

October 8, 1996

MEMORANDUM FOR TOM O'DONNELL

FROM: ELGIE HOLSTEIN
RE: NEC Planning Issues

This memorandum responds to your request for a review of NEC's institutional accomplishments, and offers a profile of successes and disappointments in my portfolio.

General NEC Achievements

The NEC has fulfilled several missions important to the President. It has provided a process through which important issues and ideas affecting the economy can be discussed, refined, and presented to the President with a minimum of "end-runs." It has earned a reputation for even-handedly expediting high-level consideration of new ideas and initiatives, without, for the most part, becoming the object of agency resentment.

Externally, the NEC has earned praise for: its competent, dispassionate examinations of major policy questions; its management of key Administration priorities; and for its resistance to hastily conceived, unsound policies. Moreover, its coordination of international economic policy issues has contributed to, and projected, a sense of surefootedness on the world stage.

During the 104th Congress -- when the Administration found itself more on the defensive than it had been during the previous two years -- Laura defined a new, more visible role for the head of the NEC as an aggressive advocate for the President's budgetary and economic policies. That activity had the collateral effect of strengthening the staff's ability to manage agency interactions by reinforcing the view that the NEC was instrumental in serving the President's strategic as well as substantive agenda.

Less-Successful Initiatives

Superfund: Within my portfolio, Superfund reauthorization was a disappointing experience. I believe, however, that the failure to enact comprehensive reform legislation had little to do with the Administration's policy development process. Instead, it was the result of the confrontation with Congress over environmental policy. Among Republicans, the bill became a litmus test of adherence to the new, more radical approach to longstanding principles of environmental policy. The new majority's clear and oft-stated objective was

substantially to relieve polluters from liability at Superfund sites -- a course the Administration was slow forcefully to reject, but which it could never accept. While negotiators had produced a consensus bill in late 1994, last minute, relatively minor obstacles prevented the Congress from finishing its work. The new Republican majority rejected the previous year's bi-partisan effort and began a crusade that collided with the Administration's growing commitment to environmental protection. More recent successes with bi-partisan approaches to the Safe Drinking Water Act and food safety legislation suggest that the 105th Congress may be more amenable to working constructively with the Administration.

Climate Change: The problem with the Administration's interagency work on climate change has had less to do with specific policy prescriptions -- which remain largely undefined -- and more to do with a process that lacked the confidence of senior Administration officials and many private sector "stakeholders." The potential aggregate economic effects of an international climate change agreement are huge. Enormous care will have to be taken to ensure that the Administration communicates a prudent and consistent message; broadens its consultations internally and externally; and does not get too far out in front of the Congress. The planned new NEC/CEQ joint oversight of the climate change policy development process will be critical to achieving those goals.

Portfolio Successes

My activities at the NEC cover a broad range of energy and environmental issues. Specific accomplishments have included:

- *New Environmental Protection Initiatives:* I worked with CEQ, EPA, DPC, and OMB to organize the President's environmental proposals, announced in August.
- *Nuclear Waste:* I served on the White House team managing the successful effort to defeat Congressional efforts to undermine the Administration's science-based program for developing a permanent nuclear waste repository.
- *Royalty Fairness:* I coordinated the protracted negotiations with the Interior Department and jurisdictional committees over the "Federal Oil and Gas Royalty Simplification and Fairness Act of 1996." After a series of direct discussions with governors' offices around the country, I made recommendations to Congressional sponsors that helped overcome final hurdles facing the legislation. The bill requires the government to pay interest on overpayments, establishes a statute of limitations for royalty obligations, simplifies record-keeping and reporting requirements, and expands the royalty-related activities that may be delegated to states.
- *Alaska North Slope (ANS) Oil Exports:* Last November, legislation was enacted lifting the 23-year ban against ANS oil exports. I managed the interagency process

that developed the Administration's policy and served as the lead negotiator with Congressional committees. Following enactment, I managed the bill's implementation, including public hearings, an interagency national-interest review, and final recommendations to the President regarding the imposition of exports licensing conditions to address environmental concerns.

Deepwater Royalty Relief: At the request of OMB and Congressional committees, I managed the final stages of the Administration's efforts to enact legislation to provide royalty relief for deepwater drilling in the Gulf of Mexico. This new incentive helped make recent Gulf lease sales major successes, setting records both for the number of bids and the number of tracts bids on.

OCS Assessment: DOI has recently completed a multi-year assessment of the undiscovered crude oil and natural gas resources of the OCS, providing evidence of significant new potential reserves. The assessment nearly doubles the previous 1987 assessment, projecting that as much as 8 billion barrels of undiscovered oil and 53 trillion cubic feet of undiscovered gas could be economically recoverable in currently accessible areas. I managed the Administration's roll-out of the Assessment and implemented a strategy to address industry objections to drilling moratoria.

Miscellaneous: My portfolio seems to produce, with some regularity, high-visibility energy-related problems for which rapid response, interagency and Congressional consultations, and -- at key points -- Presidential support -- must be generated. Examples this year include: a gasoline price spike; two massive Western power outages; and, most recently, rising heating oil prices. In each of these instances, the NEC has had the lead White House role in coordinating the Administration's response. [On these occasions, Mark Mazur's assistance in helping assemble and evaluate key data has been invaluable, underscoring one of them most satisfying elements of the NEC staff experience -- the opportunity to collaborate with exceptionally talented colleagues.]

THE WHITE HOUSE

WASHINGTON

October 7, 1996

MEMORANDUM FOR TOM O'DONNELL

FROM: Dorothy Robyn
SUBJ: NEC Successes

Defense Transition

The NEC has had overall responsibility for the President's Defense Reinvestment and Transition Initiative. In early 1993, the NEC developed a vision for that initiative -- and a five-year, \$20 billion budget -- that emphasized two distinct goals: (1) to ease economic adjustment for workers, firms and communities; and (2) to help integrate the commercial and defense industries, in order to maintain our military advantage with a smaller defense budget. The NEC has overseen the implementation of that initiative, including: fighting to obtain maximum funding for the Dual-Use Applications Program (formerly TRP) and other elements of the President's Initiative; coordinating the activities of DoD, Commerce, Labor and other agencies; and reaching out to communities, labor and industry groups in California and other hard-hit areas. (See separate discussion of the NEC's role in military base reuse.)

Because of its responsibility for defense transition, the NEC has become the White House expert on and advocate for activities that promote greater DoD reliance on commercial technology and commercial market forces: investment in dual-use technology, procurement reform and privatization. (When *National Defense* magazine asked the President to submit a guest editorial on technology and industrial base issues, the NSC asked the NEC to write the first draft.) The NEC's 1995 report (with NSC and OSTP), *Second to None: Preserving America's Military Advantage through Dual-Use Technology*, is by far the best statement of the Administration's vision and policies for "commercial-military integration."

Military Base Closure and Reuse

In 1993, the NEC and DoD developed the President's five-part plan for Revitalization of Base Closure Communities -- representing a fundamental shift in the way the federal government closes military bases. The NEC subsequently led the interagency group that translated key elements of that plan into policy and worked with Congress to get the legal authority to carry out the President's plan. Since 1993, the NEC has overseen DoD's implementation of the five-part plan. This vital, casework-oriented role involves continued efforts to get the military services to abandon their slow, bureaucratic and penny-pinching approach in favor of cooperating with communities so as to speed base reuse and job creation. The NEC also is deeply involved in efforts to privatize-in-place the industrial activities at McClellan (Sacramento) and Kelly (San Antonio) Air Force Bases.

Small Business/Women-Owned Businesses

The NEC is the voice for small business in the White House. This involves a great many activities -- from nixing agency attempts to freeze the SBIR program, to working with Treasury to make the President's 1993 targeted capital gains exclusion less restrictive, to overseeing the production of the annual *State of Small Business* report. The NEC played a major role in organizing the White House Conference on Small Business, including drafting a lively report for distribution at the conference and subsequently ("Rebuilding America For a New Era: President Clinton's Agenda for Small Business"). The NEC has worked closely with SBA to implement conference recommendations.

Because women are creating new businesses and new jobs at twice the national rate, the NEC has paid particular attention to women-owned businesses. Laura Tyson chairs the Interagency Committee on Women's Business Enterprises, which ensures that women's economic issues are addressed at the highest policy-making levels of the Administration. This year, the NEC produced the Interagency Committee's well-received first annual report, "Expanding Business Opportunities for Women," which documents the Administration's efforts to better serve the rapidly growing number of women entrepreneurs.

Eximbank Funding for IL-96 and other International Aerospace Issues

The NEC successfully managed the interagency process that achieved consensus on the difficult issue of Export-Import Bank participation in the IL-96 project. This project involves the export of U.S. engines and avionics, valued at \$1 billion, for installation in Russian aircraft. Pratt & Whitney viewed Eximbank support as critical but Boeing and McDonnell Douglas staunchly opposed it on the grounds that it would create a "Russian Airbus." Despite strong differences within the Administration, the NEC was able to come up with a position that all agencies -- and all segments of U.S. industry -- could agree to: essentially, Eximbank support for this transaction as an exception to general policy and only in exchange for Russian concessions on market access (concessions which Prime Minister Chernomyrdin subsequently made in an MOA with the Vice President).

Based on Pratt & Whitney's success, Honeywell now wants Eximbank support for a much smaller joint venture in Russia. Exim may reject this proposal internally. If not, the NEC will have to deal with another political hot potato.

Another aspect of the globalization of aerospace is the growth of foreign "offsets" by U.S. aerospace companies -- i.e., overseas production designed to gain access to foreign markets and foreign capital. Last year, in response to concerns raised by the International Association of Machinists and Aerospace Workers, the NEC convened an interagency working group to examine the issue. The group concluded that, on balance, these offsets create many more jobs than they destroy but that the offset process bears careful watching. We have not made our conclusions public.

Farm Bill

The NEC led the extensive interagency process that produced the Administration's guidance for the Farm Bill. (Known as the "Blue Book," this detailed guidance provided a way for the Administration to make its policy views known without drafting its own bill.) Congress adopted key parts of this guidance without change. Other parts -- such as the chapter on rural economic development -- served as the basis for concessions that the Administration successfully demanded, including the \$300 million Fund for Rural America.

Commercial Shipbuilding

The NEC led the interagency effort that resulted in the President's Shipbuilding Initiative to enable U.S. shipyards to reenter commercial competition. Most significant, this initiative provided increased funding and more generous financing terms under the Title XI Ship Financing program, allowing U.S. yards to compete for international business for the first time in nearly 30 years. The Maritime Administration has approved XX applications for guaranteed loans worth \$X.X billion in total, retaining thousands of U.S. shipbuilding jobs.

Other NEC Achievements

- ***Outreach to business community:*** Industry officials -- particularly in the high-tech community -- appreciate the accessibility and sensitivity of NEC staff to their issues. The recent (unsuccessful) efforts to get a patent reform bill are illustrative.
- ***Quality control of agency output:*** Agency documents are often poorly written (having been drafted by committee) and lacking in a clear message; occasionally, they are downright inconsistent with Administration policy. The NEC (along with OMB) plays a major role in redrafting and improving such documents.
- ***Striking a balance between good politics and good economics:*** In the policy arena, good politics often make for bad economics and vice versa. A major contribution of the NEC is to craft policy alternatives that are acceptable along both dimensions. A good example is the Cargo Preference Act: although CPA impeded DoD efforts to buy commercial products, the maritime labor and industry groups were adamantly opposed to any change in the Act. The NEC was able to work out a compromise (an exemption for subcontractors for commercial purchases) that everyone could live with.
- ***Protecting the President's investments:*** The NEC has fought hard to protect those items in the President's budget that represent key investments. A good illustration is the Dual Use Applications Program (formerly TRP) -- the President's signature defense transition program. The NEC (with no help from OMB) has battled annually with DoD to get sufficient funding for this program in its budget. We have done much the same for other high-priority R&D programs in the defense budget.

November 21, 1996

MEMORANDUM TO DAN TARULLO
GENE SPERLING
TOM O'DONNELL

FROM: MICHAEL WARREN
SUBJECT: Deadlines For Erskine Bowles Assignment

Attached is Dr. Tyson's first draft of the NEC Mission Statement. Please make any suggested edits on this copy.

As you know, Erskine Bowles asked for several assignments to be completed by COB tomorrow Friday, November 22. Here is a list of responsibilities per the 9:30 am conference call this morning with Laura:

Dr. Tyson

- Mission Statement for Department
- Areas of Current Overlap: Potential Management Problems
- What Meetings Are Necessary/Which Ones Are Not/New Ones Needed

Gene Sperling

- Areas of Current Overlap: Potential Management Problems
- Two or Three Goals To Help The President Make History

Dan Tarullo

- Areas of Current Overlap: Potential Management Problems
- How Can The NEC Communicate Better With Others?
- Two or Three Goals to Help President Make History

Tom O' Donnell

- Job Description Of Key People In Department
- Tools You Need To Do Your Job Well

Please submit your suggested revisions and your own contributions to me by 2:00 pm on Friday, November 22. Once received, I will draft another memorandum for submission to Erskine.

Thank you.

I. NEC Mission Statement

The NEC plays five basic roles within the Administration: coordinator of domestic and international economic policymaking; advocate for policy decisions consistent with the President's goals; monitor of the implementation of the President's economic policy agenda; coordinator of the Administration's economic message; and conduit between the White House and the nation's core economic constituencies, including the business and the labor communities.

As the so-called honest broker or coordinator of economic policymaking, the NEC organizes and leads interagency groups to develop economic policy options for the President on both domestic and international issues. The NEC plays this coordinating role in broad areas of economic policy, such as the budget, as well as on specific policy initiatives, such as the minimum wage increase, the reform of the Superfund, the Hope Scholarship tax credit, the US-Japan Economic Framework, and China MFN policy, to name a few representative examples. In all of these areas, the NEC works to assure full representation of all relevant agency views and rigorous economic analysis of all policy options presented to the President for final decision. Wherever possible, the NEC works to develop an interagency consensus to facilitate decisionmaking and to contain the number of decisions that must be passed onto the President for final adjudication.

