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Series: Bromley, D. Allan, Files
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OA/ID Number: 62026
Folder ID Number: 62026-007

Folder Title:
Administration: Fellows [1992]

Stack:

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"Document Control"

TYPE: INFORMATION DOCUMENT NUMBER: 9202746
ORIGINATOR: 02 STATUS C DIRECTORATE STATUS

FROM: THOMAN, SALLY J.: WHITE HOUSE FELLOW, OFFICE OF THE SECRETARY OF
DEFENSE

TO: DR. D.A. BROMLEY

DATE OF
CORRESPONDENCE: 08/21/92

SUBJECT: A THANK YOU FOR MEETING WITH THE 1991-1992 CLASS OF
WHITE HOUSE FELLOWS AND HER INTEREST IN ECONOMIC
COMPETITIVENESS AS WELL AS AN OPPORTUNITY TO GET
TOGETHER AND POSSIBLY SPEAK TO THE SLOAN FELLOWS

DIRECTORATE STAFF
ASSIGNED: ASSIGNED:

ACTION STAFF
REQUIRED: ACTION:

SENDER'S DUE DATE: STAFF DUE DATE
OSTP DUE DATE: STAFF DUE DATE
DATE COMPLETED: DATE COMPLETED/DEPT:

COPIES TO: D. Allan Bromley

WHITE HOUSE TRACKING #: CONTACT PERSON:
REMARKS: PHONE: EXT:

OSTP RECEIVED: 08/28/92 DEPT RECEIVED:
FILE: P-ADM-WH FELLOWS
CENTRAL FILES:

OFFICE OF THE SECRETARY OF DEFENSE
ASSISTANT TO THE SECRETARY OF DEFENSE FOR SPECIAL PROJECTS
WHITE HOUSE FELLOW

August 21, 1992

Dear Dr. Bromley,

Thank you for meeting with the 1991-92 class of White House Fellows. Our speaker series had a shortage of science and technology representatives; your talk covered many important issues.

During the year, I have become increasingly interested in U.S. competitiveness, and the role technology plays in the global marketplace in particular. In the fall, I'm off to the Stanford Sloan Program within the graduate school of business, for a one-year M.S. program. I hope to gain a broadened perspective of business management, international trade,

OFFICE OF THE SECRETARY OF DEFENSE
ASSISTANT TO THE SECRETARY OF DEFENSE FOR SPECIAL PROJECTS
WHITE HOUSE FELLOW

world economics, and technology management. If you're in the Palo Alto area, I would certainly appreciate the opportunity to get together. Perhaps you would consider speaking with the Sloan Fellows.

I'd also like to thank you for the mentoring you gave to Joe Broz this year. He had a wonderful learning experience.

Best wishes for the future.

Sincerely,

Sally Thomas

THE WHITE HOUSE
WASHINGTON

September 23, 1992

Dear Sally:

I was delighted to get your letter with its kind remarks and with the information about your current plans. I think that you have a wonderful career ahead in the whole area of technology policy, competitiveness, and related areas and the year that you plan to spend now at Stanford will certainly provide you with additional background that will be of great use to you.

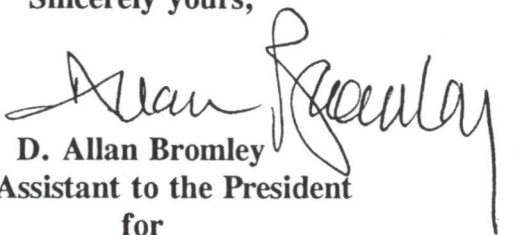
It was a pleasure having Joseph Broz with us this past year and I must say that I still very much regret that the White House Fellows program chose to make it impossible for us to bring you aboard as well. It would have been a great pleasure working with you and I am entirely confident that you too would have made major contributions to the activities of OSTP.

I appreciate your invitation to get in touch with you in Sanford and perhaps to speak to the Sloan Fellows. This is an opportunity that I would welcome and whenever my travels take me in that direction I shall certainly keep this in mind.

If in turn you find yourself back in Washington please do let me know so that I could have the pleasure of taking you to lunch at the White House Mess.

In the meantime, my warmest best wishes for a most successful and happy year at Stanford.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "D. Allan Bromley", is written over the typed name and title.

D. Allan Bromley
The Assistant to the President
for
Science and Technology

Dr. J. Sally Thoman
Sloan Program
Graduate School of Business
Stanford University
Stanford, CA 94305

"Document Control"

TYPE: ACTION

DOCUMENT NUMBER: 9201596

ORIGINATOR: 02

STATUS I

DIRECTORATE STATUS

FROM: NEEDLEMAN, Philip

TO: DR. D.A. BROMLEY

DATE OF
CORRESPONDENCE: 04/29/92

SUBJECT: HE IS WRITING TO REQUEST COPIES OF THE BIOTECHNOLOGY
"SCOPE" DOCUMENT AND THE ADVANCED MATERIALS
PROCESSING DOCUMENT.

DIRECTORATE

STAFF

ASSIGNED: ADMINISTRATION

ASSIGNED:

ACTION

STAFF

REQUIRED: DIRECT REPLY

ACTION:

SENDER'S DUE DATE:

OSTP DUE DATE: 05/14/92

STAFF DUE DATE

DATE COMPLETED:

DATE COMPLETED/DEPT:

COPIES TO: D. Allan Bromley
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WHITE HOUSE TRACKING #:

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REMARKS:

OSTP RECEIVED: 05/05/92

DEPT RECEIVED:

FILE: P-ADMINISTRATION-PUBLICATION REQUEST

CENTRAL FILES:

Closed - out
Sent memo

5/11/92
CB



1596 A

PHILIP NEEDLEMAN
800 NORTH LINDBERGH BOULEVARD
ST. LOUIS, MISSOURI 63167

April 29, 1992

Dr. [REDACTED] Milan Bromley
Assistant to the President for
Science and Technology
The White House
Washington, D.C. 20500

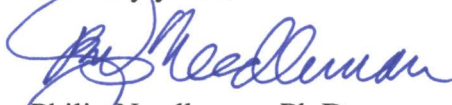
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92 MAY 5 48:00
OSTP
MAIL ROOM

Dear Dr. Bromley:

I thoroughly enjoyed the symposium that you organized at the National Academy of Science. It was informative and you obviously engaged excellent people from inside and outside of the government who are concerned about science and technology for FCCSET and PCAST. May I request copies of the "Scope document on biotechnology" and the "advanced materials processing document" that was mentioned during the sessions?

