

The original documents are located in Box 23, folder “White House Fellows” of the Robert T. Hartmann Files at the Gerald R. Ford Presidential Library.

Copyright Notice

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted material. Gerald Ford donated to the United States of America his copyrights in all of his unpublished writings in National Archives collections. Works prepared by U.S. Government employees as part of their official duties are in the public domain. The copyrights to materials written by other individuals or organizations are presumed to remain with them. If you think any of the information displayed in the PDF is subject to a valid copyright claim, please contact the Gerald R. Ford Presidential Library.

THE WHITE HOUSE FELLOWS

1975 Application Instructions

Eligibility Requirements

The program is open to men and women of all occupations. Employees of the Executive Branch of the Federal Government are not eligible for the program, except career military personnel of the Armed Services.

Persons to be recommended by the Commission on White House Fellows must be:

1. Citizens of the United States.
2. At least 23 years old but not 36, by September 1, 1975.

Selection will be further limited to persons who:

1. Have demonstrated unusual ability, high moral character, outstanding motivation, and a broad capacity for leadership;
2. Show exceptional promise of future development; and
3. Are dedicated to the institutions of the United States.

How to Apply:

1. Complete the official application form.
2. Attach to it the supporting data which are requested.
3. Return the official application to: President's Commission on White House Fellows, Washington, D.C. 20415.
4. a) Type or print your full name and Regional Panel at the top of the enclosed Personal Evaluation forms. b) Give a copy of the form, the accompanying explanatory letter, and a self-addressed envelope to each of two persons who know you well. c) Ask that they complete the form no later than December 2, 1974.

FOR CONSIDERATION IN THE 1975 PROGRAM THIS APPLICATION MUST BE POST-MARKED NO LATER THAN DECEMBER 2, 1974.

1975 Selection Procedures Calendar

August 1, 1974	Application forms available
December 2, 1974	Application deadline (last acceptable postmark date)
Approximately January 31, 1975	Notification of Semi-Finalists

Approximately
March 10, 1975

Notification of **Regional Finalists** and time and place of regional interview

Atlanta	Philadelphia
Boston	San Francisco
Chicago	Seattle

Dallas	St. Louis
Denver	Washington, D.C.
New York	

IN THE SPACE MARKED "REGIONAL PANEL" ON THE APPLICATION, PRINT THE NAME OF THE CITY NEAREST YOU FROM THE CITIES LISTED. TRAVEL EXPENSES WILL NOT BE PAID.

March 17-22

Regional Finalists interviewed

Approximately
March 31

Notification of **National Finalists** (those who will be invited to Washington interviews)

April-May, 1975

Further background investigation of National Finalists

May 16-18

National Finalists interviewed

May 19, 1975

Announcement of the 1975-76 WHITE HOUSE FELLOWS

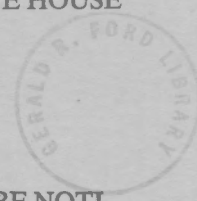
Sept. 1, 1975
Sept. 1, 1976

Program Dates

CANDIDATES ELIMINATED WILL BE NOTIFIED DURING EACH STAGE OF THE SELECTION PROCESS.

Remuneration

White House Fellows receive a government salary ranging up to \$30,147 during the year. Fringe benefits from previous employers may be continued, but no other outside remuneration is permitted.



HOW TO COMPLETE THIS APPLICATION

It is important that you answer the questions on your application fully and accurately; failure to do so may delay, or prevent, its consideration. Applications will not be considered complete until all requested evaluations and other supporting documents are received.

In filling in the blanks provided, please use a type-writer, if available. Otherwise, print clearly in dark ink. In those questions requiring circled numbers,

be sure that the choice you circle represents your intended answer.

BE CERTAIN TO COMPLETE THE CARDS ON THE BACK COVER OF THIS BOOKLET AND RETURN THEM WITH YOUR APPLICATION.

IN NO CASE WILL APPLICATIONS OR SUPPORTING DOCUMENTS BE RETURNED.

THE WHITE HOUSE FELLOWS APPLICATION

In the following questions, indicate your answer or answers by circling the appropriate number or numbers at the right or by filling in the blanks provided.

1. Name (Last, First, Middle, Maiden)
Mr.
Mrs.
Miss
Ms.

2. Address (Number, Street, City, State, Zip Code)

3. Home phone (include area code)

4. Office phone (include area code)

5. Employer, job title, and total annual income

6. Are you a citizen of the United States of America?
☐ Yes ☐ No

7. Birthplace (City and State, or foreign country)

8. Birth date (Month, day, year) Age

9. Social Security Number

10. How did you hear about this program?

11. Regional Panel

(List the city nearest you: BOSTON, NEW YORK, PHILADELPHIA, WASHINGTON, D.C., ATLANTA, CHICAGO, DALLAS, ST. LOUIS, DENVER, SEATTLE, SAN FRANCISCO.)

12. Educational Level: Which one of the following represents the highest educational level you have attained or will have attained by the beginning date of the program. (No specific educational level or degree is required to apply for the program.)

Years of college4	3	2	1	0
Bachelor's degree1				
Some graduate work2				
Master's degree3				
Law degree4				
Some work above the master's level5				
Law degree (master)6				
Doctorate7				
Post doctorate8				

13. If you have received a master's degree, give title of thesis.

14. If you have received a doctor's degree give title of dissertation.

15. State your major field of study at your highest level of college work.

16. Which of the following best represent your undergraduate and graduate class standings? Please indicate each in the appropriate column. If you are not positive of your standings, make the best estimates you can.

	<u>U</u>	<u>G</u>
Top 10 percent of your class1	1
Top quarter, but not in top 10 percent2	2
Second quarter - top half, but not in top 25 percent3	3
Third quarter - below the top half, but above the lowest 25 percent4	4
Fourth quarter - lowest 25 percent5	5

17. List all colleges and universities attended.

(Do NOT send transcripts at this time.)

Name and location of college or university	Dates attended From To	Years completed Day Night	Degree Received	Year Received
---	---------------------------	------------------------------	--------------------	------------------

List other schools or training (for example, trade, vocational, Armed Forces, or business). Give for each the name and location of school, dates attended, subjects studied, certificates, and any other pertinent data.

18. If you have taken the Graduate Record Examination, Law School Admissions Test, or any other test at the college senior or graduate school level, give the name of the test(s) and your score(s). (Scores on such tests as CEEB, ACT, AGCT, and AFQT are not appropriate.)

19. Please list the major college activities in which you participated. Specify which college and any offices held. Also list any major awards or recognition received (If relevant, you may list high school activities, awards, etc.)

Attach additional sheets, if necessary.

20. From what sources was your education financed? Please indicate scholarships or assistantships by title, e.g., "National Student Defense Loans."

21. Please list the major civic, social, business, and professional activities in which you have participated during the past five years. Describe your participation ("helped organize," "served as president," etc.), list any awards or special recognition you have received for these activities, and cite what you consider your most significant contribution to your: (1) community, and (2) professional field.

Attach additional sheets, if necessary.

22. List any outstanding accomplishments in other fields of endeavor (e.g., literary awards, inventions, patents, prizes for architectural design, etc.)

24. List below, or list on an attached sheet of paper, any of your publications that you consider of particular significance or importance. (Do not enclose actual publication)

23. Describe briefly any news stories, editorials, radio or television announcements, etc., showing evidence of your recognition by community, cultural, business, or other groups. Enclose pertinent news clippings only when germane.

25. Have you lived or traveled in any foreign countries?
Yes1
No2
If "Yes", give names of countries, dates and length of time spent there and reason or purpose (military service, business, education, or vacation.)

26. List below the languages other than English of which you have any knowledge, and indicate your present level of proficiency—excellent, good, fair.

27. If you have applied for one of the following Federal Government examinations or programs, give the information requested. Place a check in the appropriate column(s).

	Applied for	Passed	Did not meet qualifications requirements
Federal Service Entrance Examination	_____	_____	_____
Federal Management Intern Examination	_____	_____	_____
Foreign Service Officer	_____	_____	_____
Peace Corps	_____	_____	_____

28. Experience (Start with your PRESENT position and work back. If necessary, attach additional sheets.)

1 Dates of employment (month, year)		Exact title of position	Number and kind of employees you supervise
From	To present time		
Salary or earnings		Place of employment (City and State)	Kind of business or organization, (Manufacturing, accounting, insurance, etc.)
Starting \$	per		
Present \$	per		

Name and address of employer (firm, organization, etc.)
Name, title, and present address of immediate supervisor

Description of work (Explain any outstanding contributions made by you in this work.) (Have you received any citations, awards, or unusual promotions?)

2 Dates of employment (month, year)		Exact title of position	Number and kind of employees you supervise
From	To		
Salary or earnings		Place of employment (City and State)	Kind of business or organization, (Manufacturing, accounting, insurance, etc.)
Starting \$	per		
Final \$	per		

Name and address of employer (firm, organization, etc.)
Reason for leaving
Description of work (See explanation above)
Name, title, and present address of immediate supervisor

3 Dates of employment (month, year)		Exact title of position	Number and kind of employees you supervise
From	To		
Salary or earnings		Place of employment (City and State)	Kind of business or organization, (Manufacturing, accounting, insurance, etc.)
Starting \$	per		
Final \$	per		

Name and address of employer (firm, organization, etc.)
Reason for leaving
Description of work (See explanation above)
Name, title, and present address of immediate supervisor

29. Have you ever been a consultant to a foreign country?

Yes1

No2

If "Yes", specify country and type of work done:

30. Have you ever been a consultant to a company, group, or organization in this country?

Yes1

No2

If "Yes", specify company or organization and type of work done:

31. Discuss the White House Fellows program from the point of view of such questions as: What motivated you to apply? What do you consider to be your major qualifications for the program? What benefits are likely to result from your participation? (Please type in the space provided and answer in 300 words or less.)

