



GRAND OPENING RECEPTION

AND DEDICATION OF

**THE BETSY AND WALTER STERN
CONFERENCE CENTER**

FEATURING A KEYNOTE ADDRESS BY

**ANDREW H. CARD, JR.
WHITE HOUSE CHIEF OF STAFF**

**TUESDAY, OCTOBER 11, 2005
5:30 – 7:30 P.M.**

**HUDSON INSTITUTE
WASHINGTON, D.C.**

KENNETH WEINSTEIN: Good evening, ladies and gentlemen. I'm Kenneth Weinstein, CEO of Hudson Institute. I am honored and delighted to welcome everyone this evening, especially our guest speaker, Secretary Card – who has, obviously, an extraordinarily busy schedule – other White House officials, the dozens of ambassadors present, our Hudson Institute trustees, and longtime friends.

This is a very special evening in the history of Hudson Institute, and it's not simply because of the incredible overflow crowd that we have here tonight. We moved our headquarters last year because our board of directors decided that there was no better place for Hudson to meet the unique challenges of the post-9/11 world than in Washington, D.C. At Croton-on-Hudson from 1961 to 1984, the founding generation of Hudson Institute, led by our great founder, Herman Kahn, faced the unprecedented challenges of the Cold War, of the dangers of strategic nuclear war, the very real possibility that totalitarian social organization would triumph over free societies. At the same time, American society underwent tremendous change: suburbanization, the rise of the service economy, the entry of women into the workplace.

From our Indianapolis headquarters from 1984 to 2004, we addressed the impact of those changes on our workforce, on our culture, and on our system of law. Now here in Washington, at this wonderful new facility, at the beginning of a new century, we at Hudson seek to do as well in the first half of the 21st century as we did in the second half of the 20th century. This is the challenge that we as researchers at Hudson have laid down for ourselves. We will provide intellectual tools, insight, and ways for thinking about our times. Our primary mission is future-oriented policy analysis that promotes global security, liberty, and prosperity. We intend to be international in outlook, interdisciplinary in approach. This task is not easy, but if we focus on the real and enduring as opposed to the ephemeral and the evanescent, we can succeed.

And this focus on the long term is precisely what Wally Stern, our board chairman of more than three decades, has done in his business and involvement in civic life, laying down the cornerstone for the next generation. Wally Stern is a man whose business has been the creation of wealth by persistence through careful tending of deep insight across decades, not following fads, and remaining focused on the task at hand. And with the exception of Herman Kahn, no individual has done more for Hudson Institute than Wally Stern, while his counsel and selfless generosity have been invaluable since he joined our board in 1973. And Wally is a man who understands that the success of his undertakings is its own reward. He has never sought public recognition for all that he has done, and his character, for those of us at Hudson, is an example as to how we should go about our business.

It took us literally years to convince Wally to allow us the honor of having his name on a Hudson facility. This conference facility also bears the name of Wally's wife Betsy, who has brought the same approach to all the things she has done in civic life. Her own family in Nashville embodied the highest sense of civic responsibility. That is how she was reared and that is how she lives.

Ladies and gentlemen, it is for that reason that it's a very great honor for me to be able to introduce the chairman of our board, Walter P. Stern.

(Applause.)

WALTER STERN: That was a wonderful introduction. It reminds me of the guy walking down the boardwalk in Atlantic City – when they used to have one – drops a penny in the slot – when that was worth something. Out comes a card. It says, you’re rich, handsome and intelligent. His wife looks at it and says, yeah, they ain’t got the weight right either.

(Laughter.)

I’ve had the privilege of chairing Hudson for over 20 years, taking over from Herman Kahn when he died. Herman was probably best known as a futurist and for challenging the conventional wisdom. Any institute is no better than the scholars who staff it, and I think we have some of the best scholars in the country here – (applause) – and I want them to be known as the scholars who think about the future effectively and occasionally challenge the conventional wisdom. Thank you on behalf of myself and my wife, Betsy, who could not be here, and I want to – this is a great honor, and I want to turn the podium over to our president, Herb London.

(Applause.)

HERBERT LONDON: This is a special privilege for me. I’ve been associated with Hudson Institute for 30 years. I actually started when I was about four years old. (Laughter.) I knew Herman Kahn and I’ve had the great privilege of working with Wally Stern. Wally has been a friend, benefactor, a mentor and a guide. There is no person who is more appropriately named for this site than Wally and Betsy Stern. They have been extraordinary for Hudson Institute, and it’s been a privilege to be associated with them and a privilege for me to be associated with the institute and serve as its president.

