



## **Introduction of George Shultz**

**by Katharine Graham**

Thank you, Dick, and good evening. It's a pleasure to be here, and an honor to introduce our keynote speaker.

There's a long tradition in this country -- stretching back to my good friend George Washington -- of what I call "in-and-outers." By that I mean pre-eminent individuals who move between public and private life -- always thinking about public issues -- and on whom the progress of our country greatly depends.

In this century, I think of individuals like Jack McCloy, Bob Lovett, and Roz Gilpatrick, who served the United States with honor and effectiveness. George Shultz is one of the most distinguished of this rare breed.

These people make especially significant contributions because their movement between government, business, and academia gives them independence. To this, George has added courage as well.

I first got to know George during the Nixon administration, when he invited me to play tennis on the White House courts, an act of extreme courage and even defiance. More important, he also prevented the firing of my daughter-in-law, Mary Graham, who was discovered working in the bowels of OMB, reviewing the District's budget.

Clearly, George is a person of high principle -- someone whose values are deeply felt, strongly asserted, and staunchly defended.

This has been demonstrated by his sometimes unpopular stands over the years. For example, as Dean of the Chicago Business School in the 1960s, he enraged demonstrating students and faculty by allowing Dow Chemical to express its right of free speech and recruit on campus.

As Secretary of the Treasury, he challenged President Nixon on the use of wage and price controls.

And as Secretary of State under President Reagan, he argued against the Iranian arms sale, although he was not able to prevent it.

George has even had the audacity to take measures other than those advised by *Washington Post* editorials.

I have to tell you, this doesn't bother me nearly as much as another example of his integrity. During the Reagan years, I probably saw more of George than any journalist in Washington, due to the hours we spent in his car traveling to and from tennis courts. And I never learned anything. He told me less than any official I ever knew. In this respect, he compares very unfavorably to Henry Kissinger.

George's qualities of courage, integrity, and wisdom have been revealed most often, of course, by what he's accomplished. During key periods in our history, George addressed critical issues in a uniquely principled and practical way. His understanding of both diplomacy and economics -- and how they interrelate -- made him an especially effective, and modern, leader. And his ability to define a vision -- and the means to achieve it -- enabled the country to make real progress in dangerous and difficult times.

The freedom, peace, and prosperity enjoyed by a growing number of people around the world are a noble and fitting legacy of his service.

Today George maintains his connection with public policy and Republican politics at Stanford's Hoover Institute. He's constantly thinking about economic and governmental issues. He's also an active and sought-after counsellor.

I'm delighted that our friendship has continued to flourish since he returned to California. People often say Washington friendships don't last, but sometimes they do -- and this one gives me special pleasure.

Tonight, George will speak about an especially critical and fast-changing subject. Although the rise of the Internet and other online communications is new, the role of information -- and information technology -- in world affairs is something George has thought about for a long time.

As far back as 1961, he co-edited a book that anticipated the impact computers were going to have on business. As Secretary of State, he stimulated the government to assess the implications of the information revolution for U.S. foreign policy.

In his extraordinary autobiography, he details how in the mid-1980s, he used the information revolution to help convince the Soviet leadership that its days were numbered -- unless it came to grips with the changes technology was bringing about in finance, manufacturing, politics, science, and diplomacy.

The new media exploding around us today present even greater challenges and opportunities. No one is better equipped -- by intellect, experience, judgment and honesty -- to help guide us through this landscape than our speaker this evening. So it is with enormous pleasure and eager anticipation that I introduce George Shultz.