

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	Roberta Sanders to 1993-1994 White House Fellows re: Thank you addresses for the March Calendar (partial) (1 page)	02/16/1994	P6/b(6)
002. letter	Erik Swanson to Gaynor (partial) (1 page)	n.d.	P6/b(6)
003. letter	David A. Keen to Gaynor McCown (partial) (1 page)	08/31/1994	P6/b(6)

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Gaynor McCown (Subject Files)
OA/Box Number: 7322

FOLDER TITLE:

White House Fellows

2011-0255-S

rc235

RESTRICTION CODES

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

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

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

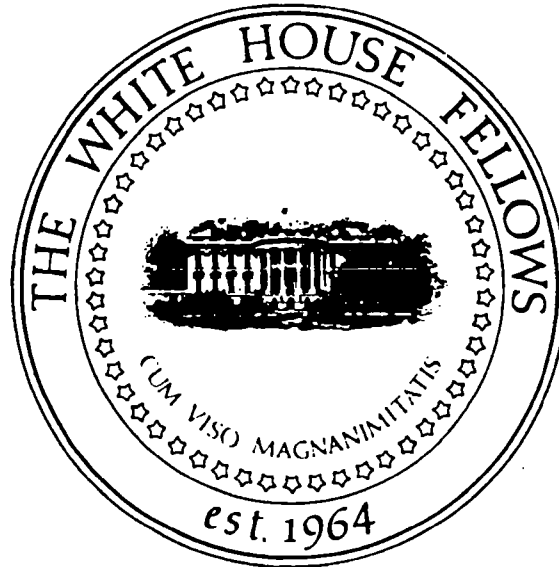
C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Education Program

1993-94



1993-94 White House Fellows

Paul Antony
Suzy Becker
Chris Chyba
Jami Floyd
Scott Gould
Kevin Grimes
Suzan Johnson
Michael Levy
Gaynor McCown
Barbara Paige
Raul Perea-Henze
Les Ramirez
David Rhodes
Reggie Robinson
Martha Stark
Todd Ulmer
Rod von Lipsey

1993-94 WHITE HOUSE FELLOWS EDUCATION PROGRAM

- Sept. 1** Evening retreat at the Cedars hosted by **Frederick S. Benson** ('73-'74) and **William K. Brehm**. Mr. Brehm was Assistant Secretary of the Army under Presidents Johnson and Nixon. Mr. Benson is Vice President of Weyerhaeuser Co. and a member of the President's Commission on White House Fellowships.
- Sept. 2** Evening at the farm of **Julia Taft** ('70-'71) and **William Taft**, a former U.S. Ambassador to NATO. Attending were **William J. Perry**, Deputy Secretary of Defense; **James B. King**, Director of the Office of Personnel Management; and **Matt Miller** ('91-'92), Special Assistant to Alice Rivlin, the Deputy Director of the White House Office of Management and Budget.
- Sept. 9** Luncheon meeting with former Congressman **Edward J. Derwinski** (R-IL), Secretary of Veterans Affairs in the Bush Administration.
- Sept. 11** Team-building exercises organized by **Outward Bound**.
- Sept. 14** Luncheon meeting with **Karlyn Bowman**, editor of *The American Enterprise Magazine*.
- Sept. 15** Luncheon meeting with **Walter Dellinger**, Assistant Attorney General for the Office of Legal Counsel at the Department of Justice.
- Sept. 20** Luncheon meeting with **David E. Dryer**, Deputy Assistant to the President for Planning, White House Office of Communications.
- Sept. 21** Luncheon meeting with **Albert Shanker**, President of the American Federation of Teachers.
- Sept. 23** Visit to the National War College at Ft. McNair, hosted by its Commandant, Major General **John C. Fryer** ('72-'73). During their visit, the Fellows heard a major foreign policy address delivered by **Madeleine Albright**, U.S. Ambassador to the United Nations.
- Sept. 30** Luncheon meeting with Senator **Alan K. Simpson** (R-WY).
- Oct. 1** Luncheon meeting with former Congressman **Tony L. Coelho** (D-CA), former Majority Whip.
- Oct. 4** Luncheon meeting with **Charles Peters**, founder and editor-in-chief of *The Washington Monthly*.
- Oct. 6** Mid-year Commissioners' meeting. The Fellows met with President **Bill Clinton** and Vice President **Al Gore**, and hosted a reception for Commissioners, Regional Panelists, and Administration officials at Decatur House.
- Oct. 7** Informal lunch with **Claire Dalton**, Professor of Law at American University, and **Laura D'Andrea Tyson**, Chair of the President's Council of Economic Advisors.

- Oct. 14** Meeting with Congressman **Charles E. Shumer** (D-NY).
- Oct. 19** Luncheon meeting with **Roy Neel**, Deputy Chief of Staff to the President.
- Oct. 21** Meeting with **Scott McNealy**, President & CEO of Sun Microsystems.
- Oct. 22** Breakfast meeting with **Michael Barone**, Senior Writer for *U.S. News and World Report*, and co-author of *The Almanac of American Politics*.
- Oct. 26** Meeting with **Alan Greenspan**, Chairman of the Federal Reserve.
- Oct. 27** Lunch at the University Club with the Washington Industrial Roundtable. The guest speaker was **Kurt Campbell ('92-'93)**, Deputy to NAFTA Czar William Daley.
- Nov. 3** Luncheon meeting with **Vernan Jordan, Jr.**, lawyer with Akin Gump Strauss Hauer & Feld.
- Nov. 4** Reception for Washington-area alumni at the home of **Jody Greenstone ('90-'91)** and **Billy Webster ('92-'93)**. Ms. Greenstone is Deputy to Presidential Counselor David Gergen and Mr. Webster is Chief of Staff for Secretary of Education Richard Riley.
- Nov. 5** Evening meeting at the White House Mess with **Art Buchwald**, syndicated columnist.
- Nov. 10** Meeting with Congressman **John R. Lewis** (D-GA).
- Nov. 12** Luncheon meeting with **Robert B. Reich**, Secretary of Labor.
- Nov. 15** Breakfast meeting with Congressman **Barney Frank** (D-MA).
- Nov. 17** Meeting with **Timothy E. Wirth**, Counselor at the State Department.
- Nov. 17** Briefing on community policing by **Rana Sampson ('92-'93)**.
- Nov. 18** Luncheon meeting with Congressman **Craig Washington** (D-TX).
- Nov. 30** Meeting with **Richard D. Lamm**, former Governor of Colorado.
- Dec. 1** Meeting with **Muhammad Yunis**, founder of the Grameen Development Bank.
- Dec. 2** Luncheon meeting with **John M. Deutch**, Under Secretary of Defense for Acquisition and Policy Development.
- Dec. 3** Luncheon meeting with **William H. Gray**, President & CEO of the United Negro College Fund.

- Dec. 8-10** Travel to New York City. Meetings with:
- Peter Goldmark**, President of the Rockefeller Foundation
- Ray Kelly**, New York City Police Commissioner
- David Dinkins**, Mayor of New York City
- William H. Donaldson**, Chairman & CEO of the New York Stock Exchange, and **David P. Lambert**, Senior Vice President for Public Affairs
- Ruth Messinger**, Manhattan Borough President
- Executives of **McKinsey & Company**
- Ed Larkins**, Executive Director of Kings County Hospital; **Billy Jones**, President of NYC Health and Hospitals Corporation; **Jim Dumpson**, CEO of HHC
- Thomas J. Kline**, Manager of the Brooklyn Pfizer pharmaceutical plant.
- Rabbi Zvi Kastenbaum**, Executive Director of ODA Primary Care Health Center
- Leaders of the **St. Paul Community Church/Nehemiah Housing Projects**
- James Wolfensohn**, investment banker
- Ray Cortines**, New York City School Chancellor
- Fernando Ferrer**, Bronx Borough President
- Dave Checketts**, President of the New York Knicks
- Dec. 15** Luncheon meeting with **Fernando M. Torres-Gil ('78-'79)**, Assistant Secretary of Health and Human Services for the Administration on Aging.
- Dec. 16** Luncheon meeting with **Madeleine Kunin**, Deputy Secretary of Education.
- Dec. 17** Breakfast meeting with **Harriet Babbitt**, U.S. Representative to the Organization of American States.
- Dec. 20** Luncheon meeting with **Conrad K. Harper**, Legal Advisor to the Secretary of State.
- Jan. 4** Luncheon meeting with **George E. Moose**, Assistant Secretary of State for African Affairs.
- Jan. 5** Luncheon meeting with **Roberta Achtenberg**, Assistant Secretary of Housing and Urban Development for Fair Housing and Equal Opportunity.

- Jan. 11** Luncheon meeting with **James Carville**, political consultant, Democratic National Committee.
- Jan. 13** Meeting with **Al Gore**, Vice President of the United States.
- Jan. 18** Luncheon meeting with **Erskine Bowles**, Administrator of the Small Business Administration.
- Jan. 26** Reception and dinner at the Supreme Court honoring the Judicial Fellows Program. Justice **David Souter** was the keynote speaker.
- Jan. 28** Breakfast meeting with **Daniel S. Goldin**, Administrator of the National Aeronautics and Space Administration.
- Jan. 31** Luncheon meeting with Rear Admiral **Marsha J. Evans ('79-'80)**, Commander of Navy Recruiting.
- Feb. 3** Luncheon with **David Kusnet**, Chief Speechwriter and Special Assistant to the President.
- Feb. 9** Luncheon with Ambassador **Sol M. Linowitz**, former Chairman of the Board of Xerox Corporation.
- Feb. 10** Luncheon meeting with **Stephen A. Oxman**, Assistant Secretary of State for European and Canadian Affairs.
- Feb. 14** Luncheon meeting with **Philip R. Lee**, Assistant Secretary of Health and Human Services for the Public Health Service.
- Feb. 15** Luncheon with General **Colin L. Powell ('72-'73)**, former Chairman of the Joint Chiefs of Staff.
- Feb. 16** Luncheon meeting with Supreme Court Justice **Sandra Day O'Connor**.
- Feb. 18** Luncheon meeting with **John Rother**, Legislative Director of the American Association of Retired Persons.
- Feb. 22** Luncheon meeting with **Joan E. Spero**, Under Secretary of State for Economic and Agricultural Affairs.
- Feb. 23** Meeting with the staff of Congressman **Jerrold Nadler (D-NY)**
- Feb. 24** Luncheon meeting with Supreme Court Justice **Antonin Scalia**.
- Feb. 25** **Marine Corps Capability Exercise** at Camp Lejeune, North Carolina.
- Mar. 1** Luncheon meeting with **Thomas F. McLarty**, White House Chief of Staff.
- Mar. 3** Luncheon meeting with Congressman **Floyd Flake (D-NY)**.
- Mar. 4** Luncheon meeting with **Charles Bowsher**, Comptroller General of the United States.

- Mar. 9** Luncheon meeting with **Nathan Lewin**, lawyer with Miller, Cassidy, Larroca & Lewin, and Counsel in *Board of Education of Kiryas Joel Village School District v. Grumet*.
- Mar. 10** Luncheon with **Jay Worona**, members of the New York State School Boards Association, and Counsel in *Board of Education of Kiryas Joel Village School District v. Grumet*.
- Mar. 14** Breakfast meeting with **Dori Sanders**, author of *Clover* and *A Place of Her Own*.
- Mar. 15** Reception for the California and Kansas **Agricultural Leadership Conference Fellows**.
- Mar. 18** Luncheon meeting with Admiral **Stansfield Turner**, former Director of the Central Intelligence Agency and member of the President's Commission on White House Fellowships.
- Mar. 21** Meeting with **Mike Espy**, Secretary of Agriculture.
- Mar. 23** Luncheon meeting with **Eleanor Dean Acheson**, Director of Policy Development at the Department of Justice.
- Mar. 24-25** Travel to Atlanta. Meetings with:
- Justice **Leah Sears-Collins**, Supreme Court of Georgia
- Tom Johnson ('65-'66)**, President of CNN
- William Campbell**, Mayor of Atlanta
- Billy Payne**, President of the Atlanta Committee for the Olympic Games
- Neil Shorthouse**, Executive Director of Georgia Cities in Schools, Inc.
- Ronald Quincy ('85-'86)**, Executive Director of the Martin Luther King, Jr., Center; **Coretta Scott King**, President of the King Center
- Annita Stokes**, The Atlanta Convention and Visitors Bureau
- Zell Miller**, Governor of Georgia
- Mar. 30** **Oral Argument** at the Supreme Court in the case of *Board of Education of Kiryas Joel Village School District v. Grumet*.
- Mar. 31** Visit to the Central Intelligence Agency, including meetings with **R. James Woolsey**, Director of the CIA; **Joseph S. Nye**, Chairman of the National Intelligence Council; and **Charles R. Snyder**, National Intelligence Officer for Africa.
- Apr. 14** Luncheon meeting with **James MacGregor Burns**, author and historian.

- Apr. 15** Breakfast meeting with **Roger Altman**, Deputy Secretary of the Treasury.
- Apr. 20** Luncheon meeting with **Thomas Payzant**, Assistant Secretary of Education for Elementary and Secondary Education.
- Apr. 21** Luncheon meeting with **Jeremy Rosner**, speechwriter and Senior Director of Legislative Affairs at the National Security Council.
- May 3** Luncheon meeting with **Clarence L. Irving, Jr.**, Assistant Secretary of Commerce for the National Telecommunications and Information Administration.
- May 5-9** Alumni Reunion. Featured speakers included:
- Amitai Etzioni**, Professor of Sociology, George Washington University
- Suzan Lazar**, Psychoanalyst
- Madeleine Kunin**, Deputy Secretary of Education
- Carol Rasco**, Assistant to the President for Domestic Policy
- James Wooten**, President, Safe Streets Alliance
- Hubert Williams**, President, The Police Foundation
- Congressman **Jim Cooper** (D-TN)
- Kenneth D. Brody**, Chairman and CEO of the Export-Import Bank
- Mark Gearan**, Assistant to the President and Director of Communications
- Philip Lader**, Deputy White House Chief of Staff
- David Gergen**, Counselor to the President
- Vice President **Al Gore** and **Tipper Gore**
- Senator **Bill Bradley** (D-NJ)
- Peter G. Peterson**, President, The Blackstone Group
- Congresswoman **Lynn Schenk** (D-CA), White House Fellow ('76-'77)
- William Perry**, Secretary of Defense
- Reed Hundt**, Chairman of the Federal Communications Commission
- Robert Reich**, Secretary of Labor
- Lieutenant General **Wesley Clark** ('75-'76), Director of Strategic Plans and Policy, Joint Chiefs of Staff

Ambassador **Herbert Donald Gelber**, U.S. Mission to the United Nations

Paul Gobler, Carnegie Endowment for International Peace

Sarah Sewall, Deputy Assistant Secretary of Defense for Peacekeeping and Peace Enforcement Policy.

Fred Barnes, *The New Republic*

Margaret Warner, *McNeil-Lehrer News Hour*

Clarence Page, Chicago Tribune

- May 9** Luncheon meeting with **Paul Begala**, political consultant, Democratic National Committee.
- May 10** Dinner with **Jack Valenti**, President and CEO of the Motion Picture Association of America. Screened the movie, *When A Man Loves A Woman*.
- May 11** Luncheon meeting with **Ted Koppel**, host of ABC News *Nightline*.
- May 13** Luncheon meeting with Ambassador **Mickey Kantor**, United States Trade Representative.
- May 16** Luncheon meeting with Senator **Nancy Kassenbaum** (R-KS).
- May 18** Breakfast meeting at the Department of Veterans Affairs with Secretary **Jesse Brown**.
- May 19** Luncheon meeting with **Olena Berg**, Assistant Secretary of Labor for Pensions and Welfare Benefits.
- May 20** Luncheon meeting with **Dennis Osborne**, British High Commissioner to Malawi.
- May 24** Luncheon meeting with **Jeffrey Garten**, Under Secretary of Commerce for International Trade.
- May 25** Luncheon meeting with **Harold Poling**, former Chairman and CEO of Ford Motors Company.
- May 26** Luncheon meeting with **William H. White**, Deputy Secretary of Energy.
- May 31** Luncheon meeting with **Joel Klein**, Deputy Counsel to the President.
- June 2-3** Annual Seminars presented by the International Affairs Fellows at the **Council on Foreign Relations**.
- June 7** Luncheon meeting at the Supreme Court with Chief Justice **William Renquist**.

June 8 Luncheon meeting with **Lawrence H. Summers**, Under Secretary of the Treasury for International Affairs.

June 10 Luncheon meeting at the Pentagon with Secretary of Defense **William J. Perry** and Deputy Secretary **John Deutch**.

June 12-17 Travel to Colorado, New Mexico, and Arizona

Visit to the **United States Space Command** at Cheyenne Mountain.

Visit to the **United States Air Force Academy**. Meeting with Colonel **Joseph W. Purka, Jr.**, Director of Public Affairs.

Visit to **Sandia National Laboratories**.

Visit to the **Navajo Nation**. Meetings with:

The Honorable **Robert Yazzie**, Chief Justice of the Supreme Court of the Navajo Nation

Roger Boyd, Executive Director of the Navajo Division of Economic Development

The Honorable **Nelson Gorman, Jr.**, Speaker of the Navajo Nation Council

Gervana Begay, Miss Northern Navajo

James W. Zion, Court Solicitor, Judicial Branch of the Navajo Nation

The Honorable **Allen Sloan**, District Court Judge, Window Rock District Court

Vincent Craig, Chief Probation Officer of the Navajo Nation Probation and Parole Services

Phil Bluehouse, Coordinator of the Navajo Nation Peacemaker Court Project

Peterson Zah, President of the Navajo Nation

Allen Begay, Chief of Staff to the President of the Navajo Nation

Sadie Hoskie, Director of the Navajo Environmental Protection Agency

Anita B. Pfeiffer, Executive Director of the Navajo Division of Education

Lydia Pourier, Executive Director of the Navajo Division of Health

Tommy Lewis, President of Navajo Community College

Russell Thomas, Peacemaker Court Liaison, Chinle District Court

Tara Tsosie, Miss Navajo Nation

The Honorable **Leroy S. Bedonie**, Family Court Judge, Chinle Family Court

The Honorable **Ray Gilmore**, District Court Judge, Chinle District Court

The Honorable **Evelyn E. Bradley**, District Court Judge, Kayenta Judicial District.

- June 22** Luncheon meeting with **David Gergen**, Counselor to the President.
- June 23** Luncheon meeting with **Alice M. Rivlin**, Deputy Director of the Office of Management and Budget.
- June 29** Luncheon meeting with Congressman **Luis V. Gutierrez** (D-IL).
- June 30** Breakfast meeting with **Cathleen Black**, President and CEO of the Newspaper Association of America.
- July 7** Luncheon meeting with General **John M. Shalikashvili**, Chairman of the Joint Chiefs of Staff.
- July 19** Luncheon meeting with Attorney General **Janet Reno**.
- July 21** Luncheon meeting with **Carol Bellamy**, Peace Corps Administrator.
- July 25** Luncheon meeting with **Donna Shalala**, Secretary of Health and Human Services.
- July 29** Luncheon meeting with **Lane Kirkland**, President of the AFL-CIO.
- Aug 2** Luncheon meeting with **Henry Cisneros ('71-'72)**, Secretary of Housing and Urban Development.
- Aug 2 - 16** Travel to South Africa, Malawi, Zimbabwe, and Botswana.

Events/meetings in **Germany**:

Briefings by U.S. Air Force personnel at Rhein-Main Air Force Base on the relief missions in Rwanda and Bosnia.

Events/meetings in **South Africa**:

Yusuf Saloojee, Department of International Affairs, African National Congress.

American Chamber of Commerce in Southern Africa. Meetings with **Denise Buckle**, Executive Secretary, and **Gaynor Allanson**, Secretary; meetings with **Luis Nunez**, Managing Director of Kellogg Company, and **Ernest Ncube**, Managing Director of Upjohn.

