuse and neglect. While I do not believe the CAPE Act will end child abuse, it would provide a another arrow in the quiver to be used in the fight.

RETIREMENT OF JERRY B. HEDRICK, JR.

HON. KAREN MCCARTHY

OF MISSOURI

IN THE HOUSE OF REPRESENTATIVES

Sunday, November 9, 1997

Ms. MCCARTHY of Missouri. Mr. Speaker, I rise today to recognize and honor a respected leader in the health care industry and a friend, Jerry B. Hedrick, Jr. He has tirelessly contributed his insight and guidance to positively effect the public policies of health care companies in our country. He is retiring after 22 years of service to the pharmaceutical industry culminating as vice president, government affairs of Hoechst Marion Roussel.

Mr. Hedrick joined Marion Laboratories, a predecessor company to Marion Merrell Dow, Inc. and Hoechst Marion Roussel, in 1975 as a consultant. In 1976 he was named manager of special projects and administration and in 1983 advanced to director of state government affairs. He assumed the position of vice president, government affairs in January 1988, and continued in this role with Marion Merrell Dow, Inc. until August 1995 when he was named to his present position.

In addition to his accomplished career in the pharmaceutical industry, Jerry is equally renowned as an announcer and participant in the American Quarter Horse Association and the American Rodeo Association. He was chosen by his peers in the United Rodeo Association to announce the finals and championships 10 years in a row. He also served in the same capacity for the Quarter Horse Association championships for a similar period.

Mr. Hedrick is a leader in his community where he actively participates with several organizations. He is a member of the Greater Kansas City Chamber of Commerce; he is one of the founding trustees of the Midwest Bioethics Center, he sits on the advisory council at Emporia State University and he is the current Kansas State director for the American Quarter Horse Association. He is also involved with the Heart of America Council of the Boys Scouts of America and volunteers his time to help the Dream Factory, an organization dedicated to granting the wishes of very ill children. I can attest to his strong desire to make a difference in his personal and professional life.

Through his work and volunteer efforts Jerry has made many positive contributions. Mr.

Speaker, please join me in honoring and acknowledging the lifelong achievements of Jerry B. Hedrick and in wishing him the best upon his retirement.

RECOGNIZING DR. TADAHIRO SEKIMOTO

HON. PHILIP M. CRANE

OF ILLINOIS

IN THE HOUSE OF REPRESENTATIVES

Sunday, November 9, 1997

Mr. CRANE. Mr. Speaker, I rise today to recognize Dr. Tadahihiro Sekimoto, who is the Chairman of the Board of NEC Corp. His goal of peace, progress and prosperity for all is a goal we all share. Mr. Speaker, his statement offers a vision for the multinational corporation in the next millennium which I believe will be of interest to political and business leaders in our country and around the world:

CALLING WORLD LEADERS TO ACTION TO ADDRESS THE NEW ROLES AND RESPONSIBILITIES OF THE MULTINATIONAL CORPORATION IN THE NEW CENTURY

(By Dr. Tadahihiro Sekimoto)

As we approach the start of a new millennium, it is—I believe—time for those of us in positions of international stewardship to help illuminate the way to a new century of peace, progress, and prosperity for all.

GREAT CHANGE

During the half century that I have been in the information technology (IT) industry, I have been privileged to be an eye-witness to its creation of astounding change, perhaps the most dramatic of which has been the world's rapid advance toward a more universal society characterized by the accelerated movement of labor goods, technology, and capital across frontiers.

This 20th Century phenomenon is making us increasingly dependent upon each other because it is dissolving the largely arbitrary boundaries between many of the societal underpinnings—especially nation states, and thus economies—with which we and our ancestors have lived more or less comfortably over the past millennia.

To what can we attribute the steady disintegration of these once very convenient lines of demarcation, this new mobility and rapidly expanding cross-border and hence cross-cultural interaction? Clearly, advances in science and technology, including IT, are playing significant roles in the unfolding drama—roles so enduring, in fact, that they are producing a new economy (and its resultant new society) and requiring us to write another chapter in the history of our civilization.

This new episode, which some call the "Information Age", is dramatically transforming, largely for the better, most aspects of daily life in most parts of the world. But perhaps even more important, it is leading to a new society that will be based on an ability to understand and respond to the needs and wishes of individuals everywhere in the world.

ALSO GREAT CHALLENGES

With the expansion of this new information economy and society throughout the universe will come radical new roles for our world institutions, including companies like mine. But what are these new roles going to be? How will they transform our multinational giants, the successful management of which challenges us greatly even today? What will this enterprise be like in the future? What should it be like?

By no means do I believe that I have crystal-clear vision of the future. But I have begun trying to understand it and its urgent demands. And in my mind, the most compelling challenge of the international corporation in the 21st century is the need to maintain a concern for the environment.

It is clear that the well-being of all people go hand-in hand with economic progress. And from my vantage point it seems that additional advances in science and technology are key to producing this much needed harmony that is increasingly important to our survival.