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

Yes1

No2

33. Have you ever been arrested since your 16th birthday? (Exclude traffic violations for which you were fined \$30 or less.) If your answer is "Yes", give details:

Yes1

No2

34. Are you now, or have you ever been, a member of the Communist Party, U.S.A., the Communist Political Association, the Young Communist League, or any Communist organization?

Yes2

No2

35. Are you now or have you ever been a member of any foreign or domestic organization, association, movement, group, or combination of persons which is totalitarian, Fascist, Communist, or subversive, or which has adopted, or shows, a policy of advocating or approving the commission of acts of force or violence to deny other persons their rights under the Constitution of the United States, or which seeks to alter the form of government of the United States by unconstitutional means?

Yes1

No2

(If your answer to 34 and/or 35 above is "Yes," state on a separate sheet attached to and made a part of this application the names of all such organizations, associations, movements, groups or combination of persons and dates of membership. Give complete details of your activities therein and make any explanation you desire regarding your membership or activities.)

36. Have you any physical handicap, chronic disease, or other disability?

Yes1

No2

37. Have you ever had a nervous breakdown?

Yes1

No2

38. Are you presently undergoing medical treatment of any kind?

Yes1

No2

If your answer to 36, 37 and/or 38 is "Yes," give details:

39. Have you ever been barred by the U.S. Civil Service Commission from taking examinations or accepting civil service appointment?

Yes1

No2

If your answer is "Yes", give dates of and reasons for such debarment:

40. List Dates, Branch, and Serial or Service Number of all Active Military Service

From	To	Branch of Service
------	----	-------------------

Serial or Service Number

41. Have you ever been discharged from the Armed Forces under other than honorable conditions?

Yes1

No2

If your answer is "Yes", give details:

POSTAGE AND FEES PAID
U.S. CIVIL SERVICE COMMISSION



**President's Commission on
White House Fellows
1900 E Street, N.W.
Washington, D.C. 20415**

42. Do you have a draft classification? Yes1
No2

If "Yes", specify: _____

43. References. List at least three persons living in the United States or territories of the United States who are NOT RELATED TO YOU AND WHO HAVE DIRECT KNOWLEDGE of your qualifications. At least one person listed should have professional competence in your field. Do not repeat names of supervisors listed under question 28. Persons listed may not include those whom you have asked to complete the Personal Evaluation forms enclosed with this application. In addition to the persons named here, the Commission may wish to solicit references from other individuals who have knowledge of your qualifications. May such inquiry be made?

Yes1
No2

Full Name	Present Business or Home Address	Telephone Number (Include area code)	Business or Occupation and title
-----------	----------------------------------	--------------------------------------	----------------------------------

44. If the address you have given on page one is not your permanent address, furnish the address where you can always be reached.

Address (Number, Street, City, State, Zip Code) _____

CERTIFICATION

I CERTIFY that all of the statements made in this application are true, complete, and correct to the best of my knowledge and belief, and are made in good faith.

Signature of applicant _____ Date _____
(Sign in ink)

PLEASE RETURN THIS FORM
BY DECEMBER 2, 1974

PRESIDENT'S COMMISSION ON WHITE HOUSE FELLOWS THE WHITE HOUSE

CONFIDENTIAL PERSONAL EVALUATION

The individual named on the enclosed form has applied for the White House Fellows program. The purpose of the program is to provide gifted and highly motivated young Americans with first-hand experience in the process of governing the nation, and with a sense of personal involvement in the leadership of the society.

For a year, a small group of carefully selected Fellows are assigned as assistants to senior White House staff members, the Vice President, Cabinet officers, or other top Government officials. These Fellows participate directly in the most important work of the Executive Branch.

In order to evaluate this candidate, we need information from persons who have known him or her in his or her studies, work, or civic activities. Therefore, we request that you fill out this evaluation form as completely and frankly as possible. Since the description which you provide will be considered along with information from many other sources, we are interested in knowing both the strengths and weaknesses of the applicant. Final selection will be limited to persons who:

- (1) have demonstrated unusual ability, high moral character, outstanding motivation, and a broad capacity for leadership;
- (2) show exceptional promise of future development; and
- (3) are dedicated to the institutions of the United States and the values of American civilization.

Your reply will be held in strict confidence of course. Please return it in the enclosed self-addressed envelope by December 2, 1974.

Thank you for your cooperation.

Sincerely,

Francis L. Dale
Francis L. Dale
Chairman



Name of Applicant

Regional Panel

How long, how well, and in what capacity have you known the applicant?

Your business title or occupation:

I feel that I am ☐ very well qualified ☐ fairly well qualified ☐ not qualified to evaluate his or her character, abilities, and accomplishments. (Check one)

Below are a series of descriptive statements. Based on your knowledge of the applicant, decide whether or not each statement is "very descriptive", "somewhat descriptive", or "not descriptive", and place a check mark in the appropriate column. Please use the "don't know" column only if you honestly feel you cannot provide another answer. Use the blank space at the end of each category, or extra sheets if you need them to amplify or explain your answers.

INTELLECTUAL ABILITY	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
1. Thinks for him or herself				
2. Applies common sense to the solution of problems				
3. Quickly gets to the heart of a problem				
4. Understands new and complex ideas				
5. Writes clearly and convincingly				

REMARKS:

SELF-CONFIDENCE, POISE, ABILITY TO GET ALONG WITH OTHERS	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
6. Is poised and confident of his or her own ability				
7. Profits from constructive criticism				
8. Shows signs of instability under stress				
9. Is a "lone wolf" even when the situation calls for cooperation				
10. Is clear and persuasive in argument				

REMARKS:

CONFIDENTIAL PERSONAL EVALUATION

THE WHITE HOUSE
COMMISSION ON WHITE HOUSE FELLOWS

President

The individual named on the enclosed form has applied for the White House Fellows program. The purpose of the program is to provide gifted and highly motivated young Americans with first-hand experience in the process of governing the nation, and with a sense of personal involvement in the leadership of the society.

For a year, a small group of carefully selected Fellows are assigned as assistants to senior White House staff members, the Vice President, Cabinet officers, or other top Government officials. These Fellows participate directly in the most important work of the Executive Branch.

In order to evaluate this candidate, we need information from persons who have known him or her in his or her studies, work, or civic activities. Therefore, we request that you fill out this evaluation form as completely and frankly as possible. Since the description which you provide will be considered along with information from many other sources, we are interested in knowing both the strengths and weaknesses of the applicant. Final selection will be limited to persons who:

- (1) have demonstrated unusual ability, high moral character, outstanding motivation, and a broad capacity for leadership;
- (2) show exceptional promise of future development; and
- (3) are dedicated to the institutions of the United States and the values of American civilization.

Your reply will be held in strict confidence of course. Please return it in the enclosed self-addressed envelope by December 2, 1974.

Thank you for your cooperation.

Sincerely,
Francis L. Dale
Chairman

PERSONAL INTEGRITY AND RESPONSIBILITY	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
11. Has the courage of his or her convictions				
12. Is willing to accept the blame when it is his or hers				
13. Keeps his or her word				
14. Is inclined to bluff				
15. Assumes credit which he or she may not deserve				
16. Inspires trust on the part of his or her associates				

REMARKS:

DECISIVENESS, ENERGY, AND VIGOR	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
17. Talks about what he or she is going to do but fails to follow through				
18. Is reluctant to assume additional responsibility				
19. Constantly seeks new and better ways of getting things done				
20. Has so many commitments that it's impossible for him or her to fulfill them all				

REMARKS:

SELF-CONFIDENCE, POISE, ABILITY TO GET ALONG WITH OTHERS	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
1. Is poised and confident of his or her own ability				
2. Profiles from constructive criticism				
3. Shows signs of instability under stress				
4. Is a "lone wolf" even when the situation calls for cooperation				
5. Is clear and persuasive in argument				

REMARKS:

LEADERSHIP	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
21. Inspires the confidence of others				
22. Can channel and direct efforts of others to accomplish tasks				
23. Tries to convince by force or bravado rather than with sound reasons				
24. Takes responsibility for the decisions he or she makes				
25. Gives subordinates full credit for what they do				
26. Is respected for the wisdom and courage of his or her leadership				

REMARKS:

CIVIC-MINDEDNESS AND SENSE OF RESPONSIBILITY	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
27. Believes firmly in the ideals and principles of American government				
28. Feels and demonstrates a strong sense of obligation to his or her community				

REMARKS:

29. What, in your opinion, are the applicant's major strengths?

POSTAGE AND FEES PAID
U.S. CIVIL SERVICE COMMISSION



**President's Commission on
White House Fellows
1900 E Street, N.W.
Washington, D.C. 20415**

30. What are his or her weaknesses?

31. What do you consider to be the major impact the applicant has made in his or her work and in his or her community?
What is the applicant's potential?

In summary, how do this applicant's ability and potential compare with those of other young people with whom you are acquainted?

