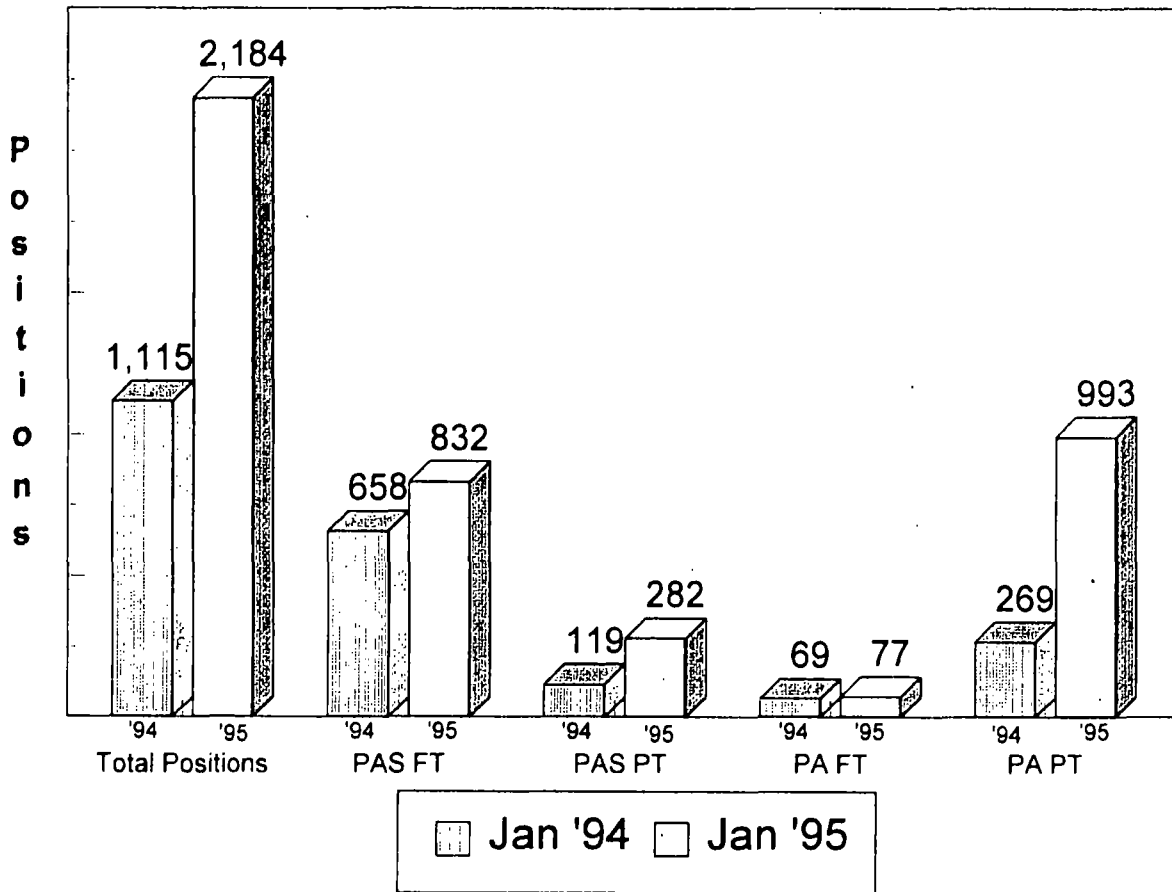
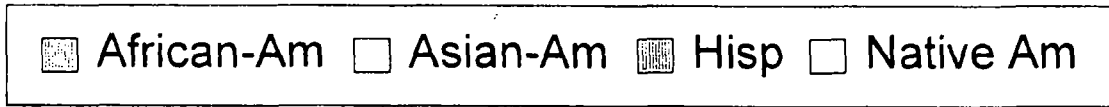
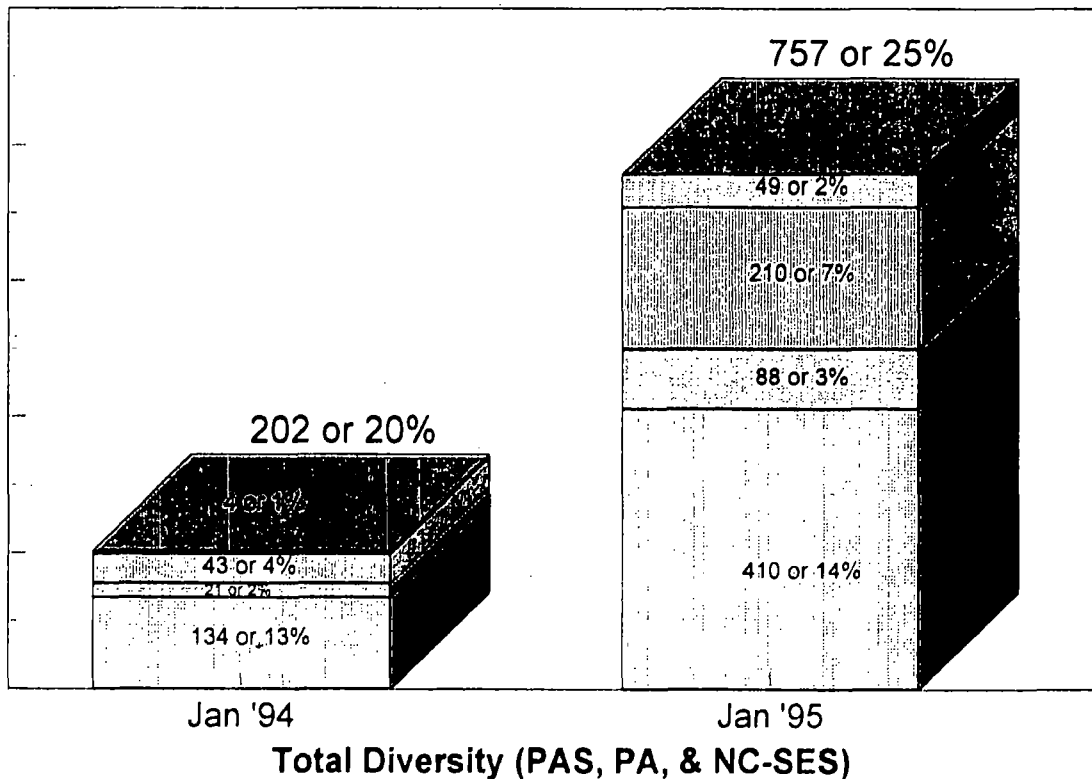


1994 in Review: Positions Filled



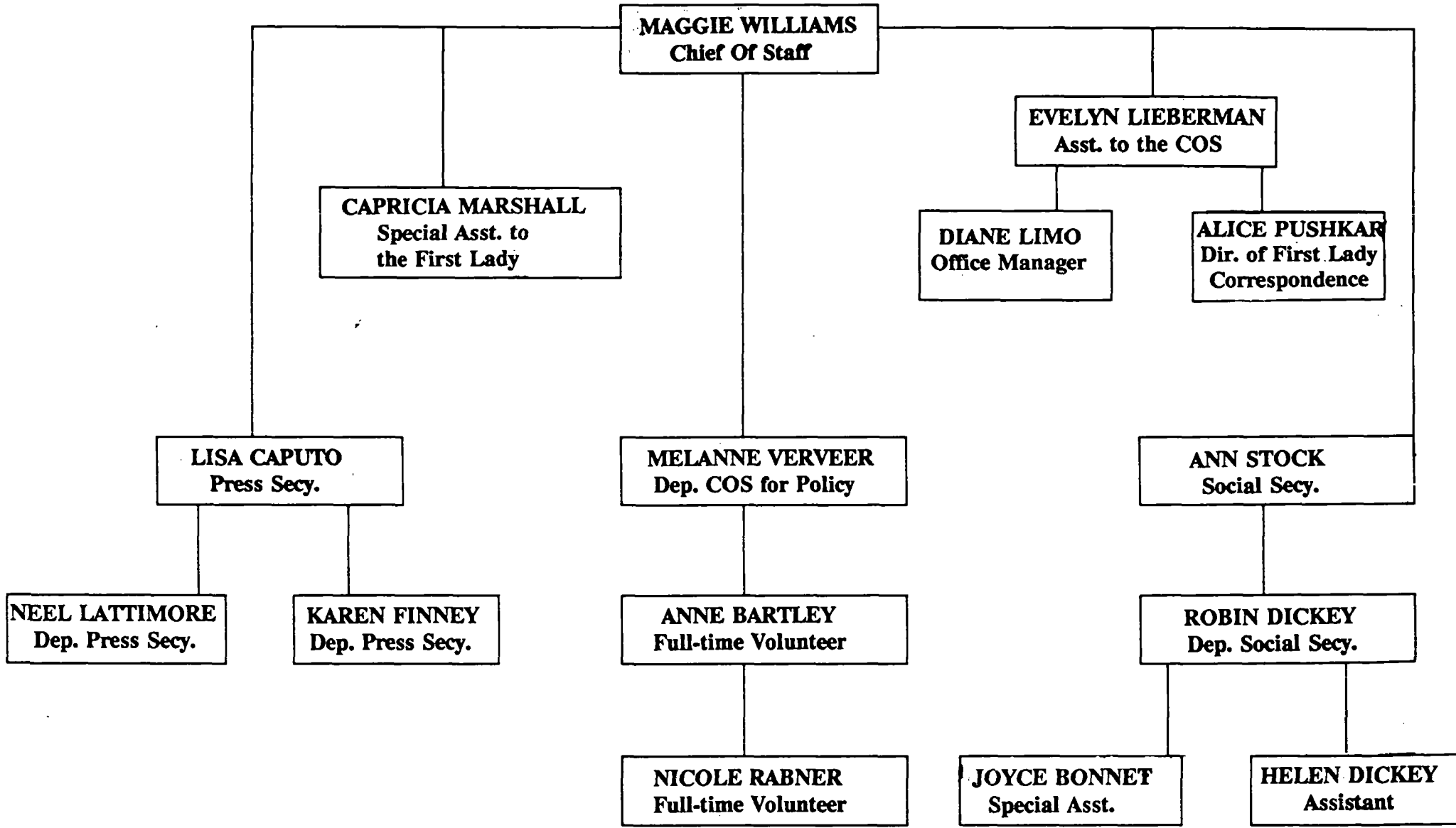
1994 in Review: Commitment to Diversity



For Internal Use Only

File Personnel

OFFICE OF THE FIRST LADY



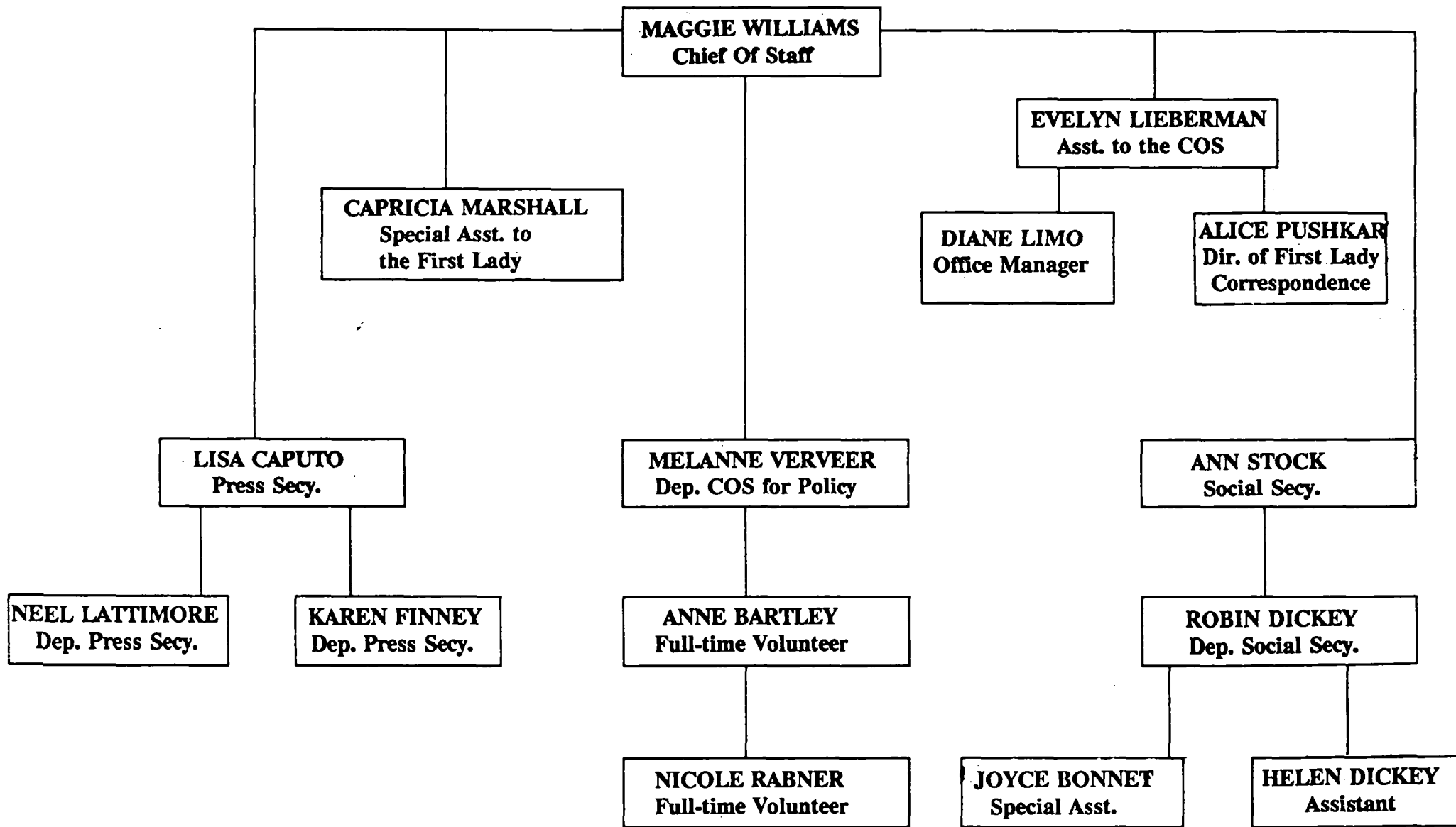
*** HRC DEDICATED STAFF**

In Research - Liz Bowyer

In Scheduling - Patti Solis, Julie Hopper, and Sara Grote

In Speechwriting - Allison Muscatine

OFFICE OF THE FIRST LADY



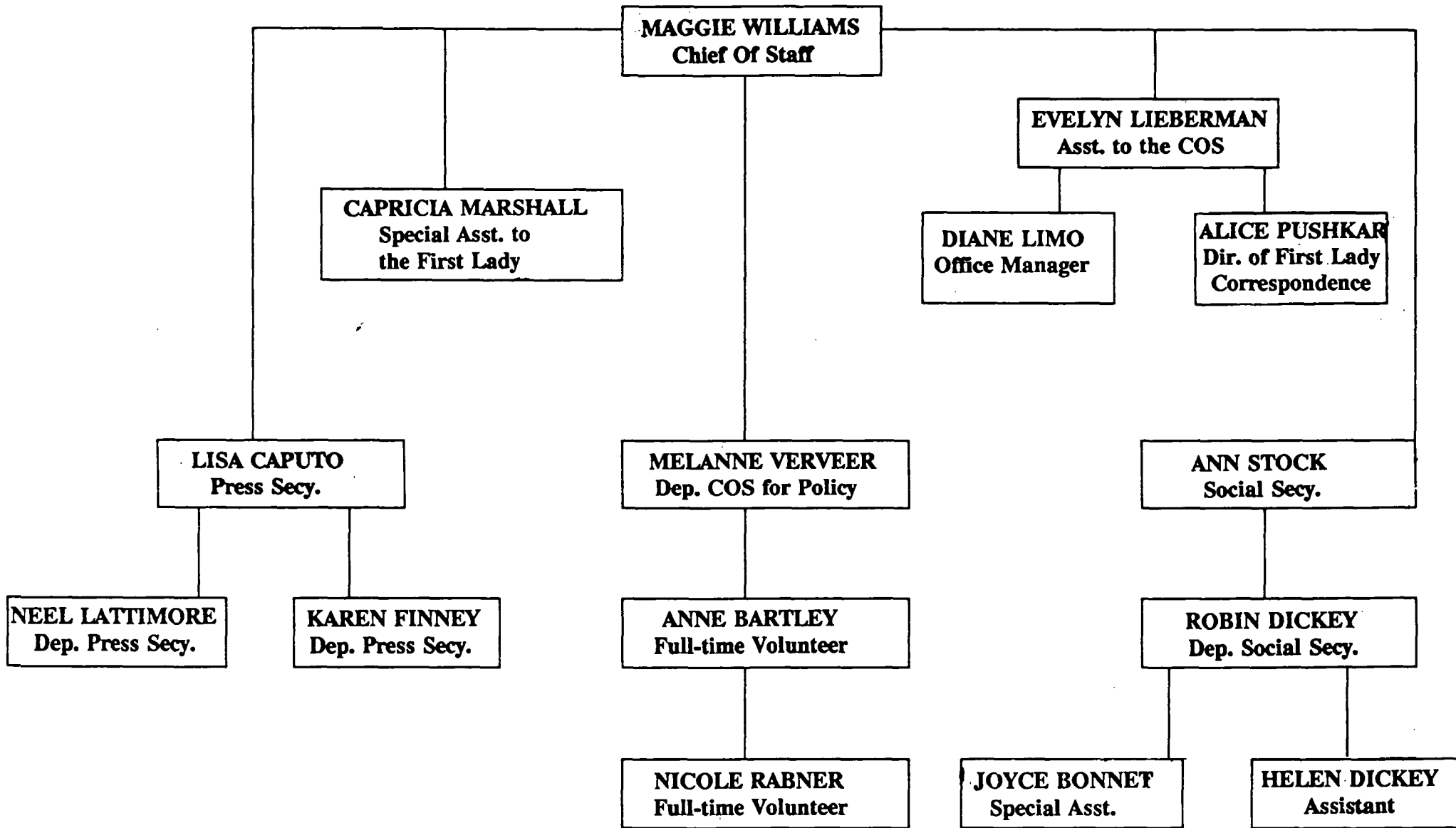
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OFFICE OF THE FIRST LADY



