

and make a difference. He solved some key problems and was able to return to running only the Department of Health 2 years later.

Prior to assuming the role of Executive Director in 1992, Rod served as the Utah Director of the Division of Health Care Financing. In this position he was responsible for all facets of the state Medicaid program and the Utah Medical Assistance Program. Rod's experience directing the Alaska Medical Assistance Program for 12 years before coming to Utah had served him well, and established him as a capable leader.

Rod has not only made a name for himself in Utah he is widely respected throughout the Nation. He is frequently called upon to represent the States' perspectives before Federal officials. He is a recognized expert on Medicaid and health care financing, and is widely viewed as an expert on health care reform.

Rod is returning to his native Alaska to become the President and CEO of the Alaska State Hospital and Nursing Home Association. He will also be able to pursue his love of King salmon fishing, and to be near his family. He will be deeply missed throughout Utah for his expertise, commitment and leadership. I want to commend Rod for the exemplary service he has given to the Utah Department of Health, Utah State Government, and to our nation. He is not only a truly great public servant, he is a loving husband and father to his wife, Ellen, and their three children. I wish Rod the very best life has to offer and pray for his continued good health, success, and happiness.

#### A TRIBUTE TO TENNIS GREAT ALTHEA GIBSON

Mr. HOLLINGS. Mr. President, some 40 years ago while investigating a case near the intersection of US 15 and State Highway 26, up a dirt road, there were located four shacks. One was the home of Ms. Elizabeth Gibson. I asked her if she had ever heard of Althea Gibson. She pointed to the shack and said she was born right there in that shack. That was the first time I had ever heard that Althea Gibson was a native South Carolinian.

Of course, she had to leave South Carolina to become a success. The good news now is that you can stay in the State and succeed. Over the weekend we lost Althea Gibson. We lost this championship athlete at the age of 76. USA TODAY has an interesting article of her success, and I ask unanimous consent that the article be printed in the RECORD.

There being no objection, the material was ordered to be printed in the RECORD, as follows:

TENNIS TRAILBLAZER ALTHEA GIBSON DEAD  
AT 76

(By Doug Smith)

She took the snap from center, faded back like a seasoned quarterback and then threw a perfect spiral on target to a receiver 35 yards down field. Althea Gibson was 58 at the time, testing her arm in a friendly game of touch football in Washington, D.C.

"I'm a little rusty, but I can still chuck it," she said.

In her younger days, Gibson, who was 76 when she died Sunday of respiratory failure at an East Orange, N.J., hospital, played tennis with the same unexpected boldness and talent.

A trailblazer for African-Americans as well as women, Gibson fulfilled her dreams of becoming a great tennis champion despite the racial barriers of that era. She won 11 major titles, including the 1956 French Open, Wimbledon (1957-58) and U.S. Open (1957-58) and was the first African-American to play in Grand Slam events.

She was named Associated Press and Babe Zaharias Woman Athlete of the Year in 1957-58 and was honored with a New York ticker-tape parade in July 1957 after becoming the first African-American to win Wimbledon.

Gibson won her first tournament at 15, becoming the New York State black girls' singles tennis champion. Boxer Sugar Ray Robinson helped pay for her travels.

"We all know people who influence us and, if we are lucky, we meet a few in our lives who improve us," tennis legend Billie Jean King said. "Althea Gibson improved my life and the lives of countless others. She was the first to break so many barriers and from the first time I saw her play, when I was 13 years old, she became, and remained, one of my true heroes.

"It was truly an inspiration for me to watch her overcome adversity," King added. "Althea did a lot for people in tennis, but she did even more for people in general. In a tribute, Arthur Ashe once said, 'Politically, Althea's acceptance was crucial to my own. It made it easier for other blacks to follow.'"

Zina Garrison, a 1990 Wimbledon finalist, Lori McNeil, Leslie Allen and Serena and Venus Williams say they were inspired by Gibson's success. Gibson had lived as a recluse in her East Orange home since suffering a stroke in 1994. Besides her longtime friend Fran Gray, Garrison and former New York mayor David Dinkins were among only a few who spoke to or visited Gibson over the last few years.

Garrison said she made a surprise visit to Gibson in her home last month after the U.S. Open.

"I just decided that I wanted to see her," Garrison said. "She looked at me and said 'What are you doing here?' I said, 'I came to see you. Looks like you're doing OK. You're still feisty.' She started laughing and said, 'I might look good, but I don't feel that great. I'm just tired, tired of being here.'"

