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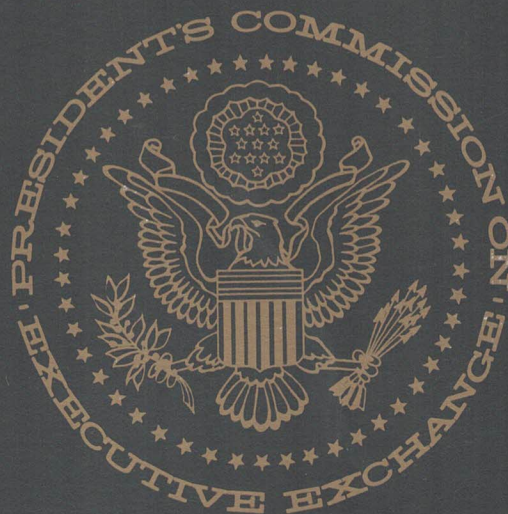
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THE
PRESIDENT'S
COMMISSION
ON
EXECUTIVE
EXCHANGE

The White House

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

CHAIRMAN
James E. Burke
*Chairman and Chief
Executive Officer*
Johnson & Johnson

Donald T. Regan
Chief of Staff
The White House

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

Robert E. Kirby
*Chairman and Chief
Executive Officer (Retired)*
Westinghouse Electric
Corporation

Samuel H. Armacost
*President and Chief
Executive Officer*
Bank of America

James A. Baker, III
Secretary
Department of the Treasury

Malcolm Baldrige
Secretary
Department of Commerce

William M. Batten
Chairman (Retired)
New York Stock Exchange

A. George Battle
Managing Partner
Arthur Andersen &
Company

Roger E. Birk
Chairman of the Board
Merrill Lynch & Co., Inc.

Thornton F. Bradshaw
*Chairman and Chief
Executive Officer*
RCA Corporation

Willard C. Butcher
*Chairman and Chief
Executive Officer*
Chase Manhattan Bank N.A.

David W. Christopher
Area Practice Partner
Price Waterhouse

The Honorable
William P. Clark

Ralph P. Davidson
Chairman of the Board
Time Incorporated

Willie D. Davis
President
Willie Davis Distributing
Company

Donald J. Devine
Director
Office of Personnel
Management

Coy G. Eklund
*Chairman and Chief
Executive Officer (Retired)*
Equitable Life Assurance
Society

Max L. Friedersdorf
*Assistant to the President
and Legislative Strategy
Coordinator*
The White House

Harry J. Gray
*Chairman and Chief
Executive Officer*
United Technologies
Corporation

David T. Kearns
*President and Chief
Executive Officer*
Xerox Corporation

James L. Ketelsen
*Chairman and Chief
Executive Officer*
Tenneco Incorporated

Jewel S. Lafontant, Esq.
Senior Partner
Vedder, Price, Kaufman &
Kammholz

John F. McGillicuddy
*Chairman and Chief
Executive Officer*
Manufacturers Hanover
Corporation

John K. McKinley
*Chairman and Chief
Executive Officer*
Texaco Inc.

Betty Southard Murphy
Partner
Baker and Hostetler

Ruben F. Mettler
*Chairman and Chief
Executive Officer*
TRW Inc.

Frederick W. O'Green
*Chairman and Chief
Executive Officer*
Litton Industries, Inc.

John R. Opel
*Chairman of the Board and
Chief Executive Officer
(Retired)*
IBM Corporation

David Rockefeller
Chairman
Chase International
Advisory Committee

David M. Roderick
*Chairman and Chief
Executive Officer*
United States Steel
Corporation

James Roosevelt
President
James Roosevelt and
Company

Spyros S. Skouras
*Chairman, President and
Chief Executive Officer*
Prudential Lines,
Incorporated

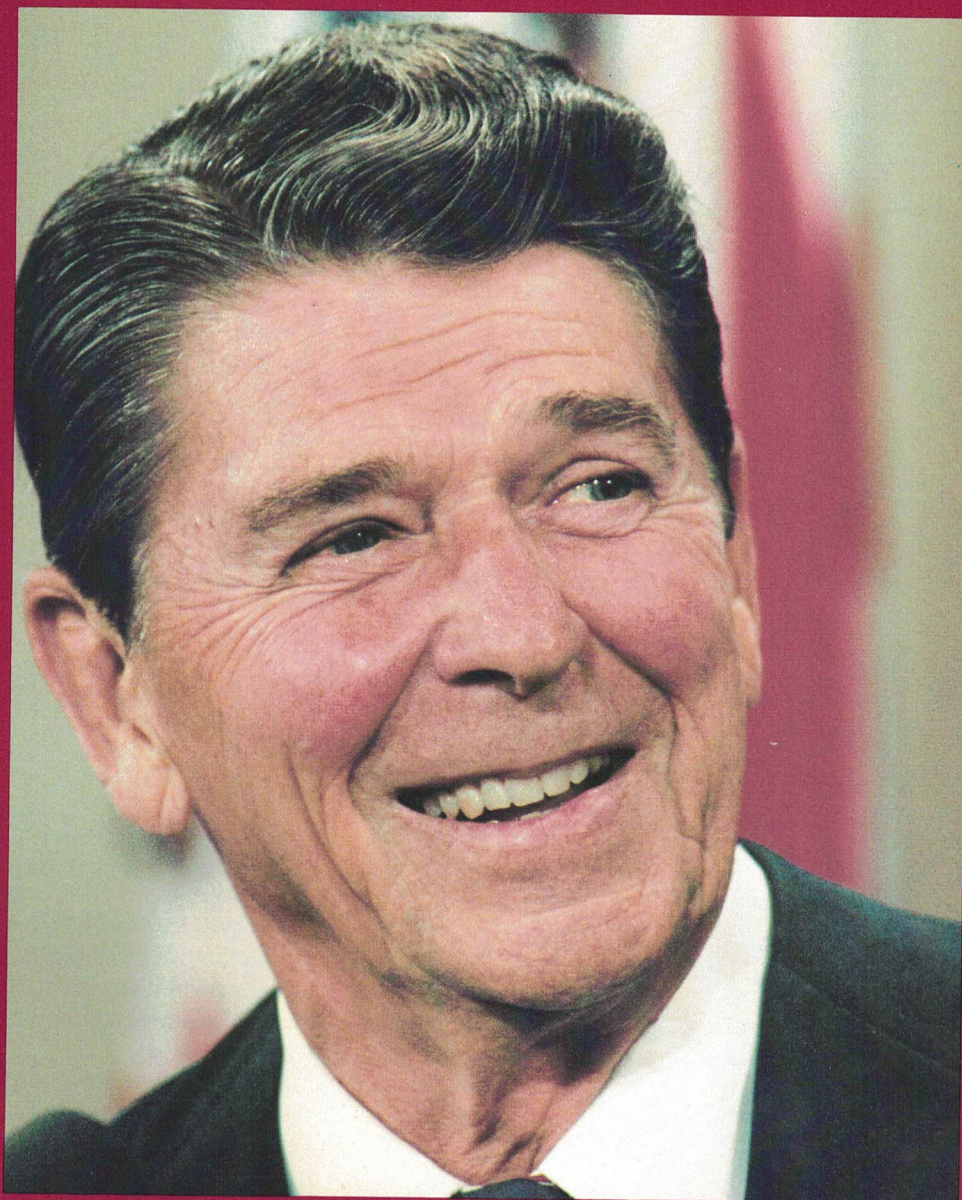
Helene A. von Damm
*United States Ambassador
to Austria*

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

John C. Whitehead
*Chairman, International
Advisory Board*
Goldman, Sachs and
Company

Dr. Marina v.N. Whitman
*Vice President and Chief
Economist*
General Motors Corporation

THE WHITE HOUSE
WASHINGTON



Four years ago I determined that my Administration should avail itself of the extraordinary talents and experience of America's business leaders to the greatest extent possible.

One of the most effective vehicles for doing this has been the President's Commission on Executive Exchange. The Commission has made tireless efforts to incorporate outstanding business executives into the decision-making processes of the Federal government and, in this way, to provide senior government executives with the opportunity to benefit from the fresh insights of those working in private business. This program has more than met my expectations, and it has resulted in a dramatic increase in understanding and cooperation between the public and private sectors.

I am proud to reaffirm this Administration's dedication to the continuing activities of the President's Commission on Executive Exchange; and I commend the corporations, agencies, Commissioners, and Executives on their commitment to the success of this vital program.

Ronald Reagan

STATEMENTS

THE SECRETARY OF STATE

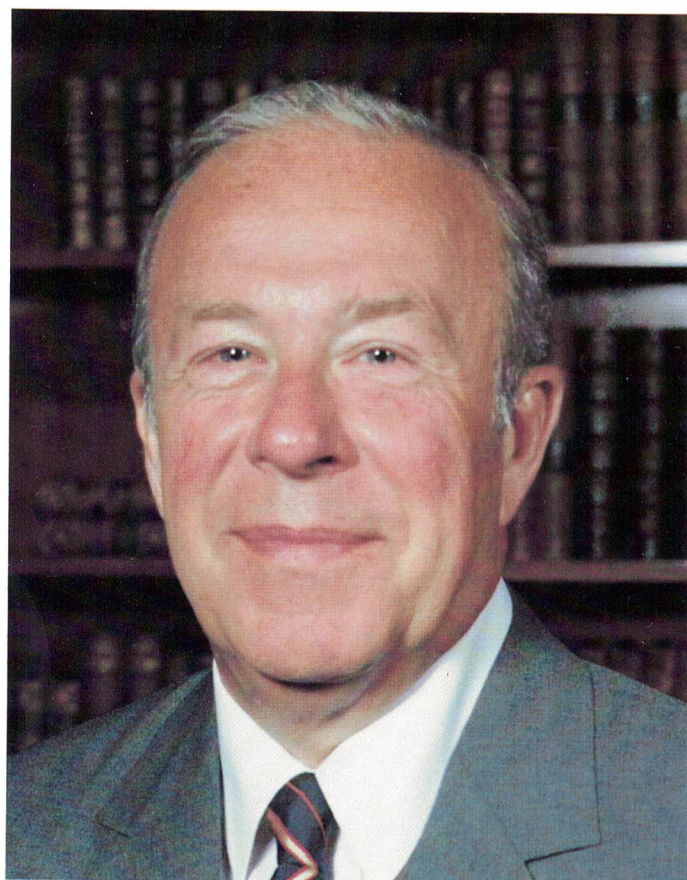
George P. Shultz

George P. Shultz

The international relationships of the United States are myriad, dynamic, and increasingly complex. While continually changing, both in terms of content and context, one constant remains in our foreign affairs—the urgent need to develop solutions to problems of intense human need, many of which have an increasing economic orientation.

