

IN # 11 25-83

**ROUTING AND RECORD SHEET**

SUBJECT: (Optional)

FROM:  OTE  
Special Programs Officer  
1022 C of C

EXTENSION

NO.

DATE  
5 December 1983

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TO: (Officer designation, room number, and building)

DATE  
RECEIVED      FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	DATE	OFFICER'S INITIALS
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Attached is the program schedule, seating chart, and bio information on the participants attending the upcoming Brookings Luncheon and Conference on Friday, 9 December 83. Lunch will be held in the Executive Dining Room 7D42 from 11:50 to 1:00. At 1:00 we will go downstairs to room 1A07 for the conference from 1:00 to 2:00 p.m.

Thank you for hosting this program for us.

Registry  
18-3



CIA PARTICIPANTS IN BROOKINGS PROGRAM

DATE: Friday, 9 December 1983

TIME: 11:50-2:00 p.m.

LOCATION: Luncheon - Executive Dining Room 7D42  
Conference - Room 1A07 Hqs.

HOST: HARRY E. FITZWATER  
~~R. Evans Hineman~~ ADMINISTRATION  
Deputy Director for ~~Science and Technology~~

OTE REPRESENTATIVE: [redacted] 25X1  
Director, Center for the Study of Intelligence

DISCUSSANTS: Directorate of Intelligence  
[redacted] 25X1

Soviet Foreign Policy Analyst  
Foreign Policy Branch,  
Policy Analysis Division,  
Office of Soviet Analysis

[redacted] 25X1  
Chief, Political Instability Branch,  
Instability and Insurgency Center,  
Office of Global Issues

[redacted] 25X1  
Space Systems Analyst,  
Space Missions Branch,  
Space Systems Division,  
Office of Scientific and Weapons Research

[redacted] 25X1  
Deputy Chief, Arab-Israeli Division,  
Office of Near East/South Asia Analysis

[redacted] 25X1  
Chief, Energy Branch,  
Economic Resources Division,  
Office of Imagery Analysis

CONFIDENTIAL

[redacted] 25X1



CONFIDENTIAL

Directorate of Intelligence (cont'd)

[redacted] 25X1  
Senior Analyst,  
Central America Branch,  
Latin America Division,  
Office of Central Reference

[redacted] 25X1  
Regional Analyst for South America,  
South America East Branch,  
South America Division,  
Office of African and Latin American Analysis

Directorate of Administration

[redacted] 25X1  
Director of Medical Services

Directorate of Operations

[redacted] 25X1  
[redacted] 25X1  
[redacted] 25X1  
Chief, Information Management Staff

Directorate of Science and Technology

[redacted] 25X1  
Director, Data Communications Group,  
Office of Development and Engineering