Although the NEC's primary function is that of honest broker, it also plays the role of advocate for the President's economic goals within the interagency policymaking process. For example, in the annual budget formation and review process, the NEC chair and her deputies seek to identify and emphasize the President's spending priorities within the budgetary submissions of individual agencies and within the confines of a credible deficit reduction program. Similarly, the NEC has been an ardent advocate of the Administration's pro-export growth strategy, working with both the Commerce Department and the USTR on such issues as export decontrol, encryption policy and China MFN policy.

Effective and rigorous coordination of the economic policymaking process, guided by clear Presidential priorities, will prove to be an empty exercise if the decisions made at the end of the process are not implemented fully or expeditiously. Although the NEC consciously eschews an operational role per se, it sometimes works with the relevant operational agencies to make sure that the implementation process is working smoothly. For example, the NEC has worked closely with the USTR and the Commerce Department to develop and refine our positions in a number of contentious trade negotiations, and the NEC has (another domestic example).

The NEC plays a major role in the development and coordination of the Administration's economic policy message in both the domestic and international areas. Effective communication is essential both to garnering the necessary public and Congressional support for Administration policy initiatives and to establishing the President's record of leadership on the economy. The NEC has developed a reputation for working with the agencies to develop objective and informative talking points that provide a unified Administration message on the economy.

Finally, the NEC serves as a conduit with business, labor, environmental, consumer and other groups that seek a forum in which to express their economic policy concerns to the Administration. Regular meetings between members of these key constituency groups and NEC staffers on a variety of issues allows these concerns to be addressed, as appropriate, in the policymaking process. In addition, such meetings provide opportunities for the White House to enlist the support of different economic constituencies for key Administration initiatives, like NAFTA, China MFN, pension reform and corporate citizenship.

II. NEC Coordination with Other White House Units

Tyson

Whenever appropriate, the NEC works with other units within the White House to coordinate economic policy making, for example with the OMB on the budget, with the Treasury Department on tax policy, with the OVP on urban policy, with the DPC on health policy, with the CEQ on environmental issues, and with the NSC on international economic policy. On the message side of its operations, the NEC also often works with the Communications Department and the Press Office. Even when not primarily economic in focus, many policy issues have a significant economic component or significant economic ramifications that require NEC participation in policy development. Moreover, shared responsibility is necessary in many circumstances to ensure that all relevant units and agencies have a voice in the policy process and to develop a comprehensive set of policy options or recommendations.

In general, such instances of shared responsibility and shared accountability have worked well as long as the lines of shared authority are well established and understood within the Administration at the onset of the policy development process. For example, the DPC and the NEC have jointly led interagency policymaking processes on education from the beginning of the first term, and have jointly led the interagency health care process during the last two years. Other current examples of joint responsibility include the NEC's work with both the DPC and the OVP on the Administration's urban and community development agenda, with the CEQ on the global warming policy agenda, and with the OMB and the COS on the budget process.

In addition, from its inception, the NEC has shared joint responsibility with the NSC on all international economic issues. Occasionally, the NEC-NSC joint coordination process has encountered some difficulties, in part because of the difference in operating styles between the two organizations--the NSC is hierarchical and prefers to control paper tightly for security reasons while the NEC is more horizontal in structure and prefers to circulate ideas broadly through the NEC principals--and in part because of the difference in agency size--as an illustration, the NSC has its own press office, speechwriters, and legislative affairs personnel, while the NEC cannot afford dedicated resources in each of these areas. Regular weekly meetings between the NEC and NSC directors and their deputies are probably the best mechanism for assuring effective coordination. The new Chief of Staff should also send a clear signal to all relevant White House staff, including the new NEC and NSC directors, that international economic policy matters should be jointly coordinated by the NEC and NSC at all stages of the policy development and communication processes.

III. NEC Meetings and Representation

NEC meetings occur on both a regular and an as-needed basis. At various times during the first term, there was a regular weekly NEC meeting of the NEC core principals (Treasury, CEA, OMB, Commerce, Labor, and USTR). Because of overlap with other meetings on specific issue areas and because of the demands of campaign travel schedules, the regular weekly meeting has not been scheduled in recent months, but it should be scheduled once the new core NEC principals have been named as a means to inform them of ongoing NEC issues and to establish a collegial team process. In addition to the regular weekly meetings of core NEC principals, there has been a regular set of NEC-led interagency meetings on international economic issues led by the NEC international deputy and a corresponding set of meetings at the principals level led by the NEC chair, sometimes in conjunction with the NSC chair. Both the regular international deputies and principals meetings on these issues should continue. Finally, the NEC either alone or in conjunction with other White House units, organizes interagency groups as appropriate to deal with individual issue areas, and this process should continue.

Another set of critical NEC meetings are regular weekly briefings between the NEC chair and the President. A separate memo to the President (copy attached) identifies the reasons for the reinstatement and continuation of these briefings which are essential to the NEC's efficacy in the future.



Legacy Thoughts

In general in thinking about legacy issues in the economic area, it is important to keep in mind the basic economic challenges confronting the United States at the time that President Clinton assumed his first term. I believe these challenges include the following: a large and growing structural budget deficit that kept interest rates high and limited the private sector's growth potential; yawning income inequality and income stagnation for a growing number of American households and families; a quarter of the nation's children growing up in poverty—a higher incidence of childhood poverty than in any advanced industrial nations; rapid growth in health care entitlement spending that constrained the ability of government at all levels to spend on other important functions like education and infrastructure; continued weaknesses in our K-12 school system, including inadequate standards; inadequate teacher training, and high dropout rates—these problems are particularly pronounced for lower-income students who have a much lower probability of going onto postsecondary training than students from higher income families; an increasing number of Americans without access to adequate health insurance and adequate retirement income; and structural barriers to global trade and investment that posed a competitive disadvantage to American producers and encouraged the location of production facilities and jobs outside of the United States. As the following list of possible legacy items reveals, we have not made progress on all of these challenges, but we have taken important steps in the right direction in several areas, and we can focus our attention in the second term on challenges we have not yet addressed to any significant extent.

1. Restoring fiscal responsibility, eliminating structural deficits, balancing the budget as a foundation for a new era of lower interest rates, greater investment, faster productivity growth and the longest economic expansion in the twentieth century.
2. Providing each and every American with the opportunity to finance a college education. This is one organizing theme that encompasses several different initiatives. Another comparable theme that does the same is making two years of college as common tomorrow as completion of high school is today.
3. Entitlements—including welfare, social security, Medicare, and Medicaid

welfare—the President will already be remembered as the Democrat who signed a bill ending the welfare entitlement. Whether this proves to be a positive or a negative legacy remains to be seen, but clearly this is an area where the Administration should focus its efforts during its next term to make sure that the transition to a bloc grant system and the related welfare to work transition work as smoothly as possible.

Medicare—given the demographics, the Medicare system is on an unsustainable course both over the medium term, with the Trust Fund problem, and over the longer run when the demographic challenges begin to hit after 2010. This Administration should be remembered for developing solutions to Medicare's short-term and long-term challenges. The President is the ideal person to lead on these issues because he is committed to the Medicare system and its accomplishments, but he also realizes that something must be done to slow the rate of growth of health care spending in the federal budget. The long-term Medicare challenge is a formidable one, because unlike the Social Security challenge for which there are numerous proposed remedies, there is no agreement even among experts on how best to proceed on the Medicare front.

Medicaid—the President has successfully protected the Medicaid guarantee so far and he should continue to do so. His goal in Medicaid should be to work with the states to allow for greater flexibility so that Medicaid increases access to health coverage for the growing number of Americans who are without private health insurance.

Academic Health Centers and Children's Hospitals—changes in Medicare, Medicaid, and the private health care system threaten the long-term financing of America's premier academic health centers

Tyson

and children's hospitals which provide part of the shared infrastructure of our health care system. As part of his legacy in the health care-entitlements area, the President could work with the private health care system to develop new mechanisms to provide adequate stable funding of this infrastructure.

Social Security--this is the crown jewel of the New Deal, and the President should be committed to preserving it through the next century. In particular, he can be remembered for leading on decisions to solve the long-term demographic challenges to social security while maintaining its social insurance function. As one of the members of the first generation of baby boomers, he can also be remembered for leading the country toward a new comprehensive national retirement savings policy. Right now most elderly Americans (the bottom 80% of the elderly family income distribution) rely on Social Security as their primary source of retirement income, yet 50% of current retirees need to supplement their social security benefits with other private savings to reach the minimum income required to maintain their living standards.

Without adequate private retirement savings, the majority of baby boomers are likely to suffer a sharp decline in their living standards as they reach retirement. This poses a national policy challenge which is exacerbated by the fact that income stagnation has contained growth in living standards for this population during their working years.

4. Changes in taxation--it is very unlikely that any significant tax reform will develop over the next four years. Therefore, it is unlikely that changes in the tax system will be part of the President's legacy unless such changes are linked to other legacy initiatives like education and private retirement saving.

5. Making Work Pay--the President can be credited with a number of policy initiatives--BITC expansion, minimum wage increase, welfare reform--that make work pay by ensuring that any full time worker should be able to earn enough to keep his or her family out of poverty. This is a major accomplishment.

6. International economics--the President can be remembered for leading the most active period of liberalization in both global trade and global investment, with particular focus on breaking down structural barriers. This requires that we move forward to realize the promises of NAFTA and the Uruguay Round and the potential of APEC and FTAA. It also requires that we move as appropriate from reliance on bilateral trade disputes toward more active reliance on multilateral rules and dispute settlement mechanisms and that we work to expand their purview into new structural areas.

January 9, 1997

MEMORANDUM FOR SYLVIA MATHEWS
JOHN PODESTA

FROM: GENE SPERLING

SUBJECT: NEC Issues

As I prepare to take the helm at the NEC, there are some key issues regarding personnel, management, and meetings that I wanted to discuss with you, as outlined in this memo. This memo presents my overall goals for the NEC, my plan for strengthening and restructuring the NEC to achieve these goals, and detailed explanations of 10 immediate issues I would like us to resolve.

OVERALL GOALS FOR THE NEC.

Getting this done right is important to the President's legacy. It's not just about tinkering here and there to make one portion of the West Wing run smoother -- its about providing the President with the sound and strategic economic policy advice he needs to achieve his agenda and place in history. It is going to depend upon how prepare ourselves to achieve his goal of balancing the budget. It is going to depend on how we go about getting our ambitious education agenda filled. It is going to depend on how we reform entitlements -- and do it right. If we're serious about achieving these goals, than we have to make the changes and commit the resources outlined in this memo, to achieve the following goals:

- Better help the President achieve his long-term goals of balancing the budget and reforming long-term entitlements.
- To the same end, continue strengthening the DPC and NEC partnership on education and training, health care, and welfare-to-work issues.
- Better policy staff coverage on key policy issues:
 - Entitlements (Social Security, Medicare, Medicaid)
 - Legal Reform, Regulations, Telecommunications, Environment.
- Achieve the above goals while maintaining the high quality level of message materials, economic research, defense of the President's initiatives, talking points, and Q. and A., that the President, Vice President, First Lady, White House staff, Cabinet, and outsiders have come to expect and rely on from the NEC.

OVERALL PLAN FOR ACHIEVING THESE GOALS:

1. *Domestic Deputy* -- senior Administration strategist and policy coordinator on the President's top priorities of balancing the budget and education, and other key issues such as taxes and entitlement issues.
2. *Chief of Staff and Counselor* -- strong manager of the NEC staff, who also functions as the policy deputy in key legal and non-budget regulatory areas., which have suffered from a lack of senior policy coordination during the first 4 years. [Kathy Wallman]
3. *Maintain strong message materials production and strategic coordinating of Administration economic message and defense of the President's priorities/initiatives.* Restructure the NEC to take these responsibilities away from the NEC Domestic Deputy so that he/she can focus on the NEC policy process and hot policy issues, by creating an economic policy/message team:
 - Must have strong senior person to work with Rahm and Baer on Presidential Events, reports, and quick development of new initiatives. [Jon Kaplan]
 - Must have solid Communications Director who can work with myself on overall economic message and strategy. This individual will be responsible for working with McCurry and his deputies on daily message. This individual will also help author Q. and A. and briefing materials for senior White House and Cabinet, and brief them on message. [Jake Siewert]
 - Must have solid senior economist who can be the White House's expert on issues such as CPI, Social Security, overall entitlements, financial markets, economic trends, and industry analysis. This individual will also ensure quality control on all materials within the NEC purview, and step in to provide much needed help on key economic environmental issues and other areas. [Peter Orszag]
4. *Substantive Junior Policy Support for the NEC Special Assistants to the President.* The NEC Specials -- senior Administration policy coordinators -- have operated for 4 years on their own, without substantive junior staff support.
 - It is imperative that we add 2-3 junior policy slots to assist the NEC specials.
5. *Strong Health Care (Medicare / Medicaid) Senior Staffer.* Chris Jennings at the DPC has been working for too long with virtually no help, coordinating the Administration's key Medicare and Medicaid policies, with myself as the only other senior White House staffer on these issues.
 - It is imperative that we hire a senior NEC Medicare/Medicaid staffer. An additional slot should be added to the White House side of the NEC personnel budget to hire this individual.

6. *Provide much needed raises.* Many NEC Special Assistants to the President have been working here for 4 years without a raise. That's an 11% real cut -- while they are constantly offered Sub-Cabinet positions that would pay them about \$30,000 more than they now earn. 2 other NEC Policy Directors are greatly underpaid for their "Special Assistant to POTUS" level of work that they perform without title. 3 additional NEC administrative staff were promised raises almost 2 years ago which they have yet to see.
 - These people should be given raises, as decided by the NEC Director. These raises should not count against the NEC personnel budget, which is needed to hire new staff.

7. *Reaffirm the proper role of the NEC Director as the President's advisor on economic issues.*
 - Reinstate weekly 10-20 minute meetings with the NEC Director and the President to resolve pressing issues or those issues which that do not require full principal meetings to decide.
 - The NEC Director must be included in the weekly political strategy sessions.

DETAILED EXPLANATION OF AREAS THAT REQUIRE IMMEDIATE ATTENTION AND IMPROVEMENT.

