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David Ho on AIDS in China; Corporate Boards Panel.

NEW MEMBERS PAGE 8

Maya Lin, Lisa Ling and John Woo join the Committee.

C100 STATEMENT ON OUTSOURCING PAGE 10

A call for more light, less heat on this politically charged topic.



At the forefront of the Committee's April 2004 conference in Los Angeles: from left, Andrew Cherng, Herman Li, Dominic Ng, David Ho, Jerry Yang, Bob Lee and Charlie Woo.

COMMITTEE OF 100 ASIAN PACIFIC AMERICAN (APA) CORPORATE BOARD REPORT CARD

APAS SIGNIFICANTLY UNDERREPRESENTED ON FORTUNE 500 BOARDS

The governing boards of America's most prestigious companies include few Asian Pacific American (APA) members. Only one percent [#=61] of total Fortune 500 board seats in 2003 [#=5,875] were held by persons of APA descent. Yet, APAs represent 4.4% of the U.S. population and are projected to triple in number by 2050—will corporate America catch up?

The Committee's first annual APA Corporate Board Report Card was presented at an April 1 press conference at the Los Angeles Chamber of Commerce by C-100 General Counsel **Wilson Chu**. "The companies making the grade are the ones with Asian Pacific Americans on their boards," said Chu.

Of the Fortune 500 corporate boards, 56 (11%) have at least one APA director—they include such luminaries as General Electric, Staples, American International Group, Avon Products, United Airlines, and Intel. C-100 members hold nine of the 61 APA board seats—**John Chen** (Walt Disney, CIT Group), **Sue L. Gin** (Excelon), **Dominic Ng** (PacifiCare Health System), **Leslie Tang Schilling** (Golden West Financial Corp.), **Carolyn Y. Woo** (AON Corporation, Circuit City, Nisource Inc.), and **Jerry Yang** (Cisco Systems).

Untapped Talent Pool and Growing Market Segment

"Our Report Card is a message of missed opportunity to corporate America—APAs are an untapped talent pool and a growing market segment. They can positively impact your bottom line. That makes good business sense," said Chu. He explained that Asian Americans are the most educated and affluent ethnic group in the U.S. They are nearly twice as likely to have a college degree as the general population (47% compared to 27%—U.S. Census, 2002) and their household incomes are the highest of any racial group, "If you were a Fortune 500 bank, wouldn't you like strategic insights into this lucrative market? The late UC Chancellor **Chang-Lin Tien**, when he was on the board of Wells Fargo, was instrumental in helping Wells Fargo capture a significant share of the Asian American market." CONT'D ON PAGE 3

PROFILE IN GIVING

CYRUS TANG AND THE TANG FOUNDATIONS

Cyrus Tang was presented with the Committee of 100's first Humanitarian Award at C-100's annual conference this April, for his exceptional philanthropic contributions in the U.S. and China. A soft-spoken and private man, Tang rarely attends public events, preferring to meet directly with the many people and organizations he helps through the Tang Foundations.

Tang is CEO of Tang Industries, a multi-faceted group of enterprises involved in steel, metals processing, manufacturing, and pharmaceuticals that grosses over \$1 billion a year. Even more remarkably, Tang has given over \$100 million to three foundations that support health and education projects in the U.S. and China—probably surpassing any other Asian American philanthropist in generosity.

According to Tang's friend and "disciple," Bear Stearns investment banker **Donald Tang**, who presented the award to Tang, "he says he has just gotten started."

The Tang Foundations are: **The Chung Ying Tang Foundation**, which makes grants to American non-profit organizations in the areas of education, public health and citizen engagement; **The Tang Foundation for the Research of Traditional Chinese Medicine**, which operates research centers at the University of Chicago and the Chinese Academy of Traditional Chinese Medicine in Beijing; and **The Cyrus Tang Foundation**, which supports university scholarships, primary schools in remote areas, libraries and hospitals in China.

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BOB LEE CHAIRMAN, COMMITTEE OF 100



As summer rolls in the sounds of the November elections grow louder and louder. The presidential race seems to reflect the adage "the best defense is a good offense." The result is that each candidate is leveling new criticisms at each other on practically a daily basis.

With this as a backdrop, the Committee of 100 continues to work towards its dual mission: to promote the full participation of Chinese Americans in all facets of American life and to foster better U.S.-China relations. We are making good progress with our ongoing projects: Asia in the Schools, the Corporate Board Initiative, establishment of the Greater China office, and mentoring activities.

But recently we have focused our attention on the debate around "outsourcing." Given the nature of our organization, we are not going to weigh in on the advantages or disadvantages of outsourcing. We will leave that to the economists and the politicians. But given the potential for the outsourcing debate to spill over to harm Chinese Americans, we are actively promoting two important points:

- the debate should be fair and factual
- the debate should not imply that Chinese Americans are part of the problem

We have issued a public statement aimed at the major candidates for public office, urging them not to let the debate spill over to the way Chinese Americans are viewed in this country. After all, we, Chinese Americans, are just as impacted as any other Americans by this activity. You can read our statement on page 10 of this newsletter.

We also have been collecting key articles on both sides of the argument and placing them on our website for all to access. We encourage those interested in this subject to visit www.committee100.org and take advantage of this growing body of knowledge.

Equally important is the need for Chinese Americans to be seen and heard before, during and after the upcoming elections. We need to support the numerous organizations around the country that are encouraging Asian Americans to get out and vote as well as run for public office.

I applaud the great efforts of CAUSE (Center for Asian Americans United for Self Empowerment), CAPA (Chinese American Political Association), 80-20, and APAICS (Asian Pacific American Institute for Congressional Studies), to name just a few of these organizations. Their dedication to increasing the power of our voice in the political process is making a difference. They deserve our support.

I also encourage each of us to get involved with a political party. Role models for this kind of involvement include Committee of 100 members John Tsu, Matt Fong, Anna Chennault, David Lee, John Chiang and Charlie Woo.

I personally find it very inspiring and rewarding to stand shoulder to shoulder with others in the Asian American community as we make a difference "in all facets of American life." What will you do in this regard?

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OUR DUAL MISSION is to promote the full participation of Chinese Americans in all fields of American life AND to encourage constructive relations between the peoples of the United States and Greater China.

