

It is also important not to gild the lily technologically. Think of the customer's technical competence and how he will actually use your product. My biggest recent error was listening to a tech analyst who told me not to buy AOL at \$26 a pre-split share, because there were technically superior products. The mix between technology and user friendliness is vital. After all, do you use Betamax or VHS?

In building a business, it is crucial to put emphasis on becoming an institution. I found that it takes two years for a person to feel comfortable in a corporate culture, so it is better to build a team in anticipation of growth than in response to it. Invest early and heavily in support systems, in the areas of client service, electronic information, and financial controls. Let everyone know what is expected of him or her through clear communication, so that employees are moving in the direction of corporate goals. My company has never been star-oriented, in a star-studded industry. Good organization creates a whole that is more than the sum of its parts.

Relationships are key to success, and that means knowing the people in your arena. Biotech executives should know the important people in the FDA, the universities, and the pharmaceutical companies. And relationships should be maintained for the long term. Remember, credibility equals predictability; long relationships allow people to judge you based on past interactions. It's too late if you only meet people when you need them.

Personnel turnover is a significant problem today. The mantra everywhere is stock options, the chance to get rich quick. This leads to high turnover if a company has actual or perceived problems, or, on the other hand, if it is too successful and young people get rich quick. In my company, which is family owned, we have low turnover. We build loyalty in three important ways. First, all employees share in profits; we have a flatter compensation scheme than many technology companies. Second, there is justice in allocating rewards over long periods of time. Our people know that we have permanency; we give them a long-term horizon, with expectation of growing rewards over time.

Third, our people feel safe. There are no politics, few layoffs, and no acting out; people check their egos at the door. We breed loyalty through civility. People are trained and moved around the company to keep the interest level high, and promotions are made internally. The culture is kept strong by outsourcing and a small number of hires. And finally, there is a single decision-maker; everyone has input, but I make the final decision based on careful research and many individual inputs. There is no ranting or screaming by anyone; instead, there is a free flow of ideas, tentative acceptance, and thorough investigations, so that all communication moves back and forth.

A great business idea, or a great scientific idea, does not just come about through hard work and incremental advances. It is more like poetry. It is about having the imagination and heart to strike out on a path that others didn't dare to follow, or didn't see in its entirety. Implementation, management skills, and the ability to anticipate customer needs are built on a knowledge of how human beings react. These types of imagination and understanding are more likely to come from wellness than from frenzy. I don't subscribe to the continuous-all-nighters, no-personal-life recipe for success. For a super-

successful entrepreneur, having broad horizon—through reading fiction and biography, appreciating art, and interacting socially with a variety of people—is more important than working yet another Sunday.

But there is more at stake than business success. You want to be a happy person, a good father, a community builder. I find that I can only eat one tuna-fish sandwich at lunch, no matter how many millions I have earned. Money can give you time, and how you spend that time is key. And wise expenditure of personal time on human development can also help you make money, because knowledge, experience, and wisdom are usually the key to the "poetic" business idea.

Young people are leaving college to make quick money, like a gold rush. But life is about more than money or success or technical achievement. It is critical that people see the world in vibrant colors and in multiple shades. To raise children, face the death of parents, appreciate beauty, even make love well, people need emotional and intellectual depth. These come from being exposed to the collective experience of civilization, which is transmitted through books and a liberal education.

In the scheme of your success, it will not make a difference if you leave school two years early; but it could alter your life greatly. Absorb the intangibles, not just because they will give you the imagination to come up with "poetic" business ideas to help you deal with customers, but also because they will give meaning to the life you lead, whether you succeed materially or not. After all, living life well, in all its dimensions, is what it's all about. •

IN APPRECIATION OF GENERAL TERRENCE DAKE'S SERVICE

• Mr. BOND. Mr. President, it is my great honor to rise today to pay tribute to a fellow Missourian who has served our Nation honorably for more than three decades in war and peace. In October, General Terrence Dake, Assistant Commandant of the Marine Corps, will retire after more than 34 years of service as a Marine.

A native of Rocky Comfort in the Missouri Ozarks, General Dake earned undergraduate degrees from the College of the Ozarks and the University of Arkansas. From there he proceeded to Marine Corps Officer Candidate School in Quantico, VA. He was commissioned a Second Lieutenant upon graduation from OCS in October 1966. With the echoes of conflict in South East Asia sounding here at home, Second Lieutenant Dake reported directly to aviator training in Pensacola, Florida. He received his wings designating him a Naval Aviator on the 25th of January, 1968. He was tested in combat when he reported to South East Asia and piloted CH-53A Sea Stallion helicopters in Vietnam. Lieutenant Dake earned numerous awards while accumulating over 6,000 flight hours in military aircraft. Highlights of his extensive aviation experience include service as the President's helicopter pilot and as the Commanding Officer of Marine Helicopter Squadron One.

