

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. letter	Renee Stein to Mary Ellen McGuire [partial] (1 page)	01/23/1999	P6/b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Shirley Sagawa
OA/Box Number: 23244

FOLDER TITLE:

Resumes [Folder 2]

2013-0124-S

rc1184

RESTRICTION CODES

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

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
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C. Closed in accordance with restrictions contained in donor's deed of gift.

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

RR. Document will be reviewed upon request.

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Renee Stein

Education

1995 - Present Georgia Institute of Technology Atlanta, GA

Experimental / Industrial-Organizational Psychology

- Master of Science, degree expected March 1999
- 3.9 GPA

1987 - 1991 University of Florida Gainesville, FL

School of Arts and Sciences

- Bachelor of Science in Psychology, May 1991 (Minor: English)
- 3.7 GPA in major
- Honor Dean's List
- Semester Abroad in London, England (Richmond College)

Professional Experience

1998 The White House Washington, DC

Intern to the Associate Director of Research for Strategic Planning and Communications (Office of the First Lady)

- Composed daily briefings for The First Lady
- Assisted with planning and coordination of The First Lady's daily briefing book
- Conducted original research and collected background materials for events and meetings in which The First Lady participated
- Assisted in the development of a web page for the Intern Diversity and Outreach Task Force

1997 - 1998 Georgia Institute of Technology Atlanta, GA

Research Project Director

- Planned and coordinated the daily operations of a million dollar grant funded by the National Institute on Aging
- Supervised and trained lab personnel
- Recruited and tested research participants
- Organized data collection procedures
- Managed and analyzed data

1997 - 1998 Georgia Institute of Technology Atlanta, GA

Recruitment Coordinator for the School of Psychology

- Planned and coordinated the recruitment and orientation of new graduate students
- Assisted in developing and implementing a plan of action for improving prospective student recruitment
- Edited and rewrote the Psychology Graduate Student Handbook

1996 Corporate Psychological Resources Atlanta, GA

Research Intern

- Analyzed, organized and interpreted data on 360-degree employee feedback questionnaires
- Wrote reports and prepared presentations for organizational development interventions
- Conducted research leading to the development of selection and assessment tools

1993 - 1994 Gibson Greetings, Inc. Atlanta, GA

Territory Operations Manager

- Oversaw operations of 40 merchandisers who serviced greeting card departments of 50 accounts across Georgia, Tennessee, and North Carolina
- Initiated the recruitment, training, and development of the merchandiser team
- Formed and maintained effective working relationships with customers to maximize sales

1992 - 1993 American Multi Cinema Atlanta, GA

Manager

- Planned and coordinated daily functions of the theater while maintaining strict cost control
- Supervised and recruited qualified staff
- Administered training and performance evaluations
- Conducted marketing and public relations activities to promote services
- Created a customer service committee that resulted in improved customer relations

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Corporate Psychological Resources

Atlanta, GA

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Atlanta, GA

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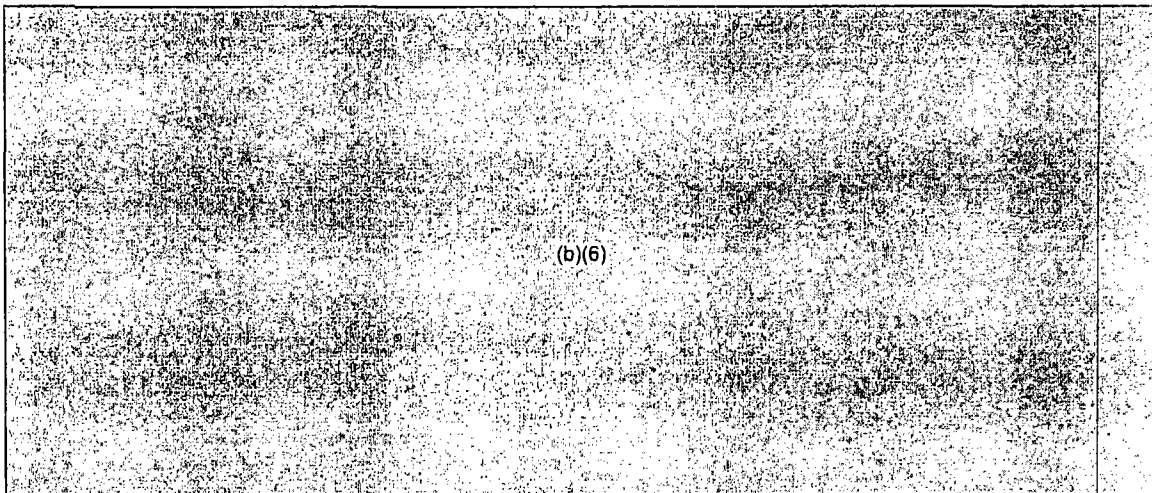
Renee Stein

