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FOIA Number:
2025-0373-S

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OA/ID Number: 04885
Folder ID Number: 04885-013a

Folder Title:
Commission on Executive Exchange [1]

Stack:	Row:	Section:	Shelf:	Position:
G	15	22	1	

TO PLACE CALL TO BETTY HEITMAN
x4616

4-26-90

I called
Betty and
Spoke w/ Jack
~~Finberg~~
Finberg
Andy

Document Originally
Attached to
Following Page

THE WHITE HOUSE
WASHINGTON

Date: 4-16-90

FOR:

Gov. Sumner

FROM:

ANDY CARD

And



Action



Your Comment



Let's Talk



FYI

*As I mentioned, I'm
inclined to recommend
that we oppose extension
of the Exec. Exchange experiment
program.*

Andy,

Back to you. I presume
the Governor and President
discussed this morning.

linda c.
4/17

**Document Originally
Attached to
Following Page**

THE WHITE HOUSE

WASHINGTON

April 11, 1990

4/12/90

AHC

THE CHIEF of STAFF
has seen

MEMORANDUM FOR ANDREW H. CARD, JR
ASSISTANT TO THE PRESIDENT AND DEPUTY TO THE CHIEF
OF STAFF

FROM: C. BOYDEN GRAY *CBG*
COUNSEL TO THE PRESIDENT

SUBJECT: President's Council on Executive Exchange

This responds to your request for an update on the status of the legislation reauthorizing the PCEE and extending the experimental component of the Executive Exchange program.

As indicated in my January 12, 1990 memorandum to Betty Heitman, the experimental component of the exchange program -- whereby private corporations pay private sector salaries to employees they lend to the federal government for a year or more -- by its very nature raises concerns from an ethics policy perspective. Nonetheless, my memorandum acknowledged that there are countervailing policies that may motivate others in the Administration to support extension of the experimental component.

With that in mind, I proposed in my January memo that if the policy decision is made to go forward with the program, some additional safeguards could be added against the risk of exchange executives acting in matters in which their private sector employers have financial interests. The PCEE appears to have adopted these suggested measures.

Notwithstanding these modifications, I understand that the Office of Government Ethics continues to oppose the extension of the experimental program. I also understand that the Department of Justice will also oppose extension.

If it were up to me alone, I would as a policy matter choose not to extend the experimental program. In view of the President's commitment to have his appointees receive no outside earned income and sever their private sector ties, it continues to seem incongruous to me to segregate out a small group of individuals who can be paid by outside corporations for doing U.S. government work. This is very much a policy call, however, and as before, I am prepared to support whichever decision the Administration reaches on the reauthorization.

Feel free to contact me or Amy Schwartz of my staff if you have any questions.

Hols -file

THE WHITE HOUSE
WASHINGTON

Date: April 4, 1990

FOR: Boyden Gray

FROM: **ANDY CARD**

☒ Action

☐ Your Comment

☐ Let's Talk

☐ FYI

Could you please give me the latest on
the Voluntary Service Legislation.

Thanks.

**THE PRESIDENT'S COMMISSION
ON EXECUTIVE EXCHANGE**

REVIEW OF VOLUNTARY SERVICE LEGISLATION

FOR

ANDREW H. CARD, JR.

Deputy to Chief of Staff

**Betty Heitman
Executive Director**

STATUS OF LEGISLATION

- * HIGHLIGHTS

- * MAKES PERMANENT VOLUNTARY SERVICES ACT
- * FEDERAL EMPLOYEE EQUITY
- * RAISES PARTICIPANT LIMIT TO 20
- * INCORPORATES BOYDEN GRAY'S REQUIREMENTS

- * JUSTICE

- * COOPERATION

- * CONGRESS

- * AWAITING WORD FROM ADMINISTRATION
- * WILL PASS FEDERAL EMPLOYEE PROTECTIONS

THE WHITE HOUSE

WASHINGTON

January 12, 1990

MEMORANDUM FOR BETTY HEITMAN
DIRECTOR, PRESIDENT'S COMMISSION ON EXECUTIVE
EXCHANGE

FROM: C. BOYDEN GRAY *CM*
COUNSEL TO THE PRESIDENT

SUBJECT: Extension of PCEE Experimental Program

In accordance with your discussions with my staff, I am writing to set forth my views on the reauthorization of the experimental component of the Executive Exchange program.

As you know, I have previously expressed concerns about the ethics implications of the experimental component of the program, whereby private corporations pay the salaries of executives during a one to two year period that the executives work for the U.S. Government. I continue to believe that in practical terms there is a greater risk of apparent and actual conflict of interest when executives on loan to the U.S. Government are paid by private firms. Such an approach is also philosophically at odds with the general criminal law prohibition against private interests supplementing the salaries of federal employees.

Nevertheless, I recognize the benefits of the experimental program and the interest in many parts of the government in seeing it reauthorized by Congress. Although I remain concerned about the above aspects of the program, I do not believe these issues compel the Administration to resist extension of the experimental component. If others desire to support extension, I would simply suggest that measures be added into the program to bolster even further the existing conflict-of-interest safeguards.

For example, one approach would be for the program to publish in the Federal Register, for each exchange executive, the name and nature of the government position he or she will hold, the identity of his or her private sector employer, the name and nature of the private sector job, salary being paid during the exchange period, and an explanation of why the proposed placement does not create a conflict of interest. Such an opportunity for public scrutiny would create an added incentive for care in the ethics screening of individual placements.

Please let me know if you have any questions.



The President's Commission on Executive Exchange
THE WHITE HOUSE

March 16, 1990

Dear Mr. Murr:

Pursuant to OMB regulations, I am hereby submitting the President's Commission on Executive Exchange proposed legislative program. I have enclosed six copies of the draft legislation.

First, the Commission wishes to make permanent the Executive Exchange Voluntary Services Act, P.L. 99-424, as amended. Our recommendation incorporates the suggestions of the President's Counsel for mandatory reporting requirements for public disclosure of the exchange assignment. We believe the requirement will further strengthen the Commission's stringent conflict of interest procedures.

Second, the Commission wishes to recommend additional provisions to the permanent legislation to authorize Federal executives assigned to private sector corporations, as part of the Commission's exchange program, to be placed on "detail" to the private sector during the exchange assignment. At present Federal employees must be placed on a "leave without pay" status which diminishes seniority and other benefits. Our proposal would allow Federal executives to remain in a Federal pay status and continue to receive all benefits which, as Federal employees, they would normally be entitled to receive. In addition, this legislation would authorize the hosting corporations to reimburse the sponsoring Federal agencies for the executives' salaries.

The Commission believes this legislative proposal is of sufficient importance to be included in the President's legislative program for the Second session of the 101st Congress.

2

Please call me if you have questions regarding our proposed legislative program.

Sincerely,

Betty Heitman
Executive Director

Mr. James Murr
Director
Legislative Reference
Office of Management and Budget
New Executive Office Building
Washington, DC 20503

Enclosure



The President's Commission on Executive Exchange
THE WHITE HOUSE

Dear Mr. Speaker:

The President's Commission on Executive Exchange submits herewith a legislative proposal, "to amend Title 5, United States Code, to make permanent a program under which the Government is allowed to accept the voluntary services of private sector executives." We request that you refer this proposal to the appropriate committee for early consideration.

For the last four years the Administration and Congress have supported an experimental program whereby the voluntary services of private sector executives may be accepted by the Government in exchange programs administered by the President's Commission on Executive Exchange. This program has proven highly successful in providing the Government an exchange program of senior level management executives that would otherwise not be attainable due to limitations on the salary levels the Government can pay. This program has been a valuable tool in fostering the long term goal of enhancing cooperation between the private sector and Government while providing at the same time a senior level of executive expertise to the Government. The program has an unblemished record of strict adherence to the President's conflict of interest prohibitions.

This bill provides that the President's Commission on Executive Exchange would continue to administer the exchange program, increases but continues restrictions on the number of participants, expands the eligible participants to include scientists and engineers, and further provides terms and conditions under which Federal employees may be temporarily assigned to positions in the private sector as participants in the exchange program. Federal executives have not been included in previous legislation and as such, certain benefits such as seniority accumulation, allowances and other rights or benefits afforded to Federal employees under law, rule or regulation have been restricted. This proposal will place these employees "on detail" from the Government and thus allow their benefits to continue.

2

In addition there is a provision included in the bill for public notification of the exchange assignment. This provision is intended to enhance conflict of interest protection by requiring full public disclosure of the terms of the assignment.

We believe enactment of the proposal is very desirable to ensure continued participation by senior level, private and Federal sector executives in the President's Commission on Executive Exchange program.

The Office of Management and Budget advises there is no objection to the submission of this proposal to Congress.

A similar letter is being sent to the President of the Senate.

Sincerely

Betty Heitman
Executive Director

The Honorable Thomas Foley
Speaker of the House of Representatives
Washington, DC 20515



The President's Commission on Executive Exchange
THE WHITE HOUSE

Dear Mr. President:

The President's Commission on Executive Exchange submits herewith a legislative proposal, "to amend Title 5, United States Code, to make permanent a program under which the Government is allowed to accept the voluntary services of private sector executives." We request that you refer this proposal to the appropriate committee for early consideration.

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This bill provides that the President's Commission on Executive Exchange would continue to administer the exchange program, increases but continues restrictions on the number of participants, expands the eligible participants to include scientists and engineers, and further provides terms and conditions under which Federal employees may be temporarily assigned to positions in the private sector as participants in the exchange program. Federal executives have not been included in previous legislation and as such, certain benefits such as seniority accumulation, allowances and other rights or benefits afforded to Federal employees under law, rule or regulation have been restricted. This proposal will place these employees "on detail" from the Government and thus allow their benefits to continue.

2

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We believe enactment of the proposal is very desirable to ensure continued participation by senior level, private and Federal sector executives in the President's Commission on Executive Exchange program.

The Office of Management and Budget advises there is no objection to the submission of this proposal to Congress.

A similar letter is being sent to the Speaker of the House of Representatives.

Sincerely

Betty Heitman
Executive Director

The Honorable J. Danforth Quayle
President of the Senate
Washington, DC 20510

A BILL

"To amend title 5, United States Code, to make permanent a program under which the Government is allowed to accept the voluntary services of private sector executives."

1 Be it enacted by the Senate and House of Representatives of
2 the United States of America in Congress assembled,

1 SHORT TITLE

2 SECTION 1. This act may be cited as the "Executive Exchange
3 Program Voluntary Services Act of 1989."

4 AMENDMENTS TO MAKE PERMANENT A PROGRAM UNDER WHICH
5 THE GOVERNMENT IS ALLOWED TO ACCEPT
6 THE VOLUNTARY SERVICES OF PRIVATE SECTOR EXECUTIVES

7 SECTION 2. (a) PROGRAM MADE PERMANENT.--Section 3 of the
8 Executive Exchange Program Voluntary Services Act of 1986
9 (5 U.S.C. 4103 note) is amended--

10 (1) in the section heading, by striking "Experimental
11 Program" and inserting "EXCHANGE PROGRAM";

12 (2) IN SUBSECTION (a), by striking "an experimental"
13 and all that follows through "1989," and inserting "a
14 program"; and

15 (3) in subsections (c), (d), and (e), by striking
16 "experimental" each place it appears.

17 (b) TECHNICAL AND CONFORMING AMENDMENTS.--The Executive
1 Exchange Program Voluntary Services Act of 1986 is amended--

2 (1) in section 2(2), BY INSERTING AFTER "MANAGER,"
3 "SCIENTIST" ; ENGINEER" and by striking "or a successor in
4 function, or any officer thereof;" and --striking section 4. •

5 (C) LIMIT ON PARTICIPATION INCREASES---SECTION 3 OF THE
6 EXECUTIVE EXCHANGE PROGRAM VOLUNTARY SERVICES ACT OF 1986 IS
7 AMENDED

8 (1) IN SUBSECTION (D), BY STRIKING "10" AND INSERTING
9 "20."

10 RELATING TO FEDERAL EMPLOYEES SERVING IN
11 PRIVATE SECTOR POSITIONS UNDER ANY EXCHANGE PROGRAM
12 SECTION 3.(a) Definitions.--For purposes of this section--
13 (1) the term "exchange program" means any program which
14 is required, under law or executive order, to be
15 administered, in whole or in part, by the President's
16 Commission on Executive Exchange (described in Executive
17 Order 12493, dated December 5, 1985), a successor entity
18 in function, or any office thereof; and

19 (2) the term "Federal employee" means an employee
20 of the Government, as defined by section 2(4) of the
21 Executive Exchange Program Voluntary Services Act of
22 1986.

23 (b) TERMS AND CONDITIONS FOR FEDERAL EMPLOYEE
24 PARTICIPATION.--

25 (1) SCOPE.--This section applies with respect to any
26 Federal Employee who, on or after September 1, 1990, begins
27 to serve in a private sector position as a participant in

28 an exchange program.

29 (2) STATUS WHILE PARTICIPATING.--An individual
2 described in paragraph (1) shall, with respect to any
3 period of service referred to in such paragraph, and for
4 purposes of any determination relating to eligibility for
5 pay, allowances, seniority, and any other right or
6 benefit afforded to Federal employees under law, rule or
7 regulation, be considered to be on detail from the
8 government.

9 (3) REIMBURSEMENT REQUIRED.--An agreement providing
10 for the temporary assignment of any individual (described
11 in paragraph (1)) to a private sector position as a
12 participant in an exchange program shall not be effective
13 unless it contains provisions under which the private-
14 sector employer agrees to reimburse the United States for
14 all basic pay payable by the Government to that
15 individual for services performed, and Government
16 contributions payable on such individual's behalf for
17 Federal benefits (including Government contributions
18 under chapters 83, 84, 87, and 89 of title 5, United
19 States Code, respectively), during such individual's
20 period of service with such private--sector employer. Any
21 reimbursement under the preceding sentence shall be
22 credited to the appropriation, fund, or account used for
23 paying the amounts reimbursed.

1 RELATING TO ALL PARTICIPANTS UNDER ANY EXECUTIVE EXCHANGE
2 PROGRAM.
3 SECTION 4. PUBLIC DISCLOSURE.-- THE PRESIDENT'S
4 COMMISSION ON EXECUTIVE EXCHANGE SHALL CAUSE TO BE
5 PUBLISHED IN THE FEDERAL REGISTER OR ANY SUCCESSOR
6 PUBLICATION FOR EACH EXECUTIVE AS DEFINED
7 BY SECTION 2(2) AND 2(4) OF THE EXECUTIVE EXCHANGE
8 VOLUNTARY SERVICES ACT OF 1986, THE NAMES AND NATURE OF
9 POSITION TO BE HELD, THE IDENTITY OF THE PRIVATE SECTOR
10 EMPLOYER, THE NATURE OF THE PRIVATE SECTOR JOB, SALARY TO BE
11 PAID AND A STATEMENT OF WHY THERE IS NO CONFLICT OF INTEREST.

STATEMENT OF PURPOSE AND JUSTIFICATION

"To amend title 5, United States Code, to make permanent a program under which the Government is allowed to accept the voluntary services of private sector executives."

For the last four years the administration and congress have supported an experimental program whereby the voluntary services of private sector executives may be accepted by the Government in exchange programs administered by the President's Commission on Executive Exchange. This program has proven highly successful in providing the Government with a program of senior level management executive exchange talent that would otherwise not be achievable due to salary limitations the Government can pay. This program has been a valuable tool in fostering the President's long term goal of enhancing cooperation between the private sector and Government while providing at the same time levels of executive expertise to the Government.

This bill provides that the President's Commission on Executive Exchange would continue to administer the exchange program, expands the participants to include scientists and engineers, and further provides terms and conditions under which Federal employees may be temporarily assigned to positions in the private sector as participants in exchange programs. The status of Federal executives participating in the exchange program has not been included previously in legislation and as such certain benefits, such as seniority accumulation, allowances and other rights or benefits afforded to Federal employees under law, rule or regulation have been restricted. This proposal will place these employees on detail from the Government and thus allow their benefits to continue. The limitation of 10 individuals has been increased to 20 to allow more agencies the opportunity to benefit by participation in the program. In addition, there is a provision included in the bill for public notification of the exchange assignment to allow full disclosure of the terms of the assignment. This provision will further strengthen the Commission's stringent conflict of interest requirements.

SECTION BY SECTION ANALYSIS:

Section 1 is the short title.

Section 2(a) makes the voluntary services program permanent by striking "Experimental Program" and inserting "Exchange Program", (b) contains the TECHNICAL AND CONFORMING AMENDMENTS and would include scientists and engineers in the definition of participants to reflect the President's goal of expanding the program in the Science and Technology area. Section 4 Reports, is deleted as the GAO report required was favorably completed, and (c) increases the limit from 10 to 20 individuals allowed to participate in the program to allow more agencies the opportunity to benefit by participation in the program.

RELATING TO FEDERAL EMPLOYEES SERVING IN PRIVATE SECTOR POSITIONS UNDER ANY EXCHANGE PROGRAM

This new Section 3(a) is the definitional section. In it any "exchange program" is defined as any program administered by the President's Commission on Executive Exchange and the term "Federal employee" is defined as any employee of the Government employed in or under an agency. (b) TERMS AND CONDITIONS FOR FEDERAL EMPLOYEE PARTICIPATION -- in (1) SCOPE -- the program will commence in September 1990 and in (2) STATUS WHILE PARTICIPATING -- the employee will be considered on detail from the Government. In the past Federal participants were required to be placed on leave without pay status and as such certain benefits were reduced. The "detail" status will permit the Federal employee to retain benefits. In (3) REIMBURSEMENT REQUIRED -- an agreement will hence forth be required from the private sector employers to reimburse the United States for all basic pay and Government contributions for Federal benefits. In the past all Federal participants were paid directly by their private sector exchange employer and the cost of benefits was paid by the employee. This provision along with "(2)" will keep the employee's pay and benefits whole while participating in the exchange program.

RELATING TO ALL PARTICIPANTS UNDER ANY EXCHANGE PROGRAM

In Section 4 PUBLIC DISCLOSURE -- This section requires full public disclosure of the exchange assignment by requiring publication in the Federal Register for each executive, the names and nature of the position to be held, the identity of the private sector employer, the nature of the private sector position, salary to be paid and a statement of why there is no conflict of interest. This section is intended to further strengthen the Commission's stringent procedures to protect from conflict of interest situations by full public disclosure of the assignment.