General Dake's distinguished career has been accompanied with a rise through the ranks, including service as the Director of Training and Doctrine with the Commander-in-Chief of the U.S. Atlantic Command and as Assistant Chief of Staff of Operations for the 3rd Marine Aircraft Wing during Operation Desert Shield/Storm. It is significant to note that this was the largest aircraft wing ever fielded in combat by the Marine Corps.

General Dake was promoted to Brigadier General in March, 1992. His assignments as a General Officer included service as Assistant Deputy Chief of Staff of Aviation; Inspector General of the Marine Corps; Deputy Commanding General, Marine Corps Combat Development Command; Commanding General, 3rd Marine Aircraft Wing; and Deputy Chief of Staff for Aviation. During his time as Deputy Chief of Staff for Aviation the Marine Corps embarked on its historic aviation campaign plan which has manifested itself in the development of the V-22 Osprey and the Joint Strike Fighter.

General Dake assumed his present position as the Assistant Commandant of the Marine Corps on September 5, 1998. For his service as the Assistant Commandant, General Dake was awarded the Distinguished Service Medal. General Dake also earned the "Silver Hawk Award." Presented by the Marine Corps Aviation Association, the Silver Hawk Award is given to the active-duty Marine Aviator with the most senior date of designation.

Not all of General Dake's achievements took place in aircraft or in command of major units. General Dake's commitment to his troops was evidenced in his efforts in tackling two of the most difficult issues facing the Department of Defense today: health care and readiness. As a member of the Defense Medical and Senior Readiness Oversight Committees, General Dake worked to improve readiness and ensure that the entire military family—active, reserve, and retiree—were provided quality health care.

Any tribute to General Dake would be inadequate without recognizing the contributions of his wife and family. As with so many of our fine members of the Armed Services, his career would not be what it is today were it not for their steadfast support throughout the years. Mrs. Dake is a recipient of the Distinguished Public Service Award, presented for her superior public service in support of uniformed personnel and their families. As we pay tribute to him today we also commend and honor her for her commitment and perseverance on behalf of Marines "in every place and clime."

I also recognize the other members of General Dake's family. The Dakes have two children, a daughter, Jana, and son, Joshua. Jana is married to Captain Ken Karika, USMC, and is the

mother of the Duke's grandchild, Jack. They too have taken part in the sacrifice required to be a military family and deserve our gratitude.

The Marine Corps often states that there are no ex-Marines, only Marines who are no longer actively serving. It is comforting to know that General Duke will continue to serve our nation and set an example for others to follow long into the future.

As General and Mrs. Duke move from the active duty community to the retired community, it is appropriate that this body stop and honor a man and his family who made countless sacrifices for duty, honor, country.●

IN MEMORY OF MONSIGNOR HENRY J. DZIADOSZ

● Mr. DODD. Mr. President, I rise today to pay tribute to the late Monsignor Henry J. Dziadosz, J.C.D., a beloved friend and respected clergyman. Monsignor Henry was a priest for fifty-one years, including twenty-nine years as pastor at St. Bridget of Kildare Parish, my home church in Moodus, Connecticut. He made numerous sacrifices for his community and strove throughout his clerical life to instill a spirit of caring in the lives of his parishioners. At Monsignor Henry's retirement party several years ago, he stated, "When I first came here, I told them that the family spirit was my goal. No one should have to cry alone and no one should ever laugh alone. In all the accomplishments, it is the creation of this spirit that I am most proud of." Everyone who knows this remarkable man would agree that his devotion to his parishioners has made a lasting impact on the lives he has touched.

Monsignor Henry was destined to the priesthood from his early years. He attended St. Stanislaus School as a young boy, graduated from Meriden High School, and enrolled in the St. Thomas Seminary, where he earned his associate's degree in philosophy. He continued his theological studies at Catholic University of America in Washington, D.C., and was awarded the Basselin Scholarship. On May 26, 1949, then Father-Henry was ordained to the Priesthood in St. Joseph Cathedral in Hartford and accepted an assignment as Assistant Pastor of the St. Joseph Parish in Norwich. Father Henry then moved to New London's Our Lady of Perpetual Help Parish before returning to continue his studies at the Catholic University of America. It was his profoundly inquisitive nature and genuine thirst for knowledge that caused Father Henry to pursue a doctoral degree in 1955. He earned his degree in Canon Law, and was subsequently assigned to the Diocesan Chancery in Norwich, where he served as assistant to the chief judge of the Diocesan Tribunal and as the assistant chancellor. Always a bright student and quick study, Fa-

ther Henry was soon appointed Officialis, or Chief Judge, of the tribunal, and administrator of St. John's Mission in Fitchville. Father's Henry energy, compassion and achievement drew notice from the highest levels of the Church and in 1965 Pope Paul VI named him a prelate of honor and awarded him the title of Monsignor.