3501 Noble Creek Drive, Atlanta, GA 30327
(404) 350-9167
renee2209@aol.com

January 23, 1999

Mary Ellen McGuire
Assistant to the Deputy Chief of Staff
Office of the First Lady
Washington, DC 20502

Dear Mary Ellen:



I am beginning to put out some "feelers" in advance of the completion of my Master's degree in February. I do not intend to target any specific type of job as I am open to almost anything that my qualifications would fit and would challenge me. I think that I can make a valuable contribution to almost any organization with the accumulation of my excellent academic performance, research and writing skills, management background, and most recently my internship experience.

Please find the enclosed copies of my resume. If any situations come to mind where you think my skills and background would fit or if you have any suggestions as to others with whom it might be beneficial for me to speak (either within or outside of the EOP), I would really appreciate hearing from you. I can be reached at the telephone number or email address listed above.

Sincerely, *Renee*

Renee Stein

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United States Senate

WASHINGTON, DC 20510

FACSIMILE TRANSMITTAL SHEET

From the Washington, D.C. Office of U.S. Senator Dodd

(202) 224-2823 office

(202) 224-1083 fax

DATE

8/4

~~TIME~~

TO

Mary Ellen McGuire

FROM

Karin Heitert

NO. of Pages (EXCLUDING COVER):

6

-comments-

Mary Ellen,

Sorry this took so long to get to you. The 1st
sample is an analysis I did of the report noted +
the second was background / event prep.

Thanks a lot.

Karin E. Heitert

4577 MacArthur Boulevard, NW #302
Washington, D.C. 20007
(202) 338-8069

WORK EXPERIENCE

Legislative Assistant, United States Senator Christopher J. Dodd
Washington, D.C.

June 1999-present

Brief and advise Senator on pending legislative matters and constituent priorities; develop legislative strategy in the areas of tax, trade, technology, small business, and Social Security; write floor statements and speeches; represent the Senator in meetings with interest groups, constituents, and media; provide the Senator with policy memos on current legislation; and prepare background materials for the Senator's events in the state.

Legislative Aide, United States Senator Christopher J. Dodd
Washington, D.C.

March 1998-June 1999

Worked directly with the Legislative Director to research and track legislation; compile and coordinate Appropriations requests; maintain the Senator's legislative record; write letters of support for Presidential appointments and grant proposals; compile weekly report on grant announcements; and recruit, screen, select, and oversee interns.

Field Coordinator, Friends of Chris Dodd
Wethersfield, CT

September-November 1998

Served as a liaison between the Senator and the state legislative campaigns in the 4th Congressional District; determined financial/staffing needs of campaigns and suggested courses of action to the state Coordinated Campaign; operated GOTV and voter registration efforts at colleges and universities throughout the state; represented the Senator at various public events; and organized rallies.

Staff Assistant, United States Senator Christopher J. Dodd
Washington, D.C.

January 1997-March 1998

Maintained front office operations which included answering and directing constituent phone calls; greeting and announcing the Senator and staff's appointments; and responding to information requests from constituents.

Administrative Assistant, The Women's Campaign Fund
Washington, D.C.

