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2025-0373-S

# FOIA MARKER

**This is not a textual record. This is used as an administrative marker by the George Bush Presidential Library Staff.**

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**Record Group/Collection:** George H.W. Bush Presidential Records  
**Collection/Office of Origin:** Chief of Staff, White House Office of  
**Series:** Card, Andrew, Files  
**Subseries:**

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**OA/ID Number:** 04883  
**Folder ID Number:** 04883-002d

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**Folder Title:**  
Correspondence--B [4]

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Stack:	Row:	Section:	Shelf:	Position:
<b>G</b>	<b>15</b>	<b>21</b>	<b>7</b>	

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## Withdrawal/Redaction Sheet (George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
01. Resume	Re: Ken U. Benjamin, Jr.; contains Personally Identifiable Information. (1 pp.)	n.d.	(b)(6)	
02. Resume	Re: James L. Bruno; contains Personally Identifiable Information. (2 pp.)	n.d.	(b)(6)	

**Collection:**

**Record Group:** Bush Presidential Records  
**Office:** Chief of Staff, Office of the  
**Series:** Card, Andrew H., Jr., Files  
**Subseries:**  
**WHORM Cat.:**  
**File Location:** Correspondence--B [4]

**Pinksheet Number:** RML16132  
**OA/ID Number:** 07883  
**Date Closed:** 3/17/2025  
**FOIA/Sys Case #:** 2025-0373-S  
**Re-review Case #:**  
**P-2/P-5 Review Case #:**

Andrew H. Card, Jr.

November 27, 1991

TO THE CHARLES H. LEVINE MEMORIAL  
AWARD SELECTION COMMITTEE:

Dr. Frances Burke has been highly regarded in the area of public administration for many years. I have had the pleasure to work with her on a number of occasions during my terms in the Massachusetts House of Representatives, and, more recently, during the time I have served at the White House.

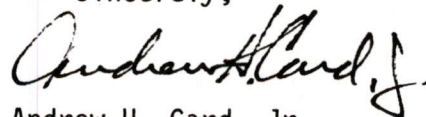
During the late '70s. Fran Burke served with great distinction on the Blue Ribbon panel investigating corruption and maladministration in Massachusetts contracting -- the so-called Ward Commission investigating the MBM scandal. I had co-sponsored legislation creating the Commission and paid close attention to its work.

Even more than her contributions to the public administration of state government, I have seen the benefit of Dr. Burke's instruction to others whose career path took them to public service. She has left a legacy of outstanding public officials serving in all levels of government -- local, state and federal. They are testament to Dr. Burke's dedication to a belief in ethical service in government.

I was pleased to learn that Dr. Burke has been recommended to you as one who deserves recognition by receiving the 1992 Charles H. Levine Memorial Award for Excellence in Public Administration, and I join in the chorus encouraging her selection for this especially esteemed honor.

Thank you for letting me share my thoughts with regard to Fran Burke.

Sincerely,



Andrew H. Card, Jr.



**SUFFOLK UNIVERSITY**  
Beacon Hill  
8 Ashburton Place  
Boston, Massachusetts 02108-2770

School of Management  
Office of the Dean

FAX COVER MEMORANDUM

phone: (617) 573-8300  
fax: (617) 573-8704

To: Andrew Card, The White House  
From: FRANCES BURKE  
Date: 11/21/91  
Number of pages including cover: 16  
FAX NUMBER:

- Please take necessary action
  - Please call me if needed *617-573-8315*
  - Please prepare response
  - Please provide background
  - Please review and comment
- For your approval
  - As requested
  - CONFIDENTIAL
  - For your information and that of others
  - For your review prior to distribution

*many thanks for responding*

COMMENTS:

- ① FAX a copy to 617 573-8704
- ② Mail a copy for: Marcy Crowley  
Marcy (a Selectman) 6 Wayland Hills Road  
who compiles the Wayland, MA. 01718  
Recommendation

*positively  
Thanks*

If this or any other part of this FAX is not received please call 617-573-8300.

Our FAX Number is 617-573-8704.

*for*  
*Frances Burke*

*This is what the MASS. Chapter recommended me for...*

ASPA 8/91

**1992 CHARLES H. LEVINE MEMORIAL AWARD FOR EXCELLENCE IN PUBLIC ADMINISTRATION**

In memory of a leading scholar in the public administration field, the American Society for Public Administration (ASPA) and the National Association of Schools of Public Affairs and Administration (NASPAA) announce the Charles H. Levine Memorial Award for Excellence in Public Administration.

This award is designed to recognize a public administration faculty member who has demonstrated excellence in three major areas of the field - teaching, research, and service to the wider community.

**Nomination Procedure**

Nominations must be received no later than December 1, 1991. Nominations should include a current curriculum vita of the nominee and a one-page statement on each of the following three criteria:

- **Research:** The nominee should have publications in the public administration field which have made an impact on the field. The publications may include books, refereed journal articles, research notes, monographs, or book chapters.
- **Teaching:** The nominee should have a demonstrated record of outstanding teaching. Teaching evaluations, awards, and accomplishments of students may be submitted as evidence of teaching ability.
- **Community and Public Service:** Service and contribution to the public sector or not-for-profit sector is an important factor in the award. Such activities may include service on boards and commissions, government service, and service to professional organizations.

Four copies of the nomination should be sent to: Charles H. Levine Memorial Award Selection Committee, American Society for Public Administration, 1120 G Street, N. W., Suite 500, Washington, D. C. 20005.

**Presentation of Award**

The winner will receive an award of \$1,000 worth of publications from Jossey-Bass Publishers. The award will be presented at the 53rd ASPA National Conference in Chicago, Illinois April 11-15, 1992.

*Send To,  
Marcy Crowley  
6 Wayland Hills Road  
Wayland, MA 01778*

## MASTER OF PUBLIC ADMINISTRATION

*The School of Management*

TO FIND OUT MORE about any Suffolk University MPA Program, simply fill out the business reply card and mail or FAX it to (617) 573-8752. Or call the Graduate Admissions Office at (617) 573-8302.

YES! Please send me an application for admission to the Master of Public Administration Program. I'm interested in:

- MPA                       Executive MPA
- MPA/Health Administration
- Executive MPA/Health Administration
- JD/MPA

I'm interested in attending the program:

- Full-time                       Part-time

Please send information about on-site programs and consultation in \_\_\_\_\_

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Name \_\_\_\_\_

Home address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_

Employer \_\_\_\_\_

Position \_\_\_\_\_

Phone \_\_\_\_\_



"We ask students to move forward, to take what I call the next step: to undertake research, present papers, and dig deeper to find out what this profession is all about."

*Frances Burke  
Professor of Public Management*

Frances Burke is a nationally known ethicist with research interests in leadership, decision-making and change. She is currently involved in research examining the potential for and acceptance of change in Eastern Europe, as well as a project involving the identification and manifestation of visionary leadership in American politics.

As a member of the Massachusetts Special Commission to Investigate Corruption and Maladministration, she was a major contributor to reforming state management of construction and contracts. Her most recent publication, *Combating Corruption/Encouraging Ethics*, draws on her experience in developing and teaching a groundbreaking management ethics course at Suffolk University.

Frances Burke, Ph.D.  
Suffolk University  
School of Management  
Boston, MA 02114  
617 573-8315

20 Joy Street  
Boston, MA 02114  
617 744-4914  
Bitnet FBURKE@SUFFOLK  
FAX 617 573-8704

EDUCATION Ph.D. 1974, A.M. 1969 Boston University, Political Science  
S.B. 1950 Simmons College, Communication

PROFESSIONAL EXPERIENCE

- 1989 - 1990 Alice Tweed Tuohy Visiting Professor  
of Government & Ethics,  
Claremont McKenna College, Claremont, CA.
- 1975 - Present Suffolk University, School of Management - Professor  
Department of Public Management Chair 1976-1989.
- 1975 - 1976 Lecturer, Boston State College, Management Graduate  
Program, Organization Decision-making.
- 1973-1974 Assistant Professor, Stonehill College, Department  
of Political Science.
- 1968-1974 While completing doctorate, taught at:  
Boston University, Political Science,  
BU Metropolitan College, Urban Affairs Master's,  
Tufts University, Constitutional Law
- 1969 Research Assistant, City Council Research Project  
Interest Group Study of 83 California Communities  
Directed by Dr. Betty H. Zisk, Boston University.
- 1958 - Present Fran Burke, Associates, Boston - Consultant to business,  
industry and government on executive development;  
leadership; small group dynamics; and ethics

AWARDS

- 1990 Women's Caucus for Political Science, Election to the Honor Roll  
of Mentors of Distinction, Recognized at the American Political  
Science Association Conference, San Francisco, California.
- 1985 American Society for Public Administration - "President's Award"  
for encouragement to women and minorities throughout the  
professional organization; Massachusetts Chapter Award
- 1977 American Society for Public Administration - "President's Award"  
for distinguished service to the Commonwealth of Massachusetts  
ASPA and to the ASPA Region 1/11 - eight states.
- 1977 Real Paper "Ten Best Teachers of 1977" nominee by Suffolk  
University Masters in Public Administration students for  
teaching excellence.
- 1977 Girl Scouts of America, Greater Boston for curriculum development  
of learning units for the "Challenge of Active Citizenship."
- 1975 American Society for Public Administration, Commonwealth of Mass.  
"Distinguished Public Citizen" Award.

Dr. Frances Burke - 2

MAJOR APPOINTED - ELECTED OFFICES

*Weld*  
Member 1991 Governor's Commission on the Commemoration of the Centennial of the Bill of Rights.

*Dukakis*  
Member 1986-1988 Commissions on the Bicentennial of the U.S. Constitution. *Hegan*  
→ \*Commonwealth of Massachusetts \*City of Boston  
\*Speakers Bureau, National Commission

Honorary Inductee-1988 Pi Sigma Alpha, Bridgewater State College Chapter

*Dukakis*  
Constitutional Historian 1987-1988 Commonwealth of Massachusetts Delegation appointed by Governor Michael S. Dukakis for the State of the People Conference. The opening of the five-year commemoration of the Bicentennial of the U.S. Constitution, Philadelphia May 24-25, 1987.

Chair 1984-1987 III Centuries of Public Administration, American Society for Public Administration, a national program dedicated to the Commemoration of the U.S. Constitutional Bicentennial and the Centennial of Woodrow Wilson's Essay "The Study of Administration."

Executive Council 1985-1986 American Society for Public Administration, Representative to the National Association of Schools of Public Administration and Affairs.

Council Member 1983-1986 National Council, elected, American Society for Public Administration.

President 1980-1981  
1975-present American Society for Public Administration Massachusetts Chapter, elected Vice-President 1979-1980. Elected State Council member.

Commissioner 1978-1980 Special Commission to Investigate Corruption and Maladministration in Massachusetts State and County Buildings Commonwealth of Massachusetts (Ward Commission)

Joint Committee 1979-1982 Project 87 A cooperative venture of the American Political Science Association and American Historical Association on the U.S. Constitution Bicentennial commemorative Committee on Public Programs, Editorial Board

*Dukakis*  
Trustee 1977-1980 Southeastern Massachusetts University, Commonwealth of Massachusetts, Gubernatorial Appointment.

Council Member 1979-1980 National Council Pi Alpha Alpha Board and Executive Committee Washington, D.C., Elected by Public Administrators National Honor Society. Inducted into Honor Society.

Judge 1979-1982 Harry S. Truman Foundation Scholarship Program, Washington, D.C., New England States, appointed by National Directors.

Editor 1977-1978 AVAS Newsletter, Association of Voluntary Action Scholars, Quarterly publication, Denver.

Co-founder 1976-1978 International Metropolitan Research and Development /INTERMET Boston Study Group, linked to Toronto International.

Director 1976-1978 New England Political Science Association, elected two terms.

Representative 1976-1979 Federation of Organizations of Professional Women Washington, D.C., appointed by President, Amer. Political Science Assn.

Dr. Frances Burke - 3

BICENTENNIAL of the U.S. CONSTITUTION PARTICIPATION - 1987-1988

Moderator/Panelist, "The Invisible Founder: Mercy Otis Warren of Massachusetts," Women and the Constitution Conference, Atlanta, Georgia, February 11-12, 1988.

Program Committee, "Women and the Constitution" Conference sponsored by the four former First Ladies and by The Carter Center at Emory University, Georgia State University and the Carter Presidential Library, Atlanta, Georgia, 10/10-12/88.

Guest speaker, "Where Have All The Leaders Gone? Clues from U.S. Constitution Article II," Joint Meeting of the Harvard Women's Club and Harvard League of Women Voters, Harvard, Massachusetts, 2/1/88.

Constitutional Trainer, "Article II: Executive Responsibility and the Separation of Powers," An Honors Symposium for Secondary School Faculty and Students Organized by The Departments of Government and History, College of Liberal Arts and Sciences, Suffolk University, Boston, November 19, 1987.

Keynote Speaker, "The Enigma of Leadership in the United States Constitution 1787-1788," Massachusetts Leadership Conference, sponsored by Alpha Beta Tau, Aquinas Junior College, Milton, MA. 10/31/87.

Moderator/Panelist, "The U.S. Constitution and Government Operations: The Ladies Remembered," American Society for Public Administration, Region 1/11 Annual Conference, New York City, October 11-13, 1987.

Moderator of the Discussion of "The Other Boston Tea Party" a Bicentennial drama presented by New England and the U.S. Constitution. The Boston Athenaeum, Boston, October 1, 1987.

Constitutional Scholar, Training Session for National Bicentennial Competition on the Constitution and the Bill of Rights for High School Social Studies Teachers. Sponsored by the Massachusetts Bar Association and the F. Kennedy Library, Boston, September 29, 1987.

Leader (with Mayor of Boston and the Head of the New England Federal Executive Board) of 100+ Federal Employees in the reading of the U.S. Constitution, Constitution Day, City Hall Plaza, Boston, 9/19/87.

Chair, III Centuries of Public Administration, day-long workshop on U.S. Constitutional Planning, American Political Science Association Annual Conference, Chicago, September 3-6, 1987.

Banquet Speaker, "The Invisible Founders: The U.S. Constitution and the American Dream," Annual Convention of the League of Women Voters of MA, Boston, 6/6/87.

Seminar Leader, Book Discussion Series, "After the Constitution," sponsored by New England and the U.S. Constitution, Quincy Public Library, 1/27/87.

Coordinator, The Peter Meade Show, WBZ radio call-in on "Amending the Constitution: The 22nd Amendment," May 13, 1987.

Organizer, nation-wide essay contest on "What U.S. Constitutional principle is important to your Public Sector Practice?" best essays published in The Bureaucrat. March/April, 1987 issue.

Panelist, discussant of "The Other Boston Tea Party" a play presented by New England and the U.S. Constitution. Faneuil Hall, 2/28/87.

Dr. Frances Burke - 4

PROFESSIONAL ORGANIZATIONS (See page 2, also)

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION (ASPA)

National and Regional Conference Coordinator and Program Committee,  
Member and Chair of numerous committees  
Chair, III Centuries of Public Administration 1984-1988  
Joint Working Group on Foresight, 1983-1984  
Finance and Administration Committee, Member, 1983-1984  
Chair, Futures Subcommittee, Membership Directory Analysis, 19  
Professional Standards and Ethics Committee, Chair 1982-1983,  
member, 1978-1985, 1991-1992; Subcommittee on the Codification of  
Ethics 1981  
Executive Committee and New England Regional Liaison, Section  
Women in Public Administration, 1981-1984, 1986-1988  
Constitution and By-laws Quinquennial Review Commission, 1983-1984  
Chair, Grant Garvey Student Manuscript National Award, 1978-19  
Higher Education and Government Relations Committee, 1976-1978  
ASPA 1982 National Conference in Hawaii Committee, 1980-1982,  
ASPA National Council Boston Meeting coordinator, July, 1981-1983  
Many National, Regional and State Conference panel participations  
(see Professional Participation section)

ASPA - MASSACHUSETTS CHAPTER (MASS-ASPA)

Program Committee, Region I/II Conference in 1992, Boston, MA  
1991-1992  
1987 National Conference Planning Committee, Chair, 1983-84,  
President, 1980-1981; Vice President, 1979-1980; Council Member,  
1977-present  
Conference Liaison to Region I/II, 1977, 1978, 1980, 1984, 1989  
Nominations and Awards Committee, 1975-1976, 1981-1982, 1983-1984,  
1990-1991  
Coordinator, 5th Annual National Career Education Grants Program, 1979  
Advisor to Region I/II Student Panel, 1978, 1985  
Chair, Committee on Education Development, 1975-1976

AMERICAN POLITICAL SCIENCE ASSOCIATION (APSA)

Member, Gender Bias in Professional Textbooks, Women's Caucus  
1987-present  
Project '87 Joint Committee of AHA and APSA 1979-1982  
Committee on Public Programs, 1982-1985  
APSA Representative, Inauguration of Daniel H. Perlman, President  
Suffolk University, 4/29/81  
Committee on the Status of Women in the Profession, 1977-1980  
Committee Exploration of Graduate Political Science Programs, 1969-1970  
National, Northeastern and the New England Conference participations

NATIONAL ASSOC OF SCHOOLS OF PUBLIC ADMINISTRATION AND AFFAIRS (NASPAA)

Executive Council, ASPA Representative to NASPAA, 1985-1986  
National Program Site Visitation Roster, 1978-present; Retrailed in  
Site Visit Evaluation, 1989  
Chair, University Visitation Committee, 1980  
National Director, Pi Alpha Alpha, elected 1979-1981  
Committee on Undergraduate Studies, New England Liaison, 1977-1980  
Pi Alpha Alpha Faculty Advisor, Suffolk University, 1978-present  
Honorary Inductee into Pi Alpha Alpha, 1979

NEW ENGLAND POLITICAL SCIENCE ASSOCIATION (NEPSA)

Director, elected 1976-1978  
Special Committee member, Kennedy Library and National Archives  
Conference - working with Ford Foundation Grant to develop  
Regional Model for Presidential Library Academic Usage, 1977-1978

INTERNATIONAL DEVELOPMENT ETHICS ASSOCIATION (IDEA)  
EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION, PHILIPPINES  
(EROPA)  
THE BOSTON ATHENAEUM, READER  
THE KENNEDY LIBRARY ACADEMIC ADVISORY GROUP, 1984-PRESENT  
INTERNATIONAL PERSONNEL MANAGEMENT ASSOCIATION

Dr. Frances Burke - 5

MANAGEMENT: CONFERENCES, PROGRAMS, COMMEMORATIONS

Program Coordinator, "Track on Leadership, Values and the Law," American Society of Public Administrators National Conference, Washington, D.C., March 23-27, 1991.

