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THE WHITE HOUSE
WASHINGTON

DATE: 7/9

TO: Morton/Maiselle/Kathy

FROM: Diana

For your info _____

Per our conversation _____

Other:

Please be sure to read these
guidelines carefully, which
govern our conduct here in the
WH

THE WHITE HOUSE

WASHINGTON

July 1, 1981

MEMORANDUM FOR ALL MEMBERS OF THE WHITE HOUSE STAFF

FROM: FRED F. FIELDING
Counsel to the President

SUBJECT: Standards of Conduct: Contact with Independent
Regulatory Agencies, Investigative and Intelligence
Departments and Agencies, and Procurement
Agencies

It is important that you be familiar with the standards of conduct governing the activities of the White House staff in its contacts with the independent agencies and Executive Branch departments and agencies with investigative, intelligence and procurement responsibilities.

Note → Regulatory Agencies: The cases that come before these agencies are of two general types: rule-making and adjudicative. Both are normally extremely complicated, extremely important to the parties concerned, and involve large amounts of money. While there may be exceptional occasions when White House staff contact with agency personnel is justified in rule-making proceedings, there is no justification for involvement in particular adjudicative proceedings. As a general rule, no member of the staff should make an ex parte contact with a regulatory agency in regard to any particular matter pending before that agency, regardless of whether the proceedings are deemed to be rule-making or adjudicative, when such a contact may imply preferential treatment or the use of influence on the decision-making process.

Note → Should you receive inquiries with regard to such matters, you should refer the inquiring party to the agency involved, and express no opinion on the issues raised. In short, White House staff members should avoid even the mere appearance of interest or influence -- and the easiest way to do so is to avoid discussing matters pending before the independent regulatory agencies with interested parties and avoid making ex parte contacts with agency personnel. Should an occasion arise in the course of your duties where it appears necessary to discuss general policy matters with the staff of an independent regulatory agency, to avoid any appearance of impropriety, you should first consult with the Office of the Counsel to the President to determine whether such contact would be appropriate under the circumstances. Such clearance is not required before contacting executive agencies on administrative or purely executive matters where no adjudicative, regulatory or procurement action is involved.

The following agencies, while not an exhaustive listing, are regarded by the Justice Department as independent and should not be contacted by White House staff (except for routine referrals of mail, and administrative matters) without prior clearance with the Counsel's Office:

- Civil Aeronautics Board
- Commodity Futures Trading Commission
- Consumer Product Safety Commission
- Federal Communications Commission
- Federal Election Commission
- Federal Maritime Commission
- Federal Trade Commission
- Interstate Commerce Commission
- National Credit Union Administration
- National Labor Relations Board
- National Transportation Safety Board
- Nuclear Regulatory Commission
- Occupational Safety and Health Review Commission
- Securities and Exchange Commission
- U.S. International Trade Commission

The following agencies, or components of Executive departments or agencies, exercise certain regulatory or adjudicative functions which should be treated as independent. Accordingly, they should not be contacted with respect to the exercise of those functions without prior clearance with the Counsel's Office:

- Environmental Protection Agency
- Equal Employment Opportunity Commission
- Federal Aviation Administration (Transportation)
- Federal Energy Regulatory Commission (Energy)
- Federal Labor Relations Authority
- Foreign Claims Settlement Commission (Justice)
- Merit Systems Protection Board
- Overseas Private Investment Corporation
- Pension Benefit Guaranty Corporation
- U.S. Parole Commission (Justice)

This list is merely illustrative. Many bureaus and divisions of agencies have authority to issue binding regulations or to decide specific claims, and White House staff should not attempt to influence these decisions on an ex parte basis.

Investigative and Intelligence Agencies: As set forth in my memorandum of February 10, 1981 (attached) the ban on contacts extends to the litigating, investigative and adjudicatory divisions of the Department of Justice. The same rules apply to the Internal Revenue Service, the Inspectors General, the Special Counsel of the Merit Systems Protection Board, and similar components of departments and agencies with authority to investigate charges of misconduct, conduct audits of specific programs, or bring complaints before courts or other adjudicative bodies.

White House staff should also confer with the Counsel's Office before making inquiries of agencies with respect to particular individuals. While the White House Office is not bound by the provisions of the Privacy Act of 1974, 5 USC 552a, federal agencies are restricted by that Act from disclosing information about individuals contained in their files. The White House staff should be sensitive to these constraints.

Agencies in the intelligence community, including CIA, NSA, DIA, the Intelligence Division of the FBI, and the intelligence components of the military services, report to the President through his Assistant for National Security Affairs. These agencies should not be contacted directly without coordinating first with the Assistant for National Security Affairs, and, where issues of individual privacy may be concerned, the Counsel to the President.

Procurement Agencies: In recent years, the public has become increasingly sensitive to the allegations of improper influence in the awarding of government contracts. Obviously, no member of the White House staff should contact any procurement officer about a contract in which he has a personal financial interest or in which a relative, friend, or business associate has a financial interest. This is true not only as to calls or contacts in which influence is directly exerted, but also as to so-called "status" calls or other communications which might direct the attention of the procurement officer to the fact that the White House staff member has an interest.

There are likely to be occasions when the White House has a legitimate interest in information about procurement matters; in such instances, the communication should be made by persons who have no direct interest themselves, and whose friends or associates have no such interests. It is advisable that the lack of such interest be made known to those receiving the communication so that unintended inferences do not arise. To the extent that it can be done, information should be obtained after the contracting procedure is completed, or from persons not involved in the decision-making process. To avoid the appearance of conflict and subsequent embarrassment, White House staff members who feel they must contact procurement agencies with regard to pending matters should also first contact the Office of the Counsel to the President.

THE WHITE HOUSE

WASHINGTON

February 10, 1981

MEMORANDUM FOR THE WHITE HOUSE STAFF

FROM: FRED F. FIELDING
COUNSEL TO THE PRESIDENT

SUBJECT: Communications with the Department of Justice

As we are all keenly aware, it is imperative that there be public confidence in the effective and impartial administration of the laws. To that end, after consultation between the President and the Attorney General, the following procedures have been established in regard to communications between the White House Staff and the Department of Justice.

1. All inquiries which concern or may concern particular pending investigations or cases being handled by the Department of Justice shall be directed to the Counsel to the President. If appropriate and necessary, the inquiry will then be transmitted to the Office of the Attorney General or the Deputy Attorney General.
2. All requests for formal legal opinions from the Department of Justice shall be directed to the Counsel to the President, who will direct such requests to the Office of the Attorney General or to the Assistant Attorney General -- Office of Legal Counsel.
3. All comments between the White House Office and the Department of Justice in regard to policy, legislation and budgeting should be handled directly between those parties concerned.

Your cooperation in observing these guidelines is most strongly urged. If you have any questions regarding these procedures, please contact this Office.

THE WHITE HOUSE
WASHINGTON

DATE:

TO: Morton

FROM: Diana

For your info **x**

Per our conversation

Other:

THE WHITE HOUSE

WASHINGTON

July 13, 1981

file
W.H. reg

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Your cooperation in observing these guidelines is most strongly urged. If you have any questions regarding these procedures, please contact this Office.

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

June 1, 1981

TO: Ed Hickey

FROM: Morton Blackwell 

In my role as Special Assistant to the President in the office of Public Liaison I am finding that each day it is becoming more important for me to have immediate access to what the media is covering.

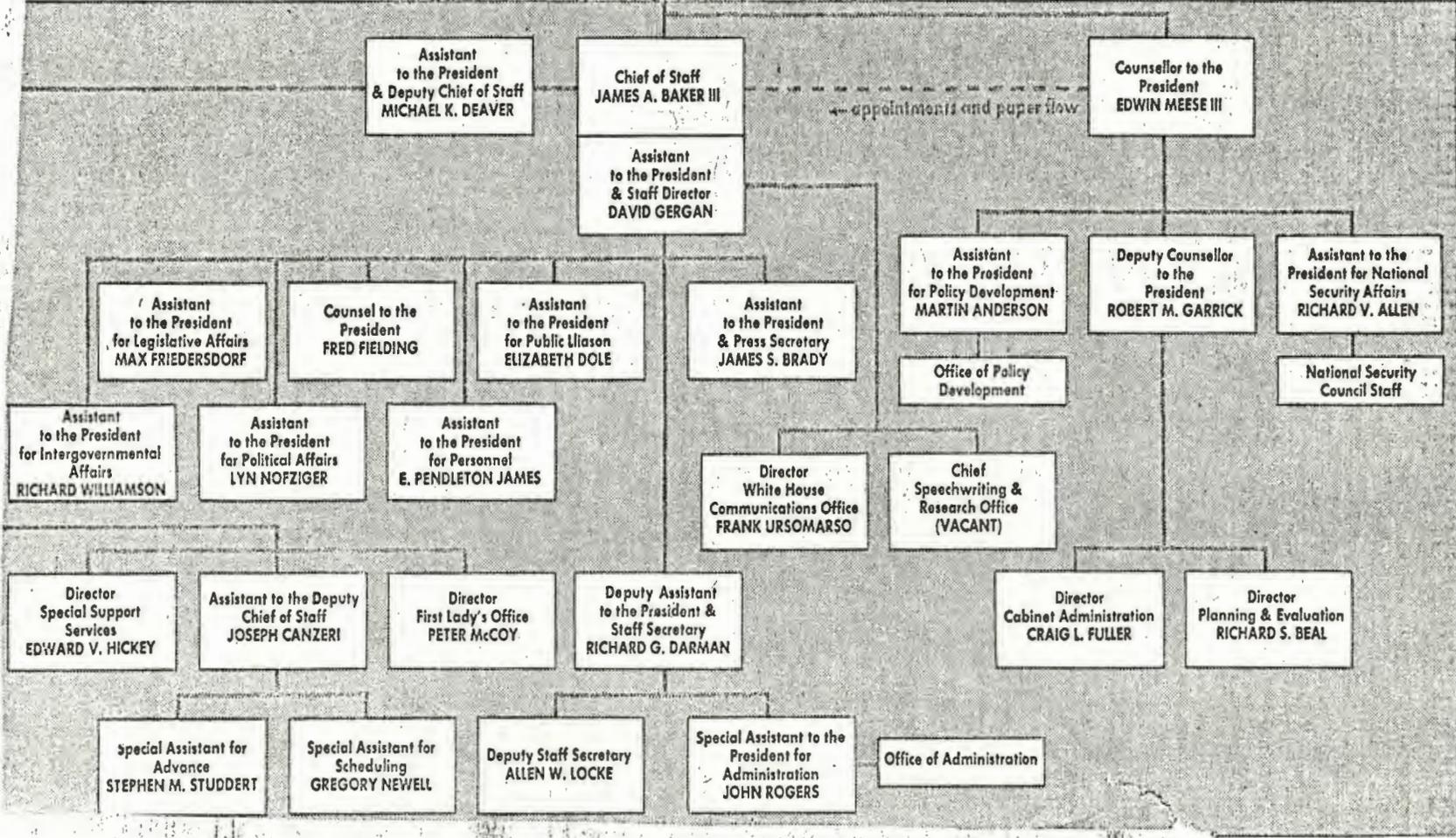
Via this memo I request your assistance in facilitating this access for me by installing a television set in my office, room 191 OEOB.