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CONT'D FROM PAGE 1 CORPORATE BOARD REPORT CARD



C-100 members holding Fortune 500 board seats include: (from left) John Chen, Sue L. Gin, Dominic Ng, Leslie Schilling, and Jerry Yang.

NASDAQ 100 Companies Score High

In the more technology-focused, entrepreneurial NASDAQ 100, the Report Card found, not surprisingly, that APAS held 4% (#=37) of the 909 director seats, at parity with the general APA population. An impressive 31% of NASDAQ 100 companies have APA directors in 2004. "This finding corroborates some of the anecdotal information we have heard about a number of APA executives who have encountered a 'glass ceiling' at Fortune 500 companies," the Report Card states, "prompt[ing] some of these executives to use their entrepreneurial skills to launch their own firms, many of which are now part of the NASDAQ 100."

Among NASDAQ's APA corporate directors are C-100 members **Chi-Foon Chan** (Synopsis, Inc.), **David S. Lee** (Linear Technology Corporation), Lip-Bu Tan (Flextronics International) and **Jerry Yang** (Yahoo, Inc. and Cisco Systems). Chu suggested that Fortune 500 companies could draw experienced APA directors from this NASDAQ talent pool.

Corporate Board Gatekeepers Seek APA Candidates

Three prominent executive search firms have joined the Committee's APA Corporate Board Initiative, providing research support for the Report Card and acting as gatekeepers for the recruitment and placement of qualified APA board candidates.

Kyung Yoon, Vice Chairman of Heidrick & Struggles, said that for the first time corporations are expanding their search for board candidates beyond the high-profile, mainstream executives who still occupy the majority of corporate directorships. As a result of the stringent new requirements of Sarbanes-Oxley legislation, she said, "our clients are demanding from us creativity, new ideas and greater focus on diversity" in the search for board candidates. Yet, she noted, APAs are not often considered as board candidates because they have relatively low profiles. Yoon suggested that the Committee and its partners identify and profile the top-tier APA candidates so that they become better known among the corporate decision-makers.

Joseph Griesedieck, Vice Chairman of Korn/Ferry International, said, "In the last two years at least 60% of the board searches that I've conducted have specified diversity and more specifically, Asian Pacific Americans. I think that we're going to see that trend continue." But, he cautioned, "diversity for diversity's sake is not the answer. Sarbanes-Oxley doesn't specify diversity, it specifies good corporate governance. Good directors have to be active, they have to be independent thinkers, they have to be prepared to deal with issues they didn't have to deal with a decade ago." Yet, he projected that just as BusinessWeek now reports on the "good boards and the bad boards, it's not going to be long before they report on which boards are diversified and which are not."

Michael C. Bruce, Managing Director of Spencer Stuart's Southern California office, noted that the number of major companies with board directors who are African American (75%) or Hispanic (29%) has greatly increased in recent years. Although Bruce saw no negative attitudes toward APAs in the boardroom, he believed that there is a "lack of awareness of the talent that APAs have for boards." But, only the most accomplished APAs need apply: board candidates "have to be stellar with highly distinguished careers and known ethics and values."

The full Report Card is online at the Committee's website, www.committee100.org.

UNTAPPED OR UNWANTED? CLUES FROM BASEBALL AND BASKETBALL

"Like old-time baseball teams that failed to sign black athletes until Jackie Robinson broke the color barrier in 1947, companies aren't using all the talent in the workforce, says Raymond Ocampo, former Oracle general counsel and a director in five midsize companies, including Internet firm Keynote Systems in Silicon Valley."

—USA TODAY, APRIL 15, 2004

Raymond L. Ocampo Jr. sits on the advisory board of C-100's Corporate Board Initiative. He writes:

Public companies are not using the resources available to them, just as athletic teams failed to do so for decades.

For years it was simply assumed that baseball players from Japan and Korea could not play in the major leagues here. Today, thanks to players like Ichiro, we know that the assumption was incorrect.

Similarly, until recently National Basketball Association teams didn't recruit players from Europe and elsewhere, but now most teams have lineups with an international flavor, including players from China.

Still, professional athletic teams have been agonizingly slow in placing minorities in the "front office" (ownership and leadership positions), which may suggest that as difficult as it is to create a level playing field for baseball and basketball players, it may be much more difficult to open up opportunities for minorities – especially Asian Americans – on corporate boards.

The C-100 report provides an opportunity for companies to examine whether they, like American baseball and basketball teams, have blind spots preventing them from scouting Asian American talent for their boards. The most astute companies will be the first to shed assumptions that may put them at a competitive disadvantage.

PRESS
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"Boards Seat Few Asian-Pacific Americans"

USA Today, April 15, 2004 By Edward Iwata
READ FULL ARTICLE ON WWW.COMMITTEE100.ORG

Despite their stellar business feats and growing numbers in the U.S. population, only a handful of Asian-Pacific Americans wield power in the boardrooms of large companies . . . according to a recent report by the Committee of 100, a group of Chinese-American leaders in business, academics and the arts.

"We're not here to browbeat people," says **Wilson Chu**, chairman of a committee taskforce on Asian-Pacific American directors and a partner at the Haynes and Boone law firm in Dallas. "We're here to build awareness and show Corporate America that it has missed opportunities by not considering Asian-Pacific Americans as directors."

Why the dearth of Asian-Pacific American directors at big firms?

Low visibility

Large corporations haven't looked hard enough for strong candidates in their own ranks or at rival companies.

The good old boys' network

The high-powered network of executives and directors is opening for women and ethnic minorities, but it's still mostly closed to Asian-Pacific Americans.

Racial stereotyping

Asian-Pacific American executives say that some white higher-ups stereotype them as quiet worker bees who lack "leadership" skills.

CELEBRATION, PRIDE AND COMMITMENT SHINE AT C100 CONFERENCE IN PASADENA THIS APRIL



C-100 member Jeremy Ho and Committee Chair Bob Lee meet at the members' business meeting.

