

Schedule/Contacts  
California/Hawaii  
30 January - 5 February 1988

Eli Jacobs will be staying at the Bel Aire Hotel Friday,  
Saturday and Sunday night (213) 472-1211

Saturday, 30 January

- 530P Depart, Dulles Airport  
United Airlines #55
- 747P Arrive Los Angeles  
  
Bon aventure Hotel
- 900P Dinner with Eli Jacobs, Jill Stein and Ci Ramo  
Location: Chasen's -- 9039 Beverly Blvd., West  
Hollywood -- (213) 271-2168

Sunday, 31 January

- 1000A depart LA -- Santa Monica Airport, California  
Aviation (213) 397-2188 -- Tail #27TT
- 1040A arrive San Diego -- Lindberg Airport, Jim's Air  
Service (619) 298-7705
- 1130A attend reception with Eli Jacobs and Tom Johnson of  
the Times Mirror -- at the Times Mirror Hospitality  
Suite -- an identification "band" will be required  
to enter the suite -- Mr. Jacobs has these.
- 1230P Lunch with Eli Jacobs and the Times Mirror People
- 315P Superbowl Game
- 700P depart San Diego -- Lindberg Airport, Jim's Air  
Service
- 740P arrive LA -- Santa Monica Airport, California  
Aviation
- 815P Dinner with Eli Jacobs, Jill Stein, Bill Baker, ??  
Location: The Palm -- 9001 Santa Monica Blvd.,  
West Hollywood -- (213) 550-8811

Monday, 1 February (TAB A)

700A (LA Times) Pre-Breakfast Meeting (DDCI; Jacobs; Erburu)

800A (LA Times) Breakfast with Senior Management

900A (LA Times) Private Meeting with Tom Johnson

945A (LA Times) Editorial Board

1045A depart

145P Depart Los Angeles  
Pan American #81

517P Arrive Honolulu

715P Depart Honolulu  
Aloha Airlines #47

740P Arrive Kauai

Tuesday, 2 February (TAB B)

1115A Lecture: CIA and American Foreign Policy

Wednesday, 3 February

830A Lecture: What is Going On in the Soviet Union

Thursday, 4 February (Separate Folder)

1010A Depart Kauai  
Aloha Airline #90

1035A Arrive Honolulu

1130 Admiral Hays (Camp Smith Office)  
Followed by lunch in CINC's dining room

505P Depart Honolulu  
United #2

455A Arrive Chicago (Ohare)

600A Depart Chicago (Ohare)  
United #899

833A Arrive Washington (Dulles)  
(5 February)



# Los Angeles Times

Times Mirror Square  
Los Angeles, CA 90053  
213-237-1000

January 27, 1988

Tom Johnson  
Public Affairs  
213-237-1000

Dear Eli:

I'm pleased that you, Jill Stein, Robert Gates and Bill Baker will be joining us for our Super Bowl XXII luncheon and post-game reception.

For your advance planning, I've enclosed a map showing the location of our chalet within the Super Bowl Hospitality Village at Jack Murphy Stadium. Also enclosed are the wristbands required to enter the Village. Our pre-game reception begins at 11:30 a.m. and will be followed with a buffet luncheon at 12:30. The kickoff for the game is at approximately 3 p.m., and I understand that the stadium is just a short walk from the Hospitality Village. Following the game, we'll all return to the chalet for desserts.


Since the game will not be over until the cool early evening hours, I would suggest you check the day's weather forecast that morning and dress accordingly. Beyond that, the dress for the day is casual.

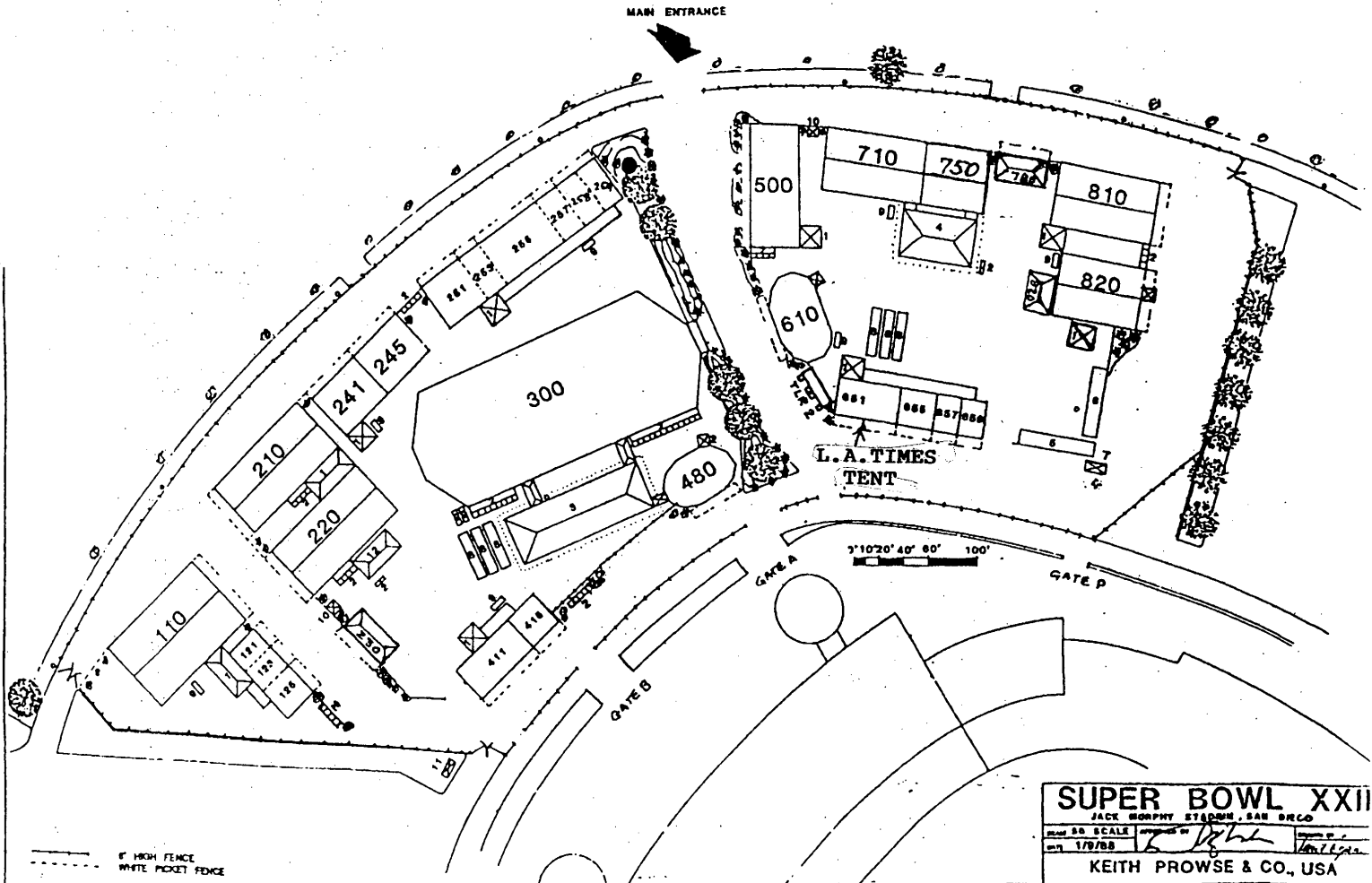
We look forward to your company for what promises to be an exciting, memorable day. In the meantime, any question you may have can be directed to Carolyn Hom, (213) 237-5778.

Sincerely,

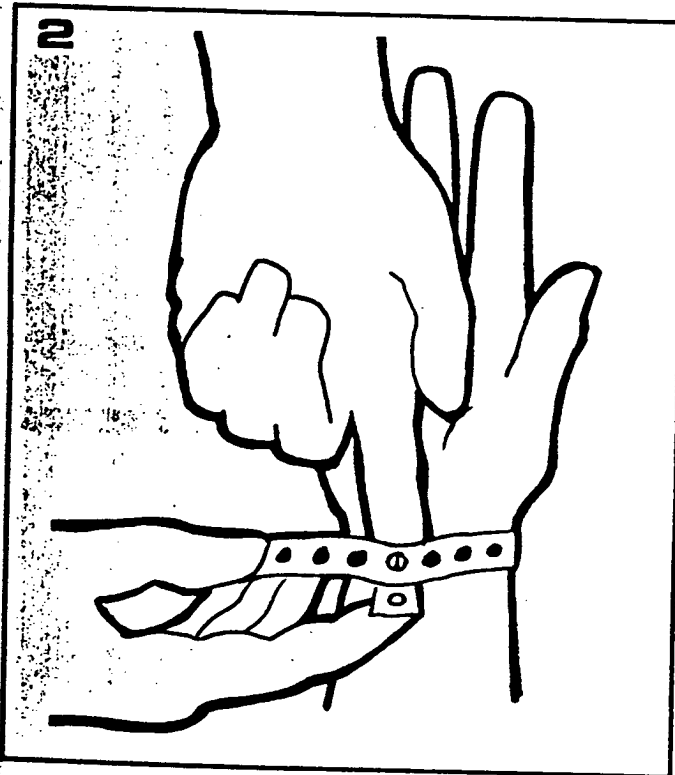
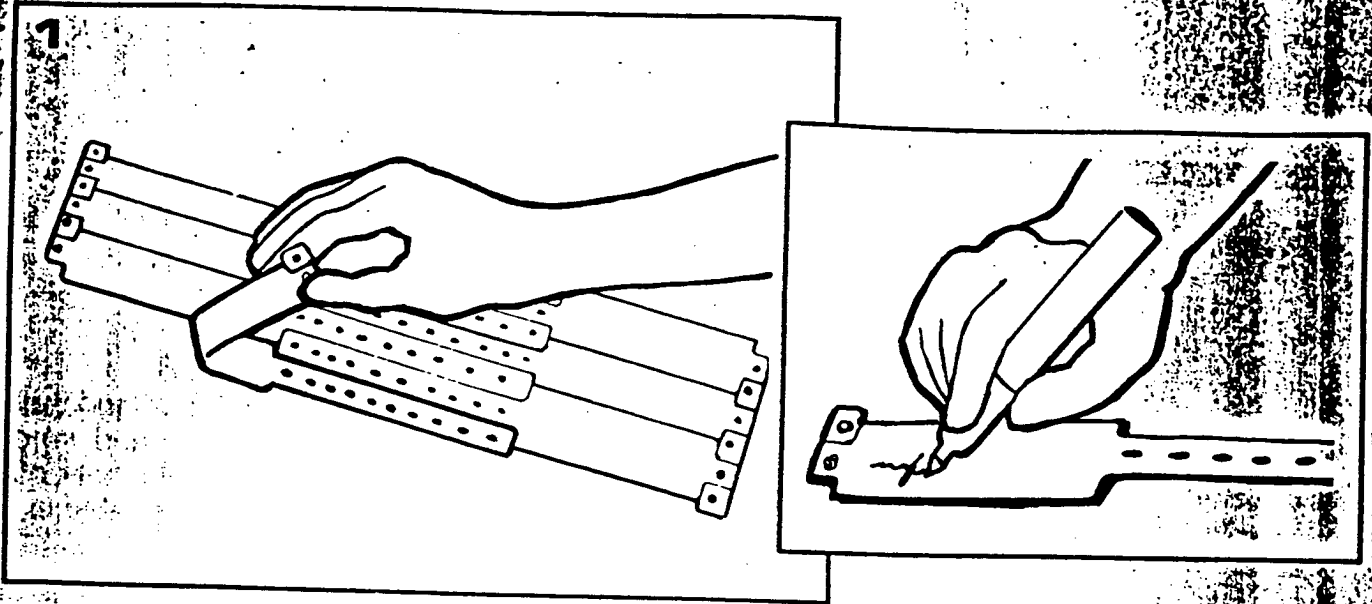