I was the academy member that inquired about regulatory harmonization of biotech. plants and also, expressed my concern about patent applications for partial DNA sequence of unknown function.

Sincerely yours,


Philip Needleman, Ph.D.

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF SCIENCE AND TECHNOLOGY POLICY
WASHINGTON, D.C. 20506

May 11, 1992

Dr. Philip Needleman
800 North Lindbergh Boulevard
St. Louis, Missouri 63167

Dear Dr. Needleman:

Enclosed please find a copy of the "Scope Document on Biotechnology". The other document you requested, the FCCSET report "Advanced Materials and Processing", may be obtained from the contact listed below:

Mr. Samuel Schneider
Executive Secretary
FCCSET CIT Committee on Materials
Room 309, Materials Building
National Institute of Standards and Technology
Gaithersburg, MD 20899
(301) 975-5655

If you have any further questions, please do not hesitate to contact this office.

"Document Control"

TYPE: ACTION DOCUMENT NUMBER: 9201203
ORIGINATOR: 02 STATUS I DIRECTORATE STATUS

FROM: ABRAMSON, MARK A.: COUNCIL FOR EXCELLENCE IN GOVERNMENT

TO: DR. D.A. BROMLEY

DATE OF
CORRESPONDENCE: 04/07/92

SUBJECT: REQUEST TO THINK ABOUT MEMBERS OF THE STAFF THAT YOU
MIGHT WISH TO NOMINATE AS S&T FELLOWS CANDIDATES.

DIRECTORATE STAFF
ASSIGNED: D. Allan Bromley ASSIGNED:

ACTION STAFF
REQUIRED: AS APPROPRIATE ACTION:

SENDER'S DUE DATE:
OSTP DUE DATE: 04/22/92 STAFF DUE DATE
DATE COMPLETED: DATE COMPLETED/DEPT:

COPIES TO: Damar Hawkins
ADMINISTRATION

WHITE HOUSE TRACKING #: CONTACT PERSON:
REMARKS: PHONE: EXT:

OSTP RECEIVED: 04/08/92
FILE: P-ADM-FELLOWS

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*In discussion with
AD's on Monday
Up a stem necessary
DAB
4/13/92*



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1620 L Street, N.W.
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(202) 728-0418
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April 7, 1992

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Dr. D. Alan Bromley
Assistant to the President and Director
Office of Science and Technology Policy
Old Executive Office Building
Washington, DC 20506

Dear Dr. Bromley:

As a member of the "Science Sixty" in the Council's recently published **Prune Book** focusing attention on the special challenges facing today's managers and executives in the government scientific community, you will be heartened, I am sure, to learn that the Council is expanding its Excellence in Government Fellows programs this year to include a class of high-potential, mid-level S&T managers.

The enclosed brochure, describing the new S&T Fellows program, went out to Departments and agencies a few weeks ago. By sending a copy to you personally, I want to be sure that you have a chance to think about members of your staff that you might wish to nominate as S&T Fellows candidates.

The program will be unique in that **The Prune Book, The Sixty Toughest Science and Technology Jobs in Washington**, will serve as the major textbook for the year. In addition, we plan to invite incumbents of the positions included in the book -- such as yourself -- to serve as guest faculty for the program. We hope that your schedule will permit you to participate in the program during the coming year.

If you believe, as I do, that the program provides a very special opportunity to broaden and develop the future leaders of the Federal S&T enterprise, you can forward nominations directly to the Council.

I look forward to seeing some of your top performers in the competition for selection to this inaugural class of S&T Fellows. I believe it is going to be a terrific developmental experience of a kind not often available to S&T managers at the critical mid-point in their careers. Thank you again for participating in our **Prune Book** effort.

Sincerely,



Mark A. Abramson
President

*Director

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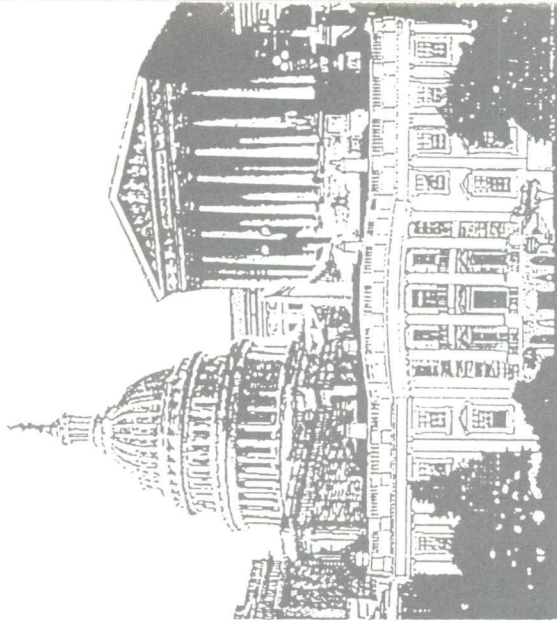
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*Director



COUNCIL FOR EXCELLENCE IN GOVERNMENT

The Council for Excellence in Government is an organization of former government executives, now in the private sector, who use their experience and know-how to support effective performance of government. The membership of the Council, which was founded in 1983, has grown to nearly 700 Principals.