Baragwanath Burn Unit. Meetings with **Roger Crawford** and **Daniel Enchun** of the Johnson & Johnson Burn Treatment Center.

University of Witswatersrand. Lunch with students and **Pam Gounder** and **Grace Madilnga** of the Student Advice Center and **Helen Barnett-Levin**, Public Relations Officer.

L. Macris, Principal of Barnato Park High School.

Nkele Mary Ntingane, General Secretary of the Alexandra Civic Organization

Attend **Nongogo**, a play at the Civic Theater.

Mzwanele Mayekiso, president of SANCO, a national body of civic organizations.

Events/meetings in **Malawi**:

Dinner reception hosted by **Maureen Engle** and **Gregory Engle**, U.S. Chargé d'Affaires, ad interim. Guests included **Robert Riley**, Budget and Fiscal Officer and Acting Administration Officer; **Jill Lundy**, Consular and Political Officer; **Cynthia Rozell**, Director of U.S. Agency for International Development projects in Malawi; and **Bobbye Pickett**, Director of Peace Corps projects in Malawi.

Mangochi District Hospital. Meetings with **Johnny Kunkhanda**, Public Health Advisor, International Rescue Committee; and **Therese Ryan**, AIDS Counselor and Peace Corps Volunteer.

Dinner reception at Hostaria Restaurant. Guests included: **Alfred Upindi**, Secretary to the President and Cabinet; **Maweya Phiri**, Principal Secretary of External Affairs; Justice **Dunstan Mwangulu**, Malawi High Court; **Modesai Msisha**, Malawi Law Society; **Temwa Nyrienda**, Malawi Law Society; and **Jika Nkolokosa**, The Nation Publications.

Events/meetings in **Botswana**:

Cruise and game drive along the **Chobe River**

Quill Hermans, Governor of the Bank of Botswana

Soblem T. Mayane, District Commissioner, Kasane

Batshani Ndaba, Corporate Communications Manager, Debswana Diamond Company, Ltd.

Aug 19 Meeting at the offices of the *New York Times* with **R.W. Apple, Jr.**, Washington Bureau Chief.

Aug 22 Tour of the White House bomb shelter and briefing by Captain **Mark Rodgers**, White House Military Office.

**PRESIDENT'S
COMMISSION ON WHITE HOUSE FELLOWSHIPS
THE WHITE HOUSE**

MEMORANDUM TO WHITE HOUSE FELLOWS

From: Will Wechsler

Date: March 21, 1994

FYI — a speech on the global economy by Felix Rohatyn.

Address by

FELIX G. ROHATYN

Senior Partner, Lazard Freres & Co.

Before

THE JOHN F. KENNEDY SCHOOL OF GOVERNMENT

1993 Albert II. Gordon Lecture on Finance and Public Policy

"The American Economy and the Rest of the World:

Two sides of the same coin"

CAMBRIDGE, MASS.

Tuesday, November 30, 1993

SD 11
honenk

It is a great privilege to deliver the Albert Gordon Lecture at the Kennedy School. The Lecture is dedicated "to improved discussion and increased understanding of matters related to finance and public policy". In that context, I would like to review the relationship of the U.S. economy to the international realities of the so-called New World Order.

I would like to put forward three general propositions:

1) That economic growth and social stability in the developed world requires substantial and steady economic growth in the large developing countries.

2) That this development will require further integration of the western economies with the rest of the world through open trade and investment policies:

3) That totally free market policies may not be the panacea that they are cracked up to be. Just as the U.S. is still trying to balance the benefits of free markets with the requirements of individual security and the creation of new jobs, so will other countries.

The fall of the Berlin Wall and the collapse of communism in Europe (Both East and West) have created a new historical reality. Never before has the competition among the world's leading powers been concentrated on economic, as opposed to military and ideological, realities. On the world stage, today, the competition is essentially driven by economics as Western Europe, North America, Japan, China and South East Asia approach the turn of the Century. Last week's vote on NAFTA in the Congress and the Seattle Meeting of APEC are a reflection of this situation.

However, this has had another result, namely the widely accepted conclusion that the colossal economic and political failure of communism was due to the perfection of a Reaganesque or Thatcherite version of free-market capitalism. This conclusion is dangerous for two reasons:

First, it is not true. Communism collapsed mainly because of its internal inefficiencies and contradictions once modern communications and technology made it impossible to continue its isolation. Second, because it leads to the easy and unproven assumption that pure market economies can deal with technologically-driven productivity growth, defense cutbacks and foreign competition; that they can, simultaneously, provide high levels of employment and continued improvement in the standard of living of a large majority of the population.

The danger in these assumptions is already visible in Eastern Europe and the FSU. The expectations raised by these prescriptions, superimposed on archaic systems and psychological mindsets decades behind the times, were beyond anything that could realistically be expected to come about. The best that could have been achieved would have been a disappointment; the reality in many cases, turned out to be a crushing letdown. Current conditions of inflation, corruption, insecurity and humiliation have replaced the political fear and relative economic security which characterized communist regimes. The tradeoff, for many, is not self-evident. In my judgement, there are two reasons for these failures:

First that the prescription was wrong. For socialist countries in transition, economic "shock therapy" combined with immediate

democratization is in most cases, a prescription for economic failure and/or political reaction. Second, and equally important, is the fact that we, in the West, with the most advanced economic and political systems in the world, have not yet effectively dealt with the need to equate freedom, fairness and wealth. Liberals have consistently argued for freedom combined with fairness; the result was redistribution of wealth and the modern welfare state. Conservatives argued for freedom and the creation of wealth; the result has too often been significant gaps between social and economic classes as well as a very weak safety net for those in need of assistance. Until we resolve this dilemma, economic and political solutions will be in difficulty in all democracies.

It seems to me that for political stability and democracy to flourish in the world of the 21st Century, three objectives have to be met:

1) The big, developed Western democracies, ie., the U.S., Canada and Western Europe, together with Japan, have to resolve the problems of structural unemployment and of chronic budget deficits. The creation of adequate jobs with a future is the biggest economic and social challenge now facing the West. As a result of weak economies and flawed fiscal policies, the U.S. and Germany in particular are now a drain on the credit markets. They should, over time, along with the other OECD countries become major sources of investment capital for the rest of the world;

2) The big developing countries, China, India, the FSU, Latin America must follow their own individual path to market economics and sustained economic growth. Many SE Asian countries have done so successfully. Cultural and historical factors may be as important as

economic theories in determining individual countries approach to the market economy. Social and political stability together with currency stability are both required to attract the necessary foreign investment and mobilize local savings.

A recent article in the Wall St. Journal by Henry Rowen suggested a possible scenario for the years 1990 to 2020 insofar as economic growth is concerned, dividing the world into "rich" and "non-rich" countries. This scenario shows that strong growth is required in the "non-rich" part of the world economy simply to maintain minimum acceptable growth in the developed world. Per capita growth in the OECD would be about 1.5% per annum, while the "non-rich" countries grow at about 3.5% per annum. Its achievement would require mutually reinforcing economic policies on an entirely new scale. The achievements of the Marshall Plan and the Bretton Woods architecture are modest in comparison. In view of the growing importance of exports for the U.S. economy, it is easy to see that, if the developing world falters, the U.S. will be in serious difficulties.

It is clear that no one Western country, such as Germany, Japan or the U.S. is capable of being the locomotive to generate sufficient economic growth; it is questionable that any one region is capable of doing so. The pressures created by West Germany having to invest \$100 billion per annum in East Germany, combined with continued large U.S. borrowings to finance our own budget deficits, have slowed the economies on both sides of the Atlantic. For the first time in modern history, the locomotive for the West must come from new growth in the rest of the world.

Nonetheless, the U.S. must take the lead to achieve this objective, with long-term economic and trade policies aiming at sustained economic growth in Latin America, China, India and other South East Asian countries. Completing the GATT and NAFTA agreements are vital aspects of that role. At home, the U.S. must make continued progress in the related areas of structural unemployment, budget deficits and savings and investment. We must redefine our foreign policy so as to give much greater emphasis to international economic integration and growth policies. Like every major multinational corporation, the foreign components of economic policy are but the other side of the coin of domestic economic policy.

On the domestic front, The Clinton Administration has made a courageous start to reverse a decade of deficits, of increased indebtedness and of a low savings rate. Much more will have to be done, particularly in the areas of slowing the growth of entitlement programs such as Social Security, Medicare and Medicaid, probably through some form of means testing. However, providing security to the working American will have to come pari passu with deficit reduction. Universal health care is one component of that security, providing it is realistically financed. Job opportunities and financial security is a second component, and on that score we are failing badly. The relentless downsizing of American business, together with defense cutbacks, cannot be offset just by retraining and education. These are important components but they are inadequate, and a number of different initiatives will be required.

Among government actions, a large scale public works program should be undertaken, federally financed and supplementing state and local

programs. A \$250 billion ten-year program would be a fraction of what is needed to bring this Country's infrastructure to satisfactory condition and should be considered as a minimum first step; it could create about 1 million new jobs annually and could serve as one component of a defense conversion effort. High speed rail; mass transit; airport construction and many others would be a more effective use of defense contractors capabilities than building redundant Seawolf submarines. The use of some military bases, which are presently scheduled to be closed, for CCC-type programs to train inner-city youngsters, would be another benefit. The financing for such a program could be separated from the federal budget, with special issues of infrastructure bonds, secured by modest increases in gasoline taxes or other recurring revenues. These would pay off the bonds in 30-40 years and could make them eligible for investment by private and public pension funds, which now amount to about \$3 trillion and will probably double in size over the next ten years.

In addition to such a program, new private sector initiatives will have to be studied, such as shorter work weeks, earlier retirements, and tax incentives for retirees to start small businesses. The impact on productivity as well as on the Federal budget must obviously be taken into account with any of these approaches. But the agreement of the German unions to Volkswagen's adoption of a four-day week must be compared with the chaos created in France by the failure of the French Government to support Air France vis a vis its unions. The social and economic costs of long-term unemployment are usually greater than the cost of creating opportunities for those who want it.

The U.S. Government should also be willing to compete directly with other nations's industrial policies as they affect key American industries. A clear example is the case of Airbus Industrie, the European airplane consortium, which has acquired 30% of the world's commercial aircraft market, at the expense of the American aerospace industry. The estimated subsidy invested by European governments of about \$30 billion over 20-25 years has been a spectacular success, and Airbus could well be headed for 40-50% of the market over time. A program should be developed between the Government and the U.S. aerospace industry to assist in the development of the next generation 600-800 passenger "super-jumbo" jet as well as to the successor of the supersonic Concorde.

While it is important for the U.S. to eliminate its budget deficits over time and to become an exporter of capital instead of an importer, the amounts of capital required for world development dwarf any possible Marshall Plan, either U.S. or even OECD led. The original Marshall Plan consisted of about \$16 billion to be disbursed over a four year period. This would be the equivalent of about \$100 billion in today's dollars. To generate \$25 trillion of new output in the developing world over the next 25 years, as suggested in the WSJ essay, could require as much as \$15 - \$20 trillion of investment. No combination of western public and private investment can provide more than a fraction of this amount. However, western expansionists trade and investment policies will accelerate the required internal capital generation in large developing countries.

It is crystal clear that this reality requires major developing countries to establish domestic capital markets of sufficient depth, transparency and

integrity so as to encourage and mobilize domestic savings as well as tap into the global savings pool represented by the rest of the world's capital markets. These will be heavily influenced by modern legislative reforms and financial and monetary policies of currency stability and low inflation. A global competition for capital will drive economic and political reforms, which in turn will be needed to mobilize domestic savings.

In order to be able to rely mostly on private capital flows and capital formation, developing countries must meet two basic requirements: A stable currency and a stable social and political environment. Runaway inflation brought about economic collapse and nazism in post WWI Germany; runaway inflation, today, is still the biggest enemy of investments and stability, witness the events in the FSU at present. The control of inflation and the transition to a market economy argue against overnight "shock therapy" solutions such as are imposed today on former communist countries. Memories are notoriously short, but WWII ended less than fifty years ago and it would be well to review what happened then. Despite the Marshall Plan; despite the fact that the European economies had experience with market economies and the technical and administrative infrastructures to comprehend them; despite the "German-economic miracle" beginning with currency reform in the 1950s; it took most of Europe 10 to 20 years to regain fully convertible currencies and a relative level of political stability. I would argue that the task of bringing Western Europe back from the catastrophe of WWII was easier, politically and economically, than the task facing the FSU and, possibly, China today.

Eastern Europe, while a daunting challenge, appears to be more manageable, with the exception of Yugoslavia. West Germany has essentially taken over the responsibility for East Germany, albeit at huge cost. Poland, despite a political setback, has strong current growth. The other countries all have histories of Western type economies and politics, interrupted by forty years of communism. It is hard to overemphasize the importance of opening up trade opportunities for Eastern and Central Europe. This can be done not only by encouraging the EC to open its markets on an accelerated time table, but by reopening some FSU markets to these countries as part of Western economic assistance programs to the FSU. The economic stability of Europe requires the integration of Maastricht; the social stability of Europe requires the orderly inclusion of Eastern and Central Europe into the EC through more aggressive trade and investment policies.

While the prospects and the requirements for a successful transition of both the FSU and China are quite different, I remain convinced that a gradual approach to economic as well as political transition is most likely to succeed. In other words, I believe that Deng Xiao-Ping is more likely to succeed than Boris Yeltsin. Every major U.S. corporation that has undertaken significant restructuring programs has done so on a multi-year basis. Early retirements have been combined with programs to cushion the shock of lay-offs, with definite goals set on a year by year basis. New York City avoided bankruptcy in the 1970s with a multi-year plan along similar lines. The same approach should be applied to inefficient state enterprises, even those that lead to total shutdowns. The sacrifices required, in the form of lower standards of living and higher unemployment, by the quick

dismantling of state enterprises and total decontrol of prices is politically unsustainable in the long run. The U.S. is in a poor position to argue for the compatibility of sacrifice with democracy; when a 4 cent tax on gasoline is deemed to be a terrible burden, we should be very modest when calling on others to sacrifice. There are also other models than those of Thatcherite Britain or Reaganite America for these countries to aim for. Japan's spectacular postwar development took place under a one-party system and significant government guidance to the private sector economy. France has followed the path of a mixed economy. Similar approaches could succeed in former communist countries if we recognize that individual countries will have to follow individual paths.

Russia and some of the other members of the FSU will require special treatment. Both democratization and economic reform have gone part way and have stalled as a result of inflation, economic collapse and political resistance of non-democratic forces. Boris Yeltsin seems to be our best hope, but it would not be surprising if Russian democracy turned out to be more authoritarian than our ideal model or if regional pressures caused significant structural changes to occur. The economy will also need much more time and far more outside financial and technical assistance to make the transition than any of the other major countries. In the case of Russia and possibly Ukraine and Belarus, very large scale, long-term international economic assistance programs will probably have to be set up. It is doubtful whether the technical and administrative infrastructure in the FSU is adequate to manage such a program, or has the ability to attract and generate sufficient private capital.

A stable convertible rouble is still unattainable, but it is ultimately necessary. The international financial community, through the IMF, created additional Special Drawing Rights which allowed members to increase their borrowings in the 1970s in order to deal with the oil crisis. This amounted to about \$8 billion (equivalent to about \$15 billion currently) to be spread over seven years. A similar approach could be taken for the FSU in order to finance a multi-year program to stabilize the currency, or currencies as the case may be.

In addition, FSU participating countries could be encouraged to provide 10-20 year concessions to Western companies or consortia to acquire control of, and operate, some important sectors of the economy in order to accelerate transition. Control would thereafter revert to local interests. Guarantees for the protection of private property, debt repayment and profit remittance would have to be provided by the local governments and supplemented by broad investment guarantees by the Western Governments.

I am aware of the fact that such a program could be described as "Western neo-colonialism" and may be politically unacceptable in the FSU. There may not be very attractive alternatives, however, and it would be well to be realistic about what is required. West Germany is committed to invest about \$10 billion annually in East Germany, probably for the next 7 -10 years to provide for its transition costs. East Germany, with less than 10% of the population of the FSU, is probably twenty years ahead of the FSU in its infrastructure, overall educational levels and technological and administrative competence. The requirements of the FSU are many times

the amounts invested in East Germany, but its ability to receive and disburse them effectively are inadequate; this will require both time and significant foreign participation. The "Grand Bargain" proposed by Harvard's Graham Allison and Robert Blackwill was an idea ahead of its time. Some version of the Grand Bargain will, however, be required.

China is a different case. It has allowed gradual economic liberalization, beginning with agriculture; it has maintained up to recently, a relatively stable currency while maintaining a politically authoritarian system. It has had the support of large amounts of capital and know-how provided by overseas Chinese as well as foreign trade surpluses and other capital inflows. So far, the result has been an economic boom, huge inflows of capital and, in certain regions, significant advances to a market economy at spectacular growth rates. However, the lack of a modern administrative, legal and credit structure; an inadequate public infrastructure; and some of the more negative aspects of rapid economic development (i.e. recently increasing inflation; rampant speculation; corruption; crime) leave the question of the future of China still unanswered. Huge differences exist in the pace and level of economic transition between the coastal regions and the rest of the Country and between urban and rural areas. The challenge to the Chinese Government is to get administrative and financial mechanisms in place that enable national policies to be carried out effectively. Equally important, is the development of a capital market of sufficient size to raise the huge sums necessary, both domestically and abroad, to meet China's needs. Direct investment will not be sufficient without the creation of such a market and an independent and responsible Chinese Central Bank is integral to such a development. As far as the U.S. is concerned, the issues of human

rights, weapons proliferation and our significant trade deficit with China will remain as continued impediments to a totally open relationship.

Our economic relationship with Japan is beginning to change as China becomes a more important factor and as Japan's own economic and political problems force a reassessment of their own situation. The Clinton Administration is absolutely correct in attempting to obtain a measurable reduction in our balance-of-trade deficit with Japan, based on measuring sectoral activity. Equally important, however, is to push Japan to open its doors to U.S. direct investment as broadly as we have maintained open investment on the part of Europe and Japan. Japan (and to a lesser extent Germany) maintains an almost impenetrable net of bank-insurance-industrial cross-ownership and control which makes direct foreign investment very difficult if not impossible. It is as important to open up Japanese direct investment markets as it is to remove trade barriers; it is equally important for Japan to continue and accelerate its role as a heavy investor in developing countries.

Mexico and the rest of Latin America will be heavily dependent on the success and the extension of NAFTA. The creation of a total American market reaching from Canada to the tip of Argentina is clearly in our interest as well as those of Canada and all of Latin America. NAFTA is a key first step and was a critical and courageous win for the Clinton Administration. At the same time, we should make it clear that NAFTA and the ultimate creation of a Continental American market is not exclusive of other regions. Powerful economic forces will push China, Korea, SE Asia and possibly Japan to create an economic trading zone that could someday be exclusive of

the West. Germany, if European union fails to come about, could drift toward similar arrangements with Austria, Poland, Czechoslovakia, Hungary and, possibly Ukraine. Such developments would be profoundly inimical to our interests. We need not embrace Asia at the expense of Europe as was recently hinted at by the Seattle APEC Meeting. Common values, histories and languages still play an important role in the world. President Clinton must continue his fight against protectionism throughout the West by providing a bridge, instead of a moat between Europe and Asia.