Mr. Eli Jacobs  
E.S. Jacobs Company  
375 Park Avenue  
Suite #3108  
New York, NY 10152

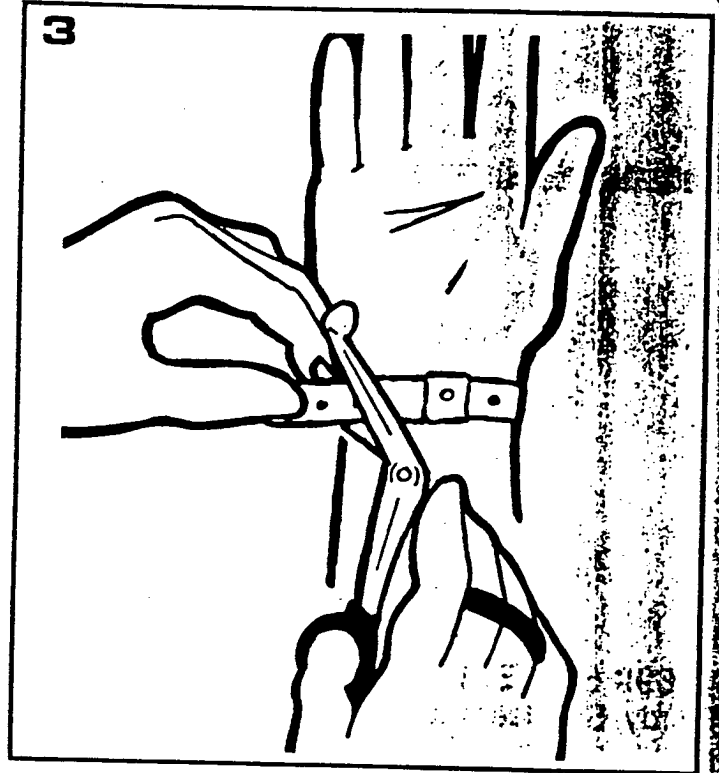
 Times Mirror  
Newspaper



# VISA BAND<sup>SM</sup> INSTRUCTIONS



Insert one finger behind snap when closing to exert pressure and create the proper 'comfort-space' for the wearer.



Cut band excess (using the safety scissors) close to the snap, for purposes of safety and to reduce tampering.

## NON-REUSABLE FEATURES

Your Visa Bands have been designed with 'tamper-evident' features. When attempts are made to force the bands open, bands with the metal snap will most likely tear. Bands with plastic snaps will most likely break in the plastic snap area, making it impossible to re-seal the band.

**NOTE:** The Plastic snaps have been designed to break with tampering, rendering the band unusable. This is **NOT** a flaw in the product.



Precision Dynamics Corporation  
... products you can identify with.®  
13880 Del Sur Street  
San Fernando, California 91340-3490 U.S.A.  
Tel: (818) 897-1111





**GUEST LIST FOR TIMES MIRROR BREAKFAST**  
Monday, February 1, 1988  
8:00 a.m.

Times Mirror:

**Robert F. Erburu**  
Chairman and Chief Executive Officer,  
Times Mirror

**Eli S. Jacobs, Esq.**  
Director,  
Times Mirror

**David Laventhol**  
President

**Tom Johnson**  
Vice Chairman of the Board,  
Times Mirror;  
Publisher and Chief Executive Officer,  
The Los Angeles Times

**Phillip L. Williams**  
Vice Chairman of the Board

**Donald F. Wright**  
Senior Vice President

**Daniel A. Curry**  
Vice President and General Counsel

**Edward E. Johnson**  
Vice President, Planning and Development  
Secretary of the Management Committee

**James R. Simpson**  
Vice President, Human Resources

**Stender E. Sweeney**  
Vice President, Finance

Los Angeles Times:

**Richard T. Schlosberg**  
President and Chief Operating Officer

**George Cotliar**  
Managing Editor

**Dennis Britton**  
Deputy Managing Editor

**Noel Greenwood**  
Deputy Managing Editor

**Shelby Coffey III**  
Deputy Associate Editor



## Los Angeles Times

DRAFT

Coffee  
NORMAN CHANDLER PAVILION  
Monday, February 1, 1988  
9:45 A.M.

Guest:

Robert M. Gates  
Deputy Director  
Central Intelligence Agency

From The Times [TENTATIVE]:

Tom Johnson, Publisher and Chief Executive Officer  
William F. Thomas, Editor and Executive Vice President  
Jean Sharley Taylor, Associate Editor  
Dennis Britton, Deputy Managing Editor  
Shelby Coffey, Deputy Associate Editor  
Noel Greenwood, Deputy Managing Editor  
Mike Miller, National Editor  
Jack Burby, Assistant Editor of the Editorial Pages  
Louis Fleming, Editorial Writer  
Linda Mathews, Editorial Writer  
Marvin Seid, Editorial Writer  
Bill Stall, Editorial Writer  
Maureen Murphy, Deputy Editor, Op-Ed Page



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K A U A I 88

*New Reflections in Old Hawaii*

December, 1987

Dear Kauai University Faculty Member,

The Kauai University is quickly approaching, and I would like to provide you with some additional information concerning your participation in this exciting event. Enclosed you will find a copy of the Kauai University newsletter which contains information on dress codes, social events, travel arrangements and scheduling.

Please note that the education schedule in this publication is a preliminary document. All requests for a particular time or date to make your presentation(s) are not necessarily reflected on this document. If you review the schedule and find that you are not able to speak at the designated time, please call me immediately and I will accommodate your request to the best of my ability.

A final reminder, if you have not yet made your travel arrangements with Crimson Travel, please do so **immediately**.

I look forward to seeing you in Kauai. If you should have any problems or questions, please feel free to call either me, or my associate, Elizabeth Dutton. Until then...Aloha!

Sincerely,

*Nina Trevisani*

Nina Trevisani  
Senior Universities Associate

enclosure

• Address all inquiries to: Andy Beckstoffer, Post Office Box 990, St. Helena, California 94574 Telephone 707 963-9471 •

Chairmen: Andy & Betty Beckstoffer, Northern California • Vice Chairmen: Rob & Dotty Thibaut, Hawaii • Education Chairmen: Noel & Sally Fenton, Northern California • Hospitality Chairmen: Dick & Monene Bradley, Hawaii • Finance Chairmen: Tony & Mary Lou Schiavo, Northern California • Transportation Chairmen: Paul & Elizabeth O'Connor, New England • Communications Chairmen: Lucius & Becky Harvin, Rebel • Communications Vice Chairmen: David & Mignonette Pellegrin, Hawaii • Sports & Cultural Chairmen: Jim & Sam Gould, St. Louis • Cultural Vice Chairmen: Jim & Luchi Romig, Hawaii • Sports Vice Chairmen: Peter & Lynn Durwash, Hawaii • Advisors: Jody & Sheila Grant, West Texas, Chris & Dotsy Flemmer, Hawaii



K A U A I 88

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INTERNATIONAL  
UNIVERSITY  
FOR  
PRESIDENTS

JAN 31 - FEB 6  
1988

## THE WESTIN KAUAI

The Westin Kauai, YPO's home for the University week, captures all of this island's legendary beauty in one spectacular location. Perched majestically upon Kalapaki Beach, this sparkling new 560-acre resort, will allow you to explore Kauai in style.

The charging stallion depicted on the cover can be found in the hotel's courtyard, The Palace Court. It is there, in the middle of a reflecting pond, that a ring of seven life-size, white marble stallions charges out of the pond's center. The powerful horses are enveloped by the mist from a 60-foot geyser of water. Dramatically lit at night, The Palace Court and its marble stallions are a spectacular site.

From the moment you arrive at Lihue Airport, you will be treated in grand style as you are transported to your room by limousine. Throughout the week all of your transportation needs will be met by horse-drawn carriages, gondolas, and canoes.

The Westin Kauai boasts a myriad of world famous boutiques and salons. And, there are also grounds galore for jogging or walking, complete with the most beautiful flowers, the most handsome cliffs, and the most fascinating wonders of nature anywhere in the world.

The Kauai '88 Education Program promises stimulating classes and first-rate speakers in a relaxed atmosphere. All classes have been organized to facilitate a high degree of interaction between participants and faculty. Some classes will take the form of informal wine and cheese get-togethers with keynote speakers, and luncheon lectures. Others will include case studies and panel discussions.

The highlight of the Education Program will be the outstanding keynote speakers — past U.S. Presidents Jimmy Carter and Gerald Ford; U.S. diplomat Philip Habib; the author of *When All You Ever Wanted Isn't Enough*, Rabbi Harold Kushner; former POW Captain Gerald Coffee; super developer and YPO member Chris Hemmeter (Hawaii); U.S. Ambassador Kenneth Adelman and columnist Hugh Sidey.

The keynote addresses will be complemented by classes that cover a range of topics in the personal development, geopolitical, and business arenas. In addition to a line-up of proven education programs, Kauai '88 will introduce several new speakers and topics, as well as some innovative classroom formats. One of the more interesting new topics will be humor — specifically, its use in business. Centering on this topic will be several members of the Second City Comedy Company who will conduct workshops on the use of improvisational humor; along with many other speakers who will address this under-explored area.

In the business area, John Wells will repeat his very popular Harvard MBA program which features early morning case studies. Joining Dr. Wells will be four other Harvard and Stanford Business School professors (including two first-time university attendees) who will cover a broad array of business subjects. Also on the business agenda are perennial favorites Pierre Mornell, Ichak Adizes, Tom Mira, Steve Mulvany, and Paul Sprague.

The topic of spirituality will be addressed by on old favorite, Mitsuo Aoki and Rabbi Kushner. And YPO member Dr. Peter Farley will lead an in-depth investigation of AIDS along with health expert Dr. Merle Sande.

In the geopolitical arena, we will undertake an in-depth study of today's front-page topics — arms control and disarmament. This investigation will be led by Coit Blacker, a first-time speaker from Stanford University. Several high-ranking members of current and former U.S. administrations, including the Deputy Director of the CIA, Robert Gates, will be joining Dr. Blacker for this discussion. Our geopolitical faculty combines the old favorites, such as John Stoessinger and Michael Ledeen, with new names.

The rich array of choices available in the Education Program will allow for a stimulating and edifying experience.

The Kauai '88 Social Program has been designed to be casual, convenient, and memorable! Since "no ties are allowed," it will be casual, however, each event boasts its own theme and its own flair in terms of atmosphere, food and dress. Men may wish to bring a sports jacket. Each evening will be convenient (and relaxing) because you will never have to board a bus and leave the gorgeous Westin Kauai Resort. And finally, each social agenda will provide you with a host of good memories since each party will be unique to Kauai. Social Chairmen Patty and Rob Thibaut (Hawaii) own a number of restaurants on the outer isles. Both Patty and Rob will use their vast experience in planning an array of Hawaiian-style events that will capture the spirit of Kauai '88.

WELCOMING LUAU  
BEACH PARTY  
*Sunday, January 31*

Our first evening will provide a gracious, Hawaiian welcome to the island of Kauai and it will set the tone for your "week in Paradise." This great Hawaiian celebration (or luau) will unfold on the beautiful Kalapaki white sand beach that is located in front of the Westin Kauai. Throughout this evening you will be able to wander around and visit old friends while enjoying a variety of island "happenings." Be on the look-out for hula dancers, men carving outrigger canoes, weavers making lahala mats and flower leis, an ancient torch light ceremony, the arrival of paddlers in their outrigger canoes, young Hawaiian boys blowing conch shells, and Hawaiian fire dancers. In addition, troops of Hawaiian ladies will stroll through the Luau singing island songs and playing ukuleles.

