

**8/17/79 [2]**

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THE WHITE HOUSE

WASHINGTON

August 17, 1979

C  
/

MEMORANDUM FOR THE PRESIDENT

FROM: FRANK MOORE *FM*

You did a good job with Senator Harry Byrd this morning.

Ben Civiletti will call Senator Byrd on Monday and tell him that the investigations, ABA and FBI, will begin on Tuesday.

**Electrostatic Copy Made  
for Preservation Purposes**

THE WHITE HOUSE  
WASHINGTON

17 Aug 79

Sarah Weddington

The attached was returned in  
the President's oubox today and  
is forwarded to you for appropriate  
handling.

Rick Hutcheson

FOR STAFFING
FOR INFORMATION
FROM PRESIDENT'S OUTBOX
LOG IN/TO PRESIDENT TODAY
IMMEDIATE TURNAROUND
NO DEADLINE
LAST DAY FOR ACTION -

ACTION  
FYI

ADMIN CONFID
CONFIDENTIAL
SECRET
EYES ONLY

VICE PRESIDENT
EIZENSTAT
JORDAN
KRAFT
LIPSHUTZ
MOORE
POWELL
WATSON
WEXLER
BRZEZINSKI
MCINTYRE
SCHULTZE

ADAMS
ANDRUS
BELL
BERGLAND
BLUMENTHAL
BROWN
CALIFANO
HARRIS
KREPS
MARSHALL
SCHLESINGER
STRAUSS
VANCE

ARAGON
BOURNE
BUTLER
H. CARTER
CLOUGH
COSTANZA
CRUIKSHANK
FALLOWS
FIRST LADY
GAMMILL
HARDEN
HUTCHESON
JAGODA
LINDER
MITCHELL
MOE
PETERSON
PETTIGREW
PRESS
RAFSHOON
SCHNEIDERS
VOORDE
WARREN
WISE
<i>Wedington</i>

MEMORANDUM

THE WHITE HOUSE  
WASHINGTON

*Sarah. Consult with  
Tim & then give me  
a written summary of  
what you intend to  
accomplish. Good luck.*

August 16, 1979

*Jimmy*

TO: The President

FROM: Sarah Weddington *SW*

RE: Weekly Summary

Each week I will be sending you a short weekly highlight of my activities:

1. I spoke to the Young Lawyers Section of the American Bar Association Annual Convention in Dallas. A primary emphasis was our merit selection of judges and affirmative action accomplishments.
2. The Texas State briefing, which I moderated, went very well. Comments were excellent afterwards. I have begun preparation for the two briefings scheduled in early September.
3. I am working with Tim Kraft on the smooth transition of his responsibilities. For example, Alicia Smith of his office will remain on my staff. I began regular Wednesday "coordination" lunches with Tim and John White.
4. I leave tomorrow to attend a meeting of Democratic State Chairs in Hawaii.

P.S. One year ago today, Mrs. Carter asked if I would be interested in working here.

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THE WHITE HOUSE  
WASHINGTON

8/17/79

Jack Watson

The attached was returned in the President's outbox today and is forwarded to you for appropriate handling.

Rick Hutcheson

cc: Stu Eizenstat  
Jim McIntyre

THE WHITE HOUSE

WASHINGTON

August 17, 1979

MEMORANDUM FOR THE PRESIDENT

FROM:

JACK WATSON *Jack*

SUBJECT:

Middle Distillate Situation Report

*Jack -  
This is a major  
responsibility. Act  
boldly to prevent  
any serious  
shortage --  
240 mil goal  
must be met  
JC*

We are continuing to monitor closely the diesel and home heating fuel situation, paying particular attention to the following major factors:

- ° The production of the product and build-up of primary inventories;
- ° The development of safe levels of secondary and tertiary stocks at the marketer and residential levels;
- ° The effective distribution of the product throughout the marketing chain, especially for the fall harvesting requirements.

Primary Inventories

As of August 10th, total middle distillate stocks increased by 5.3 million barrels from the previous week to 175.3 million barrels. This total is 9.4 million barrels below distillate inventories at the same point a year ago. Compared with this time last year, primary inventories in New England and the Mid-Atlantic states are up 6%. Inventories in the Southeast are up 20%. In the Midwest inventories are down 17%. On the Gulf Coast inventories are down 14%. Inventories throughout the rest of the country are approximately the same as last year. In view of the fall harvest requirements in the Midwest, we are monitoring the build-up of inventories in the Midwest closely.

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### Secondary and Tertiary Stocks

At present, there is no reliable estimate of secondary and tertiary stock levels. The 240 million barrel target, therefore, included up to 20 million barrels to cover any shortfall in secondary and homeowner stocks.

A number of priority initiatives to determine the level of secondary and tertiary stocks are underway, including:

- ° The Census Bureau, at the request of DOE, is conducting a survey of wholesaler and retailer inventories;
- ° DOE is conducting a survey of distillate inventories held by utilities;
- ° DOE is surveying the stocks of major industrial users of distillate;
- ° DOE is conducting a survey of some 600 residential homeowner tanks;
- ° Several trade associations are surveying retail and homeowner storage,
  - The Long Island Heating Oil Institute,
  - The National Oil Jobbers Council,
  - Oil Heat Institute of Oregon,
  - The Heating Oil Institute of Washington.

The results of these surveys are being tabulated at the present time and should be available in September. Preliminary indications are that secondary and tertiary stocks are somewhat below levels of a year ago. I am pressing for receipt of these reports as soon as possible.

### Distribution Concerns

Even if primary, secondary, and tertiary stocks are adequate, there still could be localized supply distribution problems this fall and winter. Historically, freezing waterways, other severe weather conditions, strikes, and marketer withdrawals have led to disruptions even in times of adequate supply. From an agricultural standpoint, diesel supplies continued to improve gradually through the nation. 72% of the agricultural reporting districts indicated adequate diesel supplies. Supply problems continue to exist in Montana, North Dakota, and in localized areas of Nebraska, Louisiana, Arkansas and Mississippi.

Action

I am reinstating the DOE/USDA/DOT diesel task force, effective September 1st, to assess the state-by-state diesel requirements for the fall harvest, including the requirements for various modes of transportation, with particular emphasis on the Midwest.

I intend to coordinate the work of this Task Force closely with governors and will work to give it high visibility.

THE WHITE HOUSE  
WASHINGTON  
8/17/79

Jim McIntyre

The attached was returned in  
the President's outbox today  
and is forwarded to you for  
appropriate handling.

Rick Hutcheson

ADMINISTRATIVELY CONFIDENTIAL

	FOR STAFFING
	FOR INFORMATION
✓	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND
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	LAST DAY FOR ACTION -

ACTION  
FYI

✓	ADMIN CONFID
	CONFIDENTIAL
	SECRET
	EYES ONLY

	VICE PRESIDENT
	EIZENSTAT
	JORDAN
	KRAFT
	LIPSHUTZ
	MOORE
	POWELL
	WATSON
	WEXLER
	BRZEZINSKI
✓	MCINTYRE - <i>white</i>
	SCHULTZE

	ARAGON
	BOURNE
	BUTLER
	H. CARTER
	CLOUGH
	COSTANZA
	CRUIKSHANK
	FALLOWS
	FIRST LADY
	GAMMILL
	HARDEN
	HUTCHESON
	JAGODA
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	PRESS
	RAFSHOON
	SCHNEIDERS
	VOORDE
	WARREN
	WISE

	ADAMS
	ANDRUS
	BELL
	BERGLAND
	BLUMENTHAL
	BROWN
	CALIFANO
	HARRIS
	KREPS
	MARSHALL
	SCHLESINGER
	STRAUSS
	VANCE

THE WHITE HOUSE  
WASHINGTON

8/17/79

Mr. President:

No objection from Secretary  
Miller or Stu Eizenstat.

Rick



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

August 16, 1979

Jim  
J

MEMORANDUM FOR THE PRESIDENT

FROM: James T. McIntyre, Jr.   
SUBJECT: Federal Pay Adjustment

Deadline for Action

The law governing the annual pay adjustment process requires that you decide before August 31 the amount by which Federal employee pay should rise on October 1. The interim period is designed to allow Congress 30 days to veto your proposal. They are extremely unlikely to do that this year, of course, but these deadlines are set by law.

We are not asking you for a final decision now, but for further guidance.

Comparability Increase

You will recall that the FY 1980 budget provided an allowance for a Federal pay increase of 5.5%. However, the budget recognized that your final decision would not be made until you have received formal reports from your Pay Agent and Advisory Committee on Federal Pay. They will be available next week. The data show that the annual BLS survey of private sector pay rates indicates that a 10.41% Federal pay adjustment is required to achieve comparability. (That adjustment includes a 2.9% catch-up resulting from the 5.5% pay cap of October 1978.)

COWPS Guidelines

Under the present (FY 1979) anti-inflation wage guidelines, the maximum pay adjustment allowable for Federal employees is estimated to be about 5.75%. However, new COWPS guidelines are now under consideration for FY 1980 and COWPS intends that they be effective as of October 1, 1979. This is when the new Federal pay rates will take effect, so their impact should be considered in the final decision on Federal pay. Unfortunately, the new COWPS guidelines are not yet decided, and will not be until well after August 31.

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Although employees generally assume that their pay increase should equal the guideline percentage, this is not the case. COWPS computations include the effect of other incremental pay increases, such as step and promotion increases, in determining compliance with the pay standard. For the upcoming Federal pay increase, COWPS believes that 1.25% should be allowed to cover these increments.

The following are possible guidelines, COWPS' assessment of the likelihood of each being selected for implementation, and the maximum Federal pay increase under that guideline:

<u>Possible Guideline</u>	<u>Likelihood of Implementation</u>	<u>Maximum Federal Increase in Pay Rates*</u>
7%	slight	5.75%
8%	possible	6.75%
7% plus 1% catch-up	possible	6.75%
15.5% over 2 years	most likely	7.25%
7% plus 2% catch-up	slight	7.75%

\* The difference between the possible guideline percentage and the Federal increase is the 1.25% discussed above.

### Options

The most logical pay cap options to consider, therefore, would seem to be the following:

Option 1. The budgeted increase of 5.5 percent.

Option 2. 7.25 percent. This increase is the maximum Federal increase that would result from implementing the possible guideline COWPS rates as most likely.

Option 3. 6.5 percent. This increase would be a compromise between the 5.5 percent budgeted increase and the 7.25 percent which COWPS ranks as the most likely eventual guideline.

### Background Facts

In analyzing these options, the following background information will be helpful.

1. As you know, we are discussing with AFL-CIO leaders, the conditions under which they might agree to a social bargain which could lead to a winding down of inflation. Equitable treatment of Federal employees is a key element in these discussions. Lane Kirkland has said that they cannot support anything less than equal application of the private sector guidelines to Federal employees.
2. Each 1% increase in Federal pay will cost about \$625 million this year. Of this, \$315 million is for white collar employees, \$260 million for military people and \$50 million for blue collar workers. \*\*
3. Normally, blue collar pay is set by a separate mechanism involving locality wage findings. However, since these will probably run in excess of 10% this year, Congress is expected to cap them through an appropriation limitation, worded in such a manner as to give blue collar workers whatever percentage increase you allow white collar workers.
4. OMB requires agencies to absorb as much of each year's pay increase as they can. We estimate that about 20% of the total cost could be so absorbed. However, since the Joint Chiefs are anxious to see an increase of more than 5.5% granted to uniformed people this year, we believe you could persuade them to undertake certain efficiency measures they have previously resisted in exchange for your agreement to an increase larger than 5.5%.\*
5. The continuing inflation, combined with last year's 5.5% pay cap, has made military recruiting increasingly difficult. The problems will be aggravated as inflation continues, and will make your opposition to registration increasingly difficult.
6. The pay cap is a significant factor in what appears to be a wide-spread feeling among Federal employees that this Administration is hostile and unfair to them. This feeling erodes the bonds of cooperation and may cause employees to turn increasingly toward unionization, militant union tactics, and political action.

. \*This idea has not yet been discussed with Harold Brown.

\*\* Secretary Miller observes that the \$625 million is a gross figure; there is some income tax recovery.

7. To achieve enactment of the Administration's compensation reform legislation, we may have to include sufficient funds in the FY 81 budget to allow a full comparability increase (as that concept would be defined under our proposed "Total Compensation" measurement system). Given the inflation rate and private sector pay increase rates forecast for next year, our current estimate is that this would mean a Federal pay increase of 7-8% (under Option 3).
8. Obviously, the larger the increase we give this year the more feasible it will be to give a comparability increase of that kind next year.
9. Unless you decide now to stay with the 5.5% pay cap, we should discuss the possibility of a budget increase with Senator Muskie and Congressman Giaimo.