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Addressing 600 guests at the Committee of 100 Gala Dinner in Pasadena's Ritz-Carlton Hotel on April 2, C-100 Chair **Bob Lee** captured the spirit of the crowd when he said that "being in this room filled with pride for our Chinese and American heritage and ready to celebrate our collective successes as a community" was "simply priceless."

For its thirteenth annual conference, the Committee chose the theme "At the Forefront of American Progress" to honor a few Chinese Americans who have risen to those heights and to inspire many others to emulate them. Many of the C-100 members attending shared their career experiences with 250 Asian American students and young professionals at the Second Annual Mentoring Breakfast.

Attended by over 1,000 people, most of the conference was dedicated to discussion of weighty topics, from AIDS in China to the corporate glass ceiling to the impact of Asian Americans on the 2004 elections. It was also an opportunity for Committee members, a record 66 in attendance, to set C-100's



C-100 Chair Bob Lee and Secretary Wilson Chu celebrate the end of another successful conference.

agenda for the coming year and bond with one another in a variety of social activities outside the conference.

Four Committed Chinese Americans Win 2004 Honors: Cyrus Tang, Gary Locke, Jerry Yang, and David Ho

For his extraordinary dedication to philanthropy in China and the U.S., Cyrus Tang and the Tang Foundations received the Committee's first Humanitarian Award [see article in this issue].

The first Chinese American governor in the U.S., Washington Governor Gary Locke is also one of the most popular and articulate Democratic politicians. **Charlie Woo**, who presented the award to Locke, recalled that when Locke opened for Bill Clinton at the 2000 Democratic convention in Los Angeles, "he repeatedly brought the audience to their feet, jumping up and down, acting like real Democrats. With the energy and electricity he brought to the hall, many would agree with me that he was the most dynamic speaker of the night." Locke told the Gala audience that "because our ancestors gave their blood, sweat and tears for the prosperity that is now America, [Chinese Americans] have every right, indeed a responsibility, to be active politically and to help shape the policies that affect us every day, and that's why I have entered into government."

The Internet and World Wide Web culture were shaped by the honoree **Jerry Yang**, co-founder of Yahoo!, the Internet company that first propelled us into a new, interconnected world with its revolutionary navigational website. Beyond his phenomenally successful company, Yang "created a unique culture that young people aspire to," said **Dominic Ng**, praising Yahoo!'s egalitarian work place, where everyone, including Yang, dresses casually, and eats together in the cafeteria. Yang told how a reporter had asked him, "This Committee of 100 is 125 really rich, really famous Chinese Americans who get together and pat each on the back, right?" Yang replied that "the reality is that we are normal people," and like many other C-100 members, he came from an ordinary background, arriving in the U.S. from Taiwan as a ten-year-old with his widowed mother and little brother. "America allows the opportunity for someone like me to do what I've done and to give back to the

country I came from and to the one I love, which is America."



Philanthropist Cyrus Tang (l) and Donald Tang, who presented him with the Committee's first Humanitarian Award.

The fourth honoree was **Dr. David Ho**, for his pioneering HIV/AIDS research and devoted work last year to help Chinese health officials deal with the SARS epidemic [see article on Ho's China AIDS Initiative in this issue].

Pacific Time Radio Wins C-100 Headline Award

C-100 Governor **Henry Tang** presented the Headline Award to George Lewinski, the producer of *Pacific Time*, a syndicated program now aired on 50 public radio stations in the U.S. and Hong Kong. Produced at KQED in San Francisco since November 2000, *Pacific Time* is a weekly half-hour of piithy news and features covering Asia and Asian Americans. Hosted by Nguyen Qui Duc, much of the coverage has concentrated on China and Chinese Americans, with correspondents in Greater China and stringers throughout the U.S. (including Sam Chu Lin in California). The Committee has never before honored a journalist in the medium of radio (past Headline Award recipients include Mike Wallace and Bill and Judith Moyers), but *Pacific Time* is the first national radio program with an Asian American focus.

Keynote Speakers and Panels Probe Issues on Committee's Agenda

Two full days were dedicated to probing a variety of topics in U.S.-China relations and Asian American affairs, closely following the interests of the Committee's action agenda. This issue of *Committee Bridges* highlights only a few of the conference presentations, with complete coverage on the Committee's website.

Among the primary speakers were China's Ambassador to the U.S., Yang Jiechi, who gave a major address on U.S.-China relations; senior executive vice president of



Honorees David Ho and Gary Locke with gala dinner host Kelly Hu (center).

the Walt Disney Company, Peter Murphy, who spoke on opportunities for growth in China's entertainment industry; and **David Ho**, examining the challenges and opportunities posed by AIDS and SARS in China.

Panels explored such issues as the interplay between politics and economics in the Sino-American relationship, the impact of Asian Americans on the 2004 Presidential elections, progress in promoting education about Asia and Asian Americans in our public schools, Asian American philanthropy, and how to increase the presence of Asian Americans in the boardrooms of Fortune 500 corporations.

The speakers included many prominent California leaders, including U.S. Congressman Mike Honda, former California State Treasurer **Matt Fong**, California Secretary of Education Richard Riordan, Greater Los Angeles United Way President Joseph Haggerty, and Los Angeles Mayor James Hahn. Actress Kelly Hu (star of "X-Men 2" and "Martial Law") hosted the Gala Dinner, one of several Chinese-American Hollywood celebrities on the conference program, along with actor Russell Wong, Los Angeles ABC7 reporter Denise Dador, and action choreographer Daxing Zhang.

Behind the Annual Conference—the Sponsors, the Leaders, and the Staff

Beyond its role as a national forum on issues of importance to Chinese Americans, the C-100 conference is the organization's chief fund-raising event, providing support for its year-round operations.

In 2004, a record \$1.2 million came in, much of it from corporate and individual Sponsors. The top Diamond Sponsors were the Tang Foundations, Panda Restaurant Group, Jean and Donald Tang, the Charles B. Wang Foundation and J-M Manufacturing Company. This year, as in the past several years, Mercedes-Benz USA has been a major sponsor, and at the Gala Dinner the company's Joe Johnson thanked the Committee for the opportunity to be associated with the event. Although many of the sponsors

have ties to the Committee, many others, like Mercedes, do not, but see the conference as a good way to reach Asian American pacesetters—including AT&T, Prudential Financial, IBM Corporation, Verizon, and U.S. Trust Company of New York.