Which brings me back to the U.S. economy and the U.S. role in the world. I stated at the beginning of this lecture my belief that we have yet to prove that free market capitalism can successfully close the triangle of political freedom; the creation of wealth; and the fairness of its distribution. It may be that this is impossible and that the price of political freedom and the creation of wealth requires the sacrifice of job and income security for significant parts of the population. This is Reaganism and Thatcherism at its purest and, more or less, describes the recent attitude (implicit rather than explicit) of most Western governments, including the U.S. This is not good enough and recent statements by President Clinton and Senator Bill Bradley pointing to the need for security by the average American underline this fact. Before we push other countries too hard with respect to the appropriate role of Government and to what models they should follow, we had better be further along in providing satisfactory answers to these problems ourselves while closing our own budget deficits and stimulating our economy. It is also clear that progress on the domestic economy is necessary for the process of international integration. A stronger U.S. economy would have removed the threat to NAFTA caused by fears of domestic unemployment; a

stronger French economy would reduce the threat to GATT created by internal pressures on the French Government.

A recent article in Business Week described GE's growth strategy for the 21st Century as being focused on aggressive investment in China, India and Mexico. The Chairman of GE, Jack Welch, is quoted as saying: "If I'm wrong, we will lose \$1 or \$2 billion; if I'm right, we will own the 21st Century". I think he is making the right bet. The future of our economy is organically, and permanently, tied to the developing world and the process of integration must be accelerated. Economic integration can allow for different political and social paths to be followed as countries experiment with what is best for them. Access to large amounts of development capital will, however, be central to every country's performance and the competition for that capital will be fierce. It may be worth reviewing whether current U.S. financial institutions (as well as global institutions) are appropriate to support the level of capital formation and investment needs to be faced over the coming decade. Just as new public institutions were created for the 1930s and 1940s, we may need again to consider the need for institutional development to support economic change and international exchange rate stability.

The world may be a lot safer today than it was before the Berlin Wall fell; I say "may be" because safety is relative and lots of dangers remain. What is certain is that safety can be buttressed by economic growth and that American growth is heavily dependent on the rest of the world. Our ability to solve our own economic and social problems is heavily dependent on our

leadership in helping other countries to solve theirs; the reverse, however, is equally true. These are two sides of the same coin.

* * *

AUGUST 31, 1994

Gaynor,

Re: A National Treasure

Thanks for pulling this together! I have some updates on my comments! In addition, I've attached a list of items not mentioned from the trip based on our dinner conversations.

- o Work in government is a wonderful opportunity to express compassion for others. Seek out that opportunity.

- o "Watch your back Jack^{II}" is a truism in Government. You have to be cautious but you can make personal choices on how you treat people, who you trust, and how you want to conduct business.

- o Moving from the position of Special Assistant to a line job gave me an opportunity to see government from a different perspective. As a Special Assistant you see the interaction between staff and senior officials from a third perspective -- it's incredibly valuable. When you become the principal, you lose the advantage of witnessing the interaction between staff and senior official. You are no longer the "third party". You are prevented from having that perspective. It's harder to see your mistakes. You have to learn about the effects of your actions and decisions by their delayed effects and indirect outcomes. In a line job you aren't the observer anymore; you don't know what people's face cards are as easily.

- o Don't mistake output for results.

- o Don't leave government for other people -- it's too important.

- o There is a tremendous force in saying what you want to do and then going about doing it.

- o Avoid no -- persist by calmly stating your case.

~~30~~
August 25, 1994

TO: 1993-94 White House Fellows
FROM: Gaynor McCown
SUBJECT: A National Treasure

The following statements -- made in our meeting today -- are based on the question: What did you learn during your fellowship year? Where possible, I tried to use the exact same language. Please let me know by COB Monday what I got terribly wrong and what I left out. I will compile all corrections or additions and send out a clean copy to everyone for their personal archives. Thanks for your cooperation.

- ♦ Striking a balance between work and personal life is a challenge but essential.
- ♦ The person who drafts a policy, writes 90%. The drafter has an enormous amount of influence on the final product.
- ♦ If you don't coordinate, you are dead.
- ♦ Work in government is a wonderful opportunity to express compassion for others.
- ♦ "Watch your back Jack" is a truism in Government. You have to swim in the water but you can make personal choices on how you treat people.
- ♦ Moving from the position of Special Assistant to a line job certainly gives one an opportunity to see a different perspective. The camera is not on for Special Assistants but in a line job you aren't an observer so you don't know what the face card is.
- ♦ The only way to get anything done is to establish trust.
- ♦ It is often hard to know what is more important -- What you have actually done or what others perceive you have done?
- ♦ When is just "half the loaf" acceptable?
- ♦ There is a connection between idealism and power.
- ♦ You often have to wait a full six months between the time something is presented and when it actually gets done.

- ◆ When you are in government, you have to limit your choices as to what you actually get involved in.
- ◆ Washington can work.
- ◆ Government is too big!!!
- ◆ Not enough time is spent focusing on "real people" and the individuals that are affected by the policy.
- ◆ You have to enjoy life.
- ◆ People who work in the government are a microcosm of the larger world.
- ◆ Trying to "do everything" is as much of a failure as not being able to get everything done.
- ◆ The government needs less people who want to make policy and more to figure out ways to implement policy and provide an environment where things can get done.
- ◆ Negotiation and compromise are important skills that are necessary in every aspect of government.
- ◆ The decision-making process in Washington is random at best. Often decisions are made based on the most recent conversation a principal had or perhaps the most recent article read.
- ◆ Challenging original assumptions is difficult and risky but necessary for real change.
- ◆ Government -- like an old fighter jet -- is noisy, leaky and ~~not a meritocracy~~ but it can be pushed to work. *complex*
- ◆ The people who really make things happen are not the ones we read about in the newspaper or have the high profile positions.

* This is not a meritocracy ...

any more

have we any
history? i

changes ... revisionist

Rad

**The White House
Washington**

FAX COVER SHEET

Office of Domestic Policy

**Old Executive Office Building
Washington, D.C. 20500
FAX: (202)-456-7028**

To: Brodie, Hefner

FAX No: 718-230-3299

From: Jaynn

Phone:

Date:

Pages (Including cover): 1

Comments: F YI 

PRESIDENT'S
COMMISSION ON WHITE HOUSE FELLOWSHIPS
THE WHITE HOUSE

FAX COVER SHEET

DATE: Feb 16, 1994TIME: 9:50THIS FAX IS DIRECTED TO: Gaynor McCown

Please notify this person that they have been sent a fax.

URGENT? ☐ Yes ☐ No

Company: _____

Department: _____

Business Phone: _____ FAX Phone 401-0596Number of pages including this cover sheet: 9This fax was sent by: Roberta Sanders, PCWHFBusiness Phone: 202-395-4522 FAX Phone: 202-395-6179Remarks: _____

Please call us if you have had any problems receiving or if there are any pages missing.

WHITE HOUSE FELLOWS VISIT
Thursday, February 25 - Saturday, February 27, 1993

Thursday, February 25

11:45 a.m. Fellows arrive at airport ... van will meet flight

Drive directly to Centers for Disease Control
1600 Clifton Rd. NE
Atlanta 30330
William L. Roper, Director
Phone: 639-3291

12:45 p.m. Approx. arrival time at CDC
Lunch with Bill Roper and tour CDC

2:30 p.m. Leave CDC ... drive to Capitol

3:00 p.m. Meeting with Gov. Zell Miller - Room 203
The Capitol
Martin Luther King and Mitchell Streets
Parking has been arranged at loading dock on Mitchell St.
Enter Capitol through Mitchell St. entrance
Contact: Mary Beazley
Phone: 656-1776

Following meeting with Governor, tour guide will provide tour of Capitol

4:30 p.m. Van brings group to Omni Hotel ... van is dismissed for the day

check in
Omni Hotel
100 International Blvd.
Phone: 659-0000

2

- 5:30 p.m. CNN tour guides will meet group in lobby of Omni Hotel
Tour of CNN
- 6:30 p.m. CNN Panel Discussion
Omni Brampton Room A

Tom Johnson, President
Gail Evans, Senior Vice President - Bookings
Eason Jordan, Vice President - International Newsgathering
Jay Suber, Vice President - News Features
- 7:30 p.m. Cocktails and Dinner
Brampton Rooms B & C

Friday, February 26

- 9:30 a.m. Van pick up at Omni Hotel, drive to Coca-Cola
- 9:45 a.m. Arrive at Coca-Cola executive headquarters
Driver should enter through front gate on Coca Cola Plaza
(North Avenue)
Vehicle can park on premises and wait (or leave and return)
One Coca-Cola Plaza
Atlanta 30313
Contact: Clyde Toggle 676-4503
Being met by Flor Gaytan for tour of Coca Cola
headquarters
- 10:45 a.m. Roundtable meeting with Roberto Goizueta
Chairman, Coca-Cola
26th Floor
- 12:00 noon Lunch at The Varsity (ask for CNN reserved area)
The Varsity
61 North Avenue
Phone: 881-1706
- 1:30 p.m. Van pick up at The Varsity

3

2:00 p.m.

Meeting at Atlanta Committee for the Olympic Games
Headquarters

250 Williams Street

Bus needs to pull up to horseshoe area to unload

Contact: Sara Evans (will meet the group as they unload) and
take to 6th floor Centennial Room

Wm. Porter (Billy) Payne, President & CEO

Ginger Thomas Watkins, Executive Vice President

Lindsay Thomas, Vice President of Government Relations

Atlanta Committee for the Olympic Games

4:00 p.m.

Meeting with Scott Sassa, President

Turner Entertainment Group

TBS, Techwood Facility

1050 Techwood Drive

Contact: Kandy Bowen 827-1909

5:15 p.m.

Meet with Stan Kasten, President, Atlanta Hawks
and Atlanta Braves (his office at CNN Center)

Upper level of the Atrium - South

Suite 405 (faces the Atrium)

Contact: Tracey Hammaren 827-3825

7:30 p.m.

Hawks/Boston game at Omni Coliseum

Saturday, February 27

10:10 a.m. Van pick up at hotel

10:30 a.m. Visit Carter Presidential Library
One Copenhill
Atlanta 30307
tour
Contact: Sylvia Maguid 331-3942

1:00 p.m. Meet Jeff Dehart of One Peachtree Center
for tour and discussion of Portman developments
including the Marriott Marquis

3:00 p.m. Tour MLK Center
Ron Quincy, Executive Director and COO
The King Center
449 Auburn Avenue, NE
Atlanta 30312
Phone: 303-0410

Drive to airport for return flight

ITINERARY FOR ATLANTA TRIP (Version 2/23)**Thursday, February 25**

9:50 a.m. Depart National TWA #737

11:45 a.m. Arrive Atlanta. Depart for Center for Disease Control via chartered van (Atlanta Airport Shuttle).

12:30 p.m. Luncheon with Bill Roper, followed by 30-40 minute tour of Center for Disease Control.

2:15 p.m. Depart for Capitol Building via van.

3:00 p.m. Meeting with Governor Zel Miller, followed by a tour of the Capitol Building.

4:45 p.m. Check in/Rest Stop at Omni Hotel

5:30 p.m. Tour of CNN Headquarters

6:30 p.m. Panel Discussion with Tom Johnson and CNN executives, followed by reception and dinner (reception begins at 7:30 pm). (at Omni Hotel)

RON: Omni Hotel, 100 CNN Center (404/659-0000)

Friday, February 26

9:45 a.m. Depart for Coca-Cola by cab.

10:00 a.m. Tour of Coca-Cola Plant, video about founding of company (20 min.), round table with executives and CEO. Walk to Varsity.

12:00 noon Lunchtime meeting at The Varsity, to discuss foreign trip. Van will pick us up to go to Olympic Organizing Committee.

2:00 p.m. Meeting with Olympic Organizing Committee. Depart by van for Sassa meeting.

4:00 p.m. Meeting with Scott Sassa, President, Turner Entertainment. Depart by van for Kasten. (If time allows, we will stop at hotel first.)

6:00 p.m. Meeting with Stan Kasten, President of Hawks/Braves, at CNN center.

7:30 p.m. Atlanta Hawks/Boston Celtics Game (Food & Drink provided at game.)

RON: Omni Hotel, 100 CNN Center (404/659-0000)

Saturday, February 27

10:30 a.m. Visit to Carter Center with speaker on Atlanta project?

3:00 pm. Visit with Ron Quincy and tour of King center.

6:45 p.m. Depart Atlanta TWA #728

8:29 p.m. Arrive National

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UNITED STATES INSTITUTE OF PEACE

1550 M Street NW, Suite 700
Washington, DC 20005-1708
202 457-1700
202 457-1719 TDD
202 429-6063 Fax



July 11, 1994

Mr. Reginald L. Robinson
White House Fellow
White House Fellowship Office
712 Jackson Place, N.W.
Washington, DC 20503

Dear Mr. Robinson:

On behalf of the United States Institute of Peace, I would like to thank you for your contribution to the National Peace Essay Contest awards program. Judging from the student evaluations and comments, the awards program was a success and your participation played a key role in that success.

The students truly enjoyed the time spent with you and the other White House Fellows. It gave them the opportunity to gain knowledge of future career options by meeting with professionals directly involved with the workings of government.

Thank you once again for your time and effort and I hope we have the opportunity to work together in the future.

Sincerely,

A handwritten signature in cursive script, reading "Heidi E. Schaeffer". The signature is fluid and elegant, with the first letters of the first and last names being capitalized and prominent.

Heidi E. Schaeffer
Contest Coordinator
National Peace Essay Contest



THE SECRETARY OF EDUCATION
WASHINGTON

May 23, 1994

Ms. Gaynor McCown
White House Fellow
Office of the Secretary
U.S. Department of Education
400 Maryland Avenue, S.W., Room 4181
Washington, D.C. 20202

Dear Gaynor:

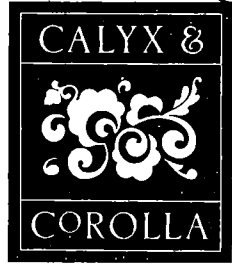
Thank you for all your hard work on our Goals 2000 celebration at the White House. Your work in locating and working with the eight participants was so important in making this event both inspiring and successful -- they were great! We're off to the tough task of implementing our measure having engendered the enthusiasm of our key groups as well as having featured some of the many success stories around the country that have already begun to work towards reform.

Thank you too for your continued support of Goals 2000 and the other important initiatives we have launched here at the Department in the past fifteen months. With your assistance, these initiatives will help better the educational opportunities for our nation's young people as well as adults seeking to further enhance their lives. Keep up the good work!

Sincerely,

A handwritten signature in dark ink, appearing to read "Dick", is written above the printed name.

Richard W. Riley



*Thanks for the
tour.*

Richard Murphy

1550 Bryant Street #900, San Francisco, CA 94103 1-800-877-0998

Gaynor

Clinton Presidential Records Digital Records Marker

This is not a presidential record. This is used as an administrative marker by the William J. Clinton Presidential Library Staff.

This marker identifies the place of a publication.

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THE WHITE HOUSE FELLOWS

Volume 18, Number 1

Spring 1994

Number of Women Candidates Skyrockets

Applicant Pool Grows, Occupations Varied

For the first time in the history of the White House Fellowship program, female applicants outnumbered male applicants. This year, applications came from 672 women (55% of the total) and 554 men.

The number of female applicants nearly tripled since last year, when only 248 women — 35% of all candidates — applied. With such a large pool of qualified women candidates, it's not surprising that the majority of this year's Regional Finalists were also women.

The total number of applications also rose dramatically this year [see chart]. Over 1,200 people applied for the 1994-95 White House Fellowships, up 73% from the year before, making this year's applicant pool the largest in nearly a decade.

As the pool has grown, it has also changed. While nearly half of all applicants still come from either the military, business, or legal professions, a growing share

hail from the non-profit sector, state and local government, and non-traditional fields ranging from rodeo riding to neuropsychology. Susan Magee ('76-'77), who led a group of alumna interested in getting more women to apply, said that the new Administration played a vital role in the upsurge of female applicants. Having more women in high-level, influential positions within the Administration, Magee

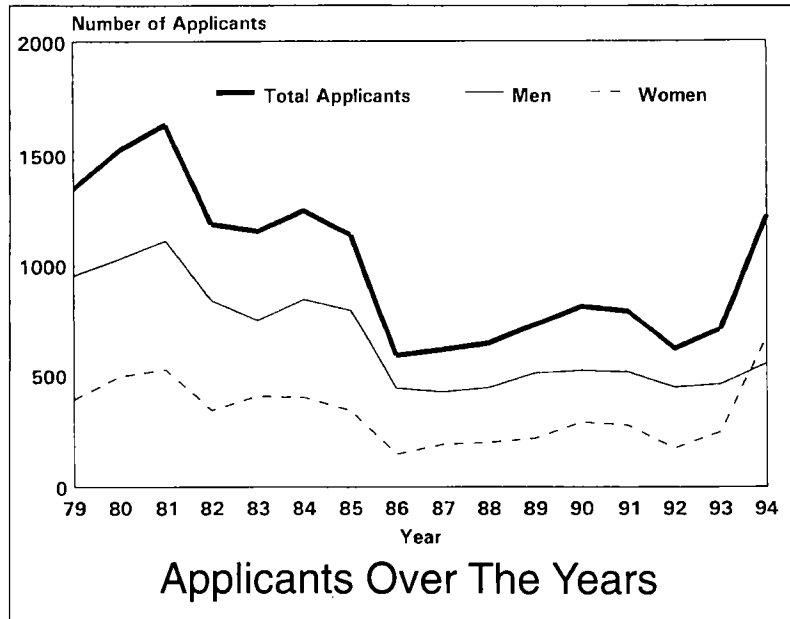
argued, "encourages younger women to consider government service and increases exposure for the program."

Magee's group spent much of the summer contacting a wide variety of women's organizations and encouraging them to spread the word about the White House Fellowships. They also actively recruited women they knew to apply.

"Most Fellows don't know this, but only 20% of the alumni are women," Magee explained. "Considering that the majority of applicants still find out about the Fellows program through word-of-mouth, the power of networking should not be underestimated." She added that her group's networking and outreach efforts was not a one-year mission, but will be on-going to ensure a continually high number of female applicants.

The Fellowship staff complemented alumni efforts to increase the overall number and quality of female applicants. Publicity through such organizations as the National Association for Female Executives, the American Women Medical Association, and the Academy of Women Achievers brought in record-level responses from women previously unaware of the

(continued on page 5)



Director Brooke Shearer and Associate Director Justin Leites peer out from under a mountain of applications.



AMERICAN EXPRESS
TRAVEL RELATED SERVICES CO., INC.
TRAVEL MANAGEMENT SERVICES
P.O. BOX 630001
DALLAS, TEXAS 75363-0001

PERSONAL AND CONFIDENTIAL
GAYNOR MCCOWN
US DEPT OF EDUCATION
2122 MASSACHUSETTS
628 WASHINGTON DC 20008-2833

3783 888874 41007
08/19/94

TOTAL DUE \$1,982.03

DEAR CARDMEMBER:

I AM CONTACTING YOU REGARDING YOUR DELINQUENT AMERICAN EXPRESS (R) GOVERNMENT CARD ACCOUNT. FURTHER CHARGES MAY BE DECLINED IF YOUR ACCOUNT IS NOT PAID TO A CURRENT STATUS. YOUR AGENCY PROGRAM COORDINATOR HAS BEEN ADVISED OF THE STATUS OF YOUR ACCOUNT.

-

TO AVOID POSSIBLE SUSPENSION, YOU MUST REPLY WITHIN 10 WORKING DAYS.

-

PLEASE CONTACT ME IMMEDIATELY AT 1-800-595-1255, SO WE CAN DISCUSS YOUR ACCOUNT.

SINCERELY,

R KLAUS
TELEPHONE 602 492-1255

\$900.00

1-800-492-4922

Detach here and return upper portion with check or money order. Do not staple or fold.

Summary of Government Card Account

Retain this portion for your files.



