

WITHDRAWAL SHEET

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DOCUMENT NO. & TYPE	SUBJECT/TITLE	DATE	RESTRICTION
1. Form	SF171 for Cathy Lynn Rountree Mays, 10 p	n.d.	P6/B6

P1 National security classified information [(a)(1) of the PRA].
P2 Relating to appointment to Federal office [(a)(2) of the PRA].

P3 Release would violate a Federal statute [(a)(3) of the PRA].
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA].
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA].
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA].

PRM Personal records misfile defined in accordance with 44 USC 2201 (3).

RESTRICTIONS

B1 National security classified information [(b) (1) of the FOIA].
B2 Release could disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA].
B3 Release would violate a Federal statute [(b)(3) of the FOIA].
B4 Release would disclose trade secrets or confidential commercial financial information [(b)(4) of the FOIA].
B6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA].
B7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA].
B8 Release would disclose information concerning the regulation of financial institutions [(b)(9) of the FOIA].
B9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA].

file w/ resumes
NOV - 8 REC'D
response necessary

November 4, 1993

Ms. Carol H. Rasco
Assistant to the President for Domestic Policy
The White House
Washington, D.C.

Dear Carol:

I am writing to inform you that I will be leaving the Virginia Liaison Office at the end of the current administration in January and to solicit your help in bringing to my attention any appropriate job openings.

With more than 13 years of federal, state and association management experience, I am primarily interested in a position with a federal government division or state government division for private industry or a trade association, or an Administrative Assistant position on Capitol Hill. I would also consider a position in congressional affairs or intergovernmental relations with the federal executive branch.

In my current capacity, I am responsible for developing and implementing the federal agenda for the Commonwealth of Virginia. This requires analytical skills, development of a lobbying strategy, an understanding of the legislative process, and the ability to build consensus.

I also have four years of experience on Capitol Hill as a special projects director, legislative director and Staff Director of the Small Business Subcommittee on Environment and Employment.

Having worked for two Governors, from different states, I am equally familiar with state government. Serving as chair of the Staff Advisory Committee of the Southern Governors' Association while Governor Wilder was Chairman, I developed especially strong connections among the 19 member states of the Southern Governors' Association.

I have enclosed a resume for your review. Please feel free to distribute copies to your friends and colleagues. If you hear of an opening in the Washington metropolitan area, I would appreciate it if you'd give me a call at

P6/(b)(6) With warm regards, I am

Very truly yours,

Dian Copelin

Dian Copelin

DIAN COPELIN

P6/(b)(6)

PROFESSIONAL EXPERIENCE

Director

Virginia Liaison Office, Office of the Governor
Governor L. Douglas Wilder (D-VA)
Washington, D.C.
1991 - Present

- Serve as Governor's intergovernmental liaison with Members of Congress, the White House, federal agencies, National Governors' Association, Democratic Governors' Association, Southern Governors' Association, Southern Growth Policies Board and Southern States Energy Board;
- Serve as Governor's principal policy adviser on all federal issues;
- In consultation with the Governor, establish Virginia state priorities for federal legislation and funding;
- Develop lobbying strategies and work with Members of Congress to implement Virginia priorities;
- Supervise the staff of the Governor's Washington office;
- Served as chair of the Staff Advisory Committee of the Southern Governors' Association while Governor Wilder was chairman. Responsible for development of the program for the annual meeting held in Richmond; organized and supervised all logistical details for the conference.

Staff Director

Small Business Subcommittee on Environment and Employment
Legislative Director and Special Projects Director
Congressman Jim Olin (D-VA), U.S. House of Representatives
1988 - 1991

- Directed Subcommittee staff in conducting hearings on issues within the Subcommittee's jurisdiction;
- Advised Subcommittee Chairman on legislation in full Committee;
- Supervised the legislative staff to implement the Member's legislative agenda, and assisted the Member in developing a legislative strategy;
- Reviewed all responses to constituent mail to insure consistency with the Member's positions;
- Secured federal funding for flood control projects, highways, airports, and various other public works projects in the district (\$19.8 million in project appropriations; \$55 million in project authorizations);
- Advised the Member on legislation in the areas of budget, transportation, public works, solid waste management, taxes, labor, judiciary, and housing.

Executive Director

Norman, Oklahoma Chamber of Commerce
1987 - 1988

- In consultation with a 45-member Board of Directors, directed the chamber's program of work;
- Supervised staff and volunteers;
- Primary emphasis on industrial development.

Executive Director

Yukon, Oklahoma Chamber of Commerce
1985 - 1987

- In consultation with a 12-member Board of Directors, directed the chamber's program of work;
- Supervised staff and volunteers;
- Primary emphasis on membership development, retail promotions and economic development.

Public Relations Consultant

d/b/a The Borrowed Pen
Oklahoma City, Oklahoma
1982 - 1985

- Provided public relations services to local businesses and candidates for political offices;
- Wrote press releases and brochures, and coordinated special events and political activities;
- Special Correspondent to The Daily Oklahoman, covering county government, city councils, school boards, chambers of commerce and universities.

Deputy Press Secretary

Governor George Nigh (D-OK)
Oklahoma City, Oklahoma
1980 - 1982

- Served as a spokesperson for the Governor on budget and policy to local and state media;
- Wrote and distributed all press announcements concerning the Governor's appointments to state agencies, boards and commissions (more than 3,200 appointments);
- Coordinated weekly press conferences and directed special events.

EDUCATION

University of Central Oklahoma, Edmond, Oklahoma
Bachelor of Arts in Journalism, minor in Political Science, 1980

THE WHITE HOUSE

WASHINGTON

MEMORANDUM

To: Carol Rasco
From: Mark D. Gearan
Date: January 27, 1993
Subject: Molly Brostrom

Carol:

Molly Brostrom is a very impressive woman who worked for me in Governor Dukakis' Washington, D.C. office and I enthusiastically recommend her to you without qualification.

Molly has worked extensively on a number of health care issues, including primary care access, maternal and child health, early intervention for persons with HIV, and school-based health care programs. Moreover, she is truly the type of person who can help bring a new face to government: she is outgoing, thoughtful, smart, and very committed to the Clinton-Gore agenda. Her broad background of non-career experiences--such as life and travel in Africa--has helped her develop a unique outlook which I truly valued as her supervisor. She has excellent writing and critical thinking skills.

Molly would very much like to work on the health care staff. I cannot recommend Molly highly enough. Over the past five years, I have been asked to write hundreds of recommendations. Very rarely, I have the opportunity to recommend someone who I know will so impress her supervisor, that the supervisor will someday thank me for making the recommendation. Molly is one of these very rare people. I hope you will be able to include her on your team.

Please feel free to call me if you have any questions. Thank you for your consideration.

cc: Bruce Lindsey
Ira Magaziner

MOLLY BRITT BROSTROM

P6(b)(6)

EDUCATION

1990-1992

HARVARD UNIVERSITY

Cambridge, MA

John F. Kennedy School of Government

Master in Public Policy, June 1992.

Masters Project: Cost-Benefit Analysis of Early Intervention in HIV disease. Coursework emphasis in health policy, poverty studies, and economics.

1983-1987

YALE UNIVERSITY

New Haven, CT

Bachelor of Arts in History

EXPERIENCEJune 1992
to Present**HEALTH SYSTEMS RESEARCH, INC.**

Washington, DC

Research Associate. Conduct research and writing on a variety of health care access and maternal and child health projects for states, the federal government, and advocacy associations. Assist in proposal writing and editing. Selected projects are described below.

- Conducted interviews, researched and wrote profile of school-based health centers in three states. The issue brief examines the history, program design, and financing mechanisms of each state's system of school-based health centers, as well as the role of state Title V programs in their development.
- Contributed to, researched, and developed recommendations for paper on access to health care for people with HIV infection. Issues examined include eligibility for public programs, coverage of treatment under Medicaid, public funding streams, and state and local initiatives to provide coordinated systems of care.
- Researched and wrote paper describing the access barrier created by the Medicaid eligibility process and examining state initiatives to simplify and streamline the process.
- Wrote summary and analysis of meeting between advocacy groups for the elderly and the disabled designed to solicit recommendations from representatives of the disabled community on a proposal for long-term care reform.
- Researching and writing papers on state obstetrical liability and malpractice initiatives and strategies to increase provider participation in Medicaid.

Summer 1991 **NATIONAL COMMISSION TO PREVENT INFANT MORTALITY** Washington, DC

Intern. Researched and developed file of national model infant mortality reduction programs. Assisted press secretary in drafting press releases and opinion pieces. Volunteered at public health clinic.

1988-1990 **MASSACHUSETTS GOVERNOR'S OFFICE OF FEDERAL-STATE RELATIONS** Washington, DC

Policy Analyst. Monitored and researched federal legislation in health, human services and education policy. Advised Governor and Cabinet officials and lobbied Congress on federal issues pertinent to Massachusetts. Represented state on national task forces and workgroups. Contributed to and edited weekly newsletter and legislative update. Supervised Intern Program.

Summer 1987 **SENATOR PATRICK LEAHY** Washington, DC

Staff Assistant. Conducted research project on nutrition monitoring legislation.

Fall 1986 **LEAHY FOR U.S. SENATE CAMPAIGN** Brattleboro, VT

Field Organizer. Recruited and managed volunteers. Planned and scheduled events for candidate and family.

PUBLICATIONS

Hill, I.T. and Brostrom, M.B., "Streamlining the Medicaid Eligibility Process: A Necessary Strategy to Increase Access to Prenatal Care," Agency for Health Care Policy and Research, Washington, D.C., (under review).

Brostrom, M.B. and Hill, I.T., "Primary Care Brief on Title V and School-Based Health Centers," Association of Maternal and Child Health Programs, Washington, D.C., (under review).

PERSONAL

- Kennedy School Women's Caucus, Steering Committee.
- Competitor, Potomac Boat Club, Washington, DC.
- Yale Varsity Basketball Team. Leadership Award.
- Lived in Addis Ababa, Ethiopia for four years, traveled extensively in Africa and Europe.
- Proficient in French.

REFERENCES

Governor Michael S. Dukakis
 Mark Gearan
 Malcolm Sparrow, Professor, John F. Kennedy School of Government
 Kris M. Balderston, Senate Majority Leader's Office

29 December 1992

Mark Gearan
Presidential Transition Office
1120 Vermont Avenue N.W.
Washington, D.C. 20270

Dear Mark:

I sincerely appreciate your willingness to pass my resume on to the appropriate people. As we have discussed, I am excited about the possibilities presented by the Clinton Administration and am eager to be a part of making these possibilities a reality.

I am particularly interested in participating in the development of health care reform. Depending on where this activity is centered, I would enjoy working in the White House, Department of Health and Human Services, or Office of Management and Budget. As always, I would also relish the opportunity to work again with you. Any advice or guidance you can give regarding these or other employment prospects would be appreciated.

You have been a good friend to me, Mark, and I am grateful for your assistance. Please let me know if there is additional information I can provide to help this process. Shortly, you should receive a letter of reference for me from Governor Dukakis--I would appreciate your adding it to my file.

Warm Wishes,



Molly Brostrom

THE WHITE HOUSE

August 6, 1993

Dear Lance,

Thank you for your note and the materials that accompanied the note. In a meeting with Kris Gervie yesterday she indicated her office will be contacting you for an interview. I look forward to meeting you. Carol Rasco

THE WHITE HOUSE
WASHINGTON

Lance D. Alworth, Jr.

P6/(b)(6)

LANCE D. ALWORTH, JR.

P6/(b)(6)

13 July 1993

Ms. Kristine Gebbie
AIDs Policy Coordinator
Hubert H. Humphrey Building
200 Independence Avenue, S.W.
Room 738G
Washington, D.C. 20270

AUG 6 RECD

Dear Ms. Gebbie:

This biographical and explanatory letter should convince you I could make a unique contribution to your staff. I was born and raised in Arkansas, and have lived a considerable amount of time in California, Massachusetts and the D.C. area. My father is a "Hall of Fame" professional football player. My mother is married to Governor Jim Guy Tucker of Arkansas.

As a southern pragmatist, I believe our political leadership needs to emphasize tolerance. The rise of social conservatism and the religious right is, I believe, based more on fear of the unknown than an inability among Americans to tolerate change and beliefs different from their own. Alleviating fear, educating the public that tolerance of different ideas, ways of life and the diversity characteristic of our country is ultimately the only way to maintain the prosperity, freedom and influence America has developed, is President Clinton's greatest challenge.

I would be an asset to your staff legally and politically.

I have a strong desire to engage in public service. Following law school, I accepted employment at the Securities and Exchange Commission. There, I have been immersed in the intricacies of the financial world. I have developed a thorough understanding of the federal government, agency work and the relationship between regulated entities and regulators.

At the Commission, I have developed expertise in drafting and interpreting federal laws and regulations. I am able to ascertain whether agency drafted regulations meet the expressed intent of Congress and to analyze their likely operation once effectuated. I am well practiced in the language and regulatory format required to implement legislation. Similarly, I understand how the bureaucracy operates within federal agencies and the relationship between those agencies and the Hill.

I have political and social skills beyond my work experience. Politically, I have many ties to Arkansas. Most of the Arkansas staff at the White House know who I am and I have been personally acquainted with the President and Ms. Clinton for 20 years. Because of this familiarity, these people will enjoy a level of comfort with me they are unlikely to have with most people on AIDS related issues. Basically, they know I am not a loose cannon and that I have folks back home who could suffer as the result of my actions.

My fathers' background exposed me to the press and the attentions of the public at an early age. I have been closely involved in the political activities of my step-father. My experiences range from campaigning door to door and giving stump speeches to observing political and legislative strategy in development and as implemented. I have dealt with anti-abortion protestors on my front door step; I have had to bite my tongue when constituents were abusive and unreasonable.

The Administration is likely to be challenged both by AIDS and Gay groups, and conservatives. The former because no movement on AIDS issues will be fast enough, the latter because the conservative right is holding up the Gay community, and by extension people with AIDS, as the new moral threat to traditional values in America. I believe I can be particularly useful in this area.

I have instant credibility with AIDS and Gay organizations because I am both HIV positive and Gay. Regardless of the position the administration takes, it will be difficult for these organizations to question my motives or commitment. Because I have not been previously involved in the Gay rights movement or National AIDS Organizations, I will be able to approach these groups as Clinton's man, with no previous personal agenda.

In appearance and demeanor I am the All-American boy from next door. I will be able to work with legislators, interest groups and the general public without creating concerns over moral values. With my background, I will be uniquely effective in calming the anxiety and hesitation many have on AIDS issues. In addition, I am living, irrefutable proof, that decent, hard working, likeable people can be HIV positive for the "wrong" reason.

Because of the unique life I have led, I can talk football or duck hunting with a good old boy and also have a heart to heart with the most extreme Act-Up or Queer Nation radical. I have credibility in both worlds and I would be an asset to you and your staff.

There are a number of people in the administration whom I have known since childhood. They will tell you I am practical, articulate and hard-nosed in difficult situations. I have enclosed

a copy of my resume and am available in either D.C. or Washington to speak with you at any time.

Sincerely,

Lance Alworth Jr.

Lance Alworth, Jr.

enclosure

cc: Ms. Patsy Fleming
Mr. Tom Goodwin
Governor Jim Guy Tucker
Ms. Carol Forman

LANCE DWIGHT ALWORTH, JR.

P6/(b)(6)

EXPERIENCE

ATTORNEY - U.S. SECURITIES AND EXCHANGE COMMISSION,
Washington, D.C. **September 1987 - present**

DIVISION OF MARKET REGULATION

- * **Office of Self-Regulation Inspections**, December 1990 to present. Responsibilities include organizing and conducting inspections of self-regulatory organizations, including the New York Stock Exchange; preparation of reports to the Commission with findings and suitable recommendations; review of broker-dealer applications to re-enter industry following statutory disqualification, and drafting and analysis of implementing regulations of the securities laws.
- * **Office of Trading Practices**, September 1987 - December 1990. Responsibilities included preparation of exemption letters and rulemaking releases; responding to interpretive inquiries from the public, and advising other Divisions regarding anti-manipulation rules applicable to the offering of securities in the primary and secondary markets.

LAW CLERK

- * **Hill & Robbins**, Denver, Colorado, Summer 1986. Research in water law, bankruptcy, and corporate litigation. Extensive research on the effect of Spanish and Mexican land grants on present day water rights.
- * **Wright, Lindsey & Jennings**, Little Rock, Arkansas, Summer 1985. Research in insurance defense, products liability and military law.

EXECUTIVE MANAGEMENT TRAINEE - Space Saver, Inc., Solana Beach, California, September 1983 - September 1984. Researched, designed and wrote management manual and structure for mini-storage facility chain.

OFFICER'S CANDIDATES SCHOOL - U.S. Marine Corps, Quantico, Virginia, Summer 1982. Graduated August 1982. Honorably discharged.

Admitted to the Bar in Arkansas and the District of Columbia.

EDUCATION

UNIVERSITY OF ARKANSAS SCHOOL OF LAW, Fayetteville, Arkansas. J.D. May 1987. Articles Editor, Arkansas Law Review. Member Moot Court Board. ABA Client Counseling Competition, school winner 1984, 1985.

HARVARD COLLEGE, Cambridge, Massachusetts. A.B. cum laude in American History and Literature, 1983. Honors Thesis. Representative to Student Government Association and Committee on Undergraduate Education. Freshman football, crew. Kirkland House crew, intramurals, House Committee.

Dear Ms. Rasco,

AUG - 6 REC'D

5 August

It is my understanding that the Aids Policy Coordinator, ~~was~~ Kristine Gebbie, has now opened her office here in D.C. As you are aware, I have a keen interest in working on her staff. I would appreciate any assistance you could render in getting me an interview with Ms. Gebbie. I have spoken with Patsy Fleming and I enclose with this note a copy of the cover letter I sent Ms. Gebbie which I believe adequately conveys my personal compelling reasons for seeking this job. I hope you can help me out and I appreciate your assistance in the past. Along with the cover letter →

I have enclosed my resume.

Tim Guy tells me you were recently in Little Rock for your son's surgery. I trust that went well. We were all a bit disappointed with the recent election, but I'm sure Tim Guy can handle it. I hope we have the opportunity to meet sometime perhaps when my folks are in town. I appreciate your assistance and would be pleased to talk or meet with you whenever it might be convenient.

As always,
Lance Alworth Jr.

enclosures



DIVISION OF MARKET REGULATION

UNITED STATES SECURITIES AND EXCHANGE COMMISSION WASHINGTON, D.C. 20549

FACSIMILE TRANSMITTAL

Date: 6/28/93

TO: Mrs. Carol Rasco
Company: WHITE HOUSE, ASSISTANT TO THE PRESIDENT, DOMESTIC POLICY
Fax No.: 202 456 2878
Recipient's Tel. No.: 202 456 2216
FROM: LANCE ALWORTH, JR.
Tel. No.: 202 504 2506; 202 387 4019

Total number of pages (Including this page): 2

(If you do not receive all the pages, please telephone the Division of Market Regulation at the number immediately above for assistance.)

Message: Please find attached a letter for Mrs. Rasco.

Handwritten note: Roy - Call Lance, tell him I gave his original resume/Dt. to Kris on the day of her

Handwritten note: announce- ment, that she & HHS will be doing the hiring. Leave this for me to do further follow up. CLR

THIS MESSAGE IS INTENDED ONLY FOR THE USE OF THE INDIVIDUAL OR ENTITY NAMED ABOVE, AND OTHERS WHO HAVE BEEN SPECIFICALLY AUTHORIZED TO RECEIVE IT, AND MAY CONTAIN PRIVILEGED AND CONFIDENTIAL INFORMATION. IF you are not the intended recipient of this facsimile, or the agent responsible for delivering it to the intended recipient, you are hereby notified that any review, dissemination, distribution, or copying of this communication is strictly prohibited. Thank you for your cooperation.

LANCE DWIGHT ALWORTH, JR.

P6/(b)(6)

28 June 1993

Ms. Carol Rasco
Assistant to the President,
Domestic Policy
The White House
1600 Pennsylvania Ave.
Washington D.C. 20500

Dear Ms. Rasco:

I saw with pleasure that President Clinton nominated Ms. Kristine Gebbie to be his AIDS policy Coordinator last Friday. I wanted to take this opportunity to remind you of my interest in working on her staff.