"I think of all that she had done in golf, as a singer, her tennis, the music that she played, and I realize that she broke barriers for women, not just for African-Americans."

Born on a cotton farm in Silver, S.C., on Aug. 25, 1927, she moved with her family to New York when she was 3. She grew up on the rugged streets of Harlem and made the transition from farm girl to city girl without missing a step. She excelled in baseball, basketball, football and was unbeatable in paddle tennis and stickball champion in the Police Athletic League.

When not involved in tennis or team athletics, Althea spent most of her teenage years in pool halls and bowling alleys. In 1946, Gibson was rescued from a possible life of poverty by two black physicians—Hubert Eaton and Robert Walter Johnson—when she showed potential as a tennis player.

With her mother's approval, the physicians devised a plan that allowed Gibson to live with Eaton in Wilmington, N.C., during the school year and spend the summers training on Johnson's backyard court in Lynchburg, Va. She quickly became the premier African-American woman player in the country.

She took up golf in 1960 and became the first black woman on the LPGA Tour two years later, but she never won a tournament and earned little money.

Recently, Gibson, Fran Gray and others had collaborated on a book, "Born to Win: The Althea Gibson Story," to be published next year.

"I called her champ and still do," Dinkins said. "We say everybody stands on somebody else's shoulders, and we're talking about people like Martin Luther King, Malcolm X, Sojourner Truth and Harriet Tubman. A whole lot of people—tennis players and many who are not tennis players—stand on Althea's shoulders, because when any black achieves in any discipline, it helps everybody else. It's unfortunate that she never realized and reaped the rewards that she was due."

#### ADDITIONAL STATEMENTS

##### TRIBUTE TO ROBERT J. "BOBBY" PFEIFFER

● Mr. INOUE. Mr. President, one of Hawaii's most widely respected business and community leaders has passed away. Robert J. "Bobby" Pfeiffer was, as his friends described him, "an old sea dog" who rose from deck hand aboard tugs and steamers to become Chief Executive of one of Hawaii's most important companies, Alexander & Baldwin, Inc., and of its subsidiary, Matson Navigation Co., Inc.

He was a man of vision who was always in touch with the concerns of all of the people of Hawaii. He often said, "What is good for the community is good for business."

I would like to honor the late Mr. Pfeiffer by asking to have the following biography of Mr. Pfeiffer printed in the RECORD.

The material follows:

ROBERT J. "BOBBY" PFEIFFER, MARCH 7, 1920—  
SEPTEMBER 26, 2003

CHAIRMAN EMERITUS, ALEXANDER & BALDWIN, INC.; CHAIRMAN EMERITUS, MATSON NAVIGATION COMPANY, INC.

"Old sailors never die, they just drop the anchor," Robert J. "Bobby" Pfeiffer said over a decade ago as he was contemplating retirement. Pfeiffer, one of Hawaii's most renowned sailors and captains of industry, dropped the anchor on September 26, 2003, at age 83, at his home in Orinda, Calif., after a lengthy illness.

During his 12½ years at the helm of Alexander & Baldwin, Inc., Bobby Pfeiffer became practically synonymous with business leadership in Hawaii. He charted a course of modernization and diversification, and led A&B through one of its strongest periods of growth and prosperity. At the same time he earned a reputation for leadership—personal as well as corporate—in support of charitable and other community causes.

Mr. Pfeiffer's maritime and business career spanned 58 years, nearly 38 of them with A&B and its ocean transportation subsidiary, Matson Navigation Company, Inc. During that nearly four-decade period, he served as A&B's chief executive longer than all but two of his predecessors, and he piloted Matson for 19 years, longer than any of that company's chief executives since its founder, Captain William Matson.

For his significant contributions to the mid- and late-20th-century modernization of American shipping, Bobby Pfeiffer was recognized with the transportation and maritime industries' highest honors.

*Early Years*

The descendent of an eight-generation line of sea captains, Bobby Pfeiffer was born in Suva, Fiji, in 1920. He came to Hawaii with his family the following year and spent his early childhood in Hilo and Ka'u on the Big Island. It was there, in a mostly Hawaiian community, that he learned to speak Hawaiian—"otherwise you couldn't eat!" he would later explain—and "developed an affection for the Hawaiian people that [he] never lost." He even learned to dance the hula. His affection for Hawaiian people deepened when, as a young man, he worked on inter-island steamers with Hawaiian shipmates. He developed enormous respect for their seagoing skills and "friendly, compassionate, generous" qualities.

