

April 12, 1990

## MEMORANDUM

TO: Deans/Vice Chancellors  
FROM: Robert Heinenway  
RE: Policy Thinking

A recent article in the New York Times by William Safire reported George Bush's advice to his cabinet at the beginning of his administration.

While our aims are somewhat more modest -- I doubt if U.K. decisions are likely to have much effect on the Middle East -- there may be some value in sharing Bush's hopes for his cabinet. I have listed the relevant points below, thinking they may be adaptable to our task at U.K.

1. Think Big.
2. Challenge The System.
3. Adhere to the highest ethical standards.
4. Be on the record as much as possible.
5. Be frank.
6. Fight hard for your position.
7. When the [President] makes a call, we move as a team.
8. Work with Congress.
9. Represent the U.S. with dignity.

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