☐ OUTSTANDING (top 5%) ☐ EXCELLENT (top 15%) ☐ GOOD (top third) ☐ AVERAGE (middle third) ☐ POOR (bottom third)

NAME (Please print)

HOME ADDRESS (Number, Street, City, State, Zip Code)

HOME PHONE (Include Area Code)

OFFICE PHONE (Include Area Code)

SIGNATURE

DATE

PLEASE RETURN THIS FORM
BY DECEMBER 2, 1974

Name of Applicant

Regional Panel

How long, how well, and in what capacity has

PRESIDENT'S
COMMISSION ON WHITE HOUSE FELLOWS
THE WHITE HOUSE

CONFIDENTIAL PERSONAL EVALUATION

The individual named on the enclosed form has applied for the White House Fellows program. The purpose of the program is to provide gifted and highly motivated young Americans with first-hand experience in the process of governing the nation, and with a sense of personal involvement in the leadership of the society.

For a year, a small group of carefully selected Fellows are assigned as assistants to senior White House staff members, the Vice President, Cabinet officers, or other top Government officials. These Fellows participate directly in the most important work of the Executive Branch.

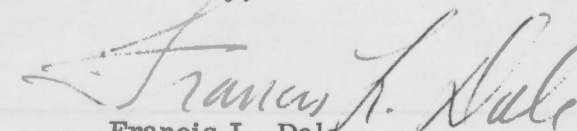
In order to evaluate this candidate, we need information from persons who have known him or her in his or her studies, work, or civic activities. Therefore, we request that you fill out this evaluation form as completely and frankly as possible. Since the description which you provide will be considered along with information from many other sources, we are interested in knowing both the strengths and weaknesses of the applicant. Final selection will be limited to persons who:

- (1) have demonstrated unusual ability, high moral character, outstanding motivation, and a broad capacity for leadership;
- (2) show exceptional promise of future development; and
- (3) are dedicated to the institutions of the United States and the values of American civilization.

Your reply will be held in strict confidence of course. Please return it in the enclosed self-addressed envelope by December 2, 1974.

Thank you for your cooperation.

Sincerely,


Francis L. Dale
Chairman

Name of Applicant

Regional Panel

How long, how well, and in what capacity have you known the applicant?

Your business title or occupation:

I feel that I am ☐ very well qualified ☐ fairly well qualified ☐ not qualified to evaluate his or her character, abilities, and accomplishments. (Check one)

Below are a series of descriptive statements. Based on your knowledge of the applicant, decide whether or not each statement is "very descriptive", "somewhat descriptive", or "not descriptive", and place a check mark in the appropriate column. Please use the "don't know" column only if you honestly feel you cannot provide another answer. Use the blank space at the end of each category, or extra sheets if you need them to amplify or explain your answers.

INTELLECTUAL ABILITY	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
1. Thinks for him or herself				
2. Applies common sense to the solution of problems				
3. Quickly gets to the heart of a problem				
4. Understands new and complex ideas				
5. Writes clearly and convincingly				

REMARKS:

SELF-CONFIDENCE, POISE, ABILITY TO GET ALONG WITH OTHERS	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
6. Is poised and confident of his or her own ability				
7. Profits from constructive criticism				
8. Shows signs of instability under stress				
9. Is a "lone wolf" even when the situation calls for cooperation				
10. Is clear and persuasive in argument				

REMARKS:

PRESIDENTS

COMMISSION ON WHITE HOUSE FELLOWS

THE WHITE HOUSE

CONFIDENTIAL PERSONAL EVALUATION

The individual named on the enclosed form has applied for the White House Fellows program. The purpose of the program is to provide gifted and highly motivated young Americans with first-hand experience in the process of governing the nation, and with a sense of personal involvement in the leadership of the society.

For a year, a small group of carefully selected Fellows are assigned as assistants to senior White House staff members, the Vice President, Cabinet officers, or other top Government officials. These Fellows participate directly in the most important work of the Executive Branch.

In order to evaluate this candidate, we need information from persons who have known him or her in his or her studies, work, or civic activities. Therefore, we request that you fill out this evaluation form as completely and frankly as possible. Since the description which you provide will be considered along with information from many other sources, we are interested in knowing both the strengths and weaknesses of the applicant. Final selection will be limited to persons who:

(1) have demonstrated unusual ability, high moral character, outstanding motivation, and a broad capacity for leadership;

(2) show exceptional promise of future development; and

(3) are dedicated to the institutions of the United States and the values of American civilization.

Your reply will be held in strict confidence of course. Please return it in the enclosed self-addressed envelope by December 2, 1974.

Thank you for your cooperation.

Sincerely,

Francis J. Dale
Chairman

PERSONAL INTEGRITY AND RESPONSIBILITY	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
11. Has the courage of his or her convictions				
12. Is willing to accept the blame when it is his or hers				
13. Keeps his or her word				
14. Is inclined to bluff				
15. Assumes credit which he or she may not deserve				
16. Inspires trust on the part of his or her associates				

REMARKS:

DECISIVENESS, ENERGY, AND VIGOR	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
17. Talks about what he or she is going to do but fails to follow through				
18. Is reluctant to assume additional responsibility				
19. Constantly seeks new and better ways of getting things done				
20. Has so many commitments that it's impossible for him or her to fulfill them all				

REMARKS:

SELF-CONFIDENCE, POISE, ABILITY TO GET ALONG WITH OTHERS	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
1. Is poised and confident of his or her own ability				
2. Profits from constructive criticism				
3. Shows signs of instability under stress				
4. Is a "lone wolf" even when the situation calls for cooperation				
5. Is clear and persuasive in argument				

REMARKS:

LEADERSHIP	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
21. Inspires the confidence of others				
22. Can channel and direct efforts of others to accomplish tasks				
23. Tries to convince by force or bravado rather than with sound reasons				
24. Takes responsibility for the decisions he or she makes				
25. Gives subordinates full credit for what they do				
26. Is respected for the wisdom and courage of his or her leadership				

REMARKS:

CIVIC-MINDEDNESS AND SENSE OF RESPONSIBILITY	VERY DESCRIPTIVE	SOMEWHAT DESCRIPTIVE	NOT DESCRIPTIVE	DON'T KNOW
27. Believes firmly in the ideals and principles of American government				
28. Feels and demonstrates a strong sense of obligation to his or her community				

REMARKS:

29. What, in your opinion, are the applicant's major strengths?

30. What are his or her weaknesses?

31. What do you consider to be the major impact the applicant has made in his or her work and in his or her community?
What is the applicant's potential?

In summary, how do this applicant's ability and potential compare with those of other young people with whom you are acquainted?

☐ OUTSTANDING (top 5%) ☐ EXCELLENT (top 15%) ☐ GOOD (top third) ☐ AVERAGE (middle third) ☐ POOR (bottom third)

NAME (Please print)

HOME ADDRESS (Number, Street, City, State, Zip Code)

HOME PHONE (Include Area Code)

OFFICE PHONE (Include Area Code)

SIGNATURE

DATE

COMMISSION ON WHITE HOUSE FELLOWS
WASHINGTON, D.C. 20415

OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, \$300

POSTAGE & FEES PAID
U.S. CIVIL SERVICE
COMMISSION



(Your Name)

(Address)

PLEASE TYPE OR PRINT IN DARK INK

(Fold here)

DO NOT SEPARATE THESE CARDS

Fill in both cards and return with your application.

Mr.
Mrs.
Miss

1. (LAST NAME) (ONE GIVEN NAME) (INITIAL)

2. ADDRESS (INCLUDE ZIP CODE)

3. DATE OF BIRTH 4. PHONE NUMBER 5. DATE OF THIS APPLICATION

6. EMPLOYER

7. POSITION AND SALARY

8. REGIONAL PANEL

To insure prompt notification of status on January 31, 1975,
please fill out proper name and address below.

YOUR APPLICATION HAS BEEN RECEIVED. YOU WILL BE NOTIFIED OF YOUR STATUS APPROXIMATELY JANUARY 31, 1975.

Commission on White House Fellows

THE WHITE HOUSE FELLOWS



White House Fellows

The President's Commission on White House Fellows	page	iii
Statement of Purpose	page	v
The Program in Action	page	1
General Information	page	7
The 1974-75 White House Fellows	page	10
Former White House Fellows	page	18

The President's Commission on White House Fellows

Chairman

FRANCIS L. DALE
Ambassador
United States Mission to
International Organizations

Members of the Commission

ROBERT ABPLANALP
President
Precision Valve Corporation

MERCEDES A. BATES
Vice President
General Mills

KENNETH R. COLE, JR.
Assistant to the President
for Domestic Affairs

ROBERT M. DUNCAN
Judge
U. S. Court of Military Appeals

ROBERT H. FINCH
Partner
McKenna, Fitting and Finch

NEAL B. FREEMAN
Vice President
King Features Syndicate

ROBERT E. HAMPTON
Chairman
U. S. Civil Service Commission

R. V. HANSBERGER
Chairman and Chief Executive
Futura Industries, Corp.

PATRICIA R. HITT
Former Assistant Secretary
Department of Health, Education and Welfare

LEVI A. JACKSON
Manager, Urban Affairs
Ford Motor Company

THOMAS J. JOHNSTON
President
Heidrick & Struggles

BLAIR KOLASA
Dean, School of Business and Administration
Duquesne University

ELIZABETH A. KOVACHEVICH
Judge
Judicial Circuit Court of Florida

FREDERIC V. MALEK
Deputy Director
Office of Management and Budget

EARLE G. WHEELER
General
United States Army (Retired)



Statement of Purpose

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

It is essential to the healthy functioning of our system that we have in the nongovernmental sector a generous supply of leaders who have an understanding—gained at firsthand—of the problems of national government. In a day when the individual feels increasingly remote from the centers of power and decision, such leaders can help their fellow citizens comprehend the process by which the Nation is governed.