Thank you in advance for your help. If you need any further information please call me or Maiselle Shortley on extension 2657

The White House Office



The President
RONALD REAGAN



541

ORGANIZATIONAL CHART

Assistant to the President
Elizabeth Dole

Deputy Asst. to the President
Red Cavaney

Special Advisor on Policy
Jack Stein

Special Assistant to the President
Deputy Director
Jack Burgess
(Commerce)

Special Assistant to the President
Deputy Director
Diana Lozano
(Human Services)

Dep. Spec. Assistant
Barbara Smith

Dep. Spec. Assistant
Thelma Duggin

Special Assist.
Wayne Valis
(Business)

Special Assist.
Bob Bonitati
(Labor)

Special Assist.
Aram Bakshian
(Humanities)

Special Assist.
Morton Blackwell
(Membership Groups)

Special Assist.
Virginia Knauer
(Social Services)

Director of Resources
Ernie Garcia *

Director of Scheduling
Sally Hartwig

* Also Deputy Director, Office of Consumer Affairs

WA personnel

JACK ANDERSON

A Modification of Political Loyalty Tests

President Reagan's doctrinaire conservative supporters will be surprised to learn that the White House is practicing a kind of political "reverse discrimination." Political loyalty tests apparently have been relaxed in the case of minority candidates for top jobs.

The idea of boosting an administration's image by seeking out women and minority nominees is nothing new, of course. In his recently published memoir of Cabinet life under Jimmy Carter, Joseph Califano claims that Carter ordered that all incompetents be weeded out of the government — with the exception of women and minorities.

The Reagan White House hasn't gone that far. But its policy on minority appointments was explained by Vice President Bush at the April 2 Cabinet meeting three days after Reagan was shot. Bush's remarks behind closed doors were reported in a private memo to Energy Secretary James B. Edwards by the man who sat in for him, W. Kenneth Davis, the deputy designate. The memo has been reviewed by my associate Jack Mitchell.

"The vice president . . . stressed the fact that the president had pledged to incorporate a substantial number of minority people at the top level in the new government," Davis reported. "The vice president said that we were clearly not doing the job we had

promised to do and that we needed to do a lot better for the remaining jobs. The point was raised that many of the minority candidates cannot pass the political tests. The vice president said that the tests were being modified in the case of minority candidates . . ."

Davis had other news from the Cabinet meeting. "The vice president mentioned that there were a lot of business people coming in with special interests seeking to get special concessions with respect to taxes and thought this was quite unfortunate and that the members of the Cabinet should do what they could to resist this type of pressure and counteract it," Davis wrote.

What makes this particularly interesting is that a top corporation executive was sitting in on that very Cabinet meeting. It was Davis himself. At the time, he was still a vice president of Bechtel Power Corp., which has more than \$100 million worth of energy-related federal contracts.

After his appointment as Edwards' deputy, but before his confirmation by the Senate, Davis assumed his duties at DOE.

Davis' views on a potential conflict of interest between his corporate past and his government position were subsequently made clear during his confirmation proceedings. He outraged Senate investigators by asking for a waiver that would permit him to take

an active part in DOE policy decisions affecting Bechtel. A compromise was worked out, and he was eventually confirmed.

Footnote: Davis was unavailable for comment, but a DOE spokesman stressed that Davis merely "sat in" for Edwards at the Cabinet meeting, but did not otherwise participate.

A Bush spokesman acknowledged that progress on minority appointments was of concern to both Reagan and Bush, and that the White House had hired aides to recruit women, blacks and other minorities to the administration.

BAD NEWS ON BAD DEBTS

— President Reagan has given high priority to the recovery of billions of dollars owed to the federal government. Yet the Department of Education is quietly sabotaging this worthy endeavor.

The department is owed more than \$1 billion by students who skipped out on government-backed college loans. Its loan collectors have managed to track down about 823,000 of the deadbeats and recover more than \$159 million for Uncle Sam.

In a congratulatory memorandum, Education Secretary Terrel Bell praised his collection staff's "impressive record."

Bell then announced that 565 of the loan collectors would be fired.

The secretary believes that private collection agencies should do the job.



THE MONEY

- | | | | |
|------------------|---------------------|-------------------|-----------------------|
| ACROSS | 25 Pouches | 51 Vacation spot | 25 Treaty acronym |
| 1 Barbers | 28 Certain cocktail | 53 Lends a hand | 26 — hills, near Rome |
| 6 Food container | 34 Building wing | 57 Most cherished | 27 |
| | 35 Affirmative | 61 Fashionable | |

TODAY'S CROSSWORD

before Reagan

Richard Darman, lecturer, RSG

By Rachelle Patterson
Globe Staff

WASHINGTON — President Ronald Reagan has had a busy first week. So, too, has Richard Darman, the man who casts a final judgment on the completeness and fairness of all documents and reports sent into the Oval Office for decision-making.

Darman, who trailed Elliot Richardson from Cabinet post to Cabinet post as his policy assistant, began planning ways to get back into the mainstream of policy-making four years ago, when the Republicans lost the White House. He was assistant secretary of Commerce for policy analysis at the time.

Today he is back in government in a highly sensitive position, one that demands work days of up to 16 hours. He is deputy assistant to the President, serving as White House staff secretary and as a deputy to chief of staff James A. Baker 3d.

Wellesley-bred and Harvard-educated, Darman, 37, is the kind of bureaucrat the conservatives have been complaining about — an Eastern establishment figure trained in the Nixon-Ford administrations.



RICHARD G. DARMAN
Back in government

He joined the Department of Health, Education and Welfare when it was in a period of strife, was with the Defense Department during crucial decisions on bombings in Indochina, represented the Justice Department when former Vice President Spiro Agnew pleaded nolo contendere on charges of illegal activity, and resigned with Richardson from the Nixon Administration during Watergate's Saturday night massacre.

He was part of the triumvirate of top assistants to Richardson that included Jonathan Moore, now director of the Institute of Politics at Harvard, and J. T. Smith, now an attorney with the Washington firm of Covington and Burling.

Darman describes himself as not very political. He had no involvement in the primary campaign. But, like so many of the members of the evolving Reagan Administration, Darman knew somebody — and had imposing credentials.

"Baker was my sole entry into the new Administration," said Darman, who worked with the White House chief of staff in the Commerce Department during the Ford Administration; when Darman was assistant secretary, Baker was undersecretary. After Baker joined the Reagan campaign and was put in charge of preparing candidates' debates, he asked Darman for help.

"Situations vary enormously as to how people get into government," said Darman, a deliberate, self-confident academician who spent part of the last four years teaching such courses as "the Management of Federal Policy Development" and "Policy Development in a Mixed Economy" at the John F. Kennedy School of Government at Harvard. He also worked as a consultant in Washington part of the time.

This is Darman's first White House post, one he sees as a logical extension of his experience as an aide to the peripatetic Richardson.

During his first week, he said, the volume of material going into the President's office was heavy; he said he was on the job from 7 a.m. to 11 p.m. every day. He passed on a number of reports dealing with economic matters, including the freeze on government hiring and ways to control the budget. He also made judgments on briefing papers concerning forthcoming discussions with foreign heads of state.

"I'm the last stop in the line of sending papers to the President," Darman said. "I determine they have been fully and fairly staffed, whether they are substantive and complete, whether they take into account all points of view." Darman decides whether more information is needed, or who should get it.

In addition, as Baker's deputy Darman is in charge of management at the White House.

Darman's friends say he is perfect for the job.

"He is extremely strong at analysis and at understanding how policy and programs interact," said Moore. "He's had rich preparation and background for the job he is now into."

A former associate said: "Dick is seldom seen doing something that is reckless or indiscreet. . . . He is self-confident and disciplined."