Developed (with Kathryn Godwin, University of Maine at Orono) two day educational program for professional women entitled "Leadership Innovation for Women in Public Service." Offered successfully in: Maine/Rockport at the Samoset Lodge, 10/27-28/88, Kennebunkport at the Shawmut Inn, 5/4-5/89.

Sponsor, 2nd Annual Women and Public Policy Conference "Women Shapers, Changers and Leaders of Public Policy," organized by the Women Statewide Legislative Network, Boston, June 5-16, 1988.

Sponsor, An Intergenerational Conference organized by the Women's Statewide Legislative Network of Massachusetts, The American Association of Retired Persons, the Greater Boston Chapter of the Older Women's League held at Suffolk University, Sawyer Building, October 29, 1988.

Coordinator, American Society for Public Administration, Annual Conference Program Committee, III Centuries of Public Administration - U.S. Constitution. Anaheim, CA 1986

Organizer/Coordinator, Massachusetts Centennial for Eleanor Roosevelt, 1983-1985; Coordinator, Eleanor Roosevelt Portrait Unveiling, the First Portrait of a woman hung in the public halls of the Massachusetts State House, 1986.

Coordinator, American Society for Public Administration, Annual Conference Program Committee, Professional Ethics, San Francisco, 1980, New York, 1983

Coordinator, American Political Science Association, Annual Conference Program Committee, Political Science Track, Washington, D.C. 1979.

Program Committee member, National Association of Schools of Public Administration and Affairs, Annual Conference, Pittsburgh, 1977

Conference Coordinator, American Society for Public Administration, Region I/II Annual Conference, Boston, Theme "Public Administration's Unfinished Revolution," October 14-15, 1976

Conference Moderator and Faculty Advisor, "The Three R's of Affirmative Action: Regulation, Responsibilities and Results," Institute for Business Management, Suffolk University, New England Telephone Training Institute, 1976.

Conference Coordinator, American Society for Public Administration, Massachusetts Chapter, "Development for Public Managers," Hotel Lenox, Boston, 1975.

Conference Assistant, Center for Public Management:  
First Annual Conference on Local Affirmative Action Management, 1977.  
Second Annual Conference on Grants and Management, 1977.  
Conference on Financial Survival for Non-Profit Management, 1977.

Dr. Frances Burke - 6

NETWORKS AND OTHER LISTINGS:

- Directory of Scholars Working on the History of Women in Business  
Baruck College, CUNY, July 1987 edition.
- GRA Professional Directory, Who's Who in Governmental Research, 1982-1983.
- Consultant, Faculty Development Consulting Program, Wellesley College,  
Center for Research on Women, Higher Education Resource Service (HERS)  
The Federation of Organizations of Professional Women, 1982-present.
- Registry of Women in Science, Association for Women in Science  
Washington, D.C., 1980.
- AAAS - Technical Assistance Project computerized registry  
for U.S. Department of Health and Human Services  
National Institute of Health, 1980-1984.
- Women Scientists Roster, National Science Foundation  
1300 Professional Women "to serve as role models  
for junior high school students," 1978.
- Urban Talent Information System,  
a listing for the U.S. Department of Housing and Urban Development  
for Agency Research and Policy Activities, 1978-1980.
- International Leaders in Achievement, 2nd Addition, Spring, 1990.
- Personalities of America-1990, Fifth Edition.
- 2000 Notable American Women - 1988, First Illustrated Edition.
- Community Leaders of America. Anniversary Edition, 1988.
- The International Directory of Distinguished Leadership, 2nd ed., 1988.
- International Who's Who of Professional Business Women, 1988.
- The World's Who's Who of Women. 1987, 1989, 1991.
- Who's Who in the East. 1983, 1992.

PROFESSIONAL ACTIVITIES/Conferences

- Presenter, "Visionary Leadership: Risk, Farsightedness and Ethics in  
1990 Massachusetts Election Candidates," invited to present on "The  
General Research Symposium", The Annual Conference of the American  
Society for Public Administration, Chicago, IL; April 11-15, 1992.
- Presenter, "Leadership Values in Poland: A case study of Community,  
Ethics and Trade," National Conference on Business Ethics, Bentley  
College, Waltham, MA, March 30-31, 1992.
- Presenter, "Leadership, Ethics and Gender: Issues of Style and Strategy,"  
Western Political Science Association, San Francisco, March 19-21, 1992.
- Panelist, "Ethics Without a Smoking Gun: Subtleties in Ethics Research  
and Teaching," National Association of Schools of Public Administration  
and Affairs, Baltimore, October 17-19, 1991.
- Moderator/Panelist, Application and Issues in Political Science Section,  
"The Chilling Effect: Ethics Issues in Academia," The Annual Meeting  
of the American Political Science Association, Washington, D.C.  
August 29 - September 1, 1991.
- Discussant, "Moral Reasoning and Moral Perception: An Empirical Exploration  
of Differences Between Private and Public Managers," Organizational  
Ethics Section, Conference on The Study of Government Ethics, Salt Lake City,  
Utah, June 12-15, 1991.
- Presenter, "Beyond Visibility/Attaining Professional Stature: Changing  
the Leadership Model," New England Political Science Association  
Annual Meeting, Marriott Hotel, Worcester, MA, April 12-13, 1991.
- Speaker, "Women and Retrenchment: How Will We Fare?," Panel at  
American Society of Public Administrators, Region I-II Annual  
Conference, Portland, Maine, September 26-28, 1990.
- Presenter, "Women and Continuing Issues in Government," American Political  
Science Association, Atlanta, August 31 - September 2, 1989.

Dr. Frances Burke - 7

- Moderator and Panelist, "Leadership and Change: A Comparative Study of Local Decision-Makers," 50th National Conference, American Society for Public Administration, Miami, Florida, April 8-12, 1989
- Discussant, "Women in Public Administration: Progress, Policy and Practice," Region I/II Annual Conference, American Society for Public Administration, Sheraton Islander Inn, Newport, Rhode Island, November 17, 1988.
- Moderator, Plenary Session "Governing Cities in the 1980's: The Reagan Years," The Mayor's Panel on Prospects for the Future, "What Words Characterize Local Government's Response to the 1980's," Region I/II Annual Conference, American Society for Public Administration, Sheraton Islander Inn, Newport, RI, November 17, 1988.
- Moderator, Roundtable on "Women, Government, Constitutional Issues: Primary and Secondary Contributors," Region I/II Annual Conference, American Society for Public Administration, Roosevelt Hotel, New York City, October 12, 1987.
- Panelist, "Striving for Administrative Effectiveness? Public/Private Partnerships and/or Privatization," 1988 Annual Conference of the New England Political Science Association, Cambridge, April 16, 1988.
- Panelist, "What Publisher's Need to Tell Political Scientists and Vice Versa," New England Political Science Association, 1987 Annual Conference, Cambridge, Massachusetts, April 3-4, 1987.
- Moderator and Panelist, "Eleanor Roosevelt: Government Activity and Policy Maker," American Society for Public Administration, Region I/II Annual Conference, Rochester, N.Y., October 17-19, 1984.
- Panelist, "Mayoral Transitions in Major American Cities: The Boston Leadership Case," American Political Science Association, Washington, D.C., August 30 - September 2, 1984.
- Presenter, "Development of Executive Skills: Transformational Leadership," American Society for Public Administration, Annual Conference, Denver, April 8-11, 1984.
- Presenter, "The New Federalism: Who Survives, and How?" American Society for Public Administration, Region I/II Annual Conference, Providence, 10/26-28/83.
- Panelist, "Brokering Individual Research Within Your Institution," American Political Science Association, Annual Conference Chicago, 9/1-4/83.
- Moderator and Panelist on "Computer Integration into Public Administration: A Teaching Panel," paper on "The Public Administration Introductory Course: Technology, Research, Automation and Methodology (TRAM)," American Society for Public Administration, Region I/II Annual Conference, Buffalo, N.Y., October 13-16, 1982.
- Moderator, "Public Management Information Systems Integration in the Public Sector," American Society for Public Administration Region I/II Annual Conference, New York City, October, 1981.
- Moderator, "The Inspector General: Concept and Practice," American Society for Public Administration, Annual Conference, Detroit, April, 1981.
- Panelist, "The Management of Computer-based Information in Public Administration Education," American Society for Public Administration, Annual Conference, San Francisco, April, 1980.
- Panelist, "Pro Bono Publico: We Mean to Serve the Public Good," American Society for Public Administration, Region I/II Annual Conference, Portland, Maine, October, 1979.
- Moderator, "The New England States: Elements of Political Reform and Change," Annual Meeting, New England Political Science Association, New England Center, Durham, New Hampshire, April, 1979.
- Chair, "Women Executives in Public Administration: Roots, Roles and Rigors," American Society for Public Administration, Region I/II Annual Meeting, Albany, New York, October, 1978.
- Panelist, Labor Markets Panel, "The Development of a Comprehensive Occupational Information System for Planning Employment and Training Programs at the State and Local Level," New England Business and Economic Development Conference, 5th Annual Meeting, Wakefield, Massachusetts, November, 3-4, 1977.

Dr. Frances Burke - 8

- Panelist, "Implementing Public Policy," Annual Conference on the Federation of Organizations of Professional Women, Washington, D.C., October 21-22, 1977.
- Faculty Advisor to Graduate Student Panel, "Opportunities in Public Administration and Management," American Society for Public Administration, Region I/II Annual Conference, Kean College, Union, New Jersey, 10/9-11/77.
- Panelist, "Sunshine Laws: Effects and Implications," American Society for Public Administration, Region I/II Annual Conference, Kean College, Union, New Jersey, October 9-11, 1977.
- Panelist, "The Intergovernmental Dynamics of Growth Policy Development: The Case of Massachusetts," American Political Science Association, Washington, D.C., September, 1977.
- Chair, "Public/Private Developments in Urban Management," American Society For Public Administration, Annual Meeting, Atlanta, Georgia, April 1977.
- Chair, "The Administration of Growth Policy: Land, Water and Air," Annual Meeting, New England Political Science Association, Brock University, April 15-16, 1977.
- Chair, "Political Socialization - Citizenship," New England Political Science Association, Annual Meeting, New England Center, Durham, NH., April, 1976.
- Chair, "Alternative Careers for Women Social Science Doctorates," Northeastern Political Science Association Workshop, Radcliffe Institute, Conference on Women and Politics, March, 1976.
- Speaker, "Public Employee Unionism and Productivity" Annual Meeting, Northeastern Political Science Association, New Brunswick, New Jersey, Rutgers University, November, 1975.
- Discussant, "Political Stability, Political Change," Annual Meeting, New England Political Science Association, Hartford, CT, April 1975.
- Discussant, "Group Theory: The Study of Forgotten Minorities," Annual Meeting, The American Political Science Association, New Orleans, September, 1973.

#### PROFESSIONAL ACTIVITIES/Other

- Co-Facilitator, Workshop on "Visionary Leadership for Women in the Public Service," 77th Annual Conference, International City Management Association, Boston, September 21, 1991.
- Sponsor, Statewide Conference Massachusetts Coalition of Democratic Women, "Women Congressional Candidate Perspectives," Suffolk University, Sawyer Building, Boston, May 29, 1991.
- Sponsor, Greater Boston Area Association for Women in Computing Monthly Luncheon Meeting at Suffolk University, Sawyer Building, Boston, May 17, 1991.
- Speaker, "Students, Star and Videotapes: Television in the Classroom," First Teachette, Effective Teaching Committee, Suffolk University, School of Management, March 19, 1991.
- Speaker, "Ethical Dilemmas in the Board Room," Marian Miner Cook Athenaeum, Claremont McKenna College, California, February 26, 1991.
- Massachusetts Liaison, American Society for Public Administration Section on Management Science and Policy Analysis, 1990-91.
- Organized, Public Talk by Richard Johnson, MPA-89, Mayor of Taunton, on "Pakistan: Oversight of the Bhutto Election," Suffolk University, December 5, 1988.
- Speech, "Leadership and Ethics," United States Department of Transportation, Transportation Systems Center, September 27, 1988.
- U.S. Constitutional Scholar-in-Residence, Southeastern Massachusetts University, N. Dartmouth, MA., April 21, 1988.

Dr. Frances Burke - 9

- Lecturer, "How to Attend a Professional Conference...and get the most out of it," organized by the Suffolk University, Masters in Public Administration Association, March 4, 1987.
- Moderator/Panelist, "Leadership: Constitutional and Wilsonian Principles," American Society for Public Administration Regional Annual Conference, Boston, MA., 11/7/88. I/II
- Chair, III Centuries of Public Administration day-long workshop, the American Political Science Association Annual Meeting, New Orleans, Louisiana, 8/29/85.
- Speaker, "Eleanor Roosevelt's Contribution to Public Policy" Boston City Hall - Massachusetts State House, Governor's Reception, 10/10/85.
- Co-organizer, Massachusetts Project '87 Planning Session for Governor Michael S. Dukakis (with James MacGregor Burns) State House, 1/26/84.
- Chair, Panel on "Technology and Ethics," American Society for Public Administration, Annual Conference, Denver, April 8-11, 1984.
- Speaker, "Issues of Leadership," The fifth Annual Meeting of the New England Auxiliaries of the American Medical Association, Burlington, Massachusetts, 3/28/84.
- Moderator, "The Export of Jobs: Non-Linear Thinking," Lowell Lecture Series on Massachusetts in a World Economy, Suffolk University Boston, 2/29/84.
- Discussion Participant, American Council on Education, National Identification Program (NIP) Regional Forum, Park Plaza, Boston, September 28-30, 1983.
- Speaker, "The Constitution: The First 200 years," Elderhostel "The American Political Drama: Democracy and the Federal System," Kennedy Library, Boston, July 11, 1983.
- Moderator/Coordinator, Citizen's Forum on Forms of Government, "Mayor-Council or the Council-Manager," Lawrence Committee for Efficient Government, Lawrence Public Library, May 31, 1983.
- Moderator and Panelist, "The View from the Academic Boardroom: Trustees," Massachusetts Concerns, meeting on "Restructuring University as an Environment for Women," Suffolk University, May 6, 1983.
- Speaker, Dialogue XIV, "Combatting Corruption in the Commonwealth," Suffolk University, School of Management Series, March 30, 1983.
- Keynote Speaker, "New Models for Excellence: Roles for Professional Women" Women in Massachusetts Higher Education Conference, Fitchburg State College, March 4, 1983.
- Speaker, "Women and Leadership: Government and Academia," Suffolk University Faculty Colloquium, February 23, 1983.
- Speaker, "Minimizing Corruption in the Management of Construction," League of Women Voters, Fall River/New Bedford Chapter, March 1981.
- Speaker, "Managing the Commonwealth's Special Commission Concerning State and County Buildings," U.S. Department of Defense, Executive Development Program, Boston, September, 1980.
- Speaker, "Your Leadership Role," American Medical Association Auxiliary of the New England States, March, 1980, The Copley Plaza Hotel, Boston.
- Leader, Workshop in "Networking: Developing your Personal and Professional Resources," Conference on Choices for the '80s, Women's Center, Suffolk University, Boston, December, 1979.
- Consultant on "Communication, Coordination and Personnel Performance Standards" to CPAX - Parent and Community Organization assisting the Boston School System, 1979.
- Discussant, "Transportation Patterns in New England," New England Business and Economic Development Conference, Sheraton Hotel, Boston, November, 1979.
- Chair, "The Introductory Course: Learning and Unlearning," Annual Conference on the Federation of Organizations of Professional Women, Washington, D.C., October 21-22, 1977.

