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**PHOTOCOPY  
PRESERVATION**

Speech given by Hillary Rodham Clinton  
Sept. 26 at the Regal Biltmore Hotel in downtown Los Angeles

**PAUL RICHARDSON:** Ladies and Gentlemen, please welcome to the podium Dick Schlosberg. [APPLAUSE]

**DICK SCHLOSBERG:** Thank you. Thank you, Paul. Thank you for both the introduction, for helping, and for helping to arrange our guest speaker today. As Paul explained, the *Times* Management Conference is about putting our managers in touch with people who can illuminate topical management issues. Today's guest, Hillary Rodham Clinton, follows in a long line of Management Conference guests who have provided such illumination from General Colin Powell to Dilbert creator Scott Adams to Los Angeles Police Chief Willie Williams. Hillary Clinton joins us today as one of the most written about, scrutinized and analyzed first ladies in our country's history. To give you just one comparison, I found three and a half times more media references to Mrs. Clinton during her years as first lady than there were to Barbara Bush during the previous four years when Mrs. Bush served as First Lady. Such massive media attention suggests that our guest truly needs no introduction. Still, I thought it might be useful [LAUGHTER] to fill the picture with a few of Mrs. Clinton's lesser known activities and accomplishments. You may not know that she started her career in 1973 as a staff attorney for the Children's Defense Fund. A year later, she was involved in the House of Representatives' Watergate proceedings as a Judiciary Committee staff member. After leaving Washington for Arkansas in the mid-1970s, she taught on the law faculty of the University of Arkansas at Fayetteville - with another young lawyer named Bill Clinton. Later, as First Lady of Arkansas, she founded the Arkansas Advocates For Children and Families and introduced a pioneering program called Arkansas Home Instruction Program for Preschool Youth. This program trained parents to work with their children in preschool preparedness and literacy. I want to add that

both of these issues - youth and literacy - are near and dear to the hearts of all of us here at the *Times* and at *Times Mirror*. In 1983, Hillary Clinton was named Arkansas Woman of the Year and in 1984 (when her daughter Chelsea was four years old) Mrs. Clinton was named Arkansas Mother of the Year. You don't have to read the many articles written about Hillary Clinton to know that she has regularly spoken about the need to find the right balance in our lives; for her, that means balancing family, work and public service. In her address today, she will talk to us about balance in another context - the need for corporations to balance their business interests and their responsibilities to the community. Because community responsibility is the driving force behind what we do at the *Times*, we are pleased to have a speaker of such prominence share her thoughts with us on the this topic. Ladies and gentlemen, please join me in welcoming to the *Los Angeles Times* Management Conference the First Lady of the United States, Hillary Rodham Clinton. [APPLAUSE]

**MRS. CLINTON:** Thank you. Thank you. Thank you very much for that warm welcome and for that introduction Mr. Schlosberg. I'm delighted to be up here with Shelby Coffey and Mary Singer and Paul Richardson and very pleased to have this opportunity to speak with you. As I was listening to the introduction and heard the reference to the number of media stories about me, [LAUGHTER] I was wondering if at the conclusion of that search the machine was burning up. [LAUGHTER] I guess you don't have that capacity yet, but I assume that, at some future point with electronic communication, you'll be able to have things just leap out of the screen at you if they are intense, as I've had some experience with in the last several years.

This is a great opportunity and I want to commend this company for providing this to all of you who are here because I think it is important as part of corporate responsibility. That corporations, such as this, engage in the enterprise of lifelong learning and exposure to ideas that comes with occasions such as this. I don't think there is any way we can underestimate the

impact that all of us feel when we are exposed to people and new thoughts coming at us in today's world and we never know where that might lead us. I particularly feel at home here because, as some of you may know, I have become somewhat of an unofficial member of the Fourth Estate. I began writing a column and I all of a sudden acquired much more sympathy for those of you who have to meet deadlines on any regular basis because I have found, in the last year or so, how difficult it is to get my own thoughts together and to try to put them into recognizable English.