#### Conclusion

Unless you indicate otherwise, we will continue our discussions with the AFL-CIO, with the objective of getting the best tentative agreement possible. We will keep you informed as appropriate and of course reserve all final decision for you alone.

#### Preference

- continue discussions
- stop discussions on this point, stay with 5.5%

J

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for Preservation Purposes**

MEMORANDUM

THE WHITE HOUSE  
WASHINGTON

*①*  
*✓*

August 17, 1979

TO: The President

FROM: Sarah Weddington *sw*

I am so pleased with the new opportunity I have to serve you and to work with Senior White House staff members in a new role with expanded responsibilities. The challenge is a welcomed one.

Thank you for the confidence in my abilities and political judgment that the new responsibilities represent.

**Electrostatic Copy Made  
for Preservation Purposes**

THE WHITE HOUSE  
WASHINGTON  
8/17/79

Frank Moore

The attached was returned today  
and is forwarded to you for  
appropriate handling.

Rick Hutcheson

**THE WHITE HOUSE**

WASHINGTON

August 17, 1979

MEMORANDUM TO THE PRESIDENT

FROM: FRANK MOORE *F.M.*  
BOB THOMSON

SUBJECT: LETTER TO SENATOR CRANSTON

This letter is in response to a lengthy letter you received from Senator Cranston. It is longer than the usual Presidential response because Cranston intends to use it as a defense of your veterans program in a major speech to veterans' organizations next week. He can also be expected to criticize aspects of your program.

THE WHITE HOUSE

WASHINGTON

August 17, 1979

To Chairman Alan Cranston

I appreciate your bringing to my attention the expressed concerns of the representatives of the major veterans' organizations concerning our Veterans Administration hospital and medical care system. I welcome this opportunity to respond to those concerns and reemphasize my strong support for the VA health and benefit system.

The policy of my Administration is to continue to honor our Nation's historic commitment to provide medical care through the VA to those who served their country in our armed forces, and especially to those disabled while in that service. The continued presence of an independent, progressive system of VA hospitals to carry out this commitment is essential. I further intend to improve the quality of medical care through increased efficiencies throughout the system. I am disturbed by any misperceptions of this policy that may have developed. In particular, there are absolutely no plans to reduce the number of beds within the VA hospital system to any arbitrary number, nor to require the VA in the future to operate under a straight-line or decremental budget.

Meeting our Nation's obligation to veterans in an effective manner will require flexibility so that the VA medical care program can accommodate the changing needs of our veteran population and provide for the development and use of new methods of treatment. This policy calls for increasing emphasis on non-hospital care such as ambulatory care, in-home care and nursing home care. Further, we anticipate

continued growth in the number of patients treated, both inpatient and outpatient. The emphasis on alternatives to hospitalization will allow the VA to increase bed capacity for long-term care. In implementing this policy, my Administration plans, within the resources available to it, to provide necessary construction funding and such staffing levels as will permit continued improvements in quality of care. Moreover, the VA health care policies are consistent with my concerns for our Nation's overall health needs, and recognize the special role and importance of our VA medical system and its dedicated personnel.

I believe that this approach for the VA hospital and medical care system will strengthen the program by making it more efficient and by making the system more sensitive to the needs of the service-connected veteran, the aging veteran, and those veterans who are unable to defray the cost of medical care.

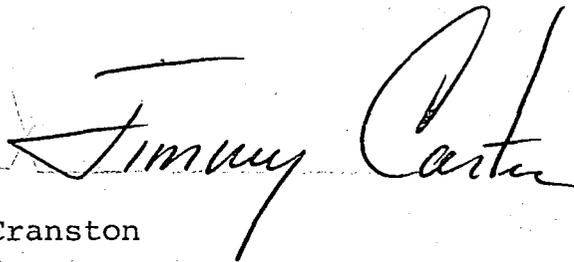
To this end, together, we have instituted a new service-connected, priority program in VA hospitals and increased the emphasis on the needs of aging veterans. A significant expansion of nursing beds is under construction. Legislation has also been proposed and enacted to meet the special needs of Vietnam-era veterans; after ten years, the psychological readjustment program is finally underway. Staffing ratios in VA hospitals continue to be improved. The Department of Medicine and Surgery budget of \$5.8 billion this year is the highest in VA history and is more than three-and-a-half times the \$1.6 billion appropriated for VA medicine in FY 1970. It includes \$495 million for hospital and related construction, or more than seven times the construction budget of less than a decade ago.

Max Cleland meets regularly with representatives of the major veterans' service organizations and he will be glad to discuss further my policy for the VA

medical care program with them and to respond to any specific questions that may arise. I am proud of the job Max has done as Administrator and for the very special sensitivity he has brought to the VA system.

I appreciate your concern for, and support of, the needs of this Nation's veterans. Your leadership in this area is widely known and respected. I look forward to our working together on these and other issues in the future, as we have in the past.

Sincerely,

A handwritten signature in cursive script that reads "Jimmy Carter". The signature is written in dark ink and is positioned to the right of the typed name.

The Honorable Alan Cranston  
United States Senate  
Washington, D.C. 20510

# United States Senate

COMMITTEE ON VETERANS' AFFAIRS

WASHINGTON, D.C. 20510

July 18, 1979

ACK. FM/OMB  
CONGRESSIONAL  
LIAISON

JUL 23 1979

CC: THOMSON

Honorable Jimmy Carter  
The White House  
Washington, D.C. 20500

Dear Mr. President,

I am writing to inform you of concerns expressed to me recently by representatives of the major veterans' organizations (American Legion, Veterans of Foreign Wars, Disabled American Veterans, AMVETS, and Paralyzed Veterans of America) relating to your Administration's actions regarding the Veterans' Administration's hospital and medical care system and to express my views to you on these concerns. Specifically, the various veterans' organization representatives indicated to me their unified concern that your Administration has a "grand design" to dismantle the VA hospital system and is actively engaged in efforts to undercut our Nation's long-standing commitment to provide medical care through the VA to those who served in our armed forces.

In support of this contention, the veterans group representatives pointed to the following:

- the substantial reduction in VA hospital beds in the past year;
- Administration plans, as described recently at a meeting in Little Rock, Arkansas, by a VA official, to close an additional 13,000 acute care beds and convert 3,000 other such beds to chronic care beds within the next five to seven years;
- covert O.M.B. plans ultimately to reduce the total number of beds in the VA hospital system to 35,000;
- the reductions in personnel for the VA's Department of Medicine and Surgery required by fiscal year 1979 budget cutbacks;
- continued suggestions from some in the Administration that veterans should be included within any national health insurance plan and that existing VA medical facilities should be converted for use in conjunction with a program of general national health care;
- a statement attributed to you by a VA Assistant Chief Medical Director that "the VA, in the future, would have to operate under a straight line or decremental budget...[so that]

SJ12  
VE01

new demands placed on the agency must be met within current dollars" (quoted from the minutes of the meeting of the VA's Special Medical Advisory Group, October 2-3, 1978).

All of these factors reinforce the veterans' organizations' very strong and common concern that the VA medical care system's ability to provide quality care and to meet the needs of eligible veterans is being jeopardized and that this entire health-care system is in significant danger of being eliminated. In addition, the veterans' organization representatives noted their perception that, despite increases in the Federal budget over the past decade, the VA's share of the total Federal budget has decreased each year.

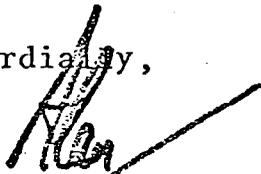
The concerns and allegations expressed by these veterans' organizations are very serious and very strong; and I would appreciate having your personal views on these matters at your earliest convenience. As I am sure you know, I am strongly and totally opposed to any effort to dismantle or diminish the effectiveness of the VA health-care system. I am deeply committed to the fulfillment of our Nation's obligation to provide priority medical care to our veterans, most especially to those disabled in the course of their service. This commitment cannot be met by anything less than a strong and vital nationwide system of VA medical care facilities; and I will be relentless in my support of the continuation of that system.

In this regard, I would note that a VA health-care system reduced to only 35,000 beds would not only fail to meet the health care needs of our Nation's veterans but would be patently unable to provide the beds for wartime injured as conceived as part of the Nation's wartime contingency plans. Although I pray that such a use of the beds will never be required, I think it is important to note this factor in the context of the veterans' organizations' concerns.

I would appreciate having your views on these matters at your earliest convenience.

With best wishes,

Cordially,

  
Alan Cranston  
Chairman

cc: Honorable Max Cleland  
Honorable Alan K. Simpson  
Representatives of veterans' organizations

August 2, 1979

EXECUTIVE

VA3

FG36-18

Dear Mr. Chairman:

The President asked me to acknowledge his receipt of your letter of July 18 informing him of concerns expressed to you by representatives of the major veterans' organizations, relating to the veterans' hospital and medical care system.

President Carter appreciates your courtesy in calling his attention to these concerns. Please be assured that the President is aware of your positions, as described in your letter, and that he has the matter under consideration.

I have shared your correspondence with other members of the President's staff. A further response should be forthcoming.

With best wishes,

Sincerely,

Frank Moore  
Assistant to the President  
for Congressional Liaison

x  
The Honorable Alan Cranston  
Chairman  
Committee on Veterans' Affairs  
United States Senate  
Washington, D.C. 20510

FM:rs (10)

Incoming went to OMB for response.  
Information copy went to Thomson.  
7-23/SU12

RECEIVED

AUG 3 1979

CENTRAL FILES

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THE WHITE HOUSE  
WASHINGTON

8-17-79

Sam -

Sen Drouye

will call you

directly - re

helping us & re

woman who wants

to help us -

J

regular foreign policy breakfast 8/17/79

THE WHITE HOUSE  
WASHINGTON

For Ref Bk

8-17-79

Arby - PLO - Is - Strauss

SMT - Byrd

El Sal - Hon - Guatemalte

VP → PRC = Pak = Mon - Sec Det → PRC

Mexico - Castañeda - \$340

TNF

Cuba - SU task force

Pakistan

Morocco - Van den Heuvel or Seymour

Turkey - U2 or other

Greece - NATO - Rogers

Consulate close down

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THE WHITE HOUSE  
WASHINGTON  
8/17/79

Tim Kraft  
Arnie Miller

The attached were returned in the  
President's outbox today and are forwarded  
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Rick Hutcheson

THE WHITE HOUSE

WASHINGTON

August 16, 1979

MEMORANDUM FOR THE PRESIDENT

FROM:

TIM KRAFT  
ARNIE MILLER

TK  
HF

SUBJECT: National Council on Educational Research

The National Council on Educational Research has fifteen members appointed by the President and confirmed by the Senate. This is the policymaking Council for the National Institute of Education.

With the concurrence of the current HEW staff, we recommend the following members:

Tomas Arciniega, Ph.D. (California): Dean of the School of Education, San Diego State University. He is highly regarded in the field of education and in the Hispanic community. He would be a reappointment.

Jon Harkness (Wisconsin): Public school teacher of science. Recommended by Congressman Obey.

Barbara Uehling, Ph.D. (Missouri): Chancellor, University of Missouri. Chair-elect of the Board of Directors of the National Center for Higher Education Management Systems; past President and member of the Board of Directors of the American Association for Higher Education. Endorsed by Senator Eagleton.

Bernard Watson, Ph.D. (Pennsylvania): Vice President for Academic Affairs at Temple University. He was a leading candidate for Director of the National Institute for Education. Member of the Executive Committee of the National Urban Coalition and serves as Chairman of its Urban Education Task Force. Strongly endorsed by the Congressional Black Caucus.

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Harold L. Enarson, Ph.D. (Ohio): President, The Ohio State University. Former member, Wage Stabilization Board in the early 50's. Active in education groups nationally. Recommended by Paul Tipps and Warren Smith.

Robert Nederlander (Michigan): Attorney. Executive Vice President and Director of the Nederlander Theatrical Corporation. Elected Regent of the University of Michigan since 1968.

RECOMMENDATION:

Nominate the slate as listed above as members of the National Council on Educational Research.

approve                       disapprove

THE WHITE HOUSE  
WASHINGTON

DATE: 9/5/79

TO: Rick Hutcheson

FROM: Peggy Rainwater  
Presidential Personnel Office

SUBJECT: Returning your file on  
the National Council on Educational  
Research

---

THE ATTACHED IS FOR:

your information \_\_\_\_\_

your comments \_\_\_\_\_

letter response \_\_\_\_\_

filing xxx \_\_\_\_\_

appropriate handling \_\_\_\_\_

other \_\_\_\_\_

invitation:    yes \_\_\_    no \_\_\_

AND APPROPRIATE ACTION.