President Reagan's Commission on Executive Exchange has reinvigorated a process that introduces experienced private sector problem solvers into the active world of modern diplomacy, and that places senior American diplomats into one of America's most creative communities—the modern corporation.

Two highly-qualified business executives have recently finished important assignments in the American Embassies in Tokyo and Kingston,



while two officers from the Department of State have returned from stimulating assignments with IBM and Manufacturers Hanover Trust.

This kind of interaction

is crucial if we are to continue to deal creatively with the rising demands of the modern world. I congratulate the Commission on the continuing success of its excellent programs.

THE CHAIRMAN

James E. Burke

James E. Burke
Chairman
President's Commission
on Executive Exchange
Chairman and Chief
Executive Officer
Johnson & Johnson



For talented executives from business and government, a strengthened President's Commission on Executive Exchange is fostering cooperation, respect and a sharing of ideas and insights between the public and private sectors. Development of more challenging assignments has made this an even more effective program.

The mission of the President's Commission on Executive Exchange is to nurture this meaningful partnership . . . to provide unique experiences that will enrich and strengthen America's emerging leaders.

On behalf of my distinguished fellow Commissioners, we deeply appreciate the support of government and business officials that has enabled the continued development of the President's Commission on Executive Exchange.

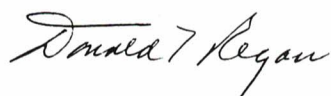
THE

CHIEF

OF STAFF

THE

WHITE HOUSE



Donald T. Regan

The President's Executive Exchange Program offers a unique opportunity for a productive sharing of managerial expertise between business and government. This partnership between the two sectors creates an atmosphere in which corporate executives are able to make significant contributions to the development of public policy, and government officials are able to participate in, and learn from, the decision making process in the private sector.

Presidential Exchange Executives have been placed in critical program areas within the Department of the Treasury. This has afforded them the opportunity to become involved in the policy development process involving major program initiatives.

We are particularly proud of the contribution that our Presidential Exchange Executive from Procter and Gamble, Dean Mitchell, has made

to developing strategies and techniques to promote the Olympic Coin Program.

As Chief of Staff to the

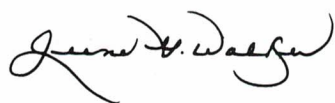
President, I will continue to support the objectives, aims and activities of the President's Commission on Executive Exchange.



THE

EXECUTIVE

DIRECTOR



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



The outstanding performance of Presidential Exchange Executives assigned to demanding and critical positions within the Federal government and the business community has been a source of pride to this Commission and Administration over the past four years.

There has been a dramatic increase in the demand for Presidential Exchange Executives to fill senior decision-making posts. Through their assignments executives contribute knowledge and expertise while gaining firsthand experience regarding the complexities and challenges facing our Nation.

If the past is truly prologue, the momentum of preceding years will expand to the benefit of government, business and the Nation. Since knowledge is power, these executives are uniquely qualified to contribute to their government, their corporations and the American people for years to come.

THE PRESIDENT'S COMMISSION ON EXECUTIVE EXCHANGE

THE MISSION

The mission of the President's Commission on Executive Exchange is to promote mutual understanding between American business and the Federal government. The result is the stimulation of new ideas and techniques which result in improved management of Federal government agencies and greater cooperation with

business, thus developing a cadre of experienced executives who will contribute substance and judgement in their policy-making assignments.

QUALIFICATIONS

Participating executives are accomplished men and women whose backgrounds span the full spectrum of professional experience including finance, long-range

planning, high technology, engineering, law, and international business. These executives, chosen by their Chief Executive Officers and Agency Heads, have proven records of management ability and a capacity to transcend the boundary between business and government.

Two true and contradictory statements express a troubling dilemma in a person's career: "Practice makes perfect," and "change is the secret of growth." By concentrating on a defined set of tasks in a familiar environment, one gains a skill bordering on wisdom, an intuition that cannot be learned from books. At the same time, confronting new problems in a strange context forces one to improvise, restoring a sense of challenge and excitement.

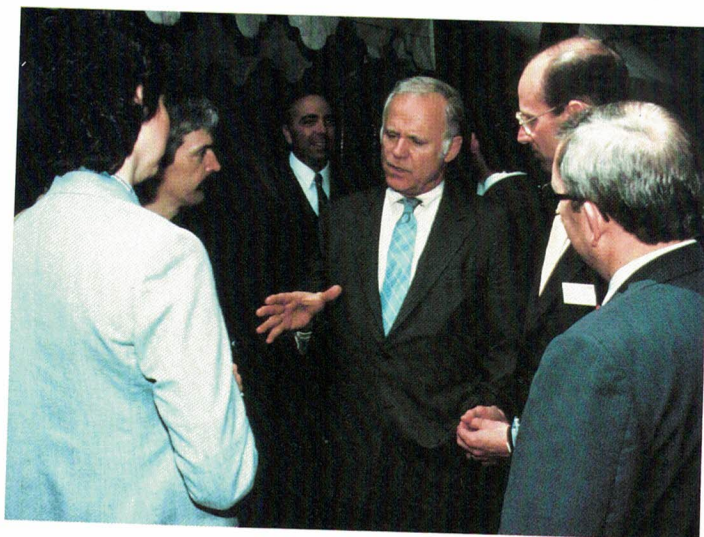
The Executive Exchange Program provides individuals a solution to the dilemma. It also offers them an opportunity to serve their country and society. The program is a splendid personal challenge to those fortunate enough to participate.

George Bush

Vice President George Bush



Vice President Bush; John F. McGillicuddy, Chairman and CEO, Manufacturers Hanover Corp.; A. George Battle, Managing Partner, Arthur Andersen & Co., at Commission meeting in the Roosevelt Room, The White House



Chairman James E. Burke, Chairman and CEO, Johnson & Johnson, conversing with Presidential Exchange Executives at Blair House

NOMINATIONS AND ASSIGNMENTS

To insure that the executives satisfy the criteria established by the Commission, their qualifications are carefully screened upon nomination. Following selection, the Executive Director of the President's Commission on Executive Exchange seeks assignments which fully utilize the executives'

abilities, thereby enabling them to experience the challenge of assignments in corporations and the Federal government. Federal executives are assigned to corporate headquarters throughout the country and business executives are assigned to Federal government agencies in Washington, D.C.

Presidential Exchange Executives hold positions

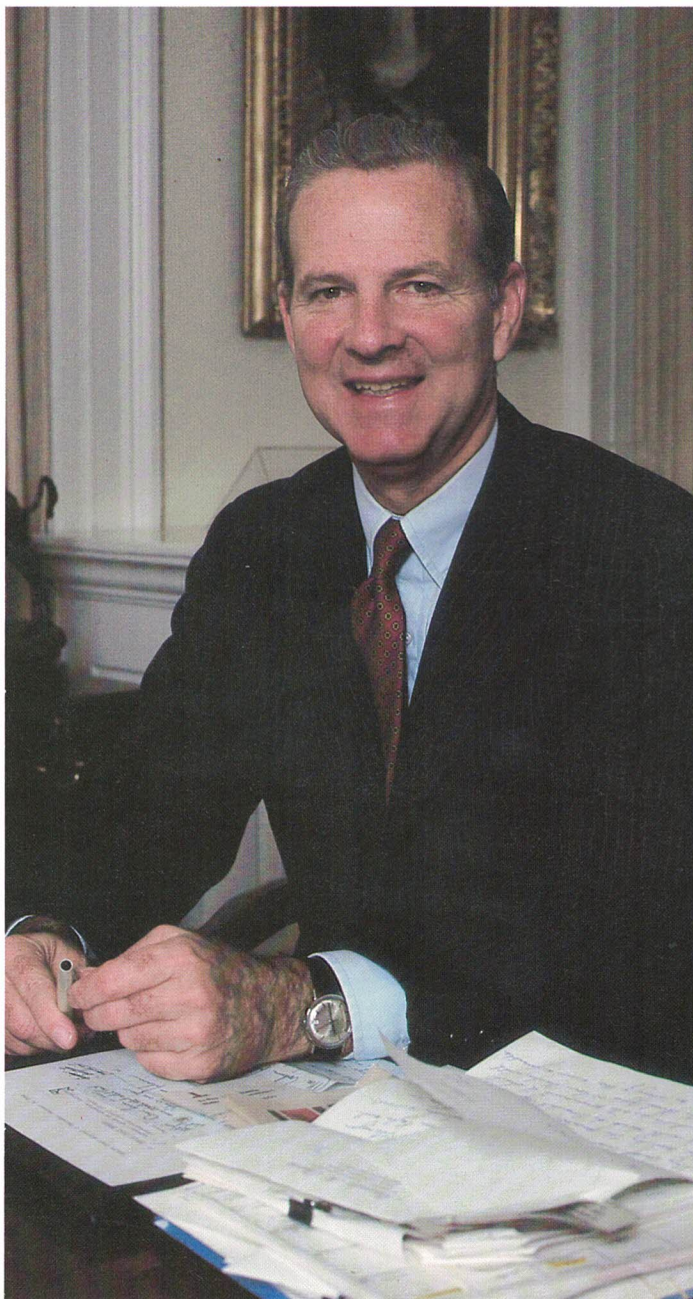
of responsibility within corporations or the Federal government. Assignments developed by the Executive Director match an individual's skills and interests with an agency or corporate need.

While these one year assignments normally commence in September, a critical assignment within a government agency may be identified

by a Cabinet Officer at any time during the year.

For those executives with extensive international experience, assignments as Assistants to Ambassadors in United States Embassies abroad may be negotiated.

Final selection of Presidential Exchange Executives is at the discretion of the President's Commission on Executive Exchange and is based on



Secretary of the Treasury James A. Baker, III

At the direction of the President, the President's Commission on Executive Exchange was reenergized four years ago with the result that there has been a dramatic increase in the program's credibility and the benefits which have accrued to both government and business. The introduction of fresh ideas and techniques into the decision-making processes of the Federal government are already making an impact on various departments and agencies, while highly qualified and competitive Federal government executives have made extremely favorable impressions on America's corporations.

