

CENTENNIAL REVIEW

Principled Ideas from the Centennial Institute

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HOW I WOULD LEAD

By Carly Fiorina



Since I launched my candidacy for president, I've gained a reputation for taking almost any question from almost anyone. In that spirit I recently went on ABC's liberal panel show for women, *The View*. Halfway through, when it was clear the ladies on the panel sort of liked

me, they asked me a bit incredulously, "Why are *you* a conservative?"

I answered that I'm a conservative because I know that no one of us is any better than any other one of us. Because I know every one of us has God-given gifts. Because I know each one of us has the capacity and the desire to live a life of dignity and purpose and meaning—and I know that our conservative values, principles, and policies work better to lift people up.

That is one of the battles we are going to have to fight in 2016: making clear the difference between conservatism and progressivism. We do believe no one of us is any better than any other one of us. Each of us is gifted by God. Progressives do not believe that. They believe, and you see it if you watch their actions, some are smarter than others, some are better than others, and some are going to decide for others.

They Asked *What?*

Another interesting question I got asked on a TV interview one morning was whether my hormones would prevent me from serving in the Oval Office; would any woman's hormones prevent her? Honestly, I was asked this. So ladies, here's a little test. Can any of you think of a single instance in which a man's judgment might have been clouded by his hormones? Any at all, including in the Oval Office?

So the reason Hillary Clinton must not be president of these United States is not because she's a *woman*. Hillary Clinton must not be president because she lacks a track record of leadership, because she is not transparent, and because her policies are bad for the people of this nation. And I will take the fight to Hillary Clinton on that.

Having traveled and lived and worked and done business and charity work and policy work all over this world, I know one thing with certainty. It is only in the United States of America that a young woman like me, graduating from college in the middle of a recession with a degree in medieval history and philosophy, all dressed up and nowhere to go, could have gone on to have the life I've had.

Only in America

I started my business career typing and filing and answering the phones for a nine-person real estate firm. Only in our country could that young woman go on to become the chief executive of the largest technology company in the world and then run for the presidency of the United States.

That is only possible here. And it is possible here because our founders knew what my mother taught me. Our founders knew that everyone has God-given gifts, everyone has potential, and they founded this nation on a visionary radical idea.

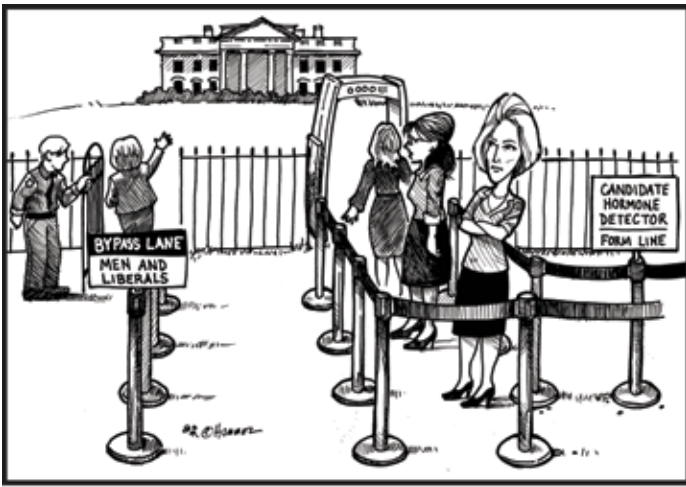
Their idea was that every individual has the right to fulfill their potential, and that right comes from God and should not be taken away by man or government. Because of that, this nation has been a place where more things have been more possible for more people from more places than anywhere else on the planet.

But we have now come to the point where the potential of too many Americans' lives, and the potential of this great nation as a whole, is being crushed by the weight of government. That's why I am running for president.

Our founders had this radical idea.

Carly Fiorina was CEO of Hewlett-Packard from 1999 to 2005 and Republican nominee for U.S. Senator from California in 2010. The GOP presidential contender gave this speech at the Western Conservative Summit on June 27, 2015.

Centennial Institute sponsors research, events, and publications to enhance public understanding of the most important issues facing our state and nation. By proclaiming Truth, we aim to foster faith, family, and freedom, teach citizenship, and renew the spirit of 1776.



NO, BIOLOGY IS *NOT* DESTINY.

We are tangling people's lives up in webs of dependence. We do not encourage them to move forward and find lives of dignity, purpose, and meaning. We discourage them. We tell them to lay back and let the government take care of them.