In this country today, we produce great numbers of skilled professionals. But too few of this intellectual elite provide the society with statesmanlike leadership and guidance in public affairs. If the sparsely settled American colonies of the late 18th century could produce Washington, Jefferson, Adams, Monroe, Madison, Hamilton, Franklin, and others of superlative talent, breadth and statesmanship, should we not be able to produce, in this generation, ten times that number? We are not doing so.

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

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



Secretary of the Treasury, George Shultz, meets with the Fellows.



Secretary of Labor, Peter Brennan, confers with his White House Fellow.

The Program in Action

Assignment

The heart of the White House Fellows program is the actual job assignment, for this is what enables the Fellow to come away with a sense of what active participation in the governmental process really means.

Fellows are assigned to White House staff members, the Vice President, and to members of the Cabinet. Other top level assignments may also be with the Director of the Office of Management and Budget and the Administrator of the Environmental Protection Agency.

The actual nature of the assignment will vary with the particular talents and interests of the Fellows, and depends greatly on what needs to be done. Fellows may respond to specific assignments, or they may initiate projects. Naturally, the role of an individual depends in some degree on the personal relationships he or she forms with a specific Cabinet level officer.

In most cases, by the end of the year the typical Fellow will have written speeches, attended conferences, supervised staff work, reviewed or helped

draft proposed legislation, answered congressional inquiries, chaired meetings, drafted reports, conducted briefings, and spearheaded one or more projects. Some Fellows will have dealt with the whole range of policy matters faced by their respective officials, while others will have become deeply involved in just a few select issues. Throughout the year emphasis is placed on linking theory and practice, analysis and action.

Though they operate on a high level, the work done by the Fellows is not always glamorous. Sometimes it is frustrating and there are times when it becomes routine. But the spirit of the program has always been one of public service—if there is a job to be done, the White House Fellows will try to do it.

The following are illustrative of the wide variety of activities in which the 1973-74 White House Fellows were involved:

The Fellow assigned to the Department of Transportation was responsible for coordinating an advisory panel on national transportation policy and chaired a committee to staff and reorganize the U.S. railway association.

While working for the Office of Management and Budget, the Fellow was responsible for leadership of Civil Rights Crosscut Task Force in the joint OMB/Domestic Council study of New Federalism. In addition to internal analysis he met with representatives of all major Civil Rights and minority groups.

Another Fellow who spent his fellowship year with the Atomic Energy Commission was named a representative in the area of international cooperation on research and development to the International Energy Conferences initiated by Secretary of State Kissinger with major oil-consuming nations.

Although it is difficult to generalize about the assignments given to White House Fellows, one can say that the tasks do demand flexibility, willingness to work, and the capacity to learn quickly. Usually, these are the very qualities that made the Fellows promising leaders and already recognized in their own private careers.

White House Fellows should not expect to continue what they had been doing before entering the program. Frequently, the Fellow with an education background finds himself or herself working on a public health project; the engineer finds himself or herself setting up a job training program; and the architect does more writing than designing. Rather than fit the Fellows to their pre-Fellowship specialties, the program aims to "tap their resources" and

to develop their ability in its broadest sense. Since adaption to new challenges and experiences is the main order, White House Fellows must be broad-gauged.

Education Program

To supplement the learning process inherent in their assignments and to broaden their exposure, the Fellows participate in a series of meetings, usually held twice weekly, that are off-the-record discussions with prominent representatives from both the public and private sectors.

In 1973-74 these discussions included Cabinet Secretaries; Senior White House staff members; Admiral Elmo R. Zumwalt; William F. Buckley, Jr.; Walter Cronkite; Senator Barry Goldwater; Kurt Waldheim, Secretary General of the United Nations; Justice Thurgood Marshall; and George Meany, President, AFL-CIO.

During the past nine years Fellows have walked the streets in the big city ghettos, shared the 8 to 12 shift with D. C. patrolmen, sat and talked with patients enrolled in the methadone maintenance programs, and witnessed firsthand the bleak realities of Appalachian communities.

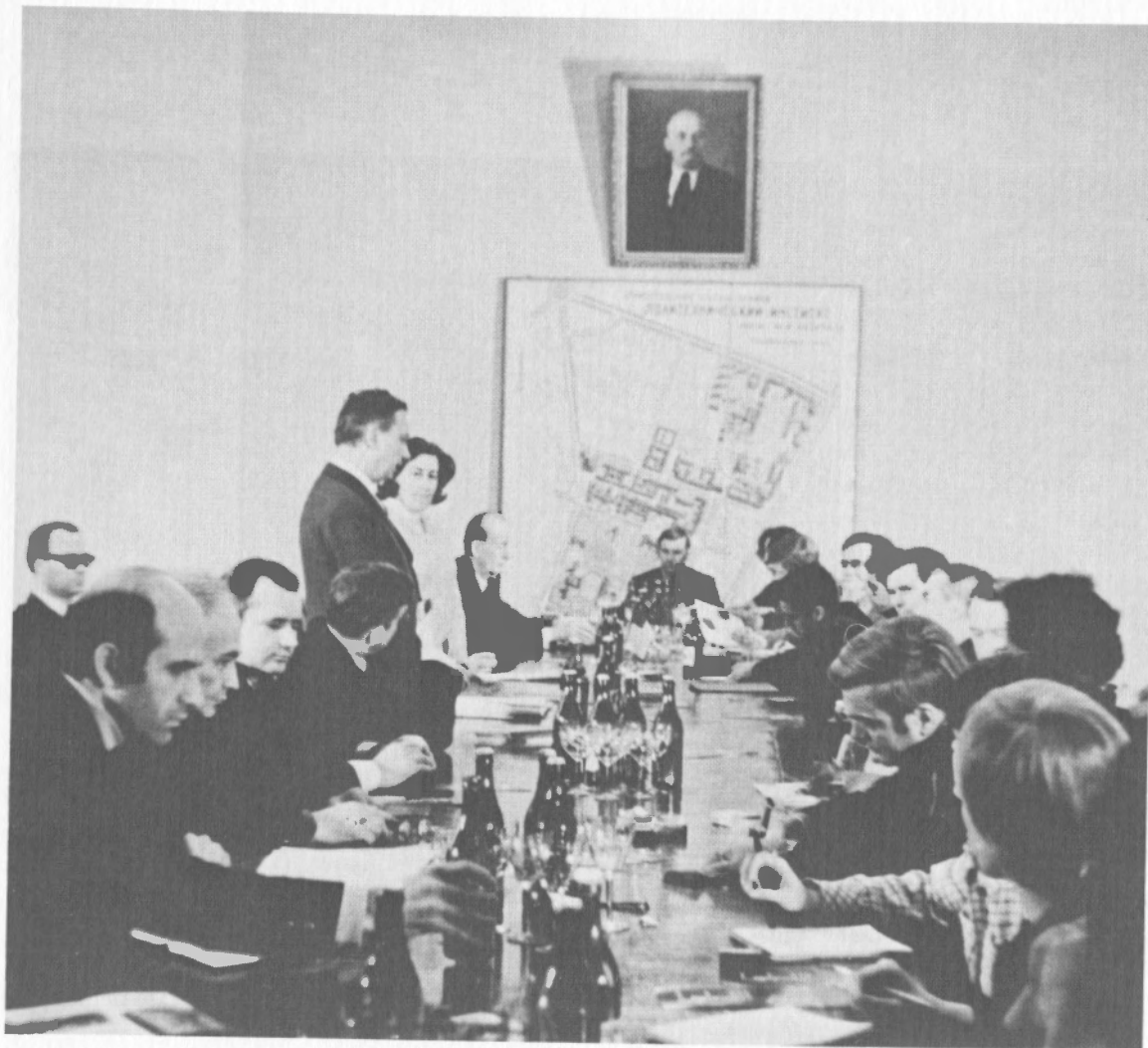
In addition to the domestic focus, the Fellows often are exposed to international affairs through the vehicle of a foreign trip. This experience is a tripartite one consisting of a series of briefings by



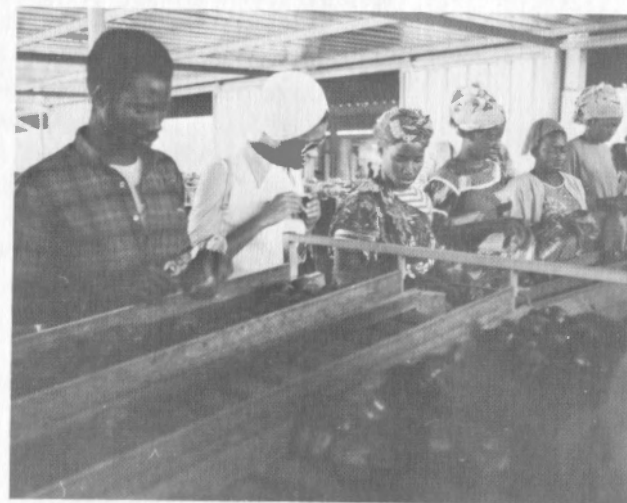
Fellows visit with Secretary General of the United Nations, Kurt Waldheim.



Gaining the viewpoint of a General Motors assembly line worker.



*An address by the Leningrad Polytechnical
Institute, U.S.S.R.*



An agricultural consortium in Senegal.

foreign affairs officials and embassy personnel of the host countries, the trip itself, and a round of debriefing sessions upon their return.

The education program and portions of the selection process are supported by private funds. Since 1964, support has come from such sources as the Carnegie Corporation, the Ford Foundation, the Rockefeller Brothers Fund, and the Cincinnati Enquirer Foundation. Additional contributions have come from U. S. Steel, General Foods, International Business Machines, Olin, North American Rockwell, General Electric, Cargill, the Henry J. Kaiser Foundation, and Continental Oil Company.