Former Presidents Jimmy Carter and Gerald R. Ford serve as honorary co-chairs of the Council. Principals include former cabinet officers and other top-ranking executives from both Democratic and Republican administrations, as well as former career executives from all agencies and branches of government.

Members of the Council share a deep commitment to public service. Their experience as proven leaders in both the public and private sectors gives the Council a credible voice in promoting excellence in government.



LISA BERG

OMB Director Richard Darman and Council Chair Frank A. Weil at an Excellence in Government Lecture.

COUNCIL FOR EXCELLENCE IN GOVERNMENT

1620 L Street, N.W.
Suite 850
Washington, D.C. 20036

(202) 728-0418

Goals

The Council firmly believes that whatever government does, it should do well and that the key to effective performance by government lies in the people who do its work.

In translating these ideas into action, the Council focuses its efforts on the following goals:

- Advocating the importance of public service in a democratic society.
- Encouraging excellence in the selection and performance of public sector managers and executives.
- Removing impediments to public service.

These objectives provide a framework for the Council's programs.

Active Participation by Principals

The Principals of the Council are its most important asset. Their values, insights and experience define and shape the overall direction of Council programs. Their active personal involvement adds a unique dimension to Council undertakings.

"Thank you not only for your interest, but for all you do in elevating public service. It's worthwhile. Don't give up your work."

President George Bush
October 24, 1991*

*Speech to Council for Excellence in Government, American Society for Public Administration and National Academy of Public Administration.

PROGRAMS

Opportunities In Public Service Campus Program

Council members visit colleges and universities in a program designed to encourage students to enter public service. Through its Speakers Bureau, the Council arranges for Principals and government officials to meet with students in classes and informal settings to discuss their careers in government. The 1991-1993 campus program aims to further the federal government's goal of promoting cultural diversity in its work force. Among the colleges to be visited will be several Historically Black Colleges and Universities and member institutions of the Hispanic Association of Colleges and Universities. The Ford Foundation and federal agencies are providing funding for this initiative.



Council Principals Allen Haile and Alexander Butterfield (on left), speaking to students at University of California at Irvine.

Fellows Program

Federal government agencies nominate outstanding mid-level career managers to participate in the Council's year-long leadership seminars. Principals act as lecturers and experts in a curriculum designed to acquaint future senior executives with the best ideas and practices on management in the private and public sectors. Now in its third year, the Council's fellows program has enrolled 122 outstanding men and women from 35 departments and agencies. The Henry M. Jackson Foundation and participating agencies support the fellows program.

MEMBER ACTIVITIES

Excellence in Government Lectures

In 1990 the Council inaugurated a lecture series to provide a platform for outstanding national leaders to reflect on issues related to public service and effective government. Paul Volcker, Richard Darman, Paul O'Neill and Constance Berry Newman have been honorees in this series.

Seminars

The Council sponsors monthly discussion seminars with senior government leaders and experts on the management of government. Speakers have included:

- Transportation Secretary Samuel K. Skinner
- Air Force Secretary Donald B. Rice
- HUD Under Secretary Alfred A. Dellibovi
- IRS Commissioner Fred T. Goldberg, Jr.
- Social Security Commissioner Gwendolyn S. King
- New York City First Deputy Mayor Norman Stiesel
- Deputy U.S. Trade Representative Julius Katz
- Deputy Secretary of Energy W. Henson Moore

Special Issue Conferences and Work Groups

Encouraging change A joint conference with Harvard University's Kennedy School of Government in May 1992 will consider ways to encourage risk taking, change and innovation in managing government. The conference will draw on Principals' experiences in the public and private sectors.

Pay Principals supported efforts to increase pay for federal employees, through testimony to Congress, media appearances and op-ed pieces.

Ethics Principals actively support ethics laws and policies that promote ethical behavior without unnecessarily burdensome regulations.

PUBLICATIONS

The Prune Books

The **Prune Book** series offers a detailed look at the top-level federal positions filled by presidential appointment. Designed to help guide and improve this selection process, the books serve the White House, Congress, people who are interested in political appointments, the press and the public. They are based on interviews with current and former occupants of each job covered. The original Prune Book, published in 1988, examined 116 positions across the government. A 1991 volume covers 60 science and technology jobs. The next volume in the series will study the government's top financial management posts.

A Survivors' Guide For Government Executives

This volume of do's and don'ts for new political appointees was published in 1989. It was based on conversations with dozens of Council Principals about their federal executive experiences.

Other Publications

Toward Excellence A quarterly newsletter reports on the Council's programs and activities and keeps members informed on issues of interest.

The Council A directory of Principals describes their government careers and current positions. The Council also maintains a data base with complete biographical information on all Principals. Qualified government and private organizations wishing to obtain further information should contact the Council.

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Funding

The Council is a nonprofit 501(c)(3) educational organization. A substantial portion of the Council's budget is provided by annual membership contributions from its Principals. Additional funding for specific initiatives is provided by philanthropic foundations, corporations and government agencies.

"The talent needed for today's complex government operations warrants the high-level respect and support that the Council for Excellence in Government has in mind."

The Boston Globe

**COUNCIL FOR
EXCELLENCE IN
GOVERNMENT**

1992 Excellence in Government Fellows Programs

The Program

The Council for Excellence in Government conducts fellowship programs tailored to the specific developmental needs and organizational settings of mid-level career managers in government. For the fellowship year 1992-1993, the Council will offer three **Excellence in Government Fellows** programs:

- The **Executive Branch Fellows** program for managers of all departments and agencies of the federal government
- The **Science and Technology Fellows** program for managers in the federal scientific and technical community
- The **Department of Transportation Fellows** program for managers within the Transportation Department

The unifying theme of each Excellence in Government Fellows program, regardless of its specific managerial audience, is to expand the perspective of mid-level government managers through first-hand exposure to successful executives in the private sector who have also held leadership positions in government.