Mr. Pfeiffer moved to Honolulu in 1929 with his family, and he was soon spending all his spare time at the waterfront, in the holds and on the docks, helping unload freight, checking cargo, riding forklifts without permission, and learning to run equipment. By age 12 Bobby Pfeiffer was working summers for Inter-Island Steam Navigation Company, Ltd. His first assignment: deckhand on a harbor tug. Within three years he earned an operator's license for vessels up to 75 feet long and could legally skipper harbor tugs.

He showed leadership qualities and initiative early. By the eighth grade, already captain of Roosevelt Intermediate School's junior police squad, Bobby Pfeiffer was chosen president of all junior police on Oahu. As he entered high school, his ambition was to attend West Point and make the Army his career. Knowing that McKinley High School had an excellent ROTC program, he decided on his own to transfer from Roosevelt, then one of Hawaii's elite "English-standard" schools. "I attended McKinley for three weeks before my parents found out," he remembered. He worked his way up to cadet colonel of the ROTC Brigade and earned an appointment to West Point. Shortly before graduation in 1937, however, Bobby Pfeiffer's father lost his job, which prompted the young man to abandon his plans for West Point.

Instead, Bobby Pfeiffer went to work full-time for Inter-Island Steam Navigation, starting the day after graduation. Being a sailor "was a hard life," he said. "Many times we collapsed on mail sacks in the 'tween decks to snatch an hour or two of sleep." His hard work was rewarded and he was soon made an officer. By 1941 he was back ashore, serving as terminal superintendent.

During World War II, Mr. Pfeiffer served in the U.S. Navy. At the end of the war, he married a fellow naval officer, Mary Elizabeth worts, at Koloa Union Church on Kauai. While he would remain in the Naval Reserve until 1965 (retiring with the rank of commander), he soon returned to Inter-Island Steam Navigation, where by 1950 he had risen to executive vice president. Later that year a U.S. Department of Justice order split the company in three; Bobby Pfeiffer was picked to head one of the successor companies, Overseas Terminal, Ltd. He remained with the company until 1955, when he moved to Alhambra, Calif., to become vice president and general manager of Pacific Cut Stone and Granite Co.

*Matson*

Mr. Pfeiffer began his long association with Matson in 1956, when he was named vice president and general manager of Matcinal Corporation, a Matson stevedoring and terminal subsidiary in Alameda, Calif. Except for the two years (1958-60) that he managed Pacific Far East Line's terminal and cargo operations division in San Francisco, Bobby Pfeiffer would spend the rest of his career

with Matson and its corporate parent, Alexander & Baldwin.

Returning to Matson in 1960—as vice president and general manager of Matson Terminals, Inc.—Bobby Pfeiffer promptly earned a place in U.S. maritime annals by helping negotiate the historic labor agreement that made possible the most significant advance in shipping since steam replaced sail: containerized cargo. Today the standard method of shipping, containerized cargo was then in its infancy, having been pioneered in the Pacific by Matson, beginning in 1958.

The Pacific Maritime Association, the shippers' group, made Bobby Pfeiffer chairman of its steering committee, charged with negotiating the ground rules for containerized cargo with the International Longshoremen's and Warehousemen's Union (ILWU), headed by Harry Bridges. Over "months of intense negotiations," that Bobby Pfeiffer would later call "labor-management statesmanship at its finest," the parties created the Mechanization and Modernization (M and M) Agreement. "The union held a coast-wide caucus to consider whether to resist [containerization] . . . or to bargain for a 'share of the machine.'" Bobby Pfeiffer said. "The caucus opted to go after a share of the machine." The result was a significant rise in longshore workers' wages and a new lease on life for the U.S. merchant fleet.

In 1962 Mr. Pfeiffer was named president of Matson Terminals, the first step in an 11-year rise to the presidency of parent Matson Navigation Company. He was made a Matson vice president in 1966, in charge of the company's Far East freight division. In 1970 Matson promoted him to senior vice president for operations, and in 1971 to executive vice president. In 1973 he was named Matson president and, at the same time, senior vice president of its corporate parent, A&B.

During his nearly two decades at the helm, Bobby Pfeiffer led Matson's transformation into one of the world's most efficient ocean transportation companies, shaping and directing a \$400 million capital investment program that modernized both the company's fleet and its terminals in Hawaii and on the West Coast.

