

**FOR IMMEDIATE RELEASE**

**Contact: Virginia Diez  
(202) 626-4602**

**PROGRAM ALERT \* \* \* PROGRAM ALERT \* \* \* PROGRAM ALERT**

**C-SPAN TAKES A LOOK AT THE CLINTON WHITE HOUSE**

**--First In-Depth Interview With Chief of Staff, Video Verite of Press Office--**

**Washington, D.C., March 2, 1993--**Two upcoming specials provide C-SPAN viewers with a look at the life and career of the White House chief of staff; and video-verite, behind-the-scenes footage of the White House press office.

**\* Sunday, March 7 at 9:30-10:30 PM (ET)--"An American Profile"** with White House Chief of Staff Thomas F. "Mack" McLarty. This is his first in-depth interview since arriving at the White House. Re-air at **12:30-1:30 AM (ET)**.

**\* Monday, March 8 at 6:30-10:00 PM (ET)--"The Press, Politics & the White House"** includes live shots of TV correspondents feeding their evening stories from the White House, a Live Viewer Call-in with White House Press Secretary Dee Dee Myers, and roundtables with former White House press secretaries and current White House correspondents.

Call C-SPAN's Schedule Hotline for further information on re-air times: (202) 628-2205.

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MCI fax BROADCAST SERVICE SUMMARY REPORT  
 MAR 03, '93 13:08 (ET) PAGE 1

*Virginia /  
 These people  
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TO: C-Span

SEQUENCE #: 0122 PART-1

THIS IS YOUR SUMMARY REPORT  
 FOR PERIOD MAR 02, '93 18:00 (ET) TO MAR 03, '93 13:08 (ET)

MSG REF #: PKY00148

INPUT PAGES: 0001

INPUT ON: MAR 02, '93 18:40 (ET)

STATUS	RECIPIENT REFERENCE	FAX PHONE #	ADR#	LIST	DATE/TIME	MINS	MODE
NOTG3	NEW YORK TIMES	2125564607	0111	1000	MAR 02 21:32		
NOTG3	SAN DIEGO UNION*	6192932333	0054	1011	MAR 02 21:50		
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DISCON	CHICAGO TRIBUNE*	3122220236	0028	1011	MAR 02 21:40		
OUTWIN	BOSTON HERALD	2126301519	0079	1004	MAR 03 07:50		
OUTWIN	ROCKY MOUNTAIN NEWS	3038925123	0086	1004	MAR 03 07:56		
OUTWIN	HOUSTON CHRONICLE*	7132207410	0059	1011	MAR 03 07:50		
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SENT	WASHINGTON TIMES	2022693419	0001	1011	MAR 02 20:22	001.4	9S
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SENT	THE WASHINGTON POST	2023345547	0069	1004	MAR 02 20:22	001.3	9S
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SENT	HOUSTON POST	2028796799	0073	1004	MAR 02 20:22	001.4	9S
SENT	HARTFORD COURANT	2035206927	0009	1011	MAR 02 20:22	001.3	9S
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*Virginia Diez (202)626-4602  
 -faxed Tues*

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 MAR 03, '93 13:08 (ET) PAGE 2

MSG REF #: PKY00148

INPUT PAGES: 0001

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SENT	LOS ANGELES TIMES	2132374712	0082	1004	MAR 02 20:59	001.4	9S
SENT	LOS ANGELES TIMES	2132374712	0018	1011	MAR 02 20:22	001.5	9S
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SENT	MIAMI HERALD	3053762287	0026	1011	MAR 02 20:22	001.4	9S
SENT	CHICAGO TRIBUNE	3122223143	0087	1004	MAR 02 20:22	001.3	9S
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SENT	DETROIT NEWS	3132222451	0030	1011	MAR 02 20:22	001.3	9S
SENT	ST LOUIS POST DISPA	3143403080	0032	1011	MAR 02 20:22	001.3	9S
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SENT	INDIANAPOLIS STAR	3176339209	0034	1011	MAR 02 20:22	001.3	9S
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SENT	US NEWS & WORLD RPT	4048800854	0113	1000	MAR 02 20:59	001.4	9S
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SENT	NEW YORK DAILY NEWS	2129491234	0011	1005	MAR 03 12:09	001.2	9S
SENT	LA TIMES	2132374331	0013	1005	MAR 03 12:10	001.3	9S
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MAR 03, '93 13:08 (ET) PAGE 4

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SENT	TURNER EDUCATION SVC	4048273954	0020	1005	MAR 03 12:10	001.3	9S
SENT	THE TIMES PICAYUNE	5048263401	0021	1005	MAR 03 12:10	001.3	9S
SENT	TRIBUNE MEDIA	5187932127	0022	1005	MAR 03 12:09	001.3	9S
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SENT	TV DATA	5187936745	0024	1005	MAR 03 12:09	001.2	9S
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SENT	USA TODAY*	7035583816	0026	1005	MAR 03 12:10	001.3	9S
SENT	USA TODAY	7035583935	0027	1005	MAR 03 12:10	001.3	9S
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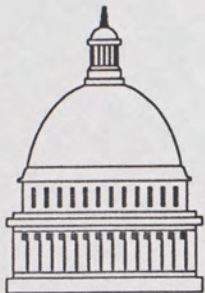
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Suite 650

Washington, DC 20001

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### FACSIMILE TRANSMITTAL SHEET

DATE: 3/3/93

TO: HAL BOEDERER

FROM: VIRGINIA DIEZ

NUMBER OF PAGES: 2  
(Including this page)

NOTE: Hal: The C-SPAN

rep.'s name is Jennifer  
Reichenbach. Mark your

calendar. Here are our  
two upcoming specials.