THE WHITE HOUSE

WASHINGTON

August 16, 1979

MEMORANDUM FOR THE PRESIDENT

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\_\_\_\_\_ approve                      \_\_\_\_\_ disapprove

NATIONAL COUNCIL ON EDUCATIONAL RESEARCH

National Institute of Education  
 Department of Health, Education, and Welfare

AUTHORITY:

P. L. 92-318 of June 23, 1972, Title III, Sec. 301  
 (86 Stat. 329) - effective 7/1/72

20 U.S.C. 1221e(c)

P.L. 94-482, Title IV, Sec. 403, 90 Stat. 2227, October 12, 1976

METHOD:

Ex officio & nominated to the Senate

MEMBERS:

Director of the National Institute of Education

and

such other ex officio members who are officers of the  
 United States as the President may designate

and

FIFTEEN members appointed by the President, by and  
 with the advice and consent of the Senate

Director, National Institutes of Health (Order - 7/24/73)

Chairman, National Endowment for the Humanities

(Order - 7/24/73)

Chairman, National Endowment for the Arts (Order - 7/24/73)

Director, National Science Foundation (Order - 7/24/73)

Commissioner of Education (Order - 7/24/73)

The members of the Council shall be appointed so that the  
 Council shall be broadly representative of the general public;  
 of the education professions, including practitioners and  
 researchers; and of the various fields of education, including  
 preschool, elementary and secondary, postsecondary, con-  
 tinuing, vocational, special, and compensatory education.

CHAIRMAN:

Designated from among its appointed members by the  
 President

Continued

National Institute of Education  
Department of Health, Education, and Welfare

TERM:

THREE YEARS, except that the members first taking office shall serve as designated by the President, five for terms of three years, five for terms of two years, and five for terms of one year. Any member appointed to fill a vacancy shall serve for the remainder of the term for which his predecessor was appointed. (HOLDOVERS) Any appointed member who has been a member of the Council for six consecutive years shall thereafter be ineligible for appointment to the Council during the two-year period following the expiration of such sixth year. The term of office of each member shall expire on September 30 of the year in which such term would otherwise expire, unless a successor to such member has not been appointed and confirmed by the Senate by such date, in which case such member shall continue to serve until a successor has been appointed and qualified.

SALARY:

\$100 WAE - per the National Council Staff - 11/24/76

PURPOSE:

Establish general policies for, and review the conduct of, the Institute; advise the Assistant Secretary for Education and the Director of the Institute on development of programs to be carried out by the Institute; present to the Assistant Secretary and the Director such recommendations as it may deem appropriate for the strengthening of educational research, the improvement of methods of collecting and disseminating the findings of educational research and of insuring the implementation of educational renewal and reform based upon the findings of educational research; prepare an annual report to the Assistant Secretary on the current status and needs of educational research in the United States; submit an annual report to the President on the activities of the Institute, and on education and educational research in general, which shall include such recommendations and comments as the Council may deem appropriate, and shall be submitted to the Congress not later than March 31 of each year.

NOTE: The Director shall make available to the Council such information and assistance as may be necessary to enable the Council to carry out its functions.

## V I T A

**TOMAS A. ARCINIEGA**  
School of Education  
San Diego State University  
5402 College Avenue  
San Diego, CA 92182  
(714) 286-6092

### Home:

7276 Golfcrest Drive  
San Diego, CA 92119

1. Date and place of birth: 5 August 1937; El Paso, Texas
2. Marital status: Married to former M. Concha Ochotorena.  
Four daughters. (Wendy, Lisa, Judy, and Laura)
3. Professional Degrees:
  - (a) Ph.D., Educational Administration, University of New Mexico
  - (b) M.A., Educational Administration, University of New Mexico
  - (c) B.S., Teacher Education, New Mexico State University
4. Present Position: Dean, School of Education

5. Relevant Experience:

- (a) Public School Experiences—Secondary School teacher, Intermediate Teacher, Asst. School Business Manager, 1960-65.
- (b) Field Researcher—University of New Mexico, Research Project, "Barriers to Communications in Economically Deprive Regions of New Mexico," 1965.
- (c) Counselor Coordinator—University of New Mexico/City of Albuquerque, Applied Research Project, "Barelas Community Program," Pilot study of a high school equivalency approach to educating Secondary School Drop-out Males, 1966.
- (d) Administrative Intern (6 months)—Department of State, Agency for International Development, Training Program for Human Resources Development Officer Trainees, Washington, D.C., 1967.
- (e) Education Advisor—Human Resources Development Division, USAID Mission, Santo Domingo, Dominican Republic, Coordinated major U.S. technical assistance programs to the Dominican Republic in education and health sectors, 1967-1968.
- (f) Research Co-Director—with Dr. J. Howell, (Ohio State University/USAID), Organizational Study of the Secretariat of Education in the Dominican Republic, 1968.
- (g) Researcher—Organizational Study of the U.S. Technical Assistance Program in the Dominican Republic, USAID/University of New Mexico, 1968-1969.
- (h) Director—University of New Mexico Applied Research Pilot Project. Developed an In-Service Training program approach (Esperanza Model) for enabling teachers, administrators, and community leaders to respond effectively to the special needs of tri-ethnic community students, 1969.
- (i) Educational Administration Adviser—University of New Mexico/USAID Technical Assistance Project, Republic of Colombia, Head of Admin. Team assisting the Ministry of Education to accomplish a reform of the national system of secondary education, 1970. (Was scheduled to assume Chief of Party duties, but project was terminated prematurely due to host country's political problems.)
- (j) Associate Professor—Department of Educational Administration and Supervision, University of Texas at El Paso, 1971-73.
- (k) Director—UTEP/El Paso Region Teacher Corps Project. Pilot project designed to develop effective teachers of Chicano students, grades K-6, 1971.
- (l) Coordinator Socio-Cultural Core—Trainers of Teacher Trainers Project at University of Texas at El Paso. Development project designed to develop PBTE model for preparing teachers of Mexican American students, grades 6-8. 1971-73.
- (m) Acting Chairman—Department of Educational Administration and Supervision, University of Texas at El Paso (2 months) 1972.
- (n) Assistant Dean—Graduate School, University of Texas at El Paso, August 1972-May 1973.
- (o) Research Director—(with R. Brischetto) Southwestern Schools Study Project—A study of educational inequalities in public schools of Southwest. Sample of 625 school districts study sponsored by NIE. 1973-present.
- (p) Dean—School of Education, San Diego State University, June, 1973-present.

6. Consultant Experience (Recent)

Have served as short-term technical consultant in educational planning, management and bicultural education to the following organizations: National Institute of Education, U.S. Office of Education, Southwestern Co-operative Educational Laboratory, American Association of Colleges for Teacher Education, Southwest Educational Development Laboratory, Office of Child Development, U.S.

Commission on Civil Rights/Mexican American Education Study, National Center for Educational Research and Development, National Education Task Force De La Raza, New Mexico Department of Education, California Commission for Teacher Preparation and Licensing, Teacher Corps, Ministry of Education - Panama, Ministry of Education - Bolivia, University of Monterey - Mexico, American Association of Colleges for Teacher Education, National Council for the Accreditation of Teacher Education and various public school districts.

7. Publications (Books, Research Reports, and Articles)

- (a) (Forthcoming) Chapter entitled, "The Ethno-Centric Response of School Administrators to Mexican American Students" in *Adelante: An Emerging Design for Mexican American Education*, (Ed) Reyes Mazon, Appleton-Croft Publishers.
- (b) (Forthcoming) Chapter entitled, "Problems and Issues in Preparing Teachers of Bicultural Chicano Youngsters," California Association of Bilingual Education publications, *Bilingual Education*, scheduled for release, Summer, 1975.
- (c) "Inequalities in Educational Resources: Their Impact on Minorities and the Poor in Texas and California," with R. Brischetto, National Institute of Education, U.S. Govt. Press, Washington, D.C., November, 1974.
- (d) Chaired the AACTE Commission on Multi-Cultural Education and PBTE which produced the book, *Multi-Cultural Education Through Competency Based Teacher Education.* AACTE, Washington, D.C. (Also served as Associate Editor/Prime Writer for Part III on the Spanish Speaking.)
- (e) With Reyes Mazon, chapter entitled, "Competency Based Education and the Culturally Different: A Ray of Hope or More of the Same?", in *Multi-Cultural Education Through Competency Based Teacher Education*, AACTE, Washington, D.C., 1974.
- (f) Article entitled, "Imperatives and Strategies for Reforming Higher Education to Produce Humane Educators," in the National Education Association Publication, *Humanizing Education in the Seventies*, NEA, April, 1974.
- (g) "Chicanos and Native Americans: The Territorial Minorities," co-editor with Rudy De La Garza and Anthony Kruzewski. Prentice-Hall Publishers. (In addition to co-editor, wrote two articles/chapters included in this book.) 1973.
- (h) "PBTE and Multi-Cultural Education: A Chicano Perspective" (monograph) published by SRA/Teacher Corps Associates, USOE. Will also appear in forthcoming SRA book edited by Carl Grant. 1973.
- (i) Research Report for Southwestern Schools Study Project: First Phase, "A Study of Inequalities in Educational Opportunities and the Chicano," with R. Brischetto, Office of Education/National Institute of Education, submitted Final Report, First Phase, Fall, 1973.
- (j) Office of Education Assessment Report of Educational Research and Development in U.S., with David Krathwohl, G. Glass, Roger Kaufman, Peter Blau, and others. This effort involved a two month Study of National Educational Laboratories and Research and Development Centers. Report was prepared by a twelve member panel of specialists as part of the preparatory phase to the Organization of the then newly created National Institute of Education. May-June, 1972. NCERD Office of Education.
- (k) "Inter-Element Conflict in U.S. Technical Assistance Abroad: The Dominican Case," ERIC, from AERA Annual Conference papers, 1972.
- (m) "Public Education's Response to the Mexican American Student," Innovative Resources Inc., 1971.
- (n) "The Urban Mexican American: A Socio-Cultural Profile," ERIC/CRESS, NMSU, 1971.
- (o) Writer-Editor of the Educational Administration and University Extension

components of the UNM Final Report: Colombia/USAID Technical Assistance Project, submitted to USAID and Ministry of Education, January, 1971.

- (p) "Adaptive Responses Employed by Bicultural Students in Public Secondary Schools," article in *Urban Education*, October, 1971. Sage Press, Inc.
  - (q) "In-Service Model for Training Secondary Administrators in the INEM Pilot Schools," University of New Mexico/Ministry of Education, Bogota Colombia, (training monograph) English and Spanish versions. 1970.
  - (r) "Organization of University Extension Programs for Colombian Higher Education Institutions" UNM/ICFES Ministry of Education, Bogota, Colombia, 1970. (training monograph) English and Spanish versions.
  - (s) "Instructional Supervision System for the INEM Pilot schools," UNM/Ministry of Education, Bogota, Colombia, 1970. (training monograph)
  - (t) "Pupil Accounting, Registration, and Class Scheduling Systems for INEM Pilots," UNM/Ministry of Education, Bogota, Colombia. (training monograph) 1970.
  - (u) "Cultural Awareness Training Model for Curriculum Reform in Tri-Ethnic Communities," UNM Cultural Awareness Center, (in-service monograph) 1969.
  - (v) Final Report, Office of Education Project, "The Los Lunas/UNM Project: Curriculum Reform in a Tri-Ethnic School System," June, 1969.
  - (w) With Jack Howell, completed USAID Technical Assistance Report on the Reorganization of the Secretariat of Education in the Dominican Republic, 1968.
8. Publications (Professional Papers Read)
- (a) With R. Brischetto, "Summary Report on Inequalities in the Distribution of Educational Resources and the Chicano," American Educational Research Association Annual Meeting, Chicago, Illinois, April, 1975.
  - (b) "Why Simple Equity A La Serrano, Rodriguez, and Co. Isn't Enough: The Chicano Case," Southwestern Social Science Annual Conference, San Antonio, Texas. April 1975.
  - (c) "Multi-Cultural Settings: A Stimulus for Change," Association for Curriculum and Supervision Annual Conference, New Orleans, La., March, 1975.
  - (d) "Staff Development and the Equalization Educational Opportunity for the Chicano," Lulac/Calif. State Fullerton Conference on *Quality Education*, Los Angeles, Calif. Fall, 1974.
  - (e) "Imperatives and Strategies for Reforming Higher Education to Produce Humane Educators," National Education Association Conference on Human Rights, April, 1974, Washington, D.C.
  - (f) "Observations and Reactions to the State of Bilingual/Bicultural Education Research," American Educational Research Association Annual Conference, Chicago, Illinois, April, 1974.
  - (g) "Teacher Education and the Chicano: Where Are We? Where Do We Need To Go?," U.S. Commission on Civil Rights Conference on Mexican American Education, March, 1974, San Antonio, Texas.
  - (h) "Cultural Pluralism and Teacher Education," paper presented at the American Association of Colleges for Teacher Education Annual Conference, February, 1974, Chicago, Illinois.
  - (i) "PBTE and Multi-Cultural Education," National Teacher Corps Conference on Multi-Cultural Education, Fall, 1973--Madison, Wisconsin.
  - (j) With R. Brischetto, "The Changing Concept of Equal Educational Opportunity." Presented at the National Conference, Urban Education and the Mexican American, July, 1973, UCLA, Los Angeles, California. June, 1973.
  - (k) "Inter-Element Conflict in U.S. Technical Assistance Programs Abroad: The Dominican Case," paper presented at the American Educational Research Association Conference, Spring, 1972.
  - (l) "The Myth of the Compensatory Education Model and the Chicano," paper

presented at SW Inter Ethnic Studies Conference at the University of Texas at El Paso, Fall, 1972.