Dr. Frances Burke - 10

- Moderator and Panel Coordinator, "Affirmative Action: A Positive View," First Annual Conference on Management of Local Affirmative Action, June 3, 1977, Holiday Inn, Newton MA., sponsored by Suffolk University with the Federal Regional Council (Region I), United State Civil Service Commission and the Massachusetts Municipal Association, Newton, May, 1977.
- Speaker, on "Managing Professional Resources: Setting Your Objectives," Annual Meeting of the Women Elected Municipal Officials (WEMO) of the Massachusetts Municipal Association, Newton, May, 1977.
- Panel Moderator/Speaker, "Organizational Management and Capacity Building," Second Annual Conference on Grants and Management, Holiday Inn, Newton, Massachusetts, Center for Public Management, Suffolk University, May, 1977.
- Speaker, "The Family of Governments: Research and Resources for Public Works Officials," The Fifth Annual Right of Way Institute, Suffolk University, Center for Public Mgmt., Holiday Inn, Newton, MA., 1977.
- Speaker, "Organizational Management: MBO and Decision-Making Processes," Conference on Financial Survival for Non-Profit Organizations, Suffolk University, Center for Public Management, Holiday Inn, Newton, MA, 1977.
- Panelist, "Communication" Annual Meeting, Federation of Organizations of Professional Women. Theme "Upward Mobility for Women in Business and Industry," Wellesley College, November 6-7, 1976.
- Speaker, Public Housing Authority Conference, Center for Public Management, Sheraton Inn, Worcester, June, 1976.
- Speaker, "Evaluating the Nation-Wide Intergovernmental Personnel Act Evaluation," New England Regional IPA Forum for State and Local Grantees, U.S. Civil Service Commission, New England Center, Durham, N.H., 1975.
- Lecturer, "Governmental Resources and References," Fourth Annual Right of Way Institute, Suffolk University, Center for Public Management, November 1975.
- Speaker, 'Presidential Directions' panel, "Watergate...Political Implications and Reform," Stonehill College, April, 1974.

#### RESEARCH AND WRITINGS

- "Improving Organizational Productivity: To Efficiency, Effectiveness, Economy Add Ethics," (with Amy Black) Public Productivity and Management Review, Volume XIV, 2, Winter, 1990.
- Combating Corruption/Encouraging Ethics (with Jameson Doig, Princeton and William Richter, Kansas) ASPA Publishing, 1990. A second printing is being issued in 1991.
- "Teaching Public Administration Ethically: Insights From NASPAA C.3", Proceedings of the Teaching Public Administration Conference, Tempe, AZ, February, 1990.
- "State Ethics Codes, Commissions and Conflicts," (coauthored with George C.S. Benson), The Journal of State Government, vol. 62, No.5, September/October, 1989.
- "Vignettes on the U.S. Constitution," Forum-Constitutional Bicentennial in The Bureaucrat. Vol. 16,1, Spring 1987, included the editing of twelve vignettes.
- "The Crucible of Change: An American Experience," State Legislatures. Vol. 13, 5, May/June, 1987, p. 13-25.
- "An Enduring Document: Towards a More Perfect Union," Forum on the Constitutional Bicentennial in The Bureaucrat, Vol. 16, 1, Spring, 1987.
- "Eleanor Roosevelt: Pragmatic Visionary, 1884-1962," Forgotten Founders: III Centuries of Contribution to Public Administration by American Professional Women in Administration. Section on Women in Public Administration, American Society for Public Administration, March, 1987 (Videotape and booklet).

Dr. Frances Burke - 11

- "Eleanor Roosevelt: She Made a Difference," Public Administration Review, September/October, 1984.
- "Future Directions in Public Personnel Management?" Symposium, Municipal Forum. Massachusetts Municipal Personnel Association, Spring, 1983.
- "State Commission Investigates Construction Abuses," in State and Local Government: Politics, Personalities and Issues, Stephen Coleman, ed. Palisades Publishers, 1983.
- "Introducing MPA Students to Technology," Proceedings. Self-Reliance Strategies for the '80s. Issued by 1982 ASPA Region I/II Conference Committee.
- "A University Faculty Management Information System: A Pilot Study," Internal Document for Suffolk University, School of Management, 13 pages, 1982.
- Editorial Consultant, two-volume symposium on Civil Service Reform, Review of Public Personnel Administration. Spring and Summer, 1982.
- "Faculty Governance, Development and Life at Suffolk University: A Ten Year 1971-1981) Analysis and Recommendations," Report to the Steering Committee for the NEASC Reaccreditation, 93 pages, 5/1/81.
- "Institutional Expectations: An Active, Interactive and Transactional Faculty," Working Paper, American Political Science Association, Status of Women Committee, 1981.
- Testimony, written and oral, "Guidelines for the Appointee," before the Legislative Commission to Select the Director of the Office of Campaign and Political Finance, State House, Commonwealth of Massachusetts, December 16, 1981.
- Testimony, written and oral, before the Commission to Select the Director of the Office of Campaign and Political Finance, "Guidelines for the Appointee," State House, Commonwealth of Massachusetts, December 16, 1981.
- "Massachusetts Commission Investigates Construction Abuses," Public Administration Times, of the American Society for Public Administration, April 15, 1981.
- "Operationalizing the Commonwealth of Massachusetts Inspector General's Office," Working Paper, distributed to Commonwealth elected executives, 1981.
- Testimony, U.S. Congressional Hearing, Committee on Post Office and Civil Service, Subcommittee on Census and Population, "The Citizen Commission for the Commemoration of the Federal Government Bicentennial Era," H.R. 4981, Washington, D.C., September 4, 1980.
- Testimony, Commonwealth of Massachusetts Joint Committee on Election Laws, on H. 6734 Political Campaign Reform Bill, "Public Financing of Elections," Boston, July 1, 1980.
- "Comments on Transportation and Utility Economics," Proceedings of the New England Business and Economic Development Conference. 1979.
- "Generate Your Own Professional Resources," Quarterly. Women's Focus for Political Science, Vol. 3, No. 4, August, 1977.
- "Curriculum/Course Development Descriptions," in Directory and References Guide to Innovative and Non-traditional Teaching Methods and Programs in Business and Management Disciplines. Gary Brown, editor, 1977.
- Local Personnel Practices and Federal/State Affirmative Action Orders: A Brief Bibliography. Center for Public Management, Suffolk University, School of Management June, 1977.
- "Applying for a Policy Position in the New Administration-January 1977 in D.C.," Alert, Federation of Organizations of Professional Women Washington, D.C., Winter, 1976.

Dr. Frances Burke - 12

Government. Public Works and Transportation - A Selected Bibliography with Special Emphasis on Massachusetts (co-author) Center for Public Management, Right of Way Institute, 1976.

"The Four A's of Public Management" Equal Times. 9/5/76.

Growth Policy Newsletter. The Commonwealth of Massachusetts, Special Commission on Growth Patterns and Quality of Life, (coauthor) May 25, 1976.

A Selected Bibliography of Public Works with Special Emphasis on Transportation (author), Exchange Bibliography, Council of Planning Librarians, Monticello, Illinois, 1976.

"The American Electoral System: Presidential Politics," Simulation and Games, Sage Publication, September, 1973.

"Political Sophistication, Knowledge and Scaling Techniques," Project PSYMBOL Research Report #3, Boston University, 1973.

Editorial Consultant, Manuscript Review for:

American Review of Public Administration  
Comparative Politics  
Journal of Urban Affairs  
Public Administration Review  
Women and Politics  
Business Ethics Quarterly

Holbrook Press  
Houghton Mifflin  
Allyn & Bacon

#### GREATER BOSTON COMMUNITY ACTIVITIES

Beacon Hill Civic Association

Licensing and Zoning Subcommittee on Beacon Chambers reuse, 1981-1983

Licensing and Zoning Committee member 1988-present

Member of Subcommittee by-Laws Review Committee, 1981-1983

Community Boating, Inc., Corporation Member, 1968-present

Simmons College Alumnae Council, 1970-1978, Class President-1974 to 1975,

Constitution and By Laws Committee, 1975-1978

Greater Boston Youth Symphony Orchestra (GBYSO) elected President

Parents/Friends Organization, 1977

Boston Symphony Youth Concerts, Brookline Representative, 1969-1975

Northfield Conference, Northern Area Board, 1976-1978

Brookline School System, Advisory Board on Unified Arts, 1969-1971

Massachusetts Student Lobby, Faculty Advisor, 1973-1974

Stonehill College Women's Sailing Team, Faculty Advisor, 1974.

Massachusetts Notary Public since 1982.

Dr. Frances Burke - 13

SUFFOLK UNIVERSITY COMMITTEES AND ACTIVITIES

**UNIVERSITY-WIDE:**

University Long-Range/Mission Planning Committee, 1991 - present  
 Outstanding Phonathon Volunteer Award, Suffolk University, 1988-89.  
 University Long-Range Planning Committee, 1981-1987  
 Steering Committee on NEASC Reaccreditation, Self Study Development  
 Chair, Task Force on Faculty Governance, Development and Life, 1981-1982.  
 Resource Person, Career Advisory Network, 1981-Trustees Jubilee  
 Committee for 75th Anniversary, 1980-1981  
 Chair, Task Force on Community Involvement for the organization of the First  
 Annual Beacon Hill Sweep - April 27-28, 1981  
 Task Force on All-University Kick-off of Jubilee Year, 1980-1981  
 Representative, Boston Urban Observatory, 1977-1980  
 President's Committee on Community Relations 1977-1980

**SCHOOL OF MANAGEMENT:**

New Faculty Orientation Team Member, "Faculty Perspectives on Service," SU/SOM  
 Sawyer Library, September 12, 1991.  
 Faculty Representative, School of Management, Graduate Orientation Planning  
 Committee, Summer, 1991  
 Faculty Advisor, Pi Alpha Alpha, Suffolk University, School of Management,  
 since 1979-present  
 Member, Suffolk University Multicultural Affairs, Strategic Planning  
 Committee, 1990-present  
 Participant, Suffolk University School of Management, New Faculty  
 Orientation, 1990.  
 Organizer, The Presidential Management Intern Workshop with Speaker  
 Elaine Sudanowicz, Former Presidential Management Intern, 10/10/90.  
 Faculty Life Committee, elected - 3 year term 1988-1991  
 SOM Strategic and Long-Range Planning 1988-present  
 SOM Long-Range Planning Committees, 1984-1985, 1987-1988  
 Research Committee, 1985-1986, 1988-1989  
 Educational Policy Committee, elected Speaker for Faculty, 1977-1980,  
 member, 1976-1980, 1983-84, 1985-present  
 Graduate Admissions, Academic Standing Committee, 1981-1982  
 Judge, Womens Studies Prize Committee, 1981-1983  
 Chair, Presidential Management Intern Program Advisory Committee (PMIP)  
 1978-1982, 1986-87.  
 Administrative Services, Continuing Education, Personnel, Library and  
 Building Committee, 1979-1981  
 Search Committee for SOM Assistant Dean, 1982  
 Search Committee for Public Information Office, 1977  
 Graduate Financial Aid, Student Life, Counselling and Placement  
 Committee, 1976-1982, Chair 1977-1979  
 Representative, Undergraduate Program's National Association of Schools of  
 Public Administration and Affairs, 1975-1976, 1976-1977  
 Faculty, Center for Executive Development and EEO Services, '78-'78

**PUBLIC MANAGEMENT DEPARTMENT:**

Workshop Review, Presidential Management Intern Program Application and  
 Implimentation, November, 1990.  
 MPA Representative, Suffolk University Graduate Admissions Information  
 Sessions, August 16 and October 18, 1990.  
 Curriculum testing, Carnegie-Mellon Graduate Course Package on ER;  
 Intergovernmental Relations, 1977-1978  
 Organizer Management Support Systems (MSS), career development support group,  
 1976-1977  
 Public Administration Society (PAS), First Faculty Advisor to Student  
 Organization, 1975-1976



AC HAS SEEN

KEN BARUN  
Executive Vice President  
Managing Director

May 29, 1991

The Honorable Andrew Card  
Deputy Chief of Staff  
The White House  
Washington, D.C. 20500

Dear Andy:

Since we have not talked since last week, I wanted to formally address the issue of the President's Committee on Mental Retardation event proposed for June 4, 1991.

I was asked to serve on the President's committee in May of 1990 and was appointed in August. I have no connection with the field of mental retardation other than my charitable work through McDonald's and Ronald McDonald Children's Charities. This was a real eye opener.

As you may know there are over 6 million American citizens who are affected with mental retardation, several million of which could have been prevented through proper prenatal care and other health related measures. In fact I was amazed to learn that the leading cause of mental retardation is fetal alcohol syndrome.

When I was asked to serve on the President's Committee, Presidential personnel told me that there needed to be renewed interest in this area and that I could help stimulate some attention to the problem for the President to address.

The planning for the 25th Anniversary celebration was assigned to me. Following proper protocol with DHHS, we left this invitation to be handled by the Office of the Secretary. As sometimes happens, this event was put on the back burner and with some changes in personnel at DHHS, it was not given a very high priority.

Keep in mind that all of the members of the President's committee are Presidential appointees and worked very hard to campaign for the President. All of these people are very committed to the cause.

The Honorable Andrew Card

Page 2

May 29, 1991

I committed on behalf of McDonald's and Ronald McDonald Children's Charities all of the funds to hold a symposium and reception hosted by Secretary Sullivan on June 4th, and commissioned a bronze sculpture of children to be presented to the President at a Rose Garden ceremony on that same day. We had also cleared the schedule for Mike Sewell, star of McDonald's Mike commercial who has Down's Syndrome, to be there to present the sculpture to the President. Given the information that the Secretary had passed on the invitation and what I felt to be a rather important event celebrating the 25th anniversary of the hard work this committee has done for the President, we felt assured that it would take place.

Andy, as you know my experience with scheduling all events for Mrs. Reagan, I felt confident that this was something the President would do. Unfortunately, as you know, it was declined.

Not wanting to sound like a novice at this kind of thing, I'm disappointed by the response from the White House. It seems that if we can celebrate troops home from the war, basketball teams that win a championship and people who exemplify points of light in their communities, shouldn't we take the time to celebrate the accomplishments of those people young and old who were born mentally impaired and live a life just trying to fit in.

I spend my life now giving funds to those children not so fortunate and hoping that we can lift them to a better tomorrow. It is refreshing being away from Washington that now I can see that these are the people that we really must be working for.

I urge you to consult with the President and Governor Sununu to find time around June 4th for the President to take a few minutes to recognize these people not as fortunate as we are.

I appreciate all you have done in the past and hope you realize that this is a meaningful and important occasion.

With my best wishes,



Ken Barun

\*\*\*END\*\*\*

THE WHITE HOUSE

WASHINGTON

December 20, 1991

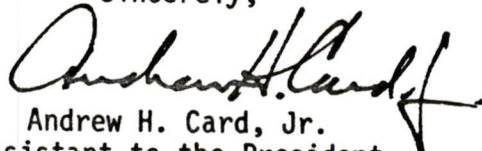
Dear Bob:

Thank you for your understanding and your willingness to allow Mrs. Linda Gambatesa to take a leave from The Quarton Group to assist me at the White House for a period of six weeks beginning the last week in December.

Obviously, this is a critical time for the Administration, and Linda's participation here would be of enormous value. I appreciate her willingness to help me, and I am grateful that you are supportive. Linda has enjoyed working with you, and I know she looks forward to returning to the Quarton Group by mid-February.

Again, thank you. Please keep in touch.

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy Chief of Staff

Mr. Bob Vincent  
Quarton Group  
2155 Butterfield, Suite 200  
Troy, Michigan 48084

bec: Anita Bercega

THE WHITE HOUSE

April 9, 1991

Dear Julie -

Thank you for your FAX regarding EPA's role in the debate of issues affecting the redevelopment of Pease Air Force Base. I appreciate knowing of the op-ed article you wrote for New Hampshire newspapers.

Keep in touch.