I am available to speak or meet with you at your convenience. I will, however, be in Arkansas for the upcoming holiday weekend. Thank-you for your time and attention.

Sincerely,

Lance Alworth, Jr.
Lance Dwight Alworth, Jr.

cc: Governor Jim Guy Tucker

WENDY CHRIS ADLER

P6(b)(6)

225-4960 fax

LEGISLATIVE/POLICY EXPERIENCE

SUBCOMMITTEE ON EMPLOYMENT AND HOUSING, Government Operations Committee, U.S. House of Representatives, Majority Professional Staff Member/Senior Investigator, 1991-present.

-- Primary staff member responsible for investigating the implementation of legislation for all housing programs administered by the U.S. Department of Housing and Urban Development (HUD). Develop hearings, write background materials, and brief members of Congress. Do all press work for hearings.

-- Have played major policy role in public housing, community and economic development and homelessness. Identify waste, fraud and abuse and initiate legislative and regulatory action. Research and write legislation in coordination with House and Senate authorizing and appropriating committees.

CLINTON FOR PRESIDENT, Volunteer, Washington, DC, 1992.

-- Developed background materials on homelessness and low-income housing for Clinton Work Group on Housing and volunteered in Washington D.C. campaign office.

NATIONAL GOVERNORS' ASSOCIATION, Senior Policy Analyst/Lobbyist, Washington, DC, 1987-1991.

-- Principal lobbyist for Governors on domestic policy issues including child care, homelessness, low-income housing, poverty, income security, and child welfare. Analyzed legislation, recommended policy changes and monitored budget and appropriation processes in these areas.

-- Represented Governors before Congress and the Administration on recently enacted child care legislation. Worked with lead Governors on Child Care, Governor Bill Clinton and Governor Tom Kean. Successfully negotiated and amended legislation to be responsive to state issues.

-- Author, Working to End Homelessness: A Manual for States, a Governors' policy manual on developing low-income housing and integrating support services.

-- Wrote Governors' policy on homelessness, child care and child welfare. Testified before Congress and made presentations at state and national conferences.

Wendy C. Adler, page two

WIDER OPPORTUNITIES FOR WOMEN, PUBLIC POLICY DIVISION, Acting Director/Senior Policy Associate, Washington, DC, 1984-1986.

-- Analyzed and researched legislation related to labor, economic development, welfare reform and educational issues.

-- Represented organization before Congress and developed policy positions. Wrote testimony, legislative issue briefs and edited monthly newsletter.

-- Briefed organizational affiliates on policy issues and designed trainings on implementing legislation.

STATE SENATOR JOHN CRABONA'S (D-RI) OFFICE, Legislative Assistant, Providence, Rhode Island, 1981-1982.

-- Researched and analyzed legislation on issues affecting the elderly. Surveyed and assessed constituents' needs for the development of state policies.

CONGRESSWOMAN ELIZABETH HOLTZMAN'S (D-NY) OFFICE, Legislative Assistant, Washington, DC, 1980-1981.

-- Analyzed legislation, wrote articles and assisted in composing speeches.

EDUCATION

B.A. BROWN UNIVERSITY, Providence, RI, 1982
Major: Political Science Minor: English

INTERESTS

Program Director for local street van serving homeless people, Member, Capitol Hill Women's Political Caucus, Member, Hill staffers for the Hungry and Homeless, and volunteer dance instructor for low-income children. Fluent in Spanish.

References Available Upon Request



*Congress of the United States
House of Representatives
Washington, D. C. 20515*

*Tom Lantos
California*

January 8, 1993

Honorable Henry Cisneros
Secretary of HUD-Designate
Presidential Transition Office
1120 Vermont Avenue, NW
Washington, D.C. 20270

Dear Mayor Cisneros:

Congratulations on your selection as secretary of the Department of Housing and Urban Development (HUD). As you probably know, since 1987 I have been the chairman of the Government Operations Subcommittee on Employment and Housing which oversees HUD.

As someone knowledgeable about the workings of homeless and low-income housing programs, I cannot think of an individual better qualified to be the Executive Director of the Interagency Council on the Homeless as Wendy Adler, the subcommittee's chief investigator on housing and homeless issues.

Ms. Adler is extremely knowledgeable on the problem of homelessness and has a lot of creative and exciting ideas. Her expertise is not only in housing but in the coordination of social service resources which is critical in solving the problem of homelessness. She has an acute understanding of federal and state legislation and the regulations of the McKinney Act and other low-income programs. In her previous work with the National Governors' Association she worked with Governors and local officials in developing policy solutions to homelessness.

The quality of Ms. Adler's work has been exemplary. I believe she would make an outstanding Executive Director of the Interagency Council and urge you to consider her. Thank you and the best to you in all your endeavors at HUD.

Sincerely,

Tom Lantos
TOM LANTOS



STATE OF ARKANSAS
BILL CLINTON
GOVERNOR

October 30, 1990

Wendy Adler
National Governors' Association
Hall of the States
444 North Capitol Street, Suite 250
Washington, D.C. 20001

Dear Wendy:

Congratulations upon the passage of the Child Care bill! I appreciate very much all the long, hard hours (or should I say blood, sweat, and tears) you have spent on this critical piece of legislation.

In lieu of a large bouquet, which you richly deserve, Hillary and I have made a contribution in your honor to the Woodlawn Therapeutic Center, a day care facility specializing in working with abused children and their families.

Thank you again on behalf the children and their families.

Sincerely,

Bill Clinton
Bill Clinton

BC:km

cc: Ray Scheppach
Alicia Peirine



STATE OF ARKANSAS
BILL CLINTON
GOVERNOR

RECEIVED
AUG 19 1988
Ars'd.....

August 11, 1988

Wendy Adler
National Governors' Association
444 North Capitol Street
Washington, DC 20001-1572

Dear Wendy:

It was good to see you at the Annual Meeting in Cincinnati. I appreciate very much your continuing fine efforts in the areas of the homeless and child care. I look forward to working with you and the other members of the Human Resources Committee staff as the Task Force on Children is activated.

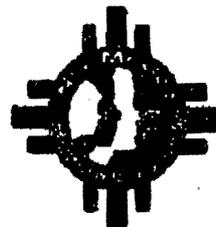
Sincerely,

Bill Clinton

BC:cr:law

**NEW MEXICO HUMAN SERVICES DEPARTMENT**

P.O. Box 2348
Santa Fe, New Mexico 87504-2348



**INCOME SUPPORT DIVISION
COMMUNITY ASSISTANCE SECTION**
November 19, 1992

President Elect Bill Clinton
Governor's Mansion
1800 Center Street
Little Rock, Arkansas 72206

Dear President Elect Clinton:

For those of us who work with and for the homeless in our respective states, one of the most important positions in federal government is the Executive Director of the Interagency Council on the Homeless. This person is responsible for pulling together all of the agencies and resources available from the federal government into a cohesive network of services for our most vulnerable citizens. The Executive Director should also be at the forefront of policy development in this important arena.

As the State Homeless Coordinator for New Mexico for the past five years, I have worked with a vast number of people in Washington, D.C. on the issue of homelessness. None of them has been more effective than Ms. Wendy Adler. When she worked at the National Governors' Association, she coordinated the homeless policy and advisory group and did more in that position than all others combined.

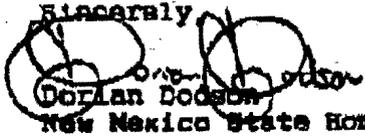
Ms. Adler has that rare combination of true commitment, honesty, intelligence, courage and diplomacy. She does not retreat from important positions and yet she knows how to deal with the vast bureaucracy of Washington. She is extremely knowledgeable and does her homework. She listens and truly absorbs the input she is given from people in the field. She is also one of the very few in the Washington scene who has what I would call a true vision of how we should address the terrible problems of the homeless.

I therefore respectfully urge you to consider and select Ms. Adler for the position of Executive Director of the Interagency Council on the Homeless. All of us, especially the homeless, would be better off for it.

"The Mainstream of Hope"

Thank you for your consideration of my request. Please also accept my very best wishes for the incredible challenge ahead of you.

Sincerely,



Dorian Dodson
New Mexico State Homeless Coordinator

cc: Wandy Adler

GEORGIA HOUSING & FINANCE AUTHORITY



Terrance K. Duvernay
Executive Director

Zell Miller
Governor

BOARD OF DIRECTORS

Zack D. Cravey, Jr.
Chairman

Judy M. Anderson

Millard Bowen

Wit B. Cannon, III

Joyce P. Colborn

Dan W. Hainsack

Fred Hancock, Jr.

Henry M. Huckaby

Alan E. Finsbo

Carter Smyre

Dorothy Towson

Governor's Designee

Keith Mason

November 17, 1992

President Elect Bill Clinton
Governor's Mansion
1800 Center Street
Little Rock, Arkansas 72206

Dear President-Elect Clinton:

I am writing to recommend Ms. Wendy Adler for the position of Executive Director of the federal Interagency Council on the Homeless. I had the pleasure to work several years with Wendy while she served with the National Governor's Association and I was the homeless contact for the State of Georgia.

More than any other quality, Wendy demonstrated the ability to understand how any particular aspect of federal homeless policies could have one effect when implemented in New Jersey and another effect in Georgia. Wendy effectively articulated the concerns of these divergent interests and crafted a consensus plan of action that met the needs of the various States. Perhaps the finest example of this skill was her leadership in the development of a new federal policy to encourage the voluntary creation of state interagency homeless councils. Her proposals for state councils were incorporated into the 1988 reauthorization of the Stewart B. McKinney Homeless Assistance Act. They now serve as a the basis for councils throughout the nation, including the Interagency Council on the Homeless for the State of Georgia.

You will have many important decisions to make during the next few months. Almost as important is the reality that you will need to trust many others to understand your vision and to implement the policies of change that will define the character of your administration. I can think of no other person more qualified to lead the Interagency Council for the Homeless than Wendy Adler.

Sincerely,

Terry E. Ball
Director

Housing and Community Improvement Department
Georgia Housing and Finance Authority

50 Executive
Park South
Suite 290
Atlanta, GA 30329

(404) 679-4840
FAX (404) 679-4837
1 (800) 359-4663
Inside Georgia

Hearing Impaired
TDD (404) 679-4913
1 (800) 736-1155
Inside Georgia



State of New Jersey
DEPARTMENT OF COMMUNITY AFFAIRS
DIVISION OF HOUSING

JIM FLORIO
GOVERNOR

LOCATION:

WILLIAM ASHBY
COMMUNITY AFFAIRS BUILDING
101 SOUTH BRIDGE STREET
TRENTON, NEW JERSEY

STEPHANIE R. BUSH
COMMISSIONER

MAILING ADDRESS:

ON 806
TRENTON, NJ 08646-0806

November 16, 1992

President-Elect Bill Clinton
The Governor's Mansion
1800 Center Street
Little Rock, Arkansas 72206

Dear President-Elect Clinton:

Over the past five years the State of New Jersey has coordinated numerous services to the growing homeless population with the various federally funded programs.

We worked very closely with the National Governors Association, and particularly with Ms. Wendy Adler, in the early formulation of policy recommendations for programs funded by the Stewart B. McKinney Homeless Assistance Act. Our major Departments serving the homeless, both the Department of Community Affairs and Department of Human Services have expressed their overwhelming appreciation for Ms. Adler's clear grasp of the homeless issues, and for her effectiveness in bringing together diverse agencies and organizations to focus on resolving the homeless problem.

The challenges facing us in our work with the homeless need the highest commitment and understanding of the problem to coordinate effectively the various levels of government with the community agencies and non-profit organizations through the Inter-Agency Council on the Homeless. We respectfully recommend to you Ms. Wendy Adler for your consideration to head this critically important agency.

Sincerely,

David Gardner
Director

1311G





STATE OF TENNESSEE
DEPARTMENT OF HUMAN SERVICES
400 DEADERICK STREET
CITIZENS PLAZA BUILDING
NASHVILLE, TN 37219

November 25, 1992

Bill Clinton, Governor
Governor's Mansion
1800 Center Street
Little Rock, Arkansas 72206

Dear Governor Clinton:

The new Democratic Administration represents an unprecedented opportunity to foster significant lasting change in this country. This change process begins with the way Federal programs and policies impact states and local communities and the citizens they serve.

One test of this capacity will be how the new administration responds to one of the neediest and most neglected groups of citizens in this country - the millions of individuals and families to be found in our homeless population.

I am writing to express my strong endorsement of Ms. Wendy Adler for the position of Executive Director, Inter-Agency Council on the Homeless.

The Council provides a unique opportunity to showcase the ability of Federal agencies to marshal their resources to truly integrate programs and maximize the impact of available Federal resources.

There is no one more qualified or prepared to take on this challenge than Ms. Adler.

Through her previous efforts at the National Governor's Association, and more recently in the House of Representatives, Ms. Adler has provided untiring leadership in assisting State and Federal agencies in "working smarter" to meet the housing and support service needs of homeless citizens.

Her knowledge of legislation, and in particular the McKinney Homeless Assistance Act, has gained her the reputation as

Bill Clinton, Governor
Page 2
November 25, 1992

one of the most reliable Federal contacts in not only understanding the impact of Homeless Programs, but in quickly assessing areas of improvement and opportunities for Federal agencies to develop cooperative efforts.

Ms. Adler's outstanding consultation skills were recognized by the Tennessee legislature on December 19-20, 1989, during two days of work with Tennessee's Legislative Committee on the Homeless. Her guidance helped the committee develop a clear framework for the state coordination of homeless activities and was part of the impetus that led the committee to develop a Supportive Housing for the Homeless bill.

Over the last six years Wendy Adler has developed and nurtured a broad-based state, local and non-profit network of homeless agency and advocate contacts that provides a critical "bottom up" sense of how states and local governments actually work in implementing homeless programs.

In an era of close fiscal scrutiny of federal spending, the potential of Federal inter-agency efforts must be capitalized on at every opportunity. An immediate opportunity exists to support such an effort through the appointment of Wendy Adler as Executive Director, Inter-Agency Council on the Homeless.

Please give this unqualified recommendation the most serious of consideration. I would be happy to provide more specific examples of Ms. Adler's organizational and leadership skills if needed. Thank you.

Sincerely,

STEVEN MEINBRESSE

Steven Meinbresse
Manager, Homeless and Refugee Services
State of Tennessee

SM:rl

Coalition of Homeless and Housing Organizations (COHHO)

AMDC Threshold
 ANCHS Family Services
 Avenues House
 Apartment Improvement Program
 Barber's Books in America
 Bread for the City
 CCNY
 Calvary Shelter
 Central Union Mission
 Children's Enjoins Fund
 Church of the Brothers
 Church of the Savior
 Churches Confronted on
 Shelter & Housing
 Coalition on Financial
 Accountability
 Community Partnership for the
 Prevention of Homelessness
 Community Connections
 Community Family Life Services
 ConServe
 DC Coalition for the Homeless
 Dinner Program for
 Homeless Women
 Ellen Implementation Monitoring
 Committee
 For Love of Children (FLOC)
 Fr. Mallean Center
 Friends of St. Elizabeths
 Georgetown University
 Georgetown University Child
 Development Center
 Great Line
 Hannah House
 Health Care for the Homeless
 House of Hospitality
 House of Ruth
 Interfaith Conference of
 Metro Washington
 Jobs for Homeless People
 Luther Place N Street Village
 Mental Health Association of DC
 Mt. Carmel Plaza
 Mt. Vernon Women's Center
 National Coalition for
 the Homeless
 New Endavors by Women
 Bishop's Women's Center
 Salvation Army
 Samaritan Inn
 Sasha Bruce Youthwork
 St. Ignace
 Shelter of Metropolitan Man. UMC
 Shouting Back
 So Others Might Eat (SOME)
 St. Ann's Shelter
 Victor Harold Hospitality House
 Ward 3 Committee for Responsible
 Housing Policy
 Washington Legal Clinic for
 the Homeless

November 30, 1992

President-Elect Bill Clinton
 Governor's Mansion
 1800 Center Street
 Little Rock, Arkansas 72206

Dear President-Elect Clinton:

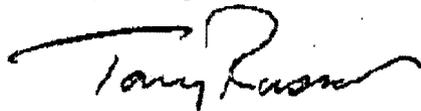
On behalf of The Coalition of Homeless and Housing Organizations (COHHO), I would like to recommend Ms. Wendy Adler to become Director of the Interagency Council on the Homeless.

I have known Ms. Adler for several years and I am very familiar with her work as a housing policy analyst at The National Governor's Association and in her present capacity as a senior investigator for Congressman Tom Lantos' Subcommittee on Employment and Housing.

During the time I have known her, Ms. Adler has demonstrated a tremendous depth of knowledge of the critical homeless and housing issues facing the country. She is an expert on the McKinney Act, not only from a national policy perspective, but also from a programmatic perspective at the state and local levels. Ms. Adler knows which homeless programs are working and which ones need to be redesigned.

I have worked on homeless and housing issues for nearly 14 years and am familiar with most of the national experts. I can say without equivocation that Wendy Adler is regarded in the highest esteem by her peers and is exceptionally well-suited to become the Director of the Interagency Council on the Homeless.

Sincerely,



Tony Russo
 Chairman

707 8th St., SE Suite 100
 Phone: (202) 547-7388

Washington, DC 20003
 Fax: (202) 547-7671

**NATIONAL LAW CENTER
ON HOMELESSNESS & POVERTY**

November 20, 1992

President-Elect Bill Clinton
Governor's Mansion
1800 Center Street
Little Rock, AR 72206

Dear Mr. President-Elect:

I am writing to recommend Wendy Adler for the position of Director of the Interagency Council on the Homeless. I have been an advocate for the rights of homeless persons on the national level for over seven years. In that capacity, I have had the opportunity to work with Wendy on several occasions during her tenure as a policy analyst at the National Governor's Association.

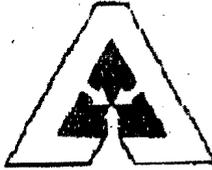
From my interactions with her, I have seen that Wendy has a very solid understanding of federal programs that help homeless persons, and is very knowledgeable about homelessness in general. Information that Wendy presented about the federal surplus property program during testimony before a congressional subcommittee helped me to secure a court order requiring more outreach by federal agencies responsible for implementing the program.

The Director of the Interagency Council should have an understanding of the causes of homelessness and advocate for the elimination of homelessness through effective federal policy. I believe that Wendy's knowledge of the issues and commitment to ending homelessness, combined with her solid legislative and policy experience, would make her an excellent choice for Director of the Interagency Council.

Sincerely,



Maria Foscarinis
Director



THE NATIONAL ALLIANCE TO END HOMELESSNESS, INC.

November 20, 1992

President Elect Bill Clinton
Governor's Mansion
1800 Center Street
Little Rock, AR 72206

Dear President-Elect Clinton:

I am writing to recommend Ms. Wendy Adler for the position of Executive Director of the federal Interagency Council on the Homeless. I have had the pleasure of working with Wendy over the last six years, both in her position as Senior Policy Analyst on homelessness at the National Governor's Association and as a staff member of the Subcommittee on Employment and Housing.

Wendy's qualifications to be Executive Director of the Interagency Council on the Homeless are substantial. First is her deep personal commitment to helping homeless people, a commitment that takes expression in her volunteer work in Washington, D.C. In addition to this necessary underpinning of commitment, Wendy's knowledge of federal, state and local programs to help homeless people is prodigious. As you know, she was extremely effective on the issue for the National Governor's Association, and she is known and admired among the other national nonprofit organizations concerned with homelessness. Certainly, she has, over the years, amply demonstrated her dedication, her knowledge and her effectiveness in the struggle to end homelessness.

It is the conviction of the National Alliance to End Homelessness that far greater attention must be paid to the coordination of programs to help homeless people. The federal government can, and we believe must, take the lead by coordinating its own efforts and by then helping states, local governments and nonprofits to improve their performance. The Interagency Council on the Homeless can accomplish this, and Wendy Adler would be an excellent person to direct its efforts.

Sincerely,

Thomas L. Kenyon
President

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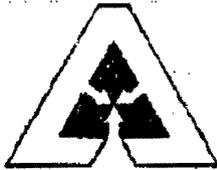
H. J. Young

Past Chairman

Paula Martin Smith

John W. Moore, Jr.