Embassy of the United States of America

91 Vasilissis Sophias Ave.

Gr-101 60 Athens

March 7, 1990

Office of the Ambassador

Ms. Betty Heitman
Executive Director
The President's Commission on
Executive Exchange
The White House
744 Jackson Place N.W.
Washington, D.C. 20503

Dear Betty:

It was a distinct pleasure hearing from you after such a long time. I am delighted that you are the Executive Director of the President's Commission of Executive Exchange.

I am thoroughly familiar with the program having had an international embassy assignee at my last post in Kingston, Jamaica. It provided an invaluable source and was instrumental in creating an American Chamber of Commerce.

I therefore encourage you to identify and plan for a corporate Presidential Exchange Executive for this Embassy as soon as possible. Should you be fortunate enough in recruiting someone who speaks the Greek language the program will be even more effective. But I will settle for any keen experienced executive you, in your judgment, can send. It is important also that the assignment be for as long a period as possible. I know most of the executives opt for a single year tour. If this can be stretched into more it would be advantageous.

I hope to hear from you soon on this matter inasmuch as Greece is on the threshold as an EC member to investment inquiries as well as other commercial matters, where in a knowledgeable executive can be a tremendous addition to the Embassy staff.

Kindest personal regards.

Sincerely,

Michael Sotirhos
Ambassador

Embassy of the United States of America

March 6, 1990

Ms. Betty Heitman
Executive Director
The President's Commission on
Executive Exchange
744 Jackson Place N.W.
Washington, D.C. 20503

Dear Ms. Heitman,

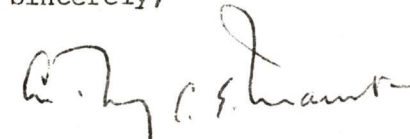
I reviewed with great interest the information you provided on the Presidential Executive Exchange Program, and believe that there is potential for this Embassy's participation in it. One of our principal objectives in Peru is to assist the country to rid itself of the illegal narcotics industry by helping it build a strong private sector-led economy. We believe that U.S. managerial expertise can be extremely helpful toward the achievement of this objective.

There are two specific areas where a Commission Executive can have a potentially important role. The first is related to anticipated Peruvian Government efforts to shift state enterprises over to the private sector. This is a highly sensitive and complicated process that requires the kind of expertise that might be available from the Executive Exchange Program. The second area is directly related to the implementation of a USAID project, currently at its design stage, that will promote Peruvian exports and investment. A Commission Executive could play a key role in generating U.S. firms' interest in Peru.

At this point, it would be difficult to provide you with a specific date for the Embassy's participation in the Program. In the case of the privatization of state enterprises, we need to wait for the new Peruvian government to take office in July of this year, and for the definition of its economic program. In the case of the USAID project, it could be up to a year before the project comes on stream. Nonetheless, I wanted to express our interest and suggest the areas where participants might be working. This will provide you with a chance to determine whether our needs are compatible with the Program.

Thank you for bringing this program to my attention.

Sincerely,



Anthony C.E. Quainton
Ambassador



EMBASSY OF THE
UNITED STATES OF AMERICA

Jubiläumsstrasse 93
BERN, Switzerland

RECEIVED
90 FEB -0 PM 2:44
PCEE

March 2, 1990

Ms. Betty Heitman
Executive Director
The President's Commission on
Executive Exchange
744 Jackson Place N.W.
Washington, D.C. 20503

Dear Betty:

I hope that this letter finds you well and that you are enjoying your position as Executive Director of the President's Commission on Executive Exchange. I wish to thank you very much for your letter of February 12 regarding the Executive Exchange program. Your brochure has piqued my interest in the program. It should be noted, however, that Bern is a very small Embassy post and I do not know if we could develop a program that would fully challenge an Exchange Executive.

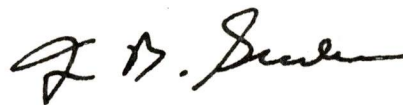
There is one area that could be interesting and worth pursuing, that of trade promotion. The Exchange Executive working under the direction of the Commercial Counselor could perhaps come up with some interesting initiatives to increase U.S. trade to Switzerland and Swiss investment in the United States.

At present, the U.S. Foreign Commercial Service in Bern conducts a number of events annually to promote

U.S. trade, tourism and investment interests. This is in addition to regular Department of Commerce services to assist businessmen in such areas as market research, counselling and agent/distributor searches. Switzerland, despite its relatively small population base, is our seventh largest market in Europe and received over \$4 billion in U.S. exports in 1989. Because of strong growth potential in the Swiss market, an Exchange Executive, perhaps with marketing experience, could view our operations with a fresh perspective and devise means to use our thin resources to better advantage.

Thank you for thinking of us and I look forward to hearing from you. My kindest personal regards.

Sincerely,

A handwritten signature in dark ink, appearing to read "J. B. Gildenhorn". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Joseph B. Gildenhorn
Ambassador

THE WHITE HOUSE
WASHINGTON

TO: ANDY CARD

FROM: DAVID Q. BATES

☒ FYI

☐ Action

☐ Comment

A handwritten signature in dark ink, appearing to be 'DQ Bates', is written over the right side of the distribution list.

Mrs. Alice Taussig
700 New Hampshire Avenue, N.W.
Washington, D.C. 20037

Andy Card

To Michael J
R/T

done



THE PRESIDENT

April 12, 1990

4/14

Dear Alice,

Thanks for your personal note. We have already received a letter from Betty Heitman on the same subject. I understand that this is a source of real concern to the President's Commission on Executive Exchange, but I hope that the Commission understands that we have a need to be consistent in our application of ethical standards in the government.

As you know, the question is being considered carefully and in close coordination with Betty. I know we will have an answer soon. In the meantime, warmest best wishes,

As B

bcc: IN & OUT

John Sununu
Jim Cicconi
✓ David Bates

ALICE H. TAUSSIG
700 NEW HAMPSHIRE AVENUE N. W.
WASHINGTON, D.C. 20037

April 11, 1990

Dear Mr. President,

Really hate to bother you, but PCEE needs your help. Betty is doing a terrific job but is hampered in recruiting for our September class because our Voluntary Services Act is stopped dead in the water.

The bottom line is - The Hill is ready to go with legislation to make VSA permanent and has been since March 15. With VSA, we can give Federal agencies corporate status and the corporations can continue to pay. You gave us a one year extension last fall of this three year pilot program. GAO gave us a glowing report. Boyden reluctantly signed off on it in January. Justice and OGE are bogged down in their bureaucratic legalism - basically - you can't serve two masters.

If the Hill gets the signal from the White House that you won't veto the legislation and that the Administration supports us, they will proceed. Congress has a program similar to ours, and fully

ALICE H. TAUSSIG
700 NEW HAMPSHIRE AVENUE N. W.
WASHINGTON, D.C. 20037

April 11, 1990

Continued -

approves. France, Canada, Australia, and the U.K. have similar programs. Our mission is to exchange expertise between the public and private sectors.

We are frustrated because we can't recruit and place without knowing if we have VSA (at a savings of one million per year to our government). Also, 11 Embassies have requested corporate execs (free ones) particularly in emerging countries. To complete this Catch 22, Justice had one of our execs last year from Warner Lambert and would like another one this year.

Mr. President - we are leaving May 5 to take 32 execs on a tour of Europe to study EC, the unification of Germany and Eastern Europe. We have an IBM exec in Budapest where for almost 2 years he has served as Commercial Attaché to the Ambassador and has been a tremendous help to Hungary. We have a GM exec in Tokyo. With all the changes occurring in

ALICE H. TAUSSIG
700 NEW HAMPSHIRE AVENUE N. W.
WASHINGTON, D.C. 20037

Continued -

April 11, 1990

Europe, we are exposing this group to a myriad of possibilities for their corporations to pursue with regard to private sector assistance. Our chance to really make a difference. Deputy Secretary Eagleburger has been most helpful to us and is a strong supporter of our program.

We've requested a five minute appointment through your scheduling office for Betty to visit with you about these concerns.

In addition, she is anxious for your old friend Richard Dello to chair our Commission. We need the strong support of top CEO's to help us keep this wonderful program alive and viable. She also would like to ask Russ Reynolds and the new CEO of Johnson and Johnson to serve as Commissioners.

Had a nice visit with Ambassador and Mrs. Curley in Paris a couple of weeks ago. Their residence is lovely. I'm bringing my grandson to the Easter Egg Roll on Monday. The Easter Egg Roll on Monday. —
a Happy Easter —



The President's Commission on Executive Exchange
THE WHITE HOUSE

February 12, 1990

Dear Mr. Card:

"I believe that the success of any decision-making process is based on the open exchange of ideas among people of conviction who have respect for one another."

These words, chosen by the President, reflect his vision for the President's Commission on Executive Exchange. Established in 1969, the Commission endeavors to forge a strong working partnership between American business and the Federal government by placing senior-level private sector executives in one-year assignments within the Administration. The same is done for career Federal executives, who offer their expertise for one year to our country's leading corporations.

Enclosed is a copy of our new brochure for your information. I believe it reflects a tradition of excellence maintained by the Commission, as well as our desire to build upon past successes.

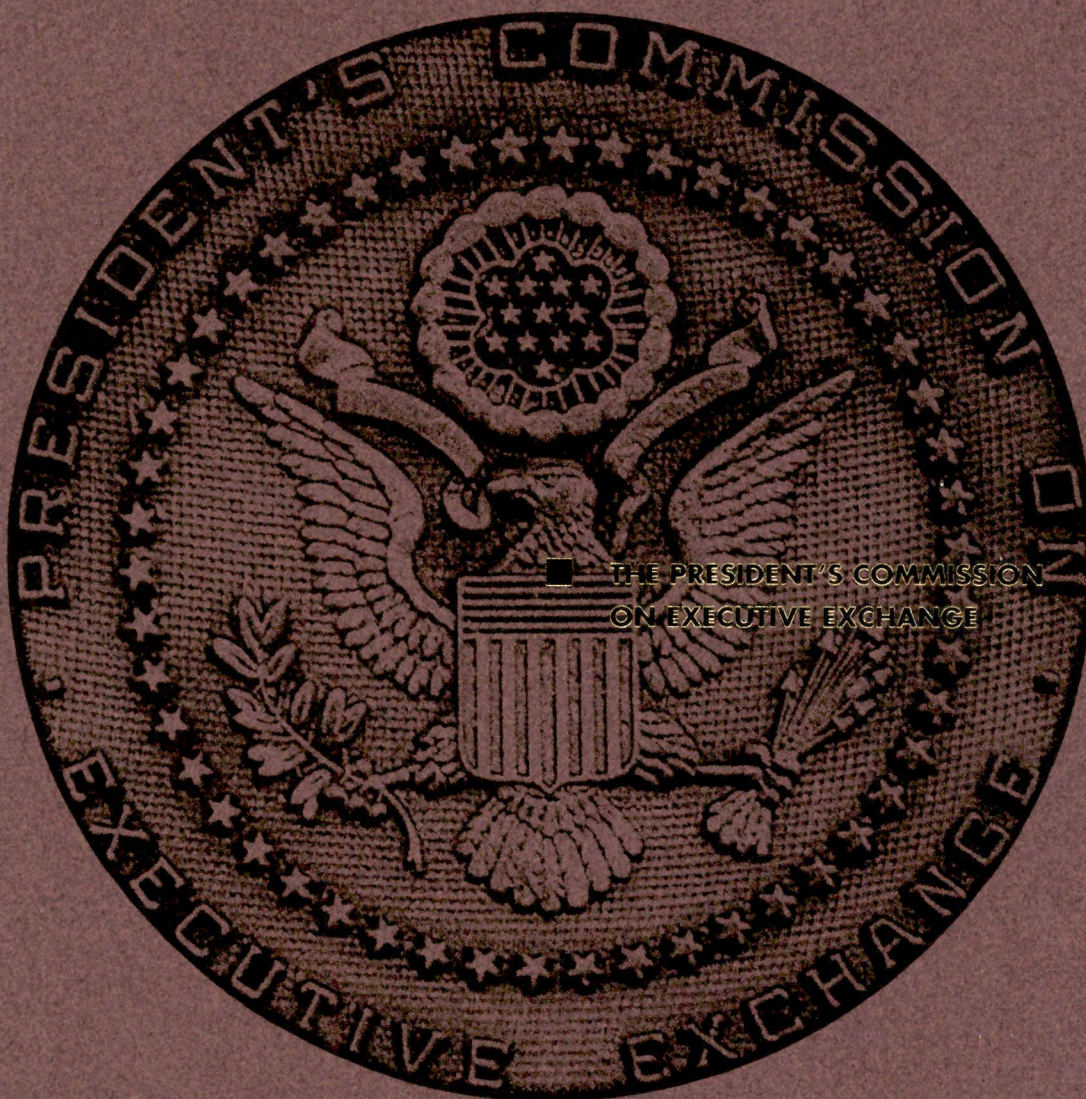
If you have any questions or would like further information concerning our programs, please contact me directly.

Sincerely,

A handwritten signature in blue ink that reads "Betty Heitman". The signature is fluid and cursive.

Betty Heitman
Executive Director

The Honorable Andrew H. Card
Assistant to the President and Deputy to the Chief
of Staff
1st Floor, West Wing
The White House
Washington, DC 20500



THE PRESIDENT'S COMMISSION
ON EXECUTIVE EXCHANGE

THE WHITE HOUSE

Washington



I am delighted to have this opportunity to express my respect and appreciation for the President's Commission on Executive Exchange.

Since its inception, the President's Commission on Executive Exchange has helped build a stronger and more productive relationship between the public and private sectors. I believe that the success of any decision-making process is based on the open exchange of ideas among people of conviction who have respect for one another. This is not only a hallmark of democracy but also a key to progress for individuals and nations. By giving business leaders and senior government officials the unique opportunity to trade positions for a year, the President's Commission has helped foster the development of innovative ideas and mutual understanding between government and business.

In addition, the Commission has benefited government by promoting greater cooperation with the business world and by improving the management of government agencies. I salute all those government officials and corporate executives whose cooperation and interest have led to the success of this valuable program. I know that we can continue to benefit from the Commission's efforts as we work toward even more efficient, effective government and corporate management in the 1990s.



George H.W. Bush

THE PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE: A PARTNERSHIP IN EXCELLENCE

In a world where cultural, social and economic climates are changing as never imagined, Americans must work to ensure that our institutions -- both public and private -- remain strong and open to innovation.

Within this context of change, few relationships are as important to the vital interests of the nation as the relationship between business and government.

The President's Commission on Executive Exchange recognizes that productivity and prosperity depend on the ability of private businesses and the Federal government to work together as partners.

The President's Commission: Role and Purpose

The Commission was created in 1969 to promote better

"While there are many advantages available to corporations that participate in the President's Commission on Executive Exchange, perhaps the most salient is the firsthand exposure it provides to its private sector executives. It is rare to find a program so dedicated to its participants, ensuring that the time spent in Washington is productive and meaningful. Clearly, the President's Commission achieves that objective year after year."

- E. James Morton
Chairman and Chief Executive Officer
John Hancock Mutual Life Insurance Co.

understanding between business and government; to exchange management expertise and techniques; and, most importantly, to develop a cadre of executives who could serve as conduits in bringing both sectors closer together.

The result is a program



1989-90 Presidential Exchange Executives

that has succeeded in forging a strong link between the corporate world and Washington, one based on common challenges, shared experiences and solid relationships.

Specifically, it is the Commission's role to seek out and place successful corporate executives in challenging government assignments for one-year appointments, normally within the Senior Executive Service. Similarly, outstanding senior-level executives from the Federal government are placed in key corporate management positions. This arrangement provides the ideal means for both groups of executives to gain a deeper appreciation for the responsibilities of their counterparts, develop mutual respect, and foster an enthusiastic spirit of cooperation.

The Presidential Exchange Executive: Uniting Private and Public Through Leadership

Candidates for the President's Commission on Executive Exchange come from diverse professional backgrounds,

including finance, law, marketing, economics, engineering and international business. But while their backgrounds and experience vary, they all share one common trait: leadership. These men and women are outstanding private and public sector executives— either senior-level managers or promising young executives— whose backgrounds make them ideal candidates to transcend the boundaries between business and government.

Broad Personal Benefits

Throughout their assignments, Presidential Exchange Executives can expect to grow both personally and professionally.

Corporate executives encounter public sector decision-making techniques, trading "the bottom line" for the challenges of the Washington governmental arena. These executives broaden their knowledge of national and international policy issues as they begin to develop productive relationships within government and with other Exchange executives. Concurrently, the corporate executive makes significant contributions to the public sector by sharing unique private sector management experience.

Through their Commission appointments, Federal government executives face the challenges of private sector employment and its many nuances, including the emphasis placed on profits, return on investment and the demands of Wall Street.

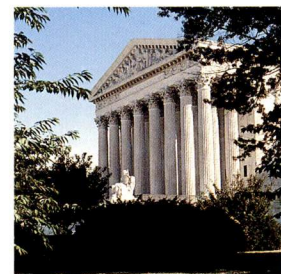
Sharing fresh ideas and new techniques, the relationship between business and government is brought into a realistic perspective for all Presidential Exchange Executives resulting in new thresholds of understanding and cooperation. A core group of individuals evolves ready to contribute substance and judgement during and following their assignments.

Benefits to Corporations

Participating corporations benefit by the short- and long-term improvements the Commission makes in opening the lines of communication between business and government. Federal executives appointed to corporate positions provide insights into government procedures and practices. Likewise, corporate executives return to their positions better able to interpret current Administration policies by contributing their knowledge to key corporate objectives and strategies. In addition, each executive is in a unique position to serve as liaison between the corporation and the Federal government, enhancing that corporation's public sector presence.

Benefits to Government

The Federal government benefits from business perspectives provided by corporate executives during their appointments. Private sector executives can be looked upon to motivate, negotiate and convert policies into action, while government executives return to their public sector positions with newfound philosophies, a fresh perspective and innovative approaches to management.



THE PRESIDENT'S COMMISSION ASSIGNMENT: MEETING CHALLENGES AND REACHING NEW GOALS

Individual talents are carefully considered in order to most closely match Presidential Exchange Executives with assignments that allow them to adapt talents and skills to

meet new expectations and achieve career goals.

Corporate executives are placed within Federal agencies in Washington, D.C., while government executives are assigned to a variety of corporations throughout the United States. The progress of each Presidential Exchange Executive is monitored by the Commission throughout the appointment's one-year duration.