Described by those who know him as a private person, Darman spends his spare time in his McLean, Va., home playing with his 4-year-old son or attempting to reproduce a famous oil painting with self-deprecating humor, he describes himself as a "poor tennis player."

He also often visits his parents who live in Lincoln, Mass. His wife Kathleen Emmet, a freelance literary critic, grew up in Chestnut Hill.

Darman, who earns \$53,387 in his job, has goals beyond the White House. But he prefers to keep them to himself.

"Goals are helpful pointers in an uncertain world," he said. "When I worked at the Defense Department in 1973, I thought that it would be four years. All of a sudden, events changed that and I moved to the Justice Department. Then on to something else. So my experience hasn't led me to assume stability in any job."

For the moment, however, Darman is content. Asked Thursday how the job was going, he said: "I like it. It is a good deal better than I expected it to be."

Morton
thought
you'd see
this
interesting
- M.S. Lewis

File
with personal

THE WHITE HOUSE

WASHINGTON

August 4, 1981

MEMORANDUM FOR HUMAN SERVICES TEAM

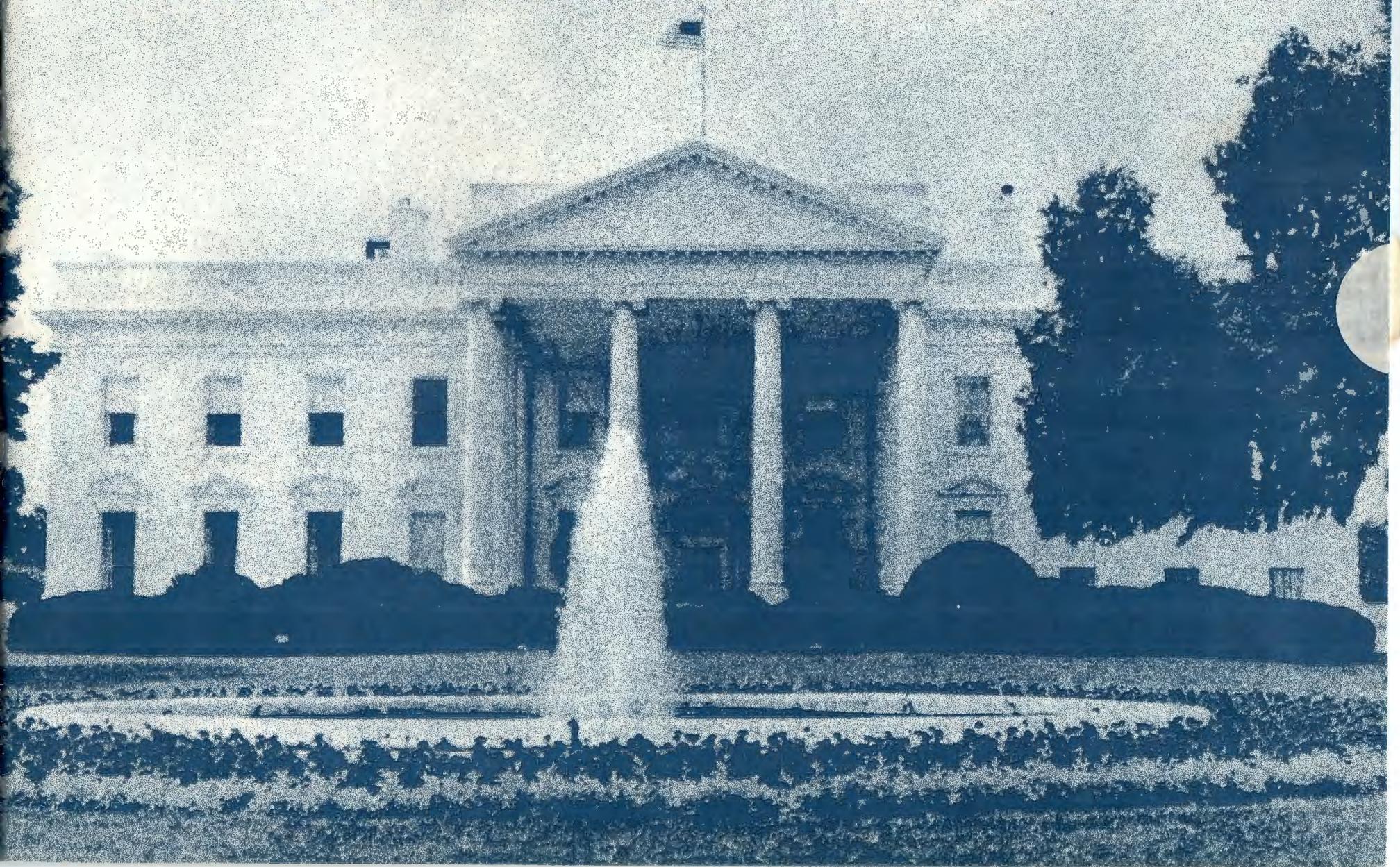
FROM: DIANA LOZANO *Diana*

SUBJECT: Contacts at Justice Department

I have been asked to remind you that any contact with the Justice Department should be undertaken with extreme prudence and first cleared through Fred Fielding's office. Whether your contact involves setting up a meeting, researching an issue or any other apparently non-controversial activity, we must be extremely careful not to give the appearance of interfering or taking a White House position on any issue which is currently under litigation or may potentially be litigated.

Please err on the side of caution when dealing with the Justice Department. Clear any direct contact with Fred Fielding first.

THE WHITE HOUSE FELLOWSHIPS





President's Commission on White House Fellowships

*on Lafayette Square
712 Jackson Place, N.W.
Washington, D.C. 20503*



Statement of Purpose

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

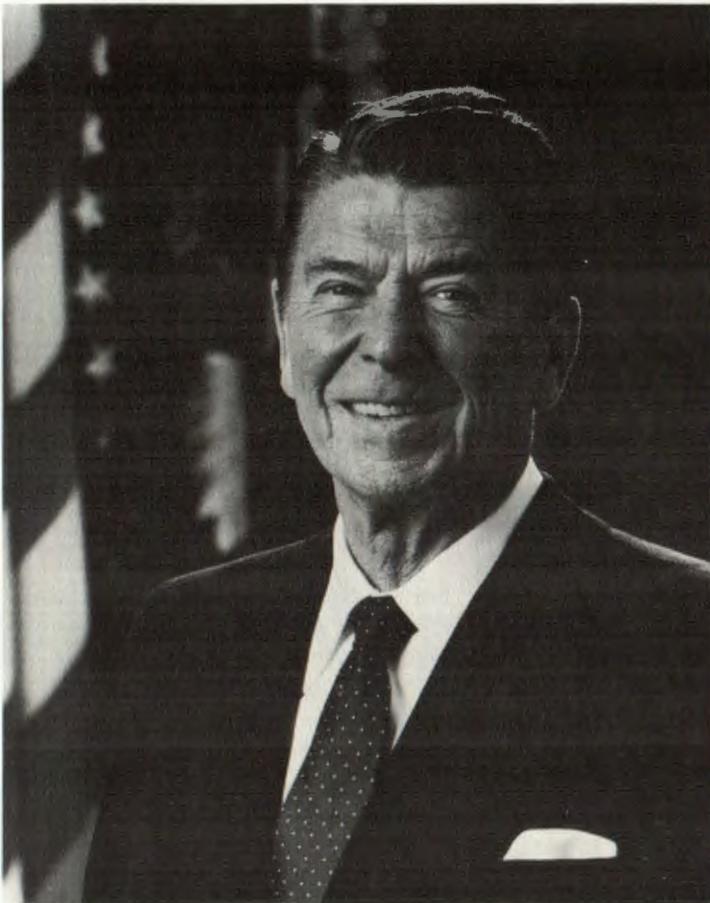
The program seeks to draw exceptionally promising young people from all sectors of our national life—the professions, business, government, the arts, and the academic world. It is essential to the healthy functioning of our system that we have in the nongovernmental sector a generous supply of leaders who have an understanding—gained at 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.

In this country today, we produce great numbers of skilled professionals; but too few of this intellectual elite provide the 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 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 young 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.

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

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



THE WHITE HOUSE

WASHINGTON

June 23, 1981

The White House Fellowships program provides a unique opportunity for a select group of outstanding young leaders to work at the highest levels of the Federal government.

Some 300 of the nation's finest young people have participated in this program since its founding in 1964. They have been valuable assets to the senior officials to whom they have been assigned and they have enriched American society and their local communities with the insights they have gained during their Fellowship year.

The White House Fellowships challenge those chosen to measure up to high standards of character, performance and service to society.

I take pride in my personal involvement in this program and it has my enthusiastic support.