The spirit of cooperation and respect fostered by the President's Commission on Executive Exchange is having a tangible and positive impact on the operations of both business and government that will continue for years to come.

As Secretary of the Treasury, I look forward to continuing to support the goals of the President's Commission on Executive Exchange.

James A. Baker, III
Secretary
Department of the Treasury

Commission established criteria and the availability of appropriate assignments.

CONFERENCES AND SEMINARS

While the assignment is the major challenge of the year, the Commission also provides an opportunity for utilizing the vast amounts of new and different knowledge each executive will

encounter. Business and Federal government executives assemble for three major conferences during the year: the Public Policy Seminar, the Winter Business Conference and the International Seminar. In addition, business executives on assignment in Washington, D.C. meet weekly for off-the-record sessions with key national leaders.



Arthur Young & Co. executive William Spang, Assistant to the Vice Chairman, Board of Governors, Federal Reserve System, introducing Chairman of the Federal Reserve Board Paul Volcker in the Federal Reserve Board Room

A continuing goal, both of the Federal government and of private industry, is to introduce new management initiatives that will increase efficiency and effectiveness. One of the best means of meeting this goal is the President's Executive Exchange Program.

Exchange Executives are experienced and highly motivated managers, committed to making substantial improvements to the management of their host organizations. They also take advantage of the opportunities the exchange year provides to apply their newly acquired managerial skills upon return to their own organizations. In this way, substantial benefits accrue to both sponsors and hosts of program participants.

I heartily support the Executive Exchange Program. Through its dedicated participants, the program is doing much to develop greater understanding between business and government, a critical ingredient in all that this nation seeks to achieve.

A handwritten signature in dark ink, reading "Caspar W. Weinberger".

Caspar W. Weinberger
Secretary
Department of Defense



Attorney General Edwin Meese III

The President's Commission Executive Exchange is one of the most effective Federal government programs for business and Federal government executives. The dynamic interaction between executives of the Federal government and industry has been of immense benefit to this Administration and to American corporations.

A handwritten signature in dark ink, reading "Edwin Meese III".

Edwin Meese III
Attorney General



Secretary of Defense Caspar Weinberger addressing PCEE executives in the Secretary's Conference Room, the Pentagon

THE GOAL

The goal of the President's Commission on Executive Exchange is threefold:

- At an overall level, providing a forum for the effective interchange of ideas, innovations and understanding between business and government, establishing a vehicle for cooperation and communication between the two.

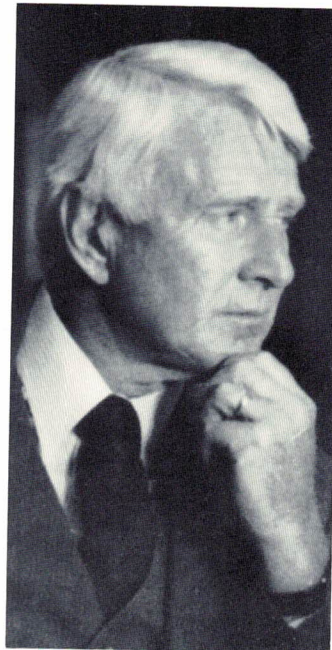
- At a corporate or agency level, providing specific opportunities to gain the benefits of differing backgrounds and experience in addressing the questions and issues that face business and the Federal government.

- At an individual level, providing a new dimension to the executives' experience,

enriching and better preparing them to contribute further throughout their careers.



Director of the CIA William J. Casey addressing PCEE executives during the Public Policy Seminar in the Old Executive Office Building, The White House



Commissioner Max Friedersdorf, Assistant to the President and Legislative Strategy Coordinator, The White House



Harry Gray, Chairman and CEO, United Technologies Corporation; June Walker, Executive Director; Donald Regan, Chief of Staff, The White House; and Ruben Mettler, Chairman and CEO, TRW Inc., at White House Commission meeting (left to right)

PRESIDENTIAL EXCHANGE EXECUTIVES

Presidential Exchange Executives are talented men and women who have attained policy-making positions within their organizations. They are accomplished individuals with proven records of success and significant career achievements.

The range of executives' backgrounds is broad. Business executives bring expertise

in finance, law, marketing, operations research, general management, strategic planning, high technology, and international business. The Federal government executives' experience includes international relations, financial analysis, science, engineering and long-range planning.

Presidential Exchange

Executives represent America's hope for a brighter future. They linked in a congenial partnership, exchanging ideas and striving to solve problems common to both business and government. Their commitment to excellence is steadfast and they are our country's a great resource.

The Department of Agriculture has benefited from the expertise and creativity which the participants in the President's Commission on Executive Exchange bring to government. By drawing upon their proven management skills, we have initiated new projects such as the Information Management Plan for the 80's and the innovative Food and Fitness Campaign.

The mutual insights and fresh perspectives gained from this type of exchange will help forge a strong business/government relationship to meet the challenges of the future.

John R. Block

John R. Block
Secretary
Department of Agriculture



Secretary of Agriculture John Block addressing PCEE executives in the Old Executive Office Building, The White House



Presidential Exchange Executives Dwight Johnson, Texaco Inc., assigned to the Department of Commerce; Clyde Goldbach, Price Waterhouse, assigned to the U.S. Postal Service; and David Greulich, Cabot Corporation, assigned to NASA (left to right)

NOMINATION, SELECTION AND PLACEMENT

The deadline for nominations to the President's Commission on Executive Exchange is March 1 for Federal government executives and April 15 for business executives. Assignments normally begin in September, and executives must return to their sponsoring corporation or Federal government agency at the conclusion of the one

year assignment.

Following the completion of in-depth selection interviews and upon acceptance into the program, the Executive Director will negotiate suitable assignments which maximize the executives' resources and talents. Federal government executives are interviewed by corporations and business executives are

interviewed by Federal agencies. After further negotiations, executives are placed in mutually agreed upon positions. The Commission monitors the assignments and counsels the executives throughout the year, guaranteeing the experience benefits all concerned.



Presidential Exchange Executives en route to a conference at The White House



PCEE executives Andrew Sirkus, Steven Gilbert, Jeffrey Pahre, Scott Michel, Neil Cleary and Bruce Skrine outside Jackson Place town-house office (left to right)

It is a pleasure to serve on the President's Commission on Executive Exchange. I am totally supportive of the program. It contributes significantly to better understanding and improved relations between government and industry. The program affords companies the opportunity to support directly the process of government while developing individual participants for more demanding positions in industry. Our participants in the program have been impressed with the quality and level of individual assignments which provided them the opportunity to directly influence policy decisions.

Harry J. Gray
Chairman and
Chief Executive Officer
United Technologies
Corporation

LEGAL AND ETHICAL CONDUCT

Presidential Exchange Executives serving in the Federal government and business must maintain the highest standards of performance to ensure open and honest policies free from conflict of interest.

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

Executives are expected to carry out their Exchange assignments in a manner befitting the responsibility entrusted to them, and in keeping with high moral, legal and ethical standards. All Presidential Exchange Executives are required to:

- Serve the United States government with honor;
- Maintain the high

quality of Commission standards;

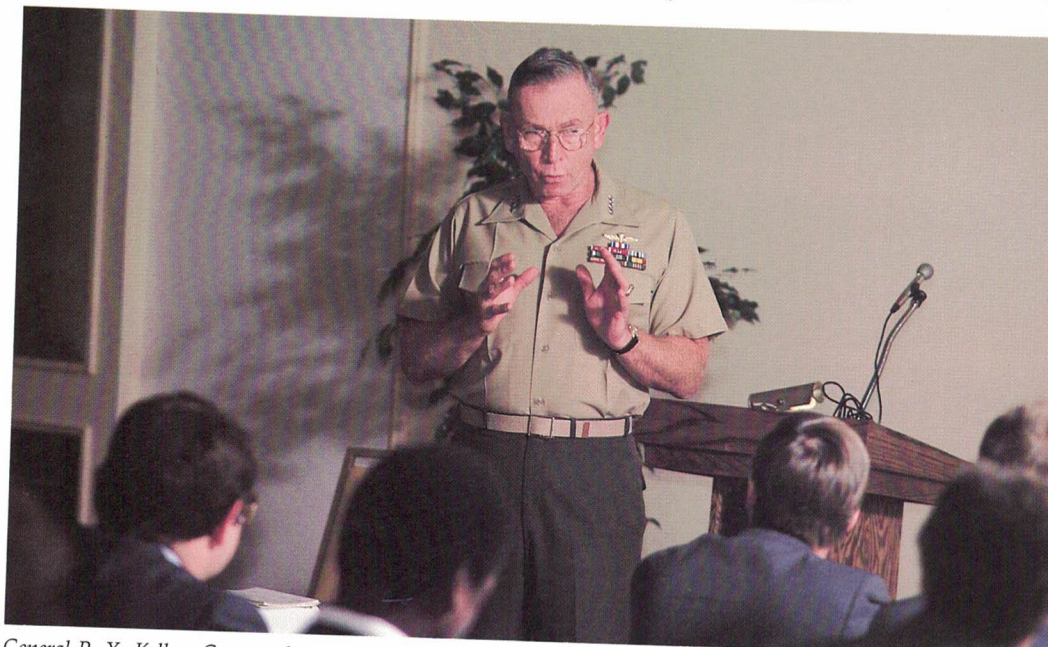
- Achieve a superior performance level;
- Familiarize themselves with the standards of conduct of the hosting organization;
- Sign a contract agreeing to return to sponsoring corporate Federal government agency at the conclusion of their assignment.



Charles A. Bowsher, Comptroller General, General Accounting Office (GAO), meeting with R.R. Donnelley & Sons Co. executive Edward Gray, Assistant to the Director, General Government Division, GAO



Chairman of the Federal Reserve Board Paul Volcker briefing PCEE executives in the Board Room of the Federal Reserve



General P. X. Kelley, Commandant, U.S. Marine Corps, addressing PCEE executives

Presidential Exchange Executives involved in any infraction of applicable laws or recognized ethical standards will be subject to disciplinary action, including termination from the President's Commission on Executive Exchange.