Sincerely,  
Andy Card

Andrew H. Card, Jr.  
THE WHITE HOUSE  
WASHINGTON

The Honorable Julie Bdaga  
Regional Administrator  
Environmental Protection Agency  
J. F. Kennedy Federal Building  
Boston, Massachusetts 02203-2211

AL HAS SEEN



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

REGION I

J.F. KENNEDY FEDERAL BUILDING, BOSTON, MASSACHUSETTS 02203-2211

Nov. 5  
FHI

April 8, 1991

Andy Card  
Special Assistant to the President and Deputy Chief of Staff  
The White House  
Washington, DC 20500

Dear Andy,

Lot's of noise around right now about the EPA's response to the Air Force on the Pease Air Force Base redevelopment. It's classic New Hampshire noise. We have not stalled the project but have merely given the state a roadmap through the regulatory process.

Enclosed is an op-ed piece I wrote for the New Hampshire papers.

Just wanted you to know what was happening... in case someone calls you.

Sincerely,

*Julie*

Julie Belaga  
Regional Administrator

Enclosure

P.S. I've sent this to Ron Kaufman as well.

PRINTED ON RECYCLED PAPER



I am astonished by the negative response from some in New Hampshire, including Foster's Daily Democrat, concerning the Environmental Protection Agency's (EPA) comments on redevelopment of Pease Air Force Base. EPA's letter, which offers the state of New Hampshire a comprehensive roadmap toward environmentally sound redevelopment of Pease, was meant to be constructive and helpful. Based on what I've read in your newspaper, EPA's position and responsibility have been extraordinarily misunderstood, and the facts have been lost.

I hope that the following facts will clarify EPA's actions on Pease:

- 1) EPA is not trying to slow down or stop redevelopment at Pease. On the contrary, EPA believes environmentally sound development at Pease is entirely possible and very desirable. The Air Force's Environmental Impact Statement (EIS) identifies wetland, noise, and air impacts that we believe can and should be avoided or mitigated, and our comments suggest ways to do that. EPA's comments drew entirely from impact data provided by the Air Force in its EIS.
- 2) EPA and 400-500 others commented to the Air Force by the deadline of April 1, as is required by law. The April 1 deadline was set by the Air Force, not EPA, nearly two months ago when it released its EIS. The timing of EPA's comments related to the deadline, not the more recently scheduled Pease Development Authority (PDA) vote on April 4, 1991.
- 3) EPA has a mandatory duty under federal law to comment on the Air Force's EIS on redevelopment alternatives for Pease. EPA is required to advise the Air Force as to the environmental impacts of the redevelopment, to object to those impacts we believe need to be avoided, and to recommend mitigation measures. We must carry out this responsibility even if doing so is not welcomed by project proponents.

We know full well how important it is for the state to have interim and long term tenants at Pease. We are fully aware of the economic fragility of the region. It is for that reason that we worked as speedily as possible to evaluate the Air Force's EIS, and completed our review within the established deadline, not at the "eleventh hour" as has been stated. We offered to work with the state to see to it that the issues we have raised are addressed and resolved by the Air Force before it turns over the land to the PDA, which will in turn save the state from having to inherit unresolved issues. Had we waited until after the EIS process and after, for example, wetland permit applications are filed before we raised concerns, we could indeed be accused of "eleventh hour" objections.

It should be in everyone's interest to resolve these issues now rather than turning a blind eye to them. To that end, EPA is meeting this week with Henry Powers, chairman of the PDA, and in several weeks with the Air Force to work cooperatively to address the environmental concerns.

We urge the people of New Hampshire to consider that protecting public health and the environment and redeveloping Pease is not an either/or proposition as the criticism of EPA's comments implies. Confrontation will accomplish nothing. We need to work collaboratively with the appropriate State and federal agencies to put in place a development package that makes sense from an economic and environmental standpoint. In other states such a collaborative agenda works in a timely fashion. Let's make that happen in New Hampshire too.

Julie Belaga  
Regional Administrator  
Environmental Protection Agency

April 8, 1991



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

REGION I

J.F. KENNEDY FEDERAL BUILDING, BOSTON, MASSACHUSETTS 02203-2211

April 8, 1991

Andy Card  
Special Assistant to the President and Deputy Chief of Staff  
The White House  
Washington, DC 20500

Dear Andy,

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Enclosed is an op-ed piece I wrote for the New Hampshire papers.

Just wanted you to know what was happening...in case someone calls you.

Sincerely,

A handwritten signature in blue ink that reads "Julie".

Julie Belaga  
Regional Administrator

Enclosure

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Julie Belaga  
Regional Administrator  
Environmental Protection Agency

April 8, 1991

THE WHITE HOUSE

3-14-91

Dear Mr. Braun -

Thank you for your letter and interest in being a volunteer for a possible re-election campaign. I will make sure the appropriate people here know of your desire to help.

Please give my best to Jennifer.

Sincerely,  
Andy Card

THE WHITE HOUSE  
WASHINGTON

Mr. Charles A. Braun  
3710-F West Steepchar Way  
Williamsburg, Virginia

23188

bcc: Ron Kaufman

Rec'd  
MAR - 1 1991

To Ron Kaufman

3710-F West Steeplechase Way  
Williamsburg, Virginia 23188  
(804) 220-9077  
February 22, 1991

Mr. Andrew H. Card, Jr.  
Assistant to the President and  
Deputy to the Chief of Staff  
The White House  
Washington, D.C. 20500

Dear Mr. Card:

My fiancée Ms. Jennifer Meeker suggested I contact you with regard to volunteering for the upcoming presidential campaign.

I will be moving to Washington this summer to practice law with a local firm. In addition, prior to entering law school I worked for approximately three years on Capitol Hill for the office of Senator Paul Trible.

Any assistance you could lend me on how I could best help the campaign would be greatly appreciated, and I have enclosed a resume for your convenience.

Thank you very much for your assistance, and I look forward to hearing from you soon.

Sincerely,



Charles A. Braun

Enclosure

**CHARLES A. BRAUN**  
3710-F West Steeplechase Way  
Williamsburg, Virginia 23188  
(804) 220-9077

## **EDUCATION**

### **College of William and Mary, Marshall-Wythe School of Law**

Williamsburg, Virginia

Candidate for Juris Doctor, May 1991

Activities: *The Bill of Rights Journal*, Editorial Committee  
Research Assistant, Professor Susan Grover  
ABA Administrative Law and Regulatory Practice Section

### **University of Virginia**

Charlottesville, Virginia

Bachelor of Arts, May 1985. Double Major: Economics and Government

Honors & Pi Sigma Alpha National Political Science Honors Society

Activities: Omicron Delta Epsilon National Economics Honors Society  
Recipient of the Colgate W. Darden, Jr. Fellowship, awarded for excellence of scholarship in American Government  
Chi Phi Fraternity

## **EXPERIENCE**

### **Duncan, Weinberg, Miller & Pembroke, P.C.**

Washington, D.C. Summer Associate, Summer 1990.

Researched and prepared numerous legal memoranda in support of litigation before the Federal Energy Regulatory Commission (FERC), federal courts, state courts and public utility commissions. Specific issue areas included electric utility ratemaking, environmental regulation, anti-trust, federal and state procedure, state utility regulation, contract, and eminent domain. Also researched issues for petition for a writ of certiorari to the U.S. Supreme Court and drafted motion to compel discovery in a FERC proceeding.

### **Federal Energy Regulatory Commission (FERC), Office of Administrative Law Judges**

Washington, D.C. Law Clerk, Summer 1989.

Served primarily as law clerk for the Honorable David W. Miller, Administrative Law Judge. Assisted the Judge in drafting an initial decision, researched FERC Orders and Opinions, handled procedural matters, and served as an intermediary between the Judge and attorneys appearing before him. In addition to clerking for Judge Miller, drafted memoranda for the Office of Administrative Law Judges regarding FERC's Gas Pipeline Rate Design Policy Statement and other matters.

### **Office of Senator Paul S. Trible, Jr.**

Washington, D.C. Legislative Correspondent, October 1985 through August 1988.

Responsibilities included legislative research and correspondence on economic issues, including banking and tax legislation. Regularly met with representatives of associations and corporations regarding these issues. In addition, handled virtually all correspondence regarding foreign policy, defense, health care, agricultural and environmental legislation.

### **Kluge Children's Rehabilitation Center**

Charlottesville, Virginia. Assistant to Resource Coordinator, Summer 1984.

Aided the Resource Coordinator in finding funding from the private sector for medical equipment for disabled children of low-income families.

Interests include Japanese language study, golf, tennis, and campaigns and elections.

THE WHITE HOUSE

3-25-91

Brad -

Thank you for your letter.  
"Operation Grateful Nation": I  
like it.

Keep in touch.

Judy Card

THE WHITE HOUSE  
WASHINGTON

Bradley A. Blakeman  
Attorney at Law  
P.O. Box 188  
Valley Stream, L.I., N.Y.

11580-9998

THE WHITE HOUSE  
WASHINGTON

**Date:** March 25, 1991

**TO:** Sig Rogich

**FROM: ANDY CARD**

- Action
- Your Comment
- Let's Talk
- FYI

ROBERT M. BLAKEMAN & ASSOCIATES

ATTORNEYS AT LAW

108 SOUTH FRANKLIN AVENUE

P.O. BOX 188

VALLEY STREAM, L.I. NEW YORK 11580-9998

(516) 825-7575

TELEFAX: (516) 825-7249

To Sig

ROBERT M. BLAKEMAN †  
BRUCE A. BLAKEMAN °  
BRADLEY A. BLAKEMAN †

† ADMITTED IN N.Y. AND CALIF.

° ADMITTED IN N.Y. AND N.J.

† ADMITTED IN N.Y. AND D.C.

WEST COAST OFFICE:  
1851 CRESTVIEW DRIVE  
PALM SPRINGS, CALIFORNIA 92262  
(619) 327-2742

NEW JERSEY OFFICE:  
1-71 NORTH AVE. EAST  
ELIZABETH, NEW JERSEY 07201  
(201) 965-0100

March 11, 1991

The Honorable Andrew H. Card, Jr.  
Assistant to the President and  
Deputy to the Chief of Staff  
The White House  
Washington, D.C. 20500

Re: "Operation Grateful Nation"

Dear Andy:

I was inspired by the President's speech to Congress last week when he said that he wanted this coming July 4th to be dedicated to the men and women who served our nation so well in Operation Desert Storm.

The President called upon communities all over the country to plan celebrations to honor our troops on this special day. To this end, I believe it to be advantageous for the President to join in the celebrations planned for the 4th of July, especially in light of the pivotal role he played in the great success of Desert storm.

I am suggesting that the President and Mrs. Bush accompanied by Secretary Cheney, Secretary Baker, General Powell and General Schwartzkopf embark on a 6 to 8 base tour on the 4th of July. The President would crisscross the country delivering airport speeches. Bases would be selected based upon geographical and other considerations. I envision Air Force One as the backdrop, and the scenario being the President arriving, deplaning, delivering a speech and then departing for the next stop. It is entirely possible to have tens of thousands at each venue with the audiences being made up of troops, their families and general public. There is no doubt that such an event would generate tremendous local and national press attention which would be overwhelmingly positive.

The tour and the weekend should be given a positive "code word" that the press can pick up on and the American people can identify with, hence, the name "Operation Grateful Nation". The President,

The Honorable Andrew H. Card, Jr.  
March 11, 1991  
Page 2.

in speeches in the weeks leading up to July 4th, would ask the American people to take part in "Operation Grateful Nation" in their own community and declare the week of July 4th "Operation Grateful Nation Week".

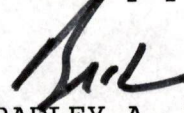
One base on such a tour should be selected as the major media stop. At such a stop, there should be big name entertainment and a grand finale to include traditional 4th of July fireworks. This might best be accomplished as the last stop on the tour. At the other stops on the tour, military and high school bands could be utilized, as well as fly-overs of military aircraft, possibly the Thunderbirds, Blue Angels or Golden Knights, etc.

Some of our most successful events in the 1988 campaign were airport rallies and there is no doubt in my mind that a whistle-stop tour on July 4th would be a great event for our military and civilian population as well as for the President.

I can assure you that you can count on me to do whatever is necessary to assist in the planning for such an event, if it is deemed by you and the staff to be a viable option.

All the best!

Sincerely yours,



BRADLEY A. BLAKEMAN

BAB:bf

THE WHITE HOUSE

3/25/91

Ken -

Thank you for your note. I appreciate your continued interest. Ron Kaufman's "old job" is not being filled. Sorry! — There may be other opportunities. (I like the Bay State connection.) Sincerely, Andy Card

*Andrew H. Card, Jr.*  
THE WHITE HOUSE  
WASHINGTON

Ken U. Benjamin, Jr.  
Deputy Senate Legal Counsel  
Office of Senate Legal Counsel  
Washington, D.C. 20510

AC HAS SEEN  
United States Senate

OFFICE OF SENATE LEGAL COUNSEL

3.14.91

DEAR ANDY...

THANK YOU FOR YOUR INVITATION TO TALK, WHICH I TRUST HAS BEEN FULFILLED BY MY MEETING WITH FRED MCCLURE.

SINCE I DON'T REALLY EXPECT ANYTHING IN THE LEGISLATIVE AFFAIRS AREA TO COME OUT OF THAT CONVERSATION, I WANTED TO LET YOU KNOW -- IF YOU DON'T ALREADY HAVE SOMEONE IN MIND -- THAT I ALSO FEEL I COULD DO A GOOD JOB FOR THE PRESIDENT IN RON KAUFMAN'S OLD OFFICE.

I CERTAINLY CAN'T CLAIM THE EXTENSIVE, VISIBLE BUSH CREDENTIALS THAT YOU MIGHT NORMALLY DEMAND THERE, BUT I HAVE A GOOD UNDERSTANDING OF PEOPLE, POLITICS, AND POSITIONS -- AS WELL AS LOYALTY -- THAT I THINK COULD ENABLE ME TO HANDLE SUCH A DEPUTY ROLE WITH SOME PROFICIENCY.

BECAUSE THE POST SEEMS TO BE MAKING MUCH ADO ABOUT THE "NEW ENGLAND DOMINANCE" ON YOUR STAFF, I SHOULD POINT OUT, TOO, THAT WHILE LIKE GATES AND FITZWATER I AM A KANSAN OF '43 HERITAGE, I ONCE VISITED AN UNCLE WHO LIVED IN BERNHAM!

THANKS AGAIN FOR YOUR INTEREST AND CONSIDERATION IN WRITING.

SINCERELY,

Ken Benjamin

ANDREW H. CARD, JR.

THE WHITE HOUSE

WASHINGTON

March 25, 1991

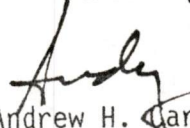
Dear Theresa:

Thanks very much for your letter of March 11. I've penciled in June 26 on my calendar, but I don't have to remind you about how that goes! Likewise our President and Governor Sununu, obviously, but I'll see what I can do.

We were happy to have Gordon Hoxie and other members here last week. I hope it was a good day for them, too.

Good to hear from you. Keep in touch.

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy Chief of Staff

Ms. Theresa Elmore Behrendt  
Chair  
National Advisory Council  
Center for the Study of the Presidency  
26th Anniversary Awards Dinner  
1629 K Street, N.W., Suite 1100  
Washington, D.C. 20006

CENTER FOR THE STUDY OF THE PRESIDENCY  
26TH ANNIVERSARY AWARDS DINNER

Dinner Office: 1629 K Street, N.W., Suite 1100, Washington DC. 20006 (202) 785-6713 or 1•800•874•9584; (202) 833-1808 (FAX)  
Principal Office: 208 E. 75th Street, New York, NY 10021 (212) 249-1200; (212) 628-9503 (FAX)

*Honoring:*

General Colin L. Powell, USA, Chairman of the Joint Chiefs of Staff  
The Hon. Charles S. Robb, United States Senator, (D) Virginia  
The Hon. Clayton K. Yeutter, Secretary of Agriculture

June 26, 1991  
J.W. Marriott Hotel  
Washington, DC.

Honorary Co-Chairs

Hon. Jimmy Carter  
Hon. Gerald R. Ford  
Hon. Richard Nixon  
Hon. Ronald W. Reagan

March 11, 1991

Dinner Chairman

Norman R. Augustine  
Chairman and  
Chief Executive Officer  
Martin Marietta Corporation

Mr. Andrew H. Card, Jr.  
Assistant to the President and  
Deputy to the Chief of Staff  
The White House  
1600 Pennsylvania Ave., NW  
Washington, DC 20500

Dinner Co-Chairs

Dwayne O. Andreas  
Chairman  
Archer Daniels Midland Co.

Dear Andy:

Michael Baly III  
President  
American Gas Association

Kenneth T. Derr  
Chairman  
Chevron Corporation

J. Richard Munro  
Chairman, Executive Committee  
Time Warner Inc.

J. Willard Marriott  
Chairman  
Marriott Corporation

Allen E. Murray  
Chairman  
Mobil Corporation

David Rockefeller  
Chairman  
Rockefeller Center, Inc.