Plenty of music, motion, and bright colors will add up to a festive atmosphere. However, the entertainment is not the only part of the "show," there is also the food. Islanders will cook whole pigs in an earth oven (called an imu), and fresh fish, Hawaiian chicken, and pork ribs will be cooked on open spits. Everyone will get a chance to taste the traditional Hawaiian dishes as well as to sample the sumptuous fresh fish and produce of the isles. And of course, no one should attend a luau without sampling a few mai-tais!

Tradition plays a great role in the luau on the island of Kauai. On this opening evening, you will take part in an authentic luau that will allow the islanders to share their cultural past with you and to offer you their aloha welcome to Old Hawaii for the week.

DRESS: Hawaiian casual. For the men, Hawaiian shirts with white slacks or white shorts. For the women, colorful sundresses or flowered blouses with a skirt, pants, or shorts will be appropriate. Light sweaters or wraps are recommended for the cool evening tropical breezes.

A SPECIAL ADDRESS AND DINE-AROUND  
*Monday, February 1*

In the early evening of our first full day of the Kauai University, a very special Keynote speaker will give an address. This intriguing session will be followed by dinner in one of the Westin Kauai's outstanding restaurants. You will be invited to one of the dining rooms on a random basis. This evening will give everyone the opportunity to meet other University participants and to become better acquainted with the hotel's varied facilities. If you want to "keep the party going" after dinner, you can do so at a YPO-only cabaret that will be held at The Paddling Club (YPO will provide the entertainment).

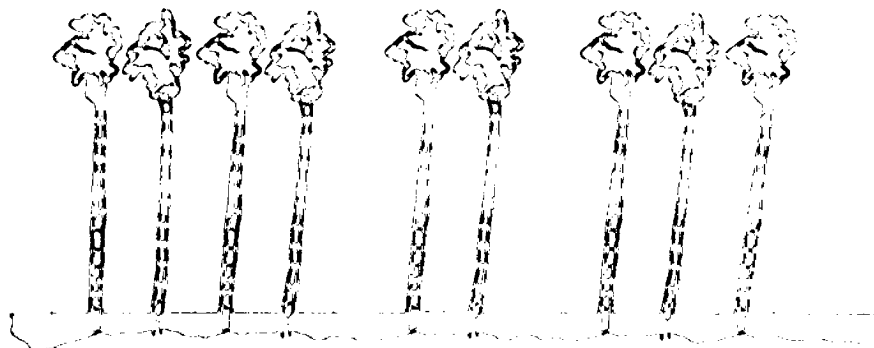
DRESS: Casual, but elegant resort wear will be appropriate for this evening.

FREE EVENING  
*Tuesday, February 2*  
WORLD NEWS TONIGHT  
*Tuesday, February 2*

On Tuesday, YPOers will be free to dine either "off-campus" or at the Resort on a user-pay basis before World News Tonight. This would be a good evening for area or chapter parties.

At 9:00 pm, we will conduct "World News Tonight." Highly respected authorities on current news and world affairs will present their interpretations of newsworthy events from around the world that are occurring during the University week. This current news format was a very big success at the Maui University, because it gave YPOers an inside perspective from very informed points of views. We should all get the opportunity to get an insight on what's *really* happening in our world during this session.

DRESS: Casual, but elegant resort wear.





## PANIOLO (HAWAIIAN COWBOY) NIGHT

*Wednesday, February 3*

This lively, mid-week event will pick up the tempo of the University, while allowing you to cut loose and "blow off" your pent up energy. Held in the carriage house and paddocks on the Westin property, this Hawaiian Cowboy night promises a rocking good time for all.

The Paniolo or Hawaiian cowboy is another unique aspect of the culture of Old Hawaii. The colorful Paniolos work the cattle ranches of Kauai and the other islands, and this evening promises a glimpse of their special style of riding and roping. One of the all-time great western stars, Johnny Lee, will be entertaining us on this evening. The performer in the popular movie, "Urban Cowboy," Johnny Lee is well-known for his many hits, including "Lookin' for Love" and "Cherokee Fiddle."

A Hawaiian-style steak-fry, featuring steaks, chicken, and ribs grilled over kiawe wood barbecues, will be this evening's cuisine. Tex-Mex cooking will also be available, including a "Chili Cook-Off." By the end of the night, Johnny Lee's country western music will surely have everyone stompin' their feet, dancin', and throwing their hats into the air!

**DRESS:** Cowboy gear. Prairie skirts or jeans, western-style blouses, are recommended for the women. Jeans, cowboy shirts, boots, will be appropriate for the men. YPO will provide hats and bandannas.

### FREE EVENING

*Thursday, February 4*

### A SPECIAL ADDRESS AND "WORLD NEWS TONIGHT"

*Thursday, February 4*

In the evening we will have an address by a well-known keynoter followed by a cocktail party and reception. You will be free to dine at the Resort or at one of the local Kauai restaurants on a user-pay basis (or you may want to skip dinner if you make a meal of the hors d'oeuvres at the cocktail party). Our final "World News Tonight" will be held.

**DRESS:** Casual, but elegant resort wear.



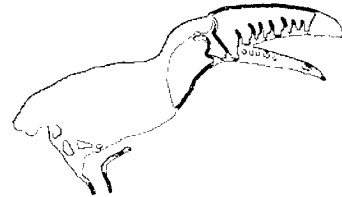
## FINALE WITH THE HONOLULU SYMPHONY AND RAY CHARLES

*Friday, February 5*

We hope that the final night will be the most memorable event of all as we share a part of Hawaii's current culture — the Honolulu Symphony with Maestro Donald Johanos. The Symphony will serenade us under the stars as we enjoy a gourmet multi-course meal. After dinner, the symphony will be joined by music legend, Ray Charles. A section of the orchestra will perform "Big Band" music for those who wish to carry the festivities into the late evening.

This grand finale will be a leisurely-paced affair with ample time to visit with friends, as you look out over the white sand beach, the grove of coconut palms, and the Nawiliwili Bay. This will be a beautiful and romantic setting for the "last dance" at Kauai '88.

**DRESS:** The men are asked to wear all white on this final evening; however, no ties are necessary. For the women, elegant resort wear in white or pastel colors is recommended.



## CHAPTER PARTIES

Tuesday, February 2 and Thursday, February 4 are free evenings. This would be the perfect time to plan your chapter party. Reservations are being held at some of the Westin's delectable restaurants for these special gatherings. If you would like to make a reservation before leaving for Kauai, call the reservations desk at the Westin Kauai, 808/245-5050, extension 5107.

## SUPERBOWL PARTY

An action-packed party has been planned on Sunday, January 31 so everyone can watch the superbowl together. Since the "Pro Bowl" is scheduled to be played in Hawaii the next weekend, many pro players and coaches will be in the islands and will be joining us for our party. Call the plays with the pros, air your views about the strike, mingle with your fellow fans, choose your favorite team, and get ready for some football fun.

Fans wishing to take part in the Superbowl Party (which begins in the early afternoon on Sunday) should make sure to plan their flights accordingly.

## THE GREAT OUTDOORS

Sports and cultural Chairmen Sam and Jim Gould (St. Louis) and Lynn and Peter Burwash (Hawaii) have assembled a Sports Program that will offer something for everyone. The exceptional facilities of the Westin Kauai will be ours for the week and will provide activities sure to please the diverse interests of all participants. In keeping with the tone of the University, the sports program will be conducted in a casual, non-competitive, and friendly atmosphere.

Each morning, Peter Burwash will lead an aerobics class. And on Friday afternoon, the Peter Burwash International Tennis Show will be held in the Westin's Tennis Stadium. Known as the "Harlem Globetrotters of tennis," this special exhibition is guaranteed to be entertaining and exciting as well as informative and instructional. Those wishing to play tennis will have the opportunity to be matched with other members who have similar skills.

Jack Nicklaus has agreed to offer a clinic and exhibition which should be of interest to golfers and non-golfers alike. Jack will play nine holes of the Westin course that he designed, inviting YPO members to walk along. As he plays, he will discuss the process of designing the course, explaining such features as why the fairway slopes a certain way or why a sand trap is positioned where it is. Although the Westin course will not be available for normal play, tee times have been reserved on neighboring courses for those wishing to play golf on their own.

The list of other sporting activities available on this island paradise would be endless. In hopes of offering those sports which have the most interest, a questionnaire will be mailed to you asking that you select your favorites. Choices will include scuba diving and snorkeling, outrigger canoeing, windsurfing, volleyball, jogging, and hiking.

The Kauai '88 Sports Program promises something for everyone, no matter what your level of competence.

## EXPERIENCE OLD KAUAI

The history, traditions, and artistry of beautiful Kauai will be highlighted in the exciting Cultural Program, vice-chaired by Puchi and Jim Romig (Hawaii). During the Cultural Program, everyone will have the opportunity to experience one of the last corners of Hawaii which has remained undisturbed over the years. Included in the cultural agenda are various planned activities that you can take part in at your leisure:

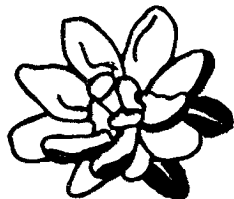
Old Kauai is best preserved at the Grove Farm Homestead, a sugar plantation founded in 1864. This tour will give participants the opportunity to experience plantation living of the 1800s. The original plantation buildings and furnishings have been carefully maintained, and the orchards, vegetable gardens, and cattle pastures continue to produce food and fuel for this historical museum. If you want to taste the flavor of what life was like on Kauai during the 1800s, you should plan to take advantage of this excursion. Transportation and guided tours of the Grove Farm Homestead will be offered throughout the weekday mornings so they do not interfere with the Education Program.

Another fascinating look at the history and splendor of Kauai will be provided by a trip to the Pacific Tropical Botanical Garden. Once an estate of Hawaiian royalty, today the garden provides insight into the history of the island while displaying some of its finest greenery. The garden is a nationally chartered scientific research and educational center for tropical botany and horticulture. Adjacent to the Botanical Garden is the Allerton Gardens, which are part of a 100-acre estate created in the 1870s by Queen Emma, the wife of Kamehameha IV, the 19th century king of the Hawaiian Islands. Here, participants will be able to view numerous plants of interest, outstanding examples of garden design, and Queen Emma's summer cottage.

Local crafts and traditions will be presented by native Hawaiians at various times throughout the Social and Education Programs. You will have the opportunity to watch lei-making, hula dancing, mat weaving, outrigger canoeing, and other arts without leaving the University site. Each morning, cultural tours, designed by a YPO member who is a descendant of one of Hawaii's original families, will further enhance the cultural venue.

Your primary opportunity to explore "Old Kauai" will be before the University officially opens. Arrive early and explore the island on Saturday, January 30, and Sunday morning, January 31. Or, if you are not interested in football, take part in the cultural program on Sunday, January 31 instead of attending the Superbowl Party. And, if you'd like additional time, stay on Kauai on Saturday, February 6 and investigate the island. Cultural venues will be offered for your enjoyment on all of these days. Watch future editions of your newsletter for complete details.

The most magnificent way to view the spectacular sights of Kauai is from a helicopter. Arrangements have been made for helicopter tours, on a user-pay basis, to depart from Lihue Airport, next to the Westin, and circle the island. The flight will provide breathtaking views of the Waialeale Crater, Waimea Canyon, the otherwise inaccessible Na Pali coast, Hanalei Bay, Hanalei Valley, Mount Namolokama Waterfalls, and the Alakai swamp. Each tour will last approximately two hours and will cost approximately US \$100 per person. You are encouraged to allow time either on Saturday, January 30 or Sunday, January 31, or on the afternoon of Friday, February 5, or Saturday, February 6 before you depart the island.



## THE KAUAI '88 LIFE-STYLE

Often during conferences or tours the food is heavy and uninspired, and each day's schedule doesn't allow for enough exercise or sleep. At Kauai '88 we plan to provide ample time and opportunity for exercise each morning. The gorgeous Westin facility is a natural setting for swimming, paddling, windsurfing, jogging, tennis, golfing, walking, and many other activities. And, since each social event is on the grounds of the Westin Kauai, you'll be able to turn in early if you are tired.