Clifford L. Alexander, Jr.



THE NATIONAL ALLIANCE TO END HOMELESSNESS, INC.

November 20, 1992

President Elect Bill Clinton
Governor's Mansion
1800 Center Street
Little Rock, AR 72205

Dear President-Elect Clinton:

I am writing to recommend Ms. Wendy Adler for the position of Executive Director of the federal Interagency Council on the Homeless. I have had the pleasure of working with Wendy over the last six years, both in her position as Senior Policy Analyst on homelessness at the National Governor's Association and as a staff member of the Subcommittee on Employment and Housing.

Wendy's qualifications to be Executive Director of the Interagency Council on the Homeless are substantial. First is her deep personal commitment to helping homeless people, a commitment that takes expression in her volunteer work in Washington, D.C. In addition to this necessary underpinning of commitment, Wendy's knowledge of federal, state and local programs to help homeless people is prodigious. As you know, she was extremely effective on the issue for the National Governor's Association, and she is known and admired among the other national nonprofit organizations concerned with homelessness. Certainly, she has, over the years, amply demonstrated her dedication, her knowledge and her effectiveness in the struggle to end homelessness.

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Sincerely,

Thomas L. Kenyon
President

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Clifford L. Alexander, Jr.

NEW YORK STATE
DEPARTMENT OF SOCIAL SERVICES
40 NORTH PEARL STREET, ALBANY, NEW YORK (2243-011)
MARY JO BANE
Commissioner



MARK B. LEWIS
Deputy Commissioner for
Executive Services and Support

January 15, 1993

President-Elect Bill Clinton
Governor's Mansion
1800 Carter Street
Little Rock, AR 72206

Dear President-Elect Clinton:

I am writing to strongly recommend Ms. Wendy Adler for the position of Executive Director of the Interagency Council on the Homeless. As the New York State liaison on homeless issues, I have had the opportunity to work closely with Ms. Adler on several issues pertaining to the effective implementation of programs funded through the Stewart B. McKinney Homeless Assistance Act of 1987. While working as a policy analyst for the National Governors Association, Ms. Adler's command of the subject matter and keen understanding of negotiation at both the political and bureaucratic level were instrumental in molding various McKinney Act programs to better meet the needs of those who are homeless and in crisis. Ms. Adler's approach and style are straight forward, informed and refreshing. These qualities, combined with negotiating experience and understanding of homelessness, are essential to success in a position such as that of the Executive Director of the Interagency Council for the Homeless.

In my opinion, Ms. Wendy Adler would be a splendid asset to your administration and to those of us who operate homeless programs across the country.

Sincerely,

Katherine Napoli
Director
Bureau of Supported
Housing Development

RJ/ejb

NEW YORK STATE
DEPARTMENT OF SOCIAL SERVICES
40 NORTH PEARL STREET, ALBANY, NEW YORK 12243-0001

MARY JO BANE
Commissioner



MARK B. LEWIS
Deputy Commissioner for
Executive Services and Support

January 12, 1993

President-Elect Bill Clinton
Governor's Mansion
1800 Center Street
Little Rock, AR 72206

Dear President-Elect Clinton:

I am writing to strongly recommend Ms. Wendy Adler for the position of Executive Director of the Interagency Council on the Homeless. As the New York State liaison on homeless issues, I have had the opportunity to work closely with Ms. Adler on several issues pertaining to the effective implementation of programs funded through the Stewart B. McKinney Homeless Assistance Act of 1987. While working as a policy analyst for the National Governors Association, Ms. Adler's command of the subject matter and keen understanding of negotiation at both the political and bureaucratic level were instrumental in molding various McKinney Act programs to better meet the needs of those who are homeless and in crisis. Ms. Adler's approach and style are straight forward, informed and refreshing. These qualities, combined with negotiating experience and understanding of homelessness, are essential to success in a position such as that of the Executive Director of the Interagency Council for the Homeless.

In my opinion, Ms. Wendy Adler would be a splendid asset to your administration and to those of us who operate homeless programs across the country.

Sincerely,

A handwritten signature in cursive script that reads "Katherine Napoli".

Katherine Napoli
Director
Bureau of Supported
Housing Development

KN/ejb

December 8, 1992

President-Elect Clinton
Governor's Mansion
1800 Center Street
Little Rock, Arkansas

Dear President-Elect Clinton:

I am writing to recommend Ms. Wendy Adler for the position of Executive Director of the Interagency Council on the Homeless (ICH). In my position with the Emergency Food and Shelter (EFS) Program (Title III of the McKinney Homeless Assistance Act), I have been "hearing about" Ms. Adler for the last six years. And what I'd been "hearing" makes her the natural candidate for this position.

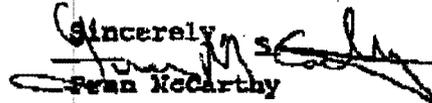
My first conversation with Wendy was when she called to tell me of how an EFS program requirement had been incorrectly reported in a pamphlet issued by another organization. What struck me about the conversation was both her knowledge of McKinney homeless programs and her initiative in trying to make them work. It seems to me that is exactly the job description for an ICH Executive Director. In Ms. Adler's case, on the job training would not be necessary.

In my conversations with homeless service providers, local coalitions, state officials, and national advocacy groups, their issues of greatest interest have ranged widely. But their opinion of Ms. Adler and her work was a constant. They were all impressed with her commitment to the problem of homelessness and her ability to actually get things done.

From the time the ICH was initiated Ms. Adler was one of the few people that knew, from its inception, the coalescing potential of this organization. And her participation in ICH regional conferences was always welcome since she routinely delivered the most comprehensive legislative overview we were likely to receive from any source.

The Administration is faced with many tough choices in the selection of individuals for key positions throughout the government. The choice for ICH Executive Director should be a respite from that ordeal. Wendy Adler is the logical and best choice.

Sincerely,


Sean McCarthy

P6/(b)(6)

December 8, 1992

President-Elect Clinton
Governor's Mansion
1800 Center Street
Little Rock, Arkansas

Dear President-Elect Clinton:

I am writing to recommend Ms. Wendy Adler for the position of Executive Director of the Interagency Council on the Homeless (ICH). In my position with the Emergency Food and Shelter (EFS) Program (Title III of the McKinney Homeless Assistance Act), I have been "hearing about" Ms. Adler for the last six years. And what I'd been "hearing" makes her the natural candidate for this position.

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The Administration is faced with many tough choices in the selection of individuals for key positions throughout the government. The choice for ICH Executive Director should be a respite from that ordeal. Wendy Adler is the logical and best choice.

Sincerely,

Fran McCarthy

P6/(b)(6)



State of New Jersey
DEPARTMENT OF COMMUNITY AFFAIRS
DIVISION OF HOUSING

JIM FLORIO
GOVERNOR

LOCATION:

WILLIAM ASHBY
COMMUNITY AFFAIRS BUILDING
101 SOUTH BROAD STREET
TRENTON, NEW JERSEY

STEPHANIE R. BUSH
COMMISSIONER

MAILING ADDRESS:

CM 806
TRENTON, NJ 08625-0806

November 16, 1992

President-Elect Bill Clinton
 The Governor's Mansion
 1800 Center Street
 Little Rock, Arkansas 72206

Dear President-Elect Clinton:

Over the past five years the State of New Jersey has coordinated numerous services to the growing homeless population with the various federally funded programs.

We worked very closely with the National Governors Association, and particularly with Ms. Wendy Adler, in the early formulation of policy recommendations for programs funded by the Stewart B. McKinney Homeless Assistance Act. Our major Departments serving the homeless, both the Department of Community Affairs and Department of Human Services have expressed their overwhelming appreciation for Ms. Adler's clear grasp of the homeless issues, and for her effectiveness in bringing together diverse agencies and organizations to focus on resolving the homeless problem.

The challenges facing us in our work with the homeless need the highest commitment and understanding of the problem to coordinate effectively the various levels of government with the community agencies and non-profit organizations through the Inter-Agency Council on the Homeless. We respectfully recommend to you Ms. Wendy Adler for your consideration to head this critically important agency.

Sincerely,

David Gardner
 Director

13716



NEW JERSEY IS AN EQUAL OPPORTUNITY EMPLOYER

BARBARA GOODING
Director



STATE OF WASHINGTON

DEPARTMENT OF COMMUNITY DEVELOPMENT

906 Columbia St. SW • PO Box 48300 • Olympia, Washington 98504-8300 • (206) 753-2200

December 2, 1992

President-Elect Bill Clinton
Governor's Mansion
1800 Center Street
Little Rock, Arkansas 72206

Dear President-Elect Clinton:

I am writing to recommend that you appoint Wendy Adler to the position of Executive Director of the federal Interagency Council on the Homeless.

As the Washington State contact for the Interagency Council on the Homeless, I had the opportunity to serve on the Homeless Policy Workgroup sponsored by the National Governors Association and chaired by Ms. Adler. The focus of the workgroup was to gather input from states to help shape NGA's policy regarding homelessness. I also worked closely with Ms. Adler, to provide information about policy and programs for the homeless in Washington State for the report "Working to End Homelessness - A Manual for States," that Ms. Adler wrote in her capacity as senior policy analyst for the NGA publication by the Interagency Council on the Homeless.

It was apparent to me that Ms. Adler has an extensive knowledge of homelessness which includes understanding the diverse causes, the target populations, and the vast network of federal and state policies and programs designed to help mitigate the impacts of homelessness. Perhaps most importantly she knows the key players in Congress, in federal and state government as well as those associated with organizations that advocate for the homeless such as the National Coalition for the Homeless.

Ms. Adler has the skills, the energy, and the will to bring together the people and the resources to bring together the people and the resources to coordinate a comprehensive approach to addressing homelessness at the federal, state, and local levels. In 1991, Governor Booth Gardner convened a State Advisory Council on Homelessness made up of state agencies, representatives of private businesses, nonprofit organizations, and local and state government and the Region Ten coordinator for the federal Interagency Council on the Homeless. The mission of the council is to end homelessness in Washington State. In order to do so it is imperative that the state work in partnership with federal government to create the will and find the resources to end homelessness throughout the nation. Ms. Adler has the ability, the expertise, and the energy to facilitate that partnership.

I would be happy to speak to a member of your transition team about my experience working with Ms. Adler. I can be reached at (206) 753-0515. Thank you for considering this recommendation.

Sincerely,

Corine Foster, Manager
Housing Opportunities Programs

CP:km

BARBARA GOODING
Director



STATE OF WASHINGTON

DEPARTMENT OF COMMUNITY DEVELOPMENT

906 Columbia St. SW • PO Box 48300 • Olympia, Washington 98504-8300 • (206) 753-2200

December 2, 1992

President-Elect Bill Clinton
Governor's Mansion
1800 Center Street
Little Rock, Arkansas 72206

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Sincerely,

Corine Foster, Manager
Housing Opportunities Programs

CF:km

**West Virginia Development Office**

Gaston Caperton, Governor

John M. Ranson, Cabinet Secretary

Charleston, West Virginia 25305-0311

November 25, 1992

The Honorable Bill Clinton
The President-elect of the
United States
Governor's Mansion
1800 Center Street
Little Rock, AR 72203

Dear Mr. Clinton:

I am writing this letter to personally express my support for and to encourage your serious consideration of Wendy Adler for the position of executive director of the Federal Interagency Council on the Homeless.

As the former chair of the board of directors of the National Association for State Community Services Programs (NASCS) and also as the initial staff director of the West Virginia Interagency Council on the Homeless, I have had the good fortune to participate very actively for several years at both the state and national level in the review and examination of homeless programs and policy across a broad spectrum.

Through this experience, I have known Wendy Adler for over five years and have had the pleasure of working directly with her as a member of the Governor's Homeless Policy Work Group at the National Governors Association (NGA). Wendy was responsible for convening the work group and served as its staff for four years. In addition she worked very closely with Governors' staffs throughout the states to develop innovative legislative and administrative solutions to reducing homelessness at the federal and state levels. While at NGA, she was instrumental in working with Congress to amend the McKinney Homeless Act to be more responsive to state and local needs. Wendy also authored a policy manual while at NGA entitled "Working to End Homelessness: A Manual for States", an excellent and very useful resource document.

The Federal Interagency Council on the Homeless, in principle, was a laudable initiative on the part of the Bush Administration. Its intent was to establish and provide a federal cabinet level policy focus to address the myriad of problems inherent in relieving homelessness and to remove barriers to effective program implementation. While well-intentioned, the experience of the Interagency Council has demonstrated that the results achieved in actually affecting policy to improve programs and their delivery to be only marginal.

304-558-2001

Building 6 Room 531 Capitol Complex
Charleston, West Virginia 25305-0311

The Honorable Bill Clinton
November 25, 1992
Page 2

It is my belief that, given the precise combination of valid support and commitment from the White House with proactive executive leadership at the Council, the potential for the Federal Interagency Council as a catalyst for progressive policy and program innovation is tremendous. Certainly, those states that have designed and implemented successful interagency councils at the state level are examples of what can also be achieved at the federal level.

Wendy Adler, in my opinion, has a unique blend of the requisite skills, knowledge, experience, and acknowledged leadership through her work at NGA and in the Congress to direct the Federal Interagency Council on the Homeless. Perhaps most importantly, however, is that she cares very passionately about the problems and issues facing homeless persons and the need to remove the barriers that prohibit them from achieving self-sufficiency. It is for these reasons that I recommend her for this position without reservation.

I would be very glad to discuss this recommendation with you or any of your staff at your convenience. I can be reached at (304) 558-2001 or by writing to me at the West Virginia Development Office.

Very truly yours,


Joe Barker
Director
Rural Development

JB:pga

304-558-2001
Building 6 Room 531 Capitol Complex
Charleston, West Virginia 25305-0311

STATE OF CALIFORNIA—HEALTH AND WELFARE AGENCY

PETE WILSON, Governor

DEPARTMENT OF HEALTH SERVICES

714/744 F STREET
P.O. BOX 942722
SACRAMENTO, CA 94234-7220
(916) 445-3054



November 23, 1992

President-Elect Bill Clinton
Governor's Mansion
1800 Center Street
Little Rock, AR 72203

Dear President-Elect Clinton:

A key appointment you will be making is that of Executive Director of the Interagency Council on the Homeless. I understand that Ms. Wendy Adler who now works for the House Subcommittee on Employment and Housing wishes to be considered for this position.

In my former capacity as Assistant Secretary for Health and Welfare in the State of California, I had the privilege of working with Ms. Adler on homeless and housing policy issues when she worked for the National Governor's Association (NGA). At that time, one of my duties as Assistant Secretary was to coordinate California state government's policy on homelessness.

I attended many national meetings where Ms. Adler represented the NGA and made presentations to states, U.S. Department of Housing and Urban Development officials and others involved with homelessness issues. Ms. Adler's expertise on the federal McKinney Homeless Assistance Act programs and her involvement in amending this complex piece of legislation were invaluable. She truly had a nationwide perspective of what type of assistance was needed in various regions of the country and a unique understanding of how housing programs needed to mesh with human services programs if we were ever going to be able to progress in this area.

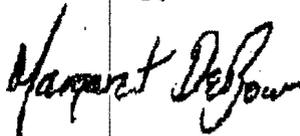
I worked extensively with both the national and regional offices of the Interagency Council on the Homeless and the two executive directors who lead its work previously. I therefore believe I am in a good position to evaluate the responsibilities of that job and the qualifications of this applicant.

The Clinton team would benefit greatly by including on it Ms. Adler as Executive Director of the Interagency Council on the Homeless. She has the expertise, the energy, the vision and national perspective needed to begin to drive new policy in this area.

President-Elect Bill Clinton
November 23, 1992
Page 2

I am available at (916) 445-3054 for any additional information.

Sincerely,



Margaret DeBow
Deputy Director
Licensing and Certification



THE PEW
FORUM ON
EDUCATION
REFORM

Marshall S. Smith
Chair

Anthony J. Alvarado
Gordon M. Ambach
David K. Cohen
James S. Coleman
Ernesto J. Cortes, Jr.
Ramon C. Cortines
Linda Darling-
Hammond
Michelle Fine
Chester E. Finn, Jr.
Edward B. Fiske
Booth Gardner
Howard E. Gardner
Terry Hartle
Kati Haycock
Sonia C. Hernandez
David W. Hornbeck
John F. Jennings
David T. Kearns
Thomas W. Langfitt
Milbrey W. McLaughlin
Thomas W. Payzant
Hugh B. Price
Robert B. Schwartz
Albert Shanker
David S. Tatel
P. Michael Timpane
Blenda J. Wilson

Ralph S. Levine
Executive Assistant

February 9, 1993

Ms. Carol Rasco
Domestic Policy Advisor
The White House
1600 Pennsylvania Ave. NW
Washington, DC

Dear Carol:

I received your message and am delighted that you will review my resume.

As Ray may have mentioned, I would like to work in The White House. Working with you on education and other domestic policy issues would be very exciting. If such a position is not available, I would be interested in being a Special Assistant to a senior OMB official, the Secretary of Education, and another domestic policy leader.

As you know, I lived in Washington before going to Stanford. As a member of the Education Policy Studies Unit at the National Governors' Association, I had the opportunity to work closely with Governor Clinton, White House officials and staff. I attended the 1989 Charlottesville Education Summit, helped develop the national education goals, and assisted in designing the National Education Goals Panel. Watching you and Gloria negotiate compromises between Republicans and Democrats provided an excellent lesson in consensus building.

After leaving the National Governors' Association, I helped IBM executives coordinate the national Business Roundtable's K-12 Education Initiative. I then moved to Stanford University to pursue an MBA and an Ed.D. The analytic, management and communications skills I have learned here would help me be an effective part of a management team.

Like thousands of other Americans, I am interested in working for President-elect Clinton. His knowledge of education policy impresses me. I find his energy and intellect contagious. Thus, I would love to be a part of his Administration.

I will call you at the end of the week. In the meantime, please let me know if you would like any additional information. My phone number is [REDACTED] P6/(b)(6)

Sincerely,

Deborah Weil

[REDACTED] P6/(b)(6)

cc: Marshall Smith

Deborah Lynne Weil

P6/(b)(6)

Education

Stanford Graduate School of Business
Candidate for M.B.A.

Stanford, CA
1991 - Present

Stanford University School of Education
Candidate for Ed.D. in Administration and Policy Analysis

Stanford, CA
1991 - Present

Princeton University
A.B. *cum laude* in Politics, Certificate in American Studies

Princeton, NJ
1983-1987

Experience

Pew Forum on Education Reform
Research Assistant

Stanford, CA
1991-Present

Developed strategies to involve business community in Forum activities.
Evaluated the feasibility of establishing school delivery standards and implementing national professional teaching standards.
Designed and organized six three-day working meetings.

IBM/Business Roundtable (BRT)
Consultant, K-12 Education Initiative

Washington, DC
1990-1991

Advised corporations on strategies for improving state education systems.
Guided development of report card on BRT initiatives in all fifty states.
Researched and recommended policies on a national student assessment system and Head Start.
Represented IBM and BRT executives at meetings of senior policy makers.
Supervised daily activities of one IBM staff member.

National Governors' Association
Senior Staff Assistant, Education Program

Washington, DC
1989-1991

Staffed Charlottesville Education Summit and development of national education goals.
Assisted in the development of state, national and federal education policy.
Researched systemic change and school restructuring.
Wrote and edited analytic reports, grant proposals and newsletters.
Liaison to governors, White House officials, press, educators and business leaders.

Strategic Planning Associates
Research Analyst

Washington, DC
1987-1989

Participated on case teams solving business problems for Fortune 200 companies.
Developed conceptual frameworks and computer models to:

- Assist a building materials company in minimizing manufacturing costs,
- Quantify savings from reorganizing a distributor's warehousing operations, and
- Predict the success of corporate restructurings.

Presented findings to senior management.

Other Work Experience

Research Assistant for Dr. Marshall Smith, Dean, Stanford University School of Education
Co-Chair, Student-Faculty Politics Undergraduate Committee, Princeton University
Coordinator, Student Service Center, Massachusetts Department of Education

KAY M. McCLANAHAN

Objective

Seek challenging administrative legal position in the United States Department of State. Desire to use administrative experience, legal skills and Spanish and French expertise to work in Washington D.C. or abroad.