Government Card

Government Cardmember Name

GAYNOR MCCOWN

Government Account Number

3783-888874-41007

Statement Closing Date

08-14-94

Previous Balance	New Charges	Other Debits	Payments Received	Other Credits	Balance Due
\$976.70	\$1,018.21	\$.00	\$.00	\$12.88	\$1,982.03

Reference Number	Item Number	Description of Monthly Activity	Charges	Credits
		PREVIOUS BALANCE	\$976.70	
004210	1	CENTURY WILSHIRE HOTEL LOS ANGELES CA INV#689235	168.61	
501203	2	O'HARE HILTON CHICAGO IL 0000-0721 RESTAURANT 07/21/94	15.00	
501204	3	O'HARE HILTON CHICAGO IL 0000-0722 LODGING 07/22/94	154.20	
669208	4	UNITED AIRLINES WASHINGTON DC TKT# 0161471574824 07/20	358.00	
602207	5	UNITED AIRLINES LOS ANGELES CA TKT# 0162174990379 07/23	200.00	
501206	6	NATIONAL CAR RENTAL MINNEAPOLIS MN FB675594 NATIONAL CAR RENTAL 07/21/94	101.79	
501214	7	GTE AIRFONE, OAK BROOK IL 052587162 TO TEL NO. 202-456-2216 07/21/94	7.73	
501214	8	GTE AIRFONE, OAK BROOK IL 052581594 TO TEL NO. 202-456-2216 07/21/94	5.15	
501214	9	GTE AIRFONE, OAK BROOK IL 052581595 TO TEL NO. 202-456-2216 07/21/94	7.73	
501207	10	GTE AIRFONE, OAK BROOK IL 052581595 TO TEL NO. 202-456-2216 07/21/94		7.73
501207	11	GTE AIRFONE, OAK BROOK IL 052581594 TO TEL NO. 202-456-2216 07/21/94		5.15
		TOTAL CHARGES AND CREDITS	\$1,018.21	\$12.88
		BALANCE DUE	\$1,982.03	
		PAGE 1 OF 3		

Payments or credits received after closing date above will appear on next month's statement.

WO

FOR INQUIRIES ABOUT YOUR ACCOUNT, CALL TOLL-FREE 1-800-492-4922 OR WRITE US AT
POST OFFICE BOX 53609, PHOENIX, AZ. 85072-3609.

BGQ03036

386

Please see reverse side for important information regarding certain types of charges.

Cardmember Account No.	Date of Charge	Reference Code	Approval Code
3783-888874-41007	07/21/94	052581594	00
Service Establishment and Location			
GTE AIRFONE	OAK BROOK	IL	
Record of Charge			
TO TEL NO. 202-456-2216 001 MINS \$05.15 FROM UNITED FOR INQUIRY-800-AIRFONE			
S/E #	3126525112	TOTAL CHARGE AMOUNT	\$5.15

ITEM 9
GTE AIRFONE, OAK BROOK IL \$7.73

Cardmember Account No.	Date of Charge	Reference Code	Approval Code
3783-888874-41007	07/21/94	052581595	00
Service Establishment and Location			
GTE AIRFONE, OAK BROOK IL			
Record of Charge			
TO TEL NO. 202-456-2216 002 MINS \$07.73			
FROM UNITED FOR INQUIRY 800 AIRFONE			
S/E # 3126525112			
TOTAL CHARGE AMOUNT			\$7.73

ITEM 10
GTE AIRFONE, OAK BROOK IL \$7.73CR

Cardmember Account No.	Date of Charge	Reference Code	Approval Code
3783-888874-41007	07/21/94	052581595	00
Service Establishment and Location			
GTE AIRFONE, OAK BROOK IL			
Record of Charge			
TO TEL NO. 202-456-2216 002 MINS \$07.73			
FROM UNITED AIRFONE CREDIT			
S/E # 3126525112			
TOTAL CHARGE AMOUNT			\$7.73CR

ITEM 11
GTE AIRFONE, OAK BROOK IL \$5.15CR

Cardmember Account No.	Date of Charge	Reference Code	Approval Code
3783-888874-41007	07/21/94	052581594	00
Service Establishment and Location			
GTE AIRFONE, OAK BROOK IL			
Record of Charge			
TO TEL NO. 202-456-2216 001 MINS \$05.15			
FROM UNITED AIRFONE CREDIT			
S/E # 3126525112			
TOTAL CHARGE AMOUNT			\$5.15CR

ITEM 16		\$426.00	
AMERICAN AIRLINES		WASHINGTON DC	
Cardmember Account No	Transaction Date	Ticket Number	
3783-888874-41007	07/08/94	0011471244475	
Passenger Name		Ticketing Airline	
MCCOWN/R		AMERICAN AIRLINES	
Issuer Name		Issuer Address	
OMEGA WORLD TRAVEL I		WASHINGTON DC	
From	Carrier	Class	Transaction Amount
WASHINGTON NAT'L DC			426.00
To: NASHVILLE TN	AA	YC	
To: WASHINGTON NAT'L DC	AA	YC	Amexco Use Only 919290015193 003700 MO 194003
To:			
To:			
PASSENGER TICKET			

ITEM 7 \$94.79
BUDGET RENT A CAR NASHVILLE TN

Cardmember Account No.	Date of Charge	Reference Code	Approval Code
3783-888874-41007	07/11/94	4211328	00
Service Establishment and Location			
BUDGET RENT A CAR NASHVILLE TN			
Record of Charge			
LOCATION		DATE/TIME	
RENTAL			AGREEMENT
NASHVILLE	TN	07/10/94	4211328
RETURN			TR#
NASHVILLE	TN	07/11/94	192261
S/E 441390015		TOTAL CHARGE AMOUNT	
G MCCOWN		\$94.79	

WOMAN'S NATIONAL DEMOCRATIC CLUB

1526 New Hampshire Avenue, N.W.
Washington, D.C. 20036

(202)232-7363 ♦ fax (202)986-2791

July 28, 1994

Gaynor McCown
White House Fellows Program
712 Jackson Place NW
Washington, DC 20503

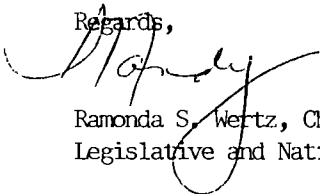
Dear Gaynor,

You and your collegial female "Fellows" were a big hit at the Woman's National Democratic Club. Thanks again for making the time to share with us. As a result of your presentations, there is great interest in an annual springtime event featuring participants in the program. We will continue to develop the concept and be in touch with the Fellows office in early '95.

I've enclosed our membership information and hope you will join us in the fall when you return to continue your critical work with the development of educational programs.

Best wishes with all your endeavors!

Regards,



Ramonda S. Wertz, Chair
Legislative and National Program Committee

Enclosure

**THE NAVAJO NATION
JUDICIAL BRANCH**

OFFICE OF THE CHIEF JUSTICE
P. O. DRAWER 520
WINDOW ROCK, ARIZONA 86516
PHONE (602) 871-8782 / 8783

June 21, 1994

William F. Wechsler, Special Assistant
White House Fellowship Program
President's Commission on White House Fellowships
The White House
712 Jackson Place, N.W.
Washington, D.C. 20503

RE: REQUEST FOR NAMES AND ADDRESSES

Dear Mr. Wechsler:

Enclosed please find a list of names and addresses of individuals who helped to plan and organize the White House Fellows' visit to the Navajo Nation.

I am also submitting the presenters' names and addresses for the various events.

Please let me know if you have any questions or if you desire additional information.

Sincerely,



Al Harris,
Supreme Court Law Clerk

xc: File
Attachment

PLANNING COMMITTEE:

Al Harris, Supreme Court Law Clerk
Navajo Nation Supreme Court
P.O. Drawer 520
Window Rock, AZ. 865115

Linda Yazzie, Administrative Secretary
Office of the Chief Justice
P.O. Drawer 520
Window Rock, AZ 86515

Chief Justice's secretary who helped
me to "pull it all together"

Henrietta Smith, Program Director
Office of Miss Navajo
P.O. Box 2860
Window Rock, AZ. 86515

Binders/set up schedule for Miss
Navajo and Miss Northern Navajo

Fred White, Director
Navajoland Tourism Office
P.O. Box 663
Window Rock, AZ. 86515

Brochures /Info.

Roberta John , Public Information Officer IV
P.O. Box 663
Window Rock, AZ. 86515

Brochures/Info

Roberta Harris, Media Specialist II
Navajo Nation Peacemaker Court Project
P. O. Drawer 520
Window Rock, AZ. 86515

Photographer

Edward B. Martin, Director of Judicial Administration
Office of the Chief Justice
P.O. Drawer 520
Window Rock, AZ. 86515

PRESENTERS:

Rodger Boyd, Executive Director
Division of Economic Development
P. O. Box 663
Window Rock, AZ. 86515

Hon. Nelson Gorman, Jr.,
Speaker of the Navajo Nation Council
P.O. Box 3390
Window Rock, AZ. 86515

Gervana Begay, Miss Northern Navajo
Office of Miss Navajo
P.O. Box 2860
Window Rock, AZ. 86515

James W. Zion, Court Solicitor
Judicial Branch of the Navajo Nation
P.O. Drawer 520
Window Rock, AZ. 86515

Hon. Allen Sloan, District Court Judge
Window Rock District Court
P. O. Box 447
Window Rock, AZ. 86515

Vincent Craig, Chief Probation Officer
Probation and Parole Services
P.O. Drawer 520
Window Rock, AZ. 86515

Phil Bluehouse, Coordinator
Navajo Nation Peacemaker Court Project
P.O. Drawer 520
Window Rock, AZ. 86515

Peterson Zah, President
The Navajo Nation
Office of the President
P.O. Box 9000
Window Rock, AZ. 86515

Allen Begay, Chief of Staff
The Navajo Nation
Office of the President
P.O. 9000
Window Rock, AZ. 86515

Sadie Hoskie, Director
Navajo Environmental Protection Agency
P.O. Box 529
Ft. Defiance, AZ. 86504

Dr. Anita B. Pfeiffer, Executive Director
Navajo Division of Education
P.O. Drawer "N"
Window Rock, AZ. 86515
Lydia Pourier, Executive Director
Navajo Division of Health
P.O. Box 1390
Window Rock, AZ. 86515

Dr. Tommy Lewis, President
Navajo Community College
Tsaile, AZ. 86556

Navajo Community College

Russell Thomas, Peacemaker Court Liaison
Chinle District Court
P.O. Box 447
Chinle, AZ. 86033

Tour Guide at Canyon de
Chelly

Tara Tsosie, Miss Navajo Nation
Office of Miss Navajo
P.O. Box 2860
Window Rock, AZ. 86515

Chinle Holiday Inn

Hon. Leroy S. Bedonie, Family Court Judge
Chinle Family Court
P.O. Box 447
Chinle, AZ. 86033

Hon. Ray Gilmore, District Court Judge
Chinle District Court
P.O. Box 447
Chinle, AZ. 86033

Hon. Evelyn E. Bradley, District Court Judge
Kayenta Judicial District
P.O. Box 1248
, AZ. 86033

THE WHITE HOUSE
WASHINGTON

August 25, 1994

Sylvia Bolivar
Office of Senator Patrick Leahy
433 SROB
Washington, D.C.
Fax # 224 - 3595

Dear Sylvia:

Many thanks for returning my phone call yesterday. Per our discussion, John Podesta suggested I call Luke Albee regarding the possibility of spending a day with Senator Leahy.

I am a 1993-94 White House Fellow and am currently sharing my time between the Office of the Secretary at the Department of Education and the Domestic Policy Council at the White House. Please find my resume attached.

My fellowship year is officially over on August 31. However, I am going to stay on at the Domestic Policy Council through November.

If possible, I would like to spend a day with Senator Leahy. The idea is not to be a participant in any activities but simply have a chance to observe a day in the life of a Senator. While this is not a formal part of the fellowship experience, it is an opportunity we are encouraged to take advantage of while we are here in Washington.

I will call you this afternoon to see if perhaps we can work something out. In advance, my thanks to you for your consideration.

Sincerely,


R. Gaynor McCown

R. Gaynor McCown
2212 Massachusetts Avenue, N.W., # 628
Washington, D.C. 20008
(202) 452-1929

EXPERIENCE

- 9/93 - Present **WHITE HOUSE FELLOW** *Washington, D.C.*
Special Assistant to the Secretary of Education.
- 6/92 - 7/93 **EAST SIDE COMMUNITY HIGH SCHOOL** *New York, New York*
Co-founder. Math / science teacher and faculty advisor of student newspaper. Teacher-consultant for the Institute of Literacy Studies, Lehman College, teaching inter-disciplinary application of reading and writing skills to New York City public school teachers. Selected as participant in the Urban Sites Writing Network, a national consortium of teachers conducting school-based research.
- 9/87 - 6/92 **BRONX REGIONAL HIGH SCHOOL** *Bronx, New York*
Science and health teacher. Developed curricula for all student levels. Responsible for advising 30 students on academic and personal issues. Co-developed and directed a cooperative program, featured by NBC's *Today* show and the *New York Times*, in which students constructed a dormitory near the Bronx Regional campus. Introduced and coordinated the school's Outward Bound program. Wrote grant proposal and received full funding to conduct summer school session in Vershire, Vermont in 1988.
- 9/83 - 9/86 **THE CATHOLIC CHARITIES** *Chicago, Illinois*
Recruited and licensed Spanish-speaking home for foster care program. Developed and executed public information program, conducting television and radio interviews and moderating community meetings in Spanish. Significantly increased number of homes participating in foster care program.
- 9/83 - 6/84 **HOLY CROSS ASSOCIATES** *Santiago, Chile*
Worked as lay missionary in an urban high school, developing and implementing program to prevent drug abuse.

EDUCATION

- 9/86 - 6/87 **HARVARD UNIVERSITY** *Cambridge, Massachusetts*
M.A., Human Development, Graduate School of Education. Received scholarship. Worked as research assistant for prominent faculty member.
- 9/79 - 5/83 **SAINT MARY'S COLLEGE** *Notre Dame, Indiana*
B.A., Government. Vice President of Student Government Association. Interned in office of U.S. Rep. Jack Edwards of Alabama. Spent junior year at University of Madrid, living with Spanish family and offsetting expenses by teaching English to executives of Iberia Airlines.

PERSONAL

Interests include cycling, hiking and travelling.

**The White House
Washington**

FAX COVER SHEET

Office of Domestic Policy

**Old Executive Office Building
Washington, D.C. 20500
FAX: (202)-456-7028**

To: Sylvia Bolivar

FAX No: 224-3595

From: Gaynor McCown

Phone: _____

Date: _____

Pages (Including cover): _____

Comments: _____

**PRESIDENT'S
COMMISSION ON WHITE HOUSE FELLOWSHIPS
THE WHITE HOUSE**

August 24, 1994

MEMORANDUM FOR WHITE HOUSE FELLOWS

FROM: Janet Kelliher

Enclosed please find a completed travel voucher and your original receipts. Please review voucher, sign line 13, and submit to your agency or return to me for submission. I completed the vouchers on the standard government form. Some agencies use a different form, but at least the per diems and exchange rates have been calculated and can be transferred.

Most of you will also have a claim for ground transportation (last line of voucher). This is the cost for vans to and from Dulles and two rental cars for the Western trip. (Detailed spreadsheet attached.) Please make check payable to me. I will give you a receipt to submit with your voucher and, once all checks are received, reimburse Raul, Jami, and Suzy.

	Van to Dulles	Van from Dulles	Western trip rental car	Western trip rental car	
Total	122.06	109.24	134.1	262.6	
Paid by	Raul	Janet	Jami	Suzy	TOTAL
Antony	9.39	12.14	10.32	20.2	\$52.05
Becker	9.39	12.14	10.32		\$31.85
Chyba	9.39	12.14	10.32	20.2	\$52.05
Floyd	9.39			20.2	\$29.59
Gould	9.39	12.14	10.32	20.2	\$52.05
Grimes	9.39	12.14	10.32	20.2	\$52.05
Johnson	9.39				\$9.39
Levy	9.39		10.32	20.2	\$39.91
McCown	9.39	12.14	10.32	20.2	\$52.05
Paige	9.39	12.14	10.32	20.2	\$52.05
Perea-Henze			10.32	20.2	\$30.52
Ramirez	9.39	12.14			\$21.53
Rhodes		12.14	10.32	20.2	\$42.66
Robinson					\$0.00
Stark	9.39	12.14			\$21.53
Ulmer					\$0.00
von Lipsey			10.32	20.2	\$30.52
Wechsler			10.32	20.2	\$30.52
Raul	9.39				
Jami			10.32		
Suzy				20.2	
	122.07	121.4	134.16	262.6	\$640.23

Wendy 10/22/94 8619
212-949-1917
TIM ROEMER
3D DISTRICT, INDIANA

COMMITTEE ON EDUCATION
AND LABOR

COMMITTEE ON SCIENCE, SPACE,
AND TECHNOLOGY

Congress of the United States
House of Representatives
Washington, DC 20515

WASHINGTON OFFICE:
415 CANNON HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-3915
DISTRICT OFFICE:
217 NORTH MAIN STREET
SOUTH BEND, IN 46601
(219) 288-3301
CALL TOLL FREE
1-800-439-3518

4:00 PM

4:00

July 28, 1994

Dear and Belucci's

Ms. R. Gaynor McCown
Special Assistant to the Secretary
U.S. Department of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202

Dear Gaynor:

Thank you for taking time from your busy schedule recently to pay me a visit. I enjoyed catching up and hearing about your experience as a White House Fellow.

I hope you will stay in touch, and please let me know what your plans are following the Fellowship in Washington.

Again, it was good to see you and best wishes to you.

Sincerely,



Tim Roemer
Member of Congress

TR:ja

*Gaynor -
Please follow-up
with the education legislation.
I would be interested in pursuing
that course of action and
reading the report.
Tim*

**PRESIDENT'S
COMMISSION ON WHITE HOUSE FELLOWSHIPS
THE WHITE HOUSE**

MEMORANDUM for the 1993-1994 White House Fellows

FROM: Roberta Sanders
DATE: February 16, 1994
SUBJECT: Thank you addresses for the March Calendar

March 1

The Honorable Thomas F. McLarty
Chief of Staff
West Wing
The White House
Washington, D.C. 20500

March 3

The Honorable Floyd H. Flake
1035 Longworth House Office Building
Washington, D.C. 20515-3206

March 4

The Honorable Charles Bowsher
Comptroller General
of the United States
U. S. General Accounting Office
441 G Street, N.W.
Washington, D.C. 20548

March 9

Nathan Lewin, Esq.
Miller, Cassidy, Larroca & Lewin
2555 M Street, N.W.
Washington, DC. 20037

March 10

Mr. Jay Worona
New York State School Boards Association
119 Washington Avenue
Albany, NY 12210

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. memo	Roberta Sanders to 1993-1994 White House Fellows re: Thank you addresses for the March Calendar (partial) (1 page)	02/16/1994	P6/b(6)

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Gaynor McCown (Subject Files)
OA/Box Number: 7322

FOLDER TITLE:

White House Fellows

2011-0255-S

rc235

RESTRICTION CODES

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

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

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

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

March 14

Ms. Doris Sanders

[REDACTED] P6(b)(6)

[001]

March 18

The Honorable Stansfield Turner

[REDACTED] P6(b)(6)

March 21

The Honorable Mike Espy
Secretary of Agriculture
14th & Independence Ave., S.W.
Washington, D.C. 20250

March 23

The Honorable Eleanor Dean Acheson
Director of Policy Development
Department of Justice
10th & Constitution Avenue, N.W.
Washington, D.C. 20530

March 25

Mr. James MacGregor Burns

[REDACTED] P6(b)(6)

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002. letter	Erik Swanson to Gaynor (partial) (1 page)	n.d.	P6/b(6)

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Gaynor McCown (Subject Files)
OA/Box Number: 7322

FOLDER TITLE:

White House Fellows

2011-0255-S

rc235

RESTRICTION CODES

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

- P1** National Security Classified Information [(a)(1) of the PRA]
- P2** Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3** Release would violate a Federal statute [(a)(3) of the PRA]
- P4** Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5** Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6** Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

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

- b(1)** National security classified information [(b)(1) of the FOIA]
- b(2)** Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
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- b(9)** Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Erik C. Swanson



[002]

Dear Gaynor,

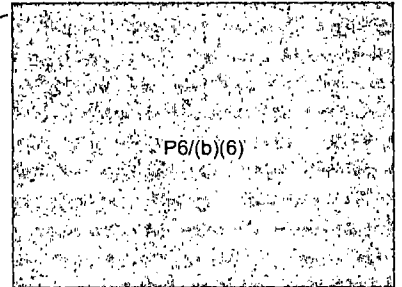
Welcome back from your trip! If you are still interested in having lunch to discuss the *Foster Care Youth United*, let me know. I will be here in the office until August 26th. If we don't connect, please call on me in Los Angeles. I'd love to write an article and/or tell you whatever you'd like to know about the foster care system. Once again, welcome back.