We also plan to provide meals that are not only healthy, but interesting. Hawaii is famous for its fresh fruits, nuts, vegetables, fish, and shellfish. While you will be able to enjoy a great-tasting steak, a plate of ribs, or a rack of lamb, you will always have the alternative of light dining if you desire. We are planning on making healthy life-style alternatives available to you throughout the week because we want you to go home feeling good about all of your experiences in Old Hawaii.

## TRAVEL ARRANGEMENTS

All registrants are urged to make their travel arrangements to and from Kauai through Crimson Travel. Since flights will be at a premium during the time of the University, reservations should be made immediately to ensure the best choice of flights, fares and connections. When calling Crimson, be sure to ask for the YPO Kauai Desk. The contact information for Crimson Travel is as follows:

Telephone: U.S. except from Massachusetts:  
800/343-2042  
Massachusetts: 800/862-6400  
Canada: 800/255-5880  
Elsewhere: 617/868-2612  
Telex: 4956197 CRIMTRAV  
Fax: 617/354-7543  
Hours: 9 a.m. — 7 p.m. EST, Monday  
through Friday

The Welcoming Luau will commence early in the evening on Sunday, January 31, so plan to arrive on the island in time to attend. In fact, you are encouraged to arrive on Saturday, January 30 to take advantage of all the island has to offer. Registrants coming from Europe, the Far East, of the U.S. East Coast should plan on arriving on Saturday, January 30, to give themselves a chance to unwind and recover from jet lag before the start of the University.

Once at Lihue airport, you will be transported to the Westin Kauai, by limousine, via a private road that leads directly into the spectacular 560-acre resort.

## F.Y.I.

- Hawaii operates on Hawaiian Standard Time — that is, clocks on the islands read two hours earlier than those on the U.S. West Coast. Thus, during our stay, if it is 7 a.m. in Kauai, it is 9 a.m. in California, noon in New York, and 6 p.m. in Paris.

- Located on the sunny south side of the "Garden Island," the temperature in Kauai during the University is expected to be about 75°F (23.9°C). While there should be very little rainfall at this time, it is possible that there will be cooling sprinkles during the evening so be prepared in the event that it does rain.

## WHAT TO PACK

As you know, Kauai '88 will be a very informal University. But what does that mean in relation to other YPO universities that are held in urban centers? It doesn't mean we'll be "camping out" on the beach in t-shirts and cut-offs. Chris Hemmeter's fabulous Westin Kauai is one of the most elegant resorts in Hawaii. Although ties will not be worn at any of our social activities, it is suggested that gentlemen bring a light-weight sportcoat or blazer to wear at some of the finer restaurants.

For the classroom, here are a few suggestions. Men should wear light-weight slacks and polo shirts, aloha shirts, or short-sleeved dress shirts during the day. For women, summer dresses or casual summer slacks and blouses are appropriate for the classroom. For both men and women, tennis wear is acceptable during the day. In general, women should consider wearing casually elegant resort wear or "cruise wear" at night. Also, remember that during the day temperatures will be quite warm — probably in the mid-80s. In the evenings, it may get down into the 60s, and with the tropical breezes, you may need a light wrap or sweater. There is also a chance that there will be brief rain showers at night. Be sure to check "The Social Agenda" article in this issue for dress recommendations for each evening.

### A NOTE ABOUT SHOES

When packing, you should think about what athletic activities (golf, tennis, aerobics, etc.) you will be involved with and include the appropriate footwear. In addition, here are some suggestions:

Men should remember to bring cowboy boots for the Paniolo Night. Also, "white bucks" or white loafers will be in fashion for the "all white" Finale with The Honolulu Symphony. On the Luau Night, you will want to wear sandals or tennis shoes since you'll be on the sandy beach.

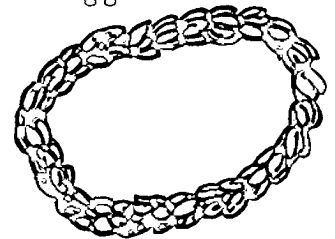
Women should also consider cowgirl boots or closed-toe shoes for the Paniolo Night since we will be out in the "pastures." And for the Luau Night, sandals are appropriate for walking on the beach. And of course, flats are a must for all events since you want to be comfortable no matter what the event.



## THE LANGUAGE OF ALOHA

In Hawaii "ALOHA" means welcome, hello, or farewell in the most literal sense. However, it also expresses feelings of kindness, love, and affection. The warmth and spirit of the Hawaiian greeting we plan to give you when you arrive at Kauai '88 is expressed in this one word "ALOHA." Here are a few Hawaiian words from the "Language of Aloha":

mahalo - thank you  
 luau - Hawaiian celebration and feast  
 paniolo - Hawaiian cowboy  
 haole - a white person or stranger  
 hula - Hawaiian dance  
 lei - a garland of flowers  
 muumuu - a brightly printed loose-fitting gown  
 pau - finished, completed  
 wahine - woman, wife  
 kane - man, husband  
 keiki - child  
 kapu - forbidden, sacred  
 pupu - Hawaiian appetizer  
 wikiwiki - hurry, quick  
 kaukau - food, to eat  
 kamaaina - native born person, long time resident  
 malihini - newcomer to the Islands  
 pupule - crazy  
 akamai - smart, knowledgeable  
 kalua - to bake  
 imu - earth oven  
 ipo - sweetheart  
 mauka - inland, toward the mountains  
 makai - toward the sea  
 kokua - aid, help  
 menehune - Hawaiian elf  
 puka - perforation, door, hole



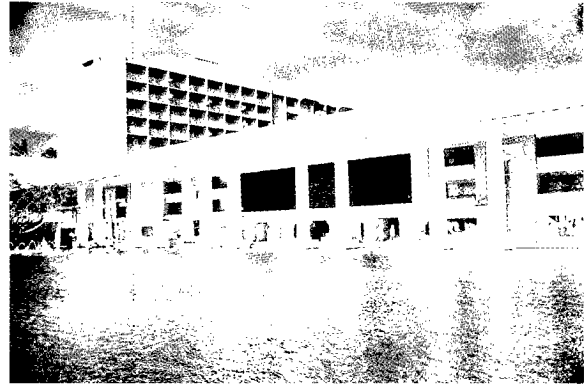
## READING SUGGESTIONS

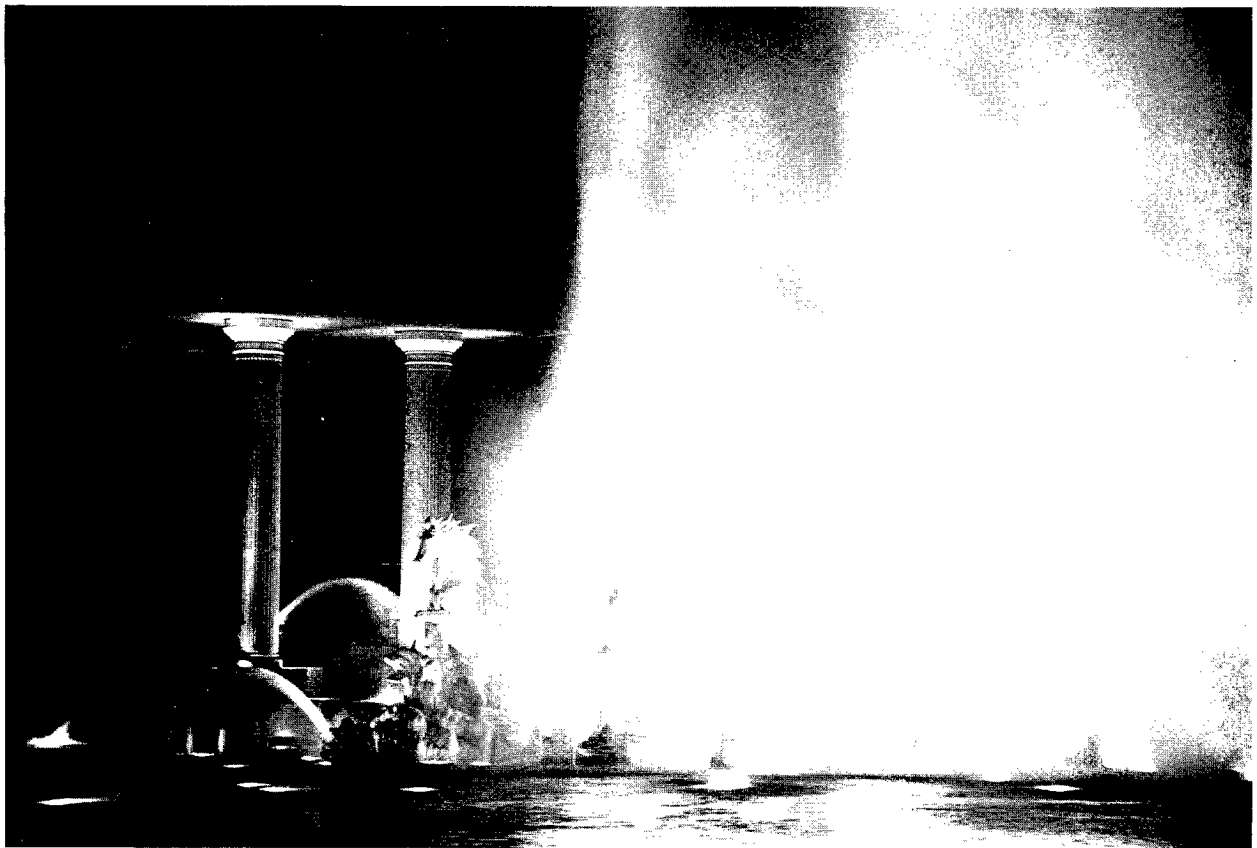
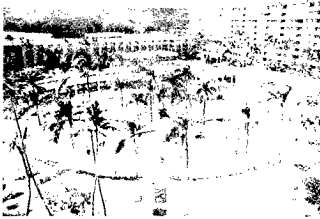
If you'd like to begin exploring Hawaii before you leave, here are a few reading suggestions to start you on your way:

*Hawaii* by James Michener (Random House)

*Shoal of Time: A History of the Hawaiian Islands* by Gavan Daws (University of Hawaii Press)

*Kauai: The Separate Kingdom* by Edward Joesting (University of Hawaii Press)





You will have the opportunity to dine alone or with friends during the weekend before the University and on the two free evenings (Tuesday and Thursday) during the University. On these evenings, you may want to choose from one of the delicious restaurants and lounges in the hotel. Each one is distinct in its cuisine and atmosphere and offers something for every taste. You can either make reservations at these restaurants when you arrive in Kauai, or you can make them in advance by calling the reservations desk at The Westin Kauai (808/245-5050, extension 5107).

THE ROYAL BOATHOUSE is a Hawaiian dinner showroom that offers a la carte dinners and one show nightly on six nights a week. Seating capacity is 205 persons. Attire is casual, jackets are not required.

PRINCE BILL'S is located on top of the Surf Tower and offers commanding views. Named after the "Happy Prince" of old Hawaii's monarchy, Prince Bill is commemorated with both fun and majesty at this fine restaurant. Grilled steaks and seafood are the dinner fare here. Seating capacity is 165. Attire is casual, jackets are not required.

The TEMPURA HOUSE is nestled serenely in a lush Japanese garden, complete with waterfall and koi fish pools. Tempura, sushi, and sashimi are prepared daily for lunch and dinner. Seating capacity is 35. Attire is casual, jackets are not required.

THE INN ON THE CLIFFS, perched upon the cliffs by Ninini Point, features fresh ocean seafood and pasta. Access is by horse-drawn carriage or by boat. The Inn's upstairs bar features a fireplace and a large outdoor terrace. Open for lunch and dinner, reservations are recommended. Seating capacity is 175. Attire is casual, jackets are not required.