As a non-partisan, non-profit organization dedicated to improving the image and performance of government, the Council is uniquely positioned to offer this valuable, cross-sector perspective. It draws on the knowledge and insights of more than 700 Principals, former government executives, who now hold leadership positions in the private sector. These accomplished men and women are joined together to constitute the Council. The depth of their experiences and their commitment to public service shape the content of Council programs and distinguish the Excellence in Government Fellows programs from other managerial development opportunities.

Participation

The Excellence in Government Fellows are chosen from the ranks of top-performing managers at the GM-14 level. The selection process is highly competitive, and all candidates must be nominated by the heads of their departments or agencies. The candidate pool is narrowed by review panels of Senior Executive Service (SES) raters, and candidates in the top tier are interviewed by teams of SES members and Fellows. Final selections for each program are made by Advisory Committees made up of executives at the Assistant Secretary level.

Program Design

Seminars

The Fellows programs focus on the critical career transition from mid-level manager to the much larger role of public executive. The programs are structured to allow Fellows to stay in their current jobs while they participate in a year-long series of learning activities which highlight the implications and requirements of this transition and the personal strategies and actions necessary for it to be successful.

Retreats

The learning experience structure consists of day-long seminars held once each month. At the seminars, the core program themes of mission, leadership, and teamwork are explored by Council Principals and staff. The learning environment is open and two-way, providing the Fellows ample time and opportunity to probe these themes with executives who have managed change effectively in large public and private sector organizations.

Site Visits

Two retreats are scheduled during the year to provide in-depth exploration of core program themes and to facilitate informal learning and interaction among the Fellows. The one-day fall retreat focuses on the qualities of effective leaders; the three-day spring retreat takes a close look at the qualities of effective organizations.

Site visits to major corporations and government agencies give the Fellows an insider's view of how these organizations work and provide a basis for comparing and contrasting management issues and strategies in government and business. Visits to corporate sites are hosted by Council Principals, who hold executive positions in these organizations. Government site visits are hosted by the heads of departments or agencies. Host executives interact personally with the Fellows during each visit.

Networks

Several activities throughout the year assure that Fellows leave the program with a broader and deeper network of professional colleagues with whom they can interact on an ongoing basis. Fellows select a current senior executive to serve as their mentor during the Fellows year and beyond, and one monthly seminar is focused on the Fellow-mentor relationship. At monthly brown-bag lunches, Fellows lead discussions among their peers based on their own career experiences and the challenges they face in their own organizations.

After graduation, Fellows are invited to become members of the Excellence in Government Fellows Alumni Association, which provides the vehicle for continuing relationships established during the year, and for participating in professional development activities in the years ahead.

Seminar Faculty

Program Highlights: 1989 - 1992

Leadership Perspectives: Private Sector

Charles M. Atkins
President
Homecroft, Inc.

Dennis Bakke
President
Applied Energy Services, Inc.

Martha Blaxall
Independent Consultant

Alan K. Campbell
University of Pennsylvania

Brian Conboy
Vice President, Government Affairs
Time - Warner

James Edwards
Chief Executive Officer
ICF International

Ellen Frost
Director, International Affairs
United Technologies Corporation

Sandra Hale
President
Enterprise Management

B.R. Inman
President
Inman Associates

John A. Koskinen
President
The Palmieri Company

David O. Maxwell
Washington, D.C.

William A. Morrill
President and Chief Executive Officer
Mathtech

Paul O'Neill
Chairman and Chief Executive Officer
Alcoa

Phillip A. Odeen
Vice-chairman
Coopers and Lybrand

Charles Rossotti
President and Chief Executive Officer
American Management Systems, Inc.

Judith Trent
Managing Director
Global Aviation Associates, Ltd.

Frederick Webber
President and Chief Executive Officer
U.S. League of Savings Institutions

Edward H. Utley
President
GEICO Corporation

A. Thomas Young
President
Martin Marietta Corporation

Leadership Perspectives: Public Sector

James M. Busey
Deputy Secretary
Department of Transportation

Constance Horner
Director, Office of Presidential
Personnel
The White House

Thomas D. Larson
Administrator
Federal Highway Administration

Robert A. Marsland
Director, Headquarters Operations
Indian Health Service

Constance Berry Newman
Director
U.S. Office of Personnel Management

Site Visits

Corporate Sites:

American Express Company
New York, New York

ARA Services
Philadelphia, Pennsylvania

Campbell Soup
Camden, New Jersey

Eastman Kodak Co.
Rochester, New York

Fannie Mae
Washington, D.C.

Martin Marietta Corporation
Bethesda, Maryland

New York Stock Exchange
New York, New York

W. R. Grace Company
New York, New York

Government Sites:

Export-Import Bank of the U.S.
Washington, D.C.

Federal Bureau of Investigation
Washington, D.C.

Federal Aviation Administration
Leesburg, Virginia

Defense Intelligence Agency
Washington, D.C.

Goddard Space Flight Center
Greenbelt, Maryland

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Vice Presidents: Barbara B. Rosenfeld
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Government Advisory Committee

Chair: Thomas S. McFee
Department of Health and Human Services

Members: David O. Cooke
Department of Defense

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Department of Transportation

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Stanley Rivers
Federal Aviation Administration