Sincerely,

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

Erik Swanson

New York
Connection
in Docket



- ◆ When you are in government, you have to limit your choices as to what you actually get involved in.
- ◆ Washington can work.
- ◆ Government is too big!!!
- ◆ Not enough time is spent focusing on "real people" and the individuals that are affected by the policy.
- ◆ You have to enjoy life.
- ◆ People who work in the government are a microcosm of the larger world.
- ◆ Trying to "do everything" is as much of a failure as not being able to get everything done.
- ◆ The government needs less people who want to make policy and more to figure out ways to implement policy and provide an environment where things can get done.
- ◆ Negotiation and compromise are important skills that are necessary in every aspect of government.
- ◆ The decision-making process in Washington is random at best. Often decisions are made based on the most recent conversation a principal had or perhaps the most recent article read.
- ◆ Challenging original assumptions is difficult and risky but necessary for real change.
- ◆ Government -- like an old fighter jet -- is noisy, leaky and not a meritocracy but it can be pushed to work.
- ◆ The people who really make things happen are not the ones we read about in the newspaper or have the high profile positions.

R. W. Apple, Jr.
Washington Bureau Chief
The New York Times

R. W. Apple, Jr. became Chief Washington Correspondent for the New York Times in September, 1985, and was named Washington Bureau Chief in November, 1992, retaining his old title as well. He writes extensively on a wide range of topics, including politics, foreign policy and economic questions.

Since joining The Times in November, 1963, he has written from more than 100 countries. He covered the Vietnam war, the Biafran war, the Iranian revolution and the overthrow of Communist governments in Czechoslovakia, East Germany and Hungary in 1989. He headed the Times's coverage of the Gulf war in 1991.

He has also reported on elections in Spain, Britain, France, Sweden, Finland and other countries, Papal trips and the attempted assassination of Pope John Paul II, and a wide variety of other stories on five continents.

Mr. Apple has served as Times bureau chief in Albany, Saigon, Lagos, Nairobi, London (1976-1985) and Moscow.

At home, he has been involved in the coverage of seven Presidential elections, including that in 1992, and he was the Times's National Political Correspondent from 1970 to 1976. Prior to joining the paper, he covered the civil rights movement in the American South.

He has contributed to British, French and American magazines. He appears frequently on national television on such programs as NBC's "Meet the Press" and PBS's "Charlie Rose" show and he speaks to a wide range of audiences in the United States and abroad. In recent years, he has given the Theodore H. White Memorial Lecture at Harvard University, the Frank R. Kent Memorial Lecture at Johns Hopkins and the Donald Herzberg Lecture at Columbia, and he has taken part in conferences in Britain, France, Germany, Sweden, Japan, Brazil, Canada and the United States.

He wrote the Times Books edition of the final report of the Tower Commission investigating the Iran-Contra scandal. His book "'Apple's Europe,'" was published in the United States by Atheneum in 1986 and in Britain by Macmillan in 1987. He is the recipient of the George Polk Award for foreign reporting, the Overseas Press club award for interpretation of foreign news and a large number of other awards.

Mr. Apple was born in Akron, Ohio, on November 20, 1934. He graduated magna cum laude from Columbia University in 1961 and won the John A. Krout Award for excellence in history. In 1986, Columbia's School of General Studies gave him the Owl Award, presented each year to an outstanding alumnus. In 1989, he received an honorary LHD degree from Denison University, and in 1992 he was awarded an honorary LLD degree by Knox College.

From 1957 until 1959, Mr. Apple served in the Army, working as a speechwriter for the commanding general of the Continental Army Command. Before and after his military service he worked as a reporter for the Wall Street Journal. In 1961 he joined NBC News as a television writer and correspondent.

Mr. Apple is married to the former Betsey Pinckey Brown and has two stepchildren. He lives in Georgetown, near Gettysburg, Pa., and in the Cotswolds village of Lechlade in England. He is a member of the Century Association and the Princeton Club (New York), the Garrick Club (London) and the Gridiron Club and the Army-Navy Club (Washington).

In addition, he is a director of the American Institute of Wine and Food, a member of the Board of Visitors of Western Reserve Academy and chairman of the Rhodes Scholarship committee for the District of Columbia and Maryland.

July, 1993



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-FACSIMILE COVER SHEET-

FROM: ROBYN HINSON-JONES
First Secretary, Political

Date: *August 16, 1994*TO: *Gayle McCowan*Fax No: *9091-202 456-7028*SUBJECT: *F4I*Total pages including this page: 2

MESSAGE: *Just wanted to send you a
quick note before Peter and I rush
off to a shebeen
We never knew that being
control officers could be so much
fun! Thanks for everything.
Robyn and Peter*

Police harass Mayekiso

Sibusiso Nxumalo

POLICE have launched an internal investigation into the conduct of two constables who allegedly harassed Alexandra Civic Association president Mzwanele Mayekiso.

Witwatersrand police spokesman Warrant Officer Aswinndini Nengovhela said an investigation was under way.

Mayekiso said that on Monday night he and his girlfriend were taking his driver to his home in Alexandra. The trio were aware of an unmarked car trailing them through the township.

"When we parked outside my driver's yard, two white policemen jumped out with guns pointed at us and said they wanted to search us," Mayekiso said.

"When I suggested they were harassing us because we were in the company of a white person they said they would show me what harassment was."

Mayekiso said the policemen then searched him and his driver. He asked the two policemen, who were not wearing uniforms, for identification. "They told me I was full of shit and that they would take me to a police station and book me for being unco-operative," he said.

At the Alexandra police station policemen on duty recognised the community leader. "Only the arrival of a senior officer from the Sandton police station stopped them from taking me there where they said they would beat me up," Mayekiso said.

He said he had laid a complaint because "if they can harass a community leader like me, what chance do ordinary people have with them?"

*from the
Weekly Mail and Guardian
August 12-18*

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003. letter	David A. Keen to Gaynor McCown (partial) (1 page)	08/31/1994	P6/b(6)

COLLECTION:

Clinton Presidential Records
Domestic Policy Council
Gaynor McCown (Subject Files)
OA/Box Number: 7322

FOLDER TITLE:

White House Fellows

2011-0255-S

rc235

RESTRICTION CODES

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

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

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August 31, 1994

Ms. Gaynor McCown
White House Fellowship Office
712 Jackson Place NW
Washington, DC 20503

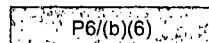
Dear Ms. McCown,

Attached is an informal arrangement of information about my background and some of the areas of civic involvement in the past 15 years. If you can spare the time, would you please review the data and offer any comments that you feel might be helpful in making application for a fellowship this November?

If possible, please call me (collect) and offer some thoughts. The application in itself is simple, but having some insight as to what is and isn't important could possibly help. Anyway, more good folks from Alabama are always needed around DC to help the people up there learn how to drive.

Again, thank you for your time. My numbers direct are:

residence:
office:

 P6/(b)(6)
(205) 534-0004

6003]

spouse: Jill
assistant: Beth

Signature Products Corporation,

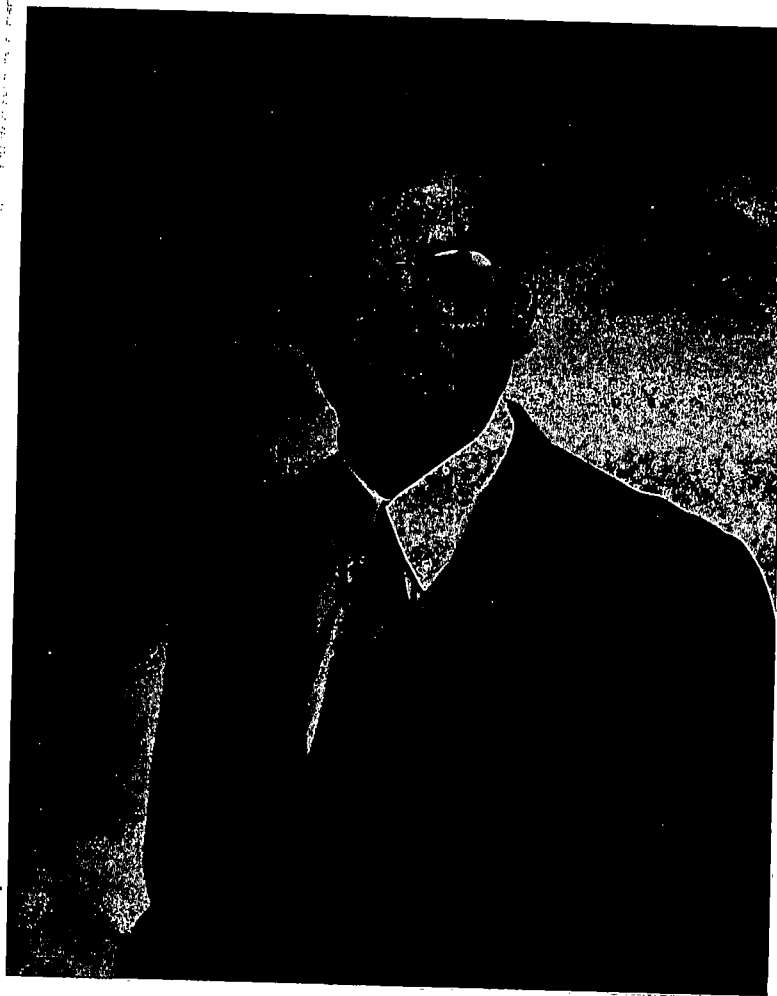
A handwritten signature in cursive script, appearing to read "Dave".

David A. Keen, P.C.

DAK/jmb
Attachments



David A. Keen, P.C.
Chief Executive Officer
402 Franklin Street
Huntsville, Alabama 35801
(205) 534-0004 Fax (205) 534-5004



Business

Wednesday, April 27, 1994

Keen named executive of year

Stealth 'glue' bonds maker to success

By JAMES McWILLIAMS
Times Business Writer

Huntsville's Small Business Executive of the Year lives the real-life version of Kurt Russell's Disney movies of the '60s and '70s.

Chemist David Keen didn't accidentally create a potion to give people super strength or to make them fly — like the absent-minded professors in Russell's teen comedies — but Keen *did* accidentally develop radar-absorbing stealth material while trying to make glue.

"Wow!" Keen said, which is what anyone would expect from young Kurt Russell, or from a Brady Bunch kid. But Keen's discovery could turn into a multimillion-dollar defense contract with Israel, if the U.S. government approves.

Keen, chief executive of Signature Products, was honored Tuesday at the Huntsville-Madison County Chamber of Commerce's Small Business Awards.

Fellow chemist Jill Keen, asked to describe her husband, said, "Have you ever seen the movie 'Big'? He's like a little boy in a grown-up body." His favorite activities include roller skating.

But Ms. Keen called her husband "the hardest working man I've ever met in my life."

At 38, Keen looks like a teen-ager and talks with boyish enthusiasm, but lines under his eyes and across his forehead testify that he's — in his own words — "young in years, old in hours."

Keen founded Signature Products in his garage nine years ago. He has since worked on products as dissimilar as breast implants and artificial hearts, and glowing skateboards that change colors, he said.

One speculated use for the skateboard material is to modify it for the military to use as a chameleon-like camouflage that could blend into several different surroundings.

As Keen held his award statuette during Tuesday's reception,



Dave Dieter/Huntsville Times

David Keen accepts Executive of the Year award from Nancy Archuleta, last year's winner.

he smiled in awkward astonishment at his honor, like the shy freshman suddenly kissed by the prom queen. Keen was all shrugging shoulders and flexing eyebrows, reddish-brown hair and grin.

"I've never won anything — and it was nice," he said. "I had all my friends there and I had the people who helped me start the company. I had my very first client there, and that meant a lot."

That first client was Col. Robert Friedrich, who was the first government official to see new uses for Keen's "glue."

Nine years ago, Keen was trying to create a plastic adhesive that would conduct electricity, he said. Keen wanted to use microwaves to dry the glue, but he noticed during tests that the glue was getting very hot without solidifying.

The heat meant Keen's glue

was trapping and absorbing the microwave energy and converting it into heat — which is what stealth materials do to radar waves.

Since Keen's discovery, his company's revenues have grown extensively — but not as much as he would like.

Keen said Signature Products made more than \$700,000 during 1993, but government officials are blocking him from making multimillion-dollar deals with U.S. allies who are offering to buy stealth technology.

Israel wants to spend millions to paint Keen's stealth compound on cruise missiles, but the U.S. government doesn't want the technology to leak outside America — even to friendly nations, Keen said.

Keen's work is so secret that he can answer few direct questions about it. When another Small

Business Award winner greeted Keen, Keen proudly mentioned that he had once worked with the man — but Keen wouldn't reveal where or when.

Awards went to five businesses Tuesday for excellence in their fields:

- Foreign Language Services Inc. won in the business-services category. FLS, founded in 1979 by Judith Smith and Caroline Myers, translates technical information into more than 30 languages used in multinational transactions.

- Ben Porter Real Estate Inc. won for personal services. After founder Ben Porter died in 1989, his wife Ila Porter managed to not only continue the company's success but to also increase sales by 70 percent.

- Tec-Masters Inc. won for

See KEEN, page D7

Members of Congress call on Fed to halt interest rate rise

Continued from page D1

technology services. Founded by Marvin Carroll in 1988, Tec-Masters has nationwide project facilities that develop military technology and that convert such technology to medical uses.

● Research Genetics won in the manufacturing and construction category. This maker of designer genes was founded by James Hudson Jr. in 1987. His ads in scientific journals promise "Custom DNA: purified and delivered in 48 hours."

● Mobility Plus Inc. won in the wholesale/retail category. Mobility, founded by Warren "Butch" Finch Jr. in 1989, equips cars and other vehicles for use by the disabled. Finch, who uses a wheelchair himself, started the business after a Birmingham company that modified his van did a poor job.

Finch was the former co-worker Keen wouldn't explain his ties to. Finch himself was also silent.

Nobody snitches on a Brady.

EXECUTIVE SNAPSHOT

David Keen



Occupation: Chief executive officer, Signature Products Corp.
402 Franklin St., Huntsville

Age: 39

Education: Bachelor's degree, chemistry, University of New York; Bachelor's degree, Tennessee Tech University.

Career path: Started as military officer, moved to analyst positions while starting a polymer manufacturing business, which is now the fifth largest supplier of radar absorbing material in the world.

Biggest management success: Gaining State Department export approval of a product called Signaflux, which was once restricted to classified military programs and held behind locked and closed "black program" doors.

Toughest challenge: Molecular cracking of the carbon 60 molecule and insertion of conductivity modifying metal ions for use in radar-absorbing coatings for aircraft.

Management style: "Hire good folks, set goals and don't interfere with them. Be patient but set realistic milestones to review progress."

Strongest management asset: "Take more responsibility than glory...it works. Insist that employees start their own business within 12 months to learn the benefits of free enterprise when coupled with acceptable risk."

Critical management weakness: "Sometimes missing who the "real" decision maker is when approaching clients. Failing to follow up appropriately when we miss a potential client who ends up going to a competitor."

Personal: Married (the former Jill Bengtson, a chemist at Thiokol Corp.), one daughter, Kimberly, 19 months.

Hobbies: Target shooting.

Israel deploys new Stealth missile not visible on radar

By Tim Kennedy
Special to Saudi Gazette

WASHINGTON, D.C. Feb. 4

ISRAEL Military Industries (IMI) is ready to deploy a pilotless "Stealth" weapon, named the "Delilah," which is capable of delivering a 1,000-lb. warhead to targets to within 240 miles of the point of launch, according to a recent issue of Aviation Week & Space Technology.

The original "Delilah," first fielded in the late 1980's was a cheap, ground-launched decoy aircraft whose sole mission was to attract anti-aircraft and surface-to-air missile fire and, thus, enable aircraft or other missiles to fly to their intended targets in relative safety.

Today's upgraded version of the "Delilah" has a capability that is decidedly offensive. Reassembling a US Air Force AGM-86 Air-Launched "Cruise" Missile in both configuration and capability, the ramjet-powered "Delilah" measures nine feet long, travels at nearly the speed of sound and can be launched from the ground, aircraft or ships.

The government-supported manufacturer of "Delilah" is hoping to give the unmanned aerial vehicle an ability to fly undetected to their targets by painting the unmanned aircraft with a radar-absorbing material called Signaflux. This radar-evading capability, said one Air Force colonel at the pentagon, would make the "Delilah" "a sort of poor man's stealth missile."

David Keen is the inventor of Signaflux. Keen tells the Gazette that his company, Signature Products, in Huntsville, Alabama, has arranged for shipment of the secret paint to IMI, but is still awaiting official approval of the transfer from ex-

port authorities at the US Departments of State, Commerce and Defence.

Keen says that Signaflux is a patented material whose technical name is "cyanete whiskers". he says the radar-absorbing material is comprised of carbon-60 fibers which have been chemically altered so that -- when combined with metal -- "they make the metal appear to be a non-metal".

The inventor of Signaflux says that his coating can be mixed with a majority of traditional and non-traditional aircraft paints, including the Dupont-manufactured Viton paint which is used on many super-sonic American-made fighter planes, including the F-15 "Eagle" and the F-16 "Fighting Falcon".

Keen speculates that approval of the Signaflux sale to IMI is being held up because US government officials are worried that "once the secrets of the radar-evading paint are exported to the Mideast, it will nullify all radars it has sold to other countries in the area."

Keen says IMI's order for Signaflux paint is unusually large. "They want far more paint than they'll every need for their 'Delilah' missiles," he added.

When asked how much of his top secret paint IMI had ordered, Keen says the his business arrangement with Israel prevents him from going into the details. However, Keen says that the Israeli engineers that negotiated the purchase "were very specific about the wave-length of the radio signals the paint had to absorb, the kinds of mil spec (US military specification) coatings it had to be blended with, and so on...It's a whole lot of paint. I can tell you that much."

Local/State

Sunday, February 20, 1994

Technology sale on hold

Restrictions bar multimillion-dollar shipment

By **MARTIN BURKEY**

Times Science Writer

A small Huntsville firm is embroiled in a battle with the Pentagon and the State Department over the export of stealth technology to Israel.

Signature Products wants to sell its radar absorbing paint to Tass-Israel Industries, apparently for use in its Delilah cruise missile, Signature CEO David Keen said.

Israel Industries officials visited Huntsville last year, liked the product, and wanted to place an order that would mean several million dollars to Keen's company. With an export license, gallons of the paint would be on its way to the Middle East within a week.

But Keen has been stymied since last September by export restrictions that bar the shipment of structural materials and coatings designed for reduced or

tailored reflectivity or emissivity in microwave, infrared or ultraviolet wavelengths.

Military officials are quoted in aerospace trade journals as saying Delilah was first fielded in the late 1980s as a ground-launched decoy designed to draw anti-aircraft fire away from manned aircraft.

The new version planned by Israel would be capable of carrying a 1,000-pound warhead some 240 miles at an altitude of less than 300 feet. Coated with Signaflux, it could be a "poor man's stealth missile," one Pentagon official said.