This kind of exchange of ideas about corporate responsibility is something I hope will occur on a regular basis throughout our country over the next years. In a way though it's like preaching to the choir because this company not only has a conference like this but has engaged in many activities, in these communities where you are present, that really make an impact in the lives of those who work here, as well as the larger group of citizens who are impacted. But I think, as we move toward the end of this century and into the next, each of us will have to ask ourselves how will we be responsible in all aspects of our lives, certainly starting with individual responsibility, to lead productive and worthwhile contributing lives for our own benefit, for those closest to us, and for the larger community. That kind of question though doesn't stop with us as individuals any longer - if it ever did. We now must ask ourselves as members of society, as members of businesses, as members of neighborhoods and communities, as citizens with responsibilities toward our government, what do we expect from ourselves and from each other.

As you may know, I have spent the better part of the last four years travelling around our country, which is one of the great privileges of being in the position that I currently hold, because I have been able to see firsthand what is going on in the lives of Americans and I have a lot of good news to report. I have seen the kinds of changes that are happening in all sectors of society because people are taking responsibility for themselves and their futures. I've met with people

whose daily activities impact on our own, whether we acknowledge it or not. My husband often says there is not a problem in America that isn't being solved by someone somewhere in America and I have found that to be true and I've been particularly heartened by what I have seen occurring in the business community. I'd like to share just a few of these stories with you because, as I have travelled and seen not only businesses acting on their own responsibly but also in partnership with others, I have become convinced that, if we delineate the roles and responsibilities that each of us holds, that we will continue to solve our problems. I am very optimistic and quite confident about that, but it takes doing what you're doing here today, meeting and talking about it. It takes what you do every day in the various ways you discharge your responsibilities both in the workplace and in the larger community, and it also takes the recognition that we may have to change how we view ourselves in today's world because the world around us has changed.

Let me just give you a few examples. I like to think about the three sectors of society: the public sector, the private sector and the not-for-profit sector. When I try to think about, in addition to my individual responsibilities, and what I share with those closest to me, what role do I play in each of those worlds and what would I expect others, who work and inhabit them, to play as well.

Let me start with the public sector because that is where I'm currently housed and what I have watched most closely. It has become fashionable, I know, in some quarters, to blame the government (defined broadly, but most specifically usually, as the Federal Government) for many of our nation's ills. I think though that that kind of finger-pointing has run its course and we are now much more willing to take a hard look at what we want from government and how we will get the kind of government we expect because we have recognized that, in a democracy, the government is us. And, so, we're looking for ways to make government more efficient in

delivering the services that we want because we are trying, as we move toward this new century, to define better what do we expect to be the government's responsibilities. Now, sometimes those responsibilities are ones that have never been exercised by the government before because of new challenges that we confront and sometimes they are changes in the way government has done business, by reinventing what it's doing, trying to deliver the same services more efficiently. Today was an example, in the Rose Garden before I came here, of how government is trying to respond to new challenges by protecting old values and learning how to do things more efficiently and better. The President signed, today, a large appropriations bill, generally referred to as the VA-HUD Appropriations, but buried beneath that short title were a lot of different provisions. Included among them was the end to what we call "drive-thru" deliveries, in other words, the government, on behalf of all of us, acting after many state governments have similarly acted, has said to insurance companies that we expect every newborn baby and that baby's mother to be given, if the doctor so decides, at least 48 hours before being discharged. It was a response to a specific problem that had been conveyed to many elected officials, of mothers being turned out of hospitals within 24 hours, some within eight hours of giving birth. I was in Cleveland yesterday and I shared this with some of the people I spoke to before I came out here and an obstetrician, who was very favorably talking about this change in law, said that, you know, many people who were making the decisions in the insurance companies' offices had never been in Cleveland in February in the dark when it's zero degrees and facing the necessity of being forced to discharge a newborn child and the mother into that kind of weather instead of being able to take a few more hours to make sure that everything was all right.