Anthony R. Kane
Federal Highway Administration

Adele L. Derby
National Highway Traffic Safety Administration

Mark G. Aron
CSX Corporation

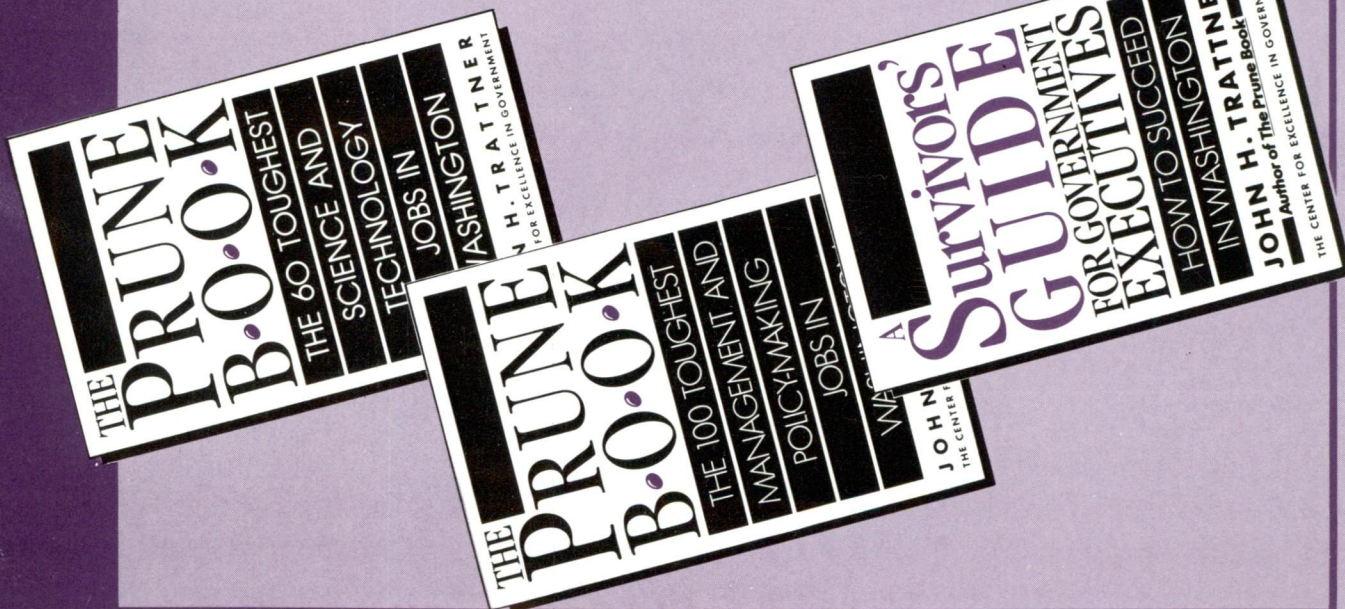
For Further Information

Contact Jordana Zubkoff, Fellows Program Manager

TEL (202) 728-0418 FAX (202) 728-0422

FROM THE

COUNCIL FOR
EXCELLENCE IN
GOVERNMENT



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THE PRUNE BOOK

The 60 Toughest Science and Technology Jobs in Washington
By John H. Trattner

Who makes the federal government's science and technology establishment run? What are their jobs and responsibilities? What problems do they face? What background and experience should they have? Where do they go when they leave?

The Prune Book: The 60 Toughest Science and Technology Jobs in Washington profiles high-level positions in 25 executive departments, two Congressional committees and four Congressional agencies. These jobs begin with the director of the White House Office of Science and Technology Policy, and include such widely varying posts as chief of the National Cancer Institute, the top research and development executive at the Environmental Protection Agency, the leader of the Defense Advanced Research Projects Agency, and the heads of the Nuclear Regulatory Commission, the House Science committee, and the Congressional Office of Technology Assessment. This second volume in the best-selling *Prune Book* series is based on 200 interviews with present and past occupants and observers of these jobs, and includes biographic portraits of incumbents as well as current affiliations of all those who have held each position in the last 20 years. Co-published with the Council for Excellence in Government.

"The original Prune Book provided an insider's guide to the skills needed to succeed in some of Washington's most essential but least understood jobs. This latest volume extends the analysis to key federal science and technology positions in which critical decisions are made about the environment, health care, technology policy, and other vital issues. For the sake of all Americans, these jobs should be filled with the best possible people. This book shows how to find them."

— Frank Frank Press, President, National Academy of Sciences

November 1991, 490 pages
ISBN Cloth, 0-8191-8419-5 \$37.50

THE PRUNE BOOK

The 100 Toughest Management and Policymaking Jobs in Washington
By John H. Trattner

Each presidential election brings into focus the process by which political appointees are chosen to fill important civil service positions. Until now, there has been no reference guide listing the kinds of skills, experience, and managerial talents each of these jobs requires. *The Prune Book* was produced to fill this need.

Included are comprehensive descriptions of the 118 toughest management and policymaking jobs in Washington. These are the positions just below the Cabinet level—assistant secretaries and administrators who spend 14-hour days making the critical decisions and delivering the vital services that are the real work of the government.

"The Prune Book will be an invaluable resource for the Administration and Congress alike. It is essential that key government appointees have the qualifications to perform successfully on the job. Every bad appointment reduces our capability to be the best we can be as a nation."

— Senator Bill Bradley, State of New Jersey

September 1988, 512 pages
ISBN Cloth, 0-8191-7000-3 \$34.95

John H. Trattner was a newspaper, wire service, news magazine and network radio journalist for six years on both sides of the Atlantic. As a career foreign service officer, 1963–1982, he held press and public affairs assignments in Warsaw, Paris and Brussels, and was Spokesman of the Department of State in Washington. He has also served as press secretary to a U.S. Senator.

For further information contact Council for Excellence in Government, 1620 L Street, N.W., Suite 850, Washington, D.C. 20036

A Survivors' GUIDE

FOR GOVERNMENT EXECUTIVES
How to Succeed in Washington
By John H. Trattner

Are you a senior federal government executive? Are you about to become one? Are you only thinking about it? If the answer to any of the above is yes, this book can help.

A large number of those who move into the upper reaches of the government in Washington may have only a hazy idea of how to make their time there a success. Many are used to a private-sector world far different from life in the federal establishment. Major features of the Washington environment—policy-making, budget, ethics, the Congress, the press—bear little resemblance to what they're used to. In concise and direct fashion, this book provides many of the most important answers they need, not just to avoid mistakes at the beginning but to perform effectively throughout their service in government. Here is first-hand information straight out of lengthy conversations with dozens of men and women who have already been there, distilled for quick reading by people whose time is valuable. The book groups their wisdom in such categories as politics and process, the first 90 days, the career service, ethics, and the budget.