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*

Dennis L. Bark
*Deputy Director and Senior Fellow
The Hoover Institution
Stanford University*

James E. Bostic, Jr.
*Division President
Riegel Textile Corporation*

Bruce L. Bower
*Attorney at Law
Winston and Strawn*

Marva Nettles Collins
*Founder and Teacher
Westside Preparatory, Chicago*

Midge Decter
*Executive Director
Committee for the Free World*

Ada E. Deer
*Legislative Liaison
Native American Rights Fund*

Donald J. Devine
*Director
Office of Personnel Management*

Edwin J. Feulner
*President
Heritage Foundation*

General Andrew Jackson Goodpaster
*Superintendent
U.S. Military Academy, West Point, New York*

Edith Green
Former U.S. Congresswoman

Michel T. Halbouty
Geoscientist and Engineer

Bruce H. Hasenkamp
*Director of Governmental and
Industrial Relations
The Shaklee Corporation*

Susan C. Herter
*Founder and Former President
Volunteer Opportunities, Inc. (NY)*

Ricardo Hinojosa
*Attorney at Law
Evers and Toothaker*

Francis S.M. Hodsoll
Deputy Assistant to the President

Author E. Hughes
*President
University of San Diego*

Nancy Landon Kassebaum
United States Senator

Irving Kristol
*Co-Editor
The Public Interest*

Sammy Lee
*Medical Doctor
Olympic Gold Medalist*

James T. Lynn
*Attorney at Law,
Jones, Day, Reavis and Pogue
Former Director of OMB*

Dana G. Mead
*V.P. for Human Resources
International Paper Company*

Rita Moreno
Actress/Broadway/TV Star

Martha Peterson
*President
Beloit College*

Nancy Clark Reynolds
*Vice President
Bendix Corporation*

Mrs. William French Smith
*Officer and Member of
numerous volunteer organizations*

Robert S. Strauss
*Attorney at Law and former
Chmn of Democratic National Committee*

Deanell Reece Tacha
*Vice Chancellor for Academic Affairs
University of Kansas*

Shannon J. Wall
*President
National Maritime Union*

Margaret Bush Wilson
*Attorney at Law
Chairman of the Board, NAACP*

The White House Fellowships

2



*President Johnson
meets with two
White House Fel-
lows in the Oval
Office.*

The White House Fellowships were established by President Lyndon Baines Johnson in 1964. The idea for the program came from John Gardner, and was brought to life by the efforts of Eric Goldman and many others on Mr. Johnson's White House Staff. The first class of Fellows was chosen in 1965.

Since that time, Presidents Nixon, Ford, Carter and Reagan have continued the enthusiastic support with which President and Mrs. Johnson initiated the program. Many officials of past administrations serve as Regional Panelists during the selection process.

The Fellows themselves, even after their year in Washington, continue to contribute to the program. The extensive education program in which the Fellows participate is supported financially by the White House Fellows Foundation, which receives contributions from former Fellows, corporations, and foundations. The White House Fellows Association, whose members are former Fellows, also meets annually to be briefed on the issues by the leaders of the current Administration.



Of the total number who have served, 54 are women, 30 are black, 14 have Hispanic surnames, 6 are Asian, and 3 are American Indians. Several were foreign born but were citizens by the time they were selected. They represent, naturally, a wide variety of religious and ethnic subgroupings and ideologies. Strong Republicans have served in Democratic administrations and vice versa. Partisan politics play no role in the selection process.

President Ford lunches with the Fellows at the White House (left).

Who Are The White House Fellows?

The 278 persons who have been chosen as White House Fellows are a diverse group representing the many occupational, geographic, racial, and ethnic elements of our heterogeneous 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. This means that under-represented groups, such as labor and representatives of business, should feel encouraged to apply.

In the seventeen classes of Fellows there have been lawyers, physicians, academics, business men and women, engineers, career military officers, journalists, farmers, policemen, an orchestra conductor, former state legislators—each of them early in their careers. All have shown a potential for contributing to their community—geographic or professional. This potential for leadership and contribution to one's community is a vital element in the Commission's selection. Nearly all have had a college degree and many have professional or graduate training. Such training is not, however, a prerequisite.



President Nixon greets White House Fellow Rodney Coleman.



The newly appointed Commission meets with President Reagan.

4

President Carter meets with Fellows in the Rose Garden.

The Fellows have been assigned in all of the Cabinet-level agencies, with Presidential assistants and the Vice President. In addition to the State, Treasury, Defense, Justice, Commerce, Interior, Agriculture, Labor, Health and Human Services, Education, Transportation and Energy Departments, they have served at the Office of Management and Budget, the National Security Council, the United Nations with our Ambassador, the Central Intelligence Agency, ACTION, the Arms Control and Disarmament Agency, the National Aeronautics and Space Administration, the Agency for International Development, the Nuclear Regulatory Commission, the Environmental Protection Agency, and the Office of the United States Trade Representative. Former departments and precursors such as the Office of Economic Opportunity, Post Office and Federal Energy Administration have also had Fellows.



The 1981-1982 White House Fellows

The fourteen White House Fellows appointed by President Reagan on June 8, 1981, are pictured below:

(Left to right)

James Roberts (Executive Director);

Howard Patrick Sweeney, 37, of Springfield, Va., Major, U.S. Air Force, Attorney-Advisor, Office of the General Counsel, Office of the Secretary of Defense, The Pentagon, Washington, D.C.

George Lee Thomas, 34, of Englewood, Colo., Chairman, American Indian Science and Engineering Society, Englewood, Colo.

Wayne Dale Collins, 29, of New York, N.Y., Attorney, Shearman & Sterling, New York, N.Y.

Richard Eugene Birney, 32, of Marietta, Ga., Assistant for Technology, Information Systems Division, International Business Machines, Atlanta, Ga.

Thomas Counter Shull, 29, of Somerville, Mass., Infantry Captain, U.S. Army, who is currently scheduled to teach in the Department of Behavioral Sciences and Leadership at West Point, N.Y.

Priscilla Harriet Douglas, 33, of Cambridge, Mass., Research Fellow, Joint Center for Urban Studies, MIT/Harvard University, Cambridge, Mass.

James K. Stewart, 38, of Orinda, Calif., Captain, Commanding, Criminal Investigation Division, Oakland Police Department, Oakland, Calif.

Myron Edward Ullman, III, 34, of Cincinnati, O., Vice President for Business Affairs, University of Cincinnati, Cincinnati, O.

Mary Anne Q. Wood, 35 of Provo, Ut., Associate Professor of Law, J. Reuben Clark Law School, Brigham Young University, Provo, Ut.

Michael Esa Zacharia, 29, of Falls Church, Va., Attorney, Participating Associate, Fulbright & Jaworski, Washington, D.C.

Ellen Elizabeth Heineman, 33, of Arlington, Va., Lieutenant Commander, U.S. Navy, Office of Program Appraisal, Office of the Secretary of the Navy, The Pentagon, Washington, D.C.

Paul V. Applegarth, 35, of McLean, Va., Chief of the Financial Analysis Division, The World Bank, Washington, D.C.

Joe Linus Barton, 31, of Ennis, Tex., Assistant to the Vice President, Ennis Business Forms, Ennis, Tex.

David Kemp Karnes, 32, of Omaha, Nebr., Attorney, Partner, Morsman, Fike, Davis and Schumacher, P.C., Omaha, Nebr. and

Marsha Johnson-Evans, (Deputy Director).



The Fellowship Program

A Dual Experience

6 The White House Fellowship is a highly competitive opportunity to participate in and learn about the Federal Government from a unique perspective. For one year, the 14-20 persons who are chosen as White House Fellows are full-time Schedule A employees of the Federal Government, working in a Cabinet-level agency, in the Executive Office of the President, or with the Vice President. 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. In most cases, a Fellow serves as a special assistant, performing tasks for a Cabinet Secretary, the Vice President, an assistant to the President or for appropriate under or deputy secretaries. In this sense, the White House Fellow's year is a high-level internship in government—but it is also much more.

The White House Fellowship program is not a direct Federal recruitment program and is not designed to attract people into the Federal service in the immediate sense. It is a sabbatical or leave of absence without salary from the individual's school or firm. Some Fellows have stayed on for a short while after their Fellowship year and some returned to government (state, local, or Federal) in later years; one, thus far, has become a Member of Congress. 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 ably and productively through a fuller understanding of the Federal Government. The program is an opportunity for intensive service with the goal of improving each participant's ability to serve more fully for years to come.



Gael Caution Lebbby with her principal, HUD Secretary Samuel Pierce.

The Work Experience

Each White House Fellow is assigned—typically as a “special assistant”—to a Cabinet secretary, the head of an independent agency of the Executive Branch, a senior member of the President's staff, or the Vice President.

The assignment provides the Fellow 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 probably draw on their 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. A Fellow with a background in state and local politics, for example, may work extensively on implementing Federal laws substantially altering the Civil Service System; an attorney may spend a large part of the year in consumer affairs programs related to food; a physician may take the lead in establishing a pilot exchange program with a foreign government.

The program's aims are to tap the resources of the Fellows and to develop their abilities in the broadest sense, rather than fitting the Fellows into assignments directly related to their pre-Fellowship specialties.

The actual nature of one's 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 an individual Fellow depend to a substantial degree on the personal relationship he or she forms with a specific Cabinet-level officer and his or her regular 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, however, 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 respective officials, 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.

HHS Secretary Richard Schweiker meets with his Fellow, Alex Rodriguez.

Though they operate on a high level, the work done by the 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. One can say, however, that the tasks demand flexibility, a capacity for learning quickly and a willingness to work hard. These are usually the very qualities that have already made the Fellows promising leaders in their own career fields.



The Educational Program

The educational program is a distinguishing feature of the White House Fellowship. The Fellows participate as a class in a series of off-the-record meetings, usually held two or three times a week throughout the Fellowship year, with prominent representatives from both the public and private sectors.

The meetings in the Washington area are supplemented with occasional travel to experience, observe, and examine firsthand major issues confronting our society. In addition to the domestic focus, Fellows have usually examined international affairs and U.S. foreign policy, and developed an understanding of the philosophies and points of view of other governments through overseas travels.