Final selection of the executives is at the discretion of the Commission, which

"The President's Commission on Executive Exchange substitutes action for talk, and allows executives to learn about both government and business on what might be called the 'front lines.' But it is not only the executives who benefit from this exchange—it is government itself and the American people."

***- Robert H. Michel
Republican Leader
U.S. House of Representatives***



1985-86 Commission Executive Daniel Lancaster, Fluor Corporation, during assignment to the Department of the Army

strongly endorses and applies the principles of equal opportunity.

Nomination, Selection, Placement

Nominations to the President's Commission on Executive Exchange are made by the corporate candidate's chief executive officer or the government candidate's agency head.

As part of the nomination process, candidates are required



to provide extensive biographical information. Selection of candidates as Presidential Exchange Executives is based on background, professional experience and, most importantly, the potential to make a significant contribution both during and after a Commission appointment. Upon final selection, a participation fee is required of each executive's sponsoring organization.



1989-90 Commission Executive John Harper, General Accounting Office, presents to co-workers during assignment to IBM Corporation in Armonk, New York

Executives are scheduled to interview with a variety of Federal agencies or corporations in order to best match the needs of both the host and sponsoring organizations.

Executives also must sign a contract committing themselves to return to their previous employer for one year following the conclusion of their appointment.

Final placement of executives is determined by the needs of the sponsoring and host organizations and those of the executive, as well as successful completion of a security clearance investigation.



1985-86 Federal Executive Raymond Walters during assignment as Assistant to the Vice President, Rockwell International, El Segundo, California

CONSIDERATIONS REGARDING CONFLICT OF INTEREST/LEGAL AND ETHICAL CONDUCT

Conflict of Interest

All Presidential Exchange Executives must adhere to Federal conflict of interest laws. Prior to beginning the assignment, a position description is submitted to the President's Commission, the corporation, and the Federal agency. Each respective Ethics Counsel reviews the executive's background and position description to ensure no conflict or potential for conflict exists.

This review and approval must be completed before the executive begins the assignment. Once assigned, the executive must notify the Commission of any new assignment, office or supervisor, or of any deviation from the original assignment.

The executive may not be reassigned without the approval of the Executive Director and a subsequent conflict of interest review. All participating corporations, agencies and executives are responsible for notifying the Executive Director of any real or perceived conflicts of interest, as well as necessary action to correct any such situation.

Legal and Ethical Conduct

The President's Commission on Executive Exchange adheres to the strictest standards of legal and ethical conduct.

Presidential Exchange Executives must maintain the highest standard of performance and ensure open and honest policies, free from conflict of interest.

Executives are expected to carry out their assignments in a manner befitting the responsibility entrusted to them and in keeping with moral, legal and ethical standards, both in their professional and personal lives.

Periodic evaluations will be required of participating corporations and Federal government agencies regarding their assigned executive's professional performance.

SPECIAL ASSIGNMENTS OF THE PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE

The President's Commission on Executive Exchange has created various programs that allow professionals with

specific areas of expertise to apply their talents to unique assignments.

The President's Science and Technology Exchange Initiative: Exploring Tomorrow's Horizons

This initiative, established in 1987, is designed to further our nation's technological and scientific advantage, while serving to establish and maintain a leadership position for the United States in worldwide high-technology fields.

"Economic liberty has always been strongly associated with freedom in America—from the time our revolutionary fathers dumped tea in Boston Harbor to protest taxation without representation. In later years, American business and business persons became agents of change around the globe. Today, our economic competitiveness—at home and abroad—could be more important than ever before. Business and government must continue to evolve their interaction to meet the challenges of a new era. I believe the President's Commission on Executive Exchange plays a uniquely effective role in that work."

**- James A. Baker, III
Secretary of State**

Within this context, the Commission solicits outstanding corporate scientists and engineers for assignments within Federal research

centers and agencies. At the same time, senior government scientists are selected to join corporate research organizations.

The President's Science and Technology Exchange Initiative provides the opportunity to be involved in the development of emerging technologies, the transfer of information between the private and public sectors, and cooperation with other nations in exploring the possibilities for future worldwide scientific and technological advancements.

Challenging opportunities include assignments within the Departments of Defense, Energy and Health and Human Services, the National Institutes of Health, the National Institute of Standards and Technology and the National Aeronautics and Space Administration, as well as within leading American corporations.

International Embassy Assignments: Global Perspectives

Since 1981, the Commission has offered International Embassy Assignments to participants who are able to focus their efforts on the specific problems of a particular nation or region. Working overseas as the assistant to an Ambassador, these executives initiate and develop business opportunities for American corporations and address problems that face U.S. investors.

International assignments generally are for one year, but may last up to two years at the discretion of the Executive



U.S. Embassy in Rome, Italy



1988-89 Commission Executive Brian O'Connor, IBM Corporation, assigned to the U.S. Embassy in Budapest, Hungary, as Assistant to the Ambassador

Director of the President's Commission on Executive Exchange and with the approval of the participating corporation.

**Critical Assignments for Corporate Executives:
Immediate Action Required**

Critical assignments for corporate executives are available upon request by Administration officials who need the expertise of highly experienced corporate executives to assume crucial positions of significant responsibility within their agencies or Cabinet departments for one year.

These positions allow executives of the highest caliber, those who have reached senior ranks within their corporations, to assume roles and execute programs that require immediate, competent action and resolutions.

Many top-level assignments have been made through this arrangement including Associate Director of the Office of Cabinet Affairs, The White House; Assistant to the Vice Chairman of the Board of Governors at the Federal Reserve; and Director of Planning, Reform 88, within the Office of Management and Budget.

Since these critical assignments may occur at any time during the year, they do not necessarily coincide with the regular calendar of the President's Commission on Executive Exchange.



1989-90 Commission Executive Sheri Perelli, General Motors Corporation, assigned to the U.S. Embassy in Tokyo as Assistant to the Ambassador, and (at left) with U.S. Ambassador Michael Armacost and former Japanese Prime Minister Takeo Fukuda.

**THE PRESIDENT'S COMMISSION PROFESSIONAL
DEVELOPMENT SERIES: COMPLEMENTING
THE ASSIGNMENT**



U.S. Senator Richard Lugar briefing Commission executives during the 1987 Public Policy Seminar

"As the process of governing becomes more complex, it is very important to identify and prepare tomorrow's leaders for the responsibilities they will one day assume. I believe the President's Commission on Executive Exchange accomplishes this vital responsibility by creating opportunities for high potential executives to make a valuable contribution to the process of government. Those corporations and Federal agencies that take advantage of this program are sure to reap its many benefits."

**- John H. Sununu
Chief of Staff
The White House**

Throughout an executive's term, the work assignment is of greatest importance and demands top priority. To complement the basic assignment, informative, multi-faceted conferences and seminars are sponsored by the President's Commission during the year. Through a series of formal and informal exchanges, executives from both sectors meet Washington policy-makers, America's top academicians and world leaders. These meetings, which take place in Washington, at leading universities and during a seminar abroad, allow

executives to gain insight into government decision-making techniques, the legislative process and international affairs.

The Public Policy Seminar

Held in the early fall, a week-long Public Policy Seminar orients Presidential Exchange Executives to the processes of government and to key White House officials, Cabinet officers, agency heads, members of Congress and business leaders. Formal presentations, as well as informal discussions, provide opportunities to acquire and evaluate information on issues and conditions relative to both sectors, with emphasis on how policies and legislation are created and shaped.

Seminar topics include government regulation of business, taxation and the budget process, legislation affecting business, and the formulation of U.S. economic policy.

The Conference On Business and Government

This conference unites government and corporate executives for an intensive academic week of lectures, discussions and case studies exploring the complexities of the business-government relationship. Presentations have been made by renowned professors from the country's leading business schools and schools of government, including Harvard University and the Wharton School of Business.



Secretary of State James Baker, who addressed Commission executives at the State Department during the 1989 Public Policy Seminar

Examining factors that affect both government and corporate decision-making and behavior, past conferences have probed issues concerning government attempts to intervene in the marketplace, lobbying efforts, regulations and voluntary import quotas and the resulting effects on U.S. trade, and the international posture of U.S. business.

The International Seminar

The International Seminar provides a forum for Federal government and corporate executives to learn firsthand how U.S. policies affect other countries around the world and how foreign policies, in turn, affect U.S. business and government.

In recent years, executives have traveled to countries in Europe, Asia and the Soviet Bloc to discuss political, economic, defense and trade issues with prominent foreign officials and world leaders, including Pope John Paul II, King Juan Carlos of Spain, China's Vice Premier Tian Jiyun and Georgiy Arbatov, the U.S.S.R.'s chief adviser on North American Affairs.

At the conclusion of the three-week seminar, executives return with a greater understanding of the impact American and foreign policymaking has on political, social and economic relationships.

The Informal Roundtables

These weekly sessions introduce corporate executives to the leaders of government and those who influence them, including Supreme Court justices, United States senators and representatives, senior White House officials, Cabinet officers, academicians, journalists and lobbyists.

Each week, these Washington-based speakers address current critical issues affecting business and industry, providing off-the-record, timely insights into the why's and how's of government and politics.



Harvard University Professor John Dunlop (standing center) presenting to Commission executives during the 1989 Conference on Business and Government, including (clockwise from left) Alice Hogan, David Townley, Richard Ramlall, Charles Shipp, Terry Rumsey, Ivan Somers and John Hennigan

The Year-End Seminar

The Year-End Seminar provides an opportunity for both corporate and government executives to review their experiences of the past year.

By discussing individual challenges and sharing gained insights, executives have an opportunity to evaluate their year and the knowledge they will put to use upon return to their respective organizations.

This seminar also provides a transition for executives, as they conclude the assignment experience and prepare to re-enter the public or private sector.

THE PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE: AN APPOINTMENT TO A LIFETIME OPPORTUNITY

"It brought business and government into realistic perspective."

"It made me more willing to take risks; consequently, I have been more successful."

"I came away with a sense that there were many more opportunities for business and government to cooperate than I had ever believed."

The success of the President's Commission on Executive Exchange is nowhere more evident than in the comments of those who have successfully completed their assignments.

Since 1969, the Commission has, through a highly

interactive approach, provided the public and private sectors with opportunities to enhance understanding and cooperation and to build relationships based on trust and goodwill.

The Commission continues to acknowledge the diversity of the public and private sectors, yet provides a focus for areas of

"A life dedicated to public service is exciting, challenging and rewarding, yet not possible for every American. However, the President's Commission on Executive Exchange enables many fine men and women to make a difference and to discover that serving one's country and its citizens is a worthwhile endeavor."

**- Pat Schroeder
Member, U.S. House of Representatives**

mutual involvement, capitalizing effectively on the exchange of talent, creativity, enthusiasm and dedication between the sectors.

By placing executives in the opposite sector, the Commission serves as a conduit for change. Over time, the interaction between business and government has become increasingly complex, but the positive steps taken by the President's Commission have dramatically increased their understanding and respect for one another. At the same time, the organizations involved have gained added talent and new ideas, with executives reaping the benefits of an experience that will enhance their lives, both professionally and personally, for years to come.

Under the Commission's leadership, significant progress will continue to be made. Active participation in the President's Commission on Executive Exchange by America's most talented executives, leading corporations and Federal government agencies will ensure that, as our world continues to change, our nation's business and government leaders will work together to preserve our country's strength and stability.



1988-89 Commission Executives Frank Lemkey (left), United Technologies Corporation, and Jan Goldstein, General Accounting Office, Boston



1987-88 Commission Executive Marie Johns, Bell Atlantic Corporation

"I am convinced that America has the talent to be successful in today's highly competitive, worldwide economy. What we need are opportunities to both develop this talent and to significantly contribute to the success of our respective organizations. The President's Commission on Executive Exchange offers that opportunity and I strongly urge every business leader in America today to be involved and actively participate."

*- David T. Kearns
Chairman and
Chief Executive
Officer
Xerox Corporation*



1987-88 Commission Executives Michael Jacobson (left), IBM Corporation, assigned to NASA, and George Scism, McDonnell Douglas Corporation, assigned to the Department of Defense, following a briefing at the Treasury Department

MESSAGE FROM THE EXECUTIVE DIRECTOR

In the 1969 Executive Order establishing the President's Commission on Executive Exchange, President Lyndon Johnson stated that executives would be "placed in positions

offering challenge and responsibility."

President Jimmy Carter, by Executive Order in 1979, further defined the Commission's responsibilities, stating that executives should receive assignments offering "significant challenge, responsibility, and regular and continuing contact with senior officials."

And, the Executive Order signed by President Ronald Reagan on December 5, 1984, describes Presidential Exchange Executives as "exceptional managers who have unique qualifications and extremely high potential for policymaking positions."

In reviewing these historical definitions it is clear that the role of the President's Commission on Executive Exchange has evolved throughout the years. Today, the Commission is strong and vibrant, supported by the White House, America's leading corporations and the many executives throughout the country who call themselves "alumni."



Like so many other organizations which are dynamic in nature, the President's Commission must continue to change to ensure its continued success. We must reflect contemporary thinking within government and business, striving each year to serve both sectors more effectively.

We must enhance the exchange experience for all executives, providing them with opportunities and situations they otherwise would never encounter.

We must offer realistic, useful and beneficial programs, including the President's Science and Technology Exchange Initiative, which will provide countless Federal offices with the scientific talent they so eagerly desire.

And, we must strive to draw the worlds of business and government closer together, breaking down the barriers that still exist and building a corps of executives who comprehend the intricacies of the relationship.

I am confident that with the continued support of both sectors we will accomplish our objectives and achieve a true working partnership between business and government.

Betty Heitman

Executive Director



1990-91 CALENDAR

THE PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE

Application	January 1 through March 31, nomination and biographical forms are received and reviewed by the Commission.
Acceptance	Through August 1, candidates are scheduled for interviews with the Commission and notified regarding acceptance as Exchange executives.
Placement	Immediately following acceptance as an Exchange executive, the Commission proceeds to arrange interviews with government agencies/corporations until the executive is placed, no later than September 1. <i>Note: Assignments must be approved for conflict of interest by the sponsoring and host organization's general counsels.</i>
Assignment	September 1, 1990 to August 31, 1991. Critical assignments and international assignments may begin or end at the discretion of a Cabinet officer or Ambassador, with the approval of the executive's corporation and the Commission's Executive Director.
Professional Development Series	Public Policy Seminar Washington, one week in Fall 1990 Conference on Business and Government On campus of leading university, one week in Winter 1990 International Seminar Europe or Asia, three weeks in Spring 1991 Informal Roundtables Washington, weekly throughout the year Year-End Seminar Washington, three days in Summer 1991

**PARTICIPATING CORPORATIONS AND FEDERAL
GOVERNMENT AGENCIES**

**THE PRESIDENT'S COMMISSION ON
EXECUTIVE EXCHANGE**

CORPORATIONS

Partial listing

AT&T	Inez Deposit Bank
American Airlines, Inc.	John Hancock Mutual Life
American Cyanamid Co.	Insurance Company
American Express Company	Johnson & Johnson
Amoco Oil Company	Lockheed Corporation
Beatrice Companies, Inc.	MITRE Corporation
Bechtel National, Inc.	McDonnell Douglas Corporation
Bell Atlantic Corp.	Mobil Corporation
Blue Cross/Blue Shield	Motorola, Inc.
Boeing Company	Ogilvy & Mather
Caterpillar, Inc.	Pepsi-Cola Company
Chase Manhattan	Pfizer Inc.
Citibank, N.A.	Price Waterhouse & Company
Eastman Kodak Company	Prudential Insurance Co.
E. I. du Pont de Nemours & Co.	Quaker Oats Co.
Eli Lilly and Company	RCA Corp.
Exxon Corporation	Ruder • Finn, Inc.
Ford Motor Co.	Safeway Stores, Inc.
General Dynamics Corp.	Shell Oil Company
General Mills, Inc.	Southern California Edison Co.
General Motors Corporation	Southwestern Bell Corporation
Georgia Power Co.	Texaco Inc.
Goldman, Sachs & Co.	USX Corporation
W.R. Grace & Co.	United Parcel Service of America, Inc.
Houghton Mifflin Company	Warner-Lambert Company
Hughes Aircraft Company	Weyerhaeuser Co.
IBM Corporation	Xerox Corporation

FEDERAL AGENCIES

Partial listing

Department of Agriculture	Federal Reserve Board
Department of Commerce	Federal Trade Commission
Department of Defense	General Accounting Office
Department of Education	General Services Administration
Department of Energy	Internal Revenue Service
Department of Health and Human Services	International Trade Commission
Department of Housing and Urban Development	Interstate Commerce Commission
Department of the Interior	National Aeronautics and Space Administration
Department of Justice	National Institute of Science and Technology
Department of Labor	National Institutes of Health
Department of State	National Science Foundation
Department of Transportation	Office of Management and Budget
Department of the Treasury	Office of Personnel Management
Department of Veterans Affairs	Overseas Private Investment Corporation
Consumer Product Safety Commission	Securities and Exchange Commission
Environmental Protection Agency	Small Business Administration
Federal Aviation Administration	United States Information Agency
Federal Communications Commission	United States Trade Representative
Federal Deposit Insurance Corporation	The White House
Federal Home Loan Bank Board	

THE PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE

Selection Criteria

Corporate executives selected to serve in Federal agencies are: "Outstanding private sector executives, primarily those who have achieved senior level management positions, and also those exceptional managers who have unique qualifications and extremely high potential for policymaking positions." [Executive Order 12493, December 5, 1984]

Assignments

Presidential Exchange Executives "will be assigned to positions in the Senior Executive Service or positions of comparable rank or stature, reporting, as appropriate, to Cabinet Officers, Ambassadors, Agency Heads, Under Secretaries, Assistant Secretaries or other high-ranking government officials..."[Executive Order 12493, December 5, 1984]

Presidential Exchange Executives assigned to International Embassy Assignments may serve for up to 24 months provided there is agreement between the government, the corporation and President's Commission on Executive Exchange. [Executive Order 12602, July 15, 1987]

Federal Agency Expenses

Salary

Federal agencies pay corporate executives normally at the Senior Executive Service level, with salary not to exceed their current salary and bonus, if applicable, up to a maximum of \$83,600.

Security Clearance Fees

Approximately \$2,300 per executive for those without current security clearances.

Fringe Benefits

Federal agencies provide annual and sick leave to corporate executives in accordance with government policy.