1. **Proper personnel resources for producing the volume and quality of economic research, briefing materials, and message materials, expected and required by the White House and Cabinet Secretaries.**

It is no secret to anyone that my shop has been operating on complete overload. Much of the reason for this is that we have (rightfully) become the source of all Administration message materials on:

- *The economy* (including, but not limited to talking points and Q. & A. on jobs, wages, and economic growth,)
- *Defending the vast majority of the President's priority programs* (including, but not limited to HOPE Scholarships, the EITC, Direct Lending, Goals 2000, and AmeriCorps).
- *Explaining and defending the President's positions on key economic and budget issues* (including, but not limited to Medicare, Medicaid, spending cuts, taxes, urban policy).

This function of the NEC is perhaps what we are known best for -- the ability to provide unified message points on a variety of constantly evolving topics. This information has proved vital to the President & the Vice President on a daily basis, especially for press conferences and interviews. This information is also proved invaluable to the Chief of Staff, McCurry, and numerous Cabinet Members in their daily and weekly preparation for interviews and especially the Sunday news shows.

While there is no argument as to the value of this work, it has been produced over the last 4 years by just a small team of individuals including myself and my immediate assistants such as Jason Goldberg and Jon Orszag.

Proposal for new NEC: The new NEC Domestic Deputy should no longer have to take primary responsibility for this function of the NEC. My Domestic Deputy should be able to spend the majority of (his/her) time on coordinating the President's policies.

However, I am just as committed to making sure that this role remains at the NEC. Perhaps a new unified White House communications/policy research office -- which I understand has been under discussion by Rahm and others -- could assign an individual to help with some of this work. But, in order to ensure quality control and accuracy, the NEC will have to be the central production facility for most of this information.

I intend to have my senior policy and planning advisor [Jon Kaplan] and Communications Director [individual TBD] take responsibility for this paper production function, aided by my new Special Assistant [Russell Horwitz] and a good number cruncher to fill Jon Orszag's slot. My new senior Economic Advisor [Peter Orszag] will relieve the new Domestic Deputy from having to be bogged-down with constant quality-control and number-checking.

2. **Effective Communications and Message Coordination.**

Communications / New Initiative Development. The NEC currently has a Communications Director, Chris Dorval, who has not been as integrated into the White House communications, scheduling, and new policy initiative formulation as we would like. This includes activities from planning Presidential events, to coordinating reports on presidential initiatives, to developing new policy proposals in just a few day's notice. *Because of the lack of a strong, integrated Communications Director, this is an area where I, as the Deputy, had to take the lead position -- another time consuming role which I would not want my new Domestic Deputy to have to perform.*

Proposal for new NEC: Jon Kaplan will perform this function and work closely with Rahm on special projects, reports, and new initiatives. I will do this within existing NEC staff slots, replacing the current Deputy Chief of Staff, Kevin Varney, with Kaplan.

Press and Message Coordination. Another role that fell on me as the Deputy was to coordinate and manage press rollout strategies, field as many as 15-25 press calls per day on hot topics, as well as be the principal strategist and briefer for Administration officials on our economic message. *Once again, these are roles that we would have liked a stronger Communications Director to have performed.*

Proposal for new NEC: I would like to replace Chris Dorval with Jake Siewert -- the one individual who I think could best mix politics with strategic message, and the one individual who I could envision preparing sound briefing materials and actually briefing Cabinet Members such as Secretary Rubin and senior Administration officials on our message. *Unfortunately, Chris Dorval's slot is a detailee slot and I am pretty certain that I will not be able to find an individual as capable as Jake from within the Administration.*

3. **Senior Medicare / Medicaid policy staffer to work with (and lighten the work load of) Chris Jennings at the DPC.**

While Jennifer Klein -- and most recently Pauline Abernathy -- have been able to provide Chris Jennings with considerable substantive support on Medicaid and child-health issues, the workload in this vital area has been enormous and much more than Chris or anyone else could possibly handle.

While Chris has done a remarkable job at drawing on the resources of HHS, the enormous demands on Chris and the rapid, sensitive, political nature of the policy negotiations involved in this vital area have made this an unsustainable situation for myself, Bruce, and Chris.

Proposal for new NEC: I feel strongly that an additional senior health care expert is needed -- not just to help the NEC & DPC but for the entire White House staff. I believe that it makes sense to have another White House slot for this position, housed at the NEC, to work with Chris at the DPC.

4. Substantive junior policy staff to assist the NEC Special Assistants to the President.

The NEC Special Assistants to the President are all senior policy analysts who coordinate Administration policy with Assistant Secretaries and Under Secretaries in their respective issue areas. Their roles are to keep the balls moving on policy proposals, work through disagreements among senior sub-Cabinet at the agencies, and author pro/con memos to the President and NEC Principals.

In my discussions with the current NEC Special Assistants, the one recurrent (and strongly accentuated) complaint was the lack of junior policy staff to assist the Special Assistants to the President in their respective fields of expertise. Each Special Assistant is essentially operating as a "one-man-band;" each feels that he or she could do much more at a much greater level of depth with a modest amount of additional substantive policy support.

To date, the only two NEC junior policy staffers have served directly under me (most recently Pauline Abernathy, and Jon Orszag). This arrangement has meant that these two individuals have been extremely overworked and placed in the untenable situation of being the only policy support resources available to myself and all the NEC Special Assistants -- in addition to being responsible for all Administration economic quick response and defense of the President's policies.

The current environment has also meant that the senior policy staff have likewise been greatly overworked and vastly under-supported. For instance, Elgie Holstein, a Special Assistant to the President, is solely responsible for coordinating the Administration's Superfund policy, and economic aspects of our energy and environment policies, without any substantive staff backup.

Proposal for new NEC: We currently do not have any slot or funds to hire junior policy staff. We need to find a way to hire 2-3 policy assistants to assist the Special Assistants.

5. NEC policy staff are primarily specialists while the President's priorities often require quick action from generalists.

Most of the NEC staff have been (rightly) hired for their expertise on specific issues. However, the President's priorities often require immediate attention to a wide variety of substantive issues at a more political and generalist level.

This situation has meant that a relatively few number of people have to work longer and longer hours to make up for a lack of good, sound policy generalists with the policy and political capabilities to deal with the issues of the day.

Proposal for new NEC. Solving this problem is possible without additional staff slots:

- In choosing Kathy Wallman to be the new NEC Chief of Staff and Counselor and Deputy on key legal, regulatory, and telecommunications issues, we have brought on a well respected senior policy person who can take the lead in these areas while managing responses to day-by-day hot policy issues. Previously, Dan -- and Bo before him -- acted as principal deputy on these issues. With Dan's new

position, Kathy will be able to cover these areas, rather than placing more burden on the new Domestic Deputy.

- In choosing Jon Kaplan to serve as a senior advisor for policy and initiative coordination, we have brought on a serious substantive individual who can work on general policy areas such as economic conferences, presidential events, and administration accomplishments.
 - In choosing Peter Orszag to serve as a senior economic advisor, we have brought on an individual who can take a lead on key issues such as overall entitlements, CPI, Social Security, financial markets, economic trends, industry analysis, and environmental issues, while also lending special substantive support on a wide variety of general issues.
- *** Note: These 3 individuals will not serve as special assistants to Gene. The only individual who will perform specific special assistant functions for the Director will be Russell Horwitz, replacing Jason Goldberg.

6. **Lack of Raises.**

- The three administrative assistants (Gay Joshlyn, Wendy Einhellig, and Sonya Mathews) who provide secretarial support for the 18 OEOB NEC staff were promised raises 2 years ago which they have yet to see.
- Several of the Special Assistants to the President have served for 4 years without a raise: Paul Dimond, Elgie Holstein, Bob Kyle, Dorothy Robyn, and Ellen Seidman. This amounts to an 11% real pay cut.
- Two people who are widely regarded as stars of the Administration -- Lael Brainard and Tom Kalil -- are not even Special Assistants to the President, although they have functioned on the same work level as the NEC Specials. Because I am hiring Jon Kaplan and Peter Orszag at \$87,500, I feel that it is imperative to put Lael and Tom above that level and near the Special Assistant's level -- regardless of whether or not they are granted the Special Assistant title.

Proposal for new NEC. I feel strongly that the above individuals are deserving of raises. These are exceptionally talented people who have stayed with the Administration for 4 years. However, it is extremely difficult to handle these raises within our current budget. We should try to find a way to give these raises outside of the current NEC budget.

- #### 7. **Weekly POTUS Meetings with NEC Director.** I want to emphasize the importance of these meetings. Too often in the past, issues have fallen through the cracks because they were not worth having a big meeting to discuss, yet they could have been handled very easily and efficiently as part of a 5-10 minute conversation with the President.

Request. I would like to have a weekly 15-30 minute meeting with the President and myself, as a standard weekly scheduling item.

8. **Political Strategy Meetings.** I wholeheartedly agree that it is important to continue the weekly evening strategy meeting with the President. I feel that it appropriate for Bruce and me to be included in these meetings.

Request. Bruce Reed and I must be included in the weekly political strategy and planning sessions.

9. **Sending A Clear Message to the Agencies and White House Staff on the Special Roles of the NEC and DPC in Coordinating Administration Message on Policy.** Both Bruce and I feel that it is important for Erskine to send a clear message to all of the policy offices -- including all of the Cabinet Departments, as well as White House agencies such as OMB and CEA -- that the NEC and DPC must be the central clearinghouse for message on all administration domestic and economic policies.

This is not meant to be an affront to Rahm and Baer or to exclude them. To the contrary, we expect to work closely with them at every step of the process. Bruce and I simply want to make sure that it is clearly known and understood that Bruce and I will help move message decisions/recommendations on policy up to Rahm and Baer. The message from Erskine should be strong: message suggestions on domestic or economic policy that do not go through Bruce or I will not be considered until they have been re-routed through Bruce and me. We must insist on following the proper processes.

Request. A clear message delivered from Erskine that the NEC and DPC processes must be respected and used to generate and define administration message on domestic and economic policy.

10. **Including Policy Staff at Meetings With the President When Possible.** Over the last couple of years we have had a lot of problems when it comes to including policy staff in meetings or briefings with the President on issues under their respective purviews. More often than not, Laura or I have been asked to represent their opinions or work, even after they have spent months or even years preparing for that one meeting with the President.

I understand the desire and necessity to keep meetings with the President small and efficient. However, these are senior policy advisors who unfortunately almost never see the President. These people are also constantly being offered sub-cabinet positions that would pay them \$30,000 more than they currently earn. I feel strongly that it is not a bad thing to see being part of a meeting with the President on one of their issues as a reward for their hard work. There is no bigger morale booster. And there is no better way for us to ensure that we can we can keep these valuable people.

Request. Bruce and I should be given discretion to bring in 1 or 2 good people who have worked on the issue(s) being discussed with the President.

NEC STAFF SLOTS

1. **POSITION:** **NEC Director**
 Occupant: Gene Sperling
 Designate: Gene Sperling

2. **POSITION:** **Domestic Deputy**
 Occupant: Vacant
 Designate: TBD

3. **POSITION:** **Assistant to the President for International Economics**
 Occupant: Dan Tarullo
 Designate: Dan Tarullo

4. **POSITION:** **Chief of Staff**
 Occupant: Tom O'Donnell
 Designate: Kathy Wallman, Chief of Staff and Counselor,
NEW POSITION: *Deputy for Legal and Regulatory Issues such as*
 Telecommunications.

5. **POSITION:** **Special Assistant to the Director**
 Occupant: Jason Goldberg
 Designate: Russell Horwitz

6. **POSITION:** **Special Assistant to the President for Economic Policy**
 Occupant: Vacant
 Designate: TBD -- Medicare / Medicaid expert

7. **POSITION:** **Special Assistant to the President for Economic Policy,**
 Education and Training.
 Occupant: Paul Dimond
 Designate: Paul Dimond

8. **POSITION:** **Special Assistant to the President for Economic Policy,**
 Environment, Energy.
 Occupant: Elgie Holstein
 Designate: Elgie Holstein

9. **POSITION:** **Senior Director for Economic Policy,**
 Technology, Telecommunications
 Occupant: Tom Kalil
 Designate: Tom Kalil

10. **POSITION:** **Senior Director for Economic Policy**
CEA Liaison, Economy, Entitlements, Taxes,
Occupant: Mark Mazur
Designate: Peter Orszag
NEW POSITION: *Senior Economic Advisor, who also serves as policy coordinator on CPI, Social Security, overall entitlements, financial markets, economic trends, and industry analysis issues.*
11. **POSITION:** **Special Assistant to the President for Economic Policy**
Defense Conversion, Small Business, R&D
Occupant: Dorothy Robyn
Designate: Dorothy Robyn
12. **POSITION:** **Special Assistant to the President for Economic Policy**
Financial Institutions, Pensions
Occupant: Ellen Seidman
Designate: Ellen Seidman
13. **POSITION:** **Deputy Chief of Staff**
Occupant: Kevin Varney
Designate: Jon Kaplan
NEW POSITION: Senior Advisor for Policy Planning and Initiatives
14. **POSITION:** **Associate Director**
Economic numbers cruncher, quick response, message materials
Occupant: Vacant (Jon Orszag slot)
Designate: TBD
15. **POSITION:** **Associate Director**
Budget numbers cruncher, quick response, message materials
Occupant: Pauline Abernathy (on loan to First Lady's office, filling Jen Klein's position until 3/1/97)
Designate: TBD
16. **POSITION:** **Special Assistant to the President for International Economic Policy**
Occupant: Bob Kyle
Designate: Bob Kyle
17. **POSITION:** **Director for International Economic Policy**
Occupant: Malcolm Lee
Designate: Malcolm Lee

18. **POSITION:** **Director for International Economic Policy**
Occupant: Lael Brainard
Designate: Lael Brainard
19. **POSITION:** **Executive Director**
Executive Secretary to the NEC
Occupant: Michael Warren
Designate: TBD
20. **POSITION:** **Communications Director [Detailee slot]**
Occupant: Chris Dorval (detail expires 1/21/97)
Designate: Jake Siewert
21. **POSITION:** **Policy Analyst (Junior Policy)**
Occupant: Vacant
Designate: TBD

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February 28, 1997

MEMORANDUM FOR ERSKINE BOWLES

FROM: GENE SPERLING

**SUBJECT: The National Economic Council's Goals
and Objectives for the Next 6 to 12 Months**

Using the President's State of the Union address as a guidepost, I have outlined below the goals of the National Economic Council (NEC), and the objectives that we plan to use to achieve those goals.