The educational program is supported by private funds contributed to the White House Fellows' Foundation. Contributions have come from corporations, foundations and numerous individuals who share a common commitment to the worth of the program's objectives and an appreciation for its record of success.

8



Fellows meet with W. Averell Harriman in his home.

Becoming a Fellow

U.S. citizens are eligible to apply during early and formative years of their career or profession. There are no basic educational requirements and no special career 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 or sexual orientation, race, creed, or national origin, nor any physical requirements. One may not retain an official local or state office while serving as a Fellow.

The application to the program is designed to elicit information about the individual's demonstrated performance in his or her chosen career or profession and the parallel kinds of community service and activity which indicate the applicant's degree of community involvement and commitment. It is a thorough request for information and is designed not to exclude persons but rather to bring out the talents and interests of the applicant.

Fellows aboard a tank on a field trip to Fort Knox.



Completed applications are processed by the Commission staff and screened initially by Office of Personnel Management readers and former Fellows. The hundred or so most promising applicants are invited to interviews by eleven regional panels who read the applications and the references of those whom they interview (about 10 per panel).

Each regional panel recommends no more than three persons, who are then interviewed in a three-day meeting by the members of the President's Commission. The Commission then recommends to the President those individuals who it finds to be most qualified for significant work experiences at a high level in a cabinet agency, the Executive Office of the President, or with the Vice President.

Vice President Bush meets with the Fellows at his residence.



The qualities which are being sought at each stage are high levels of achievements early in one's chosen career or profession, a demonstrated leadership capability, an assemblage of skills that would make one a good special assistant in the short run and a national leader in the long run, and substantial indications of a commitment to service to others in the community in which one has lived. While the program has no age limits, it is designed to encourage future leaders rather than reward established leaders.

Funding

As a government employee, each Fellow is paid by his or her agency at an appropriate scale (no higher than GS-15; step 3).

The government administers the program through a line item in the Office of Personnel Management budget, but the policies are set and the Fellows are recommended by the Commission selected by the President. The Commission has a small staff to support all phases of the program. The education program is paid for in large part by funds contributed to the White House Fellows Foundation by former Fellows, private foundations and corporations, and by current Fellows' own contributions.



Lt. Gen. John S. Pustay,
President, National Defense University,
Washington, D.C. 1966-67



Betsy Levin, Dean,
University of Colorado Law School 1967-68



Henry G. Cisneros,
Mayor, San Antonio,
Texas 1971-72

White House Fellows Alumni

Just as they came from a wide variety of professions before they were selected as Fellows, former Fellows are making their mark in a multitude of fields. A representative sample of the alumni and their current professions:

Ronald J. Naples, Executive Vice
President, Hunt Manufacturing
Company 1974-75



Tim Wirth, Member of Congress,
2nd District, Colorado 1967-68



Deanell Reece Tacha, Vice
Chancellor for Academic
Affairs, University of Kansas
1971-72



James H. Scott, Vice President, Morgan Guaranty International Finance Corporation, Amsterdam 1978-79



Jane Cahill Pfeiffer, Former Chairman of the Board, National Broadcasting Company 1966-67



Tom Johnson, Publisher and Chief Executive Officer, Los Angeles Times 1965-66



Peter F. Krogh, Dean, School of Foreign Service, Georgetown University, Washington, D.C. 1967-68



Anderson Barnes, Executive Director, Pennsylvania Avenue Development Corporation, Washington, D.C. 1976-77



Dr. John B. Yasinsky, General Manager, APSD Westinghouse Electric Corporation 1972-73

Calendar of Selection Process

August 1981 Application forms become available from Commission Office.

November 16, 1981 Deadline for requesting application forms (last acceptable postmark date).

December 1, 1981 Application deadline. (To assure that references will have time to respond, we encourage applicants to complete and return their applications in October and early November. In no case will applications postmarked later than December 1, 1981, be accepted.)

Approximately January 31, 1982 Applicants notified by mail whether or not they have been selected as regional finalists. Those selected will be advised of the date and location of their regional interviews.

March 1982 Regional finalists interviewed by selection panels in the following 11 cities in the United States: Atlanta, Boston, Chicago, Dallas, Denver, New York, Philadelphia, San Francisco, Seattle, St. Louis, Washington, D.C. 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 regional interviews are paid by the regional finalists.** Regional interviews are one or two days long.

Approximately March 31, 1982 Regional finalists notified by mail whether or not they have been selected as national finalists.

June 3-6, 1982 National finalists interviewed over a three-day period at a location near Washington, D.C., by members of the President's Commission on White House Fellowships. National finalists are reimbursed by the Commission for transportation expenses (round-trip, coach or tourist class), within the United States but not for international travel, and meals and lodging at the interview meeting site. Other expenses are the personal responsibility of the national finalists.

The week of June 7, 1982 Presidential selection of the 1982-93 White House Fellows. Notification will be by mail.

June 21-25, 1982 1982-83 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. Based on these interviews, the Director of the President's Commission on White House Fellowships determines the assignments of the 1982-83 Fellows. Assignments are made and announced prior to September 1. Fellows may be reimbursed by the government for transportation expenses (round-trip, coach or tourist class), within the United States but not for international travel. Other expenses during the interview week (including meals, lodging, taxis, etc.) are paid by the Fellow.

September 1, 1982- August 31, 1983 Inclusive dates of the 1982-83 Fellowship year.

Records Retention

Pursuant to the Freedom of Information Act (5 USC §552, as amended) and the Privacy Act of 1974 (5USC §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's 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.

15. It is helpful to 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.

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

If your answer is "Yes," give details:

17. 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.

18. On a separate sheet of paper discuss, 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.

19. 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.

Educational Background

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

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

21. 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

22. 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	
				Yes	No
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

23. 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.

24. a. List dates, branch, and serial or service number for all active military service.

From	To	Branch of service	Serial or service number
_____	_____	_____	_____
_____	_____	_____	_____

b. 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.

25. 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.

a. Dates of employment (month, year)		Name and address of employer	Place of employment (city and state)
From	To present time		
Kind of business or organization (manufacturing, accounting, insurance, etc.)		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.

b. Dates of employment (month, year) From _____ To _____		Name and address of employer	Place of employment (city and state)
Reason for leaving			

Kind of business or organization (manufacturing, accounting, insurance, etc.)	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.

c. Dates of employment (month, year) From _____ To _____		Name and address of employer	Place of employment (city and state)
Reason for leaving			

Kind of business or organization (manufacturing, accounting, insurance, etc.)	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.

Voluntary Community Activities

26. 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
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27. 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

28. 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 inclusive dates of your participation.

Name and address of organization	Purposes or objectives	Size	Level of participation	Dates	Awards and recognitions
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29. 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.

30. In addition to the things you have mentioned in answering questions 26 through 29, 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.

31. Describe what you enjoy doing in your leisure time, how you spend your vacations, and meaningful experiences these opportunities have afforded you.

32. References. List at least five persons living in the U.S. or territories of the U.S. 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 in this application and have it completed by three 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. The remaining references will be solicited at the regional finalist stage. In addition to the persons named here, the Commission may wish to solicit references from other individuals who have knowledge of your qualifications.

May such inquiry be made? Yes No

Full name and present business or home address (include ZIP Code)	Business or occupation and title; Telephone number	Knows you in what connection?

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 _____ Date _____
(Sign in ink)

Survey for the Collection of Racial and Ethnic Data of Persons Applying to the President's Commission on White House Fellowships

Name (Last, First, M. I.)

Privacy Act Notice

General

This information is provided pursuant to Public Law 93-579 (Privacy Act of 1974), December 31, 1974, for individuals completing Federal records and forms that solicit personal information.

Authority

Section 717 of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972.

Purpose and Routine Uses

To further the principles of equal employment opportunity, the Federal Executive Agency Guidelines on Employee Selection Procedures require agencies to assure that any selection procedures used as a basis for employment decisions (including examining and testing methods and standards, and employment practices) are not affected by discrimination on the basis of race, color, religion, sex, or national origin. As part of the effort required to assure nondiscrimination in selection processes, the Guidelines require Federal agencies to collect sex, racial, and ethnic data on applicants for Federal employment for group statistical analyses purposes. Your individual record will not be disclosed for any purpose.

Effects of Nondisclosure

Providing this information is voluntary and there will be no adverse effect on you for not providing the information requested.

This sheet will be detached from your application and will not be seen by the evaluators at any stage.

INSTRUCTIONS: Please categorize yourself in terms of the following three categories. Be sure to mark your answer to each question by placing an "X" next to each proper category. (Please read definitions of subcategories below.)

1. Race

- American Indian or Alaskan Native
- Asian or Pacific Islander
- Black
- White

2. Sex

- Male
- Female

3. Ethnicity

- Hispanic origin
- Not of Hispanic origin

Definitions

The racial and ethnic categories for Federal statistics and administrative reporting are defined as follows:

Ethnicity:

Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Race:

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

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.

Black. A person having origins in any of the black racial groups of Africa.

White. A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.

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 young 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. Between 1500 and 2500 applications are received each year. The above-named individual has applied for one of the 14 to 20 White House Fellowships for 1982-83.

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.)

Below are 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						
Analytical powers.....						
Rigor of thought.....						
Critical facility.....						
Reasoning ability.....						
Writes clearly & convincingly.....						
Speaks clearly & convincingly.....						
Personal integrity and responsibility						
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.....						
Innovative solutions.....						
Fulfills commitments.....						
Leadership						
Inspires confidence of 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 own 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 or her community, outside his or 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 or 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?