Best regards,

Virginia

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## FACSIMILE TRANSMITTAL SHEET

DATE: 3/3/93

TO: TIM TKISKA

FROM: VIRGINIA DIEZ

NUMBER OF PAGES: 2  
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NOTE: TIM: Call me

when you're ready for  
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DATE: 3-4-93

TO: Dusty Saunders

FROM: Virginia Diez

NUMBER OF PAGES: 2  
(including this page)

NOTE: \_\_\_\_\_

White House Specials

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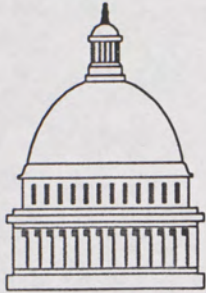
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✓

## FACSIMILE TRANSMITTAL SHEET

DATE: 3-4-93

TO: Bill Carter

FROM: VIRGINIA DIEZ

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NOTE: \_\_\_\_\_

White House specials

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U

## FACSIMILE TRANSMITTAL SHEET

DATE: 3-4-93

TO: Rick Kogan

FROM: VIRGINIA DIEZ

NUMBER OF PAGES: 2  
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NOTE: \_\_\_\_\_

White House Specials

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(312) 222-3143



**- TRANSCRIPT -**  
**IN-DEPTH INTERVIEW WITH**  
**THOMAS F. "MACK" MCLARTY**  
**White House Chief of Staff**

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Taped Wednesday, March 3, 1993 in Washington, D.C.  
Airing Sunday, March 7, 1993 at 9:30 PM, and 12:30 AM (ET)

**C-SPAN**

400 North Capitol Street, N.W., Suite #650  
Washington, D.C. 20001

**CONTACT:** Rayne Pollack  
(202) 626-4863  
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(202) 626-7975  
Virginia Diez  
(202) 626-4602

--TRANSCRIPT--  
IN-DEPTH INTERVIEW WITH THOMAS F. "MACK" McLARTY  
WHITE HOUSE CHIEF OF STAFF

Taped Wednesday, March 3, 1993  
Airs Sunday, March 7, 1993 from 9:30-10:30 PM (ET)  
Re-airs Monday, March 8, 1993 from 12:30-1:30 AM (ET)

C-SPAN: Can you remember the first time the president said to you that he thought he might like to have you as his chief of staff?

THOMAS F. "MACK" McLARTY: I can't distinctly, Brian. It was the day after the election on Tuesday evening, and we had a transition board meeting, and the president asked me to come to the governor's mansion in Arkansas later that evening for a visit, which I looked forward to -- a visit with an old friend, long-time friend who had just been elected president of the United States.

And he asked me about the possibility of serving in the administration. I was very honored, very flattered. Very meaningful, as you would expect. Thinking it might be in energy or commerce, areas I had been involved in. Of course, a very major decision. My response was, "Mr. President-Elect, I think that's really more in your court, perhaps, than mine. I am very honored. It would be a big decision, but, certainly, I would consider it."

And he said, "Well, Mack, what would you think about being chief of staff?"

And I said, "Well, Mr. President, I think we need to probably give that some reflection," which we did for the next several weeks and then reached a final decision.

C-SPAN: In your own mind, what would be the reasons not to take it?

MR. McLARTY: Well, Brian, it really was a much larger question than that. I had really not been active in the campaign, being the chairman of a Fortune 500 company and other responsibilities. I certainly had been very supportive. Everyone in Arkansas was proud of Bill Clinton's candidacy, and so I was active in that sense but not part of the formal campaign; and therefore, I really had not focused on the possibility of public service to any considerable degree, and it's a major decision.

So it started, really, with that decision line of did you want to really change your life and career path? And I think it was a family decision, certainly, and it seemed a very meaningful time, a special time. And then once you kind of work your way through that particular part of the decision, then to make sure that you felt comfortable and that you could provide the necessary support to the president -- which I discussed very forthrightly with him, and there were a number of factors that he felt were important. And we discussed it, and here we are doing this interview.

C-SPAN: Did you have some things that you wanted for yourself? In other words, you know sometimes when you get a new job you get a contract, and you make sure

that the lines of communications are open. Were there things that you absolutely needed in order to take this job?

MR. McLARTY: No, it wasn't that kind of discussion at all. The president had asked me -- president-elect at that time -- had asked me to participate in the cabinet selection process with Vice President-Elect Gore and Warren Christopher, who was transition manager, as you know. And it was a real privilege to be involved in that process, a real privilege for me to get to know Warren Christopher, whom I had not really known well over the years.

So as that process evolved it was natural for us to have continuing discussion about the potential chief of staff role. But the discussion was really one between two long-time friends. It did have a seriousness to it, because this was a major responsibility, a supporting role but an important role. But it was much more, What would you think the role would entail? What support do you need? Not any of the negotiation aspect that maybe you suggested. Quite the contrary.

I just wanted to make sure that we had given it careful thought, and I think in the end we felt we had.

C-SPAN: What do you call the president?

MR. McLARTY: I do call him "Mr. President," and have only had one or two slips, and those have been in private.

C-SPAN: Did he ever say to anybody, "Don't call me 'Mr. President,' call me 'Bill'?"

MR. McLARTY: No. I think once the inaugural activities took place, Brian, he understands this office and all that it means, and therefore, it's really a natural evolution.

The 'president-elect' is kind of a mouthful, and 'vice president-elect' is even a larger sentence -- or phrase -- but it's quite natural to treat this office and the individual with dignity and respect. And that's as it should be.

C-SPAN: When is the first time you met him?

MR. McLARTY: We did meet in kindergarten. This is not a reconstructed story. Miss Mary's kindergarten in Hope, Arkansas. Bill Clinton's, as many people now know, natural father was killed tragically before his birth. His mother, Virginia, had to, of course, reorient her life after that tragedy, and she pursued a nursing career which entailed education in New Orleans, and Bill Clinton was raised during the week with his grandparents -- wonderful people there in Hope -- and attended kindergarten, and that's where we first met.

And I want to underscore that his mother returned home every weekend to see him, and that's where our life-long friendship began, and then it had a number of periods where we had activities together, endeavors together, including his service as governor of Arkansas. So it's been a longstanding relationship.

C-SPAN: What would you say in your, not necessarily your adult years but your -- those mature years -- I don't know what year it is --

MR. McLARTY: Formative years.

C-SPAN: Formative years -- did you spend the most time around him?

MR. McLARTY: Well, we spent a lot of time in the early years, which are important and are very meaningful. Bill Clinton moved to Hot Springs when his mother remarried, when he was in second grade. We really kept in touch as he would visit his grandparents in Hope, but when I have mentioned our lives have been somewhat interwoven over the years, we attended Arkansas Boys' State together, and I ran for governor of Boys' State and Bill Clinton ran for Boys' Nation, which was really the senatorial seat and that's where he met John Kennedy.