More effective management of competition's chaotic expansion is the second most serious new responsibility that the Information Age is requiring us to assume. And I believe that cooperation at all levels—including those of global, regional, national, local, and corporate—is the essential element here. World institutions will simply have to invent and engage in novel forms of collaboration at the same time they compete. In the business community we refer to this more contemporary and useful way of operating as the "complementarian" mode where sometimes we compete, sometimes we cooperate, and more often we do both.

The mutually beneficial working relationship between the IT industries of the United States and Japan aptly illustrates this complementarian concept. The U.S. is strong in software. This is not surprising: America's economy has been information-intensive for some time. Augmenting your strength in software is Japan's power in hardware—reflective of our highly advanced position in the Industrial Age. For some time now the two industries and countries have astutely engaged in a symbiotic association that is probably typical of what will occur much more frequently in the complementarian climate of the 21st century.

The third most serious challenge facing us at the start of the next millennium is, in my view, figuring out how world institutions—including corporations—can most effectively manage their new roles. The perceptive business executive knows what his organization's responsibilities are today. But what will they be in the decades ahead as the information economy and society broaden and inform more and more aspects of our lives?

One answer is that in the 21st century the multinational enterprise can no longer be parochial; its mission of service must encompass its entire community because, to paraphrase Adam Smith, it too—just like other world institutions—exists to serve and strengthen its societies.

So the multinational's notion of corporate stewardship will have to change—as it already has in some more enlightened U.S. companies. Increasingly, all of us business leaders are going to have to expand our philanthropy considerably beyond where we are accustomed to giving. If, for instance, our contributions have been exclusively economic, we might need to move into social, technical and other cultural and geographic spheres as well.

NEW MANAGEMENT STRATEGIES ARE ESSENTIAL

Despite these and other seriously demanding challenges—to which I have given decades of thought—I believe strongly in mankind's ability to successfully manage this increasing interaction among nations and the resultant Information Age for the benefit of humanity, both our generation and the generations that follow us.

Some large corporations that reach well beyond their own national boundaries have already started creating and employing different, more suitable management strategies for the future, and I am gratified to report that mine is one of them.

The highly complex nature of our business as a leading international IT supplier and multi-media pioneer has required us to learn how to operate much more efficiently and effectively. For instance, in recent decades we have successfully situated many corporate functions, including R & D and manufacturing, in what we consider the optimum locations in the world. In like manner, we have bought and sold in the world's most suitable markets—wherever they are. I am gratified to say that this optimization of resources has given us a strong competitive edge.

It is also an idea that has broad application: We use it to help us put the right person in the right job—again, wherever in the world that position is located. One of the advantages of this policy: We are developing another competitive benefit—that of building a management team composed of the most capable professional from a number of countries around the world, not just from Japan alone. And as you might expect, this new troop is enriching everything we do with all the unique strengths of the many and diverse national cultures represented in it.

In the process of deploying the concept of resource optimization throughout our company—and puzzling over what the 21st century might demand of us in terms of new management strategies—we were struck by the growing need to recognize both the requirements of the group, or the whole, and the more personalized focus of the new era. But now to join the two seemingly divergent positions in compatible fashion? From the Greek words *holos*, meaning, “whole” and on, signifying “individual”, I coined the term “holonic” to indicate the need to harmonize the two.

So today we are successfully employing “holonic” management to assure the prosperity of the corporation as a whole while simultaneously respecting and honoring the sovereignty of the individual—whether that individual is a company subsidiary, a company employee, or a member of one of the hundreds of communities around the world in which we operate. And this more sympathetic, complementary management strategy has become another competitive advantage for us.

Experience has taught us that one of the keys to employing it profitably is the sharing of information. Another is establishing and nurturing a culture of the term or the subsidiary or the corporation—so that members have a meaningful concept around which to rally and with pride produce something they consider significant.

In fact, these two notions—the sharing or information and the development of a mutually-engaging culture—have become so important, at least from our observation, that we have added them to the three resources we have historically identified and valued: People, property and money.

And I am convinced that the successful 21st century leaders—of nation states, city states, suburban and rural communities, corporations, and the like—are going to be those who best assure and most favorable, enriched conjunction of the whole and the individual. I am also confident that information technology will continue to provide opportunities for world leaders to exchange ideas and share resources and will pay an increasingly significant role in the enhancement of all our lives.

MY CALL TO ACTION—A NEW DIALOGUE FOR THE NEW CENTURY

Now you know something of my thoughts about the upcoming millennium and my efforts to position my company and my country advantageously for it. This leads me to share with you my great interest in building on the wisdom of world leaders from essen-

tial disciplines, by bringing us together to identify vastly more creative ways to help all people achieve their desired goals in the new century.

It used to be that the complementary and productive partnership between and among business and financial leaders, elected politicians and government officials was sufficient to assure prosperity and peace. The now seriously-outdated nature of this limited collaboration has inspired us to consider an expansion—actually a doubling of the size of the group to include distinguished heads of labor, academic, and the media as well.

I refer to this new alliance as the “neohexagon”. And I am issuing invitations to neohexagon leaders throughout the world, in developing as well as developed countries, to join me in dialogue focused on identifying the best management practices for the 21st century and preparing our organizations and our societies for the better tomorrow that our grandchildren and their great-grandchildren deserve.