*A&B*

Noting Bobby Pfeiffer's successes at Matson, A&B promoted him to executive vice president in 1977, appointed him to its board of directors in 1978, and, in October 1979, named him president and chief operating officer. Less than three months later, in January 1980, A&B appointed him CEO. In October of the same year, he was elected chairman of the board. After 25 years, the former deckhand had sailed home to Hawaii.

Mr. Pfeiffer established a far-reaching legacy at A&B. He developed a strategic plan that focused on completing the technological renewal of Matson—which he continued to head personally for some years—as well as on reinvigorating the company's property development and management activities, and revitalizing its roots in agriculture. He made the Hawaiian word *imua*—"go forward"—his motto.

To help realize the potential of A&B's extensive landholding as a revenue generator—a full-fledged "third leg," alongside Matson and sugarcane—Bobby Pfeiffer began diversifying the company's real estate assets, starting with the sale of the Wailea Resort on Maui, which A&B had been developing for nearly two decades. He reinvested the proceeds in a new portfolio of income-producing commercial properties on the U.S. mainland, which were managed not only for current income, but also with an eye to appreciation and resale, so as to keep the portfolio growing in value. He also expanded the development and management activities of sub-

sidary A&B Properties from Maui to Kauai. By 1985, profits from A&B's real estate activities surpassed those from sugar.

Mr. Pfeiffer also led the battle to keep A&B's sugar business viable. He oversaw the completion and expansion of investments in drip irrigation of the company's sugar plantations on Maui and Kauai, and the pioneering automation and computerization of its sugar mills. Together with his success in bringing plantation operating costs under control, these steps kept A&B's sugar business profitable when most other plantations in Hawaii were failing. Bobby Pfeiffer also diversified into coffee on a portion of the company's Kauai lands. A&B's Kauai Coffee Company is now the largest coffee grower in Hawaii.

As a result of these efforts, under Bobby Pfeiffer's leadership, A&B's annual revenue and total assets both nearly tripled, while shareholder equity practically doubled.

Enroute to these achievements, Bobby Pfeiffer saw his leadership seriously challenged. In 1985 investor Harry Weinberg, who had gradually purchased more than a quarter of the company's stock and wished to boost its value by more aggressively capitalizing on A&B's extensive landholdings, attempted to replace Bobby Pfeiffer and the board with his own slate of directors. After a hard-fought proxy battle, the majority of stockholders voted with Mr. Pfeiffer; Weinberg subsequently sold his shares back to the company.

Bobby Pfeiffer kept his hand on the tiller at A&B for more than a dozen years. After devising and testing a succession plan—one of his proudest achievements—and acquiescing in requests by the board that he remain at his posts, Bobby Pfeiffer retired as president in 1991, as CEO in 1992, and, finally, as chairman of the board and director in 1995. He returned to all three posts—and also to the chairmanship of Matson's board—in mid-1998, after his successor, John Couch, had to take a medical leave of absence. Bobby Pfeiffer retired again as president and CEO after three months and as chairman of A&B and Matson a year later. After stepping down as chairman in 1995, and again in 1999, the boards of both A&B and Matson named him chairman emeritus, and he continued attending their meetings regularly until his health began to fail. He kept regular office hours at Matson headquarters in San Francisco until shortly before his death.

*Community*

Mr. Pfeiffer's legacy at A&B was not all business. He was concerned with the well-being of the community as well. In a landmark 1985 speech to the Chamber of Commerce of Hawaii, he announced A&B's adoption of a policy of making charitable contributions equal to two percent of pre-tax income, and urged his listeners also "to consider the two percent solution." Bobby Pfeiffer explained that he viewed giving a portion of profits "back to the community where they are earned, not so much as an obligation, but as an opportunity to help shape the kind of community we would like to see." In an editorial, Pacific Business News said, "Pfeiffer's 'call to giving' boils down to what's good for the community is good for business." In 1992 Bobby Pfeiffer institutionalized what he called "A&B's long tradition of investing in the community's social fabric" by creating the Alexander & Baldwin Foundation.