October 1996-January 1997

Worked directly with Executive Director in: maintaining relationships with Board of Directors, contributors, and public; researching campaign information on candidates; working to establish foundation support; aiding in scheduling meetings/conference calls; and assisting at campaign events.

EDUCATION

University of Connecticut, 1996
Bachelor of Arts, Political Science
University Honor's Scholar

TO: CJD
FROM: Karin
DATE: November 30, 1999
RE: Meeting with Connecticut Biotechnology Industry Executives

PURPOSE

You will be visiting Alexion Pharmaceuticals, Inc., based in New Haven, CT, to tour the facility and to meet with CEOs of several biotech firms in the state. The purpose of this meeting is to provide you with an update on the status of the biotechnology industry in Connecticut and to thank you for your support of FDA and Securities Litigation reform.

BACKGROUND

Connecticut has a very strong biomedical industry comprised of three sectors: pharmaceuticals, biotechnology, and medical instruments. This sector continues to grow at a fast pace with the state's research universities, drug companies and small biotech firms employing nearly 11,000 people and investing more than \$2.2 billion in research and development in 1998. The effects of this growth have been good for the state's economy. According to CURE, total spending on biomedical R&D increased 46 percent in the last three years and research-related jobs have increased by 29 percent.

The number of biotechnology firms in Connecticut continues to grow with 14 firms now located throughout the state. Yale University has been a leader in biomedical research and expects to create another four biotech companies that are slated to remain in the state. Four major pharmaceutical companies are located in Connecticut – Pfizer, Inc., Bristol-Myers Squibb Co., Bayer Corp., and Boehringer Ingelheim – and their proximity to Yale has helped to spawn the growing biotech industry engaging in drug discovery.

Biotech firms also continue to expand in Connecticut. Pfizer, Inc. has constructed an average of one new building annually for the last 10 years in Groton and will complete one of the largest drug-discovery laboratories in the world this year. Genaisance Pharmaceuticals (Kevin Rakin is representative today) plans to occupy 20,000 square feet of new space at Science Park.

OBSTACLES FACING THE BIOTECH INDUSTRY

Connecticut possesses the assets and potential to become a greater leader in science and technology, but despite the growth in the last several years, the state's biotechnology industry faces several hurdles.

1.) **Tax laws restrict the growth of biotech firms.** Currently, Connecticut places a 5-year limit on tax write-offs of development losses. None of Connecticut's biotech firms has turned a profit since it can take up to 12 years before a new drug moves from the laboratory to the marketplace. The industry would like to see the tax law changed to 20 year limit. According to CURE, more than 30 other states and the federal government have adopted the new limit.

2.) **Laboratory space is limited.** The Rowland administration approved \$40 million dollars to help expand the biotech industry that would be controlled by Connecticut Innovations, Inc., however, only \$11 million is directed toward lab construction. CURE estimates that \$20 million per year is needed to adequately address this problem as companies continue to grow.

3.) **Public awareness of Connecticut as a "Biotech Friendly" state.** Again, unlike other state leaders in the industry, Connecticut needs to do more to promote its image as a state that will support fledgling biotech firms looking for a base of operation. The state must do more to commit dollars to create biotech parks, provide loan guarantees to finance research facilities, and recruit highly-qualified scientists. **Note:** United Technologies Corporation has donated to the state a 75 acre parcel of Rentschler Field in East Hartford to build a football stadium.

RECENT LEGISLATIVE ACCOMPLISHMENTS

Recent legislative activity at the federal level has helped to increase the growth and productivity of the biotechnology industry.

1.) **Federal R&D Tax Credit:** The conference report to the Work Incentives Bill passed on November 19 included the Tax Extenders legislation that allows a 5-year extension of this credit. While the industry would like to see the credit made permanent, this is the longest extension to date. You voted for this bill.

2.) **BEST Act:** You reintroduced this bill with Senator Bennett that would provide a 40 percent tax credit to a business that partners with a college, university, or community-technical college to provide technology-based education. This legislation helps to address the shortage of skilled-workers in the hi-tech industry.