<input type="checkbox"/>				
DEFINITELY	PROBABLY	POSSIBLY	PROBABLY NOT	NO

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

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OUTSTANDING <i>(top 5%)</i>	EXCELLENT <i>(top 15%)</i>	GOOD <i>(top third)</i>	AVERAGE <i>(middle third)</i>	POOR <i>(bottom third)</i>

Name *(please print)*

Address

Title

Nature of business, occupation, profession

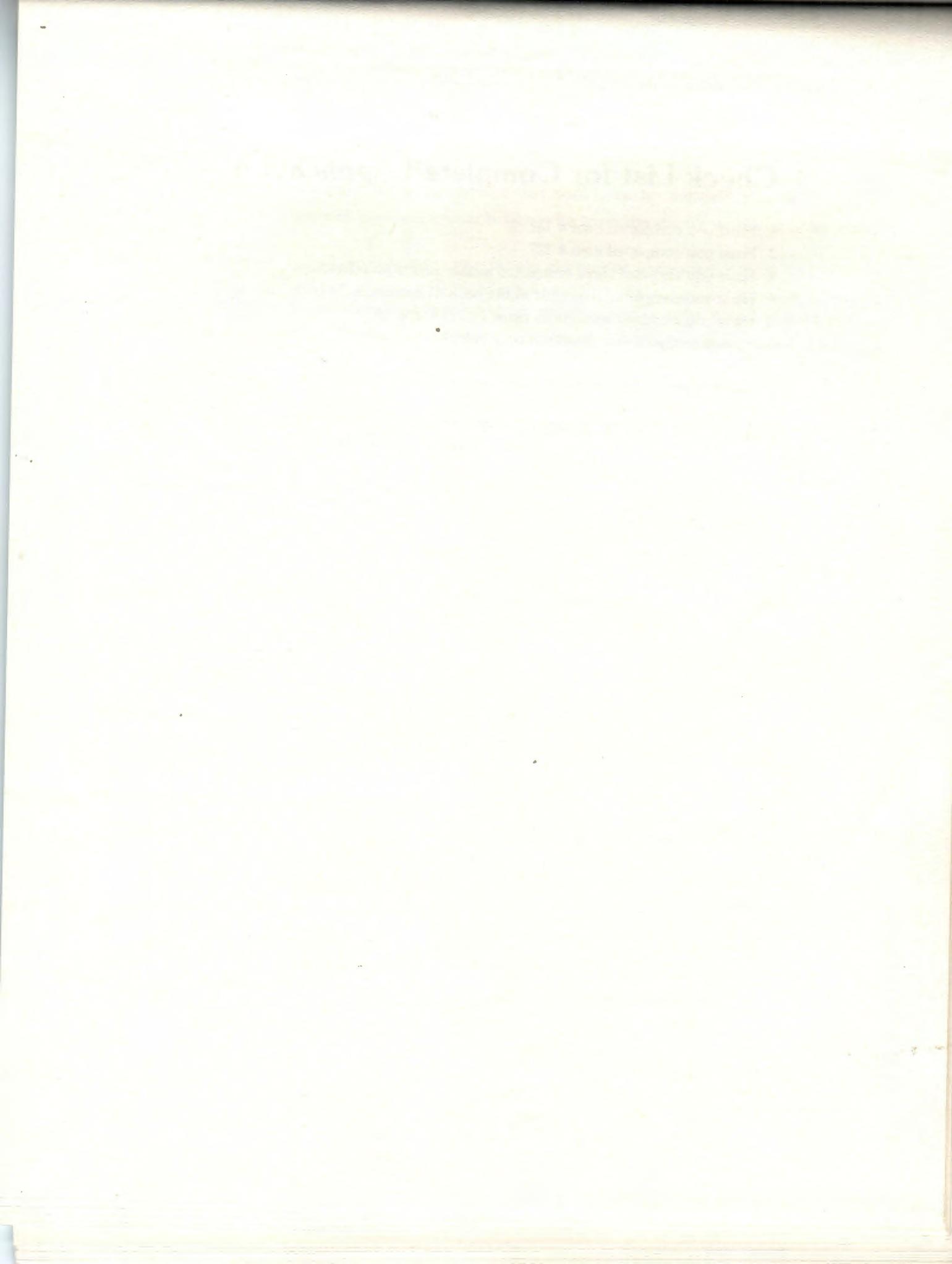
How long have you known applicant? _____ In what connection? _____

Signature

Date

Check List for Completed Application

1. Have you completed item # 16?
 2. Have you completed item # 32?
 3. Have you enclosed three completed evaluations from references?
 4. Have you completed the cards at the back of application?
 5. Have you enclosed answers to items # 17, 18, and 19?
 6. Have you signed and dated the application?*
-



**Type All Cards and
Return Them With This Application**

President's Commission on
White House Fellowships
712 Jackson Place, N.W.
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(Address)

_____ (City and State) _____ (ZIP Code)

1982-83

Mr.
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 _____

To insure prompt notification of status on January 31, 1982,
please fill your name and address within the brackets below.

┌ _____ ┐

└ _____ ┘

YOUR APPLICATION HAS BEEN RECEIVED.
YOU WILL BE NOTIFIED OF YOUR STATUS
APPROXIMATELY JANUARY 31, 1982.

President's Commission on
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The deadline for application has
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The Ace of the Agenda

Richard Darman & the Deep-Rooted Drive of a Top White House Aide

By Elisabeth Bumiller

Welcome to the world of the artful White House aide:

He maneuvers deep in the West Wing basement, one of Washington's special secrets. At 38, Richard Darman is assistant to the president, deputy to the chief of staff, a man who controls the paper flow and therefore, says a colleague, "the debate." Presidential counselor Edwin Meese simply calls him "the nerve center."

"He's the fourth most powerful person at the White House," decrees Michael Deaver, who's in the top three himself.

"He's not ambitious for money, power, publicity or status; he just has a natural feeling that he's superior to most people and *deserves* to be at a high policy level," says Jim Edwards, an old Harvard friend.

"He has a reputation as a young guy on the make," says another White House aide.

Whatever Darman is doing, he's now on the premier launching pad for notice in Washington. Dozens have done it before him, from Clark Clifford to Bryce Harlow, from Larry O'Brien to Joe Califano. Darman is equally canny, spending his first White House year establishing himself as a valuable player in this town's fastest league.

Evidence: In preparation for this article, he volunteered a six-page memo (excluding supplementary material) that detailed himself, his family, even the mementos on his walls. "It seems to me to be more efficient simply to dictate a few responses," he wrote. Under Section III, "General Attitude Toward Work/Leisure," he said: "I tend to deny the notion that work and pleasure should be distinguished." And under Section IV, "Tokens," he offered:

"On the theory that you may know something about someone by looking at the tokens that hang on the walls, you may note that my office walls include the following: Five government commissions; two photos of myself with the president, with humorous comments by the president; family photos; ... and a somewhat romantic French print juxtaposing the Arc de Triomphe, prayerful mourners, and a symbol of the quest for peace."

This memo might be viewed as amusing, compulsive or both, but its mere existence shows that Darman, as White House chief of staff James Baker points out, "knows how the game is played."

Darman, who was hired by Baker, was once an Elliot Richardson protégé and a Saturday Night Massacre casualty. He gulps as many as seven cups of coffee per day, used to hire and transfer secretaries with alarming speed (11 in 1970), has condensed Ronald Reagan's economic program to 10 points on a handy index card and still wishes he had received an 800, not 790, on his high school SATs. The week of Reagan's

most recent economic speech, he worked until midnight on Sunday, then returned at 6:30 a.m. Monday.

"I'm sort of an acquired taste," he says.

His wife, Kath, a PhD who is writing a book on British satirist Evelyn Waugh, thinks that "the comic perspective on public affairs is certainly a very valid one." Her husband, she sighs, "is happier than I've seen him in a long time. I think he feels he's where the real action is."

He is. Darman decides what the president reads, helps calculate how AWACS might fly on the Hill and, in a scheme he devised last summer against White House tax bill opponent Rep. Dan Rostenkowski (D-Ill.), figures how to "squeeze Rosty." Most recently, in preparation for the Cancun summit opening tomorrow, Meese says, Darman "introduced a document which became the primary statement of our strategy."

Ever the artful aide.

Dick Darman is aggressive, but is perfectly capable of charm. He treats women with the polite deference taught by his Boston upbringing, although he spent, by his own account, a rollicking youth. ("He had a little Porsche, he drove around and he had a lot of fun," recalls Edwards of Darman's business school days. "Dick is a prodigy who matured in his thirties instead of his teens," says another friend.)

Darman's deep-set eyes and strong nose form a boyish face, grown full of late. He used to be trim, a collegiate jock who once rode his bike all over the Italian Riviera and Morocco. Government has broadened him.

His hobby, he says, is "thinking." He also paints reproductions of Picassos, although "it's somewhat stretching a bit to call that a hobby, since I did it once in 1967 and again in '71. So if there's a pattern there, I engage in it every four years."

He has a fast wit, documented by the irreverent notes he passes at White House staff meetings. Once when Secretary of Defense Caspar Weinberger and others were warning of the dire consequences of the slightest defense cut ("The rhetoric was a little hyped," recalls an unsympathetic listener), Darman slipped a note to this colleague that read: "There goes western civilization for the third time in the last hour."

He does excellent imitations of political celebrities and United States presidents. "Only former presidents," he quickly points out.