Corporation Expenses

Fringe Benefits

Corporations continue to provide executive's life insurance, retirement, profit sharing, bonus programs and health benefits. [18 U.S.C. 209 (b)]

Relocation

Corporations pay the relocation expenses to and from Washington, D.C. [18 U.S.C. 209 (e)]

Participation Fee

\$18,000 per executive, payable to the President's Commission within 30 days' acceptance as an Exchange executive. \$20,000 per executive for an International Embassy Assignment.

Conflict of Interest

The President's Commission on Executive Exchange adheres to all Federal laws and regulations regarding conflict of interest.

The Executive Director of the President's Commission on Executive Exchange must be notified in writing that the host Federal agency's counsel and the sponsoring corporation's counsel have reviewed the formal position description and determined that no conflict of interest exists.

Permanent Employment Prohibition

Offers of permanent employment to corporate executives during preliminary interviews, the one-year assignment or upon completion of the assignment are prohibited.

Executives must return to their corporations for at least one year following conclusion of their assignment.

**THE PRESIDENT'S COMMISSION ON
EXECUTIVE EXCHANGE**

Selection Criteria

Federal executives selected for the President's Commission on Executive Exchange "are members of the Senior Executive Service, or equivalent level...or of outstanding qualification and are serving at an equivalent level to a Senior Executive Service candidate. [Executive Order 12516, May 21, 1985]

Assignments

Federal executives are "assigned for one year to positions in the private sector offering significant challenge, responsibility, and regular and continuing contact with senior private sector officials." [Executive Order 12493, December 5, 1984]

Corporation Expenses

Salary

Corporations pay the Federal executive's salary. The current range of SES executive salary is \$71,200-\$83,600 annually, plus equivalent bonus earned, if applicable.

Fringe Benefits

Vacation and sick leave benefits are extended to Federal executives in accordance with corporate policy.

Seminar Costs

Corporations pay approximately \$12,000 to cover travel and lodging expenses for Commission seminars.

Federal Agency Expenses

Fringe Benefits

Federal agencies continue to provide executive's life insurance and health benefits.

Relocation

Federal agencies pay relocation expenses at terms to be approved by the President's Commission on Executive Exchange, or per diem in lieu of relocation expenses, not to exceed total relocation costs.

Travel

For interviews with corporations, home visits throughout the year and re-entry visits to the sponsoring Federal agency, all in accordance with the policies of the President's Commission on Executive Exchange.

Participation Fee

\$5,000 per executive.

Conflict of Interest

The President's Commission on Executive Exchange adheres to all Federal laws and regulations regarding conflict of interest.

The Executive Director of the President's Commission must be notified in writing that the host corporation's counsel and the sponsoring Federal agency's counsel have reviewed the formal position description and determined that no conflict of interest exists.

Permanent Employment Prohibition

Offers of permanent employment to Federal executives during preliminary interviews, the one-year assignment or upon completion of the assignment are prohibited. Executives must return to their agencies for at least one year following conclusion of their assignment.

**THE PRESIDENT'S COMMISSION
ON EXECUTIVE EXCHANGE**

The White House

744 Jackson Place, N. W.
Washington, D.C. 20503
Telephone: 202-395-4616
Telefax: 202-395-6989



AC HAS SEEN 12/29

The President's Commission on Executive Exchange
THE WHITE HOUSE

December 22, 1989

*Have me
call Murray
then Betty
Andy*

Dear Andy:

On November 6, 1989, you and I met with Governor Sununu to discuss the initiation of legislation which would make permanent the authority granted the Commission under the Voluntary Services Act. It was my understanding that you would then take the lead in arranging a meeting for me with Boyden Gray.

Because of the sequestration and general budget constraints, this portion of our program is vital for recruiting and placing science and technology and senior management executives. I therefore had a preliminary meeting with Brent Hatch and Amy Schwartz on December 7th. The meeting went well. Yesterday I had a follow-up discussion with Amy and I expect to reach a resolution with Boyden early in the year.

In light of the anticipated resolution with White House Counsel, I am requesting your assistance in arranging a meeting for me with Attorney General Thornburgh. I need the Attorney General's support in expediting the resolution of any concerns the Justice Department may have regarding the successor legislation.

I look forward to hearing from you at your earliest convenience.

Sincerely,

Betty

Betty Heitman
Executive Director

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

*I called Murray
1/3/90. AHC*

*Murray will set up mtg
for Betty w/ appropriate DA
officials. I asked to
include Amy and me.
Andy*

Discuss with Murray Dickman
and Royden Gray

**Document Originally
Attached to
Following Page**

J.C.

PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE
1989-1990 CORPORATE EXECUTIVES

<u>NAME</u>	<u>SPONSOR</u>	<u>PLACEMENT</u>
*Brown, G. Jeffrey	Pepsi-Cola	OPIC
*Duncan, Robert M.	Inez Bank	White House
Gibson, G. Thomas	AT&T	Defense
Gislason, Karen L.	Bell Atlantic	
Healy, John P.	Ruder-Fin	Energy
*Johnson, Judy	IBM	White House
*Kasulka, Larry	McDonnell Douglas	
Liukkonen, Karen E.	John Hancock	HHS
Maciorowski, Susan M.	Mitre	GAO
*Mayo, Dennis R.	Warner-Lambert	HHS
*O'Connor, Brian J.	IBM	State
Odesky, Marvin J.	W. R. Grace	NASA
*Perelli, Sherilynn J.	General Motors	State
Phelps, Andrew K.	Bechtel	Defense
Ramlall, Richard R.	Bell Atlantic	Commerce
*Rumsey, Terry C.	Xerox Corporation	
Shipp, Charles R.	AT&T	
Somers, Ivan A.	Hughes Aircraft	Energy
Townley, David L.	Georgia Power	Defense
*Walther, Larry W.	Southwest Bell	Treasury

PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE
1989-1990 FEDERAL EXECUTIVES

<u>NAME</u>	<u>SPONSOR</u>	<u>PLACEMENT</u>
Dickey, George W.	Army	
Harper, Hohn K.	GAO	IBM
Gallogly, James P.	SBA	McDonnell Douglas (p)
Hogan, Alice C.	NSF	Motorola
Baker, Robert E.	SNA	Boeing
Nager, Jack	FAA	TRW (p)
Vieth, Donald L.	Energy	Lockheed
Buracker, W. Joseph	HUD	Warner-Lambert
Anderson, Matthew E.	Navy	Xerox Corporation (p)
Trujillo, Adam J.	HHS	AM Cyanamid (p)
Katz, Howard P.	Treasury	Mobil
Hennigan, John F., Jr.	ICC	

THE WHITE HOUSE
WASHINGTON

DATE: 7/24/89

TO: *Bayden Gray*

FROM: ANDY CARD *Andy*

*The Governor has
agreed to this.*

c.s. Dick Darman



per JHS 7/24/89
put forward w/
recommendations
of approval. AH

The President's Commission on Executive Exchange
THE WHITE HOUSE

July 21, 1989

MEMORANDUM FOR THE PRESIDENT
THROUGH THE CHIEF OF STAFF

FROM: BETTY HEITMAN, EXECUTIVE DIRECTOR
PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE

SUBJECT: EXTENSION OF VOLUNTARY SERVICE LEGISLATION FOR ONE YEAR

I. ACTION-FORCING EVENT:

- o Expiration of Legislative Authority
- o Hill (minority and majority) 100% behind program and one year extension - need nod from Administration.

II. ANALYSIS

- o 20 year old program of exchange with senior corporate executives to public sector and senior career federal executives to private sector.
- o State, HHS, Energy, IRS, USTR, Commerce, and other agencies are begging for the top level talent we provide.
- o Without authority for corporations to voluntarily continue their senior executives' salaries, we cannot obtain the high level executives we need.
- o Present legislation allows corporations to pay salaries (limited to 10 executives per year).
- o Support for extension from Connie Newman, GAO audit, as well as the Hill.
- o Initial Justice contact concerned about "perception of conflict of interest" but had no firm legal basis.
- o Need a one year extension of this legislation to develop legislative package with this Administration's imprimatur.

III. RECOMMENDATION: SUPPORT A ONE YEAR EXTENSION IN ORDER TO GIVE ME TIME TO WORK ON DETAILS WITH OMB AND JUSTICE.

IV. APPROVED

JHS per his statement 7/24/89
AH

THE WHITE HOUSE
WASHINGTON

July 18, 1989

MEMORANDUM FOR ANDREW H. CARD, JR
ASSISTANT TO THE PRESIDENT AND DEPUTY TO THE CHIEF
OF STAFF

FROM: C. BOYDEN GRAY *CBG*
COUNSEL TO THE PRESIDENT

SUBJECT: Review of the President's Commission on
Executive Exchange

Having reviewed the materials you sent me concerning the President's Commission on Executive Exchange, I concur with the Department of Justice and the Office of Government Ethics that the experimental component of the Commission's programs -- under which private sector companies pay the salaries of high-level executives on loan to the government -- is inconsistent with several key elements of the Administration's ethics proposals.

As you know, President Bush has made ethics one of the highest priorities in his Administration. Even beyond the basic laws and principles prohibiting conflict of interest, numerous aspects of the ethics reform initiative stress the importance of federal appointees breaking off their ties to profit-making entities outside of the government. Presidential appointees are being asked, for example, to resign from any positions they hold on the boards of for-profit entities and are prohibited by President Bush's Executive order from having any outside earned income (even though existing statutes would have permitted them to earn outside income of up to 15 percent of their federal salaries).

Against this background, it seems incongruous for the Administration to be proposing continuation and massive expansion of a program under which high-paid corporate executives can continue to be paid their corporate salaries to work in the government. Moreover, like the Department of Justice, I am skeptical of the General Accounting Office conclusion that the program does not pose conflict-of-interest risks.

I therefore would oppose the renewal of the experimental program. (This would leave in place the Commission's regular program under which the government pays the salaries -- capped at the SES salary ceiling -- of exchange participants.) If, however, the Governor believes that there is compelling justification for preserving the experimental private-sector-funded exchange as an exception to the philosophy of the President's ethics program, then I would, of course, support that decision.



The President's Commission on Executive Exchange
THE WHITE HOUSE

June 8, 1989

MEMORANDUM FOR JOHN SUNUNU
Chief of Staff

FROM: BETTY HEITMAN *BH*
Executive Director, PCEE

SUBJECT: Meeting and Photo Op With the President for
Executives of the President's Commission on
Executive Exchange

As I begin my tenure as Executive Director of the President's Commission on Executive Exchange, one of my first acts of business is to request a meeting and photo op with the President as soon as possible for our 36 corporate and Federal executives, who will shortly be leaving the program to return to their respective corporations and government agencies.

As you are well aware, to be selected as an executive of this Commission is a high and coveted honor and each participant takes great pride to be considered a "Presidential Executive."

My suggestion for a scenario would be brief remarks by the President in the Roosevelt Room followed by a group photograph and individual photos with each executive.

I look forward to hearing from you soon.

cc: Bobbie Kilberg

May 18, 1989

Andy--



I called June Walker re her request for a meeting. She told me someone "wonderful" had been recently named to take her place so she didn't want to take up your time-- but thanked you profusely for being willing.

Now that she is leaving, she has 1 request: Please see what you can do for Kelly Walker (her son) - currently in Advance. Wants better. Said she had already mentioned this to you.

Linda

**Document Originally
Attached to
Following Page**



5/18

✓
Named someone else.
Anything he can do to
help Kelly Walker
(Advanced) -

The President's Commission on Executive Exchange
THE WHITE HOUSE

May 2, 1989

MEMORANDUM FOR JOHN H. SUNUNU
Chief of Staff

FROM: JUNE G. WALKER *June G. Walker*
Executive Director, PCEE

SUBJECT: Request for Appointment

For the past eight years, as Executive Director of the President's Commission on Executive Exchange, I have reported to the Chief of Staff of The White House. During that time, I requested very few meetings, and only when issues of substantial importance arose. I feel it is necessary that I meet with you as soon as possible to discuss the activities and realities of the Commission.

Among the issues I wish to discuss are my enclosed proposal to Gregg Petersmeyer concerning the establishment of a new satellite/subsidiary of the Commission, and the ramifications of this proposal.

I also wish to update you regarding the President's Science and Technology Exchange Initiative, and the importance of the President's Commission on Executive Exchange to the Bush Administration.

I look forward to hearing from you, and hope we can arrange a meeting at your earliest convenience.

Yes ☒ *Andy?*
No ☐

THE WHITE HOUSE

WASHINGTON

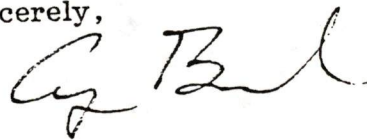
March 23, 1989

Dear June:

I have reviewed with great interest and admiration the report on the many impressive accomplishments of the President's Commission on Executive Exchange over the past eight years. You have my deep appreciation for all that you and the other participants have done in making the Commission such a success.

I have asked Gregg Petersmeyer, who heads the Office of National Service in the White House, to work closely with you to further the aims of the Commission. You can expect a telephone call from Gregg's office in the very near future, as I am most anxious to see that you get whatever support you need from the White House for the important effort that you have so ably undertaken.

Sincerely,

A handwritten signature in dark ink, appearing to be "G. Bush", written in a cursive style.

Mrs. June G. Walker
Executive Director
The President's Commission
on Executive Exchange
744 Jackson Place, N.W.
Washington, D.C. 20503



President Bush has focused increased attention on the myriad needs of the nation's social fabric. A successful attack on these pressing problems over a broad front requires considerable effort by America's corporations and executives.

In response to Gregg Petersmeyer's request for a proposal regarding the establishment of the President's Corporate Resources Initiative (working title), the President's Commission on Executive Exchange will develop and implement a program to directly involve premier corporations in this joint effort by the Office of National Service and the Commission.

The structure of the program will be similar to that of the President's Commission on Executive Exchange. Corporate executives will be recruited and selected to serve one year assignments in the Federal government. These executives will be placed in designated Federal agencies where they will be responsible for ascertaining, developing and utilizing available resources to attack such problems as housing for the homeless, drug addiction and illiteracy, and to assist the underprivileged and single parent households.

Implicit in the program is a partnership between the Federal government and the private sector. The overall goal is to develop a commitment to employ the private sector's considerable resources, know-how, manpower and finances to ameliorate pressing social problems that are rampant throughout the country.

The Corporate Resources Initiative will be a subsidiary of the President's Commission on Executive Exchange. The effective rapport already established between the Commission and the nation's top Chief Executive Officers will serve as a springboard for the program. The Commission will provide the direction, control and oversight necessary to ensure the success of the venture, and will also be responsible for establishing committees that would benefit the Corporate Resources Initiative.

Additional staff and office space in the Executive Office Building will be essential to the program. A budget has been prepared and I am confident that the funds could be made available.

It is anticipated that this project can be in operation immediately if given the support and cooperation of the White House.

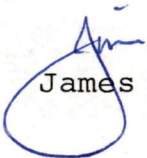
THE WHITE HOUSE
WASHINGTON

February 21, 1989

TO ANDY CARD

Liaison with June Walker's Commission has been handled traditionally by the Chief of Staff's office. If you want this Commission handled differently, please let me know. Otherwise, I assume you'll make judgments on stuff like this.

Thanks.



James W. Cicconi

HOLD



1989 FEB 14 PM 6:20

The President's Commission on Executive Exchange

THE WHITE HOUSE

February 14, 1989

Dear Mr. President:

For the past eight years I have served as the Executive Director of the President's Commission on Executive Exchange and, as such, one of my responsibilities has been recruiting and placing exceptional executives from the public and private sectors in senior decision-making positions in Federal Government agencies and in major U.S. corporations. The executives have won significant praise for their work in every Federal agency, including the White House, and in corporations where they have been assigned.

As my tenure as Executive Director expires, I would like to bring to your attention Kelly Walker, whom you know, who in my opinion has exhibited outstanding professional abilities and was actively committed full time to your campaign for over three and a half years -- two and a half years as a full-time volunteer. It has been brought to my attention that his extensive work on your behalf was particularly effective in New Hampshire and has continued throughout the transition period.

Even though Kelly is my son, I am still professionally objective, having been impressed by his dedication and ability to perform with excellence under pressure. He has successfully established and operated his own business in Massachusetts, exhibiting an ability to manage, communicate and interact effectively with people. In addition, the high ethical and moral standards which he has set for himself have guided him throughout his life.

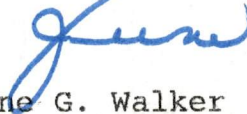
He has expressed an interest in the Department of Commerce either as a Special Assistant to the Secretary

- 2 -

or in International Trade. I firmly believe that he can contribute effectively wherever there is the greatest need for someone of his outstanding abilities.

With warmest regards,

Cordially,



June G. Walker
Executive Director

The Honorable George Bush
President of the United States
The White House
Washington, DC 20500

THE WHITE HOUSE

WASHINGTON

January 23, 1989

MEMORANDUM FOR THE FILE

FYI: GOVERNOR SUNUNU

FROM: ANDY CARD *Andy*

SUBJECT: The President's Commission on Executive Exchange

On June 13, 1989, I met with June Walker, Executive Director of the President's Commission on Executive Exchange. Since the Executive Exchange program is in the middle of its current assignment, no decision should be made on restaffing until after March 1, 1989.

I have asked June Walker to stay on board through that date, and she agreed.

Attachments (brochures)

1/13/89

June Walker - The President's Executive Exchange

> Pilot Program for 3 yrs.

GAO audit to come out
w/ next 2/3 wks

? OMB fast run for legislation

? priority of bill

Tech. Transfer Initiative
? partly in OFOB
IBM

★ (?) *Appoint
ment.

★ ? Planning trip to Asia
40 men on board

Advances ~~has~~ ^{will} ~~gone~~ ^{so} in 2/3 wks

?

3wk in March



The President's Commission on Executive Exchange

THE WHITE HOUSE

November 3, 1987

MEMORANDUM FOR GORDON G. RIGGLE
Deputy Assistant to the President and
Director of the Office of Administration

FROM: JUNE G. WALKER *June G. Walker*
Executive Director, PCEE

SUBJECT: The Technology Transfer Initiative

Recently, it was a great pleasure for me to welcome you to our Commission's offices at 744 Jackson Place, NW and to have the opportunity to meet with you personally.

In follow-up to our conversation, I want to provide you with further information regarding the Technology Transfer Initiative, which has come under the aegis of the President's Commission on Executive Exchange in accordance with the 1987 Executive Order of the President (see attached).