- (m) With R. Brischetto, "The Southwestern Schools Study: Some Methodological Notes." Presented at the Rocky Mountain Education Research Association Conference, New Mexico State University, Fall, 1972.
  - (n) "Administrator Views of Mexican Americans: Organizational Consequences," paper presented at National Teacher Corps Conference *Toward A Philosophy of Education for the Mexican American*, Fall, 1972, Austin, Texas.
  - (o) "Examining the Examiners: A Study of Education Views of Chicano Students," with R. Brischetto paper presented at Rocky Mountain Social Science Conference, Salt Lake City, Utah—Fall, 1971.
  - (p) "Problems and Issues in Educating Bicultural Mexican American Students," Region XVI Institute, Educational Services Center, San Angelo, Texas, August, 1971.
  - (q) "La Relacion entre Extension Universitaria y El Desarrollo Economico y Social en Colombia," paper presented at the National Conference on University Extension for University Rectors and Deans of Colleges of Education. September, 1969, Bogota, Colombia, S.A.
  - (r) "The Urban Mexican American," paper presented at the annual Rocky Mountain Social Sciences Conference, Lubbock, Texas. Fall, 1966.
9. Publications (Recent Major Addresses, Panel Presentation, Speeches, etc)
- (a) Invited participant to White House Conference on Bilingual Education to discuss problems and issues in this area with top HEW, OE, and NIE officials. Washington, D.C. March, 1975.
  - (b) "Achieving Equity in Schools for Minorities: The Critical Issues," *Human Services Conference*, San Mateo, Calif., January, 1975.
  - (c) Reactor to panel at the National Conference of Graduate Schools speaking to the theme, "Chicanos and Graduate Education," Fall, 1974, Phoenix, Arizona.
  - (d) "Critical Issues in the Preparation of Teachers for Bicultural School Settings," Association of Mexican American Educators Annual Conference, Fall, 1974, Los Angeles, California.
  - (e) "Toward the Development of a System-wide Plan for Meeting the Needs of All Pajaro Valley Kids." Three day workshop for teachers, administrators, and community leaders, Pajaro Valley Unified School District, Watsonville, California. Fall, 1974.
  - (f) "Why Equalizing Educational Opportunity in American Public Schools is so Important," Phi Delta Kappa Meeting, San Diego State University, Spring, 1974.
  - (g) "The Multi-Cultural Education Continuum," Annual Conference of the Association of Supervision and Curriculum Development, March, 1974, Anaheim, California.
  - (h) "Bilingual Education: What Is It? Where Are We?" Sweetwater School District's Spring Meeting for Teachers, Spring, 1974.

*NOTE:* Only presentations made during the past year are listed. Also, the numerous informal presentations made to local community, parent, and ethnic minority youth groups are not shown.

#### 10. Ongoing Research

Co-Director of the Southwestern Schools Study: *A Look at Public Educational Finance Practices and Processes Affecting the Mexican American Student*, 2nd Phase, National Institute of Education Research grant 1973-present.

#### 11. Professional Memberships

- (a) AACTE—American Association of Colleges for Teacher Education (Chairman, AACTE/PBTE Commission on Multi-Cultural Education)

- (b) AERA—American Educational Research Association (Member of the 1975 Nominating Committee)
- (c) ASCD—Association for Supervision and Curriculum Development (Member of the Committee on Publications)
- (d) AAHE—American Association for Higher Education
- (e) AMAE—Association of Mexican American Educators
- (f) PDK—Phi Delta Kappa
- (g) Greater San Diego Industry Education Council
- (h) San Diego Metropolitan Study Council

**12. References**

- Dr. Brage Golding, President, San Diego State University
- Dr. Frank Angel, President, New Mexico Highlands University
- Dr. Alfredo De Los Santos, President, El Paso Community College
- Dr. Hobert Burns, Academic Vice President, San Jose State University
- Dr. John A. Aragon, Professor, University of New Mexico
- Dr. Patrick D. Lynch, Chairman, Dept. of Educational Administration, Pennsylvania State University
- Dr. Mari-Luci Jaramillo, Chairperson, Dept. of Elementary Education, University of New Mexico

## Addendum

### Appointments

Appointed to the National Council on Educational Research by President Ford.

Chairman of the American Association of Colleges for Teacher Education (AACTE), Commission on Multicultural Education for the 1975-76 Academic year.

Member of the National Advisory Council to the Center for Ethnic Heritage Studies in American Teacher Education during the 1975-76 Academic year.

### Publications

"The Thrust Toward Pluralism: What Progress?" Educational Leadership, Journal of the Association for Supervision and Curriculum Development. December 1975.

"Why the Recent Rodriguez, Serrano and Similar Court Actions Aren't Enough: A Critique of Public Education". Journal of Instructional Psychology. Fall 1975.

### Professional Papers Read

"The Role of Bicultural Education in Promoting Pluralism in American Education and Some Recommendations for California". Testimony presented to the California Legislative Committee on Bilingual/Bicultural Education. October 1975.

"Public Education and the Chicano: A Social and Most Political Issue", Convention of the Association of Mexican American Educators, Fresno, California. October 1975.

"What Priorities Should Mexican American Educators Establish in Higher Education? What Actions Should Mexican American Educators Take to Effect the Changes Called for by These Priorities?". Conference on Higher Education, San Antonio, Texas. August 1975.

"Problems and Issues in Preparing Teachers of Bicultural Chicano Youngsters". Thirteenth Annual Conference of the Association for Supervision and Curriculum Development, New Orleans. March 1975.

August, 1978

Resume

Jon L. Barkness  
1628 Secher Drive  
Wausau, WI 54401

(715) 875-6424 (home)  
(715) 875-3391 (office)

B.S., Hamline University; M.S.F., Illinois Wesleyan University;  
ED.S., University of Wisconsin-Superior.

Other graduate study at University of California - Berkeley,  
Michigan State University, Michigan Technological University.

Member - AAPT, NSTA, WSSA, NEA, WEAC, WEA.

Public School Employment:

1973-Present - Science Specialist and Physics Teacher,  
School District of Wausau (current  
assignment includes service as K-12  
Science Specialist and teacher in  
Wausau Public Schools.)

High School teaching experience includes  
physics (traditional PSSC, NPP, Advanced),  
physical science, astronomy and planetarium  
programs.

1969-73 - Chairman of Science Department, Wausau West  
High School.

1966-69 - Chairman of Science Department, Wausau Senior  
High School.

1962-66 - Teacher of physics and physical science at  
Wausau Senior High School, Wausau, WI.

University Employment:

Instructor, University of Wisconsin-Stevens Point, Elementary  
Science Workshop, summer, 1976.

Instructor, University of Wisconsin-Superior, Science  
Curriculum Improvement Study Workshop, summer, 1975.

Instructor, University of Wisconsin-Stevens Point, NSF  
COSS Science Curriculum Improvement Study Workshop, summer,  
1974-at Wausau, WI.

Extension Instructor, University of Wisconsin-Superior,  
Elementary Science Study and Science - A Process Approach  
Inservice Workshops, 1973-74 school year at Wausau, WI.

Extension Instructor, University of Wisconsin-Superior,  
Time, Space and Matter Inservice Workshop, 1972-73 school  
year at Wausau, WI.

Guest Instructor, University of Wisconsin-Stevens Point,  
Department of Physics, Harvard Project Physics NSF Inservice  
Institute, 1970-71 school year.

Visiting Faculty, University of Wisconsin-Superior,  
Department of Physics, Harvard Project Physics NSF Summer  
Institutes 1970, 1971, 1972, 1973.

Extension Instructor, University of Wisconsin-Superior,  
Harvard Project Physics NSF Inservice Institute, 1969-70  
school year at Wausau, WI.

#### Professional Activities:

Current director of Unified Science Modules for High School  
Students, an ESEA Title IV(C) Innovative/Exemplary  
Demonstration Project in curriculum development at Wausau, WI.

Currently serving on Committee for Revision of A Guide to  
Science Curriculum Development, Wisconsin Department of  
Public Instruction.

Served as evaluator of ESEA Title IV proposals for Wisconsin  
Department of Public Instruction, 1978.

Served on Committee on Precollege Physics Education,  
American Association of Physics Teachers, 1974-76.

Served on Metric Education Guidelines Committee, Wisconsin  
Department of Public Instruction, 1975-76.

Served as evaluator of NSEA Title III Science Projects for  
Wisconsin Department of Public Instruction, 1975.

Served on steering committee for 1975 Wisconsin Science  
Assessment, Wisconsin Department of Public Instruction.

Served on Committee on Development of Requirements for  
Teacher Certification in Environmental Studies, Wisconsin  
Department of Public Instruction, 1974-75

## Professional Activities:

Chairman, Philosophy and Goals Committee, Wausau West High School, 1973-74.

Chairman, Inservice Committee, Wausau West High School, 1972-73.

Responsible for design, development and purchases related to curriculum, modular schedule, facilities and equipment for science department of Wausau West High School, opened in 1970.

Chaired K-12 Science Curriculum Committee of Wausau District Public Schools 1968-70.

Conducted local workshop for production of instructional video tapes for physics and biology at Wausau Senior High, summer 1968.

Has performed consulting services in science education for the Sand McNally Company, Wisconsin Department of Public Instruction and Wisconsin Cooperative Educational Service Agencies.

## Offices in Professional Organizations:

President, Wisconsin Society of Science Teachers, 1973-74.

President, Wausau Education Association, 1972.

Member of Council on Education, Teacher Education and Professional Standards, Wisconsin Education Association, 1970-71.

## Honors:

Recipient of the first Ronald Gibbs Award for outstanding contributions to Science Education by the Wisconsin Society of Science Teachers, 1976.

Selected Outstanding Science Teacher by Wisconsin Society of Professional Engineers, 1972.

## References:

Dr. Theodore Nicholson, Superintendent  
Wausau School District  
407 Grant St.  
Wausau, WI 54401

References:

Dr. John Jay Busch  
Center for Advancement of Science Education  
University of Wisconsin  
Superior, WI 54480

Dr. Kenneth Dowling  
Wisconsin Department of Public Instruction  
126 Langdon St.  
Madison, WI 53703

## RESUME

Barbara S. Uehling, Chancellor  
University of Missouri--Columbia  
Professor of Psychology

As a result of a search process involving faculty, students, and administrators, Barbara Uehling became Chancellor and Professor of Psychology at the University of Missouri--Columbia on July 15, 1978. In this capacity, she leads the largest campus of a four-campus system. Among the University's fourteen colleges are Medicine, Law, Nursing, Agriculture, and Veterinary Medicine. The Columbia campus has more than 23,000 students and an operating budget of more than one million dollars.

Prior to this appointment, Dr. Uehling was Provost at the University of Oklahoma, Norman Campus, from 1976 to 1978. In that capacity, she headed ten colleges, was responsible for the establishment of an interdisciplinary Energy Resources Center, and assisted in fund-raising for that Center.

In addition to serving as Chancellor, Dr. Uehling is past president and a member of the Board of Directors of the American Association for Higher Education, and a member and Chairperson-Elect of the Board of Directors of the National Center for Higher Education Management Systems. Further, she has served on accreditation teams for the North Central Association of Schools and Colleges, on the Commission on Administrative Affairs of the American Council for Education, on the Policies and Issues Committee of the National Association for State Universities and Land-Grant Colleges, and on a number of task forces concerned with higher education. In May 1978, she received the Distinguished Alumni Award from Wichita State University. In the same month she was awarded an honorary degree from Drury College, Springfield, Missouri.

Besides delivering numerous speeches to civic, state, and university groups, Dr. Uehling has participated as a speaker at a number of events, such as the annual meeting of the American Association for Higher Education, the Dean's Institute of the American Council on Education, the ACE Internship Program, and the AACMU Internship Program. She also once served as one of ten forum participants making bi-weekly opinion statements on a local radio station.

Prior to her tenure at the University of Oklahoma, Dr. Uehling served as Dean of Arts and Sciences at Illinois State University, the oldest and second largest institution of higher learning in Illinois. There, the College of Arts and Sciences was the largest of five colleges, generating about half the credit hours in the University.

