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THE WHITE HOUSE

WASHINGTON

November 19, 1976

MEMORANDUM FOR

John O. Marsh

SUBJECT: Transition Materials

This is in response to the request for a preliminary set of materials suitable for transition discussions with respect to the Office of Science and Technology Policy and the role of the Science and Technology Adviser to the President, together with a few high priority issues appropriate to this phase of the transition process. The attached paper provides the information requested.

In addition I wish to emphasize one particularly important point that I believe transcends the others in terms of its importance to the early establishment of a very positive base of support for science and technology throughout the Federal agencies. This concerns the role of the Science and Technology Adviser as an individual with a relationship to the President that will permit identification of candidates for key science and technology posts throughout the Federal agencies. The science and technology component of many agencies is quite often peripheral to the major political base for these agencies and hence the role that science and technology can play may indeed be under-emphasized and under-supported. The officials that have direct policy responsibility in these agencies should be able to relate to the Science Adviser in a positive and mutually supportive way. This relationship can be extremely important to the smooth development of the role of science and technology in support of the various mission agencies. Therefore, I encourage very prompt attention to the designation of a Science and Technology Adviser to the President-elect and the utilization of the adviser as an important element in the identification and selection of candidates for other key science and technology posts throughout the Executive Branch.



H. Guyford Stever
Science & Technology Adviser
to the President

THE OFFICE OF SCIENCE AND TECHNOLOGY POLICY

History

The present Office of Science and Technology Policy officially came into being when the President signed the National Science and Technology Policy Organization and Priorities Act of 1976 (PL 94-282) on May 11, 1976, and became operational with the swearing in of OSTP Director H. Guyford Stever on August 12, 1976. The position of science advisor was created by President Eisenhower in 1957, and in 1962, the staff office to support the science advisor was established in the Executive Office of the President by reorganization plan. President Nixon abolished this office in 1973 (Reorganization Plan Number 1 of 1973), transferring most of its functions to the Director of the National Science Foundation. Early in his Administration, President Ford indicated his belief that advice on science and technology was necessary in the Presidential decision processes and expressed his intent to establish such an office through legislation. The present office resulted from this action.

Mission

Recognizing the necessity for a rational policy for science and technology, the Congress created OSTP within the Executive Office of the President, headed by a Director who is subject to Senate confirmation. Although not explicitly provided for in the law, the President indicated his intention to designate the Director as his advisor on science and technology: Thus, the primary function of the Director is to provide advice on the scientific, engineering, and technological aspects of issues that require attention at the highest levels of Government. In addition to supporting the advisory role of the Director, the functions of the Office include:

- .preparing of an annually updated five-year outlook which highlights current and emerging problems, which have been identified through the results of scientific research, and opportunities for the use of science and technology in contributing to the achievement of Federal objectives and national goals.
- .assisting the Office of Management and Budget in reviewing funding proposed by Federal agencies for research and development.
- .assisting the President in preparing an annual science and technology report.

The law also provided for creation of the following three mechanisms to facilitate the Office's fulfillment of its mission and to ensure comprehensive consideration of crucial issues:

- .A Federal Coordinating Council for Science, Engineering and Technology (FCCSET), an inter-agency group consisting of policy-level representatives of Federal agencies with significant research and development programs. It replaces the Federal Council for Science and Technology which was established by Executive Order in 1959.
- .An intergovernmental science engineering, and technology advisory panel established by the Director to identify and define problems at the State, regional, and local levels which science and technology may assist in resolving.
- .A President's Committee on Science and Technology (PCST) consisting of a Chairman, the Director of OSTP, and eight to fourteen other members to undertake a two-year study of the overall context of the Federal science and technology effort. The Committee is empowered to survey, examine, and analyze the overall context of the Federal science, engineering, and technology effort including missions, goals, personnel, funding and organization of Federally sponsored research and development activities.

Organization and Staffing Concept

The structure and staff concept for the Office of Science and Technology Policy is designed to provide the office a capability for timely assistance to the President on a wide range of policy issues where science and technology are important components in the decision process and to provide the coverage to fulfill the duties, functions and activities set forth in the National Science and Technology Policy and Priorities Act of 1976. Therefore, the fundamental objective is to bring policy analysis in science and technological areas to bear on policy questions of concern to the President. This requires a staff with a strong analytical capability ranging across topical areas that will continue to be critical issues for Presidential level decisions.