John C. Whitehead  
Chairman  
AEA Investors, Inc.

*(In Formation)*

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Ruth L. Farkas

Center President

R. Gordon Hoxie

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Pillsbury, Madison & Sutro

Frank Fahrenkopf, Jr., Esq.  
Hogan & Hartson

Charles T. Manatt, Esq.  
Manatt, Phelps, Rothenberg & Phillips

Congratulations to the President, you and the entire team for the handling of the Gulf Crisis. The events in the Middle East, along with the President's recent characterization of pride and victory, have given us the opportunity, once again, to reflect upon our service to the Presidency.

The Center is proud that last year it selected General Colin Powell to receive the 1991 Distinguished Public Service Medal, along with Senator Robb and Secretary Yeutter. The purpose of this letter is to give you an update on the progress of the Center for the Study of the Presidency's 26th Anniversary Awards Dinner and Symposium, June 26, 1991. We are also asking if you could reserve the date and participate in all or part of the activity, also if you would encourage the President and the Governor to be part of this impressive event.

We are extremely pleased to have Norman Augustine, Chairman and CEO of Martin Marietta Corporation, as Chair of this event being held in Washington, D.C. Fortune Magazine is co-sponsoring with the Center a symposium that same Wednesday afternoon. A draft program is enclosed and we will send you a final confirmation of speakers and programs as we get closer to the event.

Mr. Andrew H. Card, Jr.  
March 11, 1991  
Page Two

We do hope you and the President and Governor Sununu can attend, given the historic nature of the event. We understand from Gordon Hoxie that Secretary Cheney, who received the Public Service Award last year, was coming both to be in the symposium and to introduce General Powell. I know that Frank Fahrenkopf has also asked Governor Sununu for his participation.

Attached is a letter that has gone to the President and the letter that was sent by Mr. Augustine to Governor Sununu.

Thank you for your consideration and, as always, your friendship.

Sincerely,



Theresa Elmore Behrendt  
Chairman, National Advisory Council

TEB:rm  
enclosures

CENTER FOR THE STUDY OF THE PRESIDENCY  
26TH ANNIVERSARY AWARDS DINNER

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Principal Office: 208 E. 75th Street, New York, NY 10021 (212) 249-1200; (212) 628-9503 (FAX)

*Honoring:*

General Colin L. Powell, USA, Chairman of the Joint Chiefs of Staff  
The Hon. Charles S. Robb, United States Senator, (D) Virginia  
The Hon. Clayton K. Yeutter, Secretary of Agriculture

June 26, 1991  
J.W. Marriott Hotel  
Washington, DC.

Honorary Co-Chairs

Hon. Jimmy Carter  
Hon. Gerald R. Ford  
Hon. Richard Nixon  
Hon. Ronald W. Reagan

Dinner Chairman

Norman R. Augustine  
Chairman and  
Chief Executive Officer  
Martin Marietta Corporation

Dinner Co-Chairs

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Chairman  
Archer Daniels Midland Co.

Michael Baly III  
President  
American Gas Association

Kenneth T. Derr  
Chairman  
Chevron Corporation

J. Richard Munro  
Chairman, Executive Committee  
Time Warner Inc.

J. Willard Marriott  
Chairman  
Marriott Corporation

Allen E. Murray  
Chairman  
Mobil Corporation

David Rockefeller  
Chairman  
Rockefeller Center, Inc.

John C. Whitehead  
Chairman  
AEA Investors, Inc.

*(In Formation)*

Center Chair

Ruth L. Farkas

Center President

R. Gordon Hoxie

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Pillsbury, Madison & Sutro

Frank Fahrenkopf, Jr., Esq.  
Hogan & Hartson

Charles T. Manatt, Esq.  
Manatt, Phelps, Rothenberg & Phillips

January 28, 1990

John H. Sununu  
Chief of Staff  
The White House  
1600 Pennsylvania Ave., NW  
Washington, D.C. 20500

Dear John,

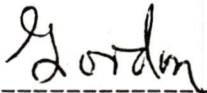
As cosponsors of the First Annual Business Leaders' Symposium on the Presidency, the Center for the Study of the Presidency and Fortune magazine will present on June 26, 1991, a unique and timely program focusing on the roles of the President as viewed from the private sector. Because of your dedication and leadership in serving the nation, it is our pleasure to invite you to speak on the panel entitled "The President as Chief Executive" at this very special gathering of corporate leaders.

The aim of the Symposium is to foster in-depth discussion of the way the President executes his duties and of key issues he faces. Our tentative agenda calls for three one-hour panels with moderators for each. We will follow up with you shortly on the precise program, format and place.

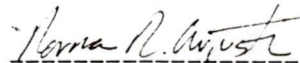
The day begins with a lunch at the White House. The Symposium will be held from 2:00 p.m. to 5:00 p.m. followed by the Center for the Study of the Presidency Annual Awards Reception and Dinner.

Please find enclosed a copy of a fact sheet detailing the proposed topics and panelists. We are pleased to have the opportunity to work on this special program, and hope you are able to join us.

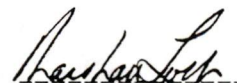
Sincerely,



R. Gordon Hoxie  
President  
Center for the Study  
of the Presidency



Norman R. Augustine  
Chairman and CEO  
Martin Marietta Corp.  
Chairman  
Annual Awards Dinner



Marshall Loeb  
Managing Editor  
Fortune Magazine

**CENTER FOR THE STUDY OF THE PRESIDENCY  
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*Honoring:*

**General Colin L. Powell, USA, Chairman of the Joint Chiefs of Staff**  
**The Hon. Charles S. Robb, United States Senator, (D) Virginia**  
**The Hon. Clayton K. Yeutter, Secretary of Agriculture**

June 26, 1991  
J.W. Marriott Hotel  
Washington, D.C.

Honorary Co-Chairs

**Hon. Jimmy Carter**  
**Hon. Gerald R. Ford**  
**Hon. Richard Nixon**  
**Hon. Ronald W. Reagan**

March 1, 1991

**The President**  
**The White House**  
**Washington, DC 20500**

Dinner Chairman

**Norman R. Augustine**  
Chairman and  
Chief Executive Officer  
Martin Marietta Corporation

Dear Mr. President,

Congratulations are truly in order on your magnificent handling of the crisis in the Gulf. As Chairman of the Center for the Study of the Presidency 26th Anniversary Awards Dinner, it is my pleasure to join with the Center's President, Dr. R. Gordon Hoxie, to invite you to be our most honored guest at this very special occasion honoring service to the Presidency. The Awards Dinner will be held on June 26th, 1991 at 7:30 p.m., at the J.W. Marriott in Washington, D.C.

Dinner Co-Chairs

**Dwayne O. Andreas**  
Chairman  
Archer Daniels Midland Co.

**Michael Baly III**  
President  
American Gas Association

**Kenneth T. Derr**  
Chairman  
Chevron Corporation

**J. Richard Munro**  
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Hogan & Hartson


**Charles T. Manatt, Esq.**  
Manatt, Phelps, Rothenberg & Phillips

There are many reasons why this year's event is particularly significant. As President, Chief Executive and Commander-in-Chief, your leadership is exemplary. This year's honorees have all been outstanding in their support for your inspiring leadership: General Colin Powell, Secretary Clayton K. Yeutter, now Chairman of the Republican National Committee, and Senator Charles S. Robb. Mr. President, we do hope that you will take this opportunity to recognize outstanding service to the Presidency.

The Center, of course, needs no introduction to you. Founded in 1965, it has conferred this coveted award on distinguished public servants, including President Gerald Ford, Secretary James Baker, Secretary Elizabeth Dole, National Security Advisor Brent Scowcroft, Secretary Richard Cheney, and Chairman of the Federal Reserve Board Alan Greenspan. The Center's programs and publications have received acclaim and appreciation from yourself, Presidents Reagan, Carter, Ford and Nixon, all of whom are Center leaders. More than 5,000 outstanding college and university students and their advisors have written evaluations attesting to the Center's educational values.

Mr. President, please do lead us in honoring meritorious service to the Nation on this inspiring occasion.

Respectfully yours,

  
**Norman R. Augustine**  
Chairman and CEO  
Martin Marietta Corporation

THE WHITE HOUSE

3.25.91

Jack -

Thank you for your note. I'm sorry that the President will not be able to attend the Massachusetts Maritime Centennial Commencement on June 15. Yes, I will encourage the others you suggest to accept.

My best to all in the Bay State. Please keep in touch.

Sincerely,  
Andy

THE WHITE HOUSE  
WASHINGTON

Rear Admiral John F. Aylmer  
USMS  
President  
Massachusetts Maritime Academy  
Post Office Box D  
Buzzards Bay, Massachusetts 02532-1803



*The Commonwealth of Massachusetts*  
*Massachusetts Maritime Academy*

P.O. BOX D, BUZZARDS BAY, MASSACHUSETTS 02532-1803 / Board of Regents of Higher Education

(508) 759-5761

(617) 727-4552

OFFICE OF THE PRESIDENT



March 20, 1991

Mr. Andrew Card  
Deputy Chief of Staff  
The White House  
Washington, D.C. 20500

Dear Andy,

As you can see from the enclosed, the President is apparently unable to be with us in June - as it relates to the long-term schedule at least.

I really need your help - and I understand it is indeed a big order.

I would like to have you continue to ping on the President and his schedulers, and/or at the same time, please see if you can persuade Dick Cheney (to whom I have sent the attached) to stand in for the President.

We would also be gratified to be able to have Colin Powell or General Schwarzkopf if the President or Cheney can't possibly do it.

It would be great for Massachusetts and the greatest for MMA if we could have any of the aforementioned for our Centennial Commencement.

Sincerely,

A handwritten signature in cursive script, appearing to read "John".

JOHN F. AYLMER  
Rear Admiral, USMS  
President

JFA:JS

ENCL: 4



# The Commonwealth of Massachusetts

## Massachusetts Maritime Academy

P.O. BOX D, BUZZARDS BAY, MASSACHUSETTS 02532-1803 / Board of Regents of Higher Education

(508) 759-5761

(617) 727-4552

OFFICE OF THE PRESIDENT



March 20, 1991

Honorable Richard Cheney  
Secretary of Defense  
The White House  
Washington, D.C. 20500

Dear Secretary Cheney:

I am pleased to inform you that the Board of Trustees of Massachusetts Maritime Academy, upon recommendation of the President, has voted to award to you the Honorary Doctorate Degree in Public Administration. Additionally, the Board voted to request that you serve as the Commencement Speaker at graduation exercises marking the 100th Anniversary of the College on June 15, 1991, the ceremonies being held at the Academy located on the Cape Cod Canal, Buzzards Bay, Massachusetts will commence at 9:00 a.m.

Annually our college has sought and attained various prominent speakers from the maritime industry and related activity and armed forces. We have had our campus graced by several Flag Rank Admirals, Jacques Cousteau, Ted Turner, Malcolm Forbes, Tip O'Neil, Sil Conte and numerous others in recent years.

Needless to say, the events of this year associated with Desert Storm and Desert Shield provide our nation with much to be grateful for with respect to national defense. President Bush, you, and all of the branches of the armed forces have done the job and done it well! By all accounts, however, the "fourth arm of national defense" still needs a critical boost.....the U.S. Merchant Marine. We could have used more ships and should have had more qualified personnel available to move the cargo. Every single analyst states the case, every post-war critique concludes the same.

I am proud that we here at MMA did our job well. We sent forth countless Academy graduate mates, engineers, masters and even unlicensed crew members to the Middle East. Additionally, as many as 30 students (still enrolled here and matriculating) volunteered to man the RRF vessels and other merchantmen that carried the massive supplies to the Gulf region.

A four-year baccalaureate college, Massachusetts Maritime Academy boasts of the best record in the nation as regards licensure and officership in the Merchant Marine. Thousands of our graduates have also served with great distinction in both the U.S. Navy and the Coast Guard. No fewer than 7 Flag admirals now serve in the Navy and that achievement ranks second only to Annapolis regards Flag rank!

This year's Centennial graduating class would be highly honored were you able to join with them along with the entire Academy family to mark the 100th Anniversary of our college at our June commencement.

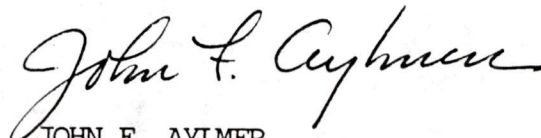
The heroic accomplishments of the Merchant Marine in all of our historic world conflicts is all too consistently shunted into the background - and yet sealift and its vital importance to national defense is long overdue regards public dialogue. I can think of no better way to provide the issue with a timely forum, than to have you, as Secretary of Defense, be both honored by the Academy and, at the same time, be able to provide notable public dialogue in addressing the defense needs of the future - especially as regards sealift, with your commencement address.

Naturally, the Academy stands ready to accommodate your every need were you able to honor us with your presence in June. Otis AFB is located only 3 miles from the campus for flight convenience. President Bush utilized that facility on his last visit to Mass. Maritime. We are also prepared to arrange for your berthing accommodations here on Cape Cod in the event you care to spend some extended time with us.

In the event you could make such a commitment to be with us on Saturday, June 15, 1991, please respond and, in doing so, send along your cap and gown size and several glossy photos of yourself for publicity purposes.

Hoping such arrangements can be favorably met, I remain

Very sincerely yours,



JOHN F. AYIMER  
Rear Admiral, USMS  
President

JFA:JS

Enclosures

THE WHITE HOUSE  
WASHINGTON

COMMENCEMENT  
1991  
File

January 30, 1991

Dear Admiral Aylmer:

The President asked that I respond on his behalf and thank you for your request for him to serve as commencement speaker at the Massachusetts Maritime Academy on June 15, 1991.

We are most appreciative of your invitation. I regret that the President's schedule is such that his participation cannot be arranged. Unfortunately, with so many demands on the President's time, we often must miss some unique opportunities, as is the case this time. We had hoped that we might be able to accommodate this request, but as his calendar became more firm, this event could not be arranged.

I know that the President would want me to thank you for including him in your plans and extend his best wishes to you.

Sincerely,

*Katherine L. Super*

KATHERINE L. SUPER  
Deputy Assistant to the President  
for Appointments and Scheduling

Rear Admiral John F. Aylmer, USMS  
President  
Massachusetts Maritime Academy  
Post Office Box D  
Buzzards Bay, MA 02532-1803

RECEIVED

FEB 5 1991

OFFICE OF THE PRESIDENT

THE WHITE HOUSE  
WASHINGTON

November 23, 1990

File  
COMMENCMT  
'91

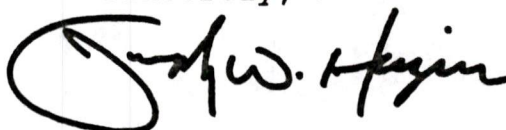
Dear Admiral Aylmer:

Thank you for your invitation for the President to serve as commencement speaker, and receive an honorary doctoral degree from Massachusetts Maritime Academy on June 15, 1991.

We appreciate your extending this opportunity to the President. Although we are unable to make a commitment at this time, we are making a special note of this date. Your invitation will be carefully reviewed as the President's schedule develops, and we will be back in touch with you closer to the time about the possibility of his acceptance.

With best wishes,

Sincerely,



JOSEPH W. HAGIN II  
Deputy Assistant to the President  
for Appointments and Scheduling

RADM John F. Aylmer, USMS  
President  
Massachusetts Maritime Academy  
Post Office Box D  
Buzzards Bay, MA 02532-1803

RECEIVED

NOV 28 1990

OFFICE OF THE PRESIDENT



*The Commonwealth of Massachusetts*  
*Massachusetts Maritime Academy*

P.O. BOX D, BUZZARDS BAY, MASSACHUSETTS 02532-1803 / Board of Regents of Higher Education

(508) 759-5761

(617) 727-4552

OFFICE OF THE PRESIDENT



October 26, 1990

The Honorable George Bush  
President of the United States  
The White House  
Washington, D.C. 20500

Dear President Bush:

Massachusetts Maritime Academy will be celebrating its Centennial in 1991. Over these one hundred years of professional education and training, this college has graduated thousands of young men and women to ply the world's oceans as licensed officers of the Merchant Marine, Navy, and Coast Guard.

Our campus is situated on the banks of the Cape Cod Canal, and you will recall your visit here during the Presidential Campaign as being one of your three visits to Massachusetts. The event is fondly remembered by the Cadets of the Regiment, the faculty and staff.

Our Centennial Committee and the Board of Trustees of the Academy are desirous of celebrating not only this unique anniversary, but also a century of success and progress transcending from sail training in the founding days of the Academy to the present day, with the current high technology of containers, gas turbines, nuclear propulsion and automation. We hope to do this in a highly visible way.