GOAL: Reach a Balanced Budget Agreement that Addresses the President's Priorities. The NEC is working towards ensuring that a majority of congressional Democrats support a budget package that reaches balance by 2002, protects our priorities, and significantly increases investment in education.

Objectives:

- Prior to the budget negotiations commencing, coordinate activities of the budget working group, which meets twice each week and is comprised of White House staff as well as department representatives, to implement the four objectives listed below
- Continue to protect the credibility of our budget plan through media and outreach efforts
- Continue to make our priorities untouchable, including the education initiatives, children's health coverage, and the EITC, through speeches, White House events, and media efforts
- Prepare for the likely Republican attack on our tax cut
- Continue to show supportive constituencies that our budget is progressive on numerous issues, including cities, rural areas, children, the environment, women, and the disabled through media and outreach efforts

GOAL: Make Significant Progress on Our Education Initiatives. The NEC and the Domestic Policy Council (DPC) have developed a comprehensive strategy for implementing the President's ten point education plan. While working together as a team with the DPC, we are making our main focus five of the areas: (1) passing the school construction initiative; (2) passing America Reads legislation; (3) passing a significant Pell Grant increase and our higher education tax proposals -- including the HOPE Scholarship, \$10,000 tuition tax deduction, and expanded IRA; (4) advancing technology literacy by connecting every classroom and library to the Internet and teaching every twelve-year old how to log on to the Internet; and (5) passing Skill Grants.

Objectives:

- Higher Education Tax Cuts: Our objective is to enter budget negotiations with the higher education tax cuts in strong shape by:
 - Gaining the endorsements of major groups that will make a difference with Congress; and
 - Showing Democrats and progressives that we have a package that looks out for low-income families through expanded Pell Grants
- America Reads: Our strategy is to work with Carol Rasco, Intergovernmental Affairs, and Legislative Affairs to make this a serious, bipartisan proposal
- School Construction: maintain a high profile on this issue and unveil our legislation, while gaining Republican support for the goal
- Technology Literacy:
 - Push to achieve full funding in budget for Technology Literacy Challenge Fund (\$425 million) and Innovation Fund (\$75 million)
 - Continue ongoing efforts for a high-profile private sector initiative that captures the imagination (e.g., training every 4th and 5th grade teacher to use the Internet)
- Skill Grants: Our objective is to give the President new policy options within two weeks so that he can decide how to formulate a Skill Grant strategy. We will then seek to create support for the initiative and work it through Congress as part of a budget agreement.

GOAL: Protect the President's Tax Cut and Revenue Initiatives. In addition to the higher education tax provisions discussed above, the NEC has an added goal of passing both the children's tax

credit and the capital gains reduction for homeownership.

Objectives:

- Run NEC process responding to the Republican tax reform proposals we expect over the summer
- Protect EITC from another round of attacks to ensure that Republican tax cuts are not irresponsible, inequitable, or balloon the deficit
- Carry out budget negotiating strategy

GOAL: Begin the Process of Entitlement Reform. The Administration needs to begin a bipartisan process on entitlement reform.

Objectives:

- Have meaningful entitlement reform within the balanced budget plan
- Work within the NEC to make policy decisions as to what type of bipartisan process we need to have to address long-term Medicare and Social Security issues
- Consider issues related to composition, goals, and timing of the Commission
- Highlight the progress the Administration is already making by extending the life of the Medicare Trust Fund to 2007 in its FY 1998 budget

GOAL: Finish the Job of Reforming Welfare. We must begin the process of meeting the President's goal to move two million more people off the welfare rolls by 2000.

Objectives:

- While Bruce Reed and the DPC will address a wide range of implementation and welfare "fix" issues, our focus will be to provide co-leadership on the Welfare-to-Work Tax Credit and the private sector welfare-to-work initiatives
- Work to ensure a thriving private sector initiative

GOAL: Pass Health Coverage Initiatives for Workers Between Jobs and Children. These initiatives are major priorities in our budget proposal. They would provide assistance to people who lack health coverage through no fault of their own -- children and those families who lose coverage because of job changes.

Objectives:

- Raise the profile on this issue to ensure that it is difficult for Republicans to cut during negotiations
- Work with Intergovernmental Affairs to reach out to governors who may support these initiatives

GOAL: Continue to Empower Communities. The NEC will work through the budget process to secure passage of our Community Empowerment agenda of increasing funding for Community Development Financial Institutions, designating new Empowerment Zones, revitalizing the District of Columbia, and passing a "Brownfields" initiative.

Objectives:

- Develop bipartisan congressional support for community empowerment initiatives in negotiations within the context of the District of Columbia budget working group

- Work with Treasury, OMB, and other White House offices to conduct events in the District to highlight the need to pass the Administration's revitalization plan.
- Focus on additional issues of income inequality, such as Hispanic family poverty
- Work on women and minority small business issues with the Women's Office and the Small Business Administration

GOAL: Pass ISTEA Reauthorization Consistent with President's Budget and Priorities. Work with Department of Transportation (DOT) and DPC to coordinate ISTEA strategy relative to our budget.

Objectives:

- Work with DOT and OMB to send up progressive legislation that builds on the strengths of the 1991 Act
- Use expertise in DOT and other agencies to achieve a funding formula consistent with Administration priorities
- Use speeches and events to achieve the policy goals of ISTEA (environmental protection, safety, innovative financing, and funding flexibility)

GOAL: Sign Family-Friendly Proposals. Consistent with the President's commitments, the NEC will work for passage of Family and Medical Leave expansion and acceptable Flex Time legislation.

Objectives:

- Work with Legislative Affairs, the DPC, the Labor Department and others to expand FMLA to provide 24 hours of additional unpaid leave for workers to attend family medical appointments or parent-teacher conferences
- In complementary effort, work to pass a version of Flex Time that meets the President's principles of choice for employees, real protection against employer abuse, and preservation of basic worker rights
- Conduct speeches and events, such as the President's radio address on February 1 and the Vice President's AFL-CIO meetings in Los Angeles last week, to highlight the importance of these initiatives

GOAL: Address Environmental Issues with CEQ, DPC, and the EPA including particulate matter, electricity deregulation, privatization of the U.S. Enrichment Corporation and global climate change.

Objectives

- Work with OIRA on constituency outreach on Particulate Matter/Ozone.
- Pursue further administrative reforms of the Superfund program to complete inter-agency review of the Administration proposed privatization of U.S. Enrichment Corporation.
- Work with CEQ in managing the development of U.S. Government's position in international climate change negotiations.

NATIONAL ECONOMIC COUNCIL OPERATING MANUAL

January 1998

I. PRESS AND EVENTS

Press Calls

Press calls come to either Jake or Sperling directly. Jake, Weissman, and Russell compare notes to determine which calls are top-priority and bring these calls to Sperling's attention over the course of the day. Toward the end of the day, Jake and Russell double-check the list to determine which calls have not yet been returned and must be done that day. They work to bring those calls to Sperling's attention through phone lists, separate "to do" lists, pages, and verbal communications. At the end of the day, Jake calls reporters to let them know the probability that they will hear from Sperling that evening and collects home numbers where appropriate.

Sunday Show Appearances

When Sperling is scheduled to appear on a Sunday television news show, there are several steps that we take in preparation. Initially, Russell and Jake discuss the show with Sperling to determine what the scope of the issues is likely to be. Russell informs the relevant staff of the show's scope, and requests briefing materials from them by Friday afternoon. He also conducts initial background research on whoever is appearing on the show with Sperling. Along with relevant policy staff, Jake drafts Q&A on a wide variety of possible topics. Working with Jake, Russell compiles Sperling's briefing book on Friday afternoon.

On Friday, Weissman schedules a conference call or prep session for Saturday with Sperling and relevant staff, including Jake and Russell. Weissman also sets a VCR to record the entire show.

Sunday Show Coverage

Each of the five Sunday shows are assigned to be watched by Kaplan, Jake, Jon Orszag, Peter Orszag, Chuck, or Russell. Following the shows, a conference call is held at 12:30 pm to compare notes. Sperling is then either called or paged with any noteworthy details. If no new ground is broken, then Sperling is simply notified of that through a page.

Presidential or Vice Presidential Events

When the NĒC is responsible for an event (i.e., when the President or Vice President is

announcing a policy for which the NEC is responsible), two staffers are principally the coordinators -- Jake and the relevant policy staffer. The specific tasks for each event include drafting paper (e.g., one-pager on announcement, Q&A, event memo), helping speechwriting with remarks, working out logistics with scheduling and advance, and developing the press strategy.

In the days leading up to any NEC event, staff must provide Sperling with a one-page summary of how the event/announcement is developing. (This is particularly useful in preparation for the 7:45 am Chief of Staff meetings.) In the event that Jake needs assistance, Brian helps with event logistics and Jon Orszag helps with drafting paper.

Jake, Russell, Kaplan and Jon Orszag watch for events where the President may be appearing before the press, which could require guidance from the NEC or Sperling's presence at a briefing.

Checking the Wire

Over the course of the day, Jake, Jon Orszag, and Russell all review the wire services for economic and political stories of which Sperling needs to be aware. Jake and Jon forward all pertinent stories to Russell, who has the responsibility for ensuring that Sperling sees them in a timely fashion.

II. NEC PAPER FLOW

Paper Flow to Sperling

Currently, all documents (e.g., staff memos, email notes, faxes) that come to Sperling go directly to Russell who gives them to the West Wing intern to enter into our database. Documents entered into the NEC tracking system, which Brian directs, are numbered, copied, and distributed to the appropriate NEC staff. Documents are then filed in room 233 OEOB, in numerical order. Selected documents are filed in their corresponding subject binder in the West Wing.

On a daily basis, Russell reviews the new paper and selects the key documents that need to go into a file for Sperling to review that day. Russell drafts a cover memo summarizing each of the day's new documents and attaches it to the file. Each evening, Russell gives Sperling that day's file and explains which documents are especially urgent. The following morning, Russell checks Sperling's file to determine if there are any notes or updates that need to be disseminated to staff or throughout the White House.

Weekly Report to the President

Every Friday evening or Saturday afternoon, the NEC submits our Weekly Report to the President. Policy staffers email to Russell by Friday at 4:00 pm brief descriptions of events that have taken place in their policy area over the past week. Russell compiles the report from the emails, adding to and editing the report. He then provides a draft to Kaplan to review. By 5:00 pm on Friday, Russell gives Sperling a draft of the weekly for final review.

Notes from the President Requiring Response

The President frequently writes short notes with policy questions to Sperling on news articles, memos, and personal letters. Russell then ensures that both Sperling and the appropriate staffer receive copies of the note. That staffer is then responsible for drafting the response to the President which henceforth will be incorporated into the Weekly Report to the President. It is Russell's responsibility to maintain a list of these Presidential notes, including the date of the note, who has been assigned the response, and a deadline for completing the response. Russell provides copies of the list to Sperling and Kaplan.

III. MEETINGS

NEC Principals Meeting

The NEC holds principals meetings roughly every other Thursday, late in the day. In preparation for these meetings, Kaplan drafts an agenda after consulting with several agency Chiefs of Staff and policy directors, including Mike Froman, David Lane, and others. At the same time, Barreto tries to firm up a time for the meeting with the scheduling offices of the various principals.

Before the meeting, Brian sets table tents and agendas on the conference table and arranges the room according to the approved seating chart.

7:45 am Chief of Staff Meetings

Each morning, Sperling attends the 7:45 am Chief of Staff's meeting in the Roosevelt Room. In preparation for that meeting, Brian canvasses the NEC staff the day and evening before for any policy or event news that Sperling might consider raising in the meeting. Brian puts a one-page memo summarizing these issues in the front of Sperling's daily briefing book so that it is easily accessible.

NEC Staff Meetings

Each Monday, Wednesday, and Friday from 9:00-9:30 am, the NEC meets in Sperling's office. Sperling briefs the staff on announcements or news from the 7:45 am meeting and then goes around the room allowing each staffer to raise issues or questions.

NEC Meetings with the President

Weissman is responsible for scheduling these meetings on Sperling's behalf. Weissman must be certain to review the invitation list and the draft seating chart with Sperling. Weissman provides Kris Engskov in the Oval Office with a list of invited participants at least 30 minutes prior to the meeting. Weissman and Russell monitor the meeting's precise timing and notify Sperling and participants. Weissman handles all logistics for the room, including name cards, seating arrangements, and agendas.

IV. WEST WING OFFICE ORGANIZATION

Sperling "To Do" List

After discussing with Kaplan and Weissman the main items that Sperling needs to address, Russell drafts a "to do" list highlighting key phone calls, memos, and scheduling issues. Russell also attaches to the list the most important paper that Sperling needs to review that day. Russell is then responsible for reviewing the "to do" list with Sperling.

Sperling's Schedule

Weissman is responsible for Sperling's short-term and long-term scheduling. Weissman maintains a notebook that lists all invitations and scheduling requests in order of urgency. Additionally, all incoming invites are put in the call log. After discussing all Sperling scheduling requests with Kaplan and the appropriate staffer, Weissman reviews them with Sperling. Weissman enters all scheduling items Sperling has agreed to do into LOTUS Organizer. Requests from staff or small internal meetings that come up throughout the day are raised with Sperling by Weissman and Russell.

Additionally, throughout the day, Weissman emails Sperling's schedule (both that day's and the next day's schedule) to Katzen, Russell, Jake, Kaplan, Peter Orszag, Jon Orszag, and Brian.

Briefing Book

Brian is responsible for pulling together Sperling's daily briefing book. Each day, Brian receives the next day's schedule from Weissman and requests briefing materials on each

meeting and event from the relevant staff. NEC interns assist Brian with Lexis/Nexis, Netscape, periodical and White House library research. Brian provides the next day's briefing book to Russell by approximately 8:00 pm each evening.