PL 94-282 provides considerable flexibility for the OSTP organization. The President is authorized to appoint the Director and up to four Associate Directors subject to Senate confirmation. The Director prescribes the duties of the Associate Directors. President Ford's concept was to appoint one Associate Director to serve as the principal associate of the Director with Assistant Directors appointed to head substantive areas.

The overall organization of the Office is currently centered around three broad areas: national security, human resources and social and economic services, and natural resources and commercial services. To coordinate and integrate the work of OSTP, there is a planning group consisting of the Director, Associate Director, and Assistant Directors. The principal policy analytic capability is focused in these three areas as follows:

.National Security affairs deals with national security issues, as well as handling OSTP activity related to intelligence, international affairs, and aerospace matters.

.Human Resources, Social and Economic Services handles programs in health, education, and welfare areas, biomedical research, nutrition, housing and urban development and renewal, law enforcement and the judiciary system.

.Natural Resources and Commercial Services deals with agriculture, food, materials, environmental sciences and issues, transportation, and industrial productivity.

Two additional units are included in the OSTP organization to provide staff support for the Federal Coordinating Council for Science, Engineering and Technology and the President's Committee for Science and Technology.

Staffing and Current Activities

Upon assuming office in mid-August 1976, the OSTP Director assembled a small staff to assist with the start-up and the first operational activities. The initial staff has been drawn from agencies and include several NSF staff members who had assisted Dr. Stever in his capacity as NSF Director and part-time Science Adviser from 1973 to 1976.

The present staffing and the status of the staff members are shown in Tab A.

The start-up strategy for the OSTP was centered around the following:

- . Implementing all aspects of the legislation as quickly as possible.
- . Where it was infeasible to staff, e.g., the appointment of an Associate Director, proceeding through the development of alternative arrangements, specifically, designation of two distinguished senior scientists as senior consultants to the OSTP to work on a half-time basis.
- . Implementing the Committees and Committee activities specified in P. L. 94-282.
- . Focusing on immediate advisory problems associated with the Presidential process, e.g., review of enrolled bills and participating in the 1978 budget process.
- . Initiating some staff and contract activities related to issues that will be under review in the near-term and selected long-term questions.

Initiation of work on other issues of a longer-term character would begin following the 1978 budget process and the initial organization and staffing of the office.

The OSTP activity receiving greatest attention throughout the autumn has been the participation in the 1978 budget process. OSTP staff participated in the preparation of specific budget activities where there is a research and development program component, compile back-up activities and participated in the OMB Director's review process on all elements of the budget where there are R&D elements. Special attention has been focused on selected issues, e.g., formulation of initiations for additional basic research in agriculture and the acceleration of research on earthquake prediction. A number of specific issues in the energy and space areas have been review with the assistance of expert consultants drawn together by the Office of Science and Technology Policy.

Some issues of a near-term character have been undertaken through the initiation of specific contract activities, e.g., a review of radioactive waste management procedures and plans for future storage programs has been undertaken with the assistance of a California Institute of Technology-Jet Propulsion Laboratory team. The senior consultants have addressed other issues, e.g., the question of the appropriate federal policies for recombinant DNA research.

The Director has participated in the preparation of views regarding issues being considered by the Under Secretary's of the National Security Council and participates as a member of the Space Policy Committee.

The Director and members of the OSTP staff have met extensively with members of the academic, scientific, and engineering communities to describe the new office and its activities.

The Federal Coordinating Council for Science, Engineering and Technology

The Federal Coordinating Council for Science, Engineering and Technology (FCCSET), established by Title IV of P.L. 94-282, provides a mechanism for enhancing coordination of Federal R&D programs. The Council, chaired by the Director of OSTP and made up of policy-rank agency representatives is charged with the task of considering problems and developments in the field of science, engineering and technology (SE&T) and related activities affecting more than one Federal agency. The main objectives of the Council, as spelled out in the legislation, is to recommend policies and other measures to:

- . achieve more effective planning and administration
- . identify research needs
- . achieve more effective utilization of resources and facilities
- . further international cooperation related to science, engineering and technology

Member agencies are: Department of Agriculture, Department of Commerce, Department of Defense, Department of Health, Education and Welfare, Department of Housing and Urban Development, Department of the Interior, Department of State, Department of Transportation, Veterans' Administration, National Science Foundation, Environmental Protection Agency, and Energy Research and Development Administration.