Current Positions

Staff attorney for Administrative Office of the Courts under the auspices of the Arkansas Supreme Court. Lecturer in Spanish at the University of Arkansas in Little Rock.

Work History

Nov. 1990 - Present ADMINISTRATIVE OFFICE OF THE COURTS - **Staff Attorney**

- * Serve as liaison between appellate courts and trial courts.
- * Research specific legal issues for individual trial judges.
- * Coordinate research projects for judiciary and legislature, i.e. "Providing Legal Counsel for Indigent Criminal Defendants in Arkansas" and "Court Costs in Arkansas".
- * Represent Chief Justice of Arkansas Supreme Court by speaking at Bar Association meetings and attending hearings such as Corrections Resources Commission.
- * Coordinate and participate in seminars, special conferences, and training sessions for judges and other court personnel: i.e. New Judges Orientation and Arkansas Drug Conference (for judges, prosecutors, public defenders, probation officers and treatment providers).

1975 * Present - UNIVERSITY OF ARKANSAS - **Lecturer in Spanish**

- * Develop curricula for variety of levels of language ability, including Spanish for Business and Travel for Executives taught in major Little Rock business centers.

March - November - 1990 - ARKANSAS ATTORNEY GENERAL CAMPAIGN - **Coordinator**

- * Planned and executed fund raising events throughout Arkansas.
- * Developed campaign strategy with Arkansas Democratic Party Chair, national political consultants, the Attorney General candidate and Campaign Finance Committee consisting of legislators and other business and party leaders.

January - 1980 - July 1987 REAL ESTATE - **Broker**

- * Million Dollar Club Member
- * Certified Residential Specialist.
- * Graduate Realtors Institute

Education

Juris Doctorate 1989

University of Arkansas/Little Rock
Arkansas Bar Foundation Scholarship 1988

BSE Spanish/French 1966

University of Arkansas/Fayetteville
Graduate Assistant 1967

Master of Arts in Spanish 1975

University of New Hampshire
Fellowship 1972

Study Abroad 1964-1965

Aix-en Provence, France
University of Madrid, Spain

Legal Activities

1990 - Present - ARKANSAS BAR ASSOCIATION

- * Planning Committee - 1992 Combined Judicial and Bar Meeting
Chose theme, topics for Continuing Legal Education Program and helped arrange entertainment of "Capitol Steps"
- * Environmental Law Committee
Planned agenda and coordinated all speakers for annual Environmental Law Seminar - March 1991
- * Indigent Representation Committee
- * Public Information Committee
- * Membership Committee
- * ABA Representative to Learning Law of Arkansas Board

1988 - Present - PULASKI COUNTY BAR ASSOCIATION

- * Cast member - Gridiron Political Satire Musical Reviews - 4 years.
- * 1992 Law Week Committee/Coordinated visits by lawyers and judges to 42 civics classes in Little Rock School District.

1989 - Present - ARKANSAS ASSOCIATION OF WOMEN LAWYERS

- * Executive Board - Plan and execute years activities including Continuing Legal Education Seminar

Civic Activities

1988 - Present - ARKANSAS COUNCIL FOR INTERNATIONAL VISITORS

- * Programmer-Volunteer group plans & executes agendas for approximately 400 guests a year from over 100 nations.

January - August 1992 - AUGUST IN ARKANSAS STEERING COMMITTEE

- * Planned four day International/Music Festival for 100,000 visitors
- * Received civic award for arranging accommodations for Russian, Japanese, German and Taiwanese contingents.

November 1991 - Present - ST. MARGARET'S EPISCOPAL CHURCH

- * Founding member and Co-chair of Building Committee
- * Represent Diocese of Arkansas to Arkansas Interfaith Conference

June 1992 - Present-URBAN LEAGUE OF ARKANSAS - Board Member

1980-1984 - COMMUNITY THEATRE OF LITTLE ROCK - Board Member & President

1976-1982 - ARKANSAS ARTS CENTER - Board Member & Gallery Docent

Personal

5920 Scenic Drive
Little Rock, AR 72207
(501) 664-8723

Willing to relocate.
Have a valid passport.
References provided upon request.

THE WHITE HOUSE

WASHINGTON

March 11, 1993

MEMORANDUM FOR ANN BARTLEY

FROM: Carol H. Rasco, Assistant to the President for Domestic Policy

SUBJECT: Resumes

I am sorry that I have been unable reach you by phone to discuss Mark Soler. While I do not know Mark personally, I have visited with him numerous times on the phone and have always found him quite helpful during my tenure in the Arkansas Governor's office. I also know several people in the field of juvenile law whom I respect a great deal and they all have very high regard for him. If you would like to speak with one of these people across the country, please let me know and we will get you a name and phone number.

Attached are the resumes I promised you from the Arkansas Governor's office. Ironically, Chandra Hicks did call me last evening. She said that it appears*will be taking a job in Jim Guy Tucker's office, but I have gone ahead and enclosed his resume for you as we asked staff members who had spouses that would want to come to work in the Administration to fill out an application if they wished. Chandra was in good spirits and feels that we are definitely looking for her a position.

The top resume is someone who was not on our staff, however, Kay is a good friend of Bill Clinton's and has a great background in both law and languages. She recently called me and said that she has sold her home and possibly even already quit her job and is very willing to come up and even work as a volunteer. That was about two weeks ago and I have not had time to follow up before now. I do plan to call her while I am in Arkansas this weekend.

Let me know if I can do anything further.

Thank you.

Roz: Call Ann & make sure she knows the words "her husband" should be in it's position.

THIS FORM MARKS THE FILE LOCATION OF ITEM NUMBER 1
LISTED IN THE WITHDRAWAL SHEET AT THE FRONT OF THIS FOLDER.

CATHY R. MAYS
College Courses

Business Courses Completed

FIN 3303	Business Finance
MGMT 300	Management and Leadership
BUSN 324	Administrative Theory and Practice
BUSN 325	Small Business Management
ACCT 211	Principles of Accounting I
ACCT 212	Principles of Accounting II
BUSN 412	Personnel Management
BUSN 421	Principles of Real Estate
BUAD 241	Business Law I
BUAD 242	Business Law II
ECON 201	Principles of Economics I
ECON 202	Principles of Economics II
ECON 147	Consumer Economics
CPSC 210	Computer Science--Computing in Basic
BUSN 138	Principles of Marketing
MGMT 322	Marketing
BUSN 133	Personal Finance
BUAD 100	International Business
GOVT 180	American Constitutional Government
PSYC 128	Human Relations

CATHY R. MAYS
College Courses

Page 2

SPDR 136	Speech Communication
HIST 201	United States History
HIST 122	United States History
MATH 151/152	Business Math I/II
MATH 110	Algebra
ENGL 101/102	Communications Skills I/II
ENGL 180	Business English

Secretarial Science Courses Completed

Typewriting (2 years)

Filing/Records Management

Shorthand I/II/III (1 year)

Secretarial Procedures (1 year)

Advanced Machine Transcription (1 year)

CATHY R. MAYS

Training Courses

IBM Word Perfect	EOP Computer Center Washington, D.C.	4 hours
All-In-One User	Digital Equipment Corp. Dallas, Texas	24 hours
Electronic Text Transmittal	NASA Hampton, Virginia	2 hours
Lotus 1-2-3	EOP Computer Center Washington, D.C.	16 hours
Intro to Micro- Computers and PC DOS	NASA Washington, D.C.	4 hours
Stress Management	Parrish-Alcott & Mathis Consultants	12 hours
Professional Secretarial Education Program	NASA Wallops Flight Center, Virginia	16 hours
Freedom of Info/ Privacy Act	OPM, Norfolk, Virginia	16 hours
Professional Effectiveness	Swenholt Associates Inc.	24 hours
Intro to Computers & Data Processing	Weiss Associates	16 hours
Seminar for Admin Assistants	Dible Management Institute	16 hours
Military Correspondence Course	DoD, HQ TRADOC Fort Monroe, Virginia	6 hours

Seminar for Admin Aides	NTSB Headquarters, Washington, D.C.	40 hours
Time & Attendance Records Conference	NTSB Office Denver, Colorado	16 hours
Office Professional	OPM, Seattle, Washington	24 hours
Federal Travel Regulations	OPM, Seattle, Washington	24 hours
Meeting the Public	OPM, Seattle, Washington	16 hours
Effective English Workshop	OPM, Seattle, Washington	24 hours
Secretarial Techniques	OPM, Seattle, Washington	24 hours

LYNN MARGHERIO

P6/(b)(6)

Professional Experience

1990-present SJS, Inc., Providence, RI

Consultant

Formulated corporate strategy recommendations for multinational corporations, including General Electric, Rubbermaid, Corning, Inc., and Wang Laboratories. Work experience encompasses manufacturing processes, cost analysis, marketing and distribution, product rationalization, and competitive analysis. Industry concentrations have included medical technology, plastics and computers. (Listing and description of corporate strategy cases attached)

Analyzed the structure, costs and efficiencies of public policy systems on both a national and state level in the human services, education and workforce development, health care and defense conversion. (Description of public policy work attached)

1989-1990 Telesis, Inc., Providence, RI

Research Associate

Corporate strategy experience at Telesis included agriculture, pharmaceuticals, automotive supplies and consumer goods research. Responsibilities included competitive analysis and market research for American and European firms.

1988 Detroyat, Associes. Investment Advisors

Associate

Researched and wrote analyses of the financial and market positioning of French firms in the electronics, transportation, computer, and oil and gas industries. Also translated between English and French for their dual language publications.

Educational Experience

**B.A. History, Georgetown University
University of Paris**

Fluency in French

Publications

Needs for the Nineties, 1992 (contributing author)

Aging 2000, 1991 (contributing author)

America's Choice: High Skills or Low Wages, 1990 (contributing author)

LYNN MARGHERIO

P6/(b)(6)

Corporate Strategy Experience

Corning, Inc. - Corporate Research and Development

Helped develop a strategic business plan for a new glass-plastic technology. Conducted internal and customer interviews to identify potential market application and to determine the product's differential advantage. Helped to shape recommendations on market entry and strategies to commercialize the product.

Rubbermaid, Inc. - Commercial Products Division

Participated on a 6-person case team hired to research how to optimize Rubbermaid's distribution strategy. Researched the changing market conditions for Rubbermaid's commercial product lines and the competitive landscape to determine the most cost-effective distribution channels in four market segments: sanitary maintenance, food service, industrial machinery and agriculture.

General Electric - Medical X-Ray Tubes Division

Assisted in the development of a strategic plan for GE's X-Ray Tubes business. Over the course of an eight-month study, compared the manufacturing processes and manufacturing efficiencies in two GE factories in the United States and France. Conducted a cost analysis of the manufacturing process at GE and its suppliers to determine the most cost-effective way to manufacture and source X-ray tube models. Compared GE's historical market position with its major competitors. Recommended a strategy for streamlining their product line adopted and implemented by GE.

Wang Laboratories

Participated on a 3-person case team hired to redirect corporate strategy in light of financial constraints and a depressed computer industry. Directed the competitive and internal product analysis, conducted dozens of interviews in the United States, Great Britain, Germany, Eastern Europe and the former U.S.S.R. to determine Wang's competitive positioning and the strengths in their product line. Developed recommendations for the creation of a new business area focusing on workflow analysis and systems design.

Public Policy Experience

Health Care

As researcher, writer and editor for a Rhode Island-based health care reform effort, was assigned responsibility for detailing the system's regulatory agencies, their functions, the rules they put in place and the costs incurred when administering them. Also investigated education and training in the health care sector, and worked with a team of ethicists and clergy to highlight the ethical underpinnings in health care decisionmaking.

LYNN MARGHERIO

P6/(b)(6)

Education and Workforce Development

As research analyst and a contributing author for the Commission on the Skills of the American Workforce's America's Choice: High Skills or Low Wages report, work entailed extensive analysis of work organization and skills development policy in both America and Europe. Concentrated on professional and technical certification and high performance work organization following the report's release. Conducted a study of the school-to-work transition and workforce development policies in Sweden, Denmark and Germany. Researched and wrote "best practice" case studies profiling American corporations operating under the high performance work organization principles endorsed by the Commission.

Currently participate as an alternate commission member for the U.S. Department of Labor's National Advisory Commission on Work-based Learning and as liaison to the staff and members of the Working Group on Skills Standards and Certification. The working group serves as an advisory panel for pilot projects developing a national system of skills standards for industries such as electronics, retail and hospitality. Monitor progress of technical research and assist Department staff writing work plans, mission statements and policy.

Human Services

Directed a staff of ten to analyze the costs of Rhode Island's \$5 billion human services system. The activities-based cost analyses covered the health care system, income maintenance programs, education and training, child care, multi-service centers, housing, food programs and criminal justice. The report looked at Rhode Island's entire human services system, including programs spanning a range of incomes. Studied more than twenty programs in six state and thirty-four nonprofit agencies, tracked funds and catalogued documentation and procedures required to meet federal and state regulations. Utilized the study's research to illustrate the flow of dollars through the system and the functions they fund.

Defense Conversion

Researched and contributed to the writing of Ira Magaziner's Spring 1992 testimony to the House Armed Services Committee on the need for a national defense conversion strategy. Research covered high-speed rail technology, telecommunications infrastructure, "smart" cars and "intelligent" highways, and waste systems technology.

Clinton-Gore Campaign Experience

Summer 1992 Compiled Clinton position papers, conducted issues research, and gathered Bush Administration statistics for the first draft of the Clinton/Gore issues book, later incorporated in Putting People First.

Fall 1992 Gathered background material and budget information to develop a series of budget policy options in education, infrastructure and human services issues.

HILLARY RODHAM CLINTON

Hillary Rodham Clinton is the wife of Democratic Presidential nominee Bill Clinton and mother of twelve-year-old Chelsea Clinton. She has dedicated her life to helping others as a champion for children for more than twenty years, as an advocate for quality education in her home state of Arkansas, and as a strong voice for women in the legal profession. According to her husband, "Hillary has helped a generation of children and inspired a generation of women. It's really amazing how much she has accomplished."

Born in P6/(b)(6) to Hugh and Dorothy Rodham, Hillary Clinton graduated in 1969 from Wellesley College, where she was President of the College Government. Mrs. Clinton attended the Yale Law School, where she served on the Board of Editors of The Yale Review of Law and Social Action. After receiving her law degree in 1973, Mrs. Clinton worked in Washington, D.C. as a staff attorney for the Children's Defense Fund, a non-profit organization which protects America's most unprotected citizens -- children.

In Arkansas, Hillary Rodham Clinton has been a committed leader for families and children. She founded the Arkansas Advocates for Children and Families in 1977 and sits on the Board of Directors of the Arkansas Children's Hospital. From 1983-1984, Mrs. Clinton chaired the Arkansas Education Standards Committee. Her work on this committee led to new accreditation standards for Arkansas public schools which were replicated across the nation.

Mrs. Clinton's commitment to children and families is also reflected in her national work. She serves on the Board of the Children's Defense Fund and has served on the boards of the Children's Television Workshop, the National Center on Education and the Economy, and the Child Action Campaign. Mrs. Clinton is also the past chair of the American Bar Association's Commission on Women in the Profession.

For her efforts in Arkansas as a public servant and her example as a mother who works outside of the home, Mrs. Clinton was named both Arkansas Woman of the Year and Arkansas Young Mother of the Year. Mrs. Clinton has twice been named as one of "The 100 Most Influential Lawyers in America" by The National Law Journal.

BIOGRAPHY OF VICE PRESIDENT AL GORE

Albert Gore, Jr. was inaugurated as the 45th Vice President of the United States of America on January 20, 1993.

Vice President Gore was chosen by Bill Clinton to be his presidential running mate on July 9, 1992, and was formally nominated at the Democratic National Convention on July 16, 1992. President Clinton and Vice President Gore carried a strong message of hope and change throughout the fall campaign of 1992.

During 16 years in public service representing the people of Tennessee, Al Gore has gained national recognition for his leadership, courage, and vision, building a reputation for hard-nosed investigating, tenacious advocacy for consumers, thorough research, and an expert's command of the subjects he tackles. On environmental issues, Vice President Gore is recognized internationally for his leadership. A candidate for the Democratic nomination for president in 1988, he won more than three million votes and Democratic contests in seven states.

The Chairman of the U.S. Senate Delegation to the Earth Summit, the world's largest gathering ever of heads of state, Vice President Gore's environmental record is unparalleled. He is the author of the national best-seller EARTH IN THE BALANCE: Ecology and the Human Spirit, which outlines an international plan of action to confront the global environmental crisis. While in Congress, he introduced and advocated a broad range of environmental proposals, often issues never before examined there, such as global warming.

Vice President Gore was elected to the U.S. Senate after serving eight years in the U.S. House of Representatives. He won re-election to the Senate in 1990, becoming the first candidate in modern history -- Republican or Democrat -- to win all 95 of Tennessee's counties.

Vice President Gore's Senate committee assignments included Commerce, Science, and Transportation, where he was chairman of the Subcommittee on Science, Technology and Space; Armed Services; Rules; and the Joint Economic Committee. He was a member of the Senate Arms Control Observer Group and the TVA Congressional Caucus.

Al Gore was born on March 31, 1948, and he is the son of former U.S. Senator Albert Gore, Sr. and Pauline Gore. Raised in Carthage, Tennessee, and Washington, D.C., he received a degree in government with honors from Harvard University in 1969. After graduation, he volunteered for enlistment in the U.S. Army and served in Vietnam. Returning to civilian life, Vice President Gore became an investigative reporter with *The Tennessean* in Nashville. He attended Vanderbilt University Divinity School and Vanderbilt Law School and operated a small homebuilding business.

Vice President Gore is married to the former Mary Elizabeth "Tipper" Aitcheson. They have four children: Karenna (born August 6, 1973), Kristin (June 5, 1977), Sarah (January 7, 1979) and Albert III (October 19, 1982). Vice President Gore own a small farm near Carthage, and the family attends New Salem Missionary Baptist Church in Carthage.

TIPPER GORE

Mrs. Tipper Gore is the wife of Vice Presidential nominee and Tennessee Senator Al Gore. She is a well-known author and advocate for children, and has also championed the issue of the homeless.

Born Mary Elizabeth Aitcheson on August 19, 1948, Mrs. Gore grew up in Arlington, Virginia; she was nicknamed Tipper by her mother. Mrs. Gore graduated from Boston University in 1970, receiving a Bachelor of Arts degree in Psychology; she also earned a Master's degree in Psychology from George Peabody College in 1975.

Mrs. Gore serves as chair of Tennessee Voices for Children, a coalition to promote the development of services for children and youth with serious behavioral, emotional, substance abuse or other mental health problems. As a long-time champion of children's causes, she has also been involved in Every Child by Two and Free the Children.

Mrs. Gore currently is co-chair of the Child Mental Health Interest Group, a non-partisan group of spouses of current and former members of Congress and the Administration established by the National Mental Health Association (NMHA). The group's objective is to increase support for children with mental and emotional disorders and their families. Earlier this year, NMHA presented Mrs. Gore with its first Remember the Children Award for her years of work on behalf of America's children.

In 1970 she married Al Gore from Carthage, Tennessee. She worked in the photography department of the Nashville Tennessean until 1976, when Senator Gore was elected to the U.S. House of Representatives.

While in Washington, Mrs. Gore helped form the Congressional Wives Task Force, serving as chairperson in 1978 and 1979. One of the Task Force's key activities during that time centered on drawing attention to the levels of violence children were exposed to on television.

In conjunction with the National Parent Teacher Association (PTA), Mrs. Gore helped found the Parents Music Resource Center (PMRC), which was established in 1985 as

-- more --

Tipper Gore bio, 2/

a non-profit clearinghouse of information on popular music. The PMRC's major goal, which has been met, has been to encourage the music industry to voluntarily notify consumers through a parental advisory that a recording contains explicit violent or sexual content. The PMRC still serves as a reference center for parents and consumers.

Mrs. Gore's book, Raising PG Kids in an X-Rated Society, was published in 1987, and recently has been reissued. The book is a practical guide for parents and consumers concerned with increasingly explicit material in today's entertainment for children.