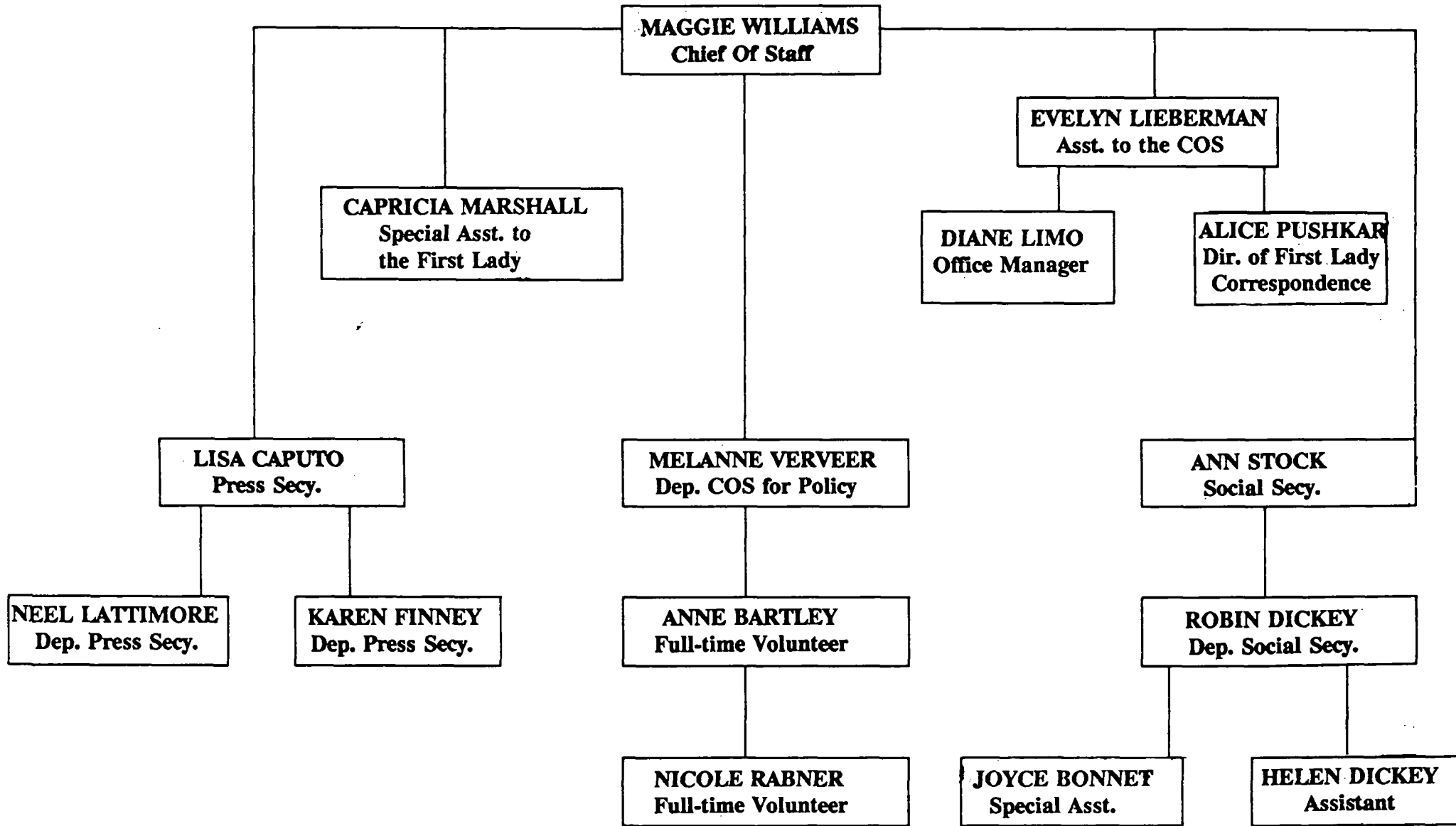
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In Scheduling - Patti Solis, Julie Hopper, and Sara Grote

In Speechwriting - Allison Muscatine

OFFICE OF THE FIRST LADY



*** HRC DEDICATED STAFF**

In Research - Liz Bowyer

In Scheduling - Patti Solis, Julie Hopper, and Sara Grote

In Speechwriting - Allison Muscatine

File Personnel

HH NH HKA J F

IMMEDIATE OFFICE OF THE PRESIDENT

President Clinton, \$200,000
 David R. Gergen, counselor to the president, \$125,000
 Jeff Greenstone, special assistant to the president and deputy to the counselor, \$80,000
 Diana Pierce, executive assistant to the counselor, \$35,000
 George Stephanopoulos, senior adviser to the president for policy and strategy, \$125,000
 Nancy Heinrich, deputy assistant to the president for appointments and scheduling, \$85,000
 Andrew Friendly, the president's aide, \$40,000
 Betty Curle, executive secretary, \$52,300
 Deborah Coyle, personal secretary, \$46,000
 Kelly Crawford, staff assistant, \$27,500
 Delia Schiff, VIP receptionist, \$30,000

CABINET AFFAIRS

Christine A. Varney, deputy assistant to the president and secretary to the Cabinet, \$100,000
 Stephen B. Silverman, special assistant to the president and deputy secretary to the Cabinet, \$53,000
 Laurie Labuda, staff director, \$35,000

CHIEF OF STAFF

Thomas F. "Mac" McLarty, chief of staff to the president, \$125,000
 Roy Neel, assistant to the president and deputy chief of staff, \$125,000
 Laura Spilng, special assistant to the deputy chief of staff, \$37,500
 Rick Selzman, assistant to the president and counselor to the chief of staff, \$110,000
 Charles W. "Bill" Burton, deputy assistant to the president and policy and staff director, \$95,000
 Karen Sudbury, assistant to the staff director, \$40,000
 Mark Middleton, special assistant to the president and assistant to the chief of staff, \$75,000
 Sara G. Johnson, special assistant to the chief of staff, \$50,000
 Andre Oliver, special assistant to the chief of staff, \$50,000
 Lynda Rathbone, special assistant to the chief of staff, \$32,500
 Janine Starone, special assistant to the chief of staff, \$32,500

COMMUNICATIONS

Mark D. Geeran, director, \$125,000
 *Heather Beckel, executive assistant to the director, \$37,500
 Rahm Emanuel, assistant to the president and deputy director, \$118,000
 Steven Cohen, press assistant to the director, \$25,000
 Dee Dee Myers, White House press secretary, \$100,000
 David Leavy, staff assistant to the press secretary, \$25,000
 Lorraine Volas, deputy press secretary, \$60,000
 Arthur Louis Jones, deputy press secretary, \$60,000
 Kathy McKleiman, press assistant, \$25,000
 Anne Edwards, director of press advance, \$50,000
 *Steve Rabinowitz, director of production, \$50,000
 Dawn Alexander, assistant press secretary, \$36,000
 A. Victoria Rivas-Vasquez, assistant press secretary, \$36,000
 David Seldin, press assistant, \$25,000
 Nancy Ward, press office manager, \$25,000
 David Kusnet, special assistant to the president for speechwriting, \$85,000
 Alan Stone, presidential speechwriter, \$80,000
 Carolyn Curiel, presidential speechwriter, \$80,000
 Alison Muscatello, presidential speechwriter, \$80,000
 Lia Bowyer, staff assistant to the speechwriters, \$25,000
 Jeffrey Eller, special assistant to the president and director of media affairs, \$100,000
 Lisa Mortman, staff assistant to the director of media affairs, \$25,000
 Ernie Gible, regional assistant, \$30,000
 Jack Gill, regional assistant, \$35,000
 Lavera Barnes, regional assistant, \$30,000
 Kim Hopper, regional assistant, \$30,000
 Richard Strauss, radio services coordinator, \$30,000
 Dave Anderson, television services coordinator, \$30,000
 Maria Yio, director of specialty press, \$30,000
 Joshua Silverman, assistant for specialty press, \$30,000
 Jess Sarmiento, assistant for specialty press, \$30,000
 Paul Coppell, consultant for media affairs, \$20,000
 Ann Walker, special assistant to the president and director of research, \$60,000
 *Eric Bernier, associate director of research, \$40,000
 Meghan Prunty, associate director of research, \$35,000
 Kimberly Wiley, associate director of research, \$35,000
 Corrie White, speechwriter, \$25,000
 Robert Boorstin, special assistant to the president for policy, \$85,000
 Jason Matthew Selzman, staff assistant for policy, \$25,000
 Michael Waldman, special assistant to the president for policy, \$85,000
 Liz Barnstein, staff assistant for policy, \$35,000
 David Dreyer, deputy assistant to the president and deputy director for planning, \$100,000
 Jonathan Prince, data analyst, \$35,000
 Julia Moffett, staff analyst, \$30,000
 Carole McGiffert, special assistant to the deputy director, \$26,000

Post-It® Fax Note 7671

Date 9/16	# of pages 3
To Evelyn Lieberman	From Sase
Co./Dept.	Co.
Phone #	Phone #
Fax #	Fax #

By [Name] [Title]
 Washington Post Staff Writer

President Clinton may have had trouble meeting his campaign pledge to cut the size of the White House staff, but he seems to be meeting another promise—to pay White House employees less than the previous administration did.

The Clinton White House can't crow about the lower pay, however, because it won't talk about individual salaries at all.

Despite repeated requests for a list of who works at the White House and how much each one earns, the White House declines to say. Requests for salary lists from members of a congressional committee that oversees the White House budget also have been turned down. Last week, Patsy L. Thomasson, director of the White House Office of Administration, said that information is private, even though taxpayers foot the bill.

One senior official cited privacy concerns and how much angst it might cause if everyone at the White House knew how much everyone else made.

The Washington Post, which published salary lists in the final months of the Bush administration, has obtained printouts of computerized salary information for the Executive Office of the President covering those on the Clinton payroll as of Sept. 11. A review of hundreds of workers and their pay shows that the highest salary, for the chief of staff and assistants to the president, was \$125,000, compared with \$134,000 for the highest-level Bush staff members.

Salaries for lower-level employees show comparable

and hundreds of receive very low pay by Wa parabolic jobs in congressional more—and in private ind \$125,000 is the most any st White House, the average Washington corporate office cording to a study by the For Most of those executives rec

The White House, unlike (by law or regulation to revea Reagan administration, requ ary were filled, but a full lis salaries was not. The Bush a to routinely provide such info when it turned over a salary obtained by The Post last wee mittee.

While the Clinton salaries those for comparable positio Bush White House, only a pa 3 percent pay raise took ei White House salaries. Comp ter mark, Clinton's salaries s to salaries in December they

This page lists staff meml lected from the computer of hundreds of other career ment, State Department and the White House; employees some employees not on the been omitted, as have those bers paid less than \$25,000.

Karen D. Ewing, executive assistant to the director, \$30,000
 Richard C. Allen, deputy assistant to the president and deputy director, \$102,000
 Jacob J. "Jack" Lew, special assistant to the president and general counsel, \$108,000
 Gloria P. Johnson, special assistant to the president and public liaison director, \$65,000
 Sarah Whitman, corporation project director, \$66,000

POLITICAL AFFAIRS

Joan N. Baggett, assistant to the president and director, \$118,000
 Tara L. Burns, special assistant to the director, \$25,000
 Tom Epstein, special assistant to the president for political affairs, \$75,000
 Reta Lewis, special assistant to the president for political affairs, \$60,000
 Linda L. Moore, special assistant to the president for political affairs, \$50,000

PRESIDENTIAL PERSONNEL

*Bruce Lindsey, assistant to the president and senior adviser, \$125,000
 *Deborah Coyle, assistant to the director, \$46,000
 Antonella Planalto, assistant director, \$75,000
 John Emerson, deputy assistant to the president and deputy director, \$110,000
 Dana Lawrence, assistant to the deputy director, \$33,000
 Jan A. Piercy, deputy assistant to the president and deputy director, \$110,000
 Emma Horton, assistant to the deputy director, \$33,000
 James Bailey, associate director, \$85,000
 Gary A. Christopherson, associate director, \$65,000
 M. Ryan Conroy, associate director, \$50,000
 Maria L. Haley, associate director, \$85,000
 Kevin O'Keefe, associate director, \$85,000
 Alfred Ramirez, associate director, \$85,000
 Thomas Shea, deputy associate director, \$60,000

Kimberly Carol Cain, chief of staff's
PRESIDENTIAL SUPPL

Eileen M. Upperman, director, \$50,000
 Lynn A. Crable, assistant director, \$30,000
 Eunice C. Hendrix, administrative ass
 Eariene F. Rick, night supervisor, \$31,000
 Kristina K. Beer, \$34,683
 Debra D. Bird, \$32,245
 Janet F. Curtis, \$35,197

PRESIDENT'S PE SONI

Carolyn Huber, director, \$55,000
 Millie Aiston, \$45,000
 Robert "Trey" Schroeder, \$27,500
 Laura Tayman, \$25,000

NATIONAL SECURITY

Anthony Lake, assistant to the president, \$125,000
 Samuel "Sandy" R. Berger, deputy assistant to the president, \$110,000
 Nancy E. Soderberg, special assistant to the president, \$105,000
 Leon S. Fuerth, national security adviser, \$100,000

DOMESTIC POLICY C

Carol H. Rocco, assistant to the president, \$110,000
 Rosalyn Kelly, executive assistant, \$85,000
 Ira Magaziner, senior policy adviser, \$85,000
 William Galston, deputy assistant to the president, \$85,000

Carol A. Williams, assistant to the president and chief of staff to the First Lady, \$23,000
Wyn S. Lieberman, assistant to the chief of staff to the First Lady, \$50,000
Melanne Vermeer, deputy assistant to the president and deputy chief of staff to the First Lady, \$90,000
Q. Lima, special assistant/office manager, \$32,416
Lisa Caputo, deputy assistant to the president and press secretary to the First Lady, \$65,000
Neal Lattimore, deputy press secretary to the First Lady, \$45,000
Karen Finney, deputy press secretary to the First Lady, \$28,000
Georgia Marshall, special assistant to the First Lady, \$50,000
Stock, special assistant to the president, social secretary, \$70,000
McCoy, deputy social secretary, \$53,000
Joyce Bennett, special assistant to the social secretary, \$28,000

GENERAL COUNSEL

Bernard Neusebaum, counsel to the president, \$125,000
Betsy I. Pond, executive assistant to the president's counsel, \$42,000
Linda R. Tripp, special assistant to the counsel to the president, \$47,920
Dorothy L. Gorham, executive assistant to the deputy counsel to the president, \$42,000
William H. Kennedy, associate counsel to the president, \$98,000
Ronald A. Klala, associate counsel to the president, \$90,000
Cheryl D. Mills, associate counsel to the president, \$90,000
Stephen R. Neuwirth, associate counsel to the president, \$90,000
Beth Nolan, associate counsel to the president, \$90,000
Clifford M. Sloan, associate counsel to the president, \$90,000
Clarissa Corda, assistant counsel to the president, \$75,000

INTERGOVERNMENTAL AFFAIRS

Marcia L. Hale, assistant to the president for intergovernmental affairs, \$125,000
Dawn M. Friedkin, special assistant, \$35,000
Loretta Avant, special assistant to the president for intergovernmental affairs, \$80,000
Elizabeth Spencer, executive assistant, \$30,000
Sharon Kennedy, executive assistant, \$25,000
John P. Hart, deputy assistant to the president for intergovernmental affairs, \$85,000
Kath Mason, deputy assistant to the president and deputy director, \$50

LEGISLATIVE AFFAIRS

Howard Foster, assistant to the president for legislative affairs, \$125,000
Susan Brophy, deputy assistant to the president for legislative affairs, \$110,000
Tim Keating, special assistant to the president for legislative affairs, \$65,000
Ulrica Lieberman, staff assistant, \$28,000
Ann Cattalini, staff assistant, \$25,000
Steve Rochetti, deputy assistant to the president for legislative affairs (Senate), \$110,000
Paul H. Carey, special assistant to the president for legislative affairs (Senate), \$56,000
Barbara Chow, special assistant to the president for legislative affairs (Senate), \$86,000
Tracey Thornton, special assistant to the president for legislative affairs (Senate), \$86,000
Heater Davidson, staff assistant (Senate), \$25,000
Gordon U., staff assistant (Senate), \$25,000
Erin O'Connor, staff assistant (Senate), \$25,000
Lorraine Miller, deputy assistant to the president for legislative affairs (House), \$100,000
Karen L. Haas, special assistant to the president for legislative affairs (House), \$88,000
Alphonse Malden Jr., special assistant to the president for legislative affairs (House), \$88,000
Lillian Fernandez, special assistant to the president for legislative affairs (House), \$84,000
LeeAnn Inadomi, director of congressional correspondence, \$30,000
Jocelyn Jolley, staff assistant (House), \$25,000
Kathleen "Caesia" O'Neil, staff assistant (House), \$25,000
Stuart Trevelyan, staff assistant (House), \$25,000
Melissa Banks, staff assistant, \$25,000