Accordingly, the Board of Trustees voted at their last meeting to invite you to serve as our commencement speaker, and to receive our honorary doctoral degree.

Should you find it convenient to accept this invitation, it would accomplish far more than merely "making our day". Such a Presidential nod toward our struggling merchant marine would constitute nationally visible evidence of support, totally in keeping with your policies concerning national defense and international commerce.

President George Bush  
October 26, 1990  
Page Two

The Academy's 1991 Commencement Ceremony is scheduled for Saturday, June 15, 1991 and the ceremony will commence at 1000 hours that morning. Otis airfield is just minutes away. I do hope your schedule and commitments will enable you to make this an historic event.

On behalf of the Academy family, many of whom are deployed with Desert Shield, I extend our congratulations and support for the manner in which you have dealt with the problem in the middle east.

Very sincerely yours,

A handwritten signature in cursive script that reads "John F. Aylmer". The signature is written in dark ink and is positioned above the typed name and title.

JOHN F. AYLMER  
Rear Admiral, USMS  
President

JFA:JS

THE WHITE HOUSE

March 26, 1991

Dear Mrs. Bowles -

Thank you for the note you sent last month. I will not forget the enthusiasm Lester had for politics and the encouragement he gave me. The contributions that Lester made will last forever.

The White House has been an especially exciting place to work. Lester would have been very proud of the way our President has met the tremendous responsibilities of the times. — My prayers are with you.

Sincerely, Andy Card

*Andrew Card*  
THE WHITE HOUSE  
WASHINGTON

Mrs. Dagmar Bowles  
10007 Granada Bay  
Boynton Beach, Florida  
33436

March 25, 1991

Dear Dennis-

THE WHITE HOUSE

Thank you very much for your kind note following up on my talk at Fork Union. I had a great time.

Thank you, too, for what you are doing to make FUMA such a fine school. I continue to be impressed with the dedicated faculty.

Please keep in touch.

Sincerely,

Andy Card

THE WHITE HOUSE  
WASHINGTON

Major Dennis B. Brown  
Faculty  
Fork Union Military Academy  
P.O. Box 278  
Fork Union, Virginia  
23055

# Fork Union Military Academy

POST OFFICE BOX 278

Fork Union, Virginia 23055

804-842-3212

March 4, 1991



Dear Mr. Card,

On behalf of all of us at FUMA, please accept our sincere thanks for taking time from your busy schedule to speak on Career Day. The feedback I received about your speech was overwhelmingly positive. Everyone perceived your speech to be neither canned nor contrived to fit the bill. "Being on the cutting edge," as one person put it (I never have understood the essence of that trendy metaphor, but then again I'm not too clear about the President's favorite metaphor you alluded to -- the thousand points of light), lent you an instant credibility that enabled you to hold their attention even after over two hours of focused attention. My ineptitude with some modern metaphors notwithstanding, I do understand teenagers' attention spans: you scored high marks to keep their attention and even higher marks for communicating a message they actually remember. No small feat, that.

One more observation ... Count me as one of the 91% expressing approval with President Bush. Recently one of my students asked me what the big deal was about Watergate. When I tried to explain the deleterious effects of loss of confidence in government, he and the others seemed baffled; they couldn't comprehend widespread public disaffection for the government because they hold the President and the military in such high regard. How's that for a 360 degree swing from our youth? My political science professor in college used to say, "A President is only as good as the men he surrounds himself with." If he's right -- and I'm quite certain he is -- you should be delighted with every compliment George Bush receives.

Give my regards to your wife (maybe someday she can explain to me how those metaphors work) and accept my personal congratulations for an outstanding speech.

Sincerely,

A handwritten signature in cursive script that reads "Dennis".

Dennis B. Brown

THE WHITE HOUSE

WASHINGTON

March 5, 1991

Dear Susan,

Thank you for writing me about Kevin Ward. We are always happy to hear about young people who are interested in serving here at the White House. As a matter of fact, we received over 400 applications for internships this summer.

The deadline for the summer program is March 15, but perhaps Kevin would be interested in a fall internship. For his information, I have enclosed a fact sheet and application form.

Thanks again for writing, and please thank Kevin for his interest and support. Keep in touch.

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy Chief of Staff

Ms. Susan Phillips Bari  
Executive Director  
AWED  
60 East 42nd Street  
New York, New York 10165

WASHINGTON REGIONAL CENTER  
P.O. BOX 65644  
WASHINGTON, DC 20035



(202) 857-0091

February 6, 1991

The Honorable Andy Card  
Deputy Chief of Staff  
The White House  
Washington, DC 20500

Dear Andy:

I am enclosing the resume of a young friend, Kevin Ward, who would like to be considered for a summer internship at the White House. Kevin's resume will attest that he has had some unique experiences which I am certain could be well utilized somewhere in the complex. Kevin's resume attests, I think you will agree, to his maturity and diversity as well as to his accomplishments.

What his resume does not show that he is as articulate and personable as he is accomplished. I hope that you will consider Kevin if you have an opening or pass along his resume to whomever you feel might benefit from his experience.

Kevin's father, Dr. William Ward, served at the White House and elsewhere in government during the Nixon and Ford Administrations. He has been an especially good friend to me as an advisor during my MBA program and since as an informal "career consultant".

Thank you for your consideration of this request and say hello to the Governor for me.

With best wishes, I am

Sincerely,

A handwritten signature in cursive script that reads "Susan".

Susan Phillips Bari  
Executive Director

## KEVIN M. WARD

Box 1387  
Susquehanna University  
Selinsgrove PA, 17870  
(717) 374 8314

P.O. Box 196  
20 Park Place  
Lovettsville VA. 22080  
(703) 822 5586

**Education:** Bachelor of Science (December, 1991), Sigmund Weis School of Business, Susquehanna University. GPA: 3.8 / 4.0. Major: Operations Management. Minor: Japanese (24 credits).

Hokkaido International Foundation, Exchange: Japan, (Summer, 1990). Intensive language study program covering both spoken and written Japanese. Homestay with family for entire program.

Oxford University, Corpus Christi College, United Kingdom, (Summer, 1989). Studied European Economic Community (EEC), unification in 1992, Seminar in British Management, and British Economic History.

United States Navy, Construction Electrician Class "A" School, Gulfport, Mississippi, (March, 1986 - August, 1986). Studied principles of electricity and electronics, power generation, and both primary and secondary power distribution. Class Rank: 2 / 24.

C. S. Monroe Vocational Technical Institute, Leesburg, Virginia (August, 1983 - June, 1985). Studied electricity, electrical theory, schematic diagramming, and preparation for National Electrical Code examinations.

**Military Service:** United States Navy, United States Naval Reserve. Honorably discharged veteran. Final evaluation grade: 4.0 / 4.0. Re-enlistment classification: RE - R1.

**Computer Skills:** Lotus 123, Wordperfect, DOS, Unix, dBase, SQL, SIMAN, Expert Systems, Microsoft Windows and applications software, and Desktop Publishing.

**Foreign Language:** Possess basic communication skills in both written and spoken Japanese. Reading abilities include Katakana, Hiragana, and over 200 Kanzi.

**Work Experience:** Telecommunications Assistant, Susquehanna University (February, 1989 - Present). Responsible for the administration and maintenance of the University's AT & T System 75, which includes 2 PBX units and over 1500 attached phone, facimilie, and data lines. Experienced in the administration of the University's AT & T Starlan Network, HP 3000 mainframe, billing procedures, and budget management.

United States Navy (June, 1985 - November, 1988). Paygrade: CE - 2 / E - 5. Held various positions such as project manager, project planner and estimator, materials and logistics officer (MLO), and initiated unit self-help program. Used PERT and other techniques to manage project personnel, materials, and budgets. As MLO supervisor, I was responsible for all project funds assigned to the unit up to \$500,000.00. Dealt extensively with civilian, public works, and military officials while carrying out assigned duties. Received numerous letters of commendation and appreciation for outstanding performance of duties.

THE WHITE HOUSE February 2, 1991

Dear Mark-

Thank you for your letter informing me of the appointment of Dr. John Palms as the 26<sup>th</sup> President of the University of South Carolina. I enjoyed reading the clips you attached. Dr. Palms seems like an excellent selection.

Please keep in touch. I want to help Carolina.

Sincerely,  
Andy Card

Andrew H. Card, Jr.  
THE WHITE HOUSE  
WASHINGTON

Mr. Mark W. Buyck, Jr.  
University of South Carolina  
Columbia, S. C. 29208

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January 17, 1991

Mr. Andrew H. Card, Jr.  
Assistant to the President and  
Deputy to the Chief of Staff  
The White House  
Washington, DC 20500

Dear Andy:

I contacted you about six months ago on behalf of the Presidential Search Committee here at Carolina seeking your advice and assistance in recommending a successor to James B. Holderman who had resigned. Your interest and advice to the University in this process and in the many other ways you have contributed continues to be important to USC.

I am happy to advise you that the search process has concluded and that the Board of Trustees last Thursday appointed John M. Palms, currently the President of Georgia State University, as the 26th President of the University of South Carolina.

Dr. Palms, a nuclear physicist, is a graduate of The Citadel and his attractive wife Norma is a native Charlestonian. He holds a masters degree from Emory and his Ph.D. from the University of New Mexico. He served for 23 years on the faculty and ultimately as Chief Academic Officer at Emory University before being elected President of Georgia State in 1989.

I am enclosing a brief resume of John M. Palms as well as some clippings about his appointment as President of the University. We look forward to your continued interest and assistance here at Carolina and thank you for your many past contributions.

With kind regards,

Yours very truly,

Mark W. Buyck, Jr.

/tjp

Enclosures

**John Michael Palms  
President  
Georgia State University**

Dr. John Michael Palms, president of Georgia State University, since 1 July 1989, comes from a background rich in human, academic and administrative experience.

Born June 6, 1935 in The Netherlands, Palms moved with his family back and forth between Holland and the U.S. just before and after World War II, finally settling permanently in Clearwater, Florida at the age of 16.

In 1958, after becoming an American citizen, Dr. Palms graduated from The Citadel in Charleston, S.C. with a bachelor of science degree in physics, as a member of Who's Who and a distinguished ROTC graduate and received a regular commission into the U.S. Air Force. He served on active duty for four years, teaching physics at the U.S. Air Force Academy one year. While in the Air Force Dr. Palms received the master of science degree from Emory University and attended graduate school at the University of New Mexico where he earned a doctorate in physics in 1966, completing his dissertation at the University of California's Los Alamos Scientific Laboratories. He was awarded an honorary doctor of science degree by The Citadel in 1980.

He joined the faculty of Emory University in 1966 and served that institution for 23 years. Named physics department chairman in 1969, then dean of the College of Arts and Sciences, vice president for arts and sciences, and vice president for academic affairs, the chief academic officer of the university. He was named Charles Howard Candler Professor of Physics in 1988. A member of Phi Beta Kappa, Phi Kappa Phi and Omicron Delta Kappa, Palms received the Thomas Jefferson Award, the highest award for leadership and service given at Emory University, in 1985. He has published over 100 articles, book chapters and reports in the areas of nuclear, atomic, medical and environmental physics.

He currently serves on a number of boards, including Wesleyan College; the Institute for Defense Analyses; Source Technologies, Inc.; AMEV Holdings, Inc., a diversified insurance company; Saint Joseph's Hospital (Atlanta); and Philadelphia Electric Co.

Dr. Palms is married to the former Norma Lee Cannon of Charleston, S.C. They are the parents of John Jr. (30), Danielle Maria (22) and Lee Cannon (20). Dr. Palms enjoys athletics, is active in community and church affairs, and is a member of the Cathedral of Christ the King.

# Palms embraces USC's high goals

## Priorities, funding key, president says

**BILL ROBINSON**  
Writer

John Palms said he accepts USC's aim of achieving national "Top 10" status, but funding it will be difficult. "There's no choice but for the University of South Carolina to be first-class as a teaching research university," Palms said after trustees unanimously elected him the school's 11th president.

Palms, president of Georgia State University in Atlanta and a respected clear physicist by training, said he would not emphasize research over teaching, an issue widely debated on and off campus for years.

"I don't think there's a dichotomy between good teaching and good scholarship. It just depends on the emphasis and the quantity, the balance between the two," he said.

It's a viewpoint welcomed by trustees and the university community, who labored seven months to find a replacement for James Holderman, the architect of what has been called an unrealistic plan to move USC into the forefront of higher education by 2001, its bicentennial.

Palms said he was unfamiliar with the controversies surrounding Holderman and his spending habits in the final years of his administration.

Nevertheless, "I certainly buy into the ambitious vision of being one of the top 10 systems in this country. It is certainly worthy to accept that as a goal and work toward it. It's not an impossible goal," he said.

Palms acknowledged that reaching such lofty heights would be difficult. Public colleges and universities in South Carolina might receive only 10 percent of the funding they want next year, based on early state budget estimates.

"It'll be our task to carefully sort out in the university those endeavors which are most important, most worthy of support, and to ensure that those programs continue to get that," Palms said. "There will be some very difficult analysis and decisions that will have to be made."

Palms couldn't say when he will take office, citing his desire to ensure a smooth transition at Georgia State. JSC trustees Chairman Michael Mungo said he would like Palms to start by March 1 and no later than April 1.

Palms' salary had not been determined Thursday. The job pays between \$115,178 and \$155,828. Trustees can offer a salary of up to \$135,503 with permission from the state Budget and Control Board.

At Georgia State, Palms receives \$132,000 in salary plus a \$4,500 expense account for entertainment. He also has a salary supplement of between \$10,000 and \$15,000 from a private foundation.

"I want you to understand he's not going to get the pay that Jim Holderman got — period," Mungo said. "He's not going to receive the supplements that Jim Holderman received from the foundations. I have informed him he will receive a salary supplement from one foundation and not the other one."

Holderman received \$117,900 in salary plus \$75,000 in supplements from two private USC foundations.

Palms said, "I certainly didn't come here for the money."

Among the new president's first challenges will be the university's 1991-92 budget.

"We'll be looking very carefully at the programs. You can't do everything. We have some programs that are already internationally recognized as being first-class, tops in the country," he said.

"Those will certainly have to have their support to continue. And then we'll see where the best opportunities are for future growth. We may have to make some tough choices. Without having more knowledge, I don't want to be more specific than that," Palms said.

During a wide-ranging question and answer session with regional reporters, Palms discussed numerous issues facing USC:

■ **On athletics:** "I'll do all I can to see to it that program becomes as first-class with the same kind of integrity as the academic program."

■ **On undergraduate education:** "I'm very strongly dedicated to the concept of a liberal arts education as a foundation for all professional education. And I mean in the broader sense of liberal arts from the sciences to the humanities."

"I think graduate education is increasingly important for any flagship institution, but I am convinced outstanding graduate programs are built on outstanding undergraduate programs."

■ **On accessibility and openness:**



Emory Univ.

Dr. Palms in his Emory University office in the early 70s

## John Michael Palms

- Age:** 55
- Birthplace:** The Netherlands (became U.S. citizen at age 16)
- Family status:** Married, three children
- Current job:** President, Georgia State University since July 1989
- Previous jobs:** Professor and administrator at Emory University from 1966-89
- Education:** Bachelor's degree, physics, The Citadel; Master's degree, physics, Emory; Doctorate, physics, Univ. of New Mexico
- Honors and achievements:** Phi Beta Kappa; Wrote more than 60 articles, books and other scholarly publications
- Religion:** Roman Catholic
- Interests:** Daily jogger, avid tennis player
- Ties to state:** Wife is Charleston native. Oldest son is Citadel graduate
- Salary:** At Georgia State, \$132,000 plus \$4,500 for entertainment expenses and up to \$15,000 salary supplement; At USC, up to \$135,503 under state guidelines plus undetermined supplement from The Carolina Research & Development Foundation

State G

"My style of operation is to be as available as I possibly can on a continuous basis. If I'm available, I talk to you. I'm there."

■ **On leaving the Georgia State presidency after 18 months, which has angered some in Atlanta:** "There wouldn't be any other state that I would have or that (wife) Norma would have considered even listening to except for South Carolina."

■ **On who runs USC:** "I look at the university governance as a partnership between those who have the legal authority to make the decisions and those who have responsibility for implementing the programs of the uni-

versity, principally the faculty.

■ **On Provost Arthur Smith sought the presidency and war stay:** "Until I come to the university and know more about it, that's perfectly fine with me. I look forward to working with him."

# The State

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10-A Columbia, South Carolina, Friday, January 11, 1991

## USC: a new president to spur state forward

A STRONG academic background is but one essential ingredient in the making of a modern university president. To this you must add a mastery of public relations, fund-raising savvy and political acumen. Figure the sum of all that and you get a person like John Michael Palms, who will take the reins of the University of South Carolina in March.