Bobby Pfeiffer did not merely lend his name, but worked hard for many of the causes he supported. He played an instrumental role in saving the Hawaii Theatre from the wrecker's ball, lending much-needed credibility to the efforts of the band of dedicated volunteers who wished to restore

it. He was generous with his own money too. In the late 1990's, according to columnist Bob Krauss, a member of the board of the Hawaii Maritime Center, Bobby Pfeiffer made "an exceptionally generous personal gift" to establish an endowment for the *Falls of Clyde*, the world's last four-masted, full-rigged vessel, now permanently moored at the foot of Bishop Street, alongside the Hawaii Maritime Center. "It was a noble deed that will help save her for the people of Hawaii forever," said Krauss.

Experiences early in life help explain Mr. Pfeiffer's strong charitable instincts. "Most of us at McKinley came from poor families, so we learned to share," he recalled half a century later. "Some of my classmates lived in a Japanese commune at the foot of Alapai Street at King, and I visited them often. I always was struck by the fact that as poor as they were, . . . there always was something to eat, which was shared with visitors." Poverty was a condition Bobby Pfeiffer knew well, but learned to deal with. He would later tell how, as a schoolboy, he could get a good meal at the Central YMCA for a nickel, the price of a plate of rice and gravy, which he would wash down with "tomato juice" he made by stirring ketchup into a glass of water. He also recalled how, as a young sailor, he would sometimes sail to the Hansen's disease colony at Kalaupapa on Molokai. At the pier in Honolulu, "fathers, mothers, children, husbands and wives said good-bye forever. It was a heartrending situation, and all of us on ship felt badly for days after."

Bobby Pfeiffer had a zest for life. He not only danced the hula, but sang and played the ukulele. Four times a week he would begin his day with a four-mile run, a habit he continued into his eighth decade. In 1965 he learned to fly. He earned certification as a flight instructor and developed his skills to the point that he took up aerobatics and purchased his own aerobatic plane. While he was president of A&B, the company acquired two jets, Imua, a Cessna C-550 for interisland flights, and Manukapu (Treasured Bird), a BAe 1000 for transoceanic and transcontinental flights. Bobby Pfeiffer was certified to fly them both, and whenever he was on the board, he was never to be found in the cabin, but always in the cockpit—in the left seat, as pilot in command.

Mr. Pfeiffer freely admitted he "thrived" on work. He began his day in the office at 5:15 a.m. and was renowned for his punctuality at meetings. It was a trait he expected others to share. A self-described hands on, people-oriented manager, he made it a point to get to know employees personally. He managed by walking around and was famous for greeting or phoning employees on their birthdays.

Bobby Pfeiffer had a deep affection for the ships and crews of the Matson fleet. Even after this retirement and his move back to California to be closer to his children, when a ship concluded a voyage to the West Coast, he would telephone the captain to see how the voyage went and how the captain and crew were faring.

#### Awards

Bobby Pfeiffer earned many honors over the course of his career. The most distinctive was the naming of a Matson ship for him, the \$129 million, 713-foot *MV R.J. Pfeiffer*—completed in 1992, the only commercial vessel built in a U.S. shipyard since 1984. The name was an initiative of the Board of directors—he had entered the meeting intending to recommend another name for the new ship.

Bobby Pfeiffer was also particularly proud to have been honored with: The National Transportation Award (for which he was se-

lected by the U.S. Secretary of Defense on the recommendation of the Joint Chiefs of Staff, putting him in the company of such previous recipients as Juan Trippe of Pan American, William M. Allen of Boeing, Donald W. Douglas of Douglas Aircraft, and helicopter pioneer Igor Sikorsky), 1975; the Admiral of the Ocean Sea Award, by United Seamen's Service, the maritime industry's highest honor, 1985; the "Connie" Award of the Containerization & Intermodal Institute ("for significant contributions to the development and promotion of containerization and intermodal transportation"), 1985; and the Charles Reed Bishop Medal, by Bishop Museum (citing his "leadership and personal example" in making A&B "a leader in corporate citizenship"), 1995. The Order of the Splintered Paddle, Chamber of Commerce of Hawaii, 1996.

Having no formal education beyond high school, Mr. Pfeiffer also took great pride in his three honorary doctorates—from the Maine Maritime Academy (Doctor of Science, 1986), the University of Hawaii (Doctor of Humanities, 1986) and Hawaii Loa College (Doctor of Humane Letters, 1987).