Keen said his material is less durable but lighter and easier to apply than conventional stealth materials, as well as some unspecified other advantages. He acknowledged that the U.S. Air Force is one of his customers.

Keen said he could not divulge the quantity or price of the Signaflux Israel wants to buy. He contends the deal is no worse than selling jet fighters to foreign governments. To him, it's

simply a matter of economics.

"The anticipated U.S. need for microwave absorbing material is continuing to decrease at a rate such that it would not support production or research," he said. "How come we can sell Taiwan, Japan and Germany F-16s and F-15s and I can't sell a bucket of paint?"

Keen said he has enlisted the aid of Alabama Sen. Richard Shelby, a member of the Senate Armed Services Committee, in an effort to get an export license but has still not been able to free up the sale.

The key ingredient in Signaflux is a relatively new form of carbon molecule altered to contain a metal, Keen said. The material allows radar waves to enter and get trapped inside.

"We take something that won't conduct electricity and make it conduct electricity," he said. "How we do that and how we disperse it is the secret ingredient."

Keen named top small business exec

Chamber hosts annual 'Catch a Rising Star' banquet

By KRISTIE SHARP
News Staff Writer

David Keen took the coveted Small Business Executive of the Year award Tuesday at the fifth annual "Catch a Rising Star" Small Business Awards Banquet sponsored by the Huntsville/Madison County Chamber of Commerce.

Keen is founder and CEO of Signature Products Corp. which provides radar absorbing and polychromic materials for defense and commercial markets. The company was founded in 1985 by Keen with the intent to develop a new, more environment-friendly adhesive for Intergraph and SCI, but instead created a low-observable material.

Upon accepting the award, Keen first recog-

nized his employees, asking that the spotlight also shine on them for their dedication to their work and to the company.

"I'm speechless," Keen said, "It is tough starting out" with a new business.

Like many other small business executives, Keen said financial backing was hard to get in the beginning, but he thanked SouthTrust Bank for its belief and help in supporting him.

"SouthTrust Bank was the only bank to give me a credit line and even the time of day for that matter," he said.

Keen also thanked a fellow finalist, Diane Weston. He said he often goes to Weston for advice and encouragement.

"Diane will always take a call," Keen said. "Usually she says keep your head down and

keep going."

Finalists with Keen for Executive of the Year were Jay Newby of Valley Pizza, Inc. and Weston of Uwohall, Inc.

Out of 18 finalists, Keen and five small businesses took top honors.

"Two of every three people employed in Madison County work for a small business. This celebration is designed to show small businesses and entrepreneurs our appreciation for their contributions to our economy," said Penny Billings, Small Business Celebration Chairperson.

Forty-two small businesses with less than 350 employees were nominated for awards in

(See Chamber, Page A8)

posed signature project to the city's recreation needs, others said they would like to see existing facilities upgraded in order to save city tax dollars.

Madison mothers Loretta Viglianco, Ina Moore and Lisa Moore addressed the council as a group.

Viglianco said modern recreation facilities would enable the city to better take advantage of recent national publicity naming the Huntsville area as one of the top 10 places in the country to raise children.

During her three years in Madison, Viglianco said she has seen no other plan for meeting the city's recreation needs other than the signature project.

The signature project, as it has been proposed, would be located on approximately 80 acres just south of Mill Road along the Hughes Road extension. It would include a recreation center, baseball and softball fields, tennis courts, and other facilities.

The project's cost, which

Business

Sunday, March 14, 1993

Section C

Huntsville company promotes commercial stealth-like products

By MARTIN BURKEY
Times Staff Writer

Stealth aircraft experts in the Pentagon, fat cats in Texas and drug lords in South America know about Signature Products. It has appeared three times in prominent aerospace trade journal *Aviation Week & Space Technology*.

But locally, the small, home-grown Huntsville company is almost as invisible as its products, euphemistically referred to as "low observables."

Motorists on Franklin Street don't give the plain, concrete building a second glance. There is no sign in front, only a hazardous materials marker beside the locked door to Signature Products' second floor laboratory.

Unexpectedly, the youthful owner cheerfully ushers a reporter into his lab to whip up a few cookie-sized samples of near-stealth stuff with a hot plate, an electronic scale, a plastic cup and a Teflon cookie sheet.

It's missing a key ingredient and is slightly altered, but it is stealthy and it looks *just* like the real thing, he assures his visitor.

But for security and proprietary reasons, he won't discuss how he makes the main ingredients or his customers or how they use the coatings. He confirms the basics of published reports that there is "military interest" and that there is "testing going on in the south-west U.S."

Nor will he reveal his company's employment or sales figures or the location of two production facilities he said are located in Huntsville. As the company motto states, "It's what you don't see that's important."

Signature Chief Executive Officer David Keen was not interested in stealth technology when he started his own company in 1985. A captain serving as aide to Redstone Arsenal Commander Maj. Gen. Max Bunyard, Keen resigned his commission and went to work as an analyst for a local company

by day and worked nights to find a better glue for circuit boards.

Most polymers don't conduct electricity. Such plastics are used as insulator coatings for wires and tools, Keen said. He was working with a unique plastic capable of conducting electricity with good adhesive properties. But it wasn't conductive enough and would have been difficult to apply to mass production. He played with it for two years before recognizing what he really had was a low observable material.

His idea was to use microwaves to cure his plastic circuit board glue. He noticed during tests that it was getting very hot without curing. The heat meant that it was trapping and absorbing the microwave energy and converting it to heat — the same thing that stealth materials do to radar waves.

Older stealth materials contained a lot of powdered ferrites — iron — that trapped the radar beam, Keen explained. It was put down in layers and cut into sheets applied to aircraft. It weighed 1.25 pounds per square foot whereas Signature's material weighs 2.8 ounces.

Instead of powdered iron, the key to Signature's stealth material is cyanate "whiskers" suspended in a polyurethane or polymer sheet. The whiskers are composed of several carbon-based materials, including Fullerenes, or "Buckyballs," named after geodesic dome creator Buckminster Fuller. The electrical conductivity of the carbon is modified with a series of acid washes in a strong electrical field.

Previous attempts to use such materials were unsuccessful because they clumped together in a sheet of radar absorbing material, or RAM, Keen said. The problem was solved by adding thicker coats, but it also added hundreds of pounds to an aircraft's weight.

Keen said he has been able to ensure that the cyanate whiskers are evenly distributed in one layer

See STEALTH, page C3

Stealth

Continued from page C1

of his spray-on material, known as Signaflux.

The real test, however, is how it will perform in real world conditions outside Signature's lab. Keen said it can withstand up to 950 degrees. However, he has no proof that he can talk about regarding the material's ability to withstand hours of high airspeeds, blowing sand, splashed jet fuel and other fluids, and the weight of aircraft maintenance workers.

The material is tailored to absorb higher frequency radar waves needed to accurately locate a plane and shoot it down, Keen said. Lower frequencies are also easier to jam, he said.

Keen said his company's material can be produced as a flexible rubber-type material or as a hard plastic. It can easily be applied to cockpit canopies, sensor windows, engine intakes, weapons pylons and other external stores, he said.

Keen and his management style are as atypical as his product line.

He has a bachelor's degree in chemistry from the University of New York. Before he joined the Army, Keen said, he set blasting charges in East Tennessee coal mines for an uncle and worked in the explosives ordnance division of Tennessee Eastman. In the Army, his specialty was nuclear ordnance.

For exercise, he prefers roller-blading two or three times a week to a more dignified sport like golf. It's a pastime he would prefer went unreported.

"It's hard enough to be taken seriously," said Keen, a young-looking 38-year-old.

Keen said Signature Products is a proprietorship by design, not by necessity.

"I'm personally liable," he explained. "I use that as a marketing tool. I'm not going to be one of these companies that goes out and builds hardware, screws up and says, 'We'll just go out of business.' Since we're small, we don't have a lot of credibility yet. The first large customer we had, I said, 'I'm a proprietor. If you sue me, I lose my home.' Some of this stuff might sound corny, but when people make a decision on giving a small company a chance, they look at that. We're trying to do stuff for the long run. The people we supply know somebody is responsible for everything this product does or fails to do."

He won't warranty the performance of materials unless Signature applies it, but he said he has gone to help a customer with technical problems even after the contract was complete.

Signature is an unusual defense contractor in that it offers a money-back guarantee.

"I did that for my first customer," Keen said. "I still do that today. So far that's not been abused. It's a reminder to us not to promise more than we can do or we could lose a lot of money real fast."



Eric Schultz/Huntsville Times

David Keen demonstrates some of his product in his laboratory.

employee that it's difficult to bring in workers for piecework, he added. Some of the mixing is done by appearance and feel.

In the exotic world of stealth technology, even the phone calls are unusual.

There was the caller who asked if Signature could treat a small Cessna airplane and whether it had to be done in Huntsville, Keen said. It turned out he wanted it done in Columbia.

Suspecting its possible use, Keen later quoted a price that was as much as the cost of the airplane. But the caller agreed and said there were 10 more planes that he would like done if the first was satisfactory. By that time, however, Keen's small company was already fully committed, and he was able to diplomatically decline.

"One really rich guy asked if we could treat a Lamborghini Diablo," Keen recalled. "A guy from an automotive products company that makes stealth bras for cars

was looking to purchase some material."

People often don't know that their car windows are transparent to radar and the interiors are full of radar reflectors, he said. Not to mention their radiator grills, wipers, headlight reflectors, bumpers, wheel wells.

Although the overall picture for defense companies is bleak, Signature met its five-year goal in its first year and has done just fine since, Keen said. 1992 was its best year and it looks like 1993 will be better, he added.

One reason is that the Department of Defense has stated that stealth technology is one of its highest priorities. Another is that the Pentagon no longer has the money to build new generations of planes and tanks and other weapons designed specifically for stealth. Keen claims Signature's coatings can easily be applied to existing non-stealthy vehicles and give a marked decrease in their ra-

dar signature.

Keen estimated that his business is about 60 percent research and 40 percent production. About 70 percent of his work is military, but he is finding more applications in the civilian world.

A good example of Signature's commercial prospects is a contract being negotiated with the New York Port Authority to treat airport vehicles, buildings and landing lights at LaGuardia Airport. The goal is to reduce the radar clutter that interferes with tracking planes landing and taking off, Keen said.

The same or similar material can be used to make the spiked radar absorbers used in aircraft test chambers, he said. It can also be used behind aircraft radars to shield pilots from their own radar reflections.

As the public becomes more concerned about potential health hazards of electromagnetic fields or EMF, Keen envisions other applications such as shielding for office machines or homes.

He is also pursuing more offbeat but potentially rewarding applications for his electrically-conducting plastics.

Signature is working with a large sporting goods manufacturer on body armor — helmets, elbow and knee pads, etc. — for skaters and cyclists that would change colors to blue, green, or red with the flip of a switch.

"We've built a prototype," said Keen. "Now we're reducing the size of the power pack."

He's applying the same idea to making glowing, color-changing skateboards that he says will be "bright even in sunlight." The first of these products might be ready to hit the shelves by Christmas 1994.

And Signature is, Keen added proudly, "a non-growth company." His number one goal is to stay in business and have a stable company.

"We are not a company that tries to grab everything it sees in services or hardware in hopes of meeting short term goals," he said. "There are companies that just go after anything. When they hire people, they know at the end of one year they will kick those people out. We want to have a team."

It also takes so long to train an

Rocket fuel technology eyed for civilian sector

BY PAM ROGERS

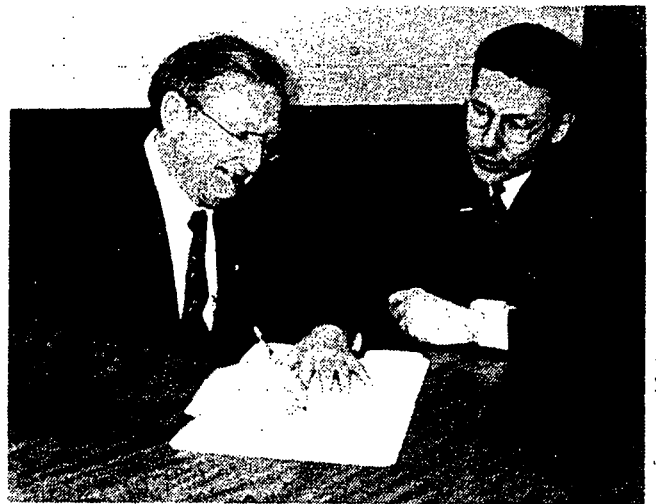
A new form of carbon now being made by MICOM scientists may someday keep barge towboats from running into bridge pylons.

The material is named C-60 and nicknamed "Buckeyballs" after the creator of the geodesic dome, Buckminster Fuller. The shape of buckeyballs resembles a soccer ball, with 60 corners.

C-60 was discovered in 1990 by scientists at the University of Tucson, and has been produced since 1992 at the RD&E Center's Propulsion Directorate as a potential rocket fuel.

Under a cooperative research and development agreement signed last week, C-60 production technology was transferred to Signature Products Company of Huntsville for use in the civilian sector.

The problem that C-60 may provide an answer to is the tendency for bridges to behave as broadcast antennas for civilian radar. The problem occurs when a towboat approaches a bridge using X-band radar to locate the bridge pylons. The bridge, acting as an antenna, renders the radar useless. Signature Products has developed a method for preventing the interference using C-60.



TECHNOLOGY TRANSFER — RD&E Director Dr. William McCorkle, left, and David Keen, president of Signature Products, sign a cooperative research and development agreement for C-60.

The Land Trust honors

Area businesses are recognized for helping 'our fragile planet'

By **MARTIN BURKEY**

Times Aerospace/Science Writer

Twelve North Alabama businesses received the Huntsville Land Trust's first Environmental Excellence Awards during a reception Thursday night.

Each award, a crystal hand holding a crystal globe, was presented by former Mercury and Apollo astronaut Alan Shepard.

Like all the astronauts, Shepard said, he was struck to look back at the Earth from space and "realize the fragility of our planet."

"We realize there are limitations to this planet," he said. "We are not infinite here. We have to conserve our resources."

Created in 1987, the Land Trust is a non-profit, land conservation group devoted to identifying environmentally significant land in Huntsville and Madison County and acquiring it through purchase or gift from the landowner. It now owns 1,100 acres, said James Ledbetter, chairman of the Land Trust's board.

The award winners were:

● **Ogden Martin Systems of Huntsville Inc.** received the small business award for clean water. Operator of the solid waste-to-steam plant on Redstone Arsenal, the company has reduced water usage by 17 million gallons annually by rerouting internal piping and redesigning numerous technical processes.



Glenn Baeske/Huntsville Times

Former astronaut Alan Shepard, center, meets with Boeing's Charles G. Davis, left, and Thiokol's Calvin G. Wiggins at Hampton House Thursday night.

● **ADS Environmental Services Inc.** won the large business clean water award for helping municipalities, including Huntsville, identify sources of water and beach pollution and helping utilities better manage their wastewater infrastructures.

● **Motorola UDS** won the large business energy conservation award for being a volunteer participant in the Environmental Protection Agency Green Lights Program. When complete, its plan to replace standard light fixtures with more energy efficient lighting will save 1,622 kilowatts annually.

● **The Huntsville-Madison County Botanical Garden** won the small business environmental

education award for numerous projects to increase community awareness of environmental stewardship, such as the Christmas tree recycling program, leaf mulch program and backyard composting program. It also offers courses such as children's tree planting, wildflowers and butterfly gardening for children.

● **PPG Industries Inc.** won the large business environmental education award for its involvement since 1986 in uniting industries with city and state emergency response agencies, as well as donating scholarships to local colleges for environmental studies, donating computers to

See HONORS, page A3

Honors

Continued from page A1

the city for emergency evacuation and its speakers bureau that visits schools to educate children about managing hazardous materials.

● **Byrd Spring Rod & Gun Club** won the small business land protection award for preserving more than 800 acres in their natural state since 1922. Its land includes wetlands with old growth Tupelo Gum forest, supporting a large migratory bird and animal population. It has made the wetlands available for educational research and conservation group tours.

● **The Boeing Co.** won the large business land protection award for restoring a severely eroded agricultural site to protect the wetland environment. Future plans call for an interpretive boardwalk into the wetlands.

● **Signature Products** won the small business noise/air pollution reduction award for developing a silicone-based coating which eliminated the need for traditional, polyurethane-based, aircraft coatings used by commercial and de-

fense aerospace manufacturers. Polyurethanes contain volatile organic compounds (VOCs) and completing solvents and chemicals.

● **Thiokol Corp.** won the large business noise/air pollution award for reducing noise and consumption and consequent emissions of chlorinated solvents by more than 90 percent in the past three years by changing production processes and material substitution.

● **Chrysler Corp.** won the large business waste reduction award for its Resource Conservation and Recycling Program, which attends numerous conferences and seminars, works with local leadership to develop recycling roundtable to encourage companies to enhance recycling efforts. They make presentations to chambers of commerce and community youth groups.

● **Foliage Design** won the youth-to-business award for its "interior plantscaping" program, which installs and maintains foliage plants in local businesses to create a healthier, more pleasant environment. It also does environmental education programs for the Huntsville Boys and Girls Club.

● **Robert Wilkins** was named to the board and chairman of the Big Spring Branch of the Alabama Softball Association, active in establishing environmental policy. As chairman, his board created a recycling program, strongly supported the city's integrated solid waste management program, coordinated a phone bank program, and sponsored materials for local civic groups.

Two other award winners were presented to Austin, who initiated the formation of an unofficial city of Huntsville Land Trust projects such as the Monte Sano Preserve and the Disposal Authority program. Greenway S

WORLD WAR II

FIFTY YEARS AGO TODAY

JULY 15

1 • 9 • 4 • 4

American soldiers reach the outskirts of Lessay in Normandy, then halt attacks along a line east to the Taute River to prepare for a major offensive; Allied troops battle the Germans fiercely near St. Lo and Caen. In Italy, British forces launch a frontal assault on Arezzo, and U.S. troops push rapidly toward Leghorn. Soviet soldiers capture Opochka, south of Lake Peipus.



Source: "2194 Days of War," W. H. Smith
 World Almanac and Book of World

AVIATION WEEK & SPACE TECHNOLOGY

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MARCH 8, 1993

LUFTHANSA REALIGNS TO GAIN STRATEGIC EDGE

PAGE 36

AIRLINE'S CHIEF GOES 'ON THE RECORD'

PAGE 40

U.S. \$5.00/U.K. £1.95



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COATINGS BLUNT RADAR IMAGES

WASHINGTON

U. S. researchers are developing new radar absorbing materials that can be sprayed on transparent surfaces such as cockpit canopies and sensor ports to blunt the signatures of older aircraft, precision-guided weapons and cruise missiles.

The Pentagon once anticipated the acquisition of many stealth aircraft whose characteristics, combined with internal or conformal weapons carriage and embedded sensors, would foil radar detection. But plummeting defense budgets mean operational planners will have to rely on older aircraft designs, so the technical community is scrambling to find new ways to cut the radar signatures of combat aircraft.

Older aircraft have large radar cross sections, and externally mounted weapons and sensor packages worsen their vulnerability. In particular, cockpit cavities, weapons and the optically transparent ports on many types of sensors—including anything with staring arrays that search for changes in temperature—produce large radar returns.