Program Results

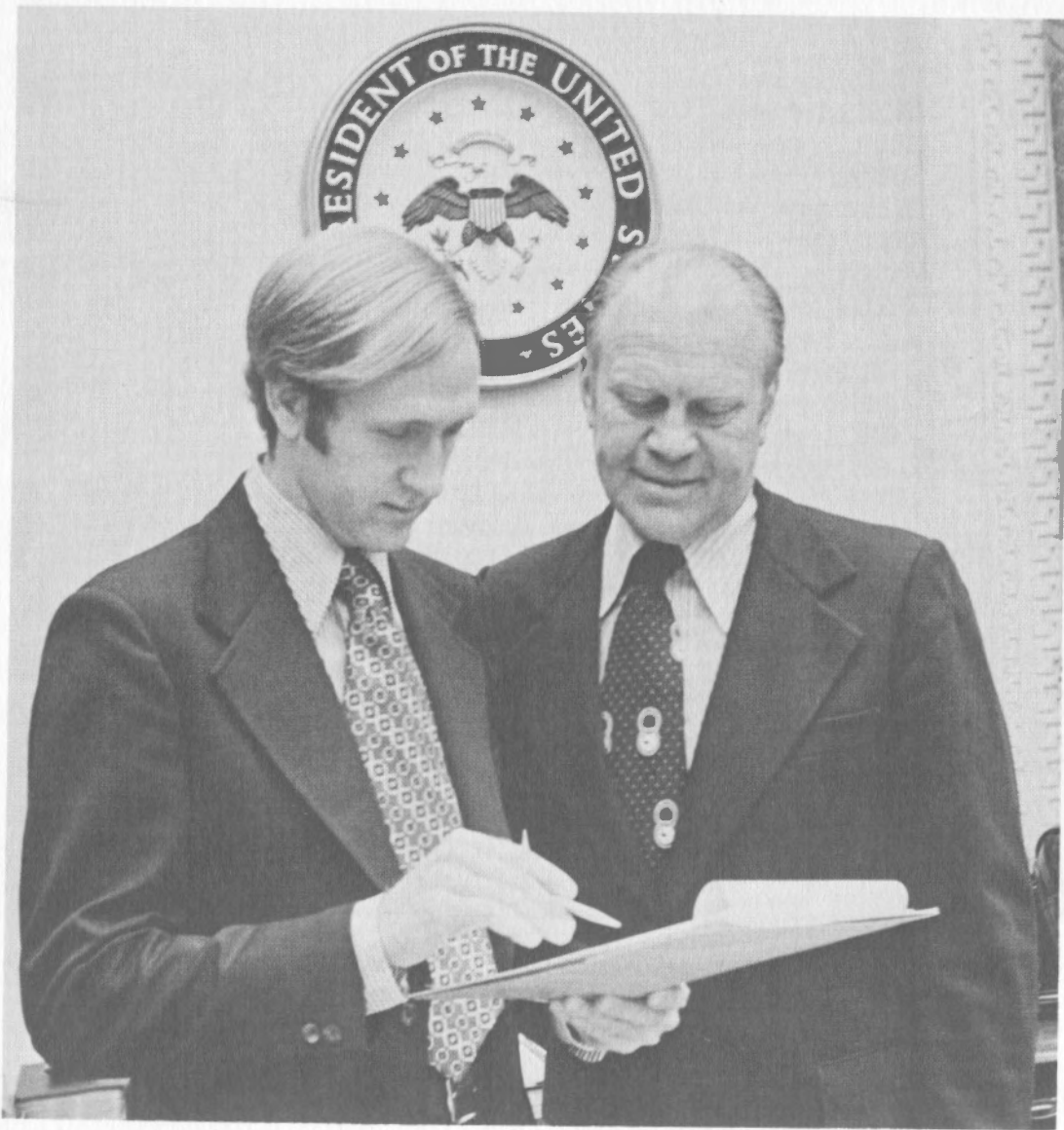
The question may be asked as to what impact, if any, has this unique experience had on those who have participated.

Perhaps the most distinguishing mark of former Fellows is an increased service to their country. In some cases this has been manifested by their pursuit of a career in public service. Former Fellows are now Attorney General of Alaska; Solicitor, Department of Labor; Director, Office of State Planning

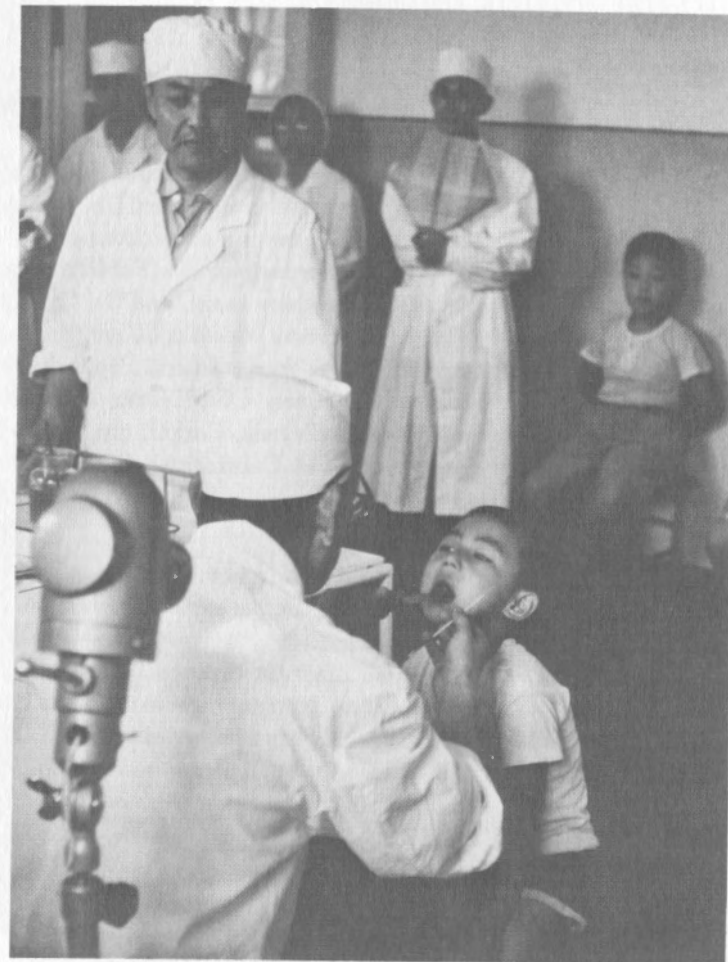
and Management, Massachusetts; Brigadier General, United States Air Force; Director, Office of Planning and Analysis, U. S. Atomic Energy Commission; Vice President, Social Planning and Development, the Greater Hartford Process; and Deputy Assistant Secretary, Department of Agriculture.

Where they have not chosen a career in public service, former Fellows have distinguished themselves in the private sector, both in careers and community involvement. Within the group can be found the second woman Vice President in I.B.M.'s history; the Dean of Georgetown University's School of Foreign Service; the Editor of *The Dallas Times Herald*; the Marketing Director, General Foods Corporation of Mexico; and the Dean of Howard University's School of Engineering.

Since its inception in 1964, the White House Fellows program has had 169 participants. Among the group have been sociologists, city planners, medical doctors, college professors, a policeman, engineers, attorneys, and others. They have come from many parts of the country and from various political and economic backgrounds.



A moment with Vice President Gerald Ford.



A visit to a teaching hospital, People's Republic of China.

General Information

History

Believing that "a genuinely free society cannot be a spectator society" the late President Lyndon B. Johnson announced the commencement of the White House Fellows program on October 3, 1964.

Prompted by a suggestion of John W. Gardner, then President of the Carnegie Foundation, the program sought to draw bright, young people to Washington, without the impetus of crisis, for a close look at the governmental process.

Each year since 1964, a group of not more than 20 exceptionally promising young citizens, drawn from all sectors of national life, have been chosen to serve as White House Fellows. For one year they are assigned to Cabinet officers or White House staff members. In addition to their daily tasks, they participate in educational activities revolving around all parts of governmental life. In this way they learn, at firsthand, the major issues faced by their government and the challenges of finding and implementing solutions.

In referring to the foresight and perception of the plan, President Richard M. Nixon, indicated that the White House Fellows program has

achieved results far beyond what was originally expected. In the presentation ceremony on June 16, 1969, in which he announced and presented the 1969-70 Fellows, the President said, "At the time it was developed five years ago, it was generally thought that those who would be selected as Fellows from around the country would have an opportunity to broaden their perspective, . . . what we found is that the presence of the White House Fellows in the departments has broadened our perspective."

Eligibility

Applications will be accepted from persons of all occupations who will have attained the age of 23 but not the age of 36 by September 1, 1975. Applicants must be citizens of the United States. No employees of the Executive Branch of the Federal Government are eligible for the program, with the exception of career military personnel of the Armed Services. Applications will be accepted from candidates overseas provided they can return to the United States for regional interviews at their own expense.

Remuneration

White House Fellows receive a government salary of up to \$30,147.00 for the year. This figure is commensurate with previous education, experience, and earnings. However, adjustments for cost of living differences are not taken into consideration.

Selection Process

The selection process is nonpartisan and designed to identify young men and women who give promise of providing the kind of leadership that will influence the shape of our society for many years to come. Normally, Fellows will have completed their education and begun their careers, and each will have demonstrated exceptional ability, marked leadership qualities, unusual promise of future development, high moral character, and tangible expression of concern about the problems facing our society. The Commission on White House Fellows is appointed by the President to monitor the selection of Fellows and the implementation of the program. Chairmen of the Commission have been David Rockefeller, C. Douglas Dillon, William H. Hastie, Arthur S. Flemming, Charles B. Thornton, and presently Francis L. Dale.