Decades of Ineptitude

For the first time in U.S. history, we are now destroying more businesses than we are creating. It's not the big businesses that are in trouble; it's the family-owned business, small business, the community-based business. While Wall Street gets bigger and bigger, thousands of community banks are going out of business.

And how long have we dealt with a border that's insecure? Not just a couple of years, but decades. How long has the Veterans' Administration been a stain on our nation's honor? Decades. How long have we dealt with the fact that every single government agency has gotten bigger, more powerful, more complicated, more inept? Decades.

In a recent poll, 82 percent of the American people now believe we have a professional political class of both parties. They've had it with a Washington, D.C. that is more concerned with the protection of its power, its privilege, its position, and its perks than with challenging the status quo and getting the job done—and I agree with them.

People have had it with Washington.

People know something's wrong in this nation. They know we are losing that sense of limitless possibility that has always defined us. They know we are a nation divided when we should be a nation united. They know that the potential of this nation is not being fulfilled.

Leadership and Citizenship

What is leadership? Leadership at its most profound is not about power. It's not about the title, the perks, or how big your office is. Leadership is about challenging the status quo, and the status quo of Washington, D.C., now must be challenged.

The highest calling of leadership is to unlock potential in others, and now we need a leader in the Oval Office who will unlock the potential of this nation.

But this will also require citizenship, not just leadership. Citizens need to get re-engaged in the process of their government, and in that regard we have a tool today in the 21st century that we've never had before. It's called technology.

If I were president, in those weekly radio addresses I would say to every person in America, take out your smartphone and let me ask you a few questions:

- Do you believe that we should ask every single government agency to justify every single dollar spent, every single year? Press 1 for yes, 2 for no.
- Do you think, now that we've responded to the veterans scandal by passing a law to fire the VA's top 400 senior executives if they didn't do their job, wouldn't that be a good idea throughout the federal government? Press 1 for yes, 2 for no.

That's fiscal responsibility and domestic policy; but then consider national security and foreign policy. U.S. leadership is so needed in the world right now, because the world is a dangerous and a tragic place when the United States of America is not leading.

I think I've met with more world leaders than anyone else running in 2016, with the possible exception of Hillary Clinton—only I didn't do photo ops. I had a private meeting with Vladimir Putin, a private meeting with Bibi Netanyahu, a private meeting with the King of Jordan, private meetings with the leadership of Saudi Arabia, China, South Africa, Brazil.



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- John Andrews, Director



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Two Phone Calls

On day one in the Oval Office, if elected, the first phone call I would make is to Bibi Netanyahu, my good friend, to tell him this nation will always stand with the State of Israel. That phone call is important in itself, but it also sends a message to every ally we have around the world.

Even our Arab allies—who do not always agree with the state of Israel—when they see us treating Israel in the way we have, they too worry about what a friendship with the United States is worth.

The second phone call I would make would be to the supreme leader of Iran. He might not take my phone call, but he would get this message: Whatever the deal was that you signed with the previous president, there's a new deal.

Until you open every nuclear facility to full, unfettered, anytime, anywhere inspections, we will make it as hard as possible for you to move money around the global financial system. We can do that.

I would not make a phone call to Vladimir Putin. We have talked way too much to him and his foreign minister already. No, I would immediately begin rebuilding the

Sixth Fleet, rebuilding the missile defense program in Poland, conducting aggressive military exercises in the Baltic states—and I would arm the Ukrainians.

Finally, with regard to ISIS, I would hold a Camp David summit with our Arab allies. They have been asking us for very specific kinds of help so that they can fight ISIS, which they know is *their* fight, so the purpose of the summit would be to say to them: What do you need from us?

King Abdullah of Jordan has asked us for bombs and materiel; we haven't provided them. The Kurds have asked us to arm them; we haven't done so. The Egyptians have asked us to share intelligence; we are not. We can defeat ISIS, and our allies will help us—but we must lead.

Tell Iran: There's a new deal.

Someone Who Understands

This is a pivotal time in our nation's history. But we can solve every problem we have, and we can heal every wound. What we need now is citizenship and leadership. That means we need someone in the Oval Office who understands how the economy works, understands how the world works and who is who in the world, understands how bureaucracies work and what it takes to change them and cut them down to size.