It’s also my special honor this evening to be able to introduce Andy Card. Andy Card is someone I have followed with great interest. He is the longest-serving chief of staff in recent memory. He is a person who has practical experience of rather extraordinary lengths. He has been the secretary of Transportation, as most of you know. He was a legislator in Massachusetts. He has been a man of many, many dimensions. He is also a person who is self-effacing, a person of extraordinarily sound judgment, a person who is loved and admired by almost everyone in the White House. I say almost because knowing the White House there should be some enemies somewhere. And it is certainly true that Andy has not only served with great distinction, continues to serve our president with great distinction, but he has brought great honor to this White House, he has brought great honor to this president, and he serves the American people with great honor as well.

It is my great honor to be able to introduce Andy Card to this Hudson Institute audience.

(Applause.)

ANDREW CARD: Well, this is a great privilege for me. First of all, I have great respect for the Hudson Institute and the scholars that you find, that you motivate, and that you pass on to help others create a future that is very bright. And so I’m thrilled to be here. And, Wally, you have

done so much, not just for Hudson Institute but because of the work that Hudson Institute has done. You have done a lot for the generation that is here today, but more significantly, future generations, and I thank you and Betsy, and it's appropriate that this facility is named in honor of you and your wife. So thank you.

(Applause.)

You know, I worked for someone who is well known to Hudson Institute, Mitch Daniels. I worked literally for him during President Reagan's tenure. So Mitch, with his long list and phenomenal memory and challenging thought was wonderfully motivating to me, but I don't want you to think that's the only Hudson Institute alum that has made a difference in the life that I live every day. Al Hubbard is certainly someone who does. And Tevi Troy, who is right here, makes a difference. (Applause.) I just saw Elliot Abrams at the White House, and he sends his greetings, and he certainly makes a difference for the president and for our country. We know that John Walters over in the drug czar's office is a Hudson alum – makes a huge difference. Pete Wehner, John McConnell and Ryan Streeter, they're all people who are making a difference right now serving at the White House. And because of the training that they had through the Hudson Institute and the motivation that you gave them, the difference that they make is real and it does have an impact on people.

Now, Herman Kahn, when he founded Hudson Institute, was a visionary who challenged everyone to think about the future. And he knew that the policies that were going to be put in place should be policies not just to address today's concerns but really to address tomorrow's needs. And what a great leader he was in academia, helping to create a climate where we could better predict how the future should be, and make sure it turned out that way, and how to motivate people to understand that their obligations are to take care of future generations, not just of themselves. And so Herman Kahn left a wonderful legacy in Hudson Institute and we appreciate it.

I will say with great pride that President Bush has been a student of Herman Kahn. Now, maybe he doesn't know that – (laughter) – but he is also a visionary who understands that his goal is to address problems that are real that will have a future impact with their solutions. And so the president is not a short-term visionary; he has a long-term vision and the courage to lead us toward that vision. And he does that every day when he comes to work, and I see that.

The war on terror, it's at the top of the president's agenda. Now, that is a vision that the president didn't think that he would have to bring to office. When he came to office he talked about other challenges that we had to address today for future generations, and I can say that he has addressed those challenges very well, starting right off with the effort to leave no child behind in education. The fruits of his labor to reform our education system won't be fully there until the next generation, but the president has laid the foundation so that we know that every child that gets an education in America will get a good education. And that was a visionary expectation that the president had, and he passed a law and it's being implemented right now, and that was visionary in the Herman Kahn tradition. So the Leave No Child Behind Act is very, very important and something that the president had a vision for.

He had a vision for changing our Medicare system, bringing more people into the reality that our government should be a partner in preventing people from getting sick and needing tremendous drains on services from our healthcare system, and that was part of the motivation to change our Medicare system, and we are in the midst of a revolution in Medicare that will, for many, many generations, have real results that will be good for America and good for American citizens, and prescription drug coverage is right at the top of that list, but even more important was the personal responsibility that was invited into the healthcare system through the Medicare reform. And that was also something that Herman Kahn would have said was very important to address. So the president did that.

Now, those were two visions that the president had when he came to office, and then his eyes were opened to another challenge, and we wish that our eyes never had to be opened to it, and that was the challenge of terror and fighting terrorism. The attacks on September 11th did change the world and did cause us to recognize the realities of the Islamic jihad movement that wants to destroy that which we understand is so important. I would encourage all of you to go read the president's speech from October 6th. It was a remarkable speech and it defined the nature of the challenge that we have.

And why do I talk about that in the context of the Hudson Institute or Herman Kahn? I talk about it because the result of defeating terror probably will not be realized during this president's tenure. This is a war that will have to be won every single day, but the ultimate victory will be many years away. And the president described that in that October 6th speech, and I do encourage you to go look at it and understand that we have a broader responsibility than thinking about the war on terror is just denying an attack today, or winning a battle in Afghanistan, or a challenge in Iraq. It's really changing the nature of that part of the world and making sure that Islamic jihadism of the radical nature is not compatible with the society that we all know is so important and the respect for law and the respect for human dignity that comes through the society that we celebrate.