MANAGEMENT AND ADMINISTRATION

David Witzles, assistant to the president for management and administration, \$125,000
Patsy L. Thomason, special assistant to the president for management and administration and director of the Office of Administration, \$85,000
Alice Hense, assistant to the Office of Management and Administration, \$45,000
Tracy Beckett, staff assistant, \$30,000
Tricia Northcutt, staff assistant, \$25,200
Brian L. Foucart, acting director of White House administration, \$80,000
Jennifer O'Connor, deputy director of the Office of Management and Administration, \$75,000
Matthew L. Moore, special hearings counsel, \$35,000

NATIONAL SERVICE

Di J. Segal, assistant to the president and director, \$125,000

Herman, assistant to the president and director, \$126,000
Ruby May, executive assistant to the director, \$60,000

Hilton, deputy assistant to the president and deputy or, \$91,000
Doris Matsui, deputy assistant to the president and deputy director, \$80,000
Michael Lux, special assistant to the president for public liaison, \$75,000
Amy Plank, special assistant to the president for public liaison, \$70,000
Marilyn Yager, special assistant to the president for public liaison, \$85,000
Marilyn DiGiacobbe, associate director, \$35,000
Flo McAfee, associate director, \$55,000
Suzanna A. Valdes, associate director, \$33,000
Don Weizer, associate director, \$40,000
Debbie Fine, assistant to the deputy director, \$26,000
Christine Lin, assistant to the deputy director, \$35,000
Dana Wyckoff, assistant to the deputy director, \$25,000

SCHEDULING AND ADVANCE

Isabelle Tapia, deputy assistant to the president and deputy director, \$85,000
Patricia Sells, special assistant to the president and director of scheduling for the First Lady, \$52,000
Wendy Smith, deputy director of scheduling and advance and trip director, \$60,000
Stephanie Street, deputy director of scheduling for the president, \$50,000
Anne Watley, deputy director of scheduling for the president, \$50,000
Michael Luftrano, associate director of scheduling and advance for the president, \$48,000
Josh King, deputy director of scheduling for the president, \$50,000
Ruby Grayhead, deputy director for advance for the First Lady and trip director, \$42,000
Kara McGuire, presidential advance, \$43,250
Brian James McPartlin, presidential advance, \$43,250
Kathy Roth, presidential advance, \$43,250
Sam Meyers, presidential advance, \$43,250
Anna Winderbaum, director of scheduling correspondence, \$30,000
Charles "Bart" Handford, staff assistant, \$28,000

STAFF SECRETARY

John D. Podesta, assistant to the president and staff secretary, \$125,000
Todd D. Stern, special assistant to the president and deputy staff secretary, \$70,000
R. Paul Richard, deputy staff secretary, \$52,000
Frances M. "Fran" Wesel, administrative assistant, \$41,470
Sharon E. Wagner, administrative assistant, \$48,356

CORRESPONDENCE

Marsha Scott, deputy assistant to the president and director, \$95,000
Jim Donskind, deputy director, \$55,000
Jeffrey L. Riley, administrative assistant, \$35,000
Julia Watson, special assistant, \$33,342
Dan Burkhardt, special assistant, \$30,000
Sandra Hudnell, special assistant, \$48,000
Sharon L. Martin, special assistant, \$49,699
Mark Miller, quality control, \$34,000
Jenny Boshears, quality control, \$45,000
Maureen A. Hudson, systems manager, \$54,308

FIRST LADY'S CORRESPONDENCE

Alice Pushkar, director, \$40,000
Wendy Allison Towbar, \$25,000

GIFTS

Timothy Flynn, director, \$40,000
Johanna Rames, \$25,000
Margaret Whitehead, \$38,833

GREETINGS/COMMENTS

Jamie Williams, director, \$40,000
Judy Albright, \$27,500

VOLUNTEER OFFICE

Claude A. Taylor, \$35,000
Jennifer Dudley, \$35,000

AGENCY LIAISON

Jennifer McCarthy, director, \$45,000
Catherine Cornelius, \$38,000
Charlotte C. Cozart, executive assistant to the director, \$50,937
Mike A. Ortega, \$42,591

PRESIDENTIAL LETTERS

Andrew Hahn, director, \$45,000
Erich Vedow, assistant director, \$35,000

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Stop Right

One of Don Beyer's
"Stop right there."
Lieutenant Governor,
Candice A. Romo
Stop right there.
Mike Parris did



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Contr

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Devroy
Post Staff Writer

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meeting another promise—to
es less than the previous ad-
se can't crow about the lower
won't talk about individual

sts for a list of who works at
y much each one earns, the
ay. Requests for salary lists
ssional committee that over-
udget also have been turned

Thomasson, director of the
ministration, said that infor-
ugh taxpayers foot the bill.
d privacy concerns and how
if everyone at the White
eryone else made.

which published salary lists in
Bush administration, has ob-
te) salary information for
e President covering those on
-pt. 11. A review of hundreds
shows that the highest salary,
ssistants to the president, was
\$134,000 for the highest-lev-

employees show comparable

reductions, and hundreds of lower-level staff members receive very low pay by Washington standards. Comparable jobs in congressional offices, for example, pay more—and in private industry much more. While \$125,000 is the most any staff member is paid at the White House, the average salary for the head of a Washington corporate office is \$134,000 this year, according to a study by the Foundation for Public Affairs. Most of those executives receive bonuses.

The White House, unlike Congress, is not compelled by law or regulation to reveal individual salaries. In the Reagan administration, requests for an individual's salary were filled, but a full list of all workers and their salaries was not. The Bush administration also refused to routinely provide such information until its final year, when it turned over a salary list, comparable to the one obtained by The Post last week, to a congressional committee.

While the Clinton salaries generally are lower than those for comparable positions in the last days of the Bush White House, only a pay quirk allowed for that. A 3 percent pay raise took effect in January, boosting White House salaries. Compared against that high-water mark, Clinton's salaries seem lower, but compared to salaries in December they are about the same.

This page lists staff members and their salaries selected from the computerized payroll document. Names of hundreds of other career workers; Defense Department, State Department and CIA workers detailed to the White House; employees on Congress's payroll; and some employees not on the September payroll have been omitted, as have those of White House staff members paid less than \$25,000.

Bruce Reed, deputy assistant to the president for domestic policy, \$100,000
Shirley Bagawa, special assistant to the president for domestic policy, \$60,000
Kathryn Way, special assistant to the president for domestic policy, \$75,000
Jose Cerda, senior policy analyst, \$60,403
Christine Heenan, senior policy analyst, \$65,000
Lynn Margherin, senior policy analyst, \$65,000
Donisa Strong, senior policy analyst, \$60,000
Paul Weinstein Jr., senior policy analyst, \$60,000
Pam Barnett, executive assistant to the First Lady, \$50,000
Cathy R. Mays, staff assistant, \$38,500

ENVIRONMENTAL POLICY

Kathleen McGinty, deputy assistant to the president for environmental policy and director, \$100,000
Marc Chupka, chief economist/energy, \$70,000
David Deniger, associate director for global environment, \$73,000
Keith Laughlin, associate director for pollution prevention, \$85,000
Trey Lindseth, special assistant for correspondence, \$25,000
Pam McEwee, special assistant for congressional and public affairs, \$30,000
Catherine Zol, chief of staff and deputy director, \$85,000

NATIONAL ECONOMIC COUNCIL

Robert E. Rubin, assistant to the president for economic policy, \$100,000
Sybil Mathews, special assistant to the assistant to the president for economic policy, \$80,000
Linda McLaughlin, administrative officer, \$70,000
Paul A. Deegan, scheduling and correspondence, \$40,000
W. Bowman "Bo" Cutler, deputy assistant to the president for economic policy, \$110,000
Elizabeth Undermuth, executive assistant, \$42,000
Gene Sperring, deputy assistant to the president for economic policy, \$105,000
Patricia M. Smith, executive assistant, \$40,000
Michael Delch, special assistant to the president for economic policy, \$94,000
Robert D. Kyle, special assistant to the president for economic policy, \$100,000
Dorothy Robyn, special assistant to the president for economic policy, \$94,000
Heather Ross, special assistant to the president for economic policy, \$100,000
Sheryl D. Cashin, director to the NEC, \$70,000
Bonnie St. John Deane, director to the NEC, \$70,000
Thomas Kell, director to the NEC, \$70,000
David Lane, director to the NEC, \$80,000
Peter Yu, director to the NEC, \$70,000
David Cutler, director to the NEC/CEA, \$70,000
Michael Punks, director to the NEC/NSC, \$70,000
Gaylen Barbour, staff assistant, \$40,000
Nicole R. Lindsey, staff assistant, \$29,000
Sandy Mancini, staff assistant, \$39,000
Sonyla Matthews, staff assistant, \$32,000

OFFICE OF THE VICE PRESIDENT***

John M. "Jack" Quinn, chief of staff and counselor, \$125,000
Evelyn Moore, \$32,000
Todd J. Campbell, counsel and director of administration, \$90,000
Michael Gill, \$52,500
Angelina Welker, \$39,000
*Marie E. Romash, communications director, \$119,500
Heidi Kukis, \$40,000
Rah Lehrman, \$65,000
Julia Payne, \$25,000
Greg C. Simon, chief domestic policy adviser, \$90,000
Charlotte Hayes, \$63,000
Elaine C. Kamarck, senior policy adviser, \$100,000
Anthony T. "Tony" Wilson, director of scheduling, \$80,000
Dennis W. Alperl, director of advance; deputy scheduling director, \$60,000

OFFICE OF MRS. GORE

Stella S. Harris, special assistant to the vice president and chief of staff to Mrs. Gore, \$87,500
Sally J. Amen, \$50,000
Araceli Ruano, \$25,000
Alexia Wilson, \$32,000

*No longer in that position.

**More than 100 members of the National Security Council staff are career CIA, State or Defense Department employees and not on the White House payroll.

***Several members of the vice president's staff are on the Senate payroll and are not included in the White House salary list.

to the director, \$30,000
to the president and deputy director,
ant to the president and general coun-
nt to the president and public liaison
director, \$66,000

resident and director, \$118,000
e director, \$25,000
o the president for political affairs,

resident for political affairs, \$60,000
to the president for political affairs,

JO NEL

resident and senior adviser, \$125,000
director, \$46,000
or, \$75,000
o the president and deputy director,
puty director, \$33,000
o the president and deputy director,

uty \$33,000
\$5,000
director, \$65,000
\$50,000
\$85,000
\$85,000
\$85,000
\$000
\$60,000

Kimberly Carol Cain, chief of staff's mail, \$25,000

PRESIDENTIAL SUPPORT

Eileen M. Upperman, director, \$50,000
Lynn A. Crable, assistant director, \$37,743
Eunice C. Hendrix, administrative assistant, \$39,783
Earlene F. Rick, night supervisor, \$38,763
Kristine K. Beer, \$34,683
Debra D. Bird, \$33,345
Janet F. Curtis, \$35,197

PRESIDENT'S PERSONAL CORRESPONDENCE

Carolyn Huber, director, \$55,000
Michelle Alston, \$45,000
Robert "Trey" Schroeder, \$27,500
Laura Teyman, \$25,000

NATIONAL SECURITY COUNCIL**

Anthony Lake, assistant to the president for national security affairs, \$125,000
Bernard "Sandy" R. Rangan, deputy assistant to the president for national security, \$110,000
Nancy E. Soderberg, special assistant to the president and staff director, \$105,000
Leon S. Fuerth, national security adviser for the vice president, \$119,500

DOMESTIC POLICY COUNCIL

Carol H. Rocco, assistant to the president for domestic policy, \$125,000
Roselyn Kelly, executive assistant, \$45,000
Ira Magaziner, senior policy adviser to the president for policy develop-
ment, \$110,000

4. What are the priorities of your accountabilities?

Clear

Unclear

5. What decisions do you have the authority to make?

Clear

Unclear

6. Whom do you directly supervise?

Clear

Unclear

7. Whom do you report to?

Clear

Unclear

8. What else is unclear about your role?

9. How can you get clarity and whose help do you need?

10. In order to achieve role clarity and effectiveness what do you need to:

STOP DOING:

START DOING:

CONTINUE DOING:

11. In order for you to achieve role clarity and effectiveness, who else needs to stop, start or continue doing what?

12. What are the three biggest problems you face, in terms of being effective and successful in your role, over the next six months? A problem is different from a goal or challenge. Something is a problem when you aren't sure what, how or if it will be solved or achieved. There are significant barriers or "ifs" about it, usually involving other parts of the organization.

A. _____

B. _____

C. _____

Four Cabinet agencies still do not have a single Latino PAS appointee -- Commerce, Energy, Interior and State. NHLA's personal meetings with the Cabinet Secretaries of three of these agencies led to assurances that making a high-level Latino appointment would be one of their priorities -- to no avail, as yet.

Three agencies are particularly troublesome, as their appointment records are quite poor in all areas. Defense has an 'F' for PAS appointments and an 'F' for SES and Schedule C appointments as well. Both Interior and Energy have terribly low marks for PAS and SES appointments, while barely earning a 'C' for Schedule C appointees.

The highest circle of appointments at the White House itself still does not include a fair number of Hispanics, reflected in a grade of 'D'. NHLA hopes the President can redress this particular problem which is most immediately under his personal control.

The record of high-level Latino appointments at Independent Agencies is abysmal. At these 40 federal agencies, there are only three Hispanic PAS appointees. This clearly calls for NHLA and other Latino groups to monitor not only the high-profile Cabinet agencies but also the dozens of other important agencies that help run the government.

The Hispanic PAS appointment record at the Full-time Boards & Commissions is in even worse shape than for the Independent Agencies. Not one Hispanic has been confirmed as a PAS to any of these 31 prestigious and powerful B&Cs.

Latinos have fared poorly in U.S. Attorney posts at the Department of Justice. It should be noted, however, that U.S. Attorneys are nominated not by the President but by U.S. Senators, therefore Latino leaders should focus their demands in this regard on their local Senators.

Ambassador appointments are also negligible -- even to Latin American

countries. The four appointees cited include three career foreign service officers and just one political appointee; and the grade earned is a 'D'. These assignments are regarded as "plums" awarded by a President to special friends and supporters -- and they remain beyond the grasp of Hispanics Americans.

CLINTON VS. BUSH ADMINISTRATIONS

In the summer of 1992, in the midst of the Presidential campaign, the White House issued a brief report describing the Hispanic political appointments made by President Bush, noting in particular how the Bush administration far surpassed the Latino appointment record of President Jimmy Carter. The report was useful in that it named virtually all of the Hispanic high-level appointees in the Bush administration; but it was of limited research value as it lumped together career and non-career appointments and blurred other meaningful distinctions -- all to the benefit of the Bush campaign. Similarly, the Clinton administration has occasionally issued reports or offered claims in speeches that emphasize how superior President Clinton's Latino appointment record is to that of President Bush. Like the Bush campaign report, the current White House rhetoric understandably proclaims the highlights of President Clinton's record while ignoring the weak points and glossing over significant details.