More from the Presidential Candidates at WCS15

Carson: Stop Dividing Us

The purveyors of division and hatred have cast a lot of the arguments as Democrat versus Republican or conservative versus liberal, when in fact they're not. They're pro-American versus anti-American. We cannot allow them to continue to divide us. We the people of the United States are not each other's enemy.

Pay no attention to those who would have you believe that there is a war on women, a new race war, income wars, age wars, religious wars. They want us to fight each other—and this at a time when we have radical Islamic jihadists who want to destroy us from the outside. Why help them? ■

Walker: Power to the Taxpayers

In my four-plus years, Wisconsin has turned around. We took power out of the hands of the special interests and put it in the hands of the taxpayers. We went from 8.1 percent unemployment the month before I took office, down to about 4.5 percent last month. Our pension system is the only one fully funded in the country.

ACT scores are now second best in the country in states where the kids have to take the exam. We defunded Planned Parenthood and passed pro-life legislation. We made Wisconsin the 25th state in the country with Right to Work. ■

Santorum: Made in America

To win elections, we have to nominate someone who's going to paint a picture of the future of America that includes working men and women. You know how you do that? You make things in America again.

With the proper tax code and regulatory environment, the proper trade environment, and energy costs at the lowest of any other country in the world for as far as the eye can see, that's a game changer. You slash corporate taxes and repatriate trillions of dollars to build factories here in America. You want to win Ohio, win Pennsylvania? That's how. ■



Dr. Ben Carson
Presidential Candidate



Gov. Scott Walker
Presidential Candidate



Sen. Rick Santorum
Presidential Candidate

Speeches on "How I Would Lead" were given at Western Conservative Summit 2015 by these GOP contenders, as well as Gov. Rick Perry, Gov. Mike Huckabee, and Carly Fiorina. Sen. Ted Cruz's candidacy was advocated by his father, Pastor Rafael Cruz. See videos of all seven at WesternConservativeSummit.com.

Note: CCU takes no position in elections. All materials published here are strictly journalism, not advocacy.

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Colorado Christian University

8787 W. Alameda Ave.

Lakewood, CO 80226

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Four 2016 Candidates on HOW I WOULD LEAD

Resist the purveyors of division, says Ben Carson. Curb the special interests, says Scott Walker. Revive “made in America,” says Rick Santorum. And unlock our potential, says

Carly Fiorina (shown with Ken Witt of Jeffco Schools) in the main article of this month’s WCS15 candidate parade.

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America needs a leader who understands how technology works, because it is not only a tool, it is also a weapon that is being used against us. Most of all, we need someone in the Oval Office who understands the highest calling of leadership, which is to challenge the status quo when it must be challenged and to unlock the potential of this great nation.

Liberty and Justice

As I travel around this blessed and beautiful nation and talk to Americans of all kinds, I hold in my mind what we can be, what we must be, what we will be. I often picture two of the most powerful symbols of our nation’s democracy, Lady Liberty and Lady Justice.

Picture Lady Liberty. She stands tall and strong, she is clear-eyed and resolute; she does not shield her eyes from the realities of the world or of our problems. But she faces

America is a beacon of hope.

outward into the world, which is the way America must always face, and she holds her torch high because she knows we are a beacon of hope in a troubled world.

Then picture Lady Justice. She holds a sword because she is a fighter. She is a warrior for the values and the principles that have made this nation great. She holds a scale in the other hand, saying that all of us are equal in the eyes of God and so all of us must be equal in the eyes of the law, powerful and powerless alike.

Justice also wears a blindfold, saying to us that it must be true that in this nation, in this 21st century, it does not matter who you are. It does not matter who you are or what you look like. It does not matter your circumstances or how you start. Here every American’s life can be filled with the possibilities that come with their God-given gifts. Here is an America with liberty and justice for all. ■

Don’t Miss Issue Monday: “Confronting the Face of Evil”

With Holocaust Survivor Irving Roth

October 19, 7-8:30 p.m.

CCU Leprino Hall

With anti-Semitism and other genocidal hatreds increasing around the world, with Iranians chanting “Death to Israel” as America lifts sanctions, the firsthand witness of an inmate from the Nazi death camps gains new urgency.

Centennial Institute presents an evening with Irving Roth of Manhasset, NY, who survived Auschwitz as a boy of 14, seeing other family members sent to the gas chambers. Join us to reflect on the meaning of “Never again” and the timeless policy lessons of the Holocaust.

Learn more and register at CentennialCCU.org