At the same time, that bill the President signed also included a requirement that our country begin to move toward treating mental illness on the parity with physical illness when it comes to insurance coverage. Again, that was the result of a lot of people's individual

experiences being heard and being conveyed to members of Congress, as well as very important members of Congress having their own experiences.

On the health front, the third provision that the President signed into law as part of that was a recognition that during the Vietnam War a number of Vietnam veterans were exposed to Agent Orange and we now feel we have sufficient evidence to believe that their exposure has resulted in the specific birth defect known as spina bifida and that, as a result of that, the federal government, in its continuing obligation to veterans, will be providing certain services - medical and rehabilitative - to those children who have (in rather significant numbers) had that birth defect.

Now, there were also other provisions to deal with the new way we're trying to handle public housing and trying to make sure it is as drug-free and violence-free as possible; to expand the role of AmeriCorps National Service; and also to continue, and try to do so more efficiently, some of the services that were there.

Now, a year ago or two years ago, I'm not sure that anybody would have thought that those particular provisions would have necessarily become law today and ten or twenty or thirty years ago I certainly doubt that we would have had the need that was perceived by the Congress to implement some of those responsibilities. But my point is that, as we redefine what we want from government and try to be more targeted and careful in assigning those responsibilities, we're going to find both new ways of doing old things and wholly new responsibilities that had not been apparent or obvious before.

The same can be said in the not-for-profit sector. If one looks at the not-for-profit sector, whether we're looking at religious institutions or we're looking at mainline charities, we again

can see the necessity for all of us who have engaged in that work, as I know many of you have, to be sure that what we are doing is working and that it has the kind of impact we expect so that when we ask each other for contributions, whether it's financial or of time, we're doing so with some assurance that it will make the difference that we hope.

This third sector is going to be increasingly important in the years to come. It already employs a significant portion of our work force. It is making up for some of the reduced responsibilities or the elimination of responsibilities in the public sector and it is serving as an important partner to the private sector. So, as we look at defining responsibilities for this not-for-profit sector, I think the corporate world has an opportunity to think anew about how to create these partnerships and how to leverage resources and to work with some of the leaders in the not-for-profit sector about how we can do more with less and how we can enhance the resources that are available to us.

It's also extremely important for us to recognize the role that the not-for-profit or, as some people refer to it, the "non-governmental organized" sector plays in our democracy. When I was in central and eastern Europe, one of my major themes, as I went from country to country, was to talk about how important it was not just to build up a strong private sector (which they are attempting to do) and not just to have a public sector with free and fair elections and respect for the press and the functions that we expect from a well run public sector, but to recognize the critical role that this third sector plays in democracy. It has certainly been a part of our history, ever since de Tocqueville, to look at what it means to be a volunteer, what it means to fulfill community responsibilities not for profit and not as a result of government action.

And that brings me to the third sector, that of the private sector - the business world - and what is it that we expect in these new days from corporate responsibility and how does the

private sector work hand-in-hand with both the public and the not-for-profit sectors for the completion of commonly accepted community goals. How do we set those goals and then how do we work toward them together. I think it's important, as we look at the private sector and at corporate responsibility, to say to ourselves that we have to recognize what's at stake in the next years and how the world has been changed by intense competition, technological advances, the opening of global markets, corporate restructuring -- all that we have seen taking the headlines over the last decade and the corporate world, as it is working through these new challenges to its primary responsibility to create jobs and return a fair return to shareholders, has a real stake in seeing its role in a broader way. I think it's one of the most critical issues that those who are leaders in the business community need to speak out on to counter what is a trend among some to argue that everything one does that is beyond the bottom-line in the corporate world is a luxury, is something that could be cut out without it undermining the major mission of the corporation. I would look at it from a slightly different perspective: because we are so interconnected today, actually, what each of us does has more of an impact perhaps on lives around us and on our eventual wellbeing than we could have said some years ago. That if we look at the role of the corporation in a modern society and in the global economy today, if we take a longer term view of responsibility, then we know investing in the human potential of one's workers and in the larger community is good for business in the medium run and the long run, if not the short run. Having that kind of perspective and recognizing that investments in one's workers and in one's future consumers will pay off, is what I would hope to be the kind of conversation that should be occurring all over the country today and I think we are in a position to have that conversation because it appears that we have made some rather significant economic progress that I just want to reference quickly. You may have heard that the President announced today some rather good news from the Census Bureau and the news had to do with increases in family income and individual household income, decreases in the poverty rate among elderly and among the poor. We have now reached some of the lowest levels of poverty and income inequality than we've had