Steven Gilbert, Clyde Goldbach, Jeffrey Pahre, William Spang, Linda Long, and Dwight Johnson at Jackson Place Roundtable (left to right)



Congressman Claude Pepper (D-FL) addressing PCEE executives in the Russell Senate Office Building

The President's Commission on Executive Exchange has been a vehicle for infusing new thoughts into our management practices and for exchanging perspectives between business and government. As a result of the important tasks undertaken by our Presidential Exchange Executives the Federal Trade Commission has implemented new management systems in the areas of assets control and top-level management reporting. These are the tangible benefits; the intangibles—the exchange of ideas and perspectives—were equally beneficial to the Senior Staff and the agency.

James C. Miller III

James C. Miller III
Chairman
Federal Trade Commission



PCEE executive Thomas Paskert of TRW Inc., assigned to the Department of Commerce as Assistant to the Under Secretary for International Trade

CONFERENCES AND SEMINARS

The executive's assignment maintains top priority during the year. It is complemented by a multi-dimensional education program, designed to inform the executives of current international and domestic issues, and the full scope of business and government operations. Conferences and seminars are offered to enrich the executive's

total experience.

It should be noted that spouses cannot participate in Commission sponsored conferences and seminars.

THE PUBLIC POLICY SEMINAR

Presidential Exchange Executives spend a week in September meeting with top Administration officials, Agency Heads, Members of Congress

and other public figures and academics. The speakers brief the executives regarding issues related to business and government, especially those which affect public policy and its regulation of business.

THE WINTER BUSINESS CONFERENCE

Federal government and business executives meet



PCEE executives en route to a meeting at The White House



Presidential Exchange Executives Edward Gray, R.R. Donnelley & Sons Company, assigned to the General Accounting Office, and Wayne Tarney, Combustion Engineering Inc., assigned to the Federal Energy Regulatory Commission



Director of the U.S. Arms Control & Disarmament Agency Kenneth Adelman addressing PCEE executives

for a winter conference at a leading graduate business school to provide an academic perspective to their year's experience. In 1984 and 1985, the conference was held at Harvard University's Business School and the John F. Kennedy School of Government.

The business and Federal government executives jointly

participated in formal discussions regarding government attempts to intervene in the marketplace, regulations and voluntary import quotas, and the resulting effects on United States trade. The executives also reviewed the international competitive posture of United States business.

WASHINGTON MEETINGS FOR BUSINESS EXECUTIVES

Off-the-record weekly meetings highlight the business executives' Washington experience. Included are briefings by Supreme Court Justices, Cabinet Secretaries, U.S. Senators and Representatives, senior White House officials, Agency Heads, academics, journalists,

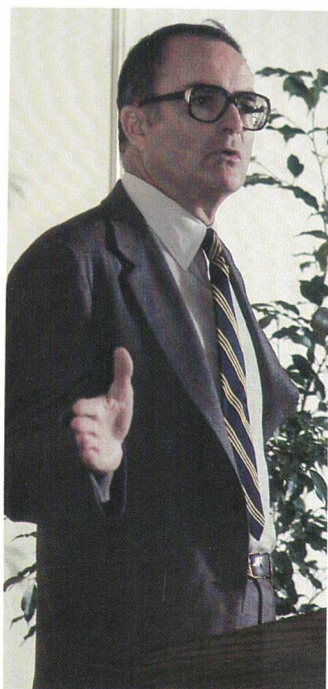
and lobbyists. In previous years, both business and Federal government executives have had the privilege of meeting with the President of the United States.

THE INTERNATIONAL SEMINAR

The seminar represents an opportunity for the executives to examine and discuss foreign policy issues firsthand.



PCEE executive John P. Hall, Johnson & Johnson, assigned to The White House as Associate Director, Office of Cabinet Affairs



William D. Ruckelshaus, former Environmental Protection Agency Administrator, briefing PCEE executives



PCEE executives Elizabeth Lucas-Stephens, Clyde Goldbach, Linda Long, Al Richardson, Roscoe Young (seated), Timothy McGrath, Scott Michel, and Dean Howells (standing) at the Harvard Faculty Club, Cambridge, Massachusetts

Our firm is totally committed to the program of the President's Commission on Executive Exchange. It has provided a unique opportunity for our staff members who have participated to broaden themselves while at the same time making a contribution to our government. Each of them has come back to our firm with a greater knowledge and appreciation of how the government operates and, perhaps more importantly, with a greater awareness of the need for cooperation between the public and the private sector.

A handwritten signature in dark ink, appearing to read "David W. Christopher".

David W. Christopher
Area Practice Partner
Price Waterhouse

Highlights of past seminars have included briefings at the headquarters of the North Atlantic Treaty Organization (NATO) and meetings at the Commission of the European Communities in Brussels, Belgium; touring the divided city of Berlin in East Germany and attending briefings by government leaders in Bonn, West Germany;

and visits to the capitals of France and Great Britain. In Paris the executives met with officials of Francois Mitterand's government, the Organization for Economic Development and Cooperation, and UNESCO. The seminar in London included a visit to an "enterprise zone" and discussions with Members of Parliament and business leaders.

The heavy schedule of meetings precludes any outside activities by the executives. Evening hours are used for traveling between cities, insuring that maximum time is available for briefings during the day.

Executives return with an in-depth understanding of participating nations' internal governmental and economic structures

and their strengths and weaknesses as compared to the United States; the short and long term effects of trade negotiations and trade policies on the United States and her European allies; the political issues within nations which affect both domestic and multinational corporations; security and defense arrangements and their impact on

The President's Commission on Executive Exchange illustrates the spirit of cooperation which exists between government and industry. Its activities provide numerous unique and mutually beneficial opportunities to the Federal government and private industry.

The Federal government becomes the recipient of the perceptions and experiences brought by the private sector executive while the Exchange Executive gains from the insight and increased understanding of governmental operations.

As a member of the Commission and as Secretary of the Department of the Interior, the benefits of the exchange program to the recipients became apparent and observable. The end result is a government which is better understood by and better able to serve the American people.

th. P. Clark

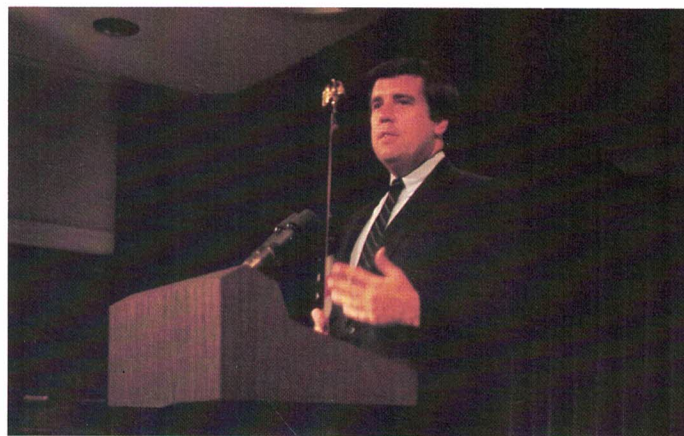
William P. Clark
Former Secretary
Department of the Interior



Former Secretary of the Interior William Clark addressing PCEE executives in his office. Included are two executives assigned to the Interior Department, Thomas Fair, Assistant to the Assistant Secretary for Water and Science, and Thomas Mackay, Assistant to the Assistant Secretary for Policy, Budget & Administration

governmental, geopolitical and economic policies; and the effect of the current international economic, financial and monetary situation on investment and trade.

NOTE: All travel and program costs for the International Seminar will be paid for by funds collected from the private sector.



Craig Fuller, Chief of Staff for the Vice President, addressing PCEE executives in the Old Executive Office Building, The White House



The Honorable Robert Michel, Republican Leader, U.S. House of Representatives, briefing PCEE executives in the Russell Senate Office Building



Andrew Feinstein, Staff Director and Chief Counsel, House Subcommittee on Civil Service, addressing PCEE executives in the Russell Senate Office Building



Director of the U.S. Information Agency Charles Wick addressing PCEE executives at Jackson Place Roundtable

One of the most discussed topics in recent years has been the need to bring about understanding between the world of politics and the world of business.

This is not simply a matter of exchanging views; it is a matter of changing minds. The stereotypes that exist about each world are quickly destroyed once those of us in politics get to know the problems of business and when those in business can learn, first-hand, what happens in politics on a day-to-day level.

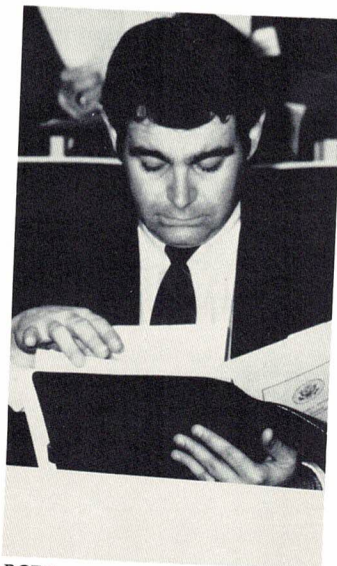
This is why I have always been so strong a supporter of the Executive Exchange Program. It substitutes action for talk and allows participating executives to learn about government in what might be called "the front lines". But it is not only business executives who benefit from this exchange—it is government itself and the American people. Nothing is more conducive to good government than the introduction of fresh points of view into old problems and new insights about ancient dilemmas.

We have heard so much about the "Japanese way" of bringing industry and government together that we tend to forget that we in the United States have our own ways of having two worlds meet for the benefit of our nation. The President's Commission on Executive Exchange is our answer to current problems, combining the strength of our private system with the enduring values of a democratically-elected government. "The American Way" of cooperation and exchange of ideas between business and government is alive and well in this great program.