Phone Calls to Sperling

Weissman and Russell compile a phone call sheet for Sperling of all outstanding phone calls and messages on virtually an hourly basis. Both are responsible for providing Sperling with an updated call sheet when he arrives back in the office from meetings or other events. They are also responsible for highlighting for Sperling which calls are especially critical or time-sensitive. In the event that Sperling is not present to receive his call sheet, both Russell and Weissman must page him with any messages that are especially important (e.g., Cabinet secretaries, Senators, or major reporters).

Sperling Speeches

In the days leading up to a speech, Russell and Jon Orszag are responsible for eliciting guidance from Sperling on the speech's focus. Working from the existing speech-preparation binder that Russell has compiled, Russell and Jon draft a set of materials for each specific speech.

Sperling Handwritten Notes

Sperling drafts handwritten notes in his briefing book over the course of each day on a variety of subjects. It is Russell's and Weissman's responsibility, at the end of each day, to pull out these notes and place them, with the date written at the top, in the "GS Notes" binders kept above Weissman's desk in reverse chronological order.

Weekend Office Coverage

In most instances, only one person is needed to man the West Wing office each weekend. Staff (Russell, Weissman, Barreto, Jon Orszag) generally rotate the coverage.

Correspondence

Weissman and Russell sort and distribute the vast amount of mail Sperling receives each day. Peter handles all invitations. Brian works with appropriate staff to draft responses to substantive letters. Once the letter is drafted, Brian forwards it to Sperling for his review and, hopefully, his signature. A copy of the incoming letter and outgoing response is then filed in room 233 OEOB.

Kennedy Center Tickets

Around the middle of each month, Debi Schiff sends Weissman a packet of the next month's Kennedy Center events. Schiff circles those events for which Sperling will receive tickets and notes the number of tickets. Weissman enters this into a chart for Sperling to reference. Weissman also maintains a list of names of individuals whom Sperling has invited (and whether they attended or not), has considered inviting, or might now wish to invite.

Weissman prompts Sperling to invite people with several days notice. After 2:00 pm on the day of the event, Weissman picks up the tickets from Schiff in the West Wing lobby and confirms the time and date. Weissman arranges for the tickets to be picked up by the guest. Each month, Weissman gives Schiff a list of everyone who has used the NEC's tickets.

V: NEC ORGANIZATION

Weekly NEC Planner

Each week, Kaplan consults with all of the policy staffers to determine what actions need to be taken on each NEC policy issue in the days ahead. These actions usually only require staff attention, but often involve Sperling as well. Kaplan is then responsible for reviewing the Weekly Planner with Sperling on a regular basis.

NEC Paper and Economic Information

Over the past several years, Jon Orszag, Russell, and Jason have been the staffers responsible for pulling together paper on the economic record and budget successes of the Clinton Administration. Updated versions of these economic documents are kept in black bins in room 233 OEOB and in bins above Weissman's desk in the West Wing. Jon Orszag regularly updates the jobs and GDP Reports, which Russell then disseminates throughout the White House. These bins should number no more than 15 and will include both updated GDP and jobs reports as well as paper on the budget (e.g., education, health care, urban) and major new initiatives such as the Medicare buy-in. The latter type of paper will require less updating.

Jon Orszag, Brian, Weissman and Russell will work together to ensure that the bins are updated the morning of a new release and to include new paper in the bins for new announcements and initiatives. The morning of a release, Jon Orszag and Russell work together to draft and disseminate information throughout the White House.

Responding to Staff Issues and Questions

Over the course of each day, NEC policy staff have a number of questions and issues for Sperling to answer and resolve. Assuming that they are unable to reach Sperling, staff call or email Kaplan so that he can raise at one time several staff questions with Sperling. Staff should also try to copy both Russell and Weissman on their emails to Kaplan.

In the event that staff need Sperling to resolve issues that require greater explanation, they send memos to Russell to place in Sperling's paper for the day. Staff copy both Kaplan and Barreto on these memos.

Presidential Scheduling Requests

As with all other White House offices, in order to get an event or announcement on the President's schedule, the NEC must submit a scheduling request to Stephanie Streett in the Scheduling office. Brian is responsible for drafting each request with the policy staffer who handles the particular substantive issue. Brian then runs the draft request by Jake before providing it to Sperling. Once submitted, the scheduling requests are then reviewed in the Short Term Scheduling meeting run by Streett and Jen Palmieri, which both Jake and Brian attend each week. Those requests that are strongly supported are then raised in the Chief of Staff's Scheduling meeting, which is held roughly every other week and which Sperling generally attends. If Sperling is unable to attend the Chief of Staff's Scheduling meeting, Jake and/or Kaplan goes in his place.

Fact-Checking the President's Speeches

Copies of virtually all speeches to be delivered by the President are provided to Russell and Jon Orszag, both via email and hardcopy. Russell and Jon then review the speech jointly and farm out sections to the appropriate NEC staff for review. Edits are returned to Russell and Jon, who then provide comprehensive comments to speechwriting.

NEC Interns

Brian is the NEC's intern coordinator and is responsible for providing assignments to interns, finding adequate workspace for the interns, setting up staff-intern lunches, and ensuring that Sperling spends sufficient time with each intern. Below is an outline of the program Russell and Brian have created:

Quality time with the Director. Each intern will have the opportunity to accompany Sperling to an event (e.g., meeting, press briefing, speaking engagement). Weissman and Brian will also set up a breakfast or lunch that Sperling will host for our interns.

Research. Our interns will help each of our policy advisors with their daily and long-term

economic research. They will conduct research through Lexis/Nexis, White House (OEOB) Library, Library of Congress, Netscape, Web Research and current newspaper articles.

Brown Bag Lunch Sessions. All NEC policy staffers sign up to hold informal brown bag lunches with the interns.

NEC Computers. Interns becomes familiar with the White House computer system, which includes Lexis/Nexis, Netscape, WordPerfect, Lotus 123, and Lotus Approach 96.

WHIP Speakers Series. Interns will be encouraged to attend all speakers series arranged by the WHIP.

White House Tours. All interns will be encouraged to accompany an NEC staff member when he or she gives a White House tour. Interns will also be encouraged to participate in any tours that are arranged by the WHIP.

THE WHITE HOUSE
WASHINGTON

June 3, 1998

MEMORANDUM FOR: ERSKINE BOWLES
SYLVIA MATHEWS
JOHN PODESTA

FROM: GENE SPERLING

SUBJECT: NEC STAFFING ON INTERNATIONAL ECONOMICS

As you know, I share your strong commitment to a well-managed and efficient White House. I am growing increasingly concerned, however, about how effectively the NEC -- at its current staffing level -- can undertake its responsibilities in the international economic arena for the President. In fact, I believe it is not possible for us to function effectively without adding several new staffers to our international ranks. This need is particularly acute since the entire NEC international economics staff is also expected to serve the NSC fully; which means they have additional responsibilities on Presidential correspondence, clearing cables, drafting memos, etc generated by the NSC.

NEC's International Staff Historically: Five years ago, the NEC had significantly more staff focused on international matters. In addition to the Deputy slot, the NEC had two Special Assistants to the President (Bob Kyle and Bob Fauver), four Directors (Helen Walsh, Bill Wyman, Mike Froman, and Michael Punke) as well as a Council on Foreign Relations Fellow and three Administrative Assistants. These positions were supported in part by the NSC, since all of the staff are dual reports to both the NSC and the NEC. Currently, we have only two Special Assistants, two Directors and one Administrative Assistant, the majority of whom are fully paid by the NEC.

	<u>1994</u>	<u>1998</u>
Special Assistants to the President	2	2
Directors	4	2
Fellows	1	0
Administrative Assistants	3	1

Inadequate Staff Coverage of Key Issues: By any measure, although the staff has shrunk, our portfolio has not. We are currently facing -- on the international side of the economic ledger -- several difficult, long-range policy issues, including the Asian financial crisis, complex trade initiatives in every region of the world, growing political pressures on the trade deficit, and a pressing need to craft a trade agenda that can command broad support by incorporating initiatives from labor and the environment to corruption and international tobacco. In addition, we are staffing the economics agenda for six major Presidential international trips this year. Obviously, these are high priorities for the President, and I am concerned that we have only limited staff coverage by the President's Economic Council of these and other critical issues. For instance, over the course of one recent week, we held two Deputies meetings and two Principals meetings -- and we are still behind the curve. And even though Jim Steinberg has taken over sherpa responsibilities from the NEC this year, he still needs to draw heavily on our staff, since two thirds of the agenda items are economic in nature.

In addition to inadequately covering certain key NEC-related issues, the NEC's international economics staff is unable to serve the NSC fully. As you know, the NEC's international staff simultaneously serves as the International Economics Directorate of the NSC. As such, it is among the smallest directorates at the NSC. We would hope that, with only slightly more resources, the NEC international economics staff could also serve the NSC better.

Specific Requests: I recognize the White House operates with severe staff constraints, so I am asking for only a modest increase in resources -- indeed only to restore the former strength of the international economics staff. I would greatly appreciate four additional staff slots.

THE WHITE HOUSE
WASHINGTON

June 3, 1998

MEMORANDUM FOR ERSKINE BOWLES

FROM: GENE SPERLING

SUBJECT: Recommended Action Plan for Asia Financial Crisis

I have discussed how we should coordinate the handling of the Asia financial crisis with several individuals who attended the meeting in your office last week, and have developed a three-part overall strategy:

1. NEC Special Focus--Enhanced Staff. The highest focus of the NEC international staff on the Asia financial crisis, particularly from the new NEC Deputy Director for International Economics, who will manage the effort
2. Regular High Level Conference Call. A high-level conference call coordinated by NEC and implemented by the NEC Deputy to coordinate tasks, keep a core group of officials up-to-speed on developing issues, and raise new matters, countries, and issues that need monitoring or special attention.
3. Strong Trade Team. To allow the financial team to focus 100% on Asia finance when necessary we would put in place a strong international trade team that can handle process on China WTO, U.S.-EU, fast track, and Africa trade when finance issues are dominating.

I have also included in the action plan below the specific individuals we would bring into the NEC to put in place this plan.

I. ASIA FINANCE COORDINATION

- NEC Director. The NEC Director will take ultimate responsibility for ensuring that the process is working effectively. I will consult with key principals on how the process is working, run the regular conference calls, and take corrective steps when necessary.
- NEC International Deputy. Lael Brainard would be the new International Economic Deputy. Lael, a Special Assistant to the President, has worked on international economic matters at the NEC for three years. She has been the key person to whom both Dan

Tarullo and I have turned on all international finance issues. A former economics professor at M.I.T., Lael knows all of the major players in the Administration well. While Lael would maintain the normal NEC International Deputy portfolio, we will establish a trade team, as outlined below, to address all non-Asia finance-related issues so that when Lael needs to spend 100% of her time on Asia, other issues could be handled without her.

- **Full-Time IMF Asia Finance Expert.** Buffering Lael, would be a top Asian finance expert who would be 100% committed to Asia and developing markets crises. The person we hope will fill this role is Andrew Berg from the IMF who is currently on the special task force on Asia finance reporting to Stanley Fischer. He has a Ph.D in international finance from M.I.T., worked closely with Rudy Dornbusch, and served as a Treasury adviser on the Mexican financial crisis task force.
- **Detail from the Treasury Department.** As part of our normal practice, NEC plans to bring on a Treasury detail with strength on Asia finance. This detail would replace Sherman Boone, who is returning to Treasury, and would be a second person reporting to the NEC Director and Deputy who would focus 100% on the Financial crisis issue.

II. HIGH-LEVEL COORDINATION: CONFERENCE CALLS, MEETINGS

This process can only work if international officials throughout the Administration are sharing ideas and new information, as we have through the budget working group in the past. Coordination is key so that we are able to provide key senior officials with heads-up on new issues that are arising -- such as immigration flows, or countries that need to be on special watch. There are institutional concerns to be addressed as well; some people believe it is difficult to get information from Treasury, while Treasury thinks that they waste time through duplicative briefings that take away from them doing their work.

Daily or Thrice-Weekly Conference Calls. We need a high-level conference call at least three-times per week not simply to keep us up-to-date but to raise new issues into focus. The core group would be required to participate, with Berger, Rubin, Bowles, and Podesta encouraged to participate when time allows or their input is needed. I recommend that the NEC organize these daily or thrice-weekly conference calls, at either 8:30 a.m. or 6:00 p.m., with the participation of a core group that includes:

Gene Sperling
Lael Brainard
Jim Steinberg
Larry Summers

David Lipton or Tim Geithner
Strobe Talbott or Thomas Pickering
Stanley Roth

This will provide an efficient means of sharing information, a venue for ensuring that key agencies and players are incorporating all economic and security perspectives into their thinking. For this process to work, however, it must also be a vehicle for participants to raise new issues or country concerns that need review and monitoring with an understanding that the NEC Deputy will ensure that tasks and new processes are implemented.

Weekly Principals Meeting. In addition, I propose that we hold a weekly meeting in your office (possibly at 8:30 a.m.) with principals (Albright, Rubin, Berger) in addition to the core group outlined above. This weekly principals meeting will allow us to coordinate overall Asia finance strategy and to designate additional people to work on projects where there is significant overload.

III. HIGH-LEVEL TRADE TEAM

In order to have high-level focus on Asia finance when necessary by the NEC Director and International Deputy, the trade side needs high-level people to manage other issues effectively, including China WTO, U.S.-EU, fast track, and Africa trade. Therefore, the NEC would also seek to bring on several additional staffers:

- *Holly Hammonds:* Managing Director of International Strategic Advisors specializing in international trade; holds a presidential appointment to the World Bank's Investment Dispute Center; graduate of Yale Law School and Princeton's Woodrow Wilson School; former USTR staffer and NEC/NSC staffer who worked for both Berger and myself; former senior fellow in international economics and trade at PPI
- *Deborah Lamb:* As chief minority trade counsel at Senate Finance, she is the highest ranking Democratic trade staffer on the Hill; attorney at Steptoe & Johnson; former international economist at Commerce
- *Malcolm Lee:* The NEC needs to keep Malcolm Lee on staff. Malcolm has spent over two years as a Director at the NEC; he is our senior staffer on a number of international economic matters, including Japan and Civ Air.
- *Substantive Junior Assistance:* The NEC would need to find at least two junior policy staff. This could include using staff that was previously assigned to Mack McLarty or Sylvia Mathews.