Special Programs Staff,  
Office of Training and Education

[redacted] 25X1  
[redacted] 25X1  
Extension [redacted] 25X1

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*Att to: IN-1125-83*

# THE BROOKINGS INSTITUTION

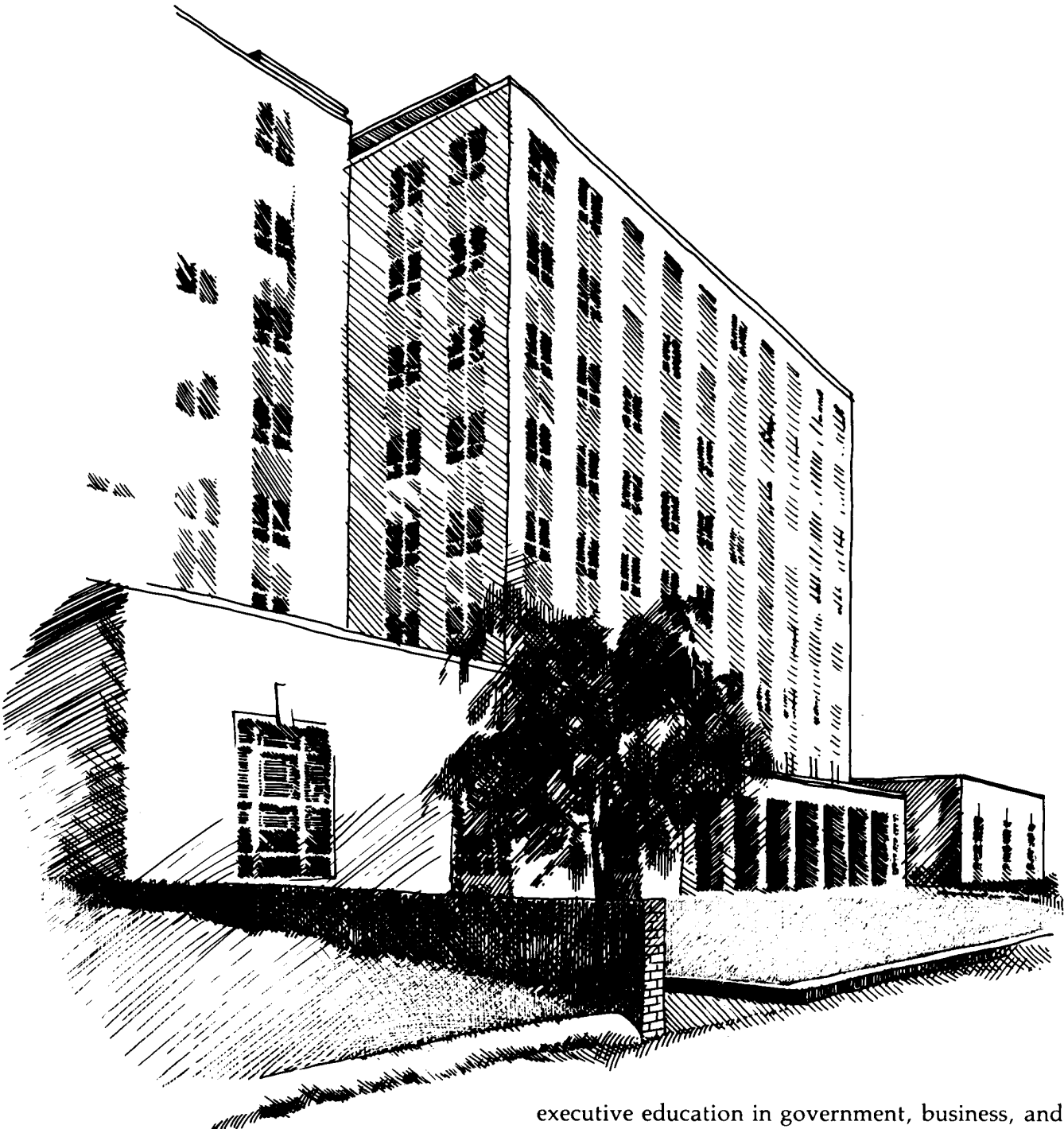
## Advanced Study Program

CONFERENCE FOR BUSINESS EXECUTIVES

ON

UNDERSTANDING FEDERAL GOVERNMENT OPERATIONS

December 4 - 9, 1983



executive education in government, business, and public policy

CONFERENCE FOR BUSINESS EXECUTIVES  
ON  
UNDERSTANDING FEDERAL GOVERNMENT OPERATIONS

December 4 - 9, 1983

PROGRAM

Advanced Study Program  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, D. C. 20036



## FOREWORD

Senior level officials of our nation's corporations need to be able to analyze government operations and decision-making processes. Any list of a business executive's responsibilities and required skills surely would include a working knowledge of the constantly changing, dynamic public policy environment. The Conference in which you are now participating is designed to assist corporate executives acquire that knowledge.

Government impacts on business in hundreds of ways every day. National tax and expenditure policies, intergovernmental funding mechanisms, foreign trade policies, regulation and deregulation, and numerous other policy areas are in constant flux. Decisions in these areas have both an immediate and a long-term impact on our nation's corporations. It is not enough to know the outcome of policy decisions. Understanding the processes through which decisions are made sharpens planning and gives executives the ability to help shape those decisions.

This Conference is designed to give you the opportunity to participate in serious, educational discussions with key actors in the federal decision-making arena on a nonpartisan basis. You will have the opportunity to raise questions and issues of interest to you while gaining valuable insights into government decision processes, management problems, and policy planning. Our goal is to insure that you develop in some depth an informed and balanced insight into the workings of the federal government.

We achieve this objective by providing you with an extensive schedule of informal, off-the-record discussions with members of Congress representing a spectrum of political persuasions, Executive Branch officials, representatives of non-governmental associations, with the press, and with other knowledgeable participants in governmental processes. A Senior Staff Member of The Brookings Institution has designed this program for you. That staff member will be with you throughout the Conference to help stimulate critical thought. To a very large extent the success of this Conference will depend on the exchange of views which you and your colleagues generate with the government officials who have agreed to meet with you. We encourage you to participate in the sessions both fully and openly.

This Brookings Conference series is now in its twenty-second year. We are confident that it will provide you with an understanding and an awareness of federal government operations that will help to improve your corporate leadership skills at a time when U.S. corporations are not only expected to grow and promote productivity, but also to help achieve numerous difficult, and often conflicting, social goals.

We welcome you with the hope you will find the Conference both helpful and stimulating.

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Advanced Study Program  
The Brookings Institution



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**AGENDA**

CONFERENCE FOR BUSINESS EXECUTIVES ON  
UNDERSTANDING FEDERAL GOVERNMENT OPERATIONS

Washington, D.C.  
December 4-9, 1983

PROGRAM AGENDA

SUNDAY, DECEMBER 4, 1983

1

4:45 p.m.  
Embassy Hall  
Dupont Plaza Hotel

COFFEE AND WELCOME

5:00 p.m.  
Embassy Hall  
Dupont Plaza Hotel

PURPOSE AND OBJECTIVES OF THE  
CONFERENCE

[Redacted]

Senior Staff Member and  
Conference Chairman  
Advanced Study Program  
The Brookings Institution

STAT

6:30 p.m.  
Embassy Hall  
Dupont Plaza Hotel

RECEPTION

7:00 p.m.  
Embassy Hall  
Dupont Plaza Hotel

DINNER

THE ENVIRONMENT OF FEDERAL  
DECISION MAKING

Daniel M. Ogden, Jr.  
Director  
Office of Power Marketing  
Coordination  
U.S. Department of Energy

9:45 p.m.  
Plaza Registry Lounge  
Room 318/19  
Dupont Plaza Hotel

Continuation of Informal Discussion  
(optional)

MONDAY, DECEMBER 5, 1983

2

7:45 a.m.  
Room 103-S  
The Brookings  
Institution  
1775 Massachusetts  
Avenue, N.W.

BREAKFAST

THE CONGRESSIONAL BUDGET PROCESS:  
WHAT IT IS NOW AND SHOULD OR SHOULD  
IT NOT BE CHANGED?

Stephen E. Bell  
Staff Director  
Committee on the Budget  
United States Senate

9:30 a.m.  
Room 7315  
GAO Building  
441 G Street, N.W.

THE ROLE OF THE GENERAL ACCOUNTING OFFICE

Eleanor Chelimsky  
Director, Program Evaluation  
and Methodology Division  
The General Accounting Office

11:00 a.m.  
Room SD-342  
Dirksen Senate  
Office Building  
Capitol Hill

HOW CLOSELY DOES THE SENATE OVERSEE  
KEY GOVERNMENTAL OPERATIONS?