So that was a very meaningful experience with the two of us there. And then we would visit each other in college. Of course, he attended and graduated from Georgetown

and I graduated from the University of Arkansas at Fayetteville, and we would do that once or twice a year. And then when he and Hillary returned to Arkansas, I had the privilege to serve as chairman of the Democratic party under David Pryor, who was our governor at that time, and that was when Bill Clinton made his first bid for elective office. He established a real following in Arkansas, not a successful campaign against a very popular congressman, John Paul Hammerschmidt, but -- so our lives have been interwoven in many ways, Brian, over the years.

C-SPAN: Back there in Hope, wasn't there a couple of competing car dealerships at one point?

MR. McLARTY: That, maybe, is not quite accurate. Bill's step-father was in the automobile business. We are now a fourth generation in the automobile business, still have our leadership in Hope, so there's never really been any competition, Brian, over the years. We've never run against each other, as some people have tried to reconstruct the Boys' State experience; quite the contrary, it's been a very close relationship.

And one point I might add, you always, I guess, give a little fault when you work day-to-day with a close friend, particularly with this major responsibility: Is it going to affect your relationship in an adverse way? And just the opposite has occurred. It has been a very easy relationship, an ability to communicate very freely and openly and directly. So just the proximity has made us closer.

C-SPAN: Are your parents alive?

MR. McLARTY: My father passed away in 1977; my mother is still living in Arkansas, both in Little Rock and Hope, and, of course, we miss her and try to talk to her almost every day. And they were both wonderful parents, never pushed me, always supported me but never pushed me, and great role models.

C-SPAN: What did they do for a living? Of course, your dad -- did your --

MR. McLARTY: My father was in the automobile business, Brian, and established a leasing, vehicle leasing business early in that industry; in fact, was one of the founding members of the Ford Authorized Leasing System, as it was called. And that's really where I spent the bulk of my time in our family business after graduating from the University of Arkansas: the old sequence of hard work, innovation, and a splendid last name, so I rose to top management.

But my father was a wonderful partner, great mentor. We were very different. He was much more colorful and outgoing; I'm much more like my mother, I guess -- but really, a wonderful childhood in Hope, just a lot of wonderful examples of people that really cared and nurtured you and made you feel very special. It will always be home.

C-SPAN: Brothers and sisters?



MR. McLARTY: One brother 10 years younger than I am; quite different, but we're very close.

C-SPAN: What did you study at the University of Arkansas?

MR. McLARTY: Business administration. I felt I was going back in the family business in Hope and did return, ran for state representative at an early age, and it was a great campaign -- served with Dale Bumpers during his first term. But as we had our family and our business started to grow on a regional basis, it was clear you really had to make some choices there, so the bulk of my time has been in the private sector, both in our family business and in the natural gas business. But, of course, I've been involved in the political process in one form or another a good portion of that time.

C-SPAN: Back to Boys' State. And for those who have never heard of it, what is it?

MR. McLARTY: It's a week-long activity sponsored by the American Legion. I believe it takes place in each state of the union. About 1,000 young men come together for that period, and, really, it's an exercise in how government works at all levels: city, county, state. That's actually the way you're organized during the week, and you have the opportunity to seek various offices, as I noted earlier.

It's a great experience, very meaningful to me, and I think to many, many other young men and women around the country.

C-SPAN: You were elected governor.

MR. McLARTY: I think that's correct, yes.

C-SPAN: What year was that?

MR. McLARTY: It was 1963. It was a great -- great opportunity to meet your peers from across the state, and we ran a vigorous campaign, and I always look back on it with appropriate pride.

C-SPAN: How did you get interested in even going to Boys' State?

MR. McLARTY: Well, I'd been, I guess -- again, you have so many people who've been supportive and cared about you over the years . . . I'd been active in, gosh, in student government -- Brian, you're taking me way back here now -- in Hope and had a wonderful mentor, who was our student council sponsor, who is still living -- Mrs. Williams - - and she taught me a lot of organizational skills that I still try to use today.

C-SPAN: Do you remember where, though, you got your first interest in -- I

assume that would be your first interest--in politics?

MR. McLARTY: Well, it actually had been in student government and, of course, I had the very good fortune in Arkansas -- it's a small state, intimate state, and it just was my very good fortune to go to kindergarten with Bill Clinton, to meet David Pryor when I was 12 years old, who was driving candidate Francis Cherry, who later became governor, around our state during that campaign, and --

C-SPAN: When you were 12?

MR. McLARTY: I was 12 and David Pryor was about 21.

C-SPAN: Oh, okay.

MR. McLARTY: And I was actually, Brian, much more -- David and I still chuckle about it -- much more interested in playing football in our front yard with a Camden Panther quarterback, namely David Pryor, than I was about meeting the future governor.

And then, as I noted earlier, serving in the legislature during Dale Bumper's first term. So I've been very fortunate to have long-standing friendships with three superb public servants.

C-SPAN: After -- when did you leave your father's -- I assume it was your business.

MR. McLARTY: We still have our family business.

C-SPAN: You still do.

MR. McLARTY: Yes. We have a number of automobile dealerships that are still very much a part of our family. It's important to us, both in a business sense and well beyond that. And in about 1983 I joined the Arkla Natural Gas Company based in Little Rock and Shreveport and worked in that organization as chairman for about 10 years, but maintained an interest in our family dealerships, which we still are very proud of.

C-SPAN: Are they called McLarty?

MR. McLARTY: Well, they're individual leaderships throughout the state. We have wonderful partners who do a splendid job managing them, and that's our base and our roots, and -- I really have not been active in the dealerships for a number of years after I joined Arkla, but, of course, was very active in our family business prior to joining Arkla.

C-SPAN: But still use the name?

MR. McLARTY: That's right. Some of them are named McLarty Ford -- for example, in Texarcana; some of them have more generic names.

C-SPAN: Where does the name come from originally, what --

MR. McLARTY: It's a Scottish name. In fact, this morning on the Hill as we were visiting with one of the congressional groups, one of the members of the Scottish legislature was here, and I had a good time visiting with him. We actually are from the Kintyre region in Scotland and visited Edinburgh on a number of occasions, and it has a specialness to it, as you would appreciate.

C-SPAN: How did the family get to Arkansas?

MR. McLARTY: As I understand it, migrated from Georgia. We're a fifth generation family in Hempstead County in Hope, so it's a longstanding relationship, and that will always be home, as I mentioned earlier.

C-SPAN: Arkla -- you said it was a Fortune 500 Company?

MR. McLARTY: Right.