IV. STAFFING NEEDS

This plan -- while involving several new people -- could be implemented without an exceptional use of new slots or resources. If Lael were to take the Deputy slot there would be two senior openings that could be filled by Holly Hammonds and Deborah Lamb. Malcolm Lee is already on our staff. The Treasury detail slot also already exists. The needs would be as follows:

- A new Special Assistant to the President slot for Andy Berg from the IMF.
- Possibly another Special Assistant to the President slot to keep Malcolm Lee on board.
- At least two more junior substantive slots that could come from people who work for Sylvia or Mack.
- At least one additional Administrative slot to assist the International Economic team.

Two points should be noted: (1) this would barely bring us up to the international economic staffing level of 1993-1994 and (2) this must be compared to the costs of bringing in a new high level person who would want a secretary and special assistant.

Please let me know how you wish to proceed.

As of 5-7-93

National Economic Council

Assistant to the President for Economic Policy	Rubin, Robert E.	456-2174	Fax 456-2878	2FL/WW	WH
Special Assistant to the Assistant to the President for Economic Policy	Mathews, Sylvia	456-2174	" " "	2FL/WW	WH
Administrative Officer	McLaughlin, Linda	456-2174	" " "	2FL/WW	WH
Scheduling and Correspondence	Deegan, Paul A.	456-7989	Fax 456-1605	231	EOB
Deputy Assistant to the President for Economic Policy	Cutter, W. Bowman (Bo)	456-6630	Fax 456-1605	231	EOB
Executive Assistant	Lindemuth, Elisabeth	456-6630	" " "	231	EOB
Deputy Assistant to the President for Economic Policy	Sperling, Gene	456-2620	Fax 456-2878	2FL/WW	WH
Executive Assistant	Smith, M. Patricia	456-2620	" " "	2FL/WW	WH
Special Assistant to the President for Economic Policy	Deich, Michael	456-2801	Fax 456-2223	233	EOB
Special Assistant to the President for Economic Policy	Dimond, Paul	456-7604	" " "	225	EOB
Special Assistant to the President for Economic Policy	Fauver, Robert E.	456-7968	Fax 456-6487	227	EOB
Special Assistant to the President for Economic Policy	Holstein, Elwood (Elgie)	456-2800	Fax 456-2223	233	EOB
Special Assistant to the President for Economic Policy	Kyle, Robert D.	456-7968	Fax 456-6487	227	EOB
Special Assistant to the President for Economic Policy	Robyn, Dorothy	456-2801	Fax 456-2223	233	EOB
Special Assistant to the President for Economic Policy	Ross, Heather	456-2802	" " "	233	EOB
Director to the NEC	Cashin, Sheryll D.	456-6410	Fax 456-2223	225	EOB
Director to the NEC	Deane, Bonnie St. John	456-2801	" " "	233	EOB
Director to the NEC	Kalil, Thomas	456-2801	" " "	233	EOB
Director to the NEC	Lane, David	456-6722	Fax 456-1605	231	EOB
Director to the NEC	Yu, Peter	456-2802	Fax 456-2223	233	EOB
Director to the NEC/CEA	Cutler, David	395-3114	Fax 395-6947	314	EOB
Director to the NEC/NSC	Punke, Michael	395-3623	Fax 395-4590	365	EOB
Director to the NEC/NSC	Walsh, Helen	395-3543	Fax 395-1590	365	EOB
Director to the NEC/NSC	Whyman, Bill	395-3543	" " "	365	EOB
White House Fellow	Froman, Michael	456-6554	Fax 456-6487	227	EOB
Assignee to the NEC	Goodman, John	456-7988	Fax 456-2223	233	EOB
Staff Assistant	Barbour, Gaylen	456-2802	Fax 456-2223	233	EOB
Staff Assistant	Battenfield, Patricia	456-7968	Fax 456-6487	227	EOB
Staff Assistant	Lindsay, Nicole R.	456-2800	Fax 456-2223	233	EOB
Staff Assistant	Mancini, Sandy	456-2801	" " "	233	EOB
Staff Assistant	Matthews, Sonyia	456-6722	Fax 456-1605	231	EOB

1/6/94

National Economic Council

Assistant to the President for Economic Policy	Rubin, Robert E.	456-2174	Fax 456-2878	2FL/WW	WH
Special Assistant to the Assistant to the President for Economic Policy	Mathews, Sylvia	456-2174	" " "	2FL/WW	WH
Administrative Officer	McLaughlin, Linda	456-2174	" " "	2FL/WW	WH
Scheduling and Correspondence	Deegan, Paul A.	456-7989	Fax 456-1605	231	EOB
Deputy Assistant to the President for Economic Policy	Cutter, W. Bowman (Bo)	456-6630	Fax 456-1605	231	EOB
Executive Assistant	Lindernuth, Elisabeth	456-6630	" " "	231	EOB
Deputy Assistant to the President for Economic Policy	Sperling, Gene	456-2620	Fax 456-2878	2FL/WW	WH
Executive Assistant	Smith, M. Patricia	456-2620	" " "	2FL/WW	WH
Special Assistant to the President for Economic Policy	Deich, Michael	456-2801	Fax 456-2223	233	EOB
Special Assistant to the President for Economic Policy	Dimond, Paul	456-7604	" " "	225	EOB
Special Assistant to the President for Economic Policy	Fauver, Robert E.	456-7968	Fax 456-6487	227	EOB
Special Assistant to the President for Economic Policy	Holstein, Elwood (Elgie)	456-2800	Fax 456-2223	233	EOB
Special Assistant to the President for Economic Policy	Kyle, Robert D.	456-7968	Fax 456-6487	227	EOB
Special Assistant to the President for Economic Policy	Robyrt, Dorothy	456-2801	Fax 456-2223	233	EOB
Special Assistant to the President for Economic Policy	Ross, Heather	456-2802	" " "	233	EOB
Director to the NEC	Cashin, Sheryll D.	456-6410	Fax 456-2223	225	EOB
Director to the NEC	Deane, Bonnie St. John	456-2801	" " "	233	EOB
Director to the NEC	Kalil, Thomas	456-2801	" " "	233	EOB
Director to the NEC	Lane, David	456-6722	Fax 456-1605	231	EOB
Director to the NEC	Yu, Peter	456-2802	Fax 456-2223	233	EOB
Director to the NEC/CEA	Cutler, David	395-3114	Fax 395-6947	314	EOB
Director to the NEC/NSC	Punke, Michael	395-3623	Fax 395-4590	365	EOB
Director to the NEC/NSC	Walsh, Helen	395-3543	Fax 395-1590	365	EOB
Director to the NEC/NSC	Whyman, Bill	395-3543	" " "	365	EOB
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Staff Assistant	Barbour, Gaylen	456-2802	Fax 456-2223	233	EOB
Staff Assistant	Battenfield, Patricia	456-7968	Fax 456-6487	227	EOB
Staff Assistant	Lindsay, Nicole R.	456-2800	Fax 456-2223	233	EOB
Staff Assistant	Mancini, Sandy	456-2801	" " "	233	EOB
Staff Assistant	Matthews, Sonyia	456-6722	Fax 456-1605	231	EOB

Elizabith Cohen

65375

NAFTA new Room 6785 Rm. 145

NATIONAL ECONOMIC COUNCIL

11/94

456-6630

Assistant to the President for Economic Policy	Rubin, Robert E.	456-2174	Fax 456-2878	2FL/WW	WH
Special Assistant to the Assistant to the President for Economic Policy	Mathews, Sylvia	456-2174	" " "	2FL/WW	WH
Administrative Officer	McLaughlin, Linda	456-2174	" " "	2FL/WW	WH
Executive Assistant	Smith, M. Patricia	456-5373	Fax 456-2223	233	OEOB
Deputy Assistant to the President for Economic Policy	Cutter, W. Bowman (Bo)	456-5353	Fax 456-1605	231	OEOB
Executive Assistant	Lindemuth, Elisabeth	456-5355	" " "	231	OEOB
Deputy Assistant to the President for Economic Policy	Sperling, Gene	456-2620	Fax 456-2878	2FL/WW	WH
Executive Assistant	Deegan, Paul A.	456-5807	" " "	2FL/WW	WH
Special Assistant to the Deputy Assistant to the President	Lubke, Theo	456-5374	Fax 456-1605	223	OEOB
Special Assistant to the President for Economic Policy	Deich, Michael	456-2801	Fax 456-2223	233	OEOB
Special Assistant to the President for Economic Policy	Dimond, Paul	456-2800	" " "	225	OEOB
Special Assistant to the President for Economic Policy	Holstein, Elwood (Elgie)	456-2800	" " "	221	OEOB
Special Assistant to the President for Economic Policy	Robyn, Dorothy	456-2802	" " "	233	OEOB
Special Assistant to the President for Economic Policy	Ross, Heather	456-2802	" " "	234	OEOB
Special Assistant to the President for Economic Policy	Seidman, Ellen	456-2802	" " "	233	OEOB
Director to the NEC	Cashin, Sheryll D.	456-2800	Fax 456-2223	228	OEOB
Director to the NEC	Kalil, Thomas	456-2802	" " "	233	OEOB
Director to the NEC	Lane, David	456-6630	Fax 456-1605	231	OEOB
Director to the NEC	Yu, Peter	456-2801	Fax 456-2223	233	OEOB
Staff Assistant	EinHELLig, Wendy	456-5361	Fax 456-2223	233	OEOB
Staff Assistant	Chamovitz, Julia	456-5367	" " "	233	OEOB
Staff Assistant	Romani, Patricia	456-5362	" " "	233	OEOB
Staff Assistant	Mathews, Sonyia	456-5351	Fax 456-1605	231	OEOB

International Economic Affairs (See also NSC)

456-9281

Special Assistant to the President and Senior Director	Fauver, Robert C.	456-9281	Fax 456-9280	227	OEOB
Special Assistant to the President and Senior Director	Kyle, Robert D.	456-9281	" " "	227	OEOB
Director to the NEC/NSC	Froman, Michael B. G.	456-9291	Fax 456-9290	365	OEOB
Director	Punke, Michael W.	456-9291	Fax 456-9280	365	OEOB

OFFICE OF POLICY DEVELOPMENT

DOMESTIC POLICY COUNCIL

456-2216

Assistant to the President for Domestic Policy	Rasco, Carol H.	456-2216	Fax 456-2878	2FL/WW	WH
Executive Assistant	Miller, Rosalyn A.	456-2249	" " "	2FL/WW	WH
Senior Advisor to the President for Policy Development	Magaziner, Ira	456-6406	Fax 456-7431	216	OEOB
Deputy Assistant to the President for Domestic Policy	Galston, William	456-2999	Fax 456-2878	2FL/WW	WH
Deputy Assistant to the President for Domestic Policy	Reed, Bruce	456-6515	Fax 456-7028	216	OEOB
Special Assistant to the President for Health Policy	Jennings, Christopher C.	456-5560	" " "	212	OEOB
Special Assistant to the President for Policy Coordination	Waldman, Michael	456-2272	" " "	214	OEOB
Senior Policy Analyst	Cerda III, Jose	456-5568	" " "	222	OEOB
Senior Policy Analyst	Fortuna, Diana	456-5570	" " "	224	OEOB
Senior Policy Analyst	Klein, Jennifer	456-2599	Fax 456-2878	2FL/WW	WH
Senior Policy Analyst	Schmidt, Michael	456-5567	Fax 456-7028	220	OEOB
Senior Policy Analyst	Warnath, Stephen	456-5576	" " "	224	OEOB
Senior Policy Analyst	Weinstein, Paul Jr.	456-5577	" " "	217	OEOB
Executive Assistant	Cicetti, Pam	456-2369	Fax 456-2878	2FL/WW	WH
Staff Assistant	Mays, Cathy R.	456-5595	Fax 456-7028	216	OEOB
Staff Assistant	Ricketson, Denise	456-6406	Fax 456-7431	216	OEOB
Special Assistant to the Domestic Policy Advisor	Rubin, Stacey L.	456-5585	Fax 456-7028	213.5	OEOB

As of 4/95

NATIONAL ECONOMIC COUNCIL

456-6630

Assistant to the President for Economic Policy	Tyson, Laura D'Andrea	456-5808	Fax 456-2878	2FL/WW	WH
Chief of Staff to the NEC	(Vacant)	456-5385	" " "	2FL/WW	WH
Administrative Officer	(Vacant)	456-5805	" " "	2FL/WW	WH
Executive Assistant	(Vacant)	456-5373	Fax 456-7132	239	OEOB
Deputy Assistant to the President for Economic Policy	Cutter, W. Bowman (Bo)	456-5353	Fax 456-1605	231	OEOB
Executive Assistant	Lindemuth, Elisabeth	456-5355	" " "	231	OEOB
Deputy Assistant to the President for Economic Policy	Sperling, Gene	456-2620	Fax 456-2878	2FL/WW	WH
Executive Assistant	Deegan, Paul A.	456-5807	" " "	2FL/WW	WH
Special Assistant to the Deputy Assistant to the President	Lubke, Theo	456-5374	Fax 456-1605	223	OEOB
Policy Analyst for the Deputy Assistant to the President	Gordon, Robert	456-5363	" " "	223	OEOB
Special Assistant to the President for Economic Policy	Deich, Michael	456-2801	Fax 456-2223	233	OEOB
Special Assistant to the President for Economic Policy	Dimond, Paul	456-2800	" " "	225	OEOB
Special Assistant to the President for Economic Policy	Holstein, Elwood (Elgie)	456-2800	" " "	221	OEOB