in quite some time and what I would hope is that we could recognize that the progress that we have made together gives us an opportunity to take a hard look at where we are going together. Let me just briefly run through these because I think it helps to frame what I hope will be the responsibility conversation. Typical household income is up by nearly \$900 last year, the largest increase in a decade. Typical family income has gone up and, at the same time, the typical African-American family's income is up. It is up at a rather remarkable level because it is, we believe, the highest it's ever been in history. We also have seen the largest decline in income inequality in 27 years which is very good news because one of the dangers many of us have feared in the new economy is that we would become a nation increasingly divided by income inequality and, at least for the figures we have now, we seem to be closing that inequality. The number of people in poverty fell by 1.6 million, the largest drop in 27 years. The poverty rate fell to 13.8 percent, the biggest drop in over a decade. And the African-America poverty rate has dropped to the lowest level recorded in history and I'm particularly pleased that we have the biggest drop in child poverty in 20 years. Now it is still way too high, it is still 20 percent and that is not anything we should be satisfied with, but we are seeing economic progress.

Now, in that context then, it is particularly important that leaders in the business world think about the future and what we can do to continue these good trends economically. How do we continue to raise incomes and decrease inequality and there are many ways of doing that, some of which are being done in this company inside the company and some being supported outside the company, but certainly looking at ways to decrease a lot of that inequality by job opportunities, by mentoring people, by giving them the chance that they need, especially as we move people off of welfare. We are going to see some very positive results if the private sector has that idea of responsibility, as so many of you do. I also think that the kind of investments in the community, that are traditionally thought about as responsible investments, are particularly

important. And I got a very impressive list of what you have done in order to reach out to the community, particularly sponsoring young people, encouraging literacy and volunteer activities.

We have learned that, contrary to what is sometimes viewed as conventional wisdom, family-friendly policies and community outreach programs actually can help the bottom-line. And I guess that is my bottom-line when I talk about the private sector. We are seeing increasing evidence that investing in one's workers and providing options for employment that are termed "family-friendly" pay off in not only increased loyalty and productivity, but decreased turnover, recruitment costs and the like. Greater investments in the community also creates the climate that is more business-friendly and give people the feeling that they are all in this together, as well as increasing skills and opportunities.

Last week I was in Colorado and I was speaking about family-friendly policies and I was reminded of something that I had heard earlier in the year and I spoke about it there and I'd like to conclude by mentioning it here. Roy Romer, the very well respected and long-serving governor of Colorado, said in his State of the State address last year that he wanted every legislator and member of the executive branch to imagine whenever he or she were making a decision that there was an eight-year-old standing over his shoulder watching what was being done, asking questions that only eight-year-olds can ask about why it was being done. And Governor Romer said that, "If we all, not just in the public sector but in the not-for-profit sector and in the private sector, began once again to see our responsibility to the bottom-line in terms of delivery of services and return on investments, as building the kind of communities and country that will enable us to be sure that in ten or twenty or fifty years, we would still have what we now take for granted as the kind of economy and strong society that has been built up because of the partnership among these three sectors. So, I have begun to think that way and to have raised that with someone I know very well who's in a decision making position [LAUGHTER] and ask that

he also just imagine that eight-year-old and, if we just would shut our eyes for a minute and think about the eight-year-olds we've known, children, grandchildren, nieces, nephews, somebody down the block, and realize that the decisions we make in every role in our lives will effect the future of that child and all children and be willing to start asking hard questions about responsibility, then I'm convinced that what I've seen as I've travelled around the country, of people really pulling together to solve problems and having a lot of positive and optimistic views of what they're capable of doing in their businesses, their families, their neighborhoods, their communities, their churches, every aspect of their lives, will continue to be the hallmark of how we live and work together and that, to me, is what responsibility is all about. Thank you very much. [APPLAUSE]