The present report is, in part, a reaction to these types of reports as it seeks to make sense of the confusing and conflicting claims by providing well documented, clear-cut information. In that spirit, the desired information was sought from an objective source -- the Office of Personnel Management. But these data unfortunately are of limited scope as they only allow a fair comparison of the Cabinet and Independent agencies. The lack of other data is due to the simple fact that until NHLA began monitoring this topic, few individuals or agencies bothered to keep careful records about Latino appointments. Nevertheless, these

COMPARISON OF HISPANIC APPOINTMENTS IN THE CLINTON vs. BUSH ADMINISTRATIONS as of Sept. 1994/Clinton and Sept. 1990/Bush

	PAS		SES		Schedule C	
	Posts	Latinos	Posts	Latinos	Posts	Latinos
CABINET AGENCIES¹²						
President Clinton	316	21 (6.6%)	624	45 (7.2%)	1,207	100 (8.3%)
President Bush	316	13 (4.1%)	523	23 (4.4%)	1,312	38 (2.9%)
Clinton grade	C		C		B	
Bush grade	D		D		D	
INDEPENDENT AGENCIES¹²						
President Clinton	124	2 (1.6%)	124	9 (7.2%)	223	20 (8.9%)
President Bush	87	1 (1.2%)	122	5 (4.1%)	260	5 (1.9%)
Clinton grade	F		C		B	
Bush grade	F		D		F	
AMBASSADORSHIPS¹³						
President Clinton	155	4 (2.7%)	n/a		n/a	
President Bush	151	1 (0.7%)				
Clinton grade	D -					
Bush grade	F					

B. Areas of Political Appointment

There is general agreement about how federal agencies and offices should be grouped into distinct categories. The model followed for this report, because it is clearly documented, is that utilized by the Congressional Research Service in three recent reports to Congress.⁴ Some modification of this format is added because the CRS report does not include appointments at the White House, the judiciary and the foreign service.⁵

- Executive Dept. / The Cabinet Agencies** [14 agencies]
 - Department of Agriculture (USDA)
 - Department of Commerce
 - Department of Defense (DOD)
 - Department of Education
 - Department of Energy
 - Department of Health and Human Services (HHS)
 - Department of Housing & Urban Development (HUD)
 - Department of Interior
 - Department of Justice
 - Department of Labor (DOL)
 - Department of State
 - Department of Transportation (DOT)
 - Department of the Treasury
 - Department of Veterans Affairs (VA)

2. The White House

3. Independent Agencies

 [40 agencies outside Executive Departments]

A. Agencies of the Exec. Office of the Pres. (7 agencies)

- Council of Economic Advisors
- Council on Environmental Quality
- Office of Management and Budget
- Office of National Drug Control Policy
- Office of the Nuclear Waste Regulator
- Office of Science and Technology Policy
- Office of the U.S. Trade Representative

B. Independent Agencies (28 agencies)

- Administrative Conference of the United States
- Appalachian Regional Commission
- Central Intelligence Agency
- Corporation for National and Community Service
- Environmental Protection Agency (EPA)
- Equal Employment Opportunity Commission
- Federal Emergency Management Agency (FEMA)
- Federal Mediation and Conciliation Service
- General Services Administration (GSA)
- National Aeronautics & Space Admin. (NASA)
- National Archives and Records Administration
- National Foundation on the Arts & Humanities [which encompasses: the National Endowment for the Arts; the Institute of Museum Services; and the National Endowment for the Humanities]
- National Science Foundation
- Office of Government Ethics

- Office of Personnel Management (OPM)
- Office of Special Counsel
- Panama Canal Commission
- Peace Corps
- Resolution Trust Corporation
- Selective Service System
- Small Business Administration
- U.S. Arms Control & Disarmament Agency (ACDA)
- U.S. Information Agency (USIA)
- U.S. Intl. Development Cooperation Agency [which encompasses: U.S. Agency for International Development (USAID); Overseas Private Investment Corporation (OPIC); and the Trade Development Agency]

C. International/Multilateral/Joint Agencies & Commissions (5 agencies)

- Asian Development Bank
- European Bank for Reconstruction & Devel.
- Inter-American Development Bank
- International Bank for Reconstruction and Development, The World Bank
- International Monetary Fund

4. Regulatory & Other Collegial Boards and Commissions (B&Cs)

A. Fulltime [31 B&Cs whose political appointees serve fulltime]

- Commodity Futures Trading Commission
- Consumer Product Safety Commission
- Defense Nuclear Facilities Safety Board
- Export-Import Bank of the U.S.
- Farm Credit Administration
- Federal Communications Commission (FCC)
- Federal Deposit Insurance Corporation (FDIC)
- Federal Election Commission
- Federal Energy Regulatory Commission
- Federal Housing Finance Board
- Federal Labor Relations Authority
- Federal Maritime Commission
- Federal Mine Safety Health Review Commission
- Federal Reserve System
- Federal Trade Commission
- Foreign Claims Settlement Commission
- Interstate Commerce Commission
- Merit Systems Protection Board
- National Credit Union Administration
- National Labor Relations Board
- National Mediation Board
- National Transportation Safety Board
- Nuclear Regulatory Commission
- Occupational Safety and Health Review Comm.
- Postal Rate Commission
- Railroad Retirement Board
- Securities and Exchange Commission (SEC)
- Tennessee Valley Authority (TVA)
- U.S. International Trade Commission
- U.S. Parole Commission

B. Part-time [a select list of B&Cs whose PAS and PA appointees serve part-time]⁶

- AMTRAK / National Railroad Passenger Corp.
- Advisory Council on Historic Preservation
- American Battlefield Monument Commission
- American National Red Cross, Board of Governors
- Board for International Broadcasting
- Commission on Fine Arts
- Commission on Agricultural Workers
- Commission on National and Community Service
- Coord. Council on Juvenile Justice and Delinquency Prevention
- Corp. for Public Broadcasting, Board of Directors
- Enterprise for the Americas, Board of Directors
- Federal Agricultural Mortgage Corp. (Farmer Mac), Board of Directors
- Federal Council on Aging
- Federal Home Loan Mortgage Corp. (Freddie Mac), Board of Directors
- Federal National Mortgage Association (Fannie Mae)
- Federal Prison Industries Advisory Board
- Glass Ceiling Commission
- Inter-American Foundation
- International Boundary and Water Comm., U.S.- Mexico
- JFK Center for the Performing Arts, Advisory Committee on the Arts
- Joint Public Advisory Committee of the North American Commission for Environmental Quality
- Legal Services Corporation
- National Advisory Council on Public Service
- National Cancer Advisory Board
- National Commission on America's Urban Families
- National Commission on Libraries & Info. Sciences
- National Council on the Arts
- National Council on the Humanities
- National Museum Services Board
- National Security Education Board
- National Trust for Drug Free Youth, Board of Directors
- National Women's Business Council
- Overseas Private Investment Corp. (OPIC), Board of Directors
- Pres. Advisory Commit.on Trade Policy & Negotiations
- President's Commission on Environmental Quality
- President's Commission on White House Fellowships
- Pres. Committee on Employment of People with Disabilities
- President's Council of Advisors on Science and Tech.
- President's Council on Physical Fitness & Sports
- State Justice Institute, Board of Directors
- Student Loan Marketing Association
- U.S. Advisory Commission on Public Diplomacy
- U.S. Commission on Civil Rights
- U.S. Postal Service, Board of Governors
- White House Commission on Presidential Scholars
- White House Small Business Commission
- White House Advisory Commission on Hispanic American Educational Excellence

5. Regional & International Appointments⁷

A. Judicial Regional Appointments

- U.S. Attorneys [Dept. of Justice]
- U.S. Marshals [Dept. of Justice]
- Federal Judges [Judicial Branch]

B. U.S. International Representatives [administratively, these are part of the State Dept.]

- Ambassadors and Envoys on Overseas Missions U.S. Representatives to International Organizations [which encompass:
 - U.S. Representative to the United Nations
 - U.S. Deputy Rep. to the United Nations
 - U.S. Rep. to the Organization of American States
 - U.S. Deputy Rep. to the United Nations/Management & Reform
 - U.S. Deputy Rep. to the United Nations/Economic & Social Counsel
 - U.S. Deputy Rep. to the United Nations/Special Political Affairs

LATINO APPOINTMENTS IN CLINTON ADMINISTRATION

NHLA worked closely with the Office of Presidential Personnel at the White House to compile a list of Hispanic Americans who have received Presidential non-career appointments in all areas of the federal government. The list includes individuals who have at least been named publicly, although they might not yet have been confirmed by the Senate.

From the perspective of NHLA, a critical feature of the data is the percentage of Latino appointees among all potential appointees. Hispanic leaders' concern is that parity in these appointments should approximate 10%, as that is the proportional representation of Hispanics in the country's total population. Following directly from this concern, NHLA formulated a **grading system** according to the following rationale:

NHLA Grades:

- 'A' = The percentage of Latino appointments exceeds their representation in the population (above 10%).
- 'B' = The percentage reaches or is near parity (8-10%).
- 'C' = The percentage is at least half or a little better than half of parity (5-7%).
- 'D' = The percentage of Latino appointments doesn't even reach half of parity (3-4%).
- 'F' = The percentage is far below parity (0-2%).

Areas of Strength and Improvement. To gain a fair assessment of President Clinton's appointment of Hispanics to political posts, it must be acknowledged that he has done quite well in some areas and poorly in others. Those areas that merit special mention include:

·Six Cabinet agencies have earned an 'A' for PAS appointments (exceeding 10%) -- **Agriculture, Education, HHS,**

HUD, Transportation and Treasury. One other has a 'B' -- **Veterans Affairs.** Thus, 7 of the 14 Cabinet agencies have done well or excellent with PAS appointments. This certainly deserves congratulations.

·In particular, **Agriculture** and **HHS** worked themselves up to 'A' from an 'F' and 'D', respectively, that they had in previous NHLA report cards.

·Eight Cabinet agencies have earned an 'A' or 'B' for SES appointments. ·Seven Cabinet agencies have an 'A' or 'B' for Schedule C appointments, with **Transportation** doubling the parity point of 10%. The overall grade in this category is 'B'.

·Fifteen Hispanic appointees at the second and third tier at the White House is substantially more than in previous administrations and has given Latino leaders and groups greater access to the White House than ever before.

·Latinos are fairly well represented as Schedule Cs in the Independent Agencies (8.9%).

·The Administration receives an 'A' for high-level Hispanic appointments on **part-time boards and commissions.** But it should be pointed out, in fairness, that 20 of these 53 appointees are on a single board (the White House Advisory Commission on Hispanic American Educational Excellence).

·With 14 Latinos confirmed or nominated to the **federal bench** (8%), President Clinton deserves praise. Nevertheless, Hispanic leaders remain deeply concerned that a Latino still has not been appointed to the **Supreme Court.**

Areas of Concern. A key objective for NHLA in preparing this report was to move beyond general or vague assessments of President Clinton's appointment record by identifying specific trouble spots. By targeting these weak points, it is hoped that more strategically focused efforts can lead to concrete improvements for Hispanics in the arena of political appointments. The main trouble spots include:

**HISPANIC AMERICAN POLITICAL APPOINTEES
CLINTON ADMINISTRATION (as of October 1994)**

	PAS		SES		Schedule C	
	Posts	Latinos	Posts	Latinos	Posts	Latinos
I. CABINET AGENCIES						
Agriculture	14	2 (14%)	47	1 (4%)	133	10 (8%)
Commerce	28	0 (0%)	62	6 (9%)	177	13 (7%)
Defense	46	1 (2%)	89	2 (2%)	155	2 (1%)
Education	15	3 (20%)	20	2 (10%)	134	15 (11%)
Energy	7	0 (0%)	33	1 (3%)	70	5 (7%)
HHS	19	2 (10%)	70	6 (9%)	69	7 (10%)
HUD	13	3 (23%)	18	3 (17%)	113	18 (16%)
Interior	14	0 (0%)	36	1 (3%)	2	3 (6%)
Justice	25	1 (4%)	52	3 (6%)	83	7 (8%)
Labor	17	1 (6%)	29	5 (17%)	84	7 (8%)
State	36	0 (0%)	27	2 (7%)	76	5 (7%)
Transportation	19	4 (21%)	35	5 (14%)	44	9 (20%)
Treasury	19	2 (11%)	30	4 (13%)	58	4 (7%)
Veterans Affairs	11	1 (9%)	3	1 (33%)	13	0 (0%)
TOTAL	293	20 (6.8%)	551	42 (7.6%)	1,261	105 (8.3%)
	Grade: C		Grade: C		Grade: B	

II. THE WHITE HOUSE

Commissioned Officers	Other AD Appointees
Posts	Latinos
73	3 ⁸ (4.2%)
Grade: D	Grade: C-

	PAS		SES		Schedule C	
	Posts	Latinos	Posts	Latinos	Posts	Latinos
III. INDEPENDENT AGNY.						
Office of the President	26	1 (4%)	18	0 (0%)	33	4 (12%)
Independent Agencies	93	2 (2%)	106	9 (8%)	190	16 (8%)
Multilateral/Joint Agny.	8	0 (0%)	n/a		n/a	
TOTAL	127	3 (2.4%)	124	9 (7.2%)	223	20 (8.9%)
	Grade: F		Grade: C		Grade: B	

IV. BOARDS/COMMISSIONS

	PAS/PA		SES		Schedule C	
	Posts	Latinos	Posts	Latinos	Posts	Latinos
Fulltime Brds/Comm.	136	0 (0%)	39	1 (3%)	116	3 (3%)
Part-Time Brds/Comm. ⁹	503	53 (11%)	4	0 (0%)	n/a ¹⁰	
TOTAL	639	53 (8.3%)	43	1 (2.3%)	116	3 (2.6%)
	Grade: B		Grade: F		Grade: F	

V. REGIONAL/INTERNAT'L

	PAS		SES		Schedule C	
	Posts	Latinos	Posts	Latinos	Posts	Latinos
U.S. Attorneys	94	1 (1%)	n/a		n/a	
U.S. Marshals	93	6 (6%)	n/a		n/a	
Federal Judges	179	14 (8%) ¹¹	n/a		n/a	
Ambassadors	155	4 (3%)	n/a		n/a	
International Reps	6	1 (16%)	n/a		n/a	
TOTAL	527	26 (4.9%)				
	Grade: C-					

Subsequently, NHLA issued three report cards on the status of PAS appointments for Hispanics. The first report card, issued in May, 1993, found that out of a potential 316 PAS posts at the 14 Cabinet agencies, the administration had named 15 Latinos (4.7%). As this constituted less than half the percentage of Latinos in the U.S. population (approximately 10%), NHLA gave the administration a grade of 'C-'. This grade fell to a 'D' in the next NHLA report card, issued that October, as the number of Latino PAS appointees dropped from 15 down to 14. By the summer of 1994, when NHLA issued its third report card, the number of Latinos in PAS posts had climbed to 20 (6.3%) -- a definite improvement, but still well below the percentage of Hispanic representation in the national population.

Since the Clinton administration is nearing the mid-point of its first term and the vast majority of political posts have been filled, the moment seems propitious for a fresh assessment of how well Latinos have fared in this process. To be of the broadest possible value to the Hispanic community, this assessment will look beyond PAS appointments at the 14 Cabinet agencies to encompass all political appointments throughout the administration. Furthermore, it will offer an enlightening comparison between the appointment records of President Clinton and President Bush.

PRESIDENTIAL APPOINTMENTS -- The Administrative Structure

Anyone who tries to explain the structure of political appointments should, if they are wise, begin with a caveat. Thus, it should be understood that although these appointments are subject to federal guidelines and ostensibly well defined, they are also subject to budgetary constraints, administrative priorities and political expediency; so the entire system is imprecise and variable. Moreover, there is no single, authoritative source that unilaterally defines all facets of this system, so the information cited must be blended together from a variety of government sources.²

Basic to an understanding of this arena are two structural factors: (a) political appointments are arranged in hierarchical fashion comprised generally of three levels; while (b) governmental units are commonly grouped horizontally into several categories of federal agencies or commissions. The resulting matrix offers a relatively simple and clear picture of an otherwise confusing array of presidential appointments.

A. Levels of Appointment

The three principal levels of presidential appointment are:

1) **Presidential Appointments that Require Senate Confirmation (PAS)**. These are at the highest level. At Cabinet agencies typical PAS job titles are Cabinet Secretary, Under Secretary, Assistant Secretary, Deputy Secretary or Administrator. PAS appointees must not only undergo personal security checks (known as "vetting") like all prospective appointees, they must also be reviewed and approved by a committee of Senators. They may therefore be the focus of intense political battles and their approval subject to lengthy delays (assuming they receive

approval at all).

2) **Senior Executive Service (SES)**. This next highest level of appointment generally consists of appointees who are second-in-command to an Assistant Secretary and/or who are in charge of major programs. The most common SES job titles are Deputy Assistant Secretary, Associate Deputy Secretary, or Deputy Director.

3) **Schedule C (SC)**. Individuals in these posts are close aides to those in charge of agencies or programs. Their exact duties vary from one office to the next, but the general responsibilities are conveyed by such typical Schedule C job titles as Special Assistant to the Assistant Secretary and Confidential Assistant to the Director.

The number of each type of appointee may vary considerably from one administration to the next, from one agency to the next, sometimes from one month to the next. Agencies do not have much flexibility about PAS appointments because these are specified by federal statutes. But they can choose how many political SES appointees they want (so long as the number of non-career SES appointees does not exceed 25% of all SES posts in the agency).³ Agencies have even more discretion about how many Schedule C appointees they have, so long as they do not exceed their budget or the number of FTE (full time employees) allotted them by the Office of Management and Budget (OMB).

Besides PAS, SES and Schedule C, there is a category simply known as *Presidential Appointments (PA)*. These individuals are selected by the President (without Senate involvement) for special positions in various government offices or programs. Flexibility and presidential discretion are key features of PA assignments. In some cases, the President may simply need a PA for a particular task. Or the President may designate someone a PA because they know in the Senate that person will face political obstacles to being approved for a PAS post. In other cases, such as boards and commissions, PA assignments may be pre-determined; but these appointees may not hold their positions for a fixed period but instead remain in their posts "at the pleasure of the President."

Yet another category of political appointment is found at the White House itself; these are referred to as "*Administratively Determined*" (AD) positions. Instead of the PAS/SES/SC system, the White House designates all its political appointees as ADs; then it divides them into a three-level hierarchy, as follows:

1) **Assistant to the President** is the general title for those closest to the President. In more technical terms, these appointees are known as "Commissioned Officers."

2) The next AD level is **Deputy Assistant to the President**. These appointees are also Commissioned Officers.

3) The third AD level is roughly equivalent to Schedule C at other agencies. Typical job titles for this level are **Deputy Director or Special Assistant to the President**.

data inspire confidence and offer a fair comparison between the first two years of President Clinton's and the first two years of President Bush's administrations.

The numbers in this Clinton/Bush comparison plainly indicate that President Clinton has thus far done a substantially better job in appointing Hispanics to his administration. In most of the categories cited here, President Clinton more than doubles President Bush's numbers. In some cases, President Clinton has three- to four-times as many appointees as President Bush had. Of the seven grades given by NHLA, President Clinton earned five passing grades, one 'D' and one 'F'; President Bush had three 'F's and four 'D's.

It is unfortunate that more data are not readily available to contrast Clinton/Bush in their appointments at the White House, in the judiciary or on boards/commissions. Nevertheless, the available data clearly suggest that overall President Clinton has gotten off to a much better start in his Hispanic appointments than did the Bush administration.

CONCLUSION

In many respects, President Clinton has done well in trying to fulfill his campaign promise with respect to Hispanic appointments. His overall numbers are respectable, and several Cabinet agencies have exceeded the expectations of many in the Hispanic community. The number of Latino appointees is particularly high in the Schedule C category, and the grade earned for SES appointments is at least a 'C' in most cases. The substantial number of Latino appointments to the federal bench also merits special recognition. It is encouraging to note, overall, that the administration's performance has shown steady improvement since NHLA's first report card in mid-1993.