Robert H. Michel

Robert H. Michel
Republican Leader
United States House of Representatives

**EXCHANGE XV
PRIVATE SECTOR
EXECUTIVES**



PCEE executive Timothy McGrath, U.S. Postal Service, assigned to United States Steel Corporation as Assistant to the Comptroller

EXECUTIVE

SPONSOR

EXCHANGE ASSIGNMENT

WILLIAM SPANG	ARTHUR YOUNG & COMPANY	BOARD OF GOVERNORS FEDERAL RESERVE SYSTEM Assistant to the Vice Chairman
EDWARD W. GRAY	R.R. DONNELLEY & SONS COMPANY	GENERAL ACCOUNTING OFFICE Assistant to the Director, General Government Division
W. RANDALL EVANS	UNION OIL COMPANY OF CALIFORNIA	DEPARTMENT OF COMMERCE Assistant to the Under Secretary for International Trade
J. MARTIN CARROLL	MERCK & COMPANY, INC.	ENVIRONMENTAL PROTECTION AGENCY Assistant to the Deputy Administrator
JOHN P. HALL	JOHNSON & JOHNSON	THE WHITE HOUSE Associate Director, Office of Cabinet Affairs
CORNELIUS F. CLEARY	UNITED TECHNOLOGIES CORPORATION	INTERNATIONAL TRADE COMMISSION Assistant to the Chairwoman
H. STEVEN GILBERT	FLUOR CORPORATION	DEPARTMENT OF TRANSPORTATION, FEDERAL AVIATION ADMINISTRATION Assistant to the Deputy Associate Administrator for Development and Logistics

America's government and businesses today are in search of excellence, and the success of their quest depends on their most prized resource—the executive workforce. Leading and motivating our executives to excel is a vital challenge shared by the public and private sectors. Through this program's exchange of fresh ideas, new techniques and insight gained from experience, a renewed commitment to excellence is born. A stronger, prouder, more productive and competitive America needs an energized executive workforce in all sectors—and the programs of the President's Commission on Executive Exchange help serve that national goal.

Donald J. Devine

Donald J. Devine
Director
U.S. Office of Personnel Management

The Office of Management and Budget has benefited from the President's Commission on Executive Exchange by utilizing the business experience of private sector executives in OMB and through sharing members of our staff with private industry. The result has been a greater understanding of the appropriate relationship between business and government.

David A. Stockman

David A. Stockman
Director
Office of Management and Budget



Presidential Exchange Executives at The White House

EXECUTIVE**SPONSOR****EXCHANGE ASSIGNMENT**

RAYMOND J.
SKWAREKWESTINGHOUSE
ELECTRIC
CORPORATIONDEPARTMENT OF THE ARMY
Assistant to the Assistant
Secretary for Research,
Development & Acquisition

BRUCE E. SKRINE

JOHN HANCOCK
MUTUAL LIFE
INSURANCE COMPANYDEPARTMENT OF LABOR
Assistant to the SolicitorSTEPHEN K.
STRUEBINGUNITED STATES STEEL
CORPORATIONDEPARTMENT OF DEFENSE
Assistant to the Assistant
Secretary, Comptroller

THOMAS C. MACKAY

JOHNSON & JOHNSON

DEPARTMENT OF THE
INTERIOR
Assistant to the Assistant
Secretary for Policy, Budget &
Administration

ANDREW SIRKUS

XEROX CORPORATION

GENERAL SERVICES
ADMINISTRATION
Assistant to the AdministratorGORDON C.
HUMPHREYRAYMOND KAISER
ENGINEERS INC.DEPARTMENT OF COMMERCE
Assistant to the Under Secretary
for International Trade

WAYNE K. TARNEY

COMBUSTION
ENGINEERING INC.FEDERAL ENERGY
REGULATORY COMMISSION
Assistant to the Executive Director

Cooperation between the public and private sectors is essential to the national well-being. The President's Executive Exchange Program promotes a closer relationship between business and government by helping their leaders gain a better understanding of the special needs of each.

The program has been especially valuable to us in the Commerce Department. Our International Trade Administration, for example, has benefited from the managerial and organizational abilities of executives from a variety of industries, including automotive, insurance, energy, and consumer products.

At the same time, Department executives have gained new insights through their assignments in the business world. Trade experts, engineers from the National Bureau of Standards, and others have brought back new knowledge of how our programs can better serve the needs of industry.

Such cross-fertilization of ideas creates more effective government and broadens the horizons of business leaders. The result is a stronger and more productive economy that benefits all Americans.

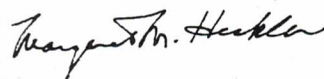
**Malcolm Baldrige**

Secretary

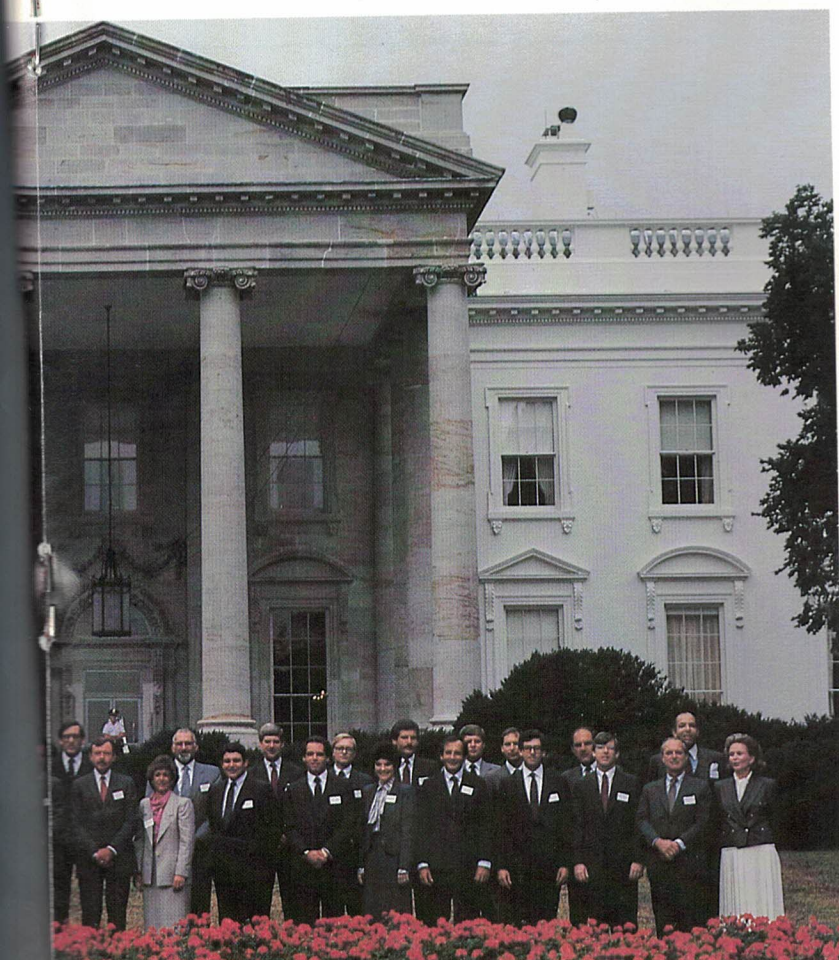
Department of Commerce

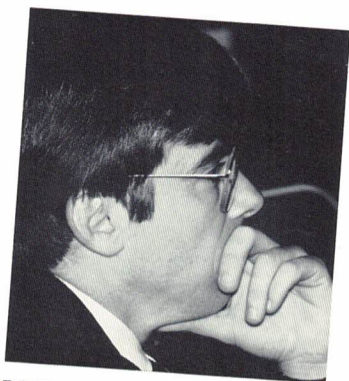
The President's Executive Exchange Program successfully implements a very sound idea—that both the private and the public sectors benefit when experiences are shared, resources pooled, ideas cross-fertilized. The energy and vision brought by leaders from one sector to the other have been a boon to both.

The private sector executives who worked with us at HHS broadened our horizons—helping us to better serve the American public.

**Margaret M. Heckler**

Secretary

Department of Health and
Human Services



PCEE executive Martin Carroll, Merck & Company, Inc., assigned to the Environmental Protection Agency as Assistant to the Deputy Administrator

EXECUTIVE

SPONSOR

EXCHANGE ASSIGNMENT

DAVID A. GREULICH

CABOT CORPORATION

DWIGHT C. JOHNSON

TEXACO INC.

ALBERT T. RICHARDSON

TENNECO INC.

ELIZABETH LUCAS-STEPHENS

UNITED TECHNOLOGIES CORPORATION

JEFFREY D. PAHRE

UNITED STATES STEEL CORPORATION

PAUL C. LEAMER

GENERAL DYNAMICS CORPORATION

CLYDE W. GOLDBACH, JR.

PRICE WATERHOUSE

NATIONAL AERONAUTICS
SPACE ADMINISTRATION

Assistant to the Associate
Administrator, Space Flight

DEPARTMENT OF COMMERCE

Assistant to the Administrator
National Oceanic & Atmospheric
Administration

DEPARTMENT OF LABOR

Assistant to the Assistant
Secretary for Mine Safety and
Health Administration

GENERAL SERVICES
ADMINISTRATION

Assistant to the Assistant
Administrator for Information
Systems Management

OFFICE OF MANAGEMENT
AND BUDGET

Assistant to the Associate
Director, Management

DEPARTMENT OF
TRANSPORTATION, FEDERAL
AVIATION ADMINISTRATION

Assistant to the Administrator

U.S. POSTAL SERVICE

Assistant to the Postmaster
General

The perspective I gained during my year in the President's Commission on Executive Exchange has stayed with me. No business in America today facing the rigors of deregulation can afford to be ignorant of the workings of the executive branch or the regulatory agencies. I am confident that the executives who participate in this program will come to fully understand and to appreciate the partnership that exists between the public and private sectors, and work to foster the harmony needed for successful economic and societal growth. On the government's side, there is a countervailing need to acquire the drive, the innovation, and the business acumen necessary to support and enhance our free enterprise system. This program strikes a happy balance between these needs, satisfying the demands of both, and disappointing neither.