**SHELBY COFFEY:** I'm Shelby Coffee and the First Lady has graciously consented to take several questions - folks left a lot of questions, a number of them very lively [LAUGHTER] we only, we have time for six or seven, so, we'll go through them. If I left yours out, I'm sorry, but we had to make some choices. They're divided really among policy-oriented and political and personal [LAUGHTER] and the first one, we'll start off with a more policy-oriented one: **The President suggested in a television interview last week that he might ask you to play a significant role in the implementation of the Welfare Reform Bill in a second term, so what role would you see for yourself on that subject and what is your view of the resignation of a couple of administration officials such as Mary Jo Bane and Peter Edelman who opposed the bill - do you think they correct in resigning or did they have an obligation to the President to stay on and do what they could to mitigate the impact of the legislation?**

**MRS. CLINTON:** Now, are those the six questions? [LAUGHTER] [APPLAUSE] Um.

**SHELBY COFFEY:** That came from the Washington-oriented group [LAUGHTER] and they know how to put them all into one.

**MRS. CLINTON:** Well, anyone who might have seen that interview, I hope knows that that was quite a surprising comment from my husband. [LAUGHTER] I think he forgot that we were on television and it was one of those conversations that we have around the kitchen table like, "Well, gee, don't you think you ought to be involved in trying to make sure welfare reform works." "Oh, I don't know, pass the salt," [LAUGHTER] I mean, it's one of those things. [LAUGHTER] I must say that I do think that, and I really do believe that all of us are going to have to be involved in this. Now some will take perhaps a more visible position than others and I will certainly do whatever the President asks me to do and to speak out on behalf of my hope that the Welfare Reform Bill will be corrected in those areas where it needs correction and will be implemented effectively in ways that move people toward self-sufficiency and independence.

This, as everyone knows who has followed it, has been a very difficult debate and very hard decision, very hard decisions had to be made and people of good faith were on all sides of all decisions. I respect the people who resigned, two of whom I know quite well, because they honestly believed that the ending of the entitlement for welfare was a grave public policy error and I respect both their conviction and their willingness to act on that conviction. However, I believe that the President was right to sign the bill for a number of reasons. Among those are that the bill contains some very important steps forward in how we will deal with welfare and in how we think about welfare in our country. It did maintain the guarantee of medical care which, to me, was an absolute bottom-line and was also to the President and his advisors. It maintained nutritional assistance and it actually increased childcare assistance for people who are attempting to move to work and it did a lot of other things, increased child support and many other aspects of what we hope will become a structure for implementation. But I don't think anyone can

defend the existing system and that many people who have worked on reforming it, including my husband who has worked for many, many years as a governor, believed in their hearts that we had to make significant changes and that we had to be doing so with a great dose of humility because we don't know exactly what will work. But we do know that, since my husband became President, we have nearly two million fewer people on welfare and the economic figures demonstrate (that came out today) that poverty is dropping because the economy is producing jobs and the unemployment rate and the low inflation rate, those kinds of economic indicators are really a good sign that, if there were a time we could act to begin to change this system which has not worked well for so many people, we could not turn our backs on this opportunity.