At the rare social event he decides to endure, Darman is so awkward that his tie appears to be strangling him. "I get more nervous if there aren't things to do," he says in an interview. "Here we are, sitting around, not doing a lot." Even at a casual lunch, he'll twist his coffee spoon into an aluminum spiral. It's only in a relaxed, one-on-one or one-on-two

conversation that Darman becomes philosophical and entertaining, a fine and mischievous raconteur.

On the record, he's another story.

Q: "How much did you have to do with the Ottawa summit?"

A: "I have nothing to say on Ottawa except — what did you hear?"

One thing seen was a glimpse of influence on his office wall. There's a picture of him at the Ottawa summit surrounded by presidential counselor Edwin Meese, Treasury Secretary Donald Regan and Cabinet secretary Craig Fuller. Darman is sitting at a small table, writing out "talking points" for the president. They were used immediately afterward in Reagan's talk with French President François Mitterrand.

"Why wasn't someone from the National Security Council staff doing that?" asks one critical White House insider.

"He's been all over the lot," complains another.

Darman's primary lot — and love — is paper. With Craig Fuller, assistant to the president for Cabinet affairs — the other "nerve center," in Meese's assessment — Darman's days are spent pulling in paper and funneling it out. "He becomes the quality control," says White House aide Rich Williamson. "I'll get a dozen documents a day that have been routed to me by Darman — with three days to get them in. Fuller and Darman are really the key switchers."

His day begins at 7 a.m. He condenses the domestic and overnight security papers for the president's morning reading, and by 8 is at the senior staff meeting. From there, the day careens from Cabinet meetings to Capitol Hill meetings to Oval Office meetings to phone call to crisis. In the late afternoons, he sets the agenda for the all-important legislative strategy group. He gets home by 8, sometimes 9.

Darman is in on every significant decision, but his influence is subtle. He doesn't conduct the meetings, but works the edges; timing is almost

everything. "An example of the Dick Darman technique," says outgoing White House aide and National Endowment for the Arts chairman-designate Frank Hodsoll, "is sort of: 'You may well be right, but let me just suggest a few technical details.' And they'll change the whole course of events on a particular issue."

As Treasury Secretary Donald Regan says: "He's making the snowballs, and somebody else is throwing them."

Darman's paper-pushing skill reaches into some peculiar areas. During an interview with him it's difficult to tell who's taking more notes. As he talks, he writes his own points on the apple-green index cards he carries in a plastic container in his left breast pocket. (Occasionally he'll use blue or tan cards, but never an assortment. He prefers not to mix.)

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10-21-81
Washington Post

10-21-81
Washington
Post

2 of 3
pages

At one point, he was concerned that he'd implied he is less conservative than most Reagan Republicans. So, he came to a subsequent interview with the word "liberal" written among the points on his note card, asking that the subject be clarified. It was established that Darman is not liberal. He took his black felt-tip pen and passed it above the word "liberal" once, twice, but he couldn't cross it off. He stopped.

"Are you sure you don't think I'm a liberal?" he asked.

Yes, he was told.

He tried crossing off the word, but stopped again.

"You're sure?"

Darman's method is clearest on paper. Consider this agenda he prepared for a Sept. 21 AWACS legislative strategy meeting in Baker's office:

1. What's our latest vote count?
2. Who are our swing targets?
3. What are the specific next steps for each? w/ what prospects?
4. Do we have sweetener(s) in our pocket(s) — what? for use when/how?
5. What are the various fall-back options, and under what circumstances would they be triggered?
6. In light of the above, does our strategy need revision?

And here's an excerpt from an agenda Darman prepared before last summer's tax bill fight with Eotenkowski.

Question: Why not give Rosty a deadline — to come up with a specific proposal ("best and final") by (c.o.b. Wednesday)?

— If Rosty's proposal is acceptable, we accept.

— If not, we go with CDF [the Congressional Democratic Forum] — and Rosty could follow later, if he so chooses (!)

Says budget director David Stockman, in admiration of his friend: "Darman's one of the best operators going."

Today she is thin, almost frail, with blond hair and a special serenity. Hers is a casual brilliance that pops up in conversation and sudden insight. She has two children who compete with her book on Waugh. She writes at home, in a study overlooking the river.

"Waugh recognizes what most of us instinctively sense," she says, "which is, sometimes politics seems more truthfully treated as farce or as fantasy or as nonsense . . . it's almost as if that is the hidden truth that no one dares talk about."

"I hated Washington until Watergate," she continues, "but then I began to take a day-by-day interest in the soap opera." She stops. "And then you can say," she instructs, "She added quickly, 'Of course, I was worried about the moral issues too.'"

It is 8 p.m. on a Friday. Her husband is home from work early, fussing with lights, wine glasses, a corkscrew. Willy Darman, 5, is making noise on the floor. Jonathan, 8 months, drools on his mother. She is the only one of the family who is calm. The room is a cross of airy elegance and old-line WASP: a hardwood floor and oriental rug, two Chippendale couches, two Renoirs, one Millet. Much of it comes from both of their inheritances. Darman

gathers up the children, then arranges them around him on one of the Chippendales. All three squirm.

"I think he feels uncomfortable if he gets too unwound," his wife has said earlier by phone. "There's a sense that he won't coil back up again . . . but there really is sort of a nice, tender side to him that he sometimes chooses not to show. It's partly a kind of defensiveness."

"You hardly ever see him brooding," says Graham Allison, the dean of Harvard's John F. Kennedy School of Government, where Darman once taught. "And he has a twinkle in his eye. But he's also more troubled than most people . . . there's a disappointment when he fails to achieve the standards to which he's been driven."

He and Kath married in 1967. "It was a crazy thing to do," laughs Kath Darman. "We barely knew each other. We've just been very lucky. There was some horrendous settling-down and wonderfully stormy hashing-out of the issues. We still have these blowups, but they're fairly healthy, don't you think?"

Kath Darman won't say for whom she voted in the last election. Her thoughts on the president?

"I think Reagan seems like a nice man," she says.

And his policies?

"I can't say anything about that," she replies.

Neither Darman goes out much, other than to an occasional White House state dinner, for a weekend sail or an evening with friends. Kath Darman is as busy in her own way as her husband is.

"Last winter, I was in this circular flow of diapers and nursing," she says, "and I did sort of feel tinges of resentment that he was rushing off to this neat job. But I also felt sort of sorry for him. I think he does adore his children, and I think there's been kind of a conflict in how he deals with his job. He's just not been able to be as much a part of the house as I think he would like to be."

If there are any more tensions than that between the striving political aide and his wife, Kath Darman is not about to address them. "He likes it," she says of his job.

"That's the first thing. And I like Evelyn Waugh, after all. I don't know. I mean it just doesn't seem . . ." She falters. "But basically, the thing is . . . he is so clearly happy doing it." She stops. "It's a complicated question," she sighs.

Darman grew up in Wellesley Hills, Mass., the son of an industrialist who owned textile mills and marketed oil and gas in New England. "Since we were big fish in small ponds," he says, "success looked like something that ought to be relatively complete. And, ah, the most important thing of all — my grandfather and father were both pretty extreme perfectionists."

Darman had a prep-school career that is standard for the White House staffer: student council vice president, editor of the literary journal, chairman of the prom, captain of the football, wrestling and lacrosse teams. After Harvard College and Harvard Business School, he began a climb through five Cabinet departments. First was HEW, where he

caught the eye of then-secretary Richardson. He became a member of "Richardson's Mafia," following him as aide to Defense, Justice, through the Saturday Night Massacre, then later on to Commerce (where Baker noticed him) and then, briefly, through the Law of the Sea negotiations. He soon joined a Washington consulting firm where he did corporate planning, also teaching part time at Harvard's Kennedy School.

It wasn't the best of times. "I think he was going through this thing when he was 37," says a friend, "when you ask, 'What am I going to do when I grow up?' I think in a sense he was a workaholic without anything to apply it to."

The Saturday Night Massacre was Darman's first acquaintance with political catastrophe. "A blip," he says of it. "All things in life have been blips," he says blithely. "I think he feels that if he doesn't expose himself," his wife says later, "he won't be hurt."

He is equally skittish about his political views, but he decides to talk about them over dinner, a steak, his favorite food. He dictates the thoughts of Chairman Darman, with accompanying punctuation.

"There's a fair amount of evidence to suggest," he says in mock-serious tones, "that market mechanisms are generally preferable to nonmarket mechanisms, comma, and that decentralized structures are preferable to centrally managed structures — dash, dash — with some important exceptions. Period. Now the next

point, as you begin to examine the pattern of someone's judgment about the merits of one approach or another to problem-solving, comma, you will tend to sketch out a pattern that conforms more with one political party than another. Period." He giggles.

"Okay. In my case the pattern conforms more with what many people associate with Republicanism. Period. And, as it happens, I am a registered Republican. But the starting point for me is never party." He pauses. "Period." Then shrugs. "That will get me in trouble, but it's true."

So is he apolitical?

"Okay, we can ditch all that. You say, 'Are you apolitical?' and I'll say, 'Okay, I think so.'"

Reading the Fine Print

Asked about the extent of his power, Darman at first responds with his usual caution. Then he decides to hand-deliver another memo.

Under the heading, "Power," he wrote:

"On the question of how much, I could give two answers: 'Not much,' 'It's hard to tell.' . . . You remember the rock-and-roll song 'Along came Jones? In it slow-walkin', low-talkin' Jones kept coming long to change the course of events just as the heroine was about to get he buzz saw, or about to be run over by a locomotive. That's the type of power some people seem to suppose that others must have with respect to public affairs. It's rarely so simple."