Dr. Palms, now head of Georgia State University in Atlanta, has the requisite skills. His doctorate in physics is backed by more than 100 scientific papers. This will help when he goes after research dollars, a necessary alternative funding source, especially if Carolina is to attain or maintain national-level graduate programs essential to the reputation of a major university. He must do this while quieting fears of a de-emphasis on undergraduates and teaching on the Columbia campus. This will tax his communications skill, both inside the USC system and in the political arena, a skill he used to dazzle members of the search committee.

Judging by comments of people who know him, this was not a one-shot performance. "He's held in high regard throughout the world of higher education," said Lt. Gen. Claudius E. "Bud" Watts, president of The Citadel, where he and Dr. Palms were members of the Class of 1958. "He's had a presence in the Atlanta business community that's been positive for the university," said Richard Deane, a Georgia State professor, giving us a clue that he can fill a huge void left by the departure of former President James B. Holderman. Georgia's governor, Joe Frank Harris, sought unsuccessfully to keep Dr. Palms in Atlanta, a possible indicator of his political awareness.

One USC dean has grilled a dozen contacts at Georgia State and Emory and found not one negative assessment from Dr. Palms' current and former colleagues. Other deans and professors have burned the WATS lines and been encouraged by what they hear of their new boss. Dr. Palms was a teacher and chief academic officer for 23 years at Emory University, a private institution with a national reputation, before becoming president of Georgia State 18 months ago. Such criticism as there's been has sprung from his abbreviated stay at Georgia State.

At South Carolina's flagship institution, ambition exceeds the resources state taxpayers have been willing to provide. Wheedling more tax dollars while also priming the pump for private giving



Palms

and research funds will be major tests for Dr. Palms. These will come slowly, and tuition is nearly maxed out. So early on he can be expected to ask a lot of "nice ... but" questions in an attempt to focus resources. ("This is a nice program for the university to have, but can we afford it?") It will make a lot of people nervous and send some of them scurrying to past political saviors — just one more challenge for the modern university president.

Only time and repeated stress tests will determine how good a president Dr. Palms will be. But he appears to have what it takes to move USC to another level of excellence. Momentum was cranked up 28 years ago when Tom Jones became president and accelerated during the 13-year presidency of Jim Holderman, who will ultimately be recognized more for his productivity than for his much-criticized flamboyance.

"Faithful index to the fortunes of our state" is the inscription on a plaque at the entrance to the Horseshoe, the limits of the campus when the university was founded 190 years ago. A great state university is an intellectual cauldron to make the index bubble upward. It affects so many areas, not just education, but also the commercial, cultural, legal and social directions of a state. That's why we all have a large stake in this presidency.

### A word of thanks

Dr. Arthur K. Smith deserves thanks for a superb interim job as head of USC. He performed without major error while also pursuing the presidency. He had to bear every grievance against the previous administration without credit for any of its successes.

Can he again work as a No. 2? If their personalities are complementary, Dr. Palms would be smart to encourage it.

# Competitive, cosmopolitan

Palms discusses issues facing USC, 6A

By CLAUDIA SMITH BRINSON  
Senior Writer

Talk to Atlantans about John Michael Palms, the new president of the University of South Carolina, and birds sing, bouquets bloom, rainbows appear.

The strings of adjectives provided are more than positive, past glowing. He appears a man who inspires admiration and devotion in colleagues and friends. Even after 25 years in Atlanta, ample time for Palms to accrue resentment, people dismiss questions about envy.

Smooth: "My wife always said, 'Why can't you have table manners like him?'" Steve Manson, a Georgia State University physics professor, reports ruefully.

"John Palms is very smooth, but behind that he's a sharp guy. Some have smoothness and only that. Not him."

Cosmopolitan: "If you've been playing tennis and he says, 'Come over for a drink,' they've got a white napkin, elegant glasses and drinks served perfectly, and it's effortless," says Jim Newsome, a neighbor whose children are close in age to the Palmses' three. "They're cosmopolitan without trying to be."

Newsome adds a few more words, like "worldly" and "gracious," then lands on a colloquialism he thinks fits best for John and Norma Palms. "They're brushed-up people."

Laugh and the whole world ... : H. Dean Propst, chancellor of the university system of Georgia, has a trick he uses when interviewing candidates. He times



Linda Stalter/The State

John Palms says he wants USC to be a first-class teaching research university

how long it takes before there's laughter.

"It's amazing. You can go through two hours of interviewing without anything humorous," he says.

But in the interview for the Georgia State presidency,

See Palms, 6A

## Palms

From 1A

"only eight minutes had passed ... before John said something humorous. That says a lot. You have to be able to laugh at yourself."

Frances Stone, Palms' secretary and assistant for the past two decades, remembers Palms' meetings at Emory University with other vice presidents, one in particular with a very loud laugh.

"You could hear both of them roaring. Dr. Palms would say the more they laughed, the more you could tell how serious the meeting was."

Competitive: "You admire him, but he takes no mercy," says Charles "Pete" McTier, president of a quartet of foundations, including the Woodruff Foundation. That foundation has provided \$250 million to Emory University, home to Palms for 23 years.

McTier has tangled with Palms on the handball, racketball and tennis courts, without beating him. "He was always my superior; he's just a very competitive person on the court, and that's indicative of his entire nature. With John, you expect he will be able to hit the highest rung."

Intelligent: "We were looking at positron emission in the decay of isotopes using triple-coincidence techniques," says Robert Rohrer, professor emeritus of physics at Emory. He was director of Palms' research for his master of science, earned in 1959.

"I'd give him a problem and tell him it couldn't be done, and he'd do it. I gave him a problem two other students — with better physics preparation who were better able at the time to handle research — couldn't solve. He got it. They didn't have his drive and insight.

"He would even be a jump ahead of me as a student."

Industrious: Rohrer remembers that Palms was in the Air Force and thus limited in the time he could spare for school. According to Rohrer, "He said, 'I don't have five quarters. I'll show you how you can get a master's degree in three quarters.' And he did.

"He simply organized his work and pushed."

Energetic: "He wasn't here six weeks before he was in command of our shop staff," remembers Rohrer, who as chair of the physics department lured his star student back to Emory in 1966.

Creative: "He came breezing in here, young and energetic," recalls research associate Bud Puckett, who was on the shop staff. "We're all sitting around trying to find something to do, and he's all hot to go. He went right over to the administration to

talk them into providing money."

Palms had made a name building solid state nuclear detectors, which give readings on gamma rays. Puckett says they're hard to build and don't always work.

But the Emory team's detectors did. So what they tackled next was a concentric duode, the state of the art in detectors.

The results were classy enough that Palms, Robert Wood and Puckett were invited to show off the detector at a conference. "But back then nobody had much money."

Since Palms was the "front man," he got to go, with an adjoining seat reserved for the concentric duode, which looks like a sizable vacuum tank, kept cool with liquid nitrogen.

"So there he sat," Puckett says, "on the airplane with a tank of liquid nitrogen, and now and then poof, smoke would come out of it."

Man for all constituencies:

In the Emory shop, Puckett remembers, "because he was enthusiastic and such a nice fellow, you couldn't wait to get started." He makes a face and adds, "That's not true of everyone you work with."

In the academic reaches at Emory, Palms successfully negotiated the treacherous territory of promotion and tenure by asking faculty committees to draw up guidelines, "a new process here," says Dr. Eleanor Main, associate vice president of graduate studies at Emory.

"He knows it takes longer if you talk to people, but in the end you get better results," observes Ms. Stone. "It helps he's been a faculty member for so long because he knows what it's like."

At Georgia State, "He took existing mechanisms and used them as they should be used," says Manson, "the faculty senate, the faculty committees. He genuinely wanted advice. When John asked you a question, he really wanted to know the answers."

"The enduring picture I have of Dr. Palms is the day he was appointed president," of Georgia State, says Propst. "As we walked through the student center, the first thing he did was stop at tables and introduce himself to the students.

"I watched as he genuinely captivated them."

Jack-of-all-trades: Palms has not left nuclear physics altogether, keeping his hand in research and, until recently, teaching — all the while climbing the administrative ladder, running marathons with his daughter, serving on boards, committees and commissions.

Between 1969 and 1988 at Emory, Palms moved from a professor of physics to chairman of the department to dean and then vice president for arts and sciences to interim dean of the graduate school to vice president for academic affairs. Then it was back to a chaired post in physics

before moving to the presidency of Georgia State in 1989.

At the same time, he served on such committees as the Three Mile Island Public Health Fund and the advisory committee to the Citadel's board and on such boards as the Philadelphia Electric Company board of directors, the National Nuclear Accreditation Board and the Institute for Defense Analysis board of trustees. He published over 60 scientific papers, and was named to Who's Who in America and Who's Who in Science.

"He plays hard, and he works hard, and he rests hard," Rohrer says. "He's a very unusual person. I could never do all that."

The vision thing: "He has changed where this institution was aiming," Manson of Georgia State says. "The institution was drifting, I would say. He'll bring the University of South Carolina a very clear conception of what a university should be and the ability to articulate that so everybody is clear."

"John will be good for the University of South Carolina," McTier says, "because he's not a political person in that traditional Southern context. He's plenty savvy to work in that environment, but he will not concede. He will not alter his values for anybody.

"I think he will be, again, the right man at the right time to heal past experiences."

Wonderful: "He may sound too good to be true," Ms. Stone says. "But he's not. He really is that wonderful."

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THE WHITE HOUSE

7-3-91

Dear Andy -

Thank you for your letter of January 2<sup>nd</sup>. Obviously, the Weld/Celucci Administration is up and running for Massachusetts. I don't know how the new Administration's Staffing has gone; but on several occasions I have trumpeted your ability, loyalty and interest.

I do hope you, your wife and special

*Andrew Card, Jr.*  
THE WHITE HOUSE  
WASHINGTON

Mr. R. Andrew Burbine  
248 Spruce Street  
Abington, Massachusetts  
02351

friends get to visit Washington this Spring. Yes, I would enjoy sharing some of the excitement of The White House while you are here. Please give me as much notice as possible.

Andy, I will forever appreciate the support you have given me. My best to your mother and all in Abington.

Keep in touch. Sincerely,  
Andy Card

Andrew Card, Jr.  
THE WHITE HOUSE  
WASHINGTON

Mr. R. Andrew Burbine  
248 Spruce Street  
Abington, Massachusetts  
01951

AC HAS SEEN

*p.l.g.*

January 2, 1991

Mr. Andrew H. Card, Jr.  
6815 Brisbane Street  
Springfield, Virginia 22152

Dear Andy,

I am writing to seek your assistance in a couple of matters. First, I recently submitted a resume to Lt. Governor-elect Paul Celluci, who, as I am sure you are aware, is heading up the transition team for the incoming administration in Massachusetts. As a recent graduate of Suffolk University Law School and a newly sworn member of the Massachusetts Bar, I am desirous of obtaining a position within the new administration. I am especially interested in working in the Governor's staff.

I am enclosing a copy of my resume for your review. Any help you can give me in this area will be greatly appreciated!

My second request involves an upcoming trip to Washington which my wife and I and a few friends are planning. We have not as yet chosen any specific dates, but we are looking at the end of March or the beginning of April. We would enjoy the opportunity of visiting with you at the White House, if possible, and are open to suggested dates by you.

In local political news, Mike Sullivan will be sworn in on Wednesday, January 2nd. Mike's victory was one of the highlights of this election year. Your visit here to campaign with him gave him and the entire campaign a big boost! I know that he will be an outstanding representative. As for President Bush and his handling of the Persian Gulf crisis, I feel that he has done an outstanding job, and I support him totally!

I hope all is well with your family, and wish you all a happy New Year! I look forward to hearing from you at your earliest convenience.

Sincerely,

*Andy*

R. Andrew Burbine

enclosure

cc: Mr. Ron Kaufman

R. ANDREW BURBINE, ESQ.  
248 Spruce Street  
Abington, MA 02351  
Tel: Business (617) 722-7490  
Home (617) 871-7999

EDUCATION

SUFFOLK UNIVERSITY LAW SCHOOL, Boston, MA  
Juris Doctorate, Cum Laude, June 1990  
Honors: Dean's List 1988-1989 & 1989-1990

SUFFOLK UNIVERSITY, Boston, MA  
B. S. Government, June 1983  
Activities: Served as President and Vice  
President of Professional Communications  
Fraternity, Phi Alpha Tau  
Student Orientation Leader, 1981

EMPLOYMENT

ATTORNEY

Boston Safe Deposit and Trust Company  
Boston, MA 1990 - Present  
Assistant to Trust Counsel and Associate Trust Counsel. Duties  
include drafting legal opinions regarding trust instruments;  
digesting trust instruments and wills; reviewing trust  
instrument and wills; serving as assistant to the Secretary  
of Trust Administrative Committee; legal research.

PARALEGAL

Boston Safe Deposit and Trust Company  
Boston, MA 1988 - 1990  
Legal assistant to trust counsel and associate  
trust counsel. Duties include drafting legal  
opinions regarding trust instruments; digesting trust  
instruments and wills; legal research.

ACCOUNT REPRESENTATIVE

Boston Safe Deposit and Trust Company  
Boston, MA 1986-1988  
Responsible for managing and implementing loan  
policy on accounts within the loan portfolio,  
including demand loans, mortgages and lines of  
credit.

ORGANIZATIONS

Member Massachusetts Bar Association 1991 - present  
Member Plymouth County Bar Association 1991 - present  
Member Mass. Association of School Committees 1985 - present  
Member Abington Lion's Club 1985 - present

COMMUNITY  
AFFAIRS

SCHOOL COMMITTEE MEMBER (re-elected in 1988)  
Present Vice-Chairman; appointed to subcommittees on  
collective bargaining, teachers; collective bargaining,  
administrators; safety and transportation; drug and  
alcohol education.  
ABINGTON REPUBLICAN TOWN COMMITTEE MEMBER 1978 - present  
Chairman 1984 - present  
Vice-Chairman 1980 - 1984

REFERENCES

Furnished upon request.

THE WHITE HOUSE

2/2/91

Dear Janice & Barry -

Thank you for your note penned  
under Alex's to the President. Alex's  
war plan has been shared with  
General Powell! Squirt - Splash!  
I'm sorry to hear about your dad.  
My dad is struggling.  
Keep in touch and come visit!  
Sincerely, Andy

*Andrew H. Card, Jr.*  
THE WHITE HOUSE  
WASHINGTON

Dr. & Mrs. Barry Brodil  
126 Flintlocke Drive  
Duxbury, MA 02332



**Barry W. Brodil, D.D.S., P.C.**  
HEALTH CENTERED DENTISTRY  
Holly Tree Park - Route 139  
P.O. Box 145, Hanover, MA 02339

Can we get  
a response  
to Alex?

Document Originally  
Attached to  
Following Page

January 9, 1991

Dear President Bush,

Please use squirt guns in the war.

Please tell the Iraqis to use them too.

That way no one will be hurt  
and it will be over.

Very truly yours,

Alex Brodil

126 Hintlocke Dr.  
Duxbury, MA 02332

dictated by Alexander Brodil  
age 6, in kindergarten at  
Munchkin Montessori, Duxbury, MA.

Dear Andy,

Thought you might be interested in Alex's  
war strategies.

We really enjoyed your Xmas card - Drew  
as ~~usually~~ <sup>usual</sup> displayed his considerable talent, and  
we were pleased to see what the new homestead  
looks like.

Our cards are still in the box, as my  
father had a stroke 12/9, and is riddled with  
cancer. We are taking each day as it comes.

Hope your dad is alright. If you are in the  
Duxton area, please give us a call, and maybe  
we can get together, even if just for a few  
minutes and a quick hello.

All our love to Kathi & the kids. I'll  
write to both of you with all our news at  
your house.

Love,

James & Barry

THE WHITE HOUSE February 5, 1991

Dear John -

Thank you for spending time  
with me yesterday. Your counsel  
is greatly appreciated.

Keep in touch.

Sincerely,  
Andy Card

P.S. Does the enclosed help?

FROM  
THE WHITE HOUSE  
WASHINGTON, D.C.

Mr. John Bottomley  
Post Office Box 461  
Rye Beach, New Hampshire 03871

THE WHITE HOUSE

2.13.91

Dear Bill -

Thank you for including me  
in the FBI tour yesterday.  
I learned much and enjoyed  
the visit.

Sincerely,  
Andy Card

Andrew H. Card, Jr.  
THE WHITE HOUSE  
WASHINGTON

The Honorable William P. Barr  
Deputy Attorney General  
U.S. Department of Justice  
Washington, D.C. 20530

PERSONAL

THE WHITE HOUSE

2-19-91

Dear Mr. Benjamin -

You have a real fan in  
Bob Gates! - Let's talk.