Now, having said that, I know that the President is going to be watching very carefully about what the states do and their capacity to implement the bill. He's going to, assuming that he gets another term, be watching very carefully to make sure that any changes that would be required legislatively could be made in a reasonably quick way so that they could be implemented. And I'm actually quite hopeful about what we're going to be able to accomplish, but it is going to require a lot of responsibility and I would hope everyone who has ever criticized the welfare system, anyone who has ever shaken their heads at generational dependency, will realize that the ball has really been given to us and not just to states, counties and cities, but also to the private sector and the not-for-profit sector. One of the most promising experiments that has been carried out in the last three years is to take the welfare check in some states and give it as a wage supplement to private employers who will take on the responsibility of training, mentoring, and employing a welfare recipient for a certain period of time. So, I think that there is a lot that we can do and I'm very hopeful that we're going to do it right and I respectfully disagree with those who opposed this effort by the President, but I also know that we need people who are going to be constantly vigilant to make sure we do not permit child hunger and poverty

and homelessness to increase, that is not the goal of this. But I think that we can do it as long as, I say, we're humble and we're honest about our efforts as we implement it. [APPLAUSE]

**SHELBY COFFEY:** What role would you like to see the newspapers of the country play as information sources and how would you like to see them improve, (if any improvement were imaginable)? [LAUGHTER] I just added that last part in. [LAUGHTER]

**MRS. CLINTON:** It's like, you know, that old question would you stop beating somebody, you know, it's sort of hard to answer. [LAUGHTER] Um, um, um...

**SHELBY COFFEY:** We thought it was a free shot at gold for you.

**MRS. CLINTON:** You know, it's really one of those questions I should say, well, I'll send you, I'll fax you my answer after the election, um... [LAUGHTER] [APPLAUSE] You know, I, um, I actually think that on most, um, measures, newspapers (and when I say newspapers I'm talking about what I consider to be legitimate organs of information [LAUGHTER] and not things that just appear on newsprint), um, but, you know, newspapers like this one and others do a pretty fair job I would say of conveying information and of communicating with readers and I think it's a, I mean, I think it's a difficult time. I don't know your business and I don't pretend to understand the stresses and the competitive challenges you face, but I read enough in the newspaper about newspaper readership and some of those challenges to know that you're looking and working hard to figure out how to continue to convey information objectively and effectively to readers, and I think that part of what we're going through in the country really calls out for newspapers to be the organizers of information and the creators of context for disorganized pieces of information - because I worry that so much information bombards people, I certainly feel that way, that you can't make sense out of it and whether you do it in traditional form by the

newspaper that lands on your front porch or whether you do it through the electronic media, I think that newspapers, historically, have been able to create that context and to give a sense of what's important and what isn't important. And, so, I think that the good newspapers, in our country still do that very well and the trick is, I would assume from what I read about what's happening in your industry, is to make sure you continue to attract people who understand how much they need that context and that organization. So, aside from, you know, particular concerns I have and issues that, you know, as somebody sitting where I am and not where you are, I would treat differently or handle in a different way, I mean, I think that the role of the newspaper is as important, if not more important today than it's been for a long time and I'm going to look forward to seeing how you figure out how to continue playing that role and conveying that information.

**SHELBY COFFEY:** Thank you. [APPLAUSE] This is a personal question: **With all of the duties and responsibilities of being First Lady and putting up with some of the negative things that are said, how do you relax and let go?** [CHUCKLES]

**MRS. CLINTON:** You know, [SIGHS] it is not easy being in the public eye today and it is certainly not easy living in the White House. It's quite unlike anything that I ever imagined it might be and even, as someone who used to follow what happened in politics and was interested in it, I never really had a clue about what it took once you were there -- I'm the first to admit that -- and it has been a constant learning experience for me, certainly. But I probably, you know, relax and get away from it the way that I always have. I mean, I, I have great friends who are wonderful supports to me and make me laugh a lot and keep me as honest as they can and try to present a different side of things to me. I have a great staff that I rely on and that also makes me laugh a lot and does a lot of funny things around the White House that keep me amused, uh, all the time. [LAUGHTER] And, um, that's my staff I'm talking about. [LAUGHTER] Um...