Leadership in Washington is a rare privilege and opportunity. It requires the best background and skill available and the wisdom to use them effectively from the first day on the job. Reading the briefing books is a fine idea—but there's no substitute for the advice and insight of people who have learned from experience and know what they're talking about.

The Council for Excellence in Government is a nonprofit, non-partisan organization which promotes high quality management of the federal government by both its appointed and senior career officials. The Council consists of 700 Principals—private sector leaders who served as high-level government officials. Through them, the Council works to improve both the performance and image of government.

August 1989, 106 pages
ISBN Paper, 0-8191-7431-9 \$18.00
ISBN Cloth, 0-8191-7430-0 \$34.00

1992 Excellence in Government Fellows: Executive Branch Program

The Program

This Excellence in Government Fellows program, now entering its fourth year, is an intensive developmental opportunity designed to enhance the leadership skills of top-performing mid-level managers in departments and agencies throughout the Executive Branch. It is offered by the Council for Excellence in Government, with support from the Henry M. Jackson Foundation.

The 1992 program, which begins in September 1992 and continues through September 1993, consists of a series of interactions with successful leaders from major corporate and government organizations. While continuing in their current jobs, the Fellows are brought together with top executives of business and government in structured seminars to explore the challenges confronting public sector managers in the decade ahead.

The content of the Fellows program, coupled with the professional relationships established during the fellowship year, yield the following benefits to the Fellows and their agencies:

- broadened perspective on effective organizational performance in government and business;
- increased understanding of the role career executives play in government, the issues they handle, and the environment in which they operate;
- strengthened commitment to personal responsibility for career planning and management; and
- creation of a cohort of talented managers from different departments and agencies who will collaborate for years to come.

Eligibility

Agencies may nominate individuals who:

- are at the GM-14 level or equivalent in the military or other pay systems;
- have current or recent managerial experience;
- have demonstrated high achievement and leadership potential;
- are committed to a career in public service; and
- are based in the Washington, D.C. commuting area.

Nomination

Two documents must be submitted for each nomination:

- The Fellowship Application, highlighting the candidate's career achievements and stating the reasons for interest in the program.
- The Nominator's Statement, expressing support for the nominee's career development. The Nominator must be a Senior Executive Service member who has personal knowledge of the candidate's abilities and career.

Nominations should be forwarded in accordance with the internal procedures established within the department or agency to:

Fellows Program
Council for Excellence in Government
1620 L Street, N.W., Suite 850
Washington, D.C. 20036

All nominations must be received by April 30, 1992.

Selection

Applications will be screened for evidence of sustained superior performance, including promotion patterns and awards; knowledge and application of management principles; interest in assuming a leadership role in government; and strong support from the department or agency. Candidates whose applications are judged superior will be interviewed. Since initial review is based solely on the nominating documents, the importance of preparing these documents carefully cannot be overstated.

Up to two classes of 25 Executive Branch Fellows will be selected by a panel of federal officials who are members of the Government Advisory Committee of the Council. Successful candidates will be notified no later than August 1, 1992.

Tuition

The Henry M. Jackson Foundation is again providing a grant to the Council to reduce the costs to the government. In addition, participating corporate executives who are Principals of the Council provide their services at no cost.

The tuition for each Fellow will be \$4,250. In addition to tuition, sponsoring departments and agencies will be responsible for travel expenses associated with activities held outside the Washington, D.C. area. The maximum total cost for these trips will not exceed \$2,000 per Fellow.

For Further Information

Contact Jordana Zubkoff, Fellows Program Manager

TEL (202) 728-0418 FAX (202) 728-0422

**COUNCIL FOR
EXCELLENCE IN
GOVERNMENT**

1992 Excellence in Government Fellows: Science and Technology Program

The Program

This Excellence in Government Fellows program is tailored to the developmental needs of mid-level managers in the Federal science and technology (S&T) community. It is designed to enhance the leadership skills of scientists and engineers throughout government. It is offered by the Council for Excellence in Government as a follow on to its new publication, *The Prune Book: The 60 Toughest Science and Technology Jobs in Washington*.

The 1992 program, which begins in September 1992 and continues through September 1993, consists of a series of interactions with successful leaders from major corporate and government organizations. While continuing to serve in their current jobs, the Fellows are brought together with top executives of business and government to explore the challenges confronting managers in the science and technology establishment.

The content of the Fellows program, coupled with the professional relationships established during the fellowship year, yield the following benefits to the Fellows and their agencies:

- broadened perspective on effective organizational performance in research and development organizations;
- increased understanding of the role S&T executives play in government, the issues they handle, and the environment in which they operate;
- strengthened commitment to personal responsibility for career planning and management; and
- creation of a cohort of talented S&T managers from different departments and agencies who will collaborate for years to come.

Eligibility

Agencies may nominate individuals who:

- are at the GM-14 level or equivalent in the military or other pay systems;
- have current or recent managerial experience;
- have demonstrated high achievement and leadership potential;
- are committed to a career in public service; and
- are based in the Washington, D.C. commuting area.

Nomination

Two documents must be submitted for each nomination:

- The Fellowship Application, highlighting the candidate's career achievements and stating the reasons for interest in the program.
- The Nominator's Statement, expressing support for the nominee's career development. The Nominator must be a Senior Executive Service member who has personal knowledge of the candidate's abilities and career.

Nominations should be forwarded in accordance with the internal procedures established within the department or agency to:

Fellows Program
Council for Excellence in Government
1620 L Street, N.W., Suite 850
Washington, D.C. 20036

All nominations must be received by April 30, 1992.