C-SPAN: What's it do?

MR. McLARTY: It started in the '50s as a gas distribution company that distributes natural gas to homes and grew over the years. Then the gas business really changed with deregulation and the fall of oil prices and so forth. It actually is a balanced natural gas company with a major pipeline operation as well as a very large distribution operation. We made a couple of very important acquisitions in Houston and Minneapolis, two very major markets in fine communities. So it has a major presence in both the distribution and the pipeline segment and has some very capable, decent, and professional people in the organization. It was a real joy and a real privilege for me to be associated with them and the company.

C-SPAN: Gross revenues and the number of people it employs?

MR. McLARTY: About 10,000, actually went through some restructuring, reduced that a bit to about 8,500. Revenue is a little over \$2 billion.

C-SPAN: You went there in '63 right out of school?

MR. McLARTY: No, no. I went back to our family business in 1968, after graduating from the University of Arkansas -- Brian, you've got me taking a long step from -

C-SPAN: That's right, '63 is your --

MR. McLARTY: -- from Boys' State, that's right. I had a tenure there at

Fayetteville, Arkansas, at the University of Arkansas, and then returned to our family business and was involved there for about 12, 15 years, and then went to Arkla.

C-SPAN: Your first job at Arkla?

MR. McLARTY: I joined the company from the board. I had actually been on the board of directors, had the opportunity to serve at an early age there, so I joined the company as president.

C-SPAN: What year?

MR. McLARTY: 1983.

C-SPAN: From '83 until the time you left last year, what did you change and why?

MR. McLARTY: Well, we really had little alternative, Brian, but to pursue an aggressive strategy, to manage the shrinkage, we had a regional insular market, really would not have been good either for our shareholders or our customers. It would have meant our bills would have been very, very high because you had that declining base and no way to spread your overheads. And that was the real impetus behind the acquisition programs, tremendous consolidation in that business, not unlike the airline business.

So our strategy was to marry our supply base with additional markets, and to be a long-term player in the natural gas industry, which has a very promising future with the environmental aspects and the importation of foreign oil and so forth, clean-burning fuel. And that was our strategy.

C-SPAN: As you look back on your different experiences, which ones do you think will have the most impact on the job of chief of staff here in the White House?

MR. McLARTY: It's a good question. And I really believe I can very insightfully and accurately say that all will be meaningful and helpful. I think the opportunities I have had in public service as a state representative, and being involved in the Democratic party, and working with David Pryor and Bill Clinton and Dale Bumpers and others, have been very helpful to me in the participation in the political process, and certainly in the Clinton-Gore campaign that would be the case.

Running a family business, being involved in a family business, I think, is very, very helpful in terms of understanding job creation and how a business works in a private sense. And then with a larger company, an 11-state area and certainly one that has regulation both at the local and state and federal level, has, certainly, environmental aspects to that business -- that's very meaningful and very helpful. So I think all, Brian, give you a perspective that I have found helpful in this responsibility.



C-SPAN: What about the one thing, as you sit here at this desk and you look at your responsibilities, what techniques do you use, and where did you learn those?

MR. McLARTY: Well, again, you're really a product of, in many ways, those that you have admired over the years and circumstances and opportunities that you've had. And I think one, regardless of the organization, that the worth and the dignity of each individual is very important. That was taught to me early by my parents and reinforced by the people in Hope and others that I've had the opportunity to be associated with over the years.

From a pure business standpoint, I think a sense of organization, a sense of priority, and a sense of time management; but most important in terms of bringing an organization together, a team exercise, working together, a cohesive group. And that's really what we're trying to do here at the White House, to serve the president and more importantly to serve the people of this country.

C-SPAN: Did you ever fire anybody?

MR. McLARTY: Well, yes, over time you, I don't think, can be involved in commerce and business without having to sever relationships, and you do that as civilly and respectfully and forthrightly as you know how.

C-SPAN: Any special techniques you use when you have to tell somebody they're out of a job?

MR. McLARTY: Well, I think it varies from individual situation to individual situation. Certainly, where you have the objective or crucial need to reorder a cost structure or to change your emphasis or a priority in the business, where you have to shift resources, you really try to make every effort to do that in a responsible and sensitive manner, whether it's by attrition or an early-out program or whatever. In a larger sense, in terms of philosophy -- and I think we've followed that over the years -- to be very fair with people, to treat each case as an individual case, as it should be.

In a sense of where you have someone who works with you directly, and therefore you have a personal conversation, you really try to do it, again, civilly and very forthrightly; to discuss with that person why things are not as they should be and why you think a change needs to be made; and then try to be as supportive and constructive as you possibly can be. And my experiences there have generally been positive -- although you certainly never liked that situation. But it has to be dealt with, hopefully, in the manner that I just articulated.

C-SPAN: What were the largest number of employees you ever had at Arkla, and you say it's now down to, what, eighty- --

MR. McLARTY: About 8,500, yes. About 10,000 at one time. Some operations were sold to other companies where they were a better fit. As you would make acquisitions, you would reorder some assets. In some cases there had to be some reduction of the work force, and, again, you do that as responsibly and sensitively as possible.

I think we have a good record in that regard, and I outlined some of the approaches that you would take where you have to have an actual downsizing. Then, you do that again with out-placement services to try to help the person move to the next step in his or her career, and usually things work satisfactory in that regard. You certainly work hard at it and hope that they do.

C-SPAN: Did Arkla have a Washington-based lobbyist when you were there?

MR. McLARTY: Not per se. We were active here primarily through our associations, the American Gas Association and the Interstate Pipeline Association and other producer associations here. We were actually in all three segments, so we really worked generally through those associations. We did have a small Washington office here, very small, that would coordinate our efforts and keep up with really more activities at the Federal Energy Regulatory Commission where you had your various regulatory filings than really activities on the Hill.

But, certainly, you wanted your product, natural gas -- which we believed in

very strongly in terms of, again, the attributes and qualities I spoke of -- to make sure it was properly considered in the energy mix of this country, just like coal and electric and other forms of power. And I think again, being domestically produced, a clean-burning fuel, we had a number of attributes that we felt were very positive in that way.

C-SPAN: Had you ever testified before a congressional committee?

MR. McLARTY: Really had not testified before a committee, although, of course, have known various members of Congress over the years; but don't recall ever having that distinct pleasure.