Mrs. Gore has been Chairperson of the Board of Families for the Homeless, a non-partisan partnership of Congressional, Administration and media families that aims to raise public awareness about homeless people and their needs. As a co-founder of the group, Mrs. Gore worked with the National Mental Health Association to produce a major photographic exhibit entitled Homeless in America: A Photographic Project, depicting the plight of the nation's homeless. The exhibit opened at the Corcoran Gallery in Washington, D.C. in 1988 and was on tour across the country for two years.

The Gores have four children: Karena (born August 6, 1973), Kristin (June 5, 1977), Sarah (January 7, 1979) and Albert III (October 19, 1982).

###

NAME: Warren Christopher
Secretary of State

TRANSITION POST: Transition Board Member

EDUCATION: Univ. of Southern California (1945)
Stanford Law School (1949)

Mr. Christopher was born in [REDACTED] P6/(b)(6)
From July 1943 to September 1946, he served in the Naval reserve, with active duty as an Ensign in the Pacific Theater.

From October 1949 to September 1950, Mr. Christopher served as law clerk to Justice William O. Douglas of the United States Supreme Court. He then Practiced law with the firm of O'Melveny & Myers from October 1950 to June 1967, becoming a partner in 1958. Mr. Christopher served as Deputy Attorney General of the United States from June 1967 until January 20, 1969, after which he rejoined O'Melveny & Myers.

Mr. Christopher was sworn in on February 26, 1977 as the Deputy Secretary of State of the United States and served in that position until January 20, 1981. President Carter awarded him the Medal of Freedom, the nation's highest civilian award, on January 16, 1981. He rejoined O'Melveny & Myers in February 1981 and is now the firm's Chairman.

Mr. Christopher's professional activities have included service as President of the Los Angeles County Bar Association (1974-75); Chairman of the Standing Committee on the Federal Judiciary of the American Bar Association (1975-76); Chairman of the Standing Committee on Aeronautical Law of the ABA (1966-77); member of the Board of Governors of the State Bar of California (1975-76); and Special Counsel to California Governor Edmund G. Brown in 1959.

His civic activities have included: Member of the Board of Trustees of Stanford University (1971-77, 1981-91, 1992-present) (President, 1985-88); Director, Southern California Edison Company (1971-77, 1981-present); Director, First Interstate Bancorp (1981-present); Director, Lockheed Corporation (1987-present); Chairman, Carnegie Corporation of New York Board of Trustees (1990); Director and Vice-Chairman, Council on Foreign Relations (1982-91); Director, Los Angeles World Affairs Council (1987-present); Vice Chairman of Governor's Commission on the Los Angeles Riots (1965-66); member of the Trilateral Commission (1975-77, 1981-88); Special Consultant to Under Secretary George W. Ball on Foreign Economic Problems (1961-65); President, Coordinating Council for Higher Education in the State of California (1963-65); Fellow of the American Academy of Arts and Sciences (1988-present); member of the Executive Committee of the America Agenda (1988).

Mr. Christopher is married to the former Marie Wyllis. They have three children: Scott, Thomas and Kristen. Mr. Christopher also has a daughter, Lynn.

NAME: Senator Lloyd Bentsen
Department of the Treasury

EDUCATION: J.D. Univ. of Texas School of Law

DOB: P6/(b)(6)

Senator Lloyd Bentsen is Chairman of the Senate Finance Committee and the Joint Committee on Taxation. He is also a member of the Senate Commerce, Science and Transportation Committee and the Joint Economic Committee. He was first elected to the Senate in 1970. In 1988, Senator Bentsen was the Democratic Party nominee for Vice President of the United States.

Prior to his election to the Senate, Mr. Bentsen was a successful businessman in Houston for 16 years. By 1970, he had become President of Lincoln Consolidated, a financial holding institution. His business career followed several years of public service, first as County Judge of Hidalgo County and then as a Member of Congress. In 1954, after three successive terms in Congress, he declined to seek reelection.

Mr. Bentsen served in the U.S. Army during World War II. He rose to the rank of Major as a B-24 pilot and Squadron Commander in Europe. Bentsen was awarded the Distinguished Flying Cross and the Air Medal with three oak leaf clusters. He was promoted to Colonel in the Air Force Reserve before completing his military service.

Senator Bentsen is married to the former Beryl Ann Longino, known as B.A., of Lufkin, Texas. The Bentsens have three grown children.

NAME:

CONGRESSMAN LES ASPIN

DEPARTMENT OF DEFENSE

EDUCATION:

B.A., Yale University
M.Phil., Oxford University
PhD, M.I.T.

A respected defense intellectual who served in the Kennedy and Johnson Administrations, Congressman Les Aspin has been Chairman of the House Armed Services Committee since 1985.

A Milwaukee, WI native, Aspin began his career on the staff of his homestate's Senator William Proxmire, before moving on to the Kennedy White House as an assistant to the Chairman of the Council of Economic Advisers. In 1966-68 he served at the Pentagon under Secretary of Defense Robert McNamara.

Following that, he returned home to Milwaukee to teach economics at Marquette University. In 1970, he was elected to Congress and appointed to the Armed Services Committee, on which he quickly established himself as one of the House's leading experts on defense issues.

Since his election as Chairman in 1985, Aspin has emerged as a leading voice on Defense issues in the Congress and in the Democratic Party. He has been frequently credited with restoring prestige to his committee and with helping to establish a more mainstream Democratic position on national security issues.

Aspin's role was particularly noteworthy in the months leading up to the Persian Gulf War. He held numerous hearings on the situation and issued a series of white papers analyzing their results. His analysis helped to frame the debate and his leadership helped to forge a consensus in support of the use of force. According to the 1992 Almanac of American Politics, "Aspin showed far better judgement of how the armed forces could perform in the Persian Gulf than did most of the House and Senate Democrats. This left him clearly a stronger figure in the House, quite possibly the strongest figure on military issues in Congress."

NAME:

Bruce Babbitt

Department of Interior

EDUCATION:

University of Notre Dame
Masters in geophysics,
of Newcastle in

University
England - Marshall Scholar

J.D. Harvard Law School

Bruce Babbitt served as Governor of Arizona for nine years, from 1978-87. He held the post of Attorney General of Arizona from 1975-78 and in 1988 was a candidate for the Democratic Party presidential nomination.

During his career as a public official, Babbitt served as a member of the Presidential Commission to investigate the nuclear accident at Three Mile Island. He was a founding member of the Democratic Leadership Council and in 1985 served as chairman of The Democratic Governors Association. He is a former member of the of the Advisory Council on Intergovernmental Relations.

Babbitt currently is a partner in the law firm of Steptoe and Johnson with offices in Phoenix and Washington, D.C. His practice is principally in the area of natural resources, water law and environmental regulation. He also serves as national president of the League of Conservation Voters, a non-partisan, non-profit organization which advocates environmental legislation, and rates the environmental record of members of the United States Congress.

Babbitt and his wife Harriet have two children.

U.S. REP. MIKE ESPY
BIOGRAPHY

U.S. Rep. Mike Espy, who was re-elected with 78 percent of the vote to his fourth term in Congress on Nov. 3, 1992, has been a long-time advocate for American agriculture, rural development and nutrition programs. He has fought for rural America while serving on the House Agriculture and Budget committees and the House Select Committee on Hunger on which he chairs the Domestic Task Force. In 1986, after being elected the first African-American Mississippian to Congress since Reconstruction, Espy, a life-time Democrat, has developed a reputation as a spokesman for rural America and as a bureaucracy-buster. He represents the 2nd Congressional District of Mississippi, which includes the Delta and parts of Jackson, Miss.

While serving on the Agriculture Committee for six years, Espy has introduced several pieces of legislation including cutting red-tape in the USDA National Appeals Division and providing outreach programs for limited resource farmers. He has been active on a variety of fronts including crop insurance, disaster assistance, support of alternative crops, trade, and wetlands. Concerning trade, Espy has attended GATT negotiations in Geneva at the request of the chairman of the House Agriculture Committee, travelled to Mexico to discuss NAFTA, and to Europe, Africa and Asia to promote agri-business and Mississippi products. Espy is known for his work to increase markets for pond-raised catfish, an important agriculture product in his 2nd Congressional District, to promote the use of food stamps at farmers' markets, and to promote the use and development of soybean ink. In 1990, Espy was a major player in the Rural Economic Development Act and the 1990 Farm Bill. While serving on the Budget Committee and the House Select Committee on Hunger, Espy has fought for the Women, Infants and Children (WIC) food program and improvements to the Food Stamp program.

In the 102nd Congress, Espy chaired the Natural Resources, Community and Economic Development Task Force of the House Budget Committee. During several of the hearings he chaired, Espy was active with the development of welfare-reform proposals. He is a strong advocate for self-empowerment legislation and microenterprise development. He has fought to create policies that would promote independence rather than dependence on the system. During the 1992 Democratic Convention, Espy presented his party's position on welfare reform. Espy also introduced legislation at the end of the 102nd Congress to create a "Delta fund," which would provide capital to small investors in the Lower Mississippi Delta

region, an example of the type of development banks being promoted by the Clinton administration.

In 1990, Espy became chairman of the Lower Mississippi Delta Development Congressional Caucus, a position which has helped him implement recommendations of the Lower Mississippi Delta Development Commission. The recommendations are designed to pull parts of a seven-state region (Mississippi, Arkansas, Louisiana, Tennessee, Kentucky, Missouri and Illinois) out of poverty. Espy was one of a few freshmen congressmen in the 100th Congress to pass a major piece of legislation such as the creation of the commission. While working with the commission, Espy developed a friendship with its chairman, then-Gov. Bill Clinton.

In Washington, Espy is considered a rising star by many and in his home state, he has gained widespread support. In the 102nd Congress, he served as vice-chair of the House Rural Caucus, chair of the Congressional Black Caucus Annual Legislative Weekend and as a majority whip at-large.

Espy remains active in Democratic politics as vice chair of the Democratic Leadership Council and as chairman of the DLC chapter in Mississippi. He also serves as a member of the finance committee for the Democratic National Committee.

Espy, a lawyer-businessman, lives in Madison, Miss. Before his election, Espy had served as an assistant attorney general for consumer protection and an assistant secretary of state for public lands in Mississippi. He attended Howard University and the University of Santa Clara Law School. He was born P6/(b)(6) in Yazoo City, Miss. He has two children Jamilla, 13, and Michael, 10.

NAME:

Ronald H. Brown

Department of Commerce

EDUCATION:

Middlebury College, BA
St. John's University School of Law,
JD

The Chairman of the Democratic National Committee since 1989, Ron Brown has risen through the ranks of public service and democratic politics over the past 20 years.

His first long-term venture in public service began in 1968 when Brown, at age 27, joined the National Urban League. Brown stayed with the Urban League for 11 years, working his way up to serve as the Urban League's Deputy Executive Director, Chief Counsel and chief Washington spokesperson. In 1979, Brown left the league to work for Senator Edward M. Kennedy (D-MA), serving as the Deputy National Campaign Manager for Senator Kennedy's 1980 presidential bid. Brown later went on to serve as General Counsel and Staff Director for Senator Kennedy and as Chief Counsel to the Senate Judiciary Committee.

During the 1988 election Brown served as Democratic Convention Manager for Jesse Jackson and was a senior political advisor to the Dukakis-Bentsen Campaign.

Brown is perhaps best-known for his work as Chairman of the DNC, an organization he has served since 1981. Chairman for the past three years, Brown previously served the committee as Chief Counsel, Deputy Chair, Executive Committee member and as Chairman of the Task Force on Voting Rights and Voter Participation. He has been a partner in the Washington law firm Patron, Boggy & Blow since 1982.

Brown was born in P6(b)(6) but was raised in Harlem, New York. A captain in the United States Army, Brown served his country in both Germany and Korea from 1963-1967. He is married to Alma Arrington and the couple have two children, Tracey and Michael.

NAME:

Robert B. Reich

Department of Labor

TRANSITION POST:
CAMPAIGN POST:

Director of Economic Policy
Senior Advisor

EDUCATION:

Dartmouth College (undergrad)
J.D. Yale Law
M.Phil. Economics, Oxford
Rhodes Scholar

Robert B. Reich is one of America's foremost political economists. According to *Fortune Magazine*, "no one is better than Robert Reich at describing the challenges facing America from the emerging global economy." That's why *Fortune* named him among 25 individuals who are making this country more competitive. Reich's latest book, *The Work of the Nations: Preparing Ourselves for 21st Century Capitalism*, examines the national purpose within the emerging global economy. His 1983 best-seller, *The Next American Frontier*, launched a national debate about America's industrial strategy.

A member of the faculty of Harvard's John F. Kennedy School of Government, Reich is the author of many books on government, business, and the international economy. His articles appear regularly in the *Harvard Business Review* and the *Atlantic*. Reich is also a contributing editor of *The New Republic* and of *World Policy*; chairman of the editorial board of *The American Prospect*, a regular columnist for *Nihon Keizai Shimbun*, Japan's leading newspaper; a frequent contributor to the op-ed pages of *The New York Times* and other newspapers; and a regular commentator on public radio's "Marketplace" and public television's "Nightly Business Report." Reich is the host and co-author of the acclaimed PBS television series, *Made in America*, which was first shown in May, 1992.

Before coming to Harvard, Mr. Reich has had a distinguished government career. He served as Assistant to the Solicitor General in the Ford Administration, and was the Director of Policy Planning for the Federal Trade Commission in the Carter Administration. He continues to be a leading advisor to politicians, corporations, and government agencies.

Biography of Donna E. Shalala

Donna Edna Shalala has dedicated her life to public service. She brings two decades of experience in management, social policy creation and analysis, as well as compassion, energy and superb leadership skills to the office of the Secretary of Health and Human Services.

Shalala was born in P6/(b)(6) She grew up in a close-knit family of Lebanese-Americans, including parents, grandparents, cousins, as well as a fraternal twin, Diane. She remains close to her midwestern-based family, spending time with her sister's children in North Dakota whenever she can. Her father, Abraham, owned several grocery stores and her mother, Edna, was an avid tennis player who combined law school, a teaching career and child rearing. Shalala played shortstop in a city youth league called the "West Boulevard Oakley Annies," a team coached by Yankees' owner George Steinbrenner.

Shalala graduated from Western College for Women in 1962 and immediately joined the Peace Corps, spending two years teaching in Iran. After earning her Ph.D. from Syracuse University's Maxwell School of Citizenship and Public Affairs in 1970, Shalala taught at Fernard Baruch College and then at Columbia University. From 1975 to 1977, she was director and treasurer of the Municipal Assistance Corporation, the entity formed to bail out the City of New York. Her performance drew rave reviews from Wall Street to city administrators. Shalala was then appointed assistant secretary for policy development and research at the U.S. Department of Housing and Urban Development, a position with a staff of 250 and a \$100 million budget. While at HUD, she oversaw the establishment of funding for battered women's shelters, and the commissioning of special studies of the housing needs of families headed by women.

In 1980, Shalala became the youngest woman to lead a major U.S. college when she assumed the presidency of Hunter College, part of the City University of New York system. She inherited a college in crisis, but acted quickly to rescue it, recruiting students and raising \$1 million for scholarships and financial aid.

Tapped to head the University of Wisconsin at Madison in 1988, Shalala took on the challenge of administering one of the nation's largest universities, with a campus of 42,000 students and a \$1.1 billion budget. She helped raise an unprecedented \$340 million in private donations to the university and spearheaded a massive public/private program to build and renovate campus research buildings. But Shalala may be best known for her personal charisma and hands-on style of management. She attends Wisconsin athletic games, personally welcomes students to the dormitories each fall, and once called a freshman to tell him to phone his worried mother.

Shalala is deeply devoted to the issues surrounding children and family. She has been on the board of the Children's Defense Fund for over a decade. She was part of the committee that produced the influential Committee for Economic Development reports on strategies to better meet the health and educational needs of disadvantaged young children.

NAME: Henry Cisneros
Department of Housing and Urban Development
TRANSITION POST: Transition Board Member
CAMPAIGN POST: Senior Advisor
EDUCATION: B.A./M.A. Urban & Regional Planning,
Texas A&M Univ.
M.A. Public Administration, Harvard
Ph.D. Public Adm., George Washington Univ.

Mr. Cisneros began his career in government working as an administrative assistant in the San Antonio City Manager's office. In 1971, he became a White House Fellow and served as an assistant to the Secretary of Health, Education and Welfare in Washington. Henry Cisneros was elected to the San Antonio City Council in 1975. He served as a Councilman until 1981, when he was elected Mayor of San Antonio, the nation's tenth-largest city.

Henry Cisneros is Chairman of Cisneros Asset Management Company, a national fixed-income asset management firm for tax-exempt institutions and Cisneros Benefit Group. He hosts Texans, a one-hour television show produced quarterly in Texas and Adelante, a national daily Spanish-language radio commentary.

Mr. Cisneros was recently elected Deputy Chairman of the Federal Reserve Bank of Dallas. He is also co-chair of the National Hispanic Leadership Agenda, an organization committed to defining the common policy interests of the nation's Hispanic population. He is a member of the Rockefeller Foundation Board of Trustees, Chairman of the advisory committee on the construction of San Antonio's Alamodome and Chairman of the National Civic League.

Cisneros also served on the President's Bi-Partisan Commission on Central America, on the Bilateral Commission on the Future of United States-Mexican Relations and in 1986 was President of the National League of Cities. In 1984, Henry Cisneros was interviewed by the Democratic Presidential Nominee as a potential Vice Presidential candidate. During the 1987 Presidential Summit Meeting with Soviet General Secretary Mikhail Gorbachev, then Vice President George Bush asked Cisneros to Assist him in briefing Mr. Gorbachev.

NAME: Federico F. Pena
Department of Transportation

TRANSITION POST: Cluster Coordinator, Transportation

EDUCATION: B.A. Gov't, Univ. of Texas, Austin
J.D. Univ. of Texas at Austin Law

Federico F. Pena was the Mayor of Denver, Colorado from 1982-1991. He served for two terms, deciding not seek re-election at the end of his second term. He also served two terms in the Colorado House of Representatives and was elected House Minority Leader (1981).

He has been involved in many projects to improve Denver's infrastructure, including the construction of Denver International Airport, the world's largest, to be finished in 1993.

Mr. Pena initiated and passed two major infrastructure bond issues: a \$241 million issue in 1989 for bridges, viaducts, buildings and roads and a \$93 million issue in 1990 for new library branches. He also created a metro-wide Clean Air Campaign which significantly reduced carbon monoxide pollution.

Mr. Pena was born March 15, 1947. He is married to Ellen Hart Pena and has two children.

NAME: Hazel Rollins O'Leary

Department of Energy

EDUCATION:

B.A., Fisk College

J.D., Rutgers University School of Law

Hazel O'Leary, a senior energy policy official in the Ford and Carter Administrations, is the Executive Vice President of Northern States Power Company in Minneapolis, MN.

Prior to joining Northern States in 1989, Mrs. O'Leary was Vice President and General Counsel for O'Leary Associates, an international energy economics and strategic planning firm. She served in the U.S. Department of Energy after its formation by President Carter, and in the Federal Energy Administration during the Ford Administration. During that period, she played a key role in regulation of the oil, gas, and electrical industries, and in implementation of environmental and conservation policies.

Since leaving the government, she has remained active in public service. She currently chairs the U.S. Department of Energy's State Energy Advisory Board, and served on the Governor of Minnesota's Commission on Long Term Financial Planning and Management. She is a trustee of the William Mitchell College of Law and the St. Paul Minnesota Chamber Orchestra, a member of the Hubert H. Humphrey Institute of Public Affairs Advisory Committee, and is on the boards of the Greater Minneapolis Red Cross, the Minneapolis Red Cross, the Minneapolis Foundation, and the Northwest Area Foundation.

In addition, she is a board member of the Executive Leadership Council, a leadership forum for black corporate executives, and a member of the Committee of 200, an international organization of leading businesswomen.

O'Leary was formerly a partner at Coopers and Lybrand, Assistant Attorney General of the State of New Jersey, Assistant Prosecutor of Essex County, New Jersey, and General Counsel of the U.S. Community Services Administration.

NAME: Richard W. Riley
Department of Education

TRANSITION POST: Director of Personnel

EDUCATION: B.A. Political Science, Furman Univ.
J.D. Univ. of South Carolina School of Law

Richard Wilson Riley was the 81st Governor of South Carolina, serving from January 10, 1979 until January 15, 1987. As Governor of South Carolina, Dick Riley was a nationally recognized leader in the areas of public education reform, nuclear waste disposal and preventative health care. His administration was marked by conservative fiscal management of government and remarkable progress in job development, quality education, aggressive protection of the environment and improved health care for all people.