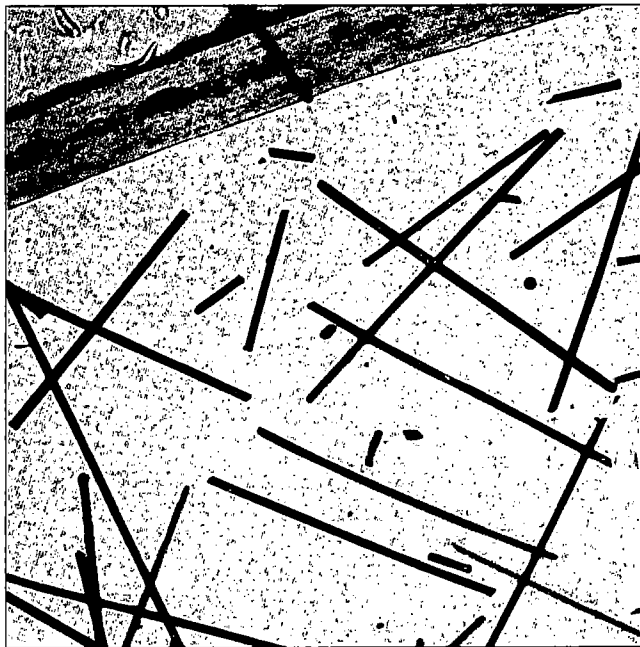
The reflection of car lights from an animal's eyes is an effect similar to radar's reflection from the transparent section of a forward-looking infrared (FLIR) sensor or television camera. The effect is known as retro-reflection. To reduce these radar re-

Human hair (top left) indicates the size of cyanate whiskers that can be embedded in transparent material and applied to aircraft cockpits.

turns, researchers are working on a variety of optically transparent, radar absorbing materials that if properly applied to cockpit canopies, Lantirn pods, and SLAM or Maverick missile heads will make them almost invisible to radar.

While not willing to talk about the technology's application to specific military projects, David Keen, chief executive officer of Signature Products in Huntsville, Ala., explained how his company is developing optically transparent RAMs.

Traditionally, polymers have been used as electrical insulators, but since about 1982 new classes of the materials can carry electricity. These new polymers already have been used in rechargeable batteries and capacitors and as shielding against electromagnetic energy that interferes with radar. These polymers' conduc-



tivity allows them to be used as radar absorbing material.

Of possible military use are blends of polyaniline, a high molecular weight polymer, and cyanate whiskers, Keen said. These materials are suspended in a polyurethane or polymer matrix to form a sheet of material that can distort radar signals. In a liquid form, the material can either be sprayed on or laminated over composite air vehicle skins. After hardening, it retains the capacity to withstand 950F temperatures for up to 50 hr. without degradation.

"The key to getting good radar absorption performance is the cyanate whiskers," Keen said. "The whiskers are composed of a series of carbon-based materials, which include 'fullerenes.' " The fullerenes resemblance to Buckminster Fuller's geodesic domes has earned them the nickname "buckyballs."

Electrical conductivity of the buckyballs has been modified by a series of acid washes in a strong, electrically polarized field. After this treatment, the whiskers break up incoming radar signals and absorb them. The process produces heat that dissipates the radar energy.

In the past, attempts to use these suspended materials have been frustrated by their tendency to clump together or move to one side of a sheet of RAM. The problem was overcome then by adding thicker coats to ensure predictable results. However, it also added hundreds of pounds to an aircraft's weight, which results in reduced range and bomb load.

Of concern to researchers is how much the transparent RAM will degrade what the coated sensors can see. The change has yet to be defined and such calculations will likely decide the utility of the product to the military, Keen said.

JPL TO CUT 1,000 JOBS

LOS ANGELES

NASA's Jet Propulsion Laboratory will reduce its staffing by 1,000 jobs over the next five years, putting it back to 1986 employment levels.

JPL's \$1.1-billion budget is expected to remain constant, and the net effect will be a transfer of work from the planetary exploration center out to contractors. This is in contrast to the early 1980s, when JPL brought work in house and sought other types of projects because the future of planetary exploration looked dim.

JPL has the equivalent of 6,000 full-time employees and 1,700 support contractors, and both groups will be cut by layoffs and attrition at a total of 200 per year. Deputy laboratory director Larry N. Dumas said the reasons for the cut are:

- To direct more work to contractors that are downsizing drastically. "The proposal really transfers 1,000 jobs to industry," Dumas said.
- To bring JPL's contracting ratio closer to that of other NASA flight centers. About 60% of JPL's budget is contracted out, and other centers contract out more.
- To stay within NASA headcount limits, currently exceeded by 100 people, and to be in step with overall NASA cutbacks.
- To be able to comfortably fit within JPL's two main sites after closing several leased buildings.

JPL ALSO will close its rocket propulsion laboratory at Edwards AFB, Calif., over the next several years.

With the extra contracting there is concern about losing JPL's experience in technologies peculiar to planetary exploration. "We expect that make-or-buy decisions will be based on what core competencies we want to keep," Dumas said.

75th ANNIVERSARY

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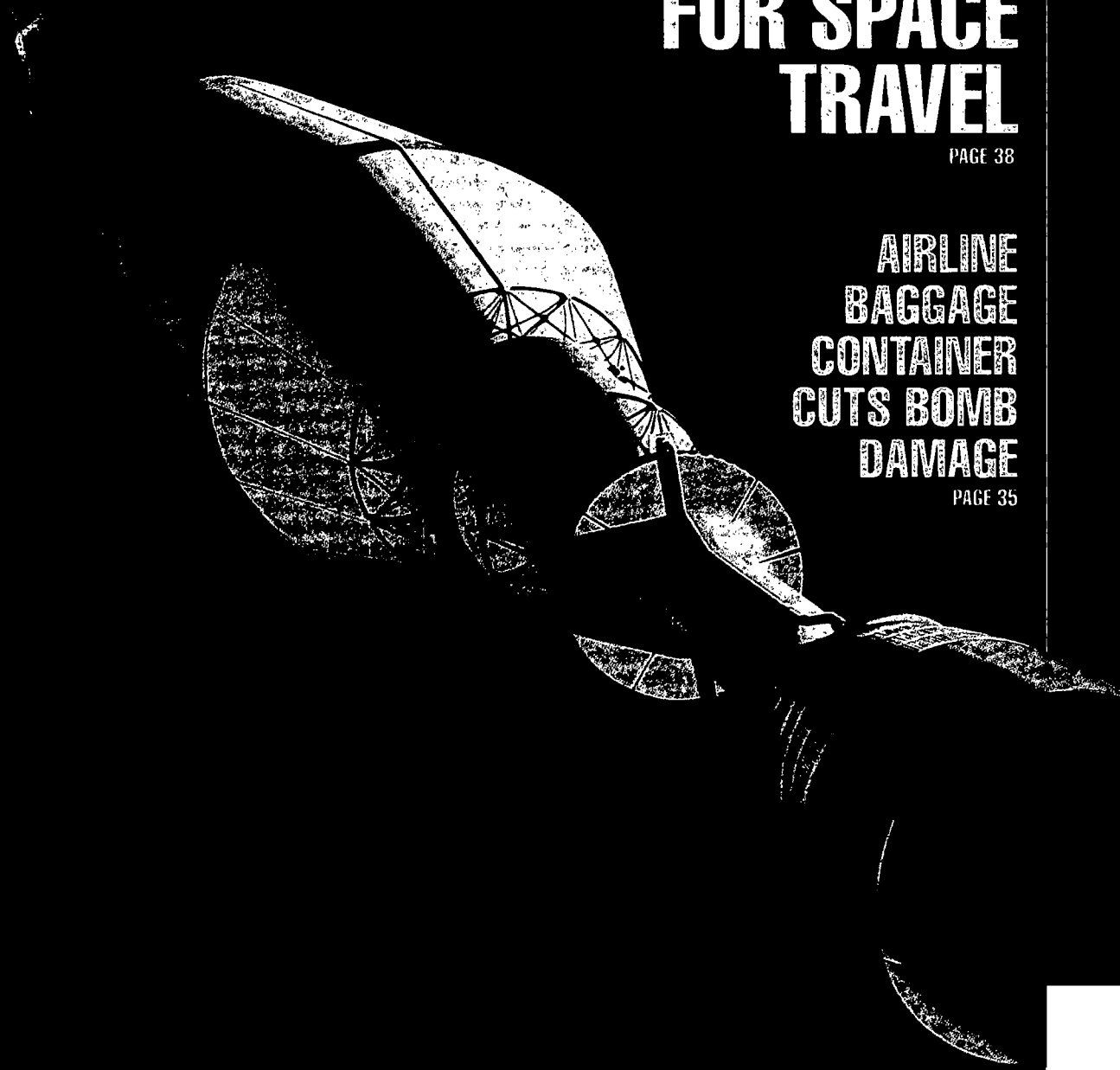
DECEMBER 2, 1991

NUCLEAR PROPULSION FOR SPACE TRAVEL

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AIRLINE BAGGAGE CONTAINER CUTS BOMB DAMAGE

PAGE 35



Easily Sprayed Radar-Absorbing Materials To Improve Stealth Capability of Aircraft

DAVID A. FULGHUM/WASHINGTON

New, easily sprayed radar-absorbing materials could increase low-observable characteristics of existing, nonstealth military aircraft inexpensively and allow stealth bombers to increase their loads by carrying conventional weapons externally.

The process could put competitive pressure on aircraft companies that have invested heavily in new stealth designs and on the military, which wants new aircraft such as the U.S. Air Force's F-22 and Multi-Role Fighter instead of retrofitting its older models.

"We're interested in anything that will help [reduce radar signatures] but in certain frequency bands and with certain shapes, we don't believe any amount of RAM will work," a senior Air Force official said. "However, from a reliability and maintainability standpoint, [the ability to easily add or replace RAM where it is known to be effective] would be a step forward."

Developers of the lightweight radar-absorbing materials (RAM) believe they also could provide more economical solutions to traditional commercial problems such as electronic reflections in crowded urban areas. Around microwave relay towers, reflections can foul communications and around airports they can obscure critical radar images.

LITTLE WEIGHT PENALTY

One small company, Signature Products of Huntsville, Ala., uses high molecular weight polymers—which can be applied as sprayed coatings—as a matrix to hold elements or whiskers of radar-dissipating material in evenly distributed patterns. Company officials said the ease of application would allow military maintenance personnel simply to spray a large radar-reflective area such as an aircraft's nose or tail and reduce its radar signature without massive weight penalties.

Signature's RAM can be applied "by hand, by anyone" using a "low-tech spraying device" with a modified nozzle, a researcher said. The nozzle, and the type of solvent used, control the critical thickness of the RAM layer that can be applied in a single pass. The cost of the raw material will be about half that of conventional RAM supplied by large aircraft coating manufacturers, he said.

Easy-application RAM also might be used to increase the bombloads of stealth aircraft, which now are restricted to interior carriage, another industry official said. Instead of expensive weapons that are developed to conform to a stealth aircraft's

shape, conventional bombs could be loaded onto exterior hard points, sprayed with the low-observable material and sent into combat with less degradation to the bomber's radar signature, he said.

Critics said there is no proof such a coating can survive environmental stresses such as blowing sand or hours of expo-

Signature's RAM can be applied 'by hand, by anyone' using a 'low-tech spraying device'

sure to high airspeeds. Moreover, Air Force officials do not believe sprayed material can solve the problems of reflective corners when using conventional exterior bomb racks and weapons.

Officials of some large companies say they are using less RAM than even a few years ago. F-117s initially were coated fully, but now only certain critical areas receive the treatment, a senior official of Lockheed's Advanced Development Co. said. Lockheed, which also is building the stealthy F-22, has concentrated on aircraft shape instead.

The Air Force certainly could use the material on its tactical aircraft if it works as advertised, the official said.

The easy-spray RAM also are candidates for use on microwave towers and airports, a company official said. Substantial noise or interference is injected into microwave signals by their own reflection from relay towers and the buildings that surround these structures. An inexpensive coating sprayed on the side of nearby buildings and the tower could reduce such interference greatly, he said.

Airport fences, landing lights and other structures produce ground clutter that can obscure radar images of approaching and departing aircraft. RAM applied to the protrusions would give operators a cleaner, more accurate picture of airport activities.

In the past, researchers have had trouble producing a coating that gave even radar absorption. Instead of spacing evenly through a bonding material or matrix, absorbing elements tended to bunch together or move to one side of a sheet of RAM. The problem was overcome by adding thicker coats to ensure predictable results. However, the process also added

up to hundreds of pounds on an aircraft and caused nightmares for designers.

Signature has elected to concentrate its research on higher 5-200-GHz. radar frequencies, which "make everything, every rivet and seam in an aircraft's skin, act as a little antenna" by reflecting radar signals, the scientist said. These high frequency radars are needed to locate an aircraft accurately enough to shoot it down.

However, researchers here believe low-frequency radars have too little accuracy to be a serious threat and consider them easy to jam.

Instead of the small balls of iron and similar materials used in earlier RAM coatings, the Signature process uses "cyanate whiskers" of material to break the incoming radar signals into fragments and absorb many of the microwaves. The process produces heat that, in turn, dissipates the absorbed energy.

"Another problem is to produce a material that is useful," a researcher said. The whiskers must be suspended in a matrix material that "won't dissolve when jet fuel is splashed on it, won't deteriorate in salt water and isn't damaged when it is walked on or is exposed to the sun for a long time."

THIN RAM FILMS DEVELOPED

First, the company developed thin films of RAM with an evenly distributed mix of polar and nonpolar liquid materials. These were then "locked into position by a [nonheat] curing process," a scientist said. The film was cut and applied to the surface to be protected.

Now, researchers have developed a process that dispenses with the films. It uses chemical means to both orient the radar-absorbing elements within the wet matrix and give it sufficient strength for spray-on or aerosol application.

The coatings have completed testing against standard, flat-plate targets at both narrow and broad-band frequencies and are involved in a second round of tests at an undisclosed site in the Western U.S.

The company's research is aimed at meeting a Defense Dept. need for retrofitting fielded military aircraft, vehicles and ships with low-observability characteristics. Gen. John M. Loh, commander of the Air Force Tactical Air Command, said retrofitting TAC's fighters is an area that needs investigation. It is likely that stealth upgrades to existing aircraft would be a product of research for the Multi-Role Fighter program and not a separate retrofitting effort, he said. □

ground against which the aircraft is flying.

The concept is "for confusing the human eye" with unexpected patterns, hues or intensities of light, according to David Keen, chief executive officer of Signature Products in Huntsville, Ala., one of the companies developing such coatings. A blunt, straight A-10 wing that suddenly looks like a delta or swept wing or that blends into the sky or a canyon backdrop could make a gunner hesitate before shooting, he said.

A few seconds can give a pilot the time he needs to elude an optical-sighted weapon or adopt a tail chase position to outrun a hand-launched, infrared missile like the Stinger, Blowpipe or SA-7/14, a decoy specialist at the Air Force's Air Warfare Center at Eglin AFB, Fla., said.

At a distance of one kilometer, areas on an A-10 that suddenly lighten or change to a background color would effectively disappear to the naked eye, researchers claim. The patterns would be controlled by a small, low-cost mixing and switching device on the aircraft.

By rapidly varying voltages to sections of the coating, a quivering, flickering effect can be created to further spoil the aim of gunners. Various metals are attached to modified carbon molecules in the polyaniline coating to produce different colors.

When a number of sheets are interconnected, a simple switching device controls the desired hue and illumination. Although the materials are sometimes called synthetic metals because they conduct electricity, they retain the light weight and malleability of a plastic.

SOME OF THE MATERIALS can be engineered to provide visual camouflage during the day and, when power is removed, to absorb radar energy, for example, at night. However, it appears that the coatings cannot be an effective RAM and camouflage at the same time.

The camouflage effort bears some similarity to research by the Air Warfare Center in concealing ground targets from pilots.

For decades, researchers used distinct patterns of paint both to hide high value targets on the ground from airborne intruders and to attract a bombing pilot's eyes to other, less critical areas. In one series of tests, black areas resembling the shadows produced by parked aircraft regularly attracted pilots away from real aircraft. The deception had taken advantage of the human eye's search for familiar hues, light intensities and patterns.

Defense officials are aware of the use of dazzle paint designs used on ship hulls in World Wars 1 and 2 and experiments with putting numerous lights on the exterior of antisubmarine aircraft so they would blend into the sky above the horizon.

Both efforts were conceived as ways to

deceive the eyes and judgment of submariners.

A veteran of the Persian Gulf war who saw both the destructive capability of the A-10 and its vulnerability to anti-aircraft fire at low altitudes expressed the feeling of many when he said, "Those of us in the [A-10] community are interested in doing something" to improve survivability.

Therefore, some initial incredulity at flying an aircraft that changes color in mid-air has given way to interest.

"The A-10 is a big airplane," an ANG pilot said. "If we can do anything to help [reduce] the signature, I'm for it."

The polymer coatings also can be manufactured as RAM. When the coating is properly applied, cracks or gaps as small as 3 mm. that normally generate large radar echoes become traps instead.

Researchers contend signals can be attenuated as much as 20 dB. sq. meter per bounce as they are reflected from coated surface to coated surface.

Spray-on RAM is not a new concept, but in the past coatings have been thick and very heavy, consequently causing aircraft performance and payload problems. Initial testing shows the new coating being demonstrated to the ANG by signature weigh only about 90-100 grams/sq. ft.

THE COATINGS ARE BASED on new classes of polymers that have been specially altered to conduct electromagnetic energy. One combination being studied for use on the A-10 is a polyaniline base impregnated with cyanate whiskers that can be sprayed on aircraft. The whiskers break up incoming radar signals and absorb them.

The next goal is to paint an aircraft and test it on the Nellis AFB, Nev., Red Flag ranges against a complex of threat radars, Kazan said.

The ANG has been eager to conduct the experiment, but has yet to raise the necessary \$100,000 and get approval from Air Combat Command for use of the range and an A-10, he said. ■

FRENCH AIR FORCE BEGINS C-135FR MODIFICATION

SEATTLE

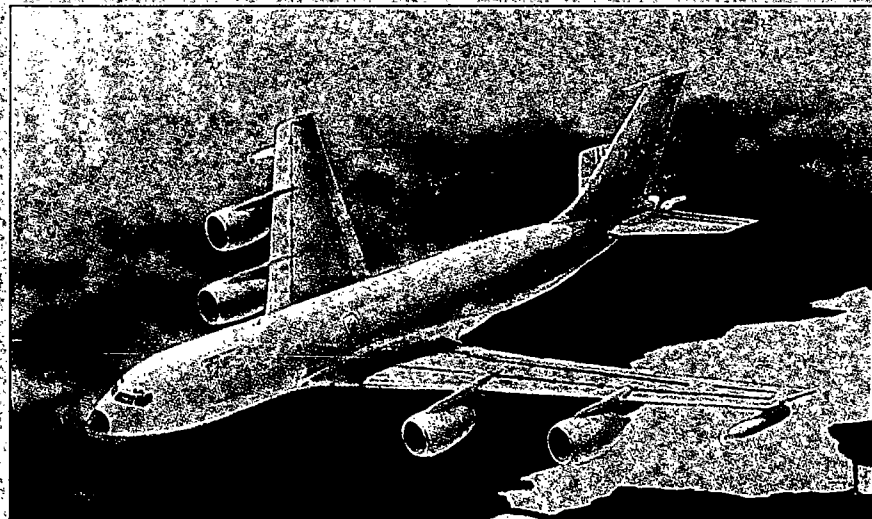
French air force C-135FR tanker equipped with wing-mounted hose and drogue refueling modification is shown in this artist's concept. The first C-135FR arrived at Boeing's Wichita facilities to receive the modification last month as part of a \$4.1-million contract. Another 10 will be performed by Air France in France.

The conversion will give the French air force the flexibility to simultaneously refuel two probe-equipped fighters in flight as well as support French AWAC transports during the same mission using the tanker's existing centerline fueling boom.

The U.S. Air Force is studying a similar update for between 50 and 200 of its KC-135 tankers, and a request for proposals could be issued by year's end.

The initial C-135FR installation is scheduled to be completed in September. Following extensive ground and flight testing, it will be delivered to the French air force in February, 1994.