The steps in the selection process are:

1. *Announcement*—The White House announces

the commencement of the application period in late summer.

2. *Application*—Candidates must complete applications and submit them directly to the President's Commission on White House Fellows, Washington, D. C. 20415. Only official application forms will be accepted, and all applications and supporting papers are first reviewed under Commission supervision in Washington. Primary consideration is given to such factors as achievement; intellectual ability; evidence of leadership; special talents; and interest in the affairs of the community, state, and nation. Applications selected after the first review are forwarded to the appropriate regional selection panel and the candidates concerned named "Semi-Finalists."
3. *Regional Screening*—Members of the Regional Panels located in 11 geographic regions in the country review the applications originating from their area to determine who shall be called for an interview. Those chosen are termed "Regional Finalists."
4. *Regional Interview and Recommendation*—Following the interviews of the Regional Finalists, each panel submits comments and recommendations to the Commission on White House Fellows.
5. *Final Selection Meeting*—The Commission on White House Fellows, after receiving the advice of the Regional Panels, invites approximately 30

candidates or "National Finalists" to Washington for a final selection meeting with the Commission. After additional interviews and reviews of all pertinent information, the Commission makes its recommendations to the President, who then announces the new group of White House Fellows.

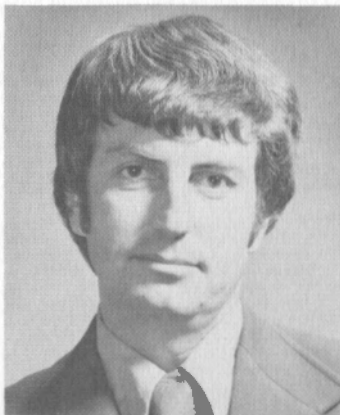
6. *Interview Period*—Newly selected White House Fellows will be interviewed by various agencies within the Executive Branch throughout the summer.
7. *Placement*—Announcement of job assignments prior to September 1 by the Commission Office.



John L. Borling, 34, Major in the United States Air Force, Tactical Fighter, 35th Tactical Fighter Wing, George Air Force Base, California. Born in Chicago, Illinois, Major Borling graduated from the United States Air Force Academy in 1963 receiving a B.S. degree in Humanities. During pilot training he served as class commander, graduated first in his class, and won the Undergraduate Pilot Training Officer Training Award. Serving in a number of Tactical Air Command assignments, Major Borling was posted to Southeast Asia in 1965. Over North Vietnam, on his 97th combat mission, his plane was downed by hostile fire. He was captured and interned for six years and eight months. During his time as a POW, Major Borling functioned as a cell commander, officer-in-charge of communication teams, education and morale officer, and chaplain. Since his release in February 1973, he has been active in social and civic affairs throughout the country. Current decorations include two Distinguished Flying Crosses, the Bronze Star, five Air Medals, two Air Force Commendation Medals, and two Purple Hearts.

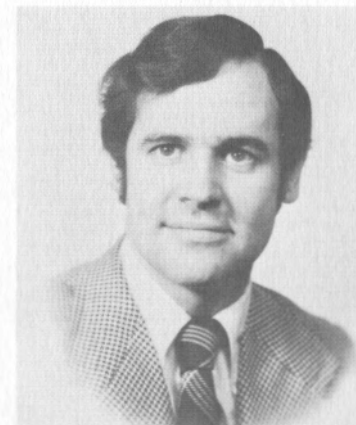
Melissa Brown, 33, Project Manager for Metcalf & Eddy, Inc., an environmental consulting engineering firm in Palo Alto, California. Born in Wyoming, she received a B.S. degree in Civil Engineering from the University of Wyoming in 1962. Since that time Ms. Brown has worked in sanitary engineering design and planning for various consulting firms in Utah, Germany, New York, California, Oregon, and Guam; additionally, she was a mathematics instructor for a year in a private school in Switzerland. Her recent assignments have placed her in charge of projects for comprehensive solid waste management planning in Oregon and California. Ms. Brown is a frequent speaker at professional conferences and on university campuses throughout the nation where she discusses with fellow engineers, engineering faculty members, and students the opportunities for women in engineering. She is a registered civil engineer in California and Oregon and is a member of Phi Kappa Phi, Sigma Tau, Chi Epsilon, Society of Women Engineers, Water Pollution Control Federation, and American Public Works Association.

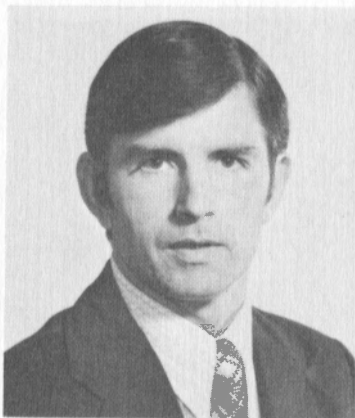




Garrey E. Carruthers, 34, Associate Professor of Agricultural Economics and Agricultural Business, New Mexico State University. Born in Alamosa, Colorado, he received a B.S. degree in Agriculture in 1964, an M.S. degree in Agricultural Economics from New Mexico State University in 1965, and a Ph.D. degree in Economics from Iowa State University in 1968. Dr. Carruthers has served on a number of western regional research committees on community and human resource and rural areas development. He is currently a member of the Faculty Senate, Athletic Council, and Graduate Council at New Mexico State University, and is the Coordinator for Graduate Studies in Agricultural Economics. Dr. Carruthers is the author of over 30 publications and papers on the economics of outdoor recreation, community and human resource development, resource management, labor mobility, and delivery of community services to rural areas. In addition to teaching, research, and service activities at New Mexico State University, Dr. Carruthers is a partner in Gomez and Associates, a socioeconomic consulting firm. He is active in Sigma Xi, is president elect of Phi Kappa Phi, and is a member of six professional organizations.

Kent W. Colton, 30, Assistant Professor, Department of Urban Studies and Planning, M.I.T. Born in Salt Lake City, Utah, he received a B.S. in economics from Utah State University in 1967, an M.P.A. degree from the Maxwell School at Syracuse University in 1968, and a Ph.D. from the Department of Urban Studies and Planning at M.I.T. in 1972. Prior to the completion of his Ph.D. he held a Samuel Stouffer Fellowship at the Joint Center for Urban Studies of M.I.T. and Harvard. At M.I.T. he has taught a variety of seminars and special training sessions on urban management, management control, budgeting, and information systems. Beginning in 1972 he served as the Director of Housing Program Development at the Boston Redevelopment Authority for two years. His dissertation was on the use, acceptance, and impact of computers and new information technologies on the police, and he has spoken at conferences and published various articles on this topic.





Leslie G. Denend, 33, Major in the United States Air Force, and completing work on his doctoral dissertation at Stanford University. Born in San Francisco, California, he received a B.S. degree with a major in Public Affairs from the United States Air Force Academy in 1963, where he was a Distinguished Graduate, and received the Thomas Hitchcock Award as the Outstanding Graduate in Economics. He was awarded a Fulbright Scholarship and studied at Bonn University, Germany. A Distinguished Graduate from Air Force Pilot Training, he has served as a reconnaissance aircraft commander in Southeast Asia and as an instructor pilot. In 1973, he received a M.B.A. degree from the Stanford Graduate School of Business and was among the top five percent of his class. He participated in the Urban Management Program there and has worked with the San Jose Urban Redevelopment Agency. His awards include the Distinguished Flying Cross and fifteen Air Medals.

William F. Hamilton, 35, Associate Professor of Management and Community Medicine, University of Pennsylvania, Philadelphia. Born in Ridley Park, Pennsylvania, he received a B.S. degree in 1961, and M.S. and M.B.A. degrees in 1964, from the University of Pennsylvania. He was awarded a Thouron Exchange Fellowship and received a Ph.D. degree in Applied Economics from the London School of Economics in 1967. Dr. Hamilton is a member of the faculties of the Wharton School and the School of Medicine at the University of Pennsylvania, and serves as Director of Research and Development, Leonard Davis Institute of Health Economics. He has received awards for distinguished teaching and has been active in a number of professional and community activities. Dr. Hamilton has also published widely in the fields of management, systems analysis, and health care delivery.

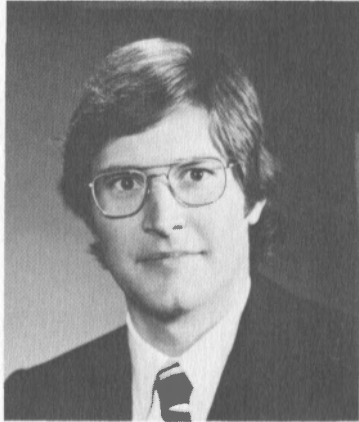




Adam W. Herbert, Jr., 30, Associate Professor and Chairman of the Urban Affairs Program, Virginia Polytechnic Institute and State University, Blacksburg, Virginia. Born in Muskogee, Oklahoma, he received a B.A. degree in 1966 and an M.P.A. degree in 1968 from the University of Southern California. In 1971 he received a Ph.D. degree in urban affairs/public administration from the University of Pittsburgh. He served as Assistant Professor of Public Administration and Urban Affairs, and Coordinator for Academic Programs in the Center for Urban Affairs at the University of Southern California from 1969-72. He has been appointed by Governor Mills Godwin to the Virginia Equal Employment Opportunities Committee, and serves on several committees of the National Association of Schools of Public Affairs and Administration, including the Executive Committee of its Urban Affairs Section, and the Committee on Public Works/Environmental Administration. He is also a member of the Conference of Minority Public Administrators, and the Conference on Continuing Education for Public Administration of the American Society for Public Administration. He is a frequent lecturer at the United States Civil Service Commission's Executive Seminar Center, Oak Ridge, Tennessee, and the Federal Executive Institute, Charlottesville, Virginia. He is listed in Outstanding Young Men in America, and Who's Who in Virginia.