3.) **Y2K Act:** This legislation, which you supported, limits the monetary damage awards against private companies that are held liable in Y2K civil suits and exempts claims for personal injury or wrongful death.

TO: CJD
FROM: Karin
DATE: January 5, 2000
RE: **The Federal Budget and the State of Connecticut**

BACKGROUND

For the last 20 years, debate on U.S. fiscal policy has focused on the fairness of federal spending distribution among the states. Specifically, there continues to be general disagreement over the lack of equity in Federal domestic spending a state receives relative to the percentage of taxes that a state pays. According to a study published by the Kennedy School of Government for fiscal year 1998, Connecticut clearly is sending more tax dollars to Washington than it receives back in federal spending.

The most important factor in determining the amount of taxes a state pays is the average income of its residents. Overall, states clustered in the Northeast and Great Lakes region pay more federal taxes than the states in the Sunbelt and Great Plains regions. Pinpointing one element that guides the distribution of federal funds, however, is a much harder task since it is a combination of different elements. The study broke down federal spending into five categories – defense (including veterans' benefits), non-defense discretionary, Social Security, Medicare, and assistance programs – to see which spending areas have the greatest influence on a state's portion of Federal spending.

CONNECTICUT PROFILE

Connecticut is considered a "donor" state since it contributes more in federal taxes than it receives in spending. As a consequence, Connecticut's balance of payments (BOP) is at a deficit of nearly \$2,400 per capita which puts the state in last place nationally. This is based exclusively on the fact that Connecticut residents have the highest per capita income in the country at \$33,447. Per capita, Connecticut paid federal taxes of \$7,657 – nearly 45 percent above the national average of \$5,338. The top ten states with the highest deficits, Connecticut among them, have not changed for the last seven years, and, unfortunately, Connecticut's large BOP deficit has caused it to remain in last place since FY93. One exception in this pattern is that federal spending in Connecticut was only slightly below the national average for FY98.

It is necessary to review Connecticut's ranking in the five broad categories of federal spending. While some of the rankings are positive, spending in the state must be studied in the context of a national pattern of spending distribution which has not only changed over the last two decades but also explains why Connecticut currently gets the least return on its tax dollars.

	<u>National Rank</u>
Defense (including veterans' benefits)	13
Non-defense discretionary	48
Social Security	28
Medicare	14
Assistance programs	12

ANALYSIS OF STANDINGS

Together, the federal tax and spending policies of this country significantly impact each state's share of the federal domestic spending it receives. On the tax side, policy has resulted in a redistribution from wealthier states to less wealthy states. The tax burden across states is strongly related to per capita income and since our system is slightly progressive, higher-income states pay a greater percentage of their per capita income on taxes. This practice has remained rather stable over time, and as a result, Connecticut has paid a greater share of federal taxes than most other states.

Spending, on the other hand, has taken on a more redistributive nature. The following elements, combined with Connecticut's tax burden, help explain why, overall, Connecticut has the highest balance of payment deficit:

1.) **The mix of federal spending has changed.** The fastest growing segments of federal spending throughout the 1980s and 90s were Social Security and Medicare. These payments are more negatively related to income meaning less wealthy states receive more funding. As this component has grown as a portion of the federal budget, so too has spending to less wealthy states.

2.) **Federal grants to state/local governments, including Medicaid, are larger and more concentrated in low-income states.** In FY83, grants to states were essentially unrelated to per capita income. By FY98, however, this relationship had fallen as the number of Medicaid grants to state and local governments increased. In addition, Alaska and Wyoming, two large recipients of federal grants and traditionally high per capita income states, fell to lower-income states. This effectively increased the negative association between per capita income and Federal grants being distributed to low-income states.

3.) **Defense spending has declined significantly in high-income states.** In the early 1980s, defense was a large part of federal spending and was positively related to per capita income – wealthy states received more money for defense. In 1981, Connecticut was ranked number one. Beginning in the late 1980s and 90s, defense spending steadily declined, especially in the highest-income states. While Connecticut had nearly 30 percent higher than average spending on defense in FY98, its level of defense spending was only two-fifths of its 1984 peak. The combination of defense spending being a smaller pool of funding and the shift in its relationship to income both have contributed to a spending pattern geared toward lower-income states.