There are, however, several serious trouble spots, and NHLA calls upon the President to address these as quickly and resolutely as possible. In particular, five Cabinet agencies have done very poorly in appointing Latinos at higher levels -- **Commerce, Defense, Energy, Interior and State**. The record of appointments at the Independent Agencies is not strong at all, and it is even worse at the fulltime Boards and Commissions. In general, while Latinos appear to be doing well at filling Schedule C posts, and to a lesser extent SES posts, they are still not being properly considered for and represented at the highest levels of policy-making and government leadership.

Finally, it must be remembered that President Bush ultimately appointed approximately 280 Hispanics to various posts throughout his four-year term (according to a White House press release issued in the summer of 1992). This was far better than any previous administration. But President Clinton has already surpassed this total in just two years, so it is to be hoped that his comparatively good beginning will lead to steadily greater numbers of Latino appointees at all administrative levels throughout his term in office. Certainly NHLA and other Hispanic leaders and

organizations will continue to monitor his administration's progress.

FOOTNOTES

NOTE 1 -- The term "Plum Book" refers to a federal manual titled U.S. Government Policy and Supporting Positions, published by the U.S. Senate's Committee on Governmental Affairs. Although the Plum Book is commonly considered the bible for delineating the full range of presidential appointments, the practical realities of government restructuring, budget constraints, new administration policies and agency preferences render the Plum Book virtually out of date almost as soon as it is published. It remains, however, a useful general reference that offers an inexact overview.

NOTE 2 -- The primary sources of information for this report were the White House Office of Presidential Personnel, the Congressional Research Service (CRS) of the Library of Congress, the office for interagency Affairs of the U.S. Office of Personnel Management (OPM), and individual Cabinet agencies.

NOTE 3 -- Another constraint on SES appointments is that the total number of political SES appointees cannot exceed 10% of all SES employees in the federal government.

NOTE 4 -- CRS Report for Congress: Presidential Appointments (Report Nos. 94-453, 94-473, 94-628), by Rogelio Garcia, issued May 20, 1994 (updated July 25, 1994).

NOTE 5 -- Four legislative branch agencies not cited in this report: the Architect of the Capital, General Accounting Office, Government Printing Office and the Library of Congress.

NOTE 6 -- Due to space limitations, this is a only select list of 48 well known part-time boards and commissioners. There are dozens of other part-time B&Cs, and interested persons should contact the White House for a complete listing.

NOTE 7 -- This final category of Presidential appointees is unique to this report and is not standard for government purposes. It is included because the appointments cited are important positions and should be noted, but they do not fit neatly into the scheme of the other agency categories delineated above.

NOTE 8 -- These three PAs include two assigned to the White House and one assigned to HHS.

NOTE 9 -- These data pertain to the select list of 48 part-time boards and commissions cited immediately above.

NOTE 10 -- These figures pertain to all Schedule C posts on both full-time and part-time boards and commissions.

NOTE 11 -- Of these 14 judges, 9 have been confirmed and 5 are pending confirmation.

NOTE 12 -- These data were provided by the Office of Personnel Management (OPM) through a formal request in accordance with the Freedom of Information Act, and by the White House.

NOTE 13 -- These data were obtained through the U.S. Department of State and U.S. Policy and Supporting Positions (U.S. Government Printing Office, Report S. Prt. 102-509, 1992).

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National Association of Hispanic Publications (NAHP)
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HISPANIC PRESIDENTIAL APPOINTMENTS

A Status Report on Political Appointments for Hispanic Americans in the First Two Years of the Clinton Administration

OCTOBER 1994

Text prepared by
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Upon his election, President Clinton pledged he would establish an administration that "reflects how America looks." This promise for inclusion among presidential political (non-career) appointees sparked tremendous interest among women and minorities throughout the country. Hispanic American political and community leaders clearly recognized the significance of these appointments for the Latino community, given the pivotal role political appointees play in shaping national policies, channeling federal funds, and administering government programs.

Hispanics' hopes were bolstered early-on by the unprecedented announcement of two new Cabinet Secretaries who are Latino -- Henry Cisneros as Secretary of Housing and Urban Development (HUD) and Federico Peña as Secretary of Transportation (DOT). But progress thereafter proved to be aggravatingly slow, and meaningful gains seemed to be limited to just a handful of federal agencies (including, perhaps not surprisingly, HUD and DOT). Inevitably, Latino leaders began experiencing disappointment and then expressing their growing frustration to the White House, to members of Congress and the press.

Now after nearly two years, some positive results can be seen. President Clinton has appointed 300 Latinos to political posts in the first 20 months of his administration -- which already exceeds the approximately 280 Latino appointments made by President Bush during his four-year term, and far surpasses any other administration. Despite all these appointments, many in the Hispanic community remain uncertain about what appointments Latinos have received, in which areas of the administration and at what level of political importance.

It is to provide much needed clarity to this complicated subject that this NHLE report has been prepared. The principal goals are (a) to de-mystify the arcane structure of political appointments, and (b) to pin-point where Latinos are doing well and not so well. NHLE's hope, thereby, is to

inspire renewed interest and more strategically targeted efforts by Hispanic Americans in this important arena.

HISPANICS' INITIAL RESPONSE

As the Clinton transition team began their work at the end of 1992, hundreds of Hispanics throughout the nation freshened up and submitted their resumes in the hope of somehow securing a political appointment in the new administration. But almost immediately, they were stymied by a daunting array of obstacles -- such as interminable bureaucratic delays; the vicissitudes of party politics; the absence of a special entry point into the appointment process; and confusion about how the appointment process actually works. Basically, they had to contend with the blunt reality that presidential appointments are highly prized; therefore, besides the technical qualifications required for a government post, plain old political clout counts for a great deal. In particular, campaign experience and significant political involvement, whether voluntary or fulltime, are key factors in placing prospective appointees in the administration.

To help Latinos work their way through this obstacle course, a number of individuals and organizations jumped into the fray. The Mexican American Legal Defense and Education Fund (MALDEF) published a booklet that condensed the bewildering assortment of political posts listed in the "Plum Book" into a comprehensible list of possible job opportunities. MALDEF, the National Council of La Raza (NCLR) and other organizations gathered resumes to serve as a nexus between Latino applicants and the administration. A number of Hispanic leaders, primarily through the efforts of a Latino ad hoc political group known as "Adelante Con Clinton," met in early 1993 with most of the Cabinet Secretaries and key White House officials to promote Hispanic appointments. A host of Latinos were either hired or volunteered to work on the transition team expressly to find Hispanics for a variety of appointments; and as the administration took shape, their efforts were carried on by Latinos and others assigned to Cabinet agencies and the White House.

The National Hispanic Leadership Agenda (NHLE) became involved, as well, through periodic reports, published articles and speeches, and meetings with administration officials. Specifically, NHLE began monitoring the political appointment process in the spring of 1993. The focus was crystallized by one of NHLE's founding members who publicly challenged President Clinton to appoint "at least one Hispanic to a high-level post at each Cabinet agency." Therefore, from the outset, NHLE concentrated its investigations on what is considered to be the most influential level of political posts -- *Presidential Appointments that require Senate confirmation* (commonly known as PAS appointments).

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Carolyn Curiel

A Reminder for Latino Voters

It was Election Day 1992 and I had a near out-of-body experience. I was a producer-writer at Nightline, but it was preempted by election specials, so I took up a friend's invitation to hold his hand at his office while the returns rolled in. My friend worked at the Bush White House.

He told me that staffers were bringing snacks to fortify themselves through the night, so I brought tortilla chips and salsa and placed them among potato chips and cookies on a table in the sprawling White House communications offices.

There was a lot of bluster. One large, red-faced functionary kept a running tab of how George Bush could pull it out; as the night wore on, his face became redder, his voice louder, his numbers more creative. I tried to mingle among the navy blazers and blond heads, until finally, across the room, I spotted the back of an African-American head. I shouldered my way through the crowd to say hello -- to the cleaning woman. When she left, I was alone. I stood out like a brown thumb.

WE WERE THE ONES GETTING RUN OVER

I think of that night often, and of the era that I hoped was buried then and there. As we approach the midterm elections on Nov. 8, I would ask all Latinos to remember that era, too. In short, it was a time when the economy and the races were on a crash course and we were the ones getting run over.

We had no voice in Washington. We had a president whose only memorable reference to Latinos was "little brown ones."

Now less than two years later, things are turning around. Finally we have a friend and a partner in the White House.

Our friend has fought hard for us. With his record number of Latino appointments, he has given us a say in running the country. And with the help of Democrats in the Congress, he is keeping promises. We have an economy that is growing and creating millions of high-wage jobs. We now have opportunity. With programs that Bill Clinton and the Democrats have put in place, more Latinos will have a chance to go to college, and those who don't want to go will be able to get training for good jobs.

More Latino children will get a better start at life because all children under the age of two will be immunized and many of those children will benefit from expanded Head Start programs.

President Clinton knows Latinos value work. He has given 15 million working families -- many of them Latino -- tax breaks to lift them out of poverty. He is fighting to make our streets safer, with the Brady bill, an assault weapon ban, and the biggest crime bill ever.



CURIEL

Time and again, Bill Clinton has shown us he is a man of his word. If not for him and the help of Democrats in the House and the Senate, we would be Republican road kill.

That's why it is urgent that Latinos vote on Nov. 8 to keep Democrats in Congress.

They will help the President fight for us.

To be fair, we should remember that the Republicans have worked tirelessly for one minority. Unfortunately for the rest of us, that minority is the rich.

The Republicans make this promise -- actually, it's more like a threat: If they become the majority in the Congress, they'll take us back to the 1980s. They actually signed a document promising just that. Oh, boy -- a guarantee to go back to policies that exploded the deficit, cut Medicare, cut taxes for the rich, divided our people and sent our jobs overseas. And a bonus: Bob Dole would be the Senate majority leader; Newt Gingrich, Speaker of the House; Jesse Helms would ride herd on immigration policy. Pinch me, please.

They must really think we're dumb. They must think that we'll sit out the election and let them take over again so they and their friends can leave their tread marks on our futures. Or, maybe they just don't know Latinos.

Did I mention that the Bush people never touched the tortilla chips and salsa?

Carolyn Curiel has worked for The Washington Post, The New York Times and ABC News Nightline. She lives in Washington.

Report Card Should Guide Future Agency Monitoring, Leaders Say

continued from page 1

pendent agencies "abysmal."

Only three high-level Hispanics were identified at 40 independent agencies such as the Environmental Protection

Agency, NASA and the Office of Personnel Management. No Hispanics have been confirmed to serve on any of 31 federal boards and commissions.

"The report clarifies our status not just in this administration, but in society," said Frank Cota-Robles Newton, its author. "We're doing a lot better, but we're still getting the short end of the stick."

Newton said he used a Freedom of Information Act request to obtain figures from the Office of Personnel Manage-

ment and worked closely with the White House Office of Presidential Personnel to develop the figures.

Both Clinton and Bush performed poorly on ambassadorships. Clinton had 4 out of 155 slots; Bush, 1 out of 151.

"These assignments are regarded as

SEE SPECIAL INSERT FOR FULL REPORT

'plums' awarded by a president to special friends and supporters -- and they remain beyond the grasp of Hispanic Americans," the report stated.

José Niño, NHLA board member and president of the U.S. Hispanic Chamber of Commerce who actively campaigned for Bush in 1992, said Clinton should be judged on his own. "The bottom line is that Clinton said he would mirror America in all his work and appointments. He has

yet to do that." He acknowledged that he was encouraged thus far by Clinton's appointments.

Gómez reiterated that Hispanics are still the only underrepresented racial or ethnic group in the federal government workforce; less than 125 Hispanics hold 8,000 senior executive service career posts. The analysis examined only political appointments. "Administrations come and go. If we don't look at the overall federal workforce and career positions, we're not getting a full picture," Gómez said.

He added, "The true benchmark is getting those in there with a sensitivity to Hispanic needs and letting them advocate for those needs. That's where this administration is ahead of the previous one."



GOMEZ



ROBLES

Why I Am Not Mee-GWUEL

For a brief period of my life, when I started writing for my school newspaper, I was known as Mike Peréz, pronounced with an accent on the second "e." Some of my teachers and classmates had persuaded me to "Americanize" my name.

I gave it a try, but didn't really like it. By mispronouncing my own name, I was hiding my heritage, betraying my principles.

It didn't take long for me to go back to *Miguel*, constantly having to explain to non-Latinos that the "u" in my first name is silent, and that my surname is Pérez, not Peréz. It takes more work, but it's well worth it. Self-worth is priceless.

I remember that period of my youth -- and the lesson it taught me -- every time I see Latinos change or Americanize their names nowadays. If only they could learn from my mistake, I tell myself.

You see it in every sector of society. Foreign-born residents are constantly pressured to make their names easier for the ears of those who refuse to accept foreign sounds.

'COULD YOU SPELL THAT?'

This is the daily dilemma facing many Latinos: If you're Hispanic, what do you do if someone mispronounces your name? Do you correct them, or go along? And if you don't correct them, aren't you helping to perpetuate the problem?

It happens to me often, especially when I have to leave messages for government bureaucrats. "Could you tell the commissioner that Miguel Pérez called?" I ask.

"What? Could you spell that?"

After I comply, the response is typical. "You mean Mee-GWUEL Puh-RREZ."

"No ma'am, I mean Miguel. The 'u' is silent. And Pérez. The accent is on the first 'e'."

From this point on, responses depend on the bureaucrat's diversity-acceptance level. Some defy your pronunciation of your own name. "How come I know other Puh-RREZes who pronounce their name that way?" a secretary asked me recently.

At this time, you want to "reach out and touch someone" through the telephone and proceed to strangle them. But you look for a modest response. "Perhaps they let you mispronounce their name because they don't have all this time to waste with you, ma'am. Or, perhaps they know you're a lost cause." We're not asking anyone to speak Spanish -- just get our names straight.

GERALDO RIVERA WAS 'JERRY RIVERS'

The worst mutilators of Latino names are radio and television reporters. You hear them flawlessly pronouncing tongue-twisters: writer Alexander Solzhenitsyn, Israel Prime Minister Yizhak Rabin, Serbian President Slobodan Milosevic, French President Francois Mitterand, U.N. Secretary General Boutros Boutros-Ghali.

But when they get to Latino names, they turn into butchers.

They should pay attention to accents, which are there for a reason. Take actor Raúl Juliá. His name has been aired incorrectly so often -- and registered in our minds -- now he's Júlia.

Latino athletes are renamed by sportscasters, especially if their surnames carry the "ñ" or "ll" sounds. Golfer Lee Treviño and baseball manager Lou Piniella are regular victims.

As for my days as Mike Peréz, I'm not alone. For a brief period, Geraldo Rivera was known as Jerry Rivers. That's another problem. Through acculturation, as with other ethnic groups, Latinos tend to Americanize their kids' first names. Robertos become Bobs.

But surnames are different. Changing your last name -- or allowing others to do so -- is denying your heritage.

(Miguel Pérez is a columnist with the *Bergen, N.J., Record*.)

Sin pelos en la lengua

I CONFUSE EASY: Since we're dealing with federal appointment numbers this week, let's examine an Oct. 16 Washington Post article on White House judicial picks. The Post informs us:

"Close to 60% of the Clinton appointments have been women or racial minorities, compared with 13% women and minorities during the Bush years, 8% during Reagan and 27% during Carter..."

My head, heart and soul have three quick reactions:

- 1) Praise be to Diversity Bill.
- 2) A pox on Bush and Reagan.
- 3) And a question for the Post.

The 129 court appointments Clinton made in his first two years in office included, by White House count, 31 blacks, 11 Hispanics, and one each Asian and Native American. (34% of the total)

Clinton also named 40 women. (31% of the total)

In her story, Post reporter Joan Biskupic lumped women and racial minorities together and came up with "close to 60%." If you add 31% and 34%, you get 65%. So I guess Biskupic didn't perform the usual slight-of-hand by counting females who aren't white twice -- as "women" and as "minorities." Corporate types do so regularly to put a better face on their affirmative action efforts.

Biskupic does lump Hispanics as a racial minority -- which we aren't. We are an ethnic minority; we come in all colors and blends. But I can forgive her for that. The error is repeated daily in the press.

And we do call ourselves *La Raza*, don't we?

So what's wrong with what Biskupic tells us?

By combining racial/ethnic groups with women, she not only mixes apples and oranges -- she creates a fruit compote guaranteed to give even an apprentice statistician gas.

Whenever you combine women with ethnic and racial groups in the same statistic, you obfuscate. You deceive.

Why not say the president gave two-thirds of the appointments to white folk, rather than two-thirds to "minorities and women"?

That's just as accurate.

My favorite example of deceptive affirmative-action reporting was printed some years ago in *The Miami News*, a newspaper which has since gone belly-up. It began:

HISPANICS 1ST FOR CITY JOBS

Hispanics, blacks and women -- in that order -- are getting a wide majority of the jobs and promotions in Miami city government.

Eighty-seven percent of the hirings and 83% of the promotions went to minorities and women during the first six months of this year...

Disguised was the fact that 56% of the promotions went to Anglos and only 18% to Hispanics. Nowhere in the lengthy article was it mentioned that Hispanics made up 55% of the city's population; Anglo males, barely 10%. Finally in the last paragraph, the writer did reveal that Anglos still held 51.5% of the city's jobs, vs. 28.6% for blacks and 19.5% for Hispanics.

Using the identical statistics provided by the city, I rewrote the reporter's story and mailed my equally accurate version to him:

WHITES, MALES GET MOST CITY JOBS

Although Hispanics and blacks comprise nearly 80% of Miami's population, Anglo city employees still receive most of its promotions and nearly 40% of its new jobs.