The principal purpose of the Technology Transfer Initiative is to provide a conduit for the transfer of outstanding American scientists and engineers between the public and private sectors, much like the Executive Exchange program which has been so successful over the past 20 years. Because of the President's concern for our nation's future competitive position in the global market, our focus will be centered upon emerging technologies that will have a significant impact on our nation's technological and commercial leadership positions.

Serving as a model for technological cooperation between government and private industry, the Technology Transfer Initiative will serve to foster new ideas and bring a renewed sense of urgency to research. It will also give the Federal scientists a better understanding of commercially focused research in the private sector. It will market Federal laboratory capabilities to the private sector as well as begin to develop a shared data bank of research knowledge through a cadre of scientists and engineers who have experienced firsthand each other's worlds. And, hopefully, this Initiative, through technological cooperation and communication, can influence future research and improve our competitiveness in the global market.

Joseph Gannon, an executive with the President's Commission on Executive Exchange and former Divisional Vice President for Polaroid Corporation's International Division, is assisting me in the start-up phase of the Initiative. Presently, we are developing program criteria, identifying Federal laboratories and high technology companies that would fit the program criteria, profiling exchange candidate requirements and developing a resource plan.

Regarding the resource plan, we expect to begin staffing by the first of the year. We estimate our staff requirements to implement the new program would be ten people -- seven professionals and three administrative. Obviously, our present facilities cannot house the permanent staff of the Technology Transfer Initiative.

Therefore, I am urgently seeking your assistance in identifying additional office space within the White House complex (OEOB, NEOB, Jackson Place) as soon as possible. We would require five offices in total, plus two workstation areas and a small reception area.

I am hopeful you will be able to accommodate our request. We are anxious to begin implementating this vital program that will assist in facilitating access to science and technology with the ultimate goal of commercialization. I envision the Technology Transfer Initiative becoming a major public and private sector cooperative vehicle for years to come, having a long-term effect on our competitive position in the global market.

MEMORANDUM TO:

FROM: JUNE G. WALKER
EXECUTIVE DIRECTOR, PCEE

SUBJECT: REPORT ON THE SUCCESSFUL IMPLEMENTATION OF PL 99-424,
THE VOLUNTARY SERVICES ACT OF 1986.

PL 99-424, the Voluntary Services Act of 1986 was enacted on September 20, 1986 to enable the President's Commission on Executive Exchange to recruit up to ten senior executives from the private sector to work in one year assignments as senior federal executives while their corporations continued to pay their salaries and benefits. These executive "volunteers" were expected to bring otherwise valuable private sector expertise to bear on difficult issues facing Federal agencies at an anticipated savings to the government of approximately \$2,000,000 because the corporations, rather than the government agency would pay the salaries and benefits of the executives during their assignments. The law authorized a three year experimental period after which the results of the program were to be reported to the Congress by the General Accounting Office.

The Commission is pleased to report that the program has been very successful in meeting both the objective of easing the difficulties for America's leading corporations to send outstanding executives to serve the government and the goal of

saving the government approximately \$2,000,000. Our experience to date is that the volunteer approach has been so attractive to both the public and private sectors that the ten person per year limitation in the law would have been oversubscribed by the private sector if the limit had not been in place. Therefore, the President's Commission on Executive Exchange recommends strongly that the Voluntary Services Act should be extended without any restriction as to the number of senior private sector executives that are encouraged to volunteer their services to the benefit of the United States Government each year.

II. BACKGROUND

In 1984, the President's Commission on Executive Exchange began to seek Congressional support to develop a mechanism to enable senior private sector executives to volunteer their services to the Federal government. The Exchange Program at that time brought private sector executives to Washington, for one year assignments during which their salaries were paid by their host Federal agency subject to the Federal salary cap of the ES 6 salary of the Senior Executive Service salary schedule. In 1988, this is equivalent to an annual salary of \$77,500. Beginning in the early 1980's, the Executive Director had experienced increased difficulty in recruiting private sector executives with the kind of backgrounds requested by Federal agencies due to the salary compression caused by the Federal cap. Private sector executives were enthusiastic about participating

in the program but became increasingly unwilling to take the substantial salary reductions required to participate at Federal pay levels. In addition, the legislation governing the Exchange Program at that time did not allow corporations to pay the living expenses of executives during their assignments in Washington. By 1984, private sector senior personnel managers were reporting that the low salary ceiling and the inability to pay for living expenses were making participation in the program prohibitively difficult when compared to other opportunities for their executives.

In 1986, the Voluntary Services Act was enacted that enabled the Commission to recruit up to ten executives in each of the following three fiscal years. During hearings on the proposed bill there was considerable doubt expressed that U.S. major companies would be willing to underwrite the considerable salary and living expenses to support a volunteer executive despite the Executive Director's testimony that there was considerable demand for this approach.

In fiscal year 1987, the program was enacted after the recruiting cycle for that year had been completed. Nonetheless, two executives joined the program early in the fiscal year at an average annual salary of \$95,000. The first major group of executives was recruited in the later part of fiscal 1987 and the beginning of fiscal year 1988. The average salary for this group of nine executives was approximately \$98,000 for a total savings to the government in the first full year of operation of \$977,000. This year the program has ten senior executive

volunteers at an average salary of \$120,000 for a total savings of approximately \$2,000,000 during the last two years.

The first step to implement the program was to develop an executive order to implement the law and to write Commission policy to insure that Congressional intent was met in the administrative approach taken. (Please see Attachment A for copies of the law, Executive Order, and the Commission Policy). Section 3A(d)A of PL-99-424 authorizes "the continuation of pay and other benefits from the private sector employer," and the thrust of the Commission policy was to ensure that a conservative approach was taken in the interpretation of "other benefits" in the implementation of the program. The Executive Director was particularly interested in limiting the definition of "other benefits" to only those benefits that would make executive volunteers comparable to their public sector counterparts to avoid any morale problems on the part of senior federal career managers who worked on a daily basis with volunteer program participants. In this regard, the implementation of the Commission policy strictly forbids the use of corporate expense accounts, corporate cars, and any other routine corporate benefits that would have appeared unusually generous in the Federal setting.

From the moment the law was passed, there was enormous corporate interest in participation. Senior corporate personnel officers reported that it generally facilitated their search for appropriate candidates because they could now advertise the opportunity to any outstanding executive regardless of their

salary. In addition, for senior candidates, corporate personnel were able for the first time to offer to pay living expenses in Washington that were comparable to the company's policies on moving a senior person to any other temporary one year assignment. The loss of living expenses under the previous approach had had a chilling effect on the willingness of senior managers to pursue this option.

The limit of the number of positions available to only ten during each fiscal year began to become a serious administrative burden during the first full recruiting cycle. Corporate personnel officers reported that the recruiting cycle often took three to six months to identify an outstanding candidate and that oftentimes a slot in the new program was not available by the time the corporate search was completed. The most recent example involved Southwestern Bell Telephone Company. After a three month search, a senior executive in corporate finance, who would have been a very attractive candidate to several government agencies, was forced to withdraw from the program because the ten positions were filled for this fiscal year.

Another major difficulty is that the ten position limitation unnecessarily constricts the recruiting process, because after telling several companies that no positions were available, we are unable to replace executives who have withdrawn from the program during the year to meet pressing needs of their companies. Three executives have left the program early to solve pressing corporate problems, but our communication to corporations that the ten position limit had been reached earlier

has meant that there were no immediately available replacements to bring the group up to the full complement.

One major benefit of lifting the current ten position restriction would be to the corporate personnel officers who manage the three to six month recruiting process. At the time they begin seeking candidates, they cannot predict then whether the perspective candidate will be over or under the federal salary cap. This program does not appeal to every American executive. In fact all, or at least most of the following factors must be met before a candidate is likely to be proposed by the Chief Executive Officer:

- * The Executive must have an outstanding performance record
- * He/she must be willing to relocate to Washington. This requirement often precludes executives with a working spouse or children of high school age who are often unwilling to move.
- * The candidate must have a personal interest in public service.
- * A year in Washington must fit into the long-range corporate plans for the executive's development.
- * The executive must be willing to leave an environment in which they are known to be outstanding and enter an entirely foreign set of circumstances with their inherent risks.
- * The candidate must be self-assured of his/her ability to reenter the corporate environment successfully at the end of the assignment in Washington. This is a particularly difficult hurdle for executives in companies that are still recovering from actions taken in response to the market break last October.

The other major benefit of removing the ten slot restriction on the program would be that government agencies would be eligible to reap the benefits of having access to a greater number of highly qualified volunteer executives. While each executive made major contributions during his/her assignment, the following few examples demonstrate the promise of expanding the current approach:

* An executive on loan to the Office of Management and Budget designed and implemented the Executive Branch's productivity improvement effort in cooperation with the President's Committee on Management Improvement. The results in two early conferences were outstanding and brought him much deserved credit from his Federal supervisors.

* An executive on loan to the Department of Health and Human Services served as the project manager for health policy initiatives of national scope, including the Secretary's conference on retiree health care benefits, the Secretary's conference on alcoholism and the Secretary's Committee to study the public health services' physician pay system.

* The Office of the Secretary of Defense wrote that the executive "worked in areas of DOD energy management where problems were known to exist in the business aspects of how DOD purchases energy and expertise. By working from his broad background in business economics, he was able to trouble-shoot policies and procedures which inadvertently were raising obstacles to obtaining private sector participation in need projects. His work has already been incorporated into permanent policy issuances which will last many times his tenure."

In conclusion, the Commission recommends that the Congress should reauthorize the legislation without the ten position limitation. The need to develop the program as a three-year experiment was appropriate and the obvious success of the experiment suggests that it should be allowed to expand to fill the demands of both the corporate and federal sectors to serve each others' needs in the national interest.



Presidential Exchange Executives

EXCHANGE XIX

1988-1989



The President's Commission on Executive Exchange

The President's
Commission
on
Executive Exchange



THE PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE

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Secretary
Department of State

Charles G. Steele
Former Chairman and Chief
Executive Officer
Deloitte, Haskins & Sells

C. William Verity, Jr.
Secretary
Department of Commerce

William B. Walsh, M.D.
President and Chief
Executive Officer
Project HOPE

June Grace Walker
Executive Director
President's Commission on
Executive Exchange



After all, each of you has been selected because you have shown special promise. You are the leaders, policymakers and administrators of the future. If you leave without making that contribution Drucker speaks of, then no matter what your personal fortunes or plans, the measurement will have to show a score below the mark.

What kind of contribution should we be thinking about? President Reagan has said that the Executive Exchange Program:

"Advances a fundamental goal of this Administration — to promote and encourage the relationship between American business and government."

Alexander Hamilton, as someone who saw the necessity of both commerce and a Federal government, would have approved. We need a healthy relationship between the two in order for all Americans to benefit and prosper.

Since we are considering the relationship between two different parts of society, in effect our contributions will be in two directions — to the agency or company with whom you are spending your Exchange year, and to the people you will return to after the year. You are in a unique position to contribute fresh ideas and insights in your new position, and also bring back an understanding and appreciation which you can share with those who have placed their confidence in you.

We know that simply reading or hearing about a proposal or an agency or company isn't enough for us to fully comprehend it. While many think that all problems are simply ones of "communication", and that if only business and the Federal government could "improve communications" everything would be all right, we recognize that there is more to relationships than communication. Many times people will understand what is said, but not be able to appreciate it or act upon it. Friction arises because of a lack of appreciation, a lack of background, or an unwillingness to cooperate. That is the kind of understanding that each of you can learn this year, and contribute long after your Exchange.

There are other contributions which will be unique to you and your situation. I hope you will search for those. As you look for those places and ways you can serve, that no one else can, I believe you will find yourself rewarded.

In that paradoxical way our universe operates, where a President who believes and practices the principle, "There is no limit to what you can achieve so long as you don't care who gets the credit", has achieved much, and also justly receives credit for those achievements — so those who focus on what they can contribute and how they can serve will get the most out of their year. That contribution will enrich both you and our society.

Public Policy
Seminar Biographies

Federal Government
Executives

J. TIMOTHY WHITE is Director, Cost of Capital with Bell Atlantic Corporation. He coordinates the Bell Atlantic filings on Cost of Capital issues in proceedings before the Federal Communications Commission (FCC) and each of the state regulatory commissions in the District of Columbia, Maryland, Virginia and West Virginia. This includes writing testimony, coordinating appearances of expert witnesses and developing responses to Commission questions. The position also included a 6-month assignment as Treasurer of a Bell Atlantic subsidiary, responsible for issuing nearly \$2 billion per year in commercial paper.

In his previous position as Staff Manager-Business Case Analysis, Mr. White was responsible for the evaluation of companies for acquisition and new business venture proposals initiated within the Network Services Group companies. He also served as Staff Manager-Economic Forecasting, where he developed economic forecasts on growth, inflation and interest rates. These forecasts were used as major assumptions driving commitment budgets and 5-year business plans.

Before joining Bell Atlantic, Mr. White was Staff Manager - Regional Economics with C&P Telephone. He had responsibility for developing and maintaining regional and state-by-state economic models used by C&P to promote business development and evaluate construction programs, commitment views and long-range planning activities.

Mr. White received a B.A. in Economics from Virginia Military Institute, and an M.A. in Economics from Old Dominion University. Mr. White's Exchange assignment is with the Department of Commerce.

WILLIAM M. FREEMAN is Director, Rates and Demand for Bell Atlantic Corporation. He manages and directs the process of devising and developing narrative and numerical analytical support documentation material and defending such materials to the Federal Communications Commission (FCC) for interstate tariff filings and FCC ordered tariff investigations. He also directs and is responsible for the management of a \$9 million expense budget.

Mr. Freeman previously served as Director-Service Costs for New Jersey Bell Telephone Company, where he managed and directed the development of all cost studies used to support tariff filings and pricing strategies. Prior to this he was Director, Rates, with responsibility for managing and directing tariff development and tariff administration for services offered by New Jersey Bell. He was responsible for services generating in excess of \$150 million in annual revenue.

Mr. Freeman received a B.A. in Economics from Drew University, and an M.B.A. in Finance/Management from Rutgers University. He is active in a number of community projects. Mr. Freeman's Exchange assignment is with the General Accounting Office as Assistant to the Assistant Comptroller General for National Security and International Affairs.

BRIAN J. O'CONNOR is Director, Asset Management and Controls for IBM - United States. He is responsible for asset management strategy for IBM - U.S., including a detailed strategy for accounts receivable, inventory, fixed assets, program products and rental machines, as well as asset disposition strategy for non-performing assets. He also has staff responsibility relating to business controls and the overall control posture of IBM - U.S.

Previously, Mr. O'Connor was Director of Accounting Systems and Controls where he was responsible for driving a worldwide accounting strategy for IBM. He advanced to Director of Finance and Planning for IBM Information Services, which included software, systems engineering services and telecommunications, and was subsequently named Vice President, Plans and Controls; Group Director, IBM Information Services; and Vice President, Plans and Controls, Application Systems Division. He was responsible for controllership, planning, marketing, and business practices and management services for a \$1.5 billion worldwide business, including development labs in the United Kingdom, Sweden, Austria, Germany and Japan.

Mr. O'Connor also served as Vice President, International Operations for SRA, an IBM subsidiary. There he had general management responsibility for all international activities of SRA, with direct profit responsibility for subsidiaries in Canada, the United Kingdom, Australia, Germany and France.

Mr. O'Connor received a B.S. in Labor Management from Manhattan College, and undertook graduate studies in Finance at Columbia University prior to receiving his M.B.A. in Finance/Management from New York University. Mr. O'Connor's Exchange assignment is with the Department of State.



"The ingredients which constitute energy in the Executive are: Unity, duration, an adequate provision for its support, and competent powers. The ingredients which constitute safety in the republican sense are a due dependence on the people and a due responsibility."

In a special way, you will provide this to the agencies within the Federal government, as well as corporate business offices. Those of you from the private sector will be working first-hand with those who administer our government year in and year out. Those of you who currently do administer our government will have the opportunity to get another perspective. In these assignments, you can either see that there is a proper dependence upon the people and the people's thoughts, and insure there is that critical sense of responsibility, or you can sit back and let our government agencies and business offices face the possibility of being, in Hamilton's words, "feeble".

To look at this from another point of view, let me quote from the "Dean" of management consultants, Peter Drucker:

"The man who focuses on efforts and who stresses his downward authority is a subordinate no matter how exalted his title and rank. But the man who focuses on contribution and who takes responsibility for results, no matter how junior, is in the most literal sense of the phrase, "Top Management". He holds himself accountable for the performance of the whole. The focus on contribution turns the executive away from his own specialty, his own narrow skills, his own department, and toward the performance of the whole. It turns his attention to the outside, the only place where there are results."

Naturally, with such a focus, what you do on the job will be different. Equally, simply by being part of this program, your personal lives will be different. I am sure each of you has some dreams, some personal plans, and no doubt this year will affect the shape of those and will give you new inspiration in designing them.

You may also have ideas right now on what you can contribute in terms of programs, policies and management in your particular position. Whether you are considering your job or personal matters, it's only by planning with careful thought *now* that you will be in a position to look back at this time next year and consider what you have accomplished.

As we do that planning and considering, let's use as a framework, Drucker's question:

"What can I contribute that will significantly affect the performance and the results of the institution I serve?"



JUNE GRACE WALKER

Executive Director

You may have heard that Washington, D.C. is one square mile, surrounded on all sides by reality. Of course, like a great many common sayings about Washington, that's misleading. Washington, D.C. hasn't been one full square mile since the South seceded from the Union in 1861!

Still, before those of you who are coming to Washington get too far away from the reality you know, and before those of you who are leaving Washington plunge into a new reality, let me welcome you to the Exchange Program by reminding all of us of some foundational principles.

The best foundation we could start with is the Constitution, our nation's organic charter. In Article II, section 2, it states that the President's responsibility is:

"To nominate by and with the advice and consent of the Senate, to appoint Ambassadors, other Public Ministers and Consuls, Judges of the Supreme Court, and all other officers of the United States whose appointments are not otherwise provided for in the Constitution. But the Congress may by law vest the appointment of such inferior officers as they think proper in the President alone, or in the courts of law, or in the Heads of Departments."

That section is the Constitutional foundation for this Program, and for most of the Executive branch. Alexander Hamilton, who really should have been given more attention and credit for his role in founding and guiding our republic, commented on this section of the Constitution in the *Federalist Papers*. He noted:

"The true test of a good government is its aptitude and tendency to provide a good administration."