THE MASTERS is the Westin Kauai's "piece de resistance." Located at the Kauai Lagoons Golf and Racquet Club, The Masters boasts Louis Outhier's menu from his L'Oasis restaurant in Napoule, France. This world-class restaurant, supervised by one of France's most highly regarded chefs, is one of the island's finest. Seating capacity is 95. Reservations are required. Attire is more formal here — a jacket is required.

COOK'S AT THE BEACH is an informal indoor/outdoor restaurant, serving a wide variety of cuisines. Open from early morning to late at night, Cook's also provides beverage service for sunbathers at the pool. Seating capacity is 340. Attire is very casual. Swimwear is acceptable, however, footwear is required.

THE TERRACE is located in the Kauai Lagoons Golf and Racquet Club, overlooking the club's swimming pool. This indoor/outdoor restaurant features spa cuisine as well as traditional favorites. Seating capacity is 80. Attire is very casual. Swimwear is acceptable, however, footwear is required.

## KAUAI '88 COMMITTEE

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(Northern California)

University Vice Chairmen  
*Rob and Patty Thibaut*  
(Hawaii)

Education Chairmen  
*Noel and Sally Fenton*  
(Northern California)

Hospitality Chairmen  
*Dick and Monene Bradley*  
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Finance Chairmen  
*Tony and Mary Lou Schiavo*  
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Transportation Chairmen  
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*Lucius and Becky Harvin*  
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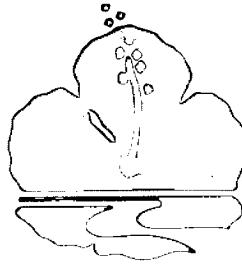
Sports and Cultural Chairmen  
*Jim and Sam Gould*  
(St. Louis)

"Old Kauai" Cultural Vice Chairmen  
*Jim and Puchi Romig*  
(Hawaii)

Sports Vice Chairmen  
*Peter and Lynn Burwash*  
(Hawaii)

Advisors  
*Jody and Sheila Grant*  
(West Texas)  
*Chris and Patsy Hemmeter*  
(Hawaii)





K A U A I 88

*New Reflections in Old Hawaii*

January 20, 1988

Dear Kauai University Faculty Member:

It seems hard to believe that in only two short weeks we will all be together in Kauai gearing up for an exciting week of education. At this time, I would like to provide you with the second edition of the Kauai University Newsletter, which includes all last minute information. Also, enclosed is your University pin. Please be sure to wear this pin for easy identification upon arrival at the airport.

Please note that the education schedule in this newsletter is out of date, it is used to give the registrants an idea of the general form of the education program. Because I would like the faculty to be most up to date, I have enclosed a copy of the current education schedule. If you find, after review of this schedule, that you are unable to speak at your designated time, please call me immediately and I will accommodate you to the best of my ability.

Thank you, and I look forward to seeing you in Hawaii.

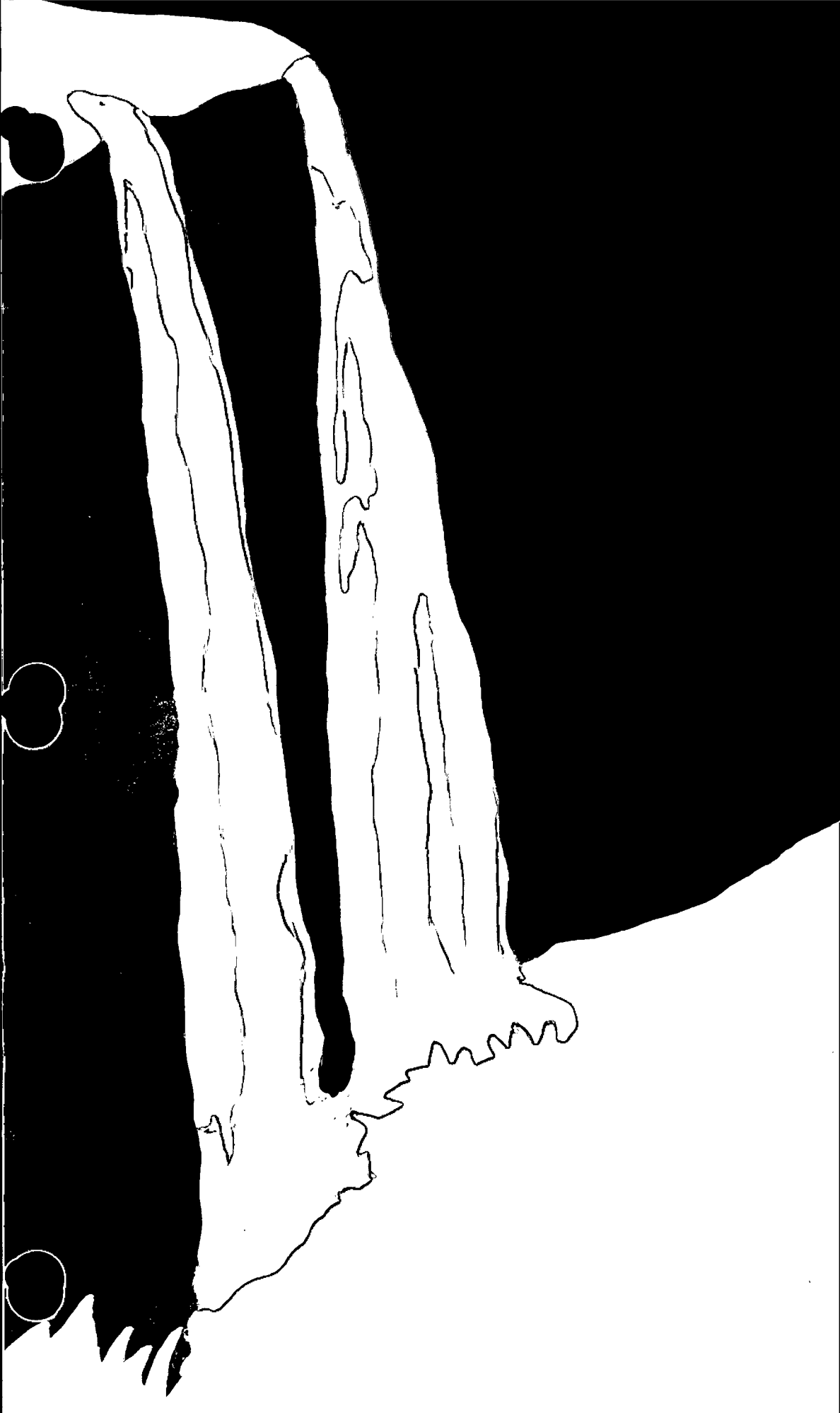
Sincerely,

Nina Trevisani  
Senior Universities Associate

**enclosures**

• Address all inquiries to: Andy Beckstoffer, Post Office Box 990, Pt. Helena, California 94574 Telephone 707 963-9471 •

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K A U A I 8 8

2

INTERNATIONAL  
UNIVERSITY  
FOR  
PRESIDENTS

JAN 31 - FEB 6  
1988

## A TRAVELER'S PARADISE

Kauai is reported to be the most beautiful of all the Hawaiian islands — the "Hawaii most visitors seek but never find." Spectacular scenery has earned it its nickname the "Garden Isle." Lush tropical growth, magnificent gardens, cascading waterfalls, canyons, mountains, and sea cliffs carved by a now extinct volcano make Kauai a treasure trove of natural charms. Rarely is there a view that isn't breathtaking, mysterious or plain lovely.

Your primary opportunity to explore "Old Kauai" will be before the University officially opens. Arrive early and explore the island on Saturday, January 30. Or, if you are not interested in football, take part in the cultural program on Sunday, January 31 instead of attending the Superbowl Party, and Sunday morning, January 31. On these days, four cultural venues will be offered that have been designed to enhance your enjoyment of Kauai:

One of these tours will introduce you to Waimea Canyon. The rugged Waimea Canyon, with its desert tones of pale greens and pinks, forms a startling contrast to the lush green that is found in other parts of the Garden Island. This extraordinary 10-mile long gorge, which cuts down the western third of the island, was once dubbed by Mark Twain the "Grand Canyon of the Pacific." While visiting Waimea Canyon, you will be thrilled by the dream-like views and the astounding beauty of this area. This tour will take four to five hours.

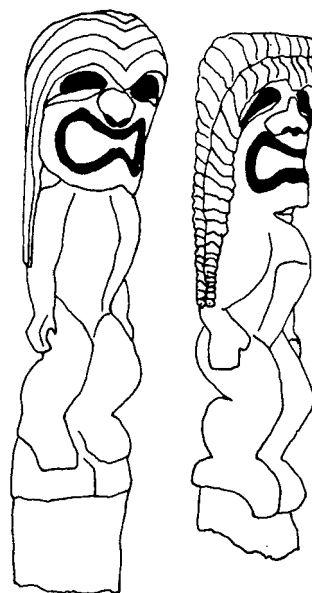
A second tour will take you to Hanalei and Princeville, and will also last four to five hours. Hanalei is a "sleepy" northern province of Kauai. Life in Hanalei is carried out at an unhurried pace, and is filled with an abundance of natural riches. The deep valleys and rocky cliffs found in this area are the result of years of wind and rain on the windward face of Kauai. Between the towering Na Pali cliffs lie pristine, isolated beaches and a broad, luminous bay. While in Hanalei, you can visit the area where the movie, *South Pacific*, was filmed. Within the province of Hanalei is Princeville, a 1,000 acre resort community. Located on a rolling plateau overlooking Hanalei Bay, Princeville offers the finest facilities, including tennis courts and golf courses.

Old Kauai is best preserved at the Grove Farm Homestead, a sugar plantation founded in 1864, that is the destination of a third cultural tour. This tour will give participants the opportunity to experience plantation living of the 1800s. At the Grove Farm Homestead, the original plantation buildings and furnishings have been carefully maintained, and the orchards, vegetable gardens, and cattle pastures continue to produce food and fuel for this historical museum. "Old Kauai" will come to life for you during this fascinating look into an important part of Hawaii's history. This tour will last two hours.

Another fascinating look at the history and splendor of Kauai will be provided by the fourth tour — a trip to the Pacific Tropical Botanical Garden. Once an estate of Hawaiian royalty, today the garden provides insight into the history of the island while displaying some of its finest greenery. The garden is a nationally chartered scientific research and educational center for tropical botany and horticulture. Adjacent to the Botanical Garden is the Allerton Gardens, which are part of a 100-acre estate created in the 1870s by Queen Emma, the wife of Kamehameha IV, the 19th century king of the Hawaiian Islands. Here, you will be able to view numerous plants of interest, outstanding examples of garden design, and Queen Emma's summer cottage.

The most magnificent way to view the spectacular sights of Kauai is from a helicopter. Arrangements have been made for helicopter tours, on a user-pay basis, to depart from Lihue Airport, next to the Westin, and circle the island. The flight will provide breathtaking views of the Waialeale Crater, Waimea Canyon, the otherwise inaccessible Na Pali coast, Hanalei Bay, Hanalei Valley, Mount Namolokama Waterfalls, and the Alakai swamp. Each tour will last approximately two hours and will cost approximately US \$100 per person. You are encouraged to allow time either on Saturday, January 30 or Sunday, January 31, or on the afternoon of Friday, February 5, or Saturday, February 6 before you depart the island.

During the Kauai '88 Cultural Program, everyone will have the opportunity to experience one of the last corners of Hawaii which has remained undisturbed over the years. Be sure to make time in your schedule to take advantage of these tours, as well as the other cultural activities at the Westin Kauai.