C-SPAN: Did you come to Washington when you were at Arkla and lobby?

MR. McLARTY: Even before that. I spent a lot of time here, not per se in lobbying, Brian. I had been active in the political process, as I noted earlier, so I think early, as you know, there was -- a proper description, I was not by formal definition a Washington insider, and I think that's right. No one, I think -- or very few people, let me put it that way -- have a perfect resume for any job, and certainly mine was not perfect.

But I think having the business background, this election, I think, in large measure was about change, I think the trust relationship with the president was very important to him, and I think it's very -- as I've talked to other chiefs of staff and other people that

have been involved in White House operations, it is a very important characteristic and factor in an effective White House operation.

But yet being part of the political process, both elective and in otherwise, I think that was a relatively good mix. But again, no one or very few people are perfectly suited for any job. And this job is not statutorily defined and really takes on a character and a shape consistent with the president.

C-SPAN: What's the first time you ever came to the White House in your life?

MR. McLARTY: I think when I was 17 years old. I was on a Senate foundation program not too dissimilar from the Boys' Nation experience of Bill Clinton. It was after John F. Kennedy's assassination and Lyndon Johnson was president, and he and the first lady hosted a very wonderful affair that I can still recall. And then, of course, I've been here several other times since then, but that was the first time.

C-SPAN: Did you meet President Johnson?

MR. McLARTY: Oh, we did, yes.

C-SPAN: Do you remember what it was like meeting the president for the

first time?

MR. McLARTY: Well, yes. Of course, you know, growing up in Arkansas, you had followed Texas politics to some degree, so felt like you had a relationship there, and he was very gracious as was Lady Bird, and you had your other peers and contemporaries from around the country. So it was enjoyable, and at 17 you generally look on the opportunity side of the ledger, and so it was a very positive experience.

C-SPAN: What other chiefs of staff or what other people that you know of have had this office?

MR. McLARTY: Well, I've talked to many people, Brian, who have either had this specific responsibility or at least have been involved in the White House; and they all have been very gracious and very helpful. Their insights in some ways are remarkably similar, although they will have different perspectives, as you would anticipate.

And, of course, times have changed. Your outreach here at C-SPAN and your efforts have -- are one affirmation that there's a different set of circumstances now in the political process than there were even two or three or five years ago. But in visiting with Jim Baker, he was gracious to call, and we had a lengthy visit.

C-SPAN: Is this his office?

MR. McLARTY: It was. And then Howard Baker -- and I don't know whether this was Senator Baker's office or not -- Jack Valenti, who worked in the Johnson administration, we were visiting. His office was actually across the hall here. I think it was Hamilton Jordan's office. Hamilton and I visited on several occasions. It was Jack Watson's office, who served as President Carter's chief of staff, and I believe it was Dick Cheney's office. I've known Dick for a number of years, and he was very helpful in our discussion.

C-SPAN: What about Don Regan or John Sununu?

MR. McLARTY: I've talked to Governor Sununu several times. He's been very gracious and very helpful. I believe it was his office, his organization was a good one and, obviously, his style is a bit different than mine, but everyone has their own style.

I have not talked to Mr Regan.

C-SPAN: Little things -- and I know you won't say this about yourself -- people write that you spend a lot of, not time, but you're always a natty dresser. Do you have any particular way that you dress all the time?

MR. McLARTY: No. I think I appreciate very much the compliment. But I'm relatively conservative in my style and dress. But I appreciate the kind words.

C-SPAN: They say you write lots of notes.

MR. McLARTY: My mother taught me to do that, as did my mentor in the student council activities I spoke of earlier.

C-SPAN: How do you do that? How do you discipline yourself?

MR. McLARTY: Well, hopefully, some have chided me, including my mother, they're not as legible as they need to be. But I think, again, Brian, if they're genuine, you want to note relationships and friendships, and be supportive and encourage people to do their best or to acknowledge when they've done something well or, frankly, acknowledge them at a time that they may need someone to know that you're thinking about them at that particular moment.

And, again, I think I've had the benefit of some very good examples over the years. That's really how I was brought up in Hope, and so many people did that with me over the years, whether it was by written note or spoken word. And it's easy to do if you want to do it.

C-SPAN: Any time of day you do it?

MR. McLARTY: No, it varies. I usually try to block out 30 minutes or



whatever. Sometimes I do it right after a meeting or right after being with someone, but there's no set way.

C-SPAN: Write them longhand?

MR. McLARTY: Most of the time, although I've gone to some dictation, but it is a personal note, and it is meant genuinely and not in a solicitous or disingenuous manner.

C-SPAN: Do you change the way that you write now that you're here as chief of staff for the president of the United States?

MR. McLARTY: No. I think I'm very much still the same person than before I got here, and so that part, I think, is very much the same.

C-SPAN: The biggest or several surprises you might have had since you came to this office?

MR. McLARTY: Oh, there've been some surprises. Again, Brian, you try to prepare yourself as best you can, and most people that you visit with will say there's no way to really fully prepare yourself for this particular position because it does vary with each president and each White House.

The surprises? I think, the configuration of the White House. While I had been here on a number of occasions, had not worked here every day. It's not quite laid out like an office would be, and we talked -- the president has commented -- about the phone system and so forth. I won't dwell on that, but there are things that are different.

I think the rapidity of events coming in every day, you really have to play both offense -- that is, be very focused on your priorities, what you want to accomplish -- but also there's a defensive side, because there's going to be external events and circumstances that occur. Some are very important; some are a little frivolous but have to be -- or less important -- but have to be dealt with. So I think you have to have a process, a system, a team, an organization in place to deal with both. So I think the rapidity of the events probably was even greater than I anticipated, despite trying to be mindful of that coming in.

C-SPAN: Personal life? Married and children?

MR. McLARTY: Oh, yes. Happily married to a wonderful partner and spouse, Donna, I met at the University of Arkansas. She actually finished a little ahead of me in business school, which is a relatively well-known fact in our state. She's been an unfailing partner over the years.

We have two sons, Mark, 21, who is a sophomore here at Georgetown; and Franklin, who's named after my dad, who's 18, a senior at Little Rock Central, and he has

four months remaining to graduation. And we're a very close-knit family, and we're proud of them.

C-SPAN: Has your wife moved here?

MR. McLARTY: Oh, yes. We have a home here and are settled, and it feels like home. And, of course, seeing our older son here, Brian, at Georgetown has been a real bonus to this job.