Women, who make up more than half of the population, get just 25% of the new jobs and 38% of the promotions.

I never heard back from him, but I didn't really expect to.

— Kay Bárbaro

COLLECTING

CLINTON COURT APPOINTEES

Following is a listing of Hispanics nominated to the federal bench and District of Columbia court by President Bill Clinton during his first 21 months in office. (See story, page 2.)

- Fortunato Benavides, 5th Circuit (Texas)
- Martha Vargas, U.S. District Court of New Mexico
- Ricardo Urbina, U.S. District Court of the District of Columbia
- Rubén Castillo, U.S. District Court for the Northern District of Illinois
- Samuel Paz, U.S. District Court for the Central District of California*
- Richard Paez, U.S. District Court for the Central District of California
- Orlando García, U.S. District Court for the Western District of Texas
- José Cabranes, 2nd Circuit (New York, Connecticut, Vermont)
- Rafael Díaz, District of Columbia Superior Court
- Salvador Casellas, U.S. District Court of Puerto Rico
- Daniel Domínguez, U.S. District Court of Puerto Rico
- Vanessa Ruíz, District of Columbia Appellate Court
- David Briones, U.S. District Court for the Western District of Texas

* awaiting U.S. Senate confirmation

CONNECTING

EXCELLENCE NOMINATIONS SOLICITED

Dialogue on Diversity, a non-profit membership organization in Washington, D.C., is soliciting nominations for three Excellence Awards to be presented at its Nov. 21 conference in McLean, Va.

"Entrepreneurship: A Problem-Solving Approach" features a dialogue between Mexican and U.S. businesswomen and promotes women's business roles.

The categories are: the Mentorship Award, which recognizes a small to medium-size business that has significantly helped women; Corporate Excellence Award, for a large corporation that has encouraged its female managers; and the Entrepreneurship Award, to a woman who has made notable accomplishments in business.

To nominate an individual or business, call Silvina Sousa at (703) 631-0650 by Oct. 31.

WHITE HOUSE FELLOWS SOUGHT

The deadline for applying for a White House Fellowship is Dec. 1. Fellows serve as special assistants to senior White House officials and Cabinet-level officers. Year-long fellows write speeches, draft legislation and propose policy.

For an application and brochure, contact: The President's Commission on White House Fellowships, 712 Jackson Pl. NW, Washington, D.C. 20503. Or call (202) 395-4522.

CALL FOR LITERARY SUBMISSIONS

The University of California at Irvine's Department of Spanish and Portuguese is accepting submissions for its 21st annual Chicano/Latino Literary Contest.

This year's submissions are for the novel genre. Prizes range from \$1,000 to \$250. Deadline for manuscripts is April 30, 1995. Contact Juan Bruce-Novoa at (714) 856-6901.

Calendar

HELP US HELP YOU: To ensure your event is published in *Hispanic Link's Calendar*, information must be received at least two Fridays before you would like it to appear. There is no charge. Address items to Calendar Editor, *Hispanic Link Weekly Report*, 1420 N St. NW, Washington, DC 20005. (202) 234-0280; fax (202) 234-4090.

THIS WEEK

MEDIA

Miami Oct. 26-28

The Miami Hispanic Media Conference includes panel discussions, an art exhibit and a networking party.

Vilma Diaz-Neda (305) 579-6325

HUMAN RIGHTS

Washington, D.C. Oct. 27

The Institute for Policy Studies conducts its 18th annual Letelier-Moffitt Memorial Human Rights Awards ceremony. This year's awardees are Harry Belafonte, Coalition for Justice in the *Maquiladoras* and The Confederation of Indigenous Nationalities of Ecuador.

Deborah McLaren (202) 234-9382

EDUCATION

East Lansing, Mich. Oct. 27-28

Michigan State University holds its 1994 Michigan Hispanic Education Conference, "Unity in Diversity: Creating Connections."

Marylou Mason (517) 373-8339

LEADERSHIP

Chicago Oct. 27-30

The Midwest-Northeast Voter Registration Project sponsors the 12th annual U.S. Hispanic Leadership Conference. "A Five Star Strategy for the '90s" includes forums on labor and youth.

Juan Andrade (312) 427-8683

PRLDEF BANQUET

New York Oct. 28

The Puerto Rican Legal Defense and Education Fund holds its annual fall awards banquet celebrating Latina empowerment.

Juan Figueroa (212) 219-3360

HEALTH EQUITY

Washington, D.C. Oct. 30-Nov. 3

The American Public Health Association holds its 122nd annual meeting to discuss "Public Health and Diversity: Opportunities for Equity."

Tarita Marshall (202) 789-5687

COMING SOON

DIA DE LOS MUERTOS

La Paz, Calif. Nov. 2

The César E. Chávez Foundation honors Chávez with a dinner procession to his grave. UFW President Arturo Rodríguez and Vice President Dolores Huerta will speak.

Magdaleno Rose-Avila (805) 822-5571, ext. 256

CHICAGO LATINOS

Chicago Nov. 3

The Latino Institute and the Northern Trust Company co-sponsor "Forging a Vision," a gala dinner celebrating the Latino Institute's 20 years of service.

Judith Tippet (312) 663-3603

MALDEF AWARDS

Los Angeles Nov. 10

The Mexican American Legal Defense and Educational Fund holds its 20th annual Los Angeles Awards Dinner to honor individuals who have contributed to the Latino community.

Jeanette Esquivel (713) 425-2722

FIRST ANNOUNCEMENT

HOME OWNERSHIP

Columbia, Md. Nov. 19

The Governor's Commission on Hispanic Affairs and the Hispanic Chamber of Commerce of Maryland host a bilingual seminar on "How to Buy a Home."

Diana Campa (410) 767-7857

Clinton Federal Bench Appointees Triple Previous Presidents

By Margarita Contín

In his first two years in office, President Clinton has nominated three times as many Latino federal judges as the past three presidents combined during their first two years.

U.S. Department of Justice figures released Oct. 14 reveal that 8%, or 13, of Clinton's nominations have been Latinos and 12 have been confirmed. Only Samuel Paz, a member of the national board of the American Civil Liberties Union from 1990 to 1993, is awaiting U.S. Senate confirmation. He

has been nominated to the U.S. District Court of the Central District of California.

By the ends of their terms, each of the

FEDERAL BENCH NOMINATIONS (during presidents' first two years in office)

	Latino	African American	White
Clinton	13	31	98
Bush	2	2	76
Reagan	1	1	81
Carter	1	9	46

previous three presidents appointed a substantially greater number of Hispanic federal judges: Carter, 16 (6.2%); Reagan, 14

(3.4%); and Bush, 10 (5.1%).

"If the barometer is going to be what other presidents have done, then Clinton's number is better. But I doubt he wants to be measured by what other presidents have done because any numbers would be better," Chris Miranda, chairman of the Hispanic National Bar Association's Supreme Court committee, told Weekly Report.

He added, "Clinton failed the Latino community when he didn't nominate any of the seven individuals we recommended for the Supreme Court."

Study: Older Latinos Feel More Crime Anxiety

By Margarita Contín

Latinos over age 50 are much more concerned about neighborhood crime, health maintenance and public benefits than the general over-50 population, revealed a report released Oct. 13 by the American Association of Retired Persons.

Findings from phone interviews with more than 1,000 Latinos over 50 years old showed that 73% expressed concern over crime and personal safety. Only 46% of the general older population shared such fears in a similar 1993 AARP survey.

Blanca Fuertes, executive director of the Educational Organization for United Latin

Americans' Spanish Senior Center in Washington, D.C., told Weekly Report, "Many of our seniors don't feel comfortable leaving their house because they feel they can't defend themselves physically or linguistically."

She was surprised the general older population was not as concerned about crime and safety.

"In my experience working with the elderly, those fears are across the board," Fuertes said.

She speculated that the different attitudes could be attributed to more Latinos living in inner cities with higher crime rates.

PRIMARY CONCERNS AMONG ADULTS OVER AGE 50

	Latinos (1994)	General Population (1993)
Neighborhood Crime	73%	46%
Health Maintenance	69	53
Access to Public Benefits	65	39
Adequate Health Insurance	63	61

Puerto Rican Migration and Incomes on the Rise

By Patricia Guadalupe

A study released Oct. 19 by the National Puerto Rican Coalition showed that the median household income of mainland Puerto Ricans increased by almost 30% in the 1980s, the highest gain of any ethnic group.

The study, based on census figures, also revealed that in 1990, 49% of Puerto Ricans held managerial, professional, technical, sales and administrative positions, compared to 44.1% of blacks. Although less than the percentage of whites serving in those positions (58.7%), it is a 10% increase from 1980.

"This should dispel the *West Side Story* perception of Puerto Ricans," said NPRC president Manuel Mirabal, referring to the 1960s Broadway musical and movie that depicted Puerto Ricans as poor, urban dwellers and gang members.

NPRC also found that more than 300,000 Puerto Ricans moved to the mainland from the island during the 1980s, a number equivalent to that of the 1950s, the period of greatest

migration. The majority of recently arrived Puerto Ricans head for California, Texas and Florida, rather than New York, as in previous years.

Currently, 2.7 million Puerto Ricans live in the states.

Latinos Rally Against Craven's 'Hispanic ID Card'

By Margarita Contín

Several Latino organizations denounced at an Oct. 20 San Diego news conference California State Sen. William Craven's (R-Oceanside) recommendation that all individuals of Hispanic descent be required to carry an I.D. card bearing their photograph and thumbprint.

In an Oct. 17 interview with San Diego Union-Tribune staff writer María Hunt, Craven conceded that it could be considered an invasion of privacy, but told Hunt that even U.S. citizens "who look like citizens of Oaxaca, Mexico" would be subject to the requirement. "I think that's something that to me is clumsy and somewhat, oh, what would I say, demeaning...but I really don't

NALEO Names Vargas As Executive Director

By Tania Garcia

Arturo Vargas, vice president of the Mexican American Legal Defense and Educational Fund, has been named executive director of the National Association of Latino Elected and Appointed Officials after a nationwide search.

Vargas will assume the post Dec. 1. He replaces Harry Pachón, who left NALEO in September 1993 to become president of the Tomás Rivera Center, a Latino think tank in Claremont, Calif. Pachón remains chairperson of the NALEO Educational Fund.

"There is great potential for the organization to be influential in ensuring that Latinos are fully integrated into the democratic process," Vargas told Weekly Report.

NALEO is a national nonpartisan organization that conducts citizenship drives and research projects for the Hispanic community. It also maintains an annual roster of Hispanic politicians in office.

Vargas, who has worked for MALDEF for five years and is the only non-attorney in a management position, will be based at NALEO's headquarters in Los Angeles.

know how to get around it," continued Craven.

In a press release issued the same day as the article, Craven clarified his comments, saying that he "was referring to the need to create a legal resident eligibility card that would be required...for all legal residents."

Roberto Martínez, director of the U.S./Mexico Border Program of the American Friends Service Committee, told Weekly Report that despite Craven's retraction, he has a history of anti-immigrant statements, once commenting in Feb. 1993 that migrant workers were lower-class humans. "We're not excusing him in any way. He's just contributing to the immigrant bashing and scapegoating," said Martínez.

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LaGuardia Community College Instructor/Assistant Professor-Accounting Managerial Studies

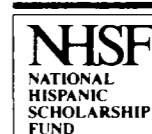
Duties: teaching a range of Accounting and Business related courses.

Qualifications: Instructor: Master's degree in Business Accounting or BS/CPA required. Assistant Professor: Ph.D. or MBA/CPA required. College teaching experience and bilingual skills (Spanish) a plus. Undertake additional academic responsibilities in the area of commercial credit and curriculum development; and the ability to interact with a large student population preferred.

Salary: Instructor: \$27,454 - \$29,694; Assistant Professor \$29,931 - \$31,128, commensurate with qualifications and experience. Send letter and résumé by December 7 to:

Professor Fernando Santamaria
Accounting Search Committee
Department of Accounting and Managerial Studies
LaGuardia Community College
31-10 Thomson Avenue
LIC, NY 11101

The College is an EO/AA/IRCA Employer.



DIRECTOR OF DEVELOPMENT

The National Hispanic Scholarship Fund is the nation's leading Hispanic scholarship organization, having provided \$21.9 million to over 23,000 Scholars in the past nineteen years. NHSF scholars represent all fifty states and the Commonwealth of Puerto Rico. They attend hundreds of higher education institutions, and include every segment of the Hispanic community.

NHSF seeks a Director of Development to implement strategic plans for fundraising, marketing and public relations. NHSF is building a Development Department that can increase annual fundraising from the present \$4 million to over \$9 million per year by the year 1998.

The organization seeks a seasoned professional with national experience. Candidates must have a demonstrated fundraising track record and be knowledgeable and experienced in grantsmanship, workplace campaigns, nonprofit marketing, and public relations. Send a letter of interest, résumé, salary requirements, and a list of three references to:

Ernest Z. Robles, Executive Director
National Hispanic Scholarship Fund
P.O. Box 728
Novato, Calif. 94949

Arts & Entertainment

LIVE FROM NEW YORK: Puerto Rican actor Raúl Juliá, who suffered a stroke on Oct. 16 and is in serious but stable condition at a New York City hospital, "died" Oct. 18 when television and radio stations in Puerto Rico erroneously reported he had passed away. In a bizarre chronicle of the telephone game, a director friend of Juliá in Los Angeles called a mutual friend, Puerto Rican actress Ivonne Coll with the misinformation.

She then called her mother in Puerto Rico, who although sworn to secrecy, called local actor José Miguel Agrelot. Without checking the accuracy of the news, he then called the island media outlets. They didn't check either and broadcast the news, which was picked up by CNN and Channel 9 in New York City. After a call from Juliá's agent, Jeff Hunter, the stations wiped the egg off their faces in time to broadcast a correction the next day.

COUNTRY, 'TEJANO' STYLE: San Antonio's accordion virtuoso Leonardo "Flaco" Jiménez, whose pioneer work paved the way for many of today's *Tejano* artists, has a new album out this week.

The first single from the album *Flaco Jiménez -- due Oct. 25 from Arista Texas --* is titled *Seguro Que Hell Yes*.

"The song is the 'live it up' combination of country and *conjunto* that I've dreamed of since I was a boy," the *Grammy*-winning Jiménez told *Billboard* this month.

At 55, Jiménez is considered one of *conjunto*'s most innovative musicians, mixing the traditional accordion sounds with touches of

rock, blues and jazz.

At the other end of the age spectrum, another Texan artist is making waves in a more traditional country style.

Twenty-two-year-old Rick Treviño, the Austin-born son of a *conjunto* musician, debuted this year with a self-titled album from **Columbia** that has already yielded two singles on the *Billboard* country charts.

Not discounting his *Tejano* roots, Treviño has recorded a bilingual version of *Note Enough Rope*, his first hit, and has an all-Spanish country album in the works.

TWO FESTIVALS JOIN IN ONE: The 1994 edition of *San Juan Cinemafest*, now underway in the capital of Puerto Rico, marks the merging of that international film event with *Cine San Juan*.

The two festivals merged this year after organizers met and agreed that two events duplicated efforts and often repeated screenings.

More than 40 films from 12 countries are being screened this year in the *San Juan Cinemafest*, which began Oct. 20 and continues through Oct. 30.

In other Puerto Rico news, the **ABC** daytime drama *General Hospital* went on location in San Juan this month, with characters played by Puerto Rican teen idol Ricky Martin and *salvadoreña* Lilly Melgar.

Martin who plays a Puerto Rican medical student in the Los Angeles-based soap, was honored this month by the island's House of Representatives, for portraying a positive Latino image on national television.

-- Antonio Mejias-Rentas

Media Report

DIVERSITY AT COSMOPOLITAN: Although it's not mentioned on the cover among headlines announcing articles on sexual turn-ons and straight women married to gay men, the November issue of *Cosmopolitan* magazine includes an article by Cuban-American novelist Cristina García on "Growing up Latina," followed by a two-page spread on "Latins in the Limelight."

Who do Cosmo editors consider to be prominent U.S. Latinos? "Shrewd Chiquita from Brooklyn" actress Rosie Pérez, "Brazilian bombshell" actress Sonia Braga, "soap opera stud" singer Ricky Martin and even a couple of Spaniards: actor Antonio Banderas

and singer Julio Iglesias.

RADIO DAZE: Latinos prefer to listen to Spanish-language radio stations by an overwhelming majority, revealed a study conducted by the Arbitron Company. Surveying Latinos age 12 and older in 96 markets, the study examined listening preferences. Among 12- to 17-year-olds, 44.4% preferred Top 40, but once they pass adolescence, Latinos listen to more music in Spanish.

Said Clara Carneiro, Arbitron's manager of Hispanic market development, "We found that the older the Hispanic population, the more apt they are to listen to Spanish language stations."

The top 10 choices of radio stations were: Spanish (43.8%), Top 40 (14.7%), Adult Contemporary (10.2%), Oldies (6.2%),

News/Talk (5.1%), Country (4.5%), Album Rock (3.4%), Urban (3.1%), Classic Rock and Modern Rock (2.0%), Adult Alternative (1.7%).

ELECTIONS: The Dallas/Ft. Worth Network of Hispanic Communicators unanimously re-elected three of its top officers for 1994-95: President, Gary Piña, assistant news editor with the Arlington bureau of the **Fort Worth Star-Telegram**; first vice-president, Anna Martínez, news reporter for **WFAA-TV Channel 8**; and treasurer, Elena Cortéz of **La Voz del Anciano**.