In consultation with faculty leadership at Illinois State University, Dr. Uehling assisted in developing and presenting a \$365,000 Faculty Development Proposal to the Kellogg Foundation of Battle Creek, Michigan. The grant proposal was approved by the Kellogg Board in September of 1975 as "a national model for retraining faculty members who are adversely affected by academic trends."

Immediately prior to joining Illinois State University, Dr. Uehling served as Academic Dean of Roger Williams College. She was appointed in March 1972 after having served as a faculty member at that institution in 1970-71 and 1971-72. Roger Williams College is a private four-year college of 1,550 full-time and approximately 1,000 part-time students pursuing programs in business, engineering technology, and liberal arts. As Academic Dean, Dr. Uehling was the chief academic officer, reporting directly to the President and assuming responsibility for the academic budget and all academic programs. Another responsibility of the position was that of shaping and implementing a contract with the faculty collective-bargaining association, an affiliate of NEA.

Beyond her administrative responsibilities at Roger Williams College, Dr. Uehling served as Regional Coordinator for New England for the Local Workshop Program of the American Association for Higher Education, a faculty member of the Danforth Foundation Community College Institute in the summer of 1974, a consultant for the New York State Department of Education to evaluate academic programs, a member of the Rhode Island Committee for the Humanities from 1972 to 1974, and a member and secretary from 1972 to 1974 for the Commission on Jurisprudence of the Future, appointed by Chief Justice of Rhode Island, Thomas H. Roberts.

While in Rhode Island, Dr. Uehling was Adjunct Professor of Psychology at the University of Rhode Island during the years 1969-70 and 1970-71. In that capacity, she directed the senior honors program.

Dr. Uehling was associated with Emory University as a faculty member in 1958-59; as a Postdoctoral Research Fellow in Physiological Psychology, supported by a research fellowship from the U.S. Department of Public Health, from 1964 to 1966; and as a faculty member in psychology from 1966 to 1969. Her teaching included both undergraduate and graduate courses, direction of the senior honors program, and supervision of graduate research.

During the years 1959-64, Dr. Uehling was a faculty member at Oglethorpe University, a small, private college in Atlanta, Georgia. One of those years she served as division chairperson. She was instrumental in developing the psychology

offerings into a major through a joint program with Emory University.

Dr. Uehling was born June 12, 1932, in Wichita, Kansas. She graduated from the University of Wichita in 1954. In 1953 she received an undergraduate research stipend from the Social Science Research Council. This stipend enabled her to conduct supervised research on a social psychological problem. As a result of this work, she earned a first-year graduate fellowship from the Social Science Research Council. Dr. Uehling chose Northwestern University for graduate work. There she received both her M.A. and Ph.D. degrees in experimental psychology in 1956 and 1958, respectively. Her graduate work was supported by a National Science Foundation Fellowship and by a graduate research assistantship with Benton J. Underwood.

During her graduate study, Dr. Uehling also worked for the National Merit Scholarship Corporation in a research capacity and taught classes at the downtown campus of Northwestern University.

Dr. Uehling is currently a member of the American Psychological Association, the Psychonomic Society, and Sigma Xi. She is listed in Who's Who in America and American Men and Women of Science.

She has two sons: Jeffrey, a student at Georgia Institute of Technology, and David, a high school student.

## PUBLICATIONS

- "Effects of D-Amphetamine and Pentobarbital on Vigilance in the Rat." Psychonomic Science, 9 (1976), pp. 113-14 (co-author).
- "Effects of Illumination and White Noise on the Rate of Electrical Self-Stimulation of the Brain in Rats." Psychological Reports, 21 (1967), pp. 181-84 (co-author).
- "Retention of a Serial List as a Function of Arousal and Retention Interval." Journal of Experimental Psychology, 78 (1968), pp. 103-06 (co-author).
- "Education for Work--Why, What, and How." To be published in either Spring or Summer issue of Journal of College Placement.
- "Effects of Chronic D-Amphetamine Sulfate Administration in Rats." International Journal of Neuropharmacology, 8 (1969), pp. 43-48.
- "Arousal Effects in Intentional Recall and Forgetting." Journal of Experimental Psychology, 86 (1970), pp. 8-12 (co-author).
- "Transfer as a Function of Stimulus, Response, and Simultaneous Stimulus and Response Similarity." Journal of Experimental Psychology, 95 (1972), pp. 375-81 (co-author).
- "Arousal in Verbal Learning." In C. P. Duncan, L. Sechrest, and A. W. Melton, eds. Human Memory: Festschrift for Benton J. Underwood. New York: Appleton-Century-Crofts, 1972.
- "Women and the Psychology of Management." ERIC Reports, December 1973.
- "Department Chairperson Perceptions of Their Position and Future." Planning and Changing, Winter 1977, pp. 170-81.
- "What's Next for Women in Education." In C. Kouek, S. Kitch, and G. E. Hammond. Design for Equity! Women and Leadership in Higher Education. Project supported by U.S. Department of HEW.
- "Meeting the Demands of the Future." Educational Record, Fall 1978, pp. 377-87.
- "Women in Academe: Steps to Greater Equality." ERIC Monograph. In press, 1978 (co-author).

## PROFESSIONAL INVOLVEMENTS

Past consulting editor, Psychological Bulletin and Journal of Experimental Psychology.

Consultant, New York State Department of Education.

New England Regional Coordinator for Local Workshop Program, American Association for Higher Education, 1973-74.

Member, American Council on Education Commission on Administrative Affairs and Educational Statistics, 1973-75.

Faculty member, Community College Institute, Danforth Foundation, summer 1974.

Member, Board of Directors, American Association for Higher Education, 1974-76. President, 1977-78.

Accreditation Visitation, North Central Association of Schools and Colleges, 1975 to present.

Member, Illinois Humanities Council, an affiliate of the National Endowment for the Humanities, October 1975.

Member and Chairperson-Elect (1978), Board of Directors, National Center for Higher Education Management Systems (NCHEMS), 1977-80.

Member, Policies and Issues Committee, National Association of State Universities and Land-Grant Colleges, 1978-79.

BIOGRAPHICAL SKETCH: Bernard C. Watson, Ph.D.

Dr. Bernard C. Watson is Vice President for Academic Administration at Temple University, Philadelphia, Pennsylvania. From 1970-1975, Dr. Watson was Professor and Chairman of the Department of Urban Education. Dr. Watson holds professorship in the departments of Urban Education, Social Foundations and Urban Studies.

Until July of 1970, he served as Deputy Superintendent for Planning for the School District of Philadelphia, and earlier spent a number of years in the schools of Gary, Indiana, as a teacher, counselor, department chairman and principal.

In 1967, he was appointed by President Lyndon Baines Johnson to the National Advisory Council on Education Professions Development and subsequently served as Vice Chairman of the Council. He serves or has served as a trustee or board member of many organizations, including Cheyney State University, Lincoln University, St. Christophers Childrens Hospital, J.B. Lippincott Publishers and on the Visiting Committee of the Board of Overseers (Afro-American Studies) of Harvard University. He is also a member of the Executive Committee of the National Urban Coalition and serves as Chairman of its Urban Education Task Force.

From 1970-1973, Dr. Watson was Director of the Recruitment Leadership Training Institute for the Office of Education. In 1972, he served as Project Director for the National Policy Conference on Education for Blacks, sponsored by the Congressional Black Caucus. He is a member of the National Urban League Education Advisory Committee.

A prolific writer, Dr. Watson is the author of a book, In Spite of the System: The Individual and Educational Reform, published by Ballinger Publishing Company in 1974. In addition, he is the author of nine monographs, chapters in twelve books, a set of 100 career folios published by Harcourt, Brace and Jovanovich and more than 30 articles in professional journals. In November of 1977, Dr. Watson became Editor-in-Chief of Cross Reference: A Journal of Public Policy and MultiCultural Education, published by J.B. Lippincott Company of Philadelphia, Pennsylvania. The journal is published six times yearly.

Dr. Watson has lectured at a number of universities, including Yale, Atlanta University, Wright State, Central State, Ohio State, University of Chicago, and the State University of New York. He was a Visiting Professor at the University of Pennsylvania and an Associate in Education at Harvard University.

Dr. Watson received his Bachelor's degree from Indiana University, and his Master's degree from the University of Illinois. He earned his Ph.D. at the University of Chicago, and he has done post-doctoral work at Harvard University. Dr. Watson is married and the father of two children.

CURRICULUM VITAE:

HAROLD L. ENARSON

PERSONAL

Born: May 24, 1919, on a farm near Villisca, Iowa; parents John Oscar Enarson, Hulda Thorson; grandparents were emigrants from Norway and Sweden and early homesteaders in Montgomery County, Iowa.

Married: Audrey I. Pitt; parents W.F. Pitt, Susie Belle Kennedy, pioneer cattle ranchers, Crown Point, New Mexico.

Children: Mrs. Merlyn E. Prentice, Albany, Calif.  
Mrs. Elaine E. Hering, Eugene, Oregon.  
Lisa P. Enarson, Greeley, Colorado.

Military: U.S. Infantry; European Theatre, Pacific Theatre.

Home: 285 Crowell Road, Columbus, Ohio 43214

Office: 190 North Oval Mall, Columbus, Ohio 43210

DEGREES

B.A. University of New Mexico, 1940.  
M.A. Stanford University, 1946.  
Ph.D. The American University, 1951.  
L.H.D. Kent State University, 1972.  
L.H.D. University of Detroit, 1975.  
D.P.S. Bethany College, 1975.

POSITIONS HELD

President, The Ohio State University, September 1, 1972--.

President, Cleveland State University, February 1, 1966-  
August 30, 1972.

Academic Vice President, University of New Mexico,  
September, 1961-January, 1966.

Administrative Vice President, University of New Mexico,  
September, 1960-September, 1961.

Executive Director, Western Interstate Commission for  
Higher Education, Boulder, Colorado, August,  
1954-September, 1960.

Executive Secretary, Mayor of Philadelphia, Pennsylvania,  
January, 1954-August, 1954.

Assistant Director of Commerce, City of Philadelphia,  
February, 1953-January, 1954.

Public member (Presidential appointment), Wage Stabilization  
Board, Washington, D.C., August, 1952-February, 1955

(MORE)

Assistant to the Chairman, Wage Stabilization Board, summer, 1952 (on leave from the White House).  
Special assistant, Dr. John R. Steelman, the White House, September, 1950-August, 1952.  
Consultant on labor problems, National Security Resources Board, Washington, D.C., summer, 1950.  
Assistant Professor, political science, Stanford University, 1949-50.  
Assistant Professor, political science, Whittier College, January-June, 1949.  
Budget examiner, U.S. Bureau of the Budget, Washington, D.C., 1946-49 and 1942-43.

### PROFESSIONAL SERVICE

#### Higher Education, Public and Community Affairs

Education Commission of the States, Task Force on State Policy and Private Higher Education, 1976--; Task Force on Graduate Education, 1973-75.  
National Center for Higher Education Management Systems (NCHEM) Board of Directors, 1976-79; Planning Committee.  
Zimmerman Award, University of New Mexico Alumni Association, for "outstanding service to higher education in New Mexico, nationally and internationally," 1976.  
Participant in Seminars held in India (Madras, Jaipur, Puri) on "Current Issues in Higher Education in the United States." Sponsored by the U.S. State Department, December, 1975.  
Committee on Financing Higher Education, National Association of State Universities and Land-Grant Colleges, 1975-  
Committee on Higher Education/Government Relations, American Society for Public Administration.  
Advisory Committee to U.S. Army Command and General Staff College, Fort Leavenworth, Kan., 1975--.  
Ohio Chamber of Commerce, Board of Directors, 1974--.  
Griffith Foundation for Insurance Education, Trustee, 1973--.  
Columbus Area Chamber of Commerce, Board of Directors, 1973-75  
American Council on Education, Board of Directors, 1970-73;  
Commission on Academic Affairs, Past Member Ex-Offi  
National Academy of Public Administration, Member, 1972--.  
President, Association of Urban Universities, 1971-72.  
Danforth Leave Grant (three months), summer 1971.  
Advisory Council on Developing Institutions, Office of Education, Department of Health, Education and Welfare, Washington, D.C., 1968-71.  
A Report to The Honorable Robert H. Finch, Counsellor to the President of the United States, by Counsellors' Consultants State Universities and Colleges, 1970.  
Board of Visitors of the Air University, 1968-70.  
Tennessee Commission on Higher Education, Study of Engineering Education in Tennessee, 1969.  
Academy for Educational Development, University of Michigan, Study of College of Education, 1968-69.  
National Commission for Cooperative Education, 1968--.  
Ohio Council on Economic Education, 1968--.