Special Assistant to the President for Economic Policy	Robyn, Dorothy	456-2802	" " "	233	OEOB
Special Assistant to the President for Economic Policy	Ross, Heather	456-2802	" " "	234	OEOB
Special Assistant to the President for Economic Policy	Seidman, Ellen	456-2802	" " "	234 1/2	OEOB
Director to the NEC	(Vacant)	456-2800	Fax 456-2223	228	OEOB
Director to the NEC	Kalil, Thomas	456-2802	" " "	233	OEOB
Director to the NEC	Lane, David	456-5351	Fax 456-1605	231	OEOB
Director to the NEC	Yu, Peter	456-2801	Fax 456-2223	233	OEOB
Staff Assistant	Einhellig, Wendy	456-2802	Fax 456-2223	233	OEOB
Staff Assistant	Chamovitz, Julia	456-2800	" " "	239	OEOB
Staff Assistant	Matthews, Sonyia	456-5351	Fax 456-1605	231	OEOB
Staff Assistant	Romani, Patricia	456-2801	Fax 456-2223	231	OEOB

International Economic Affairs (See also NSC)

456-9281

Special Assistant to the President and Senior Director	Fauver, Robert C.	456-9281	Fax 456-9280	227	OEOB
Special Assistant to the President and Senior Director	Kyle, Robert	456-9281	" " "	227	OEOB
Director to the NEC/NSC	Froman, Michael B. G.	456-9291	Fax 456-9290	365	OEOB

As of 11-95

NATIONAL ECONOMIC COUNCIL

456-6630

Assistant to the President for Economic Policy	Tyson, Laura D'Andrea	456-2174	Fax 456-2878	2FL/WW	WH
Chief of Staff	O'Donnell, Thomas	456-5385	" " "	2FL/WW	WH
Assistant to the NEC Director	Weinstein, Dena	456-5805	" " "	2FL/WW	WH
Deputy Assistant to the President for Economic Policy					
Executive Assistant	Sperling, Gene	456-2620	Fax 456-2878	2FL/WW	WH
Special Assistant	Taberski, Daniel	456-5804	" " "	2FL/WW	WH
Assistant Director	Goldberg, Jason	456-7256	" " "	2FL/WW	WH
Assistant Director	Rappaport, Aaron J.	456-5363	Fax 456-2223	223	OEOB
Assistant Director	Abernathy, Pauline M.	456-5374	" " "	223	OEOB
Deputy Assistant to the President for Economic Policy					
Executive Assistant	Cutter, W. Bowman (Bo)	456-5355	Fax 456-2878	231	OEOB
Executive Assistant	Lindernuth, Elisabeth	456-5355	Fax 456-1605	231	OEOB
Executive Director					
Deputy Executive Director	Lane, David	456-6630	Fax 456-1605	231	OEOB
Staff Assistant	Deegan, Paul A.	456-5807	Fax 456-2223	239	OEOB
Staff Assistant	Matthews, Sonyia	456-5351	Fax 456-1605	231	OEOB
Special Assistant to the President for Economic Policy					
Special Assistant to the President for Economic Policy	Dimond, Paul	456-2800	Fax 456-2223	225	OEOB
Staff Assistant	Holstein, Elwood (Elgie)	456-2800	" " "	221	OEOB
Staff Assistant	Charovitz, Julia	456-5367	" " "	239	OEOB
Special Assistant to the President for Economic Policy					
Senior Policy Analyst	Seidman, Ellen	456-2802	Fax 456-2223	234	OEOB
Staff Assistant	Kalil, Thomas	456-2802	" " "	233	OEOB
Staff Assistant	Einhellig, Wendy	456-5361	" " "	233	OEOB
Special Assistant to the President for Economic Policy					
Special Assistant to the President for Economic Policy	Robyn, Dorothy	456-2801	Fax 456-2223	233	OEOB
Senior Director	Deich, Michael	456-2801	" " "	209	OEOB
Staff Assistant	Mazur, Mark	395-5147	Fax 395-6809	318	OEOB
Staff Assistant	Joshlyn, Gay	456-5362	Fax 456-2223	233	OEOB

International Economic Affairs (See also NSC)

456-9281

Special Assistant to the President and Senior Director	Kyle, Robert	456-9281	Fax 456-9280	227	OEOB
Director to the NEC/NSC	Froman, Michael B. G.	456-9291	Fax 456-9290	365	OEOB
Director	Brainard, Lael	395-5104	Fax 395-6853	330	OEOB

AB of 4/96

NATIONAL ECONOMIC COUNCIL

456-6630

Assistant to the President for Economic Policy	Tyson, Laura D'Andrea	456-2174	Fax 456-2878	2FL/WW	WH
Chief of Staff	O'Donnell, Thomas	456-5385	" " "	2FL/WW	WH
Assistant to the NEC Director	Weinstein, Dena	456-5805	" " "	2FL/WW	WH
Deputy Assistant to the President for Economic Policy					
Executive Assistant	Sperling, Gene	456-2620	Fax 456-2878	2FL/WW	WH
Special Assistant	Taberski, Daniel	456-5804	" " "	2FL/WW	WH
Assistant Director	Goldberg, Jason	456-7256	" " "	2FL/WW	WH
Assistant Director	Orszag, Jonathan	456-5363	Fax 456-2223	223	OEOB
Assistant Director	Abernathy, Pauline M.	456-5374	" " "	223	OEOB
Deputy Assistant to the President for Economic Policy					
Executive Assistant	Tarullo, Daniel	456-5355	Fax 456-1605	231	OEOB
Executive Director	(Vacant)	456-5355	" " "	231	OEOB
Deputy Executive Director	(Vacant)	456-5352	Fax 456-1605	231	OEOB
Administrative Coordinator	Warren, Michael	456-5807	Fax 456-2223	233	OEOB
	Einhellig, Wendy	456-5361	" " "	233	OEOB
Special Assistant to the President for Economic Policy					
Senior Director	Seidman, Ellen	456-2802	Fax 456-2223	234	OEOB
	Kalil, Thomas	456-2802	" " "	233	OEOB
Special Assistant to the President for Economic Policy					
Special Assistant to the President for Economic Policy	Deich, Michael	456-5351	Fax 456-2223	209	OEOB
Staff Assistant	Dimond, Paul	456-5351	" " "	225	OEOB
	Matthews, Sonyia	456-5351	Fax 456-1605	231	OEOB
Special Assistant to the President for Economic Policy					
Director	Holstein, Elwood (Elgie)	456-2800	Fax 456-2223	221	OEOB
Senior Director	Dorval, Chris	456-2800	" " "	234.5	OEOB
Staff Assistant	Mazur, Mark	395-5147	Fax 395-6809	318	OEOB
	Chamovitz, Julia	456-5367	Fax 456-2223	239	OEOB
Special Assistant to the President for Economic Policy					
Senior Director	Robyn, Dorothy	456-2801	Fax 456-2223	233	OEOB
Staff Assistant	Brainard, Lael	395-5104	Fax 395-6853	330	OEOB
	Joshlyn, Gay	456-5362	Fax 456-2223	233	OEOB

International Economic Affairs (See also NSC)

456-9281

Special Assistant to the President and Senior Director	Kyle, Robert	456-9281	Fax 456-9280	227	OEOB
Director to the NEC/NSC	Malcom, Lee	456-9281	" " "	227	OEOB
Director to the NEC/NSC	Ritterhoff, Robin	456-9288	" " "	227	OEOB

As of 4/97

NATIONAL ECONOMIC COUNCIL

456-6630

Assistant to the President for Economic Policy	Sperling, Gene	456-2620	Fax 456-2878	2FL/WW	WH
Assistant to the NEC Director	Green, Melissa	456-5804	" " "	2FL/WW	WH
Special Assistant	Horwitz, Russell	456-5715	" " "	2FL/WW	WH
Deputy Assistant to the President for Economic Policy and Chief of Staff and Counselor	Wallman, Kathy	456-5385	" " "	2FL/WW	WH
Deputy Chief of Staff	Gomez, Anna	456-5807	Fax 456-2223	239	OEOB
Senior Policy Advisor	Shireman, Robert M.	456-2803	" " "	235	OEOB
Assistant to the President for International Economic Policy ..	Tarullo, Daniel	456-5353	Fax 456-1605	231	OEOB
Special Assistant to the Assistant	Panerali, Kristen	456-5355	" " "	231	OEOB
Special Assistant to the President for Economic Policy	Seidman, Ellen	456-2802	Fax 456-1605	234	OEOB
Special Assistant to the President for Economic Policy	Lewis, Anne	456-2802	Fax 456-2223	225	OEOB
Senior Director	Kalil, Thomas	456-2802	" " "	230	OEOB
Senior Advisor for Budget Policy	Marr, Chuck	456-5364	" " "	235	OEOB
Administrative Coordinator	Einhellig, Wendy	456-5361	Fax 456-1605	231	OEOB
Senior Director	Kaplan, Jonathan	456-5350	Fax 456-2223	225	OEOB
Senior Director	Lambrew, Jeanne	456-5377	" " "	209	OEOB
Communications Director	Siewart, Jake	456-5316	" " "	235	OEOB
Senior Economic Advisor	Orszag, Peter	456-5358	" " "	228	OEOB
Assistant Director	Abernathy, Pauline M.	456-5374	" " "	223	OEOB
Staff Assistant	Matthews, Sonyia	456-5351	" " "	235	OEOB
Special Assistant to the President for Economic Policy	Robyn, Dorothy	456-2801	Fax 456-2223	226	OEOB
Special Assistant to the President for Economic Policy	Holstein, Elwood	456-2802	Fax 456-6853	221	OEOB
Senior Director	Brainard, Lael	395-5104	Fax 395-5104	330	OEOB
Senior Director	Mazur, Mark	395-5147	Fax 395-6809	318	OEOB
Staff Assistant	Joshlyn, Gay	456-2801	Fax 456-2223	233	OEOB

International Economic Affairs (See also NSC Section)

456-9281

Special Assistant to the President and Senior Director	Kyle, Robert	456-9281	Fax 456-9280	227	OEOB
Director to the NEC/NSC	Lee, Malcom	456-9291	" " "	389	OEOB

As of 4/98

Senior Advisor to the President ..	Magaziner, Ira	456-6406	Fax 456-5557	216	OEOB
Special Assistant	Chang, Gregory	456-6406	" " "	216	OEOB

National AIDS Policy

456-2437

Director	Thurman, Sandra	456-2437	Fax 456-2438		736 Jackson P
Deputy Director	Summers, Todd	456-2437	" " "		736 Jackson P

NATIONAL ECONOMIC COUNCIL

456-6630

Assistant to the President for Economic Policy	Sperling, Gene	456-2807	Fax 456-2878	2FL/WW	WH
Executive Assistant	Weissman, Peter	456-2807	" " "	2FL/WW	WH
Special Assistant	Green, Melissa	456-2807	" " "	2FL/WW	WH
Special Assistant	Horwitz, Russell	456-5715	" " "	2FL/WW	WH
Chief of Staff	Kaplan, Jonathan	456-6630	Fax 456-2223	221	OEOB
Deputy Chief of Staff	Barreto, Brian	456-6630	" " "	235	OEOB
Deputy Assistant to the President for Economic Policy and Deputy Director	Katzen, Sally	456-2800	Fax 456-1605	231	OEOB
Confidential Assistant	Mason, Shannon	456-2800	" " "	231	OEOB
Special Assistant to the President for Economic Policy	Robyn, Dorothy	456-5367	Fax 456-2223	226	OEOB
Senior Director	Kalil, Thomas	456-2801	" " "	230	OEOB
Senior Advisor for Budget Policy	Marr, Charles	456-5364	" " "	235	OEOB
Economic Policy Advisor	Orzag, Jonathan	456-5367	" " "	235	OEOB
Policy Advisor	Parker, Emil	456-2809	" " "	235	OEOB
Staff Assistant	Joshlyn, Gay	456-2801	" " "	235	OEOB
Special Assistant to the President	Rouse, Cecilia	456-6630	Fax 456-2223	234	OEOB
Senior Policy Advisor	Shireman, Robert	456-2803	" " "	219	OEOB
Senior Health Policy Analyst	Lambrew, Jeanne	456-5377	" " "	209	OEOB
Senior Advisor	Rosen, Sara	456-6630	" " "	235	OEOB
Special Assistant to the President	Siewert, Jake	456-5316	" " "	234.5	OEOB
Staff Assistant	Matthews, Sunyia	456-5351	" " "	235	OEOB

International Economic Affairs (See also NSC Section)

456-9281

Special Assistant to the President for International Economic Policy	Brainard, Lael	456-2801	Fax 395-6853	330	OEOB
Special Assistant to the President for Economic Policy and Director to the NEC	Kyle, Robert	456-9281	Fax 456-9280	227	OEOB
Director to the NEC/NSC for the International Economic Council	Lee, Malcolm	456-9290	Fax 456-9291	389	OEOB

Senior Advisor to the President ..	Magaziner, Ira	456-6406	Fax 456-5557	216	OEOB
Special Assistant	Chang, Gregory	456-6406	" " "	216	OEOB

National AIDS Policy

456-2437

Director	Thurman, Sandra	456-2437	Fax 456-2438	736 Jacks
Deputy Director	Summers, Todd	456-2437	" " "	736 Jacks