Nora López, police reporter for **The Dallas Morning News**, was elected second vice-president of the group and Sandra González, general assignment reporter with **WBAP** radio, secretary.

-- Margarita Contín

Making The News This Week

The Los Angeles Times endorses State Sen. **Art Torres** in his bid to serve as the state's insurance commissioner. Torres faces Republican **Charles Quackenbush** in the Nov. 8 general election... Baseball player **José Canseco** receives a hero's welcome during a visit with Cuban refugees at Guantánamo Naval Base in Cuba. Canseco and Seattle Mariners shortstop **Alex Rodríguez** brought 20,000 pounds of toys to refugee children... Former New York City Councilman **Rafael Castañera-Colón** pleads guilty to stealing \$383,000 in public funds. He had served his South Bronx district for 11 years before losing in the 1993 primary, two weeks after being indicted. He faces two to six

years in prison... **Felipe Alou**, the first major league baseball manager born in the Dominican Republic, is named National League manager of the year. His team, the Montreal Expos, had the best record in baseball up until the strike... The Texas Board of Regents approves naming the University of Texas at Austin's College of Education Building after the late **George Sánchez**. The former history and education philosophy dean helped devise the strategy for the 1940s court challenge that ended official segregation of Mexican-American children in Texas public schools... The University of Southern California names **Elizabeth Díaz** to head the USC/Neighborhood Resource Center, a one-stop information and referral center for social services. She is the former chief deputy to L.A. City Councilmember **Mike Hernández**...

Vol. 12, No. 42

HISPANIC LINK WEEKLY REPORT

Oct. 24, 1994

Clinton Swamps Bush in Midterm Appointments, 201 - 85

By Jonathan J. Higuera

The Clinton administration has appointed more than twice as many high-level Hispanics to federal posts in its first two years than former President Bush did in his first two years, found a report released Oct. 24 by the National Hispanic Leadership Agenda.

The NHLA report card, fourth in a series, showed that Clinton has appointed 201 Hispanics to high-ranking posts in the Cabinet, independent agencies and ambassadorships while Bush named 86.

"The available data clearly suggest that overall, President Clinton has gotten off to a much better start than did the Bush administration," the report stated.

NHLA graded both presidents based on the number of persons named to posts requiring Senate confirmation and other high-ranking positions. Of the seven NHLA categories, Clinton earned five passing grades, a D and an F; Bush had three Fs and four Ds.

Grades were calculated based on Latino population parity, which is now 10%. For example, a grade of C equaled half or a little better than half of

"It's as fair a rating of the two administrations as possible," NHLA board member Thomas Gómez, president of National

HISPANIC APPOINTMENTS IN THE CLINTON, BUSH ADMINISTRATIONS (as of Sept. 1994 for Clinton; Sept. 1990 for Bush)

		PAS	Latinos
CABINET AGENCIES	Clinton	C	316 (6.6%)
	Bush	D	316 (4.1)
SES	Clinton	C	624 (7.2)
	Bush	D	523 (4.4)
Schedule C	Clinton	B	1,207 (8.3)
	Bush	D	1,312 (2.9)
INDEPENDENT AGENCIES	Clinton	F	124 (1.6)
	Bush	F	87 (1.2)
SES	Clinton	C	124 (7.2)
	Bush	D	122 (4.1)
Schedule C	Clinton	B	223 (8.9)
	Bush	F	260 (1.9)
AMBASSADORSHIPS	Clinton	D	155 (2.7)
	Bush	F	151 (0.7)

Image told Weekly Report. "It clearly demonstrates that President Clinton has done

more in his two years than Bush." In a round table discussion with Hispanic media Oct. 19, Vice-President Al Gore said, "We have increased (Hispanic representation) in every category and we are determined to continue and accelerate this progress."

Several Hispanic leaders said the report card could serve as a benchmark for future administrations.

Citing its analysis of independent agencies and federal boards and commissions, Belén Robles, national president of the League of United Latin American Citizens, noted that it covered areas not previously monitored. "Hispanics should use this to truly identify the strengths and weaknesses of this administration and future administrations," she said.

Clinton Cabinet agencies averaged a C for appointments requiring Senate confirmation, with the departments of Energy, State, Commerce and Defense continuing to rate poorly with Fs. The White House received a D for high-level appointees but had an above-average number of Hispanics working at second- and third-tier positions, the report revealed.

The report called the records of inde-

continued on page 3

HISPANIC LINK WEEKLY REPORT

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file

Talking Points for Maggie Williams

On

White House Office of Presidential Personnel



* People are policy, program, and vision. Getting the right people in the administration to implement the policies, programs, and vision of the President is the job of the White House Office of Presidential Personnel.

* The White House Office of Presidential Personnel is committed to bringing in talented people to the administration not only to make it "look like America" with ethnic and geographic diversity but also to direct programs to make a difference for real people.

* The White House Presidential Personnel process is a collaboration with the departments and agencies.

* The basic outline is as follows:

Presidential Personnel gives a researched list of candidates to the Secretary of an agency for each position.

The Secretary works with Presidential Personnel search team to interview and select a "recommended" candidate for each position as well as one or more "alternate" candidates, if need be.

The Director of Presidential Personnel, Bruce Lindsey, presents the Secretary's recommendations to the President for his review and approval. A copy is submitted to the Vice President. The President either approves the Secretary's choice, chooses one of the alternate candidates or requests further consideration be made.

* Contained within this simple outline are many people involved in outreach, interviewing, research, and decision-making.

* The administration works to create teams of people in an agency with diverse but complementary backgrounds and expertises. There are many criteria and factors to consider and to match when trying to do the best for the President, the agency, and the individual.

As of 7/28/93

CLINTON ADMINISTRATION'S FEMALE AFRICAN-AMERICAN APPOINTEES

- o Of the 14 full members of the Clinton Cabinet,
 - 4 are African-American (29%).
 - 1 is an African-American woman.

- o Of the 732 top PAS and PA positions filled in the Executive Branch,
 - 16.19% are filled with African-American women, and
 - 26.13% are filled with African-American men and women.

- o 9% of Clinton Administration's 955 Schedule C appointees are female African-Americans.

- o Nearly half (45.3%) of the Clinton Administration's total appointments have been women.

- o African-American women make up 10% of the senior White House staff.

Some of the more visible senior female African-American appointees in the Clinton Administration include, but are not limited to:

The Secretary of Energy

The nominated Surgeon General

The Ambassador to Kenya

An Assistant Secretary of Commerce

Two Assistant Secretaries of Education

An Assistant Secretary of Energy

An Assistant Secretary of Health and Human services

An Assistant Secretary of Housing and Urban Development

An Assistant Secretary of the Interior

The Deputy Secretary of the Office of Personnel Management

A Commissioner for the Federal Energy Regulation Commission

THE WHITE HOUSE

WASHINGTON

MEMORANDUM

TO: White House Senior Staff
Secretaries
Chiefs of Staff

FROM: Bruce Lindsey

DATE: March 2, 1993

RE: Associate Directors and Organizational Structure

Attached is a current list of the agencies which each Associate Director oversees. As we are still partially in temporary space, numbers are subject to change. We will reissue this guide periodically.

Please call the Associate Director for any agency for which you have referrals or questions. You are of course welcome to give referrals to Deputy Directors Jan Piercy and/or John Emerson.

**White House Office of
Presidential Personnel**

1. **JUSTICE, REGULATION, GOVERNMENT OPERATIONS & LABOR
ACTING AD: CYNTHIA METZLER (X 7026)**

Assisted by Marty Flannes (X 7026). This Associate Director also oversees creation of generic Inspector General and Chief Financial Officer pools.

CABINET AGENCIES

Department of Justice
Department of Labor

INDEPENDENT EXECUTIVE AGENCIES

Administrative Conference of the U.S.
Copyright Royalty Tribunal
Equal Employment Opportunity Commission
Federal Communications Commission
Federal Deposit Insurance Corporation
Federal Election Commission
Federal Labor Relations Authority
Federal Mediation and Conciliation Service
Federal Mine Safety and Health Review Commission
Governance Body of International Labor Office
Government Printing Office
General Accounting Office
GSA
Legal Services Corporation (Also on Boards and Commissions)
Merit Systems Protection Board
National Archives and Records Administration
National Labor Relations Board
National Mediation Board
Occupational Safety and Health Review Commission
Office of Government Ethics
Office of National Drug Control Policy
Office of Personnel Management
Office of Special Counsel
Postal Rate Commission
Special Panel on Appeals
United States Parole Commission
United States Sentencing Commission

2. **ECONOMICS, COMMERCE & TRADE**
AD: MARIA HALEY (X 2684)

CABINET AGENCIES

Department of Commerce
Department of Housing and Urban Development
Department of Transportation
Department of the Treasury/OMB

INDEPENDENT EXECUTIVE AGENCIES

African Development Bank
Appalachian Regional Commission
Asian Development Bank
Commodity Futures Trading Commission
Consumer Product Safety Commission
Council of Economic Advisors
European Bank for Reconstruction and Development
Export-Import Bank
Federal Housing Finance Board
Federal Maritime Commission
Federal Reserve Board
Federal Trade Commission
International Monetary Fund
International Civil Aviation Organization
International Trade Commission
Interstate Commerce Commission
National Credit Union Administration
National Transportation Safety Board
Organization for Economic Cooperation and Development
Railroad Retirement Board
Resolution Trust Corporation
Securities Exchange Commission
Small Business Administration
US Trade Representative
World Bank

call

3. **HUMAN RESOURCES, EDUCATION, VETERANS AFFAIRS & ARTS**
AD: BOB NASH - REPLACEMENT TBD (X 7846)

CABINET AGENCIES

Education
HHS
Veterans Affairs

INDEPENDENT EXECUTIVE AGENCIES

ACTION
Architect of the Capitol
Institute of Museum Services
National Endowment for the Arts
National Endowment for the Humanities

Re: Eve

4. **NATIONAL SECURITY & INTERNATIONAL AFFAIRS**
AD: MARGARET CARPENTER (X 1101)

CABINET AGENCIES

Department of Defense
Department of State

INDEPENDENT EXECUTIVE AGENCIES

Agency for International Development
Arms Control and Disarmament Agencies
Central Intelligence Agency
Defense Nuclear Facilities Safety Board
D.C. National Guard
Federated States of Micronesia
Inter-American Development Bank
International Boundary and Water Commission, US/Mexico
International Boundary and Water Commission, US/Canada
International Disaster Assistance
International Joint Commission US/Canada
Mutual Balanced Force Reductions
North Atlantic Treaty Organization
Overseas Private Investment Corporation
Panama Canal Commission
Peace Corps
Permanent Joint Board on Defense, US/Canada
Republic of the Marshall Islands
Selective Service
Trade and Development Program
United Nations
UNICEF
United States Ambassadors
United States Court of Military Appeals
United State Information Agency
United Services Organizations, Inc.

5. **NATURAL RESOURCES, ENERGY, SCIENCE & SPACE**
AD: BOB HATTOY (X 6676)

CABINET AGENCIES

Department of Agriculture
Department of Energy
Environmental Protection Agency
Department of the Interior

INDEPENDENT EXECUTIVE AGENCIES

Alaska Natural Gas Transportation System
Chemical Safety and Hazard Investigation Board
Council on Environmental Equality
Delaware River Basin Commission
Farm Credit Administration
Federal Emergency Management Agency
Federal Energy Regulatory Commission
International Atomic Energy Agency
NASA
National Science Foundation
National Space Council
Nuclear Regulatory Commission
Office of Nuclear Waste Negotiator
Office of Science and Technology Policy
Tennessee Valley Authority
Office of Navajo and Hopi Indian Relocation

6. BOARDS AND COMMISSIONS
AD: JANET BLANCHARD (X 2825)

Assisted by Tom Shea (X 2825).
Attached is a list of Boards and Commissions.

7. REGIONAL APPOINTMENTS
DIRECTOR: KEVIN O'KEEFE (X 6676)

Includes U.S. Attorneys and U.S. Marshals, as well as regional positions for all federal agencies with regional offices.

BOARDS AND COMMISSIONS-MASTER LIST

PA....PRESIDENTIAL APPOINTMENT
 PAS...PRESIDENTIAL APPOINTMENT WITH SENATE APPROVAL
 POP...AT THE PLEASURE OF THE PRESIDENT
 NL....NO LIMIT

NOTE: SOME BOARDS AND COMMISSIONS DO NOT HAVE VACANCIES AT THIS TIME

<u>NAME OF BOARD/COMMISSION</u>	<u># of appts.</u>	<u>Type of appts.</u>	<u>Tenure in yrs</u>
ACID PRECIPITATION TASKFORCE	1	PA	
AIDS, NAT COMM ON	2,3	PA	POP
ADMIN CONFERENCE OF THE US	10	PA	POP
AFRICAN DEVELOPMENT FOUNDATION, BD OF DIR	7	PAS	3 6
AFRO-AMERICAN HISTORY & CULTURE COMMISSION	9	PA	4
AGING, FEDERAL COUNCIL ON THE	5	PA	3
AIR & SPACE MUSEUM ADV BOARD	3	PA	POP
AIR FORCE ACADEMY, BD OF VISITORS TO THE US	6	PA	3
AIR TOXINS RESEARCH CENTER, BOARD OF DIRECTORS OF THE MICKEY LELEAND	3	PA	POP
AM INDIAN & AK NATIVE CULTURE & ARTS DEV, BD OF DIRS OF	13	PAS	6
AMERICA'S HERITAGE ABROAD, COMM FOR THE PRESERVATION OF	21	PA	3
AMERICA'S INFRASTRUCTURE, COMM TO PROMOTE INVEST IN	1	PA	POP
AMERICAN BATTLE MONUMENTS COMM	1 FT/ 11 PT	PA	POP
AMTRACK, NATL RAILROAD PASSENGER CORP	5	PA(2), PAS(3)	POP (4-3)
APPALACHIAN REGIONAL COMM.	2	PAS	POP
AR-OK ARKANSAS RIVER COMPACT COMM	2	PA	POP
ARCH & TRANS BARRIERS COMPLIANCE ACCESS BD	13	PA	
ARCTIC RESEARCH COMM	7	PA	
ARKANSAS RIVER COMPACT ADMIN CO-KS	1	PA	POP
ARMS CONTROL & DISARMAMENT AGENCY, GENL ADV CTTE OF THE	15	PAS	
ARTS AND HUMANITIES, PRES' CTTE ON THE	NL	PA	
ARTS, NATL COUNCIL ON THE	26	PAS	
ASSASSINATIONS RECORDS REVIEW BOARD	5	PAS	
BARRY GOLDWATER SCHOLARSHIP & EXCELLENCE IN ED FOUND	8	PAS	
BEAR RIVER COMM	1	PA	
BOARD FOR INTL BROADCASTING	9	PAS	
CANADIAN RIVER COMM	1	PA	
CANCER ADV BOARD, NATL	18	PA	
CANCER PANEL, PRES'	3	PA	
CHALLENGES TO MODERN SOCIETY - NATO	2	PA	
CHEMICAL SAFETY & HAZARD INVESTIGATION BD	5	PAS	
CHILD & YOUTH DEATHS, NATL COMM ON	4	PA	
CHRISTOPHER COLUMBUS FELLOWSHIP FOUND	5	PA	
CIT'S COMM ON PUB SERV & COMP	2 BY 1/14/93	PA	

CIVIL LIBERTIES PUB ED FUND, BD OF DIRS	9	PAS	3
COLUMBIA RIVER INTERSTATE COMPACT	1	PA	POP
COMM ON AGRI WORKERS	6	PA	LIFE
COMM ON CIVIL RIGHTS	1, 4	PA	6(4), POP(1
COMMODITY CREDIT CORP, BD OF DIR	7	PAS	POP
COMMODITY FUTURES TRADING COMMISSION	5	PAS	5
COMMUNICATIONS SATELLITE CORP, BD OF DIR OF THE	3	PAS	3
COMMUNITY ENTERPRISES ASSESSMENT CREDIT BD	2	PA	
COMPETITIVENESS POLICY COUNCIL	4	PA	2
CONSERVATION OF ATLANTIC TUNAS, INTL COMM FOR THE	3	PA	POP
CONSUMER COOPERATIVE BANK, NATL	3	PAS	3
CONSUMER PRODUCT SAFETY COMMISSION	3	PAS	7
COPYRIGHT ROYALTY TRIBUNAL	3	PAS	7
COUNCIL ON ENVIRONMENTAL QUALITY	3	PAS	POP
CREDIT STANDARDS ADV CTTE	6	PA	POP
CRITICAL TECHNOLOGIES INST, OPERATING CTTE OF THE	4	PA	4
CUBA BROADCASTING, ADV BD FOR	9	PAS	3
CULTURAL PROPERTY ADV CTTE	11	PA	3
DC COMM ON JUDICIAL DISABILITIES & TENURE	1	PA	5
DC JUDICIAL NOMINATION COMM	1	PA	5
DC LAW REVISION CTTE	1	PA	4
DEFENSE & NATL SECURITY, NATIONAL COMM ON	3	PA	POP
DEFENSE BASE CLOSURE & REALIGNMENT COMM	8	PAS	1
DEFENSE NUCLEAR FACILITIES SAFETY BOARD	5	PAS	1
DELAWARE RIVER BASIN COMM	1,1	PA	POP
DISABILITY, NATL COUNCIL ON	15	PAS	1
DRUG-FREE AMERICA BY 1995, NATL COMM ON MEASURED RESPO	25	PA	1
DRUG-FREE YOUTH, BOARD OF DIRS. OF THE NATIONAL TRUST FOR	1	PA	1
ECON & SOCIAL COUNCIL OF THE UN, REPS OF THE USA TO THE	12	PA	1
ED RES & IMPROVEMENT, NATL ADV COUNCIL ON	15	PAS	1
EDUCATION GOALS PANEL, NATL	4	PA	1
EDUCATIONAL EXCELLENCE FOR HISP AM, PRES' ADV COMM ON	25	PA	1
EFFECTIVENESS OF UN, US COMM ON IMPROVING THE	4	PA	1
EMPLOYMENT OF PEOPLE WITH DISABILITIES, PRES' CTTE ON	5	PA	1
EMPLOYMENT POLICY, NATL COMM ON	15	PA	1
ENDANGERED SPECIES CTTE	1	PA	1
ENTERPRISE FOR THE AMERICAS BD	11	PA	1
ENVIRONMENTAL QUALITY, PRES' COMM ON	25	PA	1
EQUAL EMPLOYMENT OPPORTUNITY COMM.	6	PAS	1
EXPORT COUNCIL, PRES'	28	PA	1
FANNIE MAE, FEDERAL NATL MORTGAGE ASSN BD	5	PA	1
FED AGRI MORTGAGE CORP, BD OF DIRS	5	PAS	1
FEDERAL COMMUNICATIONS COMM.	6	PAS	1
FEDERAL ELECTIONS COMM.	5	PAS	1
FEDERAL ENERGY REGULATORY COMM.	5	PAS	1