## TRAVEL ARRANGEMENTS

If you have not made your travel arrangements yet, you are urged to do so immediately. Flights are at a premium during January-February, so call Crimson Travel today and finalize your trip. Crimson, who is also handling all hotel reservations, will be sending your hotel confirmation to you in mid-January; if you do not receive this information, please contact Crimson. When calling Crimson Travel, be sure to ask for the YPO Kauai Desk:

Telephone: 800/343-2042 (U.S., except MA)  
800/862-6400 (Massachusetts)  
800/255-5880 (Canada)  
617/868-2612 (Anywhere)

Telex: 4956197 CRIMTRAV

Fax: 617/354-7543

Hours: 9 a.m. - 7 p.m. EST,  
Monday - Friday

## DISCOVER OLD KAUAI

It is recommended that you arrive early on Saturday, January 30 to take advantage of the exciting cultural tours that are being offered Saturday and Sunday. Be sure to sign-up for these programs upon your arrival. This is also the best time to take advantage of the exciting helicopter tours. These experiences are not available outside of YPO, so don't miss your chance to discover old Hawaii.

The following is a list of cultural activities that will be taking place on Saturday and Sunday:

### *Saturday, January 30*

- 10:00 am - 3:00 pm — Grove Farm Homestead Tour  
— Pacific Tropical Botanical Garden and Allerton Gardens Tour  
— Waimea Canyon Tour  
— Hanalei and Princeville Tour  
— Helicopter Tours

### *Sunday, January 31*

- 10:00 am - 3:00 pm — Pacific Tropical Botanical Garden and Allerton Gardens Tour  
— Waimea Canyon Tour  
— Hanalei and Princeville Tour  
— Helicopter Tours

## ISLAND HOSPITALITY

The Kauai '88 Hospitality Committee will be awaiting your arrival at the Lihue Airport on Saturday and Sunday to give you a warm welcome. Once you identify your bags at the airport, the Hospitality Committee will ensure their safe arrival in your hotel room. All you have to do is sit back, and relax as your limousine transports you to the Westin Kauai.

For those who are traveling through Honolulu, a desk will be set up at the Honolulu Airport to assist you in making your transfer to Kauai. In addition, when you receive your hotel confirmation, it will include complete information regarding how to make your transfer.

Along with their enthusiastic smiles, the Hospitality Committee, who will greet you at the Kauai Airport, will be wearing aloha shirts and white pants, skirts, or shorts so they will be easily recognizable.

## REGISTRATION NEWS

University registration will be held on Saturday, January 30 from 10 a.m. until 6 p.m. and on Sunday, January 31 from 10 a.m. until 5:00 p.m. Centered around the magnificent Palace Court reflecting pond, the registration area will feature food and beverages, continuous contemporary Hawaiian entertainment, and a pleasant atmosphere to acquaint yourself with your surroundings and your fellow registrants. While registering for the University, you will also be able to sign up for cultural activities, helicopter tours, sporting events.

## SUPERBOWL SUNDAY

Join your fellow members and cheer your favorite team to victory during an informal Superbowl Party on Sunday, January 31. A special 10 foot by 14 foot screen will be set up to assure you catch every play.

National Football League players will be on-hand to discuss the game with you at half-time and to highlight some winning strategies.



## ATTENTION GOLFERS

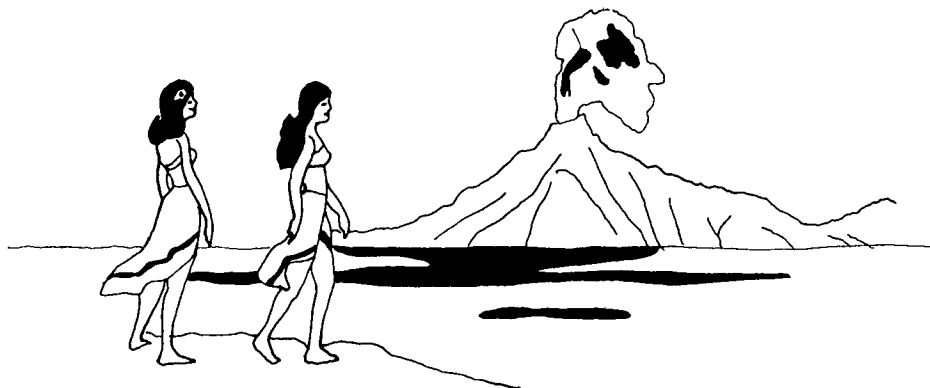
Jack Nicklaus will be joining us on Monday, February 1 to give a golf exhibition. This is the only time this will be offered so make sure you get out to watch this golf great perform. You'll be able to walk along with Nicklaus as he plays nine holes of the course he designed at the Westin Kauai. At 11:30 a.m. on Monday, a lunch will be served at the Westin Kauai's Sports Center for everyone participating in the Jack Nicklaus Golf Clinic. After lunch, the clinic will be held from 12:00 p.m. to 2:30 p.m.

Although the courses at the Westin Kauai will not be opened for use during our visit, arrangements have been made for golfers to play two courses in Kauai. Complete details will be available during registration.

## WAKE UP TO HAWAII

Wake up to Hawaii each morning by attending a special cultural program. Each day, various artisans will be joining us during the University Breakfast to explain their special crafts during the "Wake Up To Hawaii" Program. A sampling of these venues will include demonstrations of lei-making, hula dancing, mat weaving, flower arranging, quilt-making, and other historical and cultural rituals.

Each demonstration will be held near the breakfast area so you can enjoy this meal during the fascinating demonstrations. These artisans will provide you with a look at Hawaii's history that is rarely seen by the islands' visitors.



## EDUCATION NEWS

In the first issue of the Kauai Newsletter, you learned about the specific tracks of the education program — humor, spirituality, and arms control. In addition to those tracks, the Education Program will also take an in-depth look at the following areas:

### BUSINESS PANELS

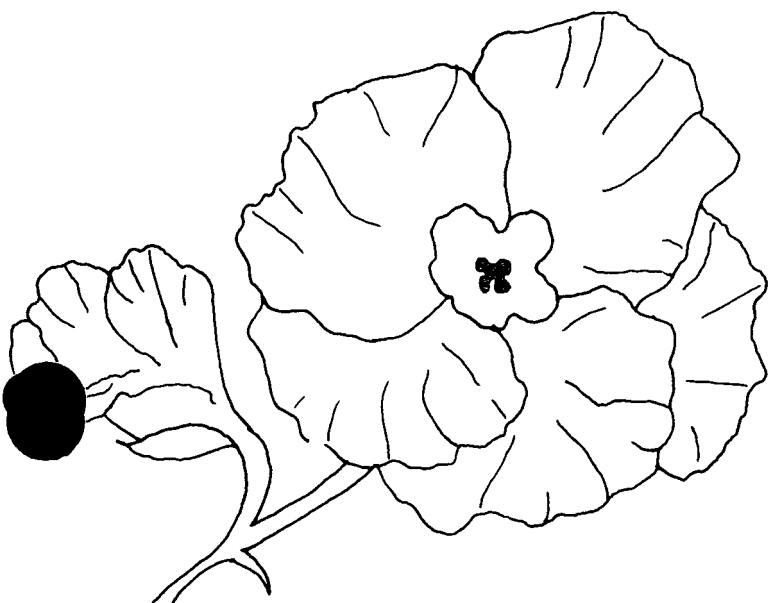
One of the most popular and enriching elements of recent universities has been the YPO member panels moderated by Dr. Pierre Mornell. In the past, these panels have focused on sensitive issues within the arena of personal development. During Kauai '88, Dr. Mornell will transport this successful format into the business area. With the assistance of several business faculty members, and a number of YPO members, these panels will focus on "live" issues in areas such as leadership, ethics, and interpersonal relations among top managers.

### LEADERSHIP

What's happening to America's best and brightest? Are they all heading for Wall Street to "get rich quick?" Why are ethical lapses apparently more prevalent today?

Several speakers will address the topic of leadership, including President JIMMY CARTER and President GERALD FORD. In the business section, WARREN BENNIS, whose recent book *Leaders* has been widely acclaimed, will also address this important topic.

Looking at another side of leadership, organizational behavior consultant GERALD BELL will address new discoveries in leadership and he will highlight the different styles of leadership.



## MARKET MELTDOWN

The timing of the Kauai University, only three months after the October 19 market crash, affords us an excellent opportunity to examine its economic consequences. We have assembled some of the top-thinkers on this topic. Well-known consultant GARY SHILLING will help us look ahead to 1988, and will be joined in this effort by financial experts, BERT DOHMEN and MARTIN SASS. Professor JACK MCDONALD, from the Stanford Business School, and Professor WILLIAM SAHLMAN, from the Harvard Business School, will round out the faculty devoted to this issue.

### WOMEN'S HEALTH ISSUES

On the forefront of medical research are health issues concerning women. Highly sought-after medical expert, MARGARET DEANESLY will offer an overview of women's health issues, as well as a complete discussion of breast health during her sessions.

### PARENTS AND CHILDREN

A topic that is always of concern to parents is the emotional well-being of their children. Physician, child psychiatrist, author, lecturer and consultant FOSTER CLINE will offer expert advice on "How to Avoid Trauma with Teenagers." Dr. Cline will be joined by DR. LEONORE HAUSNER, who will discuss father-son and mother-daughter relationships, along with the role of parents as teaching partners.

### PERSONAL DEVELOPMENT HIGHLIGHTS

Former First Lady BETTY FORD will be addressing the issue of "Alcoholism: Everyone's Problem." In 1978, Mrs. Ford courageously admitted she had a problem with chemical dependency. After receiving treatment, she has gone on to help thousands with their own problems. Mrs. Ford serves as an inspiration to all and her class should not be missed.

ROSALYNN CARTER, the wife of the 39th President of the United States, will also be joining the Education Program. Active in numerous civic affairs, Mrs. Carter is the author of *First Lady From Plains*, and the co-author with her husband of *Everything To Gain: Making the Most of the Rest of Your Life*. In her fascinating session, she will discuss the opportunities and challenges that everyone faces in the second half of life.

Monday, February 1

Tuesday, February 2



## WEEK AT-A-GLANCE

To help you prepare for your stay in Kauai, the following is a brief overview of the week's activities. Since the schedule is not final, this is only intended to give you a general idea of each day's events. Once you arrive on-site, you will receive an updated agenda that will include current times, events, and locations.

### Saturday, January 30

- 10:00 am - 6:00 pm Registration/Hospitality Party
- 10:00 am - 3:00 pm Cultural Tours:
- Grove Farm Homestead
  - Allerton Gardens
  - Waimea Canyon
  - Hanalei and Princeville
  - Helicopter Tour

### Sunday, January 31

- 10:00 am - 5:00 pm Registration/Hospitality Party
- 10:00 am - 3:00 pm Cultural Tours:
- Allerton Gardens
  - Waimea Canyon
  - Hanalei and Princeville
  - Helicopter Tour
- 1:00 pm - 4:30 pm Superbowl Party
- 5:30 PM - 10:30 pm Beach Party Luau

- 6:00 am - 8:00 am Cultural and Sports Activities:
- Jogging
  - Aerobics
  - Tennis

- 7:00 am - 8:30 am University Breakfast  
Wake Up To Hawaii Presentations

- 8:30 am - 9:30 am Opening Ceremony

- 9:45 am - 9:55 am Break

- 9:55 am - 11:10 am Education Classes:
- Adizes: Getting Your Organization To The Prime of its Lifecycle
  - Bell: Personality and Leadership Styles
  - Cline: Raising Responsible Kids
  - Kimche/Ledeem: Good and Evil in the Media
  - Sahlman: Entrepreneurship: The Key to Successful Company Building

- 11:10 am - 11:30 am Coffee Break

- 11:30 am - 12:45 am Education Classes:
- Aoki: Spirituality
  - Bailey: Body Fat and Diet
  - Bork: What I've Learned Helping Solve Other Families Worst Conflicts
  - Mornell: Panel with Bell: Leadership and Change
  - Stoessinger: The US and Soviet Union: What Does the Future Look Like?