Sincerely,  
Andy Card

*Andrew H. Card, Jr.*  
THE WHITE HOUSE  
WASHINGTON

Mr. Ken U. Benjamin, Jr.  
606 S. Lincoln Avenue  
Sterling, Virginia 22170

THE WHITE HOUSE  
WASHINGTON

DATE: 2-19-91

TO: Fred McClure

FROM: ANDY CARD *Andy*

We should sit and talk  
about your staffing challenges.

Bob Gates passed on to  
me the attached - Benjamin.

I also attach a resume  
on Bernard Wunder - He  
is recommended by Bill  
Defenderfer.

Also attached is a Summary  
special!

THE WHITE HOUSE  
WASHINGTON

AC HAS SEEN

John -

When Fred McClure + you are ready to start hiring in the legislative shop, Ken Benjamin would be a 1st rate + loyal possibility. He's been a good friend since childhood - but that shouldn't be held against him.

He's minority legal counsel of the Senate now (since '85) and before that, worked for Dale (to whom he is close).

Bob Gates

# Withdrawal/Redaction Sheet

## (George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Resume	Re: Ken U. Benjamin, Jr.; contains Personally Identifiable Information. (1 pp.)	n.d.	(b)(6)	

**Collection:**

**Record Group:** Bush Presidential Records  
**Office:** Chief of Staff, Office of the  
**Series:** Card, Andrew H., Jr., Files  
**Subseries:**  
**WHORM Cat.:**  
**File Location:** Correspondence--B [4]

<b>Date Closed:</b> 3/17/2025	<b>OA/ID Number:</b> 07883
<b>FOIA/SYS Case #:</b> 2025-0373-S	<b>Appeal Case #:</b>
<b>Re-review Case #:</b>	<b>Appeal Disposition:</b>
<b>P-2/P-5 Review Case #:</b>	<b>Disposition Date:</b>
<b>AR Case #:</b>	<b>MR Case #:</b>
<b>AR Disposition:</b>	<b>MR Disposition:</b>
<b>AR Disposition Date:</b>	<b>MR Disposition Date:</b>

### RESTRICTION CODES

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- (b)(1) National security classified information
- (b)(2) Release would disclose internal personnel rules and practices of an agency
- (b)(3) Release would violate a Federal statute
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- (b)(6) Release would constitute a clearly unwarranted invasion of personal privacy
- (b)(7) Release would disclose information compiled for law enforcement purposes
- (b)(8) Release would disclose information concerning the regulation of financial institutions
- (b)(9) Release would disclose geological or geophysical information concerning wells

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- C(3) Closed in accordance with restrictions contained in donor's deed of gift [formerly listed as only C]
- PRM. Removed as a personal record misfile

**Presidential Records Act - [44 U.S.C. 2204(a)]**

- P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

RESUME

Bernard J. Wunder, Jr.

Professional

- 1986-Date Partner - Wunder, Ryan, Cannon & Thelen, Washington, D.C.
- 1983-1986 Partner - McNair Law Firm, Washington, D.C.
- 1981-1983 Assistant Secretary of Commerce for Communications and Information
- 1980-1981 Chief Counsel and Staff Director of Communications Subcommittee, Committee on Energy and Commerce, U.S. House of Representatives
- 1975-1980 Associate Minority Counsel, Committee on Energy and Commerce, U.S. House of Representatives
- 1973-1975 Associate - Hull, Towill, Norman, Barrett & Johnston, Augusta, Georgia
- 1969-1970 Administrative Assistant - Honorable James M. Collins (D.-Texas), U.S. House of Representatives

Military

- 1965-1969 Captain, United States Air Force  
Service in Vietnam 1967-1968

Education

- 1961-1965 B.A., Political Science, The Citadel, Charleston, South Carolina
- 1970-1973 J.D., University of South Carolina School of Law - Member of the University of South Carolina Law Review

Bush-Quayle

- Contributor to Fund for America's Future
- Contributor to Bush for President
- Served on Committee dealing with Domestic Economic Issues for 1988 Republican Platform



THE VICE PRESIDENT  
WASHINGTON

*gmc*

Dear Tim,

I'll try to help  
Wunder. He sounds  
outstanding.

Best -

*[Signature]*

1-29-81

Katie Winkeljohn

AC HAS SEEN

AC -

*Gov Sumner  
would like you  
to handle as  
appropriate*

Document Originally  
Attached to  
Following Page

AC HAS SEEN

February 14, 1991

THE CHIEF of STAFF  
has seen

Governor John Sununu  
Chief of Staff  
The White House  
Washington, DC 20500

Dear Governor Sununu:

I would like to express my strong interest in applying for a Special Assistant position in the White House Office of Legislative Affairs.

During the past ten years, I have served as Administrative Assistant and Legislative Director to Congressman Christopher Smith. These positions have afforded me the opportunity to work closely with the White House and the Republican leadership team on Capitol Hill. I am particularly grateful for the outstanding leadership and support we have received from you and President Bush over the past two years.

Please be assured of my firm support for President Bush and his important agenda. During the 1988 campaign, I organized literature distribution projects, assisted the leaders of organizations who were having difficulty obtaining vital campaign materials, and helped to coordinate Congressman Smith's activities in support of President Bush. In addition to my efforts on behalf of the President, I have worked actively on the campaigns of local, state and federal Republican candidates since 1978.

Governor Sununu  
February 14, 1991  
Page Two

Governor Sununu, it would be a great honor to put my administrative, legislative and political experience to work as a member of your legislative team. As a Special Assistant in the Office of Legislative Affairs, I would work diligently and cooperatively to help make the President's goals a reality.

Your consideration of my application is greatly appreciated.

Sincerely,

  
Martin J. Dannenfels, Jr.

# Bush Quayle

\*\*\*\*\*

November 15, 1988

Mr. Martin Dannenfelser  
Administrative Assistant to  
The Honorable Christopher Smith  
House of Representatives  
Washington, D.C. 20515

Dear Marty:

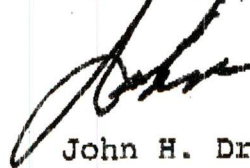
Congratulations on Chris' election to a fifth term in the House.

Last Tuesday evening was a justifiable occasion to enjoy the Bush-Quayle-Smith victories.

I would be inexcusably remiss if I did not express my personal appreciation to you for both the support you gave to the Republican presidential ticket and your understanding, patience, adaptability, and even perseverance when needed in dealing with the Vice President's visits to New Jersey. The interest which you took personally and on behalf of Chris in the campaign events was always gratifying and encouraging.

Again, my sincere thanks for the courtesies which you extended.

Sincerely,



John H. Dressendorfer

**MARTIN J. DANNENFELSER, JR.**

**Business Address:**  
2440 Rayburn House Office Building  
Washington, DC 20515  
202/225-3765

**Home Address:**  
1900 South Eads Street, #524  
Arlington, VA 22202  
703/920-7515

**PROFESSIONAL EXPERIENCE:**

**June 1984-Present**      *Administrative Assistant, Representative Christopher H. Smith (R-NJ)*

Responsible for overall supervision of Washington and district staffs, including hiring and firing of personnel; edit newsletters, newspaper articles, press releases and other major correspondence; approve major budget allocations, participate in development of legislative strategy and coordinate major projects.

**Jan. 1981-June 1984**      *Legislative Director, Representative Christopher H. Smith*

Supervised legislative staff, approved constituent mail, press releases and weekly columns; prepared speeches for appearances before community organizations and for insertion in the Congressional Record; wrote newsletter articles, researched upcoming legislation and made recommendations to the Congressman; worked on the drafting of legislation and amendments; and handled major committee work.

**Sept. 1980-Nov. 1980**      *Volunteer Coordinator, Chris Smith for Congress Committee*

Organized volunteers to participate in literature distribution projects, campaign mailings and fundraising activities. Also participated in strategy sessions, helped prepare campaign literature and drafted press releases.

**July 1979-Sept. 1980**      *Inventory Control Specialist, Doolan Steel Corporation*

Reconciled differences between warehouse inventories and office records, computed value of a wide range of products and services, and verified accuracy of customer and vendor invoices for this Moorestown, NJ firm.

**May 1975-June 1979**      *Store Manager, Kennedy Food Market*

Supervised seven employees, prepared schedules, ordered merchandise, completed daily, weekly and monthly reports; handled cash receipts, and customer relations for this Philadelphia, PA company.

**EDUCATION:**

**Graduated May 1974**      B.S., Business Administration/Minor, Public Administration,  
Trenton State College, Trenton, NJ.

**Jan. 1974-May 1974**      Public Administration Internship, New Jersey Department of  
Institutions and Agencies, Trenton, NJ.

**ACTIVITIES:**

Participated in a variety of campaign activities on behalf of Presidents Reagan and Bush, U.S. Senate candidate Pete Dawkins (R-NJ) and U.S. House candidate Paul Aniboli (R-NY). Also served as Political Director for DC Young Republicans; Campaign Manager and Treasurer for Haddon Heights, NJ Republican Mayoral and Council candidates; Zone Captain, House of Charity fund drives, Camden County, NJ; and Parish Council Member, St. Joseph's Catholic Church, Washington, DC.

THE WHITE HOUSE

2-21-91

Dear Peter -

Thank you for your note. I, too, enjoyed seeing you when you were in Washington. I have a hold on March 20<sup>th</sup> - Keep in touch.

Sincerely, Andy Card

*Andrew H. Card Jr.*  
THE WHITE HOUSE  
WASHINGTON

Mr. Peter J. Berlandi  
Custom House Street Associates  
20 Custom House Street  
Boston, Massachusetts  
02110

CUSTOM HOUSE STREET ASSOCIATES

20 CUSTOM HOUSE STREET

BOSTON, MASSACHUSETTS 02110

PETER J. BERLANDI

TELEPHONE  
(617) 345-5439

FAX  
(617) 345-0150

AC HAS SEEN

February 6, 1991

Mr. Andrew Card  
Assistant to the President  
and Deputy to the Chief of Staff  
White House  
Washington, D.C. 20500

Dear Andy,

Thanks very much for joining us for breakfast and taking time out of your busy schedule. It was a pleasure to see you and I thank you for all the kind support that you have given me as Chairman of the Governor's Campaign. Please accept my invitation to be the Governor's guest at our major fundraiser for Governor Weld on Wednesday, March 20, 1991 at the Boston Park Plaza Hotel.

I look forward to seeing you soon.

Sincerely,



Peter J. Berlandi

PJB/mtc

Feb. 23, 1991

THE WHITE HOUSE

Dear Mr. Burns-

On behalf of Chief of Staff John Sununu,  
I thank you for your recent FAX regarding  
the Boston Harbor Cleanup Program. I  
will make sure that the appropriate officials  
are aware of your concerns.

Please keep in touch.

Sincerely,  
Andy Card

THE WHITE HOUSE  
WASHINGTON

Mr. Ed Burns  
Walpole Citizen Action Committee  
15 Gateway  
E. Walpole, Massachusetts 02032



**WALPOLE CITIZEN  
ACTION COMMITTEE**

*A. Card*

FAX MESSAGE

TO: John Sununu  
Chief of Staff  
White House  
Washington, D.C.

FROM: Ed Burns  
Walpole Citizen Action Committee

RE: Boston Harbor Project

DATE: February 11, 1991



**WALPOLE CITIZEN  
ACTION COMMITTEE**

John Sununu  
Chief of Staff  
White House  
Washington D.C.

February 11, 1991

RE: Boston Harbor Cleanup

Dear Mr. Sununu:

I am writing to you to inform you of a serious problem that is developing in the Boston Harbor Cleanup Program. The Army Corps of Engineers is considering issuing a permit early this week allowing the MWRA to proceed with the next phase of the project. On the surface this sits right up there with apple pie and motherhood, but all is not well. Included is the approval of placing the Residuals Landfill in the town of Walpole. The Corps technical staff have grave reservations about the environmental suitability of this site. Now it seems the permitting staff will cave in to intense political pressure from the EPA under the pretense that the overall Harbor Project will be held up. By the MWRA's own admission they have until late 1992 before they need possession of a site to begin construction, and still comply with the mandate of the Federal Court.

Having read recently that President Bush has allocated 100 million dollars for this project, it would be criminal if part of these funds are used to create a future environmental disaster. The eastern portion of the site lies within the Head of the Neponset River Sole Source Aquifer, while the western portion is in close proximity to the wells supplying water to the town of Norfolk, the four-prison complex, and Southwood Hospital.

The Dukakis Administration was hell-bent to site this landfill in Walpole (Ray Shamie's hometown), but the Weld Administration has been and still is steadfast in its opposition to this location. The Walpole issue will be with us both in the political and legal arenas for months to come. The ironic fact is that there are several viable alternatives that are being shelved by the MWRA for no other reason than at this point they are not being forced to consider them. This permit should not be issued in its present form, but amended to exclude the Walpole site.

Sincerely,

**ED BURNS**

Ed Burns  
Walpole Citizen Action Committee

P.S. I was at the testimonial for Mr. Shamie Friday evening and viewed a video where President Bush thanked Ray for "turning the tide on the Boston Harbor issue". I don't think he meant literally that Ray's hometown be host to the landfill.

cc. Governor William Weld

THE WHITE HOUSE

WASHINGTON

February 25, 1991

Dear Mr. Bruno,

Thank you for your letter expressing interest in working on the senior staff at the White House. Currently, I don't find a slot that would be appropriate on the domestic side, but I will forward your letter to Brent Scowcroft to see if opportunities might exist on the NSC staff.

You expressed an interest in being detailed from the State Department to the White House. Current restrictions make it very difficult for us to detail people from the agencies to the White House staff, so it is not likely that this could happen. I am not sure what the NSC rules are, so you may want to pursue this option should Brent respond to your request with interest.

Thank you again for writing.

Sincerely,



Andrew H. Card, Jr.  
Assistant to the President  
and Deputy to the Chief of Staff

Mr. James L. Bruno  
Bureau of European and Canadian Affairs  
U.S. Department of State  
Room 6228 NS  
Washington, D.C. 20520

bcc: General Scowcroft

Have  
me dictate  
a response

Document Originally  
Attached to  
Following Page

9 Feb 91

THE WHITE HOUSE  
WASHINGTON

TO: *Andy*

FROM: CHASE UNTERMAYER

FYI

Action

*Because this fellow  
wants to work on  
the WH staff,  
presumably NSC,  
I am counter-  
bouncing it. Chase*

THE WHITE HOUSE  
WASHINGTON

Date: February 4

TO: Chase Untermeyer

FROM: ANDY CARD

Action, as appropriate

Your Comment

Let's Talk

FYI

NOTE: I don't think I know Bruno.



United States Department of State

Washington, D.C. 20520

AC HAS SEEN

James L. Bruno  
Bureau of European &  
Canadian Affairs  
Rm. 6228 NS

January 25, 1991

Mr. Andrew H. Card, Jr.  
Office of the Chief of Staff  
The White House  
Washington, D.C. 20500

Dear Mr. Card:

I am writing to express my interest in a detail assignment from the State Department to the Presidential Senior Staff. As special assistant to the Assistant Secretary for European Affairs, I am involved in the entire range of U.S. policy issues concerning Europe. My job is highly operational in nature, involving constant coordination among offices and agencies. Efficiency and quick decision-making are central to my duties. I believe that I would be a solid asset to the senior staff. I wish to broaden my professional development and, therefore, am not necessarily looking for a position focusing on foreign affairs at this time. I hold a top secret clearance. Attached is my resume.

If you foresee any opportunities for a detail assignment in the coming months, please keep me in mind. I would be available at any time, including immediately. Thanks.

Sincerely,

*James L. Bruno*

# Withdrawal/Redaction Sheet

## (George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
02. Resume	Re: James L. Bruno; contains Personally Identifiable Information. (2 pp.)	n.d.	(b)(6)	

**Collection:**

**Record Group:** Bush Presidential Records  
**Office:** Chief of Staff, Office of the  
**Series:** Card, Andrew H., Jr., Files  
**Subseries:**  
**WHORM Cat.:**  
**File Location:** Correspondence--B [4]

<b>Date Closed:</b> 3/17/2025	<b>OA/ID Number:</b> 07883
<b>FOIA/SYS Case #:</b> 2025-0373-S	<b>Appeal Case #:</b>
<b>Re-review Case #:</b>	<b>Appeal Disposition:</b>
<b>P-2/P-5 Review Case #:</b>	<b>Disposition Date:</b>
<b>AR Case #:</b>	<b>MR Case #:</b>
<b>AR Disposition:</b>	<b>MR Disposition:</b>
<b>AR Disposition Date:</b>	<b>MR Disposition Date:</b>

### RESTRICTION CODES

Freedom of Information Act (FOIA) - [5 U.S.C. 552(b)]

- (b)(1) National security classified information
- (b)(2) Release would disclose internal personnel rules and practices of an agency
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