CONCLUSION

While all the previous reasons played a role in Connecticut's standing in FY98, the most significant factor was the overall decreased spending on the defense industry in the state. The defense industry within Connecticut is the strongest in the region and, as a result, changes in defense spending have a more powerful effect on the state than its federal budget share alone would represent. While overall taxes and total spending tend to be fairly stable across the states, major fluctuations in one component, and most especially defense, tend to have a greater impact on a state's overall standing.

Some spending components, like defense, are more concentrated in specific states while others, like Social Security, Medicare, and assistance programs, tend to be more evenly distributed across states. Furthermore, states are usually clustered more closely to the national average for total spending in these three areas versus defense. While these three components are nearly 55 percent of the total federal budget, their impact on a state's standing is less than one might assume.

Defense, along with non-defense discretionary spending, is a much more concentrated component. Even though defense accounts for only one-sixth of the federal budget, it displays a higher degree of variability on spending across the states. For example, Virginia receives \$3,645 per capita for defense while Michigan receives only \$244, nearly 15 times less. A typical state varies from the national average on defense spending by more than 75 percent. Geographically, defense is a component of extremes with a very few states containing greater concentrations. For Connecticut, when variations occur in defense spending levels, this has a much greater impact on the state's overall status. This is evidenced by the fact that Connecticut did fairly well in the other three components, but its lower standings in defense and non-defense discretionary spending significantly contributed to the high balance of payment deficit. This fact, along with Connecticut's high tax burden, account for its ranking in FY98.

SHANNON M. KULA
220 SECOND STREET, S.E., #104
WASHINGTON, D.C. 20510
HM:(202)548-2517 WK:(202)224-3399

PROFESSIONAL EXPERIENCE

Legislative Correspondent

U.S. Senator Christopher Dodd, Washington, D.C.

11/98-present

- Research and write policy correspondence involving the issues of civil rights, drugs, crime, affirmative action, judiciary, defense, veterans, immigration, native americans, agriculture, animals, environment, science and technology.
- Work with legislative staff developing policy initiatives and tracking pending legislation.
- Meet with interest-group representatives and constituents.

Staff Assistant/Tour Coordinator

U.S. Senator Christopher Dodd, Connecticut and Washington, D.C.

07/96-11/98

- Interacted with constituents, government agencies, and state political officials daily in variety of capacities including telephone and correspondence; obtained federal bills and other information requests for constituents.
- Wrote letters of support on behalf of constituents to White House and federal/state agencies; amenity letters.
- Provided support for Press Office as needed.
- Arranged visitor tours of the White House and other government buildings.
- Monitored and recounted evening newscasts to press office; clipped and distributed pertinent state and legislative articles to appropriate staff.
- Trained and assigned projects to interns.

Office Assistant

University of Rochester, Dept. of Neonatology, Rochester, N.Y.

09/93-05/96

- Researched necessary articles for study and participated in final stages of grant writing process/submission.
- Assisted the Director of Neonatology with various administrative duties including correspondence, filing and general lab maintenance.

Intern

Office of District Attorney, Criminal Investigations, Rochester, NY

06/94-09/94

- Researched/reviewed felony cases for ADA which included submission of evidence, laboratory reports, and sworn testimonies.
- Provided support for ADA in court by retrieving and/or copying documents or contacting other assistants.

EDUCATION

B.A. Political Science

B.A. Psychology

University of Rochester, Rochester, N.Y. (1996)

School of Social Work

University of Connecticut, West Hartford, C.T. (Fall 1996)

REFERENCES AVAILABLE UPON REQUEST

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WASHINGTON, DC 20510

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(202) 224-2823 office

(202) 224-1083 fax

DATE 9/8/99

TIME 3:15pm

TO MaryEllen McGuire

FROM Shannon Kula

NO. of Pages (EXCLUDING COVER): 1

-comments-