- 11:30 am - 12:00 pm Jack Nicklaus Golf Clinic Luncheon

- 12:00 pm - 2:30 pm Jack Nicklaus Golf Clinic

- 12:45 pm - 2:00 pm University Lunch

- 2:00 pm - 3:00 pm Keynote Address

- 3:00 pm - 3:20 pm Coffee Break

- 3:20 pm - 4:35 pm Education Classes:
- Blacker: Playing with Fire: Nuclear Weapons and the Superpowers
  - McDonald: International Equity Markets: Global Investing After the Crash of '87
  - Mulvany: Customer Service: It Can Make or Break You
  - Sande/Farley: Epidemiology of the AIDS Epidemic: How Can Transmission of the Virus Be Interrupted
  - Second City: Something Wonderful Right Away . . .

- 6:00 pm - 7:30 pm Champagne Reception with Keynote Speaker

- 8:00 pm Restaurant Dine-Around

- 6:00 am - 8:00 am Cultural and Sports Activities:
- Jogging
  - Aerobics
  - Tennis

- 6:45 am - 8:00 am Education Class:  
Wells: Harvard MBA Program  
Elusive Competitive Edge: The Tale of Reverend Whipple)

- 7:00 am - 8:30 am University Breakfast  
Wake Up To Hawaii Presentations

- 8:30 am - 9:30 am Keynote Address

- 9:30 am - 9:40 am Break

- 9:40 am - 10:55 am Education Classes:
- Cline: Rage: It's Development and Treatment
  - Duckworth: The Natural History of the Hawaiian Islands
  - Joseph: Crisis Management — Damage Control
  - Mornell: How to Hire Key People: Old Problems, New Solutions

- 10:55 am - 11:15 am Coffee Break

- 11:15 am - 12:30 pm Education Classes:
- Aoki: How To Cultivate the East within the Western Mind
  - Bennis: Leadership for the 90s
  - Gates: What's Going On in the Soviet Union?
  - Hausner: Fathers, Sons; Mothers, Daughters
  - Mornell: Panel with Schlessinger: Executive Suite Blues

- 12:30 pm - 1:45 pm University Lunch

- 1:45 pm - 3:00 pm Education Classes:
- Bork: Succession, Wealth and Values
  - Burr: To Be Announced
  - Deanesly: Contemporary Women's Health Issues: An Overview
  - Hollister: Around the World Beneath the Oceans
  - Hughes: How To Be Union-free

- 3:00 pm - 3:20 pm Coffee Break

- 3:20 pm - 4:35 pm Education Classes:
- Adizes: Becoming a Trouble-Shooter in Your Own Business
  - Bailey: Body Fat and Physiology
  - Blacker: Playing with Nuclear Fire: Nuclear Weapons and the Superpowers
  - Coffee: Beyond Survival
  - Sass: Investment and Economic Outlook After the "Crash of '87"

- 7:30 pm - 9:30 pm Free Evening

- 10:00 pm Worlds News Tonight

6:00 am - 8:00 am Cultural and Sports Activities:  
Grove Farm Plantation Tour  
Jogging  
Aerobics  
Tennis

6:00 am - 8:00 am Cultural and Sports Activities:  
Grove Farm Plantation Tour  
Jogging  
Aerobics  
Tennis

6:00 am - 8:00 am Cultural and Sports Activities:  
Grove Farm Plantation Tour  
Jogging  
Aerobics  
Tennis

8:00 am Education Session:  
Wells: Harvard MBA Program (The Elusive Competitive Edge: Commercial Roofing: Covering Up for Profit)

6:45 am - 8:00 am Education Session:  
Wells: Harvard MBA Program (The Elusive Competitive Edge: Step by Step Guide to Getting There)

6:45 am - 8:00 am Education Session:  
Wells: Harvard MBA Program (Phillip Morris: Cigarettes and Beer and Wild Wild Soda)

7:00 am - 8:30 am University Breakfast  
Wake Up To Hawaii Presentations

6:30 am - 8:00 am Inspirational Breakfast: Gerald Coffee

7:00 am - 8:30 am University Breakfast  
Wake Up To Hawaii Presentations

8:30 am - 9:30 am Keynote Address

7:00 am - 8:30 am University Breakfast

8:30 am - 9:30 am Keynote Address

9:30 am - 9:40 am Break

8:30 am - 9:30 am Keynote Address

9:30 am - 9:40 am Break

9:40 am - 10:55 am Education Classes:  
-Broad: Never Give Up: An Anatomy of a Turnaround  
-Eilenberg: Uncovering Your Sense of Humor  
-Gates: The CIA and American Foreign Policy  
-Hausner: Parents as Teaching Partners  
-Mira/Ledeem: The Corporate Crisis Game (Part 1, enrollment: 25)

9:30 am - 9:45 am Coffee Break

9:40 am - 10:55 am Education Classes:  
-Dohmen: How To Profit from the Spastic Investment Environment of 1988  
-B.Ford: Alcoholism: Everyone's Problem  
-Grant: Is That All There Is? and Other Questions  
-Kimche: A Behind-the-Scenes Look Into Middle Eastern Diplomacy  
-Mira: Public Relations for YPO Companies

10:55 am - 11:15 am Coffee Break

9:40 am - 10:55 am Education Classes:  
-Aoki: How To Cultivate the East Within the Western Mind  
-Hughes: So You Want To Be Japanese? Blending the Best of the East and West  
-Kushner: Why Aren't We Happier? The Seduction of Success  
-Schlessinger: Managing for Continuous Improvement: Throwing Away the Textbooks and Defining Managerial Approaches That Work  
-Stoessinger: Education and the Work Ethic in America and Japan  
-Second City: Improvisational Workshop

11:30 am - 12:00 pm - Second City: Satirical World News Tonight

11:15 am - 12:30 am Education Classes:  
-Mornell: Business Panel  
-Phillips: Building a Market Focused Organization Using Superior Value Delivery  
-Mira/Ledeem: The Corporate Crisis Game (Part 1, enrollment: 25)  
-Sande/Farley: To Be Announced  
-Second City: To Be Announced

10:55 am - 11:15 am Coffee Break

12:00 pm - 1:15 pm -University Lunch

12:30 pm - 1:45 pm University Lunch

11:15 am - 12:30 pm Education Classes:  
-Bell: New Discoveries in Leadership  
-Deanesly: The Emotional Hurdles of Men and Women in Mid-Life Crisis  
-Mulvany: Managing for Performance  
-Penhallow: To Be Announced

12:30 pm - 1:30 pm Peter Burwash International Tennis Show

1:45 pm - 3:00 pm Education Classes:  
-Dohmen: What's Ahead: Economic Boom or Depression?  
-Hollister: Not in My Backyard  
-Schlessinger: The Unintended Consequenses of McDonaldization: The Decline of Service Quality in America  
-Phillips: Building a Market Focused Organization  
-Smith: The Evolving World of Wine and Food

12:30 pm - 1:45 pm University Lunch

1:30 pm - 5:00 pm Sports and Cultural Activities

3:00 pm - 3:20 pm Coffee Break

1:45 pm - 3:00 pm Education Classes:  
-Adizes: The Survival and Future Growth of Your Company the Life-cycle Theory  
-Burr/Schlessinger: Business Panel  
-R. Carter: Everything to Gain: Making the Most of the Rest of Your Life  
-Smith: Parties: Purposeful, Successful, Delightful

5:30 pm - 11:00 pm Final Evening with the Honolulu Symphony

3:20 pm - 4:35 pm Education Classes:  
-Abramis: Fun: A Critical Ingredient in Work  
-Burwash: A Practical Approach to Health, Fitness, and Nutrition for the Busy Executive  
-Kimche: Covert Actions: Democracy and the Public's Right To Know  
-Mira: Media Encounters: Opportunity or Disaster  
-Sprague: How to Sell Your Business for More Money

3:00 pm - 3:20 pm Coffee Break

5:30 pm - 11:00 pm Paniolo (Hawaiian Cowboy) Night

3:20 pm - 4:35 pm Education Classes:  
-Deanesly: Breast Health: It's In Your Hands  
-Duckworth: Forests, People, and Global Sustainability  
-Eilenberg: Cracking the Culture with Comedy  
-Sahlman: Sense and Nonsense in the Capital Markets  
-Sprague: The Leveraged Buyout For Fun and Profit

5:30 pm - 7:00 pm Champagne Reception with Keynote Speaker



10:00 pm World News Tonight



## SOCIALLY SPEAKING

The social events that are planned for Sunday, Monday, Wednesday, and Friday evenings promise something for everyone. A beach party, a casual mixer, a feisty cowboy event, and an elegant finale, add up to a week of non-stop fun.

### START THE WEEK WITH A BEACH PARTY LUAU—

*Sunday, January 31*

Your welcome to the island of Kauai will be carried out in a way rich with Hawaiian tradition. This welcoming luau will allow you not only to visit with friends, but also to enjoy the indigenous wonders of Kauai. Hula dancers, men carving outrigger canoes, women making a variety of leis, and an ancient torch light ceremony are only a few of the island happenings that will unfold for you on Kalapaki Beach. Your luau fare will include the best the island has to offer—fresh fish, Hawaiian chicken, and pork ribs will all be cooked on open spits.

### SET THE MOOD WITH A RELAXED MIXER—

*Monday, February 1*

On this informal evening, you will be invited to dine in one of the Westin Kauai's many outstanding restaurants. On this evening you will be hosted by a YPO couple who is familiar with Kauai and its many secrets. Every restaurant will be serving the same sumptuous meal, and these small gatherings will allow you to become acquainted with other University participants.

### ENJOY A FREE EVENING—

*Tuesday, February 2*

Dine at your leisure, and then join YPO for a special presentation of World News Tonight.

### CUT LOOSE WITH A MID-WEEK PANIOLONIGHT—

*Wednesday, February 3*

You'll be heading for the paddocks and the carriage house of the Westin Kauai for this lively evening. A Hawaiian-style steak fry and Tex-Mex buffet will highlight the hearty menu. Country Western Music star Johnny Lee will be on hand to entertain you as you visit the stables, try your skill at riding, and mingle with Hawaii's famed cowboys—the paniolos.

### A CHAMPAGNE RECEPTION BEGINS THIS EVENING—

*Thursday, February 4*

A Champagne reception with a keynote speaker will take place early in the evening. Then, you will be free to dine on your own before this evening's edition of World News Tonight.

### JOIN RAY CHARLES AND THE HONOLULU SYMPHONY—

*Friday, February 6*

As a grand finale, music legend Ray Charles will be taking part in Friday evening's festivities. The Honolulu Symphony, led by Maestro Donald Johanos, will serenade you as you sample a gourmet meal under the stars. Then, you'll be treated to a performance by the one and only Ray Charles. Swing and sway with old and new friends alike on this festive final evening.

## FREE EVENINGS AND WORLD NEWS TONIGHT

Early Thursday evening, a champagne reception with a keynote speaker will be held. Then, you will be free until that evening's edition of World News Tonight. Thursday will be the perfect time for you to take a break and relax before the final day of the University. Tuesday evening will also be a free one, so you can dine at your leisure.

On Tuesday, February 2 and on Thursday, February 4, "World News Tonight" will take place YPO-style. On both of these evenings, you will be able to dine at your leisure in one of the hotel's fine restaurants or in the location of your choice. Then, once you've had time to visit with friends and enjoy your free evening, you can join the University for a current events update.

Joining World News Tonight will be highly respected authorities who will discuss current news and world affairs. This is a unique opportunity for you to get an inside perspective of today's important issues.