Samuel H. Armacost

Samuel H. Armacost
President and Chief Executive
Officer
Bank of America

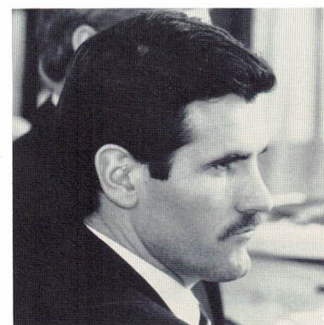


Executive Editor of the Washington Post Benjamin Bradlee addressing executives in the White House

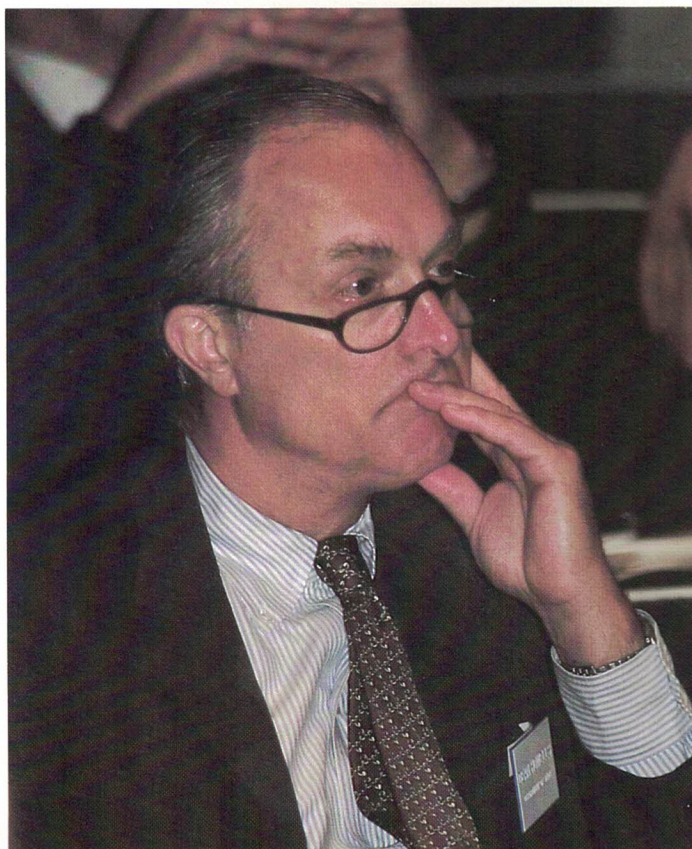
EXECUTIVE	SPONSOR	EXCHANGE ASSIGNMENT
THOMAS R. FAIR	FLORIDA POWER & LIGHT COMPANY	DEPARTMENT OF THE INTERIOR Assistant to the Assistant Secretary for Water and Science
ROSCOE C. YOUNG, II	AT&T	DEPARTMENT OF DEFENSE Assistant to the Assistant Secretary for Public Affairs
LINDA A. LONG	GULF OIL CORPORATION	NATIONAL AERONAUTICS & SPACE ADMINISTRATION Assistant to the Associate Administrator for External Affairs
M. SCOTT MICHEL	LORD, BISSELL & BROOK	FEDERAL TRADE COMMISSION Assistant to the Chairman
THOMAS R. PASKERT	TRW INC.	DEPARTMENT OF COMMERCE Assistant to the Under Secretary for International Trade
DEAN A. MITCHELL	PROCTER & GAMBLE COMPANY	DEPARTMENT OF THE TREASURY Director, Olympic Coin Program and Assistant to the Treasurer of the United States
GREGORY H. WIERZYNSKI	TIME, INC.	DEPARTMENT OF DEFENSE Assistant to the Assistant Secretary for International Security Policy
STEPHEN W. MURPHY	BANK OF AMERICA	DEPARTMENT OF HEALTH & HUMAN SERVICES Assistant to the Secretary



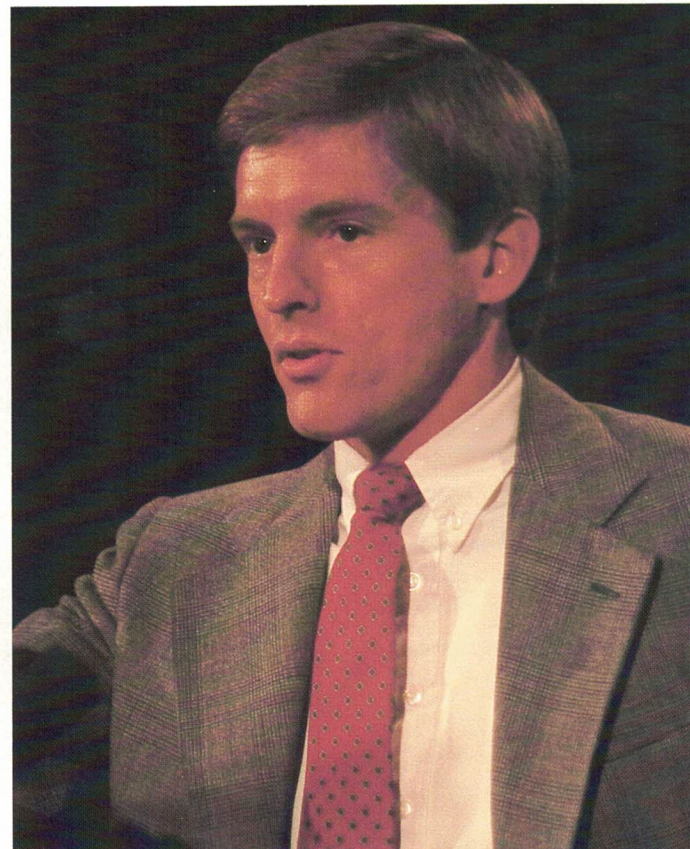
PCEE executive Thomas Fair, Florida Power & Light Company, assigned to the Department of the Interior as Assistant to the Assistant Secretary for Water and Science



PCEE executive Bruce Skrine, John Hancock Mutual Life Insurance Company, assigned to the Department of Labor as Assistant to the Solicitor



PCEE executive Dean Howells, Department of State, assigned to Union Carbide Corporation as Assistant to the Director, Corporate Strategic Planning



President-elect of the PCEE Alumni Association Clay Jones, Director of Government Relations, North American Aircraft Operations, Rockwell International Corporation

**EXCHANGE XV
FEDERAL GOVERNMENT
EXECUTIVES**

EXECUTIVE

SPONSOR

EXCHANGE ASSIGNMENT

THOMAS J. BRENNAN	DEPARTMENT OF THE NAVY	TELEDYNE, INC. Assistant to the President, Ryan Aeronautical
RONALD L. SILBERMAN	OFFICE OF MANAGEMENT AND BUDGET	GENERAL MOTORS CORPORATION Assistant to the General Director, Macro & International Economic
TIMOTHY O. MCGRATH	U.S. POSTAL SERVICE	UNITED STATES STEEL CORPORATION Assistant to the Comptroller
ALBERT J. KUBELUIS	FEDERAL RESERVE SYSTEM	JOHNSON & JOHNSON Assistant to the Director, System & Programs
JONATHAN C. MENES	DEPARTMENT OF COMMERCE	UNITED TECHNOLOGIES CORPORATION Assistant to the Vice President, Strategic Planning
BRIAN C. HECKERT	VETERANS ADMINISTRATION	PFIZER INC. Assistant to the President

The President's Commission on Executive Exchange is fulfilling its mission of providing superb private sector and Federal government executive exchange. Significant impact in both government and business has occurred over the past four years as a result of the program and no one knows how far reaching the Commission's effect will be.

Our Executive Director deserves full appreciation for her leadership which has elevated the Commission and insured its influence on government and business.

Betty Southard Murphy

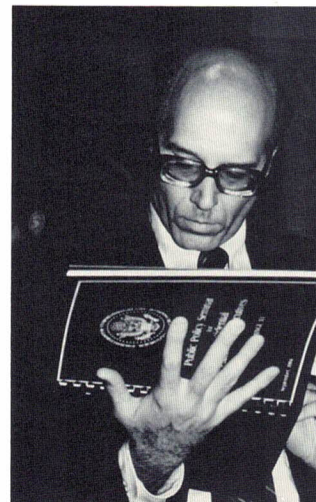
Betty Southard Murphy
Partner
Baker and Hostetler



Dr. Joseph Mancusi conducting an Executive Stress Seminar for PCEE executives and their spouses. Among the audience are PCEE executive Gordon Humphrey and Virginia Labourdette

EXECUTIVE**SPONSOR****EXCHANGE ASSIGNMENT**

PAUL K. MANCINI	DEPARTMENT OF HOUSING & URBAN DEVELOPMENT	XEROX CORPORATION Manager, Quality
LOUIS V. DIVONE	DEPARTMENT OF ENERGY	GRUMMAN CORPORATION Assistant to the Director, Market Planning and Research Dept.
WILLIAM H. HANNON	OFFICE OF MANAGEMENT AND BUDGET	FLORIDA POWER & LIGHT COMPANY Assistant to the Director, Personnel
W. DEAN HOWELLS	DEPARTMENT OF STATE	UNION CARBIDE CORPORATION Assistant to the Director, Corporate Strategic Planning



PCEE executive Randall Evans of Union Oil Company of California, assigned to the Department of Commerce as Assistant to the Under Secretary for International Trade



Future corporate and government leaders must be better informed of the ever-increasing involvement between business and various sectors of the government. The experience gained through the President's Executive Exchange Program will benefit the participants in either sector as they pursue their career goals.

We have, through our experience, developed a strong respect for the program and its accomplishments. Our commitment to the program remains strong. We fully support this exchange of executives between the private and public sectors.

David M. Roderick
Chairman and Chief
Executive Officer
United States Steel
Corporation

BUSINESS PARTICIPATION

The Executive Exchange Program has proven to be a rewarding and gratifying experience for each Xerox participant, giving them an opportunity to explore and experience the workings of the public sector, and, additionally, to meet business and government leaders of this country discussing current issues confronting both government and industry. Our executives have gained additional understanding of the partnership role that must exist between government and industry.

David T. Kearns

David T. Kearns
President and Chief Executive Officer
Xerox Corporation

I strongly support the President's Commission on Executive Exchange. It operates from the sound principle that there must be a close partnership between government and business. Its results show that the participants, the government and business have benefited.

This is a time in which excellence must be a goal in all of our country's great enterprises. This program is one of the many ways for us to attain that goal.

Ralph P. Davidson

Ralph P. Davidson
Chairman of the Board
Time Incorporated

BUSINESS EXECUTIVES' ONE YEAR FEDERAL GOVERNMENT ASSIGNMENTS

Business executives nominated for the President's Commission on Executive Exchange are exceptional men and women who have reached policy-making positions in their corporations, or who have unique qualifications

and extremely high potential for reaching policy-making positions. Executives must be nominated by their Chief Executive Officer and only those with outstanding talent and records of excellence will be considered. Nominations must be received by the President's Commission on Executive Exchange between March 1 and

April 15 for assignment commencing the following September.