[APPLAUSE] And, um, um, you know, I take long walks and bike rides. Camp David is a great refuge, which people told us about before but I don't think, again, until you're there you really could appreciate. And my husband and daughter and I spend a lot of time just sort of hanging out with each other. I've said before that, you know, he just lives and works in the same area so that we really have a lot of time we together, we like to play all kinds of card games and, you know, watch sports together, you know, just do things that we find relaxing. We take a lot of advantage of the movie theatre and go down there and -- the only thing is, a lot of times, you know, what makes him relaxed makes me tense up, I mean, I cannot stand, you know, 43 assault weapon attacks, [LAUGHTER] and I mean, I think it's sort of a male/female thing, it's like [APPLAUSE]... So I go with him because, you know, he finds it really relaxing [LAUGHING] and, um, I sit there, you know, with my eyes shut and scrunched up and I come out with this terrible pain in my neck and my shoulders, but then, occasionally, he'll watch *Emma* or something like that with me and, so, that sort of evens it up. So we just, you know, we spend a lot of time with friends and with each other and just relax like that. I don't think it's, you know, very different from what anybody does. [APPLAUSE]

**SHELBY COFFEY:** They say this needs to be the final question so I'm going to combine two that [LAUGHTER] -- very quick -- and you'll see why they actually are a pretty good combination. **One, how do you plan to spend your post-White House years and, two, if times were different, would you consider running for president?** [LAUGHTER]  
[APPLAUSE]

**MRS. CLINTON:** Ohhh, I don't think sooo, um [LAUGHTER] I mean, I, I don't think so, I don't, um, I've seen it up close and personal [LAUGHTER] and, um, uh, I admire my husband enormously, his resilience and stamina and enthusiasm and optimism is just amazing and I think that it is a, it's always been a very hard job, but I think it's even harder. I'm not so sure that a lot

of jobs aren't harder. You know, if you read any of the books about some of our presidents in the past, about how they spent their time, I mean, I just read them with such a sense of loss, I mean, for Franklin Roosevelt or Harry Truman, they used to be able to take long vacations where they could clear their heads and there were no fax machines and 24-hour news stations and, you know, you could really kind of get back and get centered and figure out what you were doing and have some really reflective time which I think is so important whether in the corporate world or the public world. So it's just always been hard, but I think it is just unbelievably difficult. And the people who consider doing it, I hope, really understand how it has ratcheted up so substantially, geometrically in the last years.

I don't have any idea what I'm doing next month, let alone whenever my husband is no longer in the White House. I don't really plan my life like that, so I don't have any ideas about what I might or might not do. I think that there are so many opportunities for service, and that's one thing that I always say to, particularly young people, but really any audience that you don't have to be in electoral politics, you don't have to be married to somebody who's in electoral politics to really take your citizenship responsibilities seriously and I always have tried to do that over the last 25 or so years and I will continue to try to do that and I will most likely continue to try to work on behalf of issues and causes particularly affecting children and families and women that I care about here at home and around the world.

I also hope I'll be able to learn how to write better and spend more time writing and have a chance to try to put down on paper a lot of what I've experienced and seen for whatever good that might do and to pass that on.

But I think, you know, when I look into the future, I just see long, long periods of sleep...  
[LAUGHTER]...um, you know, and, like, vacations, um, with none of you and your friends

around and, um,... [LAUGHTER] [APPLAUSE] That's what I think about -- thank you very much. [LOUD APPLAUSE] Oh, thank you, oh, thank you, thank you... [MORE APPLAUSE] Oh! Good! [LOUDER APPLAUSE]

**PAUL RICHARDSON:** Knowing that the First Lady has a very, very busy schedule today, we did want to leave her with a few mementos from the *Times* and the Times Mirror Organization Management Conference to just have her remember this night's event and to, of course, remember to "Get the story - get the *Times*," [LAUGHTER] [APPLAUSE] We have for her the front page of the newspaper on the date of her birth. [APPLAUSE]

**MRS. CLINTON:** Oh, Wow, that is neat! I love that! Oh, that is so neat. There are some amazing headlines, on there.

**PAUL RICHARDSON:** And, in addition, a little shameless advertising, a t-shirt and a baseball cap.

**MRS. CLINTON:** Great.

**PAUL RICHARDSON:** Will you join me in welcoming and thanking the First Lady one more time. [APPLAUSE]

**MRS. CLINTON:** Thank you so much.