FEDERAL HOME LOAN MORTGAGE CORP, BD OF DIRS OF THE	5	PA	1
FEDERAL HOSPITAL INSURANCE TRUST FUND	2	PAS	4
FEDERAL HOUSING FINANCE BD. BD OF DIR OF THE	4	PAS	7
FEDERAL LABOR RELATIONS AUTHORITY	4	PAS	5
FEDERAL MARITIME COMM.	5	PAS	5
FEDERAL MINE SAFETY AND HEALTH REVIEW COMM.	5	PAS	6
FEDERAL OLD-AGE, SURVIVORS, DISABILITY INS TRUST FUND	2	PAS	4
FEDERAL PRISON INDUSTRIES INC, BD OF DIR	6	PA	POP
FEDERAL RETIREMENT THRIFT INVESTMENT BD	5	PAS	4
FEDERAL SALARY COUNCIL	9	PA	POP
FEDERAL SERVICE IMPASSES PANEL	7	PA	5
FEDERAL SUPPLEMENTARY MED INS TRUST FUND	2	PAS	4
FEDERAL TRADE COMMISSION	5	PAS	-
FINANCIAL INST REFORM RECOVERY & ENFORCE, NATL COMM ON	2	PA	LIFE
FINE ARTS, COMM OF	7	PA	4
FOREIGN CLAIMS SETTLEMENT COMM	1,2	PAS	3
FOREIGN SCHOLARSHIP BOARD, J WILLIAM FULBRIGHT	12	PA	3
FRANKLIN DELANO ROOSEVELT MEMORIAL COMM	4	PA	POP
FUND FOR AGRICULTURAL DEV, INTL	2	PA	POP
GLASS CEILING COMM	6	PA	LIFE
GREAT LAKES FISHERY COMM, US SECT OF THE	5	PA	6 1 POP
HARRY S TRUMAN SCHOLARSHIP FOUNDATION	8	PAS	5
HIGH-RESOLUTION INFO SYSTS ADV BD	9	PA	POP
HISTORIC PRESERVATION, ADV COUNCIL ON	14	PA	4 1 POP
HISTORICAL PUBLICATIONS & RECORDS COMM, NATL	2	PA	.
HISTORICALLY BLACK COLLEGES & UNIVERSITIES, PRES BD OF	24	PA	.
HOLOCAUST MEMORIAL COUNCIL, US	55	PA	.
HOUSING PARTNERSHIPS, NATL CORP FOR	3	PAS	.
HUMANITIES, NATL COUNCIL ON THE INDEPENDENT HIGHER ED, NATL COMM ON	26 3	PAS PA	.
INDIAN ED, NATL ADV COUNCIL ON	15	PA	.
INSTITUTE OF BUILDING SCIENCES, NATL	6	PAS	.
INSTITUTE OF MUSEUM SERVICES	1	PAS	.
INSTITUTE OF PEACE, BD OF DIRS OF THE US	11	PAS	.
INTELLIGENCE OVERSIGHT BD, PRES'	3	PA	.
INTER-AM ECON & SOCIAL COUNCIL	1	PA	.
INTER-AM FOUNDATION, BD OF DIR	9	PAS	.
INTERGOVT RELATIONS, ADV COMM ON	20	PA	.
INTERMODAL TRANSPORTATION, NATL COMM ON	3	PA	.
INTERSTATE COMMERCE COMMISSION	5	PAS	.
INTL. BOUDARY AND WATER COMM., US- MEXICO	1	PA	.
INTL. BOUNDARY COMM., US-CANADA	1	PA	.

INTL FOOD & AGRI DEV, BD FOR	7	PA	
INTL JOINT COMM US-CANADA	1 FT/2 PT	PAS	4
INTL LABOR OFFICE, GOV BODY OF	1 FT/2 PT	PA	POP
JFK ADV CTTE	NL	PA	POP
JFK BD OF TRUSTEES	30	PA	POP
JUDICIAL DISCIPLINE & REMOVAL, NATL COMM ON	3	PA	10 LIFE
KLAMATH RIVER COMPACT COMM	1	PA	
KOREAN WAR VETERANS MEMORIAL A BD	12	PA	POP POP
KS-NE BIG BLUE RIVER COMPACT ADMIN	1	PA	POP
KS-OK ARKANSAS RIVER COMPACT	2	PA	POP
LEGAL IMMIGRATION REFORM, COMM ON	1	PA	LIFE
LEGAL SERVICES CORP, BD OF DIR	11	PAS	3
LIBRARIES & INFORMATION SCIENCE, NATL COMM ON	14	PAS	5
LIBRARY OF CONGRESS TRUST FUND BD	2	PA	5
MADISON MEMORIAL FELLOWSHIP FOUND, BD OF TRUST OF THE	12	PA(6), PAS(6)	5
MARINE MAMMAL COMM	3	PAS	3
MARTIN LUTHER KING JR FED HOLIDAY COMM	4 EX-OFF	PA	1
MEDAL OF SCIENCE, PRES' CTTE ON THE NATL	12	PA	3
MENTAL RETARDATION, PRES' CTTE ON	21	PA	3
MERIT SYSTEMS PROTECTION BOARD	4	PAS	7
METRO WASH AIRPORTS AUTHORITY, BD OF DIRS OF THE	1	PAS	5
MILITARY ACADEMY, BD OF VISITORS TO THE US	6	PA	3
MISSISSIPPI RIVER COMM	7	PAS	9(3), POP(4)
MUSEUM SERVICES BOARD, NATL	15	PAS	5
MUTUAL BALANCED FORCE REDUCTIONS	1	PA	POP
NATL & COMMUNITY SERVICE, COMM ON	21	PAS	3
NATL CAPITAL PLANNING COMM	3	PA	5
NATL CREDIT UNION ADMINISTRATION, BD OF DIR	3	PAS	5
NATL CRITICAL MATERIALS COUNCIL	3	PA	POP
NATL HOMEOWNERSHIP TRUST, BD OF DIR	1	PAS	POP
NATL INSTITUTE FOR LITERACY, NATL INST BD FOR THE	10	PAS	
NATIONAL LABOR RELATIONS BOARD	6	PAS	
NATIONAL MEDIATION BOARD	3	PAS	
NATL SCIENCE BOARD	24	PAS	
NATL SECURITY EDUCATION BD	4	PAS	
NATL SECURITY TELECOMMUNICATIONS ADV CTTE, PRES'	30	PA	
NATL TRANSPORTATION SAFETY BOARD	5	PA	
NAVAL ACADEMY, BD OF VISITORS TO THE US	6	PA	
NAVIGATION OF THE GREAT LAKES, INTL ADV GROUP TO IMPRO	3	PA	
NORTH ATLANTIC SALMON CONSERV ORG, COUNCIL OF	3	PA	
NORTH PACIFIC FISHERIES COMM, INTL	4	PA	
NUCLEAR REGULATORY COMM	6	PAS	
NUCLEAR WASTE TECH REVIEW BD	11	PA	
NUTRITION MONITORING ADV COUNCIL, NATL	5	PA	
OCCUPATIONAL SAFETY AND HEALTH REVIEW COMM.	3	PAS	
OFFICE OF NAVAJO AND HOPI INDIAN RELOCATION	1	PAS	

OFFICE OF SCIENCE AND TECHNOLOGY POLICY	5	PAS	POP
OHIO RIVER VALLEY WATER SANITATION COMM	3	PA	POP
OLIVER WENDELL HOLMES DEVISE, PERM CTTE FOR THE	4	PA	8
OPIC, OVERSEAS PRIVATE INVESTMENT CORP, BD OF DIR	12	PAS(8), PA(4)	3(8), POP
ORG FOR ECON. COOP & DEV	1, 1	PAS(1), PA(1)	POP
ORGANIZATION OF AMERICAN STATES	1	PAS	POP
PACIFIC HALIBUT COMM, INTL	3	PA	2
PACIFIC SALMON COMM	4	PA	4
PANAMA CANAL COMM, BD OF THE	5, 4	PAS(4), PA(5)	POP
PANAMA CANAL CONSULTATIVE CTTE	3	PA	POP
PANAMA CANAL JOINT COMM ON THE ENVIRONMENT	3	PA	3
PANAMA CANAL, COMM FOR THE STUDY OF ALTS TO THE	4	PA	POP
PEACE CORPS NATL ADV COUNCIL	15	PAS	2
PECOS RIVER COMM	1	PA	POP
PENNSYLVANIA AVE DEV CORP, BD OF DIRS OF THE	8	PA	6
PENSION BENEFIT GUARANTY CORP, ADV CTTE TO THE	7	PA	3
PERMANENT JOINT BD ON DEFENSE US- CANADA	1	PA	POP
PFIAB, PRES FOREIGN INTELLIGENCE ADV BD	7	PA	2(6), POP
PHYSICAL FITNESS AND SPORTS, PRES' COUNCIL ON	20	PA	POP
POLICIES & PROGS AFFECTING AK NATIVES, JOINT FED-STA COMM	7	PA	POP
POSTAL RATE COMMISSION	5	PAS	4
POSTAL SERVICE, BD OF GOVS OF THE US	9	PAS	4
POTOMAC RIVER BASIN, INTERSTATE COMM ON THE	3	PA	POP
PRES SCHOLARS, COMM ON	NL	PA	1(1) POP WITH
PRESIDENT'S DRUG ADVISORY CNCL	35	PA	1(1)
PRESIDENTIAL EMERGENCY BOARDS	5	PA	
PUBLIC BROADCASTING ,BD OF DIRS OF THE CORP FOR	10	PAS	
PUBLIC DIPLOMACY ,US ADV COMM ON	7	PAS	
PUBLIC SERVICE, NATL ADV COUNCIL ON THE	10	PA	1(1)
PURCHASE FROM BLIND & OTHER SEVERELY HANDICAPPED CTTE	15	PA	1(1)
RAILROAD RETIREMENT BOARD	4	PAS	
RED CROSS, BD OF GOVS OF THE AMERICAN NATL	8 EX-OFF	PA	
RED RIVER COMPACT COMM	1	PA	
RETIREMENT BOARD OF ACTUARIES	3	PA	
RIO GRANDE COMPACT COMM	1	PA	
RISK ASSESSMENT & MANAGEMENT COMM	3	PA	
ROOSEVELT CAMPOBELLO INTL PARK COMM	6	PA	
RURAL AMERICA, PRES COUNCIL ON	UP TO 20	PA	
RURAL PARTNERSHIPS INVESTMENT BD OF DORS	2	PAS	
RURAL TELEPHONE BANK, BD OF DIR	7	PA	
SABINE RIVER COMPACT ADMINISTRATION	1	PA	
SALLIE MAE, STUDENT LOAN MKTG ASSN, BD OF DIR	7	PA	

SCIENCE AND TECHNOLOGY ADVISORS, PRES COUNCIL OF	15	PA	POP
SECURITIES AND EXCHANGE COMMISSION	5	PAS	5
SECURITIES INVESTOR PROTECTION CORP, BD OF DIRS	5	PAS	3
SECURITY & COOPERATION IN EUROPE, COMM ON	3	PA	POP
SELECTIVE SERVICE APPEAL BOARD, NATL	3	PA	POP
SEMICONDUCTORS, NATL ADV CTTE ON SENTENCING COMMISSION, US	8	PA	POP
SETTLEMENT OF INVESTMENT DISPUTES, INTL CTR FOR THE	7	PAS	6
SMALL BUSINESS COMM, WH CONF ON	1	PA	6
SOUTH PACIFIC COMM	11	PA	LIFE
SOUTHERN STATES ENERGY BD	3	PA	2
SPACE COUCIL, NATIONAL	1	PA	POP
SPECIAL PANEL ON APPEALS	1	PA	POP
ST. LAWRENCE SEAWAY DEV CORP, ADV BD FOR THE	1	PAS	6
STATE JUSTICE INST, BD OF DIRS OF THE	5	PAS	POP
STRONG COMPETITIVE AIRLINE INDUS, NATL COMM TO ENSURE	11	PAS	3
SUPPORT EAST EUROPEAN DEMOCRACY	1	PA	LIFE
SUSQUEHANA RIVER BASIN COMM	3	PA	POP
TAHOE REGIONAL PLANNING AGENCY, BD OF GOVS	1	PA	POP
TENNESSEE VALLEY AUTHORITY	1	PA	POP
THOMAS JEFFERSON COMMEMORATION COMM	3	PAS	9
THRIFT DEPOSITOR OVERSIGHT BD	11	PA	LIFE
TRADE POLICY & NEGOTIATIONS, ADV CTTE FOR	2	PAS	3
TRANS - AK PIPELINE SYST, PRES TASKFORCE ON THE	45	PA	2
TRANSPORTATION RES, NATL CNCL ON SURFACE	7	PA	POP
TROPICAL TUNA COMM, INTER-AM	3	PA	LIFE
UDALL SCHOLARSHIP & EXCELL IN NATL ENVIROM POL	3	PA	POP
UN GENL ASSEMBLY, REPS OF THE USA TO THE ANNUAL SESSION	4	PA	POP
UN, REPS OF THE USA TO THE	9	PAS	POP
UN, REPS OF THE USA TO THE	10	PAS	POP
UNEMPLOYMENT COMPENSATION, ADV CNCL ON	7FT	PAS	POP
UNICEF UN CHILDREN'S FUND, EXEC BD OF THE	PT	PA	POP
UNIFORMED SERV UNIV OF THE HEALTH SCI, BD OF REG	5	PA	POP
UPPER COLO RIVER COMM	2	PA	POP
URBAN FAMILIES, NATIONAL COMM ON AMERICA'S	2	PA	POP
US INTERNATIONAL TRADE COMMISSION	9	PAS	POP
US PAROLE COMMISSION	9	PAS	POP
US SAVINGS BONDS, INTERAGENCY CTTE FOR PURCHASE OF	1 EX-OFF	PA	POP
US SENTENCING COMMISSION	7	PAS	POP
USO-UNITED SERV ORGS INC, BD OF GOVS	6	PA	POP
W WILSON INTL CENTER FOR SCHOLARS, BD OF TRUSTEES	11	PA	POP
WESTERN INTERSTATE NUCLEAR BOARD	1	PA	POP

WESTERN WATER RESOURCES, ADV COMM	10	PA	POP
WH CONF ON LIBRARY & INFO SERVS, ADV CTTE ON	10	PA	POP
WHALING COMM, INTL	2	PA	POP
WHITE HOUSE CONF ON INDIAN ED, ADV CTTE OF THE	10	PA	POP
WHITE HOUSE FELLOWSHIPS, PRES' COMM ON	NL	PA	1(1); POP(OTH
WHITE HOUSE, CTTE FOR THE PRESERVATION OF THE	NL	PA	POP
WOMEN IN THE ARMED FORCES, COMM ON THE ASSIGN OF	15	PA	LIFE
WOMEN'S BUSINESS COUNCIL, NATIONAL WOMEN'S BUSINESS ENTERPRISE, INTERAGENCY CTTE ON	2 NTE 3	PA PA	2 POP
WORLD HEALTH ORGANIZATION, EXEC BD OF THE	2	PAS(1); PA(1)	POP

Personnel

THE WHITE HOUSE
WASHINGTON

M E M O R A N D U M

To: The President
From: Bruce Lindsey
Date: March 23, 1993
Re: Status of Presidential Appointments

To date, you have formally nominated 50 PAS level appointments (those requiring Senate confirmation). (Bush had sent 45 as of March 23.) You have announced an additional 101 PAS appointments and have approved 55 appointments which will be announced within the next week to ten days. That means you have approved over 200 PAS candidates as of today.

You can gauge your progress by comparing these numbers with the number of Bush and Reagan nominations as of their 100-day mark. As of that date (April 29), Bush had nominated 95 candidates, and Reagan 137. Since you have announced 151 candidates to date, with 55 more ready to go, your pace is well ahead of where Reagan and Bush were at the 100-day mark, assuming that most of those candidates who have been announced proceed to nomination before that date.

(Note: After you have made an announcement, the formal nomination does not proceed until the FBI and the IRS have completed their background and financial checks. This process has been running anywhere from four to eight weeks, with some of your mid-January announcements still not yet complete. The delay between your announcement of an appointment and the formal nomination is a function of these background checks. We are tracking their progress closely.)