The new Council is organized around specific National problem areas in science, engineering and technology and a few broad institutional areas such as international affairs, human and financial resources for R&D and science and technical information. Tab B lists FCCSET's six "problem-oriented" committees and four "policy-oriented" committees.

The Intergovernmental Science, Engineering and Technology Panel

The Intergovernmental Science, Engineering and Technology Advisory Panel was established by Section 205(b) of P.L. 94-282. The Panel consists of the Director, OSTP (Chairman), the Director of the National Science Foundation, ex-officio, and at least 10 members representing the interests of state and local government. An OSTP staff member serves as a part-time executive secretary. OSTP staff has involved the major professional interest groups, e.g., Conference of Mayors, state and local officials, and others with interest in the transfer of technology to State and local governments, in the selection of Panel members, the development of a charter for the Panel, and a preliminary identification of problem areas for Panel discussion.

The fifteen members of the Panel are listed in Tab C. The first Panel meeting will be held on December 7, in Washington, D. C. In assembling the Panel, an effort was made to obtain a balance among various regions of the Nation, larger and smaller cities, state and local government units, and, to have a bi-partisan group.

OSTP TRANSITIONAL ISSUES

Style of Operation and Presidential Appointments, OSTP

P. L. 94-282 provides for a Director and up to four Associate Directors appointed by the President with the advice and consent of the Senate. This flexible arrangement was provided so that the President might choose a style of operation of the Office of Science and Technology Policy that was consistent with his overall philosophy of White House organization.

- In the discussion of the question during the Congressional hearings on the OSTP legislation, three approaches emerged: a "line" approach with a Director and perhaps one Associate Director serving as a Deputy; A Director with several Associate Directors with "portfolios" of specific responsibility; and a "council" of science and technology advisers in which the Director of the Office of Science and Technology Policy would function (in part) as a chairman of a three-to-five person group.

The Ford Administration started the Office of Science and Technology Policy under the Director and Deputy Director concept. The President-elect should address the question of the style of operation early in his review of the Office of Science and Technology Policy with the objective of identifying a managerial approach consistent with the overall Executive Office plans. It is recommended that this be addressed prior to final decisions on Presidential appointments for OSTP.

Director of OSTP as Science and Technology Adviser

Implicit in the discussion concerning the presence of a science and technology office in the Executive Office of the President was the assumption that the Director of the Office of Science and Technology Policy will also serve as the President's science and technology adviser. In the latter capacity, he or she serves as a counselor or adviser to the President. The President-elect must make this designation and must decide the reporting arrangements or "fit" of the science and technology adviser among the other advisers to the President.

OSTP and the Departments and Agencies

The relationship of the Office of Science and Technology to the Departments and Agencies presents a special opportunity in the Presidential appointment process. Most of the major Departments have an Assistant Secretary for Research and Development and all of the major research and development agencies are headed by a team of Presidential appointees. In thinking through the relationships of the Office of Science and Technology Policy to the Departments and the research and development agencies, it might be advisable to have the designated director of the OSTP participate in the search and selection process for other science and technology appointees. Such an approach would offer the opportunity

to do some team building that would increase the effectiveness of coordination and management for research and development and the effective utilization of mechanisms such as the FCCSET.

ISSUES OF SCIENCE AND TECHNOLOGY POLICY

Some near-term issues involving science and technology or where they mesh with other policy considerations include the following:

Energy

- Broad policies. There is a need to consider policies that will promote the best utilization of existing technologies for energy production and conservation.
- R&D strategies, particularly the appropriateness of longer-term research and development programs such as fusion and solar, their level of effort and mix.
- Nuclear energy, specifically waste management, safety and the technological options related to non-proliferation objectives. In waste management, it will be necessary to develop views that can support Presidential decision on a waste storage facility in 1977.
- Points of balance must be sought in the confrontations between energy, environment and the economy. Such confrontations will continue, but ways must be found to effect compromises and agreements on trade-off, lest we get into a paralyzing position where we suffer from economic stagnation, pollution and a lack of essential energy.

Regulation

- A variety of Federal regulatory agencies exist that promulgate regulations involving health and safety in response to legislation that has been developed based on standards resting on scientific data of varying completeness or validity. This condition exists because of the varying degrees of understanding of natural phenomena, e.g., atmospheric circulation and the relationships of other natural forces, man-caused pollution and the impact of this pollution on both the environment and people. A variety of legislative issues, such as the Clean Air Act amendments, offer the opportunity for the review of the scientific and technological basis for rulemaking, the regulatory process and legislation.