The participating corporation and the nominated executive are bound by law to strictly adhere to all Federal State statutes regarding conflict of interest. The President's Commission on Executive Exchange requires that the corporation counsel the executive regarding



Commissioners John F. McGillicuddy, Chairman and CEO, Manufacturers Hanover Corp., and Robert E. Kirby, Chairman and CEO (retired), Westinghouse Electric Corp., conversing at Blair House



White House Chief of Staff Donald Regan, former Secretary of the Treasury, with PCEE executive from Procter & Gamble Dean Mitchell, Director, Olympic Coin Program, Department of the Treasury

individual responsibility and the necessity for ethical conduct.

All business executives are required to undergo a Federal government security investigation. Placement within a government agency is contingent upon successful completion of this investigation.

The President's Commission on Executive Exchange strongly

endorses the principles of equal opportunity.

CORPORATE ASSIGNMENTS FOR FEDERAL GOVERNMENT EXECUTIVES

The Executive Director of the President's Commission on Executive Exchange contacts the Chief Executive Officer of a corporation requesting that a position be

identified which would be appropriate for a Presidential Exchange Executive.

Prior to the government executive's assignment and in order to insure absolute avoidance of conflict of interest or the appearance thereof, the corporation's General Counsel must review the Federal government executive's background. It is the

corporation's responsibility to notify the Executive Director that no conflict of interest exists. The Executive Director continues to counsel government executives regarding ethical conduct and avoidance of conflict of interest throughout the year. All assignments are also reviewed by the United States Office of Government Ethics.



Chairman James E. Burke presiding over Commission meeting in the Roosevelt Room, The White House



One of the greatest strengths of our form of government is that the public sector not only recognizes the importance of close communication and cooperation with the private sector, but that government freely draws on the experience and talents of those in the private sector when this will benefit the nation as a whole.

The Executive Exchange Program, by promoting a close mutual understanding between these two areas, ensures a working relationship that is harmonious, fruitful and highly beneficial to this country and to our friends and trading partners around the world.

Deloitte Haskins & Sells is both proud and honored to participate in a program whose positive impact will continue to be felt here and abroad far into the future.

Charles G. Steele

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

Commissioners Jewel Lafontant, Esq., Senior Partner, Vedder, Price, Kaufman and Kammholz; Ralph Davidson, Chairman, Time Incorporated and Harry Gray, Chairman and CEO, United Technologies Corp., at Commission meeting in the Roosevelt Room, The White House

Business

Participation

continued

In keeping with the goal of the President's Commission on Executive Exchange, and in compliance with Federal rules and regulations, and Commission restrictions, the corporation must not extend an offer of permanent employment to the government executive during preliminary interviews, during the one year

assignment, or upon completion of the assignment. *This restriction against offers of permanent employment continues for three years after the date of return to the Federal government.*

One of our first tasks when we got to Washington four years ago was to assess the various Departments, Agencies and Commissions. As this evaluation progressed, we discovered untapped potential in Agencies and Commissions which, if given the right direction and leadership, had great promise. The President's Commission on Executive Exchange is a good example.

With the current level of enthusiasm and activity, the Commission's credibility is at a new high point. I understand you receive calls from Cabinet Secretaries and Agency Heads looking to fill specific decision and policy-making positions. The top executives you have helped put in key government positions speak well of the job you are doing. It also reflects a new credibility in both the government and the business community.

Ronald Reagan



We are building a cooperative spirit with this exchange of executives. In the final analysis, we are all Americans trying to do our best. This program is designed to help us all do just that.

Ronald Reagan

FEDERAL GOVERNMENT PARTICIPATION

FEDERAL GOVERNMENT EXECUTIVES' ONE YEAR CORPORATE ASSIGNMENTS

Federal government executives must be members of the Senior Executive Service or an equivalent system. They must have reached policy-making positions and have demonstrated records of success. Presidential Exchange

Executives must be nominated by their Cabinet Secretary or Agency Head.

Federal government executives should have no significant experience in the private sector and must be willing to accept an assignment anywhere in the United States.

FEDERAL GOVERNMENT ASSIGNMENTS FOR BUSINESS EXECUTIVES

The Executive Director of the President's Commission on Executive Exchange meets with Cabinet Officers and Agency Heads to identify specific positions that would be most appropriate for Presidential Exchange Executives from business.



The Commission is placing senior government executives in responsible and challenging positions in the private sector for a year's duration. I want to pay tribute to these top notch executives. I commend and applaud your outstanding performance and dedication. We look forward to your continued successes.

Ronald Reagan

The business executive must report to a Cabinet Officer or Agency Head, an Under Secretary, or an Assistant Secretary, and the position must be in the Senior Executive Service.

To insure absolute avoidance of conflict of interest or the appearance thereof, the agency to which the business executive is assigned must adhere to all Federal

conflict of interest laws. The agency's Ethics Counsel must review the business executive's background and the formal position responsibilities in order to determine that no conflict of interest exists. It is the agency's responsibility to notify the Executive Director of the President's Commission on Executive Exchange of this determination. If the

business executive is reassigned to new responsibilities during the year, the Federal government agency must obtain prior approval from the Executive Director. The Executive Director continues to counsel business executives regarding ethical conduct and avoidance of conflict of interest throughout the year.

In keeping with the goal of the President's Commission on Executive Exchange, and in compliance with Federal rules and regulations, the agency to which the business executive is assigned must not extend an offer of permanent employment to the executive during preliminary interviews, during the one year assignment, or upon

Exchange Executives from TRW have all been given stimulating and productive assignments, and their outstanding performance when they return to TRW demonstrates the value of the program. As the first company with an International assignment for one of our Exchange Executives, we can particularly comment on the unique benefits of the International Program.

Ruben F. Mettler

Ruben F. Mettler
Chairman and Chief Executive Officer
TRW Inc.

NASA has benefited enormously from the skills, talents, and expertise of Presidential Exchange Executives. They have worked in a wide variety of program areas, including public affairs, research and development, and technology transfer. This private sector experience has proved invaluable in providing fresh and vital insights into our work, and their dedication to excellence is an inspiration to us all.

James M. Beggs

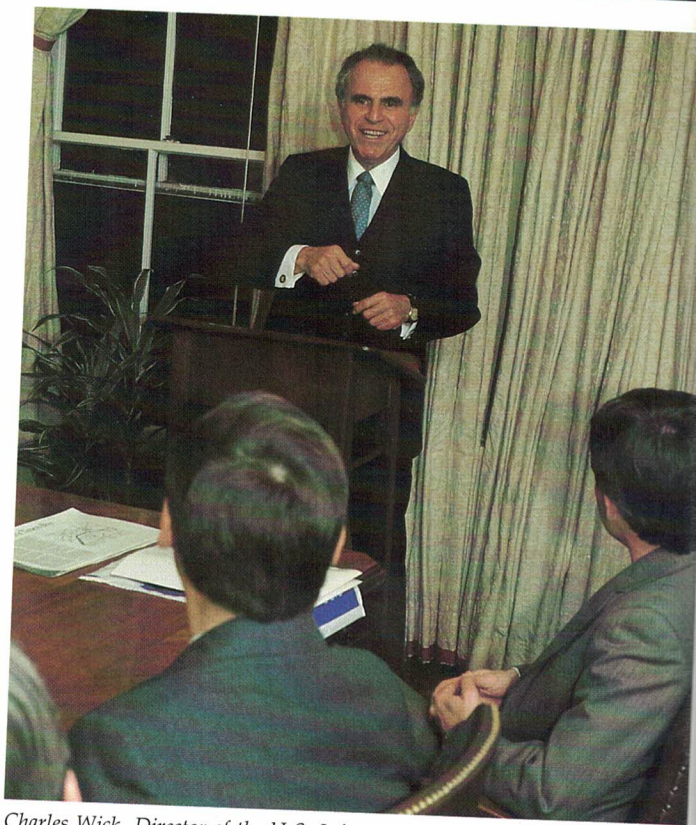
James M. Beggs
Administrator
National Aeronautics and Space Administration

The President's Commission on Executive Exchange provides a much needed opportunity for both government and business executives to engage in a positive exchange of ideas, information and management techniques. This is beneficial to both the public and private sectors, and especially to the individuals involved.

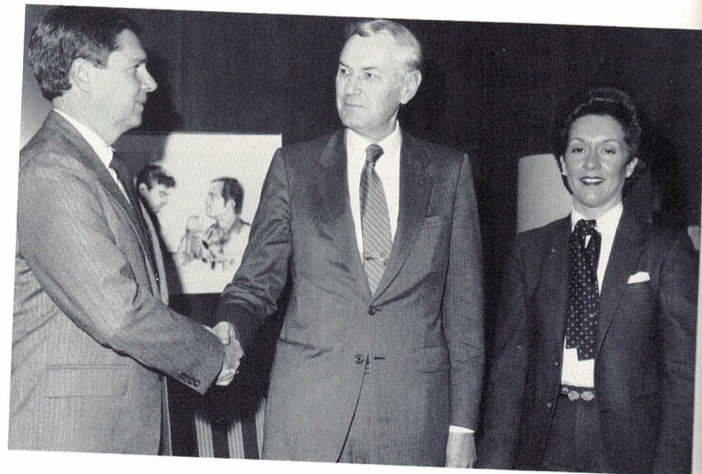
The program has been a challenging and rewarding learning experience for our participating executives, who return having gained a better understanding of how government works. We believe the President's Commission on Executive Exchange strengthens both our system of government and our nation as a whole.

Fred L. Hartley

Fred L. Hartley
Chairman and President
Union Oil Company of California



Charles Wick, Director of the U.S. Information Agency, addressing PCEE executives



NASA Administrator James Beggs (center) with Presidential Exchange Executives David Greulich, Assistant to the Associate Administrator, Space Flight, and Linda Long, Assistant to the Associate Administrator for External Affairs

completion of the assignment. This restriction against offers of permanent employment continues for one year after the date of the business executive's return to the corporation.



Commissioners James Roosevelt, President, James Roosevelt and Company; Ralph Davidson, Chairman, Time Incorporated; Spyros Skouras, Chairman, President and CEO, Prudential Lines, Incorporated; William Walsh, M.D., President and CEO, Project HOPE; and Chairman James Burke, Chairman and CEO, Johnson & Johnson (left to right)



Admiral Donald Engen, Administrator, Federal Aviation Administration, with Presidential Exchange Executive Paul Leamer, Assistant to the Administrator



Joseph Wright, Deputy Director, Office of Management and Budget, addressing PCÉE executives in the Old Executive Office Building, The White House

The President's Commission on Executive Exchange is a fine and skillfully designed program that has proved its worth to Texaco in many ways. With the complex interplay of business and government in the United States, a firsthand knowledge of government is essential for our company. The program provides just that. Furthermore, the interaction of government and business is a valuable way of breaking down the stereotypes both groups sometimes have about each other. For example, Texaco was fortunate to have had an Exchange Executive from government whose different background and perspective in Human Resources broadened the outlook of all those who worked with him.