Too often, the actual administration and management of our government does get overlooked. This would not have been Hamilton's posture. In *Federalist Paper No. 70* he said:

"A feeble Executive implies a feeble execution of the government. A feeble Executive is but another phrase for a bad Executive, and a government ill executed, whatever it may be in theory, must be, in practice, a bad government. Taking it for granted, therefore, that all men of sense will agree in the necessity of an energetic Executive, it will only remain to inquire what are the ingredients which constitute this energy? How far can they be combined with those other ingredients which constitute safety in the republican sense?"

"And how far does this combination characterize the plan which has been reported by the Constitutional convention?"

FRANKLIN D. LEMKEY is a Senior Consulting Scientist for United Technologies Research Center (UTRC) in Connecticut. Since 1982, Dr. Lemkey has been responsible for carrying out advanced research and technology programs in areas such as electronics, superalloys and materials, and other high technology fields, in order to meet specific program requirements. Dr. Lemkey also evaluates existing and potential techniques, devices and associated technology, and provides technical judgement and advice regarding technical requirements, material and performance characteristics, reliability, fabrication processes, reproducibility, competitive factors and development lead-times.

Prior to his most recent position, Dr. Lemkey served as Principal Scientist, High Temperature Materials and Metallurgy with UTRC. In this capacity he directed research conducted on metallic and ceramic composites produced from the melt for structural and nonstructural applications. He began with United Technologies as an Assistant Research Scientist, progressing to Associate and then Senior Research Scientist.

Dr. Lemkey received a B.S.E. in Metallurgical and Chemical Engineering from the University of Michigan. He also studied Solid State Physics at Trinity College, and Materials Science at the University of Connecticut. He was the recipient of a UTRC Fellowship to Oxford University, Oxford, England, where he received a Ph.D. in Metal Physics.

Dr. Lemkey is the author or co-author of numerous publications, and has been awarded many patents. He served as a Visiting Professor of Metallurgy at the University of Connecticut and as an Adjunct Professor of Engineering at Dartmouth College. Dr. Lemkey's Exchange assignment is with the National Aeronautics and Space Administration.



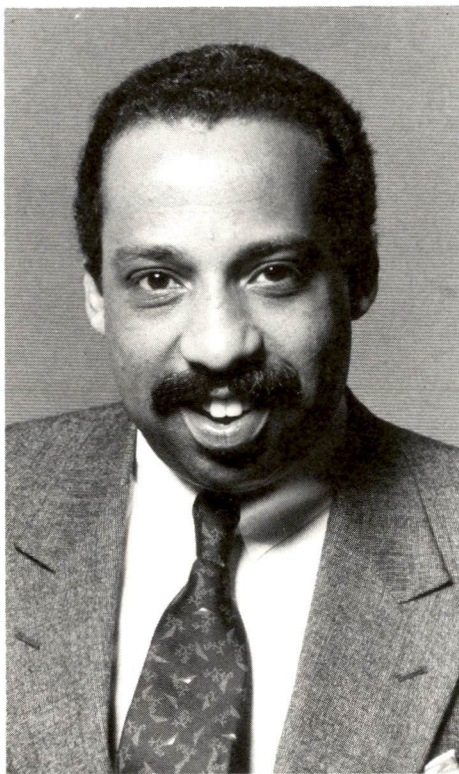
WILLIAM C. BREEN is a Vice President of Operations for Fluor Daniel in the Government Sector. He is responsible for overall management of a number of major programs for various government entities.

Mr. Breen joined Fluor Daniel in 1947 as a Process Engineer and moved into Project Management in 1950. He has managed engineering and construction projects in Texas, Alaska, Mississippi, Puerto Rico, Saudi Arabia, South Africa, Central and South America, Denmark, Holland, and Germany.

He has also had assignments in General Management as Technical Director of Fluor Daniel's Dutch office, and General Manager of the Southern California Division. Prior to his present assignment, Mr. Breen was responsible for Fluor Daniel's Information Systems Organization. He also had responsibility for selection and implementation of Fluor Daniel's Worldwide Computer Aided Design and Drafting System.

His project assignments have included pipelines, refinery and petrochemical plants, mining and metals, and fertilizers, and have ranged from engineering studies to multi-billion dollar design-build projects.

A U.S. Navy veteran, Mr. Breen is a graduate of the University of Michigan with a B.S. degree in Chemical Engineering. He has also completed U.C.L.A.'s Business Management program. He is a member of the American Institute of Chemical Engineers, American Society of Civil Engineers, Society of American Military Engineers, and the American Defense Preparedness Association. He is active in the Orange County Council of the Boy Scouts, the Knights of Columbus, and has held numerous chairmanships in his church. He has served as a member of the Chapman College Science Advisory Board. Mr. Breen's Exchange assignment is with the Department of Defense.



REGINALD L. BROWN joined Xerox Corporation in 1972 as a Sales Representative in the Washington Commercial Branch. During his sixteen years with Xerox, he has held a variety of management positions, both line and staff, within the company's government and commercial markets.

In 1981, Mr. Brown was appointed Branch Manager of the Northern Virginia Branch and was responsible for controlling sales activity and overall branch performance. This included sales revenue, customer satisfaction, and expense control through the management of approximately one hundred field sales representatives and managers. Due to the branch's top performance in 1981 and 1982 under his leadership, Mr. Brown was the recipient of the President's Award.

In 1983, he was appointed Executive Account Manager, Federal Government Operations, and managed the marketing responsibility for the Department of Defense and the U.S. Air Force. This position included coordinating all marketing functions with revenue responsibilities in excess of \$50 million annually.

In his most recent assignment as Manager, Federal Government Marketing, he has managed the organization's personnel resources in the areas of Training, Marketing Operations for all products, and the Systems Support functions.

Mr. Brown is a graduate of North Carolina A&T State University with a B.S. degree in Business Administration. He has been a member of the Board of Directors of the Fairfax Symphony and the Board of Directors of the George Mason University/Business Advisory Group. Mr. Brown is active in community activities including serving as Chairman of the United Givers Fund for the Washington District. Mr. Brown's Exchange assignment is with the Department of Defense.



ANTHONY D. BRUNO is Legal Counsel for Warner-Lambert Company's pharmaceutical division, the Parke-Davis Group. He is responsible for handling all legal matters relating to Warner-Lambert's domestic pharmaceutical business, including drafting and negotiating agreements, monitoring legislation, and providing legal advice to the Parke-Davis Division, which markets branded prescription pharmaceuticals and generics, and the Parke-Davis Pharmaceutical Research Division, which develops new pharmaceutical compounds.

Prior to his current assignment, Mr. Bruno was Corporate Counsel and provided legal services for Warner-Lambert's Consumer Health Products and American Chicle Divisions, which market health care and confectionery products, respectively. He also served as an Associate Counsel, Health Technologies Group, and as a Senior Attorney in the Corporate Affairs Group. Mr. Bruno joined Warner-Lambert in 1984 from the law firm of Shearman & Sterling in New York.

Mr. Bruno is a member of the American Bar Association, New Jersey State Bar Association, and New York State Bar Association. In addition, he is an active member of the Legal Group of the Pharmaceutical Manufacturers Association.

Mr. Bruno received a J.D. degree from the George Washington University Law School, where he was Executive Editor of the Law Review. He is a Phi Beta Kappa graduate of Syracuse University, where he received a B.A. degree in Political Science. Mr. Bruno's Exchange assignment is with the Department of Justice.

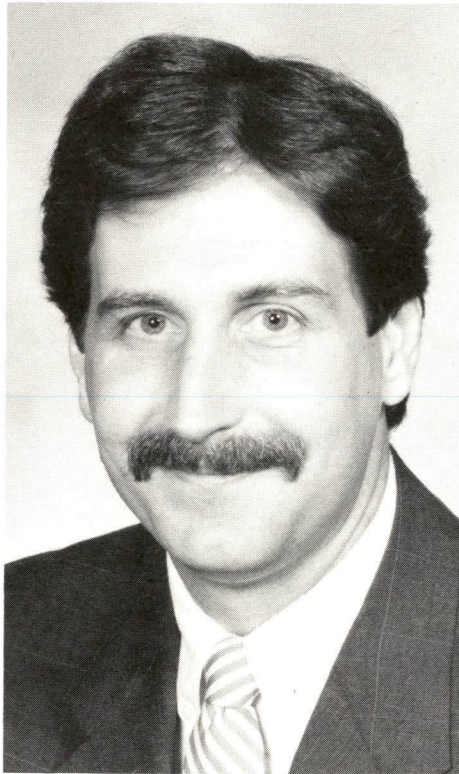


JOHN L. CURRIE is Director of Government Relations for Michigan Bell Telephone Company in Detroit, Michigan. He is responsible for a full range of government and community relations activities involving policy development, strategic planning, and government liaison.

Prior to his current assignment, Mr. Currie was Corporate Manager of Economic Development, directing a team of specialists in the design and implementation of statewide economic development initiatives. He previously held business management positions with Michigan Bell in the Regulatory, Marketing, and Public Affairs areas.

Mr. Currie is active in a variety of community and professional organizations. He is a member of the greater Detroit Chamber of Commerce, the Southeast Michigan Council of Governments, the American Economic Development Council, and is a life member of the NAACP. He was named 1987 Michigan Industrial Developer of the Year by the Michigan Industrial Developers Association and was appointed by Michigan's Governor as a member of the Great Lakes Governors' Economic Development Commission.

Mr. Currie holds a Bachelor's degree in Business Administration from Western Michigan University. He has participated in the Michigan State Chamber of Commerce Leadership Michigan Program and attended an Executive Program at the Brookings Institution. Mr. Currie's Exchange assignment is with the Small Business Administration.

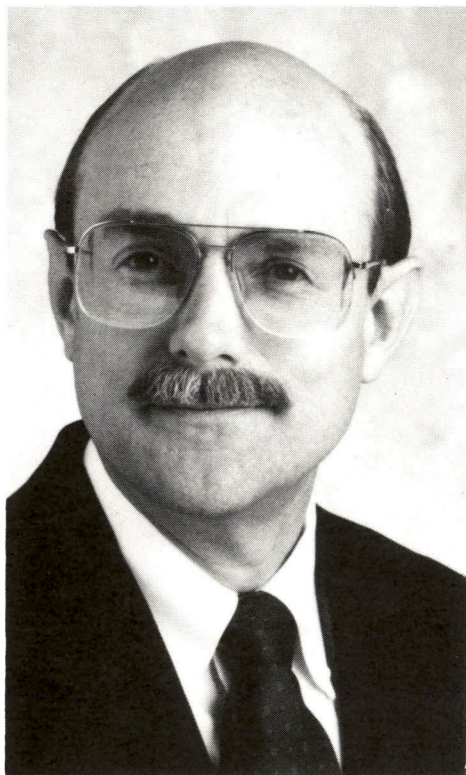


R. GREGORY BURTON is the Program Manager for Partners Advancing To New Horizons (PATH) at McDonnell Douglas Astronautics Company in St. Louis, Missouri. His responsibilities include the development and implementation of initiatives to improve the quality and productivity of procured products. These initiatives include a Supplier Performance Measurement System, Applied Process Control Certification of suppliers, education and communication programs.

Prior to his current assignment, Mr. Burton managed the development and implementation of a new Subcontract Management Organization for McDonnell Douglas programs in Louisville. He was the Subcontract Program Manager for the Tomahawk Antiship Missile Guidance System and managed numerous multi-million dollar subcontractors. Mr. Burton joined McDonnell Douglas as a Navigation and Guidance Engineer. As such, he was involved in the design, development and test of sophisticated missile guidance systems.

Mr. Burton chaired the Young Professional Development Committee for the St. Louis section of the American Institute of Aeronautics and Astronautics. In this role he developed programs for the professional growth of young people in the St. Louis Aerospace industry. He currently is heading an industry team for the Air Force to study relationships and managing performance of subcontractors.

A graduate of the University of Michigan with a B.S. in Mechanical Engineering, Mr. Burton has done graduate work in Engineering Mechanics at the University of Missouri-Rolla. He has also participated in numerous McDonnell Douglas and University Management Development Program. Mr. Burton's Exchange assignment is with the Federal Aviation Administration.



EDWARD E. DEBUS is Director of Product Registration and Regulatory Affairs for Monsanto Agricultural Company, a unit of Monsanto Company. He has worldwide responsibility for obtaining and maintaining required permits, labels and licenses for the company's herbicides and other agricultural products.

Dr. Debus joined Monsanto in 1969 in agricultural research. Prior to his current assignment in 1981, he held a number of professional and management positions in the research, technology, and manufacturing departments. During that time his responsibilities included direction of chemical process development and implementation, herbicide formulation development, exploratory chemical synthesis, environmental processes and analytical methodology, and manufacturing plant processes engineering and quality control. He is credited with discovery of a number of process and research innovations of importance to Monsanto.

Dr. Debus was a 1988 co-recipient of his company's first MAC Award for an outstanding accomplishment of lasting significance to the company. He is a member of the American Chemical Society and the American Association for the Advancement of Science. Dr. Debus was leader of Monsanto Agricultural Company's United Way Campaign for two years, and he has been active in community activities including Boy Scouts and youth baseball programs.

Dr. Debus holds a B.S. degree in Chemistry from Purdue University and a Ph.D. degree in Organic Chemistry from the University of California at Berkeley. He also attended the Industrial Research Institute's seminar program for managers of Industrial Research at Harvard Business School. Dr. Debus' Exchange assignment is with the Department of Agriculture.



WILLIAM E. DeGENARO joined Minnesota Mining and Manufacturing (3M) in 1966. During his 22 years with 3M, Mr. DeGenaro has held a variety of assignments in sales and marketing. In 1981, he was appointed Director of Strategic Planning for the Electronic and Information Technology Sector. Mr. DeGenaro was assigned to his current position as Director of Innovation Resources in 1985.

In his current position, Mr. DeGenaro is responsible for administering and implementing the ALPHA program, which is designed to encourage and support innovation. He is also involved in the study, analysis, and development of monitoring mechanisms to determine the effectiveness of 3M innovation and entrepreneurship. Mr. DeGenaro acts as a resource to organizations and innovators, and provides stimulus for communications of 3M's innovation activities. He represents 3M as a faculty member at university and industrial innovation seminars.

In addition to his innovation responsibilities, Mr. DeGenaro collects and analyzes business intelligence enabling him to make recommendations and coordinate strategic plans for the Electro-Telecommunications Division.

Mr. DeGenaro holds a B.S. degree in Business Administration from the University of Illinois at Chicago. Presently, he is engaged in graduate studies at the University of Minnesota. In 1981, the National Endowment for the Humanities sponsored him for a scholarship in the study of the Free Enterprise System at Columbia University. Mr. DeGenaro is active in a variety of professional organizations including the Strategic Planning Council of the Machinery and Allied Products Institute, the National Defense Preparedness Association, and the North American Society for Corporate Planning, Inc. Mr. DeGenaro's Exchange assignment is with the Department of Defense.



JOHN THOMAS DIBBLE joined Texaco in 1978 as a Biologist at its Port Arthur Research Laboratories. As Manager of Environmental Research, he is responsible for directing a team of scientists and engineers providing research and technical service in support of the operating departments.

Dr. Dibble has conducted research on solid waste and wastewater treatment processes and has had technical oversight of the assessment and remediation activities at several waste sites. He was the first coordinator of Texaco's waste minimization program and the first issue manager for waste minimization for the American Petroleum Institute. He has provided technical support for permit negotiation and public hearings, and has provided review and comment on the technical aspects and potential impact of proposed regulations. Dr. Dibble has served on various technical groups for the American Petroleum Institute, the Petroleum Environmental Research Forum, and Aramco.

Dr. Dibble received a B.S. degree in Biology from the University of Wisconsin-Stevens Point. He also received an M.S. degree from Western Kentucky University and a Ph.D. in Microbiology from Rutgers University. Dr. Dibble is a member of the American Society for Microbiology, the Society for Industrial Microbiology, and the Society of Petroleum Industry Biologists. Dr. Dibble's Exchange assignment is with the Department of Agriculture.



GLENN L. HAVSKJOLD is Manager of Aerodynamics and Technology Development in the Rotating Machinery function of Engineering at the Rocketdyne Division of Rockwell International Corporation.

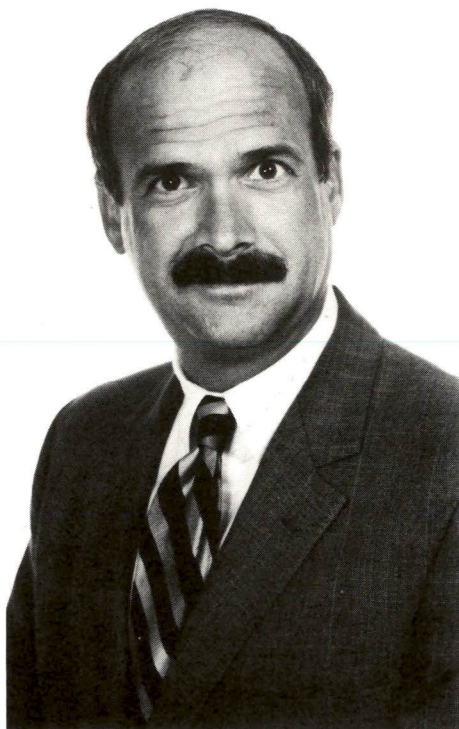
In this capacity he plays a key role in the development of the sophisticated turbomachinery for Rocketdyne's high performance liquid rocket engines such as the Space Shuttle Main Engine and advanced upper stage engines under development for potential orbit transfer and deepspace applications.

Dr. Havskjold has also contributed his rotating machinery and management expertise to the analysis and test phases of this highly specialized engineering field since he joined Rocketdyne.

Beginning with a Bachelor of Science in Mechanical Engineering from Stanford University, graduating with "great distinction," Dr. Havskjold went on to earn both a Master of Science and a Doctorate in Aeronautics and Astronautics from the same institution. He followed those with an M.B.A. from Pepperdine University. He has also completed a variety of short courses in fluid dynamics and numerical methods in Engineering, and is an instructor at the California State University at Northridge, California.

Dr. Havskjold has authored several technical papers in his field, some of which deal with the use of the new science of computational fluid dynamics as applied to high performance turbomachinery.