Joan McEntee  
Staff Director  
Senate Committee on  
Governmental Affairs  
United States Senate

12:30 p.m.  
Room B-338  
Rayburn House  
Office Building  
Capitol Hill

LUNCHEON

UNITED STATES POLICIES AND OPERATIONS  
IN THE CARIBBEAN: A CONGRESSIONAL  
ASSESSMENT

The Honorable Mike Barnes  
U.S. Representative from the  
Eighth District of Maryland  
U.S. House of Representatives

MONDAY, DECEMBER 5, 1983 (Continued)

3

2:30 p.m.  
The Speaker's  
Dining Room  
House Wing of  
the Capitol

THE ONE AND THE MANY: MAJORITY  
PARTY LEADERSHIP IN A PLURAL HOUSE

Christopher J. Matthews  
Press Aide to the Speaker  
U.S. House of Representatives

4:00 p.m.  
Room 2337  
Rayburn House  
Office Building  
Capitol Hill

MILITARY ISSUES IN THE 98TH CONGRESS

The Honorable Marjorie S. Holt  
U.S. Representative from the  
Fourth District of Maryland

6:30 p.m.  
The Biggs Lounge  
Room 201  
Brookings

RECEPTION

7:00 p.m.  
Room 103-S  
Brookings

DINNER

THE BUSINESS ROUNDTABLE LOOKS AT  
GOVERNMENT: PRINCIPAL ISSUES OF  
CONCERN AND METHODS OF AFFECTING  
THOSE ISSUES

[Redacted]

Washington Director  
The Business Roundtable

STAT

9:45 P.M.  
Plaza Registry Lounge  
Room 318/19  
Dupont Plaza Hotel

Continuation of Informal Discussion  
(optional)

TUESDAY, DECEMBER 6, 1983

4

7:45 a.m.  
Room 103-S  
Brookings

BREAKFAST

THE DEPARTMENT OF LABOR: POLICY  
ISSUES AND POLICY INITIATIVES

The Honorable Daniel Benjamin  
Assistant Secretary for Policy  
Department of Labor

9:30 a.m.  
Front Steps  
Brookings

GROUP PHOTOGRAPH

9:45 a.m.  
Capitol Hill

INDIVIDUAL VISITS TO COMMITTEE  
HEARINGS

12:00 Noon  
Room 103-S  
Brookings

LUNCHEON

A SENATOR'S VIEWS ON NATIONAL ISSUES

The Honorable Charles McC. Mathias, Jr.  
United States Senator from Maryland

2:00 p.m.  
Ground Floor Theater  
The Supreme Court

MOTION PICTURE ON THE SUPREME COURT

2:30 p.m.  
West Conference Room  
The Supreme Court

THE ROLE OF THE SUPREME COURT  
IN NATIONAL POLICYMAKING

Mark W. Cannon  
Administrative Assistant to  
the Chief Justice of the  
United States

TUESDAY, DECEMBER 6, 1983 (Continued)

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5

4:00 p.m.  
Third Floor  
Hearing Room  
The Consumer Product  
Safety Commission  
1111 18th Street, N.W.

HOW A REGULATORY BODY WEIGHS  
CONFLICTING MANDATES: THE CONSUMER  
PRODUCT SAFETY COMMISSION

The Honorable Sam Zagoria  
Commissioner  
Consumer Product Safety  
Commission

6:30 p.m.  
The Biggs Lounge  
Room 201  
Brookings

RECEPTION

7:00 p.m.  
Room 103-S  
Brookings

DINNER

ECONOMIC ISSUES FROM A CONGRESSIONAL  
PERSPECTIVE AND THE WORK OF THE  
JOINT ECONOMIC COMMITTEE

Bruce R. Bartlett  
Staff Director  
The Joint Economic Committee  
United States Senate

9:45 p.m.  
Plaza Registry Lounge  
Room 318/19  
Dupont Plaza Hotel

Continuation of Informal Discussion  
(optional)



WEDNESDAY, DECEMBER 7, 1983

6

7:45 a.m.  
Room 103-S  
Brookings

BREAKFAST

PROSPECTS FOR THE ECONOMY: ISSUES  
FOR THE COUNTRY AND THE CONGRESS

[REDACTED]

Senior Fellow  
Economic Studies Program  
The Brookings Institution

STAT

9:30 a.m.  
Room 9104  
New Executive  
Office Building  
17th & H Streets, N.W.

REGULATORY REFORM: PRIORITIES,  
ACCOMPLISHMENTS AND REMAINING ISSUES

Robert Bedell  
Deputy Administrator for  
Information and Regulatory  
Management  
Office of Management and Budget

11:00 a.m.  
Room 9104  
N.E.O.B.

LEGAL ISSUES AND THE PRESIDENCY:  
THE ROLE OF WHITE HOUSE COUNSEL

The Honorable Richard Houser  
Deputy Counsel to the President  
The White House

12:30 p.m.  
Room 103-S  
Brookings

LUNCHEON

SECURITY AND ACCOUNTABILITY:  
THE DILEMMA OF A FREE SOCIETY

John A. Mintz  
Assistant Director/Legal Counsel  
The Federal Bureau of Investigation

WEDNESDAY, DECEMBER 7, 1983 (Continued)

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7

2:30 p.m.  
Room 503/529 A  
Hubert Humphrey Bldg.  
2nd & Independence Ave.,  
N.W.

HEALTH POLICY ISSUES IN THE NEAR  
FUTURE: CHOICES FOR THE CONGRESS  
AND THE AMERICAN PEOPLE

Robert B. Helms  
Deputy Assistant Secretary  
for Health Policy  
Department of Health and  
Human Services

4:00 p.m.  
Room 3906 Mall  
EPA Building  
4th & M Streets, S.W.

WHERE SCIENCE, ECONOMICS AND POLITICS  
MIX: THE PROBLEM OF ACID RAIN

William F. Pedersen, Jr.  
Assistant General Counsel for  
Air, Noise and Radiation  
Environmental Protection Agency

5:15 p.m.

DINNER AND EVENING FREE

THURSDAY, DECEMBER 8, 1983

8

7:45 a.m.  
Room 106/108  
Brookings

BREAKFAST

THE ROLE OF NON-GOVERNMENTAL GROUPS  
IN THE POLICY PROCESS OF WASHINGTON:  
THE NATIONAL ASSOCIATION OF COUNTIES

[Redacted]

Executive Director  
National Association  
of Counties

STAT

9:30 a.m.  
Embassy of Japan  
2520 Massachusetts Ave.

U.S. RELATIONS WITH JAPAN:  
THE JAPANESE PERSPECTIVE

[Redacted]

STAT

11:00 a.m.  
Room 8068 (Penthouse)  
Department of  
the Interior  
18th & C Streets, N.W.

ISSUES IN LAND AND WATER RESOURCES:  
CHOICES FOR THE COUNTRY

J. Steven Griles  
Deputy Assistant Secretary  
for Land and Water Resources  
U.S. Department of the Interior

12:30 p.m.  
Room 103-S  
Brookings

LUNCHEON

ISSUES IN NUCLEAR REGULATION AND  
SAFETY: THE PERSPECTIVE OF THE  
NUCLEAR REGULATORY COMMISSION

The Honorable James K. Asselstine  
Commissioner  
The Nuclear Regulatory Commission

THURSDAY, DECEMBER 8, 1983 (Continued)

9

2:30 p.m.  
Room 1408  
Department  
of State  
22nd and C Streets

AN OVERVIEW OF FOREIGN POLICY  
OBJECTIVES AND PRIORITIES

Gary R. Edson  
Special Assistant to the  
Deputy Secretary of State  
The Department of State

3:45 p.m.  
Room 1408  
Department  
of State

AMERICA'S PROBLEMS AND POLICIES  
IN THE MIDDLE EAST

Elizabeth Jones  
Deputy Director  
Office of Lebanon, Jordan,  
Syria and Iraq Affairs  
Bureau of Near Eastern and  
South Asian Affairs  
The Department of State


6:30 p.m.  
The Biggs Lounge  
Room 201  
Brookings

RECEPTION

7:00 p.m.  
Room 103-S  
Brookings

DINNER

THE ROLE OF THE FOURTH ESTATE IN  
THE POLICY PROCESS OF WASHINGTON

  
The New York Times

STAT

9:45 p.m.  
Plaza Registry Lounge  
Room 318/19  
Dupont Plaza Hotel

Continuation of Informal Discussion  
(optional)

FRIDAY, DECEMBER 9, 1983

10

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7:30 a.m. HOTEL CHECK-OUT

7:45 a.m. BREAKFAST  
The Circle Room  
Dupont Plaza Hotel

8:30 a.m. Board Bus for the Pentagon

9:15 a.m. MILITARY ISSUES IN THE PACIFIC AREA  
Room 2-E-687  
The Pentagon (Mall Entrance)  
Col. James M. Myatt, USMC  
Member, Chairman's Staff Group  
The Joint Chiefs of Staff  
Department of Defense

10:30 a.m. HOW MUCH "FRAUD, WASTE AND ABUSE" IN  
Room 2-E-687 THE DEFENSE ESTABLISHMENT? - THE ROLE  
The Pentagon OF THE INSPECTOR GENERAL  
The Honorable Joseph H. Sherick  
The Inspector General  
Department of Defense

12:15 p.m. LUNCHEON  
Executive Dining Room  
Central Intelligence Agency  
Officers of the Central  
Intelligence Agency

1:00 p.m. INTELLIGENCE AND NATIONAL SECURITY  
Officers of the Central  
Intelligence Agency

2:00 p.m. CONFERENCE ADJOURNS  
(Taxis available to National  
and Dulles Airports)



**BIOGRAPHICAL INFORMATION**

**ON**

**SPEAKERS AND BROOKINGS STAFF**

JAMES KILBURN ASSELSTINE

James Kilburn Asselstine was sworn in as a member of the Nuclear Regulatory Commission on May 17, 1982 to serve a term ending June 30, 1987.

Before his nomination by President Reagan and confirmation by the U.S. Senate, Mr. Asselstine served as Associate Counsel of the Senate Committee on Environment and Public Works since January 1981. Previously, he was Minority Counsel for that committee's Subcommittee on Nuclear Regulation from 1978 to 1981. He also had served as Assistant Counsel for the former Congressional Joint Committee on Atomic Energy from 1975 to 1977.

From 1977 to 1978, Mr. Asselstine was a staff attorney in the Regulations Division of the NRC's Office of Executive Legal Director, and from 1973 to 1975 was a legal intern and staff attorney for the NRC's Atomic Safety and Licensing Appeal Panel.

He was graduated from Virginia Polytechnic Institute in 1970 with a bachelor of arts degree, and received his law degree from the University of Virginia in 1973.



MICHAEL D. BARNES

Michael D. Barnes, Member of Congress, was first elected to the United States House of Representatives in 1978 and reelected for a second term in 1980. He has the distinction of being the first Democrat to be elected to the U.S. House of Representatives from Montgomery County, Maryland since 1958.

Congressman Barnes is chairman of the Inter-American Affairs Subcommittee of the House Foreign Affairs Committee; an Assistant Majority Whip; chairman of the Federal Government Service Task Force; and a Board Member of the House Fair Employment Practices Committee. In addition to his post as subcommittee chairman, Congressman Barnes serves on the Foreign Affairs subcommittee on Human Rights and International Organizations. He is also a member of the House District of Columbia Committee. Since taking office, Mr. Barnes has become identified with such issues as Metro funding, federal employment, efforts to strengthen the nation's drunk driving laws, and combating world hunger. He has also been active in developing new ideas for stimulating the economy.

Mr. Barnes earned an undergraduate degree from the University of North Carolina at Chapel Hill in 1965. He attended the Graduate Institute of Higher International Studies in Geneva, Switzerland (1965-1966) and served in the U.S. Marine Corps from 1967 to 1969. Mr. Barnes attended the George Washington University's National Law Center, from which he graduated with honors in 1972.

Congressman Barnes became actively involved in politics during 1970-1972 when he served as a special assistant to Senator Edmund Muskie on the Muskie for President Committee. He practiced law from 1972-1975 at the Washington firm of Covington & Burling, and was executive director of the National Democratic Platform Committee of the Democratic National Convention from 1975-1976. Immediately prior to taking office, Congressman Barnes served as a Maryland Public Service Commissioner (1975-1978) and as vice-chairman of the Washington Metropolitan Area Transit Commission (1976-1978).

BRUCE R. BARTLETT

Bruce Bartlett presently serves as Executive Director of the Joint Economic Committee of the United States Congress. He previously served as Deputy Director of the Joint Economic Committee and as Chief Legislative Assistant to Senator Roger W. Jepsen, Chairman of the Joint Economic Committee in the 98th Congress. He has also served as an economic consultant to the Honorable Perry Duryea, Minority Leader of the New York State Assembly and Republican candidate for Governor of New York, and as Special Assistant to Congressman Jack Kemp of New York and Legislative Assistant to Congressman Ron Paul of Texas.

Mr. Bartlett is the author of Reaganomics: Supply Side Economics in Action, published by William Morrow & Co. A Japanese edition was published by Diamond Sha in 1982. Reaganomics has been widely hailed as the best book written on the economic philosophy of the Reagan Administration. The Wall Street Journal called it "a feast." The Baltimore Sun said it is "lucid, crisply written and richly detailed, a nearly perfect book for those eager to discover the rationale and contours of what seems to be a strange new phenomenon." Forbes called it "timely reading," Business Week said it is "valuable," while National Review found it "perceptive." The New York Times Book Review said "the reader finds himself rooting for the success of the supply-siders' initiative." And even the New York Review of Books said "there's much to be said in favor of his argument."

Bartlett has also edited a book of essays on supply-side economics (with Timothy Roth) called The Supply-Side Solution, published by Chatham House Publishers in conjunction with the Manhattan Institute. His other books and monographs include Coverup: The Politics of Pearl Harbor, 1941-1946, published by Arlington House Publishers in 1978, and The Keynesian Revolution Revisited, published by the Committee for Monetary Research and Education in 1977. In addition, he has contributed to such books as the Heritage Foundation's Mandate for Leadership Report: Agenda '83 (1983), Supply Side Economics: A Critical Appraisal (1982), and Champions of Freedom vol. 10 (1983). Among the many newspapers and periodicals he has written for are The Wall Street Journal, The New York Times, The Washington Post, Nation's Business, National Review, Human Events, and Policy Review.

A native of Ann Arbor, Michigan, Mr. Bartlett is a graduate of Rutgers University, and holds a Master's Degree from Georgetown University, where he was a Richard M. Weaver Fellow.

ROBERT P. BEDELL

Mr. Bedell is currently serving as Deputy Administrator of the Office of Information and Regulatory Affairs, Office of Management and Budget , responsible for carrying out the Administration's information policy and regulatory reform programs.

From 1973 to July 1983, as Deputy General Counsel, Office of Management and Budget, was Administration's representative on legislation concerning information policy, energy, regulatory matters and administrative law, and legal adviser on major administrative initiatives.

From 1971-1973, he was Trial Attorney, Office of Chief Trial Attorney, Department of the Army. As an Army Captain, represented government in trials before Armed Services Board of Contract.

From 1969-1971 as Captain, Judge Avocate General's Corps, United States Army, served in several positions, including chief trial counsel for the Eighth United States Army and Acting Staff Judge Advocate and Chief of Military Justice for the Seventh Infantry Division. He prosecuted cases ranging from AWOL to murder; developed an Eighth Army-wide policy for pre- and post-trial confinement; ran the inferior courts system; and provided general legal advice on criminal matters to commanding officers.

Mr. Bedell holds a B.A. from Vanderbilt University, Nashville, Tennessee (1965). He received his Juris Doctor from Washington University School of Law, St. Louis, Missouri, in 1968.

STEPHEN E. BELL

Mr. Bell earned B.A. and M.A. degrees in English literature from the University of Texas-El-Paso.

He is presently Staff Director of the Senate Budget Committee.

Prior to his present position, Mr. Bell served as Executive Assistant and news secretary for Senator Pete V. Domenici. He has worked as press secretary for the Republican National Committee and in the Information Office of the Department of Agriculture, Washington, D. C. Mr. Bell has worked for a variety of newspapers in the Southwest as editor, columnist and reporter and worked for the University of New Mexico as radio-television film manager and as a special writer for the Public Information Office of the University of New Mexico.

His writings have appeared in numerous publications.

DANIEL K. BENJAMIN

A native of Washington, D.C., Mr. Benjamin received his B.A. at the University of Virginia, and his M.A. and Ph. D. degrees in Economics from UCLA. Mr. Benjamin first came to Washington in the summer of 1971 as a member of the staff of the Council of Economic Advisers and at the same time and through February of 1972 served as an economist with the Office of Science and Technology. He also was a consultant during this period to the Council on Environmental Quality.

For a year beginning in September of 1973 he was Acting Assistant Professor in the Department of Economics at the University of California/Santa Barbara, and then went to the University of Washington for another year as Acting Assistant Professor of Economics. In 1975 Mr. Benjamin was elevated to Assistant Professor of Economics at the University of Washington and taught there for seven years, being also a consultant to the Seattle City Light Company.

During this period Mr. Benjamin was also a National Fellow at the Hoover Institution (1978-79) and a Visiting Scholar at the University of Liverpool in England (1981). In September of 1982, Mr. Benjamin returned to Washington as the Deputy Assistant Secretary of Labor for Program Economics and Research and Technical Support, his current position. Among his honors are membership in Phi Beta Kappa and Omicron Delta Epsilon, and the authorship of the Best Article of the Year, (1978) for Economic Inquiry.

Mr. Benjamin is a member of the Board of Directors of the Western Economic Association and in the past was a member of the Advisory Board of the Pacific Institute and of the Addison-Wesley Publishing Company. He is a Referee of several economic journals and is the author of numerous publications on economic subjects. He was the editor of Economic Forces at Work: Selected Papers of Armen Alchian, (Liberty Press, 1977).

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MARK W. CANNON

Since 1972, when the position was first established, Mark W. Cannon has been Administrative Assistant to the Chief Justice of the United States. He received his B.A. from the University of Utah with a major in Political Science and a minor in Economics. He received an M.A., M.P.A., and Ph.D. from Harvard University in the related fields of Political Economy, Government, and Public Administration.

From 1956-1960 he was Administrative Assistant to Congressman Henry Aldous Dixon; he worked as Legislative Assistant in Utah for Senator Wallace F. Bennett from 1961-1963. From 1961-1964 Dr. Cannon also was Chairman of the Political Science Department of Brigham Young University. In 1964 he joined the Institute of Public Administration, the oldest center for research and training in public administration in the nation. He served as Director of the Venezuelan Urban Development Project, then as Director of International Programs and from 1968-1972 as Director of the Institute.

Dr. Cannon was the first non-lawyer to be admitted to the American Bar Association in the new Judicial Association Program. He is a member of the National Academy of Public Administration and of the Inter-American Advisory Council to the U. S. Department of State.

He has written articles and studies on subjects related to public policy and institutional and administrative innovation, including "Can the Federal Judiciary Be an Innovative System?" in Public Administration Review (January/February, 1973). Among his books are Urban Government for Valencia (Praeger, 1973) and The Makers of Public Power: American Power Groups and Their Ideologies (McGraw-Hill, 1964).

ELEANOR CHELIMSKY

Eleanor Chelimsky was designated Director of GAO's Institute for Program Evaluation on June 9, 1980. The Institute serves the Congress through evaluations of government programs, the development and demonstration of methods for evaluating programs, and the provision of design and other technical assistance to GAO staff.

From 1966 to 1970 Mrs. Chelimsky was an economic analyst for the United States Mission to NATO. Since 1970, Mrs. Chelimsky was employed by the MITRE Corporation, most recently as Associate Technical Director and Director of the Office of Program Evaluation, where she directed MITRE's work in planning and policy analysis, criminal justice, program evaluation, and research management.

Mrs. Chelimsky received a B.A. degree in economics from the University of Maryland and did graduate study there in political science. She was a Fulbright Scholar in Paris and received the Diplome Superieur from the University of Paris. Mrs. Chelimsky is a Member of the Editorial Review Board for the Sage Research Series in Evaluation and serves on the Editorial Boards of two journals: Policy Studies Review (published by Lexington) and Policy Studies Review Annual (published by Sage). Mrs. Chelimsky is Past President of the Evaluation Research Society. She received the 1982 Myrdal Award for Government in recognition of her leadership in building a distinguished and highly regarded program evaluation unit within the U.S. General Accounting Office.

In October 1983, Mrs. Chelimsky was designated Director of the Program Evaluation and Methodology Division, as part of the reorganization of GAO's divisional structure. This structure now comprises four programming and three technical divisions.



**Page Denied**

J. STEVEN GRILES

A native of Clover, Virginia, Mr. Griles received his B.S. from the University of Richmond and did graduate work in business at the Virginia Commonwealth University. He served for seven years with the Virginia Army National Guard. Mr. Griles was appointed Program Administrator and Staff Assistant in the Virginia Department of Conservation and Economic Development in 1977 and served in that capacity for six months coordinating legislative programs and providing staff support and advice to the Director.

In January of 1978 he was elevated to Executive Assistant in that Department serving for three years. He supervised program management for 14 major State programs, including surface mining reclamation, State parks, State forest, reforestation, travel promotion, topographic and geologic investigations, salt water sports fishing promotion, litter control, OCS development and forest fire supervision. Mr. Griles entered federal service in March of 1981, as Deputy Director of the Office of Surface Mining in the Department of the Interior. For a year and a half in this capacity he reorganized the Bureau by eliminating a cumbersome Regional structure and a reduction of 42 to 22 offices; revised regulations to implement a flexible and enforceable performance standards; instituted a planning and management program; and established working relationships with the States so as to return primacy enforcement of the Surface Mining Act to the States.

In July of 1983, Mr. Griles was appointed Deputy Assistant Secretary for Land and Water Resources where he serves as principal advisor and manager of energy and mineral resource issues on public lands in Department of the Interior; directs the study and implementation of wilderness areas on public lands; supervises the implementation and director of land use planning including the disposal of excess Federal lands, and directs the implementation of regulations to implement the laws controlling the oil and gas inspection program for royalty collection and environmental protection.

RICHARD A. HAUSER

Mr. Richard Hauser is currently Deputy Counsel to the President.

Mr. Hauser formerly served in the Office of the Counsel to the President during the period 1973 to 1974. From 1968 to 1970, he served as law clerk to the chief judge of the United States District Court for the Southern District of Florida, and from 1970 to 1971, as an assistant United States attorney in the same district. Mr. Hauser served as attorney-adviser to the Deputy Attorney General and later as the Associate Director of the Office of Justice Policy and Planning. From 1975 until his current appointment, Mr. Hauser was in the private practice of law in Washington, D.C.

A native of Litchfield, Illinois, Mr. Hauser is a graduate of the University of Pennsylvania (Wharton, 1965) and the University of Miami School of Law (J.D., cum laude, 1964).

Mr. Hauser is a member of the District of Columbia, Virginia, and Florida Bars.

ROBERT B. HELMS

Robert B. Helms is Deputy Assistant Secretary for Planning and Evaluation/Health in the Department of Health and Human Services. In this position he directs the Office of Health Policy, the Secretary's principal office for long range planning and evaluation of health policy issues. In addition to its other duties, this office has a major responsibility in the development of the Administration's proposal to change health care incentives.

Prior to joining the Department, Dr. Helms was Director of Health Policy Studies at the American Enterprise Institute for Public Policy Research in Washington, D. C. He has taught economics at Loyola College in Baltimore and at California State University at Northridge.

Dr. Helms earned his Ph.D. and M.A. degree in economics from the University of California, Los Angeles, and his B.S. degree from Auburn University in Alabama.

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A. ELIZABETH JONES

Elizabeth Jones is a career Foreign Service Officer specialized in Middle East affairs. She has served in Kabul, Afghanistan; Cairo, Egypt; Beirut, Lebanon; Amman, Jordan; Tunis, Tunisia; and Baghdad, Iraq. She is currently the Deputy Director of the Office for Lebanon, Jordan, Syria and Iraq Affairs in the Department of State's Bureau of Near Eastern and South Asian Affairs.

Ms. Jones was born into a U.S. diplomatic family in Munich, Germany. She spent most of her early life abroad and attended school both in Moscow and Berlin. She graduated from Swarthmore College in Pennsylvania with a major in Oriental History. She entered the Foreign Service immediately after her graduation in 1970. She has also studied at the American University of Cairo's Center for Arab Studies.

Ms. Jones has lectured about the Middle East on numerous occasions in the Washington area since her return from Baghdad in 1980. She is listed in Who's Who Among American Women and is a member of several professional organizations. She is also a member of the Board of Directors of the Foreign Service Protective Association, a private insurance company headquartered in Washington.

Ms. Jones speaks German, Russian and Arabic.

CHARLES McC. MATHIAS, JR.

Charles Mathias is the Senior United States Senator from Maryland. He was first elected to the Senate in 1968 and was reelected in 1974 and 1980. Prior to his election to the Senate, he served four terms in the U. S. House of Representatives.

Mr. Mathias is a graduate of Haverford College and holds an L.L.B. degree from the University of Maryland. A former Captain in the United States Navy, he served as Assistant Attorney General of Maryland (1953-1954), City Attorney of Frederick Maryland (1954-1959), and a Member of the Maryland House of Delegates (1958-1960).

In the Senate Mr. Mathias serves as a member of the Judiciary Committee, the Foreign Relations Committee, the Governmental Relations Committee, and the Rules Committee (of which he is Chairman).

CHRISTOPHER J. MATTHEWS

Christopher J. Matthews is Administrative Assistant to the Speaker of the House, Thomas P. O'Neill, Jr.

He received his BA in Economics from Holy Cross College in Worcester, Massachusetts, and also studied at the Graduate School of Economics, University of North Carolina, Chapel Hill.

Mr. Matthews was a Peace Corps volunteer and trade development adviser in Swaziland, Africa. From 1971 to 1973 he was Legislative Assistant to U.S. Senator Frank E. Moss.

From 1974 to 1977 Mr. Matthews served as Staff Counsel to the Senate Budget Committee, of which Senator Edmond Muskie was Chairman, and from 1979 to 1981 he was a personal speech writer for President Jimmy Carter.



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JOAN McENTEE

Ms. McEntee received her B.A. (Magna cum laude) from Marymount College in Tarrytown, New York; her M.A. in Government and Public Administration from American University and her J.D. from the Washington College of Law of American University.

In 1969 she joined the staff of Senator Charles E. Goodell of New York as a Legislative Research Assistant.

She moved to the Executive Branch in 1971 and spent three years as Assistant for Legislative Affairs in the Office of Congressional Relations of the Department of Housing and Urban Development.

In 1974 Ms. McEntee was appointed Special Assistant to the Under Secretary of H.U.D. and served in this position for two years.

She transferred to the Executive Office of the President in 1975, serving as Special Assistant to the Associate Director of the Office of Management and Budget.

For two years, during 1977 and 1978 she was a Consultant to the Consumer Product Safety Commission.

Ms. McEntee rejoined the Legislative Branch in 1978 as Minority Staff Director of the Subcommittee on Inter-governmental Relations of the Senate Committee on Governmental Affairs.

When the Senate changed its majority leadership in 1980, Ms. McEntee was elevated to her present position as Chief Counsel and Staff Director of the full Senate Committee on Governmental Affairs.

She is a Member of the District of Columbia Bar.

JOHN A. MINTZ

Mr. Mintz was awarded a Bachelor of Arts degree by Maryville College, Maryville, Tennessee, in 1968. In 1961, he received a Doctor of Law degree from the University of Chicago Law School, Chicago, Illinois. He is a member of the Bar in Virginia, in the District of Columbia, and the United States Supreme Court.

After entering on duty in the FBI on March 27, 1961, Mr. Mintz was assigned to the Tampa, Florida, Office following his initial training. Thereafter he had investigative assignments in the New York, New York; Memphis, Tennessee; Jackson, Mississippi; and Washington Field Offices until April 1965 when he was transferred to the FBI Headquarters in a supervisory capacity. He was engaged in legal research and as a lecturer before the FBI National Academy, and in May 1971 was appointed to the rank of Inspector. He was designated Assistant Director-Legal Counsel on April 25, 1974.

DANIEL M. OGDEN, Jr.

Daniel M. Ogden, Jr., is Director of the Office of Power Marketing Coordination in the Department of Energy. He was appointed to this position in April 1978.

Dr. Ogden reports directly to the Assistant Secretary for Conservation and Renewable Energy. He serves as the point of contact for the five Power Administrations (Alaska Power Administration, Bonneville Power Administration, Southeastern Power Administration, Southwestern Power Administration, and Western Area Power Administration). His office participates in the development of power marketing policy; coordinates allocation and rate policy developments; directs special studies and analyses regarding regional power needs, interest, and requirements; and directs overall budget coordination, program planning and execution among the Power Administration.

A long-time participant in public power policy, Dr. Ogden wrote his doctoral dissertation in 1949 on "The Development of Federal Power Policy in the Pacific Northwest," and later served on the Bonneville Regional Advisory Council from 1950 to 1954. From 1949 to 1961, he was a member of the Political Science faculty at Washington State University. In 1956-57, he served as a Professional Staff Member of the Senate Commerce Committee, working on Federal Power Commission matters. From 1961 to 1968, he served in Washington, D.C., with the United States Department of the Interior, being successively a Staff assistant on the Resources Program Staff, Assistant Director of the Bureau of Outdoor Recreation, and Director of Budget for the Department.

From 1968 to 1976, Dr. Ogden served as Dean of the College of Humanities and Social Sciences of Colorado State University, and was serving as Visiting Professor of Public Administration at Lewis and Clark College at the time of this appointment at DOE. He is the author of several books and articles on American politics, and natural resources policy. He has received several honors in higher education and is also a lecturer for training programs for the Office of Personnel Management and other Federal agencies.

Dr. Ogden received a B.A. degree in Political Science from the Washington State University and an M.A. and Ph.D. in Political Science from the University of Chicago.

Born in Clarksburg, West Virginia, in 1922.

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RICHARD J. POLO

Colonel Richard J. Polo was commissioned upon receiving a Bachelor of Civil Engineering from New York University. After airborne and basic courses, he served in four different battallions (combat, construction and divisional) before and after the advanced course in line and staff positions. He commanded many platoons, two companies, and the 9th Engineer Battallon at Aschaffenburg, Germany. He served overseas in Vietnam during the war, and in Korea and Turkey. He has also served three tours in Germany.

While at the Institute of Nuclear Studies, Colonel Polo worked on a study for the NATO Council of Ministers. He has worked in several capacities on the Army General Staff (ODCSOPS), where he was designated into the Army Strategist Program. After Senior Service College, he was a member of the Army Chief of Staff study group for the Review of Education and Training of Officers (RETO), and then served in the Office of the Chief of Staff of the Army (PA & ED). He also served as Assistant Director of Civil Works in the Office of the Chief of Engineers. From 1980 to 1983, he concurrently commanded the Brigade, the Ludwigsburg-Kornwestheim Military Community and served as the Corps Engineer.

Colonel Polo is a graduate of the Command and General Staff College, and of the Inter-American Defense College at Ft. McNair. He also holds M.S. and Ph.D. degrees in Structural/Nuclear Engineering from Iowa State University, has been issued a U.S. Patent for a unique structural design, is a registered professional engineer in Iowa, and has been recognized by four honorary societies. His decorations include the Bronze Star Medal, the Meritorious Service Medal with 2 OLC, and the Army Commendation Medal.

Colonel Polo and his wife, Ann, have two sons who, having graduated from West Point in 1980 and 1982, are serving as Army Officers. He is currently the Army's Federal Executive Fellow to the Brookings Institution.

JOSEPH H. SHERICK

A native of Philadelphia, Mr. Sherick received his B.A. and his J.D. from Temple University. He served in the Navy during 1942-1946. Mr. Sherick began his federal service in 1950 as a Finance and Accounting Assistant at the Frankford Arsenal in Philadelphia, where he specialized in the procurement supply and manufacturing activities of the Arsenal. He became Supervisory Budget Officer of the Arsenal in 1954. In 1958, Mr. Sherick came to the Pentagon as Budget System Specialist for Logistics Procurement and Foreign Aid Activities in the Office of the Chief of Staff of the Army.

During 1959-1966, Mr. Sherick was a member of the staff of the Bureau of the Budget: as a Budget Organization, Management and Manpower Specialist in the Budget Review Division during 1960-1962, and then as Assistant to the Chief of the Military Division from 1962-1966. Mr. Sherick moved to the Defense Nuclear Agency in 1966 as that agency's first civilian Comptroller. He returned to the Office of the Secretary of Defense in 1968, serving as Budget Director for Research and Development in the office of the Comptroller, representing the latter as Financial Advisor to the Director of Defense Research and Engineering. In 1973, Mr. Sherick rejoined the Office of the Chief of Staff of the Army as Deputy Comptroller of the Army, the chief civilian finance officer on the Army staff. Mr. Sherick was elevated in 1976 to be the Deputy Assistant Secretary of Defense for Program and Budget, the Department's chief budget officer.

In May 1981, Mr. Sherick was appointed Assistant to the Secretary of Defense for Review and Oversight and in April of 1983 he was appointed by the President as the first Inspector General of the Department of Defense. Mr. Sherick is a member of the D.C. and Virginia Bars, and is the recipient of the following awards: Distinguished Executive in the Senior Executive Service, 1981; Secretary of Defense Distinguished Civilian Service Medal, 1980; Secretary of Defense Meritorious Civilian Service Medal with Palm, 1976; Army Exceptional Civilian Service Medal, 1975; Secretary of Defense Meritorious Civilian Service Medal, 1973; Defense Atomic Support Agency Exceptional Civilian Service Medal, 1967; Seven Outstanding Performance Awards.

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SAM ZAGORIA

Sam Zagoria was sworn in as Commissioner of the U.S. Consumer Product Safety Commission on November 10, 1978 for a seven-year term.

Mr. Zagoria was appointed by President Carter after serving almost nine years as Director of the Labor-Management Relations Service of the United States Conference of Mayors. The organization was established in 1970 to provide leaders of local government with information and education on municipal labor management relations. In this post he organized training programs, including on-the-job internships; established and edited publications; served as a mediator in a labor dispute; and participated in national and international conferences.

Before launching the Labor-Management Relations Service, Mr. Zagoria was a member of the National Labor Relations Board, appointed by President Johnson, serving a five-year term from 1965 to 1969. During his term he organized a national program marking the occasion of the 25 millionth voter in an NLRB election; established an internship for law school faculty members; and helped develop an election code outlining worker, union and employer rights.

Prior to his appointment to the National Labor Relations Board, he was administrative assistant to Senator Clifford P. Case (R-N.J.) for ten years. Before joining Senator Case, he was a reporter and an editor for The Washington Post for ten years. In 1954 he was selected a Nieman Fellow at Harvard University and specialized in political science and labor relations. He also taught part-time at the University of Maryland and American University.

Mr. Zagoria has written a number of articles and is the editor of the book, "Public Workers and Public Unions," published by Prentice-Hall, Inc., in 1972. He also contributed a chapter to the book, "The Worker and the Job: Coping with Change," published in 1974 by Prentice-Hall, Inc., and a chapter to the book, "Collective Bargaining and Productivity," published by the Industrial Relations Research Association in 1976. He is the author of a chapter on labor relations in the book, "Developing the Municipal Organization," published by the International City Management Association in 1974.

He has written articles for The Washington Post, New York Times Magazine, Nation's Cities magazine, State Government magazine, Columbia Journalism Review, Public Management magazine, and Labor Law Journal.



**BIOGRAPHICAL INFORMATION**

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