Among the significant legislation initiated by Governor Riley during his administration was the Education Improvement Act, judged the most comprehensive educational reform measure in the country by a RAND Corporation study; the Medically Indigent Assistance Act, the first statewide program in the nation dealing with the medically indigent; the Employment Revitalization Act, aimed at coordinating occupational training statewide; the Omnibus Crime Bill, which strengthened punishments for violent crimes while dealing responsibly with prison overcrowding; Public Service Commission Merit Selection; and the Radioactive Waste Management Act, the nation's first legislation dealing with the disposal of low level nuclear waste.

Governor Riley is now a senior partner with the law firm of Nelson, Mullins, Riley & Scarborough, one of the oldest and largest firms in South Carolina, having been established in 1870. The firm specializes in litigation, corporate, finance, taxation and real estate law and now represents clients from across the United States and a number of foreign countries.

Governor Riley is married to the former Ann Osteen Yarborough of Florence and they have four children.

Biography of Jesse Brown

Jesse Brown, 48, is a combat-disabled Vietnam veteran who has spent more than half of his life working on behalf of American veterans. In his quarter century of service, Brown has demonstrated an impressive command of veterans issues and a passionate commitment to people.

Two years after sniper fire in Danang shattered his right arm and left it partially paralyzed, Brown began his long and distinguished career with the Disabled American Veterans (DAV), as a National Service Officer (NSO) trainee in Chicago. From his first day with the DAV in 1967, Brown rose steadily through the ranks, most recently serving as the Executive Director of the DAV National Service and Legislative Headquarters in Washington, D.C.

At the DAV, Mr. Brown directed the organization's advocacy and lobbying efforts, fighting for health, education, job-training and disability benefits for the nation's 27 million veterans. Overseeing the DAV's 425 employees, Brown proved himself an able administrator and a strong manager. He provided policy guidance in the shaping of federal law, agency regulations, and national issues that affect the lives of our country's disabled veterans, their families and survivors.

During his tenure at the DAV, Brown was recognized as a reformer who could get things done. Respected by veterans across the country who have seen the impact of Brown's work in their day-to-day lives, Brown is widely praised for his understanding, gained through years of service, of the issues facing veterans and their families.

Since joining the DAV's professional staff in 1967 as a NSO trainee, Brown has held a variety of supervisory and executive-level positions. He moved to Washington in 1973 to supervise the DAV's National Service Office there. In 1976, he was promoted to supervisor of the DAV National Appeals Staff. In 1981, he moved to the DAV's National Service and Legislative Headquarters in Washington as Chief of Claims. In 1983, he was named Deputy National Service Director. In 1988, Brown was promoted to Executive Director of the DAV National Service and Legislative Headquarters, the position he most recently held.

- more -

In every position, Brown excelled. As head of the DAV's National Appeals Office, he won a record number of cases he argued before the Board of Veterans' Appeals. Directing the DAV's administrative review effort, Brown won more than 70% of his claims by discovery processing errors made by the VA when considering the cases.

Mr. Brown is the principal author of the DAV's extensive, continuing training programs for NSOs. This training program has achieved status as the hallmark of excellence in the field of veterans' benefits and programs.

Jesse Brown was born in Detroit on March 27, 1944. He moved to Selma, Alabama at age 2 and at age 10, he moved to Chicago's South Side. After graduating from Hyde Park High School, Brown enlisted in the Marines in 1963. Two years later, he was wounded on patrol in Danang. After a year spent recovering and learning to use his left arm at the Great Lakes Naval Hospital, Brown began his work with the DAV.

Brown was awarded the Purple Heart and the Vietnam Service Medal and served as a Member of the White House Conference on Handicapped Individuals. He is a life member of DAV Chapter 6 in Chicago and has served as vice president of the Vietnam Civic Council.

Brown received an associate degree with honors in 1972 from Chicago City College. Brown and his wife, Sylvia, live in Virginia. He has two grown children, Carmen and Scott.

NAME: Carol M. Browner
TRANSITION POST: Director of Transition for
the Vice President-Elect
EDUCATION: Univ. of Florida (undergrad)
J.D. Univ. of Florida

Governor Lawton Chiles appointed Carol M. Browner to head the Florida Department of Environmental Regulation in January of 1991.

The Department, Florida's principal environmental protection agency, has some 1,700 employees working in six major environmental program divisions and six district offices throughout the state.

Secretary Browner, a Miami native, received her law degree in 1979 from the University of Florida, where she also did her undergraduate work. Having seen Florida's growth and its impact on the state's natural resources, Ms. Browner has devoted most of her public service career to the protection of the environment.

As General Counsel for the Florida House of Representatives Government Operations Committee, she helped revise Florida's Conservation and Recreational Lands Program. Subsequently she was Chief Legislative Aide on environmental issues for then U.S. Senator Lawton Chiles and was involved in complex negotiations to expand Big Cypress Natural Preserve, as well as a temporary moratorium on oil drilling off the Florida Keys.

Browner also helped create one of the largest protected federal land areas east of the Mississippi by gaining federal funding for the federal acquisition of the Pinhook Swamp Area, the land connecting the Osceola National Forest in the northern part of the state near Jacksonville and the Okefenokee National Wildlife Refuge in southern Georgia.

Prior to her appointment as DER Secretary, Ms. Browner was Legislative Director for U.S. Senator Al Gore, considered one of the most active federal policymakers on environmental issues. She managed Senator Gore's legislative staff and implemented his environmental agenda, including amendments to the Clean Air Act and other major federal environmental legislation.

Secretary Browner lives in Tallahassee with her husband, Michael Podhorzer, and son Zachary, 5.

NAME: Madeleine Korbelt Albright

ADMINISTRATION POST: U.N. Ambassador

EDUCATION: B.A. Wellesley College (1959)
School of Advanced International Studies, John Hopkins University (1962-63)
M.A. and Ph.D. Columbia University's Department of Public Law and Government

For the past three years, Ms. Albright has combined her work as president of the Washington, DC-based public policy organization, the Center for National Policy with her role as Research Professor of International Affairs and Director of Women in Foreign Service at Georgetown University's School of Foreign Service, where she has been a faculty member since 1982.

To both of these positions, Ms. Albright has brought extensive foreign policy experience. A native of Czechoslovakia, she speaks four languages: French, Czech, Russian and Polish. In addition to her other degrees, she earned a Certificate in Russian Studies from Columbia's Russian Institute.

In 1976, Ms. Albright joined the staff of Senator Edmund S. Muskie as his Chief Legislative Assistant. Two years later, in 1978, she moved from Capitol Hill to the White House where she served on the National Security Council staff and was responsible for national security legislation.

Following fellowships at the Center for Strategic and International Studies (1981) and the Woodrow Wilson International Center for Scholars at the Smithsonian Institution (1981-1982), she joined the faculty at Georgetown.

Prior to her work as an informal advisor to the Clinton/Gore campaign, Ms. Albright served in senior foreign policy positions in both the Mondale/Ferraro and Dukakis/Bentsen campaigns.

She is a member of a number of professional organizations including the Council on Foreign Relations and the American Political Science Association and she currently sits on the boards of the National Endowment for Democracy, the International Media Fund, the Atlantic Council of the United States, and the Black Student Fund.

Her writings include Poland, the Role of the Press in Political Change (1983) and The Role of the Press in Political Change: Czechoslovakia 1968 (Ph.D. Dissertation) (1976).

NAME: Thomas F. "Mack" McLarty
ADMINISTRATION POST: White House Chief of Staff
EDUCATION: University of Arkansas (1968)
DOB: P6(b)(6)

Thomas F. "Mack" McLarty is Chairman and Chief Executive Officer of Arkla, Inc., a Fortune 500 company based in Arkansas and operating in nine states.

Following his graduation from college, he returned to his hometown and joined his father in the family automobile business. Together, they built McLarty Companies into one of the region's largest transportation companies, including a regional truck leasing operation and Arkansas' largest automobile dealer group.

At age 23, he was elected as Arkansas' youngest state representative, carrying every box in the county and receiving 74% of the vote. He later served as chairman of the Arkansas Democratic party and as treasurer in the successful elections of Governors David Pryor and Bill Clinton.

McLarty became the youngest man ever elected to the Arkla (Arkansas Louisiana Gas Company) board in 1974 and served as chairman of the finance and audit committees. He was elected President of Arkla in May, 1983 and became President and Chief Operating Officer of Arkla, Inc. the following year. In January 1985, he assumed the positions of Chairman of the Board and Chief Executive Officer.

Mr. McLarty received outstanding chief executive recognition from Financial World in 1987 and Arkla was named by Forbes as the most innovative natural gas company in the nation for the same year.

He is a member of the American Gas Association and has been recognized for four consecutive years as one of the outstanding chief executive officers in the industry by the Wall Street Transcript, the journal for chief executives. Recently, McLarty was appointed by the Secretary of Energy to the National Petroleum Council in Washington, DC.

Arkla recently completed construction of the nation's largest pipeline project of the 1980's and 90's. In February, McLarty received the U.S. Fish and Wildlife's first Corporate Environmental Stewardship Award for its sensitivity in constructing the pipeline.

President Bush recognized Arkla at the White House in 1990 for corporate citizenship for its Operation Good Neighbor Program. This program employs and trains disadvantaged youth during the summer months.

In 1991 under McLarty, Arkansas Louisiana Gas Company, a division of Arkla, received the NAACP's Fair Share Award for its efforts in achieving greater minority employment, promotions and training.

McLarty's civic activities are many and varied. He serves on the Board of Directors of Hendrix College and the Board of Visitors of the University of Arkansas. He is a former Chairman of the United Negro College Fund Campaign. McLarty is also a member and former Chairman of the Greater Little Rock Chamber of Commerce.

Mr. McLarty serves on the National Advisory Board for First Commercial Bank and on the Boards of the Federal Reserve Bank of St. Louis and of TCBY Enterprises, Inc. of Little Rock. McLarty also serves on the Board of Directors of the Transition Planning Foundation.

Mack is a native of Hope, Arkansas and has known Bill Clinton since kindergarten. He and his wife, Donna, presently reside in Little Rock. They have two sons, Mark, 20 and Franklin, 17.

NAME:

LAURA D'ANDREA TYSON

Council of Economic Advisors

EDUCATION:

B.A. Smith College

Ph.D. Massachusetts Institute of
Technology

Laura D'Andrea Tyson is Professor of Economics and Business Administration, Director of the Institute of International Studies, and Research Director for the Berkeley Roundtable on the International Economy at the University of California at Berkeley. During the period 1990-1992, she served as a visiting scholar at the Institute for International Economics.

Professor Tyson served as an economic advisor to the Clinton/ Gore '92 Committee and is a member of President-elect Clinton's economic transition team. She is a member of the Cuomo Commission on Trade and Competitiveness, the advisory board of the Economic Policy Institute Research Council, the Council on Foreign Relations, and the subcommittee on a Global Economic Strategy for the United States. She is a member of the Los Angeles Times Board of Economists.

Professor Tyson has written a number of books and articles on the economics of competitiveness. Her latest book is entitled Who's Bashing Whom? Trade Conflict in High Technology Industries (Washington, D.C.: Institute for International Economics, 1992). Her other publications in this area include: American Industry in International Competition (co-edited with John Zysman), Cornell University Press, 1983; "The Economic Black Hole" (with Lester Thurow), Foreign Policy, Summer, 1987; "Competitiveness: an Analysis of the Problem and a Perspective on Future Policy", Global Competitiveness: Getting the U.S. Back on Track (edited by Martin Starr), Norton, 1988; The Dynamics of Trade and Politics and Productivity: The Real Story of How Japan Works (co-edited with Chalmers Johnson and John Zysman), Ballinger, 1989. "Managed Trade: Making the Best of the Second Best" recently appeared in An American Trade Strategy: Options for the 1990's, Robert Z. Lawrence and Charles L. Schultze Editors, the Brookings Institute, 1990.

Professor Tyson has also written extensively on the economies of Eastern Europe. Her most recent publication in this area is Power, Purpose and Collective Choice: Economic Strategy in Socialist States (Co-edited with Ellen Comisso), Cornell University Press, 1986.

Professor Tyson was born in [REDACTED] She resides in Berkeley with her husband Erik Tarloff and their son Elliot.

P6/(b)(6)

NAME: Representative Leon E. Panetta
Office of Management and Budget

EDUCATION: B.A. Univ. of Santa Clara (1960)
magna cum laude
J.D. Univ. of Santa Clara Law School

DOB: P6/(b)(6)

Representative Leon Panetta is Chairman of the House Budget Committee. He was elected to the U.S. House of Representatives from California's 16th (now 17th) Congressional District in 1976; elected in 1992 to ninth term; Chairman, House Budget Committee, 1989-present, member, House Budget Committee, 1979-84; member, Agriculture Committee, House Administration Committee, Select Committee on Hunger; former Chairman, Subcommittee on Domestic Marketing, Consumer Relations, and Nutrition, Subcommittee on Personnel and Police; former Vice Chairman, Caucus of Vietnam-Era Veterans in Congress; former member, President's commission on Foreign Language and International Studies.

Author of measures to reduce domestic hunger, including the Hunger Prevention Act of 1988 (P.L. 100-435); author of Fair Employment Practices Resolution, extending civil rights protections to House employees for first time; author of numerous successful measures to protect environmentally sensitive California coastal areas from offshore oil and gas drilling; author of successful measure to create National Marine Sanctuary at Monterey Bay; key participant in 1990 Budget Summit; author of legislation which established Medicare and Medicaid reimbursement of hospice care for the terminally ill.

Legislative Assistant to U.S. Senate Minority Whip Thomas H. Kuchel, CA, 1966-69; special assistant to Secretary of U.S. Department of Health, Education and Welfare, 1969; Director of the U.S. Office for Civil Rights, 1969-70; Executive Assistant to the Mayor of New York City, 1970-71; attorney, law firm of Panetta, Thompson & Panatta, 1971-76.

Served as 1st Lieutenant in the U.S. Army, 1964-66, received Army Commendation Medal.

Married to the former Sylvia Marie Varni; three sons: Christopher (29), Carmelo (28), and James (23).

NAME: Mickey Kantor

U.S. Trade Representative

EDUCATION: B.A., Vanderbilt University
J.D., Georgetown University Law Center

Mickey Kantor was Campaign Chairman of the Clinton/Gore campaign and has served as a member of the Transition Board of Directors. He has been a partner in the law firm of Manatt, Phelps, Phillips, and Kantor since 1975.

He has had a long history of public service, recently serving on the Christopher Commission which was formed in the aftermath of the Rodney King beating in Los Angeles. During the Carter Administration, he was on the board of the Legal Services Corporation. He has been a Board Member of the Center for Law in the Public Interest, the Center for the Study of Democratic Institutions, California Commission on Campaign Financing, and the Mexican American Legal Defense and Education Fund. He was the founder of the Los Angeles Conservation Corps. Kantor was an officer in the U.S. Navy from 1961-65.

Kantor, has also held senior positions in numerous Democratic campaigns in California and nationally. He and his wife, Heidi Schulman, have three children.

NAME: Robert E. Rubin

ADMINISTRATION POST: Chairman, National Economic Council

EDUCATION: A.B. Harvard College (1960)
London School of Economics (1961)
L.L.B. Yale Law School

Mr. Rubin is a Co-Senior Partner and Co-Chairman of Goldman Sachs & Co. of New York, where he has worked in various capacities since 1966. Prior to joining Goldman Sachs & Co., he was an attorney for Cleary, Gottlieb, Steen & Hamilton of New York from 1964-1966.

Among his many activities are included: Partner and Member of the Board of Directors for the New York City Partnership, Inc.; Member of the Securities and Exchange Commission, Market Oversight and Financial Services Advisory Committee; Member, Board of Directors, New York Stock Exchange, Inc.; Member, Board of Trustees, Carnegie Corporation of New York; Member, Board of Directors, Harvard Management Co., Inc.; Member, Mayor's Council of Economic Advisors (New York City); Member, Governor's Council on Fiscal and Economic Priorities; Federal Reserve Bank of NY International Capital Markets Advisory Committee (ICMAC).

Mr. Rubin was born in 1938 in New York City. He is married to Judith Oxenberg Rubin, who is the Commissioner of Protocol for the City of New York. They have two children, James and Philip.

Carol Hampton Rasco

Carol Hampton Rasco is a native Arkansan currently working as Senior Executive Assistant to Governor Bill Clinton. In her position she supervises and coordinates the work of the full staff in the Governor's Office and works directly with the majority of the Governor's Cabinet directors. Carol has been on the Governor's staff since January of 1983.

Ms. Rasco also serves as the Governor's liaison to the National Governors' Association (NGA), a position she has filled through his tenure as the lead governor on welfare reform, child care, and health care reform as well as during the time he served as the chairman of NGA. She has also worked as the governor's staff liaison to the Southern Regional Project on Infant Mortality Reduction. She serves on the National Board of the Home Instruction Program for Preschool Youngsters (HIPPY), a program of the National Council of Jewish Women; the Board of Little Rock New Futures, an Annie E. Casey Foundation Project; and the Little Rock School District Special Education Parent Advisory Committee.

Carol received a bachelor's degree from the University of Arkansas and earned a master's from the University of Central Arkansas. She has taught in the public school system and established a psychological counseling program in the middle school in Bryant, Arkansas. Prior to joining Governor Clinton's staff in 1983, Carol worked extensively as a volunteer in Arkansas with arts organizations, disability advocacy groups and the United Methodist Church. Her husband, Terry, is an architect in Little Rock who is on the State Board of Architects and is a Fellow in the American Institute of Architects. The Rasco's have two children, Hampton and Mary-Margaret, who are students in the Little Rock public schools.

NAME: Anthony Lake

ADMINISTRATION POST: National Security Advisor

EDUCATION: A.B. Harvard College, magna cum laude (1961)
Ph.D. Woodrow Wilson School of Public and International
Affairs, Princeton University (1974)

Mr. Lake currently divides his time between the farm he and his wife manage in western Massachusetts and Mount Holyoke College, where he has been Five College Professor of International Relations since 1981. He also served as a Senior Foreign Policy Advisor to the Clinton/Gore campaign.

In 1961, Mr. Lake received an A.B. degree, magna cum laude, from Harvard College. He then read international economics at Trinity College, Cambridge, and went on to receive his Ph.D. from the Woodrow Wilson School of Public and International Affairs at Princeton University in 1974.

Mr. Lake joined the State Department in 1962, where he served until 1970 as a Foreign Service Officer. His distinguished State Department career included assignments as U.S. Vice Consul in Saigon, Vietnam (1963), U.S. Vice Consul in Hue, Vietnam (1964-1965), and Special Assistant to the Assistant to the President for National Security Affairs (1969-1970).

After work with the Muskie campaign, the Carnegie Endowment and International Voluntary Services, Mr. Lake returned to the State Department in 1977 to serve as Director of Policy Planning for President Carter, a position he held until 1981.

Mr. Lake is the author of several books including Somoza Falling (1989), Our Own Worst Enemy: The Unmaking of American Foreign Policy (co-author) (1984) and The "Tar Baby" Option: American Policy Toward Southern Rhodesia (1976). In addition, he edited After the Wars (1990) and was a contributing editor to Legacy of Vietnam: The War, American Society, and the Future of U.S. Foreign Policy (1976).

He is married and has three children.

BRUCE R. LINDSEY

Bruce Lindsey is the Campaign Director for the Clinton for President Campaign. As such, he directs the activities of the campaign plane staff and serves as a senior advisor to Governor Clinton. Since 1982, Mr. Lindsey has been active in each of Governor Clinton's campaigns, most recently serving as Treasurer of his 1990 gubernatorial campaign.

Mr. Lindsey is a partner in the Wright, Lindsey & Jennings law firm in Little Rock, Arkansas. He also served as Legal Counsel to Governor David Pryor and as Legislative Director to Senator David Pryor.

Mr. Lindsey is currently the Legal Counsel to the Democratic Party of Arkansas. In 1988, he served as Arkansas' Legal Counsel for the Dukakis/Bentsen campaign, a position he also held in the 1984 Mondale/Ferraro campaign.