R&D and the Private Sector

- The private sector will spend approximately \$15 billion for research and development during 1977, directly and indirectly. Federal actions that impact the private sector research and development activities need review and analysis to identify barriers to productive utilization of private sector investments as well as opportunities to improve the climate in research and development.

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- Industrial productivity; a strong source of economic strength for the U.S. has benefited from technological advance. There is a need to review the current situation to determine the nature of present trends and means of insuring the continuing vitality of the industrial and service sectors.

Basic Research

- Attention must be given to maintaining the quality and vitality of basic research. There has been a long established arrangement through which our universities served as a major national resource for fundamental research while the Federal Government served as the principal source of support for this research. We must be concerned with Federal policies and regulations that encumber and restrict the efficient and effective pursuit of research in the universities.

International

- The organization and management of our international science and technology agreements need greater attention and focus. International cooperation is essential in many areas of scientific research that expand the fund of basic knowledge of value to all mankind and scientific cooperation can aid foreign policy objectives. The transfer of technology internationally holds both advantages and potential problems. Through well-managed technology transfer, we can assist others in development and perform humanitarian services and build markets for our products. Through improper technology transfer, we can lose economic strength.

The OSTP has some effort in progress on all of these issues and will have longer statements of the issues available for discussion with transition representatives.

PRESIDENT'S COMMITTEE ON SCIENCE AND TECHNOLOGY

PL 94-282, which established the Office of Science and Technology Policy also established (in Title III), the President's Committee on Science and Technology to survey, examine and analyze the overall context of the Federal science, engineering and technology effort. The Committee is to address a number of questions of organization and management of the Federal R&D effort that have not been resolved by previous study groups in the Executive Branch or by the Congress itself. The Committee is charged with the conduct of a two year survey and analysis and a report to the President and the Congress on findings and recommendations, with an interim report at the end of one year.

Specifically the committee is charged by the legislation to consider among other things the following:

- .organizational reform, including institutional realignment designed to place Federal agencies whose missions are primarily or solely devoted to scientific and technological research and development, and those agencies primarily or solely concerned with fuels, energy, and materials, within a single cabinet-level department;
- .improvements in existing systems for handling scientific and technical information on a Government-wide basis, including consideration of the appropriate role to be played by the private sector in the dissemination of such information;
- .improved technology assessment in the Executive Branch of the Federal Government;
- .improved methods for effecting technology innovation, transfer, and use;
- .stimulating more effective Federal-State and Federal-industry liaison and cooperation in science and technology, including the formation of Federal-State mechanisms for the mutual pursuit of this goal;
- .reduction and simplification of Federal regulations and administrative practices and procedures which may have the effect of retarding technological innovation or opportunities for its utilization;
- .a broader base for support of basic research;
- .ways of strengthening the Nation's academic institutions' capabilities for research and education in science and technology;
- .ways and means of effectively integrating scientific and technological factors into our national and international policies;

- .technology designed to meet community and individual needs;
- .maintenance of adequate scientific and technological manpower with regard to both quality and quantity;
- .improved systems for planning and analysis of the Federal science and technology programs; and
- .long-range study, analysis, and planning in regard to the application of science and technology to major national problems or concerns.

The law required the appointment of at least 8 but no more than 14 members of the PCST within 60 days of the appointment of the Director of the Office of Science and Technology Policy, who serves as an ex officio member of the PCST. President Ford appointed Dr. Simon Ramo as Chairman of the Committee on August 13, 1976. On October 7, the following additional members were appointed:

William O. Baker, of Morristown, New Jersey,
President, Bell Laboratories, Murray Hill, New Jersey

Otis R. Bowen, of Bremen, Indiana, Governor of the
State of Indiana, Indianapolis, Indiana

W. Glenn Campbell, of Los Altos Hills, California,
Director, Hoover Institution on War, Revolution and
Peace, Stanford University, Stanford, California

Edward E. David, Jr., of Barrington, Illinois, Executive
Vice President, Gould, Inc., Rolling Meadows, Illinois

Elizabeth H. Leduc, of Providence, Rhode Island, Professor
of Biology, Brown University; Dean, Division of Biology
and Medicine, Brown University

Fritz J. Russ, of Dayton, Ohio, Chairman of the Board
and President, Systems Research Laboratories, Inc.,
Dayton, Ohio

Charles P. Slichter, of Champaign, Illinois, Professor
of Physics, The Center for Advanced Study, University
of Illinois, Urbana, Illinois

Charles H. Townes, of Berkeley, California, University
Professor of Physics, University of California, Berkeley,
California

W. Bradford Wiley, of Summit, New Jersey, Chairman
and Chief Executive Officer, John Wiley and Sons, Inc.,
New York, New York

Dr. William O. Baker was designated to serve as Vice Chairman on the Committee.