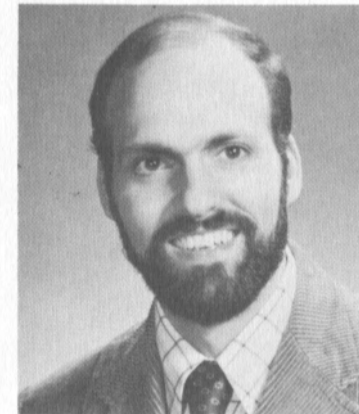
Betty McCormick, 34, Branch Manager, Data Processing Division, International Business Machines, Des Moines, Iowa. Born in Dallas, Texas, she received B.A. and M.A. degrees in Psychology from the University of Texas, Austin, in 1961 and 1962. Ms. McCormick joined I.B.M. as a Systems Engineering trainee in 1963 in Washington, D. C. She earned her first management position in 1968 as Regional Manager of Installation Planning. In 1970, she moved to Houston, Texas, as Systems Engineering and Marketing Manager and, most recently, in April, 1972, to Des Moines, Iowa, as Data Processing Branch Manager. She is serving on the Board of Directors of the Des Moines Chamber of Commerce and the Des Moines Science Center. In addition, she is active in committee work at the Y.W.C.A. and Iowa Lutheran Hospital.





Lawrence E. Mock, Jr., 28, recent graduate of the London School of Economics. Born in Louisville, Kentucky, Mr. Mock received an A.B. degree in 1968 from Harvard College. His postgraduate education includes an M.S. degree in Urban Planning from Florida State University and additional study of economic theory at the London School of Economics. Mr. Mock has served as a Rifle Platoon Commander in Vietnam with the United States Marine Corps, as an intern at the Department of State, and was the recipient of a Department of Housing and Urban Development assistantship. He was a United States delegate to the United Nations Population Commission's organizational meeting for the World Population Year (1974).

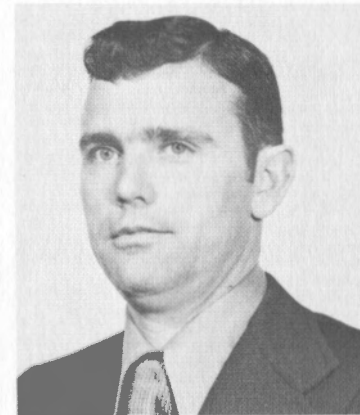
Ronald J. Naples, 28, recent graduate of the Harvard Business School. Born in Passaic, New Jersey, Mr. Naples received a B.S. degree from the United States Military Academy in 1967, where he was awarded the Military Order of World Wars Award. After leaving the United States Army as a Captain in 1971, he received an M.A. degree in international economic relations from the Fletcher School of Law and Diplomacy in 1972 and an M.B.A. degree from the Harvard Business School in 1974, where he was awarded a Walter E. Heller Fellowship and academic honors. During his four years in the Army, Mr. Naples' service included tours in Germany and Vietnam as the commander of a field artillery battery and the operations officer of a field artillery battalion. His decorations include two Bronze Star Medals, two Army Commendation Medals, and the Vietnamese Cross of Gallantry with Silver Star.





Roger B. Porter, 27, Teaching Fellow, Department of Government, Harvard University. Born in Provo, Utah, he received a B.A. degree in Political Science and History from Brigham Young University in 1969 and was selected a Rhodes Scholar and Woodrow Wilson Fellow, receiving a Bachelor of Philosophy degree in Politics from Oxford University in 1971. He was Assistant Dean, The Queen's College, Oxford University, from 1971-72. Mr. Porter served as Associate Director of a Ford Foundation financed Local Government Modernization Study, as a consultant to Utahns For Effective Government, and has been actively involved in state constitutional revision efforts. He is completing his doctoral dissertation at Harvard University. He has taught political science at Oxford University, the University of Massachusetts, and Harvard University, and is a member of Phi Kappa Phi, Phi Eta Sigma, Pi Sigma Alpha, and Phi Alpha Theta.

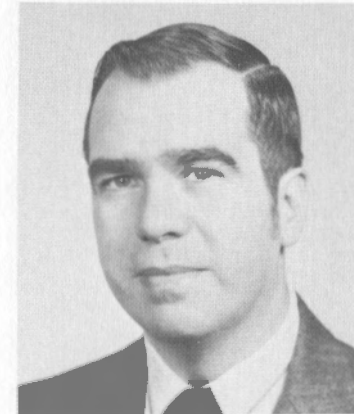
Ronald E. Ray, 32, Major in the United States Army, Exercise Director, Operations Directorate, Headquarters, United States European Command. He was born in Cordele, Georgia, and joined the Army at age 17. Progressing through the enlisted ranks, he received an appointment to Officer Candidate School in late 1963 and a commission in early 1964. A tour in Germany preceded his assignment to combat duty in Vietnam where he served as Platoon Leader until severely wounded and cited for action in 1966, which led to his being awarded the Medal of Honor. He returned to Southeast Asia in 1967, where he served two more years in combat and combat support in Vietnam and Thailand. He received his B.A. degree from the University of Tampa in 1972 and his M.A. degree through the University of Oklahoma's "seminar degree program" in 1974. In addition to the Medal of Honor, he has been awarded the Silver Star, Bronze Star, Army Commendation Medal, and Purple Heart.





Geri M. Riegger, 35, Program Manager for International Business Machines, Yorktown Heights, New York. Born in New York City, she received a B.S. degree from Concordia Teachers College in 1960. Ms. Riegger taught in high school and was subsequently hired by I.B.M. as an instructor, where her assignments included teaching computer science in Africa. Transferred to I.B.M. Systems Engineering in 1964, she was selected for two SE symposia and received I.B.M.'s Summer University Award and District Manager's Award for Leadership. Ms. Riegger joined Manufacturers Hanover Trust Company in 1969 where she managed the Technical Support Department until 1970, when she was named Manager of Computer Operations and Technical Support. She was appointed a Vice President in 1971 and was promoted to Manager of Systems and Planning in 1972. Ms. Riegger rejoined I.B.M. in 1973 as a Program Manager. She is active in women's movements and served on the American Bankers' Association Education Committee and the Multiple Sclerosis Society Computerization Board.

George S. Robinson, Jr., 34, Lt. Commander in the Civil Engineer Corps, United States Navy, Director of Programs Division, Naval Facilities Engineering Command, Alexandria, Virginia. Born in the Philippine Islands, he accepted a Naval ROTC scholarship to Princeton University where he was elected to Phi Beta Kappa in his junior year and graduated summa cum laude with a B.S.E. degree in 1961. He was awarded both a Fulbright and a Marshall Scholarship and attended the University of London, where he received an M.S.E. and a Ph.D. degree in Civil Engineering. Commander Robinson's Naval assignments include duty in Vietnam, attendance at the Armed Forces Staff College, and service as a Personnel Officer for the Civil Engineer Corps. He has published a number of technical articles, appeared in the Outstanding Young Men of America, and has twice been elected to the Washington, D. C. Joint Board of Science and Engineering Education where he was chairman of the Washington, D. C. Area Science Fairs.





Susan B. Schiffer, 28, opened and heads the first Washington Bureau for the five Westinghouse (Group W) TV Stations in Boston, Philadelphia, Pittsburgh, Baltimore, and San Francisco. Born in Bryn Mawr, Pennsylvania, she received a B.A. degree from Wheaton College in 1967 and an M.A. degree from George Washington University's School of Public and International Affairs in 1970. Ms. Schiffer was chosen as one of Wheaton College's ten most outstanding graduates at the Alumnae Association's 100th Anniversary. She presently serves on the Defense Advisory Committee on Women in the Services and on the Advisory Board of the Women's Campaign Fund. She is also active in the Shipley School and Wheaton College Alumnae Association and is a speaker about Journalism.