Mr. Lindsey received his undergraduate degree from Rhodes College (formerly Southwestern at Memphis) in Memphis, Tennessee, and his law degree from Georgetown University Law Center in Washington, D.C.

NAME:

John H. Gibbons

Director of the Office of
Science and Technology

EDUCATION:

B.S. in Math and Chemistry,
Randolph-Macon College; Ph.D.
in Physics, Duke University

John H. Gibbons is currently serving his third six-year term as Executive Director of the Office of Technology Assessment, a research arm of Congress. Previously, he spent 19 years at Oak Ridge National Laboratory, where he was in charge of its environmental study programs.

Gibbons is a nationally recognized expert on energy and environmental issues. He has been at the forefront of congressional policy through all of its major radioactive waste studies, including evaluations of high-and low-level waste disposal and the cleanup job facing the Department of Energy at its 40-year-old nuclear weapons facilities. He has written fifty books and articles on energy, environment, nuclear physics and technology and policy.

Gibbons has recieved several awards and is a member of many research boards and foundations. The 63 year-old scientist has been married for 37 years and has three daughters.

NAME:

George Stephanopoulos

TRANSITION POST:

Director of Communications

CAMPAIGN POST:

Director of Communications

EDUCATION:

A.B. Columbia

Rhodes Scholar

M. Phil Theology, Balliol College, Oxford

Mr. Stephanopoulos oversaw all polling, policy, scheduling, press relations and media operations for the campaign. Previously he was Executive Floor Manager to House Majority Leader, Richard A. Gephardt. In 1988 he was Deputy Communications Director for the Dukakis/Bentsen campaign. He was also the Administrative Assistant for Representative Edward Feighan of Ohio.

CHRISTINE ANNE VARNEY

Ms. Varney is currently serving as Secretary of the Cabinet. Prior to this appointment, she was the Chief Counsel to the Clinton for President Campaign. Christine also served as the in-house general counsel to the Democratic National Committee, a position she held beginning in 1988.

Christine joined the law firm of Hogan & Hartson in 1990. Her practice was primarily legislative, focusing on a wide variety of matters including health, trade, environment, energy transportation and communications issues. In addition, Ms. Varney has extensive experience and advises a number of political action committees.

Ms. Varney is a 1985 graduate of the Georgetown University Law Center, where she was a Law Fellow. Christine received a Masters in Public Administration from the Maxwell School at Syracuse University in 1978. She attended Trinity College in Dublin, Ireland and the State University of New York in Albany, from where she received a degree in 1977.

Christine has written and spoken extensively on a wide variety of legislative and political matters. She speaks frequently to international audiences on American politics. A member of the District of Columbia Bar, the New York State bar, the American Bar Association and the National Lawyer's Council, Ms. Varney is active in a number of Democratic political groups in Washington. She is also a committeewoman on the ABA Election Law Committee.

NAME:

R. James Woolsey

Central Intelligence Agency

EDUCATION:

B.A. Stanford Univ. (1963)

M.A. St. John's College, Oxford (1965)

Rhodes Scholarship

LL.B Yale Law School (1968)

DOE:

P6/(b)(6)

James Woolsey is presently a partner in the law firm of Shea & Gardner in Washington, DC. His other positions include: Ambassador and U.S. Representative to the Negotiation on Conventional Armed Forces in Europe (CFE), Vienna (1989-91); Partner, Shea & Gardner (1979-89); Under Secretary of the Navy, 1977-79); Associate, Shea & Gardner (1973-73); General Counsel to U.S. Senate Committee on Armed Services (1970-73); Advisor, U.S. Delegation to Strategic Arms Limitation Talks (SALT I), Helsinki and Vienna; Program Analyst, Office of the Secretary of Defense and National Security Council Staff; Captain, United States Army (1968-70).

Woolsey served on several Presidential Commissions, including: President's Commission on Federal Ethics Law Reform, President's Blue Ribbon Commission on Defense Management and the President's Commission on Strategic Forces. He was also a Delegate at Large to U.S.-Soviet Strategic Arms Reduction Talks (START) and Nuclear and Space Arms Talks in Geneva (1983-86).

His other activities include:

Regent: Smithsonian Institution (1989-present)

Trustee: Center for Strategic & International Studies (CSIS)
(1989-present)

The Aerospace Corporation (1982-89)

Stanford Universtiy (1972-74)

He is married to Suzanne Haley Woolsey. They have three children: Robert, Daniel and Benjamin.

NAME:

Clifton R. Wharton, Jr.

Department of State

EDUCATION:

B.A. Harvard University
M.A. International Studies,
John's Hopkins University
Ph.D. Economics,
University of Chicago

Dr. Wharton began his career in 1948 as a foundation official assisting developing nations in Latin America and then in Southeast Asia. He is a recipient of the Joseph Wilson Award and the Presidential Freedom from Hunger Award. Dr. Wharton was also a trustee and then Chairman of the Rockefeller Foundation, the first African-American to chair the board of a major U.S. foundation.

In 1970, Dr. Wharton was elected President of Michigan State University, thereby becoming the first Black to head a predominately white university in the United States. Upon leaving MSU in 1978, he became the Chancellor of the State University of New York System, the largest university system in the country with 64 campuses and 380,000 students.

In 1987, Wharton was chosen to be Chairman and CEO of Teachers Insurance and Annuity Association and the College Retirement Equities Fund. With assets of \$112 billion, TIAA-CREF is the largest private pension fund in the world and the third largest insurance company in the U.S. Once again Wharton pioneered as the first Black to head a Fortune 100 company.

Dr. Wharton serves as a director of the Ford Motor Company, the New York Stock Exchange, and the Council on Foreign Relations. He has held presidential appointments under four presidents, among them he served as the first chairman of the Board for International Food and Agricultural Development, AID, U.S. Department of State. He has also been a consultant to various UN agencies and foreign governments.

Dr. Wharton, the first African-American to receive a Ph.D. in economics from the University of Chicago, holds 48 honorary degrees. He is the son of the late Clifton R. Wharton, Sr., the first Black career Ambassador who was a U.S. Foreign Service Officer for 40 years.

**ROGER C. ALTMAN
DEPUTY SECRETARY OF THE TREASURY**

Roger C. Altman was confirmed by the Senate to be Deputy Secretary of the Treasury on January 21, 1993.

As Deputy Secretary, Altman is the second-highest ranking official at the Treasury Department and the Chief Operating Officer.

Prior to his nomination, Altman was Vice Chairman of The Blackstone Group, a private merchant banking firm, and responsible for the firm's worldwide merger and acquisition business. Before joining Blackstone in 1985, Altman was a Managing Director of Lehman Brothers and a member of its seven-man Management Committee and its Board of Directors. He joined Lehman Brothers in 1969 as an associate.

In 1977, Altman was nominated to be Assistant Secretary of the Treasury for Domestic Finance and served for the duration of the Carter Administration.

Altman also served as non-executive Chairman of the Public Development Corporation, New York City's primary economic development agency, from 1985-89. In 1985-86 he served part-time at the Yale School of Organization and Management, teaching an original course, "Washington as Financier." He had been Co-chairman of the Mayor's Management Advisory Task Force since 1990.

Altman received a B.A. from Georgetown University in 1967 and an M.B.A. from the University of Chicago in 1969.

Altman was born [REDACTED] P6(b)(6) He and his wife, Jurate Kazickas, a documentary filmmaker, have three children.

NAME: Madeleine May Kunin
TRANSITION POST: Transition Board Member
EDUCATION: Univ. of Massachusetts (undergrad)
Columbia Univ. (grad. degree/journalism)
Univ. of Vermont (grad. degree/Eng. Lit.)

Madeleine May Kunin served as Governor of the State of Vermont for three terms, from 1985-1991. She was the first woman and the third Democrat to be elected as Vermont's Governor and the first woman in United States history to serve three terms.

Governor Kunin has remained active on behalf of the environment by forming a nonprofit organization, The Institute for Sustainable Communities, based at Vermont Law School. The Institute's work is focused on Eastern and Central Europe, providing practical assistance and training in environmental management, risk assessment and education.

From September through December 1992 she will be the first Nelson A. Rockefeller Center Distinguished Visiting Fellow at Dartmouth College.

For the 1991-92 academic year, she was appointed the first Radcliffe College Distinguished Visitor in Public Policy at Harvard. She has helped establish a public policy initiative at Radcliffe and is completing a book based on her political experiences, to be published in 1993 by Knopf. She will be at the MacDowell Colony in Peterborough, New Hampshire in July.

From February through June 1991, she was the Montgomery Fellow at Dartmouth College, where she taught courses in political science and lectured on a wide variety of subjects including education, the environment, mediation, English and women's studies.

While Governor, she scored significant achievements for the environment, education and children's services. Vermont was cited as the number one state in the nation for its environmental policies by the Institute for Southern Studies and first in the nation for children's services and for the care of the mentally ill.

She was first elected to the Vermont General Assembly in 1972 where she served three terms. She was elected assistant Democratic party leader and chaired the House Appropriations Committee. She was elected Lieutenant Governor of Vermont in 1978 and was re-elected in 1980.

Governor Kunin was born [REDACTED] P6/(b)(6) and immigrated to the United States in 1940 with her family. She lives in Shelbourne, Vermont.

NAME:

HERSHEL W. GOBER

DEPARTMENT OF VETERANS' AFFAIRS

Hershel W. Gober, a veteran of both the Marines and the Army, was appointed by Bill Clinton as Director of the Arkansas Department of Veterans Affairs on January 1, 1988.

Gober served 17 years as an Army officer and a 3 year enlisted tour in the Marines, as well as serving in the Army Reserve. He served two tours of duty in Vietnam, and retired with the rank of Major. For this service he has received countless military decorations including the Bronze Star, Purple Heart, service and commendation medals, numerous Vietnam awards and medals, and the Combat Infantryman and Parachutist Badges. He is a member of the American Legion, the Veterans of Foreign Wars, Military Order of the Purple Heart, and the Marine Corps League, among other veterans organizations.

As Director of Arkansas' Department of Veterans' Affairs, he has been a strong advocate of preserving veterans' benefits and of improving the state's various programs for veteran's, particularly the Arkansas Veterans Home, the County Veteran Service Office system, and the Veterans Assistance Program. Through these programs, Gober has ensured that Arkansas veterans receive all of the respect and service which they have earned. He has also vigorously supported such activities as a Flag Education Program for 5th-grade students which has been copied by other states, and was co-chairman of Arkansas' Operation Welcome Home celebration, the largest such event the state has ever had.

Gober is a resident of Monticello, Arkansas, where he was born. He and his wife, Olivia, have six children.

P6(b)(6)

ALAN S. BLINDER

PRESIDENT'S COUNCIL OF ECONOMIC ADVISERS

Alan S. Blinder is now serving as Chief Economist of the President's Council of Economic Advisers. He is awaiting appointment and nomination to serve as a Member on the Council. Dr. Blinder is on leave from Princeton University where, since 1971, he has been the Gordon S. Rentschler Memorial Professor of Economics.

Dr. Blinder earned his A.B. at Princeton University, M.Sc. at London School of Economics, and Ph.D. at Massachusetts Institute of Technology--all in economics. At Princeton, from 1988 to 1990, Dr. Blinder chaired the Department of Economics, and he is also founder and director of Princeton's Center for Economic Policy Studies.

Dr. Blinder is the author and co-author of 10 books, including one of the most widely-used introductory textbooks in economics, and scores of scholarly articles. He is best known for his lively monthly columns in Business Week between 1985 and 1992, and his writings have also appeared frequently in The Washington Post, The Boston Globe, Newsday, and other newspapers.

Dr. Blinder served briefly as Deputy Assistant Director of the Congressional Budget Office when that agency started in 1976 and testifies regularly before Congress on a wide variety of public policy issues.

Dr. Blinder was born in [REDACTED] P6(b)(6). He is married to the former Madeline Schwartz. They have two sons, Scott and William.

NAME:

Alice M. Rivlin

Office of Management and Budget

EDUCATION:

Bryn Mawr College (1952)

Ph.D Econ., Radcliffe College (1958)

Alice M. Rivlin is Hirst Professor of Public Policy at George Mason University and a Senior Fellow in Economic Studies at The Brookings Institution. (on leave).

Ms. Rivlin was the founding Director of the Congressional Budget Office and served in that post from 1975 to 1983. She was Director of the Economic Studies Program at the Brookings Institution (1983-1987) and also served as Assistant Secretary for Planning and Evaluation in the U.S. Department of Health, Education and Welfare.

Ms. Rivlin's most recent book, Reviving the American Dream: The Economy, the States, and the Federal Government, was published by the Brookings Institution in 1992. She is also the author of systematic Thinking for Social Action (1971), and The Role of the Federal Government in Financing Higher Education, (1961); and coauthor of numerous Brookings books including Economic Choices: 1984, Economic Choices: 1987, The Swedish Economy (1987) and Caring for the Disabled elderly: Who Will Pay? (1988). Ms. Rivlin writes a regular column for the Los Angeles Times and is a frequent contributor to other newspapers, magazines, and journals.

Ms. Rivlin has been President of the American Economic Association and chaired the Commission on Budget and Financial Priorities of the District of Columbia. She is a Director of the Unisys Corporation, the Union Carbide Corporation, TJ International, the Eugene and Agnes E. Meyer Foundation, the D.C. Service Corps, and a member of the Governing Council of the Wilderness Society. She received a MacArthur Foundation Prize Fellowship (1983-88) and has been a Visiting Professor at the Kennedy School of Government at Harvard University.

Born in P6(b)(6) Ms. Rivlin grew up in Bloomington, Indiana. She is married to Sidney G. Winter and has three grown children and two grandchildren.

NAME:

Mark D. Gearan

TRANSITION POST:

Deputy Director to Transition Board

CAMPAIGN POST:

Senior Advisor

EDUCATION:

Harvard University

Mark Gearan was appointed Executive Director of the Democratic Governor's Association in January, 1990. Mark brings to the DGA a background in state government as former Director of Federal Relations for Governor Michael S. Dukakis as well as extensive campaign experience. His Capitol Hill background includes serving as Chief of Staff to former Iowa Congressman Berkley Bedell. More recently, Gearan traveled with Governor Dukakis and served as his National Spokesperson for the Presidential Campaign.

NAME: Samuel R. "Sandy" Berger

ADMINISTRATION POST: Deputy National Security Advisor
TRANSITION POST: Senior Foreign Policy Advisor
CAMPAIGN POST: Senior Foreign Policy Advisor

EDUCATION: B.A., Cornell (1967)
J.D. Harvard (1971)

Mr. Berger has varied experience in government, having served as Special Assistant to former New York City Mayor John Lindsay; Legislative Assistant for former U.S. Senator Harold Hughes (Iowa) and Congressman Joseph Resnick (NY); and Deputy Director of the Policy Planning Staff, U.S. Department of State, 1977-1980. During his tenure at the State Department, Mr. Berger served under Secretaries of State Cyrus Vance and Edmund Muskie and was involved in a wide variety of international economic, security and foreign policy matters.

Mr. Berger has also been active Democratic Party affairs, serving as advisor and speechwriter to Democratic Presidential and Vice Presidential candidates and advising Senators and Members of Congress.

Mr. Berger has written on political and international affairs, including articles in The New York Times. He is also on the board of the International Human Rights Law Group and is a member of the Council on Foreign Relations. He is the author of Dollar Harvest, a book on American rural politics.

Mr. Berger is on leave from the Washington law firm of Hogan & Hartson, where he is a partner.

NAME: William J. Crowe, Jr.

ADMINISTRATION POST: Chair, President's Foreign Intelligence Advisory Board

EDUCATION: University of Oklahoma
U.S. Naval Academy (1947)

Admiral William J. Crowe, Jr. (USN Ret.) is the former Chairman of the Joint Chiefs of Staff.

In the 1960's and early '70's, Crowe served in policy positions on both the Secretary of Defense and Navy staffs. He was the deputy director of an inter-agency Micronesian Status Negotiations Team and he was the senior adviser to the South Vietnamese Navy Riverine Force in the Mekong Delta. After promotion to flag rank, he became the Commander of the U.S. Middle East Force in the Persian Gulf, based in Bahrain.

Admiral Crowe returned to Washington in 1977 as the Deputy Chief of Naval Operations for Plans, Policy and Operations. In 1980, he was promoted to 4-star rank and assigned as the Commander in Chief of NATO forces in Southern Europe, headquartered in Naples, Italy. He was concurrently the Commander in Chief of U.S. Naval Forces in Europe.

In 1983, Admiral Crowe was transferred to Hawaii as Commander in Chief of the U.S. Pacific Command, the largest geographical command in the American military structure. In 1985, President Reagan named him the 11th Chairman of the Joint Chiefs of Staff, a position he held for four years until his retirement in October 1989.

Admiral Crowe is currently a Counselor at the Center for Strategic and International Studies in Washington. He is the University Professor of Geopolitics at the University of Oklahoma and speaks extensively on military and national security issues to audiences throughout the country.

Admiral Crowe and his wife, Shirley, live in Alexandria, Virginia.

Roy M. Neel

Chief of Staff, U.S. Senator Albert Gore, Jr.

Biography

Roy Neel is currently chief of staff to Senator and Vice-President-elect Al Gore. Prior to assuming his current position, he served as legislative director after Gore's election to the Senate in 1984. Neel oversees a staff of 60 legislative and administrative aides. Most recently, Neel served as chief of staff for the Vice-Presidential campaign.

During Gore's eight-year service in the U.S. House of Representatives, Roy Neel was Chief Legislative Assistant. As Gore's principal legislative advisor, Neel was involved in every major communications, transportation, and energy issue to come before the Congress. During the 1988 Presidential campaign, Roy Neel was a member of the Democratic Platform drafting committee.

Neel has managed Senator Gore's major involvement in issues surrounding the cable, broadcast, telephone, and satellite television industry, in particular the Cable Consumer Protection Act which recently became law over a Presidential veto.

From 1970-1977, Roy Neel was a sportswriter (Nashville BANNER) served as a special assistant to the Mayor of Nashville, owned and operated a small media and publishing business and a management consulting firm, and served as state director for the National Endowment for the Humanities affiliate in Tennessee. He won three National Association of Counties achievement awards for pioneering a technique of aerial photography for local planning, developing methods for better informed decision making on zoning issues, and a program of public participation in environmental management. He is the author of several articles on local environmental planning, editor of a book on the same subject, and has written a book about college basketball.

Roy Neel served as a U. S. Navy journalist from 1966-1970. During a one-year tour in Vietnam, he traveled throughout S.E. Asia and the Pacific as a contributor to service publications, and established and managed public affairs programs at Navy facilities in South Vietnam. Neel holds degrees from Vanderbilt University (B.A.) and Harvard University (M.P.A.). He is married to the former Suzanne Pickering. They have three sons-- Tucker, 12, Walter, 8, and Sam, 7. Roy Neel is an elder in the Presbyterian Church.

File: resumes

December 22, 1994

MEMORANDUM

To: Carol Rasco

From: Kelly Crawford *K*

Enclosed please find a copy of my resume. As I mentioned to you some time ago, I am exploring the possibility of other opportunities within the White House. Although my time in the President's Office has been absolutely wonderful, I am now looking forward to more challenging and substantive work. I believe my past experiences have clearly demonstrated my ability to take on new responsibilities.

I am interested in any opportunities in the Domestic Policy Council, particularly Welfare Reform.

I look forward to discussing any openings you may have in your office. At the same time, I understand that you may not have any appropriate positions available, but I hope you will keep me in mind should any opportunities arise.

Thank you for your consideration.