Four Los Angeles-area co-chairs shared responsibility for the tremendous work involved in fundraising and program planning: **Dominic Ng** (East West Bank), **Herman Li** (C & L Restaurant Group), **Charles Woo** (Megatoys), and **Andrew Cherng** (Panda Restaurant Group). Backing them up was the C-100 staff, especially Executive Director Alice Mong, Program Director Kathy Lee, Development Consultant Theresa Kim, Public Relations Director An Ping and Kristine Young, along with Michael Lee, Alice Chen, Christina Kuo and Greater China Director Terri Shia.

Logistics and event coordination were deftly managed by Lori Tannyhill (Deloitte & Touche), Emily Wang (East West Bank) and Audrey Wu (Global Wu Communications). Journalist Sam Chu Lin once again was announcer for the Gala Dinner, and designers Bryan Ong and Pritsana Kootint of orangejacket produced the elegant celadon green conference program. Carol Edgar and Andrew Frank were the crucial media liaisons, not only for the conference itself but for the Corporate Board Report Card press conference held the day before, resulting in coverage not only in California media but a major feature in *USA Today*.

Even the nearly sleepless staff was pressed into joining the members and their spouses for a visit to Disney Studios in Burbank where the group previewed Jackie Chan's upcoming film, a remake of "Around the World in 80 Days," and feasted on an East/West buffet dinner. Dominic Ng hosted a post-conference dinner (courtesy of Panda Restaurant) for all members, volunteers, speakers and staff at his home in Pasadena, and, on behalf of the Committee, artist **Shao Kuang Ting** gave one of his striking paintings to each of the four conference co-chairs and Alice Mong.



Enthusiastic audience responds to the popular panel on Asian Americans in the entertainment industry.



Leo Chu, Vice President of Creative Affairs for Disney's animated films, on the entertainment panel.

C100 SECOND ANNUAL MENTORING BREAKFAST



Chief Yahoo Jerry Yang (r) hosted a table at the C-100 Mentoring Breakfast.

"The mentor/mentee breakfast was exceptional. Life offers very few opportunities to meet giants in one's field. Through his actions, Dr. **David Ho** reminded me of my obligations to my profession as well as to the world at large."

— JERRY JEW, GRADUATE STUDENT IN MEDICINE, UNIVERSITY OF IRVINE

"My mentor [**Leslie Tang Schilling**] focused not on her career achievements (which were all impressive) but on her future goals and projects. I found her ambitious nature to be inspiring."

— ALLEN CHI, DIRECTOR, MERGERS & ACQUISITIONS, MERISEL INC.

"The mentor at my table was **Shirley Young**. Given her marketing background, I really enjoyed her legendary experience and passionate attitude toward life and work. Moreover, because it was an interactive process. I also learned from my peers at the table."

— QI PAN, MBA GRADUATE STUDENT, UNIVERSITY OF SOUTHERN CALIFORNIA

CONFERENCE
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DR. DAVID HO APPEALS TO CHINESE AMERICAN COMMUNITY: JOIN THE FIGHT AGAINST HIV/AIDS IN CHINA



from left: Charles Henry, Stewart Kwoh, David Ho, and Denise Dador

If the AIDS epidemic in China continues to spread at an annual rate of a 30% increase in infections, ten to twenty million Chinese will have HIV/AIDS by 2010. "This human tragedy in China must come to the fore in the mind of every Chinese American. I appeal to your sense of responsibility and ask you to join the struggle." One of the nation's most respected and dedicated AIDS researchers and a 2004 honoree at C-100's annual conference in Los Angeles, Dr. **David Ho** pled with fellow Chinese Americans to help stop what he said was an "avoidable humanitarian crisis" in China.



Los Angeles Mayor James Hahn, David Ho, and Charlie Woo at the opening luncheon of the conference.

In his thank you speech at the gala dinner and his conference presentation, Ho described China's rapidly spreading AIDS epidemic and the China AIDS Initiative that was launched under his leadership last November.

An estimated one million Chinese are infected with the HIV/AIDS virus. Most infections stem from two distinct epidemics—one coming out of the Golden Triangle in Southeast Asia in the 1980s spread by injection drug users in bordering Yunnan province, and the other caused by the widespread practice of peasants selling blood for extra cash, centered in Henan province in the 1990s. Both populations are mobile, and the infection has moved quickly throughout China.

Ho has visited villages in Henan province where nine out of ten funerals are due to AIDS, and over 50% of women of childbearing age and nearly a quarter of children have the virus. Ho says that, as in sub-Saharan Africa, the middle generation is missing. Grandparents are caring for children, and many other orphans have no adult relative to care for them.

As director of the Aaron Diamond AIDS Research Center (ADARC) in New York City and a 20-year veteran in the diagnosis and treatment of AIDS (his role in inventing the life-saving "AIDS cocktail"

won him the honor of being TIME's 1996 Man of the Year), Ho decided to mobilize all the resources at his command to create the China AIDS Initiative, launched in November 2003, when he took President Bill Clinton to a summit on AIDS at Tsinghua University in Beijing. Clinton had given Ho the Presidential Medal of Honor in 2001 shortly before leaving office.

Funded in part by the Clinton Foundation, the China AIDS Initiative is an international collaboration with both Chinese and American partners, ranging from the Chinese Academy of Medical Sciences to The Brookings Institution. Because AIDS in China is like a many-headed dragon, says Ho, it needs to be tackled with a comprehensive approach, attacking the disease through prevention, education, and advocacy, as well as diagnosis and treatment.

Even so basic a task as diagnosis has been neglected in China. As many as 90 percent of Chinese infected with HIV/AIDS don't even know they have it, he said. Because there is such a high stigma to being an AIDS patient, there is little incentive to get tested. Chinese leaders have rarely taken a public stand on such a sensitive topic, but after the SARS epidemic last year and an image carried throughout China of Clinton embracing a young man with AIDS at the Tsinghua summit in November, there have been some well-publicized signs of a change in attitude at the top.