C-SPAN: How about a normal day for you, or is there such a thing?

MR. McLARTY: I think there is. That's a good question, and the days have become increasingly ordered and structured. Again, you can't anticipate everything but have to have a system in place to the best of your ability to deal with those unexpected, unanticipated events and circumstances.

And we try to structure and order the president's day and set up processes here, not rigid or inflexible, but to simply give as smooth a running operation or make the operation as smooth and orderly as you possibly can get it.

Generally, it's a full day. The business experience, Brian, that I had in the past were also full days, and, frankly, less travel in this job in many ways than my previous

experiences. I try to get the papers read early in the morning.

C-SPAN: What time do you get up?

MR. McLARTY: About 5:15, and try to get that done. I've been an early riser -- that's not really markedly different from the last 20, 25 years.

C-SPAN: How many papers do you read?

MR. McLARTY: Usually four to five -- don't read them from cover-to-cover -  
- but try to get a good sense before I get to work, where you feel like you're at least in step  
with the curve, if not ahead of it.

C-SPAN: What time do you come to work?

MR. McLARTY: About 7:15, 7:30. We're only about 10 minutes away, so  
it's an easy commute in that sense.

C-SPAN: Do you live in D.C.?

MR. McLARTY: Yes, we do, and so I drive to work about in time to get here  
around 7:30 in time for a staff meeting. We have a staff meeting every morning at 7:45,

which I try to chair at least four times a week.

C-SPAN: How many people in that meeting?

MR. McLARTY: About 14 to 16. It will vary a bit from day to day, because some people will be traveling and you'll need various other people in that meeting. It's essentially a communications meeting, 30 to 45 minutes: what's going on, what we have today, what's the president's schedule, who's got what responsibility. If the governors are in Washington, then obviously your intergovernmental relations would be the priority; if you have a trip planned, scheduling may have the bulk of the meeting. I mean, it will vary.

The national service outreach that the president did so well this week, of course, was a focus on Monday. So we get kind of the larger picture established where each piece fits in that picture, and I think that's important in building a team and making people not only feel important but really enable them to do their job, discharge their responsibility both in a specific and an overall way.

The president usually, after a full morning of work that he generally puts in before he comes, we generally try to get together around 8:45 in the morning, Brian, with the national security briefing -- and we've got a very able team on the foreign affairs front -- and then kind of move into the day. George Stephanopoulos and I will visit with the president about the day's activities; Marsha Hale, who is the assistant to the president for schedule, will

review the schedule.

And then the days will vary. Like this morning, one of the priorities, certainly, is our legislative package, so the priorities right now, as we were visiting before we started our interview, are first to serve the president; secondly, to really serve your organization, because in many ways you work with and for them, and to support their efforts and to be sure objectives are clear there and they're getting what they need in terms of information and other support to do their job.

Thirdly is the Congress. We want to work with the Congress, certainly, on both sides of the aisle. It is a collaborative process. It's important that we do that. That's how you get your legislation passed; that's how you have appropriate discussion.

And then, finally, you do have the outreach in visiting with members of the press, which is, again, an important priority of this office and of this administration. Ultimately, Brian, I think you try to really keep before you why you were here and try to serve the people of this country to the best of your ability.

C-SPAN: What time do you go home every day?

MR. McLARTY: It will vary somewhat. Generally try to conclude with the president around 6:30 to 7:00. We kind of start the day, first thing, as I outlined, and then try

to kind of have a little debriefing at the end of the day, what went on, any serious problems, what do we need to try to be on top of for tomorrow. Just the items that you would normally think would build up, to try to keep again, a sense of flow and keep at least in step and, hopefully, a little step ahead.

And that's usually an enjoyable period and productive, because you generally don't have quite the press of the day before you, unless you, of course, have an evening event, which often you do. And so it will vary a little bit in that regard.

I try to conclude the day between 7:00 and 7:30. Frankly, both from a friend standpoint and a part of this administration, I think it's very, very positive when the president can have dinner with his family. I mean, it's a big move for them personally. Chelsea's doing very, very well, but it's good when we can get him to those White House quarters and have dinner with his family, which he's been doing on a regular basis.

And then I think both of us probably do fudge a little and go back to work and finish up our call list and get some reading done. So that's generally, I think, how the day flows.

C-SPAN: Here or at home?

MR. McLARTY: No, at home. I try to get home between 7:30 and 8:00 and

have dinner with my wife, and then finish up whatever calls that really need to be returned that day or initiated that day, and then try to get your reading and reflection done a little later in the evening and look forward to the next day.

C-SPAN: A lot of history has been made in this White House through taping devices. Have you all made a decision one way or the other to tape anything that you do here on a regular daily basis?

MR. McLARTY: Brian, I can truthfully say I don't recall that being part of any discussion we've had since we came here.

C-SPAN: So you don't tape?

MR. McLARTY: Not to the best of my knowledge, no.

C-SPAN: How about the way the president gets a memo? There have been, in history, some presidents want one page and a check-off on it that says --

MR. McLARTY: Right.

C-SPAN: -- for or against, or bring me more information. How does this president operate?



MR. McLARTY: He operates, I think, in a very business-like way. There's actually a staff secretary, John Podesta, who is a very capable professional, who really organizes the paper-flow to the president, because it can get very voluminous and overwhelming and not done in a cogent way to be fully digested and evaluated and acted upon. So that's really the traditional role of the staff secretary, and I think that's been in place for a number of years, Brian, at least in recent administrations.

So that's how the paper-flow goes in, and John and I have talked at some length after my discussions with the president how the president would like it organized.

This is clearly an engaged president, Brian. He reads widely, he is very, very knowledgeable. He generally likes a summary memo, not a two-paragrapher but not a 10-pager, of one or two pages. And then if he wants additional information, he'll request that. And generally, that's available almost instantaneously.

The decisions sometimes do have a decision required, although usually those come in meetings that are held after the review of the written word. The president really likes to see a wide range of people. He likes to get a lot of different thoughts, opinions on matters; he likes to meet face-to-face. So I see my role much more as a support role, a facilitator, a coordinator than a gatekeeper.

Clearly, the president's time is precious, and you want to make very good use

of that, and I think thus far that has gone well. The president has a good sense of organization, and I think that's gone just fine to date. But the demands are great, as you suggest.