The modification includes adding the wing-mounted hose and drogue pods, pylons and copilot's fuel panel. Two new high-flow air refueling pumps will be installed and an upper deck fuel tank supplied by the French government. ■



AVIATION WEEK & SPACE TECHNOLOGY

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JUNE 7, 1993

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SIGNATURE REDUCTION KEY TO A-10 SURVIVAL

DAVID A. FULGHUM/WASHINGTON

Contractors are assessing classified radar and infrared absorbing materials and engine heat-reduction devices as part of a broad program by the U. S. Air Force and Air National Guard to improve the combat survivability and operational flexibility of the A-10 fleet.

In both associated and independent efforts, the Sacramento Air Logistics Center (ALC) at McClellan AFB, Calif., Grumman Corp. and individual ANG units, primarily from Maryland and Michigan, are exploring the feasibility of various upgrades.

Plans are to retain about 412 A-10/OA-10s, about evenly split between Air Force active and reserve components, senior Air Force officials said. However, more A-10 reductions likely could result from the Pentagon's ongoing Bottom-Up review.

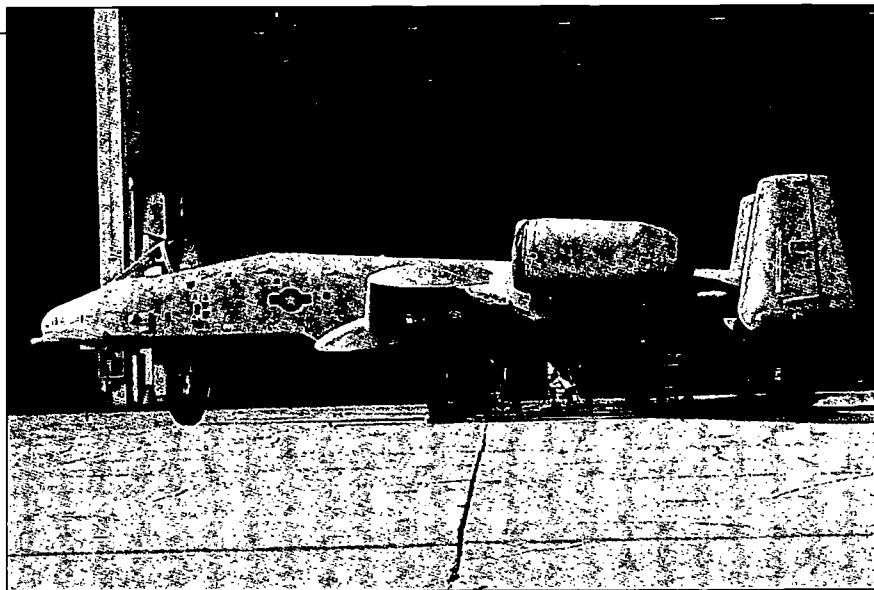
The use of radar absorbing materials (RAM) would allow A-10s to get closer to targets before they are detected by radar-guided missiles and guns. Engineers familiar with stealth technology said that by absorbing about 10 dB. sq. meters of radio frequency energy, coatings should at least be able to reduce the operational range of a radar by about half.

Researchers also are interested in suppressing the A-10's heat or infrared (IR) signature. That would cut the vulnerability of the ground attack aircraft to shoulder-launched, heat-seeking missiles. Unlike faster jets, the A-10's mission profile often exposes it to ground fire for long periods. During the Persian Gulf war, nearly all of the missiles that shot down allied aircraft were ground-launched IR weapons such as the SA-7 and SA-14.

SOME OF THE COATINGS under consideration can simultaneously absorb radar energy reaching the aircraft from outside while containing internal heat, industry and Air Force officials said. The idea is to eliminate hot spots on the sides of an A-10 that could be recognized by IR sensors on missiles or target acquisition systems. The coating alters heat radiated by the aircraft to frequencies that most infrared missiles will ignore.

Under investigation are ceramics, carbon foams and the "iron ball" coating used on the SR-71, officials said. Also being studied are new, lightweight spray-on RAMs that use cyanate whiskers of modified carbon molecules to slash an object's radar cross section.

The Air Force is researching several



Air Force is changing the color of A-10s to light gray from olive drab and painting a false canopy under the nose.

ways to reduce the A-10's engine exhaust heat signature, according to Elliot Kazan, A-10 program director at Grumman. The most expedient method is to extend the engine nacelles' outer cowlings about three feet, which would both move any missile explosion farther aft on the aircraft and allow the injection of cool air into the exhaust before it is vented into the protective box formed by the horizontal and vertical stabilizers.

Another option is to cool an engine's exhaust internally, before it leaves the engine. The concern with internal cooling is finding inexpensive technologies that do not reduce the power or thrust of the engines.

In addition to reducing the A-10's infrared and radar signatures, the electronic combat directorate at Wright Patterson AFB, Ohio, is evaluating two systems that broadcast a warning when they detect the rocket motor plumes of approaching missiles.

Another system under consideration is designed to trick missile guidance systems with false signals that "cause them to veer from course," an industry official said. The missile is directed away from the aircraft and subsequently "confused by the fact there is nothing hot near it."

The missile warning system could operate independently or be supplemented with a radar warning receiver (RWR) and a 440-round chaff and flare system for

an all-round missile defense. The program in which the chaff and flares are dispensed would be controlled from the cockpit during flight.

Other portions of the A-10 upgrades, some of which are already in place, include:

- Gray, low-visibility daytime paint with a false canopy painted on the aircraft's underside. The first repainted aircraft are now leaving Sacramento.

- Global Positioning System (GPS) for more accurate navigation. The system is being prototyped and flight tested at Sacramento ALC and is to be installed in the aircraft beginning in 1997.

- Improved Data Modem (IDM), which moves target data from Army ground stations, satellites and other aircraft via VHF or UHF radios into the cockpit. It will be installed with the GPS upgrade.

- Low Altitude Safety and Targeting Enhancement (LASTE) for terrain avoidance and more accurate bombing and gunfire with the continuously computed impact point computer. The system improves the A-10's circular error probability "by more than half," an A-10 program official said. As a result, Maryland ANG's 175 Fighter Group won the last Air Force-wide Gunsmoke bombing competition. Moreover, software can be updated and additional data shown on displays. LASTE upgrades are nearly complete.

- Night Vision Goggles and compatible aircraft lighting so that instrument or exterior navigation lights do not blind the pilot. The goggles now are being purchased. Lighting installation and the

AERONAUTICAL ENGINEERING

replacement of windscreens with less lead content, which would improve night vision goggles visibility, could begin as early as 1995.

- Lightweight airborne recovery system (Lars) kits are being supplied to A-10 squadrons in composite wings. The search and rescue upgrade, a product of Desert Storm, provides the direction and distance to downed pilots so their position can be pinpointed.

Other upgrades are under consideration by the Air Force and reserve components, but, like the RAM coatings and IR suppression, they remain unfunded.

- The adoption of 300-gal. A-7 fuel tanks to replace 600-gal. ferry tanks. The smaller tanks would allow the A-10 to conduct defensive maneuvers, carry more ordnance and extend its range and loiter time for search and rescue and forward air control missions.

- Replacement of the turbofan engine with a nonafterburning version of the F404 turbojet currently in the F-117 and F/A-18 continues to be delayed because of the \$6-million per aircraft cost. However, it would allow the A-10 to sustain 6g instead of 3g and fly at 450-kt. instead of 320-kt. and improve single engine performance.

- Forward-looking infrared (Flir) sensor for night acquisition and targeting. In this technology area researchers have looked at a number of options, including adopting only the targeting pod from Martin Marietta's low altitude navigation and targeting infrared for night (Lantirn) system carried by F-15Es and F-16s. Another plan is to install the mast-mounted sensor from an OH-58D scout helicopter on an A-10's underwing pylon.

Currently the active Air Force is leaning away from adopting a Flir unless a very low cost option can be found, an Air Force official said. In fact, many "major modifications are on hold until force structure issues are decided," he said.

However, these modifications would increase the A10's capability of conducting night attack, airborne forward air control and search and rescue missions. Currently, units such as Maryland's 175th must perform night attack missions using flares and Maverick infrared missiles as a "poor man's Flir," Maj. James D. Cobb, an A-10 pilot, said. This tactic was developed by two Air Force A-10 squadrons during the gulf war.

A number of these evaluations are due to be reported to the Air Force by the end of the year. While many of these initiatives have received the support of Air Combat Command, supporters are afraid that they will die due to neglect and scarce funding.

Senior Air Force officials said they intend to continue operating A-10/OA-10s at least through 2001. Aircraft service life is expected to extend through 2030. ■

COATINGS FOOL RADAR, HUMAN EYE

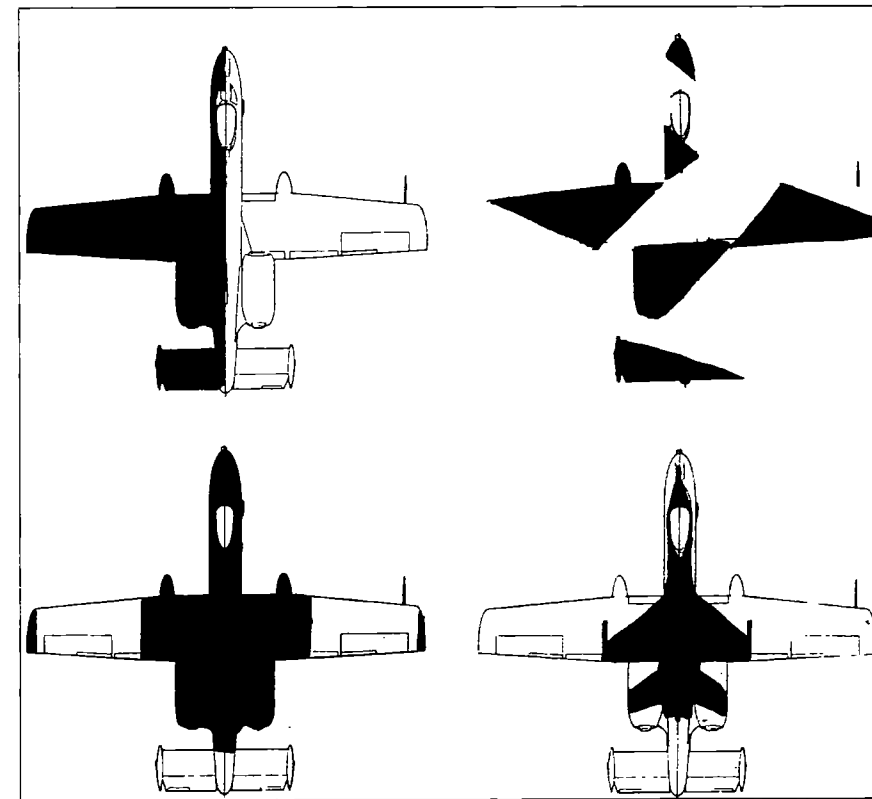
WASHINGTON

Researchers are studying lightweight, polymer coatings for U. S. Air Force and Air National Guard A-10s that can absorb radar signals or change colors and light intensity as an inexpensive method to foil antiaircraft defenses.

Radar absorbing materials (RAM) ensure an aircraft can move closer to the target without being spotted by radar. Engineers familiar with stealth technology estimate a coating should absorb at least 10 dB. sq. meter of radio frequency energy, thus reducing the operating range of an air defense radar by 40-50%.

declining military budgets mean the purchase of fewer new stealth aircraft and the continued service of older aircraft, according to Elliot Kazan, A-10 program director for Grumman. Air Force officials are skeptical, saying total cost would depend on the number of aircraft treated, the cost of labor to apply and maintain the coatings and how often they are replaced.

Air Force, Air National Guard and industry officials confirm they are considering a variety of plans to increase the survivability of their aircraft that range from



Small voltages applied to thin layers of specially treated polymers can cause changes in light intensity and color allowing instant shifts in camouflage for U. S. warplanes. With power removed, the coatings revert to a radar-absorbing material.

During daylight operations, visual illusions are expected to create confusion among antiaircraft gunners as an aircraft nears its ordnance release point. When conducting pull-off maneuvers, an aircraft is especially vulnerable to ground fire.

Such low-cost modifications, less than \$25,000 per aircraft for RAM coatings, are gaining favor with the military since

painting the aircraft light gray to applying coatings that making it less visible to radar and infrared sensors.

Visible light technology involves putting low voltages through sprayed-on panels of specially prepared polymers.

When stimulated, the material can alternate light and dark or produce shades of greens, reds, browns and "Robin's egg blue" to match the back-

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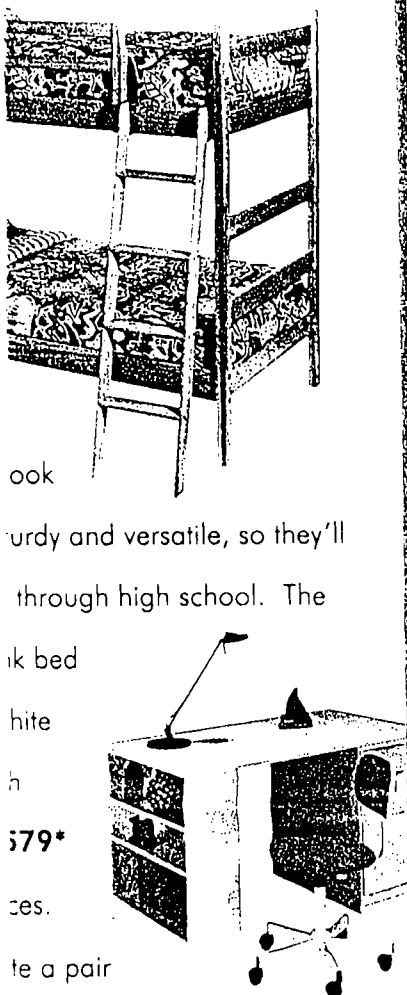
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To: WHF

The "too cynical
by half" article

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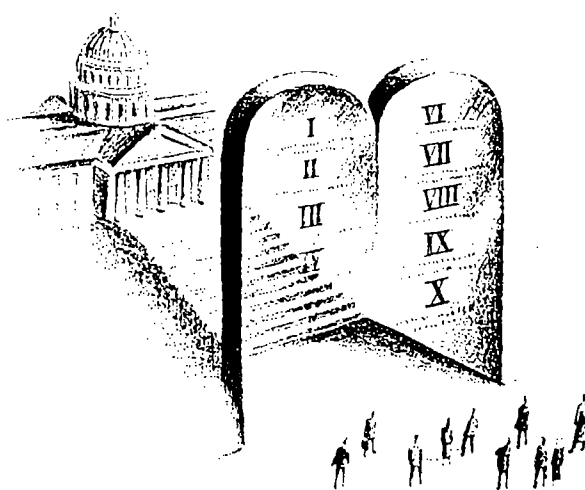
SUNDAY, MAY 8, 1994

MAUREEN

DOWD

On Washington

THOU SHALT NOT LEAVE A PAPER TRAIL



On the TV show "Home Improvement," Tim Allen's swaggering handyman likes to brag that he has tools to fix tools.

In Washington, bureaucrats like to brag that they have rules to fix rules.

Richard N. Haass, a national security official in the Bush White House, may have had too much free time once the Democrats assumed control — so to speak — of foreign policy. He has written a Dale Carnegie-style book called "The Power to Persuade" about how to be effective in government: How to Balance Your Agenda With Those of Others; Make the Center of Your Compass You; and Schedule Your Priorities, Not Prioritize Your Schedule.

He offers guidelines for budding bureaucrats, including: Pledge yourself to excellence; Don't be afraid to act; Never forget implementation; Be prepared to work hard; Be decent to people, and Keep lists.

But such banalities don't help in this capital of in-

trigue and calculation, as President Clinton calls it. A Washington veteran, Haass should know it is not the fittest who survive here, but the most manipulative; social Darwinism rules. This is, after all, a place where Iago would thrive, angling for the final slot and last word on the Sunday talk shows, or that last seat on the Presidential helicopter.

So, since Haass won't tell you, it falls to us to give the real rules for ambitious courtiers:

1. Always be the first with good news. As the Clinton strategist James Carville puts it: "When you've got good poll numbers, tell the President personally. When you've got bad numbers, tell George to tell the President."

2. Don't be afraid to leak. Ignore all injunctions from superiors not to talk to reporters. You must start building up debts, and the only way to do that is to tell reporters something they can't find out any other way.

If you're leaking something controversial, make it sound like someone else. One Reagan official, whenever he wanted to leak a story, would throw in Don Regan's trademark phrase, "and the like" several times, to insure that any quotes from an unidentified White House official would sound like the chief of staff. Similarly, someone wanting Dick Darman to get the blame would toss in a word like "inchoate." If you read an unflattering anecdote about President Clinton that features the phrase "meaningful exchange" in an anonymous quote, don't assume Al Gore is the leaker; look for his enemy.

3. Never confuse networking with affection. The press can be surprisingly easy to co-opt. But remember the Woodward-Darman law, which dictates that a friendship between reporter and source lasts only until it is profitable for one to betray the other. When the first glimmer hits the horizon that your number is up, your old pals in the press will turn on you and run like the curs they are. Ask David Gergen.

4. Insinuate with indirection. When you want to get on people's good side, say nice things about them, behind their back, to their closest friends. Befriend the enemies of your enemy.

5. Control the paper. In the Reagan White House, the foxy James Baker easily neutralized the lumbering Edwin Meese by sending a blizzard of unimportant paper work his way. By the time Meese

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dug out, the decision would already have been made — by Baker. In White House meetings, Darman would make it a point to come prepared with a typed sheet of paper summarizing "just a few thoughts." Inevitably, it was Darman's few thoughts that would become the working position paper.

6. Set aside time for flattery. The amount of ingratiating should be in direct proportion to the power of the object of ingratiation. It is impossible to overestimate the appetite of politicians (and reporters) for butter. "You can tell someone they look nice a thousand times," Carville says, "and it isn't enough."

In the brief respites you have from flattering up, spend a few moments flattering down. "Try to remember," as the writer Peggy Noonan puts it, "that the secretary who comes in to ask for a raise is going to be the same secretary fielding the calls when the subpoenas come."

7. Pretend to be decent. Most people who get a modicum of power make the mistake of thinking they have to display it. The most intelligently powerful people cultivate a highly affected humility. After his grand jury testimony on White-water, George Stephanopoulos made sure the herd of photographers caught him hailing a populist taxi to go back to work; the next day, back at the White House, he was once again ensconced in the comfort of the executive motor pool, climbing into the back of a chauffeured sedan.

There is a monument to this rule in Washington, the Don Regan Memorial Terrace, a mini-Rose Garden that Ronald Reagan's chief of staff had built outside his office during a delusional period

when he thought his perks should equal the President's. Nancy Reagan soon set him straight, and persuaded her husband to turn him out. Some subsequent chiefs of staff treated the patio as though it was jinxed, insisting on meeting with reporters indoors even on the most spectacular spring days.

8. Shoot to kill. There's no such thing as wounding. And never interfere with your enemy when he's in the process of damaging himself.

9. Your reputation has a life of its own. You can still have a fabulous reputation in Washington having done absolutely nothing, having failed miserably at your basic job, if you have channeled your energy in the right direction. Think of your job as building your own reputation, and you will be far more successful than if you think of your job as whatever you are allegedly being paid to do.

10. Never write anything down, and never throw away anything that other people have written down.

Attention Josh Steiner, whoever you are: Lose the diary.

11. The Hillary Clinton rule: Say you're sorry, even if you don't mean it.

12. Be shameless. One of the wise men of Washington, a confidant of the President's, recently summoned the wife of an embattled strategist to his office to advise her that it would be a good idea to cheer up her husband by improving their conjugal life.

The next morning, the Wise Man called the strategist and asked him if his conjugal life was good.

Yes, the strategist replied. "Thank me," the Wise Man said, collecting a debt for future redemption. ■