"Dick is the guy, more than anybody else, who flagged the fact that we were going to have to come up with an additional round of cuts to handle the deficit problem."

James Baker. "That was in February."

"He'll always raise the downside," says Stockman. "If we lose, where does it leave us?" All the way through the tax bill, he was the guy who said, 'Here are the seven questions you better answer, or you won't get to the next stage.'"

"He's one of the most important influences on decision-making at the White House," says David Gergen, the White House press spokesman who recognizes another maneuverer when he watches one. Darman and Gergen are not close, and eye each other with care.

Darman is almost always careful — and indirect. Once, for example, he spotted a politically troublesome phrase in an important presidential economic speech. Rather than directly suggesting it be deleted, Darman consulted both Baker and Meese, who called the president. The phrase came out.

Other tasks come right up to the president. On Sept. 30, the deadline for the \$1.079 trillion debt-ceiling bill to be signed, Darman got it from the Hill at 7 p.m. He checked through it, wrote a short note to the president, then hurried over to the residence so Reagan could sign it before midnight. He caught him between dinner and a movie.

On another day, the president had just signed some bills and was leaving the Oval Office in a rush. He walked out the door and told Helene von Damm, his assistant: "Make sure that Dick reads the fine print."

By the end of each day, Darman also completes what he considers the routine task of selecting the president's evening reading. It is sent to Reagan by 7:30 p.m. so he can review it in the residence. "Sometimes it's as much as a couple hundred pages, sometimes it's as little as 20 pages of briefing on events for the next day," Darman says. "It depends on what's going on. It ranges from intelligence reports to policy decision documents . . . He also gets a little morning heap."

The routine extends to Cabinet meetings. One reportedly appeared less than fascinating to him. On July 10, both Secretary of State Alexander M. Haig Jr. and national security adviser Richard Allen were briefing the president an hour before his lunch with Canadian Prime Minister Pierre Trudeau. At the end of the Cabinet table were Darman and Fuller. During Allen's presentation, according to one participant who is hostile to Darman, the two started giggling and passing notes. When Haig briefed, they listened.

"I don't believe they're being accurate," responds Darman. "If I were inclined to laugh at Dick, which is not the case, I wouldn't do it. It's foolish. Dick and I get along extremely well."

"My gut feeling is that he's after Allen's job," speculates one White House official suspicious of Darman. Darman denies wanting the adviser's job, and gives no hint about his future plans. Some of his friends guess that someday he'd like to be secretary of state.

"That's preposterous," he says. "I don't plan in greater than five-year increments. And the last time I told someone what I wanted to be in life was when I was 15 years old. The person I told has since died."

The 'Blips' of Life

"My tendency to work somewhat more than the conventional 40 hours a week is not new, nor peculiar to my involvement in government," Darman wrote on page 4 of his memo. ". . . Even when I was a teenager I showed this curious tendency. My father and I thought it would be good if I would work one summer in a mill in western Massachusetts. I signed on for an 8-hour shift . . . I got a little bored sitting around in the little old mill town . . . so I ended up working two consecutive 8-hour shifts, with ten minute breaks for food from vending machines. In the evening I returned, somewhat tired, to my room in a guest house on the town common. Somewhat ironically, the guest house was named Blythe House. When I would get to my room around 11 p.m., I would try to educate myself about great 19th century literature. But I tended consistently to fall asleep."

10-21-81
Washington
Post
3 of 3
pages

THE WHITE HOUSE

WASHINGTON

February 23, 1981

MEMORANDUM FOR MEMBERS OF THE WHITE HOUSE OFFICE STAFF

FROM: FRED F. FIELDING ~~2.22.~~
COUNSEL TO THE PRESIDENT

SUBJECT: Support of Administration Legislative Programs

This memorandum is intended to alert members of the White House staff to proscriptions on lobbying activities imposed by federal law and to provide general guidelines to staff members working in this area so as to insure compliance with those laws.

Simply stated, the so-called "Anti-Lobbying Act" (18 U.S.C. §1913) prohibits the use of appropriated funds, directly or indirectly, to pay for "any personal service, advertisement, telegram, telephone, letter, printed or written matter or other device" intended to influence a Member of Congress in acting upon legislation, before or after its introduction. There is also an appropriation rider, which has appeared in appropriation bills since 1951, barring the use of appropriated funds for "publicity or propaganda purposes" designed to support or defeat legislation pending before Congress.

Interpretations of 18 U.S.C. §1913 by the Department of Justice make it clear that an employee of the Executive Branch, while acting in his or her official capacity, may communicate with a member of Congress for the purpose of providing information or soliciting that member's support for the Administration's position on matters before Congress, whether or not such contact is invited and whether or not specific legislation is pending. Thus, the ordinary and traditional inter-action between the Executive and Legislative Branches is permitted. Likewise, it is not improper for an Executive Branch employee to provide legitimate informational background and material to the public in support of an Administration policy effort.

Problems arise where employees of the Executive Branch become involved, directly or indirectly, in efforts to induce or encourage members of the public to lobby members of Congress on Administration programs or legislation. Unfortunately, the line separating proper and improper conduct is imprecise

and the propriety of an activity may well depend on each individual situation. The following comments and examples are intended to provide general guidance for the more frequently encountered contacts and activities:

1) Executive Branch officials may speak freely in meetings with individuals or groups, at public forums, at news conferences, and during news interviews, but where these appearances of personnel become so excessive as to be deemed to be a publicity campaign, the activity might be challenged. Any undue degree of direct contact with the private sector by persons who do not ordinarily engage in such activities is evidence of prohibited conduct.

2) Appropriated funds should not be used to produce written, printed or electronic communications for distribution with the intent to induce members of the public to lobby members of Congress. For example, an organized mailing to members of the public initiated by Executive Branch personnel, stating the Administration's position and asking the recipients to contact their Senators and Representatives in support of that position should be avoided. Moreover, asking recipients to contact their elected representatives should also be avoided in communications sent in response to inquiries received by the Executive Branch. However, responses to incoming communications may include information which responds to the specific inquiries as well as explanations of the Administration's position on matters of public policy, including proposed legislation.

Massive distribution by the Executive Branch of unsolicited copies of a public document; such as the reprint of a public official's speech or other informational materials, may raise a question even though the contents are only informational and do not suggest that the recipients contact members of Congress. Normal unsolicited distribution of press releases, public officials' speeches, fact sheets and other informational materials to persons, because of governmental or organizational position or expression of interest in the subject matter, would not ordinarily create a problem. Each such proposed distribution must be separately judged based on the purpose and content of the communication and the number and kind of people who will receive the information.

3) Officials and employees of the Executive Branch may properly have regular contact with non-governmental organizations which have among their purposes lobbying members of Congress or attempting to influence the general public to lobby the Congress. However, in these dealings, the officials should not or even appear to dominate the group or use the group as an arm of the Executive Branch.

(a) Examples of the kinds of activities in which Executive Branch officials might participate in dealing with independent outside organizations include:

- (i) exchange information, as long as it is not privileged.
- (ii) make suggestions, respond to or raise particular inquiries, or discuss the merits of various legislative strategies and related matters, so long as the Executive Branch officials do not suggest organization of grass roots pressure;
- (iii) address meetings (non-fundraisers) sponsored by such organizations;
- (iv) Upon the request of an independent organization provide to it for reproduction and distribution by the organization:

-- sample copies of documents prepared by Executive Branch officials (such as press releases, public officials' speeches, fact sheets) that are otherwise available for public distribution.

-- letters on specific subjects written by Executive Branch officials.

(Note that the materials must not suggest that the recipients contact Members of Congress urging support of particular positions; also the decision to publish or distribute any such material must be left to the independent organization.)

(b) Examples of the kinds of things which Executive Branch officials should avoid include:

- (i) responsibility for the on-going operation of an outside organization;
- (ii) requesting that an organization activate its membership at large to contact members of Congress on behalf of a legislative proposal;
- (iii) gathering information or producing materials specifically for such an organization which cannot properly or would not ordinarily be gathered or produced as part of the official's regular work;

- (iv) producing or providing multiple copies of materials to be distributed by such organizations;
- (v) requesting an organization to prepare or distribute any materials that suggest directly or indirectly that the recipients contact members of Congress, or playing any substantial role in advising an organization regarding the content of material it may wish to distribute;
- (vi) providing to such organizations lists of or correspondence from persons who favor or oppose particular policy positions;
- (vii) involvement in fundraising activities by such organizations (because of the varying forms that such involvement might take, any involvement should be discussed in advance with the Counsel's office).

These legal provisions are not intended to prohibit an on-going dialogue or interaction between the Executive Branch and the public in an educational effort to explain Administration positions, but where that conduct develops into a publicity and propaganda campaign designed or intended to pressure citizen groups into contacting Congressional representatives, the boundary of propriety has been crossed.

18 U.S.C. §1913 is a criminal statute and should be taken seriously. In addition, any specific allegation against White House staff members (Level IV and above) for violation of 18 U.S.C. §1913 potentially could trigger the "Special Prosecutors Act", 28 U.S.C. §591, et seq. The General Accounting Office is also authorized to undertake audits in this area, and any disallowed expenditures would have to be borne by the individual supervising the activity that resulted in the unauthorized use of government funds.

Because §1913 and the Appropriation rider have not often been interpreted it is difficult to be more specific in setting forth guidelines. Any difficult factual situation should be brought to the attention of this office before any action is taken.

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