Selection

Applications will be screened for evidence of sustained superior performance, including promotion patterns and awards; knowledge and application of management principles; interest in assuming a leadership role in government; and strong support from the department or agency. Candidates whose applications are judged superior will be interviewed. Since initial review is based solely on the nominating documents, the importance of preparing these documents carefully cannot be overstated.

Twenty-five Science and Technology Fellows will be selected by a panel of senior executives from the federal science and technology community. Successful candidates will be notified no later than August 1, 1992.

Tuition

The tuition will be \$4,250 for each Fellow. In addition to tuition, sponsoring departments and agencies will be responsible for travel expenses associated with activities held outside the Washington, D.C. area. The maximum total cost for these trips will not exceed \$2,000 per Fellow.

For Further Information

Contact Jordana Zubkoff, Fellows Program Manager

TEL (202) 728-0418 FAX (202) 728-0422

**COUNCIL FOR
EXCELLENCE IN
GOVERNMENT**

**Excellence in Government Fellows:
1989 - 92**

EXECUTIVE BRANCH FELLOWS

FROM CABINET DEPARTMENTS

Department of Agriculture

Debra S. Bowling (1991-92)
Frank Ippolito (1991-92)
Patricia R. Sheikh (1991-92)

Department of Commerce

Michael B. Fraser (1990-91)
Ira J. Goodsaid (1991-92)
Jean E. Logan (1990-91)

Department of Education

Karen M. Chauvin (1990-91)

Department of Defense

Dana Bauer (1990-91)
Douglas R. Cavileer (1989-90)
Stanley A. Fisher (1991-92)
Harry I. Hannah (1991-92)
Kathleen P. Horste (1989-90)
Phillip Q. Hwang (1990-91)
Matthew J. Keough (1991-92)
Janet L. Maday (1989-90)
Penny W. Matter (1991-92)
Sidney A. McCard (1991-92)
Kathleen McCulloch (1991-92)
June E. Mallory (1990-91)
Cheryl M. Naulty (1991-92)
Susan K. Numrich (1991-92)
Suzanne C. Palmer (1990-91)
Elaine R. Sager (1991-92)
Robert E. Suttle (1991-92)
Jonathan S. Thompson (1991-92)
David C. Van Gasbeck (1991-92)

Department of Health and Human Services

Cathy T. Carter (1991-92)
Joseph V. Colantuoni (1990-91)
Dennis G. Malcomson (1991-92)
Elaine M. Raubach (1989-90)
Marianne Rufty (1989-90)
Ronald J. Sribnik (1991-92)

Department of the Interior

Robert I. Jarcho (1989-90)
James I. Pace (1991-92)

Department of Justice

Harriett Fisher (1990-91)
Thomas V. Fuentes (1991-92)
Katherine T. Mohan (1989-90)
J. David Woodson (1991-92)

Department of Labor

George B. Baily, Jr. (1991-92)
Richard M. Brennan (1991-92)
Bonnie A. Friedman (1991-92)
Gilbert J. Sanchez (1991-92)
Stephanie L. Swirsky (1989-90)
Margie E. Zalesak (1989-90)

Department of State

Carol A. Becker (1991-92)
Michael T. Dixon (1989-90)
James M. Griffin (1989-90)
Ryan L. Guyer (1991-92)
Robert L. Krantz (1990-91)
Dawn M. Parrish (1990-91)

Department of Transportation

Ann L. Mladinov (1990-91)
Maria E. Vegega (1991-92)

Department of the Treasury

Marie R. Bauer (1990-91)
Carlann R. Fergusson (1989-90)
Ralph K. Joseph (1991-92)
Timothy J. Lawler (1991-92)
Donnell E. Ogden (1991-92)
Carl P. Wylie (1990-91)

Department of Veterans Affairs

Leo A. Phelan (1991-92)
Lawrence J. Timko (1991-92)
Phyllis J. Thorburn (1990-91)

1989-1992 Fellows

FROM INDEPENDENT AGENCIES

Agency for International Development
Pamela R. Johnson (1989-90)

Central Intelligence Agency
Barbara S. Tato (1991-92)

Environmental Protection Agency
Michele Anders (1991-92)
John M. Cunningham (1990-91)
Kennan J. Garvey (1990-91)
David E. Giamporcaro (1991-92)
Zandra I. Kern (1991-92)
Mary Ellen Radzikowski (1990-91)
Kenneth R. Stroeck (1991-92)
Dennis C. Wagner (1991-92)
Howard F. Wright (1989-90)

Equal Employment Opportunity Commission
Carol P. Crews (1989-90)
Linda M. Cruciani (1991-92)

Export-Import Bank of the United States
Deborah L. Thompson (1990-91)

Federal Emergency Management Agency
Calvin O. Byrd (1991-92)
Christine Makris (1990-91)

General Services Administration
Donald G. Bathurst (1990-91)
Karen S. Jackson (1991-92)
Gail T. Lovelace (1990-91)

National Aeronautics and Space Administration
Nancy A. Abell (1989-90)
Carol E. Bennett (1989-90)
H. Wayne Boswell (1991-92)
Brenda R. Manuel-Alexander (1990-91)
Lynn A. Marra (1991-92)
Krista C. Paquin (1991-92)
Billie E. Wilchek (1991-92)

National Credit Union Administration
Douglas D. Verner (1991-92)

National Endowment for the Humanities
Carole M. Watson (1991-92)

National Science Foundation
Christine A. Cataldo (1989-90)

Nuclear Regulatory Commission
Samuel M. Holland (1991-92)

Office of Personnel Management
D. Bryce Baker (1991-92)

Overseas Private Investment Corporation
Anne H. Predieri (1990-91)

Small Business Administration
Dwight G. Reynolds (1991-92)
Elizabeth M. Zaic (1989-90)

U. S. International Trade Commission
Dennis O. Rapkins (1990-91)

United States Peace Corps
Robert A. Riley (1990-91)