In December, Premier Wen Jiabao visited AIDS patients on World AIDS Day—the first high-level contact between victims of the epidemic and a Chinese leader—a sign, Ho says, that the "new-style" national leadership is "enlightened." Even more meaningful to Ho was a three-day visit by the Health Minister Wu Yi to Henan villages stricken with AIDS.

Ho believes that the Chinese government can effectively conquer AIDS if it makes the disease a high priority, just as it did SARS. As Americans and especially as Chinese Americans, says Ho, "we have to be a bit presumptuous to come in and say we want to help." That the Chinese government is welcoming the China AIDS Initiative is a hopeful sign.

TAKING YOUR SEAT IN THE BOARDROOM:

TIPS FROM ASIAN AMERICAN CORPORATE STARS



from left: Carolyn Woo, Wilson Chu, Deborah Soon, Kyung Yoon, Susan Wang

Boosting the number and influence of Asian Pacific Americans (APAs) on the governing boards of corporate America is the goal of the Committee's Corporate Board Initiative, chaired by **Wilson Chu**. While corporations must expand diversity on their boards and reach out to previously untapped sources of talent, equally important is getting more qualified APAs into the corporate board pipeline.

In Los Angeles, Chu led an animated discussion with four top APA executives, all of whom happened to be women. Two panelists represented four of the 61 Fortune 500 board seats held by Asian Americans in 2003: **Carolyn Woo** (AON Corporation, Circuit City, Nisource) and Susan Wang (Calpine). Two other panelists had extensive expertise in the corporate board selection process: **Kyung Yoon**, Vice Chairman of Heidrick & Struggles International, one of the nation's top executive search firms, and **Deborah Soon**, Vice President of Executive Leadership Initiatives of Catalyst, a research organization that works with corporations to maximize the role of women on their boards.

Diversification pays, said Soon, whose organization found that Fortune 500 companies with the greatest diversity on their boards outperformed their counterparts by 35% in terms of return on equity and return to shareholders. She also noted that Asian Americans can take heart from the fact that the number of women on top corporate boards is slowly increasing, with 13.6% of all Fortune 500 board seats now held by women. Even better news is that every Fortune 100 company has at least one woman in its boardroom.

Why be on a corporate board?

There's glamour, generous compensation in money and stock options, and what could look better on your resume? There's also the greater good to consider—with more APAs on corporate boards, not only does Asian

American influence increase, but our overall image is improved in corporate (and mainstream) America. However, board membership also brings liability risks, and, especially after Sarbanes-Oxley regulations, many hours of long meetings and homework.

- After retiring from Solectron as the nation's highest-ranking female executive in the electronic manufacturing industry, Susan Wang decided to seek board positions in both the corporate and non-profit worlds. "Being on a board was something I chose to do, to stay engaged and active. As a board member, I represent the interests of the shareholder. There's a lot of learning involved, listening to different points of view about corporate strategy in different industries. Also, there's a return to the community. Having been singled out as a high-achieving APA, I didn't want to retreat completely, and have the community lose an example of an APA who can be a leader in business."

Who's a good board candidate?

Carolyn Woo reminds us that even though boards have an incentive to diversify the pool of candidates, "in the end, the selection criteria are applied to the individual." Those criteria are among the toughest possible for the fewer than 6,000 Fortune 500 board seats in the U.S. Kyung Yoon's corporate clients look for these qualities:

- A "stellar reputation" and proven track record in a significant business.
- A position in the top tiers of a business. Because so many CEO's are already overburdened with board positions, or "boarded up," Yoon says that lower-level executives are now being nominated—for example, COOs, CFOs, and Directors of Asian Pacific Operations.
- "Google-worthy"—in other words, having a high media profile.
- Known to other board members, by reputation or personally.

Advice to aspiring board members

Fortune 500 board membership comes well into one's business career, but the path to a seat in the boardroom begins as early as college.

- High achievement is important, but so is developing one's individuality. Woo is Dean of the Mendoza College of Business at the University of Notre Dame, and she often encounters Asian American students who successfully "build perfect resumes but never gain their own voices. That type of thinking is a cage. You've got to have your own interests and take risks."
- Take clear positions in meetings and speak out when you have something important to say. Woo says public speaking experience is especially important for those brought up in traditional Asian households, in which self-promotion is discouraged.
- "Cast your net wide," suggests Deborah Soon, because "fewer than 20% of board seats are filled by search firms" and instead come through personal referrals. "Never burn a bridge," said Wang, "Nurture relationships upwards, sideways, downwards." After all, she says, those you mentor will become CEOs someday. Woo adds that getting involved in a wide range of activities in school, church, or non-profit groups means that many people will be able to look at the way you make decisions.
- Seek mentors and "sponsors" who can give you opportunities to make your influence felt, but don't become too dependent on them. "It's very important that you broaden your support base," said Yoon, or you won't get far in an organization.
- Attend corporate board "bootcamps," like the kind that C-100 member **Carolyn Chin** holds. "All the board nominating committees are looking for independent directors now," she said, and APAs have an unprecedented chance to advance in corporate America.

百人 C100 NEW MEMBERS

MAYA LIN



Maya Lin's body of work envelops both art and architecture, each piece conceived in its environmental context and inviting the viewer to enter. In her

book, *Boundaries*, Lin describes her work as "site-specific"—balancing, reflecting, and changing the surroundings to create a building, sculpture or memorial that feels "natural." Lin's art clearly reflects her dual heritage as a Chinese American living between two cultures, but she told Bill Moyers in "Becoming American: The Chinese Experience" that it has taken her twenty years to grasp how the cultural values of her immigrant parents, both artists, pervade her "strong clear vision." That vision emerged when she was a Yale University undergraduate in 1981 and her design for a Vietnam Veterans Memorial was selected in an open nationwide competition. The black granite wall rising out of the earth engraved with 58,000 names has proven so powerful a national symbol that it is one of the most-visited attractions in Washington, D.C. Lin juggles as many as twenty on-going projects from a studio in New York City, among them a series of landform sculptures in the Pacific Northwest for the 2005 bicentennial of Lewis & Clark's journey and a chapel for the Children's Defense Fund in Tennessee. Lin's deep commitment to bringing striking, affordable design to non-profit institutions may also be seen in New York University's Asian/Pacific/American Studies Institute and the Civil Rights Memorial for the Southern Poverty Law Center in Montgomery, Alabama.