C-SPAN: Who has automatic access to him, if anybody, besides you?

MR. McLARTY: Well, the vice president certainly does. They, of course, ran the campaign very much together, the famous bus trips and so forth, and they're quite close personally as are Tipper and Hillary Clinton, and they are quite close professionally. So the vice president generally is involved in most of the meetings we have. Certainly, he's not excluded from any, but there's just certain meetings that either he's doing other things or are not of particular interest at that particular time to him.

Certainly, I have good access, George Stephanopoulos has good access. The president's really, as governor, it was not a real rigid system and so far it's worked out -- it's worked out well.

C-SPAN: But if somebody wants to see him, if it's a member of Congress, if it's a cabinet officer, even if it's the old Arkla president, would they have to come eventually through you to get permission?

MR. McLARTY: Well, generally, the formal appointments from a

congressional standpoint are handled through Howard Pastor, who is assistant to the president for congressional relations, and those generally are scheduled as much for their convenience as the president's. In fact, I think all of them have been scheduled today. The president certainly will initiate a number of calls to them that won't be by appointment, and they will initiate calls to him.

So everything to date has been handled that way. The cabinet officers generally keep me appropriately apprised of their meetings, worked through, again, the scheduler, and some meetings are also set at regular times, Brian.

Of course, we've spent a lot of time on the economic plan, as you know. The policy council structure, I think, does, does come into play here and it might be worth noting, not going into laboriously detail. But the White House has been reorganized in terms of the policy councils developing and helping implement policy and working with the various cabinet officers in that regard.

And that approach, again, has worked, I think, very well in terms of the newly-established Economic Council, Domestic Policy Council, headed by Carol Rasko, who worked with President Clinton as Governor Clinton in Arkansas. And then the National Security Council with Tony Lake and Sandy Berger. Both Tony and Sandy worked with the president during the campaign, a very good relationship there.

Warren Christopher, as I've already spoken of, of course, really got to know the president very well during the cabinet selection process. So we have a very experienced and able foreign policy team, and, therefore, I think the president is able, Brian, to balance his time appropriately and not spend an inordinate amount of time in any one area, but keep a very careful and close eye on a number of events that are going on both on the domestic and international front.

C-SPAN: When you were first asked to be chief of staff and you started thinking about taking this job, were the things that you said, based on your experience of watching this town operate over the years, that you would not ever do?

MR. McLARTY: Oh, I don't know that I quite approached it in that manner, Brian. When the president first asked me about serving in this capacity, my real first thought was: Is this the right decision for him and the country? What does it really entail? What do I need to do to support him and to build an effective team in the White House? It was much more of those kind of thoughts rather than a do's and don't's list.

Donald Rumsfeld, who was a very able chief of staff, has, I think, not a book but a little recitation of Rumsfeld's Rules that are quite helpful and have a bit of humor in them. And it kind of has the, not do's and don't's, but some very insightful observations.

But, I think, Brian, again, you really have to be yourself, you have to approach

things in a manner that you're comfortable with and that has worked for you in the past. You really can't have a personality change here. You just have to approach things, in my case, in a very straightforward and very business-like way and working closely with a friend of 40 years.

C-SPAN: As you know from seeing the polls, and there was a poll this week in The Washington Post that suggests the public has less faith in government than they ever had in history, at least since the polls have been taken. How do you -- just take one thing -- how do you prove to the American people that you've cut the staff here at the White House by 25 percent when everybody walks around saying they've just moved it over to this agency and pushed it out there. Do you have any plan that you're going to show how this has really been cut 25 percent?

MR. McLARTY: Well, I think really the polls -- you can cite one poll to perhaps suggest one point or the other. The American people, I think, right now, do have some cross-currents of feelings. They are very hopeful about their future; they obviously generally approve of the bold and thoughtful plan that's been placed before them; there's a sense of renewed feeling that we can control our own destiny, or at least strongly influence it. I think there's a real recognition the world has indeed changed dramatically, both structurally from an economic standpoint and from an international relationship standpoint.

But by the same token, there is this feeling of anxiety, of some less-than-full

belief that we can make this work. There's very strong sentiment, Brian, as you know -- and you've certainly studied and followed this and are very knowledgeable -- there's very positive feeling about individual, elected members of Congress, but yet a less-than-positive feeling about Congress as a whole. So you've got, I think, some real cross-currents here.

I would respectfully respond and suggest that once perhaps you get to a larger group that looks at some of the government initiatives, very pro-active initiatives that this administration has taken, whether it's reorganizing the White House and reducing the staff, or, as importantly, the reductions of 100,000 people by attrition in each of the cabinet operations and the other cost-cutting, making government work better.

There was a press conference this morning at 10 o'clock, an initiative headed by the vice president, to make government work better and effectuate some of these practices that you suggest that the general public is very encouraged about that.

The White House reorganization and staff reduction, we certainly spent a lot of time on that, it was a very serious exercise. And, Brian, respectfully again, what we really tried to do was to make sure we had counted all of the "detailees", which is a well-known Washington term -- but not known to me, at least, before I entered this position -- and the reductions are real. They are symbolic in terms of "we're getting our house in order." They're not as meaningful as the \$9 billion that will be saved in the cabinet reductions, but I think our budget will reflect at least a \$10 million reduction of the White House budget for

the next fiscal year, and those are real dollars, Brian.

C-SPAN: Do you have anybody you'd pick up the phone and could call around here where you'd just say: You know, you've been around here for years. How in the world does this work?

MR. McLARTY: Not any one particular person, but a number of people that I feel can offer sage counsel, good advice on a particular subject, I have certainly tried to keep a dialogue with, communication with. The former chiefs of staff have been very helpful in that regard, particularly early on. So you have a number of people, just like you do in your life or your business that you respect, admire, and feel like have experience that will be helpful, and I do that quite a bit. It's been very helpful to me.

C-SPAN: Are there any one or two things that those former chiefs of staff say as a warning to you as you take the job here -- watch out for this -- that you hear coming through from everybody?

MR. McLARTY: Oh, I don't know that there's a recurring theme. I think real concentration, a focus on your priorities, what you really want to get accomplished is one theme that comes through, the staying-on message is kind of the political term that you use. But I really think a very clear vision of what you're trying to accomplish and specific steps to achieve that priority objective. And that's certainly, I think, a truism.