DEPARTMENT OF TRANSPORTATION FELLOWS

James D. Amoroso (1991-92)
Noble N. Bowie (1991-92)
Ronald W. Carmichael (1991-92)
Anthony F. Fazio (1991-92)
Joyce C. Fischlin (1991-92)
Paul C. Golden (1991-92)
Carol A. Grant (1991-92)
Gary N. Hamby (1991-92)
Dennis J. Hupp (1991-92)
James R. Kabel (1991-92)
Rene A. Matos (1991-92)
Judy Z. Meade (1991-92)
Dale R. Mills (1991-92)
Camille H. Mittelholtz (1991-92)
Percy O. Norwood, Jr. (1991-92)
Marcia L. Payne (1991-92)
Lyle P. Renz (1991-92)
Alberto J. Santiago (1991-92)
Daniel J. Slattery, III (1991-92)
Charles T. Sullivan (1991-92)
Gina F. Thomas (1991-92)
Stanley J. Walz (1991-92)
Glenda J. Whiting (1991-92)
Donna H. Woodman (1991-92)
Phyllis E. Young (1991-92)

**COUNCIL FOR
EXCELLENCE IN
GOVERNMENT**

Excellence in Government Fellows: Fellows Application

This Application Is Submitted For:

- ☐ The Executive Branch Fellows Program
☐ The Science & Technology Fellows Program
☐ The Department of Transportation Fellows Program

Name _____

Department or Agency _____

Major Subcomponent _____

Work Unit _____

Title or Position _____

Current Grade or Rank _____

Office Address _____

TEL _____ FAX _____

Please provide the information requested on the back and return your application in accordance with the internal procedures established by your department or agency. The deadline for Applications and Nominator's Statements for all Fellows programs is April 30.

The competitive process for selection of Excellence in Government Fellows relies heavily on the information you provide in this application and the accompanying Nominator's Statement. Please respond to the nine items below in sufficient detail to give reviewers a complete picture of your professional background and achievements, education and training, and career development goals. Attach as many pages as needed, but please strive to be concise.

1. Please state your career objectives.
2. Please list your employment history in reverse chronological order, beginning with your present position.
3. Please list your educational history, including any management training you have taken.
4. Please describe the mission of your organization and the duties you perform within it.
5. Please describe your managerial or supervisory experience.
6. Please describe your most significant career achievements.
7. Please list and describe any honors and awards you have received for public service.
8. Please list the professional organizations to which you belong and any papers, speeches, or articles you have prepared.
9. Please describe your reasons for wanting to become an Excellence in Government Fellow, including the anticipated benefits to yourself and to the federal government.

Please provide below the name of the individual or office responsible for payment of tuition (does not apply to applicants for the Department of Transportation Fellows Program).

Name _____ Telephone _____

Title _____

Address _____

Applicant's Signature _____ **Date** _____

**COUNCIL FOR
EXCELLENCE IN
GOVERNMENT**

Excellence in Government Fellows:
Nominator's Statement

Name of Nominee _____

Name of Nominating Official _____

Title or Position _____

Office Address _____

TEL _____ FAX _____

(Please See Reverse)

Please assess the quality of the nominee's job performance over time and his or her potential to assume leadership positions in public service. Include in your statement: how long and in what capacity you have known the nominee; your reasons for believing that the nominee and your organization will benefit from the nominee's selection as a Fellow; and how this nomination fits within the nominee's Individual Development Plan (IDP).

Signature _____ Date _____

"Document Control"

TYPE: INFORMATION

DOCUMENT NUMBER: 9202746

ORIGINATOR: 02

STATUS C

DIRECTORATE STATUS

FROM: THOMAN, SALLY J.: WHITE HOUSE FELLOW, OFFICE OF THE SECRETARY OF DEFENSE

TO: DR. D.A. BROMLEY

DATE OF
CORRESPONDENCE: 08/21/92

SUBJECT: A THANK YOU FOR MEETING WITH THE 1991-1992 CLASS OF
WHITE HOUSE FELLOWS AND HER INTEREST IN ECONOMIC
COMPETITIVENESS AS WELL AS AN OPPORTUNITY TO GET
TOGETHER AND POSSIBLY SPEAK TO THE SLOAN FELLOWS

DIRECTORATE
ASSIGNED:

STAFF
ASSIGNED:

ACTION
REQUIRED:

STAFF
ACTION:

SENDER'S DUE DATE:

OSTP DUE DATE:
DATE COMPLETED:

STAFF DUE DATE
DATE COMPLETED/DEPT:

COPIES TO: D. Allan Bromley

WHITE HOUSE TRACKING #:

CONTACT PERSON:

PHONE:

EXT:

REMARKS:

OSTP RECEIVED: 08/28/92
FILE: P-ADM-WH FELLOWS

DEPT RECEIVED:

CENTRAL FILES:

2746

OFFICE OF THE SECRETARY OF DEFENSE
ASSISTANT TO THE SECRETARY OF DEFENSE FOR SPECIAL PROJECTS
WHITE HOUSE FELLOW

August 21, 1992

Dear Dr. Bromley,

Thank you for meeting with the 1991-92 class of White House Fellows. Our speaker series had a shortage of science and technology representatives; your talk covered many important issues.

During the year, I have become increasingly interested in U.S. competitiveness, and the role technology plays in the global marketplace in particular. In the fall, I'm off to the Stanford Sloan Program within the graduate school of business, for a one-year M.S. program. I hope to gain a broadened perspective of business management, international trade,

OFFICE OF THE SECRETARY OF DEFENSE
ASSISTANT TO THE SECRETARY OF DEFENSE FOR SPECIAL PROJECTS
WHITE HOUSE FELLOW

world economics, and technology management. If you're in the Palo Alto area, I would certainly appreciate the opportunity to get together. Perhaps you would consider speaking with the Sloan Fellows.

I'd also like to thank you for the mentoring you gave to Joe Broz this year. He had a wonderful learning experience.

Best wishes for the future.

Sincerely,

Sally Thoman