LISA LING



Lisa Ling, host of MSNBC's "National Geographic Ultimate Explorer," may be the most recognized Asian American face on

American television, and her career path can only be described as singular. Just 30 years old, Ling was 16 when she debuted on national television, hosting "Scratch," a teen magazine show, and 18 when she became an international correspondent for the high school network, Channel One. She was drawn to the most dangerous and challenging stories, covering the Taliban's rise in Afghanistan, Colombian cocaine rings, and Russian smuggling of nuclear weapons. Ling's stardom exploded in 1999 when Barbara Walters invited her to speak for the younger generation on ABC's "The View," a popular talk show featuring five accomplished women. "Ultimate Explorer" allows Ling to combine hard journalism with entertainment and a world-wide angle of vision. For her premiere show, she did a much-watched interview with basketball star Yao Ming (sneak previewed at C-100's 2003 gala dinner, which was exceed by Ling), and she spent this February in China shooting a show on American adoption of Chinese baby girls. Ling notes, "They're the most discarded members of Chinese society, and yet they have the last laugh being adopted by affluent American families." Ling finds time to give talks to Asian American student groups and is active in the Asian American Journalists Association.

JOHN WOO



By the time film director **John Woo** emigrated to the U.S. twelve years ago, Hollywood was already under his thrall. Woo's Hong Kong films with

their dramatically choreographed action sequences and striking cinematography—especially "A Better Tomorrow" and "The Killer," both starring Chow Yun Fat—had won American fans and imitators. In 1993, Woo became the first Asian director to make a major Hollywood studio film, "Hard Target" starring Jean-Claude Van Damme. His American films are classic action dramas with strong characters portrayed by leading Hollywood actors, including "Broken Arrow" (John Travolta), "Mission Impossible II" (Tom Cruise), and "Windtalkers" (Nicholas Cage). In keeping with Woo's support of American charities benefiting children, he has been invited to direct a short documentary film in China for UNICEF's "The Invisible Children," to dramatize the problems faced by children worldwide. "I feel that I am a bridge between East and West, and this project will let people know about the true Chinese character." Woo also dreams of filming "The Romance of the Three Kingdoms" in China, a story that he sees as a metaphor for the divisions between China and Taiwan today. Closer to fulfillment is "The Divide," a film based on a true story about the hard-won friendship between Chinese and Irish railroad workers in 19th century America.

HONORABLE MENTIONS C100

RECENT AWARDS TO C100 MEMBERS

The Asia Society honored **Ronnie Chan**, Chairman of the Hang Lung Group, at its annual dinner February 25 for his outstanding contributions to the Society and his work in fostering closer Sino-American ties. The evening was a great success for Asia Society, and many credited the honorees (all of them significant investors in China, including Rupert Murdoch and Maurice Greenberg) with the vast network of friends and colleagues who came to pay tribute, among them C-100 members **I.M. Pei**, **Henry Tang**, **Dennis Wu**, **Shing-Tung Yau**, and **John Young**. Besides heading up one of the largest investment groups in Hong Kong, Ronnie Chan has dedicated much of his time to educating Americans about Greater China and assisting in the economic development of China. Paul



Paul Kazarian presents Ronnie Chan with the Asia Society's Bridge Builder award.

Kazarian, founder and Managing Director of Japonica Partners, in introducing Chan, said, "No one better deserves this honor than Ronnie," singling out his efforts on behalf of establishing the Asia Society's Hong Kong Center.

—ANDREW FRANK

"Path-breaking lawyer and fearless activist" **Alice Young** was given the Asian American Legal Defense and Education Fund (AALDEF) 2004 Justice in Action award by eminent legal scholar Derrick Bell on March 25 in New York City. Bell, Harvard Law School's first tenured black professor and Young's mentor, said that she had broken more difficult barriers as an Asian American woman than he had in his career. Young was in the first Yale University class that admitted women and was one of only three Asian Americans in her law school class (1974). At the age of 30, she became a partner and started a branch office for the distinguished Kaye Scholer Law Firm. Bell praised Young as "an ardent voice for the civil rights community" who "has mentored literally hundreds of law students and young lawyers." Young said that her activism "stems from my feeling that there is injustice in inaction. We have an obligation as citizens and human beings to do more than just stand by when we believe that things are not right. . . . I hope that this award will encourage corporate lawyers, in-house lawyers and business people that you all can take action in your own way."



Derrick Bell and Alice Young, two exemplars of "Justice in Action."

PRESS CLIP C100

"Committee of 100 Discusses Outsourcing, the Presidential Election, and AIDS in China" *Nichi Bei Times, Japanese American Daily News, April 9, 2004* By Sam Chu Lin

The Committee of 100, a non-profit group whose many members represent a who's who list of Chinese American professionals, wrapped up its 13th national conference at the Ritz Carlton Hotel this past weekend with plenty of glitz and a lot of dialogue about many important subjects including U.S.-China relations and the upcoming presidential election.

Delegates flew in from all over the country and Asia.

. . . Chinese Ambassador Yang Jiechi told several hundred prominent Chinese and Chinese American business people at the conference that the U.S. and the People's Republic of China have a "non-competitive relationship. . . . With China's participation [in the world economy], the pie can become bigger and bigger, and there will be more for everybody."

THANK YOU, LISA MANTING FU!

The Committee gratefully thanks Lisa Manting Fu for her service as the graphic designer for *Committee Bridges* from December 2000 to April 2004, giving the newsletter a professional and consistent style. Lisa is the Design Manager for Kate's Paperie, a five-store fine paper empire in New York City and its suburbs. Her job includes helping the likes of Martha Stewart and **Yue-Sai Kan** craft Kate's elegant papers on their television shows, or wrapping outrageously shaped gifts for the rich and famous. Lisa can also be found leading the Color Guard of the New York Chinese School's Drum, Fife and Bugle Corps, probably the only Chinese American drum corps in existence. She has also volunteered for the Asia Society and the United Nations, as well as for C-100. Good luck, Lisa, on your aspirations, and thank you for your excellent work!