The staffing concept provides for a full-time Executive Director and Associate Director, secretarial assistance and approximately 10 professional detailees from departments and agencies who will work for PCST on a reimbursable basis. Appropriations for 1977 and the budget for 1978 provide funds for consultants and commissioned studies to assist the committee in its deliberations.

The committee held its first meeting on November 18 in Washington D.C. The second meeting will be held on December 16.

The staff for the committee is headed temporarily by Mr. Philip Culbertson who is on detail from NASA.

Issues

In appointing the Committee, President Ford made an effort to bring together people with background and experience in all areas of science and technology, business, industry, government and public affairs. There are a few areas of expertise still needed and the President-elect's appointment of the additional four members of the Committee provides the opportunity for rounding out the experience of the group. There is a need for perspective in agricultural and forestry research, labor consumer affairs and one or two other areas.

A second issue is the relationship of the President's Committee on Science and Technology and its two-year review of the Federal R&D activities to the broader questions of governmental effectiveness and organization.

Chairman Simon Ramo is prepared to discuss these issues with the President-elect's transition representative and to consider the reordering of Committee priorities to assist the President-elect.

STAFFING STATUS

OFFICE OF SCIENCE AND TECHNOLOGY POLICY

POSITION	STAFF MEMBER	STATUS
Director	H. G. Stever	Filled
Secretary	F. Broussard	Filled
Associate Director	D. Kennedy	Temporarily filled by senior consultants
	W. Nierenberg	
Secretary	C. Hunter	Temporarily filled by General Counsel's secretary
Assistant Director for National Security Affairs	R. Drew	Detailed from NSF
Secretary	B. Lewis	GS recruitment in progress
Senior Policy Analyst	Vacant	No recruitment in progress
Policy Analyst	Vacant	No recruitment in progress
Secretary	P. Roberts	Filled
Assistant Director for Natural Resources and Commercial Services	P. Smith	Detailed from NSF
Secretary	R. Fisher	GS recruitment in progress
Senior Policy Analyst(s)	D. Katcher	Policy Analyst detailed from NOAA
	L. Topper	Policy Analyst detailed from ERDA
Policy Analyst	W. Benson	Detailed from NSF
Secretary	A. Anderson	Filled
Assistant Director for Human Resources, Social and Economic Services	Vacant	No recruitment in progress
Senior Policy Analyst	L. Blair	Filled
Policy Analyst	G. Anikis	Detailed from Commerce Dept Science and Technology Intern Program
Secretary	D. McDonald	Filled
Executive Secretary, FCCSET	W. Bartley	Detailed from NSF
Administrative Assistant	E. Pecora	Filled
Secretary	E. Taylor	Filled
General Counsel, Legislative Liaison	Vacant	Preliminary screening completed
Secretary	Temporarily filling Associate Director Secretary's position	Filled

POSITION	STAFF MEMBER	STATUS
Assistant to the Director	S. Schneider	Filled
Secretary	N. Giallombardo	Filled
Executive Officer	W. Montgomery	GS recruitment in progress
Administrative Officer	D. Howe	GS recruitment in progress
Secretary	S. Harris	Filled

PRESIDENT'S COMMITTEE ON SCIENCE AND TECHNOLOGY

Executive Director	P. Culbertson	Detailed from NASA
Administrative Assistant	J. Cook	GS recruitment in progress
Associate Director	Vacant	No recruitment in progress
Secretary	Vacant	No recruitment in progress

Organizational Structure

Federal Coordinating Council
for Science, Engineering and Technology (FCCSET)

Chairman: Director, OSTP
Executive Secretary: Member, OSTP Staff

PROBLEM-ORIENTED COMMITTEES

Committee on Atmosphere and Oceans

Current Chairman: NOAA, Admin.
Current Vice. Chm: NSF, Asst. Dir., Astronomical,
Atmospheric, Earth, and Ocean Sciences

- Coordination of marine and atmospheric environmental Federal programs including climate research.