White House Task Force on Urban Educational Opportunities, 196  
Salzburg Seminar on American Studies, Lecturer, Seminar on  
Education, Salzburg, Austria; summer, 1967.  
Rural Areas Development Committee, U.S. Department of  
Agriculture, Washington, D.C., 1962-63.  
Department of Labor, Washington, D.C., Consultant on study  
of labor relations in the steel industry, 1960.  
Academy for Educational Development, Consultant, Studies  
in New York State and Kansas, 1959-65.

#### International Education

Board of Governors, International Insurance Seminars, 1975--.  
Member, first delegation of U.S. university presidents to  
visit People's Republic of China, November, 1974.  
International Affairs Committee, National Association of  
State Universities and Land-Grant Colleges, 1973--.  
Commission on International Education, College Entrance  
Examination Board, 1967-70.  
Committee on International Education, AACTE, Washington, D.C.,  
1967-69.  
Committee on University International Programs, Education  
and World Affairs, N.Y., 1967-68.  
Agency for International Development, Consultant, Washington,  
D.C., 1965.  
Commission on International Education, American Council on  
Education, Washington, D.C., 1965-67.  
Internships in Latin American Education, Project Director  
(two-year grant to University of New Mexico by  
The Ford Foundation, 1964-65).  
Consultant, The Ford Foundation (Higher education in the  
United Arab Republic, 1960); (University Education  
in Central America, 1961-63); Utilization of  
College Teaching Resources, 1957-58.

#### Health Sciences

National Model Task Force of the Analysis and Planning for  
Improved Distribution of Nursing Personnel and  
Services Project, Western Interstate Commission for  
Higher Education, 1975--.  
W. K. Kellogg Foundation Task Force on Centers for Advanced  
Studies in Health Administration, 1975-77.  
Ohio Citizens' Council for Health and Welfare, 1975-78.  
Commission on Health and Social Services, Cleveland, 1971.  
National Health Council, New York City, 1968-71.  
Task Force on Reorganization of Public Health Service  
(HEW) 1967.  
National Advisory Health Council, Washington, D.C., 1964-68.  
Surgeon General's Committee on Medical Manpower, Washington,  
D.C., 1960.  
National Committee on Health Careers, New York City, 1960-61.  
National League for Nursing, New York City, 1960-62.  
National Dental Research Council, Washington, D.C., 1958-62.

ROBERT NEDERLANDER

April 10, 1933  
Married 1952 - to Caren Berman  
Sons: Robert Jr.  
Eric

50512  
50073

Graduate of University of Michigan B.A. 1955  
University of Michigan Law School Law J.D. 1958

Senior Partner - Nederlander, Dodge & McCauley  
1930 Buhl Building  
Detroit, Michigan 48226

Executive Vice President and Director of the Nederlander Theatrical Corporation (owner and operator of the largest chain of legitimate theatres outside of New York - in the United States): This includes the Uris Theatre, Brooks Atkinson, Alvin Theatre, and the Palace Theatre.

Partner in the New York Yankee's Baseball Team.

Elected Regent - University of Michigan, November 1968, eight-year term  
1976 - re-elected for another eight years

National Vice President of the Muscular Dystrophy Association of America

Member of the President's Club of the University of Michigan and Benefactor

Life Member of the University of Michigan Alumni Association

Captain, University of Michigan Top 10 Tennis Association

Fielding H. Yost Award Received in 1955 for scholarship, leadership and athletics

NAACP Life Member

Member of the Hundred Club of Detroit

Member of the Economics Club of Detroit

Member of the Detroit Bar Association

Member of the Michigan Bar Association

Member of the American Bar Association.

Member of Senator Hart's Finance Committee from 1958 to 1970

Co-Chairman of the Congressional Dinner in 1969 and 1970

State of Michigan Finance Chairman for Senator Bensten

State of Michigan Finance Chairman for Jimmy Carter's Presidential Campaign

Delegate pledged to Jimmy Carter at the 1976 Democratic National Convention

Member of the Democratic National Finance Council of the Democratic National Committee

NATIONAL COUNCIL ON EDUCATIONAL RESEARCH

National Institute of Education  
Department of Health, Education, and Welfare

AUTHORITY: P. L. 92-318 of June 23, 1972, Title III, Sec. 301  
(86 Stat. 329) - effective 7/1/72  
20 U. S. C. 1221e(c)  
P. L. 94-482, Title IV, Sec. 403, 90 Stat. 2227, October 12, 1976

METHOD: Ex officio & nominated to the Senate

MEMBERS: Director of the National Institute of Education  
and  
such other ex officio members who are officers of the  
United States as the President may designate  
and  
FIFTEEN members appointed by the President, by and  
with the advice and consent of the Senate

Director, National Institutes of Health (Order - 7/24/73)  
Chairman, National Endowment for the Humanities  
(Order - 7/24/73)  
Chairman, National Endowment for the Arts (Order - 7/24/73)  
Director, National Science Foundation (Order - 7/24/73)  
Commissioner of Education (Order - 7/24/73)

The members of the Council shall be appointed so that the  
Council shall be broadly representative of the general public;  
of the education professions, including practitioners and  
researchers; and of the various fields of education, including  
preschool, elementary and secondary, postsecondary, con-  
tinuing, vocational, special, and compensatory education.

CHAIRMAN: Designated from among its appointed members by the  
President

Continued

NATIONAL COUNCIL ON EDUCATIONAL RESEARCH

National Institute of Education  
Department of Health, Education, and Welfare

TERM:

THREE YEARS, except that the members first taking office shall serve as designated by the President, five for terms of three years, five for terms of two years, and five for terms of one year. Any member appointed to fill a vacancy shall serve for the remainder of the term for which his predecessor was appointed. (HOLDOVERS) Any appointed member who has been a member of the Council for six consecutive years shall thereafter be ineligible for appointment to the Council during the two-year period following the expiration of such sixth year. The term of office of each member shall expire on September 30 of the year in which such term would otherwise expire, unless a successor to such member has not been appointed and confirmed by the Senate by such date, in which case such member shall continue to serve until a successor has been appointed and qualified.

SALARY:

\$100 WAE - per the National Council Staff - 11/24/76

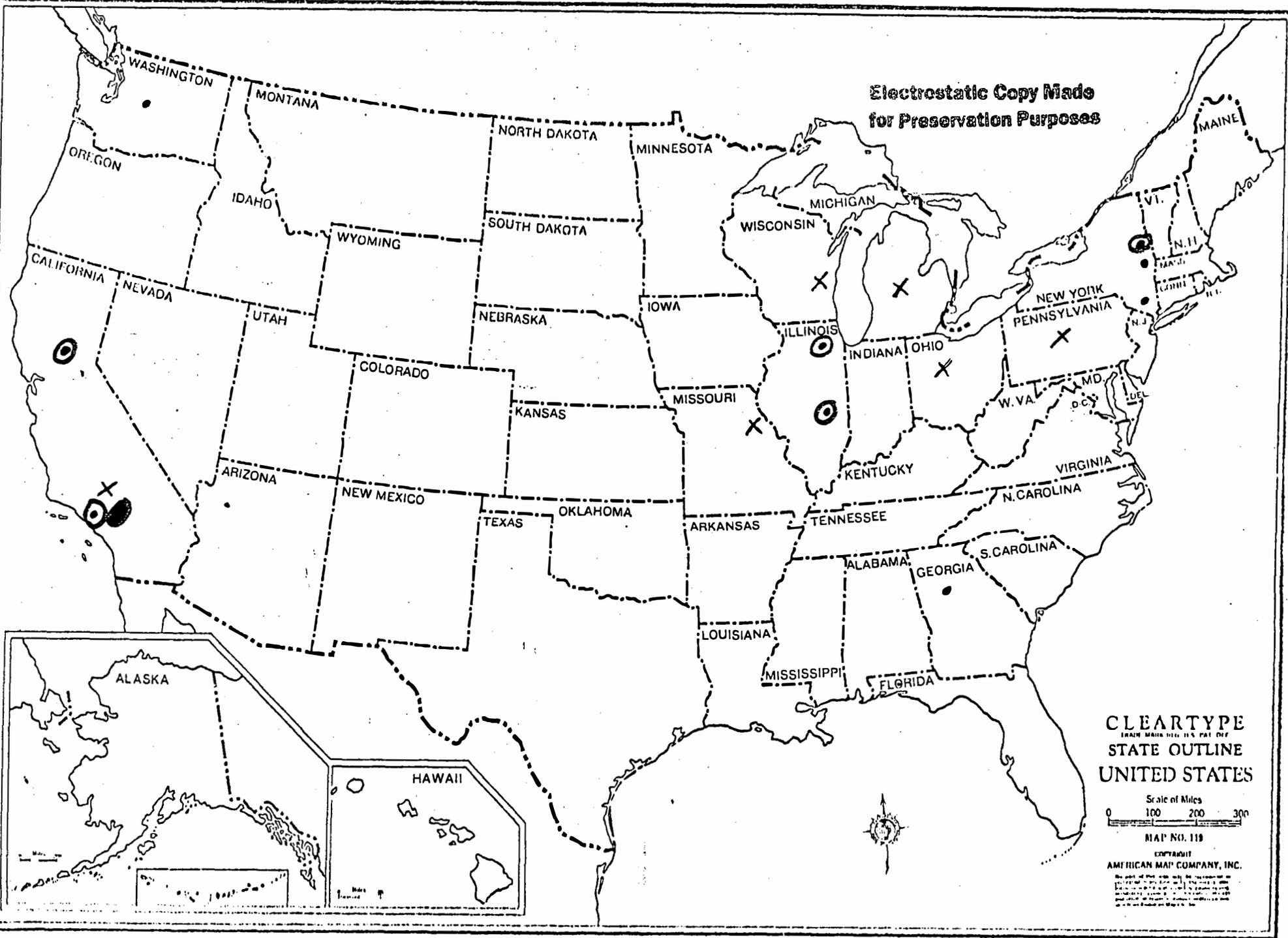
PURPOSE:

Establish general policies for, and review the conduct of, the Institute; advise the Assistant Secretary for Education and the Director of the Institute on development of programs to be carried out by the Institute; present to the Assistant Secretary and the Director such recommendations as it may deem appropriate for the strengthening of educational research, the improvement of methods of collecting and disseminating the findings of educational research and of insuring the implementation of educational renewal and reform based upon the findings of educational research; prepare an annual report to the Assistant Secretary on the current status and needs of educational research in the United States; submit an annual report to the President on the activities of the Institute, and on education and educational research in general, which shall include such recommendations and comments as the Council may deem appropriate, and shall be submitted to the Congress not later than March 31 of each year.

NOTE:

The Director shall make available to the Council such information and assistance as may be necessary to enable the Council to carry out its functions.

Council on Educational Research    Current Members • Terms ending '79 ⊙ Proposed X



THE WHITE HOUSE

WASHINGTON

August 16, 1979

MEMORANDUM FOR THE PRESIDENT

FROM:

TIM KRAFT  
ARNIE MILLER

TK  
AA

SUBJECT:

Associate Directors, Federal  
Emergency Management Agency (FEMA)

John Macy has recommended appointment of the final two FEMA Associate Directors. We worked with him and are pleased by the high quality individuals he has attracted for the new agency. We and Macy recommend:

- . Frank Camm, Associate Director for Plans and Preparedness (Level V)  
(responsible for activities previously assigned to Defense and GSA relating to national security, continuity of government, and mobilization planning and preparedness for all emergencies)  
Macy regards this as FEMA's key executive position, requiring high personal leadership qualities, demonstrated managerial ability, and technical competence. Camm, 57, presently serves as a Deputy to Admiral Turner at CIA. He is a West Point graduate and was commissioned in the Corps of Engineers, rising to the rank of Lt. General. Camm served as one of 40 officers at the Manhattan Project, was the only Army officer at the Director level in McNamara's Systems Analysis office, installed the sophisticated sensors in Vietnam that constituted the "McNamara Line," and managed the Corps' Western States construction activities from 1969-1972. He became AEC's Assistant General Manager for Military Application in 1972 and supervised their billion dollar nuclear research effort, then was Director of the Army's Materiel Acquisition Command. Before joining the CIA Camm was the Deputy Commanding General of the Army's Training and Doctrine Command from 1975 - 1977.

Secretary Brown, John White and Admiral Turner recommend him for this appointment.

- Richard Green, Associate Director for Mitigation and Research (Level SES-V)  
(responsible for R & D to mitigate hazardous conditions, earthquake prevention and dam safety and interdepartmental efforts to apply research to control emerging hazardous situations -- e.g. disposal of nuclear wastes)

Macy wants to apply systematically technological developments to risk reduction. By creating a separate office divorced from day-to-day operating demands and recruiting a seasoned and respected manager he hopes to accomplish this.