Former White House Fellows

William S. Abbott, Massachusetts
1966-67
Department of Agriculture

Paul F. Anderson, Illinois
1968-69
Office of Economic Opportunity

Michael H. Armacost, California
1969-70
Department of State

Walter S. Baer, Illinois
1966-67
The Vice President

Richard E. Balzhiser, Michigan
1967-68
Department of Defense

William E. Barry
1973-74
National Aeronautics and Space Administration

John Walden Bassett, Jr., New Mexico
1966-67
Department of Justice

Douglas Clifford Bauer, Pennsylvania
1972-73
Department of Transportation

Ronald O. Baukol, Minnesota
1970-71
The White House

Robert H. Baxter, Nevada
1972-73
The White House

Frederick S. Benson III, Virginia
1973-74
The White House

James H. Bockhaus, New York
1968-69
Post Office Department

James Edward Bostic, Jr., North Carolina
1972-73
Department of Agriculture

Jane P. Cahill, Washington, D.C.
1966-67
Department of Housing and Urban Development

Joseph Carroll, Paris
1972-73
Department of the Treasury

Henry G. Cisneros, Texas
1971-72
Department of Health, Education, and Welfare

L. Edwin Coate, Oregon
1970-71
Council on Environmental Quality

Rodney A. Coleman, Pennsylvania
1970-71
Department of the Interior

James E. Connor, New York
1968-69
Bureau of the Budget

Peter W. Cook, Illinois
1971-72
Department of Defense

Richard D. Copaken, Missouri
1966-67
Department of Transportation

Melvyn R. Copen, Texas
1970-71
Department of Agriculture

William Reckling Cotter, Michigan
1965-66
Department of Commerce

J. Keith Crisco, North Carolina
1970-71
Department of Commerce

Thomas E. Cronin, Massachusetts
1966-67
The White House

Barbara Currier, New York
1967-68
The Vice President

Peter M. Dawkins, Virginia
1973-74
Department of Defense

John A. DeLuca, California
1965-66
The White House

Richard L. de Neufville, Massachusetts
1965-66
Department of Defense

Arthur E. Dewey, Pennsylvania
1968-69
Department of State/AID

Robert A. Dey, California
1971-72
Environmental Protection Agency

Judge A. Dickson, Alabama
1969-70
Department of Defense

C. Nelson Dorny, Pennsylvania
1969-70
Department of Agriculture

Hudson B. Drake, California
1968-69
The Vice President

Jan T. Dykman, Indiana
1967-68
Department of Commerce

Leon A. Edney, Massachusetts
1970-71
Department of Transportation

Barnes H. Ellis, Oregon
1967-68
Department of Justice

Ursula Farrell, New York
1973-74
Department of the Treasury

Edwin Brown Firmage, Utah
1965-66
The Vice President

James A. Fletcher, Massachusetts
1973-74
Office of Management and Budget

Joseph Freitas, Jr., California
1967-68
Department of Housing and Urban Development

John Clifford Fryer, Jr., Virginia
1972-73
Department of Justice

W. Antoinette Ford, Washington, D.C.
1971-72
Department of the Treasury

Donald A. Furtado, North Carolina
1967-68
The White House

Stephen J. Gage, Texas
1971-72
Office of Science and Technology

Franklin R. Gannon, New York
1971-72
The White House

Gerald Garbacz, Indiana
1968-69
Department of Defense

R. Charles Gentry, New Mexico
1970-71
Department of Justice

William P. Graham, New York
1966-67
The White House

Sanford D. Greenberg, New York
1966-67
Office of Science and Technology

Barbara D. Greene, New York
1969-70
The White House

John S. Grinalds, Georgia
1971-72
The White House

James Howard Gross, Ohio
1972-73
Department of Housing and Urban Development

Robert D. Haas
1968-69
Department of Housing and Urban Development

Barbara W. Hancock, Pennsylvania
1973-74
Department of Labor

John Nils Hanson, Pennsylvania
1970-71
Department of Labor

John E. Havelock, Alaska
1967-68
Department of Agriculture

George H. Heilmeier, Pennsylvania
1970-71
Department of Defense

Bruce B. Henry, Massachusetts
1973-74
Department of Housing and Urban Development

Samuel H. Howard, Oklahoma
1966-67
The United Nations

Robert P. Huefner, Utah
1967-68
Department of the Treasury

Walter J. Humann, Texas
1966-67
Post Office Department

David L. Jackson, Maryland
1973-74
Environmental Protection Agency

Edward R. Jayne II, Missouri
1973-74
The White House

Richard T. Johnson, California
1968-69
Department of Labor

W. Thomas Johnson, Jr., Georgia
1965-66
The White House

W. Landis Jones, Pennsylvania
1969-70
The Vice President

Thomas O. Jones, Pennsylvania
1966-67
Department of Health, Education, and Welfare

Robert L. Joss, Washington
1968-69
Department of the Treasury

Edgar F. Kaiser, Jr., California
1968-69
Department of the Interior

Doris Kearns, Massachusetts
1967-68
Department of Labor

Glen R. Kendall, Colorado
1971-72
Department of the Interior

William J. Kilberg, New York
1969-70
Department of Labor

Richard L. Klass, Colorado
1970-71
The White House

Peter F. Krogh, Massachusetts
1967-68
Department of State

Van Emerson Langley, New York
1970-71
Department of State

Charles R. Larson, South Dakota
1968-69
Department of the Interior

Robert R. Lee, Idaho
1965-66
Bureau of the Budget

Ronald B. Lee, Massachusetts
1965-66
Post Office Department

David K. Lelewer, California
1968-69
Department of Health, Education, and Welfare

Michael A. Levett, California
1969-70
Department of the Interior

Betsy Levin, Maryland
1967-68
The United Nations

F. Pierce Linaweaver, Maryland
1966-67
Department of the Interior

Bernardo Loeffke, Colombia, S.A.
1970-71
National Security Council

Caro E. Luhrs, New Jersey
1968-69
Department of Agriculture

Charles M. McArthur, Florida
1969-70
Post Office Department

Terence D. McCann, New York
1971-72
Department of Justice

John W. McCarter, Jr., Illinois
1966-67
Bureau of the Budget

Stephen George McConahey, Virginia
1972-73
The White House

Robert C. McFarlane, Texas
1971-72
The White House

J. Timothy McGinley, Indiana
1966-67
Department of Labor

John M. McGinty, Texas
1967-68
Department of Labor

William Earl McGlashan, California
1972-73
The White House

Charles M. Maguire, New York
1965-66
The White House

James P. Maloney, Jr., Pennsylvania
1966-67
Department of Commerce

Melvin M. M. Masuda, Hawaii
1970-71
Department of the Treasury

John Morey Maurice, Colorado
1971-72
Department of Agriculture

Dana G. Mead, Massachusetts
1970-71
The White House

Doris M. Meissner, Maryland
1973-74
Department of Justice

Delano Meriwether, Massachusetts
1973-74
Department of Health, Education, and Welfare

David C. Miller, Jr., Ohio
1968-69
Department of Justice

John H. Moellering, Virginia
1973-74
The White House

Laurence I. Moss, New York
1968-69
Department of Transportation

David C. Mulford, Illinois
1965-66
Department of the Treasury

John Becker Mumford, Florida
1972-73
Department of Labor

Howard N. Nemerovski, Illinois
1965-66
Department of Health, Education, and Welfare

Howard N. Newman, New York
1967-68
Bureau of the Budget

Luis Guerrero Nogales, California
1972-73
Department of the Interior

Michael S. Noling, Wisconsin
1971-72
Office of Management and Budget

Lee Roy Nunn, Jr., Colorado
1972-73
The White House

Thomas O'Brien, Massachusetts
1970-71
Department of Housing and Urban Development

Gilbert S. Omenn, Washington
1973-74
Atomic Energy Commission

Robert E. Patricelli, Connecticut
1965-66
Department of State

Percy A. Pierre, Louisiana
1969-70
Office of Economic Opportunity

Colin Luther Powell, Virginia
1972-73
Office of Management and Budget

John S. Pustay, New Jersey
1966-67
Department of State

Richard J. Ramsden, Connecticut
1969-70
Office of Economic Opportunity

Ann Sutherland Ramsey, Maine
1972-73
Office of Drug Abuse Prevention

Charles D. Ravenel, South Carolina
1966-67
Department of the Treasury

Deanell Reece, Kansas
1971-72
Department of Labor

Harold Richman, Illinois
1965-66
Department of Labor

Warren Rustand, Arizona
1973-74
The Vice President

Pastora Esperanza San Juan, Cuba
1969-70
Department of Transportation

Robert L. Sansom, Tennessee
1968-69
National Security Council

Robert Sansone, New Jersey
1969-70
Department of Commerce

David William Schrempf, Ohio
1972-73
Department of Defense

Martin E. Seneca, Jr., New York
1971-72
Department of Housing and Urban Development

Betty Jean Shelton, Minnesota
1973-74
Department of Commerce

Geoffrey C. Shepard, California
1969-70
Department of the Treasury

Harold P. Smith, Jr., Pennsylvania
1966-67
Department of Defense

Woodrow B. Sneed, North Carolina
1969-70
Council on Indian Affairs

Gerard L. Snyder, New Jersey
1967-68
Department of Transportation

Victor H. Sparrow, Pennsylvania
1969-70
Office of Economic Opportunity

Michael J. Spector, Wisconsin
1973-74
Department of Justice

Richard E. Stephenson, Texas
1971-72
Department of Transportation

Donald Joseph Stukel, Ohio
1972-73
National Security Council

Brandon W. Sweitzer, Ohio
1971-72
Department of Commerce

Wilson K. Talley, California
1969-70
Department of Health, Education, and Welfare

Stuart A. Taylor, Rhode Island
1969-70
Department of Housing and Urban Development

Preston Townley, Minnesota
1967-68
Post Office Department

Marshall C. Turner, Jr., California
1970-71
Department of Health, Education, and Welfare

Julia A. Vadala, Colorado
1970-71
The Vice President

Thomas C. Veblen, Minnesota
1965-66
Department of the Interior

Michael H. Walsh, Oregon
1965-66
Department of Agriculture

George Byron Weathersby, California
1972-73
National Commission on the Financing of
Post Secondary Education

Glen E. Wegner, Idaho
1968-69
The Surgeon General

Thomas R. Williams, Oregon
1968-69
Department of Commerce

George S. Wills, Maryland
1969-70
Bureau of the Budget

Timothy E. Wirth, New Mexico
1967-68
Department of Health, Education, and Welfare

John H. Woodmansee, Jr., Tennessee
1968-69
Department of State

John Bernard Yasinsky, Pennsylvania
1972-73
Department of Commerce

Kimon S. Zachos, New Hampshire
1965-66
Department of Justice

Albert C. Zapanta, California
1973-74
Department of Transportation

July 1974