The president's time, how you allocate that; talking very candidly with the president has been another theme, and, of course, I think that's been a real natural thing for me to do that perhaps -- and many other former chiefs of staffs and other people have said this -- that perhaps was not as easy to do for other people who have had the privilege to serve in this job. And that makes the job a lot easier, Brian. It just makes it a lot more efficient in terms of communication, and that's really a fundamental tenet that I think has served this White House organization well, at least today.

C-SPAN: As you know, many chiefs of staff have come to the point where the media begins to focus on them, and lots have been written and from time to time they leave, then. Have you got any device to deal with stress and tension, and attention on you?

MR. McLARTY: Well, I don't know about any magic formula or any device. I think, Brian, if you visit with people in Arkansas, or other people I've had the relationship with over the years in terms of the press or whatever, that I've tried to be accessible and open, and to meet regularly; certainly try to return calls and so forth. This is a, as I view it, a supporting role to the president and to the vice president and, again, to this administration.

So I don't see it as a high profile role. I don't see it, certainly, as a policy-making role. So in that sense, I don't see it as a, you know, out-front role. But I think the relationships with the press and with the general public are important, and that's what we're trying to do.



I think, again, Brian, over the years the best formula is to really try to be true to one's own self and remember who you are and why you came here: to do the very best you can every day and treat others with dignity and respect. I realize that's nothing new or novel, but that's, I think, the best way to approach this job or any other.

C-SPAN: How long do you want to do it?

MR. McLARTY: Well, I think you serve at the pleasure of the president, and I really -- again, I did not seek this job. I'm very honored and feel very humble to be given this opportunity, certainly very mindful of the responsibility. And right now I'm enjoying it and hopefully doing a reasonably good job, and hopefully that can be said at the end of the tenure here. And so there's no definite timeline. We've got a lot of work to do, so I think our mission right now is to do what's clearly before us rather than what might be a bit dim in the distance.

C-SPAN: Any reaction to all the media attention just in general to the White House? Does it surprise you at all?

MR. McLARTY: No, not really. I think I anticipated that. Again, being in elective politics and being in the political process, being with a larger company, particularly a gas distribution company that had relationships with over 2.5 million customers, this was not brand new in that sense; certainly not at the level that you have in the White House. But this

is not a totally new endeavor.

And that's just part of the responsibility, Brian. And generally, the reports and news media are professional and fair, and that's just -- you just have to establish those relationships and look at it as an opportunity to convey your thoughts and to be responsive to appropriate and legitimate questions.

C-SPAN: We've just got a couple of minutes left. What do you do when you have time, free time?

MR. McLARTY: Well, and it's worked out reasonably well to date -- obviously, the first 100 days and lift-off period of any endeavor, whether it's administration or a new business endeavor or whatever, takes a little time to get thing ordered, and it's busy and full. But you try to achieve a balance and keep things in perspective.

Most of the free time, Brian, is really oriented toward the family, to be quite truthful, and to try to achieve some measure of exercise in there, also, and to try to have fun with it.

C-SPAN: Hobbies?

MR. McLARTY: Well, play tennis with our older son some, try to read from

time to time -- don't get as much of that done as I used to in terms of just reading for pleasure, because there is a lot of information to digest in this job. Again, most of it is centered around the family.

C-SPAN: If you had time to read, you'd read fiction or nonfiction?

MR. McLARTY: Well, both, really. Probably a little more fiction than nonfiction, but try to do a little of both.

C-SPAN: What kind of fiction do you like?

MR. McLARTY: Well, I really like some of the mystery novels, but, you know. It will vary from time to time. And there's been some biographies that I really enjoyed.

C-SPAN: Are there any pet peeves of the president in the way you run an operation like this that everybody knows? Like: Don't send me that kind of a memo. Or: Don't come to a meeting unprepared. Do you know what I'm getting at?

MR. McLARTY: I do. It's a fair question. He generally is really results-oriented. He gives a lot of flexibility into how you organize and get your job done, which I think is a good management style. He knows what's going on, he's involved; but I think in

the appropriate level of detail, not in micro-management. He's generally very supportive of people, wants to bring out the best and sees the positive side.

That's not to say he's not demanding. I think less than a full job task -- in other words, if you come in with a job half done, he's not very tolerant of that. I think he knows that you know you didn't get this task completed. That's kind of a pet peeve.

From my standpoint, I think lack of collegiality is something that I just don't have much tolerance for. I expect people to work together and be mature, and let's focus on what's important and get the job done. That's kind of where I draw the line.

C-SPAN: As you know, a couple days ago we got a glimpse of his temper when one of the staff aides didn't let the mayor of the City of Washington come closer to an event here. Does he have a temper, and if he does, how do you deal with it?

MR. McLARTY: Well, he does. I don't think we've ever had that kind of cross words, so it hasn't been in a personal way. We've had some areas we didn't agree on where we had the proverbial vigorous discussion, but it's always been done in a very personal, in a way that you expect two friends and people that respect each other to discuss things.

I think that episode really showed more, however, his concern that someone

was not being treated with the proper respect in not being included. It wasn't a temper that was demonstrated in a negative way but quite the contrary. And I think that's consistent with Bill Clinton's value system and personality. He deeply cares about people; he respects others. And I think he shows his emotion and usually works through it. And so it's not a major, major challenge to deal with. Quite the contrary, he usually starts to smile most of the way or a good portion of the way through it, particularly when they're incidents that involve more his frustration rather than that particular instance, which really showed, I think, a respect for the individuals that were with him no that particular event.

C-SPAN: When do people know that you're irritated?

MR. McLARTY: That's a good question, and I'm sure a number of my colleagues in business, both in family and in other endeavors could suggest that. Usually when I get a bit quiet and kind of have a little more seriousness about me, it's usually not too difficult to discern that I am not pleased with the way a particular endeavor is going or a particular situation.

Again, I try to be tolerant, try to certainly be supportive, try to be clear with people what you expect from them. But not working together, I just really -- that's, that's just not acceptable to me.

C-SPAN: I haven't noticed you getting quiet, but we're not going to take a

chance. We're going to take leave of you, and I want to thank you for your time.

MR. McLARTY: Oh, quite the contrary. It's been very enjoyable, and I appreciate very much the opportunity to visit with you, Brian. Congratulations on a wonderful effort on your part.

C-SPAN: Thanks for joining us.

MR. McLARTY: My pleasure.

[End of proceedings as recorded.]