In addition to membership in two technical societies, the American Institute of Aeronautics and Astronautics and the American Society of Mechanical Engineers, Dr. Havskjold also is active in the Stanford Alumni Association, the Stanford Block "S" Association, Tau Beta Pi, and the Sierra Club. Dr. Havskjold's Exchange assignment is pending.



JAY J. HOENIG is Director, Aerospace, Government, and Defense Programs for RUST International Corporation. As Director for this major international engineering and construction firm, he is responsible for the strategic planning, profitability, and long-term market position for the corporation's Western Aerospace, Government, and Defense Division.

Mr. Hoenig's field of expertise is the development and execution of large, multi-hundred million dollar process and manufacturing facilities for various domestic industries such as aerospace, forest products, steel, aluminum, automotive, petroleum, food, and high technology manufacturing. His current programs include advanced manufacturing facilities for NASA's Advanced Solid Rocket Motor Program and the U.S. Air Force's Advanced Launch System.

He has held increasingly responsible positions in design engineering, field construction, project management, division operations, sales and marketing, and executive management. Prior to his present position, he served on the executive committee responsible for the profit and loss of a 350 person, \$300 million per year engineering and construction operation.

A veteran of Vietnam, Mr. Hoenig is a graduate of the Virginia Military Institute with a B.S. degree in Civil Engineering. He attended graduate school at Johns Hopkins University, in addition to many company-sponsored seminars and workshops. He is a registered professional engineer, second Vice President of the Society of American Military Engineers, a committee member of the Western Council of Construction Consumers (Business Roundtable), and the Technical Association of the Pulp and Paper Industry. Mr. Hoenig's Exchange assignment is with the Department of Defense.



DENNIS K. HOOVER is Economist — Financial and Policy Analysis with the American Telephone & Telegraph Company. As such, his responsibilities include the research and analysis of major financial policies to determine how changes in tax laws, Federal budgetary policies, Federal Reserve monetary policies, and key international developments impact the economy and AT&T. Mr. Hoover, who is also responsible for forecasting interest rates and analyzing labor market issues, has been commended by AT&T for his tax policy analysis, his preparation of a semiannual report on the world economic outlook, and his work in the assessment and development of middle-level managers.

Mr. Hoover joined AT&T in 1979, and his initial responsibilities included business conditions analysis and industry-regional forecasting of economic conditions for AT&T's business units. Prior to 1979, Mr. Hoover taught college economics courses at the University of Wisconsin-Oshkosh, and prior to that held a joint appointment as a lecturer at the University of Wisconsin-Madison and Chairman of Adult Economics Education at the University of Wisconsin-Extension in Madison.

Mr. Hoover holds a B.A. degree in Economics from Ohio University and a Ph.D. in Economics from Columbia University. He has also attended the London School of Economics and Political Science, London University. Mr. Hoover has published several papers and lectured frequently on U.S. economic policy issues, and is a member of the American Economic Association. Mr. Hoover's Exchange assignment is with the Federal Reserve.



ROBERT A. LEWIS is Vice President for Mortgage Operations - Customer Service and Support for the Federal National Mortgage Association (Fannie Mae). His responsibilities include the monitoring of 2,600 lenders that service nearly five million loans for Fannie Mae, and the management of the operational aspects of new product development. Mr. Lewis is also a key participant in Fannie Mae's strategic planning process.

Prior to his current position, Mr. Lewis served as Vice President for LASER Operations and was responsible for the conversion and operation of a major system that involved 1500 lenders and two million loans. Before joining Fannie Mae, Mr. Lewis held positions at Sallie Mae and Freddie Mac as Director of Loan Administration and Director of Financial Reporting, respectively.

A U.S. Army veteran, Mr. Lewis holds an M.B.A. degree from the University of Maryland. He is a Certified Public Accountant and a member of the American Institute of Certified Public Accountants. He is active in local community activities and participates in alumni activities for the University of Maryland. Mr. Lewis' Exchange assignment is with the Office of Management and Budget.



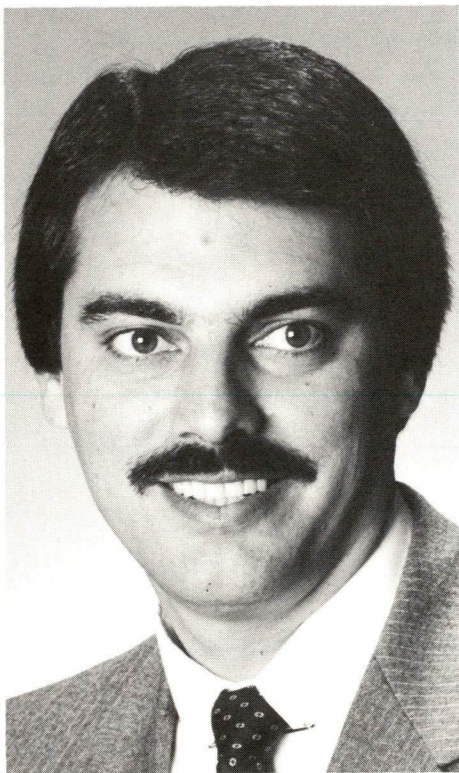
HELEN M. MAIKISCH is Director, Quality Assurance, at Ortho Diagnostic Systems Inc., a Johnson & Johnson company in Raritan, New Jersey.

In her present position, which she has held since 1986, Ms. Maikisch has direct and total quality assurance control responsibilities for the manufacture of blood bank, coagulation and in vitro diagnostic systems. These involve laboratory operations, vendor relations, auditing, quality engineering, systems analysis and programming, procedure development, and customer field report analysis.

While at United States Surgical Corp., she directed the development of the company's Pilot Plant from inception to full operation in a three-month period. The effect was to cut the company's multi-million dollar manufacturing expenses by 14 percent in one year and lay the groundwork for additional savings during the next two years.

Prior to joining Ortho Diagnostic Systems, she was director of Compliance at Ortho Pharmaceutical Corporation, another Johnson & Johnson company, from 1981 to 1986. The previous seven years, she was Manager, Quality Assurance at United States Surgical Corporation, Jelco Laboratories, and Burron Medical Products, before assuming the same position at Johnson & Johnson's Critikon Inc. facility in 1978.

Ms. Maikisch is a graduate of Cedar Crest College with a B.A. degree in Biology and has an M.B.A. from Rutgers University Graduate School of Management, Executive M.B.A. Program. A member of the National Honor Society and Alpha and Omega, she is Chairman of the Board of the New Jersey Pharmaceutical Quality Control Association. She has done volunteer work for the Association of Retarded Children and served on the Board of Directors of Big Brothers/Big Sisters. Ms. Maikisch's Exchange assignment is with the Department of Health and Human Services.



STEVE A. MILAS is a Program Acquisition Manager for Northrop Corporation in Anaheim, California. His responsibility is to provide marketing leadership to Division business acquisition teams for pursuit of new product development programs. In this capacity, Mr. Milas develops strategic business plans for potential market opportunities, interfaces with senior management to assess consistency of plans with achievement of Division and corporate goals, and manages proposal activities relative to technical, schedule, and cost requirements. His proposal management responsibilities have included the leading of a team of five Northrop Divisions and two sub-contractors on a multi-million dollar program for development of smart weapons.

Prior to his current assignment, Mr. Milas held a variety of professional positions within the company's engineering function. In 1984, he was the responsible project engineer on two concept development contracts with the U.S. Army. During a two-year assignment at Northrop's B-2 Division, Mr. Milas developed the Integrated Structural Test Plan for the U.S. Air Force's Advanced Technology Bomber. He started at the company in 1978, working as an engineering analyst on the F-5 fighter program.

Mr. Milas holds an M.B.A. from Claremont Graduate School, a certificate in Engineering Management from the California Institute of Technology, and a B.S. in Mechanical Engineering from California State University, Long Beach. He is an active participant in the Youth Motivation Task Force, which encourages young people to stay in school. Mr. Milas' Exchange assignment is with the Department of Commerce.



ROBERT H. OGLE joined Johnson & Johnson in 1974 in distribution management. During the past 15 years he has held a variety of managerial assignments of increasing responsibility in materials management, manufacturing, and operations with several Johnson & Johnson companies.

In 1981, Mr. Ogle was named Plant Manager for Johnson & Johnson's Personal Products Company, a leading consumer products company. In this position, he significantly improved the quality, depth, and focus of the plant organization; redirected the plant's safety efforts, resulting in the facility being recognized as the safest in the industry; and improved labor/management relations increasing productivity and reducing cost.

In 1986, Mr. Ogle was named Director of Manufacturing and member of the Company's Management Board. Specific responsibilities include management of multiple plant sites and functional responsibilities for manufacturing, maintenance, engineering, facilities management, and industrial engineering. In his most recent assignment, Mr. Ogle has been an agent for change, specifically as it relates to organization structure and effectiveness, as well as the employment of new technology and operating systems.

A graduate of Murray State University, Mr. Ogle received a B.S. in Political Science. Following graduation he was commissioned a Second Lieutenant in the U.S. Army and served five years with distinction in both state-side and combat tours, progressing to the rank of Captain.

Mr. Ogle is currently a member of the Board of Directors of the Community Memorial Hospital of Toms River, N.J., and the United Way of Ocean County. Mr. Ogle's Exchange assignment is with the Office of the U.S. Trade Representative.



GERARD M. RYAN is Director of AH-64 New Production Proposal Management for the Apache Helicopter at McDonnell Douglas Helicopter Company (MDHC). He is responsible for approximately \$2 billion worth of new U.S. Army AH-64 helicopter business. Mr. Ryan directs the development of strategic plans for the creation of new proposals and provides functional direction for the execution of these proposals. He is the central point of contact with the United States Army on the proposals.

Prior to his current position, Mr. Ryan was Director of the AH-64A Apache Helicopter Production and Business Management at MDHC, and was responsible for planning, authorizing, budgeting, and controlling costs on the Apache Production Program. He also was responsible for directing all Apache production in concert with other MDHC functional departments. Mr. Ryan's previous positions within MDHC included Senior Program Manager for the AH-64 Production Program, Project Engineer for AH-64 Development and Test, and Flight Test Engineer for the AH-64 Helicopter.

Mr. Ryan was previously with Lockheed Aircraft as a Flight Test Engineer on the AH-56A helicopter. He is a member of several professional aviation organizations including the American Helicopter Society and the Army Aviation Association of America.

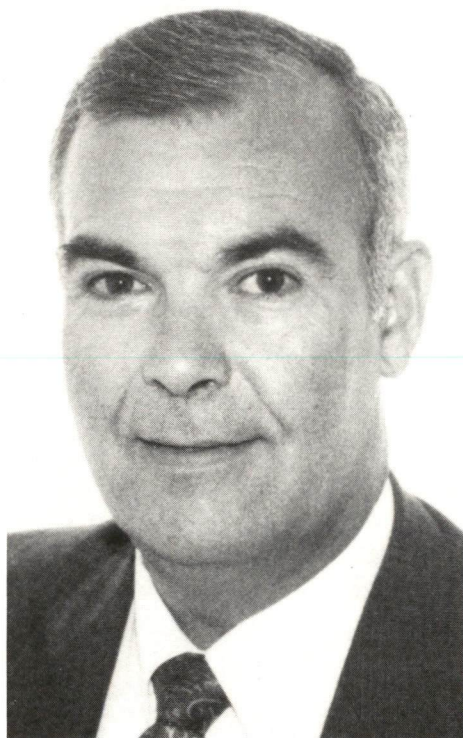
A U.S. Army veteran, Mr. Ryan holds a Bachelor's degree in Aircraft Maintenance and Engineering from Northrop University, California, and an M.B.A. from the University of Phoenix. He is a graduate of the Advanced Management Program at Claremont Graduate School, and has attended the Defense Systems Management College at Fort Belvoir, Virginia, for program managers. Mr. Ryan's Exchange assignment is confirmed and will be announced.



LARRY G. SCHULTZ is Comptroller of USX Engineers and Consultants, Inc., a subsidiary of USX Corporation, in Pittsburgh, Pennsylvania. He is responsible for all accounting functions in this subsidiary and has been active in implementing a strategic plan to develop several new businesses.

Prior to his current position, Mr. Schultz was Director-Corporate Financial Analysis for USX Corporation, directing a group of senior financial analysts in the preparation of business plans and forecasts; acquisition, divestiture, and restructuring studies; and financial information for public disclosure. Since joining USX in 1973, he has held various positions in Industrial Engineering, Accounting, Information Systems, and Corporate Strategic Planning.

Mr. Schultz is a graduate of Ursinus College with a B.S. in Mathematics. He holds an M.S. in Operations Research and Statistics from Rensselaer Polytechnic Institute, and an M.B.A. from the University of Pittsburgh. He is a member of the National Association of Accountants and received a Certificate in Management Accounting in 1981. Mr. Schultz's Exchange assignment is with the Internal Revenue Service.



ROBERT H. SOUCY is Program Manager — F/A-18 New Business with McDonnell Aircraft Company in St. Louis, Missouri. He is responsible for guidance and direction of all program activities aimed at the acquisition of additional business for the F/A-18 "Hornet" aircraft program. He was promoted to this newly created position early in 1987.

Prior to his current assignment, Mr. Soucy was Chief Program Engineer for Advanced Versions of the F/A-18 Hornet. Earlier assignments have included Chief Design Engineer for the F/A-18, Engineering Manager for a prototype reconnaissance aircraft, and Design Engineer on the F-15 Eagle.

Mr. Soucy is an Associate Fellow of the American Institute of Aeronautics and Astronautics and a Life Member of the Association of Naval Aviation. He holds a B.S. degree in Aerospace Engineering from Parks College of St. Louis University and an M.S. degree in Engineering Mechanics from the University of Missouri at Rolla. He has also done graduate study toward an M.B.A. Mr. Soucy's Exchange assignment is with the Department of Commerce.



MICHAEL H. STARKS is a Manager of Information for IBM Corporation in Armonk, New York. He manages relations with the news media on issues relating to IBM's annual meeting, board of directors, financial results, intellectual property, legal affairs, and organization.

Before assuming his current position in 1987, Mr. Starks held a variety of positions in advertising, promotion, and information, including Manager of PC Information. He managed projects relating to the introduction of the IBM Personal System/2, IBM's sponsorship of the 1984 Olympics, the creation of a national network of communications bureaus, and a program to test image advertising at the community level.

Mr. Starks came to IBM in 1983 from Citibank in New York, where he was Assistant Vice President and communications Manager for the Money Market Division. He was responsible for external and internal communications on the trading and underwriting of government securities and the marketing of securities agency services.

Before moving to New York in 1980, Mr. Starks was News Bureau Director for the Louisville Chamber of Commerce and business editor of *Louisville Magazine*. He began his journalism career in 1974 as a Copy Editor at *The Courier-Journal* of Louisville.

Mr. Starks is a native of Indiana and a graduate of Indiana University, where he majored in Journalism and Political Science. Mr. Starks' Exchange assignment is with the National Aeronautics and Space Administration.

Public Policy
Seminar Biographies

Business Executives



ALLAN W. BERES joined the U. S. General Services Administration (GSA) as a Management Intern in 1966. He became a charter member of the Senior Executive Service in 1979, and currently serves as the Deputy Commissioner of the Federal Property Resources Service. He is responsible for directing programs to ensure the optimum utilization of Federal real property and the efficient disposal of real property that is surplus to the government's needs.

Prior to his current position, Mr. Beres was the Assistant Administrator for Acquisition Policy, responsible for the preparation and issuance of the Federal Acquisition Regulations, which govern all procurement activities of Federal agencies. As part of his responsibility to assure the integrity of the procurement process, he was the Agency's debarment and suspension official. Mr. Beres also initiated programs to improve the capabilities and professional standing of contracting officers. Mr. Beres previously served as the Commissioner of the Transportation and Public Utilities Service at GSA, where he successfully developed and operated a comprehensive, government-wide travel management program.

Mr. Beres is a graduate of the Virginia Polytechnic Institute and State University with a B.S. degree in Political Science. He also holds a graduate certificate in Systems Analysis from the Graduate School of Industrial Administration of Carnegie Mellon University. Mr. Beres is active in youth sports programs and in professional organizations. He is currently President of the GSA chapter of the Senior Executives Association. Mr. Beres' Exchange assignment is pending.

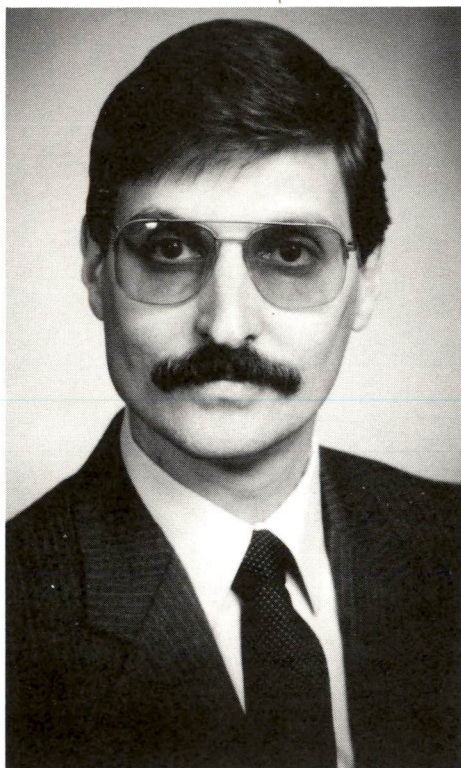


V. DEAN BROWN is a Liaison Officer with the Central Intelligence Agency (CIA). He performs strategic planning and coordinates various data processing and communications issues for the Office of Communications and the Office of Information Technology.

Since joining the CIA 21 years ago, Mr. Brown has gained extensive experience in information management. As the CIA's Information Management Officer, he managed the Agency's comprehensive information management program as prescribed by numerous Federal statutes and Executive Orders. Mr. Brown has also served as Chief of Quality Assurance and was responsible for maintaining and supporting more than 200 CIA applications software systems. While serving as Senior Planning Officer for the CIA's Directorate of Administration, he coordinated strategic planning for the Directorate and was Chief Coordinator for several ceremonial events including some that were attended by the President and Vice President of the United States.

In 1985, Mr. Brown was awarded a Certificate for Special Achievement by the CIA. In local activities, Mr. Brown has served as President of the Kearney (Nebraska) State College Alumni Association in Washington, D.C.