COMMENDING RICHARD MORROW

HON. ROBERT A. WEYGAND

OF RHODE ISLAND

IN THE HOUSE OF REPRESENTATIVES

Sunday, November 9, 1997

Mr. WEYGAND. Mr. Speaker, I would like to take this opportunity to rise and commend Mr. Richard Morrow of West Warwick, RI, for his act of extreme courage and heroism.

Just 2 weeks ago, while traveling home after visiting his father, this gentleman came upon the scene of an accident. A car had struck a tree and caught fire. Surveying the situation, Mr. Morrow witnessed two people in the auto. Risking his own life, he began a daring rescue attempt of the occupants, quickly pulling the passenger to safety.

He then returned to the vehicle to free the driver, who, semi-conscious and bleeding profusely from head wounds, was trapped in the crumpled wreckage. With flames lapping the driver's feet, Mr. Morrow struggled to rip open the door and drag the man across the street. He then used his own clothing to smother the flames burning the driver.

Only seconds later, the car exploded, ripping apart the front section of the auto, where only moments earlier the driver lay dying.

Responding to the scene, police referred to Mr. Morrow as a hero. Mr. Speaker, Richard Morrow's actions were heroic. Without any concern for his own personal safety, he calmly took charge of a life-threatening situation and saved the lives of William Burgess and his passenger Wayne Curtis. I ask all of my colleagues to join me in commending Mr. Morrow for his actions.

A TRIBUTE TO THE CREW OF THE U.S.S. BULLHEAD (SS-332)

HON. MARCY KAPTUR

OF OHIO

IN THE HOUSE OF REPRESENTATIVES

Sunday, November 9, 1997

Ms. KAPTUR. Mr. Speaker, although the end of the Second World War occurred over a half-century ago, Americans still honor and continue to remember the hundreds of thousands of men and women who paid the ulti-

mate sacrifice in this, the greatest conflict of all human history.

I would like to take this time to honor the brave men who served on the U.S.S. *Bullhead* (SS-332). The U.S.S. *Bullhead* was the last major vessel lost by the United States in World War II, and with it went the lives of 84 American sailors.

On August 6, 1945, the U.S.S. *Bullhead* was plying the waters of the Java Sea when it was suddenly attacked by Japanese aircraft, which proceeded to drop 500-pound bombs on the American submarine. Although presumed to have been sunk, the actual fate of the U.S.S. *Bullhead* could not be determined.

On August 23, 1945, the U.S. Navy announced that “The U.S.S. *Bullhead* is overdue and presumed lost.” The U.S.S. *Bullhead* was the 52d U.S. submarine lost during World War II. It wasn't until long after the end of the war that the fate of the U.S.S. *Bullhead* and its crew was learned following the release of Japanese records.

Mr. Speaker, in honoring the crew of the U.S.S. *Bullhead*, I wish to extend special appreciation to Mr. Richard L. Henshaw of Toledo, OH, who has strived to maintain the memory and honor of this submarine and its gallant crew.

Mr. Speaker, I wish to include for the RECORD the following official history of the U.S.S. *Bullhead*:

Bullhead (SS-332) was laid down on 21 October 1943 at Groton, Conn., by the Electric Boat Co.; launched on 16 July 1944; sponsored by Mrs. Howard Doyle; and commissioned on 4 December 1944, Comdr. Walter T. Griffith in command.

Following a month's shakedown cruise in Narragansett Bay, the submarine sailed on 9 January 1945 for Key West, Fla., where she received two weeks of additional training before pushing on to Panama. She emerged from the canal on 11 February and headed for Hawaii. On the first day out, a near disaster occurred. During a practice dive, the main induction failed to close rapidly enough because of low hydraulic pressure, and tons of water flooded in before it could be shut. The ship was saved by shifting ballast, pumping out water, and continuing the dive. She proceeded on without incident and reached Pearl Harbor on 26 February.

At the end of her voyage repairs, *Bullhead* left Pearl Harbor on 9 March. Ten days later, she paused at Guam to refuel and then got underway on the 21st for the northern port of the South China Sea and her first war patrol. The submarine hunted off Formosa through 30 March without encountering any enemy ships before shaping a course for Hong Kong. En route, she shelled targets on enemy-occupied Pratas Island. While off Hong Kong, she also provided lifeguard services for Allied aviators. On 8 April, an American “Liberator” mistakenly bombed *Bullhead*. All the bombs missed her, fortunately, by at least 75 yards and, while severely shaken, she sustained no damage.

On 16 April, four miles off the China coast, the submarine recovered the crew of a downed Army aircraft, taking on board three survivors and the bodies of three casualties. The submarine terminated the patrol on 28 April in the Philippines when the safely arrived at the newly constructed base at Subic Bay, Luzon.

Upon completion of her refit there, *Bullhead* spent eight days in training exercises off the coast of Luzon before getting underway again on 21 May for her second war patrol. This time, the submarine operated in a wolf pack with *Bergall* (SS-320) and *Kraken*