CONFERENCE SOUNDBITE 2004

TAIWAN



Ambassador David Aaron

"[Taiwan President] Chen Shui-bian is playing brinkmanship not only with China but also with the U.S., and so far we're blinking."

—AMBASSADOR DAVID AARON, SENIOR FELLOW, THE RAND CORPORATION

"The most critical issue in U.S.-China relations is Taiwan. . . . Nobody can change the fact that Taiwan is part of China."

—CHINESE AMBASSADOR TO THE U.S. YANG JIECHI

"The real battle will be the election of the Legislative Yuan at the end of this year. If Chen's Democratic Progressive Party wins decisively, the key issue is Chen's plan for a new constitution [opening the way to] independence. Where will China draw the line? We may see a crisis in '05 or '06."

—MINXIN PEI, CO-DIRECTOR, CHINA PROGRAM, CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE



OUTSOURCING — C100 URGES RESPONSIBLE, INFORMED DEBATE THIS ELECTION YEAR

FOLLOWING IS AN OFFICIAL STATEMENT
ISSUED BY THE COMMITTEE IN APRIL 2004:

The prosperity and growth of the United States are of great importance to Chinese Americans, many of whom immigrated to America for its educational and economic opportunities. We therefore share with our fellow Americans concern about the U.S. unemployment rate and the lack of job growth in the current economic recovery. When layoffs have occurred during this recession or in prior recessions, Chinese American workers have lost their jobs alongside their co-workers. Unemployment does not (and, under U.S. law, cannot) be limited to any particular ethnic groups.

Some of the current public debate about such job losses has identified "outsourcing" as a key factor. Much of that outsourcing activity has gone from domestic outsourcing firms in places such as Nebraska and South Dakota in the 1990s to current offshore locations such as India and China. Consequently, some of the public discourse has over-simplified the complex economic forces behind such decisions and charged that such Asian countries are "causing" unemployment in America. Such uninformed – and unhelpful – views are of major concern to the Committee of 100.

The Committee recalls the tragic death of Vincent Chin, a young Chinese American, in 1982. Mistaken for being Japanese, Chin was savagely beaten to death with a baseball bat in a Detroit suburb because two white autoworkers, one recently laid off, blamed the Japanese and their competitive cars for causing widespread unemployment in the U.S. automobile industry. Chin lost his life to ignorance and racism fueled by economic uncertainty that had been fanned by unwarranted, widespread and highly visible rhetorical attacks on Japan. The current situation is ripe to repeat such tragedies for Indo-Americans and Chinese Americans. We therefore urge all public figures to take responsibility for their words in this political season and not to incite any similar irresponsible and lawless behavior.

Outsourcing deserves to be weighed with authoritative analyses from diverse perspectives and through objective discussions about both the costs and benefits to our society before the public or government can make informed choices of public policy. Particularly in an election year, statements from civic, union and business leaders over a highly charged issue such as outsourcing can unfortunately precipitate irrational actions and endanger the lives and property of innocent bystanders.

To promote a fair, balanced and informed debate on the issue of outsourcing and possible solutions that will preserve and promote the growth of American employment as well as economic prosperity, we are collecting and sharing representative views from leading experts on outsourcing on our website (see www.committee100.org). Our site will contain a variety of sources and points of view.

CONT'D FROM PAGE 1 CYRUS TANG

Donald Tang told how Cyrus Tang changed his life: "Many years ago, I was a hard-charging businessman chasing the dream of material success. Today, I spend more than 30 percent of my waking hours devoting myself to community work, and I'm planning to do a lot more as I grow older. Cyrus Tang helped shape my life and my beliefs."

"On a cold, Chicago afternoon I pulled up in a fancy limo to a simple, plank warehouse in Elk Grove, Illinois—this was supposed to be an investment banker meeting a 'big fish.' But, instead of going through the success stories of his career, Cyrus skipped that and endlessly talked about the need of Asian Americans to give back to this great land of opportunity and to give to China. More interested in human capital than in capital expenditures, Cyrus Tang went in short order from being a prospective client to a master teacher in my life."

Donald Tang explained how Cyrus Tang found ways to create new philanthropists: "The highest order of giving is 'catalytic giving'. Cyrus has given out more than 2,000 scholarships to 14 elite universities [in China] that not only require the recipients to maintain high academic standards but also donate whatever time or resources they have to others. As a result, Cyrus Tang has created an ever-expanding community of 'forward givers'."

Another C-100 member profoundly influenced by Cyrus Tang is **Stewart Kwoh**, executive director of the Asian Pacific American Legal Center in Los Angeles, which received \$520,000 in grants from the Chung Ying Tang Foundation for voting rights and demographic research programs and hate crimes prevention. One of the fruits was a widely-distributed demographic profile of Asian Americans in Los Angeles County, now 13% of the population. Monterey Park Vice Mayor Mike Eng said he used the research to be a more effective official and even credits his election to what he learned about the community from Tang-funded voter studies.

For more information on the Tang Foundations, go online to www.tangfoundation.org or call Merlinda R. Gallegos (Chung Ying Tang Foundation) or Stella Liang (Cyrus Tang Foundation) at 702-734-3700 (Las Vegas).

C100 IN
ACTION

REGIONAL ACTIVITIES

NEW YORK CITY

New York members met with a diverse group of Chinese visitors this winter, ranging from students to senior officials. On February 17, a delegation of foreign affairs officials led by Ambassador Ma Zhengang, Vice Chairman of the Foreign Affairs

Committee of the Chinese People's Consultative Conference (CPPCC), attended a lunch hosted by C-100 members **Carolyn Chin, Henry Tang, Charles P. Wang, Alice Young, and John Young**. CPPCC has hosted past C-100 delegations to China. The same day, Chin, Alice Young, and John Young also met a group of visiting Beijing University students and discussed mutual perceptions of Americans and Chinese. On March 16, the Committee had the rare opportunity to talk with Madame Zi Zhongyun, one of China's most famous "America scholars" and once an interpreter for Mao Zedong and Zhou Enlai. Chin, Tang, and Alice Young, along with C-100 executive director Alice Mong, program director Kathy Lee, and public relations director An Ping joined in the luncheon discussion. Madame Zi spoke at C-100's annual conference in 1999.