Mr. Brown holds a B.S. degree in Mathematics and French from Kearney State College and an M.S. in Mathematics from Oklahoma State University. He has also studied at Louisiana State University, Catholic University, and the Sorbonne in Paris. Concurrent with working full-time at the CIA, Mr. Brown has been an instructor in Mathematics and Statistics at the University of Virginia (Northern Virginia Regional Center) for most semesters since 1977. Mr. Brown's Exchange assignment is with McDonnell Douglas Corporation.



KENNETH L. DAVIS is Director of the Electronics Division of the Office of Naval Research (ONR) where he is responsible for the Navy's basic research contract program in the field of electronics, encompassing the areas of solid state, signal processing/communication theory, electromagnetics, and electronic environment of the ionosphere.

Prior to his current position, Dr. Davis worked at ONR as a Program Manager, monitoring industrial and university basic and applied research contracts in the areas of semiconductor materials, microwave devices and circuits, high speed digital devices and circuits, superconducting Josephson junctions, and radar signal processing. Previously, he was an Electronics Research Engineer and Section Head at the Naval Research Laboratory in Washington, D.C., where his principal responsibility was to conduct independent personal research in the area of Surface Acoustic Wave devices. He also initiated and monitored contracts with industry and developed in-house collaborative research efforts in superconducting Josephson junctions and gallium arsenide quantum well device structures.

Dr. Davis received a B.S. degree in Physics from Iowa State University, and an M.S. degree in Physics and Ph.D. in Electrical Engineering from Purdue University. Dr. Davis has authored or co-authored more than 50 technical publications, presentations, and formal reports, as well as six patents. He is a Senior Member of the Institute of Electrical and Electronic Engineers. Dr. Davis' Exchange assignment is with Motorola Corporation.



JAN H. GOLDSTEIN is an Assistant Regional Manager for Operations with the U.S. General Accounting Office (GAO) Boston Regional Office, assisting the Regional Manager in directing the office's audit and evaluation work in the New England area. He is responsible for the region's human resources, job staffing, and administrative functions. Mr. Goldstein also is currently a member of GAO's Operations Improvement Program Steering Committee and its Human Resources Task Force, which have contributed significantly to developing GAO's human resource plans.

Since joining the office in 1968, Mr. Goldstein has worked in GAO's Los Angeles and Boston regional offices and GAO's Washington, D.C. headquarters, and has held line and staff positions both in the region and in Washington. He has developed and managed audit, accounting, management, evaluation, and personnel activities involving annual budgets of up to \$15 million. He directed GAO's Performance Appraisal System, including implementation and evaluation functions. He also developed, implemented, and headed GAO's first formal Executive and Management Development Training Program effort for approximately 500 staff members.

In 1980, Mr. Goldstein received GAO's Meritorious Service Award for creation of a Skills for Performance and Career Development Course. He was also the recipient of Certificates of Merit in 1977 and 1979; Certificates of Appreciation in 1978, 1980 and 1981; and Outstanding Achievement Awards in 1984, 1985 and 1987.

After service in the U.S. Army, Mr. Goldstein earned a B.S. in Accounting at the New York Institute of Technology, and attended California State University at Northridge and the Federal Executive Institute. Mr. Goldstein's Exchange assignment is with United Parcel Service.

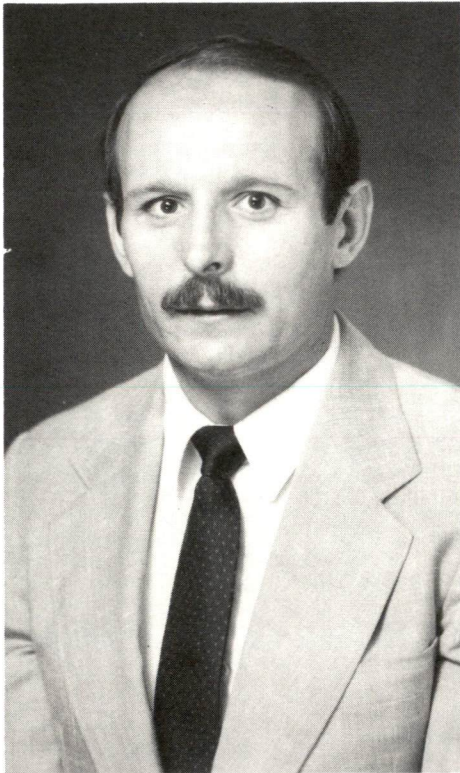


ROBERT E. GREEVES is the Director of the Office of ADP Management for the U.S. Department of Energy (DOE). He has been with DOE and its predecessor organization, the Energy Research and Development Administration, since 1976. Prior to that he served in various military and civilian capacities with the United States Navy since 1959.

Mr. Greeves is responsible for DOE's computer and information systems program with oversight responsibilities for many of the nation's scientific laboratories. His contributions in the area of long-range planning, cost benefit analysis, and computer security have lead to his recognition as one of the Federal government's leading experts in those areas.

In 1987, Mr. Greeves was a recipient of the Presidential Meritorious Executive Rank Award for sustained accomplishment in the Senior Executive Service. In 1986, he was elected Chairman of the Interagency Committee on Information Resources Management by his peers in the Federal government and served in that capacity until June, 1987.

Mr. Greeves holds a Bachelor's degree in Mathematics from Huron College and a Master's degree in Personnel Administration from the George Washington University. He has earned a Certificate in Federal Financial Management from the U.S. Department of Agriculture Graduate School and possesses a Certificate in Data Processing. He holds the rank of Captain in the United States Naval Reserve. He is a member of the Association for Computing Machinery, the Institute of Electrical and Electronic Engineers, the American Management Association, Associated Information Managers, the Association for Federal Information Resources Management, and the Senior Executives Association. Mr. Greeves' Exchange assignment is with Minnesota Mining and Manufacturing Company (3M).



ROBERT A. KRELL is Deputy Chief, Office of Strategic Planning, Office of the Under Secretary for Acquisition, with the Department of Defense (DoD). He is responsible for the oversight of long-term planning activities on defense acquisition and procurement matters, and conducting evaluations of the technology options for research and development programs supporting the acquisition of weapons systems.

Mr. Krell was selected by the Under Secretary of Defense to serve as the Executive Secretary of the 1988 Defense Science Board Study on the Defense Industrial & Technology Base. He was also responsible for a secretarial report on the Defense requirements process and issues on restructuring the DoD management of weapons systems programs. In addition, he is charged with department-wide planning efforts supporting Congressional testimony, as well as the Secretary's Annual Posture Statement.

As Program Manager in the Office of the Secretary of Defense from 1985 to 1987, Mr. Krell had oversight responsibility for the DoD multi-billion dollar telecommunications and computer programs. While in this position, he was a major contributor to the establishment of the National Computer Security Center.

Mr. Krell received a B.S. in Aerospace Engineering from Syracuse University, an M.S. in Management from the Massachusetts Institute of Technology, and a D.B.A. in Business Administration from the George Washington University. He was selected as the representative from the Office of the Secretary of Defense at the National War College in 1985. Mr. Krell was a Full Adjunct Professor at George Washington University for ten years, and is presently a Full Adjunct Professor in Management Information Systems at the Virginia Polytechnic Institute Graduate Business School. Mr. Krell's Exchange assignment is pending.

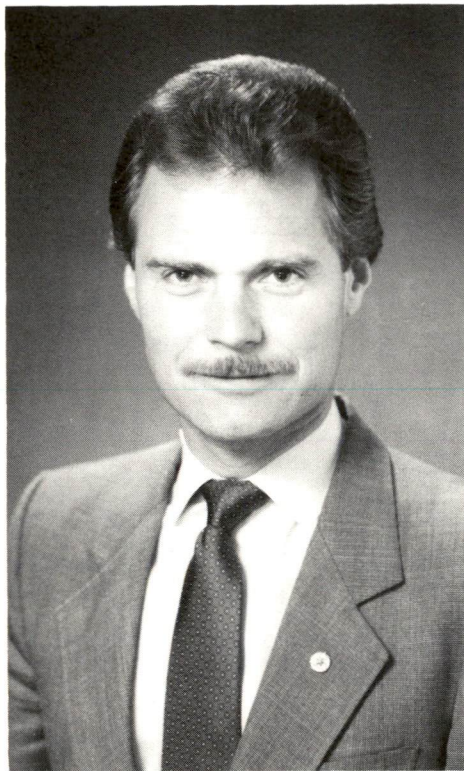


CHARLES D. LAMOUREUX is a Deputy Counsel in the Office of the General Counsel, Department of the Navy. He has been with the Office of the General Counsel since 1973 and has been with his current client, the Naval Supply Systems Command, for four years.

Mr. Lamoureux is responsible for managing a legal organization of approximately sixty attorneys in twenty-one legal offices around the world. The practice is primarily Business and Commercial Law and includes advice and counsel to senior management officials at headquarters in the operation of the multi-billion dollar supply/logistics effort for the U.S. Navy. Prior to this position, he served as Counsel to the Naval Electronics Systems Command.

Mr. Lamoureux is active in a variety of local community and professional organizations and has received numerous Superior Performance Awards and Commendations for his legal services.

A U.S. Navy veteran, Mr. Lamoureux served as a Commissioned Officer on active duty in Vietnam and subsequently served in the Naval Reserve with the Naval Reserve Intelligence Program. He holds a Bachelor's degree from Villanova University and a J.D. from Boston College Law School. He is a member of the Bar in the Commonwealth of Massachusetts and in the District of Columbia. Mr. Lamoureux's Exchange assignment is with Pacific Telesis.



RONALD A. MLINARCHIK is currently responsible for research and technology assessment and development of technology base investment strategy in the Office of the Assistant Secretary of the Army (Research, Development and Acquisition). As Executive Director, Army Science Board (ASB) from 1982 to 1987, he guided interdisciplinary panels in providing expert science, technology, and management advice to the Army and was presented the Commander's Award for Exceptional Service for his efforts.

Prior to his Pentagon assignments, Mr. Mlinarchik was the Army Departmental Manager, Independent Research and Development (IR&D) Program at the Army Materiel Command (AMC) where he supervised the Army laboratories technical review of the five billion dollar annual IR&D program and testified before Congress defending the value of IR&D to our nation's technological superiority. Since joining the Army in 1969, Mr. Mlinarchik has held line and staff positions at the U. S. Army Electronics Command including Production Design Engineer in the telecommunications area, Electronics Engineer in the Electronic Warfare Laboratory, and Operations Research Analyst on the Commanding General's staff.

Mr. Mlinarchik received Bachelor's degrees in Engineering Science and Physics from the Johns Hopkins University and a Master's in Industrial Engineering/Operations Research from Texas A&M University. He has participated in Brookings Institution Executive Programs, Capitol Hill workshops, and completed the Executive Excellence Program at the Federal Executive Institute in 1986. He has served as a Staff Member, Personnel Management for Executives Program, an Honorary Faculty Member at the U. S. Army Logistics Management Center, and is an elected member of the Board of Directors of national technical organizations. Mr. Mlinarchik's Exchange assignment is pending.



JOHN R. PFEIFFER is a Senior Budget Examiner and Executive Assistant to the Deputy Associate Director of the Energy and Science Division of the Office of Management and Budget (OMB). He joined OMB in 1977 and has had varied assignments with the agency.

Since 1984, Mr. Pfeiffer has been primarily responsible for advising OMB top management on the Department of Energy's Strategic Petroleum Reserve and Clean Coal Technology programs, the U.S. Synthetic Fuels Corporation, and other energy policy issues. In 1986, he won OMB's Special Performance Award for his work on synthetic fuels issues.

From 1980 until 1984, Mr. Pfeiffer held similar responsibilities for the Federal power administrations, including Bonneville Power's relationship with the Washington Public Power Supply System, and for energy conservation programs. From 1977 through 1980, he was OMB's lead analyst for major public works, economic development and business loan programs of the Department of Commerce and other Cabinet Departments, as well as for the 1980 Census and 1980 Winter and 1984 Summer Olympics.

Prior to joining OMB, Mr. Pfeiffer served as Administrative Assistant to a Member of Congress, Deputy Director of the Mayor of Boston's Office of Community Schools, and as Director of a research center for the Massachusetts Governor's Committee on Criminal Justice. He graduated from Dartmouth College and has Master's degrees from the University of Michigan in Policy Analysis and Administration. He has led a number of local civic organizations and projects in Washington, D.C. Mr. Pfeiffer's Exchange assignment is with Goldman, Sachs & Co.



ELEANOR W. SAVAGE is Counselor for Political Affairs with the U.S. Embassy in Panama, Department of State. In this capacity, she manages the Embassy's Political Section with responsibility for political reporting, policy development, and implementation of the Panama Canal Treaty and Status of Forces of Agreement; acts as principal liaison officer with the U.S. Southern Command and the Panama Canal Commission; and serves as the Embassy's Narcotics Coordinator, including management of marijuana eradication projects and coordination among four law enforcement agencies involved in interdiction.

During her career with the State Department, Ms. Savage has contributed to the definition and shaping of major foreign policy initiatives toward Panama, Brazil, and Venezuela. In her previous assignment as Deputy Director of the Office of Brazilian Affairs, Ms. Savage was responsible for development of U.S. political and military policy toward Brazil. During this time, she had oversight responsibility for the U.S.-Brazil Science and Technology and Space Agreements, and prepared position papers recommending transfer of space launch vehicle and other advanced technology to Brazil. Ms. Savage was also involved in the policy review process which led to U.S. government authorization for the sale of the F-16 to Venezuela. Additionally, she has assessed business possibilities on behalf of U.S. companies seeking to invest or market in Mexico, Venezuela, Brazil, Panama, the Philippines, and France, including analysis and evaluation of long term political and economic trends.

Ms. Savage received a B.A. in International Relations from Pomona College in Claremont, California. She has attended the Foreign Service Institute and the Federal Executive Institute. Ms. Savage's Exchange assignment is pending.



IRENE W. SHERK became the Assistant Director of the Research Division for the Internal Revenue Service (IRS) in 1982. She directs the formulation and conduct of all major tax administration research projects to improve the effectiveness and efficiency of the IRS.

Ms. Sherk began her career with the IRS in 1964. After holding a series of positions in the computer field, she became the Chief of the Planning Branch in the Examination Division in 1975. In 1980, Ms. Sherk completed the Federal Executive Development Program and was advanced to Assistant Director of Planning and Program Coordination, the position she held until her current appointment.

Among her accomplishments are electronic filing of tax returns with direct depositing of refunds, improved returns selections systems, estimation of the gross income tax gap, implementation of numerous cost-beneficial computerized enforcement programs, and development of a servicewide enforcement resource allocation model.

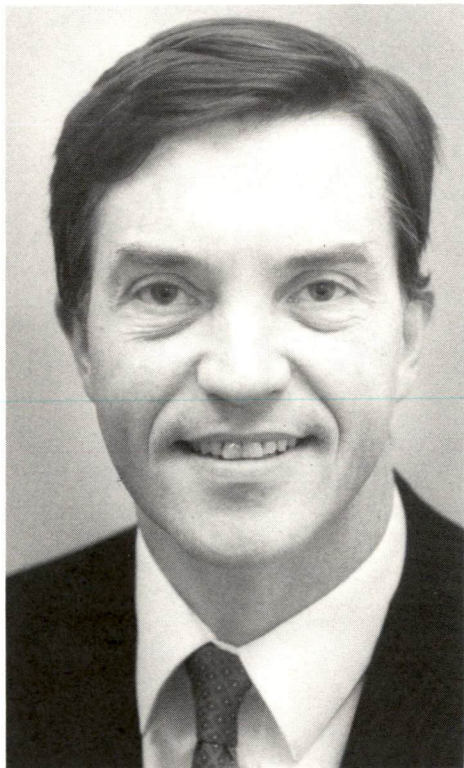
Ms. Sherk is a graduate of the Pennsylvania State University with a Bachelor's degree in Mathematics. She is currently a member of the Federal Executive Institute Alumni Association. Ms. Sherk's Exchange assignment is with Ameritech.



ALLAN P. TOBER is presently an executive at the National Security Agency (NSA), leading the Operations Research staff. He is responsible for studies and analyses to support decision making by senior officials throughout NSA. One of his recent products was a decision support system to assist the Director of NSA in making resource decisions of a multi-million dollar portion of the defense budget involving initiatives of the military services.

Prior to his current position, Mr. Tober managed an on-line transaction processing computer system that supported organizations throughout the Agency. He led the design of a new architecture and the acquisition of new equipment that addressed system problems, improved efficiency and increased system capacity. During his career at NSA, Mr. Tober has held positions in the operations, computer services, and research organization as a mathematician, operations research analyst, and computer scientist.

Mr. Tober holds a B.A. degree in Mathematics from Towson State University and an M.S. degree in Numerical Science from The Johns Hopkins University. He has attended a number of internal technical and management development courses at NSA. In 1987, he was a participant in the Executive Program at the Colgate Darden Graduate School of Business Administration, University of Virginia. He is a member of the Operations Research Society of America. Mr. Tober's Exchange assignment is pending.



LOUIS P. TRUE is presently the Director of the Program Management and Support Division in the United States Environmental Protection Agency's (EPA) Office of Pesticide Programs. Previously, he served in several positions in the U.S. Food and Drug Administration and the U.S. Department of Agriculture.

Mr. True directs a division responsible for program planning, evaluation, budgeting, information support, farmworker safety, and administrative management for EPA's pesticides regulatory program. He has been responsible for the development of EPA's complex and controversial worker protection regulations for agricultural pesticides. Mr. True has often represented the Agency on sensitive topics before the regulated industry, pesticide user groups, labor organizations, the Office of Management and Budget, other Agencies, and Congressional representatives. He also installed a comprehensive planning and management system for the Pesticides Program Office. This has included leading the development of novel plans for the acceleration of the critical pesticide re-registration program and the introduction of other innovations. He initiated the modernization of the Agency's pesticide databases through introduction of on-line computer technology and database management systems.

Mr. True holds a Bachelor's degree in Political Science from the University of Chicago. In 1970-71, he studied Public Sector Economics at the University of Maryland Graduate School of Economics under a Presidential Fellowship in Systematic Analysis. Mr. True also participated in the Federal Executive Development Program in 1975-76, including attendance at the Federal Executive Institute and a year of developmental assignments with a number of Federal agencies. Mr. True's Exchange assignment is with Syntex Corporation.

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PETER SHERER
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DAN LOFTUS
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ARLENE DAVENPORT
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Secretary to the Executive Director

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MARY DELEYIANNIS
Receptionist