Kelly Ann Crawford

P6/(b)(6)

WORK EXPERIENCE:

- 1/93 - present The White House**
Staff Assistant, Immediate Office of the President
- Coordinate visits of friends, supporters, and dignitaries with the President
 - Work closely with the President's staff in coordinating scheduling requests, and the management of the President's day-to-day activities
 - Facilitate communication between President Clinton and his staff
 - Accompanied the President on trips to the Middle East, Europe and Russia as Protocol Gift Officer
 - Prepared logistics for visits of the President to Latvia and Indonesia as White House Advance Staff
- 11/92 - 1/93 Presidential Transition Team, Little Rock, Arkansas**
Administrative Assistant to President-elect Clinton
- Summarized documents for the President-elect
 - Assisted in the Clintons' move from the Governor's Mansion to the White House
 - Devised filing system for the President-elect's personal papers
- 7/92 - 11/92 Clinton-Gore 1992 Campaign**
National Advance Staff
- Coordinated campaign events for Governor and Mrs. Clinton
 - Handled logistics for members of the national and local press
 - Wrote and distributed press releases
 - Wrote, produced and purchased political advertisements
- 7/91 - 8/91 Office of Congressman Alan Wheat, Washington, D.C.**
Intern
- Researched and briefed Congressman and staff on committee hearings and pending legislation
 - Served as liaison between Congressman and constituents
- 9/89 - 5/90 Foley and Company, Washington, D.C.**
Legislative Research Assistant
- Tracked legislative activities for clients
 - Lobbied Members of Congress
 - Drafted campaign plan and candidate profile
 - Planned fundraising events
 - Developed and managed media and voter demographic data ases

EDUCATION:

- May 1992 The American University, Washington, D.C.**
- B.A. in Communications, Law, Economics, Government (CLEG)
 - Campaign Management Institute
- Fall 1991 World Capitals Study Abroad Program, Vienna, Austria**

DPC

BRIAN ELIOT BURKE

P6/(b)(6)

EDUCATION

GEORGETOWN UNIVERSITY LAW CENTER, J.D., 1988

Honors: Earl Warren Legal Training Scholarship
Boston Links Association Scholarship

Clinic: D.C. Law Students in Court. Civil litigation practice in landlord-tenant and small claims branches of District of Columbia Superior Court.

BROWN UNIVERSITY, A.B., 1983

Major: Latin American Development Studies

CENTRO de ESTUDIANTES UNIVERSITARIOS COLOMBO-AMERICANO, Bogota, Colombia

Fall 1980. Studied Colombian politics, history, and economics

WORK EXPERIENCE

UNITED STATES DEPARTMENT OF JUSTICE, Environment and Natural Resources Division, Environmental Enforcement Section, Washington, DC

Trial Attorney. January 1991 - Present. Civil enforcement litigation of environmental statutes including CERCLA, RCRA, and the Clean Air Act. Responsibilities include consulting with Environmental Protection Agency regarding case development; researching legal and factual issues; writing briefs, motions, pleadings, discovery requests, and correspondence; taking and defending depositions; preparing factual and expert witnesses; and negotiating settlements.

WASHINGTON PERITO & DUBUC, Washington, DC

Associate. October 1989 - October 1990. Practiced in white collar criminal defense, political fraud defense and complex civil litigation. Responsibilities included conducting discovery, drafting pleadings, briefs and memoranda, performing preliminary investigations, and conducting client and witness interviews.

MASSACHUSETTS APPEALS COURT, Boston, MA

Law Clerk. September 1988 - August 1989. Clerk to the Honorable Judges Christopher J. Armstrong and Frederick L. Brown.

OFFICE OF THE DISTRICT OF COLUMBIA BAR COUNSEL, Washington, DC

Legal Intern. December 1987 - May 1988.

ANDERSON BAKER KILL & OLICK, Washington, DC

Summer Associate. Summer 1987. Researched and wrote memoranda in complex commercial and insurance coverage litigation.

MASSACHUSETTS OFFICE OF THE ATTORNEY GENERAL, Government Bureau, Boston, MA

Legal Intern. Summer 1986. Researched and wrote briefs and memoranda defending the validity of state statutes, regulations and procedures. Assisted in drafting town bylaws and Attorney General opinions.

MASSACHUSETTS DEPARTMENT OF PUBLIC WELFARE, Boston, MA

Executive Assistant. March 1984 - July 1985. Assisted General Counsel in managing 45 attorneys and 20 non-legal staff members.

FOREIGN POLICY MAGAZINE, Carnegie Endowment for International Peace, Washington, DC

Staff Assistant. August 1983 - January 1984. Selected for a six month internship to review and edit manuscripts submitted for publication. Responsible for fact verification in published articles.

LANGUAGES: Conversational Spanish

file: Resume

Kevin MacMillan

P6/(b)(6)

Education

Bachelor of Arts in Political Science, Gettysburg College, Gettysburg Pa. Minor in German. 1994

Justice and Public Law, The American University, Washington D.C. Fall 1993

Honors

Dean's Commendation, Spring 1993, Fall 1994, Spring 1994.

Sigma Chi Scholarship Award, Fall 1993

Experience

Legislative Intern, The United States Department of the Treasury, Washington D.C. Informed members of Congress and their staff on the advantages of such issues as NAFTA and the banking reorganization proposal. Fall 1993

Assistant to the Director, The Eisenhower World Affairs Institute, Washington D.C. Developed and implemented an international exchange program in cooperation with the United States Information Agency or Taiwanese legislative staff members entitled, U.S. Congressional Staff Functions. Participated in fund raising activities. 1993

Circulation Director, "The Gettysburgian," Gettysburg College. Oversaw the solicitation and distribution of subscriptions to the college newspaper. Member of the editors board. 1992-1993

Administrative Intern, District Justice Joseph Solomon, Harrisburg, Pa. Assisted in the daily functions of the court. Processed and discharged completed cases of the court. Observed both criminal and civil proceedings. 1992

Head Counselor, Camp Hollyburn, Rosseau, Ontario. Supervised a counseling staff of 25 men and women. Developed programs and activities for children between 7 and 15 years old. Taught several outdoor skills and led wilderness trips of 3 to 6 days long. 1989-1991

Computer Skills

Proficient with Wordperfect, Microsoft Word, SPSS 3.1, Lotus 123, Gopher-Internet and E-mail.

Activities

Member of the Greek Judicial Board, Heard and made rulings on infractions by Greek organizations. 1992-1993

Orientation Leader, Introduced a group of first year students to Gettysburg College, and aided in their adjustment to college life. 1992

Scholarship Chairman, Developed the Sigma Chi Scholarship Award. Monitored and aided the academic performance of the members of Sigma Chi. 1992

I.F.C. Representative, Sigma Chi representative to the Inter-Fraternity Council, coordinated relations between various Greek organizations. 1992

Radio Station D.J., Hosted a one hour weekly talk/music radio show. 1991-1994

G.E.C.O., Member of, Gettysburg Environmental Concerns Organization. Executive board. 1992-1993

POLLY B. BACA

File: Resumes

P6/(b)(6)

Business: (303) 620-4436

Residence:

P6/(b)(6)

Position Objective

Department of the Treasury: Treasurer of the United States.

Professional Summary

Thirty years of experience in planning, implementation and administration in the areas of public policy, program development, policy analysis, leadership training, public relations, media communications, and governmental relations. Successfully managed annual operational budgets of more than \$400,000.

Finance related experience:

- ◆ Member, Board of Directors, Federal Home Loan Bank of Topeka, 1978-1981; Member, Audit Committee.
- ◆ Member, Board of Trustees, Working Assets Money Fund and Working Assets Common Holdings, 1984 to present; Member, Audit Committee.
- ◆ Member, Board of Directors, First Federal Savings Bank, 1990 to present; Member, Audit Committee.
- ◆ Senate Member, Legislative Audit Committee, 1983-1986.

Education

- 1990-92 Candidate for Master of Arts degree in public administration, University of Colorado at Denver (24 credit hours, 3.75 GPA).
- 1992 Honorary Doctor of Humane Letters degree, University of Northern Colorado, Greeley, Colorado.
- 1989 Honorary Doctor of Laws degree, Wartburg College, Waverly, Iowa.
- 1987-88 Certificates of Achievement in Media, JF Images, Inc., Denver, Colorado.
- 1966-67 Candidate for Master of Arts degree in public relations, American University, Washington, D.C.
- 1962 Candidate for Master of Arts degree in education, Colorado State University, Fort Collins, Colorado.
- 1962 Bachelors of Arts degree in political science, Colorado State University, Fort Collins, Colorado.
- 1958 High School Diploma, Joint Honor Scholarship, College High School, Greeley, Colorado.

P. Baca

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Special Accomplishments

- Jan. 1979 to Dec. 1986 **Colorado State Senator**, District 24, Adams County, Colorado. Chair, Senate Democratic Caucus. Member of the following Senate committees: Legislative Audit; Finance; Education; Health, Environment, Welfare and Institutions; Agriculture, Natural Resources, and Energy; Transportation; State Affairs; Business Affairs and Labor.
- Jan. 1975 to Dec. 1978 **Colorado State Representative**, District 34, Adams County, Colorado. Chair, House Democratic Caucus. Vice Chair, House Rules Committee. Member of the following House committees: Rules, Finance, Business Affairs and Labor, Local Government, and a special Joint Study Committee on School Finance.
- Jan. 1981 to Feb. 1989 **Vice Chair, Democratic National Committee (DNC)**, Washington D.C. Responsible for developing and supervising a liaison program for the DNC with Democratic state legislators in each of the 50 states, with special emphasis on Democratic state legislative leaders, women and minority state legislators. Responsible for supervising visits by international dignitaries to the DNC and representing the DNC at national and international conferences and seminars.

Employment History

- Oct. 1989 to Present **Executive Director, Colorado Institute for Hispanic Education and Economic Development**, Denver, Colorado. A nonprofit institute whose mission is to develop multicultural leadership to enhance educational and economic opportunities for Hispanics and other minorities. Responsible for the development, administration and implementation of all Board policy and program initiatives, including strategic planning sessions to examine critical issues, collaborative efforts with other organizations, and the development and implementation of a statewide leadership training program to provide community leaders with skills in cultural competence.
- May 1985 to Oct. 1989 **President, Sierra Baca Systems**, Thornton, Colorado. A management consulting firm specializing in program development and assessment, leadership and pluralism training, issue and policy analysis, media communications, and motivational presentations. Consultation services provided included: the organization and implementation of focus groups on education reform, development of a project to address the problems of minorities in higher education, advising on the selection and development of national leadership/fellowship programs, assessment of leadership and accelerated development programs for minorities and women, development of a scholarship/internship program for minority youth, analysis of political issues as they relate to the minority community and the need for corporate involvement, motivational presentations on leadership and accessing the public policy system, training for leadership development workshops, state legislative liaison work on pharmaceutical issues, and development of public relations materials including a 4-page newspaper and radio spots.
- Sept. 1970 to Dec. 1984 **Director and President, Bronze Publications**, Phoenix, Arizona and Denver, Colorado. A public relations firm specializing in media communications. Developed and fulfilled contracts to produce public relations materials (brochures, pamphlets, annual reports, records, radio spot announcements, posters, and feature articles) for: ACTION, National Institute of Mental Health, National Urban Coalition, Colorado Economic Development Association, Chicano Mobile Institute, Colorado State University Chicano Studies Program, InterAmerica Research Associates, Center for Community Action, Chicanos Por La Causa, Interstate Research Associates, Inc., Democratic National Committee, CCMSS, Carroll for Congress, National Institute of Education, University of Northern Colorado Taft Institute, Department of Health, Education, and Welfare Region VIII, VISTA.

- Nov. 1972
to
Nov. 1973
(contract) **Director, Colorado Committee on the Mass Media and the Spanish-Surnamed, Inc. (CCMMSS), Denver, Colorado. (consultant contract)** Responsible for initiating, directing and supervising all projects and programs developed or promoted by the CCMMSS. Coordinated mass media efforts and programs of member organizations, agencies, and individuals throughout Colorado.
- Dec. 1971
to
Aug. 1972
(contract) **Director, Division of Spanish-Speaking Affairs and Special Assistant to the Chairman, Democratic National Committee (DNC), Washington, D.C. (consultant contract)** Developed and directed public relations programs focused on the national Hispanic community and local Hispanic organizations. Edited a four page newsletter. Supervised a 14-member paid and volunteer staff for the 1972 National Democratic Presidential Nominating Convention in Miami, Florida.
- Sept. 1968
to
Sept. 1970 **Director, Research Services and Information, National Council of La Raza, Phoenix, Arizona.** Supervised the development of the Research and Information Office and all Council publications including annual reports, pamphlets, brochures, and proposals for funding. Responsible for all communications with the mass media and public-at-large including the development of news releases, press conferences, press statements, and public service announcements for television and radio.
- Mar. 1968
to
June 1968 **National Deputy Director, Viva Kennedy Division, National Robert F. Kennedy for President Campaign, Washington D.C.** Supervised the development of public relations materials focused on the Hispanic community. Organized "Viva Kennedy" Clubs in targeted primary states.
- Sept. 1967
to
Mar. 1968 **Public Information Officer (GS-13), The White House, Washington D.C.** Supervised the development of the Information Office and all communications with the mass media and public-at-large for **The White House InterAgency Committee on Mexican Americans.** Supervised all media arrangements for the 1967 Cabinet Committee Hearings on Mexican Americans and coordinated press relations with the Secret Service for presentations by the President and Vice President of the United States. Advanced the visits of the Committee's Chairman to Hispanic communities throughout the United States. Researched and wrote speeches and statements for delivery by the Chairman.
- Jan. 1966
to
Sept. 1967 **Editor, Airline News magazine and Assistant Director, Department of Research and Education, Brotherhood of Railway and Airline Clerks, AFL-CIO, Washington, D.C.** Supervised the development of a 32-page magazine for the Union's airline employees. Developed magazine design and researched and wrote all news articles. Developed brochures and pamphlets for the Union's organizing campaign on the airlines. Developed testimony for Congressional Hearings. Assisted Director in other research and education activities, including legislative lobbying on union-related matters.
- Dec. 1962
to
Dec. 1965 **Editorial Assistant, Department of Research and Education, International Brotherhood of Pulp, Sulphite and Paper Mill Workers, AFL-CIO, Washington, D.C.** Responsible for researching, writing and editing news articles, preparing layout and coordinating artwork for a 16-page newspaper published monthly for 100,000 subscribers. Received three International Labor Press Association awards.

POLLY B. BACA

BIOGRAPHICAL NARRATIVE

The Colorado Co-Chair of the Clinton/Gore Presidential Campaign, Ms. Polly B. Baca, is the Executive Director of the Colorado Institute for Hispanic Education and Economic Development, a nonprofit institute whose mission is to develop multicultural leadership to enhance educational and economic opportunities for Hispanics and other minorities. One of Ms. Baca's primary responsibilities is directing *Visiónes*, a statewide leadership development program to provide community leaders with skills in cultural competence.

Nationally known for her leadership skills and motivational presentations, Ms. Baca has appeared on numerous TV and radio programs including ABC's Nightline and the MacNeil/Lehrer News-Hour. She has been interviewed in major newspapers and magazines across the country, including being featured in *Outlook* magazine and *Intercambios Femeniles* magazine, as an Hispanic Woman of the Year in *Replica* magazine, one of "100 Influentials" in *Hispanic Business* (6 years), one of 20 "New Democratic Faces for the 80s" in *Newsweek*, one of "80 Women to Watch in the 80s" in *MS* magazine, and one of ten "Women of the Future" in *Ladies Home Journal*. In addition, she has been interviewed and featured in the following books: *The Lives of Ethnic Americans* by Juan L. Gonzales, Jr., Kendall/Hunt Publishing Company, Dubuque, Iowa, 1991; *When Smart People Fail* by Carole Hyatt and Linda Gottlieb, Simon and Schuster, New York, 1987; *In the Running* by Ruth B. Mandel, Ticknor & Fields, New Haven and New York, 1981; *Politicians for the People* by Elizabeth Levy and Mara Miller, Alfred A. Knopf, Inc. 1979.

Additional recognition received by Ms. Baca includes being named as one of the original 14 members to be inducted into the *National Hispanic Hall of Fame* and being listed in the *World Who's Who of Women* (1982-87); *Who's Who in American Politics* (1978-87); *Who's Who in the West* (1981-87); and the *Mexican American History Calendar* (March 1980).

A member of the Colorado State Legislature for 12 years, Ms. Baca was first elected to the Colorado House of Representatives in 1974 and to the Colorado Senate in 1978. In 1977, she was elected the first woman chair of the House Democratic Caucus, and in 1985, she was elected chair of the Senate Democratic Caucus. She was the first and only minority woman to be elected to the Colorado Senate and the first Hispanic woman to serve in leadership in any State Senate in the United States.

Ms. Baca served as a Vice Chair of the Democratic National Committee (DNC) from 1981 to 1989 and as a member of the DNC from 1973 to 1989. Other national Democratic Party positions held by Ms. Baca include serving as a Vice President of the 1988 National Democratic Presidential Nominating Convention, Co-Chair of the 1985 National Democratic Fairness Commission, Co-Chair of the 1980 and 1984 National Democratic Presidential Nominating Conventions, and Chair of the Colorado Delegation to the 1978 National Democratic Mid-Term Conference.

Active in local, regional, and national civic groups, Ms. Baca is a Founder of the Colorado Hispanic League, a Vice Chair of Americans for Democratic Action, Colorado Co-Chair of the Clinton/Gore Presidential Campaign, a member of the University of Colorado Mission 2000 Strategy Team, the Colorado Women's Forum, and the LARASA Hispanic Agenda. She serves as a Commissioner of the Colorado Racing Commission and on the Boards of Directors for the National Concilio of America, Center for Community Change, First Federal Savings Bank,

Brothers Redevelopment, Inc., Colorado State University Alumni Association, Parks Junior College, and the BUENO Center; the **Board of Trustees** for Working Assets Common Holdings; and the **Boards of Advisors** for the National Women's Political Caucus and the National Institute for Women of Color.

Ms. Baca is a member of the Denver Committee on Foreign Relations and has extensive experience in foreign affairs. In April 1992, she participated in a Seminar on Intuitive Leadership in **Bali, Indonesia**, and in October 1990, she participated in a study tour of **Chile**, both sponsored by the Kellogg National Fellowship Program. As a participant in the U.S. Information Agency AmPart program, she lectured in **Japan and the Philippines** in April and May 1989 on the American political system and the role of racial and ethnic Americans and women in the American socio-political system and economic systems. In May 1988, she led a special delegation on a study tour of **Bulgaria**, and in January 1988, she participated in an Alumni Conference on Soviet-American relations in **Moscow, USSR**, co-sponsored by the American Council of Young Political Leaders and the Soviet Committee of Youth Organizations. Prior to her Soviet Union visit, in August 1987, she was one of 12 women leaders invited by the Center for Global Education to participate in a fact-finding delegation to **Honduras, El Salvador, and Nicaragua** during the Central American peace initiatives. In July 1986, she attended a symposium on world economics and defense in **Brussels, Belgium**, sponsored by the Konrad Adenauer Foundation of West Germany. In December 1984, she was a participant in a **West Berlin, Germany** seminar on "The Impact of the 1984 American Elections", sponsored by the Aspen Institute Berlin.

In August 1982, Ms. Baca was one of 20 North American women selected to participate in the Jerusalem Women's Seminar in **Israel, Egypt, and Lebanon**. One year earlier, in May 1981, she was selected to participate in a three-day foreign policy seminar in **Brussels, Belgium** sponsored by the German Marshall Fund and European Cooperative Fund; and in November 1978, she was one of eight state legislators selected nationwide by the American Council of Young Political Leaders for a two-week study tour of the **Soviet Union**. In March 1979, Ms. Baca was a White House guest at the signing of the **Egyptian-Israeli Peace Treaty** and in July 1979 participated in the **Camp David Domestic Summit** hosted by President Jimmy Carter.

Ms. Baca was born on a small farm in Weld County, Colorado and grew up in Greeley and Thornton, Colorado. She graduated from Colorado State University with a B.A. degree in political science and subsequently did graduate work at Colorado State University, the American University in Washington, D.C., and the University of Colorado at Denver. She received an honorary Doctor of Humane Letters from the University of Northern Colorado, Greeley, in August 1992, and an honorary Doctor of Laws degree from Wartburg College, Waverly, Iowa, in May 1989.

Ms. Baca began her professional career as an editorial assistant for a labor union newspaper in Washington, D.C. During President Lyndon Johnson's administration, she served as a Public Information Officer for a White House Agency. She then joined the national campaign staff of the late Senator Robert F. Kennedy in his bid for President of the United States. Later, she served as the Director of Research and Information for the National Council of La Raza and then as a Special Assistant to the Chairman of the Democratic National Committee.

Today, Ms. Baca makes her home in Thornton, Colorado with her children, Monica (21) and Miguel (17).

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