NATIONAL ECONOMIC COUNCIL

456-6630

As of 11/98

Assistant to the President for Economic Policy and Director of the National Economic Council	Sperling, Gene	456-2807	Fax 456-2878	2FL/WW	WH
Executive Assistant	Weissman, Peter	456-2807	" " "	2FL/WW	WH
Special Assistant	Green, Melissa	456-2807	" " "	2FL/WW	WH
Chief of Staff	Kaplan, Jonathan	456-6630	Fax 456-2223	221	OEOB
Deputy Chief of Staff	Barreto, Brian	456-6630	" " "	235	OEOB
Deputy Assistant to the President for International Economic Policy and Deputy Director of the National Economic Council	Brainard, Lael	456-5353	Fax 456-1605	231	OEOB
Confidential Assistant	Yuan, Sharon	456-5353	" " "	231	OEOB
Deputy Assistant to the President for Economic Policy and Deputy Director	Katzen, Sally	456-2800	Fax 456-1605	231	OEOB
Confidential Assistant	Mason, Shannon	456-2800	" " "	231	OEOB
Special Assistant to the President for Economic Policy	Liebman, Jeffrey	456-5358	Fax 456-2223	228	OEOB
Special Assistant to the President for Economic Policy	Robyn, Dorothy	456-2801	" " "	226	OEOB
Special Assistant to the President	Rouse, Cecilia	456-6630	" " "	234	OEOB
Special Assistant to the President	Siewert, Jake	456-5316	" " "	234.5	OEOB
Senior Director	Kalil, Thomas	456-2801	Fax 456-2223	230	OEOB
Senior Health Policy Analyst	Lambrew, Jeanne	456-5377	" " "	209	OEOB
Senior Advisor for Budget Policy	Marr, Charles	456-5364	" " "	235	OEOB
Economic Policy Advisor	Orszag, Jonathon	456-5367	" " "	235	OEOB
Senior Advisor	Rosen, Sarah	456-6630	" " "	235	OEOB
Senior Policy Advisor	Shireman, Robert	456-2803	" " "	219	OEOB
Staff Assistant	Joshlyn, Gay	456-2801	Fax 456-2223	235	OEOB
Staff Assistant	Matthews, Sonyia	456-5351	" " "	235	OEOB

International Economic Affairs (See also NSC Section)

456-9281

Special Assistant to the President for International Economic Policy	Hammonds, Holly	456-9281	Fax 456-2223	227	OEOB
Senior Director	Lee, Malcolm	456-9290	Fax 456-9291	469	OEOB
White House Fellow	McNamer, Bruce	456-5363	Fax 456-2223	223	OEOB

National AIDS Policy

456-2437

Director	Thurman, Sandra	456-2437	Fax 456-2438	736 Jackson
Deputy Director	Summers, Todd	456-2437	" " "	736 Jackson
Associate Director	Bauerle, Cheryl	456-2437	" " "	736 Jackson

NATIONAL ECONOMIC COUNCIL

As of 5/99

456-6630

Assistant to the President for Economic Policy and Director of the National Economic Council	Sperling, Gene	456-2807	Fax 456-2878	2FL/WW	WH
Special Assistant	Green, Melissa	456-2807	" " "	2FL/WW	WH
Executive Assistant	Weissman, Peter	456-2807	" " "	2FL/WW	WH
Chief of Staff	Kaplan, Jonathan	456-6630	Fax 456-2223	221	OEOB
Deputy Chief of Staff	Barreto, Brian	456-6630	" " "	235	OEOB
Deputy Assistant to the President for International Economic Policy and Deputy Director of the National Economic Council	Brainard, Lael	456-5353	Fax 456-1605	231	OEOB
Confidential Assistant	Yuan, Sharon	456-5353	" " "	231	OEOB
Deputy Assistant to the President for Economic Policy	Dauster, William	456-6630	Fax 456-2223	234	OEOB
Deputy Assistant to the President for Economic Policy and Deputy Director	Katzen, Sally	456-2800	Fax 456-1605	231	OEOB
Confidential Assistant	Mason, Shannon	456-2800	" " "	231	OEOB
Special Assistant to the President for Economic Policy	Kalil, Thomas	456-2801	Fax 456-2223	230	OEOB
Special Assistant to the President for Economic Policy	Kennedy, Brian	456-6630	" " "	235	OEOB
Special Assistant to the President for Economic Policy	Liebman, Jeffrey	456-5358	" " "	228	OEOB
Special Assistant to the President for Economic Policy	Robyn, Dorothy	456-2801	" " "	226	OEOB
Special Assistant to the President for International Finance	Wescott, Robert	456-5905	" " "	234.5	OEOB
Policy Advisor	Bilimoria, Natasha	456-2198	Fax 456-2223	233	OEOB
Policy Advisor	Haacke, Carl	456-5367	" " "	235	OEOB
Senior Health Policy Analyst	Lambrew, Jeanne	456-5377	" " "	209	OEOB
Director to the NEC	Minsk, Ronald	456-2809	" " "	235	OEOB
Senior Advisor	Rosen-Wartell, Sarah	456-6630	" " "	235	OEOB
Staff Assistant	Joshlyn, Gay	456-2801	Fax 456-2223	235	OEOB
Staff Assistant	Matthews, Sonyia	456-5351	" " "	235	OEOB

International Economic Affairs (See also NSC Section)

456-9281

Special Assistant to the President for International Economic Policy	Hammonds, Holly	456-9281	Fax 456-2223	227	OEOB
Special Assistant to the President for International Economic Policy	Samans, Richard	456-2801	" " "	225	OEOB
Senior Director to the NEC/NSC	Lee, Malcolm	456-2801	Fax 456-9291	469	OEOB
White House Fellow	McNamer, Bruce	456-2801	Fax 456-5334	223	OEOB

National AIDS Policy

456-2437

Director	Thurman, Sandra	456-2437	Fax 456-2438	736 Jackson Pl.
Associate Director	Bauerle, Cheryl	456-2437	Fax 456-2438	736 Jackson Pl.
Associate Director	Murguia, Matthew	456-2437	Fax 456-2438	736 Jackson Pl.

NATIONAL ECONOMIC COUNCIL

3/2000

456-6630

Assistant to the President for Economic Policy and Director of the National Economic Council...	Sperling, Gene	456-2807	Fax 456-2878	2FL/WW	WH
Senior Advisor for Operations	Green, Melissa	456-2807	Fax 456-2878	2FL/WW	WH
Scheduler	Ginoff, Jamie	456-2807	Fax 456-2878	2FL/WW	WH
Deputy Assistant to the President for International Economic Policy and Deputy Director of the National Economic Council	Brainard, Lael	456-5353	Fax 456-2878	2FL/WW	WH
Confidential Assistant	Yuan, Sharon	456-5353	Fax 456-2878	2FL/WW	WH
Special Assistant to the President and Senior Counselor for Strategy and Policy	Georges, Gigi	456-5360	Fax 456-2223	221	EEOB
Special Assistant to the President for Economic Policy	Kalil, Thomas	456-2801	Fax 456-2223	230	EEOB
Special Assistant to the President for Economic Policy	Kennedy, Brian	456-2827	Fax 456-2223	235	EEOB
Special Assistant to the President for Economic Policy	Robyn, Dorothy	456-2801	Fax 456-2223	226	EEOB
Special Assistant to the President for International Finance	Wescott, Robert	456-5905	Fax 456-2223	234.5	EEOB
Communications Director	Dorton, Patrick	456-5364	Fax 456-2223	235	EEOB
Senior Director and Senior Economic Advisor	Furman, Jason	456-2827	Fax 456-2223	235	EEOB
International Economic Policy Analyst	Punke, Tim	456-5363	Fax 456-5334	223	EEOB
Staff Director and Senior Policy Advisor	Tseng, David	456-2804	Fax 456-2223	234	EEOB
Policy Advisor	Billmorla, Natasha	456-2198	Fax 456-2223	233	EEOB
Policy Advisor	Samardick, Ruth	456-5367	Fax 456-2223	235	EEOB
Senior Health Policy Analyst	Lambrew, Jeanne	456-5377	Fax 456-2223	209	EEOB
Director to the NEC	Minsk, Ronald	456-6630	Fax 456-2223	235	EEOB
Senior Advisor	Rosen-Wartell, Sarah	456-6630	Fax 456-2223	235	EEOB
Executive Assistant	Goldfarb, Rachael	456-5351	Fax 456-2223	235	EEOB

International Economic Affairs (See also NSC Section)

456-9281

Special Assistant to the President for International Economic Policy	Samans, Richard	456-2801	Fax 456-2223	225	EEOB
Special Assistant to the President and Senior Director, International Trade and Economic Policy	Lee, Malcolm	456-9291	Fax 456-9290	469	EEOB

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~~Jane~~ Kambrew // 55174

Jane

- reference entire binder



LAURA D'ANDREA TYSON
DEAN
WALTER A. HAAS SCHOOL OF BUSINESS

545 Student Services Building # 1900
Berkeley, California 94720-1900

LAURA D'ANDREA TYSON

Laura D'Andrea Tyson is Dean of the Haas School of Business at the University of California at Berkeley. She is the only woman currently leading a major business school in the United States.

Dr. Tyson served in the Clinton Administration from January 1993 through December 1996. Between February 1995 and December 1996 she served as the President's National Economic Adviser and was the highest ranking woman in the Clinton White House.

Dr. Tyson was a key architect of President Clinton's domestic and international policy agenda during his first term in office. As the Administration's top economic adviser, she managed all economic policy-making throughout the executive branch. Dr. Tyson also served as a member of the President's National Security Council and Domestic Policy Council. In appointing Dr. Tyson as his National Economic Adviser, President Clinton praised her for offering "unfailing frank, direct and principled advice." Prior to her appointment as National Economic Adviser, Dr. Tyson served as the sixteenth Chairman of the White House Council of Economic Advisers, the first woman to hold that post. In that capacity, she was responsible for providing the President and his National Economic Council with advice and analysis on all economic policy matters, for preparing the Administration's economic forecasts and for the annual *Economic Report of the President*.

Before joining the Clinton Administration, Dr. Tyson published a number of books and articles on industrial competitiveness and trade, including the highly acclaimed book *Who's Bashing Whom? Trade Conflict in High Technology Industries*. She also has published several books and articles on the economics of Central Europe and their transition to market systems.

Dr. Tyson has a summa cum laude undergraduate degree from Smith College (1969) and a Ph.D. in economics from the Massachusetts Institute of Technology (1974). She is a member of the Boards of Directors of the Bay Area Council, the Council on Foreign Relations, Eastman Kodak Company, Exodus Communications, Inc., Fox Entertainment Group, Inc., Human Genome Sciences, Inc., the Institute for International Economics, Morgan Stanley, Dean Witter, Discover & Co., the New America Foundation, SBC Communications Inc., and VIASense, Inc. She is a consultant for Navigant Consulting, Inc. and a member of The Trilateral Commission. She serves on the Board of Trustees of the Asia Foundation; the Advisory Boards of Barter Trust, E.piphany, Inc., H&Q Asia Pacific, Ltd., Sebago Associates, Inc., the Shorenstein Company LP, the G7 Group, Inc. and *The Journal of Economic Perspectives*; and the Boards of Editors of *the American Prospect* and *California Management Review*. Dr. Tyson served as a member of the *National Bipartisan Commission on the Future of Medicare* from 1997 to 1999.

She is an Economic Viewpoint columnist for *Business Week* magazine. She writes regularly about domestic and international economic policy matters in *The Washington Post*, *The New York Times*, and other nationally and internationally syndicated newspapers and magazines.

Robert E. Rubin
Chairman of the Executive Committee and
Member of the Office of the Chairman

Robert E. Rubin, a Director, Chairman of the Executive Committee and Member of the Office of the Chairman of Citigroup Inc., has been involved with financial markets and our nation's public policy debate all of his professional life.

Mr. Rubin began his career in finance at Goldman, Sachs & Company in New York City in 1966. He joined Goldman as an associate, became a general partner in 1971 and joined the management committee in 1980. Mr. Rubin was Vice-Chairman and Co-Chief Operating Officer from 1987 to 1990 and served as Co-Senior Partner and Co-Chairman from 1990 to 1992. Before joining Goldman, he was an attorney at the firm of Cleary, Gottlieb, Steen & Hamilton in New York City.

Mr. Rubin, long active in national and New York City's public affairs, left the private sector in 1993 to join the Clinton Administration. Beginning with the President's Inauguration, Mr. Rubin served in the White House as Assistant to the President for Economic Policy. Directing the activities of the National Economic Council, Mr. Rubin guided the newly created NEC as it oversaw the Administration's domestic and international economic policymaking process, coordinated economic policy recommendations to the President, and monitored the implementation of the President's economic policy goals.

Upon the retirement of his predecessor, Lloyd Bentsen, Mr. Rubin was President Clinton's choice to serve as our nation's 70th Secretary of the Treasury. He was confirmed by the U.S. Senate and sworn into office on January 10, 1995.

As Secretary of the Treasury, Mr. Rubin played a leading role in many of the nation's most important policy debates. He was involved in balancing the federal budget; opening trade policy to further globalization; acting to stem financial crises in Mexico, Asia and Russia; helping to resolve the impasse between the Congress and the Executive Branch over the public debt limit; safeguarding the nation's currency against counterfeiting; introducing inflation-indexed securities; strongly responding to issues at Treasury's law enforcement agencies; and guiding sensible reforms at the Internal Revenue Service. He left Treasury on July 2, 1999.

Robert E. Rubin – page 2

Mr. Rubin now serves as Chairman of the Board of the Local Initiatives Support Corporation (LISC). LISC is the nation's leading community development support organization with 41 offices nationwide. At the White House and Treasury, Mr. Rubin was a leading advocate for policy actions that met the need for economic development in the Nation's distressed urban and rural areas.

Mr. Rubin joined Citigroup on October 26, 1999, where he participates in the strategic, managerial and operational matters of the Company. He also serves as a member of the Board of Directors of the Ford Motor Company and on the Board of Trustees of Mount Sinai-NYU Health. In March 2000 he became a member of the advisory board of Insight Capital Partners, a New York-based private-equity investment firm that specializes in e-commerce business-to-business companies.

Mr. Rubin's previous activities included membership on the Board of Directors of the New York Stock Exchange, Harvard Management Company, New York Futures Exchange, New York City Partnership and the Center for National Policy. He has also served on the Board of Trustees of the Carnegie Corporation of New York, the President's Advisory Committee for Trade Negotiations, the Securities and Exchange Commission Market Oversight and Financial Services Advisory Committee, the Mayor of New York's Council of Economic Advisors and the Governor's Council on Fiscal and Economic Priorities for the State of New York.

Mr. Rubin graduated summa cum laude from Harvard College in 1960 with an A.B. in economics. He received a L.L.B. from Yale Law School in 1964 and attended the London School of Economics.

Mr. Rubin was born in New York City on August 29, 1938. He is married to Judith Oxenberg Rubin, who served as the New York City Commissioner of Protocol for four years under Mayor David Dinkins. The Rubins have two adult sons, James and Philip.

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