SAN FRANCISCO BAY AREA



Leslie Tang Schilling discusses C-100's goals for California schools at Bay area media reception.

Richard King and C-100 Media Advisor Carol Edgar hosted a Bay Area media reception March 4 at their home in San Francisco. As in the past, the event was an opportunity for C-100 members to meet print and broadcast journalists, and for those journalists to hear from C-100 members about both foreign and domestic issues of interest to the Committee. The Bay Area's major media organizations were represented, including the San Francisco Chronicle, the San Jose Mercury

News, and KQED, the public television and radio station in San Francisco. C-100 Chair **Bob Lee** led the session, joined by members **King, George Koo, Leslie Schilling, Linda Tsao Yang, Dennis Wu** and **Helen Zia**. Topics included the potential for "China bashing" as the U.S. political season intensifies. On the domestic side, Leslie Schilling reported on her impressive progress on the Committee's education initiative. —CAROL EDGAR

On April 8, Bay Area members were treated to a reception and private viewing of a special exhibition of landscapes by Li Huayi at the San Francisco Asian Art Museum. The event was hosted by **Jerry Yang** and personally guided by Michael Knight, curator of the exhibit, as well as the artist. Most of the paintings on display came from private collections, including two from Jerry and his wife Akiko. Li, who began painting at the age of six and studied Western art at age 16, was a "worker



Artist Li Huayi, U.S. Congressman Mike Honda, and art collector Jerry Yang.

artist," producing propaganda paintings for the Chinese government until 1982 when he came to San Francisco to get his master of fine arts degree. In the words of the catalog of this exhibit, "he has synthesized his varied influences into a style that is completely natural and wholly his own." Also attending were **Dennis Wu, George Koo, Linda Tsao Yang, Leslie Schilling, Alice Mong, Kathy Lee** and Greater China Director Terri Shia. —GEORGE KOO

OUTSOURCING

CONFERENCE
SOUNDBITE
2004

"Outsourcing has to be placed in the context of tremendous capital inflow from those trade surplus countries that give U.S. cheap goods in exchange for American Treasury bills. If you do something to stop this, there will be an immediate, dramatic reduction in the purchase of American treasury debt, with a huge impact on the American economy, on interest rates and the stock market."

—MINXIN PEI, CO-DIRECTOR, CHINA PROGRAM, CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE

U.S. TRADE DEFICIT WITH CHINA

"I must acknowledge that there is a considerable trade surplus with the U.S. On the other hand, China has a considerable trade deficit with East Asia. Overall, China has a trade balance with the rest of the world. So, it cannot be argued that the Renminbi exchange rate is deliberately manipulated by the Chinese to earn more foreign currency."

—CHINESE AMBASSADOR YANG JIECHI

INSOURCING

"I shudder to think what will be the reaction when a lot of Chinese companies start to invest in the U.S. We all remember the public uproar



Zhang Yichen

in the 80s when the Japanese started buying Rockefeller Center and Pebble Beach."

—ZHANG YICHEN, CEO, CITIC CAPITAL MARKETS LTD.

CHINA'S CHANGE OF ATTITUDE

"Intellectuals are urging the abandonment of their long-held victim mentality—the hundred years of shame and humiliation.' They're pushing instead for a 'Great Power' mentality. Even government officials are saying that global responsibilities must be shared and that China must be part of sharing them."

—AMBASSADOR DAVID AARON, SENIOR FELLOW, THE RAND CORPORATION

FROM EXECUTIVE DIRECTOR
S. ALICE MONG



This year's annual conference in Pasadena was truly inspirational, with four tremendous honorees and Pacific Time Radio as Headline Award winner. I would like to thank the four dedicated conference co-chairs, our generous sponsors, a great staff and wonderful volunteers, not to mention a true star of an emcee—Ms. Kelly Hu. I share Kelly's sentiment that "personally, I have never been so proud to be a Chinese American." The gala dinner was indeed a mutual admiration society—but if we don't occasionally celebrate our successes, who will? The challenge is to balance our celebration and pride with giving back to the Asian American community and to the community at large.

Although this year's theme was "At the Forefront of American Progress," what stood out for me was the importance of "giving back." All of the honorees are outstanding role models in philanthropy and public service. Highlighting their contributions is not just a self-congratulatory pat on the back for C-100 but is an inspiration for all of us to do more. This year's annual conference will again be on the C-100 website as part of our effort in giving back to the community.

Following the success of last year's mentoring breakfast, 27 C-100 mentors and at least 250 college students and young professionals participated in this year's breakfast. Some came from as far as Boston for this opportunity. We want to make C-100 mentoring a year-round program by recruiting young professionals with at least ten years of work experience who are willing to commit their time to mentor young people between the ages of 18 to 30. Stay tuned to the C-100 website for more information.

I would like to share my personal conference highlights:

Having **Jerry Yang** sign up as a mentor at the last minute—can you imagine the surprised faces of the young people at table #24 when Jerry Yang (Chief Yahoo!) showed up at their table?

After seeing the video on the Tang Foundation's scholarship program in China, one of our conference volunteers from Harvard University told us that she had been the recipient of a Tang Scholarship long ago through her high school in China. We immediately took her up to meet **Cyrus Tang** and thank him personally.

During one of the conference dinners, Kelly Hu and Leo Chu (Vice President of Creative Affairs at Walt Disney and one of our panelists) talked with **Charlie Woo** about the need for public service announcements to encourage young people to vote. After the conference, Kelly and Leo followed up and have already lined up several actors, directors, and others who will help out.

As always, the C-100 annual conference served as a wonderful kick-off to May's APA Heritage Month celebration and reminds us that although we have accomplished much over the past year, there is a lot more to do in the years to come.

CONFERENCE
 2004
 SOUNDBITE

"There is a natural affinity between Chinese and American people. We are both people with high motivation, but we are all relaxed people, we are not so uptight. Why? Because we have confidence in ourselves, in our nation's strength, in our nation's civilization. And this natural affinity should be allowed to develop by broadening the avenues of cultural interaction between our two countries."

—CHINESE AMBASSADOR TO THE U.S. YANG JIECHI



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