Committee on Earth and Natural Resources

Current Chairman: Interior, Asst. Sec. Energy and Minerals
Current Vice. Chm: ERDA, Asst. Adm. for Fossil Energy

- Coordination of solid earth research, nonrenewable resources and materials inventorying, and our Nation's management of water, land use and ecology.

Committee on Food and Renewable Resources

Current Chairman: Agriculture, Asst. Sec., Conser. Res. & Ed.

- Coordination of U.S. programs relevant to world food and fiber production and distribution.

Committee on Human Resources and Community Development

Current Chairman: HEW, Asst. Sec., Planning and Eval.

- Coordination of R&D in social and behavioral sciences relevant to improved industrial and community services.

Committee on Health and Medicine

Current Chairman: NIH, Director

- Coordination of basic research in biology and medicine (including the protection of human subjects), nutrition, carcinogens and carcinogen testing.

Committee on Transportation and Communications

Current Chairman: NASA, Deputy Administrator

- Coordination of R&D to achieve improved and optimized transportation and communication systems.

POLICY-ORIENTED COMMITTEES

Committee on SE&T Resources and Research Disciplines

Current Chairman: NSF, Acting Deputy Director
Current Vice. Chm: ERDA, Asst. Adm., Solar, Geothermal
& Advanced Energy Systems

- Coordinated look at institutional problems concerned with manpower and other resources for S&T as well as systemic problems in the traditional research disciplines (e.g. astronomy, high energy physics).

Committee on Intellectual Property and Information

Current Chairman: Commerce, Asst. Sec., Science and
Technology

- Coordination of institutional approaches to scientific and technological information transfer and Federal position on patent policy.

Committee on R&D Management, Organization and Facilities

Current Chairman: Defense, Dir. Defense Res. & Eng.

- Coordination of Federal and private R&D institutional resources, technology transfer, R&D management, and government procurement.

Committee on International SE&T

Current Chairman: State, Asst. Sec., Oceans and Inter-
national Environmental and Scientific Affairs

- Coordination of agency follow-up to foreign policy initiatives definition of U.S. positions for international conferences, development of policy of international SE&T transfer, etc.

OPERATING COMMITTEE

Chairman: FCCSET, Executive Secretary

- Coordination of Council activities through staff level representation from each member agency--initial staff work on FCCSET issues and material for Council consideration.

MEMBERSHIP OF THE
INTERGOVERNMENTAL SCIENCE, ENGINEERING
AND TECHNOLOGY ADVISORY PANEL

<u>NAME</u>	<u>CURRENT POSITION</u>	<u>EDUCATION/ BACKGROUND</u>	<u>REGION</u>	<u>POLITICAL PARTY</u>
Thomas Anderson	House Assistant Majority Leader	Engineer	MW	D
Genevieve Atwood	State Representative Utah	Geologist	W	R
David Boren*	Gov., Oklahoma	Lawyer	MW	F
George Busbee	Gov., Georgia	Lawyer	S	D
Hugh Carey**	Gov., New York	Business	NE	D
Stan Cowle	County Executive Henepin County, Minn.	Public Administration	MW	Non-partisan
Daniel Evans*	Gov., Washington	Engineer	W	R
Francis Francoise	Councilman, Prince Georges County, Md.	Engineer and Patent Law	NE	D
Kenneth Gibson	Mayor, Newark, New Jersey	Engineer	NE	D
Margaret Hance	Mayor, Phoenix, Arizona	Civic Leader	W	R
Charles Horn	Mayor, Kettering, Ohio	Lawyer	MW	R
Kenneth Howard	Budget Director North Carolina	Public Administration	S	R
Charles Howell	Executive Director, Middle Georgia Plan- ning and Development Commission, Macon, Ga.	Industrial Geography	S	Non-partisan
William Hudnut	Mayor, Indianapolis, Indiana (combined city/county gov't)	Minister, for- mer Congressman	MW	R
Thomas Jensen	House Minority Leader, Tennessee	Business	S	R
Ted Tedesco	City Manager San Jose, Calif.	Public Administration	W	Non-partisan

* Invited but declined to serve.

** Invited but has not responded.