In the evening, casually elegant resort wear will be "in." Although coats and ties are not required, men should bring a light-weight sportcoat or blazer to wear at some of the Westin Kauai's finer restaurants. Women should remember to pack a light wrap or sweater since many of the evening events take place out of doors and it may be cool when the tropical winds blow.

While packing, remember to bring the appropriate athletic wear and shoes for any events you plan on taking part in, whether it is aerobics, tennis, golf, swimming, or any others of your favorites.

To assist you even further in your packing, here are a few suggestions for each evening's social event:

Welcoming Luau Beach Party (*Sunday, January 31*) — Hawaiian casual is the appropriate dress for this beach party. Hawaiian shirts with white slacks or shorts for the men; and colorful sundresses or flowered blouses and pants, a skirt, or shorts for the women. Sandals or tennis shoes are a must since you'll be on the beach.

Restaurant Dine-Around (*Monday, February 1*) — Casual, but elegant, resort wear will be the rule as you dine in one of the Westin Kauai's fine restaurants.

Paniolo Night (*Wednesday, February 3*) — Get out your cowboy gear for this evening. Prairie skirts or jeans for the women; jeans and cowboy shirts for the men. Don't forget your cowboy boots for this one! If you don't have cowboy boots, make sure you do have closed toe shoes since you'll be outside in the pastures on this evening. Bandanas and cowboy hats will be provided for you on this night.

Finale with the Honolulu Symphony (*Friday, February 5*) — Men should wear all white on this evening, right down to the white bucks or loafers on their feet. Women should don their elegant resort wear in white or pastel colors.



## WHAT TO WEAR

A relaxing experience, for both your mind and your body, is the goal of Kauai '88. For that reason, comfortable, resort wear will be the rule of the week. For the classroom, men will be most comfortable in light-weight slacks and either polo shirts, aloha shirts, or short-sleeved dress shirts. For the women, summer dresses or casual summer slacks and blouses will be the most appropriate classroom attire. For both men and women, tennis wear and shorts are acceptable during the day.

## WEATHER WATCH

Sunny days, with a temperature in the low to mid-80's, are expected during the University week. In the evenings, the tropical breezes may lower the temperature into the 60's. There is also a chance that there will be brief rain showers.

## SUN SENSE

The tropical rays in Kauai are extremely strong and are liable to cause severe sunburn if you do not take care. Be sure to protect yourself with a sunscreen lotion of adequate strength. It is also advisable to pack a wide brimmed hat and a pair of sunglasses for extra protection.



"Old Kauai" Cultural Vice Chairmen  
*Jim and Puchi Romig*



Sports and Cultural Chairmen  
*Jim and Sam Gould*

## KAUAI '88 COMMITTEE

University Chairmen  
*Andy and Betty Beckstoffer*  
(Northern California)

University Vice Chairmen  
*Rob and Patty Thibaut*  
(Hawaii)

Education Chairmen  
*Noel and Sally Fenton*  
(Northern California)

Hospitality Chairmen  
*Dick and Monene Bradley*  
(Hawaii)

Finance Chairmen  
*Tony and Mary Lou Schiavo*  
(Northern California)

Transportation Chairmen  
*Paul and Elizabeth O'Connor*  
(New England)

Communications Chairmen  
*Lucius and Becky Harvin*  
(Rebel)

Communications Vice Chairmen  
*David and Mignonette Pellegrin*  
(Hawaii)

Sports and Cultural Chairmen  
*Jim and Sam Gould*  
(St. Louis)

"Old Kauai" Cultural Vice Chairmen  
*Jim and Puchi Romig*  
(Hawaii)

Sports Vice Chairmen  
*Peter and Lynn Burwash*  
(Hawaii)

Advisors  
*Jody and Sheila Grant*  
(West Texas)  
*Chris and Patsy Hemmeter*  
(Hawaii)

**KAUAI EDUCATION SCHEDULE**  
 MONDAY, FEBRUARY 1

1/20/88

8:30-9:45

OPENING CEREMONY w/UEBERROTH  
 Success: YPO Style

9:55- 11:10	ADIZES: Getting Your Organization to the Prime of Its Life Cycle	BORK: What I've Learned Helping Solve Other Families' Worst Conflicts	BELL: Personality and Leadership Styles	LEDEEN-KIMCHE: Good & Evil in the Media	MCDONALD: Intl. Equity Markets: Markets Global Investing after the Crash of '87	UEBERROTH: TBD
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11:10-11:30

BREAK

11:30- 12:45	STOESSINGER: The US and the Soviet Union: What Does the Future Look Like?	SAHLMAN: Entrepreneurship: The Key to Successful Company Building	AOKI: Spirituality	SPRAGUE: How to Sell Your Business for More Money	BAILEY: Body Fat & Diet	BUYERS: Bye, Bye Blackbird
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12:45-2:00

LUNCH

2:00-  
3:00

KEYNOTE ADDRESS: BENNIS

3:00-3:20

BREAK

3:20- 4:35	PANEL: The Economy After October 19: Bull vs. Bear Moderator: McDonald Members: Sass/Shilling (and YPO members)	SANDE/FARLEY: Overview of the AIDS Epidemic	BLACKER: Playing with Fire: Nuclear Weapons and the Superpowers	MULVANY: Customer Service: It Can Make or Break You	KELLEY/GALINSKY: Work, Family and The Bottom Line	SECOND CITY: Comedy, Satire, Politics (or Why Are Bad Times So Funny?)
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6:00-  
7:30

CHAMPAGNE RECEPTION:

TBD

TUESDAY, FEBRUARY 2

6:45-8:00	HARVARD MBA: WELLS The Elusive Competitive Edge: The Sad Tale of Reverend Whipple					
8:30-9:30	KEYNOTE ADDRESS: KUSHNER					
9:30-9:40	BREAK					
9:40-10:55	JOSEPH: Crisis Management and Damage Control	MORNELL: How to Hire Key People: Old Problems, New Solutions	CLINE: How To Avoid Trauma With Teenagers	DUCKWORTH: The Natural History of the Hawaiian Islands	SHILLING: The Long-Term Determinants of Business and Investment Strategy	TBD
10:55-11:15	BREAK					
11:15-12:30	AIDZES: The Survival and Future Growth of Your Company: The Life Cycle Theory	HUGHES: How To Be Union Free	GATES: What's Going On In the Soviet Union?	PANEL: Leadership and Change Mod: Mornell Members: Bell	HAUSNER: Fathers - Sons; Mothers - Daughters	SECOND CITY: Improvisational Workshop I
12:30-1:45	LUNCH					
1:45-3:00	MIRA: Media Encounters: Opportunity or Disaster?	DEANESLY: The Emotional Hurdles of Women and Men in Mid-Life	HOLLISTER: Around the World Beneath the Oceans	BURR: The Elements of Good Corporate Strategy: CEO's Speak Out	BENNIS Leadership: Strategies for Taking Charge	
3:00-3:20	BREAK					
3:20-4:35	BAILEY: Body Fat and Physiology	ADIZES: Becoming A Trouble Shooter In Your Own Business	STOESSINGER: Education and the Work Ethic in America and Japan	SASS: What Does the Future Hold? An Investment and Economic Outlook	COFFEE: Beyond Survival	MALY: Hawaiian Traditions of Creation and Island Settlement
4:50-6:00	FIRESIDE CHATS	HAUSNER CLINE	BORK SPRAGUE	MORNELL	C. STOESSINGER: The Gift of Music: Genius and Love	
9:30-10:30	WORLD NEWS TONIGHT: TBD w/ Blacker					

WEDNESDAY, FEBRUARY 3

6:45-8:00	HARVARD MBA: WELLS The Elusive Competitive Edge: Commercial Roofing - Covering Up for Profit					
8:30-9:30	KEYNOTE ADDRESS: TBD					
9:30-9:40	BREAK					
9:40-10:55	BROAD: Never, Never, Never Give Up: The Anatomy of a Turnaround	GATES: The CIA and American Foreign Policy	EILLENBERG: Uncovering Your Sense of Humor	GRANT: Is That All There Is? and Other Questions	MIRA/LEEDEN The Corporate Crisis Game PAK 25/PART I	CARTER: Seminar with the President PAK 35
10:55-11:15	BREAK					
11:15-12:30	SANDE/FARLEY: The Transmission of AIDS: Risk Management	SECOND CITY: Improvisational Workshop II	PANEL: Executive Suite Blues Moderator: Mornell Members: Schlesinger	PHILLIPS: Building a Market-Focused Organization	MIRA/LEEDEN Corporate Crisis Game PAK 25/PART II	
12:30-1:45	LUNCH					
1:45-3:00	SMITH: The Evolving World of Wine and Food	HOLLISTER: Not In My Backyard	DOHMEN: What's Ahead: Economic Boom or Depression?	SCHLESINGER: The Unintended Consequences of McDonalization: The Decline of Service Quality in America	PHILLIPS: Building a Market Focused Organization Using Superior Value Delivery	
3:00-3:20	BREAK					
3:20-4:35	BORK: Succession, Wealth, and Values	KIMCHE: Covert Actions: Democracy and the Public's Right to Know	ABRAMIS: Fun: A Critical Ingredient in Work	BURWASH: A Practical Approach to Health, Fitness & Nutrition for the Busy Executive	SHILLING: After the Crash: What Do You Do?	

THURSDAY, FEBRUARY 4

6:45-8:00	HARVARD MBA: WELLS The Elusive Competitive Edge: A Step by Step Guide to Getting There				
7:30-8:30	INSPIRATIONAL ADDRESS: COFFEE				
8:30-9:30	KEYNOTE ADDRESS: SIDEY				
9:30-9:40	BREAK				
9:40-10:55	KUSHNER: When Bad Things Happen To Good People	SCHLESINGER: Managing for Continuous Improvement: Throwing Away the Textbooks and Defining Managerial Approaches That Work	HUGHES: So You Want To Be Japanese? Blending the Best of the East & West	BLACKER: Reagan, the Russians and Arms Control	SECOND CITY: Something Wonderful Right Away THOMAS
10:55-11:15	BREAK				
11:15-12:30	CLINE: Enhancing Couple Relationships	DEANESLY: Contemporary Women's Health Issues: An Overview	BELL: The New Discoveries In Leadership	MULVANY: Managing for Performance	MALY: Na Hana No'eau: Hawaiian Material Culture and a History of an Island People and Their Practices
12:30-1:45	LUNCH TBD				
1:45-3:00	W. FARLEY: Our Uncertain Economic Future	SMITH: Parties: Purposeful Successful, Delightful	LEDEEN: Technological Espionage	R. CARTER: Everything to Gain: Making the Most of the Rest of Your Life	BURR/SCHLESINGER: PANEL: Competitiveness: What Does It Take?
3:00-3:20	BREAK				
3:20-4:35	SAHLMAN: Sense and Nonsense in the Capital Markets	EILENBERG: Cracking the Culture with Comedy	DUCKWORTH: Forests, People and Global Sustainability	SPRAGUE: The Leveraged Buyout For Fun and Profit	DEANESLY: Breast Health: It's In Your Hands
5:30-7:00	CHAMPAGNE RECEPTION w/ President Carter				
9:30-10:30	WORLD NEWS TONIGHT Carter/TBD Moderator: Sidey				



FRIDAY, FEBRUARY 5

6:45- 8:00	HARVARD MBA: WELLS Phillip Morris: Cigarettes and Beer and Wild Wild Soda				
8:30- 9:30	KEYNOTE ADDRESS: ADELMAN				
9:30-9:40	BREAK				
9:40- 10:55	DOHMEN: How to Profit from the Spastic Investment Environment of 1988	MIRA: Public Relations for YPO Companies	KIMCHE: A Behind the Scenes Look Into Middle Eastern Diplomacy	HAUSNER: Parents As Teaching Partners	AOKI: How To Cultivate the East Within the Western Mind
11:30- 12:15	SECOND CITY: Satirical World News Today				
12:15- 1:15	LUNCH				