Among Bobby Pfeiffer's many other honors: distinguished Service Award, United States Coast Guard Foundation, 1995; Bay Area Trade/Transportation Executive of the Year Award, San Francisco Daily Commercial News, 1978; Person of the Year Award, Transportation Clubs International, 1986; Distinguished Citizen Award, Gannett Foundation, 1986; Junior Achievement Hawaii Business Hall of Fame laureate, 1998; Historic Hawaii Foundation Kama'aina of the Year Award, 1990; Distinguished Citizen of the Year Award, Aloha Council, Boy Scouts of America, 1986; Sales & Marketing Executives (SME) of Honolulu Salesperson of the Year, 1989; Brass Hat Award, Propeller Club of the United States, Port of the Golden Gate, 1973; Ship-in-the-Bottle Award, International Organization of Masters, Mates & Pilots, 1981; and McKinley High School Hall of Honor (he was among the inaugural 38 members inducted), 1986.

Bobby Pfeiffer was a life member of National Defense Transportation Association. Among the many professional, civic and charitable organizations he served in a leadership role were A Committee on Excellence, State of Hawaii (chairman); American Bureau of Shipping (member, Board of Managers); Bishop Museum (member, board of trustees); Chamber of Commerce of Hawaii (member, board of directors); Containerization & Intermodal Institute (member, Honorary Board of Advisors); Hawaii Business Roundtable (vice chairman); Hawaii Community Foundation (member, board of governors); Hawaii Maritime Center (vice chairman); Hawaiian Sugar Planters' Association (chairman); Institute for Human Services (member, board of directors); Joint Maritime Congress (Advisory Committee member); Marine Exchange of the San Francisco Bay Region (director); Maritime Transportation Research Board of the National Academy of Sciences (chairman); McKinley High School Foundation (honorary co-chairman); National Association of Stevedores (president); National Cargo Bureau, Inc. (chairman of Pacific Coast Committee); National Tropical Botanical Garden (trustee); Propeller Club of the United States, Port of Honolulu (president) and Port of San Francisco (Board of Governors); Reserve Officers of the Naval Service (president, Honolulu Chapter); The Conference Board (senior member); School of Travel Industry Management, University of Hawaii (member, advisory board); University of Hawaii Foundation (chairman, board of trustees); U.S. Na-

tional Committee of the International Cargo Handling Association, Inc. (chairman). He served as a director of at least two dozen other companies, and he was a member of the prestigious Bohemian and The Pacific-Union clubs in San Francisco and of the Oahu Country Club and The Pacific Club in Honolulu. Bobby Pfeiffer was also a life member of the Veterans of Foreign Wars.

Mr. Pfeiffer is survived by his children, Elizabeth "Betsy" Tumbas and her husband Stephen; Margaret "Marga" Hughes and her husband William; George W. "Skipper" Pfeiffer and his wife Julie; Kathleen "Kappy" Pfeiffer; and nine grandchildren. His wife, Mary Worts Pfeiffer, died on December 4, 2002, five days after the couple's 57th wedding anniversary.

Services are pending. In lieu of flowers, the family suggests that donations in Pfeiffer's memory be made to the Hawaii Maritime Center or to one's favorite charity.●

#### MESSAGES FROM THE PRESIDENT

Messages from the President of the United States were communicated to the Senate by Ms. Evans, one of his secretaries.

#### EXECUTIVE MESSAGES REFERRED

As in executive session the PRESIDING OFFICER laid before the Senate messages from the President of the United States submitting sundry nominations which were referred to the appropriate committees.

(The nominations received today are printed at the end of the Senate proceedings.)

#### MEMORANDUM OF UNDERSTANDING BETWEEN THE SECRETARIES OF STATE AND HOMELAND SECURITY CONCERNING IMPLEMENTATION OF SECTION 428 OF THE HOMELAND SECURITY ACT OF 2002—PM 51

The Presiding Officer laid before the Senate the following message from the President of the United States, together with an accompanying report; which was referred to the Committee on the Judiciary:

*Message to the Congress of the United States:*

Consistent with section 428(e)(8)(A) of the Homeland Security Act of 2002 (Public Law 107-296) (the "Act"), I am pleased to report that the Secretary of State and the Secretary of Homeland Security have completed a Memorandum of Understanding concerning implementation of section 428 of the Act. The Memorandum of Understanding will allow the Departments of State and Homeland Security to work cooperatively to create and maintain an effective, efficient visa process that secures America's borders from external threats and ensures that our borders remain open to legitimate travel to the United States.

GEORGE W. BUSH.  
THE WHITE HOUSE, September 29, 2003.