You know, there is one other issue that the president has talked about, and it's a vision that he has had for America since he first started running for the office of the presidency, and that's a vision for a reformed Social Security. And there is a great domestic need, an economic need for us to reform Social Security. And the president has not lost that vision. He has not lost the expectation that we should have the courage to address the solutions, and he will continue to push to make sure the Social Security debate takes place. After all, that is very important and it's just about as important as winning the war on terror, and we've got to make sure that that happens because the status quo in Social Security is not sustainable, and the president knows that we have to change our Social Security system for the seniors that will be showing up 10, 20, 30, 40, 50 years from now. So it is a very important challenge and the president wants to address it.

But I also want to address one of the challenges that the president is addressing right now that will have an impact for a long time to come, and that's making sure that our Supreme Court understands just how important it is that we have a Constitution that is interpreted through its words and the expectations of our founding fathers. And he nominated a wonderful person to be the chief justice of the Supreme Court, John Roberts, and he has been confirmed, and he has

taken his seat on the bench and he is now administering the court and helping to guide our justice.

He has also nominated a pretty phenomenal woman to take a seat on that court right near John Roberts, someone who will help John Roberts accomplish that which is so important to all of us, and understanding that our Constitution means what it says and should be interpreted consistent with those words in an understanding of our founding fathers.

Harriet Miers is someone that I have known since before the president took office. She is truly a remarkable woman. In fact, she was breaking through the glass ceiling before most people even knew that the glass ceiling was there. She was trained as a mathematician, something that Herman Kahn would have liked, trained as a mathematician, who then fell in love with the law and spent a lifetime a lawyer and as a practitioner, and as a student of the law.

And she was the first female to be hired by a major law firm in Texas. She became president of that law firm, first female president of that law firm – became the first female president of the Dallas Bar Association, the first female to head the Texas Bar Association. She went on to do scholarly work in journals, legal journals. And she has taken a wonderful effort at reforming how the Texas Lottery Commission did its business at a time of tremendous need. She is an ethical person who respects the law.

And I have watched as she has counseled the president as he has had to address some of the most significant challenges in the history of our country, challenges, by the way, that require a constitutional understanding because the demands on the president are frequently challenged by those who want to interrupt the president's ability to be president. And our great Constitution does have Article 1 and we are Article 1, and we are represented by people who serve on Capitol Hill, and we have a wonderful branch outlined in Article 3 that provides justice, makes sure that the rule of law is respected and understands that there are consequences of people who don't follow the law.

But it's Article 2 that I find to be the most challenging to understand. Article 2 is the president. It's the executive branch of government. But Article 2 doesn't talk about the executive branch of government much; it talks about the role of the president as the leader of the executive branch of government. Harriet Miers understand that Constitution, and she has helped guide the president at a time when many of the constitutional outlines have been challenged by others who are also mentioned in the Constitution, Article 1 and Article 3.

So Harriet is an outstanding person and she will be terrific on the court. She will make a great justice and I am excited that the president has nominated her, and I look forward to her hearings, I look forward to her confirmation, and I look forward to her taking that oath. It means so much to all of us. The most moving experience that I have had in government have always centered around a hand going on a Bible, a right hand being raised to God, and words being administered, and in their simple words, simple words: preserve, protect, and defend the Constitution of the United States against all enemies, foreign and domestic.

That Constitution is America and it is very important that when people take that oath they understand it, whether they serve in the legislative branch, judicial branch, or the legislative branch. And Harriet Miers understands that oath and what it means. And she serves the president right now who took that oath and keeps it every day. And I remind you that the president cannot keep his oath without a lot of help. The help comes obviously from people who work at the White House. It is our only job for being there to help the president.

It comes from everyone who serves in the executive branch of government, whether they are a political appointee, a cabinet member appointed by the president, confirmed by the Senate, whether they are a career foreign service officer, a public servant, whether they are wearing a uniform as a volunteer in the Army, Navy, Air Force, Marines, or the Coast Guard. The president knows he needs their help to keep his oath, and I would ask you, as you help think about the future – and that is what Hudson Institute does so well; they think about the future – remember that there are those who are wearing uniforms, who took an oath to protect and defend that Constitution, and then added another oath that promised to follow the command of the commander-in-chief, and they make it possible for you to talk about your thoughts about the future as that Constitution says that you can.

So God bless America, and God bless the opportunities that we have in this great country. Thank you very much and congratulations to Hudson Institute.

(Applause.)

(END)