Green, 50, has a broad R & D background in government and industry. Since 1972 he has served as Deputy Assistant Director for Applied Research at the National Science Foundation. He holds an M.S. in Physics and an Advanced Management degree from the Harvard Business School. He supervised nuclear and aerospace lubricants development at Mobil Oil from 1957-61, was the NASA Director's Executive Assistant from 1963-66, then managed the Apollo Lunar Surface Experiments Program at NASA from 1966-70. He joined NSF in 1970.

Frank Press and Richard Atkinson, the NSF Director, recommend him highly.

Two senior officials with FEMA's predecessor agencies, Bardyl Tirana (Civil Defense, DoD) and Joe Mitchell (Federal Preparedness, GSA), have chosen not to join the FEMA staff. Bardyl is pursuing possible opportunities at DoT and Energy but may return to the private sector and Doug Bennett has offered Joe a position heading up AID's foreign disaster assistance programs.

RECOMMENDATION

Nominate Frank Camm and Richard Green to be FEMA Associate Directors.

✓ Approve

✗

Disapprove

John was sworn into office on August 1 and we hope Bill Wilcox and Gloria Jimenez, whom you approved in late June, can be nominated soon for Associate Director positions. The only remaining PAS appointment is the Deputy Director position, and we hope to recommend a woman to you shortly.

FRANK A. CANN

Deputy to the Director of Central Intelligence for Collection Tasking,  
Oct 77-Present

Supervise six staff directors leading 140 senior staffers in organizing first national level office to concert all-source (photo, signal, and human) collection of national intelligence worldwide. Focus primarily on translation of intelligence problems into collection objectives and targets, collection prioritization and tasking to a dozen Federal agencies, cross agency coordination of deployment of collection resources, and steering all-source analyses in justification for major collection systems.

Deputy Commanding General, Training and Doctrine Command, Sep 75-Sep 77

Supervised 25 activity managers employing 100,000 people developing materiel requirements and teaching 110,000 students in 22 Army schools, 3 test and evaluation activities, and 285 ROTC units at a total cost of \$3 billion per year. Focused primarily on overall management; top level decisions on major equipment needs; improving cost benefit analyses; integrating system development, training, and support; and visiting each activity every six months to ascertain progress and assist in resolution of major problems.

Principal Deputy in Army Operations and Plans, Pentagon, Jun 74-Sep 75

Supervised six staff directors and the managers of the Army War College and the Concept Analysis Agency employing 1200 personnel to manage for the Army Chief of Staff; overall strategic direction, planning, and analysis for Joint Chiefs of Staff actions; materiel requirements; organization and force structure; telecommunications; the Army War College; and direction of DOD day-to-day help in domestic emergencies. Focused primarily on overall management, improving and integrating analytical capabilities, top level decisions concerning major equipment needs, and handling crises like the Wounded Knee and Mayaguez incidents.

Military Director of Army Materiel Acquisition Review Council (AMARC),  
Dec 73-Jun 74

Organized and coordinated staff support and direction of blue ribbon panel that recommended major changes leading to reorganization of Army Materiel Command (AMC) into Development and Readiness Command (DARCOM). Focused primarily on materiel requirements, R&D, testing, production, costs, and technology. Conducted Army review and development of plans to implement recommendations, virtually all of which were accepted.

Assistant General Manager in Atomic Energy Commission, Jun 72-Dec 73

Supervised five principal managers of the Los Alamos, Sandia, and Livermore Laboratories; Las Vegas nuclear test site; and eight AEC nuclear weapon manufacturing plants, with 32,000 employees (31,000 contract) and \$1 billion per year, including \$100 million construction. Focused primarily on overall management; close coordination with Department of Defense; building up artillery, isotope separation and laser fusion programs; correction of environmental problems; and justifying programs to the AEC and Congress.

Independent

South Pacific Division, Engineer, USA Corps of Engineers, Dec 69-Jun 72  
 Supervised three Corps of Engineers district engineers in San Francisco, Los Angeles and Sacramento employing 5,000 people (3,000 contract) and \$200 million per year to plan and design (150 projects), construct (20 projects), and operate (30 projects) Corps of Engineer military construction on 16 Army and Air Force bases West of the Rockies and about 100 Corps of Engineer Civil Works projects (flood control, water supply, beach erosion, and civil emergency) in California, Arizona, Nevada, Utah, and parts of adjoining states. Focused primarily on overall management; improving cost benefit analyses; coordination with state and local interests in prioritizing programs; devising environmentally sound projects; solving major technical and contractual problems; justifying programs to the Chief of Engineers and Congress; and alleviating civil emergencies in floods, forest fires, and earthquakes.

Chief, Army Force Development Plans Division, Pentagon, Aug 68-Nov 69  
 Supervised three staff divisions of 20 staff officers planning and structuring 10,000 units in Active and Reserve Components of the Army into a 24 1/3 division post-Vietnam force meeting strategic requirements with balanced personnel, materiel, logistics, and training programs. Focused primarily on using newly computerized Battalion Slice Model and ATLAS war game to prepare Army Force Development Plan giving rationale for structuring of forces in 43,000 division force equivalents against plausible scenarios. Also focused on modeling base operations requirements and developing computerized FASTALS model to predict time-phased support requirements. Chaired special task force determining numbers of active divisions possible at various budget levels.

Director of Special Operations in Saigon, Vietnam, Aug 67-Aug 68  
 Organized and supervised 15 staff officers and 20-man analysis group managing and analyzing effectiveness of high priority "McNamara Line" program of over \$1 billion per year for introducing sophisticated anti-infiltration sensors, munitions, and fortifications along northern border of South Vietnam. Focused on solving complex diplomatic interfaces in Vietnam, Thailand, and Laos; coordination of Army, Air Force, and Marine Corps construction and operational plans; receipt and emplacement of construction materials and devices; and analysis of results. Initiated diversion of some sensors to defense of Khe Sahn, Saigon, Danang, and other key areas.

Director of Tactical Nuclear Analysis for Secretary of Defense, Aug 63-Aug 67  
 Served as only military officer at director level in Dr. Alain Enthoven's growing analysis staff. Focused on articulating role of tactical nuclear warfare in U.S. strategy, to include drafting annual memoranda for President on subject. Handled initial analyses of PERSHING, SAM-D, LANCE, and conventional field artillery and initiated consideration of chemical and biological warfare.

Significant Achievements in First Twenty Years

Graduated from West Point in top of class with commission in Corps of Engineers; management of 1000 men at age 23; joined General Groves' Manhattan Project with 40 officers selected to take over the atom bomb from the scientists and train military crews; organized and operated Engineer Officer Candidate School; handled nuclear strategy in Pentagon; selected for early promotion to colonel in top 5%; and managed 3000-man technical organization.

Richard J. Green  
3304 Carpenter Street, S.E.  
Washington, D.C. 20020  
(202) 582-3431 (Home)  
(202) 632-7425

OBJECTIVE: SENIOR LEVEL EXECUTIVE OR STAFF POSITION UTILIZING  
A STRONG TECHNICAL AND MANAGEMENT BACKGROUND

SUMMARY OF  
BACKGROUND:

Deputy Assistant Director of National Science Foundation  
(for Applied Research); Director, NASA Apollo Lunar  
Surface Science Program; Industry Research and Project  
Management with Energy and Aerospace Companies.

EXPERIENCE: Deputy Assistant Director, National Science Foundation,  
1972-Present

Planned and directed (as lead Federal agency) National  
Solar and Geothermal Energy Research and Development  
Programs. Budget increased from \$3.0 million to \$93.0  
million in three years. Established R&D management  
organization. Conducted first major solar heating and  
cooling projects with industry in the US. Initiated  
utility-Government program for 50 MW experimental  
geothermal power plant.

Managed \$75 million/year Research Applied to National  
Needs Program directed at increasing technological  
innovation and solving problems in productivity,  
environment, and resources. Conducted first Government  
studies to determine leverage points to increase US  
industrial productivity. Successfully initiated program  
directed at automating batch parts assembly to increase  
productivity. Sponsored successful utility research  
project to use power plant reject heat for large scale  
commercial fish farming. Developed national award-  
winning Small Business Innovation R&D Program involving  
venture capitalists in moving Government-sponsored R&D  
to market. Directed review of Intergovernmental Science  
programs.

Negotiated and executed US-USSR and NATO energy  
agreements. Represented US in United Nations and  
Japanese meetings on productivity. Directed special  
study for White House/OMB to evaluate organization of  
Federal R&D programs.

Independent

Operations Deputy (Executive Assistant)  
National Science Foundation, 1970-72

Responsible for operations of diverse (\$100 million/year) program encompassing Arctic and Antarctic Research, International Science Programs, Computer Science Research, Science Information Systems, National Research Center management, and Deep Sea drilling. Developed long-range plans and budgets.

Manager, Apollo Lunar Surface Experiments Program  
National Aeronautics and Space Administration, 1966-70

Directed \$300 million Apollo Lunar Surface Science Program -- planning through operational phases. Responsible for all experiments emplaced and conducted by man on the moon -- design and development, mission planning, surface operations, data management, budgeting and scheduling. Directed more than twenty Government, industry, and university organizations in conducting the program. Missions successfully completed. Program was on schedule and within budget.

Executive Assistant, National Aeronautics and Space  
Administration, 1963-66

Extensive staff experience in the Administrator's office. Specialized in joint NASA-Department of Defense program matters. Executive Secretary, NASA-DOD top level coordinating boards.

Supervisor, Nuclear and Aerospace Lubricants  
Development, Mobil Oil Company, 1957-61

Developed high-temperature gas turbine oils for military and civilian applications. Conducted nuclear irradiation test programs. Chaired industry-Government committee on gas turbine lubrication. Consultant to NASA.

Program Manager, Pratt & Whitney Aircraft, 1955-57

Managed major irradiation test program for advanced nuclear propulsion project. Conducted nuclear irradiation effects studies and systems studies of airborne nuclear equipment.

United States Air Force

Established and directed mobile teams in the performance of aircraft electronics projects throughout Europe (1952-54). Chief of Aircraft Maintenance and Armament (1961-62).

EDUCATION:

Harvard Business School	Advanced Management Program	1977
Fordham University	M.S. -- Physics	1955
Holy Cross College	B.S. -- Biology	1949

Graduate work in physics and management.

Military: Officers Candidate School; electronics and missiles courses: Industrial College of the Armed Forces (correspondence).

PERFORMANCE:

Promoted three times in four years to highest Civil Service grade (GS-18 since 1974). Received National Science Foundation Meritorious Service Award; NASA's Medal for Exceptional Achievement; AEC's Commendation Award.

OTHER:

Listed in American Men and Women of Science, Who's Who in Government, and Who's Who in the East.

PERSONAL:

Age 50	Health excellent	6'2"	200 lbs.
Married	4 children		

THE WHITE HOUSE

WASHINGTON

August 15, 1979

MEMORANDUM FOR THE PRESIDENT

FROM:

TIM KRAFT <sup>TK</sup>

ARNIE MILLER ~~AM~~

SUBJECT:

Presidential Appointment.

We join Secretary Vance in recommending Barbara W. Newell to be nominated to the position of United States Representative to the United Nations Economic, Social and Cultural Organization in Paris with the rank of Ambassador.

Ms. Newell is currently the President and a Professor of Economics at Wellesley College. Prior to this, Ms. Newell was Associate Provost for Graduate Study and Research and a Professor of Economics at the University of Pittsburgh.

RECOMMENDATION:

We recommend that you nominate Barbara W. Newell to be United States Representative to the United Nations Economic, Social and Cultural Organization.

✓ approve                      \_\_\_\_\_ disapprove

**Electrostatic Copy Made  
for Preservation Purposes**

LIMITED OFFICIAL USE

UNDER SECRETARY OF STATE  
FOR MANAGEMENT  
WASHINGTON

August 14, 1979

MEMORANDUM FOR: Mr. Tim Kraft  
The White House

THRU: Ms. Patty Pettit

FROM: Ben H. Read *BHR*

Secretary Vance has decided to recommend that Ms. Barbara Newell, President of Wellesley College, be nominated to be United States Representative to the United Nations Economic, Social and Cultural Organization in Paris with the Rank of Ambassador. Biographic data on Ms. Newell is attached.

We will begin the appropriate clearance procedures upon receiving the President's approval.