John K. McKinley
Chairman and
Chief Executive Officer
Texaco Inc.



Harry Gray, Chairman and CEO, United Technologies Corporation; Ruben Mettler, Chairman and CEO, TRW Inc.; David Rockefeller, Chairman, Chase International Advisory Committee; Helene von Damm, U.S. Ambassador to Austria; Jewel Lafontant, Esq., Senior Partner, Vedder, Price, Kaufman and Kammholz; Ralph Davidson, Chairman, Time Incorporated; Spyros Skouras, Chairman, President and CEO, Prudential Lines, Incorporated, at Commission meeting in the Roosevelt Room, The White House (left to right)

CRITICAL ASSIGNMENTS FOR BUSINESS EXECUTIVES

Cabinet Officers and Agency Heads are encouraged to request assistance from the Executive Director of the President's Commission on Executive Exchange in recruiting highly specialized and experienced executives to fill critical needs within their organizations. The Executive Director will respond to these requests on a continuous basis

throughout the year.

Business executives chosen for critical assignments possess specific expertise to meet a specialized need within a government agency. Such executives are chosen based on their wealth of experience in a selected area and have reached the most senior ranks within their corporations.

Since these critical

assignments may occur any time during the year they do not necessarily coincide with the regular cycle of the President's Commission on Executive Exchange. However, executives must return to their corporations one year after beginning their assignments. The same conflict of interest requirements apply to these critical positions.

I never fail to be impressed with the extremely high caliber of the participants in the Executive Exchange Program. This is an important factor in assuring that their overseas experiences will be translated into tangible improvements in their respective realms of responsibility and, most importantly, in enabling them to guide corporate activities in the future with a better understanding of the forces that are at work in shaping our country's manifold relationships with other nations, not only in the area of business and industry but also in the areas of political, social, technological and cultural endeavor.

Helene von Damm

Helene A. von Damm
United States Ambassador to
Austria



U.S. Ambassador to the Federal Republic of Germany Arthur Burns and Embassy staff briefing former PCEE executives during the International Seminar in Bonn, West Germany



PCEE executives dining in East Berlin following a briefing by U.S. Ambassador to the German Democratic Republic Rozanne Ridgway



U.S. Ambassador to Jamaica William A. Hewitt with Leon Gibbs, President, Johnson & Johnson Hemisferica S.A., assigned to the U.S. Embassy in Kingston, Jamaica, as Regional Director for the Caribbean Basin Initiative

INTERNATIONAL ASSIGNMENTS FOR BUSINESS EXECUTIVES

The President's Commission on Executive Exchange seeks business executives with extensive international business experience for assignments in United States Embassies abroad as Assistants to the Ambassador.

Business executives assigned internationally perform a variety of functions including assisting the Ambassador

with specific problems related to the geographic area, initiating and developing business opportunities for United States corporations, and addressing the myriad of problems and opportunities that face a foreign investor.

These business executives lend their expertise in relevant international business trends to specialized

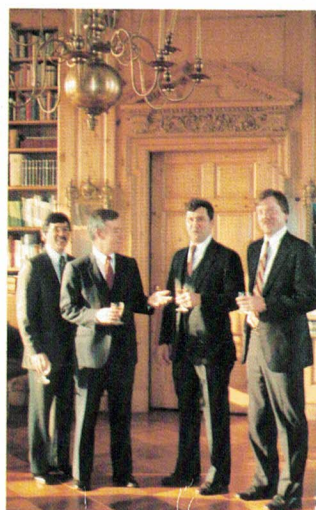
problems, which differ from country to country. In addition, they bring a fresh perspective to ongoing problems and creative analysis of current issues.

For International Assignments, the Commission seeks business executives with:

- An advanced degree in finance, marketing or a field directly associated



Former PCEE executives at the Hotel Meurice in Paris during the International Seminar



Former Presidential Exchange Executives in the Axel Springer Publishing House offices overlooking the Berlin Wall, following a briefing by Stefan Gaensicke and Ernst Cramer.

I am glad the President's Commission on Executive Exchange regularly includes Berlin on its International Seminar. It is in this city and it is from the windows of my publishing house above the infamous wall that one can see the very end of the free world; that one can best grasp the essence of communism, namely that it has to be enforced, that people have to be locked in.

To realize that the East is forcing confrontation upon us (and not vice versa), to comprehend our moral obligation for those living behind the Wall, all this is tangibly laid out in Berlin. I trust this scenario deepens the political perspective of the Executive Exchange Program's participants and we do indeed look forward to meeting many more of them in Berlin.

Axel Springer

Publisher

Axel Springer Publishing House



Former PCEE executives prior to a meeting with Britoil Chairman Sir Philip Shelbourne in London, England

**International
Assignments**

for

Business

Executives

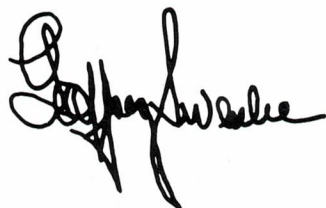
continued

with international business;

- At least five years experience in an area dealing with aspects of international business;
- Business expertise in geographical area of assignment;
- Fluency in the language of the country to which the executive is assigned;

- Ability to interact diplomatically with officials at the highest levels of the United States and foreign governments.

As a former businessman now serving in government, I am acutely aware of the importance of the relationship between those two areas. The President's Commission on Executive Exchange performs an invaluable function in arranging the essential cross-fertilization which enables each sector to benefit from the experiences of the other. While I was U.S. Ambassador to the European Office of the U.N. and Other International Organizations in Geneva, I was so strongly convinced of the utility of this exercise that I encouraged my most senior career Foreign Service Officer to participate in the program. The long-term benefits both to him and the private company where he spent the year were well worth the inconvenience of having him absent from his government post. My support for the President's Commission on Executive Exchange continues unabated and I am pleased to receive the participants in the Executive Exchange Program whenever they come to Brussels on the International Seminar.



Geoffrey Swaebe
*United States Ambassador to
Belgium*



Secretary of State George Shultz addressing PCEE executives at the State Department

INTERNATIONAL EMBASSY ASSIGNMENTS

The assignment may be up to 15 months in duration and the executive must return to the corporation at the completion of the assignment. Executives must adhere strictly to rules and regulations regarding conflict of interest.

Recently, a senior policy analyst from TRW Inc. with expertise in telecommunications,

robotics and information technologies was assigned to the United States Embassy in Tokyo, Japan, as Economic Attache for High Technology. At the Embassy, the executive's principal objective was to identify and deal with trade and investment policy issues arising in respect to high technology industries in Japan.

In 1984, the President of Johnson & Johnson Hemisferica, Puerto Rico, was assigned to Kingston, Jamaica, as Regional Director for the Caribbean Basin Initiative. In this position he assisted the Ambassador and the State Department in investment planning, marketing, export trade with the regional business community, and

The President's Commission on Executive Exchange is a valuable program for increasing the flow of ideas and experience between industry and government. I think the greater this exchange, the healthier it is for both these sectors of our society. As a former business executive who is now proud to be a part of the Administration, I personally know the value of this cross-fertilization of business and government. It is why I am a firm supporter of this program.

Charles H. Price II

Charles H. Price II
United States Ambassador to
the United Kingdom



George P. Shultz, Secretary of State

International

Embassy

Assignments

continued

business promotion for American companies seeking new markets in the Caribbean region.

The Executive Director of the President's Commission on Executive Exchange is presently negotiating with United States Ambassadors for additional assignments. The President's Commission on Executive Exchange encourages corporations to consider

participation in International assignments as well as Federal government assignments.

This program is a most effective means of building better understanding of the common national goals of private industry and government as well as providing invaluable and long lasting channels of communication between the participants of the program.

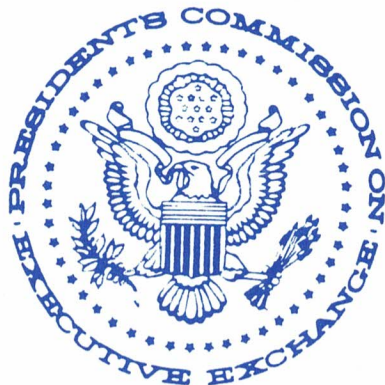
The President's Commission on Executive Exchange is an outstanding program for the interchange of career executives in the private and public sectors. From the perspective of the U.S. Information Agency, this valuable program provides carefully selected Agency officers the unique opportunity to gain in-depth knowledge of the leading industries in the U.S. The knowledge and experience gained by Agency participants will prove an invaluable tool when they are assigned overseas in terms of their ability to explain to foreign audiences the strength, vitality and effectiveness of our private enterprise system.

Charles Z. Wick

Charles Z. Wick
Director
United States Information
Agency



Secretary of State George Shultz; Assistant Secretary for Public Affairs and Department Spokesman (Designate) Bernard Kalb; and PCEE executive Leon Gibbs (left to right)



Nomination Forms

1985



**The President's Commission
on Executive Exchange
The White House**

Nomination of Business Executive

for participation in
The President's Commission on Executive Exchange
1985-1986

Signature of the Chief Executive Officer:

Corporation: _____

Date: _____

1. Name and position title of nominee

2. Length of
Employment

3. Describe your professional relationship with nominee.

4. Please state reasons for nominating this individual.

5. What are nominee's strengths?

6. What are nominee's weaknesses?

7. List accomplishments of nominee important to your corporation.

8. If the nominee has not attained senior executive status with your company, please explain when the opportunity will be forthcoming.

9. What type of Executive Exchange assignment would be most valuable to the nominee in terms of professional and personal development?

10. What position will nominee hold upon completion of the Executive Exchange assignment and reentry into the corporation?

11. Describe the corporation's long-range plans for this executive.

12. Has the information contained herein been discussed with the nominee? ☐ Yes ☐ No

13. It is imperative that a senior official be assigned as liaison enabling the executive, corporation and Commission to mutually benefit.

Name of Liaison

Title

Address

Phone No.