Monsignor Henry first arrived at St. Bridget in 1969, and dedicated the next twenty-nine years of his life to the service of the parish. St. Bridget's landscape bears witness to the many tangible accomplishments Monsignor Henry has achieved, including the Lady of Lourdes Grotto, the Religious Education Center, the Bicentennial Pavilion, the Stained Glass Doors, the Skylights, the beautification of the church grounds, and numerous other improvements. In honor of his dedication and commitment to St. Bridget, the education center, which he was instrumental in founding, will henceforth be called the Monsignor Henry J. Dziadosz Religious Education Center.

At the Parish Mass for Monsignor Henry, Father Marek Masnicki described a priest's duties, and expressed how Monsignor Henry was the epitome of what every priest strives to be. "A priest is called to respond to the poor and the broken and in this he touches the face of Jesus Christ. We expect a great deal from our priests, and priests expect a great deal from themselves. The priest makes sacrifices on behalf of the community. He offers his humanity and that of the community to Christ until he comes again. Priests take their cue from Jesus Christ each day. All this can apply to the fifty-one years of the priestly ministry of Monsignor Dziadosz."

Monsignor Henry was my pastor for a number of years. And while he was an accomplished man, a man whose priestly accomplishments were recognized by the Pope, it was his compassion and humanity that made him a truly remarkable shepherd for his flock, a flock of which I feel deeply fortunate to have been a part.

There isn't a doctorate for ministering day in and day out to the spiritual needs of a community. There isn't a grand award for caring deeply about one's neighbors. But you will find that we often have a name for people who conduct themselves in these ways: priest, rabbi, sheik or monk. These people dedicate themselves to the service of God, and in doing so provide an example for the rest of us to follow. Monsignor Henry was a wonderful priest and he took joy in the simple daily rituals of that life. He was dearly loved by the people of his parish and he will be deeply missed.●

RECOGNITION OF LANNY FRATTARE FOR HIS 25 YEARS OF SERVICE TO THE PITTSBURGH PIRATES

● Mr. SANTORUM. Mr. President, I would like to take a few minutes of Senate business to recognize a man who I hold in the highest regard, Mr. Lanny Frattare. Mr. Frattare has been a tremendous figure and icon to the people of Pittsburgh, Pennsylvania. He has contributed energy and timeless hours to the Pittsburgh community through his involvement with the Pirates, the Parent and Child Guidance Center, the Cystic Fibrosis Foundation, Goodwill Industries, and Bob Prince Charities.

Lanny Frattare is celebrating his twenty-fifth year as "The Voice of the Pirates," announcing more than 3,500 games. Only Bob Prince has described the action of Pirate baseball longer, 28 years. Mr. Frattare was even gracious enough to let me join him in the announcer's box for several games over the years, which was definitely one of my greatest thrills as a Pittsburgher.

A native of Rochester, New York, Frattare received his bachelor's degree in communications from Ithaca College in 1970. His baseball broadcasting career began in 1968 with the Geneva Senators, a Class A team in New York. Frattare's association with the Pirates organization began in 1974 and 1975 when he broadcast games for the Triple-A West Virginia team, the Charleston Charlies. He was also a radio DJ and Sports Director at WBBF in Rochester before joining the Pirates in 1976.

"There was no doubt about it"—Lanny Frattare continues to make significant impact on his listeners and on the history of the Pittsburgh Pirates. I feel privileged to know him and see the contributions he's made to the Pittsburgh community.●

MESSAGES FROM THE PRESIDENT

Messages from the President of the United States were communicated to the Senate by Ms. Evans, one of his secretaries.

EXECUTIVE MESSAGES REFERRED

As in executive session the Presiding Officer laid before the Senate messages from the President of the United States submitting sundry nominations which were referred to the appropriate committees.

(The nominations received today are printed at the end of the Senate proceedings.)

MESSAGE FROM THE HOUSE

At 12:00 p.m., a message from the House of Representatives, delivered by Mr. Hays, one of its reading clerks, announced that the House has passed the following bills, in which it requests the concurrence of the Senate: