

TRANSMITTAL SLIP

8 June 1989

ER 89-2061

TO: (Name, office symbol, room number, building, Agency/Post)

	Initials	Date
1. DIRECTOR OF PERSONNEL		
2.		
3.		
4.		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS



#1 FOR ACTION: PLEASE SEE ATTACHED NOTE FROM
 [Redacted] PREPARE A RESPONSE VIA THE
 DDA FOR THE DCI'S SIGNATURE.

SUSPENSE: 12 JUNE 1989

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances

FR [Redacted]

Room No.—Bldg. [Redacted]

Phone No. [Redacted]

EXA/DDA [Redacted]

* U.S. GPO: 1988 — 201-759

OPTIONAL FORM 41 (Rev. 7-76)
 Prescribed by GSA
 FPMR (41 CFR) 101-11.206

STAT

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Len - 3

MEMORANDUM FOR:

[Redacted]

In view of the DCI's past association with the White House Fellows Program (having had three White House Fellows at FBI), I think a letter for the DCI should be prepared at least letting them know our decision.

Thanks,

[Redacted]

also, the DCI will be out of the country starting June 19 (the start of the interviews)

Date 6/7

FORM 101 USE PREVIOUS EDITIONS

STAT

STAT

Date

ROUTING AND TRANSMITTAL SLIP

25 May 1989

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. ADDA	<i>[Signature]</i>	26 MAY 1989
2. DDA	<i>[Signature]</i>	30 MAY 1989
3. EXA	<i>[Signature]</i>	30 MAY 1989
4. <i>Registry (File)</i>		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.



Deputy Director for Administration

25 May 1989

NOTE FOR: ADDA
DDA

SUBJECT: President's Commission on White House
Fellowships

Roy/Rae,

1. Last year we asked for and received 14 resumés which were reviewed by D/PAO. Four of the resumés were passed to elements of the DI and OGC. Two were interviewed--one was selected to pursue.

2. Because White House Fellows expect to work directly with Heads of Agencies, neither of the two interviewed were interested in the CIA offer.

3. Based on the Executive Secretary's note, I assume there's no need to repeat this exercise again this year.

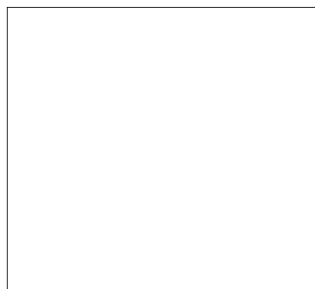
Agree

Disagree

Other

STAT

Attachment



ROUTING SLIP

TO:		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI				
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA		X		
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/OCA				
14	D/PAO				
15	D/PERS		X		
16	D/Ex Staff				
17					
18					
19					
20					
21					
22					
SUSPENSE		_____			
		Date			

Remarks As in the past, ES assumes we will not be seeking a White House Fellow from this new class.

ER 89-2061

[Signature]
 Executive Secretary
 22 May '89

 Date

PRESIDENT'S
COMMISSION ON WHITE HOUSE FELLOWSHIPS

THE WHITE HOUSE
May 16, 1989



The Honorable William H. Webster
Director
Central Intelligence Agency
Washington, DC 20505

Dear Judge Webster:

On June 5, the President will announce the twenty-fifth class of White House Fellows. This group of between eleven to nineteen outstanding Americans, selected from nearly one thousand applicants nationwide, will begin their Fellowship assignments on September 1, 1989. As you may know, Fellows serve as Special Assistants to members of the President's White House staff, to the Vice President, and to members of the Cabinet or to agency heads.

On behalf of the Commission, we invite you to consider selecting a member of the 1989-90 class of White House Fellows to serve as your Special Assistant. In our twenty-fifth year, we are proud that the White House Fellows Program has lived up to its original promise of developing our best and brightest young people for future service to the country.

The work assignment is the focus of the White House Fellowships. The Fellows also take part in an education program which includes bi-weekly luncheon seminars and occasional domestic and foreign travel. The Fellow's work assignment, however, takes priority so that a Fellow becomes a full and productive member of your staff.

If you are interested in selecting a Fellow for the Fellowship year beginning September 1, please provide the name of a person on your staff who will serve as a liaison to review applications and schedule interviews. I can be reached at 395-4522. A set of files on the new Fellows will be sent to your designee the week of June 5. Interviews will be scheduled the week of June 19.

I would be delighted to meet with you or your staff to discuss the candidates or any aspect of the program. I look forward to hearing from you soon.

Sincerely,

A handwritten signature in cursive script that reads "Marcy L. Head". The signature is written in dark ink and is positioned above the typed name.

Marcy L. Head
Director

**PRESIDENT'S COMMISSION ON
WHITE HOUSE FELLOWSHIPS**
WASHINGTON, DC 20415

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OFFICE OF
PERSONNEL MANAGEMENT



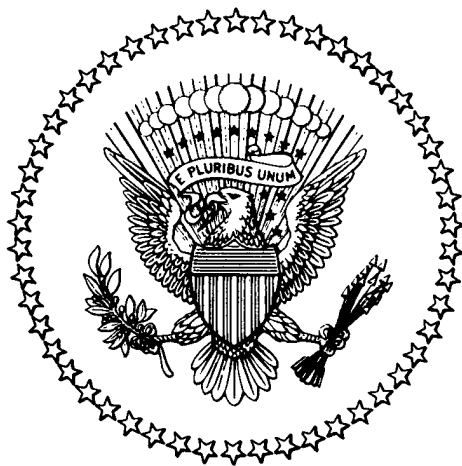
3/15

The Honorable William H. Webster
Director
Central Intelligence Agency
Washington, DC 20505

attn:

6E2914 OHB

STAT



THE WHITE HOUSE FELLOWSHIPS

■ The purpose of the White House Fellowship program is to provide gifted and highly motivated Americans with some firsthand experience in the process of governing the Nation and a sense of personal involvement in the leadership of society.

The program seeks to draw exceptionally promising people from all sectors of our national life — the professions, business, government, the arts and the academic world. It is essential to the healthy functioning of our system that we have an understanding — gained firsthand — of the problems of national government. In a day when the individual feels increasingly remote from the centers of power and decision-making, such leaders can help their fellow citizens comprehend the process by which the Nation is governed.

statesmanship, should we not be able to produce, in this generation, ten times that number? We are not doing so.

Surely the raw material is still there; and just as surely more must be done in the development of our ablest people to inspire and facilitate the emergence of such leaders and statesmen. Their horizons and experience must be broadened to give them a sense of personal involvement in the leadership of the society, a vision of greatness for the society, and a sense of responsibility for bringing that greatness to reality.

In this country today, we produce great numbers of skilled professionals; but too few of this intellectual elite provide society with statesmanlike leadership and guidance in public affairs. If the sparsely settled American colonies of the late 18th century could produce Washington, Jefferson, Adams, Monroe, Madison, Hamilton, Franklin, and others of superlative talent, breadth and

The White House Fellowship program is designed to give superbly qualified Americans precisely those experiences.

— *Adopted by the President's Commission on White House Fellowships, 1965*



▲ *President Reagan with Commission Chairman James B. Stockdale.*



► *1987-88 White House Fellows after receiving their appointment certificates from President Reagan in the Oval Office.*



THE WHITE HOUSE

WASHINGTON

May 21, 1987

Ever since the perilous days when America struggled for its independence and forged a Constitution, our country has needed leaders of courage, conviction, experience, and foresight; and we have found them. The problems and challenges facing our Nation continue to change, but the need for such leaders remains as strong as ever.

The President's Commission on White House Fellowships was instituted precisely to help meet this need. By giving outstanding Americans -- men and women of great character, ability, and promise -- the opportunity to serve at senior levels of the Federal government, the Fellowship program makes sure our Nation will continue to be blessed with fine leaders in every field of endeavor. The Fellows do a great deal for our country during their year of Federal service, and the experience and insight they gain about public service prepare them thereafter to give our Nation, at all levels, the leadership it needs to continue to achieve.

I am proud to have White House Fellows serve in my Administration and to express my heartfelt appreciation to the President's Commission on White House Fellowships for a job well done. God bless you.

Ronald Reagan

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

Chairman

Vice Admiral

James B. Stockdale
(USN-Ret.)*Senior Research Fellow**The Hoover Institution on War,
Revolution and Peace
Stanford University*

Mary Jo Arndt

Community activist

James E. Bostic, Jr.

*Director of Sales Operations**Consumer Paper Group**Georgia-Pacific Corporation*

Bruce L. Bower

*Attorney at Law**Winston & Strawn*

Betty H. Brake

*Former Deputy Director of**ACTION*

H. Monroe Browne

*Former Ambassador to New**Zealand*

Francis W. Cash

*Executive Vice President**Marriott Corporation*

Robert E. Freer, Jr.

*Attorney at Law**Barnett & Alagia*

Harlan D. Hockenberg

*Attorney at Law**Davis, Hockenberg, Wine, Brown,
Koehn & Shors*

Michel T. Halbouty

Geoscientist and Engineer

Bruce H. Hasenkamp

*Vice President**Hospital Council of Northern
California*

Thomas Henriksen

*Associate Director**The Hoover Institution on War,**Revolution and Peace**Stanford University*

Constance Horner

*Director**U.S. Office of Personnel**Management*

Willa Ann Johnson

Willa Johnson & Associates

Richard E. Kinser

Richard Kinser & Associates

Richard M. Larry

*President**Sara Scaife Foundation*

Sammy Lee

*Medical Doctor**Olympic Gold Medalist*

John A. Love

*Davis, Graham & Stubbs**Former Governor of Colorado*

James T. Lynn

*Chairman**Aetna Life and Casualty*

William J. McManus

*Vice President**Byers-McManus Associates, Inc.**Treasurer, Republican National**Committee*

Dana G. Mead

*Senior Vice President**White Papers Group**International Paper Company*

Rita Moreno

Actress

Garrett D. Pagon

*President**Snohomish Commerical Realty, Inc.*

Roger B. Porter

*Professor of Government and**Business**Harvard University*

Stanley Scott

*President**Crescent Distribution*

Teresa M. Schwartz

*Assistant Dean**George Washington University Law**School*

James E. Seitz

*Vice Chairman**Touche-Ross & Company*

Mrs. William French Smith

*Officer and member of numerous**volunteer organizations*

Frank S. Stella

*President and Founder**F.D. Stella Products Company*

John C. Tuck

*Assistant to the President**and Director, Office of the Chief of**Staff*

Jack Waltuch

Attorney at Law

Nicholas A. Zoto

*President**Zotos, Inc..*

Marcy L. Head

*Director**President's Commission on White**House Fellowships*

THE WHITE HOUSE FELLOWSHIPS

declaring that "a genuinely free society cannot be a spectator society," President Lyndon B. Johnson announced the establishment of the White House Fellowships program in the East Room of the White House in October, 1964. Prompted by the suggestion of John W. Gardner, then President of the Carnegie Corporation, President Johnson's intent was to draw individuals of exceptionally high promise to Washington for one year of personal involvement in the process of government.

Since that time, Presidents Nixon, Ford, Carter and Reagan have enthusiastically supported the program. Officials of current and past administrations serve on the President's Commission on White House Fellowships. Many others are regional panelists during the selection process.

The Fellows themselves, even after their year in Washington, continue to contribute to the program. The Fellows' education program is supported financially by the White House Fellows Foundation, which is largely supported by contributions from former Fellows. The White House Fellows Association, whose members are former Fellows, meets annually to be briefed on issues by current administration officials and others.



▲
While in London the 1987-88 White House Fellows met with Prime Minister Margaret Thatcher at No. 10 Downing Street.



THE FELLOWSHIP PROGRAM: A DUAL EXPERIENCE



The White House Fellowships are a highly competitive opportunity to participate in and learn about the Federal government from a unique perspective. For one year, 11 to 19 Fellows are full-time Schedule A employees of the Federal Government, working in the Executive Office of the President or in an Executive Branch department or agency. Rather than fit the Fellows to their pre-Fellowship specialties, the program aims at utilizing their abilities and developing their skills in the broadest sense possible.

Fellows have served in all of the Cabinet departments, with senior White House staff and the Vice President. Additionally, Fellows have served in other major Executive Branch agencies including the Office of Management and Budget, the National Security Council, the Central Intelligence Agency, the United Nations with our Ambassador, the Office of the U.S. Trade Representative, the Agency for

International Development, the Federal Bureau of Investigation, and the National Aeronautics and Space Administration.

The education program complements the full-time work assignment and is a major element of the Fellowship year. Throughout the Fellowship year, Fellows will meet with leaders from government, business, academia and journalism in intimate, off-the-record sessions. Through the education program, Fellows are exposed to a broader range of issues and leadership styles.

The Work Experience

The work assignment provides the Fellows with the opportunity to observe closely the process of public policy development and to come away with a sense of having participated in the governmental process as well as having made an actual contribution to the business of government.

Although White House Fellows will draw on specific prior training, education and experience, they should not expect to continue doing the type of work they had been doing before entering the program. An attorney may spend a large part of his or her year working on arms control and disarmament issues. A businessman may spend a year working on welfare reform. A physician may take the lead in establishing a pilot exchange program with a foreign government.



THE FELLOWSHIP PROGRAM: A DUAL EXPERIENCE

The actual nature of a Fellows' work assignment varies with the particular talents and interests of the Fellow, and depends greatly on what needs to be done. The experience and role of the Fellow depends largely on the personal relationship formed with his or her specific principal and staff, on how hard and successfully the Fellow applies him or herself to whatever tasks are assigned or become available, and on the Fellow's individual initiative in developing relationships and initiating worthwhile projects.

By the end of the year, most Fellows will have written speeches, attended conferences, supervised staff work, reviewed or helped draft proposed legislation, answered Congressional inquiries, chaired meetings, drafted reports, conducted briefings and spearheaded one or more projects.

Some Fellows will have dealt with the whole range of policy matters faced by their agencies, while others will have become deeply involved in just a few select issues. Throughout the year emphasis is placed on linking theory and practice, analysis and action.

Although they operate on a high level, the work done by Fellows is not always glamorous. Sometimes it is frustrating or pedestrian, and there are times when it becomes routine. The experience of most Fellows contains a mixture of

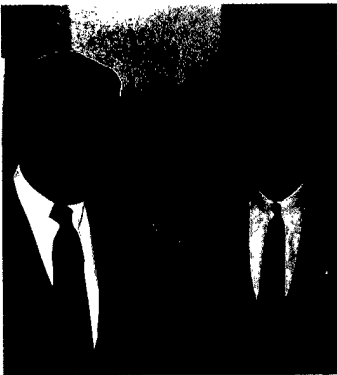
significant involvement in major and minor government issues and routine tasks that help make a Federal official's office run smoothly.

It is difficult to generalize about the assignments of White House Fellows. The tasks demand flexibility, a capacity for learning quickly, and a willingness to work hard. These are the qualities which have already made the Fellows promising leaders in their own career fields.

The Education Program

The education program is an important feature of the White House Fellowship program. Through a series of off-the-record meetings with top-level government and private sector leaders, Fellows are exposed to a wide range of issues and opinions.

The meetings in the Washington area are supplemented with occasional travel to experience, observe and examine firsthand major issues confronting our society. Fellows have in some years examined international affairs and U.S. foreign policy, and developed an understanding of the goals of other governments through overseas travel.



"I have found that the White House Fellows program attracts people who are enthusiastic, committed, and dedicated to making things work. The contributions that the Fellows have made at the FBI and at the CIA have been significant and of real value to the Nation. I am a believer in this important program."

—Judge William Webster, Director of the CIA and former Director of the FBI



▲ *White House Fellows on their international trip to Moscow.*





"For 24 years, the White House Fellowship program has given America's future leaders the opportunity to contribute to their country, learn how our Nation is governed, and educate their fellow citizens on the ways of Washington. It has been a singular honor for me to work with nine Fellows over the past eight years and to watch them absorb and share the valuable lessons this 'scholarship in democracy' offers."

— James C. Miller III, Director of the Office of Management and Budget



The 1987-88 Fellows travelled to the Soviet Union shortly before President Reagan visited Moscow to meet with General Secretary Gorbachev. While in the Soviet Union Fellows met with Communist Party leaders and others in Moscow, Leningrad and Tbilisi. They also visited Poland where they met with government leaders, trade union members and the Polish Primate of the Roman Catholic Church. While in Poland the Fellows participated in the wreath laying commemorating the 45th anniversary of the Warsaw Ghetto uprising. Their trip concluded with three days in London meeting with British intellectuals, political leaders and government officials. Tea with Prime Minister Margaret Thatcher at No. 10 Downing Street highlighted the Fellows visit to London.

The Fellows also had an opportunity to visit New York City and Austin and San Antonio, Texas. During the domestic trips Fellows met with city and state politicians, business leaders, economists and community activists. Fellows had the opportunity to discuss current affairs with New York Mayor Edward Koch, TIME, Inc. Chairman Dick Munro, William F. Buckley, former Fellow and San Antonio Mayor Henry Cisneros. Fellows joined Texas Governor William Clements for lunch at the Governor's Mansion.

The Fellows also had an opportunity to visit a number of vital military installations, including the Strategic Air Command in Omaha, Nebraska and the North American Aerospace Defense Command in Colorado Springs, Colorado.

During the Washington educational seminars Fellows met with most members of the Cabinet and the senior White House staff including former Chief of Staff Howard Baker, current Chief of Staff Kenneth Duberstein, Office of Management and Budget Director James C. Miller III, and former Fellow and National Security Advisor Colin Powell. Fellows also met with former Supreme Court Chief Justice Warren Burger, the current Chief Justice William Rehnquist and Justice Sandra Day O'Connor. Journalists Sam Donaldson, Bill Plante, Peter Jennings and Bob Woodward also met with the Fellows. Officials of past administrations, including Carter Administration National Security Advisor Zbigniew Brzezinski, Johnson Administration Secretary of Defense Robert McNamara and Elliott Richardson, who has held a number of Cabinet positions in the Nixon and Ford Administrations.

Where Do White House Fellows Go After Their Fellowship Year?

The White House Fellowship program is not a Federal recruitment program and is not designed to attract people to

the Federal civil service. It is a sabbatical or leave of absence without salary from the individual's business or school for one year. Some Fellows have stayed on for a short time after their Fellowship year ended, and some have returned to government in later years. Most Fellows, however, return to their geographic, or at least their professional communities where they can share their new knowledge and contribute to society more productively though a fuller understanding of the Federal government.

White House Fellow alumni are now presidents of major corporations, universities, newspapers and banks. Others are flag-rank officers in the Armed Forces and some are serving as mayors, Members of Congress, and presidential advisors. One is currently a governor. All former Fellows are productive and influential members of their communities.



◀ ABC White House correspondent Sam Donaldson with White House Fellow Jeff Hall.

PROGRAM: A DUAL EXPERIENCE



"Our Founding Fathers all came from villages or the countryside, or from what would now be regarded as very small cities. All of them had the opportunity, as youths, to see at first hand the process of governing.

Today young people of comparable ability grow up in a huge, complex, noisy society, and almost none get a close-up view of government. The White House Fellows program is one attempt to deal with that unfortunate fact.

Each year a selection of the most promising young men and women in America are given the opportunity to see and participate in the process of governing at the highest levels. As the years go by they have become a growing reservoir of exceptional individuals prepared to serve their country."

— John W. Gardner, former Secretary of HEW and Commission Chairman

Who Is Eligible?

U.S. citizens are eligible to apply during the early and formative years of their careers or professions. There are no basic educational requirements and no special career or professional categories. Employees of the Federal government are not eligible with the exception of career military personnel of the Armed Services (Army, Navy, Marine Corps, Air Force and Coast Guard). There are no restrictions as to specific age, sex, race, creed or national origin, nor any physical requirements. Fellows may not retain an official state or local office during their Fellowship.

Who Are the White House Fellows?

The more than 350 persons who have been chosen as White House Fellows are a diverse group representing the many occupational, geographical, racial and ethnic elements of our society. There is a strong desire on the part of the Commission to have all segments represented — not necessarily in one year, but over the years of operation of the program.

In the 24 classes of Fellows there have been lawyers, physicians, academicians, businessmen and women, engineers, military officers, journalists, farmers, police officers, an orchestra conductor, former state legislators — all of them early in their careers.

The program is fulfilling its original promise of developing a cadre of national leaders. All Fellows have contributed to their communities — geographic or professional. This leadership and commitment to their communities is a vital element in the Commission's criteria for selection.

The Commission is proud of its outreach effort which has resulted in significant participation by women, blacks, Hispanics, Asians, Native Americans, and the physically disabled. Several Fellows were foreign born but became citizens by the time they were selected. The group as a whole represents a wide variety of religious and ethnic groups and ideologies. Partisan politics plays no role in the selection process. Active Republicans have served in Democratic administrations and vice versa.

How Are Fellows Selected?

The approximately 30 members of the President's Commission on White House Fellowships prescribe the policies and standards in the selection of White House Fellows. The Commission is appointed by the President and is composed of outstanding citizens in the fields of public affairs, education, science, business and the professions.

The application is designed to elicit information about the applicant's demonstrated performance in his or her chosen career and the parallel kinds of community service or

activities which indicate the applicant's degree of community involvement and commitment. It is a thorough request for information and is designed to bring out talents and interests, not to exclude persons.

Completed applications are processed by the Commission staff and initially screened by professionals from the U.S. Office of Personnel Management and former Fellows. Approximately 125 of the most promising applicants are selected for interviews at 11 regional panels. The panels are composed of leading citizens from each region. Each panel interviews 10 to 13 candidates.

Based on the results of the regional interviews, 33 candidates are selected to be national finalists and are interviewed in a four day meeting by members of the President's Commission. The Commission then recommends to the President those individuals whom it finds most qualified for the Fellowship.

The qualities being sought at each level are high levels of achievement early in one's career, continued potential for achievement, demonstrated leadership, commitment to serve others, and the skills which would make one a good special assistant in the short run

and a national leader in the long run. While the program has no age limit, it is designed to encourage future leaders, rather than reward established leaders.

How Is the Program Funded?

As a government employee, each Fellow is paid by his or her agency at an appropriate level based on experience and education. Fellows may not be paid at a rate higher than a GS-15, step 3, which, at this time, is \$58,567.

Moving and relocation expenses are not funded by the government and Fellows and their families are responsible for seeking their own housing accommodations in the Washington area.

The program is administered through a line item in the U.S. Office of Personnel Management's budget consistent with the policies established by the Commission. The Commission has a small staff to support all phases of the program. The education program is supported in large part by private funds contributed to the White House Fellows Foundation.



△ Secretary of Defense Frank Carlucci with his 1987-88 White House Fellow Alan Kopit.

"The White House Fellowship Program is one of the most effective methods I know in bringing some of the ablest young people in the United States together with the governmental agencies with which, or for which, they will have to work throughout their careers. It has identified some of our most capable young people, and performs a unique service in enabling them to serve in and become familiar with, the highest levels of our government very early in their careers. I have always felt that the program is an unqualified success, and one that should indeed be continued."
— former Secretary of Defense Caspar Weinberger



Chief Justice Rehnquist lunches ▸ with White House Fellows.



▲ Sharon Richie,
U.S. Army Colonel,
1983-84 White House Fellow



▲ Colin L. Powell,
Assistant to the President for
National Security Affairs,
1972-73 White House Fellow

"The White House Fellowship allowed me to challenge myself in many new and untested dimensions, and instilled in me a lifelong commitment to good public policy."

— Robert L. Joss, Vice Chairman, Wells Fargo Bank, 1968-69 White House Fellows

"The White House Fellows opened my eyes to the tremendous opportunity and encouragement our system of government gives to every individual to realize their dreams."

— Joe Barton, U.S. Congressman from Texas, 1981-82 White House Fellow

"Out of the blue one day in August, my boss asked me if I could fly to Cape Canaveral that night for the 3 a.m. space shuttle lift off and hand carry a message of congratulations from the President. Me! Born and raised in a South Philadelphia government housing project and I carried a message from the President. I was whisked off to Andrews Air Force Base, flown to Florida and sat ring side for the the most beautiful flight ever. And that was just part of an extraordinary year."

"The White House Fellowship experience had a profound impact on my career. In 1972 Frank Carlucci selected me to serve my fellowship year in OMB. Seven years later he asked me to be his Senior Military Assistant when he became Deputy Secretary of Defense. Six years later he asked me to be his deputy when he became National Security Advisor. Ten months later I replaced Frank when he became Secretary of Defense.

"Being a White House Fellow isn't what led me down this road. What I learned about government as a White House Fellow was the key to the opportunities that came my way. I know of no other program that provides such a learning experience."



▲ Deanell Reece Tacha,
Judge, U.S. Circuit Court of
Appeals, 10th Circuit,
1971-72 White House Fellow

"The opportunity to observe first-hand the leadership styles of some of this Nation's highest officers inspired rigorous self-scrutiny and guidelines for personal development. I continue to feel indebted to the Nation and those far-sighted individuals who gave me an opportunity at such an early age to spend a year learning about government at its highest levels."



△ Tom Johnson,
Publisher and CEO, Los Angeles
Times, 1965-66 White House
Fellow

*"The White House Fellows
experience opened splendid new
horizons for me. My personal and
professional world was broadened
more by this fellowship year than by
any other educational experience in
my life."*



◀ David Karnes,
U.S. Senator from Nebraska,
1981-82 White House Fellow

*"I have said on numerous occasions
that had it not been for the
tremendous learning experience of my
White House Fellow year, I would
not have been prepared to accept the
challenge or responsibility of
becoming America's youngest United
States Senator."*



△ Garrey Carruthers,
Governor of New Mexico, 1974-75
White House Fellow

*"I knew as an American I had an
obligation to serve the public, but I
had no particular enthusiasm to do
so. After serving as a White House
Fellow under President Ford and his
Cabinet, I learned the value of
taking part of my life to serve, the
skills required to serve admirably
and the necessity of serving close to
the people."*

*"The White House Fellows
program instilled in me a
commitment to get heavily
involved in community
affairs. It is imperative that
we in the private sector work
hard with government to help
solve national and local
problems. We should not
demand that 'the other guy'
solve all our problems."
— Walter J. Humann, Chairman
and CEO, Hunt Investment Corp.,
1966-67 White House Fellow*



△ David Neuman,
Vice President for Comedy
Programing, NBC, 1983-84
White House Fellow

*"Ironically, my appraisal of the
experience sounds like a movie
review: exhilarating and
unforgettable from start to finish!"*

1988-1989 WHITE HOUSE
FELLOWS

Bradford B. Baker
Venice, Florida

Bradford B. Baker, 28, is president of Advanced Printer Technologies, Inc., a business he founded to develop new computer laser-jet printer technology. He developed an interest in computers at an early age. While still in high school he began developing a computerized time clock which would simplify payroll accounting. He later raised \$2.5 million and launched Tech:Time, Inc., a public company which developed and produced the time clock he invented. He also founded Sara Tech Electronics, Inc., which grew into a chain of four computer stores. Baker graduated from Nova University and was named one of the top 100 Entrepreneurs in the U.S. by the Association of College Entrepreneurs. In 1982 he became the youngest president of the Venice Chamber of Commerce.



Jeffrey W. Colyer
Hays, Kansas

Jeffrey W. Colyer, 28, recently completed his surgical residency at the Washington Hospital Center. Born and raised in Hays, Kansas, Dr. Colyer received joint undergraduate degrees in premedicine and economics from Georgetown University in just three years. He earned his master's degree in international relations from Cambridge University before attending Kansas University Medical School. While in medical school he continued to write on defense issues through his association with the Institute for Strategic Studies in London. After completing his medical degree, Dr. Colyer volunteered to serve as a physician along the war-torn frontier of Afghanistan, where he helped the International Medical Corps establish over 40 clinics and hospitals in the war zones.



Charles P. Garcia
Panama City, Panama

Charles P. Garcia, 27, is a Captain in the U.S. Air Force. He was born in Washington, D.C., and raised in Panama. He is a graduate of the U.S. Air Force Academy where he was chairman of the Cadet Honor Committee and Deputy Wing Commander. His military career has focused on intelligence work. He was most recently stationed at U.S. Southern Command in Panama. Garcia's articles on Latin America have been widely published and his book *Cuba's Challenge in the 1990s: Will the U.S. and its Allies Respond?* was recently published. Garcia earned his masters degree in public affairs from the University of Oklahoma. He serves on the executive board of the Boy Scouts and is an active 32nd Degree Mason.



Jonathan D. George
Lawton, Oklahoma

Jonathan D. George, 31, is a Captain in the U.S. Air Force. Born in Bedford, Indiana, he received his Bachelor of Science in agronomy and education from Southern Illinois University. He has served as a U-2/TR-1 aircraft commander and flight evaluator flying over 40 operational missions. He has been awarded the Distinguished Flying Cross, the Air Medal, the Air Force Commendation Medal and the Humanitarian Service Medal. In 1987 he was awarded the coveted Koren Kolligan Jr. Trophy for heroism in flight. George owns a row crop farm in southern Indiana which he actively farms. He is a member of the Comanche Nation of Oklahoma.



David E. Greenberg
Denver, Colorado

David E. Greenberg, 38, is a consultant specializing in communications and media strategic planning for corporations and non-profit organizations. Born and raised in New York City, he holds a bachelor's degree in anthropology from Columbia University and a law degree from Harvard University. Before founding his consulting firm, Greenberg was legal advisor to then Colorado Governor Richard Lamm. He is an associate professor and member of the Chancellor's Advisory Committee at the University of Colorado and he has written a weekly column on public affairs for the *Denver Post*. Greenberg is president of the board of directors of the Children's Museum of Denver, a member of the board of the American Center for International Leadership and served on Governor Romer's Advisory Task Force on AIDS.



Nancy J. Kelley
Manchester, Connecticut

Nancy J. Kelley, 32, recently graduated from Harvard Law School and the John F. Kennedy School of Government. Born and raised in Connecticut, Kelley owned and operated a direct sales business before attending college. After attending Manchester Community College, she was awarded a Harry S. Truman Scholarship. She received her bachelor's degree in economics from Yale University, where she was banner bearer for Saybrook College, before attending Harvard. Kelley is active in church, community and alumni affairs. She has served as treasurer of her church's Christian education program, is active in the PTA at her daughters' schools, 4-H and the Girl Scouts.



Michael T. Lempres
San Francisco, California

Michael T. Lempres, 28, is an attorney with the law firm of McCutchen, Doyle, Brown and Enersen. Raised in Piedmont, California, he attended the University of California at Berkeley as an accelerated high school student. He received a bachelor of arts degree in policy studies and American government from Dartmouth College, where he played football and baseball. He is a graduate of the Boalt Hall School of Law at the University of California, where he served as co-chairman of the moot court board and a member of the Ecology Law Quarterly. Following law school he served as a law clerk to Judge Robert P. Aguilar, U.S. District Judge for Northern California. Lempres was a field director for Jack Kemp's presidential campaign.



Alan W. Marty
Dallas, Texas

Alan W. Marty, 32, is the Central Region Manager for Applied Materials, Inc., a high technology company. Born in LeMars, Iowa, he graduated from Iowa State University earning a bachelor of science degree in materials science engineering. He was elected to the university's highest scholastic and service honorary fraternity, the Cardinal Key. Following graduation, he volunteered to teach engineering at Stillman University in the Philippines. After four years with Caterpillar Tractor, Marty attended Stanford University earning Masters' degrees in business and education. He is active in his church, where he is a leader in Christian education and serves as counselor for a large high school youth program.



Mark E. Readinger
Dallas, Texas

Mark E. Readinger, 35, is a senior strategic planner for Texas Instruments, Inc. He grew up in Cleveland, Ohio, and graduated from the U.S. Military Academy with a bachelor of science degree. After receiving his commission in the Army, he served as a tank platoon leader and staff officer. He earned his master's degree in business from the University of Louisville while stationed at Fort Knox. At Texas Instruments, Readinger has served as a strategic planner, manager of strategic support and deputy to the president. Most recently, he has led planning efforts for major new areas of investment and refining the planning processes of the company. Active in his community, he is a member of the board of directors of the Collins County Boys and Girls Clubs and is active in local politics.



Mitchell B. Reiss
New York, New York

Mitchell B. Reiss, 31, recently graduated from the Columbia University School of Law. Reiss is a recognized lecturer and writer on arms control and international affairs. He earned his bachelor's degree from Williams College, which he represented at the national championships in both squash and tennis. He received his master's degree in international law from the Fletcher School of Law and Diplomacy and a Ph.D. in international relations from Oxford University. Mr. Reiss is a member of and former assistant to the director of the Institute for Strategic Studies, and an associate member of the New York City Bar Association's Committee on International Arms Control and Security Affairs. He has also authored a book on nuclear nonproliferation.



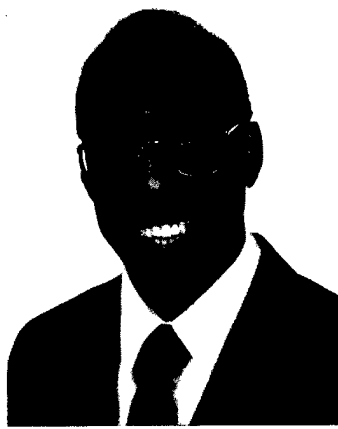
John E. Shephard
Brockton, Massachusetts

John E. Shephard, 32, is a major in the U.S. Army. Raised in Massachusetts, he is a graduate of the U.S. Military Academy and recently completed a tour of duty serving as an assistant professor of social sciences at the Military Academy. He earned his master's degree from the Massachusetts Institute of Technology. He has commanded infantry units in South Korea and California, and has received numerous awards for distinguished service. His articles on civil-military relations have appeared on the editorial pages of the Wall Street Journal and the Washington Post. He is a member of the Phi Kappa Phi honor society and has directed the Student Conference on United States Affairs.



David L. Simms
Boston, Massachusetts

David L. Simms, 31, is a manager with Bain & Company. Raised in Philadelphia, he graduated summa cum laude with bachelor's degrees in economics and applied science from the University of Pennsylvania, where he was a member of Phi Beta Kappa and Beta Gamma Sigma. He received the Manfred Altman Award for his outstanding leadership and contribution to the university community. Simms is a graduate of the law and business schools at Harvard University. He is a member of the Army Reserve and completed the Military Police Officer Basic Course before joining Bain & Company. Simms organized a Boston advisory board for the Institute for International Development and has served as a trustee of the University of Pennsylvania.



Clifford L. Stanley
Dumfries, Virginia

Clifford L. Stanley, 41, is a Lt. Colonel in the U.S. Marine Corps. Born in Washington, D.C., he is a graduate of South Carolina State College, where he was the president of the student body, junior class president and recipient of the American Legion Leadership Award. He received his masters of science degree with honors from Johns Hopkins University and graduated from the National War College. He has served as a battalion commander, and instructor at the U.S. Naval Academy and Marine Corps Aide to the Assistant Secretary of the Navy. Stanley is very active in his community having taught Sunday School and served as a chapel council member. He has lectured extensively on education and leadership.



Patrick M. Walsh
Dallas, Texas

Patrick M. Walsh, 33, is a Lt. Commander in the U.S. Navy. Raised in Dallas, Texas, Walsh is a graduate of the U.S. Naval Academy where he was a battalion commander and director of the Naval Academy Foreign Affairs Conference. Walsh graduated from flight school with distinction and has served aboard five air craft carriers. During these deployments he earned his masters degree in administration of criminal justice from Chapman College. He has been a member of the Navy flight demonstration squadron, the Blue Angels. Walsh recently graduated from the Armed Forces Staff College. He is very active in community affairs through the Boy Scouts and the Make-A-Wish Foundation.

□ **December 15, 1988**

Application deadline. Applications must be postmarked on or before December 15, 1988 to be accepted.

□ **Approximately January 31, 1989**

Applicants are notified by mail whether or not they have been selected as regional finalists. Those selected will be notified of the date and location of their regional interviews.

□ **March 1989**

Regional finalists will be interviewed in the following 11 cities: Atlanta, Boston, Chicago, Dallas, Denver, New York, Philadelphia, San Francisco, Seattle, St. Louis, and Washington. Every effort is made to assign regional finalists to the panel located closest to their homes, but since the Commission seeks to maintain an equal distribution of regional finalists among the panels, this is not always possible. Travel expenses incident to the regional interviews are paid by the regional finalists. Regional interviews are one to two days long.

□ **Approximately April 15, 1989**

Regional finalists are notified by mail whether or not they have been selected as national finalists. The U.S. Office of Personnel Management will begin full-field background investigations on the national finalists.

□ **June 1-4, 1989**

National finalists interviewed over a four day period by members of the President's Commission on White House Fellowships at a location near Washington, DC.

□ **Week of June 4, 1989**

Presidential announcement of the 1989-90 White House Fellows.

□ **Week of June 18-23, 1989**

1989-90 White House Fellows are interviewed in Washington, D.C., by various Executive Branch agencies. All newly appointed Fellows must be in Washington for the entire interview period. Some Fellows may have to stay longer, or return later in the summer for follow-up interviews. All expenses for the interview week are paid by the finalists. Based on these interviews, the Director of the Commission determines the assignments of the Fellows.

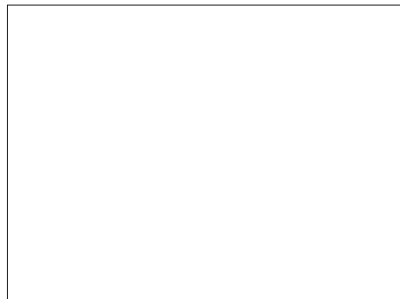
□ **September 1, 1989 - August 31, 1990**

Inclusive dates of the 1989-90 Fellowship year.

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1989-90 White House Fellowship Application

Instructions

Please read the entire application, the descriptive information in the brochure and these instructions before answering any questions on the application. Review the eligibility requirements and be sure that you meet them before you apply. The Commission cannot legally consider applications from ineligible persons or grant exemptions from these requirements.

TYPE all responses and limit your replies to the spaces provided, except where essential to answer a question fully or when an explanation on a separate sheet is specifically requested. Any additional pages should be standard 8 ½ x 11" size. Answer the questions fully and accurately, and sign and date the application in the space provided. Failure to do so may delay or prevent consideration of your application.

Your application **must** be accompanied by **five** personal evaluation forms furnished by individuals who have direct knowledge of your qualifications and character. One form is provided in the application, which you are requested to reproduce as needed. Have each form completed and returned to you in a sealed envelope with the evaluator's signature over the seal. Submit all five evaluations with your application.

The Commission may solicit evaluations from other persons listed in the application who were not named as references, but are in a position to measure your qualifications and character. You will be asked to submit certified educational transcripts if you are named a regional finalist. A candidate still under consideration at any stage in the selection process who experiences a change in employment or address is required to notify the Commission Office of this change.

Before an application is submitted, all pages should be in proper sequence and secured with a paper clip (please do not staple). Any sheets used to answer essay questions or extend answers to other questions must have the applicant's name and the question number in the upper right corner.

Enclose the application, the five evaluations, and the cards on the final page of the application in a large envelope for mailing. Do not fold the application. Keep a copy of your application. Transmittal letters are not necessary.

Applications should be mailed to the President's Commission on White House Fellowships, 712 Jackson Place, N.W., Washington, DC 20503.

Applicants will be notified by mail upon receipt of their applications. If notification is not received in a reasonable amount of time, contact the Commission Office at **202-395-4522**.

1989-90 applications must be postmarked no later than December 15, 1988. Applicants mailing applications on or about December 15, should ask for a postmark receipt to ensure the application is not rejected due to a delay in postmarking. Applications mailed from overseas should be sent by air mail and mailed as early as possible.

The President's Commission on White House Fellowships follows section 717 of the Equal Employment Opportunity Act of 1972. Persons who believe that they have been discriminated against in violation of the law may file administrative complaints by contacting an Equal Employment Opportunity counselor at the U.S. Office of Personnel Management.

Eligibility

- Must be a United States citizen.
- Must not be a civilian employee of the Federal government. Questions about eligibility can be answered by the Commission staff.

A completed application includes:

- Five personal evaluations.
- Applicants original signature on page 7.
- Postmark on or before December 15, 1988.

White House Fellowship Application

1. Name (*Last, first, middle*)

7. Employer and address

2. Preferred title

- Mr. Mrs. Miss Ms.
 Other _____

3. Other names used (*e.g., maiden*)

8. Your business address and position
(and military rank, when applicable)

4. Home address (*Include ZIP Code*)

4a. Permanent address if not same as above

9. Your job affiliation:

- Academe Business Military
 State and Local Government Law
 Medicine Other Profession
 Non-profit Organization Student or Fellow

5. Phone (*Include area codes*)

Home:
Office:

10. Birthplace (*City and state, or foreign country*)

6. Are you a citizen of the United States of America?

- Yes No

11. Birth date (*Month, day, year*)

12. Social Security Number _____

13. Have you ever worked for or are you now working for the Federal Government or are you being paid by Federal funds? (Include Active Duty Military Service.) If so, please explain and give inclusive dates.

Have you ever been discharged from the Armed forces under other than honorable conditions?

- Yes No

If your answer is **yes**, give details on a separate sheet of paper.

14. Have you even been discharged from any job, or have you quit after being informed that your employer intended to discharge you?

- Yes No

If yes, give details on separate sheet.

15. It is helpful for the Commissioners evaluating your application to see "at a glance" the development of education and career patterns. Therefore, on a separate sheet of paper, please provide a chronological listing of all positions you have held, employers, and dates held. Work back from your current position and include all post-secondary school education. Account for all periods of unemployment and military service.

Educational Background

16. Please provide the following information about your education, high school and beyond:

Name and location of schools	Dates attended From To	Degree or diploma and field	Class rank (top 10% 1st, 2nd, 3rd, 4th quarter)
---------------------------------	--	--------------------------------	--

17. Please list, describe and explain the purposes of the major extracurricular activities in which you participated. For each activity listed, specify the name of the school, college or university; any offices held; the length of your membership and the level of your participation. Also list any major awards or recognitions received.

Work Experience

18. If you have taken a test or examination that is required in order to qualify for the practice of any occupation or profession, give the information requested for each such test or examination, and for each time you took the examination, if more than once.

Full name of test or examination (NOT initials)	Administering agency	State or jurisdiction	Year	Passed	
_____	_____	_____	_____	<input type="checkbox"/> Yes	<input type="checkbox"/> No
_____	_____	_____	_____	<input type="checkbox"/> Yes	<input type="checkbox"/> No
_____	_____	_____	_____	<input type="checkbox"/> Yes	<input type="checkbox"/> No

19. After having qualified for the practice of any occupation or profession, have you ever been barred from such practice or disciplined by any agency because of your conduct? Yes No
 If your answer is **yes**, state on a separate sheet of paper the dates of and reasons for such debarment or disciplining, the name and address of the agency concerned, and whether you have been reinstated.

20. Detail and describe your work experience. Start with your present position and work back. Account for all periods of time since your first employment, including periods of unemployment and time spent as a student or in military service. If you have been graduated from school for more than eight years, you may summarize part-time or summer employment while you were obtaining your education. Reproduce page 4 as necessary to complete this question.

a. Dates of employment (<i>Month, year</i>)		Name and address of employer	Place of employment (<i>City and state</i>)
From	To present time		
Kind of business or organization (<i>manufacturing, accounting, insurance, etc.</i>)		Name, title, and present address of immediate supervisor	
Exact title of position	Salary or earnings	Number and kind of employees you supervised	
	Starting \$ per		
	Final \$ per		
Description of work			

Describe any outstanding contributions made by you in this work, and list any citations, awards, or unusual promotions.

<input type="checkbox"/> Dates of employment (<i>Month, year</i>) From: To:	Name and address of employer	Place of employment (<i>City and State</i>)
Reason for leaving		

Kind of business or organization (<i>manufacturing, accounting, insurance, etc.</i>)	Name, title, and present address of immediate supervisor
--	--

Exact title of position	Salary or earnings	Number and kind of employees you supervised
	Starting \$ per	
	Final \$ per	

Description of work

Describe any outstanding contributions made by you in this work, and list any citations, awards, or unusual promotions.

<input type="checkbox"/> Dates of employment (<i>Month, year</i>) From: To:	Name and address of employer	Place of employment (<i>City and State</i>)
Reason for leaving		

Kind of business or organization (<i>manufacturing, accounting, insurance, etc.</i>)	Name, title, and present address of immediate supervisor
--	--

Exact title of position	Salary or earnings	Number and kind of employees you supervised
	Starting \$ per	
	Final \$ per	

Description of work

Describe any outstanding contributions made by you in this work, and list any citations, awards, or unusual promotions.

(Reproduce this form and use as needed)

Voluntary Community Activities

21. List the major civic and social activities (non-job related) in which you have participated during the past ten years. Describe the purposes, objectives and size of each organization, and your level of participation ("helped organize," "served as president," etc.) List any awards or special recognition that you received for these activities, and indicate for each activity listed the inclusive dates of your participation.

Name and address of organization	Purposes or objectives	Size	Level of participation	Dates	Awards and recognitions
----------------------------------	------------------------	------	------------------------	-------	-------------------------

22. What do you consider to be your most significant contribution to your community? Explain why or in what ways you consider it to be significant.

Professional and Occupational Activities

23. List the major business and Professional activities in which you have participated during the past ten years. Describe the purposes, objectives and size of each organization, and your level of participation ("helped organize," "served as president," etc.) List any awards or special recognition that you received for these activities, and indicate for each activity listed the inclusive dates of your participation.

Name and address of organization	Purposes or objectives	Size	Level of participation	Dates	Awards and recognitions
-------------------------------------	---------------------------	------	---------------------------	-------	----------------------------

-
24. What do you consider to be your most significant contribution to your professional field? Explain why or in what ways you consider it to be significant.

25. Describe what you enjoy doing in your leisure time, how you spend your vacations, and meaningful experiences these opportunities have afforded you. Answer on separate sheet.
-
26. On a separate sheet of paper describe, *in 300 words or less*, your life's ambition, what you hope to accomplish or achieve in your lifetime, and what position you hope to attain. If you exceed the word limit, your application will be disqualified.
-
27. On a separate sheet of paper describe, *in 300 words or less*, why you want to be a White House Fellow, what you consider to be your major strengths and qualifications for the program, and what benefits you feel are likely to result from your participation. If you exceed the word limit, your application will be disqualified.
-
28. On a separate sheet of paper write a memorandum, *of not more than 500 words*, for the President, making a specific policy proposal. Explain why you think it is important, what issues it raises, and why you think he should support it. If you exceed the word limit, your application will be disqualified.
-
29. In addition to the things you have mentioned in answering earlier questions, list and describe briefly any other accomplishments or skills of which you are proud or that you deem significant or outstanding. Include, among other things, literary awards, inventions, patents, prizes for architectural design or works of art, significant publications (do not enclose actual publications), and fluencies in foreign languages. You may also use this space to describe briefly any news stories, editorials, radio or television announcements, etc., that show evidence of your recognition by community, cultural, business, or other groups. Enclose pertinent news clippings only when germane and not numerous. Answer on separate sheet.
-
30. References. List five persons who are NOT RELATED TO YOU AND WHO HAVE DIRECT KNOWLEDGE of your qualifications and character. At least one person listed should have professional competence in your field; at least one should have knowledge of your major community or civic activities; at least one should have knowledge of your business or professional accomplishments; and one should be your present supervisor, if applicable. Please reproduce the personal evaluation form which is bound into this application and have it completed by each of the persons listed below. Each reference should seal the form in an envelope and sign his/her name across the seal and return the form to you. *These references must be included with your application.* Your application cannot be evaluated without the references.

List full name of references:

- 1.
- 2.
- 3.
- 4.
- 5.

CERTIFICATION

I CERTIFY that all of the statements made in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith. I know and understand that any or all items contained herein may be subject to investigation or verification and I consent to the full release of all information concerning my capacity and fitness by employers, educational institutions (who are also authorized to release my academic records), law enforcement agencies, and other individuals and agencies, to duly accredited investigators of the Federal Government or to the Commission for that purpose.

Signature of applicant _____
(Sign in ink)

Date _____

THE FOLLOWING INFORMATION IS REQUESTED ON A WHOLLY VOLUNTARY BASIS AND IS INTENDED ONLY TO AID US IN EVALUATING OUR RECRUITMENT AND ADMINISTRATIVE PROCEDURES. THIS SHEET WILL BE DETACHED FROM YOUR APPLICATION AND WILL NOT BE SEEN BY EVALUATORS AT ANY STAGE.

1. How did you hear about the program? (Please be specific)

2. Do you feel this brochure has fully explained the fellowship and anticipated most of your questions? Yes No

If not, what ways might it be improved? _____

3. Race and National Origin Identification. Please check one:

A American Indian or Alaskan Native

A person having origins in any of the original peoples of North America, and who maintains cultural identification through community recognition or tribal affiliation.

B Asian or Pacific Islander

A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.

C Black, not of Hispanic Origin

A person having origins in any of the black racial groups of Africa. Does not include persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish cultures or origins (see Hispanic).

D Hispanic

A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish cultures or origins. Does not include persons of Portuguese culture or origin.

E White, not of Hispanic origin

A person having origins in any of the original peoples of Europe, North Africa, or the Middle East. Does not include persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish cultures or origins (see Hispanic). Also includes persons not included in other categories.

4. State of Residence _____

5. Birth Date _____

You are requested to furnish this information under the authority of 42 U.S.C. § 2000e-16, which requires that Federal employment practices be free from discrimination and provide equal employment opportunities for all. Solicitation of this information is in accordance with Department of Commerce Directive 15, "Race and Ethnic Standards for Federal Statistics and Administrative Reporting."

This information will be used in planning and monitoring equal employment opportunity programs. Your furnishing this information is voluntary. Your failure to do so will have no effect on your candidacy for the White House Fellowship program.

Your name

President's Commission on White House Fellowships

PERSONAL EVALUATION

Applicant: Please print or type your name: _____

To the person completing this evaluation:

The White House Fellowship Program, begun in 1964, seeks to identify gifted and highly motivated Americans. It offers them first-hand experience in the process of governing the Nation and a sense of personal involvement in the leadership of the society. The above-named individual has applied for one of the 11 to 19 White House Fellowships for 1989-90.

The Commission depends on persons who have known the applicant personally and in his/her studies, work or civic activities. The Commission urges you to be as specific and candid as possible, citing any particular incidents that illustrate the applicant's maturity, purposefulness and initiative. Your prompt submission of this form will be most helpful, as the applicant can neither complete his/her application nor be considered without your remarks.

Please note that provisions of the Privacy Act of 1974 entitle applicants, upon request, to have access to records about themselves, including this evaluation, and that it is the Commission's practice to destroy personal records of this sort 60 days after a letter advising a candidate that he or she has been eliminated from the competition has been mailed.

Please return this form plus any additional sheets in a sealed envelope with your signature across the seal. The applicant will then submit the sealed envelope as part of the completed application package to the President's Commission on White House Fellowships.

Thank you for your time, assistance, and cooperation.

(Reproduce this form and use as needed)

Name of Applicant _____

Below is a series of descriptive statements. Based on your knowledge of the candidate, decide the extent to which each statement is descriptive of him or her and place a check mark in the appropriate column. A check under "5" means that the statement is completely and consistently descriptive of the candidate in all contexts, circumstances, and occasions in which you have known or observed him/her and you rate him/her "outstanding" (top 5%); "4" means that the statement is almost always descriptive and you rate him/her "excellent" (top 15%); "3" means that the statement is almost always descriptive and you rate him/her "good" (top third); "2" means that it is occasionally descriptive and you rate him/her "average" (middle third); "1" means that the statement is not descriptive at all and you rate him/her "poor" (bottom third). (If you do not feel that you can evaluate the candidate in some particular, check the "Don't Know" column.)

	5	4	3	2	1	Don't Know
Intellectual ability						
Displays rigorous analytical powers						
Demonstrates critical facility						
Is clear in reasoning ability						
Writes clearly and convincingly						
Speaks clearly and convincingly						
Personal integrity and responsibility						
Demonstrates courage of convictions						
Accepts blame when it is his/hers						
Keeps his/her word						
Inspires trust on part of associates						
Decisiveness, energy, vigor, creativity						
Follows through on work						
Eager to assume responsibility						
Initiates innovative solutions						
Fulfills commitments						
Leadership						
Inspires confidence in others						
Channels/directs efforts of others						
Convinces by sound reasons						
Takes responsibility for decisions he/she makes						
Gives subordinates full credit for what they do						
Is respected for wisdom and courage of his/her leadership						
Civic-mindedness and sense of responsibility						
Believes firmly in the ideals and principles of American government						
Feels and demonstrates a strong sense of obligation to his/her community						
Self-confidence, poise, ability to get along with others						
Is poised and confident of his/her ability						
Profits from constructive criticism						
Remains stable under stress						
Is able to work cooperatively and not just alone						
Is clear and persuasive in argument						

Although your rating of the applicant on the above scales will be important in judging his/her qualifications for a White House Fellowship, even more important will be your candid and specific comments answering the following questions. Please attach additional sheets as necessary.

1. What do you feel are the applicant's major strengths? Please include a specific example or an occasion in which these strengths were demonstrated.
2. What do you feel are the applicant's weaknesses?
3. What do you consider to be the major impact the applicant has made in his/her professional work?
4. What do you consider to be the candidate's major contribution to his/her community, outside his/her professional work?
5. What has the candidate done that you consider to be especially enterprising or creative?
6. Describe the situation, circumstance, or occasion that you feel most significantly called upon the candidate's leadership, judgment, abilities, and capacity and describe how he or she responded or acted in that situation.
7. What is the candidate's potential? What position or level of responsibility do you expect the candidate to achieve in his/her lifetime?
8. In what specific ways would you anticipate that this person would benefit personally and professionally, if selected as a White House Fellow?
9. To what extent and in what specific ways would you expect this candidate's community and the Nation to benefit from his/her participation in the Fellowship program?
10. If you were the President or Vice President of the United States, or a member of the cabinet, would you select this person to be a key member of your personal staff?

DEFINITELY

PROBABLY

POSSIBLY

PROBABLY NOT

NO

11. All things considered, how does this person's ability and potential compare to others with whom you are acquainted?

OUTSTANDING
(top 5%)

EXCELLENT
(top 15%)

GOOD
(top third)

AVERAGE
(middle third)

POOR
(bottom third)

Name (please print)

Address

Title

Phone No.

Nature of business, occupation, profession

How long have you known applicant? _____ In what connection? _____

Signature

Date

Pursuant to the Freedom of Information Act (5 USC §552, as amended) and the Privacy Act of 1974 (5 USC §552a), the President's Commission on White House Fellowships operates its competitive application process and collects personal information for its use in evaluating applicants under authority of Executive Order No. 11183, as amended.

Applicants furnish the information requested in the application form voluntarily. Failure to furnish all of the requested information, however, may result in an applicant being eliminated from consideration for a Fellowship.

All files, records, and other material submitted by or in behalf of any applicant, or collected or obtained with regard to an applicant, are used by those persons associated with the Commission for the purpose of screening and evaluating applications for White House Fellowships and will not, as a general rule, be disclosed to any person not associated with the Commission.

The information collected may also be used in aggregate form for statistical analysis that will not identify individuals. (The application forms of persons selected as White House Fellows may, however, be circulated to appropriate Executive Branch officials

incident to placing Fellows in assignments for the Fellowship year and subsequently may be retained, along with other applicant file materials, by the Commission in its permanent files on persons who are selected as White House Fellows. These permanent records are accessible to the individuals concerned.)

Sixty days after a letter has been mailed to an applicant advising that he or she has been eliminated from the competition, all materials in the applicant's file will be destroyed and this procedure will be repeated after each stage of the selection process.

The Commission cannot assume responsibility for the return of applications or supporting documents. Applicants are, therefore, advised to retain copies of their application forms and not to submit irreplaceable documents or other materials with applications.

The Commission and those involved in the selection process do not prepare written evaluations of applications or applicants for the applicants' records or files. No such evaluation can, therefore, be provided.

U.S. Office of Personnel Management
**President's Commission on
 White House Fellowships**
 712 Jackson Place, N.W.
 Washington, D.C. 20503



Postage and Fees Paid
 Office of
 Personnel Management
OPM-245

Official Business
 Penalty for Private Use, \$300

 (Your Name)

 (Address)

 (City and State) (ZIP Code)

To ensure prompt notification of status on January 31, 1989
 please fill your name and address within the brackets below.

Mr. _____ 1989-90
 Mrs. _____
 Miss _____
 Ms. _____

1. (Last Name) (One Given Name) (Initial)

2. Address (Include ZIP Code)

3. Home Phone (Include Area Code) 4. Date of Birth

5. Office Phone (Include Area Code) 6. Date of This Application

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YOUR APPLICATION HAS BEEN RECEIVED.

YOU WILL BE NOTIFIED OF YOUR STATUS
APPROXIMATELY JANUARY 31, 1989.

President's Commission on
White House Fellowships

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