Attachment: as stated

LIMITED OFFICIAL USE

CANDIDATE FOR UNESCO

NAME: Barbara W. NEWELL

AGE: 49

EDUCATION: BA, Vassar College, 1951  
MA, University of Wisconsin, 1953  
PhD, University of Wisconsin, 1958

PROFESSIONAL EXPERIENCE:

1972 - present President and Professor of Economics,  
Wellesley College  
1971 - 1972 Associate Provost for Graduate Study and Research  
and Professor of Economics, University of  
Pittsburgh  
1970 - 1971 Special Assistant to the President and Associate  
Professor of Economics, University of Michigan  
1968 - 1970 Acting Vice President for Student Affairs, University  
of Michigan  
1967 - 1968 Assistant to the President, University of Michigan  
1965 - 1967 Assistant to the Chancellor, University of Wisconsin  
1959 - 1965 Research Associate, University of Illinois  
1956 - 1957 Teaching Assistant, University of Illinois  
1954 - 1956 Research Assistant, University of Illinois  
1952 - 1954 Teaching Assistant, University of Wisconsin  
1951 - 1952 Research Assistant, University of Wisconsin  
  
Summer 1955 Teacher, Fieldston School  
Summer 1949 Intern, Hudson Schore Labor School  
Summer 1948 Intern, National Labor Relations Board

CURRENT PUBLIC SERVICE

National Association of Independent Colleges and Universities,  
Board of Directors (1977-80), Treasurer (1978-)  
Carnegie Foundation for the Advancement of Teaching, Board of  
Trustees (1976-80)  
Steering Committee of Presidents to assist the Boston School  
Department (1975-)  
Editorial Board of Labor History (1975-)  
Board of Overseers of the Boston Symphony Orchestra (1974-)  
Carnegie Endowment for International Peace, Board of Trustees,  
(1973-)  
Board of Directors, WGBH-TV, Boston (1972-)  
American Women's Hospital Service, Honorary Committee (1979-)

PAST PUBLIC SERVICE

Brookings Institution, Board of Trustees (1972-78)  
Boston Advisory Committee for the 1976 Meeting of the American  
Association for the Advancement of Science  
Institute of International Education, Bicentennial Project,  
Sponsored by the Board of Foreign Scholarships  
Consortium on Financing Higher Education, Policy Committee  
Association of American Colleges, Task Force on Presidential  
Selection and Career Development (1974)  
American Council on Education (1973-6)  
Harvard College, Board of Overseers Committee to Visit the  
Department of Economics (1973-4)  
University of Pittsburgh, Board of Trustees (1973-6)  
U.S. Delegate to the Conference on Women's Educations, Organization  
of American States, Buenos Aires (1972)  
Chairman, National Commission on Medical Care for Women (1970-2)  
Advisor, Wesleyan University Board of Trustees (1970-1)  
Board Member, Dane County (Wisconsin) Community Welfare Council  
(1964-6)  
Secretary, Dane Country (Wisconsin) Community Action Commission  
(1964-6)  
President, Seven College Clubs of Champaign (Illinois) and  
Lafayette (Indiana) (1957 & 1961)

PUBLICATIONS

Our Labor Force, 1962  
Chicago and the Labor Movement, 1961  
The Pulse of the Nation, 1961 (Film Strip)

"Women in Higher Education", 1977  
"Conversations on Faculty Productivity", 1973  
"Enter Now and Pay Later", 1970  
"Parallels of Negro and Women's Education", 1970  
"Co-ops on Campus: The Militant Consumers", 1969  
"Impact for Change: Students in Action", 1969

HONORARY DEGREES

Litt.D, Denison University, 1978  
Litt.D, Lesley College, 1978  
D.A., Purdue University, 1976  
Litt. D, Mt. Vernon College, 1975  
Litt. D, Northeastern University, 1974  
LL.D, Williams College, 1973  
L.H.D, Trinity College, 1973  
LL.D, Central Michigan University, 1973

THE WHITE HOUSE

WASHINGTON

August 15, 1979

MEMORANDUM FOR THE PRESIDENT

FROM:

TIM KRAFT *TK*  
ARNIE MILLER *AM*

SUBJECT:

Presidential Appointment

We join Secretary Harris in recommending William B. Welsh for the position of Assistant Secretary of Legislation at the Department of Health, Education, and Welfare.

Bill Welsh has served as Assistant Secretary for Legislation and Intergovernmental Relations at the Department of Housing and Urban Development since January 1979. Prior to this time, Mr. Welsh was Executive Director for Governmental Affairs at the American Federation of State, County and Municipal Employees.

RECOMMENDATION:

We recommend that you nominate William B. Welsh to be Assistant Secretary of Legislation at the Department of Health, Education, and Welfare.

approve  disapprove

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for Preservation Purposes**



THE SECRETARY OF HEALTH, EDUCATION, AND WELFARE  
WASHINGTON, D. C. 20201

August 10, 1979

MEMORANDUM FOR: The President

Pursuant to our discussion, I am nominating Bill Welsh for the position of Assistant Secretary of Legislation and Bill Wise for Assistant Secretary of Public Affairs of the Department of Health, Education and Welfare.

Bill Welsh has served as Assistant Secretary for Legislation and Intergovernmental Relations at the Department of Housing and Urban Development since January 1979. Prior to that time, Mr. Welsh was Executive Director for Governmental Affairs at the American Federation of State, County and Municipal Employees from 1972 to January 1979. Between 1969 and 1971, he was Executive Director of the Democratic National Committee. Mr. Welsh was also an Administrative Assistant to Vice President Hubert Humphrey from 1967 to 1968 and to U.S. Senator Philip Hart (Michigan) from 1959 to 1967. From 1957 to 1958, he was Research Director for the Democratic National Committee and, 1952 to 1956, a Legislative Assistant for U.S. Senator Herbert H. Lehman (New York).

Bill Wise has served as Assistant to the Secretary for Public Affairs at the Department of Housing and Urban Development since October 1977. He had previously been Press Secretary for Senator Birch Bayh (Indiana) from 1969 to 1977. Mr. Wise also held a number of positions with Life Magazine from 1961 to 1968.

In my opinion, both Mr. Welsh and Mr. Wise have done outstanding jobs at the Department of Housing and Urban Development. I, and my staff at the Department, relied extensively upon their advice, judgment, and support. They have excellent credentials and would contribute significantly to the Department of Health, Education and Welfare and the Administration.

  
Patricia Roberts Harris

FOR IMMEDIATE RELEASE

JANUARY 15, 1979

Office of the White House Press Secretary

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THE WHITE HOUSE

The President today announced that he will nominate William B. Welsh, of Annandale, Virginia, to be assistant secretary of Housing and Urban Development for legislative affairs and intergovernmental relations.

Welsh was born September 18, 1924, in Munfordville, Kentucky. He received an A.B. from Berea College in 1949 and an M.A. from the University of Kentucky in 1952. He served in the U.S. Army from 1943 to 1946.

Welsh was legislative assistant to U.S. Senator Herbert H. Lehman from 1952 to 1956, and research director of the Democratic National Committee from 1957 to 1958. From 1959 to 1967 he was administrative assistant to U.S. Senator Philip Hart.

In 1967 and 1968 Welsh was administrative assistant to Vice President Hubert Humphrey. From 1969 to 1971 he was executive director of the Democratic National Committee. Since 1972 he has been executive director for governmental affairs of the American Federation of State, County and Municipal Employees.

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THE WHITE HOUSE

WASHINGTON

August 16, 1979

MEMORANDUM FOR THE PRESIDENT

FROM:

TIM KRAFT *TK*  
ARNIE MILLER *AM*

SUBJECT: Presidential Appointment

We join Secretary Harris in recommending Bill Wise to be Assistant Secretary for Public Affairs at the Department of Health, Education, and Welfare.

Mr. Wise has served as Assistant to the Secretary for Public Affairs at the Department of Housing and Urban Development since October 1977. Prior to this, he served as Press Secretary for Senator Birch Bayh from 1969 to 1977.

RECOMMENDATION:

We recommend that you nominate Bill Wise to be an Assistant Secretary for Public Affairs at the Department of Health, Education, and Welfare.

approve                       disapprove

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for Preservation Purposes**



THE SECRETARY OF HEALTH, EDUCATION, AND WELFARE  
WASHINGTON, D. C. 20201

August 10, 1979

MEMORANDUM FOR: The President

Pursuant to our discussion, I am nominating Bill Welsh for the position of Assistant Secretary of Legislation and Bill Wise for Assistant Secretary of Public Affairs of the Department of Health, Education and Welfare.

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*Patricia Roberts Harris*  
Patricia Roberts Harris

THE WHITE HOUSE

WASHINGTON

August 16, 1979

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MEMORANDUM FOR THE PRESIDENT

FROM:

TIM KRAFT *TK*  
ARNIE MILLER *AM*

SUBJECT:

Civil Aeronautics Board

You appointed Marvin Cohen to the CAB last October and designated him Chairman when Fred Kahn joined your staff. Cohen's term expires in December. He has been credited with effecting a smooth transition after Fred's departure and has been instrumental in the successful implementation of the deregulation legislation.

During the last ten months Cohen has established a small communities program to deal with small and mid-sized cities facing the loss of airline services. He has expanded the consumer protection program, and established an Office of Human Resources to deal with staff morale problems relating to the sunset provision in the deregulation bill (the CAB will cease operation in 1985). Cohen has worked closely with the Department of Transportation and the State Department in advocating stronger competition among international air carriers. He has successfully concluded new agreements with Belgium, The Netherlands, and Germany.

Congressman Mo Udall strongly supports the reappointment of Cohen.

Stu, Fred Kahn and Frank Moore join us in the following recommendation.

RECOMMENDATION

Nominate Marvin Cohen, of Arizona, for a full six year term as a Member and Chairman of the Civil Aeronautics Board.

approve  disapprove

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MARVIN S. COHEN  
Tuscon, Arizona

PROFESSIONAL:

1978 - Present Chairman and Member, Civil Aeronautics Board, Washington, D.C.

1963 - 1978 Bilby, Shoenhair, Warnock & Dolph, P.C., Tuscon, Arizona

1961 - 1963 Department of the Interior, Special Assistant to the Solicitor, Washington, D.C.

1961 City of Tuscon, First Assistant City Attorney, Tuscon, Arizona

1959 - 1960 Chief Civil Deputy Pima County Attorney, Tuscon, Arizona

1958 Deputy Pima County Attorney, Tuscon, Arizona

1957 Udall & Udall, Associate, Tuscon, Arizona

EDUCATION:

1953 - 1957 University of Arizona School of Law, LLB with distinction

1949 - 1953 University of Arizona, BA with high distinction

CIVIC ACTIVITIES:

1978 Udall Election Committee, Co-Chairman

1976 Carter for President, Pima County Chairman Democratic National Convention, Alternate Delegate

1976 - 1978 Tuscon Rate Structure Subcommittee, Chairman  
Tuscon Water Advisory Committee  
Citizens Advisory Committee to Arizona Corporation Commission  
Arizona Legal Services, Secretary  
American Civil Liberties Union, Member

1975 - 1978 Arizona Commission on the Arts and Humanities

PERSONAL:

White Male  
Age 47  
Democrat

THE WHITE HOUSE  
WASHINGTON

8/17/79

Jack Watson

The attached was returned in the President's outbox today and is forwarded to you for appropriate handling.

Rick Hutcheson

cc: Louis Martin

*Minority Procurement*

THE WHITE HOUSE  
WASHINGTON

August 16, 1979

MEMORANDUM TO THE PRESIDENT  
FROM: JACK WATSON *Jack*  
SUBJECT: Minority Procurement

Attached is the agency breakdown which you requested. The figures are preliminary estimates based on the latest mid-year figures. You will note that the agency showing the largest discrepancy between the original goal and projected achievement is the Department of Defense, though their dollar volume is certainly larger than any other agency's.

*Jack -  
Send firm letter,  
personalized, to  
agency heads marked  
to me requiring a report  
on how they can  
meet their goal  
this calendar year, at  
least -  
JC*

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Attachment

Minority Business Enterprise Procurement Activity

(\$ in millions)

<u>Federal Agency</u>	<u>FY 77</u> <u>Minority</u> <u>Totals</u>	<u>FY 79</u> <u>Original</u> <u>Minority Goal</u>	<u>FY 79</u> <u>Latest Estimate</u> <u>of Minority Totals*</u>
Agriculture	\$ 12	\$ 36	\$ 36
Commerce	12	36	36
Comm. Svs. Admin.	1	2	2
Defense	540	1,620	1,300 ←
Energy	33	99	120
EPA	7	23	23
GSA	55	164	164
HEW	31	92	65 ←
**HUD	96	288	47 ←
Interior	88	266	220 ←
Justice	3	8	8
Labor	13	39	39
NASA	55	165	143
Postal Service	8	25	25
SBA	4	12	12
State (AID)	6	18	18
Transportation	76	228	178 ←
Treasury	2	5	5
VA	77	231	159 ←
Other Agencies	<u>7</u>	<u>7</u>	<u>21</u>
TOTAL	\$1,126	\$3,364	\$2,621

\*based on an assessment of mid-year FY 1979 procurement performance

\*\*FY 77 total and FY 79 goal included contracts under grants, which have been excluded from the latest Commerce estimates.